Psychologically Healthy Organizations Research Summary
Abstract

In order to understand and create psychologically healthy workplaces, we conducted a research study in three phases. We considered current models of PHOs, performed interviews of therapists, and surveyed employees themselves across several countries. Common themes emerged: that organizations are causing unnecessary distress to employees that they should work to prevent, that the COVID-19 pandemic has exacerbated mental health concerns, and that stress is a major contributing factor to worsening mental health difficulties among employees.

Therapists reported that conflict between work and life demands, and disrespect from coworkers (including managers and leaders) were among the most common workplace stressors they discuss with employees. Employees reported factors such as too much work, and not feeling valued, as being top contributors to stress at work. In all, 57.1% of employees surveyed reported mental health difficulties that categorized them as "in crisis," "struggling," or "unsettled."

How, then, do we create a psychologically healthy organization? The key lies in transforming the organization's culture into one where there is authenticity, compassion, and belonging– and where human beings are valued first.