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Biographie

As a co-lead of Leadership and Communication Studies at the Military Academy (MILAK) at ETH Zurich and lecturer, I bring a unique blend of practical experience and applied research to examine how to create adaptive, healthy, and effective organizations that support both individual and collective success when addressing common and complex challenges. My diverse life and work experiences across organizations, cultures, and disciplines have shaped my path to MILAK and my current research focus. Growing up in Yugoslavia in high school, I witnessed the dissolution of my country and its profound impact on all of our generations. I saw firsthand how destructive forms of leadership could transform a wonderful place to live and work, into one of the darkest periods in my country's history. Leadership is one of the most potent forces for "good outcomes" and, unfortunately, for "bad ones" as well. From my early studies in Belgrade to my doctoral work at the University of Bern, including a research stay at the University of California Irvine, I've cultivated a global perspective on effective and ineffective management and leadership practices across organizations, industries, and cultures. Although rooted in academia, I have always sought to bridge theory and practice. I gained valuable experience working at the Market Institute in Belgrade and contributing to key projects for the Swiss Foundation Health Promotion Switzerland (Gesundheitsförderung Schweiz). Notably, I worked on the national "Job Stress Index" project, with the goal of enhancing public awareness of the negative effects of work-related stress on what could have been a healthy work environment. This work also supported a strategic focus on the prevention of stress at work, as well as on what was called the "Job-Stress-Analysis." This measurement tool has now been used to support numerous successful health promotion campaigns in Europe. Currently, I hold two positions: one at MILAK at ETH Zurich and another in one of the largest private pharmaceutical organizations. Each week, I immerse myself in both the pharmaceutical industry and the Swiss Armed Forces, learning about leadership models, methods, and practices as they are being applied in uniquely different environments. This ongoing engagement in both the private and public sectors allows me to identify and leverage similarities and differences in leadership, benefiting both the organizations I serve and those I collaborate with across these different sectors.

Research:

My research lies at the intersection of organizational behavior, occupational health, and career development, where I take an integrated focus on helping organizations and their leadership to be agile in creating sustainable, healthy, and effective work environments that foster organizational adaptability in complex environments. Studying each of these areas helps me offer insights and recommendations that can enhance individual well-being, team effectiveness, and organizational success across public and private sector organizations. Organizations and leadership that promote unhealthy work cultures and climates diminish both the people who work there and those they impact over time. Promoting well-being means equipping a workforce—whether in the business world, public service, or a military unit—with the resources needed to develop leaders, peers, and followers to their full potential. To do so, I use a broad array of validated models, advanced methods, and quantitative and qualitative practices to explore the following research topics and to identify the best practices to be implemented:

- **Occupational Stress and Resource Optimization**
 - The impact of physical and psychological stress, health, relationships, and work design on individual, team, and organizational outcomes
 - How temporal dynamics, uncertainties, risks, challenges, and constellations of events can diminish the motivation and capacities of individuals, teams, and organizations to perform.
- **Leadership and Social Dynamics**
 - Development and acceleration of positive leadership forms and practices at individual, team, and strategic levels.
 - Explore the impact of the quality of social relationships on success at individual, team, and organizational levels, along with the dynamics of how various interactions in more homogenous and diverse groups contribute to more positive organizational outcomes.
- **Sustainable Career Development**
 - Life and career development can be adapted and adjusted to optimization across the human lifespan.
 - Promoting the most effective and immersive levels of inclusion and successful aging in the workplace.

Ongoing Research Projects

- **Project 1:** Decoding 'Good' Leadership: Promoting Resilience and Well-being (PI: Ivana Igic, 2024-2026)
- **Project 2:** Activating the Potential of Ageing and Age-Diverse Swiss Armed Forces (PI: Ivana Igic, 2024-2026)

Collaboration and Networks:

I'm an active member of several international professional organizations, including

- Society for Industrial and Organizational Psychology (SIOP)
- European Association of Work and Organizational Psychology (EAWOP)
- Academy of Management (AOM)
- American Psychological Association (APA)
- Schweizerische Gesellschaft für Psychologie (SGP)

Teaching

At MILAK, I teach the Bachelor's course in Leadership and contribute to advanced training programs for career professional officers. My goal is to equip current and future leaders with evidence-based strategies to foster and promote sustainable “good” leadership development among their team members and for their organization. Following solid research that shows what constitutes the best practices and methods that have tested them is the foundation for my instructional work.

ETH and Military Academy ETH (present)

HS24: Leadership I, Bachelor course

Bachelor of Science in Political Science for candidates for career officers
Department of Humanities, Social and Political Sciences, ETH

HS23: Leadership I

Bachelor of Science in Political Science for candidates for career officers
Diploma Postgraduate Course (DAS) for career officers at the ETH Zurich
Department of Humanities, Social and Political Sciences, ETH

FS23/FS24:

Leadership as a Module in Training Courses for Advanced Military Leaders (WAL 1, WAL 1, and WAL 3)

Publications:

Peer-reviewed journal articles

Google Scholars:

<https://scholar.google.ch/citations?user=4MaFcTkAAAAJ&hl=en>

Orcid:

<https://orcid.org/my-orcid?orcid=0000-0002-1359-8502>

1. Galliker, S., Igic, I., Semmer, N. K., & Elfering, A. (2024). Stress at Work and Well-being before and during the COVID-19 pandemic: A One-Year Longitudinal Study in Switzerland. *Journal of occupational and environmental medicine*, 10-1097.
2. Medici, G., Igic, I., Grote, G., & Hirschi, A. (2023). Facing Change with Stability: The Dynamics of Occupational Career Trajectories. *Journal of Career Development*.
3. Medici, G., Grote, G., Igic, I., & Hirschi, A. (2023). Technological self-efficacy and occupational mobility intentions in the face of technological advancement: a moderated mediation model. *European Journal of Work and Organizational Psychology*, 32(4), 538-548.
4. Eggli, A., Pereira, D., Gygax, F., Igic, I., Galliker, S., & Elfering, A. (2022). Double the Trouble?: An Investigation of How Social Stressors and Time Pressure Simultaneously and Interdependently Predict Sleep Quality in Social Workers. *Sleep and Vigilance*, 1-13.
5. Elfering, A., Igic, I., Kritzer, R., & Semmer, N.K. (2020). Commuting as a Work-Related Demand: Effects on Work-to-Family Conflict, Affective Commitment and Intention to Quit. *PsyCh Journal*. <https://doi.org/10.1002/pchj.350>
6. Brunner, B., Igic, I., Keller, A., & Wieser, S. (2019). Who gains the most from improving working conditions? Health-related absenteeism and presenteeism are due to stress at work. *The European Journal of Health Economics*, 20 (8), 1165-1180 <https://doi.org/10.1007/s10198-019-01084-9>
7. Igic, I., Hulsheger, U, Reina, C., Roche, M., Walsh, M. M., & Wihler, A. (2019). Benefits of mindfulness for leadership, performance, and work engagement. *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 16542). Briarcliff Manor, NY 10510: Academy of Management <https://doi.org/10.5465/AMBPP.2019.16542symposium>
8. Kottwitz, M., Pfister, I., Elfering, A., Schummer, S., Igic, I., & Otto, K. (2019). SOS - Appreciation overboard! Illegitimacy and psychologists' job satisfaction. *Industrial Health*, 57 (5), 637-652. <https://doi.org/10.2486/indhealth.2018-0008>
9. Igic, I., Keller, A, Elfering, A., Tschan, F., Kälin, W., & Semmer, N. K. (2017). Ten-year trajectories of stressors and resources at work: Cumulative and chronic effects on health and well-being. *Journal of Applied Psychology*, 102 (9), 1317–1343. <http://dx.doi.org/10.1037/apl0000225>; [Supplemental material for the paper \(Link\)](#)
10. Keller, A., Igic, I., Meier, L., Semmer, N. K., Schaubroeck, J., Brunner, B., & Elfering, A. (2017). Testing job typologies and identifying at-risk subpopulations using factor mixture models. *Journal of Occupational Health Psychology*, 22 (4), 503-517. <http://dx.doi.org/10.1037/ocp0000038>
11. Elfering, A, Igic, I., Keller, A., Meier, L., & Semmer, K. N. (2016). Work-privacy conflict and musculoskeletal pain: A population-based test of a stress-sleep-mediation model. *Health Psychology and Behavioral Medicine*. 4 (1), 70-90. <https://doi.org/10.1080/21642850.2016.1168301>

12. Eatough, M., Meier, L., Igic, I., Elfering, A., Spector, P. E., & Semmer, N. K. (2015). You want me to do what? Two daily diary studies of illegitimate tasks and employee well-being. *Journal of Organizational Behavior*, 37 (1), 108-127. <https://doi.org/10.1002/job.2032>
13. Igic, I., Ryser, S., & Elfering, A. (2013). Does work stress make you shorter? An ambulatory field study of daily work stressors, job control, and spinal shrinkage. *Journal of Occupational Health Psychology*, 18 (4), 469-480. <http://dx.doi.org/10.1037/a0034256>

Book chapters:

1. Froidevaux, A., & Igic, I. (accepted). Meaningful life in retirement. In M. Wang. (Ed.). *The Oxford Handbook of Retirement* (2nd ed.). Oxford University Press.
2. Elfering, A., Brunner, B., Igic, I., Keller, A. & Weber, L. (2017). Gesellschaftliche Bedeutung und Kosten von Stress. In R. Fuchs & M. Gerber (Eds.), *Handbuch Stressregulation und Sport*. Berlin, Heidelberg: Springer. DOI: 10.1007/978-3-662-49411-0
3. Keller, A., Stalder, B., Igic, I., Semmer, N. K., & Elfering, A. (2016). Who gets high quality jobs ten years after compulsory school? In K. Scharenberg, S. Hupka-Brunner, T. Meyer & M. M. Bergman (Eds.), *Youth transitions in Switzerland: Results from the TREE panel study*, Volume II. Zürich, Switzerland: Seismo.
4. Semmer, N. K., Jacobshagen, N., Meier, L., Kälin, W., Tschan, F., Keller, A., Igic, I., Krings, R. & Elfering, A. (2015). Stress als Angriff auf das Selbst. In A. Fischbach, J. Boltz & P. W. Lichtenthaler (Hrsg.), *Stark trotz Stress. Gesundheit und Leistungsfähigkeit in der Polizei. Nachhaltige Beiträge der Arbeits- und Organisationspsychologie* (S. 19-43). Frankfurt a. M.: Verlag für Polizeiwissenschaft. ISBN: 978-3866764293.

Applied research:

1. Igic, I., Galliker, S., Elfering, A., Semmer, N. K., Brunner, B. (2022). Job-Stress Index 2020-2022: Längsschnitterhebung von Kennzahlen zur psychischer Gesundheit und Stress bei Erwerbstätigen in der Schweiz..
2. Galliker, S., Igic, I., Elfering, A., Semmer, N. K., Brunner, B., Thommen, C., et al. (2021). Job-Stress Index 2020/2021. Längsschnitterhebung von Kennzahlen zur psychischer Gesundheit und Stress bei Erwerbstätigen in der Schweiz vor und während der Covid-19-Pandemie. Kommentierte. Tabellenband (unveröffentlicht). Bern und Lausanne: Gesundheitsförderung Schweiz.
3. Medici, G., Igic, I., Grote, G., & Hirschi, A. (2021). Shaping careers through the interplay of education, training and career-enhancing work design. VET Research Report – Valorization report.
4. Galliker, S., Igic, I., Elfering, A., Semmer, N., Brunner, B. & Wieser, S. (2020). Job-Stress-Index 2020. Kennzahlen zum Stress bei Erwerbstätigen in der Schweiz (Gesundheitsförderung Schweiz). Bern: Gesundheitsförderung Schweiz.
5. Medici, G., Tschopp, C., Grote, G., Igic, I., & Hirschi, A. (2020). Zwingt Automatisierung zum Berufswechsel? Die Volkswirtschaft, 10/2020, 40-42.
6. Medici, G., & Igic, I. (2020). Wie man Mitarbeitende im Beruf hält. Transfer, Berufsbildung in Forschung und Praxis (2/2020). SGAB, Schweizerischen Gesellschaft für angewandte Berufsbildungsforschung.
7. Galliker, S., Igic, I., Elfering, A., Semmer, N., Brunner, B. & Wieser, S. (2018). Job-Stress-Index 2018. Kennzahlen zum Stress bei Erwerbstätigen in der Schweiz. Faktenblatt 34.
8. Igic, I., Semmer, N. K., Elfering, A., Zumstein, N., & Lötscher, D. (2017). Test Manual - S-Tool

(Friendly Work Space Job-Stress-Analyses). Bern: Gesundheitsförderung Schweiz.

9. Windlinger, L., Igic, I., & Konkol, J. (2018). Belastende Faktoren im Büroraum und deren Einfluss auf die psychische Gesundheit und das Arbeitsengagement. Ergebnisse aus der Befragung mit Friendly Work Space Job-Stress Analysis (Gesundheitsförderung Schweiz Faktenblatt 30). Gesundheitsförderung Schweiz. (PDF).
10. Igic, I., Elfering, A., Semmer, N., Brunner, B., Wieser, S., Gehring, K., Krause, K. (2017): Job Stress-Index 2014 bis 2016, Kennzahlen zu psychischer Gesundheit und Stress bei Erwerbstätigen in der Schweiz. Theoretische Grundlagen, Methodik und Ergebnisse für die Jahre 2014 bis 2016 in Quer- und Längsschnitt.
11. Igic, I., Keller, A. C., Luder, L., Brunner, B., Wieser, S., Elfering, A., & Semmer, N. K. (2015). Job-Stress-Index, Erschöpfungsrate und ökonomisches Potenzial von Verbesserungen im Job-Stress-Index bei Schweizer Erwerbstätigen 2015.
12. Igic, I., Keller, A. C., Brunner, B., Wieser, S., Elfering, A., & Semmer, N. K. (2014). Job-Stress-Index, Erschöpfungsrate und ökonomisches Potenzial von Verbesserungen im Job-Stress-Index bei Schweizer Erwerbstätigen 2014.

Conference presentations:

1. Igic, I.*, Steiner, R*, Wilhelm, F., & Semmer (2023). Does Little Kindness Go from Work to Home 83rd Annual Meeting of the Academy of Management, Boston, USA.
2. Igic, I., Hirschi, A., Dlouhy, K., Medici, G., & Grote, G. (2022). Profiling "Occupational Changers": Examining the longitudinal change patterns of psychological well-being and health. *82nd Annual Meeting of the Academy of Management, Seattle, Washington, USA.*
3. Igic, I., Hirschi, A., Dlouhy, K., Medici, G., & Grote, G. (2022). Profiling "Occupational Changers": Longitudinal Trajectories of Job Satisfaction, Health, and Well-Being. for *European Academy of Management (EURAM), Winterthur, Switzerland.*
4. Medici, G., Grote, G., Igic, I., & Hirschi, A. (2022). Occupational mobility in the work of the future: Investigating the impact of technological self-efficacy and automation potential on occupational mobility intention. *Accepted for 38th EGOS Colloquium.*
5. Medici, G., Grote, G., Igic, I., & Hirschi, A. (2022). Occupational mobility in the work of the future: Investigating the impact of technological self-efficacy and automation potential on occupational mobility intention. *Submitted for 52nd DGPs Congress.*
6. Kubicek, B., Noja, A., Igic, I., Elfering, A., Galliker, S., (2022). The Intensification of Job Demands Scale (IDS): Validation of a short version in German, Italian, and French. *20th congress of the European Association of Work and Organizational Psychology (EAWOP), in Glasgow, Scotland. (the conference was canceled)*
7. Igic, I.*, Steiner, R*, Wilhelm, F., Meier., L., (2022). Spillover- und Crossover-Effekte von selbstwertbedrohenden Arbeitserfahrungen in einer dyadischen Tagebuchstudie. *geteilte erste Autorschaft. *20th congress of the European Association of Work and Organizational Psychology (EAWOP), in Glasgow, Scotland. (the conference was canceled)*
8. Igic, I., Krieger, T., Hirschi, A., & Pang, D. (2022). Benefit and limitations of Internet-based interventions in the context of work. *Paper Symposium for the 20th Congress of the European Association of Work and Organizational Psychology (EAWOP), in Glasgow, Scotland. (the conference was canceled).*
9. Igic, I., Krieger, T., Hirschi, A., & Pang, D. (2021) A. Efficacy of an individual online self-compassion-based intervention at work: A randomized controlled study. *81st Annual Meeting of the Academy of Management.* <https://doi.org/10.5465/AMBPP.2021.10818abstract>
10. Igic, I.*, Steiner, R*, Meier, L., & Wilhelm, F. (2021). Spillover- und Crossover-Effekte von selbstwertbedrohenden Arbeitserfahrungen in einer dyadischen Tagebuchstudie. *AOW Tagung,*

11. Medici, G., Igic, I., Grote, G., & Hirschi, A. (2020, August). Occupational stability in turbulent times. *The 80th Annual Meeting of the Academy of Management, Vancouver, BC, Canada.*
12. Igic, I., Hirschi, A., Dlouhy, K., Medici, G., & Grote, G. (2020, March). Profiling "Occupational Changers" in their early career: Examining the longitudinal change patterns of psychological well-being and health. Oral presentation at *the small group meeting at Vrije Universiteit Amsterdam, NE.*
13. Medici, G., Grote, G., Igic, I. (2020, February). Responding to turbulent times with proactive career management: From day to day to across the lifespan - Maintaining one's occupation in turbulent times: Understanding the dynamics of stable occupational career trajectories. *1st Careers Division Community Conference.* WU, Vienna, Austria
14. Igic I., & Hulsheger, U. (2019, August). Benefits of mindfulness for leadership, performance, and work engagement. Paper Symposium for the *79th Annual Meeting of the Academy of Management (AOM), Boston, USA.*
15. Igic, I., Krieger, T. A., & Prem, R. (2019, August,). Benefits of self-compassion for health, motivation, and performance in the work context. Oral presentation at the *79th Annual Meeting of the Academy of Management (AOM), Boston, USA.*
16. Igic I., Hirschi, A., Dlouhy, K., & Grote, G. (2019, May). Occupational mobility and sustainable career: Does occupational mobility relate to the development of happiness, health, and productivity over time? Oral presentation at the *19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy.*
17. Faes, Y., Kälin, W., Keller, A., Igic, I., Semmer, N.K., & Elfering, A. (2019, September). Illegitimate tasks as a health risk four years later among young workers with high self-efficacy. Poster at the *16th congress of the Swiss psychological association (SPS/SGP/SSP), Bern, CH.*
18. Prem, R., Igic, I., Korunka, C., Scheel, T. (2019, May). Vicious circles of procrastination? How workplace procrastination is related from one day to the next. Oral presentation at the *19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy.*
19. Guri, M., Tschopp, C., Grote G., Hirschi A., & Igic I. (2019, May). Grassroots of occupational change: Understanding mobility in vocational careers. Oral presentation at the *19th Congress of the European Association of Work and Organizational Psychology (EAWOP), Turin, Italy.*
20. Faes, Y., Kälin, W., Keller, A. C., Igic, I., Semmer, N. K., & Elfering, A. (2019, September). Illegitimate tasks as a health risk among young workers with high self-efficacy. Oral presentation at the *16th Swiss Psychological Society. Conference Psychology's Contribution to Society (SPS SGP SSP). Bern, Switzerland.*
21. Medici, G., Grote, G., Hirschi, A., & Igic, I. (2018, October). Exploring the Relation between Technological Change and Mobility in Vocational Careers. Poster presented at the Conference on VET Research in Lausanne, Switzerland.
22. Igic I., Prem, R. & Krieger T. (2018, September). Does self-compassion work at work: Diary study. Oral presentation at the *European Academy of Occupational Health Psychology (EAOHP), Lisbon.*
23. Igic, I., Krieger, T., Holtforth, M., & Elfering, A. (2017, Mai). Daily self-compassion during work. Oral presentation at the *18th congress of the European Association of Work and Organizational Psychology (EAWOP), Dublin, IR.*
24. Igic, I., Keller, A., Semmer, N. K., Elfering, A. (2016, April). Work-related mobile devices are used after work hours for recovery and health. Oral presentation at the *12th Conference of the European Academy of Occupational Health Psychology (EAOHP), Athen, GR.*
25. Igic, I., Semmer, N.K., Keller, A., Kälin, W., Elfering, A., Tschan, F. (2015, May). Does chronic work stress matter? Trajectories of working conditions and employee's health and well-being 10 years later. Oral presentation at the *11th International Conference on Occupational Stress and Health: Work, Stress and Health, 2015, Atlanta, US.*
26. Igic, I., Keller, A., Kälin, W., Elfering, A., & Semmer, N. K. (2015, May). Alcohol consumption, sports activities, and detachment from work during the weekend as a function of time pressure over a week. Poster presented at the *17th Congress of the European Association of Work and Organizational Psychology (EAWOP), Oslo, NO.*

27. Eatough, E.M., Meier, L., Igic, I., Elfering, A., Spector, P. E., & Semmer, N. K. (2014, May). Illegitimate tasks and well-being. Oral presentation at the *29th Annual Conference of the Society for Industrial and Organizational Psychology*, Honolulu, USA.
28. Igic, I., Semmer, N.K., Keller, A., Kälin, W., Elfering, A., Tschan, F. (2014, April). Job control, task-related stressors, and social stressors: Identifying groups with different developmental patterns in these variables. Oral presentation at the *11th Conference of the European Academy of Occupational Health Psychology (EAOHP)*, London, UK.
29. Igic, I., Semmer, N.K., Keller, A., Kälin, W., Elfering, A., Tschan, F. (2014, February). Stressors and resources at work and well-being over time: Demonstrating cumulative effects using growth mixture modeling. Oral presentation at the *2014 Annual Research Forum of the Swiss Center for Competence in Affective Sciences*, Geneva, CH.
30. Igic, I. (2013, September). Langfristige und Kumulative Effekte von Arbeitsstressoren und -ressourcen auf das Wohlbefinden und die Gesundheit. Oral presentation at *Nachwuchsworkshop AOW*, Wien, AT.
31. Igic, I., Semmer, N.K., Keller, A., Kälin, W., Elfering, A., Tschan, F. (2013, May). Social stressors and irritability over time: Modeling the relationship via growth mixture methodology. Oral presentation at the *10th International Conference on Occupational Stress and Health*, Los Angeles, California, USA.
32. Bongkyoo C, Schnall, P., Landsbergis, P., Ko, S., Dobson, M., Juarez-Garcia, A., Yang, H., Rivas-Garcia, J., Igic, I., Karasek, R., Baker D. (2013, March). Methodological issues in the paper: Job strain as a risk factor for coronary heart disease [Lancet 2012; 380: 1491-9]. Oral presentation at the *6th ICOH-CVD conference*, 2013, Tokyo, JP.
33. Igic, I., & Semmer, N. K. (2012, April). Daily self-esteem and illegitimate tasks: A Diary Study. Oral Presentation at *10th Conference of the European Academy of Occupational Health Psychology*, Zürich, CH.
34. Igic, I., Ryser, S., & Elfering, A. (2012, March). Does work stress make you shorter? An ambulatory field study of daily work stressors, job control, and spinal shrinkage. Poster presented at the *30th ICOH International Congress on Occupational Health*, Cancun, MX.
35. Igic, I. & Semmer, N. K. (2012, February). Daily self-esteem and illegitimate tasks: A diary study. Oral presentation at the *2012 Annual Research Forum of the Swiss Center for Competence in Affective Sciences*, Geneva, CH.

Invited presentations

36. Igic, I. (2023). From Understanding General Workforce Dynamics to Exploring Leadership, Diversity, and Ageing. Research Seminar in HRM, Universität Luzern, Center for Human Resource Management (CEHRM)
37. Igic, I., & Steiner, R., (2022, November). Wie kann Vereinbarkeit von Beruf und Privatleben gelingen? Forschungsergebnisse und Denkanstöße zur kritischen Reflexion des eigenen Verhaltens. Presentation for the Intermediate Staff Association of the University of Bern (MVUB).
38. Igic, I. (2021, September). Workshops: Resources and stressors at the start of a career: The Job-Stress-Index for young employees. Congrès national pour la gestion de la santé en entreprise 2020. *Paré-e-s pour l'avenir - la GSE pour les jeunes employé-e-s*. Kursal, Bern.
<https://www.bgm-tagung.ch/fr/>
39. Igic, I. (2018). Workplace stress and taking care of yourself: A better understanding. Presentation for the Intermediate Staff Association of the University of Bern (MVUB). Wie funktioniert Teamarbeit heute? Das Wissenschaftscafé Bern, Dialogue between science and broad public (.