| OPTIMAL CONDITIONS | BURDENSOME CONDITIONS |
|---|---|
| **Demands**<br>Clear goals and demands<br>Challenging demands. | **Demands**<br>Unclear goals and demands.<br>Minor demands.<br>Conflicting demands.<br>Very high and incomprehensible demands. |
| **Opportunities for development**<br>Skills and knowledge are used and developed on a regular basis. | **Opportunities for development**<br>Loss of knowledge and talent.<br>Blocking skills development.<br>Too great demands on new skills and knowledge. |
| **The organization of the work**<br>Variation in tasks and movements.<br>Integrity and consistency of tasks.<br>Clarity in the work role.<br>Consistency between own and others' expectations.<br>Clear feedback on work results.<br>Experience of satisfaction when achieving goals.<br>Influence on goals, distribution of work, organization and choice of working methods.<br>Work tasks are completed. | **The organization of work**<br>Unilateral tasks and movements.<br>Split tasks that are unrelated.<br>Too much clarity and too many limitations in the work role.<br>Uncertainty about the job role.<br>Conflict of roles.<br>Missing or contradictory feedback on work results.<br>Lack of information on future prospects and plans.<br>Lack of influence.<br>Excessive and burdensome responsibilities.<br>Unfinished and unclear tasks. |
| **Cooperation**<br>Visible and caring management.<br>Relevant support.<br>Support for self-esteem.<br>Appreciation and recognition from others at work.<br>Member of a valued group.<br>Social contact/support and clear group affiliation.<br>Unity in the group.<br>Openness to other groups.<br>Clear and important group assignment. | **Cooperation**<br>Unclear and "unfair" management.<br>Lack of management support.<br>Lack of appreciation and recognition from others at work.<br>Depreciation from one or more colleagues.<br>Isolated task-solving/Significant distance to others.<br>Lack of informal contact<br>Exclusion from the group.<br>Too many and/or changing contacts<br>Conflicts and alliances within the group.<br>Uncertain or contradictory norms within the group.<br>Closeness and stereotypical prejudice towards other groups.<br>Blurring boundaries with other groups.<br>Unclear collaborative relationships. |
| **Appreciation**<br>Perceived significance of the task from others and the organization as a whole.<br>Coherence between effort and outcome. | **Appreciation**<br>Lack of clarity concerning the assignment.<br>Lack of knowledge of how one's efforts contribute to the work and well-being of others. |
| **Physical work environment**<br>Physical safety. | **Physical work environment**<br>Uncertainty about physical and chemical influences.<br>Risk of accidents. |

FIGURE 4.48
Elements of Peter Warren's Vitamin Model. Source: The Danish Working Environment Authority Handbook on Psychosocial work environment.