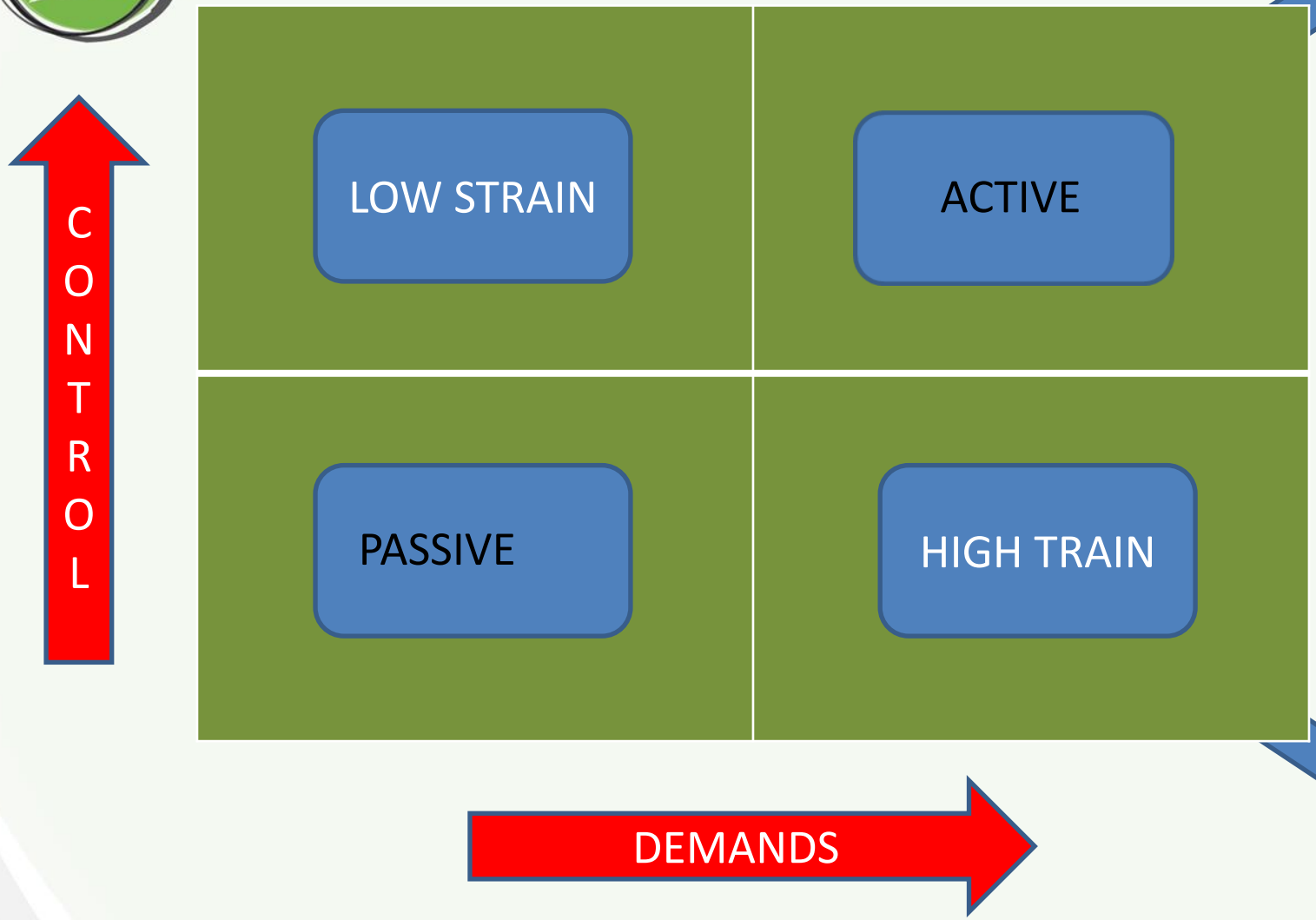
WEB

# A taste of …

## Active jobs

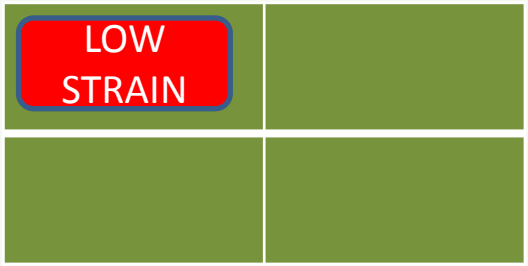
# KARASEK Model

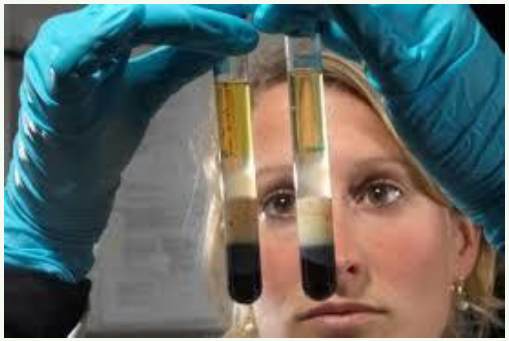


# LOW STRAIN JOBS

- high level of control in the workplace
- low levels of strain
- Lots of freedom
- Lack of control/support chief
- RISK: bore out

- RED group
  - No achievements/goals
  - Freedom of organisation



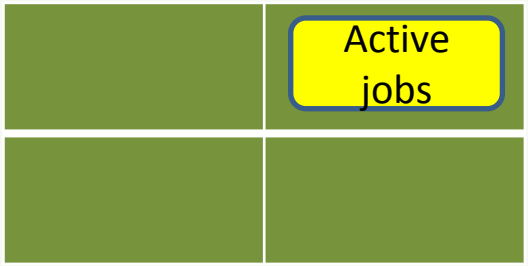
# HIGH STRAIN JOBS

- low level of control in the workplace
- high levels of strain/demands
- Decision made by chief/staff
- Initiative not appriciated
- Fixed jobdesscription
- Extreme example: assembly line
- RISK:
  - Workers: stress – health risks
  - Organisation: outfall worker paralyzed the orginazation. No innovation. Low productivity. Lots of costs overhead
- group
  - High goals/pressure
  - All acts prescribed
  - Innovation impossible

# Active jobs

- high level of control/decision in the workplace
- high levels of strain/demands
- Decision made by team/worker
- Initiative appriciated
- Access to resources (trust)
- Focus on teamwork

- RISK:
  - Workers: involvement neccesary
  - Organisation: leaderschip
- Group yellow
  - Clear goals - targets
  - Freedom of organization
  - Innovation possible



- A bit of history

How we structure orginazations,

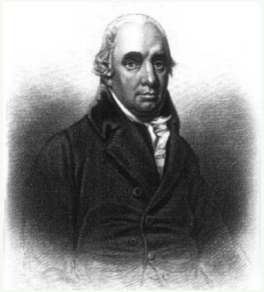
**Smith (1780):** division of labour

**Taylor (1900)**: Industrial efficiency. select, train, and develop each employee rather than leaving them to train themselves.

Provide "Detailed instruction and supervision of each worker in the performance of that worker's discrete task" Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

**Fayol (1920)**: improve management

Base of all management (school) activity



Effects our jobcontent !

# Active jobs in organizations....

- Departement orientated => orderbased structure
- Teams
  - Vision on organization (know what the're doing, why the're doing it, for whom there are donig it)
  - 4-20 members
  - Team recognazible
  - Decision making proces (as much as possible) by teammembers
  - Members depend on each other
- Clear targets/goals
- Leadership
  - Leader = teamcoach
  - Leader ≠ boss