

## PREFACE

**“Omnia mea mecum porto”**

**– All of my possessions I carry with me.**

Since Diogenes the discourse on health, well-being, management, culture, values and organisations has been vivid. The attitudes and mental images which guide a person to lead a life of well-being, health and happiness have been the topic of much discussion.

Managing healthy transcultural organisations is based on the strength and the sense of coherence (SOC) of individuals, to comprehend, manage and create meaning in challenging work situations. To cope with these challenges, managers need to activate their individual resources and increase their transcultural and conflict management competences.

In our management and consultancy practice, we experience the importance of interlinking health and well-being on the one hand with transcultural communication and conflict management on the other hand. A systemic approach supports the development of the three SOC components effectively and contributes to well-being within individuals and the organisation.

In this book, we present MEHTO, a coaching and training module for managers which includes individual counselling sessions, group training series, as well as team mentoring and facilitator training. We have developed MEHTO through management research in international organisations and global players, as well as through our experience in international and transcultural management consultancy.

Particularly during the past years of global economic crisis, we have recognized the need for increasing mental health in managers and organisations. We believe that managers and organisations in the 21th century require a shift towards holistic and spiritual values to promote sustainable healthy organisations.

This manual aims at developing health-oriented management practices which focus on individual and organisational well-being across cultures. It is a manager's Handbook or Vademecum towards a successful and healthy leadership mindset. Enjoy it!

*The authors*

# CHAPTER 1:

## INTRODUCTION

### 1.1 Introducing health and well-being

Employees in organisations are confronted with numerous challenging situations in their work life, ranging from managing work tasks to managing relationship issues. Leaders are challenged to deal with these outstanding situations professionally and competently from a managerial and leadership perspective. One of the main aims of leadership is to promote health and well-being in the organisation. Promoting health and well-being in employees and organisations is solidly based on the competences of leaders in dealing competently with transcultural interactions as well as with conflictual issues across cultures.

In many international, but also in local enterprises and organisations, managing transcultural interactions and encounters has become a ubiquitous requirement of current working conditions for employees and leaders. Employees and organisations need to be prepared to deal with transcultural interactions and a highly culturally diverse and complex situation professionally, whilst managing stressful situations and remaining healthy at the same time.

Burnout phenomena, various stress symptoms, sickness and disease as a result of challenging work demands, particularly in transcultural work situations and international organisational structures, can lead to decreased health and well-being in employees and leaders. Health and well-being of employees and leaders are connected to contextual issues which are related to aspects of organisational and human resource management, job satisfaction, organisational commitment, job performance and individual competences to promote health in the self and others.

Promoting health and well-being in employees and leaders is particularly important in challenging and demanding work situations. These are in organisational contexts often connected to the complex global context, work and time pressures, complex transcultural work relationships as well as the debate around the best practice of contemporary leadership. Also, the financial and economic crises during the past few years have impacted on employee stress and health (Waters, Saadah & Pradhan, 2003).

In the past it has often been stated that challenging and demanding work situations can become stressors, thereby impacting on the health and well-being of the individual and the organisation. In transcultural situations, work and work relationships become significantly meaningful and play an important role in transcultural management and leadership issues.

Organisations and particularly leaders have a particularly strong impact on promoting or decreasing health and well-being in employees and organisations (Wolf & Mandl, 2005:27). Negatively perceived work experiences and interactions lead to ill-health and increased medical costs and employee turnover (Hobson, Delunas & Kesic, 2001). Ill-effects and inadequate stress management provide credence for the organisation to focus on organisational and individual development that includes the promotion of salutogenic concepts (Antonovsky, 1994). This equips the individual to withstand the various stressors arising from diverse work situations.

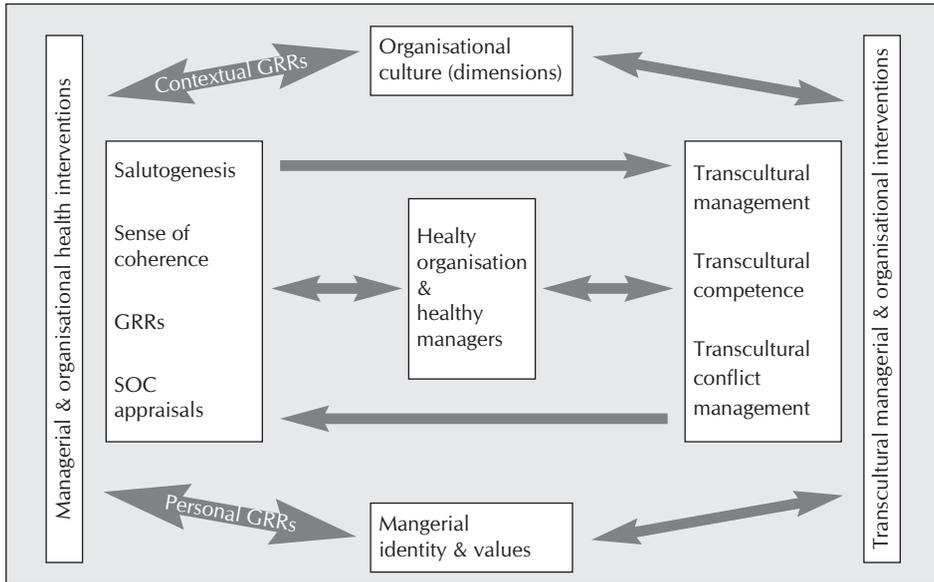
Remaining and becoming healthy is according to Mayer (2011) strongly connected to:

- managing transcultural and diverse work relationships and interactions in organisations professionally and successfully and
- resolving conflicts in the organisation across cultures competently.

Leaders of organisations do therefore have a strong impact on the health and well-being of the employees and the organisations by promoting constructive and positive concepts of transcultural competences and management as well as transcultural conflict management.

The construction of healthy work environments has only recently attracted interest in economic, management and leadership research and practice (e.g. Rothmann & Cilliers, 2007) and will be the main focus of this coaching and self-training manual. This book aims at accelerating this process of promoting values of health and well-being in leadership and organisations by providing information on health, well-being, transcultural leadership competences and transcultural conflict management, as described in the following section.

The following graph provides an overview of the topics that are relevant with regard to promoting healthy transcultural organisations and which will be addressed in this book (Mayer, 2011:50):



The following sections will explain how the topics will be addressed.

## 1.2 (Self-) Coaching and training manual design

Guiding the reader through this manual, the aims and contents, the target group and the structure will be presented as follows.

### 1.2.1 Aims and contents

This book aims at accelerating the process of promoting values and concepts of health and well-being in leadership and organisations by providing information on health, well-being, transcultural leadership competences and transcultural conflict management, as described in the following section.

The current literature on management and leadership still mainly aims at managing stress and burnout, thereby focusing on the pathogen health paradigm which will be

explained in Chapter 2.3. This book, however, uses a positive perspective: not to manage stress or burnout, but to promote health and well-being in leaders and thereby in employees and organisations.

It is argued that healthy leaders promote healthy employees and organisations and thereby promote job-satisfaction, organisational commitment and the success of the organisation.

This coaching and training manual supports the process of recognising resources for health and well-being in leaders, particularly with regard to transcultural leadership competences and transcultural conflict management. It aims at analysing and reflecting particular leadership competences. At the same time it promotes health resources on cognitive, affective and behaviour-oriented levels. It can be used to promote health and well-being of employees, managers and leaders working in economic, educational, ecclesiastical or other organisations. It thereby contributes to developing health leaders and leadership across cultures within organisations.

In this manual, the following aims are important:

- Explaining and exploring
  - health, well-being, health promoting and salutogenesis
  - transcultural leadership competences
  - transcultural conflict management
- Amplifying the knowledge on health, health promotion, salutogenesis, transcultural leadership competences and transcultural conflict management in organisational contexts
- Elaborating personal feelings, needs and value orientations and their connection to socio-cultural norms and values as well as personal behaviour
- Reflecting the subjective understanding of health and well-being, health, cultural and conflict management concepts and their impact on organisational settings
- Training the "salutogenic perspective" in management and leadership
- Empowering transcultural leadership competences: the ability to change cultural perspectives and improve transcultural knowledge and understanding, feel and adjust emotions and adapt behaviour and behaviour patterns
- Reflecting the personal sense of coherence and developing preparedness to gain experiences that empower the individual with a sense of coherence and well-being

- Improving well-being on the physical, psychological and mental health levels through cognitive, affective and behavioural-oriented training
- Reflecting health and well-being in transcultural contexts
- Understanding the interconnectedness of health and well-being and the ability to manage conflicts professionally across cultures.

This coaching and training manual is structured to fulfil its aims by working through the contents of the various sections. The sections are connected and build upon each other. However, the sections on health and well-being (Chapter 2), on transcultural competences, identities and leadership competences (Chapter 3), transcultural conflict management competencies (Chapter 4) and on healthy organisational culture (Chapter 5) can be used independently from each other.

### **1.2.2 Target groups and applied settings**

The coaching and training manual targets employees and particularly managers and leaders of all kind of organisations, such as economic, educational, social and ecclesiastical organisations. The managers and leaders are expected to be particularly challenged by the complex global and international work environment and requirements of (post-) modern organisations. The leaders and managers of today's workforce are notably exposed to transcultural leadership challenges as well as various kinds of conflicts which impact on both health and well-being and therefore require attention.

This book addresses in particular:

- Leaders and managers working in international and transcultural organisations
- Managers and leaders in economic, educational, ecclesiastical, political, health, social and cultural organisations
- Coaches, counsellors and consultants working with leaders and managers across all management levels, aiming at promoting health and well-being
- Health coaches and counsellors and organisational consultants aiming at promoting transcultural leadership competencies and transcultural conflict management skills
- Lectures and teachers who would like to prepare their students to becoming health and salutogenic-oriented employees, managers or leaders

- Students who would like to keep healthy and well and prepare themselves for the job dealing with transcultural interactions and conflicts professionally and empathetically
- Individuals who are interested in improving health and well-being in organisations

The coaching and training material can be used and applied in various settings according to the MEHTO-Model, presented in Chapter 1:

- It can be used as a self-coaching and self-training programme. That means that the reader of this book can study the texts and carry out the exercises auto-didactically. In this case, this coaching and training manual is worthwhile for all people interested in health promotion and salutogenesis in organisations, as well as in transcultural leadership competences and managing conflicts across cultures in organisations.
- This manual can also be used by coaches, counsellors and consultants supporting employees, managers and leaders in their personal development. It can help coaches, counsellors and consultants to focus on the health and well-being of the coachee in terms of salutogenesis. It can also draw the attention to developing transcultural leadership competences as well as transcultural conflict management skills. This manual could then be used as an entire coaching and training unit or in selected parts and modules.
- This manual can be used in individual counselling sessions, as well as in group training and team mentoring processes. It can also be applied in facilitator training to increase health and well-being and salutogenesis, transcultural leadership competences and professional and successful conflict management skills at work. It can either be used as a complete training series or as selected elements. The training elements can be applied to the current situation of the coachee, the colleagues, the organisation etc.
- Selected elements as well as the whole training programme can be applied to train facilitators within organisations to develop health promotion and salutogenesis across cultures within the organisation. Employees, managers and leaders can be trained with this manual to develop healthy organisations, for example in training-on-the-job or training-off-the job.

- Parts of the training programme can be applied by the manager or leader him/herself. He or she can then apply parts of the programme within his or her daily work routine and thereby train colleagues and subordinates to promote health and well-being on the job.

In the following section, the structure of the coaching and training manual will be presented.

### 1.2.3 Structure of the manual

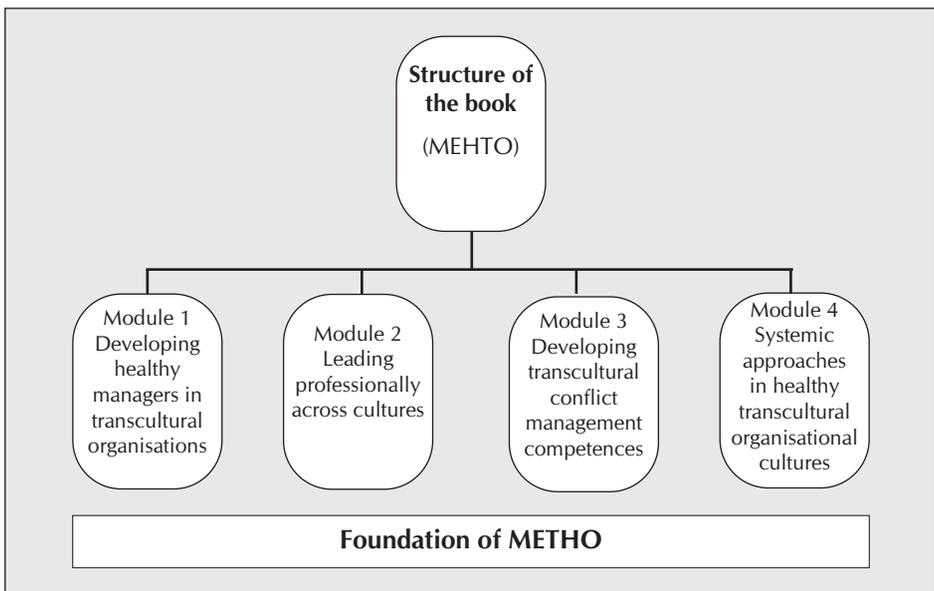
The coaching and training manual consists of the introduction to the manual (Chapter 1), followed by four chapters (Chapters 2, 3, 4 and 5) including theoretical inputs and practical coaching and training modules.

Module 1: Developing healthy managers in transcultural organisations

Module 2: Leading professionally across cultures

Module 3: Developing transcultural conflict management competences

Module 4: Systemic approaches in healthy transcultural organisational cultures



Chapter 6 presents the conclusion and future perspectives on health, transcultural competences and conflict management skills in leaders across cultures. The Appendix, the References and the Authors' biographies then follow.

The selection of the topics of the modules is built upon the following assumptions:

1. The base of the coaching and training manual is health and the promotion of health in terms of the salutogenic paradigm. It is necessary to familiarize the participants of this training with the basic assumptions and cornerstones of the theoretical concepts to develop a basic understanding of health and salutogenesis which supports the understanding, manageability and meaningfulness of the theoretical concepts through the practical exercises.
2. The discussion on the meaning of health, mental health, well-being, health promotion and salutogenesis constitutes the centre of Module 1. It is believed that health and well-being are very important topics for leaders and managers in organisations. This is based on the fact that many leaders and managers suffer from burnout, stress and stress symptoms, depression and anxiety. The salutogenic model has been developed based on stress research. It has been argued (Krause & Mayer, 2012) that stress in combination with missing appreciation, acceptance and recognition can lead to stress symptoms and a higher risk of sickness. This manual therefore provides the reader with exercises on how to develop health and well-being to overcome stress through gaining highly important leadership competences.
3. Chapter 3, Module 2 particularly focuses on the salutogenic resource of "transcultural leadership competences". Transcultural competences have become a core competence in management and leadership during the past decades. It is highly important and necessary to lead employees across cultures through the challenges of global businesses and diverse organisations. Recent research (Mayer, 2011) shows that transcultural competences – that means the ability to cope with cultural differences, similarities, stereotypes and prejudices – are an important element of mental health and well-being in a globalized work and living scenario. Module 3 focuses on developing transcultural leadership competences on cognitive, affective and behavioural competence levels.
4. The high work load and work demands as well as the intense work relationships in organisations can lead to conflict potentials and experiences of transcultural conflicts within the organisation. Module 3 supports the

development of transcultural conflict management competences for managers and leaders to cope successfully and empathetically with conflicts in the organisation.

The modules follow the design and pattern outlined below:

1. Short abstract on the module contents
2. Aims of the module
3. Theoretical inputs and background information
4. Exercises.

The exercises use the following methods:

- Reflection
- Practice
- Cases
- Questionnaires
- Role-plays
- Relaxation

Each module begins with a short introduction to the topics as well as the aim of introducing them. A theoretical input is provided. Then practical inputs are given. These practical inputs are provided as exercises for individual and auto-didactical learners, coaches to implement these exercises in coaching sessions, in group sessions, mentoring processes and/or facilitator training. It is assumed that leaders and managers who work with this training manual will work on building healthy organisations and thereby train colleagues and subordinates to remain or become healthy and well in transcultural organisational contexts.

### **1.3 MEHTO: Promoting Mental Health in Transcultural Organisations**

Scientific discussions imply that managers in organisations manage transcultural conflicts and challenging situations with their personal and individual abilities. Research has shown that organisations can also contribute to the well-being and health of the employees through various aspects. MEHTO has recently been presented in the organisational positive health psychology debate (Mayer, 2011). The model will firstly be presented theoretically and secondly be applied in practical training units for managers to develop and expand mental health in transcultural settings.

### 1.3.1 MEHTO's scientific framework

The intervention model "Promotion of mental health in transcultural organisations" (MEHTO) is based on systemic and humanistic thought (Luhmann, 1984; Maturana, 1982). It aims at focusing on intra- and inter-personal as well as organisational relations in the counselling process (Ludewig, 2005). Furthermore, it is solution-focused (de Shazer, 1989, 2008), salutogenic (Antonovsky, 1979), resource-focused and growth-oriented (Sartir, 2001). MEHTO is thus a fully fledged transcultural and transformative model.

### 1.3.2 Applying MEHTO across cultures

MEHTO can be applied in transcultural organisations for various reasons.

- It provides various means of methodological access to the topics.
  - individual counselling,
  - group training,
  - team mentoring in small teams and
  - facilitator training

which can be used according to cultural demands and further to train managers in transcultural competences.

- Topics such as health, salutogenesis, identity, conflict management and organisation can be developed from different cultural perspectives.
- It supports and requires a transcultural exchange of ideas, the "working together" of members from different cultural groups within the organisation toward increasing transcultural communication and competence through experienced-based learning. It emphasises the integration of transcultural ideas and thought (styles) by focusing on similarities, accepting differences and creating synergies and a "new organisational culture".

MEHTO can be used by managers and can be applied by coaches, trainers and facilitators across cultures.

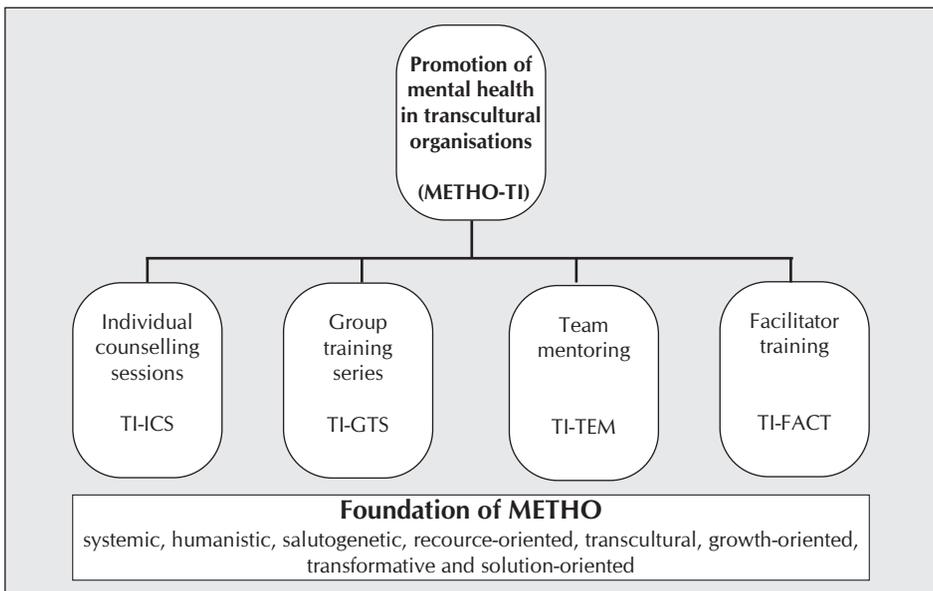
### 1.3.3 Transformation instruments (TI)

MEHTO includes four transformation instruments. Transformation instruments are the means and methods to promote mental health in organisations, such as:

- Individual counselling sessions
- Group training series
- Team mentoring
- Facilitator training

The Transformation Instruments support developing, creating and promoting salutogenesis and mental health, transcultural competence, the improvement of inter-personal relationships and organisational changes on intra-personal, inter-personal and organisational levels. The promotion of mental health is based on identity work, thereby contributing to the promotion of mental health in managers and organisations.

In this book the theoretical background and practical exercises have been created for use particularly in individual counselling sessions. However, they can also be transferred and altered for use in group training series, team mentoring and facilitator training sessions.



MEHTO's transformation instruments, Mayer (2011:376)

In the following section the transformational instruments will be explained.

### 1.3.3.1 MEHTO: Individual counselling sessions

The individual counselling sessions focus on the development of the individual and his/her individual potential for personal and organisational growth (Rechtien, 2004), with particular focus on health and well-being as a life-long development process (e.g. Bahrs & Matthiessen, 2007; Langeland et al, 2007). This may, therefore, be understood as “salutogenic counselling” (Krause, 2003: 187) or a “coaching” process.

The individual counselling sessions mainly focus on developing **General Resistance Resources** (GRRs) which are according to Antonovsky (1987a: xiii) the following:

- cognitive GRRs, particularly knowledge-intelligence that is contingent on education and includes skills and knowledge;
- emotional GRR for ego identity;
- coping strategies, as overall plans for overcoming stressors; and
- macro-socio-cultural GRRs made up of ready answers provided by one’s cultural and social structure including religion.

The aims and contents of individual counselling sessions are:

- Joining and an effective approach, building trust between the managers and counsellor at first contact (von Schlippe et al, 2003).
- Anamnesis and report on individual issues.
- Analysis and diagnosis of individual issues (health, identity, well-being, transformation of conflicts, transcultural competences and organisational culture).
- Development of individual potential for growth (Sartir, 2001) and SOC (Antonovsky, 1979) to contribute to transcultural health.
- Promoting health through encouraging self-reflection, self-esteem, recognition, acknowledgement and individual strength by means of using health-promoting communication skills and conflict management and resolution strategies. Health is also promoted by encouraging physical experiences and by developing awareness on healthy nutrition and diet (Krause, 2003).
- Creating transcultural competences during counselling sessions (Grothe & Straub, 2008).
- Managing and transforming cultural issues and interpersonal conflicts (Ishiyama, 1995).

- Developing key components of counselling to increase training interaction and teamwork for the individual, reflecting on the individual's perception of the environment, working on a systemic perspective of the environmental organisation and viewing the counselling session as a process (Petzold, 2005) and a field for promoting individual resources.

The following aims with regard to salutogenesis and SOC, identity, transcultural conflict management and organisational culture will be followed in METHO's individual counselling sessions (Mayer, 2011:377).

**Salutogenesis aim:**

**Explore, learn and understand the concept of salutogenesis and SOC**

- Reflect on individual and cultural health concepts and theories;
- introduce salutogenesis and SOC components;
- reflect on personal well-being and health;
- reflect on work and life concepts, challenges in life and at work;
- reflect on own resources and learn to activate them;
- reflect on and define life-orientation, as well as preferences and meaningfulness in life;
- reflect on and express feelings and thoughts;
- reflect on behaviour to cope with challenges; and
- train to increase well-being and to balance challenges in life.

**Identity aim: Develop a transcultural identity in regard to**

- responding to the question: "Who am I?";
- identity aspects and their priorities in daily interactions;
- cultural influences in identity construction;
- self-consciousness and self-esteem in transcultural interactions;
- forming transcultural identities;
- defining values;
- setting value priorities; and
- transforming identity and values towards achieving well-being.

**Transcultural conflict management aim: Developing knowledge on, and skills for transcultural conflict management in regard to**

- defining conflict;
- conflict management, resolution and transformation;
- culture and conflict (stereotypisation, culturalisation, race, etcetera);
- managing conflicts across cultures;
- culture-specific and universal aspects of managing conflicts;
- different forms and systems of managing conflicts in organisations (grievance procedures, mediation, etcetera) and their advantages and disadvantages in the selected context;
- methods and techniques for conflict management;
- non-violent communication in managing transcultural conflicts; and
- management by mediation.

**Organisational culture aim: Developing a transcultural organisational culture in regard to**

- constructing an organisational culture;
- transcultural organisational culture;
- organisational identity and values;
- an organisational culture of well-being;
- developing an organisational culture of conflict transformation and mediation;
- developing a culture-synergetic and transcultural organisational culture; and
- the way forward to the culture-synergetic “healthy organisation”.

**Implementation of individual counselling sessions**

Individual counselling sessions are the first transformation instrument to be applied within MEHTO.

The counselling sessions serve as a tool for the individual development of salutogenesis and SOC, identity and values, transcultural conflict management and transcultural competences. They can, therefore, be used according to the managers’ needs and can be arranged flexibly (optional, non-compulsory after the first session). The exercises presented in this book can be used in individual counselling sessions as well as in auto-didactical and self-learning situations.

The intervention methods used in the counselling sessions are based on Humanistic Psychology (Krause et al, 2007), systemic counselling which include solution- and resource-focused counselling practices (as usually applied: circular questioning, mirroring, miracle question, creative methods, such as development of a well-being and “identity-map” (Sartir, 2001)) and client-centred communication practices (Rogers, 1972). This supports the creation of a “fully functioning coherent person” (Rogers & Schmidt, 1991: 28).

Organisational and systemic constellation practices, working with organisational charts and organigrams, as well as organisational symbols, may further be included.

### **Training modules of individual counselling sessions**

The training modules are developed in accordance with the contents of the modules and include theoretical inputs and practical training/counselling aspects.

### **Developing and promoting health and well-being**

#### **Module 1: Developing healthy managers in transcultural organisations**

1. Introduction to the training series and the module themes, training series structure, training and feedback rules and aims and visions of the training.
2. Health, well-being, wellness: SOC components and General Resistance Resources.
3. Increasing SOC in managers within the organisation and across cultures.

### **Developing transcultural competences and identities**

#### **Module 2: Leading professionally across cultures**

4. Identity, the self, personality and values.
5. Culture and identity, identity work and identity development and self-management.
6. Spirituality and self, well-being, relaxation, self-consciousness and self-esteem.

### **Managing transcultural work conflicts successfully**

#### **Module 3: Developing transcultural conflict management competences**

7. Concepts of conflict, culture and transcultural management.
8. Constructively transforming conflicts as individual and organisational challenges.
9. Activating resources and transforming transcultural conflicts by employing communication tools to reframe transcultural conflicts.

10. The manager and the organisation: life visions, values and value priorities, identity and conflict – fits and misfits.

### **Promoting healthy organisational cultures**

#### **Module 4: Systemic approaches in healthy transcultural organisational cultures**

11. Systemic views on organisational culture
12. Systemic concepts, such as circularity, solution-focus, resource-focus and growth orientation
13. Creating a healthy organisational culture.
14. SOC, identity, transcultural conflicts and organisational culture as health-creating life components, outlook and future visions, review of the training series, creating a life-orientation motto and a prospectus of further aims and visions.

The modules can be implemented in individual sessions, but can – after having been adjusted – be used in group training series, team mentoring and facilitator training.

#### **1.3.3.2 MEHTO: Group training series**

**The group training series** supports managerial development in transcultural and diverse groups. These diverse groups should include managers of different gender, age, ethnic belonging and culture and with different SOC levels (high, medium, low). The trainers should work in a team of diverse gender, culture, age and mother tongue, according to the group of trainees.

Intervention methods in the group training series include in addition to the above-mentioned intervention methods in individual counselling sessions:

- role-play and simulations on specific topics (health management, identity, values, transcultural conflict management and mediation and organisational development);
- communication training;
- discussion sessions;
- plenary sessions;
- workshop methods;
- open-space methods;

SOC components are strengthened as follows: