



# **Work Positive Seminar Bewley's hotel November 22<sup>nd</sup> 2011**

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# Welcome

- Introduction
- Psychology of the Individual – Psychology of the Group
- Surveillance and supports
- Organisational Culture & Climate
- Changing behaviours at work – leadership, motivation & performance





# Work Psychology

- **Applied to setting.**
  - Health psychology - healthcare setting
  - Educational Psychology - school setting
  - Work Psychology uses ideas and theories from all psyche disciplines and informs all psyche disciplines through practical work/findings
- Employee (s) and systems of working
- Work Positive - based on research showing demands, control and support interact. As do relationships, role and change.





# Work

- Work can be categorised into many types of 'job' but with elements in common - On-going effortful activity, paid or unpaid.
  - rewards – seen, unseen.
  - expertise – learning
  - habituation – 'boredom'
  - engagement – 'in'
  - sense of identity – **I am a.....**  
.....doctor/receptionist/teacher....farmer
  - **I.e. Construction Work/Veterinary work** – physical, safety critical, skilled, (fe)male, team...?





# Problems..... Already?!

- Change X, then Y changes. IS the change in Y because of change in X?
- When changing X, researchers/ employer/supervisor/manager also change A, b and c, without realising it – this might be the (unseen) causal factor for change in X
- People's behaviour is also influenced by their own interpretation of what has changed... and why
- Social factors a crucial element - social norms in groups
- **Social relationships at work are strong determinants of performance/productivity (bank study)**





# What matters most in Workplaces?

- The individual – this includes
  - Gender
  - Age
  - Marital status
  - Social status
  - Family status
  - Education
  - Emotional and general IQ
  - Personality *style*





# Or the workplace?

- Size
- Type of industry
- Type of company
- Work tasks
- Relationships
- Rewards
- Culture/climate





# Answer?

- Both
- Plus many other factors....





# Individuals and Perception

- Perception at work is influenced by what we bring to work
- Influenced by attitudes we have
- Influenced by attitudes of others at work
- Can be manipulated by situational factors
  - time of day/day of week





# Groups at work

- Collection of individuals
- All groups are not teams
- Competition within groups -covert and overt
- Covert = disharmony
- Group processes – forming...storming, 'norm'ing, performing..adjourning
- 'Groupthink' at work (banks)





# Groups operate within all organisations

- Formal or informal
- Leadership
- Task specificity
- External env.
- Internal communication
- Internal 'glue'
- External communication to the 'outside'.



# Climate and Culture

- French & Bell: Culture is the bedrock of change at organisational level
- How things are done around here – rules, regulations, systems – both seen and unseen
- Underlying assumptions can run counter to overt 'rules'. Example..banks?
- Ideal = Identify – internalise – motivate
- Potential = Analyse –avoid– fake ID - undermine





# Climate

- Prevailing atmosphere. (Weather analogy – culture and climate)
- Climate is what employees perceive influences them on a daily basis about working at X.
- Employee commitment influenced by climate – what gives us clue's about climate?
- The Psychological contract downsizing/climate





# Changing behaviour at work

- Delegation
- Empowerment
- Reward
- Recognition
- SOCIAL NETWORKS
- INDIVIDUAL RESPECT
- AUTONOMY





# Work Positive

- CASE STUDY material later on
- Discuss why to do it and what you would do/how you would do it.
- Each group identify a 3 step plan to bring Work Positive to your organisation
- Identify questions you think should be added for your organisation
- Identify benefits in doing Work Positive on line





# Engagement and work

- Being un-engaged is not good for health and not good for business
- Better to identify it and tackle it
- Being unclear as to role is hard to identify and harder to admit to – best done if the broader group agrees
- The optimum results are gained through people working together, blame free approach, problem solving orientation.
- With a tool which is benchmarked





# How to be an agent of change at work?

- Motivation important – V – I – E
- Make it active – to do
- A concrete one – show it
- Giving control – quickly, reliably
- Aligned to an accepted working practice
- Example – gain knowledge about weather thorough PC use weekly
- Gain access to 'colleagues' through monthly/weekly news forums





# Extra dimensions to the dynamic 'person – Work'

- Demands-control-support for stress reduction
- Demands can be slightly altered but control can be developed through new learning, new methods, more knowledge – i.e. change
- Motivation has to be tapped to undo 'freezing and fear'
- Group can be used for bringing individuals – groupthink issues/social norms/relationships
- Engagement has to be managed and fatigue avoided





# Finally

- Insights from Psychology tell us
  - People are emotional beings
  - Seeking pleasure and avoiding pain
  - Not always conscious of their own drives/reasons/thoughts/habits
  - Influenced by covert values/hidden 'senses'.
  - Seeking satisfaction from work; and satisfaction makes us better performers





Thank you

