

# **Pen Y Lôn Organisational Stress Management**

**A modular stress management & training programme**

## **Preparation for Stress Management**

Stress management and organisational stress risk assessment is an on-going process. In order to address work-related stress and implement HSE or equivalent Management Standards, work should be undertaken to gather relevant data and clarify the objectives and implications of stress management intervention with Senior Management as well as informing employees about proposed activities.

Preparation may include;

- Interviews with senior managers (cultural attitudes to stress / sponsorship)
- Collection of existing data such as absence statistics, employee turnover, issues raised at team meetings etc (Departmental issues and hot-spots).
- Employee survey (anonymous questionnaire).
- Stress indicator tool (identify individuals at risk).
- Focus groups (randomly selected and grouped by common interest).

***The aim of the Pen Y Lôn Stress Management Programme is to provide consultancy and training in order to establish a stress management culture within The Organisation by consolidating existing resources and processes and considering any changes which may be beneficial.***

## **Modular Training Course.**

This modular training course for Managing Organisational Stress is designed for Human Resources, Health and Safety and Line Managers. In terms of the process for tackling stress within the organisation, this course would ideally be carried out following senior management planning and commitment to a stress management programme as part of the on-going risk assessment process. Specific workshops can also be provided for groups of employees who have been identified as needing support in certain areas during the risk assessment process.

The purpose of the course is to introduce managers to the information they will need to carry out the process of managing Organisational Stress effectively and includes;

- General aspects of stress
- Causes of stress
- HSE management standards
- HSE risk assessment process
- An introduction to managing change
- Practical guidance for daily use

These modules will cover key information required for compliance as well as the likely activities which will need to take place as part of the set-up and ongoing aspects of the stress management programme.

The HSE has set out very clear guidelines for managing stress within the HSE Management Standards and risk assessment process and as such this forms the foundation of the course.

It is vital that any course is relevant to the audience and that it provides opportunity for a high level of interaction in order to hold interest and avoid information overload. In order to achieve context, a pre-training meeting is suggested in order to gain some real examples and anecdotes particular to the organisation which can be used within the course content.

Additional interest and interaction is created within the various modules by inclusion of group activities as well as a selection of pre-set exercises. Whilst these may change depending on the audience they include;

- Brainstorming and problem solving of a major stressor in the organisation
- Brief look at the role of personality types
- Negative thinking, challenging negative thinking and positive thinking
- Time management and prioritisation

The objective of the course is for attendees to understand their responsibilities with regards to stress management, have the confidence to administer them and access to further sources of information and guidance as needed to assist with on-going practical implementation.

As well as delivery of the course content, there will be a number of course materials for use within the training session and for attendees to take away to assist with practical implementation. These would include a summary 'pack' of key information learnt in the course, activity worksheets and a 'Practical Guide for Line Managers' handbook to reiterate activities and responsibilities.

### **Summary**

In summary, the Organisational Stress Management Programme outlined has been devised to enable a stress management culture within the organisation and provide operational managers with the critical information required for legal compliance. Further to this, the course aims to identify and develop the practical skills and techniques needed to manage stress in the workplace.

The modules set out below are split into 'core' and 'optional' ½ day modules which can be selected depending on the needs of the organisation, teams and individuals .

# Stress Management Programme Activities

## Preparation & Risk Assessment Process

<b>Consultation</b>	Meetings with Senior Managers to agree objectives and clarify objectives and implications for The Organisation of the implementation of an on-going stress management programme.
<b>Data collection</b>	Collection of existing data to assist in the organisational risk assessment process.
<b>Stress Audit</b>	Organisational stress audit to assess the impact of stress in the workplace and identify hot-spots.
<b>Training needs</b>	Using information gathered during the risk assessment process to identify individual and group training needs for optional modules.

## Core Training Modules

The core modules are delivered as a one-day day course and would be a minimum requirement for training of operational managers. This one-day core training schedule assumes attendees are aware of the HSE Risk Assessment process. Risk Assessment or other modules may be selected based on requirement.

### Core Module 1

#### Session1:1 General Aspects of Stress – 3 hours

- Definition of stress
- Stress and performance
- Difference between stress and pressure
- Reasons for tackling stress
- Risk of litigation

#### Session 1:2 Introduction to the HSE Management Standards

- Overview of HSE Management Standards for stress
- Importance of management commitment and employee involvement
- Developing a stress policy
- The 6 key risk areas (demand, control, support, relationships, role, change)
- Overcoming negative thinking
- Practical guidance - The line managers hand book

### Core Module 2

#### Inter-personal Communication – 3 Hours

This core module addresses aspects of interpersonal communication (attending skills) *at work* and what makes for better quality of relationships at work. A detailed look at differing personality types and traits. How to maintain a positive relationships known to contribute to well being and a productive workforce.

## Optional Modules

The optional modules are delivered as half day courses and would be selected as required based on the training needs analysis for teams and individuals.

### Module 3

#### Session 3:1 Causes and Signs of Stress

- Review key causes of stress
- Group Activity - Identify major stressors in your organisation
- Role of the personality
- Group Activity – Assessment of personality types
- Recognising the signs of stress & HSE worksheet

#### Session 3:2 Risk Assessment & The Stress Audit

- The HSE 5 step approach to risk assessment
- Measuring stress at the organisational level
- Review of assessment forms and likely activities
- Measuring stress at the individual level
- Individual risk assessment, surveys and focus groups
- Practical Guidance - Developing an action plan with an individual
- Problem solving – based on 1 major stressor identified in session 2
- Task to complete before next session
  - Time wasters checklist
  - Complete time log

### Module 4

#### Session 4:1 Introduction to Managing Change – 3 hours

- Review of activities from previous session
  - Review time wasters checklist
  - Analyse time log
- Challenging negative thinking habits (CD Session 6)
- General aspects of change management
- The nature & process of change
- Activity – ‘Change or Stay the Same’ worksheet

#### Session 4:2 Implementing a change culture

- The roles of change
- Activity – Role configuration worksheets
- Resistance & commitment to change – discussion of current changes in the organisation
- Synergy between sponsors
- Resilience to change

### Module 5

#### Session 5:1 Strategies for managing individual stress – 3 hours

- Introduction to relaxed breathing (CD Session 3)
- Problem Solving – Based on 1 major stressor from session 1:2

#### Session 5:2 Day-to-day Stress management

- Discussion – practical application of stress management
- Q&A / Individual action plans

### Module 6

#### Intra-personal Communication – 3 Hours

Self Knowledge and awareness of what motivates individual attitude and behaviour as well as what the individual find contributes to personal stress. Through knowledge of one’s self, considering how to manage situations in a positive way to reduce stress. Understanding ‘self’ and ‘what makes us tick’ will enhance relationships and how to deal with them.

### Module 7

#### Group Dynamics – 3 Hours

As a follow-on from interpersonal communication (attending skills), the Group Dynamics module is designed to assist Line Managers and Team Leaders to understand the causes of conflict within a group and how to effectively manage difficult situations for a positive outcome.

**Additional workshops available:**

- Assertiveness
- Managing bullying at work
- Giving and receiving criticism (constructive feedback)