



Free wellbeing and engagement resources

Online tools for managers:

- '**Managing employee wellbeing**' online learning package developed with Business in the Community: <http://www.managingemployee wellbeing.com/bitc>
- '**Preventing stress**' learning materials based on the management competencies for preventing and reducing stress at work research: <http://preventingstress.cipd.co.uk/>
- Self-report version of the **stress management competencies indicator questionnaire** to measure the management behaviours for preventing and reducing stress is available at: <http://www.hse.gov.uk/stress/mcit.htm>

Reports and guidance based on our research:

Developing managers to manage sustainable employee engagement, health and wellbeing

This research reviewed all the available about what affects the success of programmes to develop managers to manage in ways that improve employee engagement, health and wellbeing. It looked at both academic and practitioner literature and gathered data from experts, practitioners and organisations in order to provide a unifying framework bringing all the evidence together. It resulted in the creation of a set of checklists that highlight the range of factors that can enhance or reduce effectiveness of such programmes, with the aim of helping organisations in implementing programmes successfully.

- The research report and the various checklists and guidance developed can be downloaded at: <http://www.cipd.co.uk/hr-resources/research/developing-managers.aspx>

Managing for sustainable employee engagement

This research developed a behavioural framework setting out what managers need to do to engender engagement in their team, while at the same time preventing stress/protecting wellbeing, in order to create sustainable employee engagement. This brings together our previous work on management competencies for enhancing engagement and for preventing and reducing stress at work.

- A guidance leaflet based on the research can be downloaded at: <http://www.cipd.co.uk/publicpolicy/policy-reports/engagement-behavioural-framework-guidance.aspx>
- The research report can be downloaded at: <http://www.cipd.co.uk/publicpolicy/policy-reports/engagement-behavioural-framework.aspx>.

Management competencies for preventing and reducing stress at work

This research programme explored what managers need to do to prevent and reduce stress in their employees. It developed a framework of relevant manager behaviours, and evaluated an intervention to support managers in developing their skills.

- Guidance leaflets based on the research can be downloaded from the CIPD website: <http://www.cipd.co.uk/hr-resources/guides/line-management-behaviour-stress.aspx>
- Full research reports can be downloaded as follows:
 - Phase 4 (case studies): <http://www.cipd.co.uk/hr-resources/research/preventing-stress-promoting-positive-manager-behaviour-phase-4.aspx>
 - Phase 3 (development, testing and evaluation of intervention): <http://www.cipd.co.uk/hr-resources/research/preventing-stress-promoting-positive-manager-behaviour.aspx>
 - Phase 2 (validation and refinement of framework): <http://www.hse.gov.uk/research/rrhtm/rr633.htm>
 - Phase 1 (initial background and first version of framework): <http://www.hse.gov.uk/research/rrhtm/rr553.htm>

Management competencies for enhancing employee engagement

This research explored what managers need to do to enhance employee engagement and developed a framework of relevant behaviours.

- The research report is available from the CIPD website:

<http://www.cipd.co.uk/hr-resources/research/management-competencies-for-engagement.aspx>

Managing conflict

We developed a competency framework for Managing Conflict based on our research findings on preventing and reducing stress. The CIPD has used this as part of a guide for managers, which can be downloaded at:

http://www.cipd.co.uk/subjects/empreltns/general/_mngcnftwrk.htm

Manager support for return to work following long term sickness absence

This research explored what managers need to do to support employees following long term sickness absence and developed a framework of relevant behaviours.

- Guidance leaflets based on the research can be downloaded from the CIPD website:

http://www.cipd.co.uk/subjects/hrpract/absence/_manager_support_long_term_sickness

- The full research report can be downloaded from the BOHRF website:

<http://www.bohrf.org.uk/projects/rehabilitation.html>

Developing resilience

This research explored the interventions being used to develop resilience at organisational and individual level and provides a summary of the evidence available.

- Practitioner guide: <http://www.cipd.co.uk/hr-resources/guides/developing-resilience-evidence-guide.aspx>

- Research report: <http://www.cipd.co.uk/hr-resources/research/developing-resilience.aspx>

Cancer and work

This research developed a self-management tool to help people resolve work issues during their cancer journey by asking the right questions of the right people:

<http://www.macmillan.org.uk/Cancerinformation/Livingwithandaftercancer/Workandcancer/Supportforemployees/SupportForEmployees.aspx>

A further collaborative project developed a similar self-management tool for those caring for people with cancer while working:

<http://www.macmillan.org.uk/Cancerinformation/Ifsomeoneelsehascancer/Workingwhilecaringfor someone/Workingwhilecaringforsomeone.aspx>

Other publications:

Perspectives on leadership

Commissioned by the CIPD, this report provides an overview of recent developments in leadership theory and research, including leadership development, and looks at the implications for HR practitioners:

http://www.affinityhealthatwork.co.uk/files/8513/5163/4310/perspectives_on_leadership.pdf

The future of health and wellbeing in the workplace

A discussion paper put together in collaboration with Acas as part of their 'Future of Workplace Relations' series, which reviews the broadening of the health at work agenda in recent times and highlights future challenges to health and wellbeing, such as the aging workforce and economic austerity measures. See: <http://www.acas.org.uk/index.aspx?articleid=3544>.

Corporate wellbeing toolkit

Put together by HRZone and Simplyhealth, this toolkit was developed to help HR professionals more easily access the latest wellbeing research and give them practical advice to help increase wellbeing and productivity in their organisations. We contributed a chapter on the role of managers in raising levels of wellbeing. The report can be downloaded from:

<http://www.hrzone.com/corporate-wellbeing/>. We also gave a presentation as part of a webinar linked to the publication, see: <http://www.hrzone.com/node/143966/done?sid=25357>.

Business case for wellbeing and engagement: literature review

We carried out a literature review for a project about wellbeing and engagement in higher education institutions, which looked at the literature around the business case for wellbeing and engagement interventions. The report, reference list and spreadsheet of references are available on the UCEA website: <http://www.ucea.ac.uk/en/empres/epl/engage-well/wellbeing-proj-resources/index.cfm>.

Building the business case for managing stress in the workplace

We contributed to this CIPD guide that looks at all aspects of why employers should manage stress in the workplace. Available on the CIPD website: www.cipd.co.uk/subjects/health/stress/_bscsstrss.htm

Work and Cancer – getting the message out

Commissioned by Macmillan Cancer Care and the National Cancer Survivorship Initiative, we facilitated a workshop with a range of experts from industry, employer organisations, Government, and charities to explore ways of promoting cancer and work information resources amongst employers and encouraging adoption of best practice. A report summarising the key findings from the workshop is available at: <http://www.ncsi.org.uk/wp-content/uploads/Work-and-Cancer-Expert-Workshop-Report.pdf>

Engage for Success wellbeing subgroup

We were part of the subgroup responsible for producing a report about the evidence for the linkage between employee engagement and wellbeing, and the consequential impact on individual and organisational performance. Available on the Engage for Success website: www.engageforsuccess.org/ideas-tools/wellbeing-whitepaper-evidence

Implementing culture change within the NHS: Contributions from Occupational Psychology

Emma was the founder of a group within the Division of Occupational Psychology of the BPS that is working to enhance the use of Occupational Psychology evidence in public policy making. The first report published by the group is about the contributions that Occupational Psychology can make to addressing the question of how culture change can be implemented within the NHS. It can be downloaded from: <http://shop.bps.org.uk/publications/briefing-papers-and-reports/implementing-culture-change-within-the-nhs-contributions-from-occupational-psychology.html>.

Also, our book is available for purchase: *"Preventing stress in organisations: How to develop positive managers"*: <http://www.amazon.co.uk/exec/obidos/ASIN/047066553X>