CONTENTS

PREFACE **11**

CHAPTER 1:
INTRODUCTION **13**
1.1 Introducing health and well-being **13**
1.2 (Self-) Coaching and training manual design **15**
1.2.1 Aims and contents 15
1.2.2 Target groups and settings 17
1.2.3 Structure of the manual 19
1.3 MEHTO: Promoting Mental Health in Transcultural Organisations **21**
1.3.1 MEHTO's scientific framework 22
1.3.2 Applying MEHTO across cultures 22
1.3.3 Transformation instruments 23
1.3.3.1 MEHTO: Individual counselling sessions 24
1.3.3.2 MEHTO: Group training series 28
1.3.3.3 MEHTO: Team mentoring 29
1.3.3.4 MEHTO: Facilitator training 29
1.4 MEHTO in critical perspective **31**

CHAPTER 2:
DEVELOPING AND PROMOTING HEALTH AND WELL-BEING **33**
Module 1: Developing healthy managers in transcultural organisations
2.1 Defining health **34**
Exercise 1: Health is… *34*
Exercise 2: What is occupational health? *35*
Exercise 3: Health risk factors *37*
Exercise 4: My lifestyle *38*
Exercise 5: My potential *38*
2.2 Mental health, well-being and wellness **39**
Exercise 6: Actions promoting mental health in employees *40*
Exercise 7: Health promoting lifestyle behaviours *41*
2.3 Health paradigms **42**
2.3.1 The bio-medical paradigm – Pathogenesis 42
Exercise 8: "Individuals are healthy unless they become sick." *42*
Exercise 9: Influences of the bio-medical paradigm on your organisation *43*

2.3.2 The health developing paradigm – Salutogenesis 44
Exercise 10: What keeps people healthy? 44
Exercise 11: Health factors in your organisation 45
2.4 Creating healthy organisations 47
Exercise 12: Health impacting factors in organisations 47
Exercise 13: Assessing your health 48
2.5 Developing salutogenesis and sense of coherence (SOC) 49
Exercise 14: Consistency in life and work 49
Exercise 15: Assessing your SOC 50
Exercise 16: Individual and contextual health determinants 55
2.6 The SOC components 58
Exercise 17: Making your life meaningful 59
Exercise 18: Your SOC components in challenging situations at work 60
Exercise 19: Promoting health through organisational employees, structures and cultures 62
2.7 Influencing health through SOC 63
Exercise 20: SOC and motivation 63
2.8 Promoting salutogenesis and sense of coherence 65
Exercise 21: Health promoting principles of the Ottawa-Charter in your organisation 65
Exercise 22: Changing health policies, structures, procedures and systems within your organisation 66
Exercise 23: Building trustful relationships in organisations 68
2.9 Managing health resources in organisations 69
Exercise 24: Exploring your General Resistance Resources 70
Exercise 25: Ranking your General Resistance Resources 71
2.10 Sources of General Resistance Resources 72
Exercise 26: Acknowledging the sources of your General Resistance Resources 72
Exercise 27: Events increasing your SOC 74
2.11 Interventions for maintaining and promoting sense of coherence 75
Exercise 28: Interventions improving your SOC at work 76
Exercise 29: Healthy leadership is… 77
Exercise 30: Healthy leadership communication in a role-play 78

CHAPTER 3:
DEVELOPING TRANSCULTUAL COMPETENCES AND IDENTITIES 79
Module 2: Leading professionally across cultures

3.1 Managerial competences 80
Exercise 1: Exploring my managerial competences 80
3.1.1 Developing and training managerial competences 82
Exercise 2: Developing managerial competences 83
3.1.2 Health-related managerial training 84
Exercise 3: Health-related managerial training 85

3.2 Culture 86
Exercise 4: Intercultural and transcultural practices 87

3.3 Defining the terminology: cross-culture, interculture and transculture 89
Exercise 5: Cultural characteristics in your organisation 90

3.4 Cultural dimensions, orientations and patterns 92
3.4.1 Geert Hofstede's culture dimensions 92
Exercise 6: Assessing Hofstede's culture dimensions 96
3.4.2 Fons Trompenaars' culture dimensions 98
Exercise 7: Assessing Trompenaars' seven dimensions 102
3.4.3 Trompenaars' four diversity cultures in organisations 103
Exercise 8: Working with the types of organisational cultures 105
Exercise 9: Modelling an organisational culture 108
3.4.4 Karl-Heinz Flechsig's cultural orientations 109
Exercise 10: Assessing cultural orientations 112

3.5 Transcultural management in organisations 113
Exercise 11: Transcultural management in your organisation 114
3.5.1 Transcultural training in organisations 115
Exercise 12: Guidelines for multicultural team-building 117

3.6 Transcultural competences 118
Exercise 13: Competences of competent global leaders 119
3.6.1 The competence model by Lloyd and Härtel 120
Exercise 14: A view on your organisation: healthy in diverse settings 122

3.7 Managerial values 123
3.7.1 The Schwartz Value Model (SVM) 125
Exercise 15: Comparing value priorities 127
3.7.2 Cultural and managerial values 129
Exercise 16: Values across… 130

3.8 Managerial spirituality and religion 132
Exercise 17: Spirituality and religion 134
3.8.1 Organisational engagement, spirituality and religion 135
Exercise 18: Workplace engagement, spirituality and religion 136

3.8.2 Practical steps to improve religious and spiritual inclusion in the workplace 136
Exercise 19: Practical steps in spiritual and religious development *137*
3.8.3 Religion and organisational ethics and cultures 140
Exercise 20: Ethical guidelines and culture in your organisation *140*
3.8.4 Enhancing religious and spiritual cultural literacy and management 142
Exercise 21: Religious and spiritual cultural literacy and management *143*
3.9 Managerial identities 144
Exercise 22: Defining your identity *145*
3.9.1 Identity narrations 147
Exercise 23: Your identity narration *147*
3.9.2 Identities and mental well-being 151
Exercise 24: Your identity and your sense of coherence *152*
3.9.3 Developing salutogenic and transcultural managerial identities 153
Exercise 25: Identity work *154*

CHAPTER 4:
MANAGING TRANSCULTURAL WORK CONFLICTS SUCCESSFULLY 157
Module 3: Developing transcultural conflict management competences

4.1 Conflicts 158
Exercise 1: Experiencing conflict at work *158*
Exercise 2: Perceptions of conflict *161*
Exercise 3: Impacts of organisational conflict *161*
Exercise 4: Stressful conflicts *163*
4.2 Managing conflicts 164
Exercise 5: Conflict management criteria *165*
Exercise 6: Design for constructive organisational conflict management *166*
4.3 Managing conflicts and mental health 167
Exercise 7: Developing healthy solutions in a role-play *167*
Exercise 8: Managing conflict and health through leadership competences *168*
4.4 Managing conflicts across cultures 170
Exercise 9: Culture and conflict *170*
Exercise 10: Cultural conflict within your organisation *173*
4.5 Managing conflict and identities in organisations 174
Exercise 11: Identities in conflict *174*
Exercise 12: Identity dynamics *176*
Exercise 13: Transcultural identity and conflict dynamics *176*

4.6 Light and shadow in organisations 178
Exercise 14: Your light – organisational light 178
Exercise 15: Your shadows – organisational shadows 180
Exercise 16: Illusionary light within your organisation 181
4.7 Approaches to managing transcultural conflicts in the organisation 182
4.7.1 Augsburger's model 183
Exercise 17: Managerial conflict behaviour styles 184
4.7.2 Conflict styles according to Bennett 185
Exercise 18: Your conflict resolution style 186
4.7.3 Three approaches to managing conflicts across cultures in organisations 186
Exercise 19: Negotiation, facilitation and mediation in organisations 187
4.7.4 Mediation in transcultural business contexts 189
Exercise 20: Mediating across cultures in organisations 190
4.7.5 Long-term aims of managing transcultural conflicts 191
Exercise 21: Managing organisational change through professional conflict resolution 191
4.7.4 De-escalating transcultural conflicts 193
Exercise 22: Describing, interpreting and evaluating conflicts 193
Exercise 23: Escalating and de-escalating conflict behaviour 196
4.8 De-escalating communication techniques 197
4.8.1 Reframing 197
Exercise 24: Exercising reframing 197
4.8.2 I-messages 199
Exercise 25: Producing I-messages 199
Exercise 26: From you to I in the work context 200
4.8.3 Overcoming cultural barriers 201
4.8.4 Strategies of non-violent communication 202
Exercise 27: When do you use which strategy? 202
4.8.5 Building interpersonal relationships 203
Exercise 28: How do you build up trustful interpersonal relationships? 204
4.8.6 Describing, interpreting and appraising 205
Exercise 29: I see, I interpret, I appraise… 205
Exercise 30: Health promoting communication processes at work… 206
4.8.7 Non-violent communication to de-escalate transcultural conflicts 207
4.8.7.1 The model of non-violent communication 208
Exercise 31: Communicating non-violently at work 209
4.8.7.2 Feelings and needs as transcultural communication bridges 210
Exercise 32: Exploring and expressing your feelings and needs 213

4.8.7.3 Non-violent communication in the workplace 214
Exercise 33: Identifying organisational needs 215
4.8.10 Appreciating and praising 217
Exercise 34: Praise and express appreciation 217
Exercise 35: A transformational and imaginary journey 219

CHAPTER 5:
PROMOTING HEALTHY ORGANISATIONAL CULTURES 221
Module 4: Systemic approaches in healthy transcultural organisational cultures
5.1 A systemic view on organisational culture..... 222
Exercise 1: The organisation as a system 223
5.2 Systemic perspectives on organisations 224
Exercise 2: Systemic thinking in systemic practice 224
5.3 Systemic concepts within organisations..... 225
5.3.1 Circularity and circular questions 226
Exercise 3: Circularity within your organisation 226
5.3.1.1 Circular questioning 228
Exercise 4: Practising circular questioning 229
5.3.2 Solution focus 231
Exercise 5: The SIMPLE approach 233
Exercise 6: Case example 234
5.3.2.1 Solution-focused organisational learning and development 237
Exercise 7: Solution focused development within your organisation 239
5.3.3 Resource-focus for empowerment 241
Exercise 7: Resources within your organisation 242
5.3.4 Growth-orientation 245
Exercise 8: Creating self-worth within the organisation 248
Exercise 9: Promoting individual and organisational growth 249

CHAPTER 6:
CONCLUSION AND FUTURE PERSPECTIVES 251
6.1 Conclusion and future perspectives..... 251

APPENDIX
Appendix: Codification of SOC items..... 253

REFERENCES 255

AUTHORS' BIOGRAPHIES 274