## Contents

About the Editors ix  
List of Contributors xi  
Foreword – The Fourth Wave xxiii  
Acknowledgements xxvii  

**Introduction: Adapting to Change**  
Andrew Kinder, Rick Hughes and Cary L. Cooper  

### Part 1 Organisational Behaviour Issues and Well-being  

1  **In Consideration of a Toxic Workplace: a Suitable Place for Treatment**  
   Michael Walton  

2  **Leading to a Healthy Workplace**  
   E. Kevin Kelloway, Mike Teed and Matt Prosser  

3  **Understanding and Improving Psychological Well-being for Individual and Organisational Effectiveness**  
   Ivan Robertson and Gordon Tinline  

4  **Employee Well-being: the Heart of Positive Organizational Behavior**  
   Debra L. Nelson, Laura M. Little and M. Lance Frazier  

5  **Employee Support Strategies in Large Organisations**  
   Steve Boorman  

6  **Coaching Skills for Managers**  
   Gladeana McMahon  

7  **Behaviour Risk Management**  
   Sharon Clarke
8 Positive Coping Strategies at Work
   Philip Dewe

9 Organisational Duty of Care: Workplace Counselling as a Shield against Litigation?
   Peter Jenkins

10 Managing Diversity
    David Weaver

11 Understanding Mental Health – a Guide for All Employees
    Andrew Buckley

Part 2 Responding to Specific Organisational Challenges

12 Organisational Responses to Traumatic Incidents
    Alison Dunn

13 Managing Suicide and Sudden Death within Organisations
    Andrew Kinder and Emily Duval

14 Bullying and Mistreatment at Work: How Managers May Prevent and Manage Such Problems
    Ståle Einarsen and Helge Hoel

15 Counselling and Coaching in Organisations: An Integrative Multi-Level Approach
    Vanja Orlans

16 What Makes a Good Employee Assistance Programme?
    Mark A. Winwood and Stephanie Beer

17 Tackling the Macho Culture
    Mark Brayne and Neil Greenberg

Part 3 Mental Health, Emotions and Work

18 Rehabilitation of Mental Health Disabilities
    David Wright

19 An Organisational Approach to the Rehabilitation of Employees Following Stress-Related Illness
    Louise Thomson and Jo Rick

20 Stress Management for Employees: an Evidence-based Approach
    Stephen Palmer and Kristina Gyllensten

21 Perspectives on Managing Workplace Conflict
    Tony Buon
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Whose Agenda Does Workplace Counselling Serve?</td>
<td>269</td>
</tr>
<tr>
<td></td>
<td>Rick Hughes</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>The Emergence of Coaching as a New Profession and Its Global Influence</td>
<td>285</td>
</tr>
<tr>
<td></td>
<td>Patrick Williams</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Mentoring and Employee Well-being</td>
<td>297</td>
</tr>
<tr>
<td></td>
<td>David Clutterbuck</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Building Resilience – An Organisational Cultural Approach to Mental</td>
<td>309</td>
</tr>
<tr>
<td></td>
<td>Health and Well-being at Work: A Primary Prevention Programme</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Derek Mowbray</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Index</td>
<td>323</td>
</tr>
</tbody>
</table>