“Mental Health Promotion and Prevention Strategies for Coping with Anxiety and Depression in Europe”

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Cooper’s model of the dynamics of work stress

Sources of Stress
- Intrinsic to the job
- Role in the org.
- Relationship at work
- Career development
- Organisational structure and climate
- Home-work interface

Individual

Symptoms of Stress
- Individual symptoms
  - Raised blood pressure
  - Depressed mood
  - Excessive drinking
  - Irritability
  - Chest pains
- Organisational symptoms
  - High absenteeism
  - High labour turnover
  - Industrial relations difficulties
  - Poor quality control

Disease
- Mental illness
- Coronary heart

Demotivation
- Apathy
- Frequent and severe accidents
Approximately 80% of these illnesses are:

- 33% Musculoskeletal disorders (MSD)
- 28% Stress and depression
- 23% Psychological traumas

Prevention ensured through ergonomical measures and stress management based on inner harmony between body, soul and spirit.
Six Mismatches:

- overload
- lack of control
- insufficient reward
- lack of community
- lack of fairness
- role conflicts
The Accident Pyramid

- Fatal Injury
- Serious Injury > 3d
- Slight Injury > 1
- First Aid Case
- Unsafe Acts and Conditions

Safe actions can be trained

Source: DuPont
Unconscious causes of unpleasant incidents/accidents

«Good health is for free, it’s anxiety that kills.»
Rather than struggling to reduce the rate of accidents, we should concentrate on melting the iceberg by increasing the temperature of the water of the ocean!

Higher water temperature = more skills and experience = development of conscienteness
"Potentielles Zerstören von sozialen Beziehungen"

- "Ich kann jetzt nicht reden - ich habe schreckliche Kopfschmerzen"
- "Laß mich in Ruhe – ich hatte einen schlimmen Tag und brauche Zeit für mich"
- "Was ist mit uns passiert? Liebst Du mich nicht mehr!"

- Körperlicher Stress
- Geistige Müdigkeit
- Emotionale Zerrüttung

**Mobbing / Bullying = gegenseitige Beschuldigung**
**Bescheidenheit und Vergebung = Beziehungen kitten**
The boomerang effect of “stress”

<table>
<thead>
<tr>
<th>Results</th>
<th>Di-stress (negative)</th>
<th>Eu-stress (positive)</th>
<th>Di-stress (negative)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certainties</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOREDOM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORDER</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The more we postpone changes, the more vulnerable we become with respect to the boomerang effect. In the end we just give up.

THE SOLUTION

(Balanced stress)

When something goes wrong, les dolphins deal with chaos in an intelligent way.

Illustration 7.2. « Der Teich » The fishpond
1st level of stress: nervous overwork
   - stress hormones block the cycle
2nd level of stress: nervousness intensifies stress (new stress)
3rd level of stress: mental block can be expected in a new situation
4th level of stress: confirms the previous prediction; the mechanism is permanently blocked: mental block, nervousness, anxiety, distrust, etc.

4. Increased willingness to test new solutions; this leads to unexpected success.
3. New solutions can be envisaged: innovation becomes possible.
2. Coherent thinking stimulates the brain’s functions, thus enhancing creativity.
1. The tendency to get worked up diminishes. Internal stability stretches the limits of frustration and reduces anxiety.
Business Excellence

- Quality
- Costs
- Distribution
- Personnel
- Safety, health, environment

Source: DuPont
Healthcare, costs, personnel, production, quality, environment and safety are equal in priority and are “managed” by the same principles.
Prerequisites for Success

- **Excellence** in Safety, Health and Environmental performance as company goal
- Goals and accountability **communication**
- **Improvement** programs
- Progress **evaluation**

**Implementation of a new culture**

Source: DuPont
• All injuries and incidents are preventable

• Management is responsible and accountable for safety
• Hazardous zones are identified and secured
• Employee must receive job specific safety training
• Working safely is a condition for employment
• Management audits are a must
• Deficiencies have to be corrected immediately
• Accident prevention is good business
• Employees are the key to success
• Integration of safety as core value

Source: DuPont
The causes of injuries

Unsafe conditions 4 %

Unsafe acts 96 %

Source: DuPont
Accident Plateau

Accident Rate

Time

Technology
Management Systems
Human Factors
Organizational development

- Management commitment
- Workplace conditions
- Discipline, rules
- Supervisory control
- Value for all employees

- Personal commitment
- Mentality
- Self-management
- Self-discipline
- Self-responsibility
- Personal goals
- Care for her / himself

- Team commitment
- Team spirit
- Development in team
- Help others conform
- Team Objectives/Goals
- Value for each other

Development Stages in time

Source: DuPont
Commitment and success

- Everyone has to play his part
  - Managers
  - Upper executives
  - Collaborators
- Proactive safety techniques tackle imminent problems
- Accidents and tragedies are thus avoided

Source: DuPont
Costs of occupational accidents and diseases

The employer covers the expenses resulting from occupational accidents (both direct and indirect expenses 580,000,000 EURO, i.e. approximately 2.5% of the GNP).

Reduction of investments and benefits

Reduction of profit and slowing down of the company's economic growth

Increase in the Social Security contributions

Compensation

"AAA"

Compensation

Reduction of investments and benefits
Costs related to occupational accidents

- Direct and indirect costs
- Total cost per accident
  - 25,000 EURO

Source: DuPont
## Turnover required to offset injury costs*

### Average company vs. Your company

<table>
<thead>
<tr>
<th>Category</th>
<th>Average company</th>
<th>Your company</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of employees</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>No. of injuries</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Costs per injury</td>
<td>25,000</td>
<td></td>
</tr>
<tr>
<td>Total costs</td>
<td>300,000</td>
<td></td>
</tr>
<tr>
<td>Profit margin</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Turnover to offset costs</td>
<td>3,000,000</td>
<td></td>
</tr>
<tr>
<td>Due per employee per year</td>
<td>3,000</td>
<td></td>
</tr>
</tbody>
</table>

* = in EURO

Source: DuPont
The DuPont Journey to Safety Excellence (200 years total)

Accidents causing lost work time per 1000 employees per year

On-The-Job

Off-The-Job

The Goal is Zero Incident

Source: DuPont
Ways of organising projects in a certain timeframe

Time horizon

<table>
<thead>
<tr>
<th>1 year</th>
<th>2 years</th>
<th>5 years</th>
<th>10 years</th>
<th>20 years</th>
<th>50 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 months</td>
<td>President gen. / 4-star General</td>
<td>Director gen. of a corporation / Lieutenant-general</td>
<td>Director / Major-general</td>
<td>General manager / brigadier</td>
<td>Company manager / squadron leader</td>
</tr>
<tr>
<td>6</td>
<td>Worker / crew</td>
<td>Interim ?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Investments if >15% Profit

« Der Teich (The Fishpond) »

Ill. 5.1 Elliott Jacques "Zeitschichten"
4 stages of the development of an idea (according to Schopenhauer)

1. To be unaware of
2. To poke fun at
3. To fight against
4. That goes without saying

To multiply information
Scientific evidence
To institutionalize

Schopenhauer:
Necessary time space
70 years [20] [7]
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