

Acknowledgements

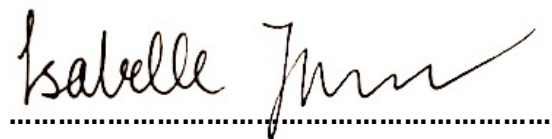
This master thesis is included in my Master of Science in Industrial Engineering and Management at the Faculty of Engineering, Lund University. The master thesis has been developed as a research project with its foundation in both theory and the business industry. The specific subject of the thesis is a special interest of mine, which I hope to be able to practice in my future working role.

This study was realized thanks to a number of individuals, to whom I am very grateful. First of all, I would like to thank my supervisor, Mikael Blomé at the Department of Design Sciences, for making this special interest of mine into an opportunity for a master thesis. I am also grateful for all support, inspiration and guidance through out the entire project.

I give my special thanks to the industry representatives who have contributed with invaluable knowledge and experience within the field. Without your personal engagement this master thesis would not have been realized and therefore I express my gratitude to the organisations Spotify, PostNord, Rejlers and the consultants Christin Berg (Berg & Medspelare) and Åsa Axelsdotter Hök (Max Matthiessen).

I truly hope this master thesis will bring value to everyone who reads it and that the result will contribute to a healthier and more sustainable working environment.

Stockholm, May 2014

A handwritten signature in black ink, reading "Isabelle Jonsson". The signature is written in a cursive style. Below the signature is a horizontal dotted line.

Isabelle Jonsson

Abstract

- Title:** Health Promotion Management; Supporting Health Among Employees in the Swedish Working Environment with Good Strategic Results
- Author:** Isabelle Jonsson
- Supervisor:** Mikael Blomé, Dept. of Design Sciences, Lund University
- Background:** Healthy and motivated employees are desirable and essential to a company's development and financial success. However, a focus on short-sighted financial results without considering health among the employees is dangerous. It could result in a stagnating company without innovation capability to compete on a global market and also an increase of sickness leave. The development of sickness leave is increasing in the society today, which affects both the social economy and also the company's economy in a very negative way. Stress and psychological illnesses are the two biggest issues behind this increase and companies are facing a great challenge to manage this increasing problem.
- Purpose:** The purpose of the study is to examine and analyse the concept of health promotion management to clear out prioritizing and key success factors for this concept. The aim is to develop a concept that will prevent illness in the working environment, which at the same time give strong strategically benefits for the organisation.
- Methodology:** The work process has been divided into five different parts, which represents the main steps throughout the process. The work process will start with an exploration of the subject, understanding the problem and formulating an appropriate problem formulation. Further on, a properly research on the subject in terms of literature, research papers, web pages and experts is performed. The initial research will build the foundation of the thesis, which is the theoretical framework. The theoretical framework will serve as a foundation for the whole thesis and give a deeper knowledge about the subject. Later on, case studies will be performed within the business industry and the collected material will be verified. Finally, main conclusions will be drawn.
- Conclusion:** The project of examining the concept of health promotion management shows that this approach can be used as a corporate strategy where employees' health and corporate strategic benefits harmonize together. This strategy should be incorporated in the organisation's overall business and implemented with the identified six key factors. The main result of the thesis is the health promotion management model, which includes the six key factors but also a specified implementation process as well as inputs and outputs of the strategy. The model can be used for any organisation in the Swedish working environment since the model includes specifically adjustments for both the organisation and it's individuals.

Keywords: Health Promotion, Management, Strategically Benefits, Corporate Culture, Communication, Participation

Sammanfattning

- Titel:** Hälsaledarskap; En strategi för att stärka medarbetarnas hälsa i den svenska arbetsmiljön med goda strategiska fördelar.
- Författare:** Isabelle Jonsson
- Handledare:** Mikael Blomé, Designvetenskaper, Lunds Universitet
- Bakgrund:** Friska och motiverade medarbetare är önskvärt och grundläggande för en organisations utveckling och ekonomiska framgång. Vanligt idag är dock ett kortsiktigt fokus på finansiella resultat framför medarbetarnas hälsa, vilket är mycket farligt. Ett sådant fokus kan resultera i en stagnerande organisation utan innovationskapacitet för att kunna konkurrera på en växande global marknad. En ökad sjukfrånvaro är också en effekt, vilken ökar i hela samhället idag. Den ökande ohälsan kostar både organisationer och hela samhället enorma summor. Stress och psykologiska sjukdomar är de två största orsakerna bakom den ökande sjukfrånvaron och företag möter därför den stora utmaningen att hantera den ökande ohälsan i samhället.
- Syfte:** Syftet med denna studie är att undersöka och analysera konceptet hälsaledarskap för att klargöra vilka prioriteringar och nyckelfaktorer som begreppet innehåller. Målet är att utveckla en strategi som kan minska ohälsan på arbetsplatserna, vilket samtidigt bidrar till goda strategiska fördelar för organisationen.
- Metod:** Arbetsprocessen är uppdelad i fem huvudsakliga delar, vilka representerar hela arbetsprocessen. Arbetet började med en grundlig undersökning av ämnet för att förstå det verkliga problemet samt att formulera en lämplig problemformulering. Vidare sker en omfattande undersökning i litteratur, vetenskapliga artiklar, hemsidor samt med olika experter. Denna initiala undersökning ledde vidare till det teoretiska ramverket, som skulle ligga som en grund till hela uppsatsen. Sedan utfördes fallstudier i det verkliga arbetslivet för att samla praktisk kunskap och erfarenhet om ämnet. Fallstudierna verifierade även den teori som det teoretiska ramverket inkluderade. Till sist, analyserades det insamlade materialet och slutsatser drogs.
- Slutsats:** Den huvudsakliga slutsatsen av begreppet hälsaledarskap är att det är en användbar strategi där både de anställdas hälsa och företagets strategiska fördelar harmoniserar tillsammans. Strategin ska inkluderas i organisationens övergripande strategi och bli implementerad genom de sex identifierade nyckelfaktorerna. Det huvudsakliga resultatet består av en modell som beskriver begreppet hälsaledarskap genom dess sex nyckelfaktorer, en specialiserad implementeringsprocess samt vilka insatser och vilket utfall organisationen kan räkna med. Modellen kan bli applicerad på alla typer av organisationer i den svenska arbetsmiljön

eftersom modellen innehåller både justeringar gällande den aktuella organisationen samt dess individer.

Nyckelord: Hälsöfrämjande, ledarskap, strategiska fördelar, företagskultur, kommunikation, deltagande

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1. Introduction

The first chapter of the thesis gives a brief background of the problem and a presentation of the problem formulation of the thesis. An overview picture will also present the disposition of the thesis.

1.1 Background

Healthy and motivated employees are desirable and essential to a company's development and financial success. However, a focus on short-sighted financial results without considering health among the employees is dangerous. It could result in a stagnating company without innovation capability to compete on a global market and also an increase of sickness leave. The development of sickness leave is increasing in the society today, which affects both the social economy and also the company's economy in a very negative way. During the year of 2013 the cost due to sickness leave in the Swedish society will increase to 23,9 billions Swedish crowns and for the year of 2014 this figure will reach 26 billions Swedish crowns, according to a new forecast made by The Swedish Social Insurance Agency (SvD, 2013). Stress and psychological illnesses are the two biggest issues behind this increase and companies are facing a great challenge to manage this increasing problem (SvD, 2013).

Healthy and motivated employees who are finding their job meaningful will create a successful organisation both on short and long term. Thus, the employee's health and the company's financial success are two very important things working together (Seretin, L., 2007). Therefore, a successful health promotion management approach would create a sustainable win-win situation for the employee, the company and the society as a whole. Such approach should involve managers and employees on all company levels. Managers are obliged to support a healthy working environment and are also struggling to produce good financial results. But a successful management are not blinded by pressure of obligations or need to struggle against resistance; instead their actions should harmonies with individual and organisational needs resulting in a sustainable and innovative health promotion culture.

1.2 Health and Sickness Leave in Sweden

1.2.1 What is health?

Health is a wide concept that can be defined in different ways. The World Health Organization, WHO, defines health as a state of physical, psychological and social wellbeing and not only the absence of illness and weakness (WHO, 1948). Another perspective of the concept health is that the concept itself is ductile. Somewhere on the personal scale the disorders will be of significance or even turning into a problem causing sickness leave. Also the case of a "normal state" is discussed because many people have latent or chronic disorders, which leads to a different view of what is health and what it is not. As a base to all this, there is also a picture of the state health created by the society and the way we look at our selves. Health is thereby an experienced state and it is different from person to person (von Otter, C., 2003).

1.2.2 Sickness leave in Sweden

The amounts of people who are on sickness leave differ from different occupational categories and gender. The variations are due to different working environment and therefore there have different risk of being affected by illnesses. Also the employee's opportunities to adapt there work when being ill influences in this matter. (Mulder, M., 2012)

The opportunity of being able to go on sickness leave is a very important part of the Swedish social safety structure. It gives the people a financial security if they are not being able to work. There have been some major changes in the amounts of people going on sickness leave over the years. For example during 2002 the number of people on sickness leave were 860 000 persons, compared with 470 000 persons by the year of 2010. As the figures are showing, there has been a great reduction of people on sickness leave, but still there are a lot of people suffering from this today. (Mulder, M., 2012)

The statistics show that especially women are more on sickness leave in all professions. As shown in Figure 1, this is an on going trend and the amounts of women have been larger through out all quarters seen 2008 until 2013 (Figure 1, SCB, 2013). Some of this can be explained by illnesses related to pregnancy, but that is certainly not the whole answer. Another factor playing an important part is the level of education a person has. A person with a lower level of education is at a higher risk of suffer from illnesses compared to a person with a higher education. This can be explained by the variation in tasks and also the opportunities to adapt their job. (Mulder, 2012). Stress and psychological illnesses are the two biggest issues behind the sickness leave increase and companies are facing a great challenge to manage this increasing problem (SvD, 2013).

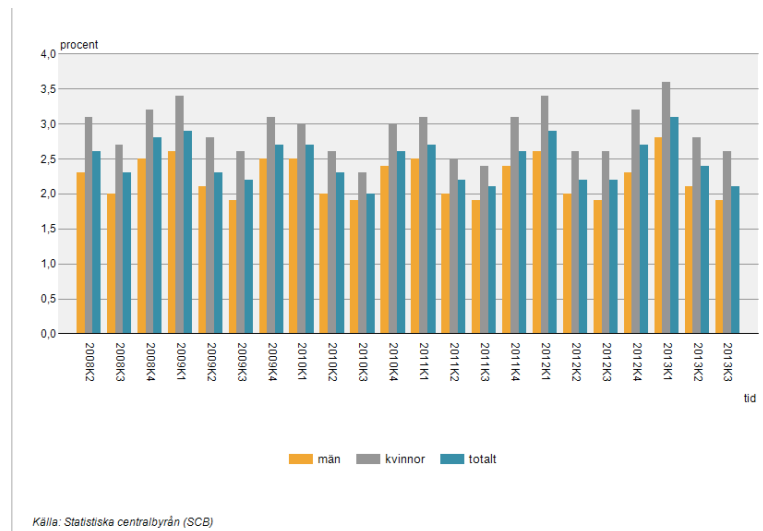


Figure 1. Sickness leave, 2008 – 2013. Men (yellow), women (grey), total (blue).

When a person suffers from illness due to the working environment, there is no question about the ethical aspect from the company. Though, sometimes there is a lack of financial incentives, which would be very helpful when deciding about rehabilitation or health promotion work. When there is a total lack of financial incentives it might even lead to a case where no action is taken. Another problem is that the cost related to illness often is undervalued and this adds to the argument of not doing anything about the problem (Hammargren, N., 2004).

1.2.3 Stress

Stress is a major health problem that is threatening the Swedish working environment today. Stress can lead to a reduced life-quality, lower work capability and also increased human suffering and use of health care (Köhn, et al., 2012). The concept of stress is hard to define and includes a lot of variables. According to the scientist Selye (American Institute of Stress, 2014) stress is “the reaction of the human from all kinds of challenges, demands and loads”. Stress can also be described as the rate of wear and tear of the organism. But stress can be both positive and negative. We all need a small amount of stress to be able to, for example, drive a car or perform on a test (Arnetz, Ekman, 2005). But the kind of stress related to in this study is the negative stress, which exists over a long time period and at a too high level. The negative stress is the adverse form of stress for the human being.

The most general description of the cause of stress is an ill fitted setting between the environment and the human (Arnetz, Ekman, 2005). Everyday the human get exposed of different demands from the environment. The demands can be stressful both if they force you to overachieve but also if the demands are to low. The ill fitted setting can also lead to different threats from the environment. The human can perceive some factors as threats against the wellbeing and the individual goals of the human. All these threats have one thing in common, which is the experience of lacking self-control (Arnetz, Ekman, 2005).

1.2.4 Anxiety

The word anxiety has its origin from the Latin word *angustia*, which means tightness and defines as a state where you experience fear or tightness-tension (Ottosson, 2000). The concept of anxiety is used for both high and low levels of the state. Worrying and nervousness describes the lower parts of the concept. Fear and panic mean a high level of the condition (Ottosson, 2000).

1.2.5 Depression

Depression is characterized by the psychological suffering where minds, emotions and experiences have a melancholy character. Almost 25 per cent of all females and 20 per cent of all men are suffering from depression once in a lifetime (Wasserman, 2003). Depression has a close connection to stress, which can be explained by the high level of cortisol being produced during stress. This has in return an impact of depressive effects on the behaviour (Wasserman, 2003). It is important to increase the knowledge about depressant symptoms because they causes suffering and increases the risk of sickness leave, production losses and decrease in work quality (SBU, 2014).

1.2.6 Three different levels

The problem of unhealthy environments can be seen in three different levels in the society: the nation, the organisation and the human. On the national level the problem is causing high numbers of people on sickness leave with in return impact the national economy in a negative way. The financial costs have to serve for sickness compensation, rehabilitation and early retirements. In addition to this, these persons will not be productive nor create growth in the society. (Hanson, 2004)

On the organisational level a lot of additional cost are added when a person needs to go on sickness leave. Not only will the company pay the direct cost due to the sickness, but also the cost related to substitutes and the disturbance in the organisation. Recruiting new staff also requires resources and costs. Sometimes a substitute can be very hard to find, when for example a key leader or employee suffers from sickness. In the end, this leads us to the long-term perspective of health promotion. Will there be enough resources and key competences in our organisation to manage future challenges and tasks? (Hanson, 2004)

The individual person directly perceives the human level. It is on the human level where you feel pain, anxiety or exhaustion. The suffering will take characteristics such as economically, physically, psychologically and socially issues. Good life quality is not perceived and when the health is failing it will remind you of its priceless value. As the proverb says; when you are healthy you have a million wishes, but then you are sick you only have one. (Hanson, 2004)

1.3 Problem Formulation

The negative trend of unhealthy working environments is a serious problem in the society today. The development speed in the business area is increasing rapidly, which can be a product of the globalisation and the new requirements that need to be met (Hanson, 2004). Obviously any person, leader or employee wants the working environment to be a healthy and creative place. But in the same time the development and statistics are showing something else.

We constantly get new reports and forecasts showing the issue in real figures and money. A lot of research has been done on the subject and also companies work with different methods in the working place today. Still we have this big problem threatening not only the employee's health, but also the opportunity of gaining better financial results, less employee turnover, a strong corporate culture and creating an attractive workplace.

The management organisation has a key role in the work of creating a healthy working environment (Liukkonen, 2011). The managers have the obligation to protect the employees' health and work actively within this matter (Arbetsmiljöverket, 2013). Also financial results and profit are parts of the managers' everyday work and often the way they will be judged. This leads us to the main question of the thesis; in what extent will a health promotion management strategy lead to a more competitive organisation with stronger strategically results in the long run? The main question is degraded into a few fundamental questions:

- Strategy:** How is the corporate strategy and culture connected to the level of health promotion?
- Leadership:** How can a leader work and inspire to create a healthier working place?
- Operations:** What methods are used and how effective are they? Are there any strong financial incentives behind these methods?
- Communication:** What are the most effective ways of communicating the importance of health promotion to both employees and senior managers?
- Benefits:** How and in what way will a strategy of health promotion management pay off?

1.4 Aim

The purpose of the study is to examine and analyse the concept of health promotion management to clear out prioritizing and key success factors for this concept. The aim is to develop a concept that will prevent illness in the working environment, which at the same time give strong strategically benefits for the organisation. There will be a focus on the strategically gains, which in return will pay of for the organisation with stabile financial results. The concept will also serve as a powerful argument for people fighting for health improvement and needs strong incentives to show the decision makers.

1.5 Delimitations

The thesis will delimitate to the Swedish working environment and have a focus on the issues related to psychosocial disorders and stress. The focus will be to examine factors affecting the psychosocial working environment since these illnesses are the main factors for increasing illnesses in the working environment.

1.6 Disposition of the Thesis

The disposition of the thesis will be presented in Figure 2 on the next page.

**Chapter 1:
Introduction**

The first chapter of the thesis gives a brief background to the problem and a presentation of the problem formulation of the thesis. An overview picture will also present the disposition of the thesis.

**Chapter 2:
Research
Methodology**

This chapter presents the work process of the thesis and why this specific research approach has been chosen. The work process will be explained by presenting each step into more detail. A discussion related to the quality of the thesis and criticism of sources is also included.

**Chapter 3:
Theoretical
Framework**

The third section describes the theoretical approach and structure. It contains the framework in which the problem will be viewed and solved. The purpose is to give the reader knowledge and understanding about the concept of health promotion management. The framework is divided into six main areas, which together will create the concept of health promotion management.

**Chapter 4:
Results**

This section will present the results based on a number of case studies performed in the business industry. The information from the case studies will be presented as summarized results, which makes the material accessible and schematically. The case studies are based on the theoretical framework and therefore will serve as a verification of the theory. The case studies will also bring important new aspects and insights to the subject.

**Chapter 5:
Analysis**

The analysis will give a critical evaluation of the results and the theoretical framework. This section will evaluate the value of the different factors behind health promotion management and discussing the priority for improving health work in the Swedish working environment. A model presenting the concept of health promotion management will also be included.

**Chapter 6:
Discussion**

This chapter have the purpose to discuss the total thesis and it's different parts. The discussion will include everything between the chosen methodologies to the main results of the thesis. A discussion of health versus financial incentives and calculations will also be included.

**Chapter 7:
Conclusions**

This chapter describes the conclusions and main results of the thesis. This part will give answers to the problem formulation in the introduction and show if the purpose has been achieved.

Figure 2. Disposition of the Thesis

2. Research Methodology

This chapter presents the work process of the thesis and why this specific research approach has been chosen. The work process will be explained by describing each step into more detail. A discussion related to the quality of the thesis and criticism of sources is also included.

2.1 Quantitative and Qualitative data

There are two main ways of collecting and analysing data; a qualitative or a quantitative method. The quantitative method is about looking into statistics, a large research material or specific numbers. The data can be classified, counted and used in different ways, depending on the variables that you have. This method often includes questionnaires, statistics or big data material. On the other hand, the qualitative method can be used. The qualitative method contains words and explanations about different topics and facts. This method is used to get a deeper knowledge in one specific case study and often includes interviews. (Höst, Regnell, & Runeson, 2006)

2.2 Choosing the Work Process

An overview of the work process is presented in Figure 3. The process has been divided into five different parts, which represents the main steps throughout the process. Different emphasis has been put into the different phases and the process has been mostly linear, with some exceptions for iterations. Example of iterations is filling gaps in the theoretical framework or complement with extra case studies where needed.



Figure 3. Overview of the work process

When choosing the appropriate work process the studied field needs to be taken into consideration (Bell, 2006). In this case, health promotion management is a very young field and not a lot of research has been done on the subject. The closest theory is the concept of health promotion, which also is a very young field (Hanson, 2004). Therefore, the work process will start with an exploration of the subject, understanding the problem and formulating an appropriate problem formulation. Further on, a properly research on the subject in terms of literature, research papers, web pages and experts is performed. The initial research will build the foundation of the thesis, which is the theoretical framework. The theoretical framework will serve as a foundation for the whole thesis and give a deeper knowledge about the subject.

The next step is a qualitative approach and takes place in the business industry. The purpose is to verify the theory and also to gain additional insights on the subject (Höst, Regnell, & Runeson, 2006). A number of key persons from the Swedish working environment will be interviewed and this material will form case studies. The case studies will take place on different establishment levels of the organisations to analyse each levels opportunities and

obstacles. The case studies will later be analysed in relation to the theoretical framework to answer the problem formulation and make conclusions.

Further on, a large theoretical framework and case studies from the Swedish working environment will be the main parts of the chosen work process. Since the field of health promotion management is very young this kind of approach towards the subject is desired (Bell, 2006). The different steps will be presented more into detail in the following sections.

2.2.1 Exploring the problem and creating the problem formulation

Since an organisation or company did not formulate the problem, the first phase demanded a wide exploration of the chosen field (Bell, 2006). The exploration phase included information retrieval from different sources such as interviewing an expert (Ernhagen, 2013), discussions with supervisor (Blomé, 2013) and studying written sources. The problem formulation was then formulated in collaboration between the student and the supervisor after the exploration phase. The problem formulation was not strictly decided, which gave room for future adjustments as the process proceeded.

2.2.2 Literature Reviews

The purpose of the literature review is to create a broad understanding and knowledge about the specific subject (Höst, Regnell, & Runeson, 2006). Literature will provide important theory both to understand the subject and also to validate the gathered information from other sources. The literature review includes studies of books, reports, research papers, articles and legal documents to spread the sources and gain a broader understanding of the subject. This will also affect the study's validity in a positive way. The literature reviews will serve as the theoretical framework, which in return will create the foundation on which the interviews will be based on.

2.2.3 Interviews

Interviews are a qualitative method that can be used to collect information on a specific subject (Höst, Regnell, & Runeson, 2006). This method also gives you the opportunity to learn about trends and future development within the field. It is important to accurate the collected data with other sources to confirm its validity (Höst, Regnell, & Runeson, 2006).

Interviews will be made with key persons within the subject to gain information about the organisational structure, methods being used and provide material to the case studies. The interviews will give the opportunity to not only gain valuable information, but also validate the theories from the literature review. Interviews will be held with different key persons such as people responsible of HR, researches and persons in different leading positions. The interviews will have the characteristics of a semi-structured interview (Wengraf, 2001). All interviews will be performed through telephone interviews. Telephone interviews are easy to organise and time efficient, which will increase the chance of getting people to participate in the study.

The interviews will be performed in two different rounds. The first round will include top managers and health strategists in order to gather valuable knowledge and experiences from people with a great amount of experience of the actual subject. The second round will include middle managers, with the purpose of getting the middle managers perspective as they are the people actually working directly with the employees.

2.2.4 Case Studies

The purpose of a case study is to gain a deep knowledge about a subject or a specific topic and consists of both a quantitative and a qualitative approach. The case study is a combination of interviews, observations and literature (Höst, Regnell, & Runeson, 2006).

Using case studies as a research strategy is used in many situations to contribute to our knowledge about, the individual, the group and the organisation as well as social and societal situations (Yin, 2009). Putting the different interviews in their specific context will form the case studies. The interviews will be analysed based on the interview person's specific role in the organisation and the business industry in which the person is working. This will give the interviews a bigger meaning and create valuable insights when performing the analysis. The different cases will be analysed to validate theory and problems from the corporate businesses area. The case studies will play an important part of the overall result and conclusions.

2.3 Creditability

The creditability of the project is one of the most important aspects to discuss, since the reader always should start with a critical approach towards a report (Bell, 2006). The creditability will therefore be discussed from the three different factors; objectivity, reliability and validity.

2.3.1 Objectivity

The goal of the thesis is to achieve as high level of objectivity as possible. Though there is no such thing as completely objectivity, because all persons involved in the project will in an unconscious way contribute with their own values and experiences. One way of increasing the level of objectivity is to search for a wide spectrum of sources to get as many aspects as possible. The sources contain mainly of academic literature and scientific articles, which gives the thesis a high level of objectivity.

The persons being interviewed are much harder to evaluate since they are in an unconscious way influenced from their own values and former experiences. Though, the persons represent different organisations and business industries. The case studies will therefore reach an acceptable level of objectivity. The time factor will have an influence of the objectivity, since more time would give the opportunity for a larger amount of research sources.

2.3.2 Reliability

Reliability is a measurement that describes in what extent an instrument or a method would give the same results performed again at a different occasion under the same conditions (Bell, 2006).

One way of testing the reliability is to perform the method again and evaluate if the result is consistent with the first result (Bell, 2006). In this case, the performed interviews will be difficult to repeat since the interviewed persons may be influenced by the first interview occasion. Also the made analysis may be questionable in this sense because they are based on the interviews and are difficult to test. The theory presented in the theoretical framework can be valued at a high level of reliability. The sources are mainly academic books and scientific papers, which both are very reliable sources. The theory would be the same if the information gathering had been repeated.

2.3.3 Validity

The definition of validity is; a measurement that describes if a specific question will measure or describe the desired purpose of the question (Bell, 2006). In other words, validity means if the thesis will have strong support to the conclusions being made and if the proposed questions are answered.

One key for increasing the level of validity was to find the right persons for the case studies. The initial persons were found through the Swedish magazine Chef (Chef, 2014) and their award "The Health Promotion Manager of the Year". They all have great experience of the subject, which also is included in their everyday work. These interviews verified the theoretical framework and also pointed out which additional case studies needed to be performed. All case studies contributed to the validity since they gave the opportunity to answer the problem formulation.

The validity also is positively affected by the wide and ambitious theoretical framework, which is based on numerous of academic books and scientific papers.

2.4 Criticism of sources

2.4.1 Literature

The literature needs to be critically evaluated before its use. The execution and the author are two important aspects to look at. One way of finding trustworthy literature is to use the search functions provided by the University. (Bell, 2006)

A majority of the literature is found through the University of Linköping and they all have trustworthy execution and academic authors. The authors are well established in their field and therefore suitable as sources for the theoretical parts of the thesis. Other books used through the process also have this description.

The issuing date of the literature is important to accurate that the literature is up to date. Since health promotion management is a very young field not a lot of research has been performed on the subject. Therefore, the issued dates do not have as big impact as in other fields. Though, it should be sad that no literature would have been used if the theories or contexts were perceived as not up to date.

2.4.2 Scientific Reports and Web-based Sources

The scientific reports have been evaluated by its execution, author and achieved purpose. Reports made by other students have been verified by an external part, their examiner, and should therefore be considered trustworthy.

Some web-based sources have been used. The majority of the web-based sources consist of Sweden's largest newspaper and Swedish government agencies. Some sources are more questionable because they might have a personal interest in the information. If that is the case, the source will then be discussed separately in the thesis when needed.

2.4.3 Interviews

One advantage with using interviews is the flexibility and opportunity to get deeper answers (Bell, 2006). This is the reason why interviews were used and fits very well to the chosen subject. The interviews had equal conditions and are all verified in retrospect by the persons

being interviewed. All interviews felt sincerely honest and will therefore be seen as a trustworthy source.

One disadvantage, impossible to avoid, is the risk of bias when using interviews (Bell, 2006). Interviews may be accused for being a subjective method and the persons are influenced by their personal values and experiences. This is something you can be aware of, but not avoid. By paying attention to this issue, the answers will be analysed with critical eyes and therefore try to exclude all kinds of bias.

3. Theoretical Framework

The following section describes the theoretical approach and structure. It contains the framework in which the problem will be viewed and solved. The purpose is to give the reader knowledge and understanding about the concept of health promotion management. The framework is divided into six main areas, which together will create the concept of health promotion management.

3.1 Theoretical Approach

The problem of unhealthy working places and the negative development of sickness leave has been described previously in the introduction. The theoretical framework will start by examining the concepts of health, sickness leave and the background more deeply to give the reader a deeper knowledge and understanding about the subject.

The major part of the theoretical framework will describe six different areas adding value to the concept of health promotion management. The six parts will together build a theory of how to create a successful health promotion management strategy. The framework is designed to have its starting point in the most basic criteria for success and work its way through into more detailed operations and actions. The starting point will be the visionary corporate strategy, which will end up in operational actions, implementation and improvements.

The foundation of a company is the business idea and the corporate strategy. The corporate strategy has an important impact on the corporate culture and the company's basic values (Liukkonen, P., 2011). Therefore this thesis will start by describing and examining how to create the desired corporate strategy and culture. Further on, the different aspects and levels of establishment related to health promotion management will be examined. This will lead us to different methods to use and also the significance of the right communication.

Laws and regulations are of great importance to know about when working with health promotion management (Ernhagen, K., 2013). The laws and regulations will be described to point out what the company has to do at its least. Also health promotion operations will describe the practical work of health promotion management. The operations will later be analysed and evaluated from a financial perspective. The thesis's last part will then describe the work of implementation and improvement that will anchor the health promotion strategy into the organisation.

An overview of the framework is presented in the figure below.

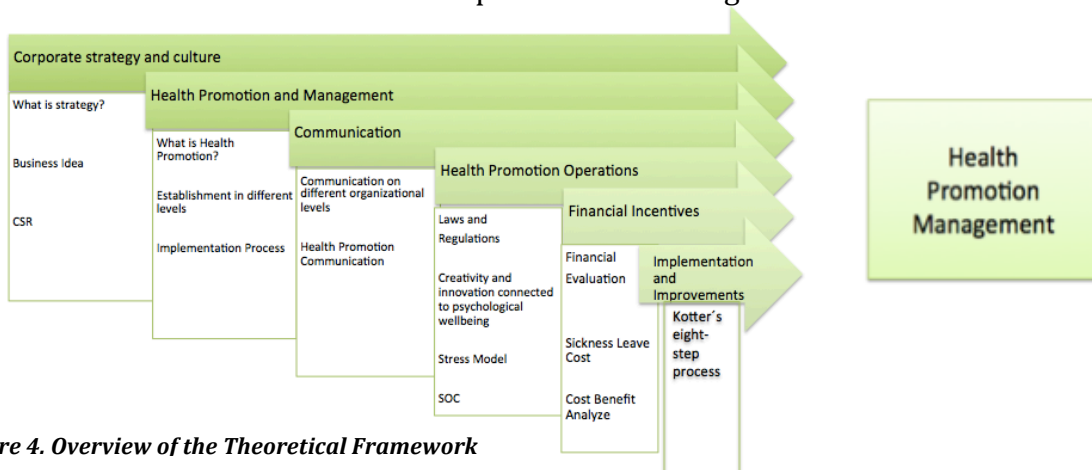


Figure 4. Overview of the Theoretical Framework

3.2 Corporate Strategy and Culture

3.2.1 Corporate Strategy

Corporate strategy is a wide concept and one summarizing description about corporate strategy is impossible to define (Whittington, 2001). Therefore, the theory part of corporate strategy will start by examining four generic types of strategies, which all have different concepts of what strategy is and how to manage it. The four different strategies, classical, evolutionary, processual and systemic, are schematically presented in the figure 5.

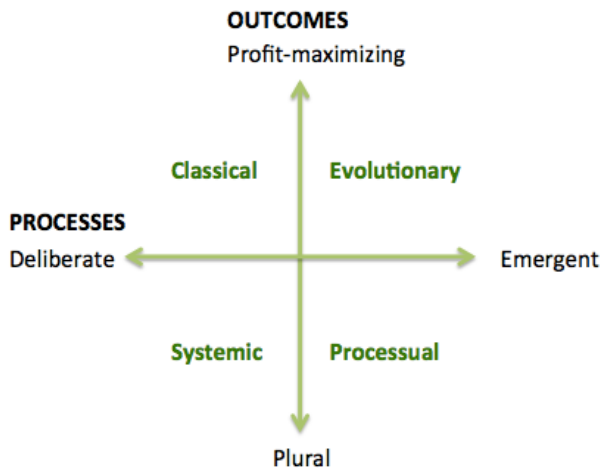


Figure 5. Generic perspectives on strategy (Whittington, R., 2001).

The four approaches on strategy differ along two dimensions; the outcomes and the processes of the strategy. As seen in Figure 5, the vertical axis measures the degree to which strategy either produces profit-maximizing outcomes or allows other parameters to be included. The horizontal axis is describing the processes. The left hand-side represents how far the strategy is a product of deliberate actions, whereas the right hand-side symbolises strategies being emerge by accident or disorder. In short, the axes give the answers to the fundamental questions; what is strategy *for* and how is strategy *done* (Whittington, 2001).

Classical

The classical approach is associated with authorities such as Igor Ansoff (1965) and Michael Porter (1996) and here strategy is a rational process built of deliberate calculations and decisions with the purpose to maximize profit and develop a long-term advantage. Good planning is a key to master the classic approach and also to control the internal and external environments. Rational analysis and objective decisions form the foundation of the work process, which will make the difference between success and failure (Whittington, 2001).

Evolutionary

The evolutionary perspective is based on the assumption that rational planning for the future is often irrelevant (Whittington, 2001). The future environment is too unpredictable to being able to anticipate it. The companies that hit a long-term successful strategy will survive on the market and can be compared to the evolutionary perspective related to the nature. Competiveness processes will automatically select out the survival of the fittest and the market will by that make important choices. The managers can only work to achieve as high environmental demands of the day as possible (Whittington, 2001).

Processual

The processual perspective agrees with the evolutionary perspective about the emerging process. Though, the outcome is questioned because they do not believe it is possible to follow a perfect calculated plan (Whittington, 2001). People are too different in terms of interest, personality, level of understanding and carelessness in their actions that a plan is not realistic to follow. The plan must instead be flexible as the circumstances change in both the internal and the external environment (Whittington, 2001).

Systemic

Organisations using a systematic perspective believe that strategy does matter. Systematic strategy means that the objectives and practices of a strategy particularly depend on the social system where the strategy takes place (Whittington, 2001). The social background may give the organisations other values than profit and support enterprises for other reasons than just financial performance (Whittington, 2001).

Does strategy matter?

Whittington (2001) argues that the differences between the four approaches do matter. They have different aspects of human action and environments and by these give managers and government's recommendations. Each strategy leads to opposite actions for managers, which leave the practicing managers with some hard choices. Though, to sum up and conclude the use of the different aspects there are several types of businesses that fits better for one of the four strategies (Whittington, 2001). The different context for the four strategies will be shown in Figure 6 and can serve as a starting point for managers who need to take hard decisions about strategy.

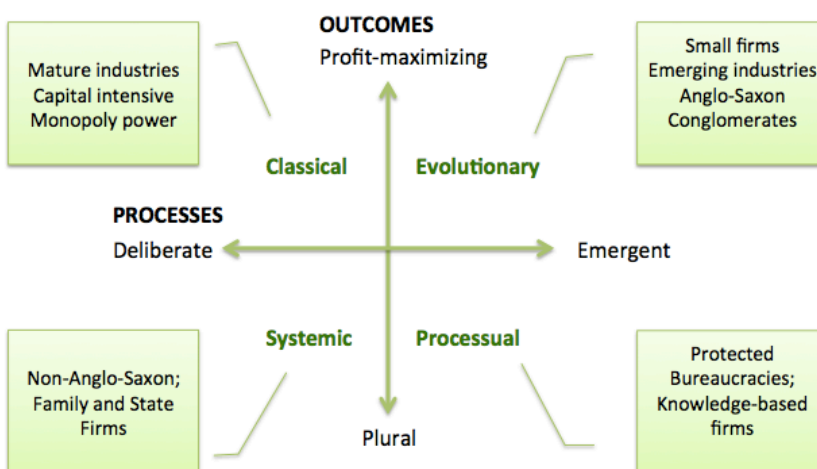


Figure 6. Different contexts for strategy (Whittington, R., 2001)

Organisations driven by values

Organisations in Sweden that have a strategy driven by values have shown more feasibility than organisations that are not (Wildfire, 2014). A study performed by Wildfire (2014) shows that work related to values is a very important question for the majority of organisations, no matter what field they are in. The most successful organisations of value driven strategy have concretized their values into practical actions and are also more willing of putting resource into this kinds of questions. Today a majority of all organisations have their values written in specific watchwords, but only a minority have succeeded in the implementation work.

For those who successfully have implemented their values into the organisations the report shows benefits such as an increased level of collaboration, more open-minded employees towards changes, an increased customer satisfaction and an increased satisfaction in the working environment (Wildfire, 2014). The importance of a successful corporate culture is pointed out because of its effectiveness as a management tool and the clear positive connection between good financial results and organisational culture (Wildfire, 2014).

Liukkonen has written about the advantages and challenges that come from a value driven strategy (Liukkonen, 2011). Firstly, value driven organisations are built of the willingness of the employees to develop themselves and the organisation, where this development process is individual for each organisation. Values in an organisation have the purpose to give clear goals and create meaningfulness (Liukkonen, 2011). We also need values to create relationships and create balance in the big picture. Though, the concept of values have been used through out organisations in a large extend that has almost erode the concept (Liukkonen, 2011). This is an example of when the words have lost its meaning and insecurity becomes a part of the organisations. The organisations will be affected with decreased financial results, which in return will create a strong focus of for example the financial aspects. When the values have lost its power people need something to hold on to and the financial aspects is one way of doing that. (Liukkonen, 2011)

3.2.2 Business Idea

The corporate strategy has a great impact of the company's valuation and culture. The corporate culture is shared and valued by all stakeholders of the company. To be able to work with a proactive health promotion strategy the basic valuations related to the employees' health must be anchor in the overall business idea (Liukkonen, 2011). The business idea will serve as a foundation to the thesis to point out the importance of an equivalent strategy through out the entire company. The business idea is illustrated in Figure 7 to show the different levels of the strategy.

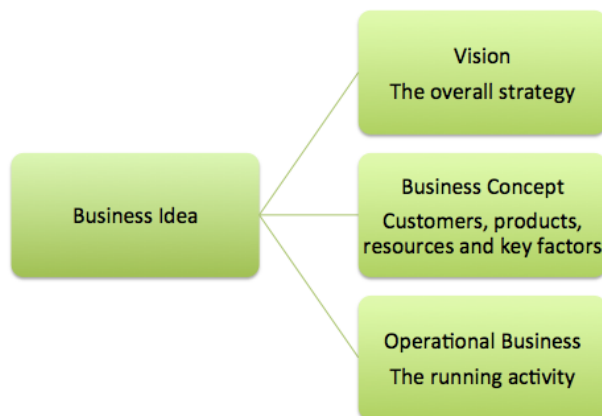


Figure 7. Business Idea. (Liukkonen, P., 2011)

3.2.3 CSR

The concept of CSR, Corporate Social Responsibility, is an important part of a company's strategy. Today every company that wants to be viable on the long term needs to work with this concept. CSR means that the company should have an organisation that gains sustainable growth within the economy, the social aspects and the environment. OECD and the FN's Global Compact describe these guidelines for multinational companies (Regeringskansliet,

CSR, 2013). The discussion of CSR is a natural and important part when examining corporate strategy and culture and is therefore included in the theoretical framework. The thesis will also include a critical aspect of the concept CSR to discuss its real value creation and connection to health promotion management.

3.3 Health Promotion and Management

The next step is to anchor the health promotion aspects into the organisation and to the company's different management levels. In the company there are senior managers trying to create a vision and strategy for the overall business. In the next step the middle managers have the task to translate these visionary goals and values into operational activities. The position of middle manager is therefore extremely important because they reach out to, effect and inspire the employees. They have a key position in affecting the employees' health in a positive way. This section will sort out the concept of health promotion and explain how managers can work with the different parts of the concept.

3.3.1 Health Promotion

Health promotion is one or several operations with purpose to strengthen people's health. Health promotion means to put certain operations into a context that will strengthen both the individual and the organisation in a positive way. Health promotion is a strategy for health work with health as clear and long-term first priority. The strategy has the foundation that good health will in return lead to a better organisation and financial results. The concept started to gain recognition during 1970th but have roots from the 1940th when WHO was founded. (Hanson, 2004)

Today the conditions in the working place are changing fast and the working place is playing a new role in people's life. There is a negative trend in the amount of people experiencing unhealthy working places and therefore the interest of research has been large in this area. Most people know what a healthy working place is and how the organisation and leadership shall be formed. But what are then the difference between the healthy and the unhealthy working environment? The answer is more of practical character and the solution lies in how well the individual working place can apply the knowledge. Often there is a lack of individual adjustments when implementing the knowledge. Once again the fact that every person is unique and has different needs is the key to creating a healthy working environment. Health promotion means that the health promotion operations are placed in a context. (Hanson, 2004)

3.3.1.1 Salutogenes – a holistic perspective

Health promotion has the foundation in the concept of salutogenes, which in short means a holistic picture where you examine what parameters that keep the human in good health. This concept differs from the most common way of examining illness, which is what parameter that causes illness. Aaron Antonovsky (2005), a medical sociologist, was the first person expressing these kinds of ideas in theory and spent most of his career examining the concept of salutogenes. The most important part of salutogenes is the new approach and perspective; what parameters keep the human healthy? This concept does not have two states of health and illness. Instead you can think of health as a spectrum where health is one utter end and illness on the contrary side. Salutogenes examines how we can move towards the healthy side of the spectrum. As mentioned before, stress is one big concern for the overall health today. Antonovsky meant that stress is something natural in the every day life for all kinds of people. Therefore is very important not trying to completely eliminate stress, but instead know how to handle the stress and the tension it brings. To sum up, salutogenes

means looking in data in a different way, ask different questions and look at things from a new perspective. These theories lead to the development and creation of the concept sense of coherency, SOC. SOC is a way of measuring crucial parameters for health and a strategy of improving health and will be describes later on in the thesis. (Antonovsky, 2005)

3.3.1.2 The four criteria of Health Promotion

By dividing the concept of health promotion into four criteria it will create a clearer and more understandable picture of the concept. It is important to not confuse health promotion with the ordinary operations being done to prevent unhealthy working environments. The thing making health promotion unique is the holistic way of looking at health, but the other three criteria is needed to be able to implement and move the work forward. All four criteria will be explained more in detailed further on in the text. (Hanson, 2004)

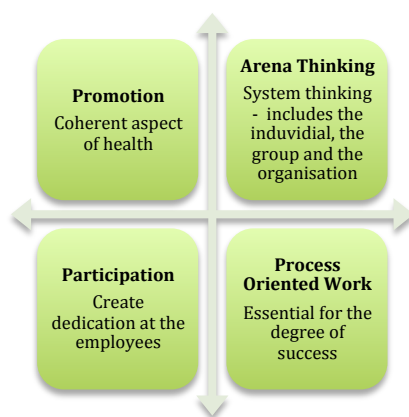


Figure 8. The four criteria of Health Promotion

Promotion

Promotion means the idea of salutogenes and integrating it in the company's value foundation. It is very important to understand that this is the foundation to a health promoting approach. Health is not only the absence of illness and you need to examine all parameters in the person's entire environment to understand what is affecting her. This perspective opens up the field of health work to new professions and not only for the traditional health care professions. (Antonovsky, 2005)

Arena Thinking

The definition of the arena is necessary to be able to create a context where you can apply you health work. In what context do we act and what kinds of conditions exist? In this case our context is the working place and the organisation. In the organisation there is both a social game and a number of environmental parameters affecting the context. Every arena is unique and they can differ a lot for example if you look at a small organisation in comparison to a large organisation. (Antonovsky, 2005)

The purpose of arena thinking is also to delimitate the context from the person's other life. It is fare to complex to include all arenas a person is living and working in. Arena thinking can also be called system thinking, as analysis, decisions and activities shall be related to the individual person, the group and the organisation as a whole. Arena thinking creates an order and clarity as well as integrating the process into the organisations permanent business. (Antonovsky, 2005)

Participation

Participation may be the most important part and the key to a successful health promotion strategy. The persons' need to affect the process and implementation. The value is that every person's opinion and knowledge is relevant when making decisions. Decision-making must be spread through out the entire organisation and not only be done by the managers. The key also lies in how well you are able to anchor the process with the employees. A successful process will create motivation and energy, whereas the opposite may give a negative effect. Participation needs well-performed education and a great balance between the structured and the creative process. This is a difficult equation to solve, but the solution may lead to great success. (Antonovsky, 2005)

Process Oriented Work

The process should be seen as a movement with a structure that needs adjustments and changes as the process goes on. Important here is to work with continuous feedback and adaptation where the individual's different needs are taken into account. The management team has a key role here to achieve the desired result. Reflection needs to be a natural part where you all the time reflect on the three states; history, present and the future. (Antonovsky, 2005)

3.3.2 Implementation Process

In addition to process oriented work, there are several useful quality implementation processes. The implementation process for the health promotion management strategy is inspired by well-known methods such as the PDSA-cycle (Axelsson, 2000; Deming and Kilian, 1992), Kolb's model of experimental learning (Kolb, 1984) and The Organisational Learning Cycle (Dixon, 1999). The PDSA-cycle consists of the four stages; (1) Plan, (2) Do, (3) Study and (4) Act. This process is a continuous improvement cycle where the organisation moves between the stages of planning the changes, performing them, study the outcome and act on the evaluated improvements observed during the earlier stages. Figure 9 illustrates the PDSA-cycle and how the knowledge expands in the organisation.

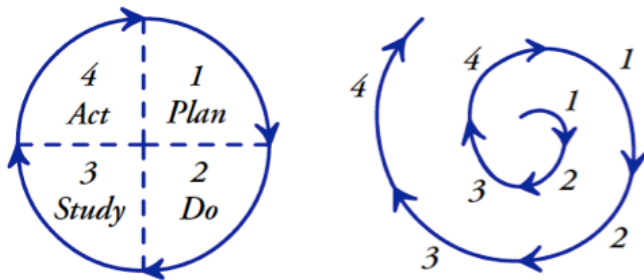


Figure 9. Illustrations of the PDSA-cycle (left) and as expanding knowledge (right) (Axelsson, 2000; Deming and Kilian, 1992).

Kolb's model of experimental learning describes how the organisation can learn by concrete experience, observations and reflections (Kolb, 1984). Dixon's model of organisational learning describes a quiet similar concept where the organisation learn by sharing, integrating and interpret information, which leads to actions on interpreted meaning (Dixon, 1999). Kolb's and Dixon's models are illustrated in Figure 10 and 11.

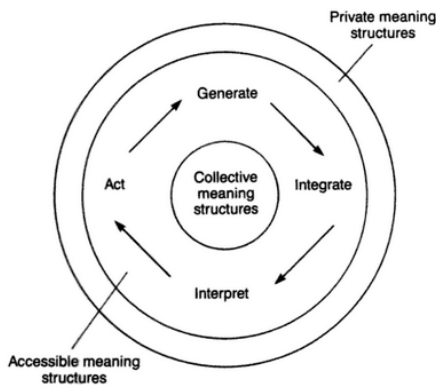


Figure 11. Dixon's model of The Organizational Learning Cycle (Dixon, 1999).

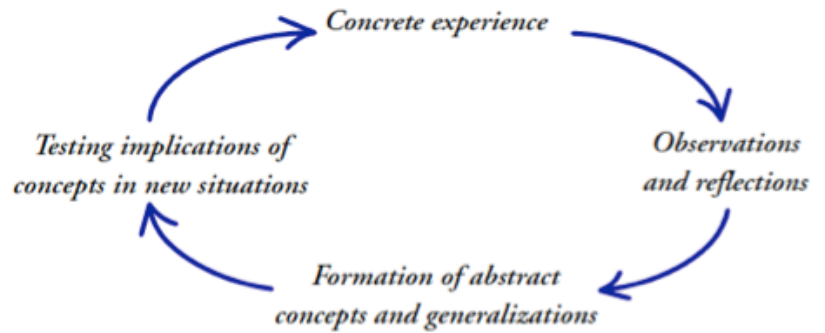


Figure 10. Kolb's model of experimental learning (Kolb, 1984).

3.3.3 The difference between Health Promotion and traditional health preventing work

The first step is to think about the classical health care professions such as doctors, physiotherapists, nurses and psychologists. They have always been treating illness and they use scientific foundations and instruments in their work. Their responsibility is to treat a patient when the illness has occurred and they have no responsibility when it comes to preventing illness (Hanson, 2004). Today health is a wide concept that includes all parts of a person's life and therefore new methods need to be used as a complement to the classical health care.

Health preventing work is one way of working to increase health and is an obligation to work with in the Swedish working environment (Arbetsmiljöverket, 2013). Health preventing work can be described as an action, an effect, a characteristic or a product. On the other hand, health promotion has a holistic perspective, which can be seen more as a long-term strategy and not only single events. The health promotion work will be integrated in processes and put into a context. Health promotion starts by asking the questions; *what* is health, *how* do we maintain or increase the level of health and *which* conditions will contribute to a stronger health in our specific context? The three most common visions to work with in the working environment is: decrease the level of sickness leave, increase the number of long-term healthy employees or increase the level of productivity as a result of good health (Hanson, A., 2004).

3.4 Communication

The right communication is one of the key parts to successfully enforce and implement the chosen strategy (Engquist, 2012). The communication needs to be adapted to the different levels of the company and the different receivers. This part of the framework will examine effective strategies of communication for each establishment level.

3.4.1 Communication in theory

In theory there are three main purposes you want to achieve with your communication. The purposes are; you need to take control over a situation, the conversation will create personal development or you search for confirmation (Engquist, 2012). In short, you can describe communication as passing information and exchange experiences (Hilmarsson, 2003). This is something we do everyday by sharing experiences and opinions with other people. The conversation is also mandatory to share values and standards in a group where we express our opinion on a subject. Communication is not only the verbal words, but a large part is expressed through our body language and lays in our intonation (Hilmarsson, 2003).

The most interesting part is to examining how to create effective communication. The result of a conversation will depend on many different parameters, such as the physical environment, the culture and the regulatory system. In addition to this, all humans are unique

concerning knowledge and personality, which will make every conversation different from another. This fact makes it hard to exactly describe an effective conversation, but there are a few ingredients that will serve as necessary factors. (Engquist, 2012).

3.4.2 Communication in the organisation

Successful communication is built of wide and direct information from the source (Angelöw, 2010). Deficient or corrupt information is one of the biggest risks of not succeeding with your communication. All kinds of changes bring an amount of rumours, which occur in more or less every organisation. Giving direct and correct information can prevent rumours from spreading into the organisation (Angelöw, 2010). Rumours are built of information that has not been confirmed nor denied by the management team. Unnecessary insecurity will be created in a situation built of deficient of information.

There are several actions you can take to prevent rumours being spread. All people involved should get the same information and preferably at the same time. Performing personal conversations are necessary to discover different reactions and repeat the actual information both in written and oral. It is also very important to carefully inform the concerned persons and constantly update the situation even if you have nothing new to inform. For your own good, always document which information has been given and to whom. This may save you when people are irritated because they have not been informed. (Angelöw, 2010)

3.4.3 Management and Communication

The manager in a position under the highest managers and over the employees often ends up in a tricky situation. The demands and messages may differ a lot whether you should transfer them upwards or downwards. This “middle manager” should therefore create an own clear philosophy to translate the communication from a higher level (Engquist, 2012). Through this the manager can be confident in the philosophy and explain her own thoughts to the employees.

Leadership is an art of the interaction between people and a leader needs to be an expert in this field. Your role is about creating excellent conditions for the group process, make sure the work will be done and encourage your employees. The role can be very demanding and today the working environment require the leader to use both her brain and her heart in her leadership style (Hilmarsson, 2003).

3.4.4 Communicate with your employees

Communication with the employees includes a wide range of subjects such as appraisals, coaching or constructive criticism. These conversations give the manager a unique opportunity to communicate with the employees (Hilmarsson, 2003). The conversation can create valuable relationships, increase the level of collaboration and lead to positive improvements, but can also lead to the opposite such as conflicts and resistance. Therefore it is important to have the knowledge about the different ways of communicating and how you can bring the positive side out of a conversation (Hilmarsson, 2003).

Hilmarsson (2003) has described a number of useful tools for effective communication, which will be presented in the next two following pages.

Tool	Definition	Purpose	Actions
Attitudes and values	A proper attitude will give the opportunity to express our rights, without violating anyone else's.	By letting your values permeate your actions and communication, you will gain trustworthiness as person.	Create a balance in the conversation with a genuine interest of understanding and listening. Take the first step to be a listener.
The-I-message	An approach where you explain behaviour through your emotions, thoughts and experiences.	A way of expressing your opinion, message and emotions. You take responsibility for your actions and values.	Have the courage to be who you are and affect persons through that.
Asserting oneself	Use eye contact, a clear voice and a confident body language to spread your message.	You can address difficult information without a negative reaction.	Be equal and fair. Express yourself friendly and ask for practical actions to change behaviour.
Listening	Show encouragement through your body language, repeat in your own words what has been said and validate if it is correct.	Become a better manager through listening. Listening gives you a understanding of the person.	Listen active and show interest about the other person.
Asking questions	Ask open questions like; what, when, where? Ask closed questions to steer the conversation.	Questions are your opportunity to engage and inspire people to participate in the conversation.	Motivate your question. Determine a purpose, subject or theme for the conversation.
Praising	Use eye contact and show your praising emotions.	Praising educate, motivate and strengthen the relationship between people.	Be concrete and motivate your praising.
Feedback	Only change one thing at a time.	Express your criticism in a friendly and constructive way, which will maintain a good relationship.	Give the person a warning about the feedback. Be honest, motivate your criticism and listen carefully to the other person.
Rejecting	Confirm and understand the other	You being able to say no to the people without	Explain your rejection and fin

	person's message. Explain your emotion and your need. Find another solution.	feeling guilty or bad conscious.	an alternative solution. Be honest and open-minded.
Coping with emotions	The key to coping with emotions is to confirm them.	Become constructive, a good listener and problem solver.	Confirm the emotions during the conversation. Let the conversation take time and wait for strong emotions to come down.
Difficult information	Be well prepared and plan extra time for the meeting.	Giving difficult information carefully and trying to facilitate for the person.	Plan carefully what you are going to say. Give a warning in forehand. Go straight to the issues and talk about the future and possible support. Sum up and book a new meeting for following-up.
Coaching	A method to create improvements or development through a systematic process.	Helping someone to improve or develop.	Create participation and motivate. Set a goal, an action plan and plan for a follow-up.
Appraisals	A conversation between an employee and her closest manager. Should be systematically performed and regularly.	Creates an opportunity for a dialogue between the employee and the manager. The purpose is to develop the individual and the entire organisation.	Define the employee's situation. Learn about the employee's needs. Create an action plan. Evaluate and repeat the agreement. Follow-up.
Conflicts		The ability of solving conflicts in a effective way will improve	Communicate. Find joint interests. Use problem solving.

3.5 Health Promotion Operations

Laws and regulations describe the companies' obligations and the employees' legal rights concerning the working environment. They play a key part in the way of enforce health promotion operations into the organisation, which this section will investigate. A couple of additional methods, outside the regulations, will also be presented to bring the thesis an innovative and creative view of health promotion. Performing cost calculations, cost-benefit analysis and also the perspective of more soft values will from the financial calculations.

3.5.1 Legal regulations

This part aims to give a picture of the laws and regulations related to the working environment. It will give a picture of the different legal authorities and the working processes being issued by the different acts and regulations.

The Work Environment Act, (Arbetsmiljölagen, AML)

The Swedish Work Environment Act represents the foundation of all the work concerning the working environment. The Swedish Parliament passed the Act in 1977 and it has been amended several times since then. The Work Environment Act defines the outer framework of work environment regulation. The outer framework can be read more in to detail in the Provisions issued by The Work Environment Authority. (Arbetsmiljöverket, 2013)

In the Work Environment Act you can read about the obligations concerning illnesses and accidents that employers and other responsible for the safety have. There are specific rules, which explains the interaction between the employer and the employee. The working environment includes the following areas and factors in the working place:

- Technical
- Physical
- Work organization
- Social
- Work content

(Arbetsmiljöverket, 2013)

The Work Environment Ordinance, (Arbetsmiljöförordningen, AMF)

The Government has issued The Work Environment Ordinance, which contains certain supplementary rules to the regulations issued by the Parliament. The Ordinance describes in detail what should be done and performed by whom, when and where. (Arbetsmiljöverket, 2013)

Provisions and General recommendations, (Arbetsmiljöföreskrift, AFS)

The main purpose of the Provisions is to create a healthy, safe and developmental working environment. The Provisions aim to be clearer and more accessible in the areas where they should affect the working environment. The Work Environment Authority is therefore issuing a statute book, Provisions and General recommendations, which will specify the requirements to be met by the work environment. For example, the Provisions may concern different risks, mental stress, physically disorders, dangerous substances or machinery. These Provisions are worked out together with the Swedish labour market parties. (Arbetsmiljöverket, 2013)

There is a constant renewal in the Provisions because of the new knowledge about risks, changes in working life and new EU Directives. Also there is a constant task to amend and amalgam the already existing Provisions, especially when it comes to the overarching

Provisions. The overarching Provisions explain in general the way the working environment should be like.

The Provisions are written by specialist in the fields of chemical, psychosocial, ergonomic and technical issues. To keep up with the development and new trends they have to learn about new research and developments. (Arbetsmiljöverket, 2013)

Systematic work environment management, (Systematiskt arbetsmiljöarbete, SAM)

Systematic work environment management has the purpose to observe and report different psychological and social conditions in the everyday work. It is also important to taking decisions and measurements about the physical environment so that employees not get injured or harmed in any other way. In other words, SAM, will lead to an observation of all conditions in the work environment capable of affecting the employees' health and safety. All these actions make it easier to discover hazards, possible accidents reduce sickness absence and create more job satisfaction. By looking at SAM in a financial perspective, there are several clear advantages. The firm will improve their financial standing, create a good reputation within and outside the firm and create an attractive firm to work in.

(Arbetsmiljöverket, SAM, 2013)

Who work with SAM?

- **The employer** has the main responsibility. The head of the undertaking needs to have good knowledge about the Work Environment Act and the work environmental rules related to her work. The employer is responsible of the organisation of the work environment management. (Arbetsmiljöverket, SAM, 2013)
- **The employees** are included in the work environmental management by reporting, observing and suggesting measurements on the everyday basis. They have an important role in the work of identifying hazards, incidents, illnesses and accidents in the working environment. (Arbetsmiljöverket, SAM, 2013)
- **The safety delegates** participate in the planning and implementation of the work environment management. They play a leading role in the investigation of working conditions, planning of rehabilitation and regular follow-ups. (Arbetsmiljöverket, SAM, 2013)
- **The occupational health service** (företagshälsovården) is an expert on issues related to the working environment. Their recourses may be used for expert opinions, surveys and risk assessments, suggest on rehabilitation and professional training. (Arbetsmiljöverket, SAM, 2013)

Internal Rules

In addition to all the legal regulations the company also have its own rules concerning the working environment. These rules are worked out by the "organisation" and should correspond to the company's overall strategy and valuation related to the working environment and the employee's health.

(Ernhagen, 2012)

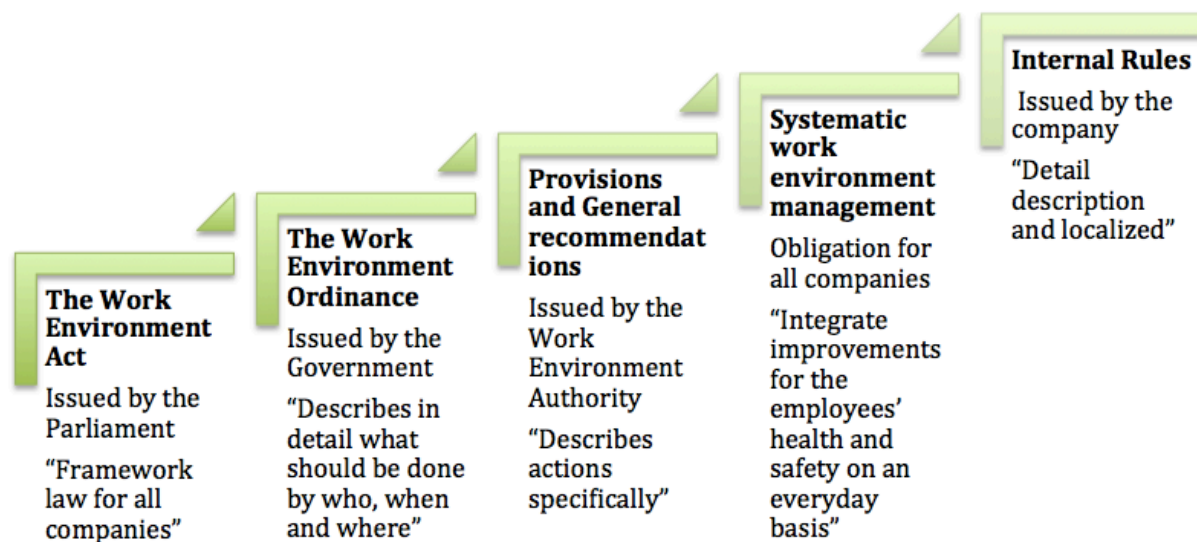


Figure 12. Overview of the laws and regulations concerning the working environment.

3.5.2 Theory Related to a Healthy Working Environment

3.5.2.1 Creativity and Innovation Connected to Psychological Well-Being

Two interesting research studies have been done examining (1) factors behind a creative and innovate corporate climate (Ekvall, 1996) and (2) the connection between organisational creativity and innovation with psychological wellbeing (Rasulzada et al., 2009). Ekvall (1996) has describes ten factors which stimulate creativity and innovation within the organisation, which will be the first step of the evaluation. Further, the connection between organisational creativity and innovation with psychological wellbeing will be made since Rasulzada et al (2009) argues that the higher level of creativity the better psychological wellbeing in the organisation. These two studies combined will create factors for an organisation with psychological wellbeing and these for are included in the theoretical framework.

Ekvall's (1996) ten factors for creating a creative and innovative organisation;

1. Challenge.

Challenge refers to the employees' emotional involvement with the organisation's operations and goals. A high level of challenge means a perceived emotion of meaningfulness and joy in the work, and a low level means emotions such as alienation and indifference.

2. Freedom.

This factor measures the independence of the employees. In a culture with a large amount of freedom the employees will make contact, give and receive information, discuss problems, take initiatives and make decisions. On the other hand, organisations experiencing less freedom will be passive, rule-bound and anxious to not to exceed established boundaries.

3. Idea Support.

Idea support explains the ways new ideas are treaded. In a positive context, ideas will be meet with support and enthusiasm from managers and workmates. Employees have the possibility to try new ideas and the atmosphere is constructive and positive. A low support means immediately refusal of ideas and problems and obstacles are highlighted related to the new ideas.

4. Trust/Openness.

This factor describes how emotional safe the relationships are. A strong trust and openness makes people willing and brave to share ideas and opinions. The communication can be described as open and straightforward. On the other hand, when trust is missing, people are suspicious and afraid of making mistakes. People may also fear being exploited or robbed of good ideas.

5. Dynamism/Liveliness.

This factor describes the liveliness in the organisation. A dynamic working environment is symbolised by; new things are happening, processes are alternating in ways of thinking and performing different actions. The opposite situation is when processes are rigid and the same every time. No new projects or plans are occurred.

6. Playfulness/Humour.

This factors means how spontaneous and easy-going the climate is. A playful organisation symbolises an atmosphere where jokes and laughter is a natural part. The opposite atmosphere is characterised by seriousness, gravity and stiffness.

7. Debates.

Debates are the meetings between viewpoints, ideas, differing experiences and knowledge. In the debating climate many voices are heard and people think it is important to putting forward their opinions and ideas. In organisations where debates are missing people tend to follow authorities without questioning.

8. Conflicts.

Conflicts can be described as the presence of personal and emotional differences en tensions. A high level of conflicts will lead to a climate where people or groups dislike each other. Plots, traps and gossip are usual in such an organisation. In the other case, people behave mature and accept differences with psychological insight and can control impulses.

9. Risk Taking.

Risk taking defines how tolerant an organisation is to insecurity. When an organisation is highly risk taking, decisions are being made fast and opportunities and ideas become concrete experimentation. On the opposite case, a risk-avoiding organisation try to work as safe as possible. They always think twice about a decision and analyse the issue very carefully before making any decisions.

10. Idea Time.

Idea time is the amount of time people can use, and actually use, for creating and evaluate new ideas. In an organisation with a high amount of idea time, there is room for discussing and testing new ideas. People use the idea time for it's purpose. In the reverse case, there is no room for idea time since every minute is booked and specified. This time pressure makes it impossible to think outside the framework or the planned activities.

3.6.2.2 Rubenowitz's Five Factors

Rubenowitz (1994) has formulated five factors for creating a good psychosocial working environment and they will therefore support psychological wellbeing and satisfaction;

1. *Positive work management environment.* A positive work management environment means a good collaboration between the manager and the employees.
2. *Good working community.* There should be good conditions for wellbeing and contact between the employees.
3. *A “moderate” workload.* A moderate workload means neither too high demands nor too low demands.
4. *Self-control in the work.* Possibilities, within certain boundaries, to being able to control the work pace and frame the workday by yourself.
5. *Stimulus from the actual work.* The work should give the employee the opportunity to develop strengths, use her experiences and knowledge and learning new things. (Rubenowitz, S., 1994)

3.5.2.3 Karasek and Theorell’s Stress Model

One model describing different stages of stress is the demand-control-model by Karasek and Theorell (Theorell, 2003). The model has four stages where each one represents one combination of the two parameters job requirements and control. The third axis is showing the importance of social support.

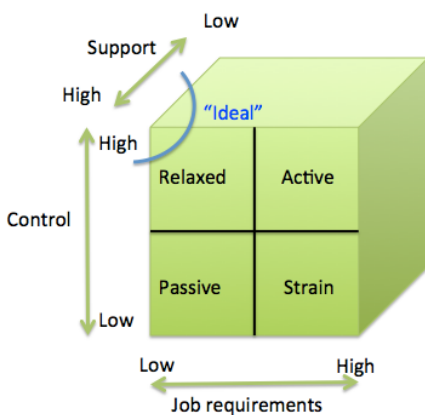


Figure 13. Schematic picture of the different parts of a company’s health and safety work.

This model can be used as a tool to evaluate a person’s current position in life or at work. By placing yourself into the matrix you can reflect on changes and improvements that need to be done to improve or maintain your overall health. The “ideal” position is pointed out in Figure 13, as a description of the most ideal stage to be in.

3.5.2.4 Antonovsky’s Sense of Coherency

Sense of coherency, SOC, is defined as in what extent a person experience the feeling of confidence towards the three parameters (1) stimuli that occurs in the inner and outer world are structured and comprehensible, (2) you have accessible resources to cope with demands and challenges in life and (3) the demands are valued as challenges and valuable experiences and engagement (Antonovsky, 2005).

By measuring the different components of SOC you will get a picture of a persons ability of coping with difficult events in life. The three components are depending on one another, but

of course there are exceptions where a person have a high level of one component and a low level on another. All three components are important, but meaningfulness can be seen as the most important one, which can directly influence the other two in a negative way. Though it is important to emphasize, that successful problem solving is depending of all three parameters.

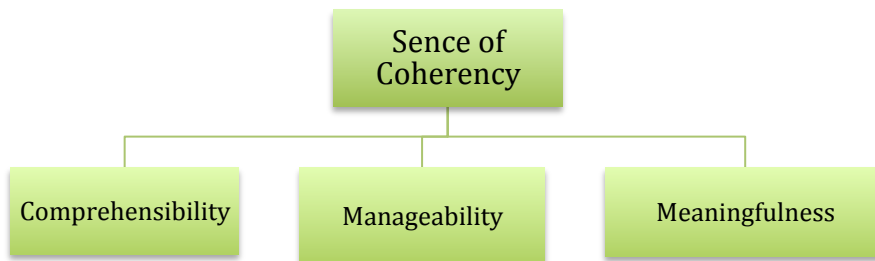


Figure 14. Schematic picture of SOC

SOC consists of the three parameters comprehensibility, manageability and meaningfulness. These parameters will be examined in more detail to increase the understanding of the concept and its different components.

Comprehensibility

Comprehensibility has the purpose to measure in what extent you experience inner and outer stimuli as rationally graspable (Antonovsky, 2005). The information should be coherent, in order and clear rather than disorganized, random, unexpected and unexplainable. A person with a high level of comprehensibility will experience future stimuli predictable or at least explainable or able to organize them (Antonovsky, 2005). All kinds of stimuli are included, even death, war or failures, will this person be able to value as comprehensible. Different events in life will be viewed as challenges, experiences or even endurable events.

Manageability

This parameter means in what extent you experience resources availability, which will help you cope with the stimuli and demands you constantly will be exposed to (Antonovsky, 2005). The resources refer to anything or anyone you can count on and trust. A high level of manageability will lead to the emotion of not being a victim or believe life is treating you in an unfair way (Antonovsky, 2005). Unhappy events will occur in every person's life, but manageability will help you through them and prevent you from grieving forever.

Meaningfulness

Meaningfulness can be seen as a component of motivation (Antonovsky, 2005). People with a high level of meaningfulness express things that are important to them and had a very important significance in their life. Frankels (2006) has also written about the importance of meaningfulness and its crucial significance when it comes to surviving extreme situations. The parameter meaningfulness means in short words in what extent you experience that life has an emotional meaningfulness (Antonovsky, 2005).

Practical use of SOC

One way of applying the concept SOC into the working environment is through a survey specialized for the working place (Hanson, 2004). One starting point for such a survey will be presented in the Table 1 where SOC is translated into an everyday level at the working place. The subjects mentioned in Table 1 must of course be put into your context and your own specific working environment.

The importance of SOC for a person’s ability to solve problems and overcome difficult situations make this concept an important tool to integrate in the working environment. By trying to achieve a high level of all three parameters you will have the resource of strong employees with the ability of solving difficult situations.

Comprehensibility	Manageability	Meaningfulness
Knowledge about	Resources and support	Motivation
The outside world	Material and tools	Visions
The industry	People	Goals
The company’s history	Clear organization	Reasonable salary
The company’s organization	Clear guidelines	Benefits
Work content		
Working environment	Opportunity to affect	Values
Your own role	Work pace	Ethics and morality
Changes	Work organization	Central values
	Decisions	Fair treatment
Feedback from	Competences	Positive experiences
The manager	Proficiency	Relationship to workmates
The workmates	Social competence	Relationship to the manager
The customers	Communication	Pleasant environment
		Humour
	Energy	Work variation
	Physical energy	Activities for the well-being
	Psychological energy	Self-esteem
	Aloofness	
	Breaks	

Table 1. SOC translated into an everyday level at the working place. (Hanson, A., 2004)

3.6 Financial Evaluation

There are several methods being used to analyse health care and health promotion operations. Most of them are measured and based on the parameter benefit. Benefit measurements are normally difficult and it is hard to set a price on the benefit. You have to try to estimate the value a potential customer would be willing to pay for the service or evaluate what costs you can avoid buy investing in health promotion activities. The standard unit being used is different depending on the type of health improvement being analysed. (McPake, et al, 2013)

When deciding on what evaluation method to choose, you have to start by knowing what kinds of resources are available for the study. It is important to use the right method according to what will be most desirable and feasible. Below are some ways of using benefit-analyses:

- Cost-benefit analysis means assessing cost and benefits in money terms.
- Cost-utility analysis means using an index of benefit that is common around different services. One example is the quality-adjusted life years index, QALY.
- Cost-effectiveness analysis is used when the outcome can be measured in natural units. Example of outcomes can be years of life gained or number of days increased of working capability.
- Cost-minimisation analysis is used when the outcome is the same for all options. Then you simply choose the one with the lowest costs.

(McPake, et al, 2013)

The first part of the economic evaluation is to ask the right questions about the subject being evaluated. It is important to really understand what is measured and what object you want to examine. The best way of choosing the object is in terms of achievement. This means you need to analyse what the achievements of the method is before you start analysing. Achievements can for example be in money or improved work quality. Another very important aspect is to not have a clear view on the result before the evaluation. The evaluation should be objective and you should consider other methods and alternatives in your evaluation. The perspective of the evaluation can be different, for example a societal perspective is often used, which includes all cost and benefits whoever receive or pays for them. If you are a company your perspective might be to please the stakeholders and create a healthy and sustainable working environment, which will be financial feasibility in the long-term. (McPake, et al, 2013)

3.6.1 Cost Benefit Analysis

Cost benefit analysis is the most common evaluation method and therefore a general example will be presented here. The first step of the analysis is to choose the objective of the evaluation. Since the chosen method is Cost-Benefit the evaluation will be made based on estimations of costs. A company's primary goal is to be feasible and to please its stakeholders, which will make figures and money the most suitable objective when working with corporate businesses. Though, some important parameters may be impossible to estimate and therefore a second objective is in this case needed. The second objective will be improved employee health since the employees' are the most valuable resource to a company. An improved employee health leads to a great deal of benefits such as effectiveness, less employee turnover, strong corporate culture and creating an attractive working place.

Calculations of the sickness leave costs are one way of clearly get a picture of what illness may cause your organisation. These calculations can both be used to summarize the organisation's total expenses due to illness but also for individual manager to point out how their budget will be affected. In Figure 15 an example is showing the costs of an ill employee from day one to one-year sickness leave. The employee is working in the Swedish working environment and the salary and costs will be estimated. In the example below the person has a salary of 25 800 Swedish crowns, SEK. The figures are presented in Figure 15 are presented in the unit SEK per hours, with exceptions to the monthly salary and the total cost of disease

Staff cost	Present	Absent				
Monthly salary	25 800 SEK					
Salary per hour	156					
Remuneration, %		Day 1	Day 2 -14	Day 15-90	Day 91-180	Day 181 - 365
Salary	156 (100 %)	0 (0 %)	125 (80 %)	16 (10 %)	0 (0 %)	0 (0 %)
Vacation allowances	20 (13 %)	20	20	20	20	0
Social fees	79 (49 %)	9	65	16	9	0
Staff overheads	SEK / hour					
Staff and economy administration	15					
Corporate health care	2					
Union work	1					
Working environment	1					
Social work	1					
The board	3					
Premises	3					
Other	1					
Total overhead per hour	27	27	27	27	27	27
Total cost per hour	282	56	237	79	56	27
Number of absence hours		8	72	415	495	825
Total cost of disease		448	17064	32785	27720	22275
						Cost year 1: 100 292

Figure 15. Overview of sickness leave costs.

As you can see in Figure 15, the total cost of one ill employee will be 100 292 SEK over a one year period. This is a large sum of money and the company should therefore take every action to avoid illness. Some illnesses you cannot prevent or do something about, but this study refers to stress and psychological illnesses related to the working environment.

In addition to the expenses in Figure 15, the following costs will affect your organisation:

- Replacement salary
- Replacement training
- Rehabilitation program
- Cost due to ineffectiveness before the illness is known
- Valuable knowledge and experience

On the organisation-level, there will be negative effects like:

- High sickness leave numbers
- High employee turnover
- Damaged reputation and unattractive working place
- Difficulties recruit the needed staff and knowledge

3.7 Implementation and Improvements

The last step includes implementation and improvements in the organisation. This part will anchor its theories in literature and research about this subject. Kotter (1996) described an eight-step process to work with improvement operations and implementation, which will be used as a framework for this part of the thesis.

Kotter (1996) has written one of the most well known articles about implementation. He claims managers for not realizing the importance of the implementation process, which lead to many failures. Kotter's (1996) eight-step process describes the implementation process

where each step is important and there is no meaning of trying to accelerate the process or change the order of the different steps. By understanding the stages of change managers will increase their chances of better results and implementations. These steps will make your organisation competitive and leave your competitors behind (Kotter, 1996). Participation and commitment is also two crucial factors to avoid resistant to changes and being able to utilize the user's experiences (Wilson and Haines, 1997).

Kotter's eight-step process

Kotter's (1996) eight-step process is important to consider for the organisation to gain a successful implementation and avoid resistance to change (Alveson, 2012).

1. Establish a sense of urgency

Examine the market and identify potential crisis or unexploited opportunities. Convince a majority of the top managers that an unchanged situation is more dangerous than the unknown. Be aware of the difficulty of driving people outside their comfort-zone and the risk of being paralyzed when facing the unknown.

2. Form a powerful guiding coalition

Create a group of people with shared commitment and an amount of power with the possibility to follow out the implementation. Try to include people with former experience in teamwork at the top.

3. Develop a vision and strategy

Create a vision to point out the change effort and develop strategies that will lead to the actual change. Create a clear and easily understandable vision.

4. Communicate the changed vision

Use every accessible tool to communicate the new vision and strategies for accomplishing it. Avoid the risk of under communicating the vision and behave in contradiction with the vision.

5. Empower a broad base of people to take action

Encourage risk-taking and new activities. Try to remove systems that undermine the vision. Be aware of coping with strong individuals with resistance to the change.

6. Generate short-term wins

Create visible goals and improvements and reward employees who contribute to the improvement and vision. Do not take short-term successes for granted or fail to success within 12 to 24 months.

7. Consolidate gains and produce even more change

Use you short-term successes as a way of gaining creditability to your improvements. Use the creditability to remove activities that undermines the vision. Avoid the risk of declaring the total success to early and still pay attention to individuals who might influence the process negatively.

8. Institutionalize new approaches in the culture.

Formulate the connection between the new changes and corporate feasibility. Include the new changes to leadership development programs and avoid promoting persons to leadership positions who do not work after the new system. A successful change must in the end create new social norms and values in the organisation.

3.8 The Concept of Health Promotion Management

The six parts of the theoretical framework will together create the concept of health promotion management. Health promotion management includes all parts of the theoretical framework; from (1) corporate strategy and culture, (2) management, (3) communication, (4) health promotion operations, (5) financial incentives to (6) improvements and implementations. The management team play a key part in the work of creating a healthy working place because they have both the power and the tools to do so. The managers have to work with psychological, physical and social aspects within the working place to encourage the employees to perform at their very best. The managers key part have been pointed out, but in this strategy the employees' participation and motivation will be the key factor whether the strategy will gain success or not. A health promotion manager is not only a manager, but also a leader that will guide the employees to shared values and goals related to health and wellbeing. Today a modern leadership includes the values of health and shall therefore be integrated in the overall manager position. The gains can be put higher than just decreased sickness leave figures and increased absence. Increased goals of productivity, creativity, joy of working are just some examples of gains that a health promotion strategy will bring.

A health promotion strategy will give all questions related to health a higher status and increase the proactive work with inspiration and motivation within the field. By using health as a measurement of result, you will in return gain healthy employees will the ability and motivation to perform at their very best. The employees are the most valuable resource in an organisation and therefore this strategy will make you organisation sustainable, attractive, competitive, and financially strong and a leading player within your industry.

4. Results of Case Studies

This section will present the results based on a number of case studies performed in the business industry. The information from the case studies will be presented as summarized results, which makes the material accessible and schematically. The case studies are based on the theoretical framework and therefore will serve as a verification of the theory. The case studies will also bring important new aspects and insights to the subject.

4.1 Case studies 1

The theory presented in the theoretical framework is anchored into the business industry through qualitative interviews. The first round of interviews included three top managers and two consultants, who all are working with the current topic and have great experience of health promotion work.

Three of the persons were found through the award “The Health Promotion Manager of the Year” issued by the magazine Chef (Chef, 2014). The persons will be briefly presented in the following list:

1. Katarina Berg, Vice President of HR, Spotify, Winner of “The Health Promotion Manager of the Year” in 2010 (Årets Hälsobefrämjande Ledare, 2010).
2. Peter Rejler, Chairman, Rejlers, Winner of “The Health Promotion Manager of the Year” in 2013 (Årets Hälsobefrämjande Ledare, 2013).
3. Angelica Björkbom, Head of HR, PostNord, Winner of “The Health Promotion Manager of the Year” in 2009 (Årets Hälsobefrämjande Ledare, 2009).

As said, Case studies 1 also included two health strategists and consultants. These two persons have great experience with in the field of health promotion work and have worked with many different cases within the industry. Their wide knowledge will bring a valuable contribution to the result. The following two health strategists are included in Case studies 1:

4. Christin Berg, Health Strategist and Consultant, Berg&Medspelare (Berg&Medspelare, 2014).
5. Åsa Axelsdotter Hök, Health Strategist and Consultant, Max Matthiessen (Max Matthiessen, 2014).

The interviews are based on the theoretical framework and are divided into the five main parts. The answers will be presented in Table 4.1.1 - 4.1.5 and the interview persons will be referred to as their number in the presentation list above.

Table 4.1.1 Summarized results of **Strategy and Corporate Culture**.

Questions	Answers
What is the relationship between health promotion work and corporate strategy and culture?	Health promotion work is strongly connected to the corporate culture and strategy. (1,2,3,4,5)
Which are the crucial parameters for creating a healthy corporate culture?	Leadership (1,3,5) Values (1,4) Integrated in the overall business and accessible opportunities for physical activity (2,4) A clear purpose and strategy (1,4) Support from top managers (5) Knowledge about health (5)
Do you work with the concept CSR? Do you experience a strong connection between CSR and health work?	All work with CSR (1,2,3,4,5) Responsibility to external organisations (1,2,3,4,5) Clear connection to the employees well-being (2,3)
How would you describe the support from top managers concerning health promotion work?	Top managers share the same values (1,2,3,4) Support is one crucial success factor (2,3,5)
What are the benefits coming from a health promotion strategy?	Positive chain reaction for individual, team and organisation (1,2,3,4,5) Employer branding (1,4,2,5) Quality (1,3)

Table 4.1.2 Summarized results of **Leadership and Health Promotion Management**.

Questions	Answers
How have you as a leader worked to inspire and increase health in your working environment?	Work with the leadership and educate the management team (1,2,3,4) Integrate health work and activity in overall business (4, 2) Create good conditions (4, 3) Be a role model (2) Psychosocial issues (1) Managers not focused on the psychosocial health, more physical focus (5)
What are the biggest challenges you have been facing related to health promotion work?	When you have no resources you have to be creative, brave and take difficult decisions (1) Health is a gigantic field with unique cases (4) The time issue and stressed situations (3) Not taking health seriously (5) Employer lack of responsibility and too much focus on quick-fixes (5) Deficiencies in the working environment, such as bad conditions, bad leadership, little influence etc. (5)
How do you work to map the need of health promotion activities?	Sickness leave figures (1,4,3) Surveys (4,2,3) Employee turnover figures (1,4) Qualitative dialogues (1) Health responsible (2) Start with small concrete issues and develop the strategy (5)
What is your opinion in the discussion about how the company's responsibility extends? Should the company also interact in problems concerning the home environment?	Based on situation (1,4) Comes naturally (2) Individual own responsibility, but of course adjustments after situation (3) Companies need to take more responsibility (5)

Table 4.1.3 Summarized results of **Communication and Financial Evaluation.**

Questions	Answers
How do you motivate health promotion management?	Health person performs better and highlight the benefits (4,2,5) Create great conditions (1,4) Integrate physical activities with social activities (1) Communication channels (3) Employer branding (5)
What are the reactions of the employees concerning the health promotion work? Criticism?	In general very positive (1,2,3,4,5) Some criticism is inevitable (1,2,3,4)
Greatest challenges concerning communicating your purpose to top managers?	No problem (1) To show the feasibility of health work (3) How to practically integrate health work in the overall business (4) Not applicable (2) Getting managers to prioritize the health question (5)
What kind of financial evaluations do you use as an argument for introducing health promotion work?	Sickness leave calculations (4,2,3,5) Business case (1) Return on investment, ROI (2) Hard to find financial arguments (5)

Table 4.1.4 Summarized results of **Health Promotion Operations**.

Questions	Answers
Health promotion activities	Health care contribution: benefit for the employees (1, 4, 3) Health profiles: offers targeted interventions (2,3,5), good activity (4), unsecure of the effect (1) The more you offer, the more persons will participate (5)
What is your experience of new methods like yoga?	Positive response (1,2,3) Offered at the working place (1,2,3) No experience (4)
Have you ever encountered a large amount of resistance that lead to a “failure”?	No (1,2,3,4,5) Information important to avoid failure (4) Motivation and patient important to not fail (3)
Have you experienced any negative effects of health promotion work?	No (1,2,3,4,5) Too much focus on health care contribution (1) Health care hour less effect than expected (3)

Table 4.1.5 Summarized results of **Implementation and Improvements**.

Questions	Answers
What are the most crucial parameters to gain success in an implementation process?	Clear purpose and integrated strategy in the overall business (1,4,2) Communication (4,3) Engagement and participation (2,3) Support from top managers (2,5) Long-term perspective (5)
Participation is pointed out as a success factor in the literature, do you agree and how do you work with participation practically?	Yes (1,2,3,4,5) Communication with health care responsible and other persons (4,2,5) Clear health goals on team level (3,5) Let the employees formulate goals and take decisions (5)
Name the three most important factors for creating a successful health promotion strategy in the working environment.	Clear strategy for the health work (1,2,3,4,5) Participation (1,4,2) Communication (1,4) Support from top managers (2,3) Individual adaptation (2) Focus on a number of activities (3) A clear responsible person / persons (5) Start from the specific working environment and the organisation take a large responsibility (5)

4.2 Case studies 2

The second round of interviews had the purpose of examining a new establishment level at the management team. Therefore, a number of managers within the organisations PostNord, Spotify and Rejlers were interviewed to understand their aspects of the health promotion work. Doing further examination in these three chosen organisations came as a natural step after talking to three award winning top managers within these organisations.

The following list presents the persons included in the second round of interviews. Only the person's job title and company name will be shown, but all persons name can be found in the bibliography. As before, the persons will be referred to as their number in the following list:

1. Production Manager, PostNord
2. Production Manager, PostNord
3. Production Manager, PostNord
4. Manager & Specialist, PostNord
5. Production Manager, PostNord
6. Regional Manager, Rejlers
7. Regional Manager, Rejlers
8. Manager, Rejlers
9. Senior Director, Spotify
10. Group Manager, Spotify
11. Group Manager, Spotify
12. Director & Group Manager, Spotify

Table 4.2.1 Summarized result of **Leadership**.

Question	Answer
Which health promotion operations are included in your manager role?	Supporting initiatives (1,5,6,7,8,9) Offer health care contribution (1,2,3,5,7,8,) Create conditions for better health (2,6,9,10) Appraisals (3,5,7) once a week (4) Mandatory break every morning (3) Education thought the Occupational Health Care (3) Handle current situations (4) Conflicts and collaboration with customers (4,12) Responsible for the Health inspirer (5) Health inspirer (6,7) Health therapist (6) Feedback (8) Overall health, both physical and psychological (9,10,11) Communicate the importance of the basic needs for a good health (10) Responsibility that employees are healthy, comes naturally (11,12) No specific activity, a natural part of my role (12)

<p>Which activities do you find most effective?</p>	<p>Conversations with the employees (1,4,5,8) Work out continuous (1,3,6,7) Easy work out like walks (2) Mandatory break every morning (3) Integrate in everyday conversations (5,8,9,10,11) Small everyday activities, eg stand and work (6) Health inspirer/ambassadors (6,7) Health care contribution (6) Free health care (6) Responsiveness (11,12) Combine social and physical activity (12)</p>
<p>How do you launch new activities?</p>	<p>Supporting new initiatives (1,2,5,6,8,9,10,11,12) Financial support (1,8,9,10,12) No financial support (2) Time and money decides (2) The employees decide (3) Health inspirer / ambassador / specialist health group (6,7,9,10,12)</p>
<p>How do you integrate health work into your manager role?</p>	<p>Conversations (1,7,8,9) Being responsive (1,9,11) Invite to movement (2) Creating a variation during the work day (2) Large amount of information (3) Education about subjects related to health (3) Health inspirer (3,8) Value driven leadership (4) Health is both physical and psychological (5,8,9) Comes very natural, involve everybody (6,10,11,12) Highlight the positive effects of health promotion activities (7) Inform about health promoting activities (8)</p>
<p>How do you map the need of health promotion operations?</p>	<p>Result from survey (1,2,5) Discuss issues at local office meetings (1) Conversations (2,3,4,5,8,9,12) Being responsive (3,4,6,7,8,10,11,12) Dare to ask difficult questions (6) Work with the leadership; okay to talk about problems (6,11) Be a role model; tell about your own difficulties (6) Attentive of continuous illness (10) Open communication and trust (11)</p>
<p>How do you work with participation?</p>	<p>Let the employees handle the meetings (1) The employees make decisions and proposals of improvements (1,2,3,4,6,7,8,9,10,11,12) A lot of information (2) Close relationship with the employees (1,4) Feedback / coaching (3,8,10,11,12) Encourage new ideas from the employees (3,6,7) Needs to improve (5) Employees set goals every quarter, "Objectives and Key Results" (11)</p>

	Fundamental part of leadership style (12)
Estimated how much time you spend on health work each week?	<p>All persons found this question very challenging, but did a very rough estimation.</p> <p>2 hours per week (1)</p> <p>0,5 – 1 hour per week (2)</p> <p>2-3 hours per week (3)</p> <p>Discuss related issues every day (3)</p> <p>2-4 hours per week (4)</p> <p>At least 1 hour (5)</p> <p>2-3 hours or 2-3 days depending on what you include in the concept of health promotion work (6)</p> <p>1-2 hours per week (7)</p> <p>1 hour per week (8,10)</p> <p>Not possible, though 4 hours of individual conversations per week (9)</p> <p>Not possible, integrated in my manager role (11,12)</p>

Table 4.2.2 Summarized result of **Communication**.

Question	Answer
How do you motivate your employees to health promotion activities?	Appraisals (1,2,5,8,9,10) Being a good role model (1,2,4,6,7,12) Decide on activities together (1,6,7,8) Rehabilitation appraisals (2) Open communication, dare to show yourself vulnerable (3,6) Health care contribution (5,6,8) Inspire and encourage (9) Create good conditions (10) Support new initiatives (11,12) Personal development (11) Feedback (11)
Describe the communication from top managers concerning the health work.	Closest manager keen of the well-being and health (1,5,6) Limited and not much support from top management (1,11) Lack of resources (1) Not much information from top manager (2,4,5,9,10,12) Five years ago a clear communication (2) Strong health focus from top managers (3,6,7,8) Reports on the sickness leave (4) No strong focus from closest manager (8,11) The communication is between the manager and the employee or through the specialist social group (9,11)
How do you communicate your message to your employees?	Local office meetings (1,5,6,8,10,11,12) Conversations (1,5,6,7,8,9,10) Communicate the goals (1) Straight forward and clear (2,4) Honest and open-minded (2) Information (3) Feedback (3,11) What, why, how? (4) Participate in activities (5) All possible activities, both informal and formal (7) Repeat your message several times (8) Work shops (11)
Have you any experience of difficulty of translating the visionary goals into practical actions? The other way around?	Yes (3,4,5) No (1,2,10,11,12) My job to handle these situations (11,12) Very clear about who made the decision (1) Experienced support when needed (2) All changes cause difficulty (3) Handle with motives and explanations (3,4) Discussing with other managers (5)

Table 4.2.3 Summarized result of **Financial Aspects**.

Question	Answer
Which gains come from health promotion work according to you?	Well-being (1,2,3,4,5,6,7,8,9,10,11) Employees perform better (1,2,3,4,5,6,7,8,9,10,11,12) Lower costs (1,12) The manage get an lighter work load () Time (1) Lower sickness leave (2,3,5,6,8,9) Good-will/attractive work place (7) Promotes the business development (10) If they are unhealthy, worst performance (11) Sustainability (12) Less employee-turnover (12)
Do you think about the financial benefits of healthy employees?	Yes (1,2,5,6,8,10) High cost to have unhealthy employees (1,4,5,6,8) Not really, strongest focus on wellbeing (3,4,7,11,12) We can reach our results, if the employees are healthy (9,10)
Have you been shown the financial effects of healthy employees?	No (1,2,5,6,7,9,10,11,12) Know it is expensive, enough carrot (1) Know it is expensive, but not in real figures (2,7,8) Yes, during an internal leadership course (3,4)
What are the greatest challenges of health promotion work according to your position as a manager?	Motivate the employees (1,5,8,10) Creating space for health work, time/money (1) Discover unhealthy employees (2) Make the employees understand their value to the working environment (2) Continuous use of assistive (3) Communication (4) Negative stress (4) Health promotion operations outside the job (5,7,9) Participation (7,8) Get each individual to prioritize health promotion activities (9,10) Corporate culture and organisation (11) Efficiency without overburden (11,12) Create balance (12)
Name a couple of key factors that will create a successful leadership organisation where health promotion work is naturally integrated.	Participation (1) Well-being at the work place (1,3,12) Set clear goals (1) Include the health aspect when setting goals (1) Encourage the employees (2,7) Finding creative solutions without resources (2) Coping with the stress (2) Combine health promotion operations with social activities (3,12)

	<p>Clear structure (4,11)</p> <p>Use helpful resources like HR and other experts (4)</p> <p>Support from higher managers / other functions (4,5,8,10)</p> <p>Health inspirer/ambassadors (6)</p> <p>Build a healthy organisation and culture (6,8)</p> <p>The leadership, dare to be yourself / dare to fail (6)</p> <p>Working party is planning activities; leads to encourage and motivation (6)</p> <p>Be a role model and have a strong engagement in these questions (6,7)</p> <p>Show in both words and actions (7,10)</p> <p>Health inspirer creates clear purpose and inspiration (7,8)</p> <p>Individual adaptation (9)</p> <p>Communication (9)</p> <p>Flexibility (9)</p> <p>Being responsive (9)</p> <p>Make the health questions visible (10)</p> <p>Respect and understand the big picture (11)</p> <p>Motivation and meaningfulness (12)</p>
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5. Creation of Health Promotion Management Model

The analysis will give a critical evaluation of the results and the theoretical framework. This section will evaluate the value of the different factors behind health promotion management and discussing the priority for improving health work in the Swedish working environment. A model of the concept health promotion management is also included.

5.1 Health Promotion Management Model

The case studies 1 and 2 together with the theoretical framework has been analysed and decomposed into six key factors that describes the concept of health promotion management. These six factors are a result of analyses made both on the theoretical framework combined with the result from the case studies. The six factors do not directly correspond to the initial factors of the theoretical framework since the new factors are more specified and suited for the concept of health promotion management. These six factors will give the concept a clearer understanding and facilitate for organisations willing to adapt this strategy.

The six factors of health promotion management are; (1) Integration into Overall Strategy and Culture, (2) Management Team, (3) Individual Adaptation and Select Operations, (4) Financial Perspective, (5) Communication and (6) Participation. These six factors will together form the concept and should not be seen as separate actions nor are the factors in a specific processional order. The perspective is holistic and a health promotion management strategy is built by combining and continuously work with all six factors. The factors will later on be described more into detail by discussing what is expected of the different management levels and what creates a high level of each factor. The model consists of the six factors with a summarized description as a number of key concepts. Inputs and outputs of the strategy will also be included and illustrated in the model. The chosen design of a round shape symbolizes the holistic perspective of the concept and emphasizes the importance of all six factors. The model is driven by a constant cycle process with the purpose of creating a qualitative implementation with continuously development and improvement. The health promotion management model is illustrated in Figure 16 on the following page.



Figure 16. Health Promotion Management Model

To get a clear overview of the model, the three main parts of the model will be presented below:

(1) The inner circle describing the six key factors of the strategy. Each factor includes a number of activities, which shall be performed by the organisation.

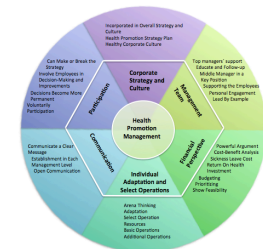


Figure 17. Inner Circle of the Model

(2) The implementation process circling around the key factors. The process is specialized for the concept of health promotion management and is constantly on going in the organisation in order to learn and improve the strategy.

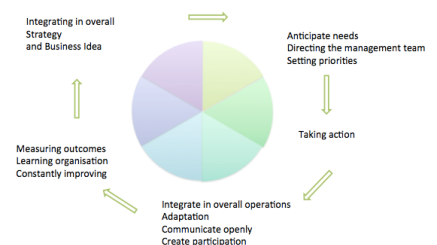


Figure 18. The implementation process

(3) Inputs and outputs describes what kind of resources and operations the organisation needs to perform respectively what outcomes the organisation can expect.



Figure 19. Inputs and outputs of the strategy

5.2 The Six Factors of Health Promotion Management

5.2.1 Integration into Overall Strategy and Culture

5.2.1.1 Incorporated in Overall Business

According to Case studies 1 health promotion work has a very strong connection to corporate strategy and culture. Therefore, top managers and chairmen must incorporate the health promotion aspect into the overall business strategy. This action will express the focus and importance of health promotion work, which in return sends out the message to the entire organisation.

5.2.1.2 Health Promotion Strategy Plan

A high level of health integrated into the strategy means a structured and pronounced health promotion strategy plan. The organisation has watchwords related to health and actually live up to these words, instead of just talking about them. In other words, the organisation has a clear health promotion strategy, which pervades the entire organisation and the corporate culture.

5.2.1.3 Healthy Corporate Culture

The corporate culture includes top managers, middle managers and the employees. Top managers create a healthy culture by working with leadership, values and a clear and integrated health strategy in the overall business. Case studies 2 show that the most successful managers feel that the health promotion work is very naturally integrated into their manager position. The management team has succeeded to create a culture where managers support new initiatives, use an open communication, create conditions for health promotion activities and act in a responsive way through all activities related to the working environment. There are also ingredients of risk taking and trust, which make people willing to try new things as well as sharing experiences, difficulties and information with each other. This description of a healthy culture is also anchored with the studies performed by Ekvall (1996) and Rasulzada et al (2009). Together these two studies describe important factors for a psychosocial healthy working environment, which are consistent with the result from Case studies 1 and 2.

On the other hand, a low level of health integrated into the corporate strategy and culture means that the organisation does not have a clear health promotion strategy. The top managers do not support health promotion in both words and actions, and neither does the organisation experience any focus on health or wellbeing. The culture is the opposite of what is described above, which is also described by Ekvall's (1996) ten factors at their lowest level.

5.2.2 Management Team

5.2.2.1 Top managers' support

Top managers' support of health promotion work is a crucial success factor of this concept according to Case studies 1. The top managers need to support and express their message about a healthy working environment. In the clearest case, one top manager stands out as a clear role model and inspirer of health promotion activities. A strong leader influences the entire organisation in a positive way. Support from the top managers create opportunities to create the right conditions for the specific working environment and facilitates the integration of the health question into all managers' everyday work.

5.2.2.2 Educate and Follow-up

Top managers and other organisational functions should also work with education about health in both psychological and physical aspects, as well as continuously follow up the health work within the organisation. The education needs to include concepts and factors affecting both the psychological and physical health. As physical aspects are more widely known, the emphasis can be directed against factors affecting the psychosocial health, for example Salutogenes, Rubenowitz (1994) five factors and Ekvall's (1996) and Rasulzada's (2009) studies. These concepts also lie closer to the relationship between the manager and the employee, which can lead to a greater affect of the overall health.

5.2.2.3 Middle Managers in a Key Position

The middle managers have a key role of making the health promotion work successful. The managers have the actual contact with the employees and should translate the top managers' visionary goals into practical actions. According to Case studies 2 the managers work with activities like supporting new initiatives, create conditions for the employees, responsibility for health inspirer and a number of activities related to communication. Communication is one of the managers most powerful tools to affect, inspirer and handle all kinds of situations. A high level of health promotion integrated into the manager role means that the managers feel a natural responsibility and incorporation of the health questions.

5.2.2.4 Supporting the Employees

Feedback is one way of working with personal development for both the manager and the employee. Reflection should always be an integrated part of all work, which also was pointed about by Antonovsky's (2005) factor process oriented work. Process oriented work means the work follows a structure with adjustments and changes as the process continue. The manager always needs to reflect about the present, the future and the history to achieve the most efficient work process.

Further on, the Case studies 2 shows that the managers work with being responsive and take every occasion to send out their message about their health focus. A manager work approximately 1-3 hours per week with health related activities. In the cases where the managers had reached a very high level of integration, they felt the health question constantly present and therefore estimated their health promotion work to two – three days per week. Of course, this is a result of the definition you chose for the concept health promotion work. But on the other hand, managers taking this definition naturally have a very high level of health promotion work integrated in their manager role and responsibilities.

5.2.2.5 Personal Engagement and Lead By Example

The case studies also pointed out the importance of personal engagement. Overall, the managers with a personal interest had reached a higher level of health promotion work compared to their fellow managers who have the same resources and conditions. Lead by example was also pointed out as a way of expressing the importance of health through practical actions. A manager who is participating in activities and who is trying to live as healthy as possible becomes a very positive and efficient role model.

A low level of health promotion work integrated into the management team means top managers are lacking in terms of support and pronounced health strategy. The managers will not experience any health strategy in the organisation and therefore focus on hard questions like financial results, efficiency and goals without reflecting about health issues.

5.2.3 Financial Perspective

5.2.3.1 Powerful Argument

The financial connection to health promotion work is important because of its power as an argument. Some people may argue that connecting financial aspects with health promotion work is wrong, but this report claims the financial perspective as one crucial factor to enforce and implement this strategy. As been pointed out before, integrating health promotion management into your overall business strategy is necessary and therefore you need a strong argument, which implies the integration. Top managers need a powerful argument in the discussion about where to allocate resources and actually enforce a prioritizing of health promotion management. Case studies 1 pointed out that one critical success factor are to show the feasibility of health promotion work, which also was mentioned as one of the biggest challenges within this field.

Case studies 2 showed that the financial aspects and calculations where not as important for the middle managers as for the top mangers. The middle managers where clearly aware of the high expenses related to unhealthy employees, but their initial purpose were more about wellbeing and a better performance from the employees. Middle managers do not need the financial argument in the same extent as the top managers and therefore have a stronger focus on the humanity aspects. According to Case studies 2, some middle managers had been showed the actual costs of unhealthy employees, but the majority had no real figures of the cost related to illnesses.

5.2.3.2 Cost-Benefit and Sickness leave Calculations

According to Case studies 1, there is clearly a difficult task to do proper calculations for health promotion work. Though, the most commonly evaluation methods where made by looking at sickness leave costs, business cases or cost-benefit analysis.

5.2.3.3 Return On Health Investment

One organisation had performed the calculation; return on health investments, which showed that the organisation gain three Swedish crowns for every crown being invested in health. Return on health investment is a very good way of showing the feasibility of health promotion work and this calculation stands out as something to strive for.

5.2.3.4 Budgeting

Case studies 1 also include one organisation that mentioned that they would for the first time include a health post in the overall business budgeting for the organisation. This is a very proactive way of working with health aspects, which other organisations should consider following.

5.2.3.5 Prioritizing and Show Feasibility

The prioritizing of health promotion work really shows off in the financial perspective. An organisation with a high level will put a lot of effort into these kinds of calculations and even including health posts into the overall budget. By separating or saying that health promotion work and financial aspects do not belong together, the organisation is avoiding the responsibility of the employees health and shows of a very low level of health promotion management. It might feel unnatural to talk about health and money in the same sentence, but if we do not, there is a great risk these questions fall under the table for more traditional goals and visions. Organisations should start talking about health promotion work with both a human and a financial perspective and there will be a win-win situation for the individual and the entire organisation.

5.2.4 Individual Adaption and Select Operations

5.2.4.1 Arena Thinking and Adaptation

As Antonovsky (2005) described, arena thinking is one of the most important criteria of health promotion work. This means every working environment and individuals are unique and the process and activities must therefore be adapted to its specific settings and needs. Case studies 1 also pointed out that individual adaptation is one crucial success factor of health promotion management. Therefore, there are no right answers of what operations to use and which to not use. Instead the managers need to analyse the actual organisation and try suitable operations for its specific context. Top managers need to be aware of this important aspect and carry out this message to their manager in the organisation.

Since this report are focussing on stress and the psychosocial environment peoples feelings and thoughts might get more reviled and open. The management team needs to discuss how to handle strong emotional situations to be preparing if that case appears. Before implementing a health promotion management strategy the current situation needs to be clear to avoid negative effects of the strategy. For example, a working place with clear problems of stress, lack of wellbeing needs a different approach from a well-functioning working place. People who already suffer from stress and psychosocial issues may respond negatively of health aspects and these situations needs expertise and experience to handle.

5.2.4.2 Select Operations

At the same time, focusing on a number of activities is vital for the outcome, effect and durability of the strategy. Case studies 1 showed that you should focus on a number of activities instead of trying to perform everything.

5.2.4.3 Resources

Resources and knowledge available in the organisation control the decision of which and the extent to which operations should be used. Resources, here referred to as time and money, are the most common scarcities in an organisation. When you have no resources you need to be brave in the decision making, focus on a number of activities and use your creativity, as one manager pointed out in Case studies 1. Top managers also need to take responsibility for the health questions and prioritize them in both words and actions. Case studies 1 pointed out that top managers have no problem realize the importance of healthy employees, but their problem lies in the implementation and prioritizing. If an organisation choses a health promotion management strategy, they have to clearly prioritize the factors of the strategy.

5.2.4.4 Basic Operations

Case studies 2 showed that managers work with a number of different activities related to health promotion work. As been sad before, there are no right answers in the question of which operations to use. But there are a number of activities that should be prioritized according to the outcome in Case studies 2. There are four main focuses for managers on a basic level of health promotion work; wellbeing, visibility, communication and responsiveness. These four operations are all characterised by their resource efficiency and direct impact of the employees' health.

5.2.4.5 Additional Operations

Managers aiming for a higher level of health promotion work will of course include the four basic operations and add operations suitable for their working environment. Some examples of extra operations from Case studies 2 are; nominate health inspirers or responsible persons, favourable agreements with masseurs or health therapist, financial support for all kinds of

competitive races, mandatory break every morning, financial support for activities and so on. The list goes on and actually there are no limitations or pointers of what is right or wrong. The manager has the opportunity to bring her personal touch and decide in what extent her leadership is characterized of health promotion management. Case studies 2 pointed out that activities combined with a social context and participation become more lasting and effective in the way of involve new persons to new activities. Rubenowitz (1994) also described the importance of a good working community, which strengthens the argument for combining physical activities with social community.

5.2.5 Communication

Both Case studies 1 and 2 are pointing out the importance of communication as a key success factor. Communication gives managers the tool to communicate messages, motivate, inspire and handle all kinds of everyday situations within the working environment.

5.2.5.1 Communicate A Clear Message and Establishment in Each Management Level

Case studies 1 showed that top managers have the responsibility to create effective communication channels and send out their message through the entire organisation. Top managers also mentioned that communication is important to successfully implement strategies and operations, which is created by a very clear and structured communication. Unfortunately, Case studies 2 pointed out that not all middle managers experience a clear message or focus on health questions from the top managers. In some cases, they even did not experience any health concerns from their closest manager. These cases show the difficulty of communicating messages through out an entire organisation and also the organisations prioritizing. On the other hand, one organisation had an extremely clear health focus and all middle managers experienced support, prioritizing and motivation from the top managers. It is important to point out that this case is an extremely proactive example, where the top manager has a very strong personal interest. A high level of personal interest is preferable, but not mandatory to being able to enforce a health strategy. The importance here is to reach out to the organisation and establish the importance of health questions on every management level.

5.2.5.2 Open communication

Case studies 2 showed very clearly the importance of communication as a tool for the middle managers. Communication is a very effective and resource efficient way of work with health promotion. Managers with a close relationship to their employees will have the benefit of being able to see changes in the employees' wellbeing and to catch illness in a very early stage. The managers on a high level have succeeded to create an environment with open communication where you dare to talk about problems and share your difficulties. By talking about own experiences and difficulties the manager can be a role model and really show how communication should be used in the organisation. Case studies 2 showed some examples where managers shared difficulties and got an understanding and positive effect by doing that. Of course, this is a very personal question, but the purpose is to show that we all have difficulties and problems in our lives regardless if we are managers, employees or chairman of the organisation. Illnesses are generally taboo to talk about, which is an obstacle to prevent illness in a very early stage. A successful manager will achieve a great balance between putting demands, back up her employees and show understanding and humanity in difficult situations.

The role of a middle manager can look very different depending of what industry and operations the work includes. Though, middle managers in general have the opportunity to communicate through local office meeting, every day conversations, appraisals and other informative situations. These situations can all be used to talk about health related questions both in formal and informal ways.

5.2.6 Participation

5.2.6.1 Can Make or Break the Strategy

Participation is one key success factor according to Case studies 1 and 2. Antonovsky (2005) also described participation as one of four crucial parts of health promotion work. A successful implementation is depending on the employees' acceptance and willingness of implementing changes and new operations. Therefore, the employees have a powerful and important role in direct relation with implementation success. Further on, participation can be the factor that will either make or break the health promotion strategy.

Case studies 1 showed that a successful implementation is build out of clear goals, the right communication and participation where the employees formulate goals and making decisions. Top managers must therefore point out the importance of participation and make sure that the managers on each establishment level understands and creates opportunities for participating.

5.2.6.2 Involve Employees in Decision-Making and Improvements

Case studies 2 gave a clear picture of the middle manager as a very important player of creating participation. All middle managers found this factor crucial and they all work with it or had the will of improving their participation work. All middle managers mentioned that they let the employees participate in decision-making and proposals for improvements under certain conditions. A majority also worked with supporting new initiatives from the employees and encourage new ideas.

5.2.6.3 Decisions Become More Permanent

A high level of participation means that the middle manager has succeeded of creating a relationship built on trust and can therefore delegate responsibilities and give constructing and developing feedback. Rubenowitz's (1994) factors for a good psychosocial working environment; a moderate workload, a positive work management environment and stimulus from the actual work are operations the middle manager can work directly with. By working with participation the employees will experience the positive effects of developing their on working place, making decisions together, being able to affect and by that a stimulating and meaningful work. In short words, participation will make decisions and improvements more permanent.

5.2.6.4 Voluntarily Participation

One very important aspect of this entire subject is voluntarily participation. People must have the freedom of choosing their own activities and no one should be forced to participate. In short words, it must be okay to not wanting to participate or engage in any health promotion activities. Of course, this aspect is mostly targeted to additional practical operations that include some kind of voluntarily. Today health activities are usually referred to as running a marathon or some other kind of extreme activity. This is not preferable in this strategy since these kinds of races as a matter of fact are actually unhealthy for a body and also creates

pressure of achieving the goal. The operations should instead be directed against activities with a low entry barrier and lustfulness.

5.3 The Qualitative Implementation Process

The PDSA-cycle, Dixon's organisational learning cycle and Kolb's model of experimental learning have served as a foundation to develop the specialized implementation process for the concept of health promotion management. The process is strongly influenced by the six key factors of health promotion management, which creates a unique process for the actual strategy.

5.3.1 Integrating in the Overall Strategy and Business Idea

The process initiates by an integration of the health promotion management strategy in the overall strategy and business idea. This step lays the foundation of the entire strategy and top managers need to give a clear and determined statement about the integration.

5.3.2 Anticipation and Setting Directions

The next step is to anchor the values and strategy in the entire management team and decide on what directions should be performed by the team. An anticipation and evaluation of the specific organisation's needs creates a setting of priorities.

5.3.3 Taking action

The third step means putting priorities and directions into practical actions. The organisation starts by implementing in a small scale and expands as the process develops until the implementation is anchored on an organisational level.

5.3.4 Integrate in overall operations

Each specific department needs to adapt and integrate the strategy into the overall business operations. Leaders and middle managers work with an open and clear communication and participation.

5.3.5 Measuring outcomes

The last step includes measuring and evaluation the outcomes of the implemented actions. The organisation is constantly learning from earlier experiences and constantly improves from observations and reflections.

The outcome of the different action and changes being done needs to be analysed to evaluate their actual outcome. There might be unexpected or unwanted outcomes when working with health and therefore the management team needs to take this into consideration. Though, case studies 1 showed that no one of the people being interview had experienced any negative effect of health promotion work.

Important to point out, is that the process is a constant improving cycle. The organisation always strives to learn and improve in order to reach as much positive outcomes as possible.

5.4 Inputs and Outputs

5.4.1 Inputs

The inputs describe what is expected of the organisation in order to achieve a successful health promotion management strategy. The inputs were illustrated in the Health Promotion Management Model and will here get a fuller explanation.

Value Driven Organisation. An organisation driven by its values where health is one of them.

Top manager direction. The board and top managers need to support and share the same values of creating a healthy organisation.

Resources. Show the organisation's prioritizing of health promotion work by offering resources such as time, money and support.

Structured health promotion work. The strategy needs a specifically adapted health promotion plan to gain success in the strategy.

Reward health work. Reward managers and leaders who show results through health promotion work and functioning teams.

Social Community. To create a strong social community in the organisations will benefit in many areas, where one is getting the employees to actually participate in different kinds of activities.

Personal engagement. The managers and employees need to have a personal engagement and will of creating a healthy working environment. The more knowledge and participation in these questions, the stronger engagement there is.

5.4.2 Outputs

Everyone agrees that there are positive effects of healthy employees and a well functioning working environment, according to case studies 1 and 2. The most important gains will be presented here together with a short explanation.

Psychosocial wellbeing. According to both theory and all performed case studies show that psychological wellbeing is a positive outcome of healthy employees.

High performing organisation. All managers being interviewed in both Case studies 1 and 2 are all consistent of the fact that their employees perform better and at a higher quality.

Sustainable work force. Healthy employees reduce both short-term and long-term sickness leave, which makes your organisation more sustainable.

Less employee turnover. One strategically beneficial according to the case studies is the increase of attractiveness of the organisation. This both attracts employees and reduces the employee turnover.

Lower sickness leave. A consistent answer from both case studies 1 and 2 was the reduction of sickness leave.

Employer Branding. Healthy organisations where the employees' health is highly prioritized are attractive for new recruits, which increase the level of employer branding for the organisation.

Financial Stability. All strategically benefits from the health promotion management strategy leads to more stable financial results in the long run.

To sum up, both theory and all case studies shows the direct relation between a healthy working environment and strong strategically benefits. An organisation where health aspects are prioritized will create a strong financially development as a indirect outcome. A health promotion management strategy drives the focus more into softer health aspects and their positive outcomes.

6. Discussion

This chapter have the purpose to discuss the total thesis and its different parts. The discussion will include everything between the chosen methodologies to the main results of the thesis. A discussion of health versus financial incentives and calculations will also be included.

6.1 Fulfilment of the Aim

The objective of this thesis was to examine and structure the concept of health promotion management into a model and a number of key concepts, as been described in the introduction This objective has raised the discussion about health promotion work versus strategically benefits throughout the work process on a more ideologist level. Both literature (Hanson, 2004) and the case studies have included discussions about health and its relation to corporate strategically benefits, which is the reason why this discussion is included in the thesis.

6.1.1 Corporate Responsibility of the Individual's Health

One discussion concerns how fare the corporate responsibility extends for the individual person. Some people may claim that the individual have a large responsibility for her own health, and on the other hand some mean that the corporate responsibility also reaches to the individual's home environment as well. Case studies 1 showed that the majority of the top managers and consultants found this question very specified to each individual situation. Every situation needs therefore to be analysed and valued how fare the corporate responsibility reaches. Also, the case studies showed that some organisations find the extended responsibility as a natural part since the individual's overall health affects the work and performance in a direct way. There are no right or wrong in this discussion, but the organisation needs to consider this question. The result of this discussion sends out a message of how the organisation handle situations related to health and in one way the individual's value to the organisation.

6.1.2 Arguments for Healthy Employees

The most logical argument of healthy employees is of course the human perspective. This is the most important outcome of the strategy but since so many suffer from work related illnesses today there is a need of an additional argument. The economy drives the organisation in a large extent and the connection between financial benefits and healthy employees will therefore create a win-win situation.

There are many definitions of the concept health and this is something unique for each person. The field of health and well being has develop from a medical cell level into a structural and organisational level (Hanson, 2004). This is why organisations and especially managers need to consider these aspects. The management team must exceedingly consider how they keep their organisation healthy, attractive and sustainable.

At the same time, it is very difficult to talk about health and money in the same context. A good health is priceless and something you cannot buy. Some may argue that it is not realistic to do health calculations or use good health to gain a stronger corporate organisation (Hanson, 2004). But in the end, the most important aspect is strengthening the organisations and individuals' overall health. A situation where a company benefits from healthier employees is not seen as unethical according to this report and summarizes the overall aim of this study.

6.2 Methodology

The chosen methodology and work process have been efficient since the field of health promotion is very young and not much extensive research has been done on the subject (Bell, 2006). The approach of creating a theoretical framework and further on combine theory with the industry has been successful for the outcome of the study. The industry is represented by three organisations who all have one award winning top manager in the field of health promotion management. These organisations together with a pair of health strategists laid a trustworthy and stable ground to the entire report. The participation of all persons being interviewed during the project has been a crucial factor to the outcome of the report.

6.3 Health Promotion Management in Theory

The field of health promotion is very young and therefore the theoretical framework was created from six major subjects who all contribute to the concept in its own way. Some parts of the framework may occur more important than others, but as a whole all theory serve an important part to the overall report and outcome. The theory has been collected from literature written by established scientist as well as scientific papers. Therefore, the theory has a high level of trustworthiness (Bell, 2006).

As been mentioned before, health promotion is a very new research field and therefore there is still a lot of extensive research to be done. Some may argue that the subject is lacking in amount of theory and the models are unstructured and unproven. Another critical aspect is the lack of international criticism on the subject. The subject is also very wide and therefore can be hard to decompose into practical actions and theories. The equation of good health is unique for all persons, which also makes it even harder to create general models and theories. (Hanson, 2004)

All these argument have been constantly present during the work process of constructing the report and the health promotion management model. The criticism is mainly based of ideas that the subject is lacking of extensive research and structured models and theories. The purpose of this report has therefore been extended to an attempt of structuring and creating practical actions within the field. This report may not solve the entire problem, but will contribute with a great step towards something more permanent and reality-based. Research including the concept health will always develop and demand adjustments as the society constantly changes.

6.4 Results

The results were collected through interviews with key persons within the Swedish working environment. Three organisations and two health strategists participated with their valuable knowledge and experiences.

All three organisations had one top manager specialised on the health promotion management area, which were the first persons being interview for the study. All three persons were given the same opportunity to prepare themselves for the interview as well as give feed back on the interview result. The three top mangers were later asked to suggest a number of middle managers for further interviews. A result of this was that Case studies 2 includes middle managers in quiet different positions an also the number of managers from each organisation differs. The three studied organisations are working in different business industries with different conditions related to health promotion work. This aspect is important to have in mind when analysing and reading the results from especially Case

studies 2. On the positive side, the different organisations contributed to a wider knowledge and a larger usability of the strategy. The organisations show clearly that you can work with health promotion work in different ways and on different levels.

Further on, the three organisations together with the health strategist contributed with wide and valuable knowledge, which covers a large area of the subject. Also the different circumstances regarding the three organisations were taken into account during the analysis.

One important aspect related to the persons being interviewed is the fact that some of them actually work with health promotion. This may influence their answers in both a conscious and unconscious way and make the result subjective. Though, the persons being interviewed were all experienced as truly honest with a willing of the subject to develop.

6.5 The Health Promotion Management Model

The health promotion management model had the purpose of summarizing the most important factors of the strategy of health promotion management as well as making the strategy user-friendlier. The creation of the model was built of analysis combined of both the case studies and the theoretical framework. All gathered information was analysed and decomposed into the most important factors, which ended up in six key factors for the concept. The six factors have a clear connection to both theory and case studies, which implies the creditability of the model.

The model also includes an implementation process, which is inspired by the PDSA-cycle (Axelsson, 2000; Deming and Kilian, 1992), the experimental learning (Kolb, 1984) and the organizational learning cycle (Dixon, 1999). The process is therefore mainly built of theories. The idea of creating a unique process for the strategy came after performing the case studies and that is way theory was used to create the process. The theories being used are well known and well proven when it comes to qualitative implementation and improvement work. The theories are mostly gathered from scientific papers, which have been published and by that also examined by objective scientist.

The inputs and outputs are a result of the case studies and the persons' experiences of what resources being needed and the gains coming from this kind of strategy.

Overall, the model presents the concept of health promotion management in a clear and structured way. The six key factors have a high creditability and the other parts contribute in a valuable sense. Of course, the model needs to be tested in the business industry and adjusted as the strategy improves and develops.

6.6 Further Research

Further research is preferable to increase the level of creditability and usability. The model would gain value by becoming statistically tested. The statistically method would preferably include a correlation analysis (Ezekiel, 1930) with parameters such as means and standard deviations. A correlation analysis would show the relationship between the six key factors and a perceived level of health promotion management strategy.

Further on, methods like the covariance LISREL model (Jöreskog & Sörbom, 1993) with variables like chi-values and the goodness of fit would strengthen the result of the study.

Preferably, the factors would be measured at organisations within the similarly business industries in order to create an environment with similar conditions.

In addition to a statistically tested model, a development of a measurement tool would be useful. Further research could therefore include a creation of a health promotion management profile; with the purpose of facilitate the measurement of the different factors.

Further research could also include similar research as been performed in this thesis, but in organisations with other conditions. An interesting aspect could also include examining an organisation not working with health promotion work to compare with organisations in favour of health promotion management.

7. Conclusion

This chapter describes the conclusions and main results of the thesis. This part will give answers to the problem formulation in the introduction and show if the purpose has been achieved.

The project of examining the concept of health promotion management shows that this approach can be used as a corporate strategy where employees' health and corporate strategic benefits harmonize together. There is no doubt that the employees' health is one crucial success factor for building an attractive, sustainable and competitive organisation. Some organisations have already starting to approach this strategy and show that healthy employees go fare beyond just the individual's health. These organisations are using a proactive health promotion strategy and experience clear gains for the entire organisation. By starting to look at health and strategically benefits in the same context an organisation take responsibility for their employees in the same time as the business are affected in a very positive way.

This strategy should be incorporated in the organisation's overall business and implemented with the identified six key factors. The main result of the thesis is the health promotion management model, which includes the six key factors but also a specified implementation process as well as inputs and outputs of the strategy. The model can be used for any organisation in the Swedish working environment since the model includes specifically adjustments for both the organisation and it's individuals.

7.1 Fulfilment of Purpose and Questions

The purpose of this study has been to analyse the concept of health promotion management and sort out a prioritization of different key factors. This purpose has been fulfilled with the initial theory gathering and case studies with in the business industry. The gathered information together with the case studies formed the health promotion management model, which can be used as a tool of preventing illness in the organisation as well as a strong strategically tool. The thesis can also be used as a powerful argument for implementing or increasing the health promotion work in an organisation.

The main question in the introduction expressed the hypothesis that healthy and motivated employees should lead to stronger strategically results in the long run. The results show that

the hypothesis was right and that healthier working environment also are better in terms of attractiveness, sustainability, creativity and financial results to mention a few benefits.

The problem formulation also included more specified questions, which will be answered below:

- Strategy:** The overall corporate strategy has a clear connection to the health promotion management strategy and these two needs to harmonize together. Incorporation in the overall strategy is one critical success factors.
- Leadership:** The management team has a key role of influencing and creating a healthy working environment. Support from top managers are a crucial success factors as well as their prioritizing of these questions. The management team set the standard for the health promotion work and needs to stand by these values in order to create a successful health promotion strategy.
- Operations:** The most important findings regarding the health promotion operation is the adaptation to the specific working environment as well as focusing on number of operations instead of trying to perform everything. In addition, there are no right or wrong operations because it always needs to be evaluated from the specific context. Though, some basic and resource efficient operations have been identified such as open-communication, participation, responsiveness and visibility.
- Communication:** The communication plays a very important part of creating a healthy working environment. An open-communication is one crucial success factor for the concept and something every manager should prioritize.
- Benefits:** The benefits coming from a health promotion management strategy reaches beyond the individuals' improved health. The benefits of the strategy are psychosocial wellbeing, a high performing organisation, sustainable work force, less employee turnover, lower sickness leave, employer branding, financial stability.

To sum up, the main results show that strategically benefits can be held by improving the employees health and work proactively with health promotion. Managers and organisational leaders need to take this responsibility in order to gain a sustainable organisation, which will have positive outcomes for the organisation, the individual and the society as a whole.

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