

Employee Well-being Support A Workplace Resource

Andrew Kinder, Rick Hughes and Cary L. Cooper



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About the Editors

Andrew Kinder is a Chartered Counselling and Chartered Occupational Psychologist, is the Chair of the Association for Counselling at Work (www.counsellingatwork.org.uk a Division of the British Association for Counselling and Psychotherapy) and is an Associate Fellow of the British Psychological Society. He is also a Chartered Scientist. He is currently principal psychologist with Atos Healthcare with responsibility for a large counselling and employee assistance programme service. He has worked in the area of stress, trauma and employee assistance within organisations for over 13 years and has run numerous courses for all levels on managing stress, maximising performance under pressure, coping with change and trauma support while, as a counsellor and coach, having his own case-load of clients, many of whom have stress-related issues. He was a member of the steering group which produced the Mind Out for mental health line managers' resource: *A Practical Guide to Managing and Supporting Mental Health in the Workplace*. He has been active as a researcher – his latest being a collaboration with the Institute of Employment Studies, Royal Mail Group, University of Sheffield and the British Occupational Health Research Foundation into the evidence for organisational interventions used following a work-related trauma. He has published articles on stress, substance misuse and trauma. His most recent publication is co-authoring with Rick Hughes best practice guidelines in relation to counselling in the workplace (BACP, Rugby). He also has an interest in media psychology and has carried out numerous assessments on contributors for reality TV programmes plus providing after-care.

Rick Hughes has widespread experience within the world of workplace counselling, employee assistance programmes (EAP) and employee development fields having worked for several international EAP providers and consultancies. He is head Adviser for Counselling in the Workplace of the British Association for Counselling and Psychotherapy. He was Deputy Chair of the Association for Counselling at Work (ACW) and a founding member of the Association for Coaching (AC). He has been a guest lecturer on the MBA course at Edinburgh University Management School. Rick's publications include co-author of *Experiences of Person-Centred Counselling Training* (2000,

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Professor Cary L. Cooper is Professor of Organisational Psychology and Health, Lancaster University Management School and Pro Vice Chancellor (External Relations) at Lancaster University. He is the author of over 100 books (on occupational stress, women at work, and industrial and organisational psychology), has written over 400 scholarly articles for academic journals, and is a frequent contributor to national newspapers, TV and radio. He is currently founding editor of the *Journal of Organizational Behavior* and co-editor of the medical journal *Stress and Health* (formerly *Stress Medicine*). He is a Fellow of the British Psychological Society, the Royal Society of Arts, the Royal Society of Medicine, the Royal Society of Health, the British Academy of Management and an academician of the Academy for the Social Sciences. Professor Cooper is the immediate past president of the British Academy of Management, is a Companion of the Chartered Management Institute and one of the first UK-based Fellows of the (American) Academy of Management (having also won the 1998 Distinguished Service Award for his contribution to management science from the Academy of Management). In 2001, Cary was awarded a CBE in the Queen's Birthday Honours List for his contribution to organisational health. He holds honorary doctorates from Aston University (DSc), Heriot-Watt University (DLitt), Middlesex University (Doc. Univ) and Wolverhampton University (DBA); an Honorary Fellowship of the Faculty of Occupational Medicine of the Royal College of Physicians; and in 2006 was awarded an Honorary Fellowship of the Royal College of Physicians (Hon FRCP).

Professor Cooper is the editor-in-chief of the international scholarly *Blackwell Encyclopedia of Management* (13-volume set); and the editor of *Who's Who in the Management Sciences*. He has been an adviser to two UN agencies; the World Health Organisation and ILO; published a major report for the EU's European Foundation for the Improvement of Living and Work Conditions on 'Stress Prevention in the Workplace'; and was a special adviser to the Defense Committee of the House of Commons on their Duty of Care enquiry (2004–2005). Professor Cooper is Chair of the Sunningdale Institute, a think tank on management and organisational issues, in the National School of Government in the Cabinet Office. Professor Cooper is also the President of the Institute of Welfare Officers, President of ISMA, President of the British Association of Counselling and Psychotherapy (from October 2006), an ambassador of the Samaritans and patron of the National Phobic Society

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Dr Steve Boorman is an experienced specialist in occupational medicine, after beginning his career as a general practitioner. He holds honorary appointments as Senior Clinical Lecturer to the Institute of Occupational Medicine, Birmingham University; Chief Examiner to the Faculty of Occupational Medicine's Diploma in Occupational Health and as an appeal board referee under Merchant Shipping Regulations. He is a previous president of the Royal Society of Medicine's Section of Occupational Medicine and a regular lecturer/presenter on occupational health topics.

As Chief Medical Adviser to Royal Mail Group, he has had responsibility for commissioning occupational health and welfare services for one of the UK's largest employers.

Mark Brayne is a psychotherapist and trainer specializing in trauma and journalism, having served for 30 years as foreign correspondent and senior editor for Reuters and the BBC World Service. Mark is Director Europe of the US-based Dart Centre for Journalism and Trauma, working with journalists, mental health professionals and educators towards improving media coverage of violence and trauma, and mitigating the emotional consequences of such coverage on those who report the stories. He developed and implemented for the BBC a programme of trauma awareness and support training in which he has also trained journalists, editors and managers at news organisations around the world including the *Washington Post* and *Newsweek*, WDR Television in Germany, the Arabic news channel al Jazeera and the *Financial Times* in

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Andrew Buckley is founder of mental well-being organisation Kipepeo and has been helping individuals and organisations understand mental health since the mid-1990s. He is a psychotherapist, coach and co-author of *A Guide to Coaching and Mental Health: The Recognition and Management of Psychological Issues* (Routledge, 2006). He is regularly invited to speak at conferences and events on the topic of managing mental health issues at work and advocates a simple approach that looks for practical and effective means that will help all concerned.

Tony Buon is a well-known psychologist, educator and consultant. Tony was born in Scotland but it took 25 years in Australia for him to lose his Glaswegian accent! He is now based in the north of Scotland and works throughout the UK, Europe and the Middle East. A part-time lecturer in HRM at Robert Gordon University, he is also the Managing Partner of ScotCoach, an Edinburgh-based consultancy. He speaks internationally on conflict resolution, mediation, leadership and employee assistance.

Dr Sharon Clarke is a Senior Lecturer in Organisational Psychology at Manchester Business School, the University of Manchester. She has published widely in the area of health and safety management, including articles published in some of the top international journals for organisational psychology (e.g., *Journal of Occupational and Organizational Psychology* and *Journal of Organizational Behavior*) as well as internationally recognised specialist safety and risk publications (such as *Safety Science* and *Risk Analysis*). She has co-authored the books *Managing the Risk of Workplace Stress* with Professor Cary L. Cooper (Routledge, 2004) and *Human Safety and Risk Management* (2nd edn) with Professors Ian Glendon and Eugene McKenna (CRC Press, 2006). She is currently the Principal Investigator on an IOSH-funded project (2007–2009) examining the long-term effectiveness of safety training interventions. Her research features regularly at leading conferences.

Professor David Clutterbuck is one of the international pioneers of structured mentoring, having introduced the concept to Europe in the early 1980s and, with colleagues at the Mentoring and Coaching Research Unit at Sheffield Hallam University, facilitated the emergence of developmental mentoring as a non-directive alternative to the US model of sponsorship mentoring. He co-founded in 1992 the European Mentoring Centre, which evolved in 2000 to become the European Mentoring and Coaching Council (EMCC), for which he is current chair of research.

Visiting professor of coaching and mentoring at both Sheffield Hallam and Oxford Brookes Universities, he is the author or co-author of 10 books in this field (out of almost 50 books overall):

- *Everyone Needs a Mentor*, (1985, rev. 1992, 1998, 2002)
- *Mentoring in Action* (volumes 1 and 2)
- *Mentoring Executives and Directors*
- *Learning Alliances*
- *Situational Mentoring*
- *Mentoring and Diversity: An International Perspective*
- *Implementing Mentoring Schemes*
- *Coaching at Work: Creating a Coaching Culture*
- *Coaching the Team at Work*

David leads an international consultancy, Clutterbuck Associates, which specialises in helping organisations establish and sustain coaching and mentoring capability. www.clutterbuckassociates.co.uk

Professor Philip Dewe is Vice-Master of Birkbeck and Professor of Organisational Behaviour in the Department of Organisational Psychology, Birkbeck, University of London. He graduated with a Master's degree in management and administration from Victoria University in Wellington, New Zealand, and with an MSc and PhD (in organisational psychology) from the London School of Economics. After a period of work in commerce in New Zealand he became a Senior Research Officer in the Work Research Unit, Department of Employment (UK). In 1980 he joined Massey University in New Zealand and headed the Department of Human Resource Management until joining the Department of Organisational Psychology, Birkbeck, University of London, in 2000. Research interests include work stress and coping, emotions and human resource accounting. He is a member of the editorial board of *Work and Stress*. He has written widely in the area of work stress and coping.

Alison Dunn is Head of Treatment Services, in the Occupational Health Department at Transport for London, which provides a range of services for London Underground and the Transport for London group. In this role she oversees the management of the Counselling and Trauma Service, the Physiotherapy Service, and the Drug and Alcohol Assessment and Treatment Service. Alison's background is in social work and then counselling - she was awarded a Master's degree in psychological counselling and psychotherapy in 2000. Alison has thorough experience of providing counselling in an organisational setting, managing a proactive workplace counselling service and responding to critical incidents. She has co-ordinated the counselling teams' response to several incidents that have taken place during past years as well as the response to the events on 7 July. Alison has previously written about a four-stage model for trauma aftercare in Thom Spiers' book - *Trauma: A Practitioner's Guide to Counselling*.

Emily Duval earned her Master's in psychology with a concentration on marriage and family therapy from Golden Gate University, San Francisco, CA. In 1994 she earned certification in suicide intervention and first began counselling in 1998 when she became certified as a grief counsellor in Marin County where she specialised in sudden death and grief after suicide, working with individuals, couples and as co-facilitator of 'SOS' groups for those who had lost someone to suicide. Emily has ample experience in university counselling centre settings, both in the USA and the UK. She currently works part-time for a workplace employee assistance programme and has a private practice in Bristol, England, offering organisational consulting services and presentations on grief after suicide.

Professor Ståle Einarsen was one of the early pioneers in research on bullying and harassment in the workplace, a field in which he has published extensively. He has also published in the fields such as creativity and innovation, psychosocial work environment, and leadership, and has been a licensed clinical psychologist since 1991 with a PhD in organisational psychology from 1996. Einarsen is Professor of Work and Organisational Psychology and Managing Director of the Bergen Bullying Research Group at the University of Bergen, Norway. His work has appeared in journals such as *Aggressive Behaviour*, *Leadership Quarterly*, *Violence and Victims*, *Journal of Applied Social Psychology* and *European Journal of Work and Organizational Psychology*. He has co-edited the book *Bullying and Emotional Abuse in the Workplace*, which gives an extensive overview of both research and best practice in the field.

David Fairhurst has enjoyed a rich and varied career in human resources. Since joining Lucas Industries as a graduate trainee, he has built an HR department from scratch for Transport Development Group; was the youngest group manager at H J Heinz; and was European Director of Recruitment and Leadership Planning for SmithKline Beecham where he ran a large shared services department and took the company to 'European Employer of Choice' in its sector. David moved to Tesco Stores in November 2000 as Group Resourcing Director and was quickly given the additional accountability of Corporate HR Director. In May 2005 David joined McDonald's Restaurants Ltd as Vice President of People, and in January 2007 was promoted to Senior Vice President, Chief People Officer – Northern Europe with responsibility for HR, training, education, and customer services. David is a Fellow of the Chartered Institute of Personnel and Development, a Fellow of the RSA, a member of the Council of People 1st, an associate member of Investors in People's Human Capital Management Standards board, and Chair of the Advisory Board to the Centre for Professional Personnel and Development (CPPD). In July 2006 David was voted HR Director of the Year by readers of *HR Magazine* and in June 2007 he secured No. 1 position in *Personnel Today's* Top-40 HR Power Players list. In July 2007 he was given an honorary doctorate in business administration by Manchester Metropolitan University Business School.

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Kristina Gyllensten is a chartered counselling psychologist and a coach. She currently works as a therapist, lecturer and researcher at a centre for cognitive therapy in Gothenburg, Sweden and is also involved in the development of a new coaching organisation, providing courses in cognitive coaching. Her particular interests are coaching, workplace stress, stress management, gender and stress, and cognitive therapy, on which she has co-authored a number of articles. She is the co-author of various publications on coaching and workplace stress including *Can Coaching Reduce Workplace Stress? The Coaching Psychologist*.

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Peter Jenkins is Co-Director of Counselling and Psychotherapy at Salford University, and a BACP accredited counsellor trainer. He is a former member of the Professional Conduct Committee of the British Association for Counselling and Psychotherapy, and is currently a member of the Ethics Committee of

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Dr Laura M. Little is a Visiting Professor of Management at Oklahoma State University. She received her BA from Vanderbilt University, her MBA from the University of Texas at Austin and her PhD from Oklahoma State University in May 2007 where she was the recipient of the Robert W. and Jean M. Schuetz Distinguished Graduate Fellowship Award. Dr Little's research has been published in several books as well as the *Journal of Organizational Behavior*, *Journal of Management Studies* and *Journal of Occupational Health Psychology*.

Gladeana McMahon is considered one of the leading personal development and transformational coaches in the UK. She was instrumental in founding the Association for Coaching for which she now holds the positions of Fellow and Vice-President. She is also a Fellow of the BACP, the Institute of Management Studies and the Royal Society of Arts. Gladeana is widely published with some 16 popular and academic books on coaching and counselling including *Essential Business Coaching* and *Achieving Excellence in Your Coaching Practice* (Brunner-Routledge), *How to Make Life Happen* and *Confidence Works* (Sheldon Press) and *No More Anxiety* and *No More Anger* (Karnac Publications). An innovator, Gladeana is one of the UK founders of cognitive behavioural coaching and currently works as the Head of Executive Coaching for Fairplace plc and Co-Director of the Centre for Coaching. She is passionate about her work in coaching business and public sector leaders to master the psychological complexities of 21st-century corporate life.

Dr Derek Mowbray has over 25 years of top management experience in the public, private and education sectors including that of Director of the Management Advisory Service to the NHS – the first NHS internal advisory service that focused on service delivery and organisation development. He is credited with facilitating the most significant recent development of clinical psychology in the UK with his review of clinical psychology in 1989. More recently he completed the feasibility study into the role of associate psychologist in 2003,

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Professor Deborah L. Nelson is the Spears School of Business Associates' Distinguished Professor of Business Administration and Professor of Management at Oklahoma State University. She received her PhD from the University of Texas at Arlington, where she was the recipient of the R.D. Irwin Dissertation Fellowship Award. Dr Nelson is the author of over 70 journal articles and book chapters focusing on work stress, gender issues in the workplace and positive organisational behaviour. Dr Nelson's research has been published in the *Academy of Management Executive*, *Academy of Management Journal*, *Academy of Management Review*, *MIS Quarterly*, *Journal of Organizational Behavior* and other journals. Among Dr Nelson's books are *Stress and Challenge at the Top: The Paradox of the Successful Executive*, *Organizational Leadership*, *Preventive Stress Management in Organizations*, *Gender, Work Stress and Health*, and *Organizational Behavior: Foundations, Realities, Challenges*. Dr Nelson has been honoured with a host of teaching and research awards, including the Burlington Northern Faculty Achievement Award, the Regents Distinguished Research Award, the Greiner Graduate Teaching Award, and the Chandler-Frutes and Reitz Graduate Teaching Award. She has served on the editorial review boards of *Academy of Management Journal*, *Journal of Occupational Health Psychology*, *Academy of Management Executive*, *Leadership*, *Journal of Leadership and Organizational Studies* and the *Journal of Organizational Behavior*. Dr Nelson has also served as a consultant/executive coach for several organisations including AT&T, Sonic Corporation, ONEOK, State Farm Insurance Companies and Southwestern Bell. She has presented leadership, emotional intelligence and preventive stress management seminars in a variety of organisations, including American Fidelity Assurance, Blue Cross/Blue Shield, Conoco/Phillips, FAA, Enogex, Kerr-McGee Corporation, Oklahoma Gas and Electric, and Oklahoma Natural Gas.

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Vanja is currently Joint Head (with Maria Gilbert) of the Integrative Department at the Metanoia Institute in London, which offers both psychotherapeutic and coaching trainings. She also runs a private practice in psychotherapy, counselling, coaching and supervision. She has published a wide range of articles and book chapters on both clinical and organisational topics. Recent writing includes: Counselling psychology in the workplace, in R. Woolfe, W. Dryden and S. Strawbridge (Eds.), *Handbook of Counselling Psychology* (2nd edn), 2003; From structure to process: ethical demands of the postmodern era, *British Journal of Psychotherapy Integration*, 4:54–61, 2007. She is also currently co-authoring a book on counselling psychology which will appear in early 2008.

Professor Stephen Palmer PhD is an international stress expert and helped to launch the coaching psychology movement in the UK. He is Honorary Professor of Psychology and Founder Director of the Coaching Psychology Unit at City University, London. He is a Visiting Professor of Work Based Learning and Stress Management at the National Centre for Work Based Learning Partnerships, Middlesex University, and Director of the Centre for Stress Management. His honorary posts include being President of the Association for Coaching. He is a Chartered Psychologist, APECS Accredited Executive Coach and Supervisor, and a UKCP Registered Psychotherapist. He has written or edited over 35 books and numerous articles and book chapters on stress, coaching, counselling and health. His forthcoming book is the *Handbook of Coaching Psychology* (with Whybrow). He is editor of the *International Journal of Health Promotion and Education*, and the UK co-ordinating editor of the *International Coaching Psychology Review*. He has received awards for his contribution to counselling psychology and the development of REBT.

Matthew A. Prosser MSc is a PhD student in industrial/organisational psychology at Saint Mary's University, Halifax, Nova Scotia, Canada. He is a graduate of Atlantic Baptist University (music and philosophy), the Southern Baptist Theological Seminary (Master of Divinity in church history), and Saint Mary's University (BA, MSc in psychology). His research interests include: leadership, eyewitness identification, retirement well-being, and workplace sabotage. Mr Prosser is the recipient of both the Nova Scotia Health Sciences Research Foundation Doctoral Grant and the Social Science and Humanities Research Council of Canada Doctoral Graduate Scholarship. Mr Prosser plans to complete his doctoral studies in 2009.

Dr Jo Rick is a Chartered Occupational Psychologist based at the University of Sheffield's Institute of Work Psychology. Here Jo runs a programme of research into the workplace factors that affect psychological health with particular emphasis on well-being, trauma, human resource management (HRM) and performance, organisational culture and change management.

Prior to this, Jo led the Work, Health and Well-being programme at the Institute for Employment Studies, where she published and consulted on many

aspects of work-related health and well-being including psychological trauma and rehabilitation and led the review of evidence to underpin the HSE's Management Standards for Work-related Stress.

Jo provides research and consultancy support to both organisations and policy makers on workplace mental health issues and is regularly invited to speak at conferences and in the media on work, health and well-being.

Professor Ivan Robertson is currently Managing Director of Robertson Cooper Ltd (a University of Manchester spin-off business founded in 1999) specialising in well-being and motivation. The company has offices in Manchester, London and Sydney – (www.robertsoncooper.com) and has developed some of the leading tools for developing well-being as a platform for organisational success. Ivan's experience covers over 30 years working at senior levels with industry/national government, education and business. He has advised many organisations, on a worldwide basis, on a wide range of issues including: well-being management, work-life balance, leadership development and training, the psychological assessment of employees, and the selection and development of top teams.

He has been responsible for over 35 books on work and organisational psychology and over 150 scholarly articles/conference papers. His publications cover management and leadership development, stress assessment and management, managerial assessment, personnel selection and personnel psychology, personality, performance management and assessment. He has held visiting academic posts in the USA (Michigan State University), Singapore (National University of Singapore) and Australia (Queensland University of Technology).

Michael Teed MSc is a PhD candidate (industrial/organisational psychology) at Saint Mary's University. Mike received his Master's degree in industrial and organisational psychology from Saint Mary's University. He has consulted in both private and public organisations, working on organisational stress intervention techniques, conducting needs analysis, and personnel selection/evaluations. He has also completed a two-year teaching contract for the Williams School of Business at Bishop's University. His current research interests include leadership, occupational health and safety, violence and aggression, and stress.

Gordon Tinline is a Chartered Occupational Psychologist and has been a Director of Robertson Cooper Ltd since the company was founded in 1999. During this time, he has become a recognised expert in the field of well-being, work-related stress, leadership and people performance. Gordon has worked extensively across the public sector, including local authorities, central government, the Prison Service and with 18 UK police forces, as well as in the private sector. Much of this work attempts to go beyond compliance with Health and Safety stress guidelines to focus on positive well-being and, ultimately, the productivity of employees and organisations.

Dr Louise Tomson is an independent consultant and researcher specializing in work-related stress and employee absence. She has previously held posts as a Research Fellow at the Institute for Employment Studies, and as a Lecturer in Occupational Health Psychology at the Institute of Work, Health and Organisations at the University of Nottingham. Louise has conducted research into the role of psychological, social and organisational factors in occupational health conditions, particularly work-related stress. She has designed and evaluated organisational interventions for work-related stress in a wide variety of organisations in both the private and public sectors. She has also worked with organisations to identify the causes of employee absence and develop absence management strategies. She has conducted research to identify examples of best practice following absence due to stress-related illness, and the various factors that influence the effectiveness of organisational practices in rehabilitating employees.

David Weaver is Chairman and Senior Partner of Freeman Oliver, a talent management consulting firm. He has over 15 years experience as an independent change management and organisational development consultant. A former social worker, university lecturer and local government senior manager, he has worked with numerous organisations in the public, private and not-for-profit sectors - primarily on issues relating to organisational change, leadership and diversity.

David holds the distinction of having led the development of one of the UK's first major entrants into the public sector recruitment and executive search market in the mid 1990s. He has personally 'head-hunted', recruited and 'coached' an impressive number of board members, chief executives and senior managers in the public and private sectors and is a frequent commentator on themes relating to leadership and public services.

He is noted as a leading consultant in the area of change management, and has used these skills to great effect within training, diversity, public speaking, mediation, conflict management and facilitation interventions. David's client base has spanned the UK, USA, France and the Eastern Caribbean and he continues to act as a mentor for young black males in inner city London.

He is a former political advisor to two senior government ministers, has represented the UK government on a Council of Europe body, European Monitoring Centre on Racism and Xenophobia and is a Vice President of the British Association for Counselling and Psychotherapy (BACP). David also acts as advisor to a number of charitable bodies, is a Vice President of the British Association for Counselling and Psychotherapy (BACP) and Chairman of Human Rights campaigning body - The 1990 Trust.

Dr Michael Walton is a Chartered Psychologist and a Fellow in the Centre for Leadership Studies at the University of Exeter. For many years his interests and work have focused on executive behaviour-in-context and on the unhelpful dynamics of organisation life. In addition to his academic links Dr Walton runs his own business psychology consultancy 'People in Organisations Ltd'

(established in 1990) working primarily with directors and senior executives on organisational and personal change. He is seeking to establish a Centre for the Study of Executive Success and Failure; a new venture that will examine the bases for executive derailment, dysfunction and toxicity through research-based field-work studies with partner organisations. Michael has published three management titles in the area of self-management in organisations – one has been translated into German – as well as several articles on management development and change; he has co-edited a book on counselling in organisations and is the lead editor for a special issue on 'leadership toxicity' for *Organizations and People* to be published in August 2008.

Dr Patrick Williams One of the early pioneers of coaching, Patrick Williams MCC began executive coaching in 1990. In 1998 he founded the Institute for Life Coach Training, an ICF Accredited Coach Training Program. He speaks internationally on purposeful living, vital aging and new eldering, and the power of the coach approach in empowering and sustaining change. He is the co-author of *Therapist as Life Coach: Transforming Your Practice; Total Life Coaching: 50+ Life Lessons, Skills, and Techniques to Enhance your Practice and Your Life; Law and Ethics of Coaching: How to Solve and Avoid Difficult Problems in Your Practice* and *Becoming a Professional Life Coach: Lessons From the Institute for Life Coach Training*. Dr Williams was awarded (June 2006) the honour of being named the first Global Visionary Fellow by the Foundation of Coaching for his project, Coaching the Global Village . . . bringing the coaching approach to the underserved through NGOs, leaders in developing countries, and non-profit boards.

Dr Mark Winwood has been a Chartered Counselling Psychologist since 1995 and is an Associate Fellow of the British Psychological Society. He has spent the last 10 years managing and developing AXA PPP healthcare's EAP product 'Employee Support', which plays a significant role in the UK market. He is interested in the development of products that integrate EAP and other employee well-being and health systems. Mark has researched extensively into telephone psychological intervention and was a member of the working party establishing the BACP *Guidelines for Telephone Counselling and Psychotherapy*. He manages a telephone counselling service that provides support for over two million private healthcare customers. He is also a Chartered Scientist. He plays an active part in EAPA both nationally and internationally. He has trained as a systemic family therapist and prior to his role in EAPs spent 10 years with the NHS. As an NHS psychologist he was involved in neuropsychological research and clinical work with a range of patients experiencing terminal illness.

Dr David Wright has an extensive background in occupational medicine. He served in the Army for 20 years in a wide variety of posts at regimental, formation and Ministry of Defence level. This included appointment as Chief

Medical Officer to the United Nations Protection Force in Yugoslavia for which he was awarded the CBE. Since leaving the Army he has worked as a senior occupational physician in the railways and subsequently the Post Office before transferring to Atos Origin as Chief Occupational Physician. He lectures regularly and was a joint author of the Society of Occupational Medicine handbook on the Disability Discrimination Act and of the British Society of Rehabilitation Medicine publication *Vocational Rehabilitation – the Way Forward*. He has lectured on a programme under the auspices of the Royal Society of Medicine on the biopsychosocial aspects of disability and rehabilitation back into the workplace and has been involved in the launch of the Work and Health booklet jointly produced by the Faculty of Occupational Medicine, the Society of Occupational Medicine and the Royal College of General Practitioners. He is a regular reviewer for the *Journal of Occupational Medicine* and has recently completed a term as President of the Society of Occupational Medicine.

Foreword – The Fourth Wave

David Fairhurst

Senior Vice President, Chief People Officer – Northern Europe McDonald's Restaurants

It's very easy to forget that 'going to work' is a relatively new phenomenon.

In 1703, when the British farmer and inventor Jethro Tull first advertised a mechanical seed drill in his book *Horse-Hoeing Husbandry*, over three-quarters of the English population worked in agriculture, with most of the remaining quarter engaged in small-scale manufacturing and service occupations. For most where they lived was where they worked, and the nature of the work they were engaged in reflected the pattern of the seasons.

Tull's seed drill, however, was a catalyst. A catalyst for a revolution which led to just one-third of people being employed in agriculture by the early 19th century, and a mere 4% by the mid-20th century – the Industrial Revolution.

But the transition from an agrarian to an industrialised economy was a tough one for employees. After thousands of years of following the natural rhythms of nature, the demands of the newly mechanised industries meant that wholly unnatural shifts and working patterns were introduced which people found difficult to adjust to. In response, employers imposed fines for lateness and absence. They also kept the wages low in the hope that an empty belly would heighten the appetite for hard work.

In this light, it is clear that the past century has seen the workplace become a significantly more humane place. But has it yet become a truly employee-centred place?

Workplaces are about getting things done as efficiently and effectively as possible – a truth that applies as much to a public service organisation or a charity as it does to a commercial firm. And over the past 300 years the transformation in organisational efficiency and effectiveness has been dramatic.

The First Wave of transformation came from machines. Tull's seed drill created a step-change in performance with a single operator doing the work of 10 people. But as machines became ever more sophisticated step-change

improvements became harder to find, so the Second Wave of performance enhancement emerged – ‘scientific management’.

In 1895 F.W. Taylor first put forward his ideas on the division of labour and time-and-motion studies, and these were taken to their natural conclusion by Henry Ford with his moving assembly line. The step-change was dramatic – Ford increased the productivity of his Highland Park plant from one car every 13 hours in 1913 to one car every 93 minutes in 1914. And so, for a short time the process was king.

But before too long processes were in pretty good shape and once again organisations were looking for the source of the next step-change. And the Third Wave of transformation, the Information Revolution, was heralded by the bulky form of the Electronic Numerical Integrator and Calculator (ENIAC) – the world’s first general-purpose electronic digital computer. Forty feet long and 20 feet high, ENIAC consumed enough power to cause the lights of Philadelphia to dim when it was first switched on in 1946. However, when ENIAC was turned off for the last time in 1954 it was estimated to have done more mathematics in its eight-year life than the entire human race had done prior to 1945.

Today, the computer I am using to write this foreword does more computations per second than ENIAC did in eight years. And this observation alone prompts me to suggest that maybe the Third Wave is nearing its end too. But where will the Fourth Wave be found? What underutilised resource is there left in the workplace that might deliver a step-change improvement in organisational performance?

Well, in a 2001 survey Gallup found that 26% of US employees were ‘engaged’ with their work, 55% ‘not engaged’ and 19% ‘actively disengaged’ – a group who psychologically, Gallup said, had already left their jobs. And a similar survey in the UK revealed 19% ‘engaged’, 61% ‘not engaged’ and 20% ‘actively disengaged’.

It isn’t hard to imagine the performance improvements organisations would enjoy if they could get this resource working at optimum levels. And this is why I firmly believe that improving the way organisations manage their people will deliver the Fourth Wave of transformation. But the Fourth Wave will not be an easy ride.

Machines, processes and information technology all share one thing in common – they are soulless, mindless entities designed to fulfil a role in the workplace. People on the other hand have been hard-wired over millennia to be effective in the role of hunter-gatherers and farmers. As a result they are a poor fit in most workplace roles and I think this may go some way towards explaining why people – often an organisation’s single most expensive resource – have always come second. After all, if organisations were able to gain performance improvements from their custom-built, compliant resources, why expend unnecessary effort wrestling performance improvements out of something as wilful, spirited and unfit for purpose as the workforce?

Well, that’s exactly the challenge we face with the Fourth Wave – and it’s a challenge that at this moment many organisations are ill-equipped to tackle.

Just as the Second Wave forced organisations to adopt Taylor’s ideas of ‘scientific management’, so the Fourth Wave will force a reappraisal of what we currently consider to be standard practice.

From the perspective of the early 21st century we can look back and identify the three waves of transformation which have shaped today’s organisations. At the same time, we can also identify and condemn the inhuman way organisations have treated people in the past.

But I wonder how history will judge today’s organisations when the Fourth Wave of workplace transformation has become fully embedded? Will organisations which fail to support employees who are suffering from high levels of stress, who are being bullied and mistreated, or who are simply failing to cope with the demands of the workplace be considered as deviant as those of an earlier age which fined or starved their employees to ensure compliance?

I suspect that they will. Which is why I consider this to be an important book. A book which will be seen in the years ahead as containing many of the ideas which defined the Fourth Wave of transformation. The wave which will finally put people where they belong – at the heart of the organisation.

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