

## Quality of working life: Improving working-life quality, quality of life and health in companies

Søren Ventegodt,<sup>1,2,3,4,5</sup> Niels Jørgen Andersen,<sup>4</sup> Isack Kandel,<sup>6</sup> Lars Enevoldsen<sup>3,5</sup> and Joav Merrick<sup>7,8,9</sup>

<sup>1</sup>Quality of Life Research Center, Classensgade 11C, 1 sal, DK-2100 Copenhagen O, and <sup>2</sup>Research Clinic for Holistic Medicine and <sup>3</sup>Nordic School of Holistic Medicine, Copenhagen, Denmark; <sup>4</sup>Scandinavian Foundation for Holistic Medicine, Sandvika, Norway; <sup>5</sup>Interuniversity College, Graz, Austria; <sup>6</sup>Faculty of Social Sciences, Department of Behavioral Sciences, Ariel University Center, Samaria, Ariel, and <sup>7</sup>National Institute of Child Health and Human Development, <sup>8</sup>Office of the Medical Director, Division for Mental Retardation, Ministry of Social Affairs, Jerusalem, Israel; and <sup>9</sup>Kentucky Children's Hospital, University of Kentucky, Lexington, United States

**Abstract:** We present a complete package of know-how and tools for improving quality of working life (QWL) in an intermediate to large, public or private, organization. Using the concepts of quality of life, mastery, fellowship, and creation of value, we demonstrate how the company's revenue can be developed by helping the company to use its employees and leaders in a better way, leading to a happier, healthier, and more productive working life. The QWL-tool box is today complete with QWL-questionnaires, QWL-software for measurement of employees, leaders and divisions; and developmental tools (exercises books and intervention programs). We believe that a company unaware of the idea of human capital can increase its value over a few years by implementing the concept of QWL as a policy tool.

**Keywords:** Quality of Life, quality of working life, health, employment

**Correspondence:** Søren Ventegodt, MD, MMedSci, MSc, Director, Quality of Life Research Center, Classensgade 11C, 1 sal, DK-2100 Copenhagen O, Denmark. Tel: +45-33-141113; Fax: +45-33-141123; E-mail: [ventegodt@livskvalitet.org](mailto:ventegodt@livskvalitet.org)

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### INTRODUCTION

The scope and complexity of change at all levels of our society - especially in the world of work - have placed a heavy burden on employees and leaders alike to ensure that they attain the necessary skills and understanding to survive and thrive in this new reality. Some people feel insecure and threatened by the speed, vastness, and insecurity of the changes that they have to keep up with. Fear of losing their jobs because of downsizing, restructuring, and affirmative action have put employees under tremendous pressure and stress and thrown many in crisis. Uncertainty about how to react to cultural differences as well as bad economic times is claiming its toll.

The impact on the employees of our companies manifests itself in rising health problems and tremendous rises in claims for depression and stress-related medicine. It seems that people do not have the skills or right attitudes to deal with and handle all the pressures of current times. As the use of more traditional medicine can and will not stop the causes for its use (symptomatic treatment), it is becoming more and more clear that we will have to focus our effort on prevention of illness rather than cure. This can only be

done if we can develop values and skills in our employees that will enable them to take control of their own future and health. As this is a huge task, leaders as well as employees on all levels of the organization will have to take individual as well as shared responsibility for this effort. Consciousness and understanding about the fact that we can change our health by changing our attitudes about life and developing the right abilities and skills to handle uncertainties, must be created everywhere in the organization. Information and openness how to obtain these should be widely promoted.

Open minds are needed to accept the fact that in order to solve our problems in respect of our health crisis we have to begin to care about our people in order to help them help themselves. We have to teach them to practice self-management of their health and life.

### Focus on QOL, QWL and health

Some time ago, it was thought that ill health was a simple function of poor genes, hard living, and old age. Today we know—although we still do not understand it completely—that a major cause of health problems is

poor living style, especially negative attitudes and non-constructive behavior. But what is so surprising is that it seems possible for everybody to improve their living style and radically improve their experience of life and working-life. And when they do this, they also usually get healthier.

Science has shown that even if you have a life threatening disease, like disseminated breast cancer (1), you can improve your quality of life (QOL) and live longer. If you have heart-problems due to atherosclerosis, science has recently shown that you can reverse the deadly decay of your vessels if you improve your living style (2). But we do not need to suffer from a deadly disease in order to improve our QOL and health. Research has shown that the statistical connection between the number of health problems and QOL is so strong that for example headache and sleeping disorders are likely to disappear, if people understood themselves and their lives better (3-9).

This is where focus on quality of working life (QWL) becomes important (10,11). People spent a lot of their personal energy and effort in and around their work. According to research, to thrive on the job seems to be one of the most important sources for a general good QOL. And it is surprisingly easy to improve the QWL—you just have to improve your relations in your work, the relation to your colleagues, to your boss, to the customer and to yourself (see appendix E: basic theory and concepts). All it takes is a change of attitude and a change of habits. Of course, it takes a lot of effort to do that, but that is all it takes (see statistical connections between QWL and health in appendix I).

When you want to change your QOL or QWL (and through that your health) you first of all need some self-discipline. As most people are lacking self-discipline it is of great help to do things together. This can be done by running a QWL project in the company. Here people can get the support, the comfort, the help, and the moral back up that is needed. Practically, they can get a reminder to practice; they can get an invitation to join in. The limitations of practicing by yourself in order to make a difference in your personal and professional life can thus be lowered immensely.

#### **Understanding quality of life: The experience of life as a function of our attitudes and our personal philosophy of life**

QOL has for centuries been a mystery to mankind. It seemed quite unfair that some people materially have

everything, while others had virtually nothing. It seemed very unfair and strange that two people in exactly the same physical conditions could have very different lives, when it came to mood and happiness. For no obvious reason some people lead a good life, healthy through-out life and most of the time without a single worry, while others seem to be tortured by pains, worries and ill fortune all through their lives.

For the last 100 years, starting with Freud and psychoanalysis, QOL has been a research area in the western world. But only recently, science came closer to a rational answer in this regard. It seems that QOL is greatly a function of the person's personal philosophy of life and his/her attitudes toward life. And since Rensis Likert (1903-1981) made his brilliant Likert scale for psychometric measurement in 1932, it has been possible to measure the strength of an attitude and rate the color of an evaluation: the degree of positivity and negativity.

By comparing peoples attitudes, it can be shown (7-9,12-17) that some attitudes are good for your life, while other attitudes are actually quite harmful. The scheme is quite simple: if your attitude expresses something positive and constructive toward life, then it is of good value, because it allow you to find good things in yourself and express it.

On the other hand, if your attitude denies life and expresses negativity and destructiveness, it will hardly do you any good. It will be a hindrance for you to find the good things in yourself and it will definitely inhibit you when you want to express yourself and the life you contain.

The good life is a life where we grow and use all the enormous potentials we carry within us, all the talents, all the abilities, all the dreams, needs and wants. The good life is about expressing life's potentials. And only a loving, supporting, containing, and allowing attitude can make that possible.

The fantastic thing is however that the personal philosophy of life can be developed. It cannot really be changed. People cannot really be taught a new philosophy, because the personal philosophy of life is in a way a simple function of their personal history. But as people reconsider their personal history and their fundamental attitudes and confront them with their intuition about life, the personal philosophy of life can fairly easy be developed. All it takes is a willingness to open up and learn and a safe environment in which to partake in the most important experiment in life, namely learning to look at the world and on life itself in a different manner.

### **Need for an integrated approach toward QOL, QWL and health**

In recent years, the term quality of life almost became a household word in the domestic language of laymen and professionals alike. The concept has also been widely referred to by health and social services, as well as in the political arena. Reference to terms such as happiness, well-being, the good life, health and standard of living has lend itself to a host of subjective and one-sided definitions and interpretations of the concept by all interested parties alike - medical, social, economic, psychological and political. They all claim to have the individual welfare foremost in their minds.

This in term led to fragmented and limiting research approaches and ways to measure the quality of individual lives. Lots of efforts and money spend to enhance quality of life have consequently failed or were found not really to have had an impact on optimizing life quality, improving health or personal circumstances.

All of the above pointed toward an urgent need to search for a global, holistic concept of the quality of life, which focuses on the totality of life aspects of the individual. It must be theoretically sound and common to people everywhere irrespective of age, sex, ethnic group, culture, income, and state of health. Within such an approach, we then need to do research in order to determine and understand what constitutes quality of life for all people. How is it the same and how does it differ from that of other cultures, if at all. Such an approach will allow us to investigate, examine, explore, and scrutinize all efforts and domains that claim to determine, measure and improve the quality of life, of work-life and of health in a scientific and controlled way.

We believe that the research done in Denmark has laid the groundwork for such an approach. This research developed a meta-theory for studying the concept of QOL, which is philosophically and methodologically sound (see appendix I). Based on the integrative theory on quality of life and health this research evolved into a theory on working-life quality (see appendix E). Generic and scientifically constructed questionnaires were further developed in order to measure the dimensions that constitute QOL, QWL and health, as well as the development of training programs and interventions to improve these and hopefully in the future even prevent illness.

Although their questionnaires still must be validated in truly multicultural and multi-ethnic societies, their basic philosophy and methodology of a generic concept of QOL and QWL seems sound and worthwhile exploring in any context.

### **A strategy for the new millennium: Hard value from soft values**

All individuals have resources, hidden as well as obvious, to improve their lives. But how do we get started on this road? We work from the premise that individuals are able and willing to tell us, how they feel about themselves and their circumstances and that they can learn, because we all have the potential for personal growth. The answer thus lies in dialogue (effective measurement) and the continuous practice of personal development. However in order to ensure the wanted outcomes (see features and benefits, appendix A) for the individual and organization it makes good sense to structure such efforts in a practical, controlled and cost effective way within the organization.

Thus, a QWL-Health intervention process should be planned in such a way that it continuously and systematically guides the company through preventative QWL-Health interventions and at the same time teaches people to help themselves. It is however not good or cost effective practice to start with any intervention, if you do not know what the state of current affairs in respect of QOL, QWL and health in the organization is. In the interest of both cost-effectiveness as well as creating new knowledge and understanding about the inter-relatedness and development of these variables, it is wise to follow a scientific and controlled approach.

### **A scientific approach: Using knowledge to create knowledge**

Science has given us our wealth, ample food, breathtaking technology, computers, paintings, new materials, machines and life saving medication. It allows us to master the universe, to get freedom and control. Science also allows us to develop tools to change the world. Basically science is nothing but knowledge structured in such a way, that it can be used in practice. It is about knowing what to do and how to do it when you want to make a difference.

When it comes to QOL, QWL, and health, science has suffered greatly from methodological problems. This happened because one of the basic features of science always has been its need to define its boundaries. Science works only within narrow borders, and when it comes to existence and survival many scientists—medical doctors, psychologists, sociologists—have believed that science should and could not cope with this topic. Because of this, QOL for many years, remained a subject for religion and philosophy only.

Medical science has put an end to that. At present more than a thousand papers yearly are published on

quality of life, which has been shown to be easy to measure, as soon as you know what it is. QOL can be many things - the different ways you can feel, good or bad; the different dimensions of well being, existence, and functionality; lifestyle; etc. The problem therefore is to pick the right dimension to measure and improve, which is the same as to pick the right questionnaire and there are virtually a thousand questionnaires available to choose from.

Very few of these questionnaires are what you call generic and global. Generic means that it can be used on everybody in spite of age, gender, health, socio-economical status, culture etc. As soon as you want that kind of questionnaire, you are limited to choose from a handful. If you also want to focus on the dimensions of QOL that are related to health and development of diseases, your choices are narrowed down once again.

If you want to look at quality of the work-life, the situation is very much the same. Many branches of industrial psychology that deal with the domain of work-life have their own questionnaires, but a questionnaire which can be used on all employees and managers from all different cultures is seldom found. Furthermore, very few, if any, are developed with relation to QOL and preventative health-care intervention. The QWL-health questionnaire (developed in Denmark at the Quality of Life Research Center) seems to be such a questionnaire.

A questionnaire can be valid, just as every other measuring instrument can be valid, this means you must know what it measures and show that it measured precisely and reliably. This is done by constructing the questionnaire according to sound principles, ideally a good theory for QOL or QWL. Thereafter it can be checked by comparing the questionnaire with some external standard, which is generally acknowledged to measure the same. The degree of reliability is measured by a test-retest procedure. Sensitivity is given by the standard deviation. (For these aspects of the QWL questionnaire, see appendix E).

When you have a validated and sensitive questionnaire, you can measure a difference. If you for example intervene on the QWL, you can examine the test-group before, after the intervention to see, if the state of QWL and health has improved, and to what extent. This makes it possible to learn from your experiences and to see if it works or not. When you do different things, you can see which alternative works the best for the changes you want to achieve. If you measure with the combined QWL-health measuring instrument, you can follow QWL, QOL, and health.

You can see how improvement of health follows improvement of QWL and QOL, when it does. This may be difficult to detect, when you look at a single individual only. Statistical science however functions as a magnifying glass, where you look at many people together (see sensitivity statistics for QWL-health studies, appendix J) and can easily detect the difference.

Scientific research on the QOL-QWL-health connection however does much more than allow us to measure. It helps us to make a change. It helps us to identify the variables and dimensions to work with - e.g. conflict-resolution, self-esteem, stress - therefore assuring that we most likely get the change we aim for (see table-works on the QWL-QOL-health connections in appendix J). A scientific approach also gives us practical and reliable tools with which to make the difference.

The science of QOL, QWL-Health is a promising new science, but already advanced enough to give us promises of success with QOL-interventions in the future.

#### **Bridging cultural differences. Valuing diversity and creating a new society**

According to world wide research and scientific studies, as underlined by Thomas Blakeslee (he called it "the attitude factor" in 1997) it seems more and more that people do not differ from one another in terms of their basic need for the experience of quality of life and quality of work-life. From our integrated theory of QOL (10,18-28) and the derived QWL-theory (11) we know that the essence of both these experiences are our satisfaction with the relationships we have with other people in our lives and environment, our work-process (colleagues and leaders) and ourselves. We also know that this satisfaction depends greatly on our philosophy of and attitudes toward life.

For any multicultural society, this holds immense promise. For what can be more useful than developing attitudes and a philosophy of life that allow us to value other people around us, but at the same time feel good about ourselves. The accompanying development of life-skills, such as conflict-resolution and stress-management will help us to resolve problems and difficulties that might arise, but also make us more aware and understanding of the immense richness in possibilities the various cultures offer for experiencing QOL and learning from one another.

Determining people's experience of quality of life and quality of working-life is done by asking them about their deep-felt opinion of the quality of their

relation with others, the work-process, and themselves. It is therefore important to give them the opportunity to do so in a language they feel comfortable with. This is especially important for people with lower levels of education. Questionnaires to do so should therefore be available in the persons preferred language.

**A practical solution: measurement, education, learning, and personal development (QOL-health and QWL-health interventions)**

Even though the principles are fairly simple, the practical implementation of the ideas and processes explained can be done in many different ways. To a large extent the choice of approach is an empirical question (i.e. what works). But there is a significant element of taste and art in it to. A special situation, a special work environment, a special group of people, or maybe a special company might need a very different approach than others.

The principles behind development of QWL-health are really simple. It is about improving the relations in the work-situation. This is done by letting the employees and leaders/managers identify bad attitudes and destructive behavior and then consequently create their own exercises to make a change happen.

Because resistance against change is normal and this process is aimed at changing old comfortable attitudes and beliefs, the intervention design is very important. Carefully designed activities and exercises that is fun, but at the same time unobtrusively raise awareness about the reality of the participant's conception of their own life and the fact that a lot of their attitudes and beliefs are not appropriate any more, will facilitate learning and change. Based on the above rationale, the implementation process can therefore successfully be guided by tools and instruments with face validity (acceptable appearance) such as to be acceptable to participants, but also good construct and content validity in order to educate and train employees and leaders in the basic concepts of the good working life, as well as the skills needed to achieve good working life quality.

The first education begins with a measurement, the QWL-questionnaire itself. Its construction has been well considered: 100 questions on the central aspects connected to QWL e.g. "How much do you develop professionally?" "How do you feel at work?" "How stressed are you at work?" "How interesting is your work?"

By filling in the questionnaire people learn the basic concepts, but they are also forced to evaluate their

present work/job situation from a QWL perspective. This confront them with the real nature of QWL and raise awareness regarding the problems and aspects of their QWL that they are not satisfied with at present and create a need and will to change. Please beware that the QWL-score obtained at the second (retest) measure is very often lower than the first measure. This seems to be the consequence of higher awareness by the individual of the reality of his/her real situation regarding QWL. If personal development is continued, the consequent QWL-scores should be higher.

Hereafter the process is guided by interventions/tools (seminars, courses, workshops, awareness campaigns, lectures, and programs) designed to address various needs and specific problems. QOL, working life quality and health seminars confront people with a very optimistic and positive philosophy of life and working life: "Your life can be better! You have lots of hidden resources! Deep down you are a joyful, knowing, skilful, playful and capable being. The real purpose of life is to create value for yourself and others! Useful people are most often happy people!"

Although this may seem innocent, it is a direct provocation of the negative set of attitudes most of us carry around unconsciously: "Work means suffering and is a necessary evil; big companies are abusing their employees and managers, draining them of energy and leaving the burnout victim to a hopeless destiny and struggle for survival; life sucks; etc." Even if taken lightly, everybody with a serious desire to learn and understand will be a little different thereafter.

A 16-week QWL training program lets people search in their souls for the right answers and attitudes necessary to obtain good quality of working life. Awareness-exercises cast light on limiting beliefs and change-exercises induce real changes in the old habits until now, expressed negativity toward life. Everybody who does his or her exercises will be changed - little or much - according to the exercise. No one is forced to do anything that seems or feels wrong. The concept is one of ultimate freedom. The only thing you are obliged to do is to be aware and practice your own exercises. If you need help to create the exercises, you can get it. But nobody forces any specific drill unto anybody. The course also makes people aware of the connection between the quality of their working-life and their health.

As soon as people have been measured for QWL-health it is very easy to identify the persons with specific problems i.e. health problems, QOL-problems, QWL-problems, problems with stress or problems as a

result of lack of skills in conflict-resolution. Due to the screening-process, people can be offered exactly the intervention, which match their specific problems.

If they have problems with health a unique course in health management (heal yourself) is offered. This provides a unique opportunity for the company to really enhance and practice preventative health care/medicine. During the course, people are taught how to listen to their body and follow its messages. This is accomplished by lessons in the philosophy of life, certain classical therapeutic procedures, and through bodywork, i.e. exercises with specific focus on the body.

The QWL-questionnaire-personal profile is available in an electronic version to be run under Windows. This provide participants with a personal profile of their present QWL, whilst saving previous profiles, thus allowing them to continuously follow their own development, as they progress due to courses, exercises and other interventions.

An inspirational book, "Working-Life Quality" will give employees and leaders with a deeper interest in QWL a chance to understand the background and the concepts in more detail. It should be given to everybody in the company who wants a copy. Teaching QWL to the employees may in the long run prove to be the best investment the company ever made, as understanding is the road to joy and freedom at work and only the joyful and satisfied worker will eventually do an excellent job.

### CONCLUSIONS

There are so many uncontrollable factors in a company that everyone seems to agree that human thriving and health is too complex and farfetched to be the company's responsibility. We think that the research in human development, quality of life, and healing during the last decades has indicated that thriving at work and productivity are most intimately connected. Only the companies who understand this connection and use it in the development of the whole organization, from mission to daily management, will be successful in the new millennium.

We have developed a theory of quality of working life, and according to this all the tools for measuring and developing the company, that its leaders needs for taking the challenge. We hope that this work will be of value to all involved.

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## APPENDIX A

### Detailed proposal for implementing a preventive QWL-health intervention process with companies

#### Rationale

- A direct connection exists between Quality of Life (QOL), Quality of Working Life (QWL) and Health
- Quality of Life is a function of our philosophy of and attitudes towards life, which can be developed thereby improving health
- Quality of Working-life arises from good relations in the work situation, namely your relation to:
  - o Yourself
  - o The work-process
  - o Those you work with and
  - o The customer, community and environment(nature)
 which can be improved through education, training and personal development, thus empowering people to take responsibility for their own QWL, QOL, and health.

#### Strategy

- Implement a continuous preventative Health Care process within the company based on QOL-QWL-Health connection rationale
- Determine current status re quality of life, working-life and health in the company, using the QWL-Health Questionnaire® or QOL-Health Questionnaire®
- Provide and implement intervention processes for individuals with problems after scientific screening, using the QOL, QWL and health programs, tools and instruments or other applicable sources as appropriate
- Analyse and evaluate outcomes through retest measures and correlation with external health audit data
- Align and integrate efforts with other company health care efforts
- Create a culture of awareness about the connection between QOL, QWL and health
- Promote personal life and health management

**Features and benefits of the QOL, QWL, and health programs, tools and instruments**

FEATURES	BENEFITS*
<ul style="list-style-type: none"> <li>• Accurate, immediate analyses of QOL, QWL and health situation of individuals and the organization as a whole</li> <li>• Quick and user friendly measurements</li> <li>• Accommodates all levels</li> <li>• Independent of income, culture, gender, age, state of health , etc</li> <li>• Establish a preventative health care approach</li> <li>• Identify individuals who need treatment</li> <li>• Pinpoint appropriate choice of intervention needed</li> <li>• Equip employees and leaders with attitudes and skills to handle problems, change, personal and inter-personal relationships and crises</li> <li>• Allow for comparison with other companies (benchmarking) as well as between branches, departments, etc.</li> <li>• Methodologically and philosophically sound</li> </ul>	<p><b>DIRECT BENEFITS*</b></p> <ul style="list-style-type: none"> <li>• Lowered absenteeism</li> <li>• Improved health</li> <li>• Less stress</li> <li>• Better ability to solve conflicts</li> <li>• Improved personal development</li> <li>• Higher efficiency</li> <li>• Improved commitment to work</li> <li>• Better co-operation</li> <li>• Improved communication</li> <li>• Better leadership</li> <li>• Improved organizational image</li> <li>• Individual life and health management</li> </ul> <p><b>INDIRECT BENEFITS</b></p> <ul style="list-style-type: none"> <li>• Lowered medical costs</li> <li>• Higher productivity</li> <li>• Healthier retirees and older workforce</li> <li>• Higher value to society</li> <li>• More innovation</li> <li>• Improved competitiveness</li> </ul>

\* See Appendix I for tables on statistical connections

\* See Appendix B for estimation of immediate financial value gained

**Proposed process for implementation**

**Step 1: Initial Project** (includes Executive Management group)

- **Purpose:**
  - o Launch preventative QWL-Health intervention process within the company
  - o Conduct qualitative interviews to validate and explore the processes
  - o Evaluate the value of the QWL-Health programs, tools and instruments for preventative Health Care
  - o Determine success of various interventions
  - o Analyses for possible effects of multicultural realities
- **Process:**
  - a. Establish a QWL-Health project team to co-ordinate, plan and execute project
  - b. Obtain support and commitment from senior management for the process
  - c. Launch QWL-Health awareness campaign through internal company media
  - d. Distribute inspirational brochure to everybody in the company
  - e. Make inspirational book—Working-Life Quality—available to everyone who participates in the process.
  - f. Communicate QWL-Health-project and process to the people involved written communiqué
  - g. One-hour inspirational lecture/session
  - h. Administer QWL-Health Questionnaire as well as the QWL- questionnaire (paper or diskette) to all involved
  - i. Collect data (questionnaires or diskettes) for analyses
  - j. Provide each participant with his/her personal profile, explaining results and possible solutions to problems (Users of PC-version get his/her profile immediately but borrow diskette to company consultant in order to compile

- company profile)
- k. Compile company-profile and give feedback to the executive team.
- l. Invite executive members to attend 2-day seminar on Quality of Life, working life and health and eventually the 16-week course
- m. Screen rest of participants for specific health problems—high stress rating, low psychological health rating, low ability to solve conflicts, general problems with QOL and QWL—and offer appropriate courses and interventions to those in need
- n. Retest all participants with QWL-Health Questionnaire after six months
- o. Retest all intervention participants every 3 months after intervention for 1 year
- p. Report results:
  - o Analyses of QWL-Health situation within the company
  - o Evaluation of QWL-Health project-interventions and outcomes for the pilot project
  - o Results of QWL-Health standardisation and validation process
- o provide intervention programmes (QWL-, Health-, resilience-learning (stress) and conflict-resolution courses) on a yearly basis employees
- o empower managers to manage the QWL-Health situation in their departments, divisions etc. by letting them attend the QWL-course and the 16-week program themselves
- o continue scientific approach through (1) continuously mapping and analysing changes in the companies QWL-Health situation and the effects of interventions and (2) continuing qualitative interviews to validate and explore the process, thus gaining and creating new knowledge for the future
- o continuously calculate the impact on the bottom line

- **Project management**
- **Budget**

### *Step 2: Continuation of QWL-Health project*

- **Purpose :**  
To sustain the benefits of implementing the process it is important to:
  - o continue with the preventative QWL-health process as a permanent strategy for Health Care management in the years to follow
  - o Change the company culture towards one of understanding the implications of the connections between QWL, QOL and health for personal well being and happiness as well as organizational performance, and financial growth.
  - o implement yearly screening of employees to detect problems with health, stress, poor QWL and QOL, poor conflict-resolution abilities and unhealthy lifestyle timeously
  - o make self-help tools available to everyone who needs and want it (16-week QWL-program)
  - o empower the company through selection, training and licensing of internal trainees to run the 16-week QWL-program internally under supervision

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### **APPENDIX B**

#### **An estimate of immediate value gained as a result of QWL-Health Interventions**

It is predicted that QWL can be raised with 1% yearly as a result of QWL-health interventions. As seen in the previous appendix - Features and Benefits- this will influence a wide variety of variables directly as well as indirectly. The hard value of some of these aspects is difficult to estimate, e.g. that of higher efficiency, value to society quality of services etc. The value of better and more stable client-customer relationships as a result of employees who are happy and satisfied with their work should also not be underestimated.

The value of other aspects are however much easier to calculate, for instance that of 1% lower absenteeism, 1% better health and 1% less stress and depressive related illnesses and the accompanied lower medical costs.

Based on the statistical connections achieved in research studies so far, the following can be expected:

- A lowering in one day absenteeism for employees attending one of the courses and
- A lowering of 3-day absenteeism for the subordinates of leaders who attend the 16-week QWL-course
- At least 1% fewer bad health symptoms can follow from attending one of the courses, which is likely to result in
- 1% better performance as well as accompanied
- lowering in direct expenses to medical costs and

insurance, disability pensions etc.

- A 1% improvement in personal efficiency if a person lowers his/her stress level by 3% , is expected from participation in one of the courses; this equals 1% of the salary of these individuals.

These estimations are for only one year, but as QWL development continues, similar contingencies can be expected in the years to follow. It is suspected that improvements because of participating in interventions will last for 10 years.

## APPENDIX C

### Legal aspects

- Intellectual Rights

The Quality of Life Research Center (QOLRC) in Copenhagen, Denmark owns the intellectual rights and copyright on all the developmental tools and measuring instruments on QOL-QOW-Health, the books mentioned in this document as well as the software on QOL, QOW and Health that accompany these.

All new versions of the QWL-QOL-Health tool, QWL-QOL-Health courses and the QOL-QWL-Health concepts belong to the QOLRC. New QWL-QOL-Health tools developed in prolongation of the old tools also belongs to the QOLRC. The QOLRC supervise all measurements in companies and elsewhere with the QOL, QWL and Health Questionnaires and preserve the data in order to protect the rights of individuals against misuse or identification by companies or the state.

- **Right of Use**

Special permission (in writing) can be granted to individuals who want to use the questionnaires for research purposes on signing an agreement that the questionnaires will not be copied and or modified.

Everybody who is trained and licensed to use the questionnaires or products owned by the QOLRC must sign the same agreement.

## APPENDIX D

### List of materials and courses

#### *The materials*

- QWL-Health Questionnaire
- QWL-Questionnaire
- PC Questionnaires

- o QOL® Working-Life Quality - a Personal Profile
- o QOL® Working-Life Quality - a Company Profile

- Book : Working-Life Quality by Søren Ventegodt
- Inspirational Brochure
- QWL-Tool : Working-Life Quality - A tool for employees and leaders
- Tableworks + graphs (Statistical and validation information)

### The courses

#### 1. A five-day workshop. Heal Yourself

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**Change your course in life and mobilise your hidden resources and you will improve your health and your quality of life.**

#### **Introduction:**

In the course of five days, working intensely with our philosophy of life, our personal history and our feeling of being present in our own bodies, we shall try to examine why we become ill, tired, low on energy and burned out etc. and find out what we can do to help ourselves.

The purpose of the seminar is to point the participant in a new direction in life, the direction that is a consequence of taking responsibility for your own personal development.

The seminar is directed at people with bad health and a poor quality of life who want to realise their hidden potentials and help themselves to a better life.

The seminar is for people who want to discover and surmount limits, both personal and in relation to other people and the surrounding world. It is for people who want to experience more connection and concord between intention and action.

#### **Purpose:**

- To provide the participants with the possibility of re-discovering and experiencing hidden resources for personal progress and strength. To identify bad attitudes and inappropriate behaviour and change these.
- To inspire the participants to become responsible for their own lives, their relationship with their partners, friends, work, nature and the community and, most of all, their relationship with themselves.
- To enable the participants to discover life's deeper

meaning, to re-discover and develop a greater correlation between our own inner self and our ego - our inner world and the external reality we live in.

- To provide the participants with the possibility of discovering their original source, to find the essence of their own existence, to clarify own values and prioritize values and to develop agreement between values, attitudes and action.

#### **Contents:**

##### **What is illness? Why do we get sick?**

##### **What can we do ourselves to become well?**

What is illness? Feeling burned out? Decay of the body?

What is quality of life? What is life?

What are cells? How do cells communicate?

What is the connection between body and mind?

What is the placebo effect?

How can we improve our health through our consciousness?

##### **A new model for understanding illness: From material to spirit through life, feelings, and mind.**

What is material? What is spirit?

What are your attitudes to life?

Your personal philosophy of life?

What do you do when life becomes painful? To close off life events with a lie to escape from the pain.

Why does a bad quality of life disturb the body? About being present in the body and the importance of not being present. Working with your body.

##### **Working with your body: To become present in your body and to like being there.**

What is the connection between body and feelings?

What happens when we touch the body?

How does the body remember events in life?

How can we rid the body of bad memories, which bind the energy for life?

The hidden source of the energy of life.

About chronological and physiological age.

##### **The Medicine Wheel: About feeling and reason, action and growth.**

What are feelings?

What is reason?

What is action?

What is personal growth?

##### **To create confidence and openness: Your life just now.**

Where are you now?

What is your life like just now?

Do you get out of life what you want?

Do you experience the world with all your senses?

Do you thrive in all aspects of life?

Why do you do what you do - and how do you do it?

##### **To experience all possibilities and re-discover your own resources: Personal history.**

What are your greatest talents? What are your greatest achievements? Where are you heading? What do you want? When have you tried being yourself?

##### **To re-discover the meaning of life: Your soul.**

When do you let people limit you?

Who limits you?

What lies do you tell yourself in order to limit your own self-expression?

Do you take responsibility for yourself, your words and your actions?

What is the basic cause of your limits, guilt, fear of love, dependency, desire and ignorance?

‘To become oneself’ means to grow wonderful.

##### **The change:**

##### **To find the source of your existence and being.**

Who are you when you are you?

The essence of life: love and strength, to be, peace, continuity, clearness and bodily comfort.

##### **The connection between your inner self, your values and attitudes to life and what you do, your behaviour and your habits.**

What is important to you?

When will you live the life you want and deserve?

What is holding you back?

##### **To create energy and movement: Your future.**

How do you want your life to be in the future?

What will you do, how will you think?

How will you attain your new purpose?

How will you become valuable to yourself and your surroundings?

##### **Method:**

Dialogue between philosophy of life, processing of personal history and working with the body in order to re-establish the inner connection, the coherence. Ten (10) circles of presentations, exercises, and discussions. The combination of presentations by instructors and exercises both individually and in groups, as well as joint discussions will provide the participant with a

personal experience of attention, insight and change. The seminar presupposes the willingness to change and personal commitment.

**Form:**

The seminar will be held over five days and includes accommodation. It starts Monday morning and finishes Friday afternoon. Attendance throughout the course is obligatory. During the seminar the participants will be presented with challenging and demanding exercises and tasks.

*Timetable:*

Monday : 09.00 – approx. 24.00  
 Tuesday: 09.00 – approx. 24.00  
 Wednesday: 09.00 – approx. 24.00  
 Thursday: 09.00 – approx. 24.00  
 Friday: 09.00 – approx. 16.00

**Other:**

The atmosphere during the seminar is happy, free, supportive and confrontational and is one's own responsibility. Use of medicine and other medical or psychological treatment must be reported prior to commencing the seminar.

**2. A two-day seminar on quality of life, working life quality and health**

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**Purpose:**

The purpose of the seminar is to inspire participants to a more positive and optimistic philosophy of life as well as a more constructive way of living and working. The seminar illustrates the connection between quality of life, health and personal responsibility for one's own future health.

**Contents:**

During the seminar we shall try to find answers to life's great questions.

What is quality of life? How do we improve our own quality of life?

How do we form our own lives through our attitudes and behavior?

How do we become really happy with our work?

Why do we let our brain and consciousness fool us into believing things that are wrong and contrary to life?

Why do we become ill?

Can we cure ourselves by improving our quality of life?

**Form:**

The seminar will consist of lectures, exercises, group work and general discussions. The seminar covers the Research Center's philosophy and theories on the good life, the good work, health and illness. Results from The Quality-of-Life survey and other scientific surveys will be presented and discussed. Participants must not expect adequate answers to all questions, as the whole purpose of the seminar is to teach people to ask their own questions and supply their own answers. Thus the seminar is first and foremost an inspiration to a better quality of life.

*Time schedule:*

9 a.m. -4 p.m. on both days

**Target group:**

The seminar is targeted at anyone interested in quality of life, working-life quality and health.

**Material:**

Lecture book 'Working-Life Quality' with loose-leaves of exercises and tasks regarding attitudes and behavior.

**Requirements:**

No professional requirements are necessary to participate in the seminar. Openness to new ideas and personal courage and honesty would be an advantage. This program is only meant as a guideline as the day will largely be based on the subjects brought up and the questions asked by the participants.

**APPENDIX E**

**QWL-Questionnaire®**

**Basic theory and concepts**

The QWL-questionnaire was developed on basis of the integrative theory of QOL. According to this theory a good quality of life is not just about personal functioning or immediate subjective well-being, but basically about good relations to self, other people and what you do for a living. Relationships with the surrounding world, nature and culture are also of great importance. The derived theory of working life says that a good QWL arises from good relations in the working situation. The theory (explained in Working Life Quality, the book) states that there are basically 4 important relations in the working-life:

- The relation to yourself
- The relation to the work process
- The relation to other people in the work group, i.e. colleagues, managers and subordinates
- The customer and the surrounding world

These four relations that the QWL aims to improve, sum up to the four keywords or basic concepts of the QWL theory: (1) QOL (2) Mastery (3) Fellowship and (4) Creation of real value

### **QOL (Quality of Life)**

Quality of Life refers to the person's state of living. It is basically and surprisingly a function of the level of inner harmony and balance. You can say that QOL is about expressing the basic qualities of life: Joy (pleasure-pain axis), knowledge (information-structure axis) and awareness (consciousness-unconsciousness axis) in your daily living. Inner conflicts and lack of knowledge and understanding of yourself make this difficult for a majority of mankind.

### **Mastery**

It is the purpose of human life to be active and to create value. This is done through our understanding and behavior. Personal and professional development leads to a state of being where ideas and intentions can be freely expressed in the work-process. This is the ideal but seldom achieved state of mastery. The reason why mastery is seldom achieved is that most people stop in their personal development before they reach perfection. Development of mastery can only be achieved through challenge, which most people seem to avoid for safety and personal security. A working culture focusing on challenge and personal development can be of tremendous value to the employee personally and to the company. For there is nothing as satisfying as personal development and there is nothing as valuable for a company as mastery among its employees and leaders.

### **Fellowship**

Man as a social being has a deep-rooted need for being a part of a social whole, an accepted and appreciated member of the group. But unfortunately, many people do not develop the social skills necessary for communication, conflict solving, co-operation, leadership and personal responsibility in a group and so forth. As these social qualities are with us all the time as hidden resources, processes that take them into use are of huge value for the individual as well as for the organization.

### **Creation of real value**

Work is about creating value, and not really about money, although most people who have not reflected deeply on this might think it is. Real value is about helping other people improve their lives. It is about experiences. It is about fulfilling real needs for individuals and for society. It is in the end about creating a better world and taking development and evolution a step further.

It is rather surprising when studies of happiness are done, that happiness and life satisfaction are so closely related to being useful and only remotely connected to yearly income. This at least appears true for rich countries such as Denmark where material wealth has been striven for long, but now that everybody is rich, nobody seems to be happy. It seems that human beings have a need for being useful and not for material wealth in itself. This does not imply that we should not take care of things like clean water and basic standard of living, but this in itself does not make people happy. Where this has been obtained, people need more.

### **Development of the QWL-questionnaire**

Based on the above theoretical foundation the QWL-questionnaire seems to be valid when it comes to its basic construction. Amongst 500 items originally proposed by a workgroup with professors, company directors, MDs, PhD's in organizational theory development, as well as industrial psychological experts, 100 questions were selected. The criteria for the selection was that they together should show the broadest possible picture of the working-life situation, redundancy should be minimized, and they had to be meaningful and linguistically sound to maximise communication i.e. the obtained level of information.

### **Validation of the QWL-questionnaire**

The QWL-questionnaire, which gives a number for the calculated QWL as a mean of the rating of the four basic dimensions, has been validated when it comes to **internal consistency** (focus) by the Cronbach-alfa method, **external validity** (criteria validity) by its correlation to the self-evaluated QWL and some international questionnaires on health; its **reliability** has been tested through test-retest procedures and its sensitivity has been found through its **statistical variation**. All of the parameters were found to be satisfactory compared with internationally accepted standards.

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**APPENDIX F**

**The personal QWL-profile and its dimensions**

As discussed in appendix E - *The Quality of Working-life: Basic theory and concepts*, working-life quality can easily be divided into four main issues impacting strongly on people's experience of satisfaction with the process of work, namely

- Quality of life
- Mastery
- Fellowship
- Creating real value

The hundred questions of the QWL-Questionnaire have been constructed to measure these four aspects of the

work process by attending to important dimensions of each domain. These dimensions provide a practical and useful way to give feedback to the individual about his/her experience of their working-life and allow for easy identification of areas that can and should improved.

Feedback is given in the form of a QWL-Personal Profile that gives a graphic picture of personal performance in respect of experience of working-life quality, but also shows how the personal profile compare to those of the other employees in the company.

The dimensions covered within each domain of the questionnaire are provided in the table below, whilst an example of a profile can be found on the next page.

<p><b>Quality of working-life :</b>  <b>The four domains and their dimensions</b>                  © QOLRC, Copenhagen. All rights reserved.</p>	
<p><b>Quality of Life:</b>  <b>Relation to self</b>                  Experience of life                  Satisfaction with life                  Needs fulfillment</p>	<p><b>Fellowship:</b>  <b>Relation to the Organization</b>                  Commitment to organization                  Information flow                  Teamwork                  Working environment                  Management                  Interpersonal relations                  Influence</p>
<p><b>Mastery:</b>  <b>Relation to your work</b>                  Skills competence                  Character of work                  Influence re own work                  Experience of work                  Commitment to work                  Salary and status                  Personal development</p>	<p><b>Creating real value:</b>  <b>Relation to environs</b>                  Organizational mission                  Quality of products/service                  Efficiency                  Creating proper values</p>

**APPENDIX G**

**Inspirational and motivational resources**

Work can be one of the greatest pleasures in your life. On the other hand there is nothing worse in life than a job you are unhappy with. Work is such a vital part of a life—such a permanent companion—that if you do not feel at ease when leaving for work in the morning, your joy of life may be shattered.

It is difficult to feel happy when you do not really feel committed to your work. If your work is not a place

where you can thrive and be happy, but more like a prison with displeasing work – your life’s energy is being drained. If you cannot see the point of what you are doing and you do not feel that you contribute with anything valuable – your work wears you out. That kind of work may kill you slowly – bit by bit. Furthermore, if you do not consider your work valuable the same will apply to your company, the customers, and the environs in general. Without responsibility and commitment, quality and efficiency disappears into the blue.

According to 'The Quality-of-Life' survey of 10,000 Danes carried out by The Quality-of-Life Research Center in Copenhagen, only every third citizen who is working is happy in his or her job, which is catastrophic for the society. Personally, I am convinced that a uninspiring and detached working life is one of the main reasons people on average retire at the age of 61. And that may also be the reason why people rate such a short average life as proven by several surveys and reports. Only few human beings can cope with leading a meaningless life – lives spent working in jobs that they do not really like. It takes its toll because our health and well being are dependent on our ability to renew ourselves and develop new expressions of our personality in order to use life properly.

Every human being is created to be active, using his or her talents the best possible way to the benefit of oneself and others – this is what is meant by life. This meaning of life we find in all dimensions of our life: Within the family, with friends in our spare time as well as on the job. Research shows that people who feel useful are the ones who are happy. It seems that we all have a dream of contributing something to this world – in our private as well as our professional lives.

Work can be exciting, it can be thrilling – and at best – it is not experienced as mere work. Instead it becomes the challenge of our life – becomes what we dreamt of really doing, in private as well as professionally. There is nothing more exhilarating than an exciting job because work is about being useful to the world as well as influencing and creating a world in accordance with our private dreams.

This book was written in connection with a project 'Working-Life Quality', which resulted in a simple and useful kit of tools, easily applicable for developing working life quality (i.e. Working life quality. A tool for employees and leaders, appendix I).

There seems to be four basic conditions, which determine the quality of working life:

1. Personal quality of life
2. Mastery of the working process
3. Fellowship with colleagues and management
4. Genuine improvement for both customers and environment.

A closer look should be taken on personal development: How do you improve your life? What is it that makes it so difficult for us to develop?

In order to develop and improve your life, it is essential to be aware of your attitudes and your way of doing things. This requires alertness and your best efforts.

It may sound easy, but as a matter of fact it requires an immense amount of self-discipline which only a very few possess at the outset. The above mentioned tools will inspire you as well as support your self-discipline. With your decision to make improvements, miracles might be waiting around the corner.

At your company, it should not be difficult to agree on commencing a project with the purpose of developing your working-life quality because an improvement of your job satisfaction will be in the interest of your company, too. Employees and leaders who have gained more insight and a more profound sense of responsibility will in future encounter a more viable production, which does not interfere with the delicate balance of the ecosystem.

#### REFERENCE

Ventegodt S. Working life quality. Copenhagen: Quality Life Researchy Center, 1996

#### APPENDIX I

##### The QWL-Tool: Introduction and contents

Working-life quality is a new concept meaning 'The quality of life you experience at work.' It is about job satisfaction, about excitement, enthusiasm, and commitment at work. It is about the feeling of being alive when working.

The Working-Life Quality tool was developed in order to help employees as well as leaders to acquire the inspiration and discipline required to develop the quality of their working life. It attends to the four aspects of good work, namely *quality of life, mastery of the work process, a sense of community with colleagues and management and creating real value for the customer and environment*. It also comprises an understanding of what is needed for people to develop and grow namely awareness and practice or change. These must be developed analogously and brought in harmony with the life inside us. Finally, it supplies the user with exercises to motivate discipline because only if you try new behavior will you improve. Throughout the book attention is focused on positive attitudes and behavior for this is what opens us up and give us access to our hidden resources.

##### Description and Contents of Package

The tool consists of a folder with a workbook of 160 colored pages with exercises and examples that guides the user through a 16-week course to improve the four

central issues of work namely:

1. Your relation to yourself, which is about *Quality of Life*
2. Your relationship to the tasks you work with—the working process, which is about *Mastery*
3. Your relationship to those you work with and the organization, which is about *Co-operation* and
4. Your relationship to the customer and the environment, which is about *creating real value* and obtaining proper values.

Furthermore, it includes a 12-page questionnaire on quality of working life as well as an inspiring brochure, which informs you of the basic ideas of QWL. The folder also contains a floppy disc with a program: QOL® Working-Life Quality—a Personal Profile

(Windows operating) showing the user his or her personal profile of working life quality, helping them identify which particular aspects will require effort on their part in order to improve their personal quality of working life.

Supplementary to the individual folder, a company PC analysis-program (QOL® Working-Life Quality - a Company Profile) is also available. This program correlates the keyed answers from several Personal Profile disks and then provides a total profile of a company's or a department's working-life quality. At the moment reference values from six Danish companies and their employees are included in order to allow you to benchmark your rating. Eventually the program will allow you to benchmark your company to the best in your own country as well as in the world.

### Overview of Program Contents and Form

	<ul style="list-style-type: none"> <li>• Understanding the role and value of awareness and practise (exercise) in the forming and changing of attitudes and beliefs</li> </ul>
<b>Module 1-5</b>	<b>QUALITY OF LIFE</b> <i>Living the life you deep down experience</i>
	<ul style="list-style-type: none"> <li>• Discover what quality of life means to you personally and how you can achieve it</li> <li>• Develop an understanding of the relation between your attitudes towards life and being healthy</li> <li>• Discover your own attitudes toward yourself and your life</li> </ul>
<b>Module 6-9</b>	<b>MASTERY OF THE WORK-PROCESS</b> <i>To become really good at your work and love it. Experiencing work satisfaction and joy</i>
	<ul style="list-style-type: none"> <li>• Understand the function of your potential and challenge in becoming a master of your work</li> <li>• Discover the role or your attitudes and personal beliefs in the experience of mastery</li> <li>• Discover your boundless and unused potentials and resources</li> <li>• Create energy</li> <li>• Develop your skills and abilities</li> <li>• Commit yourself to your work</li> <li>• Grasp your challenges</li> </ul>
<b>Module 10-13</b>	<b>SENSE OF COMMUNITY WITHIN THE ORGANIZATION</b> <i>The experience of teamwork and working together to obtain results for yourself and the organization through joined effort and shared purpose</i>
	<ul style="list-style-type: none"> <li>• Understanding community within the organization</li> <li>• The function of communication and the role of your attitudes and beliefs</li> <li>• The art of co-operation and teamwork</li> <li>• Leadership and co-operation - to lead and be lead</li> </ul>
<b>Module 14 -15</b>	<b>CREATING REAL VALUE</b> <i>Producing products and providing services, whilst at the same time preserving the environment and adding value to the community</i>
	<ul style="list-style-type: none"> <li>• To be valuable to the customer and society</li> <li>• Meeting the real needs of people</li> <li>• Feeling useful in the world</li> <li>• Developing valuable values</li> <li>• Apprehension of the connection between attitude and perception in developing values and creating value</li> </ul>

**Implementation of 16-week program**

1. Inform selected employees about aim of intervention and distribute inspiration brochure
2. Screen everybody with QWL-Health Questionnaire
3. Give feedback to all about their questionnaire results and invite participation in intervention
4. Distribute QWL-Workbook to participants and explain process to them
5. Individuals work alone and in small groups through the first 5 weeks
6. 2-Day group seminar
7. Individuals work on their own and in small groups for the next 5 weeks
8. 2-Day group seminar
9. Individuals complete rest of modules
10. After 2-months : QWL-Health measurement
11. After 3-months : QWL-Health measurement
12. Report on results of intervention

**Teachers**

Trained psychologists of the QOLRC and assistants

**REFERENCES**

Working Life Quality: A tool for employees and management. Copenhagen: QOLRC, 1996.

**APPENDIX J****QWL tables**

2,500 Danes from the Central Person Register (CPR) where mailed a QWL questionnaire with 500 items including questions on QOL, QWL and health. 700 persons returned the huge questionnaire in a usable form for the QOL-QWL-Health analysis. 16 dimensions were chosen as core dimensions:

- QOL
- Mastery
- Fellowship
- Creating value
- Estimated QWL (calculated as a mean of the former 4 dimensions)
- Own rating of QWL
- Own rating of psychological working condition
- Immediate subjective well-being at work ("Feeling good at work")
- Own rating of physical working condition
- Stress factor
- Number of days off sick
- Own rating of psychological health status

- Own rating of physical health status
- The amount of health difficulties
- Own rating of own efficiency.

60 dimensions were then plotted against these 16 core dimensions to map the central statistical co-variations.

**Major findings**

We will show some major findings and the results as documentation. These connections are not analyzed according to causality, but it is our research hypothesis that they will change dynamically according to their statistical connections. This is the subject for the intervention study. The following categorization of the size of the connections (according to prior test) are used in the descriptions below:

0%-5%	Very small connection
5%-10%:	Small connection
10%-15%:	Intermediate connection
15%-30%:	Large connection
30%+	Very large connection

We found the following statistical connections (selected findings):

*Statistical connections (selected findings)*

1. A large connection between "being good at work" and QOL (1)
2. A very large connection between "being good at work" and "own estimate of physical health (10)
3. A very large connection between "being good at work" and amount of health problems (11)
4. An intermediate connection between "being good at work" and "stress (13)
5. An intermediate connection between "being good at work" and own estimate of physical working condition (14)
6. A large connection between "being good at work" and commitment to your work (15)
7. A large connection between "being good at work compared to the best" and QOL (17)
8. An intermediate connection between "being frustrated because work is too difficult" and "fellowship" (131)
9. A very large connection between "stress" and "feeling good at work" (152)
10. An large connection between "ability to influence the goal of the work" and the number of days off sick (171)

11. A large connection between "ability to influence how to do your work" and "the amount of health problems" (178)
12. A large connection between "feeling good at work" and "QOL" (209)
13. A large connection between "feeling good at work" and "Mastery" (210)
14. A large connection between "feeling good at work" and "fellowship" (211)
15. A large connection between "feeling good at work" and "Creating value" (212)
16. A very large connection between "feeling good at work" and "Estimated QWL" - a criteria validation (213)
17. A very large connection between "feeling good at work" and "Number of days off sick" (OBS only two respondents in 5. category) (219)
18. A large connection between "feeling good at work" and "number of days off sick" (220)
19. A large connection between "feeling good at work" and "stress" (221)
20. A large connection between "feeling good at work" and "own estimate of psychological health" (222)
21. A large connection between "feeling good at work" and "commitment to your work" (223)
22. A large connection between "doing what you like the best" and "commitment to your work" (239)
23. A large connection between "experience of joy in work" and "QOL" (241)
24. A very large connection between "experience of joy in work" and "mastery" (242)
25. A large connection between "experience of joy in work" and "fellowship" (243)
26. A large connection between "experience of joy in work" and "creating value" (244)
27. A very large connection between "experience of joy in work" and "feeling good at work" (248)
28. A large connection between "experience of joy in work" and "own estimate of psychological health" (250)
29. A very large connection between "experience of joy in work" and "amount of health problems" (251)
30. A very large connection between "experience of joy in work" and "commitment to your work" (255)
31. A large connection between "interesting work" and "mastery" (258)
32. A large connection between "interesting work" and "fellowship" (259)
33. A large connection between "interesting work" and "creating value" (260)
34. A large connection between "interesting work" and "own estimate of psychological health" (266)
35. A large connection between "interesting work" and "amount of health problems" (267)
36. A large connection between "interesting work" and "own estimate of physical working condition" (270)
37. A very large connection between "interesting work" and "commitment to your work" (271)
38. A large connection between "time spent in flow" and "mastery" (306)
39. An intermediate connection between "time spent in flow" and "amount of health problems" (315)
40. An intermediate connection between "time spent in flow" and "commitment to your work" (315)
41. A large connection between "challenges" and "mastery" (370)
42. A large connection between "challenges" and "Own estimated QWL" (374)
43. An intermediate connection between "challenges" and "own estimate of psychological health" (378)
44. An intermediate connection between "challenges" and "amount of health problems" (379)
45. A large connection between "challenges" and "commitment to your work" (383)
46. A large connection between "professional development" and "mastery" (386)
47. An intermediate connection between "professional development" and "own estimate of physical working conditions" (398)
48. A large connection between "professional development" and "commitment to your work" (399)
49. A large connection between "personal development" and "mastery" (418)
50. A large connection between "personal development" and "creating value" (420)
51. A large connection between "personal development" and "commitment to your work" (431)
52. A large connection between "responsibility towards the organization" and "fellowship" (435)
53. A large connection between "responsibility towards the organization" and "creating value" (436)
54. An intermediate connection between "responsibility towards the organization" and "amount of health problems" (436)
55. A large connection between "responsibility towards the organization" and "commitment to your work" (447)
56. A very large connection between "how well are you treated by the organization" and "creating value" (452)

57. A large connection between "how well are you treated by the organization" and "amount of health problems" (459)
58. A very large connection between "how well informed are you by the management" and "fellowship" (467)
59. A large connection between "how well informed are you by the management" and "own rating of psychological working conditions" (471)
60. A large connection between "how well informed are you by the management" and "feeling good at work" (472)
61. A very large connection between "teamwork" and "own estimate of QWL" (502)
62. A very large connection between "teamwork" and amount of health problems" (507)
63. A large connection between "teamwork" and "own estimate of physical working condition" (510)
64. A large connection between "ability to resolve conflicts" and "QOL" (529)
65. A large connection between "ability to resolve conflicts" and "fellowship" (531)
66. A very large connection between "ability to resolve conflicts" and "Own rating of QWL" (534)
67. A large connection between "ability to resolve conflicts" and "feeling good at work" (536)
68. A very large connection between "ability to resolve conflicts" and "own estimate of psychological health" (538)
69. A large connection between "ability to resolve conflicts" and "amount of health problems" (539)
70. A large connection between "ability to resolve conflicts" and "number of sick days off" (540)
71. A large connection between "level of responsibility" and "QOL" (561)
72. A large connection between "level of responsibility" and "fellowship" (563)
73. A large connection between "level of responsibility" and "own estimate of psychological health" (570)
74. A large connection between "level of responsibility" and "own estimate of physical working condition" (574)
75. A very large connection between "level of responsibility" and "commitment to work" (575)
76. A large connection between "psychological working environment" and "QOL" (593)
77. A large connection between "psychological working environment" and "own estimate of physical working condition" (606)
78. A large connection between "how good is the management" and "QOL" (609)
79. A large connection between "how good is the management" and "estimated QWL" (613)
80. A large connection between "how good is the management" and "own rating of QWL" (614)
81. A large connection between "how good is the management" and "feeling good at work" (616)
82. A large connection between "how good is the management" and "own estimate of physical health" (617)
83. A large connection between "how good is the management" and "amount of health problems" (619)
84. A large connection between "how good is the management" and "own estimate of physical working condition" (622)
85. A very large connection between "how good is your boss" and "fellowship" (627)
86. A large connection between "how good is your boss" and "creating value" (628)
87. A large connection between "how good is your boss" and "feeling good at work" (632)
88. A large connection between "how good is your boss" and "amount of health problems" (635)
89. A large connection between "how good is your boss" and "own estimate of physical working condition" (638)
90. A large connection between "possibilities of taken new initiatives" and "estimated QWL" (645)
91. A intermediate connection between "possibilities of taken new initiatives" and "amount of health problems" (651)
92. A vary large connection between "possibilities of taken new initiatives" and "commitment to your work" (655)
93. A very large connection between "importance of the mission" and "creating value" (660)
94. A large connection between "importance of the mission" and "own estimate of psychological health" (666)
95. A large connection between "importance of the mission" and "amount of health problems" (667)
96. A large connection between "ethical organization" and "fellowship" (803)
97. A very large connection between "ethical organization" and "creating value" (804)
98. A large connection between "being of value to the organization" and "own estimate of psychological health" (826)
99. A large connection between "being of value to the organization" and "amount of health problems" (827)

100. A very large connection between “thinking the organization is a success” and “fellowship” (851)
101. A very large connection between “thinking the organization is a success” and “creating value” (852)
102. A large connection between “thinking the organization is a success” and “own estimate of psychological health” (858)
103. A very large connection between “thinking the organization is a success” and “creating value” (852)
104. A large connection between “thinking the organization improves the customers QOL” and “creating value” (868)
105. A very large connection between “thinking the organization helps the development of society” and “creating value” (916)
106. A very large connection between “thinking the organization helps the development of society” and “estimated QWL” (917)
107. A very large connection between “thinking the organization helps the development of society” and “own estimated QWL” (918)
108. A very large connection between “own estimated QWL” and “own estimate of psychological health” (938)
109. A very large connection between “own estimated QWL” and “own estimate of physical working condition” (942)
110. A very large connection between “own estimated QWL” and “commitment to your work” (943)