



EAWOP CONGRESS

The Future is Now:
the changing world of work

24-27 May 2023 • Katowice, Poland



**Process and effect evaluation of interventions at different levels
across organisations: Case studies from the H-WORK project**

Marco De Angelis, Marisa Salanova, Davide Giusino, Ivana Šípová, Judith Schmitt

Horizon 2020 – Health, demographic change and wellbeing

Topic

SC1 – BHC – 22- 2019 Mental health in the Workplace



H-WORK

EMPOWER

MAGNET4
EUROPE

MINDUP

MINDBOT

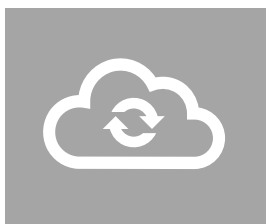
Objectives



DEVELOP the H-WORK Toolkits for assessment (HAT), implementation of multi-level mental health interventions (HIT), and evaluation of the adopted solutions (HET).



IMPLEMENT and **VALIDATE** the H-WORK Toolkits to ensure their sustainability and flexible adaptability to the specific contexts of different public organisations and SMEs across the EU countries.



EXPLOIT the Toolkits and introduce new products and services through the H-WORK Innovation Platform

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The H-WORK Consortium

14 partners

9 European countries

10 Intervention sites

- 4 Public Workplaces
- 6 SMEs
- 5 Countries (ES, CZ, DE, NL, IT)



Project Concept: 4 Pillars

BOTTOM-UP & PARTICIPATIVE APPROACH



POSITIVE OCCUPATIONAL HEALTH
PSYCHOLOGY



**H-WORK
CONCEPT**



MULTI-LEVEL INTERVENTIONS



APPLICATION OF DIGITAL TECHNOLOGIES

Bottom-up & Participative Approach

BOTTOM-UP & PARTICIPATIVE APPROACH



MULTI-LEVEL INTERVENTIONS

POSITIVE OCCUPATIONAL HEALTH
PSYCHOLOGY



APPLICATION OF DIGITAL TECHNOLOGIES

**H-WORK
CONCEPT**

Positive Occupational Health Psychology

BOTTOM-UP & PARTICIPATIVE APPROACH



MULTI-LEVEL INTERVENTIONS

POSITIVE OCCUPATIONAL HEALTH
PSYCHOLOGY



APPLICATION OF DIGITAL TECHNOLOGIES



Digital solutions

BOTTOM-UP & PARTICIPATIVE APPROACH



POSITIVE OCCUPATIONAL HEALTH
PSYCHOLOGY



H-WORK
CONCEPT



MULTI-LEVEL INTERVENTIONS



APPLICATION OF DIGITAL TECHNOLOGIES

IGLO-driven interventions

BOTTOM-UP & PARTICIPATIVE APPROACH



POSITIVE OCCUPATIONAL HEALTH
PSYCHOLOGY



H-WORK
CONCEPT

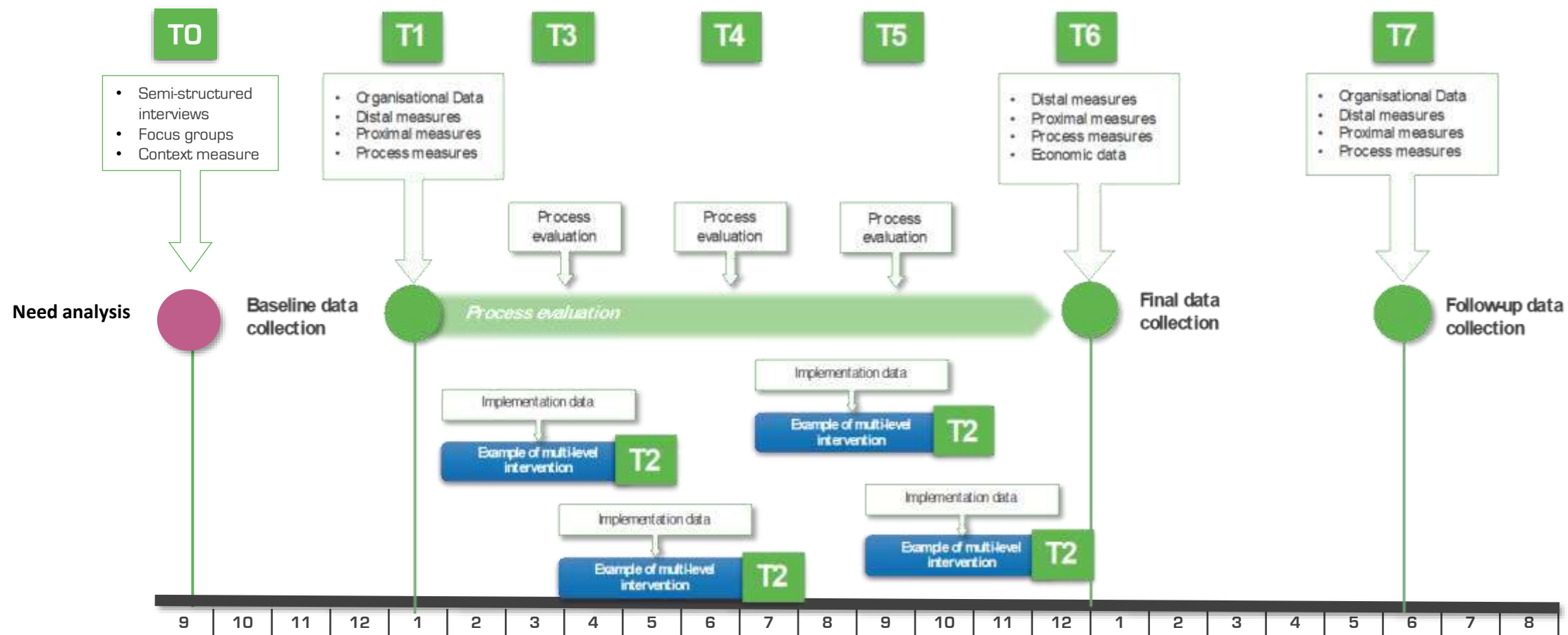


MULTI-LEVEL INTERVENTIONS

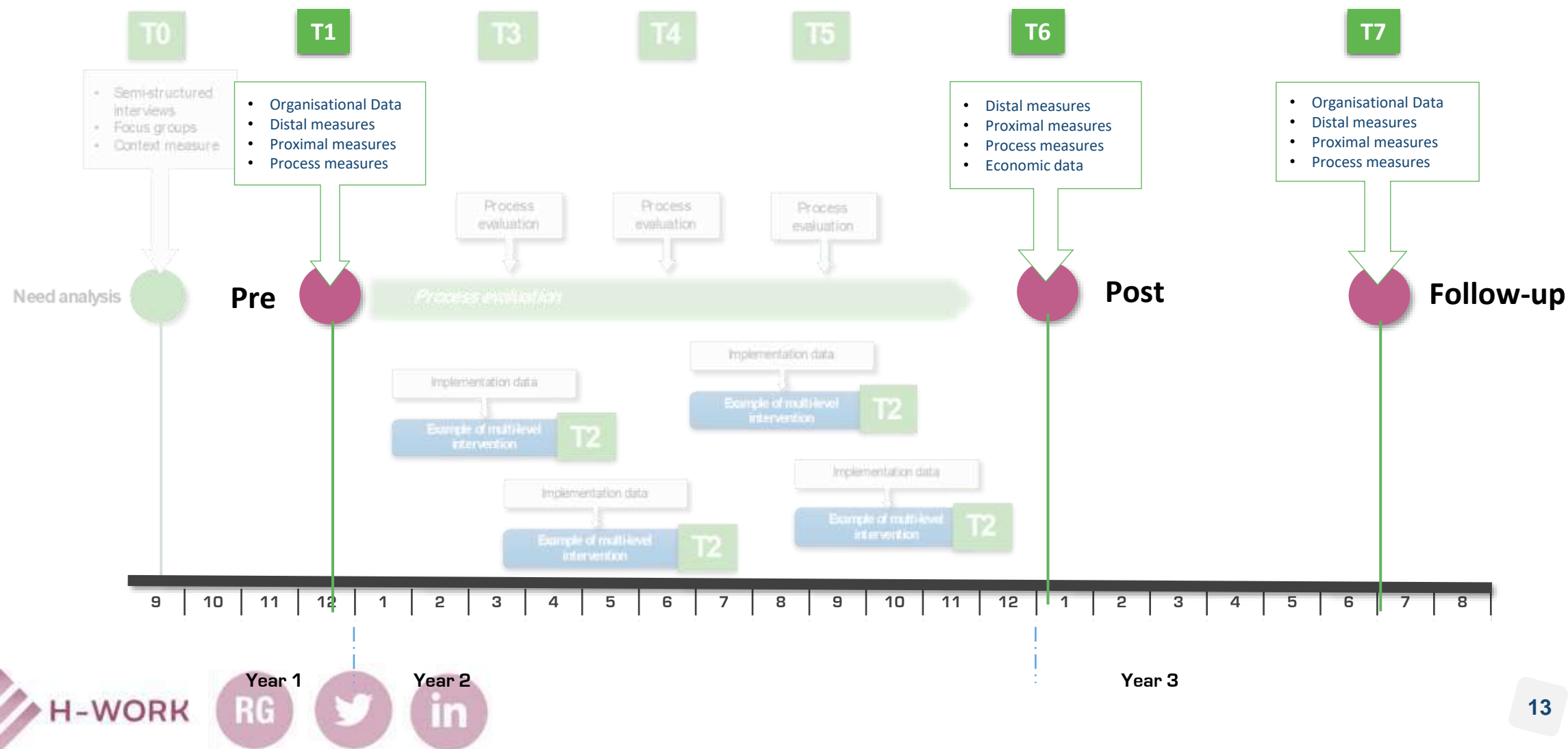


APPLICATION OF DIGITAL TECHNOLOGIES

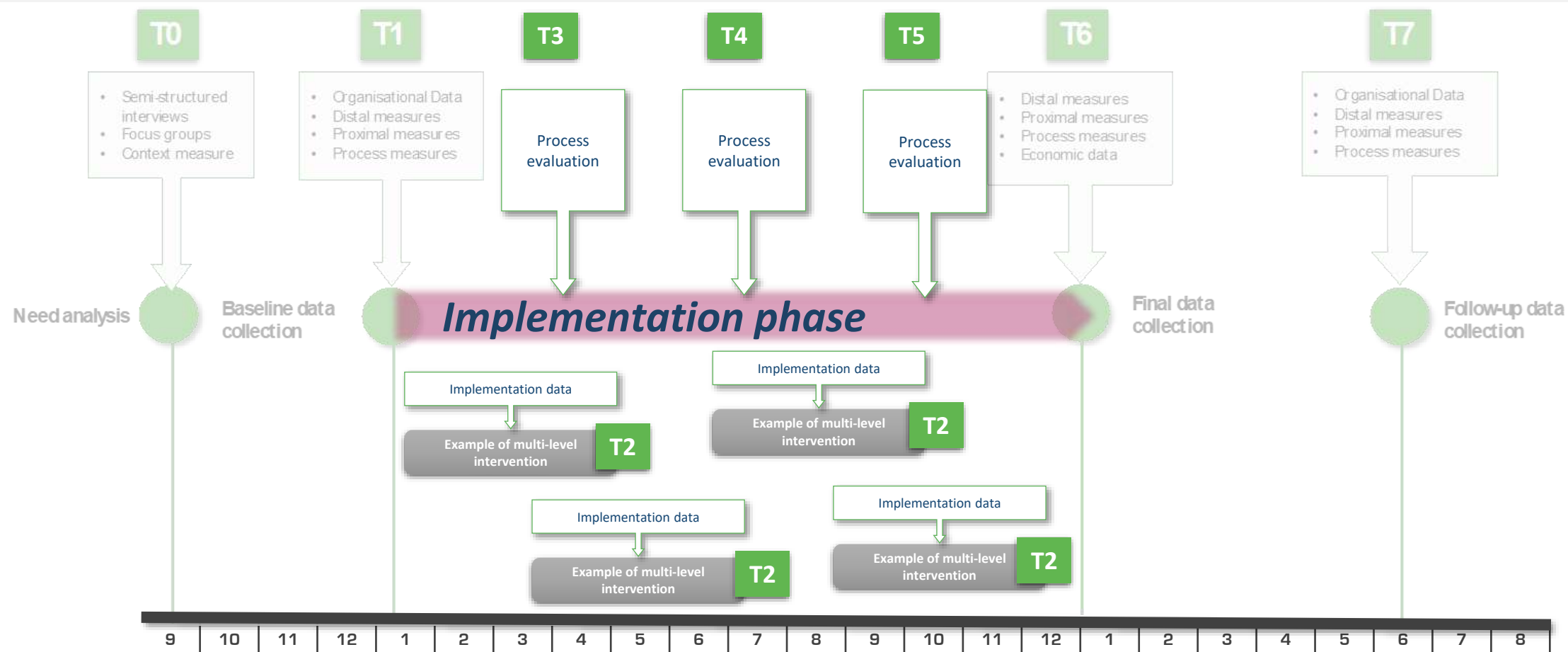
Data collection design: Need Analysis



Data collection design: Effect Analysis



Data collection design: Process evaluation

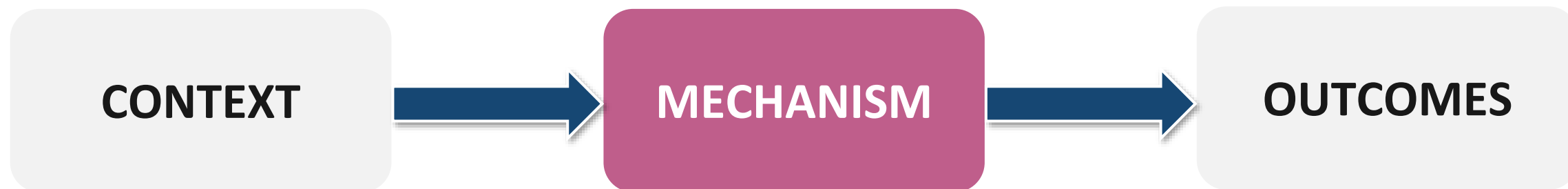


CMO configurations



**Conditions under
which the
mechanisms are
triggered or modified**

CMO configurations



Underlying
ingredients that
make the
intervention works

CMO configurations



**Observed
improvements** in
working conditions and
employees' health or
well-being.



Marisa Salanova, full professor of positive organizational psychology at Universitat Jaume I in Spain, is a driving force in the academic field of W&O psychology. Her passion for research has led to innovative discoveries on workplace well-being and resilience. With a curious and insightful mind, she has unraveled the mysteries of work engagement, flow at work, organizational resilience, and optimal performance in organizations. Her holistic approach has inspired colleagues and students to address mental health from an integrative perspective and applied positive psychological interventions at the workplace to increase mental health and wellbeing.



Marisa Salanova



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The impact of mindfulness-based interventions on the attitudes toward mental health: A process evaluation study

Marisa Salanova – Universitat Jaume I, Spain

Co-authors: Josefina Peláez Zuberbuhler, Kristýna Krejčová, Greta Mazzetti, Karina Nielsen & Siw Tone Innstrand



1. Aim
2. Introduction
3. Method
4. Results
5. Conclusions

1. Aim

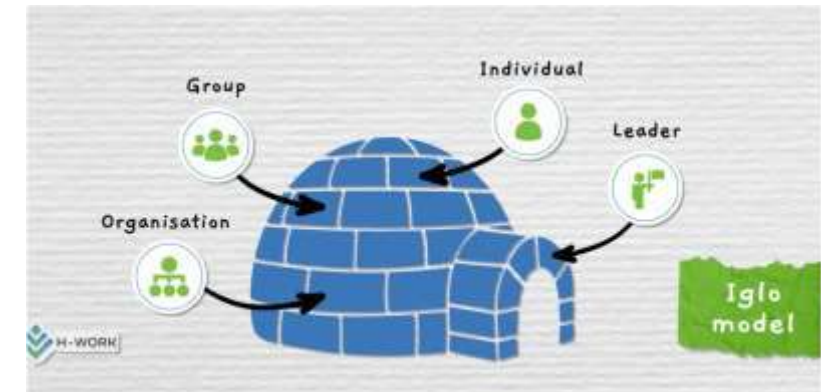
“To test the interplay between the different phases of Mindfulness-based interventions conducted in public and private organizations from different European countries”

2. Introduction

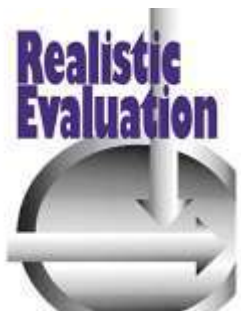


Mindfulness-based interventions (Kabat Zinn, 2003)

IGLO Model (Nielsen, 2018)



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



Realist Evaluation (Nielsen & Abildgaard, 2013)

(“What works, for whom, under which circumstances”)



3. Method: Positive Psychological Interventions

FOLLOW US



Three Mindfulness-based Interventions

Implementation period: April 2021 – December 2022 (During Covid-19 pandemic)

Positive Stress Management

Aim: to understand the causes and consequences of stress and develop a set of skills based on mindfulness techniques, to proactively manage stressful situations.

3 group sessions (3hs each)

Healthy Emotionality

To improve the different components of healthy emotionality and help cope with stress.

Use of web platform and 2 follow up group sessions (2hs each)

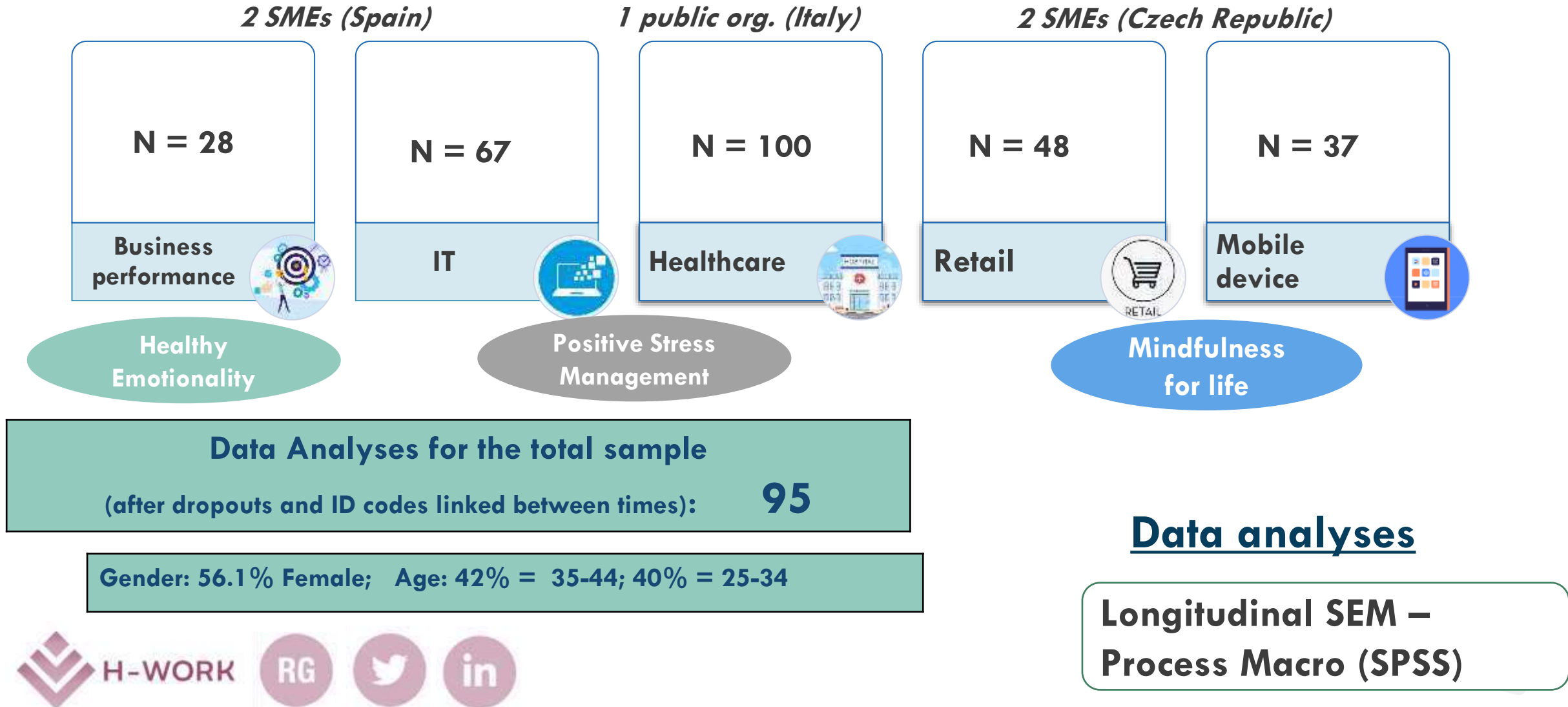
Mindfulness for life

Group training focused on increasing mindfulness and self-compassion and decreasing stress, anxiety, rumination and depressive symptoms.

8 weekly sessions (2hs each)

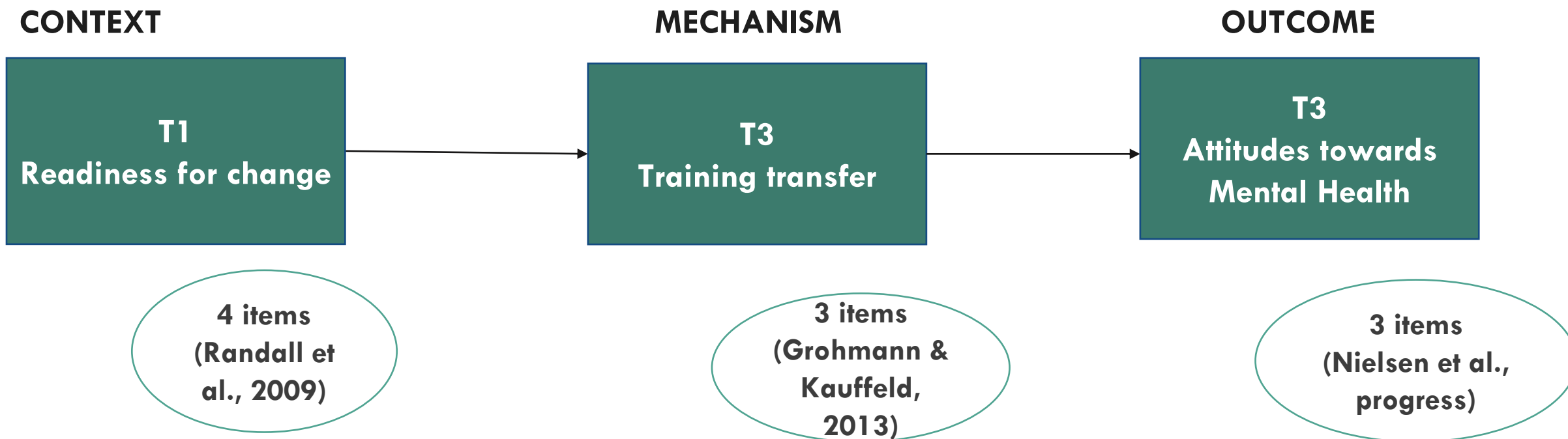
3. Method: **SAMPLE**

Total N° of participants = 280

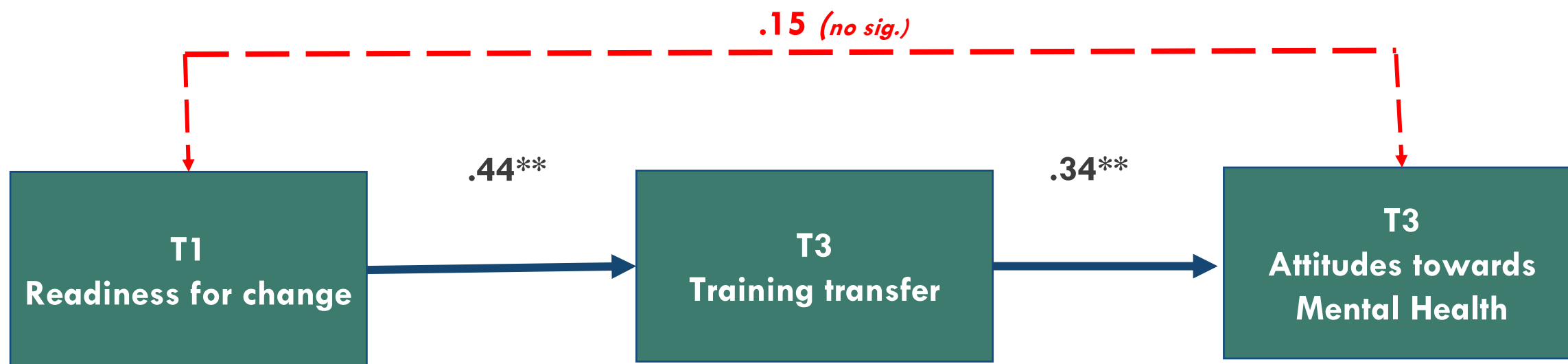


3. Method

CMO MODEL #1: SAMPLE: 50



4. Results



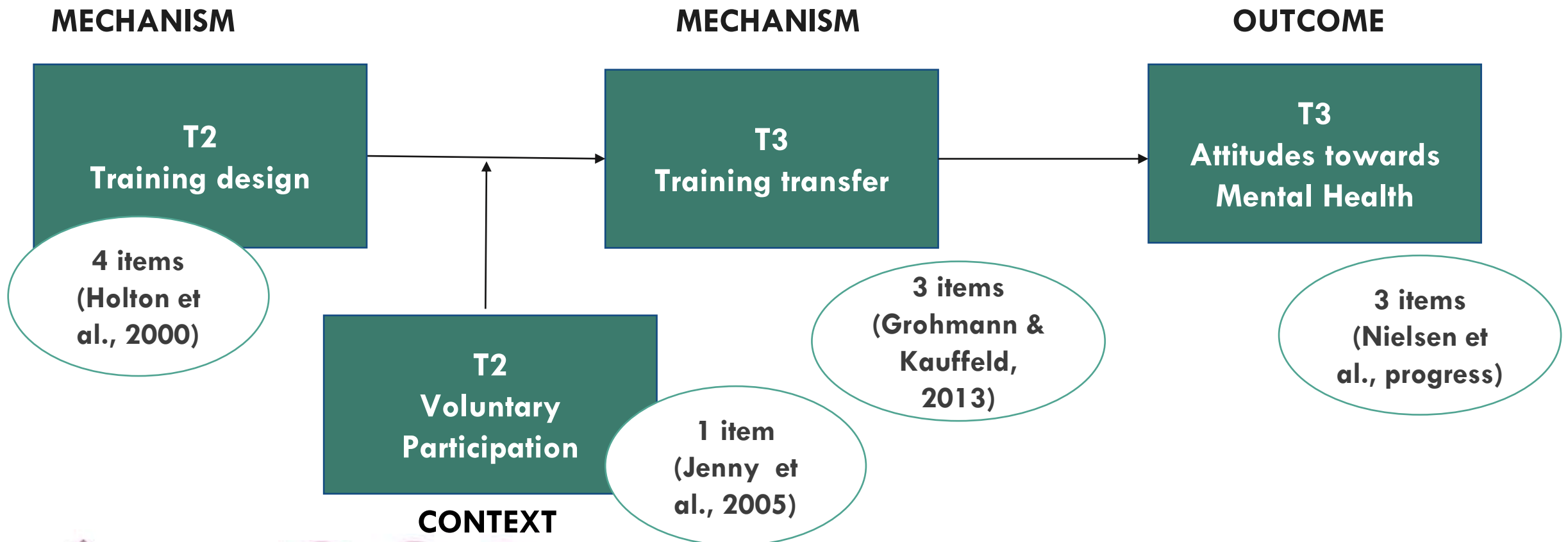
CONTROL VARIABLES (no significant):

COUNTRY
SITE
INTERVENTION
N
GENDER
AGE

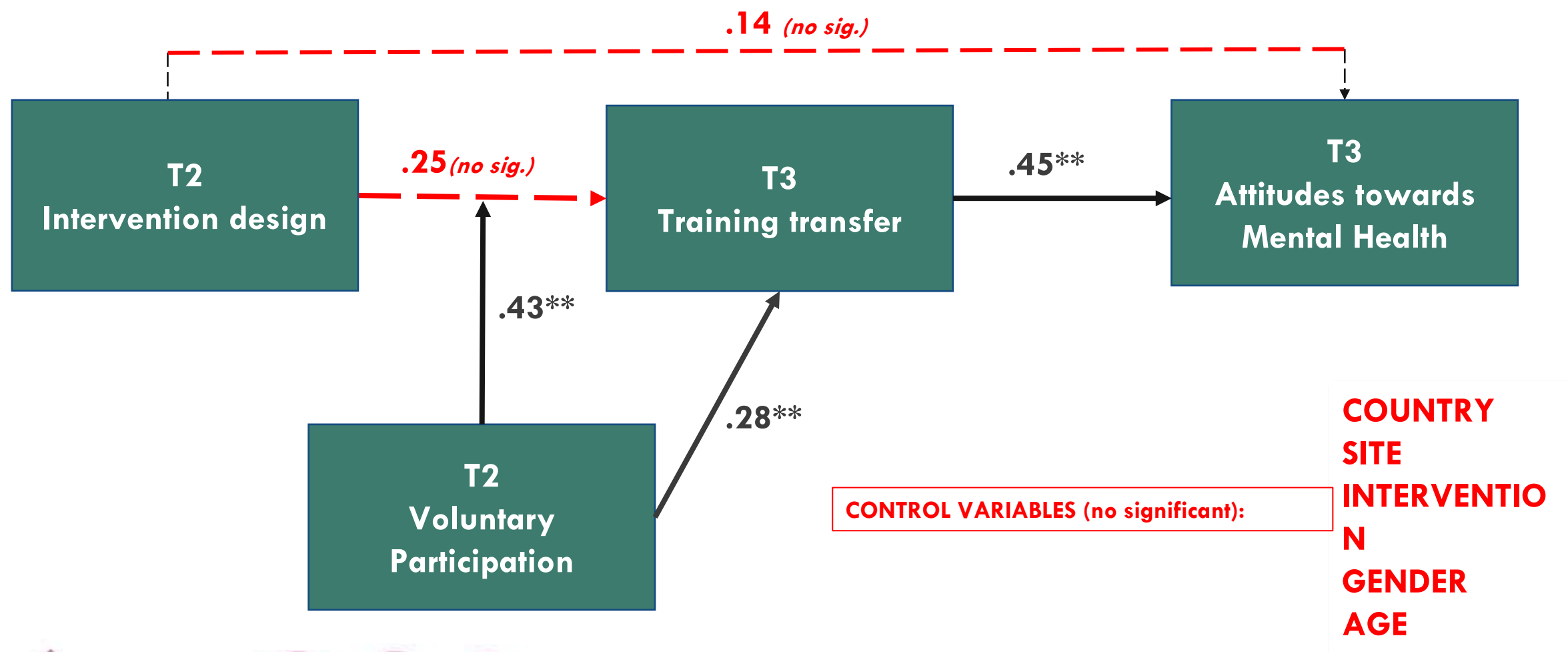
4. Results

SAMPLE: 95

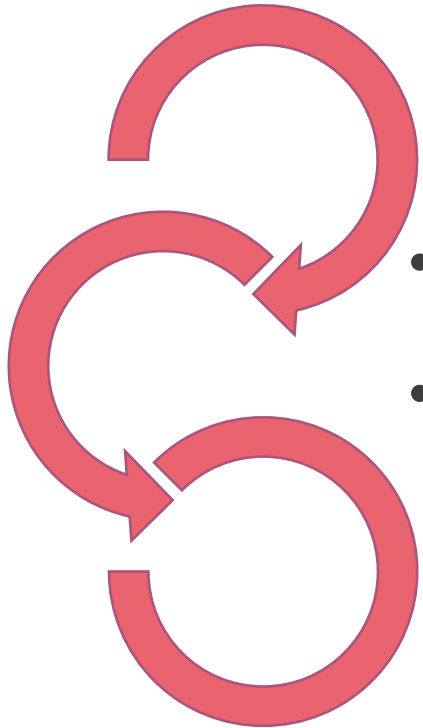
CMO MODEL #2: SAMPLE: 95



4. Results



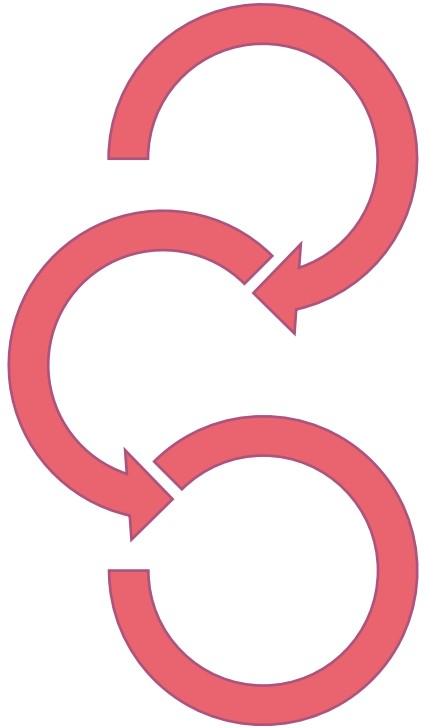
5. Conclusion



- Participants ready to receive the interventions → lead to transfer the learning to their daily work → and thus their positive attitudes towards mental health increase over time...
- Voluntary participation → leads to training transfer as well...
- Participants' perceptions of the design and quality of interventions → lead to training transfer, (only when participation is voluntary) → and this influenced positively on their attitudes towards mental health at work.



5. Conclusion



- Findings advance knowledge on *what* works for *whom* under *which* circumstances on Mindfulness-based interventions on different European public and private organizations.
- In spite of the loss of sample and limitations regarding linking ID codes → links of study outcomes seem to be positive over time
- Future studies: collecting more sample with less time measures? If yes, how it can influence on CMO predictions?



Dziękuję Many thanks Gracias

Marisa Salanova
Universitat Jaume I



H-WORK

H-WORK

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u

H-Work Project



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 847386.



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Davide is a psychologist and PhD Candidate at the University of Bologna. His scientific interests mostly relate to interventions for workers' mental health and psychosocial well-being in organisations. He is carrying out doctoral research regarding digital-based interventions for teams in the workplace and, as a professional ambition, he is firmly looking for transdisciplinary intersections among occupational health, clinical psychology, and critical social sciences.



Davide Giusino



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A realist evaluation of a group-level digital intervention to promote communication via social network visualisation: Longitudinal multi-country CMO study

Davide Giusino | University of Bologna

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Case study: Sociomapping intervention

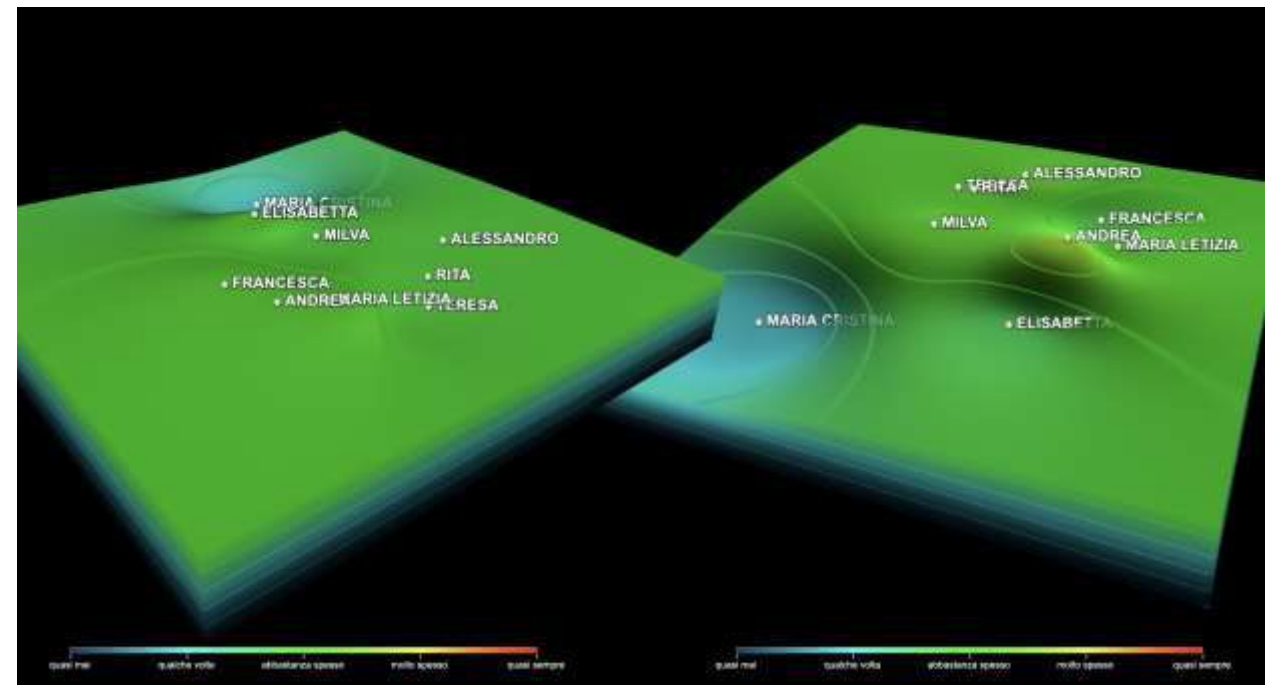
What were we studying?

Structure and contents

Analysis and **promotion** of desired and effective team communication patterns via

1. Mapping team communication
2. Visualisation of sociomaps
3. Team coaching activities
4. Action plan development
5. Action plan review

(Bahbouh, 2012)



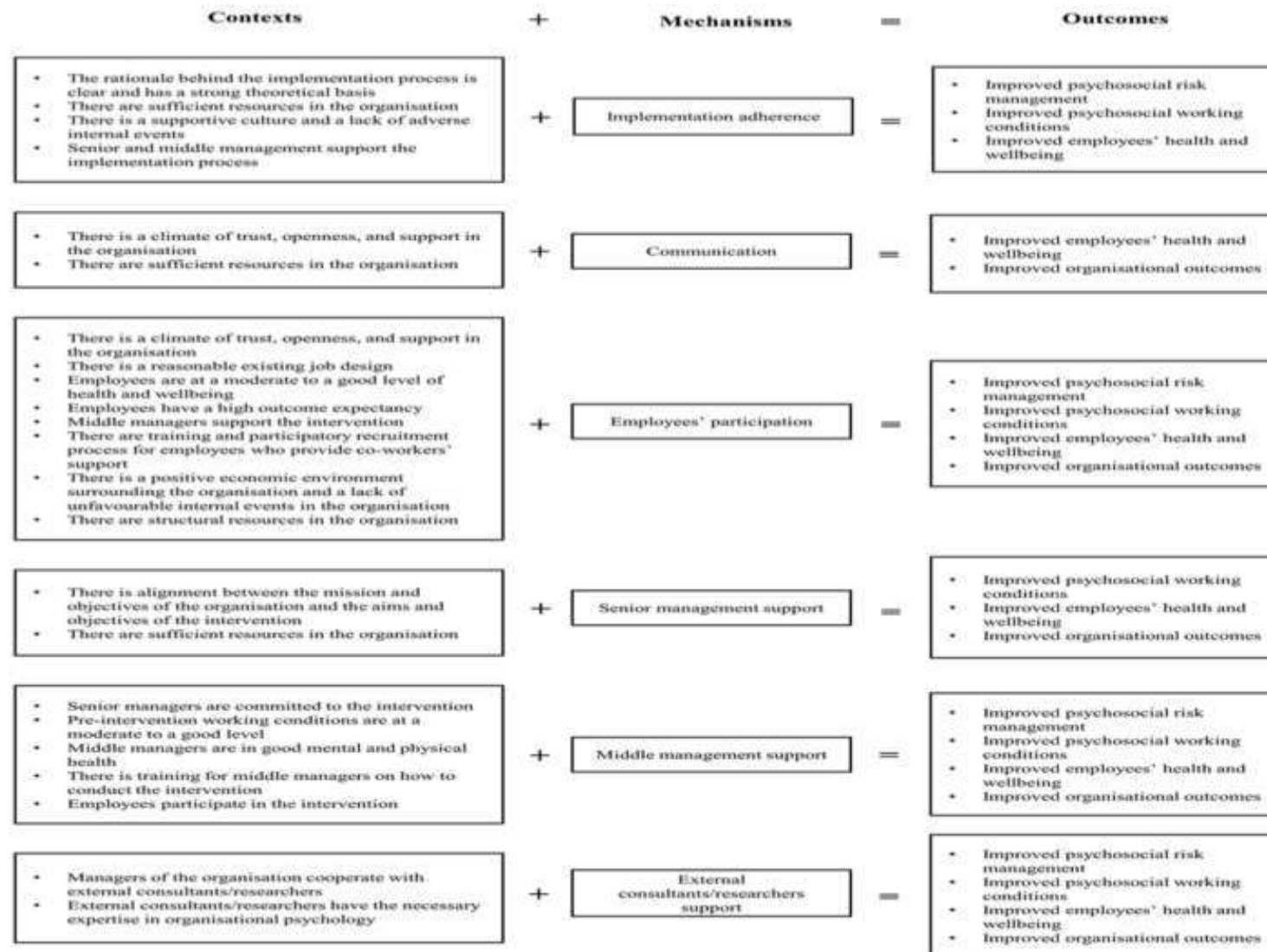
Implementation

	Site 1	Site 2	Site 3	Site 4
Country	Italy	Czech Republic	Italy	Czech Republic
Sector	Public healthcare	Private retail	Private education	Private IT
Size	Large	SME	SME	SME
n teams	7	15	7	11
n departments	3	6	7	11
n members per team	6-13	4-17	6-23	3-11
N participants	62	118	101	104
% women	74	41	100	15
M age	47	30-40	25-34	N/A
Format	Online	Online	Online	Online/In-person/Hybrid



Evaluation framework: Realist CMO configurations

How did we study it?



(Roodbari et al., 2021)

Key variables identified

Relevant to intervention's contents

Context

Manager support

Peer support towards
training transfer

Mechanisms

Transfer

Implementation

Outcomes

Team performance
(TP)

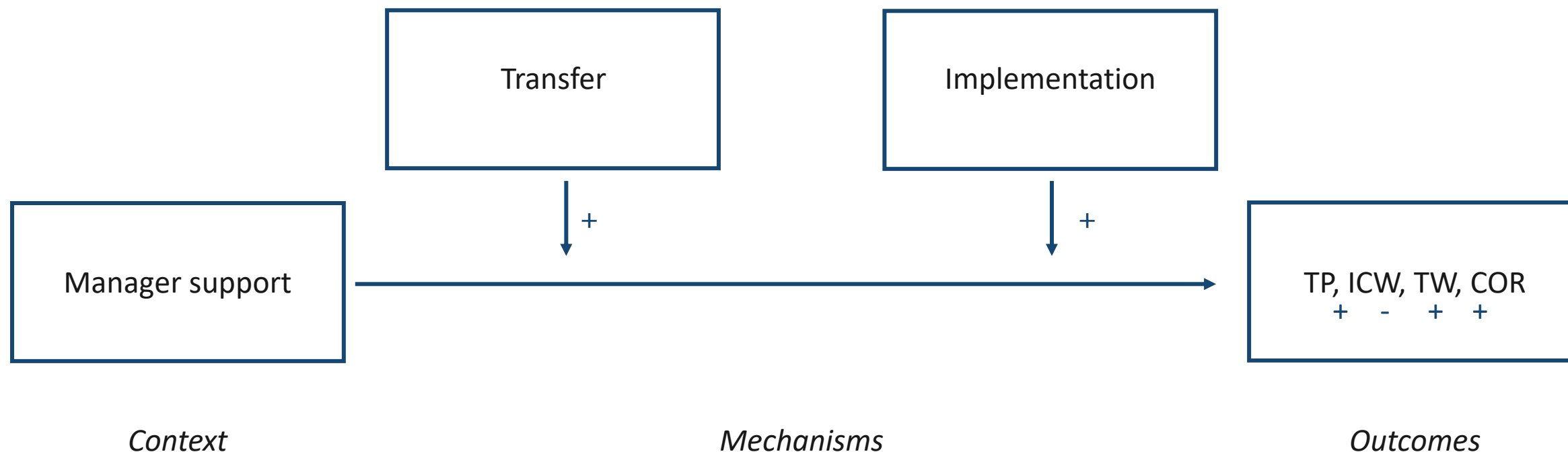
Intepersonal conflict
at work (ICW)

Teamwork (TW)

Coordination (COR)

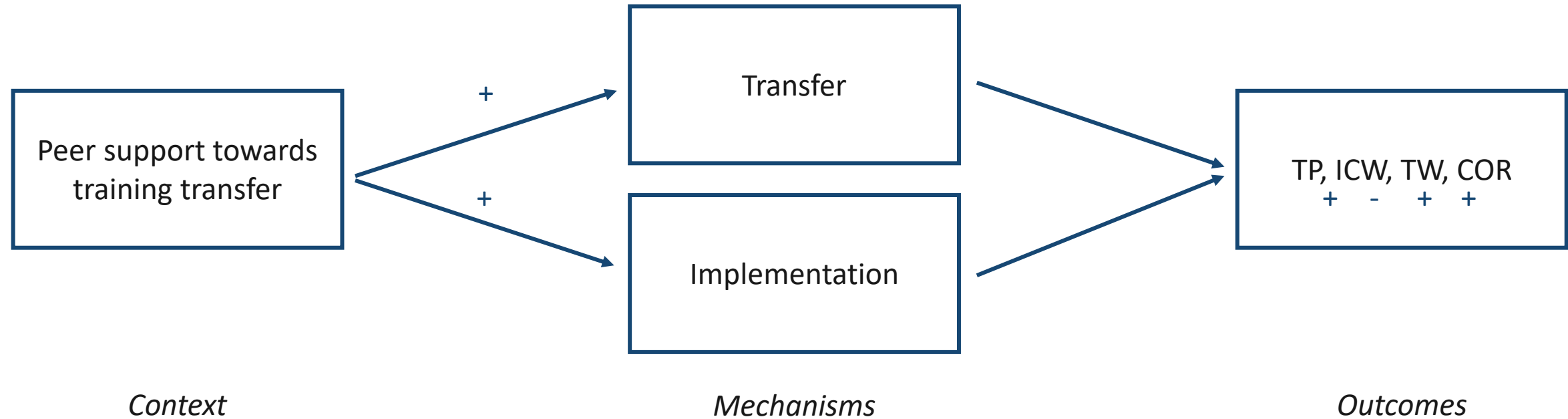
CMO configuration #1

Moderation hypothesis



CMO configuration #2

Mediation hypothesis

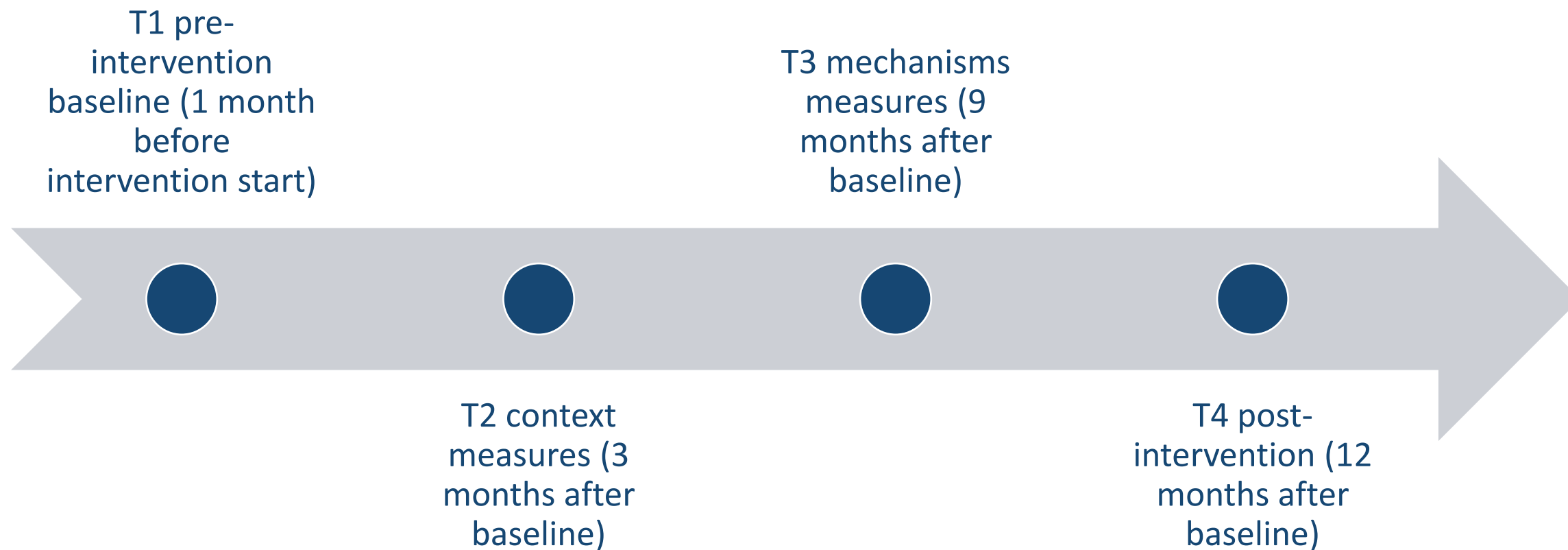




Methods

Which science did we do?

Longitudinal data collection



Quantitative psychometric measures

Variable	N item/Reference	Example item	Response range	Cronbach's α
Peer support towards training transfer	3 (Holton III et al., 2000)	"We encourage each other to use the skills we have learned in training"	1 = strongly disagree, 5 = strongly agree	T2 = .90
Manager support	3 (Holton III et al., 2000)	"Our immediate manager helps to make our work easier"	1 = strongly disagree, 5 = strongly agree	T2 = .94
Transfer	3 (Grohmann & Kauffeld, 2013)	"We successfully manage to apply the training contents in our everyday work"	1 = strongly disagree, 5 = strongly agree	T3 = .88
Implementation	3 (Grohmann & Kauffeld, 2013)	"In our team, we have implemented the planned action plans"	1 = strongly disagree, 5 = strongly agree	T3 = .86
Team performance	15 (Dawson et al., 2006)	"There is a feeling of trust and safety in this team"	1 = completely disagree, 5 = completely agree	T1 = .91, T4 = .81
Interpersonal conflict at work	9 (Friedman et al., 2000)	"How much conflict about the work you do is there among the people you work with?"	1 = Not at all, 5 = A lot	T1 = .90, T4 = .95
Teamwork	3 (Salanova et al., 2005)	"My work team has clear working objectives"	0 = Never, 6 = Always	T1 = .74, T4 = .72
Coordination	3 (Salanova et al., 2011)	"We effectively handle unexpected events"	0 = Never, 6 = Always	T1 = .84, T4 = .79

Statistical analysis

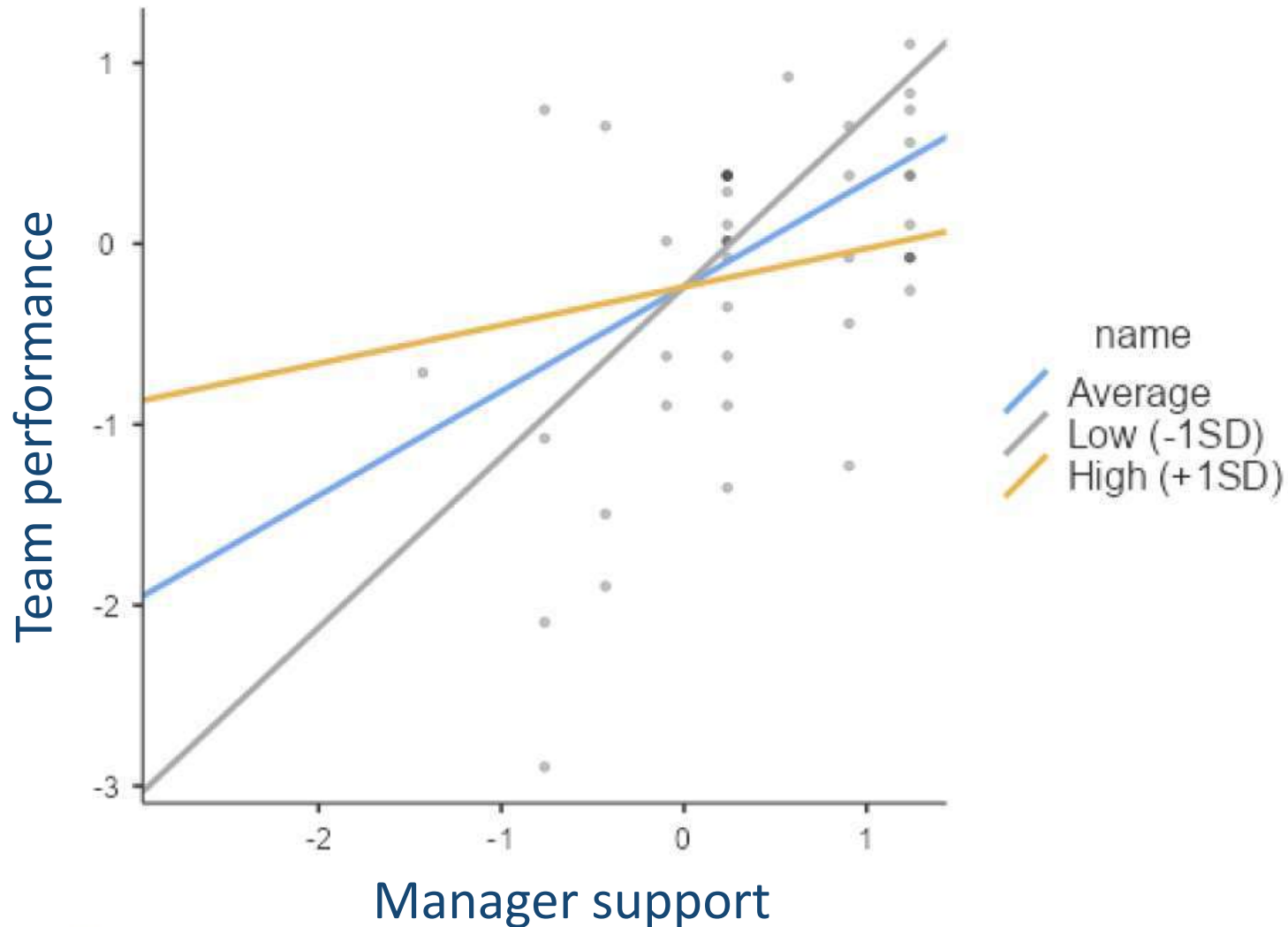
- **SPSS version 23**
 - Descriptives
 - Reliability analysis
 - Correlation analysis
- **Jamovi version 2.3.26**
 - Moderation analysis
 - Mediation analysis



Results

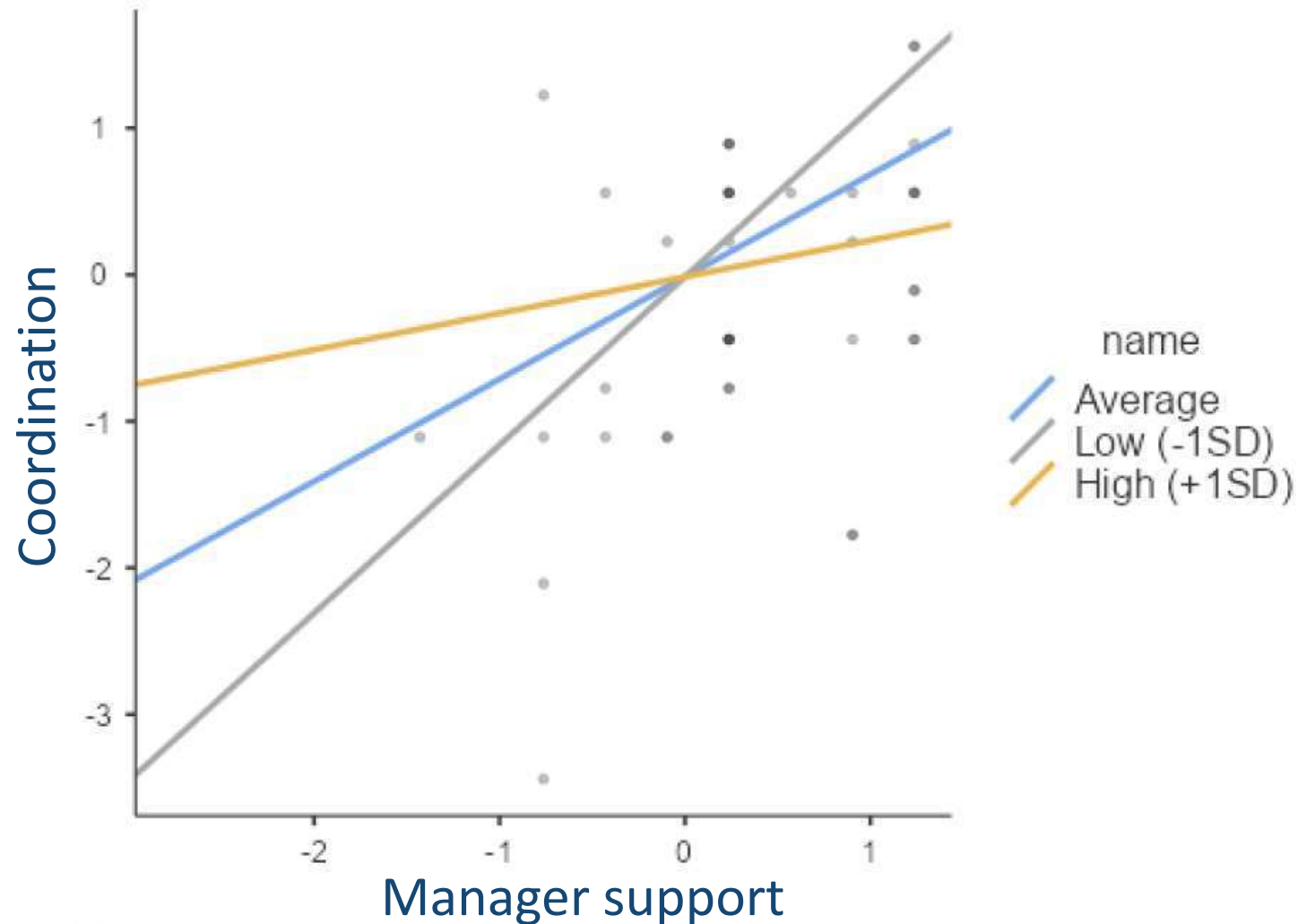
What did we find? Not quite as expected...

Moderator: Implementation



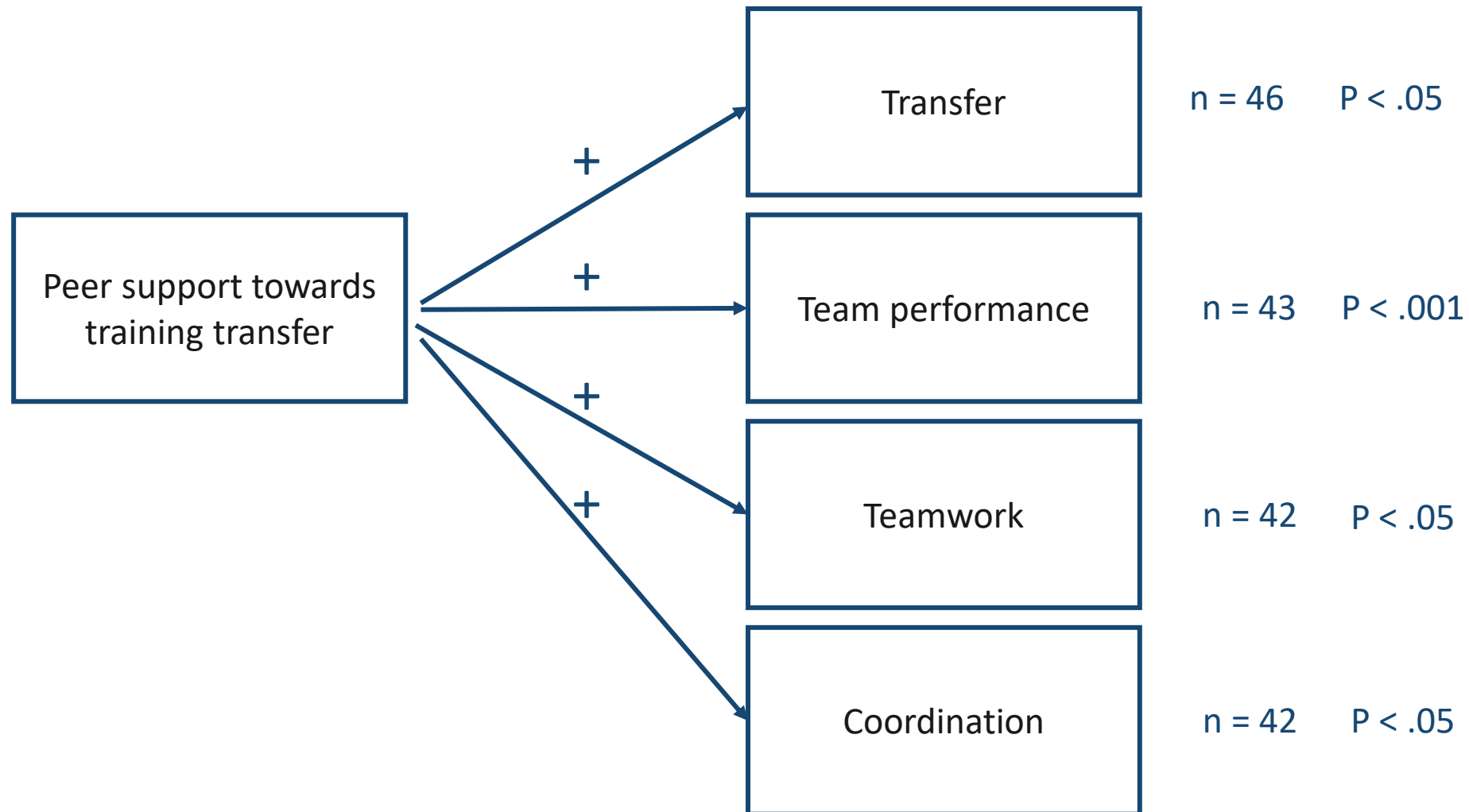
- Manager support * Implementation, $p < .05$ (Estimate $-.40$, $Z = -2.21$)
- The effect of **manager support** on **team performance** is statistically significant ($p < .001$) at low levels of **implementation**
- $n = 24$

Moderator: Implementation



- Manager support * Implementation, $p < .05$ (Estimate $-.48$, $Z = -2.81$)
- The effect of **manager support** on **coordination** is statistically significant ($p < .001$) at low levels of **implementation**
- $n = 23$

No indirect effects found





Discussion

So... what?

Main findings

- Effect of **manager support** on **team performance** and **coordination** was lower among participants who were implementing training action plans more
- Direct effects of **peer support** were found on **transfer, team performance, teamwork, and coordination**



Limitations

- **Variability** in implementation protocols and data collection across organisations
- High **turnover** of participants across intervention sessions
- Small sample size, **limited statistical power**
- **Limited generalisability** beyond tested organisations



Interpretations and implications

- Teams implementing actions plans developed during training might need less support from managers to accomplish good performance and coordinate
- Transfer and implementation do not necessarily explain relationship between peer support and examined intervention outcomes, but peer support and transfer might still be important contributors to intervention effectiveness
- Future studies might delve deeper into hypothesised models
- Practitioners should design intervention implementation conditions that allow favourable context factors and mechanisms of effectiveness





Thanks!

Davide Giusino



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H-Work Project



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 847386.

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Ivana is a researcher at Charles University in Prague and a full-time mother of an almost one-year-old baby boy. In her research, she focuses on work and organisational psychology and interventions to promote the quality of work life, mental health of employees, and work performance effectiveness.



Ivana Sipova



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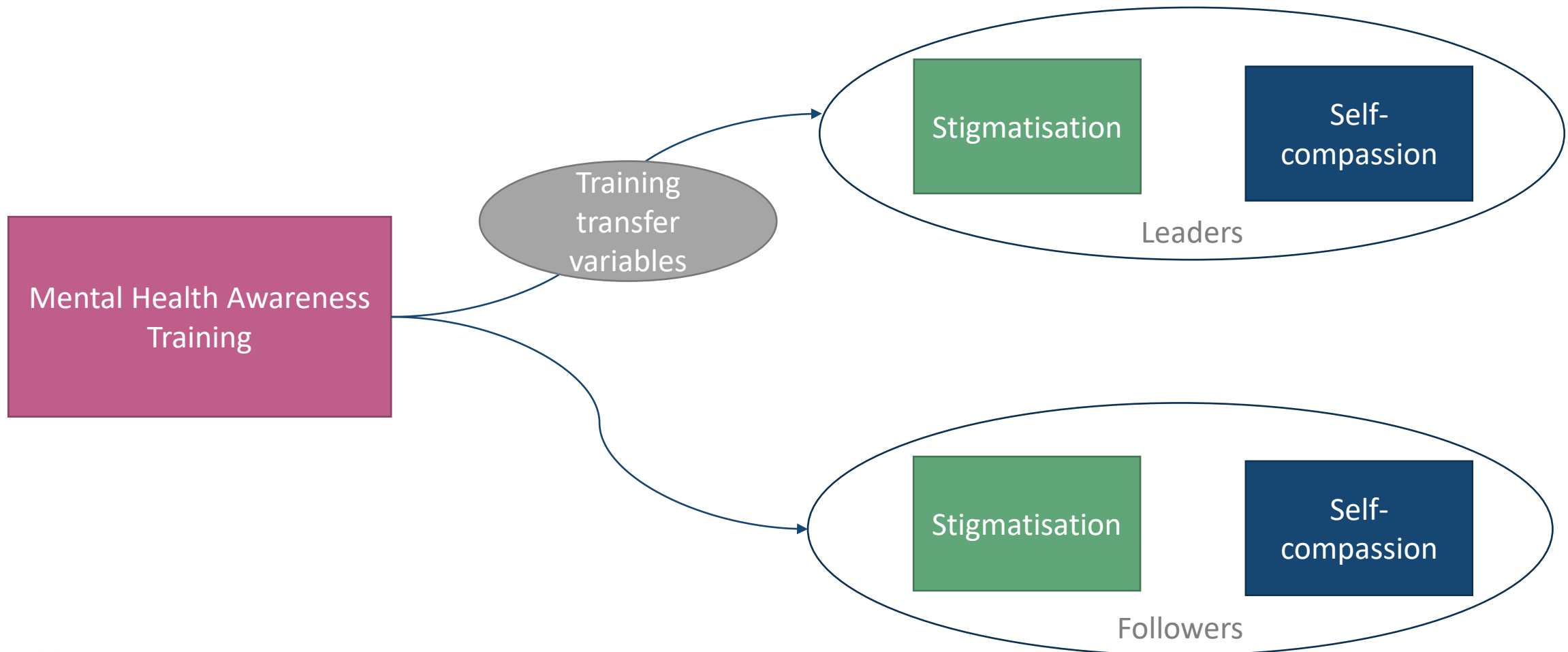
An evaluation of the effectiveness of leader-level intervention Mental Health Awareness Training on mental health in Czech SMEs

Ivana Šípová / Charles University; Dorota Lofajová / Charles University; Karina Nielsen / University of Sheffield; Siw Tone Innstrand / Norwegian University of Science and Technology,

Introduction

- **According to WHO**
 - meaningful work and a supportive work environment could be protective factors of overall well-being.
 - harmful working conditions may contribute to mental health disorders (WHO Guidelines on Mental Health at Work, 2022).
- **Health Oriented leadership**
 - Specific managerial behaviours and competencies that will contribute to improving the mental health of their subordinates.
- **Mental Health Awareness Training**
 - The aim is to recognize signs and symptoms of mental disorders, broach topics related to mental health, and prevent mental well-being issues (Dimoff, 2013).
- **Self-compassion**
 - a personal resource ensuing in health a wellbeing (Schaufeli & Taris, 2003)
- **Stigmatisation**
 - the health impairment process in the JD-R model, considered as the leading cause of inadequate treatment-seeking and under-utilisation of mental health resources (Clement et al., 2015).
- **Training transfer variables**
 - Implementation factors that may influence the impact of training.
 - Learning transfer & Opportunity to use the training in a practice

Hypotheses



Time frame of data collection and intervention

- Organization 1

	2021										2022						
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Leaders	Pre-test	1 st wave of MHAT						2 nd wave of MHAT								Post-test	
Followers																	

- Organization 2

	2021		2022												2023		
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Leaders	Pre-test	1 st wave of MHAT											2 nd wave of MHAT			Post-test	
Followers																	

Participants

54 pair matched responses

(Organisation 1; n=18, Organisation 2; n=36)

Leaders

In Organization 1, 26 people were recruited for the intervention. In Organization 2, 32 managers attended the training. In total, we were able to pair the responses from 20 training participants.

Followers

In total, we collected the data from 34 followers.

Table 1 | Sociodemographic of participants.

	All	Followers	Leaders
Gender			
Male	39	22	17
Female	15	12	3
Age range			
Up to 25 years old	3	3	0
25-34 years old	39	22	17
35-44 years old	10	8	2
45-54 years old	1	0	1
55-64 years old	1	1	0
Education			
Upper secondary	1	0	1
Post secondary non-tertiary	8	6	2
Short-cycle tertiary	3	3	0
University- bachelor	9	4	5
University-master	33	21	12

Intervention & Measures

Mental Health Awareness Training

- Inspired by methodology of Dimoff (2013)
- Aimed to
 - introduce participants to the topic of mental health
 - increase mindfulness of their own mental health and those around them
 - learn how to recognise the symptoms of mental health problems
 - introduce prevention and first aid techniques
 - inspire participants in how to talk to people about mental health related topics.

Training transfer variables

- Opportunity to use the training in a practice
- Learning transfer
 - 5-point Likert scale from „strongly disagree“ (1) to „strongly agree“ (5). The reliability ranging from $\omega = .9$ to $.92$.

Stigmatisation

- Opening Minds Scale for Workplace Attitudes (OMS-WA; Szeto et al., 2013)
 - Attitudes about mental illness in the workplace
 - Understanding and intentions regarding mental health in the workplace
 - 5-point Likert scale from „strongly disagree“ (1) to „strongly agree“ (5). The reliability ranging from $\omega = .74$ to $.87$.

Self-compassion

- Self-compassion scale (S-CS, Neff, 1995)
 - shortened to 3 items
 - 7-point Likert scale from „totally disagree“ (1) to „totally agree“ (7). The reliability of the Czech version ranging from $\omega = .78$ to $.85$.

Results: The effectiveness of MHAT among leaders

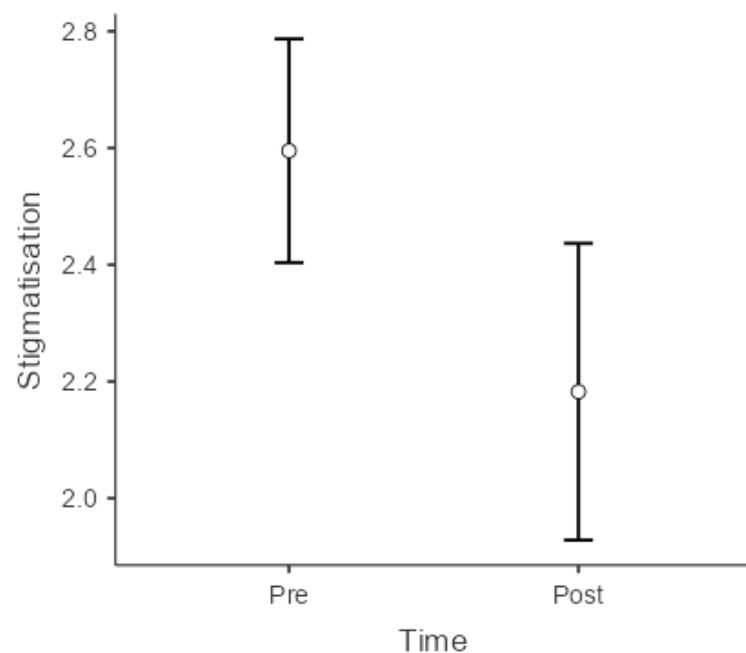
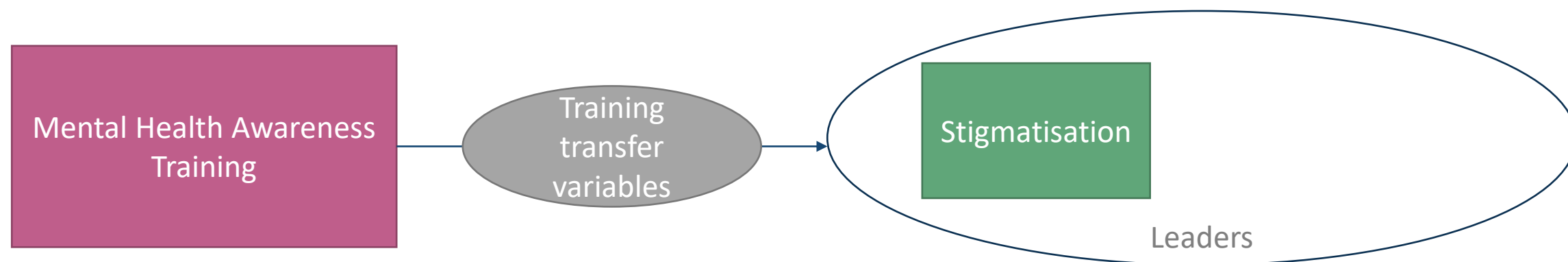


Table 4 | ANOVA Within-Subject Effects for Stigmatisation of leaders.

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P</i>	η^2p
Time	1.192	1	1.192	3.975	< .001	.738
Time * Opportunity	.026	1	.026	.669	.431	.057
Time * Transfer	.121	1	.121	3.148	.104	.222
Residual	.423	11	.039			

Note. SS: Type 2 Sums of Squares, MS: Mean Square

Results: The effectiveness of MHAT among leaders

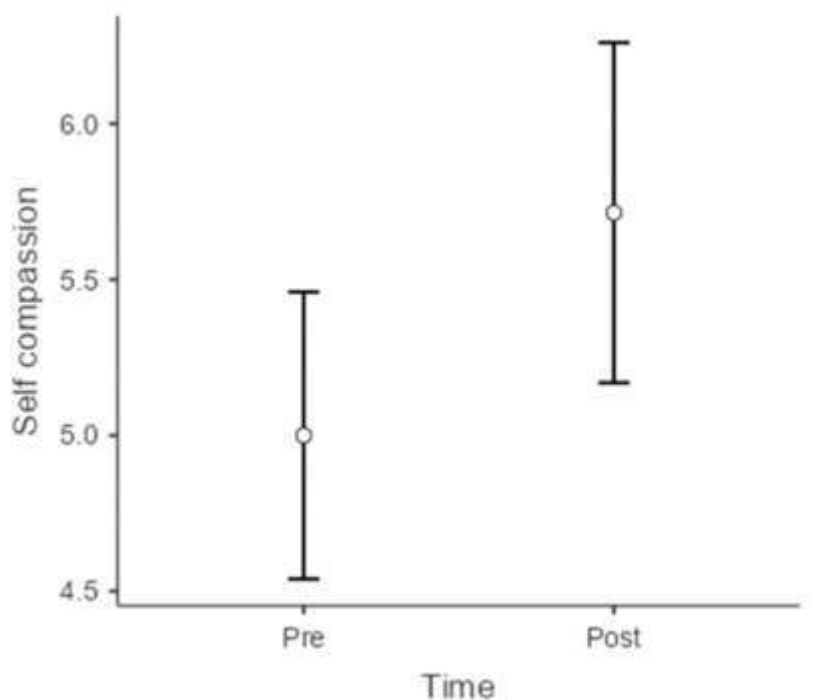
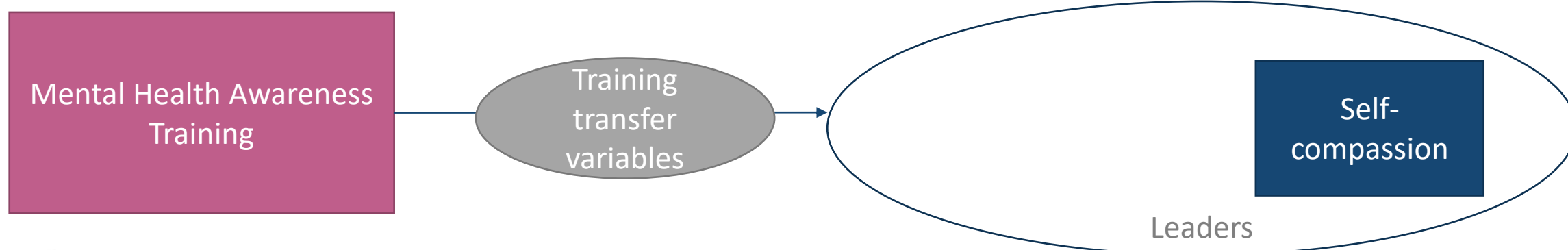


Table 3 | ANOVA Within-Subject Effects for Self-compassion of leaders.

	Sum of Squares	df	Mean Square	F	P	η^2_p
Time	3.571	1	3.571	10.41	.008	.486
Time * Opportunity	.139	1	.139	.406	.537	.036
Time * Transfer	.0	1	0	0	.979	0
Residual	3.77	11	0.343			

Note. Type 2 Sums of Squares

Results: The effectiveness of MHAT among followers

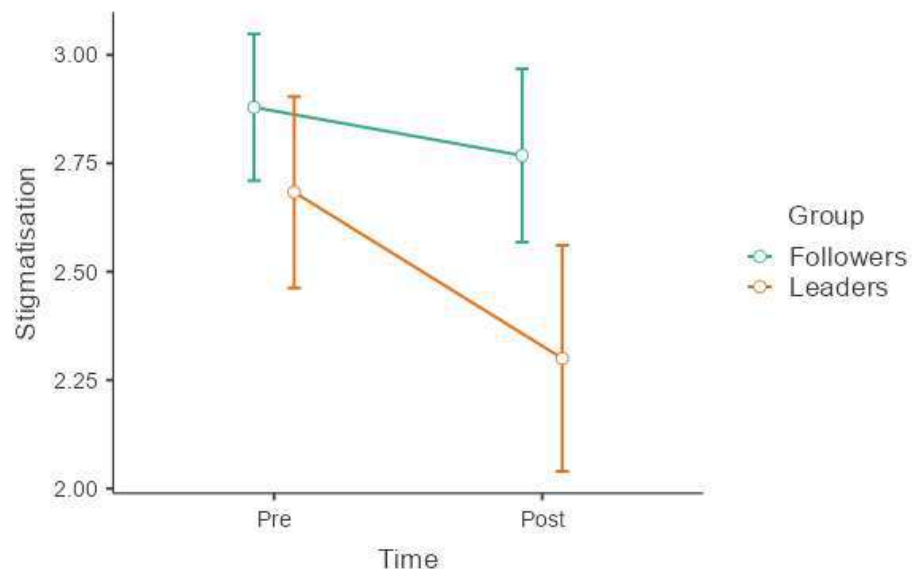
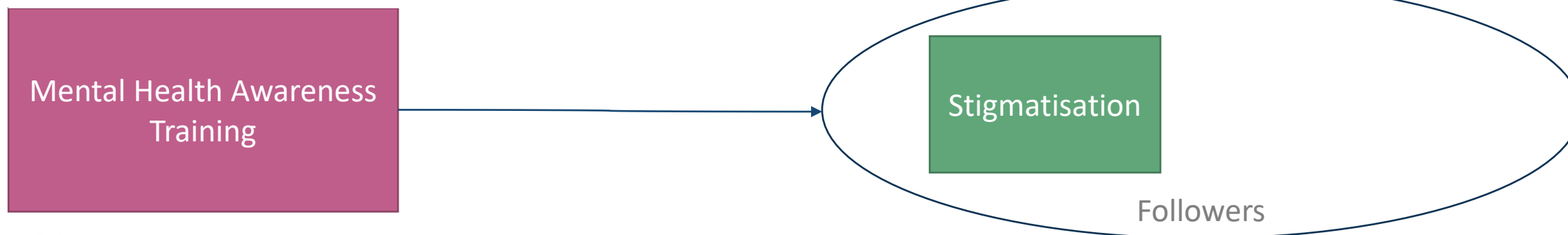


Table 6 | ANOVA Within Subjects Effects for Stigmatisation of subordinates.

	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>p</i>	η^2p
Time	1.213	1	1.213	1.09	.003	.162
Time * Group	.467	1	.467	3.88	.054	.069
Residual	6.253	52	.12			

Note. Type 2 Sums of Squares



Results: The effectiveness of MHAT among followers

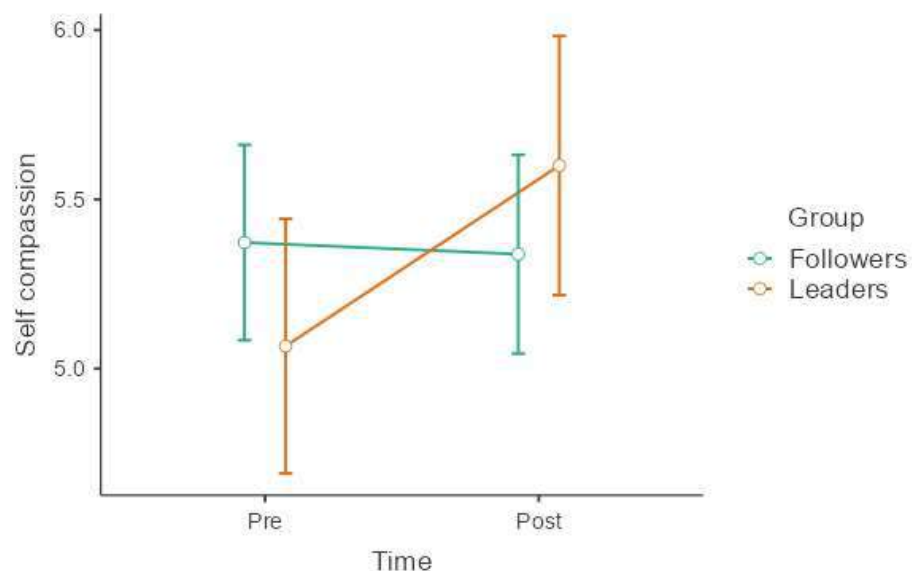
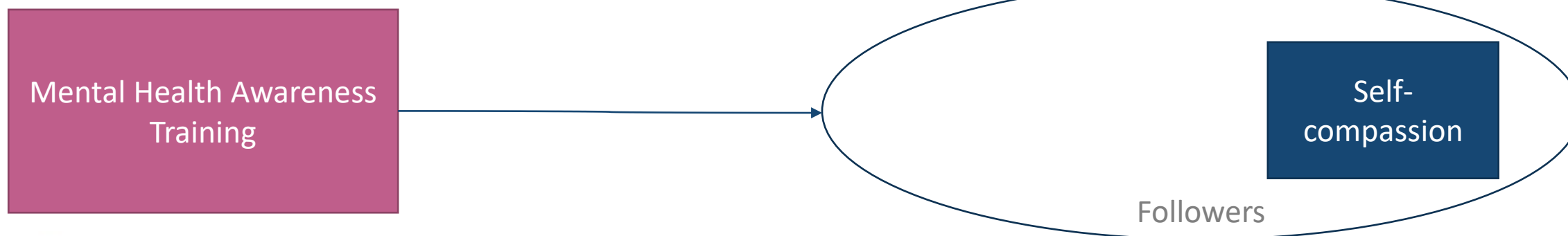


Table 5 | ANOVA Within-Subject Effects for Self-compassion of followers.

	Sum of Squares	df	Mean Square	F	p	η^2p
Time	.836	1	.836	1.89	.175	.035
Time * Group	2.029	1	2.029	4.59	.037	.081
Residual	22.983	52	.442			

Note. Type 2 Sums of Squares



Discussion

- Previous studies
 - MHAT training significantly reduced stigmatising attitudes toward people with mental health problems among its participants (Dimoff, 2013)
 - Road to Mental Readiness significantly reduced stigma attitudes of participants (Szeto et al., 2019)
 - Managers who have undergone this kind of training showed greater mental health knowledge, less stigmatising attitudes and were more supportive towards their subordinates in terms of mental health issues compared to the non-intervention group- meta analysis conducted by Gayed et al. (2019)
- Strengths and limitations
 - Organizational changes in both companies
 - Poor mental health due to Covid-19 restrictions and strong stigmatisation in Czech culture
- Further research
 - Economic evaluation of costs and revenues of organizational mental health interventions.

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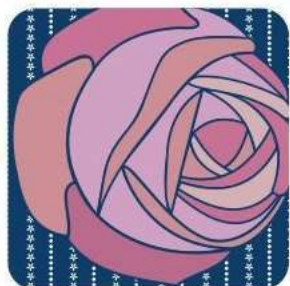


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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 847386.

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Judith Schmitt



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Guiding through turbulent times: Positive Leadership Coaching during Mergers and Acquisition

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Theoretical Background

- A vast changing organisational environment and external circumstances (pandemic, energy crisis, war) lead to increased uncertainty in organisations (WHO, 2022; Cooke et al., 2021)
- Organisational uncertainty impacts employees' mental health negatively:
 - Decrease in well-being (de Jong et al., 2016; Zagelmeyer et al. 2018)
 - Job insecurity, risk of burnout, presentism (Kniffin et al., 2021)
 - Anxiety and stress (Seo & Hill, 2011)

> Need for organisations to support employees (Cooke et al., 2021) & pivotal role of leaders in guiding through change (Bartsch et al., 2020)

Research Gap

- Fragmented research on how coaching supports employees in times of uncertainty (e.g. Grant, 2014; Bickerich et al. 2018; Bennet & Bush)
- Due to heterogeneity of organisational change (Cooke et al., 2021), but also complexity and diversity of organisational interventions (Roodbari et al., 2022) research needs to examine how outcomes of interventions are created under which circumstances (Grant, 2014; Schnell, 2005)
- Research to date lacks to identify why and how coaching supports employees during change processes

RQ: How does Coaching support employees in coping with the challenges of a merger?

Research Context

Corporate Organisation

- Sector: Marketing
- Size: ca. 300 employees
- Location: Czech Republic
- Acquired by a larger organization in spring 2021

Intervention: Coaching

- 39 Participants
- 6 x one-hour long 1:1 sessions
- based on positive leadership approach (Malinga et al., 2019) & the GROW model (Whitmore, 2013)
- individual case coaching (Grant, 2014)
- Implemented April 21 – Jan 22

Method

Data Collection: Semi-structured qualitative interviews

Sample: 11 Interviewees - 7 Managers, 4 Employees

Analysis:

Realist Evaluation using **Context-Mechanism-Outcome** Configuration addressing the underlying question “what works for whom under which circumstances?” (Pawson & Tilley, 2004)

CONTEXT

MECHANISM

OUTCOME

Findings

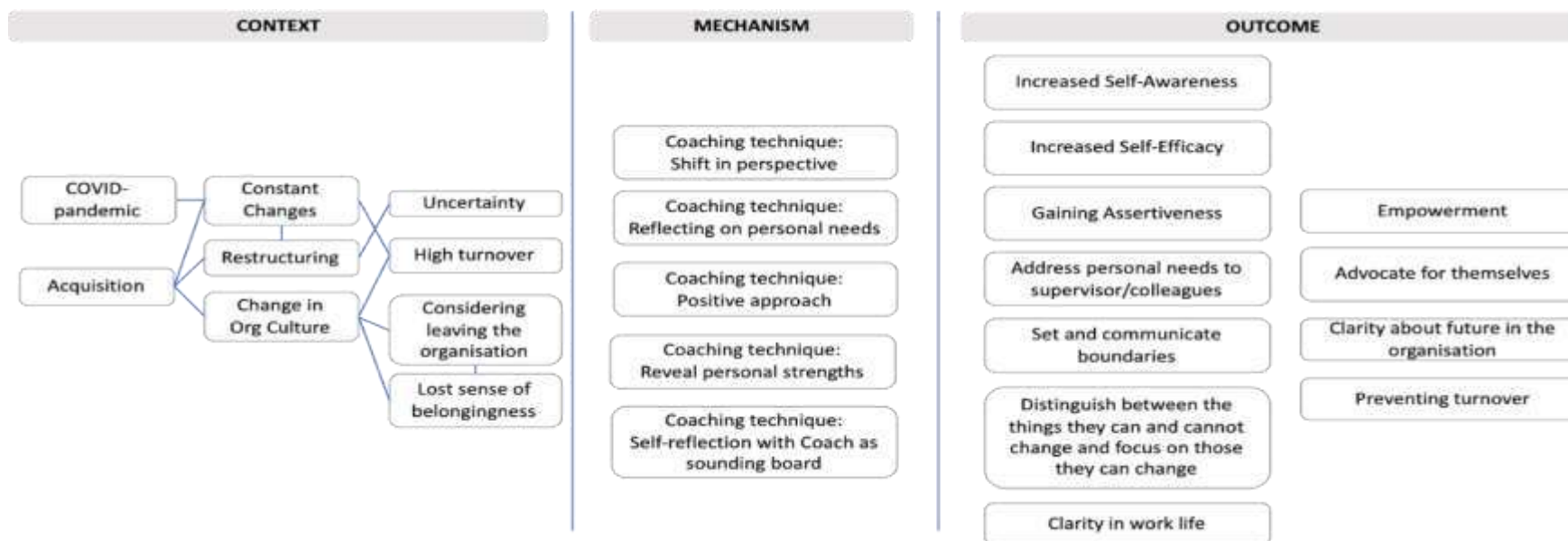
Context:

- Acquisition perceived as very challenging
- Major organizational restructuring
- High level of uncertainty
- High turnover
- Perception of being the lower-status merger partner
- Loss of organizational identity
- Measures of pandemic partly in place
- Employees are slowly adjusting to new organization



Findings

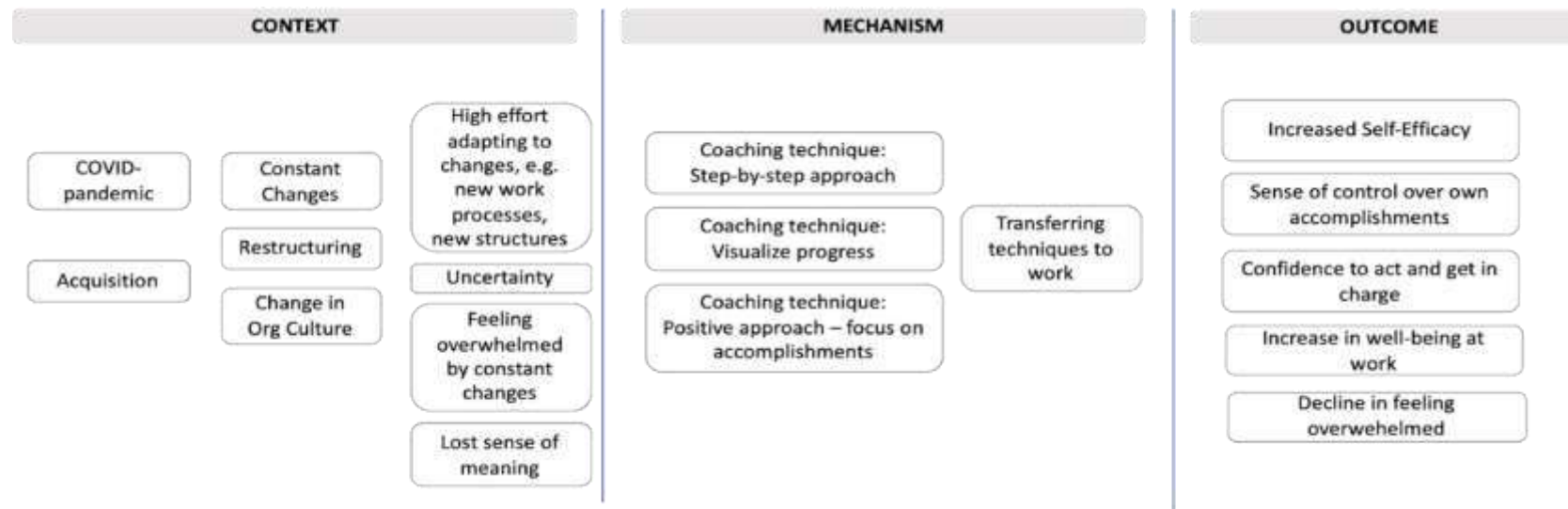
CMO Configuration 1: Self-Awareness & Empowerment



Addressing **uncertain situation** with **coaching techniques** such as **needs and strengths reflection** and **shift in perspective** to foster Coachees **Self-Awareness** and **Self-Efficacy**. This **empowered** them to **address personal needs**, **set healthy boundaries** and to **advocate for themselves**. Ultimately leading to **clarity about their future** in the organization and **preventing turnover**.

Findings

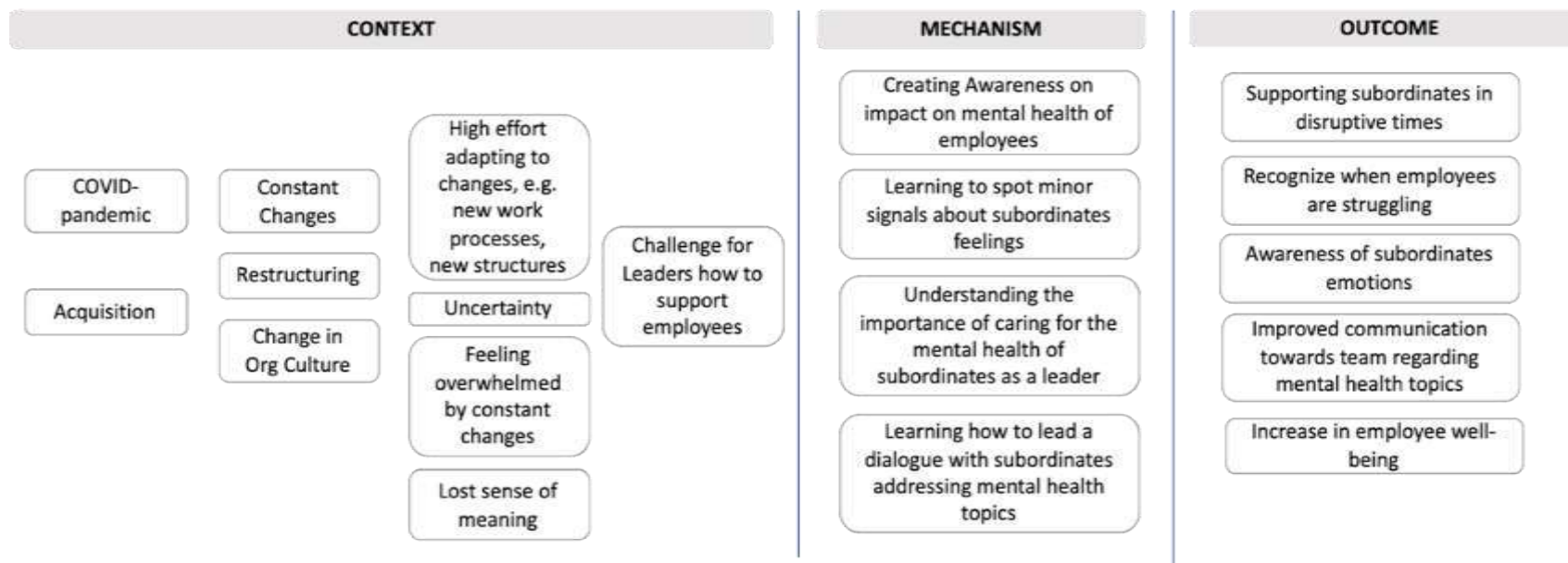
CMO Configuration 2: Tackling big things with small steps



Addressing **the feeling of being overwhelmed by changes** with **coaching techniques** such as **step-by-step approach** and **focus on accomplishment** to foster Coachees **sense of control over own accomplishments**. This lead to an **improvement of employee wellbeing** and a **decline in feeling overwhelmed/overloaded**.

Findings

CMO Configuration 3: Leading people through turbulent times

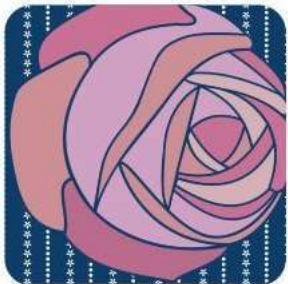


The **disruptive environment** caused a challenge for **leaders to support employees**. In coaching they learned **spotting emotions** and **addressing employees' mental health issues** and **gained awareness** of the **importance of leadership** in this context. As an outcome, leaders report being able to **recognise** better when someone in their team is **struggling** and **improved their communication** towards their team regarding **mental health issues**. Ultimately, it contributes to **improving employee well-being** and helps followers **cope with the disruptions**.

Conclusion

- Intervention context was defined by a high level of uncertainty caused by the acquisition and the aftermath of COVID
- CMOs demonstrate the different working mechanisms of an intervention implemented in a disruptive context
- Based on the individual challenges participants were facing and their needs in this context, coaching provided individual support in coping with and managing change.
- The participants emphasised that the intervention was exactly what they needed 'at the right time'.

Thank you



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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 847386.

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