

Organizational Culture Change: Facilitating the Development of Healthy Working Teams



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Agenda

- Culture change elements
- Organizational Psych Concepts & group dynamics
- Motivation
- Individual variables
- Desired outcomes

Culture Change: Big Picture

Components, Steps and Required Elements
from the lens of Organizational Psychology



CULTURE CHANGE COMPONENTS





Roadmap for culture change at an organizational level

1

Training

2

Materials & Processes

3

Operational Norms

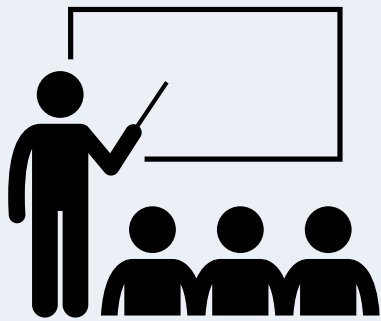
4

Discussion & Consultation

5

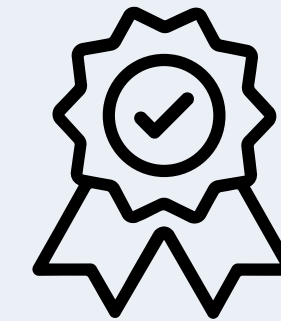
Evaluation & Revision

01. Training



Leadership Orientation around culture change processes, Transformational (vs Transactional) Leadership, Foundational Education

Behavioral Health Culture Change Roadmap

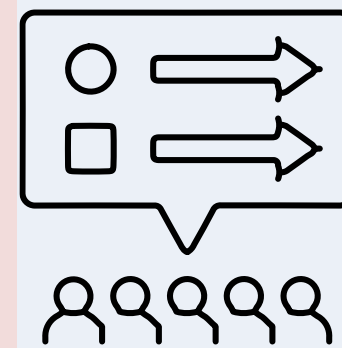


05. Evaluation & Revision

Baseline data are collected on resilience and other desired outcomes and then repeated at interval. The program is evaluated for effectiveness at defined markers based on clearly measurable outcomes (good health, not just absence of bad health)

03. Operational Norms

Behavioral Health becomes imbedded into operational processes and post-call debriefings. All responders learn how to recognize signs and symptoms of concerns in self and others and there is a positive reward culture around pro-active coping choices.

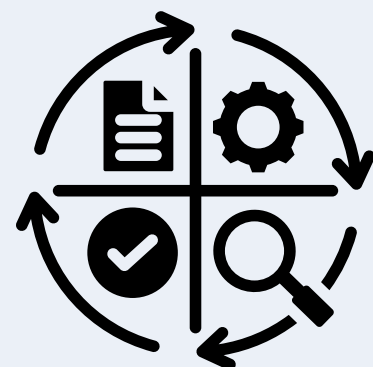


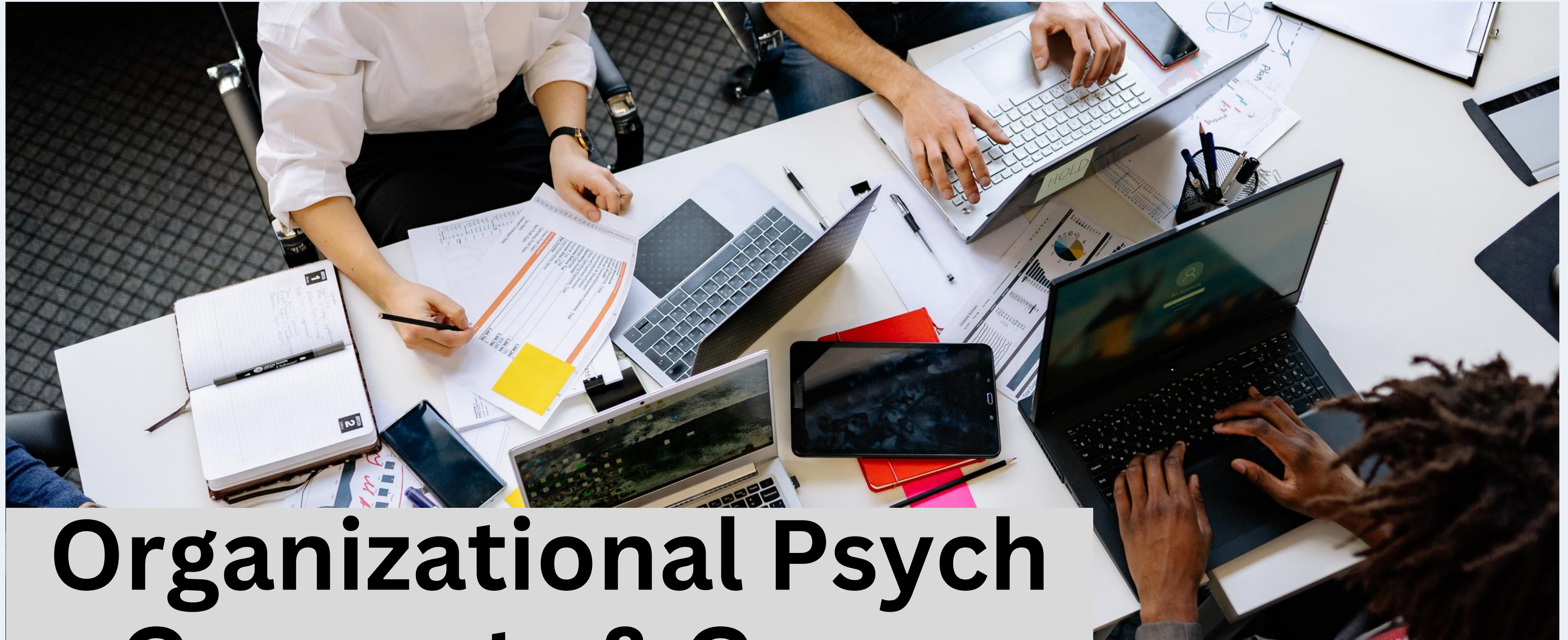
04. Discussion / Consultation

Discussion and consultation occurs across and between teams or work units of various sizes, on a regularly scheduled basis with a core leadership team and / or BH 'rep' group that has regularly scheduled huddles or the establishment of a learning community where challenges and successes are shared

02. Materials & Processes

Revision or adoption of training materials and programmatic offerings from first career entry through continuing education that include and emphasize behavioral health where appropriate.





Organizational Psych Concepts & Group Dynamics

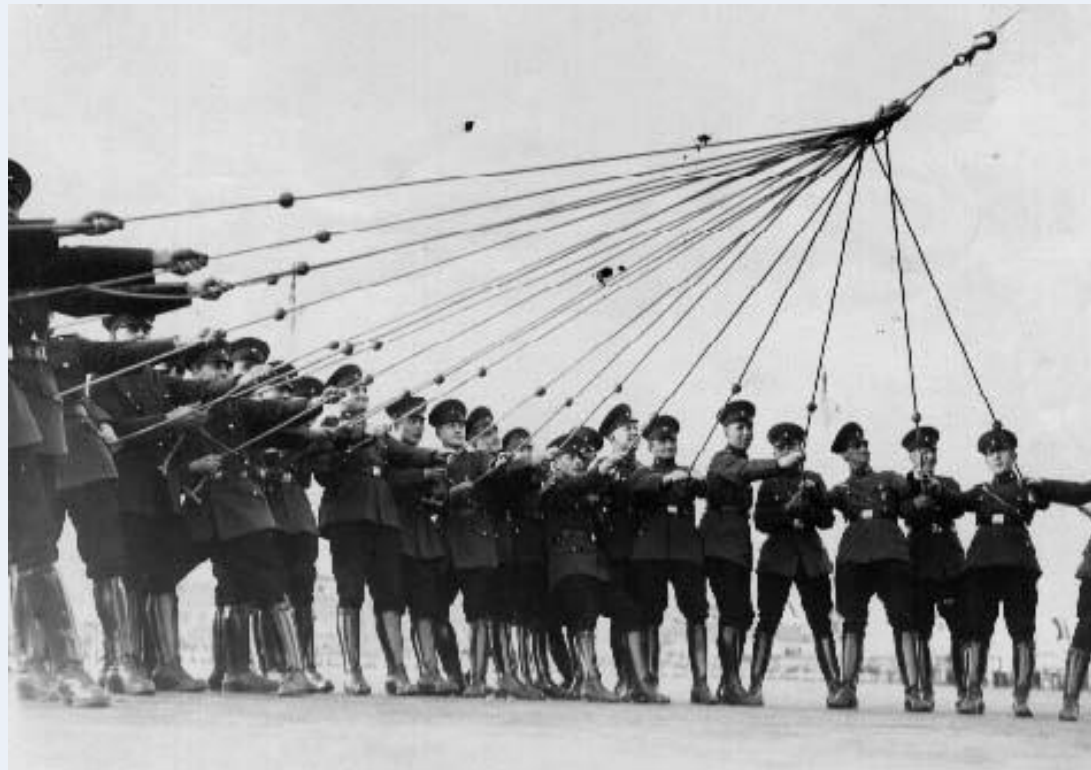
RECIPROCAL DETERMINISM

- People influence their environment, just as the environment influences them!
 - This is called Reciprocal Determinism.
- Interactions between learning, social influence, and cognition(thinking) = person and environmental variables.



Some Org psych concepts

The Ringelmann Effect:
People become less productive when they work with others; Loss increases as group become larger



Social facilitation:
improvement in performance in the presence of others (both audience and coaction)




Social loafing:
decline in performance when individual contributions are minimized or anonymous



How to minimize “social loafing” and increase “social facilitation”




- Increase Identifiability
- Minimize Free-riding
- Set Goals
- Increase Involvement
- Social compensation
 - Recognition and value
- Identification with the group:
Social identity



How to increase a sense of team membership and collective efficacy

- Set and clarify goals and roles
- Design teams thoughtfully: size, communication features, authority, organization, duration, composition
- Practicing (training): orienting, distributing resources, pacing, coordinating responses, and motivating members
- Process consultation
- Building cohesion by increasing communal perspective, efficacy
- ***Team approaches are reliably associated with increases in effectiveness and satisfaction.***



Desired outcomes (3H)

**1. Healthy
individual team
members (to come)**

**2. High cohesion
amongst team or
group members
(group dynamics)**

**3. High
productivity:
efficient and
effective work
(group dynamics)**

Cohesion

Cohesion tends to lead to:

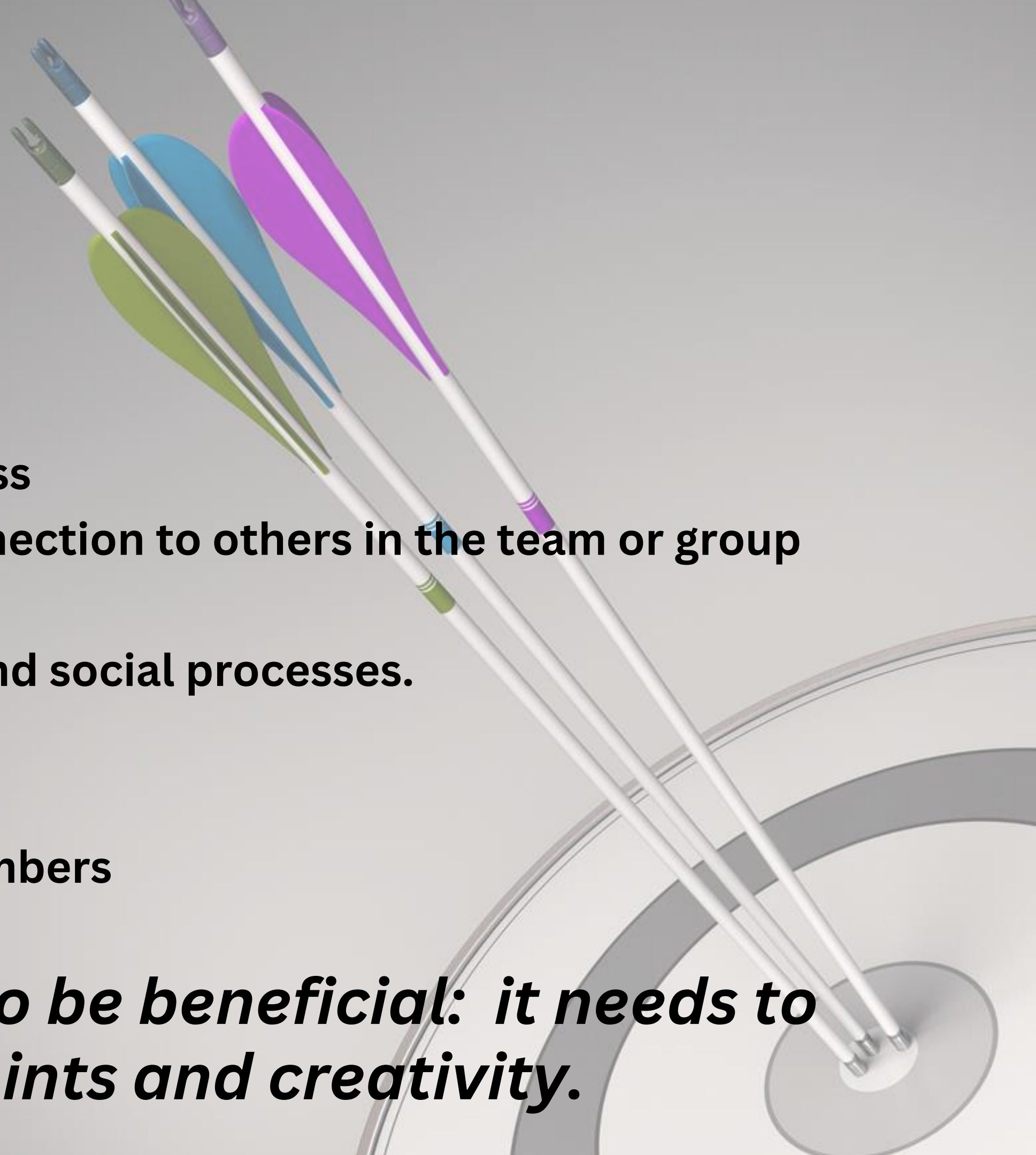
- Increased member satisfaction
- Decreased employee turnover and stress
- “esprit de corps” - feeling of pride, connection to others in the team or group

Cohesive groups can intensify emotional and social processes.

They can:

- Be more emotionally demanding
- Exert more conformity pressure on members

Cohesion need to be healthy to be beneficial: it needs to allow room for various viewpoints and creativity.



Cohesion can be enhanced by:

- **Teamwork:** Coordinating efforts to achieve goals; reducing social loafing, and increasing the value and recognition of individual contributions
- **Unity:** Finding common ground, solidarity and a sense of belonging
 - “Question of the day” or other ways for members to learn about each other as individuals
 - With virtual teams, doing this consistently is even more important
- **Collective efficacy:** developing a high level of confidence about success at the tasks the group accepts

McClelland's Acquired Needs: A motivation theory for the workplace



Need for Achievement

The need to master challenges, out-perform others, or meet high standards of excellence



Need for Power

The need to control, exert authority, mastery or influence; value in status, reputation & recognition.



Need for Affiliation / Belonging

The need to associate, be part of a larger group, live or work in community with others

Expectancy Theory of Motivation (workplace)

Self-Efficacy

Your belief in your ability to achieve the desired outcome (*if I work hard, I can finish this project early*)

Instrumentality

The believe that your achievement of a particular goal will result in a desired outcome, (*if I finish this project early, I will be able to choose my next project*)

Valence

The desirability of the outcome (*choosing my next project is very important to me*)

Self-Efficacy Correlates

A woman in a white patterned shirt and dark pants stands on a path, looking towards the right. The background is a hand-drawn illustration of a journey. A path starts from a point labeled 'START' and leads through various challenges like a mountain, a river, and a storm, eventually reaching a peak labeled 'GOAL' with a flag. A smiling sun is in the sky, and there are birds and clouds. The overall tone is one of perseverance and achievement.

LOW

- Helplessness
- Futility of effort
- Quickly giving up
- Not attempting to cope
- Unable to exercise control over events
- Low motivation
- Low aspirations
- Interference with cognitive abilities
- Adversely affects physical health

HIGH

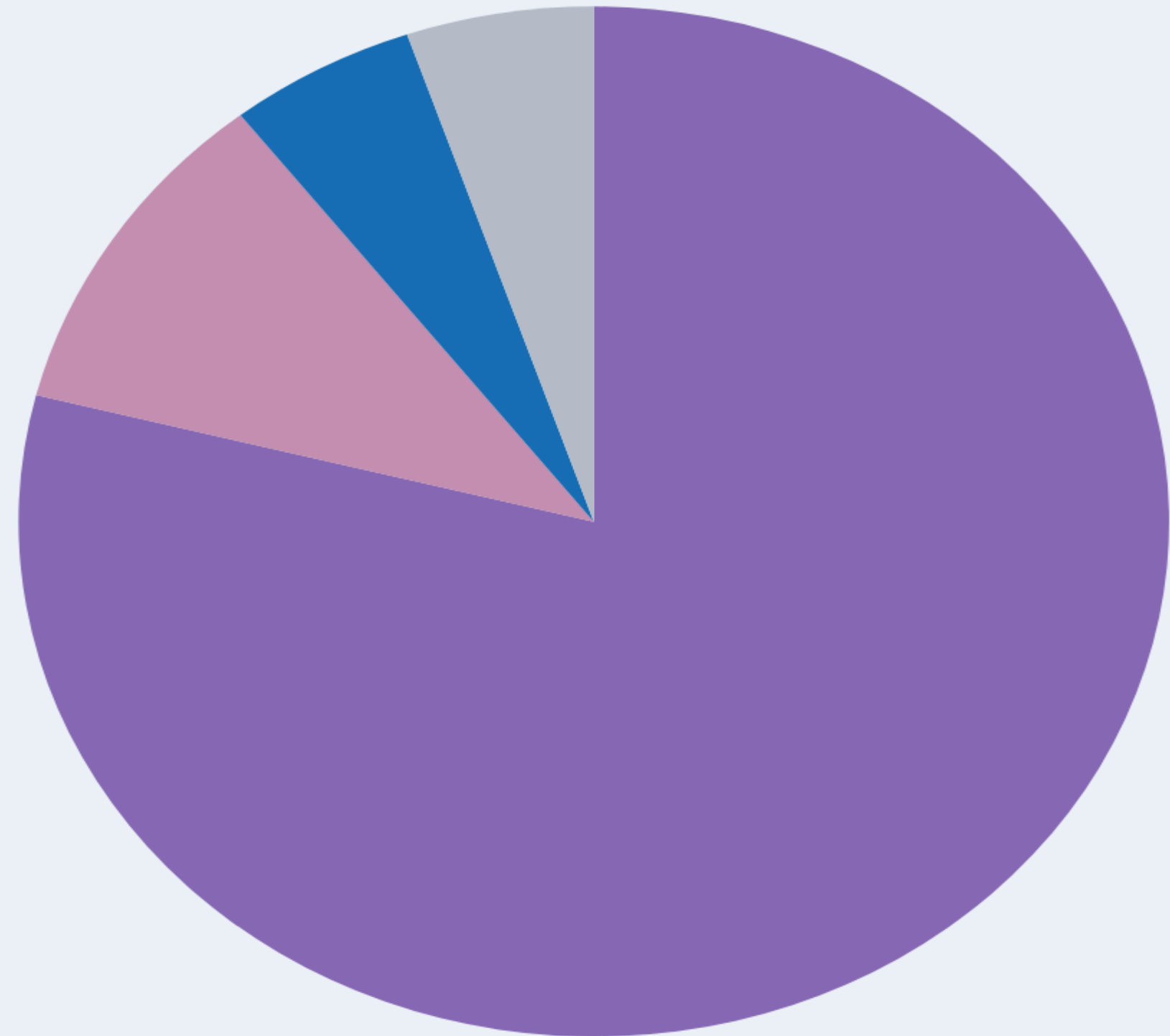
- Deal effectively with events
- Expected to succeed
- Perseverance
- Confidence in abilities
- Little self-doubt
- View difficulties as challenge rather than threat
- Actively seek novel situations
- Improves problem solving and analytical thinking abilities
- Raises aspirations

Sources of Information about Self-Efficacy

- Performance attainment : I did it!
- Vicarious experiences : If they did it, so can I!
- Verbal persuasion : You can do it! (realistic and genuine)
- Controlling Physiological and emotional arousal: Am I nervous?

Sources of information about self-efficacy

- I can do it because I have done it before!
- If they can do it, so can I
- You can do it!
- I'm not anxious



How to Increase Self-Efficacy

1. Exposing people to success experiences by arranging reachable goals increases performance attainment.
2. Exposing people to appropriate models who perform successful enhances vicarious success experiences.
3. Providing verbal persuasion encourages people to believe they have the ability.
4. Strengthening physiological arousal through diet, nutrition, exercise; increase stamina and ability to cope.



Individual variables

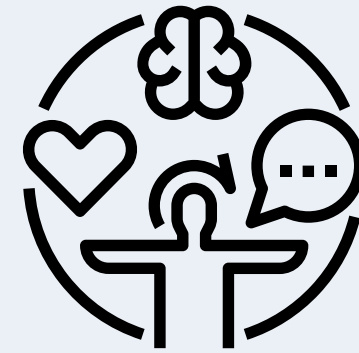
Individual considerations and variables



**Insight &
Awareness**



**Communication
Skills**



**Personality
style**



**Coping
mechanisms**



Insight and Awareness

- How do you react when things change unexpectedly?**
- What are your “red flag” issues?**
- When do you need to reach out for help or support?**

Communication Skills

How are your active listening skills?

How do you react when you are angry or sad?

Are you able to regulate yourself in order to deescalate others?



Personality Style

A woman in a white and black patterned top and a large, dark, fluffy tutu is captured in mid-air, holding a butterfly net. She is positioned in the center of the frame, with her back to the camera. The background is a soft, hazy sunset sky with warm orange and yellow tones near the horizon, transitioning into a cooler blue and teal at the top. The overall mood is dreamy and ethereal.

How can you tell when you need some space from others?

How much independence is helpful for you when you are on a team?

How aware are you of the needs of other team members?

What are your go-to options for pick-me-ups?


Coping Mechanisms



Do you have and use a personal coping plan?

How much time do you spend in escape / avoidance activities vs. restoration & recovery?

What is your indicator that you need to get some space from others?



**Desired
outcomes
(3H)**

- 1. Healthy individual team members**
- 2. High cohesion amongst team or group members**
- 3. High productivity: efficient and effective work**

Healthy Team Members



Behavioral Health is prioritized from a values AND resources standpoint

Healthy communication is an active practice between team and group members; things aren't "left alone"

Active coping is something that is practiced AND modeled across levels

Healthy boundaries between work and personal time are encouraged, supported, AND modeled

cohesion

team
business
network
partnership
together
unity
staff
solidarity
connection
human
mechanism
communication
family
businessman
children
success
office
production
cog
health
stability
development
uniform
company
agreement
determination
conceptual
marketing
organization
machine
association
heerful
engineer
manager
parents
lifestyle
society
work
union
s
relationship
community
network

Team members have the chance to get to know each other as people, not just as a job role

Individual contributions are recognized, and effort is celebrated

The core values and purpose or mission of the team are clear to all

The role of each team member in a bigger picture is clear and acknowledged

A top-down view of a desk with a laptop, glasses, a coffee cup, and a keyboard. The text is overlaid on the image.

High Productivity

**Individual
contributions
are valued and
visible**

**A sense of
'purpose' is
built into the
work**

**Appreciation
and thanks are
a norm**

**Opportunities
for growth and
challenge are
available**

Thank You

Asante
Arigato
Dank Je
Matufondo
Spasibo
Merci
Mochchakkeram
Mamana
Vinaka
Matondo
Maake
Dankon
obrigado
Grazie
Nirringrazzjak
Kia ora
Salamat
Terma Kasih
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Any questions?

