

Management competencies for preventing and reducing stress at work

Identifying and developing the management behaviours necessary to implement the HSE Management Standards: Phase Two

Joanna Yarker MSc, PhD, C Psychol
Rachel Lewis MSc, C Psychol
Goldsmiths, University of London
New Cross
SE16 6NW

Emma Donaldson-Feilder MA, MSc, C Psychol
Affinity Health at Work
20A Park Road
New Barnet
EN4 9QA

This report presents the findings of the second phase of a research project to identify the specific management behaviours associated with the effective management of stress at work. This phase aimed to: examine the usability of the 'Management competencies for preventing and reducing stress at work' framework developed in Phase One; refine and revise the framework; and design a 'Stress management competency indicator tool'. An additional aim was to explore the commonalities between the framework and indicator tool on the one hand and the HSE Management Standards and general management measurement tools on the other.

A qualitative approach was used to explore the usability of both the framework and the indicator tool: this involved interviews with 47 managers and 6 stakeholders working within the five HSE priority areas (Education, Finance, Local Government, Central Government and Healthcare), along with one 'Other sector' organisation, and workshops with 38 stress experts. A combined quantitative and qualitative approach was taken to construct the indicator tool and refine and revise the framework: this involved 152 managers and 656 direct reports. Statistical and qualitative evidence was used to create a revised framework that consists of four competencies and 12 sub-competencies. The final indicator tool contains 66 items. A literature review and mapping exercise was conducted to compare the revised framework and emergent indicator tool with the HSE Management Standards and 12 existing management/leadership frameworks.

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