

Building a Performance Based Culture

Improving safety and boosting productivity

Comcare National Seminar Series

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Centre for Corporate Health

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A few questions to consider...

- What has happened in the past 10 -15 years?
 - Rising epidemic of workers' compensation claims for psychological injury?
- Why?
 - Are our workplaces that much more stressful?
 - Have the demands and pressures changed so much in just 10 years?
- What are the real causes?
 - How does workplace culture influence dysfunctional behaviours
- What can we do about it?
- How do we build resilience?



Once upon a time....

- Major Hospital
- Big problems with staff turnover
 - Nursing staff
 - Support staff
- Workers' compensation \$\$\$\$\$
 - Time off work
 - Costs
 - Impact on premium
- Productivity issues
 - Inefficiencies
 - Wastage and accidents
 - Morale , job satisfaction, stress
- Negative impact on reputation and brand
 - Difficulty attracting leading edge surgeons
 - Difficulty attracting quality nursing staff



What Causes Such Dysfunction?

Workplace Culture



Workplace Culture

‘...the shared values, norms and expectations that govern the way people approach their work and interact with each other.’

- An Organisation’s Culture describes the ways of thinking, behaving & believing that organisational members have in common.



Workplace Culture (cont'd)

Key elements of this definition:

- Culture is something **shared**
- Values (**what is important**) and beliefs (**how things work**) are central components
- Norms are explicit & implicit '**rules**'
- **Expectations** reflect what is encouraged, discouraged, rewarded & punished



But do people ever behave in unsafe ways even when they know it is not right?





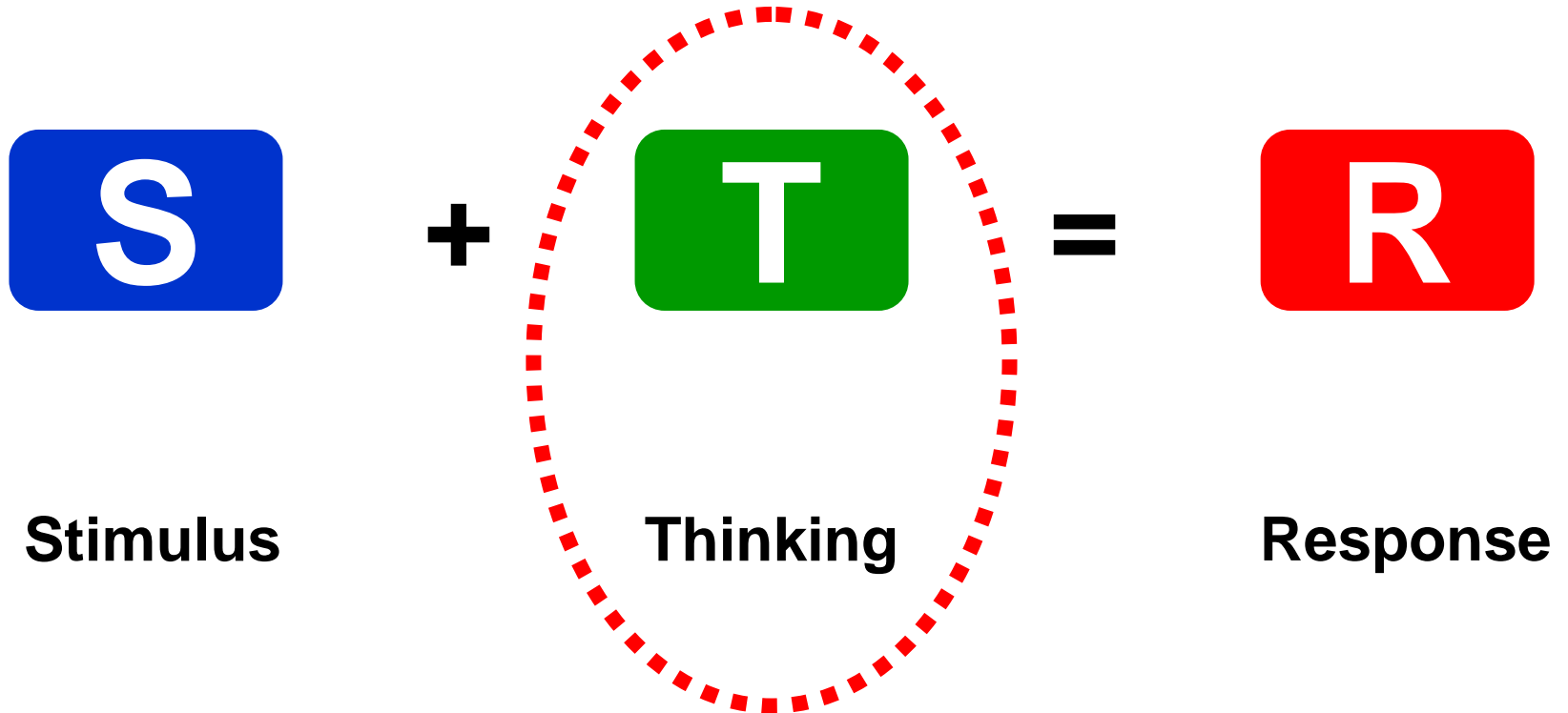
What really influences our behaviour?

- We know that rules and policies often do not influence our behaviour
- Our motivations:
 - What do I need to do to:
 - Fit in around here?
 - Get ahead in this organisation?



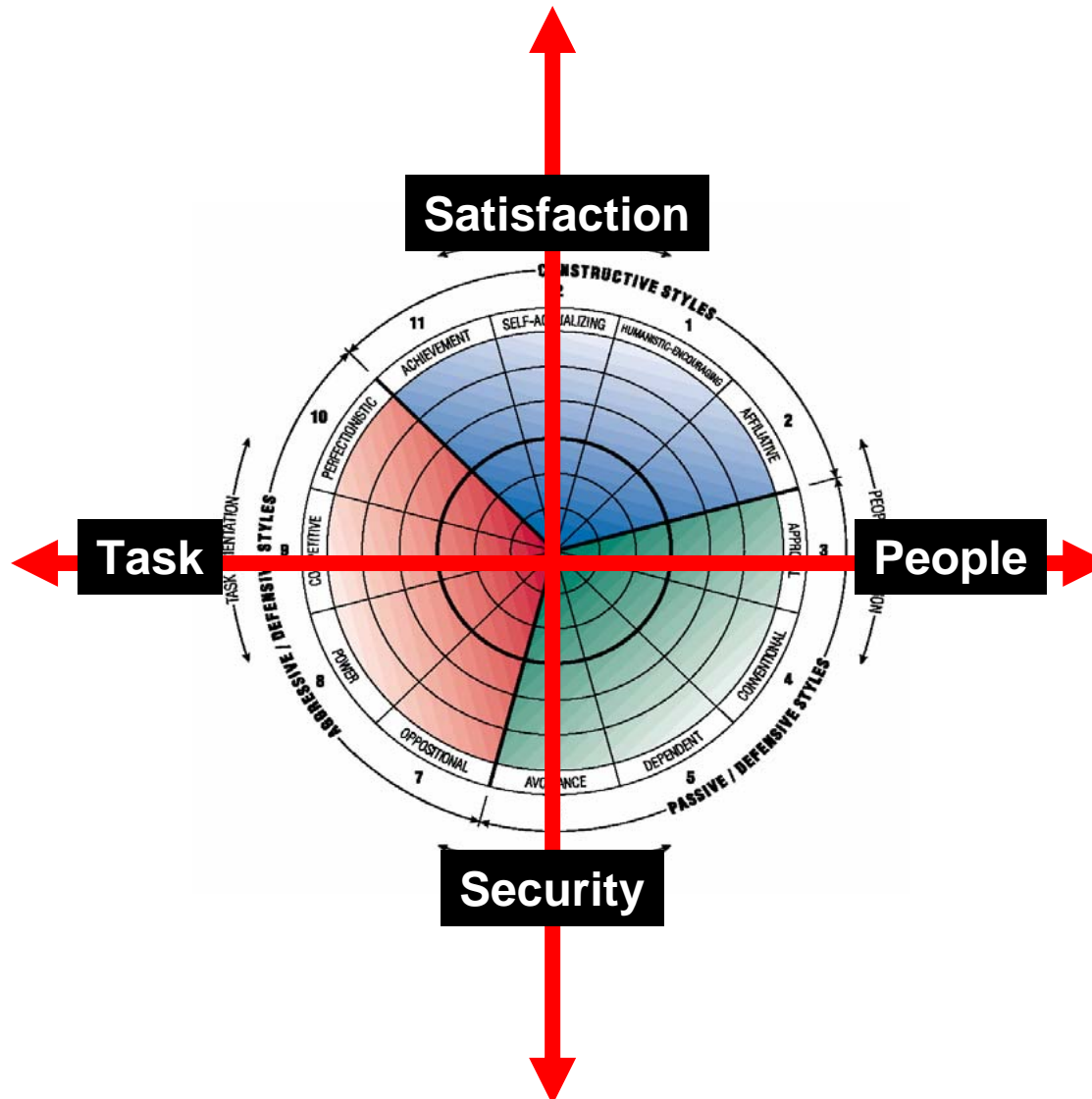
It's about the quality of our thinking

Cognitive Psychology





Habits of Thinking





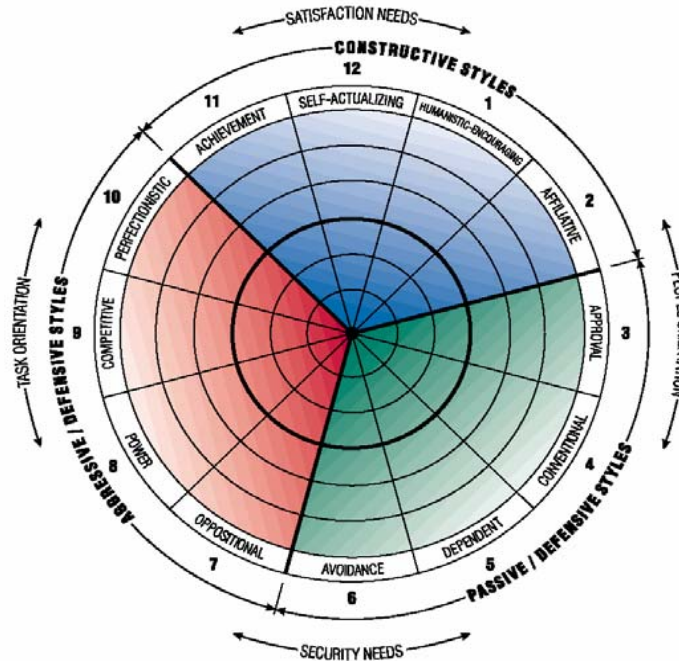
Individual Needs and Insecurities

- We all have different needs and insecurities
- Individual needs and motivations drive thinking and behaviour
- 4 Typical Needs in the workplace:
 - **Task**
 - Get the job done/achieve desired results
 - **People**
 - Fit in and be liked by others
 - **Satisfaction**
 - Give it my best/try hard/learn and grow
 - **Security**
 - Get the promotion/keep my job/self-esteem



Passive-Defensive Cultures

Members believe they must interact with people in defensive ways that will not threaten their own security



3. Approval – Members are expected to agree with, gain the approval of, and be liked by others

4. Conventional – Members are expected to conform, follow the rules, and make a good impression

5. Dependent – Members are expected to do what they are told and clear all decisions with superiors

6. Avoidance – Members are expected to shift responsibilities to others and avoid being blamed for mistakes



Aggressive-Defensive Cultures

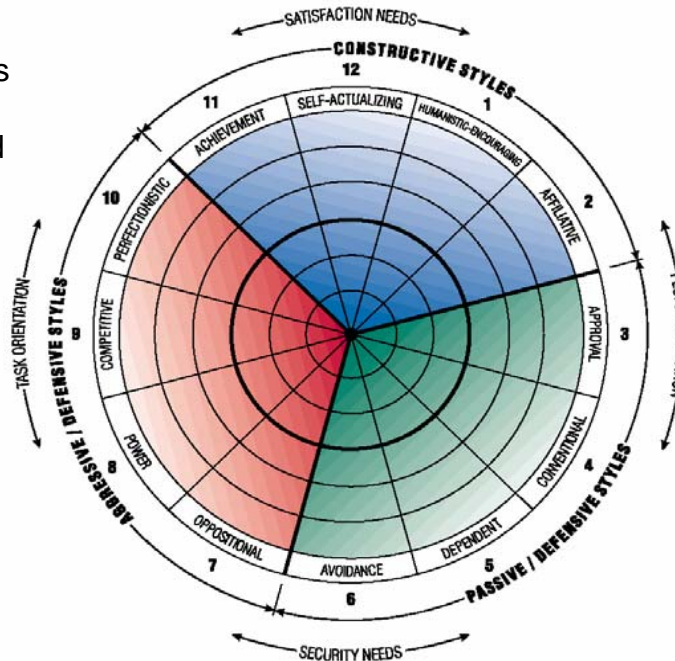
Members are expected to approach tasks in forceful ways to protect their status and security

10. Perfectionistic – Members are expected to avoid making mistakes, work long hours, and keep “on top” of everything

9. Competitive – Members are expected to operate in a “win-lose” framework and work against their peers to be noticed

8. Power – Members are expected to take charge and “control” others, and make decisions autocratically

7. Oppositional – Members are expected to gain status and influence by being critical and constantly challenging one another





Constructive Cultures

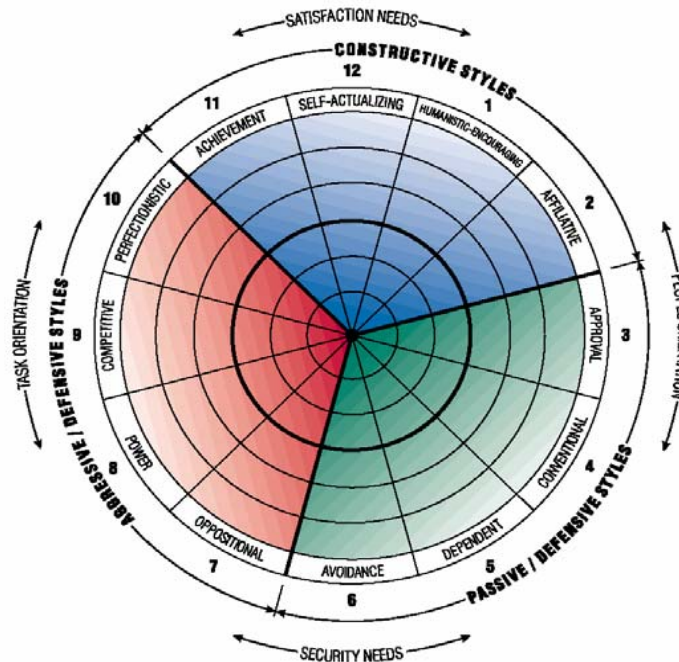
Members are encouraged to interact with others and approach tasks in ways that will help them meet their higher order satisfaction needs

11. Achievement – Members are expected to set challenging but realistic goals and solve problems effectively

12. Self-Actualising – Members are expected to gain enjoyment from their work and produce high-quality products/services

1. Humanistic/Encouraging – Members are expected to be supportive, constructive, and open to influence in dealing with others

2. Affiliative - Members are expected to be friendly, open, and sensitive to the satisfaction of the work group





The Facts..The Impact of Culture

Culture

Performance

Constructive

Passive-Defensive

Aggressive-Defensive

Organisational Outcomes

Employee Satisfaction

+++

Employee Stress

-

+

++

Staff Turnover

-

++

Group Cooperation-Teamwork

+++

Inter-Unit Coordination

+++

--

-

Product/Service Quality

+++

--

Customer Satisfaction

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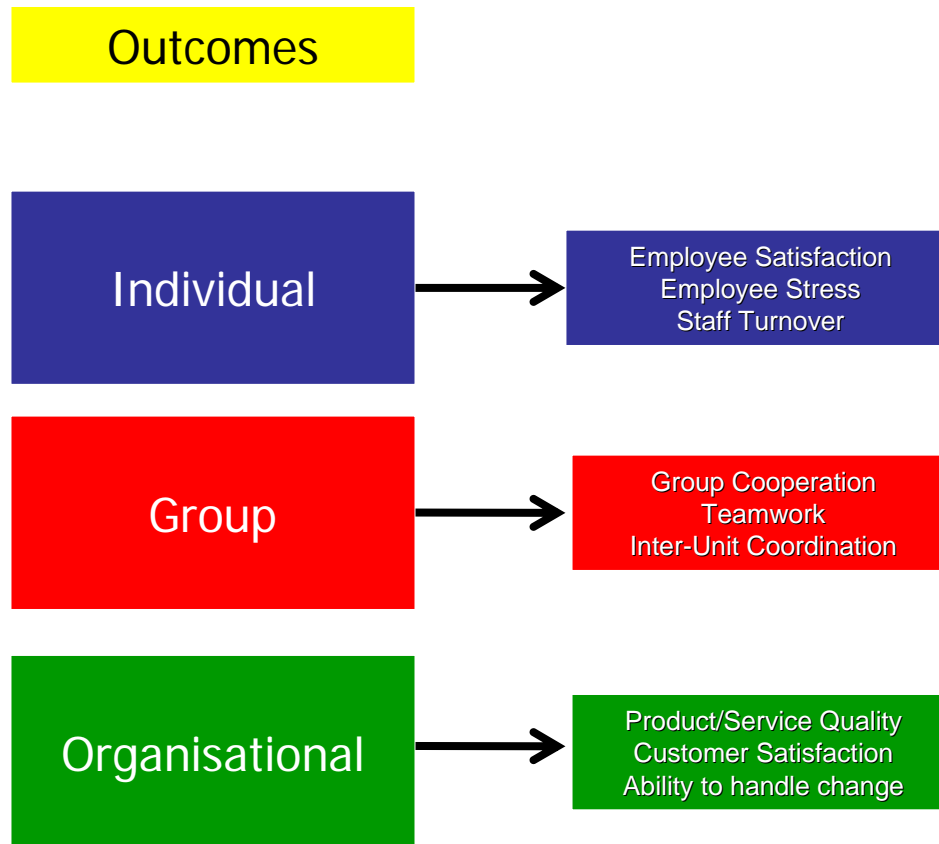
Profit

+



Workplace Problems

Symptoms of Dysfunction... Workplace Climate





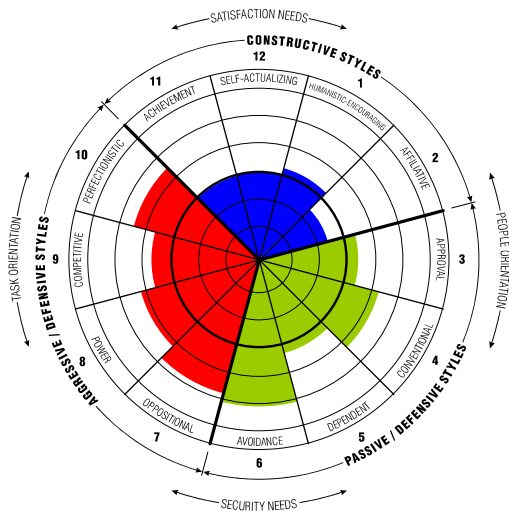
How Culture is Supposed to Work

Antecedents
(Levers for Change)

Operating Culture
(OCI Norms)

Outcomes
(Effectiveness)

Assumptions
Espoused Values
(Ideal Culture)
↓
Philosophy
Mission
↓
Goals
Strategies



Individual

Group

Organisational



Hospital

Mission and Values

Achievement

Our mission is to provide high quality care to our patients and health services to the community at a reasonable cost
and to do so by

Self-Actualising

Encouraging creativity, innovation, and integrity within the hospital

Humanistic

Empowering our associates and providing mutual support for professional development and individual growth and

Affiliative

Promoting communication, cooperation, and teamwork among physicians, nurses, support staff, and administrators

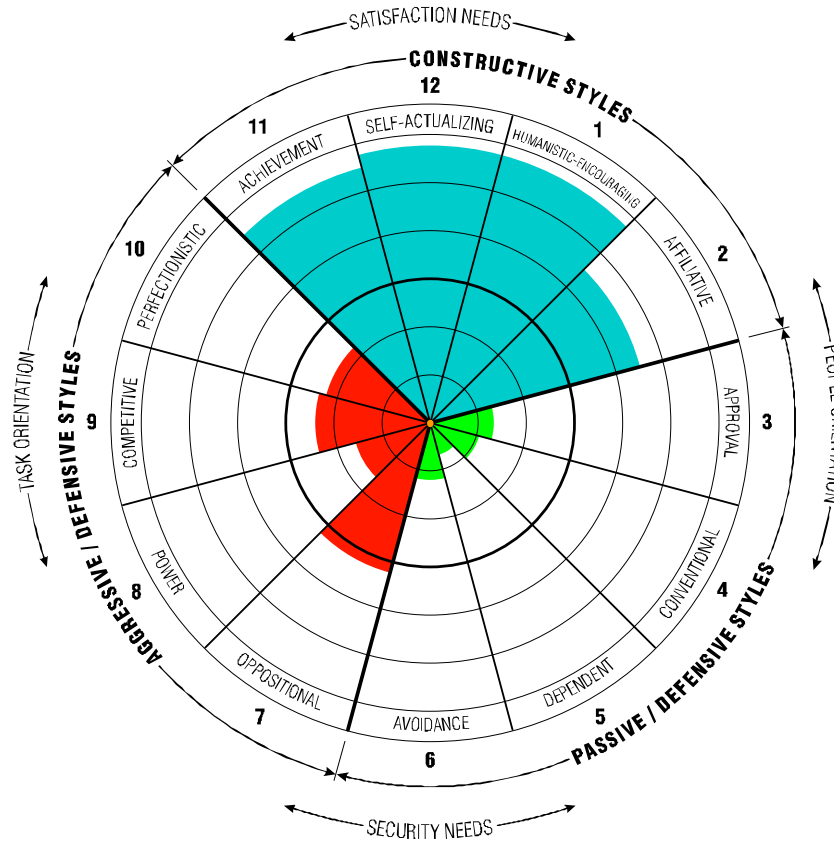


Australian 'Preferred' Culture

Australia & NZ
All Data

N = 5,043

Preferred Culture
Circumplex





Typically...

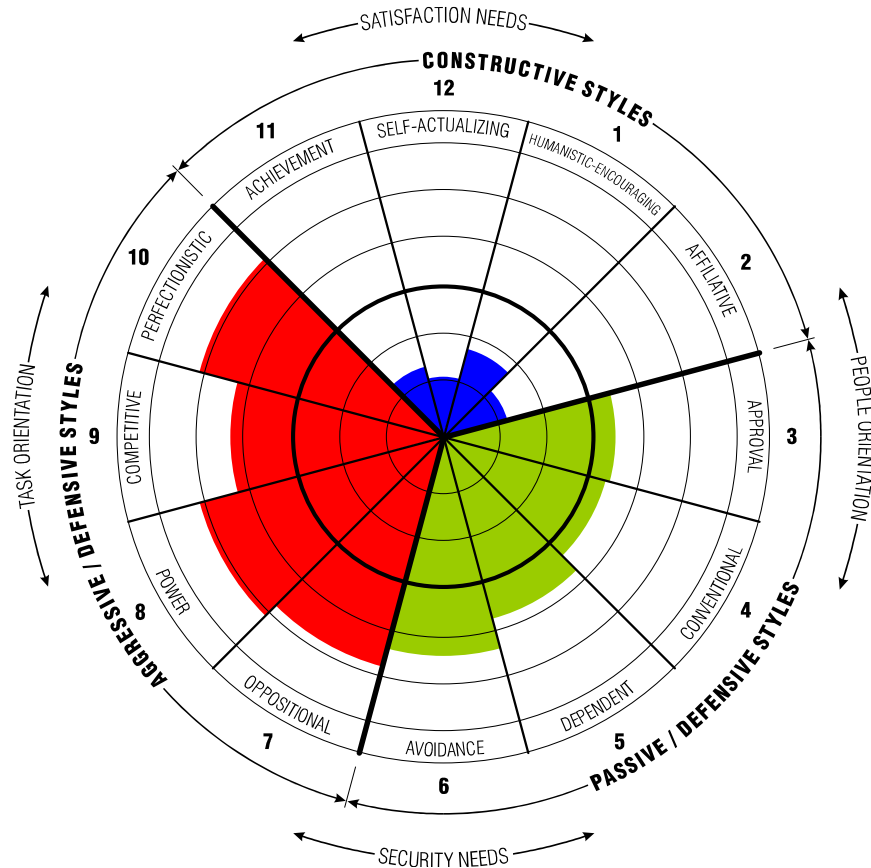
- In terms of how **people approach their work**, we want our culture to be one that encourages people to...
 - Think ahead & plan
 - Pursue a standard of excellence
 - Work for a sense of accomplishment
 - Enjoy their work
 - Take moderate risks
 - Take on challenging tasks
- In terms of how **people interact with each other**, we want our culture to be one that encourages people to...
 - Maintain personal integrity
 - Encourage others
 - Use good human relations skills
 - Be open about self
 - Help others to grow & develop
 - Show concern for the needs of others



What we want versus what we get...

Hospital Actual Culture

All Respondents
(n=315)





Typically...

However, we do not strongly enough support these behaviours

- In terms of how **people approach their work**, we encourage people to instead...
- Treat rules as more important than ideas
- Switch priorities to please other
- Never be the one blamed for problems
- Follow orders..even when they're wrong
- Push decisions upwards
- Fit into the 'mould'
- In terms of how **people interact with each other**, we encourage people to instead...
- Play 'politics' to gain influence
- Please those in positions of authority
- Maintain unquestioned authority
- Maintain an image of superiority
- Never appear to lose
- Compete rather than cooperate



Sample Organisation

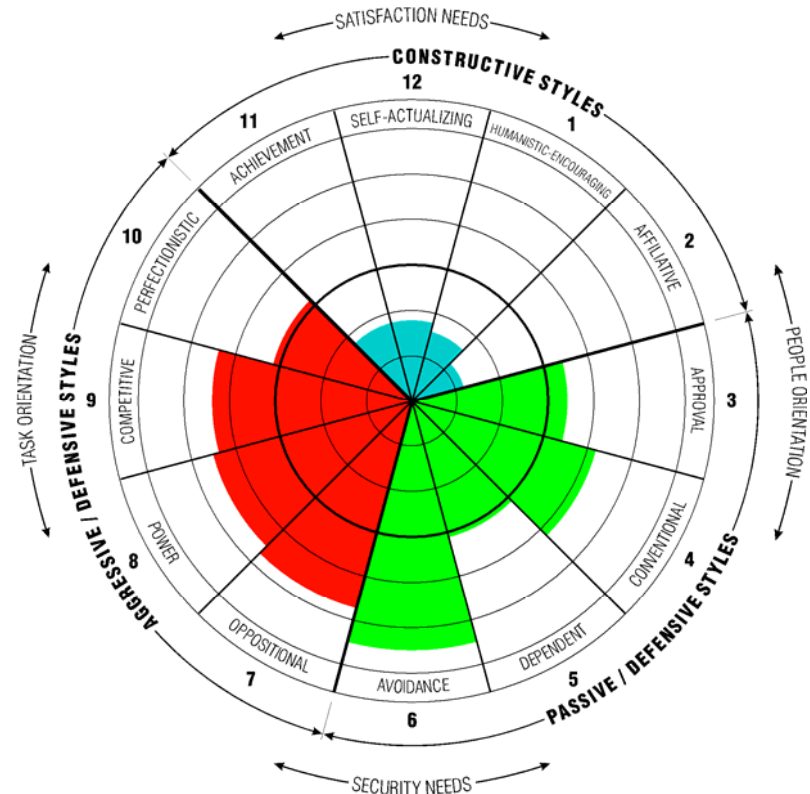
University

Actual Culture; N = 144

Avoidance - difficult issues are parked with sub-committees or working groups. The people who need to take responsibility can avoid so as long as the working group deliberates, and refers discussion papers up and down the committee structure.

Oppositional styles of behaviour appear when the issues to be avoided cannot be suppressed any longer. At this stage, individuals drawing attention to those issues are criticised, and those advocating change blamed for causing the bad feeling that is expressed in the oppositional response. Most of the time this is done a good deal more subtly and manipulatively than in its more blatant form described above.

The outcome of this subtle avoidance / oppositional culture is to sap energy and demoralise staff. Nobody quite knows where they are, what they can do and what they can't.





Typical Compliance Culture

Perfectionistic

Members get wrapped up in minute details or issues of little importance. They are expected to carefully monitor everything and never makes mistakes.

Competitive

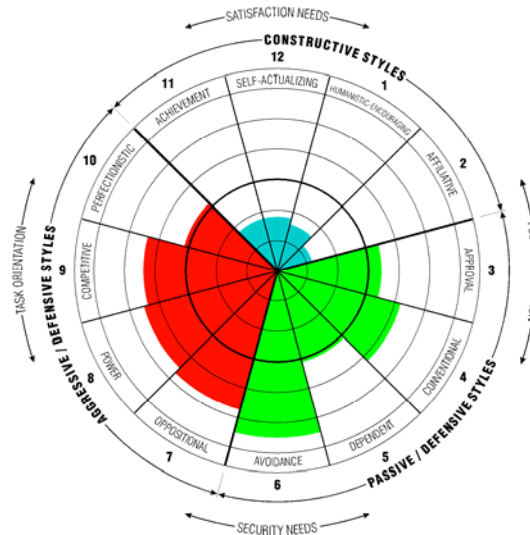
Members compete rather than cooperate with each other and operate in a “win/lose” framework. Safety is seen as a contest to show off good performance.

Power

Members focus on controlling others and obeying authority through hierarchies and committee structures. Safety is enforced by telling others what to do rather than engaging others.

Oppositional

Members are argumentative and critical and are good at finding fault. They point the finger at others but they do little to take action themselves.



Avoidance

Members lack interest, avoid making commitments, and shift responsibility to others. Members will only act to fix something when told to do so.

Approval

Members show more concern for their co-workers and superiors than for fixing workplace problems.

Conventional

Members “go by the book” and are constrained by policies, rules and impersonal procedures. Members focus on how things are done rather than how well things are done.

Dependent

Members feel that they lack information and the authority to make decisions and bring about change. Safety is seen as a “have-to” not a “want-to”.



Impact of Compliance Cultures

Fear causes people to become:

- Inward looking
- Self-serving
- Defensive

This results in:

- Decline in quality of workplace relationships
- Increase in role ambiguity and role conflict
- Increase in unmet expectations

➤ **Negative impactstress**

Workplace Stress...

...what is really going on?

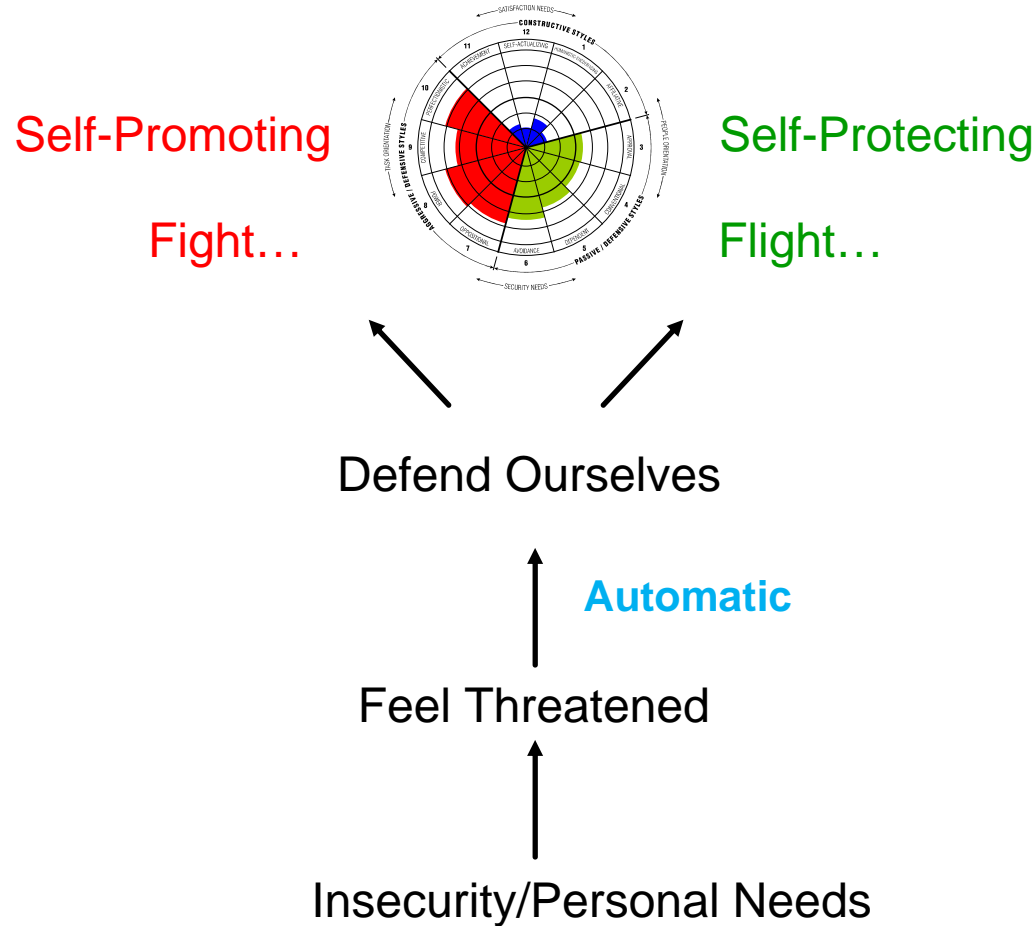


Occupational Stress



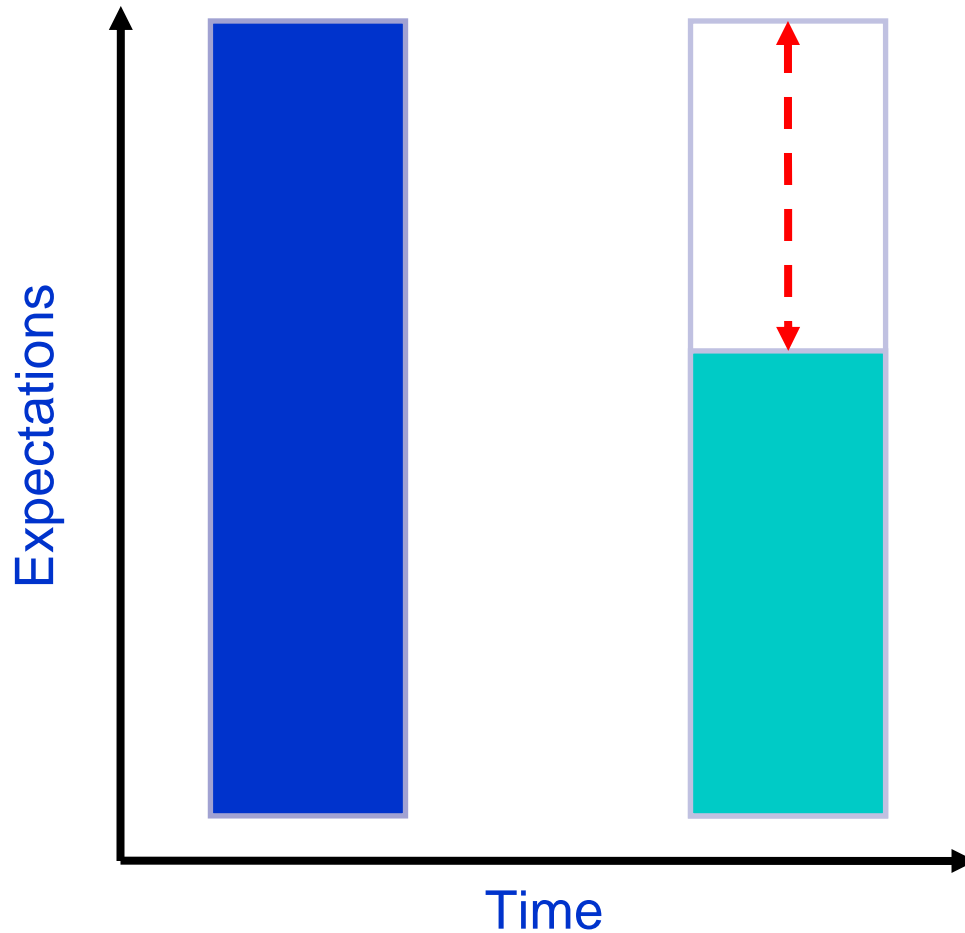


Defensive Behaviours = Stress





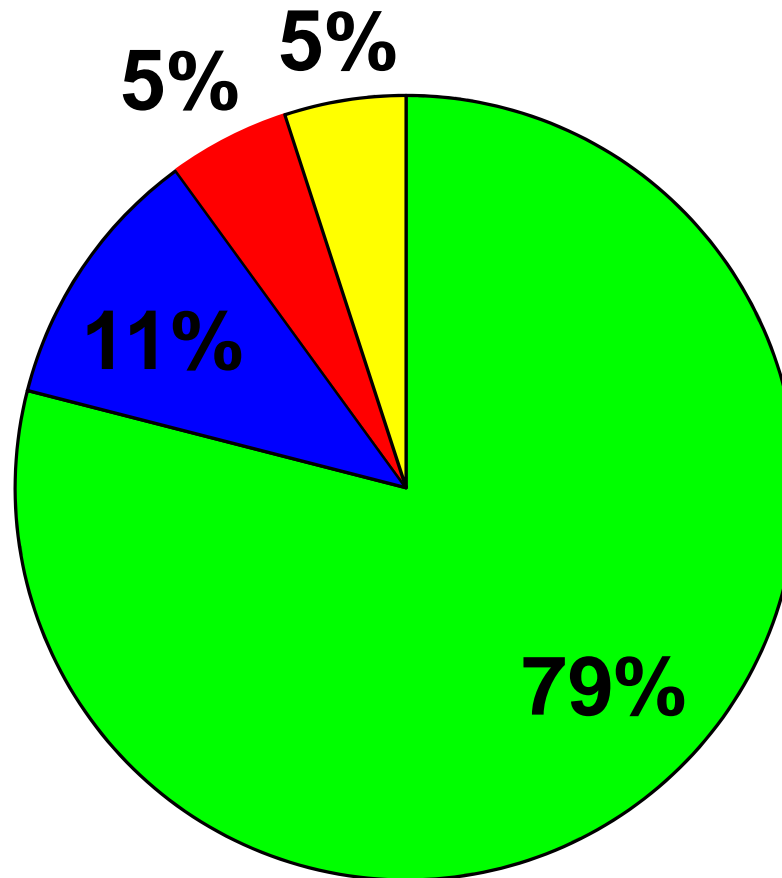
The Expectations Gap





But people are not faking their distress

85% of all cases had a psychological condition



Source:
Centre for Corporate
Health, Analysis of Claims
1999-2009

■ Adjustment Disorder ■ Major Depressive Episode ■ PTSD ■ Panic Disorder/Phobia



What causes stress claims?





What causes stress claims?

Other Stuff !!!!!



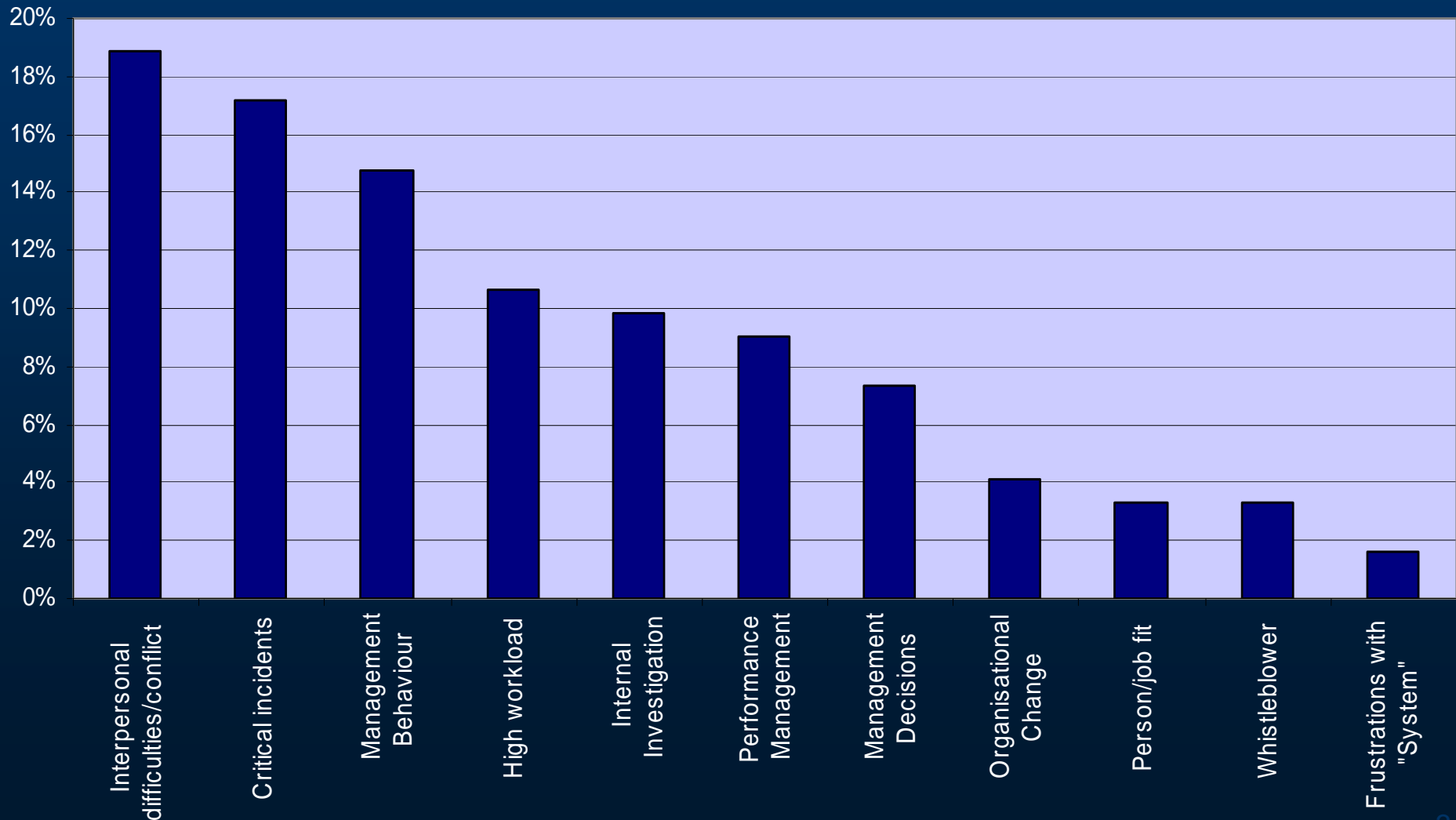
Occupational Stress





Work Related Factors

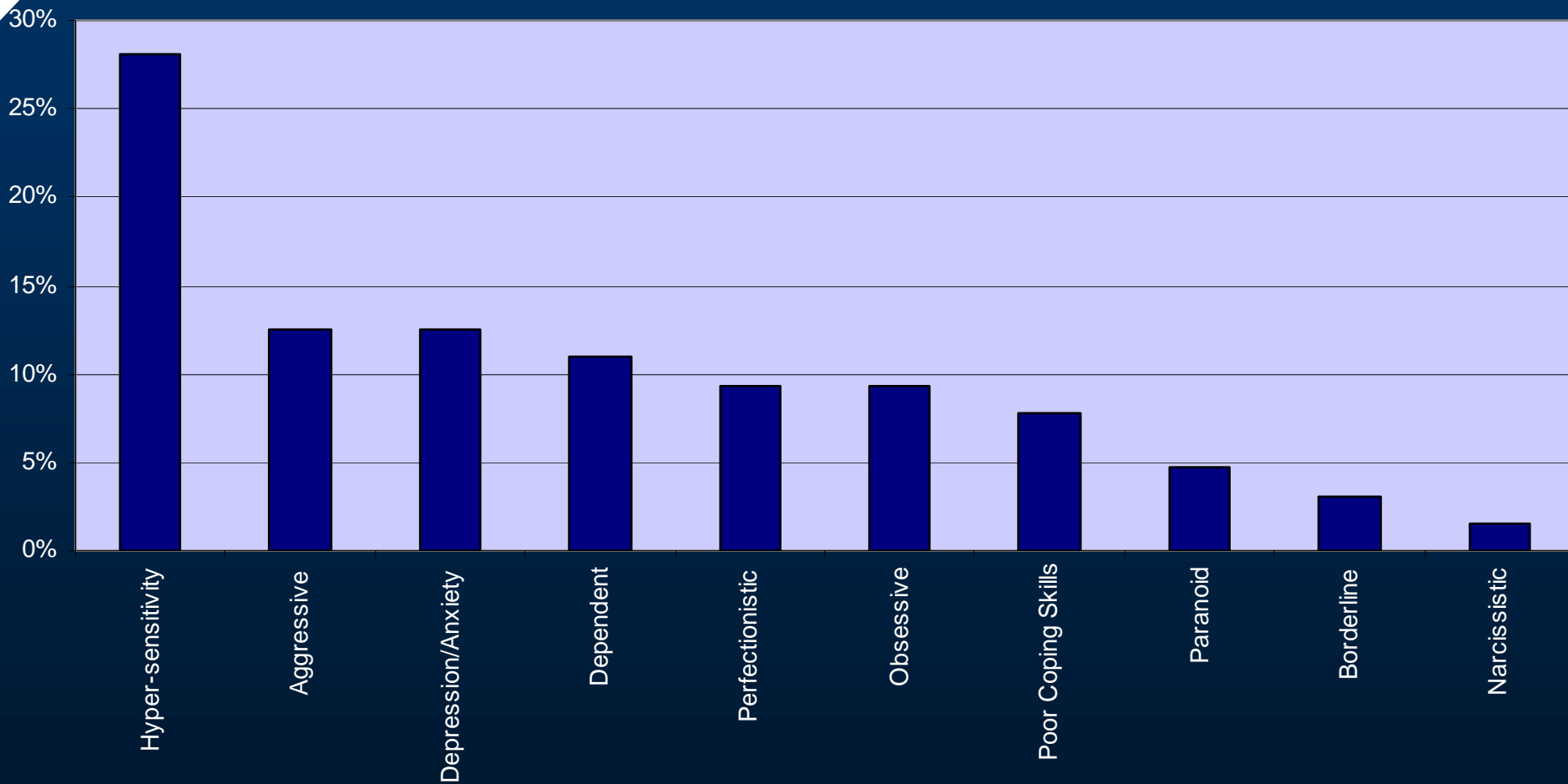
Source...Centre for Corporate Health Data





Personality Factors

Source...Centre for Corporate Health Data





To put it simply....people have lost their sparkle!

- My job is not what it once was
- My job is not what I want it to be
- I don't want to do this anymore
- I can't retire yet
- What else can I do?
- I feel stuck and not in control of my life

- I'm over it



Occupational Stress....

.....A Much Larger Issue

- Occupational stress is a result of broader individual and organisational dysfunction.
- Psychological injury is only a symptom of a much larger cultural issue.
- Therefore we need to tackle the real causes not just the symptoms.
 - We must assess the level of dysfunctional thinking that is causing toxic workplace cultures



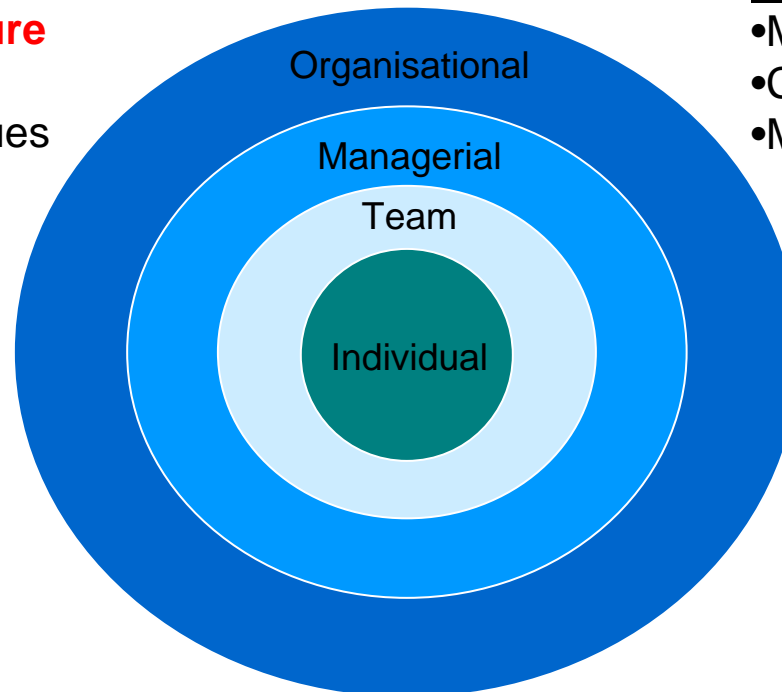
Holistic Approach to Tackling Workplace Psychological Injury

Organisational Factors

- **Organisational Culture**
- Work Team Climate
- Policies/Systemic issues

Managerial Factors

- Managerial Competence
- Constructive Leadership
- Managerial Pressures



Individual Factors

- Individual Morale
- Individual Resilience
- Individual Skills
- Person/Job Fit
- Outside Factors

Team Factors

- Workplace Relationships
- Interpersonal Conflict
- Teamwork



The Leadership Challenge

- How can we restore, what once was, a workplace where people:
 - Knew their place, their job and their role and it was very clear
 - Showed respect for their colleagues, managers and customers
 - Did what was expected of them
 - Rolled up their sleeves and gave it their best effort
 - Took pride in their work
- And everyone simply...
 - “just got on with it”
- Lead by example



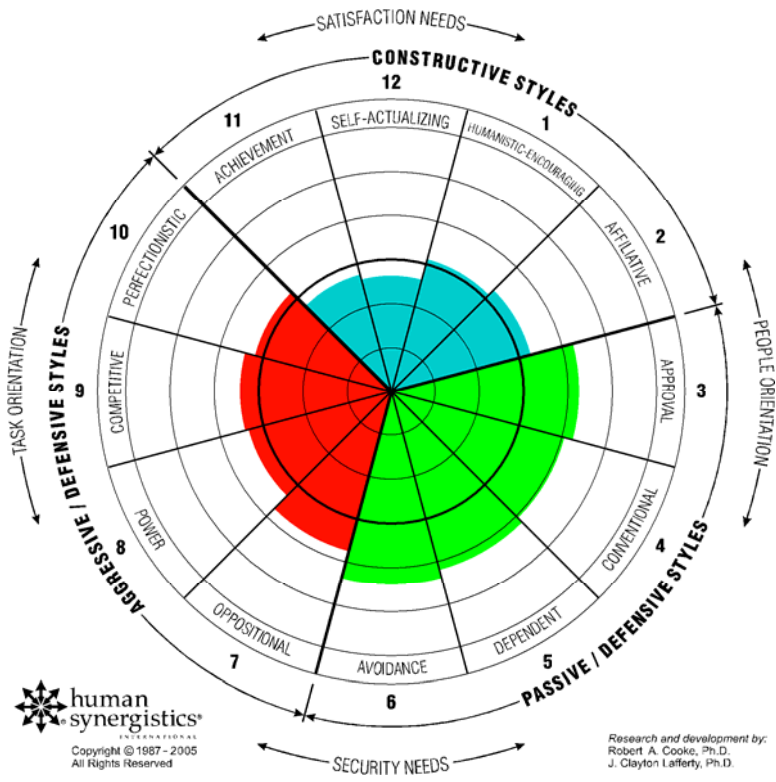
Workplace Culture...

...the key to building resilience



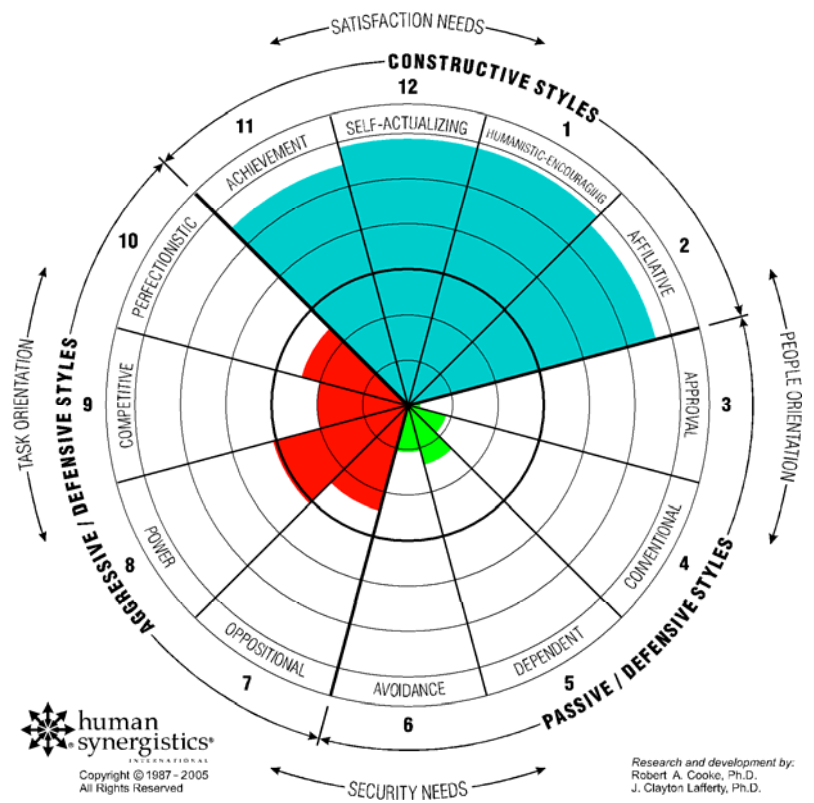
Cultural Change Challenge

Compliance Culture

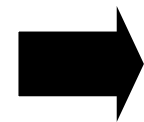


Actual
What We Have

Inspiring Safety Culture



Preferred
What We Need





Constructive Workplace Safety Culture

Achievement

Workplace safety is seen as an integral part of helping to achieve business goals. Members take the initiative to solve problems, make things happen and focus on continuous improvement.

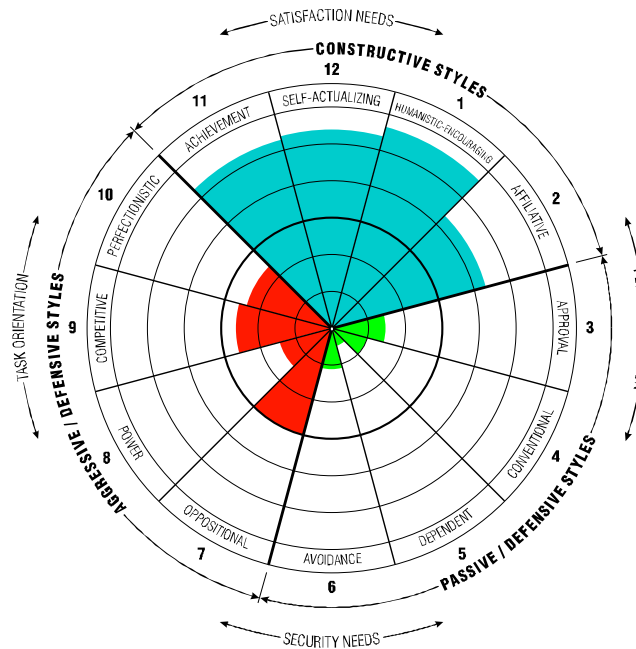
Self-Actualising

Members have the courage act with integrity, admit mistakes and report workplace accidents. Members try innovative ways to solve problems and do what is right and ethical.

Humanistic-Encouraging Members go out of their way to assist each other. They support each other when things go wrong and take time to learn so mistakes don't happen again.

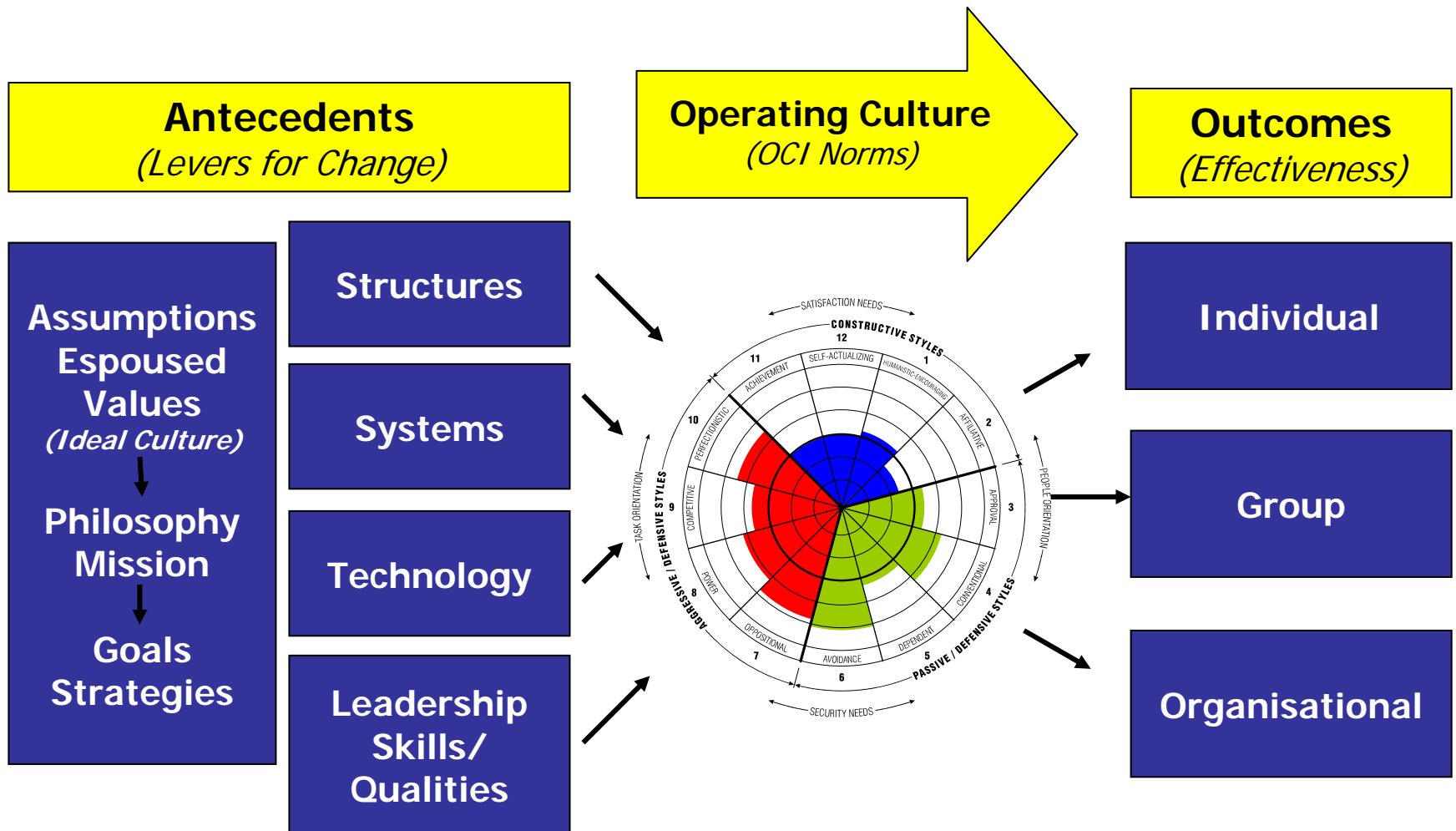
Affiliative

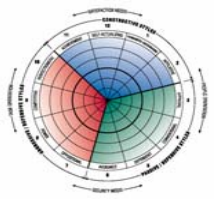
Members foster strong, professional and collaborative relationships both within and outside their teams.





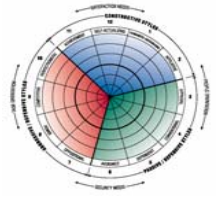
How Culture REALLY Works





How **YOU** think and behave

Measured with LSI



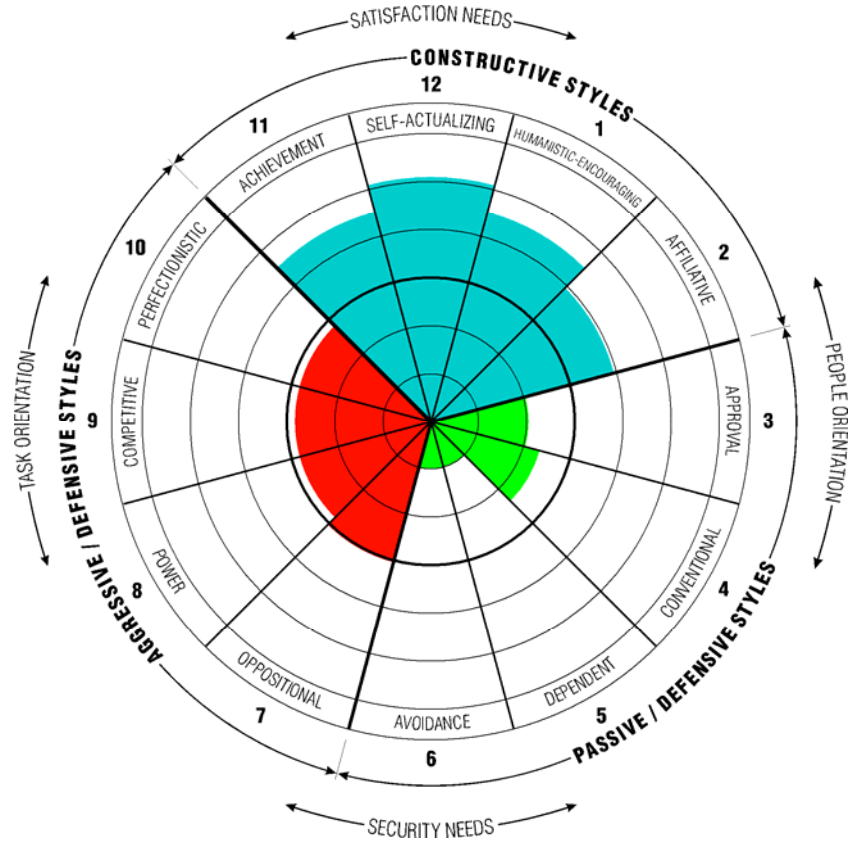
How **EVERYBODY** thinks and behaves

Measured with OCI

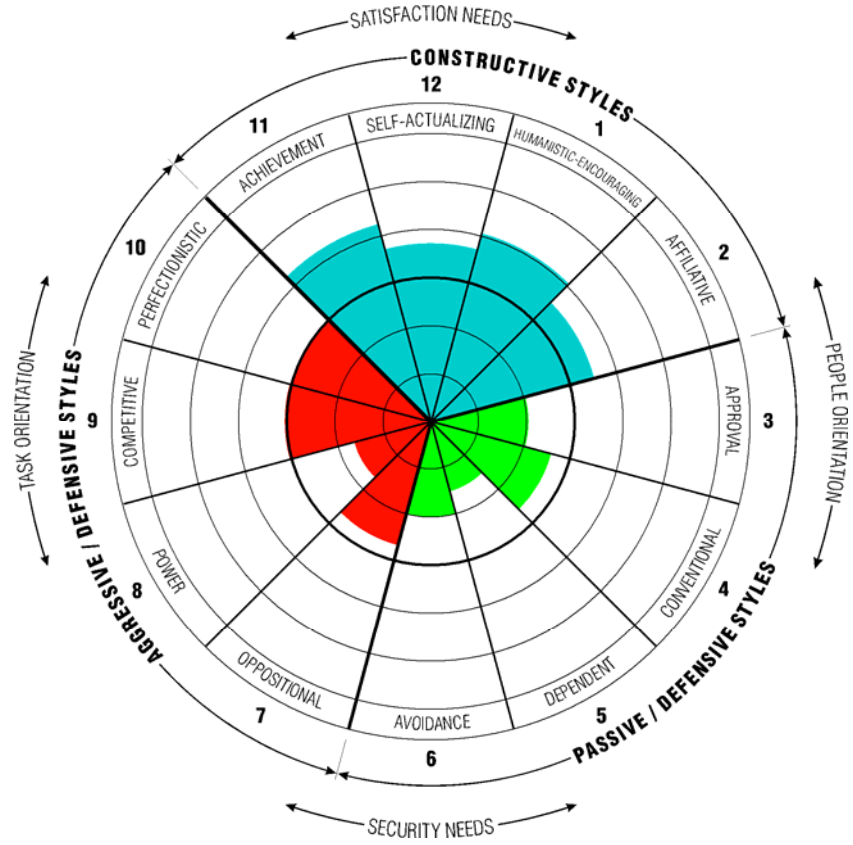


Constructive CEO

CEO



Organisation's Culture

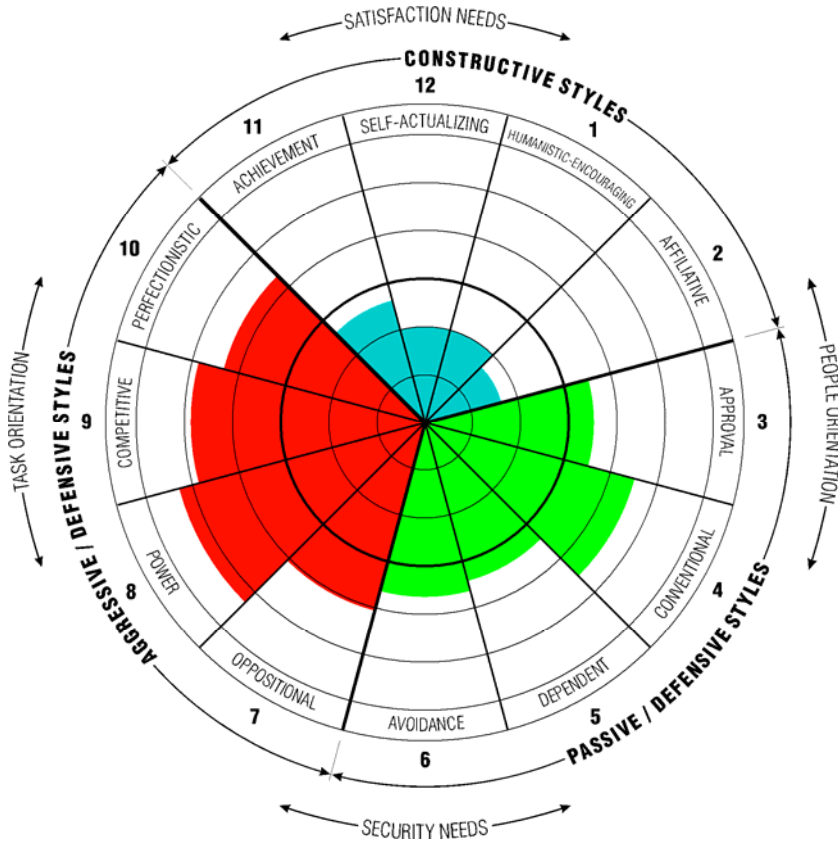


N = 46,000

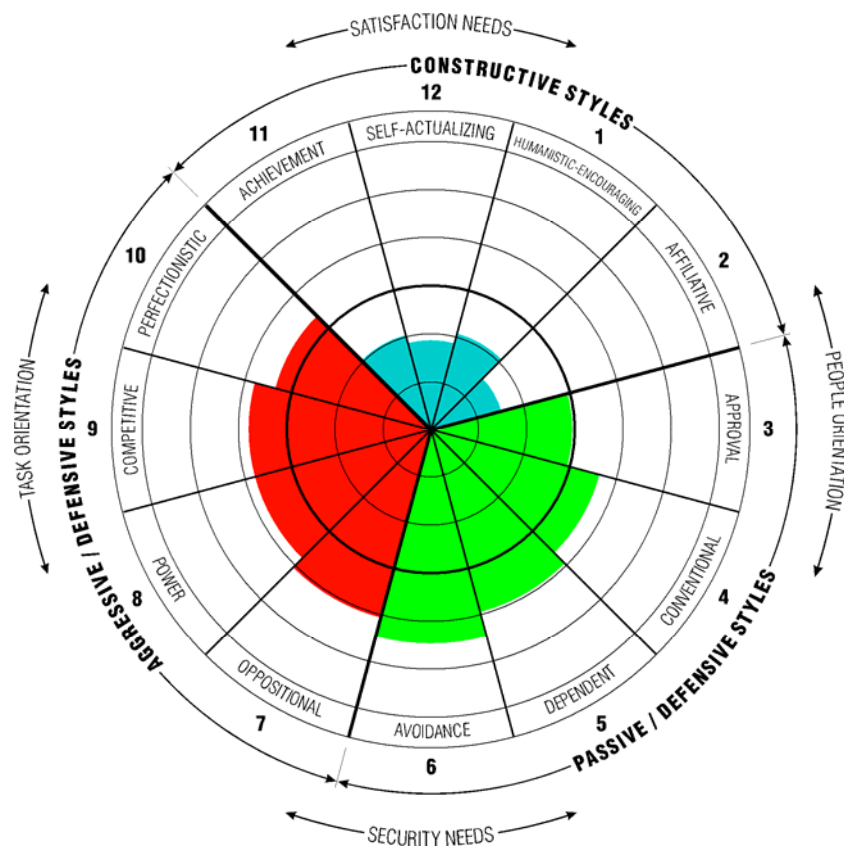


Defensive CEO

CEO



Organisation's Culture

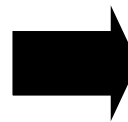
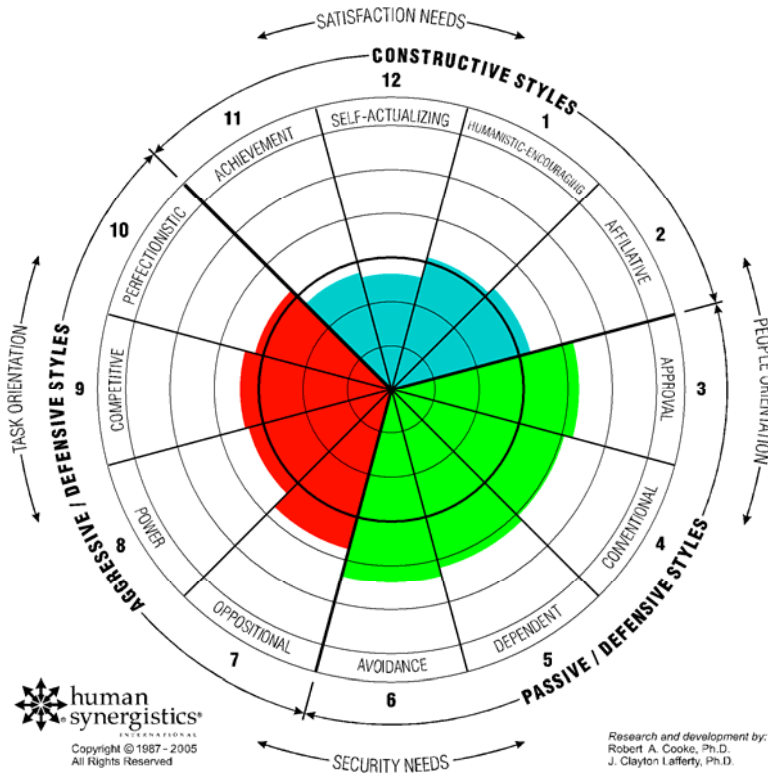


N = 700

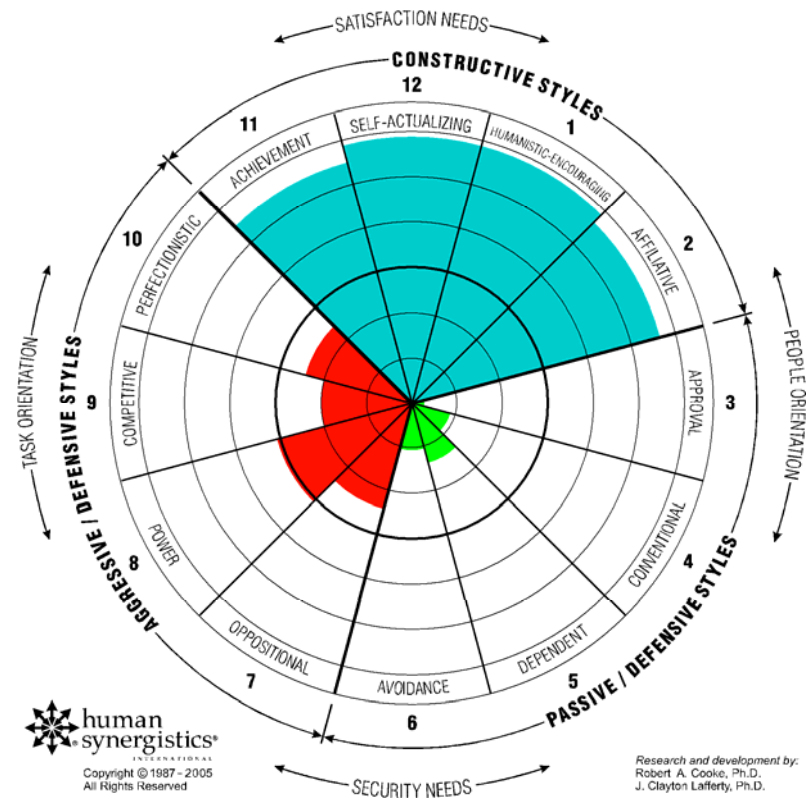


Cultural Change

Compliance Culture



Inspiring Safety Culture





Measuring Culture

OCI

OEI

OCI

OEI

What we Want
(Actual Culture)

Causal Factors

What we have
(Actual Culture)

Impact
(Effectiveness)

Structures

Systems

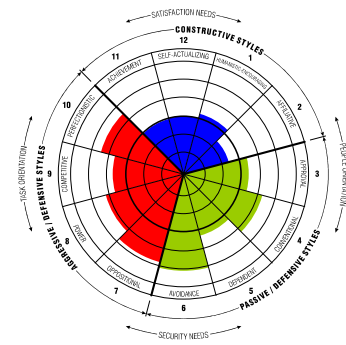
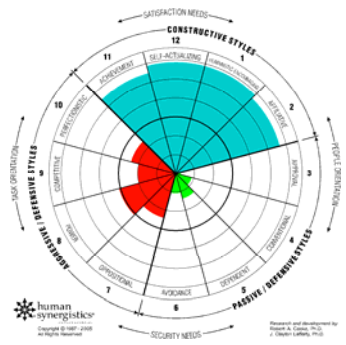
Technology

Leadership Skills/
Qualities

Individual

Group

Organisational



Our Hospital...A Success Story

Cultural change program that reduced
workers compensation costs and
boosted productivity



Organisational Intervention: Case Study...Hospital

- Goal:
 - To reduce staff turnover and absenteeism (sick leave)
 - To reduce workers' compensation costs
- How:
 - By improving morale and job satisfaction
 - By improving workplace climate and changing attitudes
- Strategy:
 - Leadership and Management Development Program
 - Comprehensive intervention
 - All levels
 - Executives/Senior managers
 - Middle managers
 - Supervisors



Six Development Modules



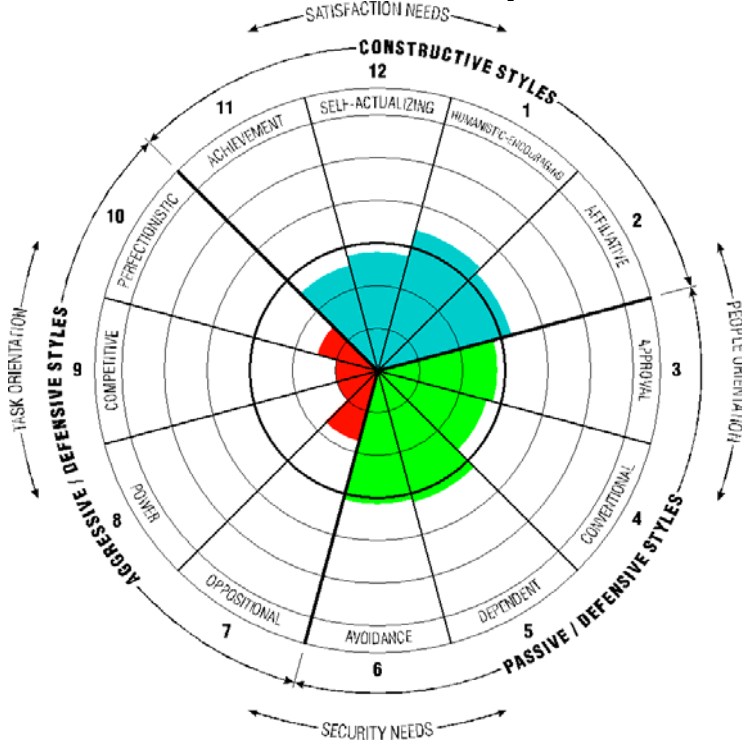


360 Leadership Feedback

How I see myself compared to how others see me

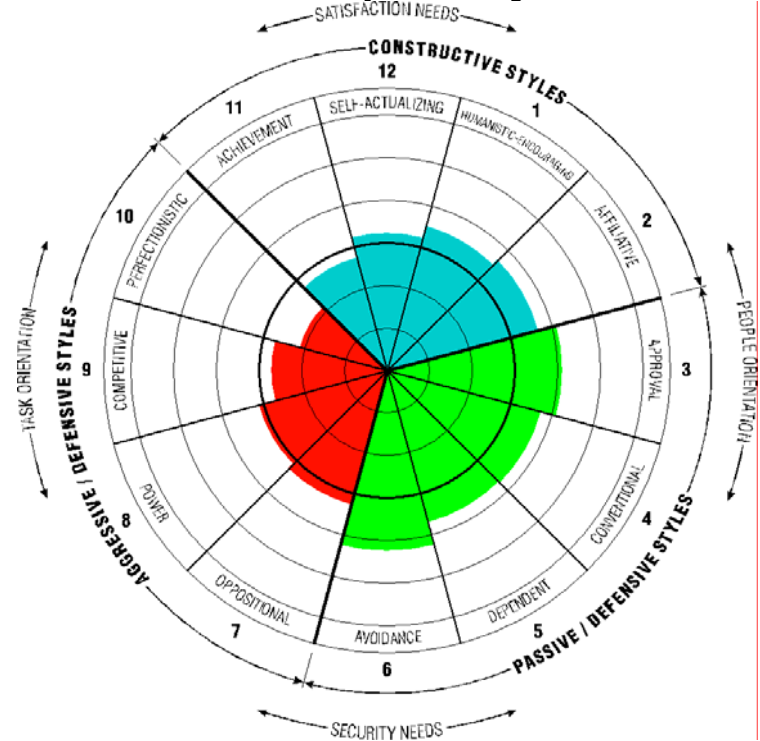
Test: N = 23

LSI 1 - Self Description



Test: N = 23

LSI 2 - Description By Others

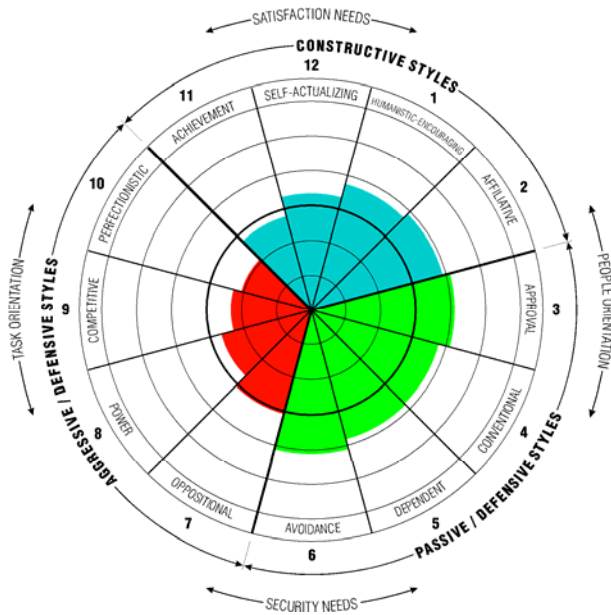




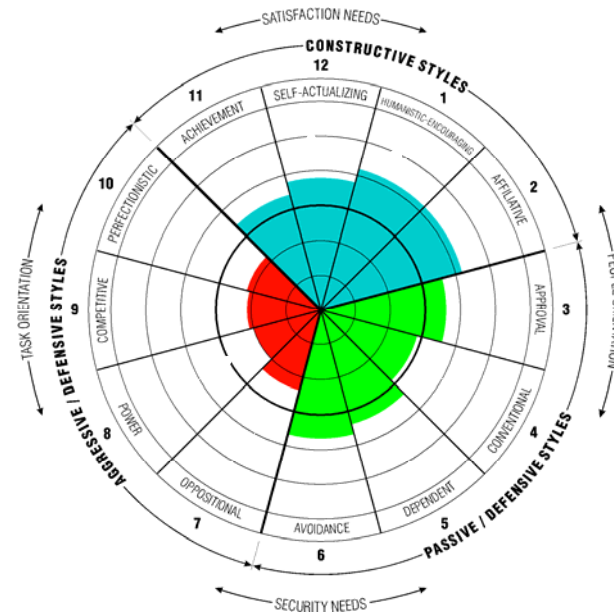
Test / Retest - 18 months later

LSI - Description by Others

Test: Time 1
N = 17

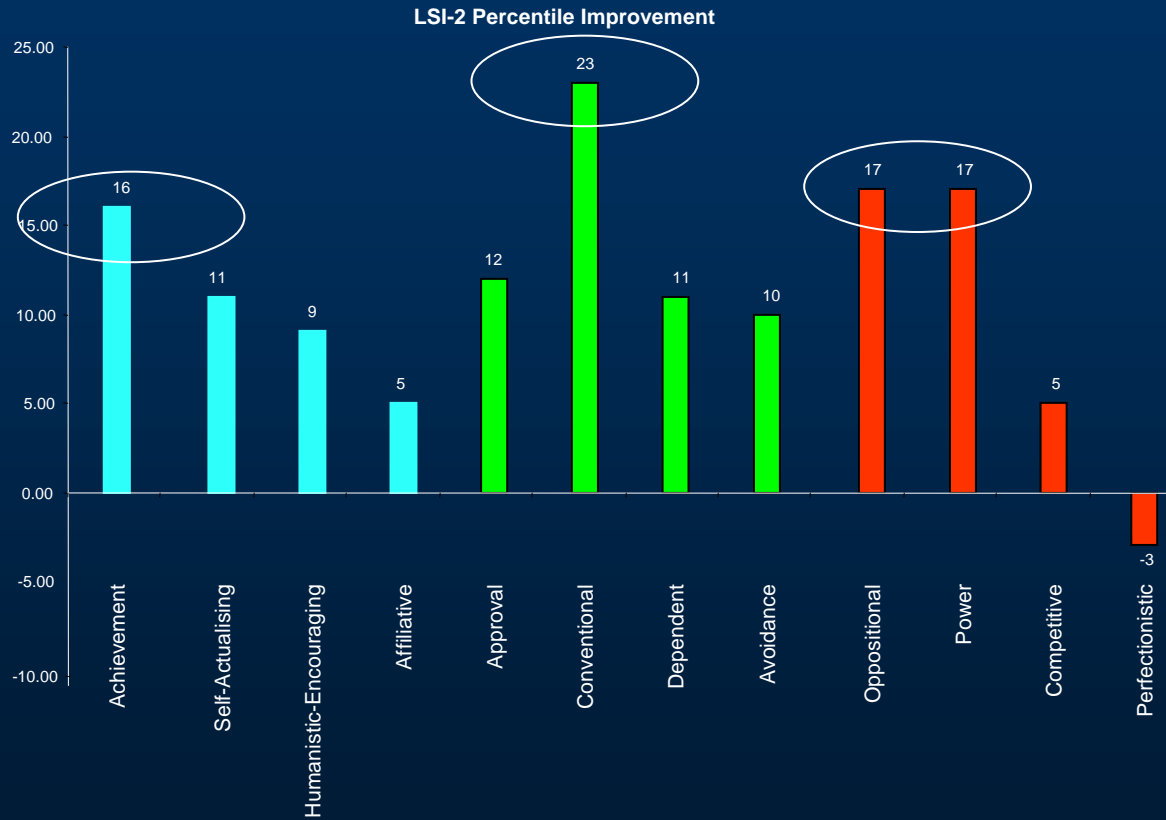


Retest: Time 2
N = 17





Test/Re-test LSI-2 Normative Percentile Improvement





Measuring the Impact... Organisational Level

Did we achieve the goals? Yes!

- Staff Turnover
 - Decreased from 17.8% to 13.9% in 18 months
 - Cost Savings **approx \$1M**
- Active engagement in performance management process
 - Increased by 32%
- Culture “Great place to work” (staff survey)
 - Increased by 8%



In Summary

- Most workers' compensation claims, *especially for psychological injury*, can be prevented
- We need to tackle the real causes
 - Organisational
 - Managerial
 - Team
 - Individual
- Must start with understanding of the real causes:
 - workplace culture, expectations of thinking and behaviour
 - What do we have?
 - Is it what we want?
 - Let's build constructive cultures

Thank You

Further Information, please contact:

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