

Rezension *Review*

Claude-Hélène Mayer / Christian Martin Boness *„Creating mental health across cultures: Coaching and training for managers“*

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Creating mental health across cultures: Coaching and training for managers by PD Dr. Dr. habil. Claude-Hélène Mayer and Dr. Christian Martin Boness (M. A.) was published in 2013 by the publishing house Pabst in Lengerich, Germany. The manual was published in the years following the world economic crisis, when the authors recognized the need for promoting mental health, holistic and spiritual values not only in managers, but also in transcultural organisations. The authors' experience is based on years of successful management and consultancy practice, as well as on intercultural management and didactics research. The book consists of four modules: developing healthy managers, leading professionally, developing conflict management competencies, and providing systemic approaches in transcultural organisations.

As the title implies, this book is a manual for managers. However, it is also resourceful for trainers, counsellors, mentors and facilitators. In order to be a successful manager in a complex intercultural and diverse work environment, managers need to know their resources and how to effectively use them, as well as strengthen their intercultural conflict management skills. They strengthen their intercultural skills by getting to know themselves and understanding human interaction. According to the

experience-based knowledge of the authors, mental health in transcultural organisations is connected to managing transcultural relationships successfully, as well as having elaborated conflict management competencies, and transcultural communication skills. In order to develop conflict management and transcultural communication competencies to cope with challenging work situations, the authors claim that a sense of coherence in individuals is inevitable. Furthermore, the manual also points out salutogenesis, a concept focusing on human health and well-being instead of emphasising pathogen factors which cause illnesses.

This handbook provides theoretical input and background information followed by practical exercises using reflection, practice, cases, questionnaires, role-play and relaxation methods. The manual also analyses a training module known as MEHTO (Promoting Mental Health in Transcultural Organisations). Developed in management research in international companies, MEHTO has been discussed in the organisational positive health psychology field in recent years. MEHTO aims to train managers in their transcultural competencies through experience-based learning by focusing on similarities, accepting differences and thereby creating a healthy organisational culture. MEHTO can be

applied in transcultural organisations through methodological approaches like individual counselling, group training, team mentoring as well as facilitator training. MEHTO is based on a systemic, humanistic and transcultural approach and it is focused on resources, growth, transformation and solution.

The book is written coherently and logically with the right amount of theoretical background information as well as practical exercises. It is in sync with actual practice, easy to read, and experience based. It combines business, intercultural, and communication field studies. The manual is highly recommended for managers who are eager to improve their communication, conflict management competencies, and procure a healthy organisational culture.

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