Work, Stress, and Health 2013: Pre-Conference Workshop Schedule

Thursday (5/16) Workshops, Morning Sessions, 9:00 am – 12:00 pm
Dr. Lisa M. Kath and Dr. Mark G. Ehrhart, San Diego State University, USA

2) An Orientation to the Occupational Stress and Recovery Process
Dr. Christopher J. L. Cunningham, The University of Tennessee at Chattanooga

Thursday (5/16) Workshops, Afternoon Sessions, 1:00 pm – 4:00 pm
3) A Guide to Conducting Qualitative Research: What to Look Out For
Dr. Irvin Sam Schonfeld, City College and the Graduate Center of CUNY, USA
Dr. Joe Mazzola, Roosevelt University, USA

4) Archival data: A beginner's guide to how and when to use it
Dr. Gwenith G. Fisher, Ph.D., Institute for Social Research, USA
Dr. Janet L. Barnes-Farrell, PhD, University of Connecticut, USA

5) Healthy Leadership: Opportunities for Research, Practice, and Research-to-Practice
Dr. James Campbell Quick, The University of Texas at Arlington, USA
Dr. Joel Bennett, Organizational Wellness & Learning Systems (OWLS), USA

Dr. Lisa M. Kath and Dr. Mark G. Ehrhart, San Diego State University, USA

ABSTRACT
Occupational health researchers and practitioners are interested in the well-being of workers, who themselves are members of natural groups, such as work teams, departments, shifts, and/or locations. Because humans are social creatures, many popular OHP areas of interest (e.g., safety, stress) have theories that predict that employee attitudes and behaviors will be influenced by both the employee him/herself and social influences of the groups to which the employee belongs. For these reasons and more, we are presenting an introduction to the topic of multilevel modeling (MLM), in which we answer questions such as: (1) in what situations does MLM come in handy, (2) how can you design MLM studies, and (3) how do you run MLM analyses? Even if you’re not sure you’re ready to do MLM studies yet, join us to see if it might be right for your work. We will provide a lot of support, emotional and instrumental, as you embark on this journey toward a more holistic modeling of what influences employee attitudes and behaviors.

Learning Objectives
After attending this workshop, participants will:
1) Understand common situations in OHP research and practice which benefit from multilevel modeling
2) Understand how to appropriately design studies that incorporates a multilevel perspective
3) Understand how to analyze most common multilevel models

BIOS
Lisa M. Kath, Ph.D., is a long-time user of multilevel modeling (MLM) in her own research as a graduate student at University of Connecticut and as an assistant professor at San Diego State University. She has published research on work stress and sexual harassment that used MLM and is an experienced presenter of symposia on methods topics at Work, Stress, and Health and the Society for Industrial and Organizational Psychology conferences. Recently, she coauthored (with Roesch and Ehrhart) a chapter on MLM in a new book entitled Research Methods in Occupational Health Psychology: Measurement, Design, and Data Analysis (edited by Sinclair, R.R., Wang, M., & Tetrick, L.E., 2012).

Mark G. Ehrhart, Ph.D., is an Associate Professor in the Department of Psychology at San Diego State University. He received his Ph.D. in Industrial and Organizational Psychology from the University of Maryland. His research focuses on the application of multilevel issues to the study of organizational climate, organizational citizenship behavior, leadership, and work stress. He has published in such journals as the Journal of Applied Psychology, Academy of Management Journal, Personnel Psychology, Journal of Management, and Journal of
2) An Orientation to the Occupational Stress and Recovery Process
Dr. Christopher J. L. Cunningham, The University of Tennessee at Chattanooga

ABSTRACT
This workshop is targeted toward occupational health researchers and practitioners of all levels, who are interested in learning more about work-related or occupational stress. The material in this workshop will be introductory in nature, but will provide a strong foundation for those who are interested in considering the stress process within their own research and practice efforts. This workshop is designed to tackle three general objectives. First, an overview of dominant and promising models of the occupational stress process will be provided. During this portion of the workshop, key definitions and core references will be discussed to enable participants to better communicate using the language of stress researchers and practitioners.

Second, participants will be provided with information on how to identify and incorporate appropriate tools for evaluating stress within their own research and practice situations. This portion of the workshop will begin with a discussion of the most common stress assessment tools used within occupational health psychology and related fields. There will also be time for participants to discuss current and future research plans and to collectively brainstorm strategies for operationalizing their stress-related constructs into measureable variables.

The third and final portion of this workshop will provide participants with an overview of recovery processes that are an important component of the overall stress process and experience. In this portion of the workshop I will present an overview of the dominant models of recovery as an extension of the stress process. Also discussed will be current findings regarding the effectiveness of recovery strategies. Methods of evaluating recovery needs and effects will then be reviewed.

Learning Objectives
After completing this workshop, participants should:
1) understand the basic terminology that is used in occupational stress research.
2) know the most common sources of employee stress (e.g., stressors) in organizations.
3) understand and be able to describe the occupational stress and recovery process.
4) understand different approaches to the assessment of stressors and strains within organizations.
5) know how to judge the utility and value of measures of stress-related constructs.
6) understand how recovery fits into the stress process
7) understand strategies for evaluating recovery needs and experiences

BIO
Christopher J. L. Cunningham, PhD is a UC Foundation Associate Professor and graduate faculty member in the Department of Psychology at The University of Tennessee at Chattanooga. He is also an Adjunct Clinical Assistant Professor (for research) in Internal Medicine at The University of Tennessee College of Medicine-Chattanooga. He currently teaches organizational and occupational health psychology (OHP), organizational development and change, and quantitative/qualitative research methods to graduate students in the university’s Master’s of Science program in industrial and organizational (I-O) psychology. Chris also teaches select undergraduate courses in psychological research methods, statistics, assessment development, and professional ethics and career planning. His current research addresses multiple OHP topics, including need for resource recovery and recovery from occupational stress, the influence of individual differences on health practices, and stress and recovery processes, and topics related to managing multiple work and nonwork roles. As consultant, Chris also functions as the Chief Science Officer for Logi-Serve (a customer service excellence prescreening and development company) and as the primary consultant for client measurement services at The Solution Group (a human resources technology firm). At the UT College of Medicine-Chattanooga campus, he is involved with multiple research projects that seek to improve healthcare provider health and well-being at work, as well as efficiency on the job. Chris is also active in professional service, as shown in his community involvements, frequent peer-reviewing efforts, and his work as the treasurer/secretary for the Society for Occupational Health Psychology. Chris currently serves as an editorial board member for the Journal of Occupational Health Psychology, the International Journal of Stress Management, and Stress & Health.
ABSTRACT
Because Occupational Health Psychology (OHP) is a relatively young field, it is an area that is well suited for qualitative research. Qualitative methods are especially useful in the context of discovery, particularly with regard to the exploration of phenomena that are not well understood. Although underutilized and sometimes misunderstood, qualitative research can complement quantitatively organized research in OHP. Qualitative methods can also underline for the researcher deeply engaged in statistical analyses that the health and well-being of vulnerable human beings underlie the quantitative results.

Statistical analyses, such as structural equation modeling and multilevel linear modeling, can tell us a great deal about how stressors and strains are related. Qualitative methods can reveal important, but largely unnoticed, details that are specific to individuals’ particular stressful experiences at work. Qualitative methods can uncover unscripted microprocesses (e.g., manager resistance to implementation) at play during health-promotion interventions, processes that threaten the success of an intervention.

A regression equation may predict which employees are more likely to participate in a workplace health promotion initiative, but a focus group can inform an HR representative what initiatives would be most acceptable to potential non-participants, the employees practitioners most want to reach. Qualitative methods are a vital component of the tools OHP researchers employ because these methods help us to more fully understand the relation between psychosocial workplace factors and worker health.

The first half of this workshop will begin with a review of qualitative research techniques available to OHP researchers and practitioners. We will then present in some detail the strengths qualitative methods afford OHP researchers and practitioners, followed by a forthright discussion of the limitations of qualitative research. We will provide examples from the OHP research literature on the strengths and limitations of qualitative research and describe how these strengths and limitations can inform the application of qualitative methods. We will discuss these studies in a way that allows workshop participants to understand how applications of qualitative methods in past OHP research can guide their own qualitative and mixed methods research as well as discuss the potential for combining qualitative and quantitative methods.

The second half of the workshop will be more interactive. Participants will learn to implement a number of specific components of qualitative methods (e.g., generating open-ended questions, coding responses). Those without previous practice in qualitative methodology will learn how to conduct the process from start to finish. For participants with experience implementing qualitative methods, our aim is to strengthen their qualitative research skills. There will also be ample opportunities to ask questions about the application of qualitative methods to participants’ practice or research goals.

The researchers conducting this workshop have spent a great deal of time both conducting and reviewing qualitative OHP research and want to share their knowledge with participants both through formal presentation and interactive instruction. As participants develop a more complete view of qualitative research, including how and when it should be conducted, they will also learn how to best promote qualitative research to those who may undervalue its importance (i.e., editors, supervisors, co-authors).

Learning Objectives
When this workshop is complete, participants will be able to demonstrate the following:
1) A basic knowledge of how qualitative research has been used in OHP research in the past and how that knowledge informs current and future research.
2) An understanding of the strengths and limitations of qualitative research.
3) The capacity to determine whether or not qualitative methods are appropriate for the question being asked, and which specific qualitative methods should be utilized.
4) An understanding of the basic concepts behind conducting open-ended surveys, interviews, focus groups, and observation.
5) A capacity to code responses to qualitative questions using human raters.
6) The capacity to promote the importance of qualitative research to supervisors, journal editors, and others in the field of OHP.
**BIOS**

Irvin Sam Schonfeld, Ph.D., M.P.H., earned his Ph.D. in developmental psychology at the City University of New York and completed a post-doctoral degree in epidemiology at Columbia University. He is a professor of psychology at the City College and the Graduate Center of CUNY. His research interests include the stressor-strain relationship in teachers. He and Dr. Mazzola have conducted a review of studies that employed qualitative methods in research on occupational stress, written a book chapter on qualitative methods in OHP, and are completing a qualitative study of stress in the self-employed. Dr. Schonfeld has published in the *Archives of General Psychiatry, Developmental Psychology, Journal of Occupational Health Psychology, the American Journal of Public Health,* and *Organizational Research Methods.* He is also the founding editor of the SOHP Newsletter.

Joseph J. Mazzola, Ph.D., earned his Ph.D. in Industrial and Organizational Psychology with a concentration in OHP from the University of South Florida. He is currently an assistant professor at Roosevelt University. Dr. Mazzola's research interests include the effects of workplace climates on health behaviors and the prevalence and effects of stressors in the workplace. He has been published in *Work & Stress, Stress & Health,* and *The Journal of Mixed Methods Research,* among other outlets. He has also been a member of the Executive Committee of the Society for Occupational Health Psychology.

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**4) Archival data: A beginner's guide to how and when to use it**

Dr. Gwenith G. Fisher, Ph.D., Institute for Social Research, USA
Dr. Janet L. Barnes-Farrell, PhD, University of Connecticut, USA

**ABSTRACT**

This workshop is targeted toward occupational health researchers of all levels who are interested in learning more about the use of and potential sources of archival data. Archival data refer to data that already exist, such as social science data archives, public documents and official records, private documents, and mass media. They pre-date a planned research project rather than data that are expressly collected for the primary purposes of a particular research project (Fisher & Barnes-Farrell, 2012). This workshop will introduce researchers to various types of archival data, provide examples of how they have been successfully used in occupational health research, discuss the advantages and opportunities for using archival data, discuss potential challenges and how to overcome them, and train researchers how to identify and utilize potential data sources to suit their own needs.

**Learning Objectives**

Attending this workshop will help participants to:

1) Understand what archival data are and how archival data can be used to conduct occupational stress and health research
2) Determine the opportunities offered by using archival data to answer research questions
3) Understand challenges to using archival data and identify strategies for dealing with these challenges to the extent possible
4) Learn how to identify potential archival data sources relevant to participants’ own interests

**BIOS**

Gwenith G. Fisher, Ph.D., is an Associate Research Scientist at the Institute for Social Research at the University of Michigan. She has extensive experience working with large-scale surveys and archival datasets, including the Health and Retirement Study, the Aging, Demographics and Memory Study (ADAMS), and the Study of Cognition and Aging in the USA (CogUSA). Her research focuses on cognitive aging and aging workforce issues, work/life balance, survey design, and psychological measurement. More than 15 of her publications to date have used archival data. She was the inaugural recipient of the A. Regula Herzog Young Investigators Award at the Institute for Social Research. In addition to her primary role at the University of Michigan, she is an adjunct professor of psychology at the University of Detroit Mercy, where she teaches graduate courses in statistics and industrial and organizational psychology. With Janet Barnes-Farrell, she is coauthor of *Use of Archival Data in Occupational Health Psychology Research,* a chapter in the recently released book *Research Methods in Occupational Health Psychology: State of the Art in Measurement, Design, and Data Analysis.*

Janet Barnes-Farrell, Ph.D., is a Professor of Industrial and Organizational Psychology at the University of Connecticut and Past President of the Society for Occupational Health Psychology. She is an Associate Editor for *Journal of Occupational Health Psychology* and serves on the editorial boards of several other professional journals (*Journal of Applied Psychology, Journal of Business and Psychology,* and *Journal of Managerial Psychology*). Dr. Barnes-Farrell's primary fields of expertise include aging and work, performance appraisal, work-life balance, and survey design and analysis. Her current research centers on psychosocial aspects of work and aging and on the
5) Healthy Leadership: Opportunities for Research, Practice, and Research-to-Practice
Dr. James Campbell Quick, The University of Texas at Arlington, USA
Dr. Joel Bennett, Organizational Wellness & Learning Systems (OWLS), USA

ABSTRACT
Healthy leadership is a core construct within related fields of applied psychology, organizational development and workplace health promotion. Yet, there is a need to bring a more well-designed, research-to-practice, approach that facilitates partnership between researchers and practitioners. While several areas of research have emerged, they have not been integrated and there is a lack of cross-disciplinary dialogue and research on healthy leadership.

First, many studies show that employee’s relationship with their manager (e.g., supervisor support) is a reliable predictor of health outcomes. Second, applied studies indicate that manager engagement and support is often critical to the success of worksite health promotion. Third, studies suggest that managers and executives carry their own unique set of health and stress risks, even though most designs of worksite health promotion neglect these special risks. Fourth, classical models of job stress (job strain and effort-reward imbalance) contain elements that are influenced by managers and executives. That is, employee experience of job stress is directly influenced by managerial practices. Fifth, research in positive psychology and related fields (self-leadership, psychological capital) points to a growing interest in character strengths and virtues as an important area of healthy leadership research. Finally, for businesses that have a “leadership pipeline,” mid-level and senior managers often receive training, coaching, and/or mentoring around the stressors of more complex leadership. While various practice models exist for such stress management, they are often a-theoretical and not well studied.

This session will first review the research in each of these six areas. Participants (both researchers and practitioners) are invited to dialogue about their own interests and the opportunity for future study. One goal of this first part of the workshop is to establish connections for future research endeavors. In the second part of the workshop, the presenters will provide different perspectives and (quantitative and qualitative) examples on healthy leadership.

Dr. Quick will present his research based on interviews with top-level executives, following from his co-authored book “Managing Executive Health: Personal and Corporate Strategies for Sustained Success” (Quick, Cooper, Gavin, and Quick, 2008), which has been published in eight languages. In addition, the second APA edition of his classic preventive stress management book (Quick, Wright, Adkins, Nelson, & Quick, 2013) features a new focus on the positive benefits of challenge stress, on the central role of positive leadership creating healthy work environments while retaining the solid research base of the work.

Dr. Bennett will present research from a clinical trial with an on-line/e-learning system for improving manager’s cardiovascular health (Bennett, Broome, Pilley, Gilmore, 2011), which was designed following work by Quick and a model of heart-centered-leadership (Steinbrecher & Bennett, 2002). Both presenters will examine their research in the context of the six different areas listed above and present a coherent model that synthesizes these areas. In the final section of the workshop, participants will work in small groups to pose questions for applied research on Healthy Leadership and design a brief research protocol. Each group will present their ideas for feedback.

Learning Objectives
While this workshop reviews theoretical approaches to healthy leadership, participants will also receive a basic review of the following applied skills. That is, as a result of this workshop, participants will be able to:
1) Discuss the importance of healthy leadership in applied settings (e.g., Leadership Pipeline, Leadership Development)
2) Identify and be able to select leadership assessment tools and how to apply them for the purpose of coaching on healthy leadership
3) Assess whether they can customize their own assessment battery, utilize pre-existing instruments, or create their own items
4) Discuss key character strengths and virtues at the heart of personal integrity.
5) Align their interests in healthy leadership with research models in occupational stress or other areas of leadership/organizational studies.
6) Identify potential new areas for innovative practices that are based on existing research and models discussed in the workshop

**BIOS**

**James Campbell (Jim) Quick, Ph.D.** is Distinguished Professor of Leadership & Organizational Behavior in the Goolsby Leadership Academy at The University of Texas at Arlington, where he holds the John and Judy Goolsby – Jacqualyn A. Fouse Endowed Chair, and Honorary Professor, Lancaster University Management School, UK. Jim is a global leader in executive health and a founding figure in occupational health psychology. He was honored with the 2002 Harry and Miriam Levinson Award by the American Psychological Foundation for consulting with senior leaders and executives in creating healthy, more humane work environments. Jim has over 100 publications in 10 languages, including *Preventive Stress Management in Organizations*, Second Edition (APA, 2013) and the *Handbook of Occupational Health Psychology*, Second Edition (APA, 2011). Colonel Quick, USAFR (Ret.) served on the Defense Health Board from 2008 to 2011. Jim was Senior Individual Mobilization Augmentee to the Commander of the San Antonio Air Logistics Center in his last assignment. He was a leader in the major, 6-year occupational health intervention in Air Force Materiel Command that saved lives (no fatalities) and avoided significant costs (over $33 million in savings). For his service he was awarded the Legion of Merit, one of the US Air Force’s Distinguished Service Medals. In addition, his awards and decorations include the Meritorious Service Medal and the National Defense Ribbon with Bronze Star. Jim is a partner in NelsonQuick Group, Dallas, Texas.

**Joel Bennett, Ph.D.** is President of Organizational Wellness & Learning Systems (OWLS), a consulting and "science-to-service" firm that specializes in evidence-based wellness and e-learning technologies to promote organizational health and employee well-being. In 2008, he was acknowledged with the Service Leadership award from the National Wellness Institute. Joel first delivered stress management programming in 1985 and OWLS programs have since reached over 20,000 workers across the United States and abroad. His programs have been recognized by the U.S. Dept. of Health as effective in reducing employee behavioral risks. Clients have included the U.S. National Guard, U.S. Air Force, American Council of Engineering Companies, National Electrical Contractors Association, Dallas-Fort Worth Airport, California Health Care Information Association, California Association for Healthcare Quality, Center for Substance Abuse Prevention, and the Medical Research Council of South Africa. Dr. Bennett is the author of over 20 peer-reviewed research articles and three books, including *Heart-Centered Leadership*. He is co-editor of *Preventing Workplace Substance Abuse: Beyond Drug-Testing to Wellness* (APA, 2002) and contributor to the *Handbook of Occupational Health Psychology*. Dr. Bennett is also primary developer of several workplace health promotion programs, including Team Awareness, Team Readiness (National Guard), Team Resilience, the Small Business Wellness Initiative, IntelliPrev™, and ExecuPrev™: LiveWell, LeadWell.