



Creating a Healthy Organizational Culture

From Assessment to Change

Healthy Organizational Culture Workbook Contributors

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Healthy Organizational Culture Workbook Overview

- This workbook is designed to provide a general overview of organizational culture and the benefits of a healthy organizational environment. It also contains Information for managers and employees for creating healthy cultural changes.



Learning Objectives

As a result of completing this workbook, participants will be able to:

1. Define:

- Organizational Culture, Core Values, Ethical Principles

2. Recognize:

- Elements of healthy organizational culture, organizational wellness, personal wellness, burnout and workaholism

3. Identify:

- Benefits of cultural change
- Methods for planning, managing and reinforcing cultural change

4. Analyze:

- Participant's personal values vs. organizational values
- Participant's actual behaviors for congruence with stated organizational values



Organizational Culture

- Organizational culture is the ‘personality’ of an organization, comprised of the assumptions, values, norms and behaviors of the organization’s members.



Organizational Culture

A healthy organization cultivates a culture of respect within a community that supports:

- Personal and professional growth
- Fairness
- Open communication
- Shared values

(Definition of a Healthy Organization, Organizational Culture & Workplace Environment Committee, 2008)

A healthy organizational culture builds a strategic framework to incorporate core values within its mission, vision, and strategic goals.

(Guide to Human Resources: Susan Heathfield)



Healthy Organizational Culture: Employee Morale Benefits

- Enjoyment of work activities
- A sense of cohesiveness and support
- Flourishing productivity and creativity
- Mutual respect among co-workers
- Increased retention
- Reduced turnover
- Different points of view are welcomed with ongoing dialogue resulting in a safe environment for employees to share their experiences



Healthy Organizational Culture: Health Benefits

- Reduced Absenteeism
- Reduced 'presenteeism' (A phenomenon in which employees are at work but are not as productive due to stress, depression, injury, illness, or burnout)
- Reduced injuries
- Increased potential to reduce healthcare-related costs
- Provides additional parallel therapeutic process for both the client and the employee by demonstrating the interrelationship between organizational culture and standard clinical interventions



Assessing Organizational Culture

Once an organization assesses its culture and climate, it can go on to establish human resource policies, programs, and strategies that support and strengthen its core purpose and values.

(Assessing Organizational Culture: Catherine Fyock and Joan P. Brannick)



Core Values

Core values provide a guide to achieving the organizational mission and strategic goals.

Core values serve to:

- Align employees' diverse personal values* with organizational goals
- Guide decisions
- Form the basis for acceptable behaviors
- Bring decisions into alignment with corporate goals

** Individuals bring personal values into the organization from their past experience and interactions with others; these values are further influenced by organizational culture.*



Core Values of High Performing Organizations

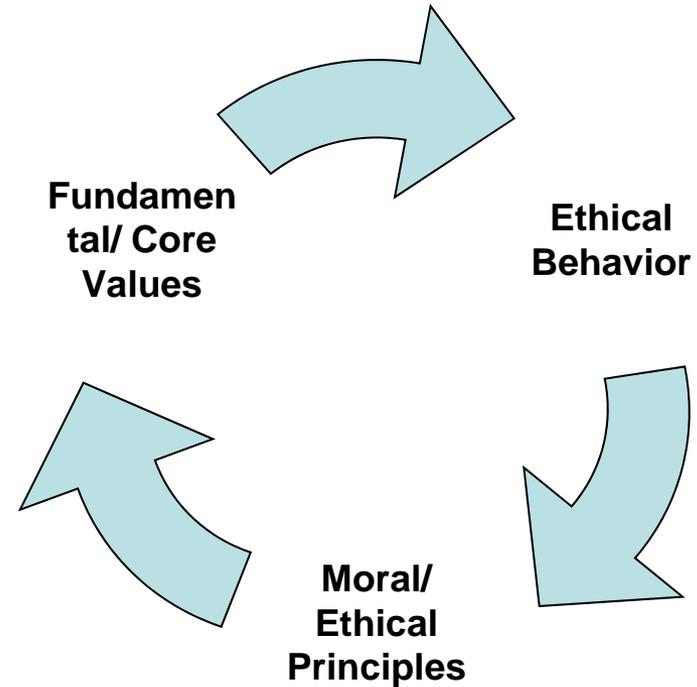
- **Trust**
- **Respect**
- **Commitment**



Ethical Principles

Corresponding dimensions of core values in the workplace are called Ethical Principles.

Ethical behavior is driven by moral principles representing fundamental values.



Ethical Principles – Additional Terms

Utilitarianism – a moral principle stating that decision makers should seek the greatest good for the greatest number of people when choosing among alternatives

Moral Intensity – is the degree to which an issue demands the application of ethical principles

Ethical Sensitivity – a personal characteristic that enables people to recognize the presence and determine the relative importance of an ethical issue

(Organizational Behavior: Steven McShane and Mary Ann Von Glinow)



Organizational Culture Assessment

Organizational culture assessment and culture change are the building blocks for achieving and sustaining organizational wellness.

Before an organization can change its culture, it must first understand the current degree of wellness by assessing the existing culture.

An understanding of work culture is particularly important when attempting to manage organization-wide change. Organizational change must include not only changing structure and processes, but also changing the corporate culture as well.

(Organizational Culture: Carter McNamara)



Assessing the Culture

An assessment of the current environment will provide important information about where the organization is, and where it could be. The gap between current and desired organizational culture state provides direction for changes.

- Be impartial
- Watch for emotions as this is an indicator of values
- Watch for interactions between:
 - Staff – Staff
 - Management – Management
 - Management – Staff
 - Staff – Management

(Catherine D. Fyock)



Culture Assessment Methods

Cultural Walk

Walk through the organization to take a visual assessment to gather information about the style and accepted style.

- What is displayed on the walls?
 - Bulletin boards with positive messages, general information, promotional contests, expired information
- What is the norm for communications?
 - Conversation vs. email
 - Verbal conversations with or without respect
 - Non-verbal communications written with or without respect.

Susan M. Heathfield



Culture Assessment Methods

Cultural Interviews

What people think and feel about their work determines whether they will do it well or poorly, which matters a lot for the well being of the organization. Ask questions to help to gauge overall feelings. Be sure to include **all** levels of staff to collect a fair assessment.

What is the one thing you would like to see changed about this organization?

What would you tell a friend about your organization if s/he were going to work here?

Why do you believe people succeed and fail within the organization?

*Who is a hero around here?
Why?*

Susan M. Heathfield



Culture Assessment Methods

Cultural Survey

Survey Instrument

- Baseline statements focusing on workplace and organizational performance
- Employees rate each statement using rating a five-point scale
 - e.g., Job Satisfaction, Communication, Fairness



Job Satisfaction

Job satisfaction rate measures of a collection of attitudes about specific facets of the job. Satisfied employees have a favorable evaluation of their job based on their observations and emotional experiences.

Key elements of improved job satisfaction:

- Equity – to be respected and to be treated fairly in areas such as pay, benefits, and job security
- Achievement – to be proud of one's job, accomplishments, and employer
- Camaraderie – to have good, productive relationships with fellow employees *

Satisfied employees are less likely to quit their jobs, be absent or late for work and are more productive workers.**

(** Why Your Employees Are Losing Motivation: David Sirota, Louis Mischkind, & Irwin Meltzer)

(* Workplace values, Ethics and Emotions)



Organizational Check-up

An organizational check-up is a process to help assess the levels of staff engagement vs. burnout. There are three dimensions on the continuum between burnout and engagement:

(Maslach & Leitner, 2000)

INDIVIDUAL RESILIENCY:

Exhaustion <-----> High Energy

INVOLVEMENT TO JOB AND OTHERS:

Cynical <-----> Positive

REACTION TO ONESELF ON THE JOB:

Ineffectiveness <-----> Efficacy and Accomplishment



Organizational Check-up

Explores:

- Level of employee burnout
 - *e.g., when skills and duties are mismatched*
- Employee engagement
 - *e.g., when there is a good fit of skills to duties*

Identifies:

- Consistent patterns across the organization
- Variety in patterns (by bureau or unit)
- Management processes to address burnout
- Information to design and implement changes



Importance of Check-ups

- Makes a statement about the value an organization places on the people who make it work.
- Provides an accurate, timely, and meaningful flow of information. The information lets managers know about the most valuable, costly, and complex part of their organization - its people.
- Involves employees in the solution, both to voice concerns, and to make suggestions for the better operation of the organization. Involving employees will also increase their motivational level for engagement and commitment to the change process and overall job satisfaction.



Burnout vs. Engagement

Burnout and Engagement are on opposite ends of a continuum – when one is high, the other is low.

The organization that desires high-quality performance, creativity, innovation, and smooth management of change will be challenged to achieve these goals with a burned out workforce.

(Preventing Burnout & Building Engagement: Michael Leitner and Christine Maslach)



Findings Related to Burnout

The two factors that explain staff members' stress in addiction facilities are:

- Organizational demand
- Client demand

(Farmer, R., Clancy, C., Adenekan, O., & Rasool, G. H. (2002). Stress and work with substance misusers: The development and cross-validation of a new instrument to measure staff stress)



Employee Burnout

The structure and functioning of the work place shapes employee relationships to their work – how they carry out their jobs, how they interact with other people, and ultimately what they think and feel about what they do.

Burnout is a state generated in the work environment that affects the work, the individual, and overall organizational wellness.

(Preventing Burnout & Building Engagement: Michael Leitner and Christine Maslach)



Detrimental Effects of Burnout

Burnout erodes the core of what makes one human,
“the human soul”

- Values, dignity, spirit, will
- Ability to cope
- Health
- Social relations



Warning Signs of Burnout

Exhaustion is generally the first sign of burnout as a result of workload overload or major changes. Other warning signs include:

- Cynicism
- A 'cold, distant' attitude
- Minimal involvement
- Relinquishing original ideals and vision for the work
- Ineffectiveness
- A growing sense of inadequacy



Workaholism

The term 'workaholism' was coined during the late 1960's. The Diagnostic and Statistical Manual (DSM) – does not classify workaholism as an official diagnosis or an addiction.

Instead, it is considered a symptom of obsessive-compulsive disorder, with a broader obsession with orderliness, perfection, and control at the expense of flexibility, openness, and efficiency.

Workaholism is also considered a coping strategy.

(Loren Stein)



Signs and Characteristics of Workaholism

- Consistently staying late at the office and working on weekends to 'get the work done'
- Workaholics' denial and destructive behavior persists despite feedback from loved ones that the relationship is deteriorating
- A workaholic is not able to stop and enjoy his accomplishments
- Workaholics resist collaboration, and have difficulty delegating tasks
- Workaholics have the underlying belief that, if they are not always active, they have no right to exist.



Health Impact of Workaholism

Mania over work creates a surge of adrenaline, which floods the body and taxes every physical function, especially the heart.

- Adrenaline provides the illusion of unusual amount of strength, resilience, and energy and does not provide for recognition of fatigue and stress
- Adrenaline surges can contribute to high blood pressure and add to the plaque build in heart vessels, increasing the risk of heart attacks and strokes

Workaholics suffer from a host of other stress disorders, including anxiety attacks, ulcers, and burnout, as well as depression that can lead to suicide.

Workaholism is unhealthy. Individuals suffering from workaholism should definitely seek treatment.

(Merra Greengrass, a spokesperson for the American Psychological Association)
(Bryan E. Robinson, PhD., University of North Carolina)



Workaholism

“It’s no longer seen as a respectable vice, but as a serious problem that can have life-threatening consequence.”

Loren Stein/Consumer Health Reports.



Assessing Survey Results

- Cultural Assessment results may indicate several areas of concern related to employee burnout, workaholism and differentiation between professed and demonstrated personal and organizational values.



Making a Culture Change

Cultural assessments yield quality information about the current health and wellness of the organizational culture.

Often this information leads to a decision to initiate a culture change.



Steps To Initiate And Manage Culture Change

- Acknowledge the challenge presented by culture change
- Create a culture change team and utilize a collaborative, shared process that engages staff from **all** levels of the organization
- Review cultural assessment results. Compare the desired culture with the current culture
- Determine the goal of making a change (e.g., what will the new culture 'look like'?)
- Decide what changes are needed in your behavior to create the desired culture
- Create a realistic change plan
- Conduct ongoing staff trainings and meetings to improve communication
- Assess and modify the change plan as the concept and work experience of change is integrated into the culture



Manager Responsibility in Culture Change

- Instill an inspiring purpose
- Provide meaningful recognition
- Be an expeditor for employees
- Coach employees for improvement
- Communicate fully
- Face up to poor performance issues
- Promote teamwork
- Listen and Involve

(Why Your Employees Are Losing Motivation: Sirota, Mischkind & Meltzer)



Individual Staff Responsibility In Culture Change

- Become a part of the solution
- Work with administration to address areas of concern
- Practice good communication skills with colleagues
- Be aware of stress and burnout warning signs
- Meet, examine and discuss values
- Practice good wellness behaviors to stay strong
- Understand what is happening in the field and consider how to incorporate concepts of Evidence-based Practices
- Be prepared to address whether your value focus is on target and how this connects to overall agency goals/mission



Personal Wellness

- Wellness is generally used to mean a balance of physical, emotional, psychological, social, intellectual, and spiritual health that results in an overall feeling of a fulfilled life.
- Wellness is an active lifelong process of becoming aware of choices and priorities and making decisions both in and outside of the work environment to achieve this desired state of health.
- Individual Wellness encourages and facilitates staff engagement in working together towards achieving greater Organizational Wellness.
- We can all think about taking steps to improve our health and wellness, but its difficult to know where to start. OASAS has designed a [Wellness Website](http://www.oasas.state.ny.us/wellness/index.cfm)* as a resource that provides useful links and valuable information about nutrition, exercise, tobacco dependence, and emotional wellness/stress management.

* [Wellness Website: http://www.oasas.state.ny.us/wellness/index.cfm](http://www.oasas.state.ny.us/wellness/index.cfm)



Individual/Organizational Values

Individuals can hold both a personal value system and an organizational value system. A healthy organizational culture is indicated when the two value systems (one personal and one organizational) and the resulting behaviors are consistent.

A value system is *consistent* when:

- Its values *do not contradict* each other and
- Its exceptions are *abstract* enough to be used in all situations and *consistently* applied.

Conversely, a value system by itself is *inconsistent* if:

- Its values *contradict* each other and
- Its exceptions are highly *situational* and *inconsistently* applied



Individual vs. Organizational Values

When assessing value systems consider whether the **behaviors** resulting from individual values are consistent with organizational values.

For example:

A manager verbally acknowledges the accepted organizational values, however in practice, deviates from it thus indicating inconsistent value systems.



Organizational Wellness Key Issues

Once you understand your current organizational culture, decide what the culture should look like to support success.

Finally, the individuals in the organization must decide to change their behavior to create the desired culture. (How to Change Your Culture/Organizational Culture Change: Susan Heathfield)



Changing the Tone

- Assess your culture
- Develop a cross representative team, engage staff at **all** levels
- Determine what you want your work culture to be
- Decide to change YOUR behavior, lead by example
- Progress not Perfection
- Communicate with everyone on a regular basis



Sustaining Change

“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Maya Angelou



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