

Design and implementation of multilevel positive psychological interventions on three Spanish SMEs

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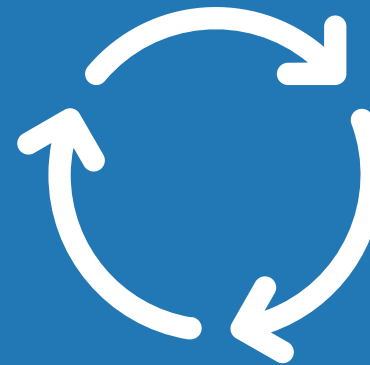
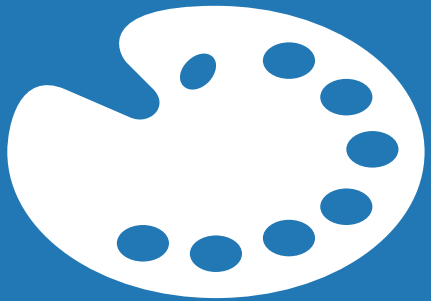
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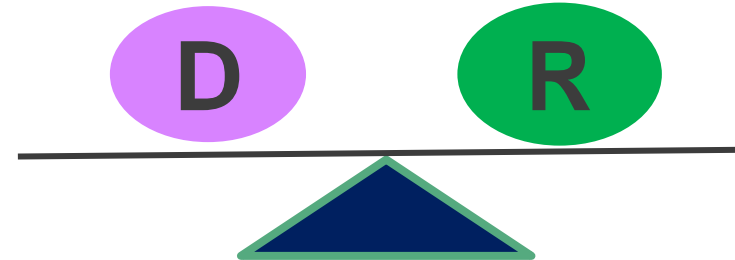


To describe the design and the implementation process of multilevel positive psychological interventions (PPIs) in three Spanish SMEs



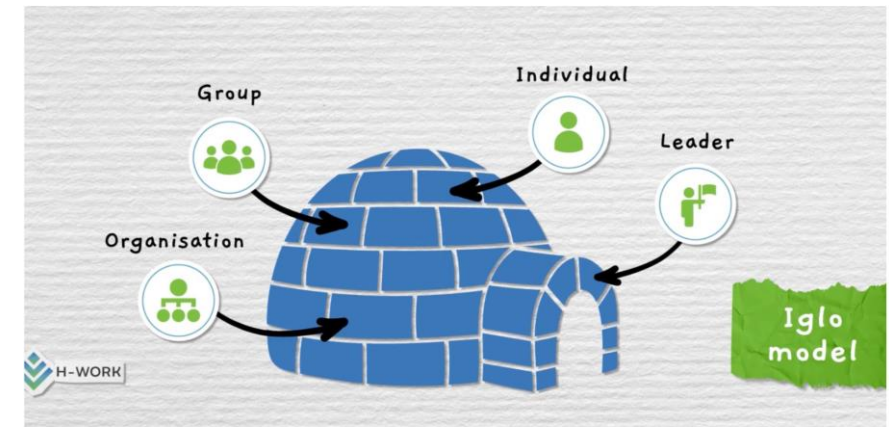


- **Job Demands-Resources Model**
(Bakker & Demerouti, 2007)



- **HERO Model (Healthy & Resilient Organizations)**
(Salanova, Llorens, Cifre & Martínez, 2012)

- **IGLO Model**
(Nielsen et al., 2018)



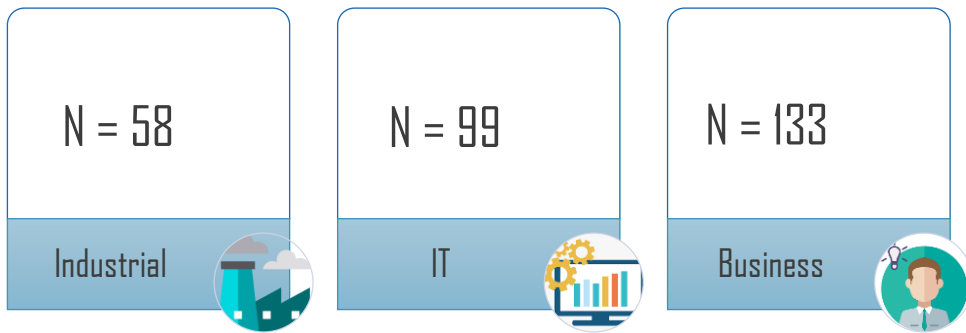
DAY & NIELSEN, 2017; NIELSEN ET AL., 2017



METHODOLOGY

Sample

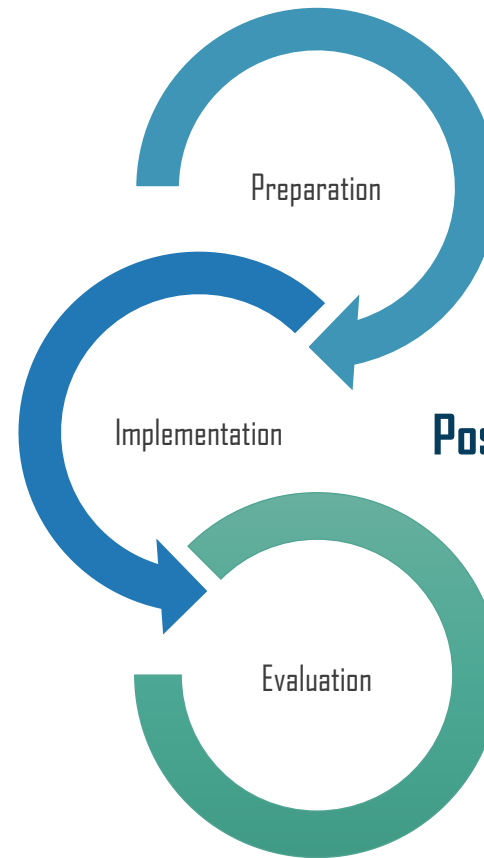
3 Spanish SMEs



Procedure

Needs Analysis

- ➔ Individual interviews (20)
- ➔ Focus Groups (12 -> 74 employees)
- ➔ Contextual Measures surveys (36)
- ➔ Stakeholder meetings (2 c/site)



Positive Psychological Interventions

Longitudinal and Process Evaluation

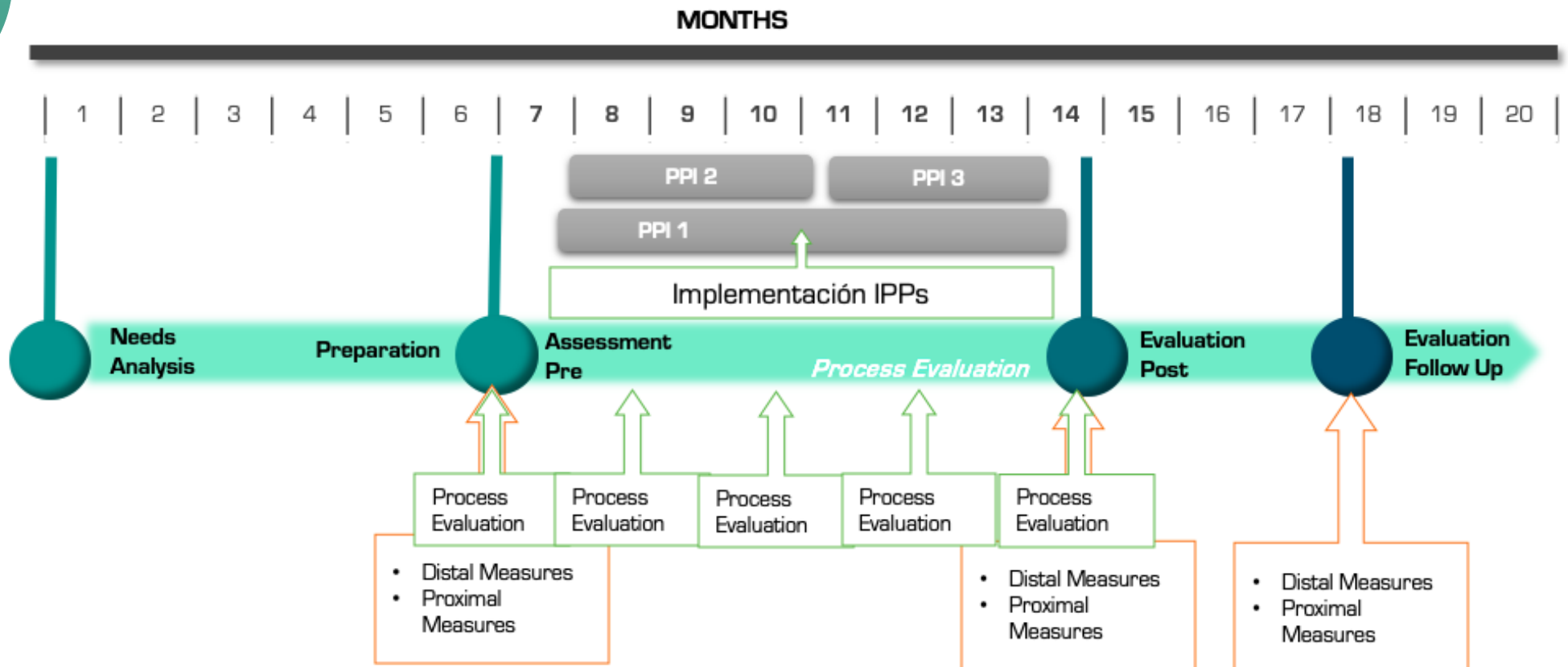
Data Analysis

Qualitative - NVivo





Longitudinal and Process Evaluation



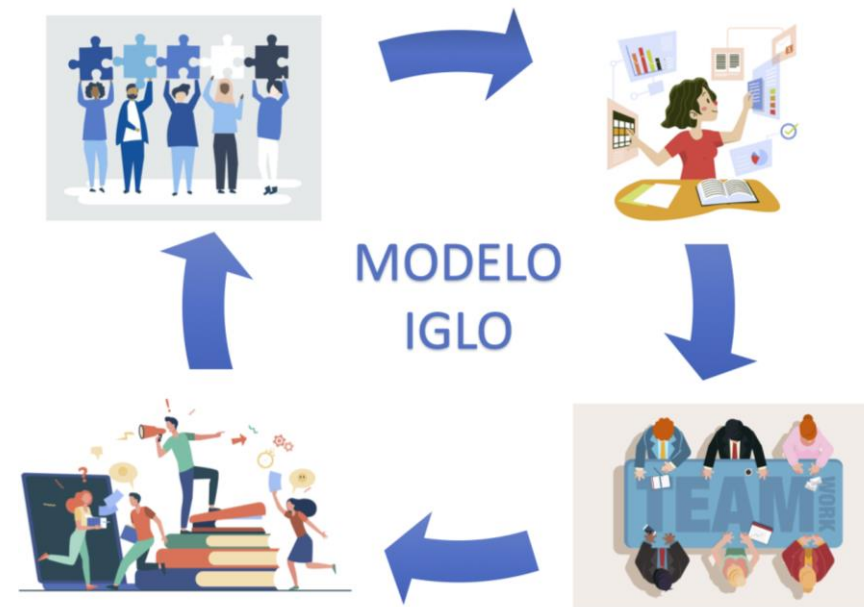


RESULTS: Needs Analysis

ANALYSIS UNITS

- ❑ RESOURCES
- ❑ POLITICS/PRACTICES
- ❑ DEMANDS/OBSTACLES
- ❑ NEEDS/SUGGESTIONS
- ❑ COVID RELATED ISSUES

IGLO LEVELS





RESULTS: Needs Analysis

RESOURCES



- Autonomy
- Personal resources
- Organizational commitment



- Social support
- Horizontal trust



- Support from the leader
 - Vertical trust



- Digital or technical innovation
 - Training
 - Support from HR

DEMANDS



- Quanti & qualitative overload
 - Work-life unbalance
 - Difficult to disconnect from work



- Non-participatory decision making
- Decreased physical contact and team cohesion



- Leadership abilities
- Feedback & Recognition



- Communication
- Career development
- Engagement new hires



RESULTS: PPIs Proposal




+ Stress Management


Strengths-based Team Coaching


Coaching-based Leadership

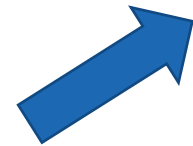
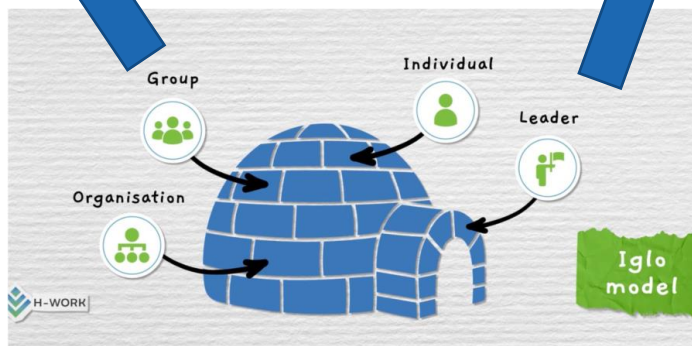

Appreciative Survey Feedback


Healthy Emotionality




Optimization of Healthy Organizational Practices


Compassion at Work

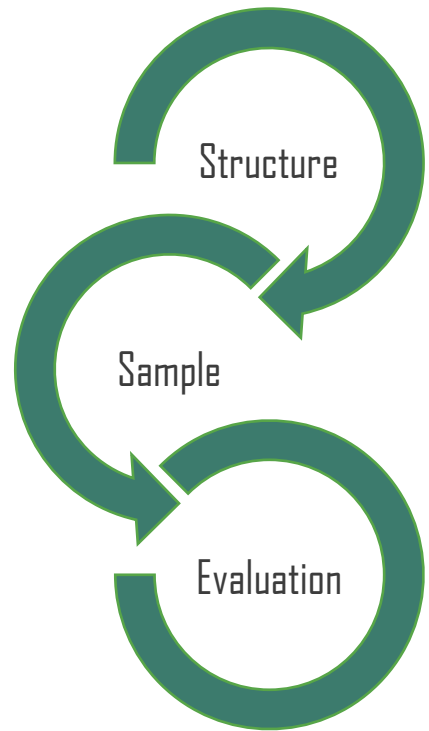




PPI example

Coaching-based Leadership intervention:

Aim: to support managers in the development and improvement of their coaching-based leadership skills



3 group sessions + 3 individual coaching sessions

Sample: 20 leaders (2 SMEs, 10 participants each)

Process evaluation – CMO configurations (Nielsen & Miraglia, 2017)

↳ *Symposium: A comprehensive evaluation of multilevel interventions (08/07) -> 08:45hs*



RESULTS: Process Evaluation

T2 – Post Activity

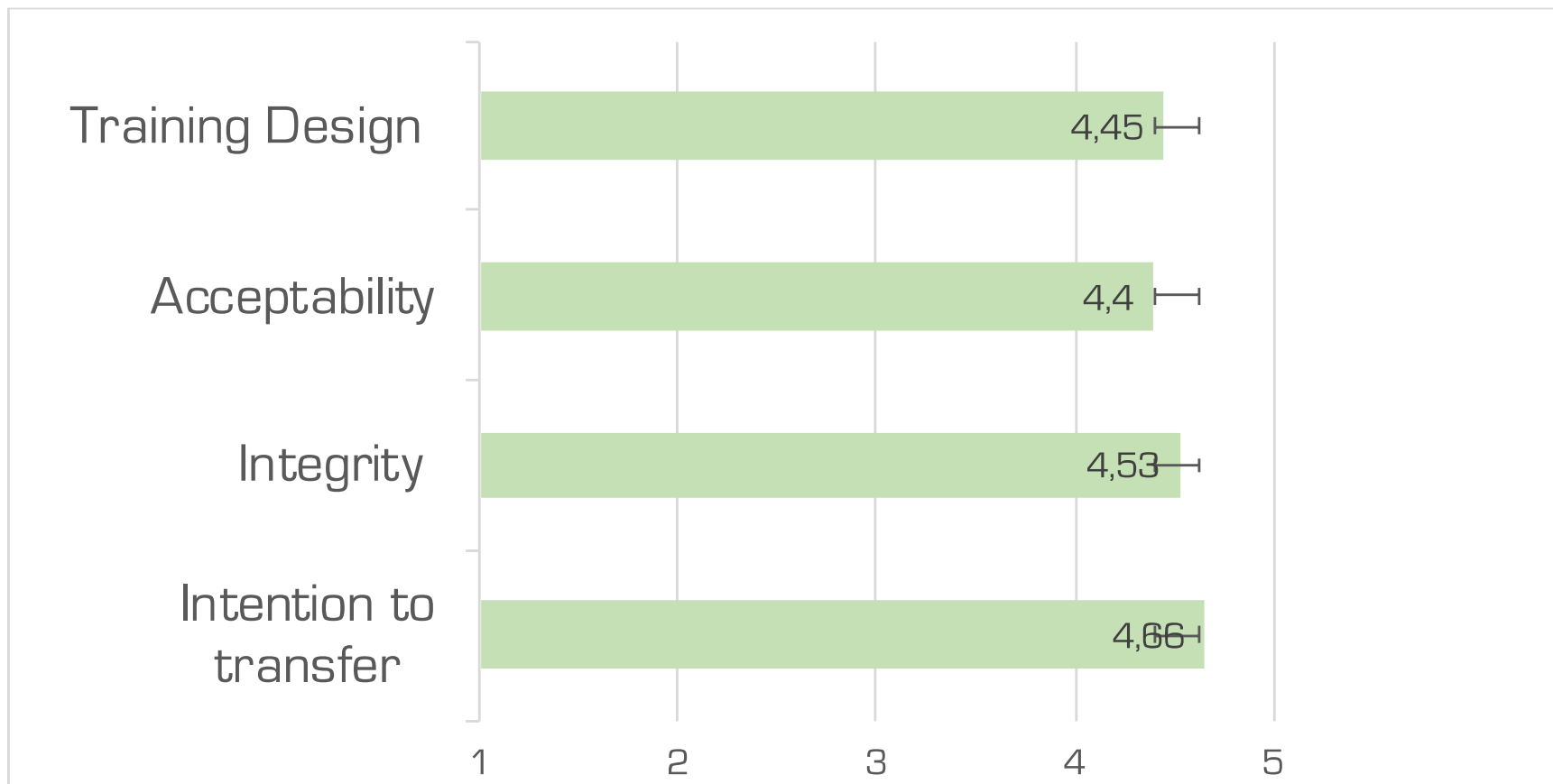
Measure	Description
Training design	This measure captures the participant's perceptions of the quality of intervention materials
Acceptability	This measure captures the extent to which participants feel positively about the intervention itself
Integrity	This measure captures two key elements of intervention: The role of the facilitators delivering the intervention and the overall atmosphere in the intervention sessions
Intention to transfer	This measure captures the extent to which participants intent to transfer what they have learned into their daily work



RESULTS: Process Evaluation

Coaching-based Leadership

T2 - Post Activity





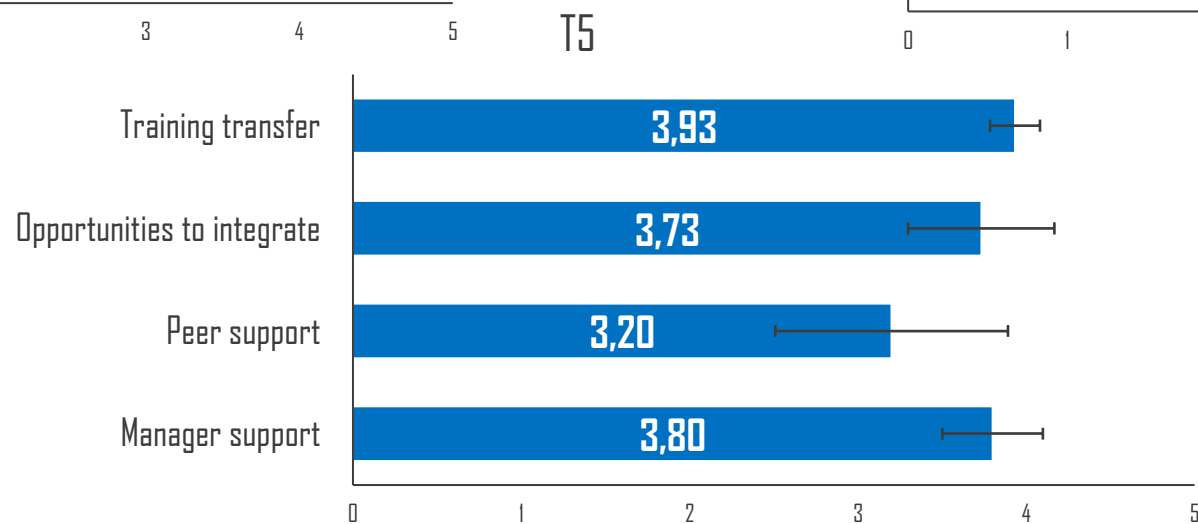
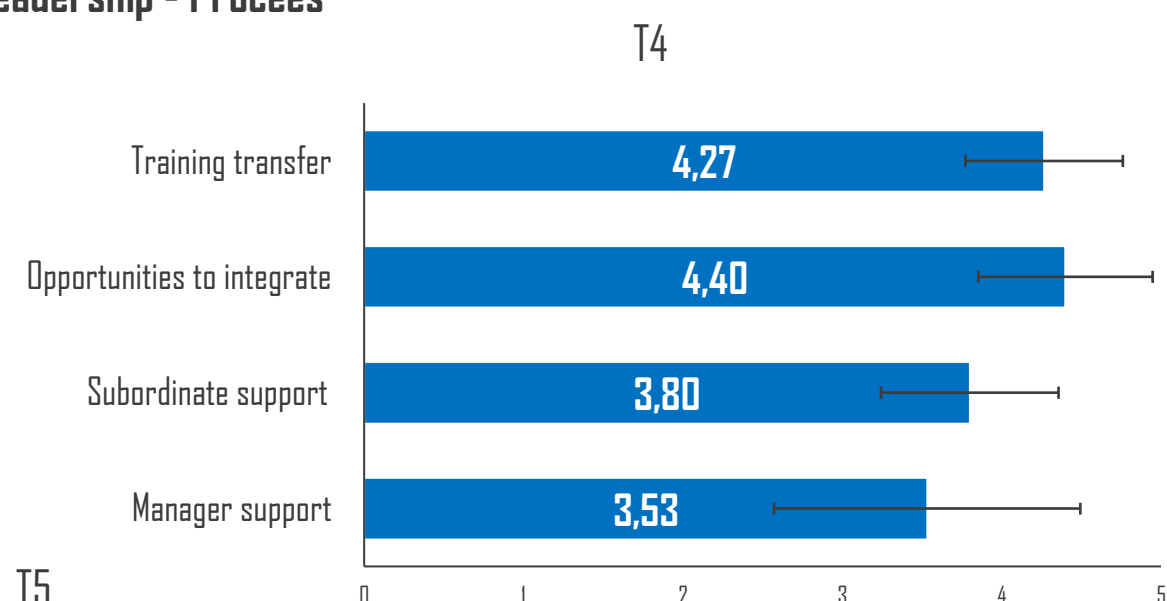
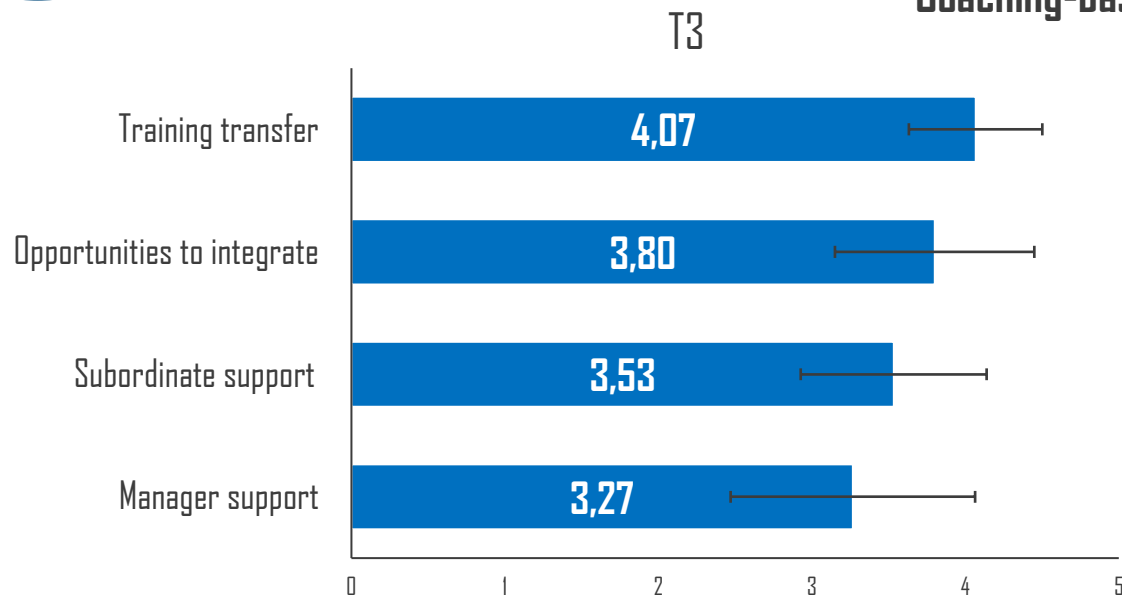
T3-T4-T5 – Process Measures

Measure	Description
Training transfer	This measure captures the extent to which work groups use what they learned during training in their daily work
Opportunities to integrate	This measure captures the extent to which work groups feel they have the opportunity to integrate new behaviours into the work context
Peer support	This measure captures the extent to which colleagues in the work group support attempts to change their behaviours
Manager support	This measure captures the extent to which the immediate manager supports the group trying out new behaviours



RESULTS: Process Evaluation

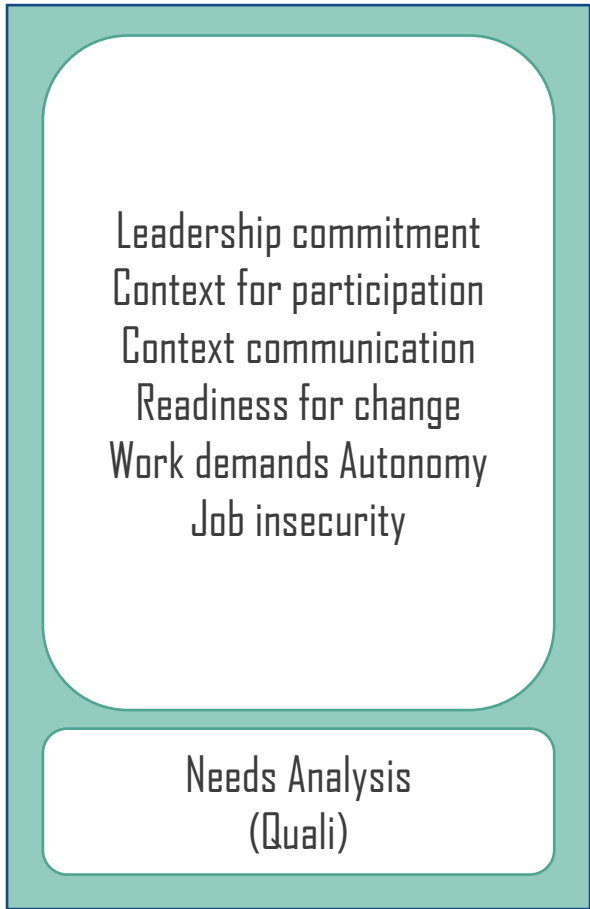
Coaching-based Leadership - Procees



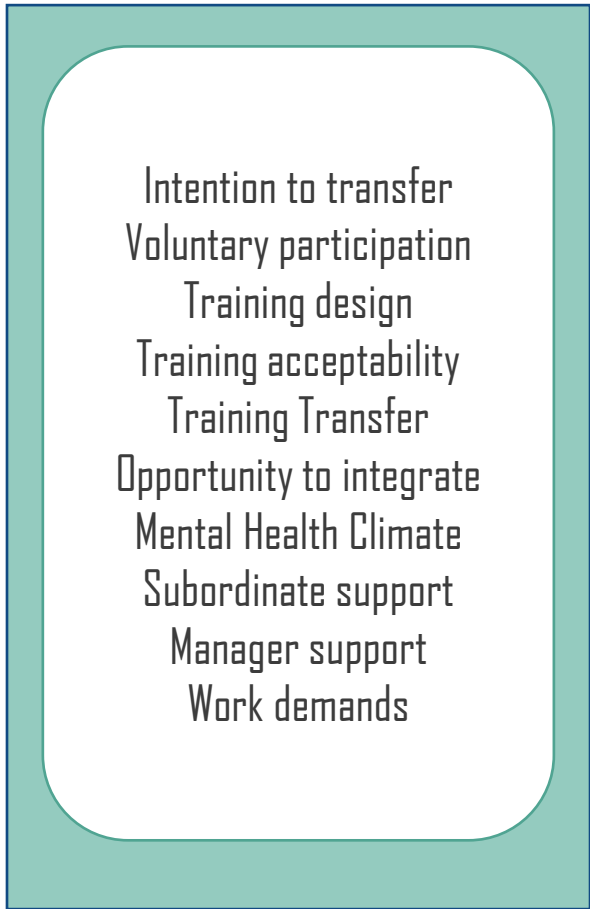


RESULTS: Next Steps

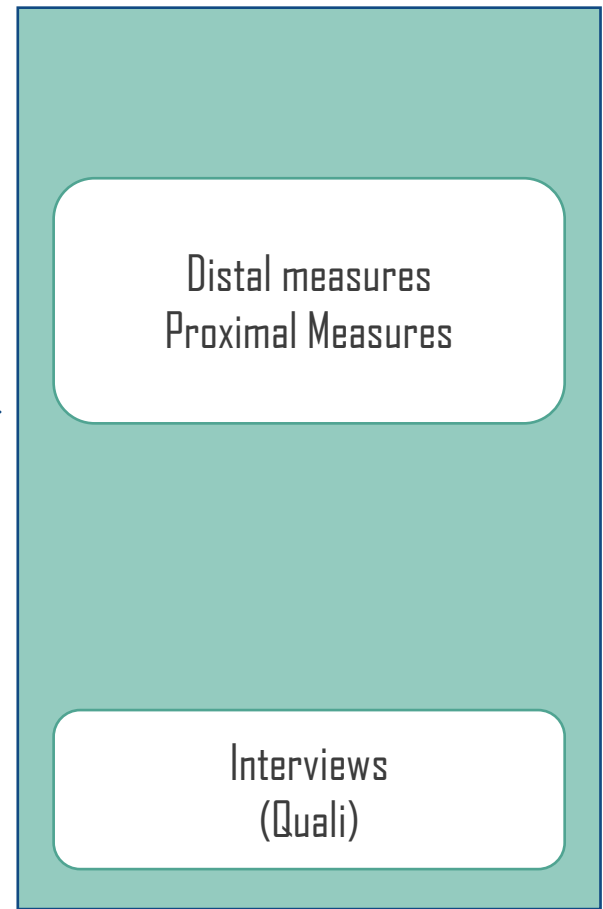
CONTEXT



MECHANISMS



OUTCOMES





CONCLUSIONS

- Positive qualitative feedback about participation in the interventions to promote mental health.
- Still gathering data about Post-interventions and Qualitative evaluation.
- Training transfer and opportunities to integrate new behaviours are the measures more positive valued
- Subordinate and manager support are the measures less positive.





CONCLUSSIONS



EU level comparisons: "What Works for whom under which circumstances"

The PPIs that prove to be effective, will support policy makers, professionals, and researchers to develop healthy and positive workplaces

... H-WORK Digital Innovation Platform (H-BC)



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