

Nurturing the Heart of Your Organization: Strategy, Culture and Relationships

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and Managing Director, Workplace Health Research Laboratory, Brock University**

**Thursday, January 31, 2008
2:45pm – 3:45pm**

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- Together, Metrics@Work and WHRL will be world-class, self-sustaining Strategic Human Resource Management (SHRM) Research and Consulting Centres, on the leading edge of the professional and academic fields of:
 - *Organizational Productivity and Health*
 - *Employee Engagement and Quality of Work Life*
 - *Employee Health and Well being*
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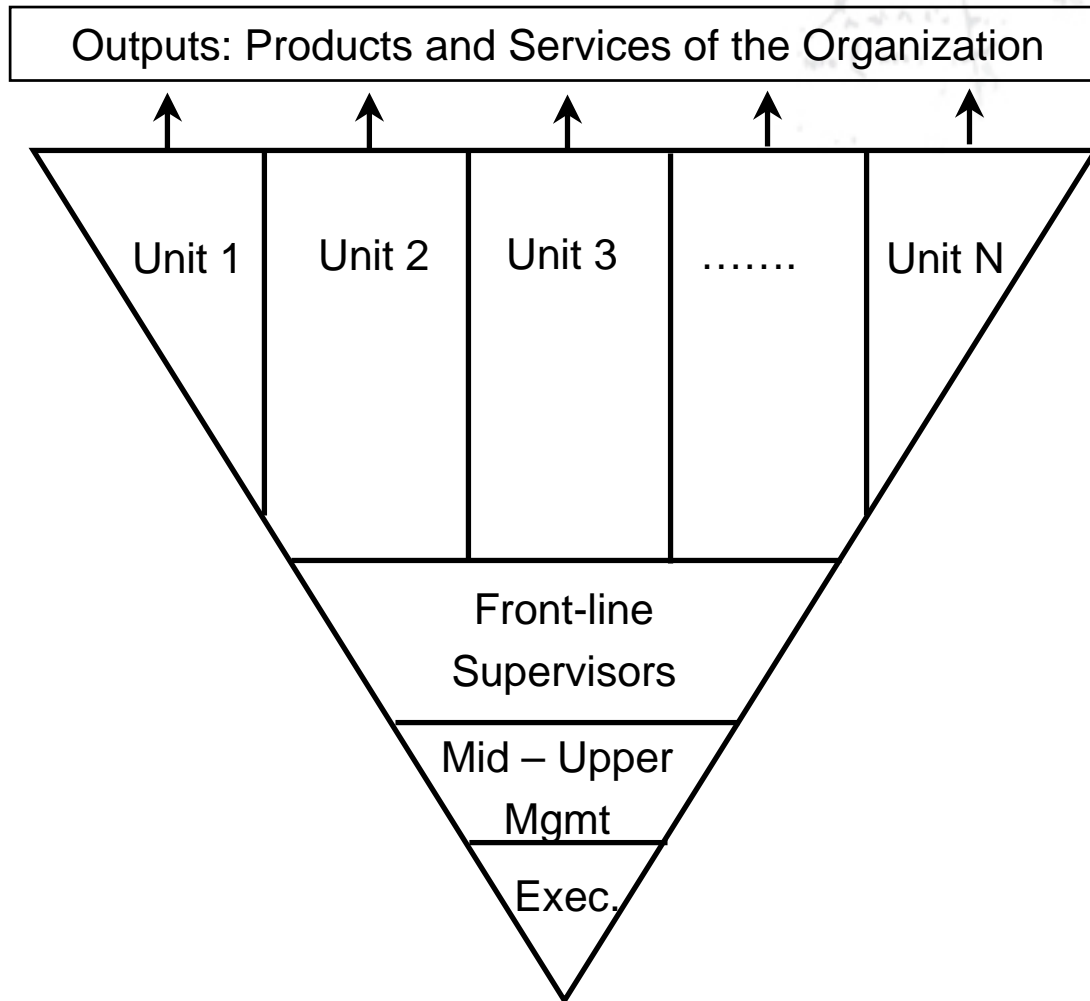
ASSUMPTIONS IN THIS PRESENTATION

- Work Units are:
 - where valued work products and services are created
 - where most customer interactions occur
 - the foundation and the front of the organization as opposed to being the “lowest” and bottom part of the organization
- Leadership:
 - is about group processes as opposed to a person or position
 - ... requires fundamental elements to be present, e.g., positive relationships, trust, respect, engaging work environment

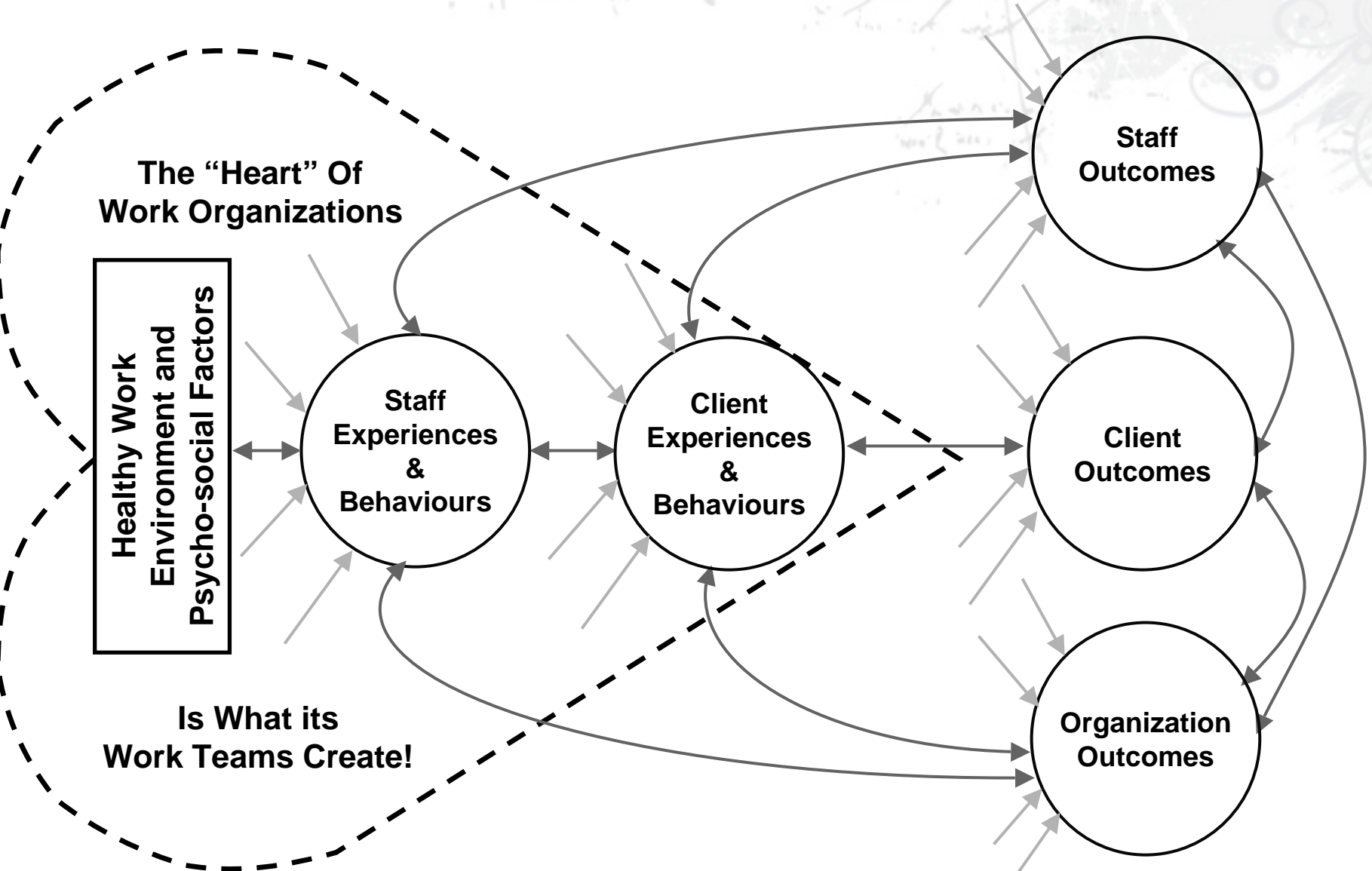
ASSUMPTIONS IN THIS PRESENTATION

- Collaboration is fundamental to Work Unit productivity:
 - *Rarely is one person's work not interdependent with others, particularly in service and knowledge industries*
- Frequent choices re: work behaviours and actions occur daily:
 - *People have the option to behave and act along a continuum from positively interacting with others, e.g., clients, supervisors, co-workers to negatively interacting with others*

ORGANIZATIONAL PRODUCERS ARE THE FRONT LINE

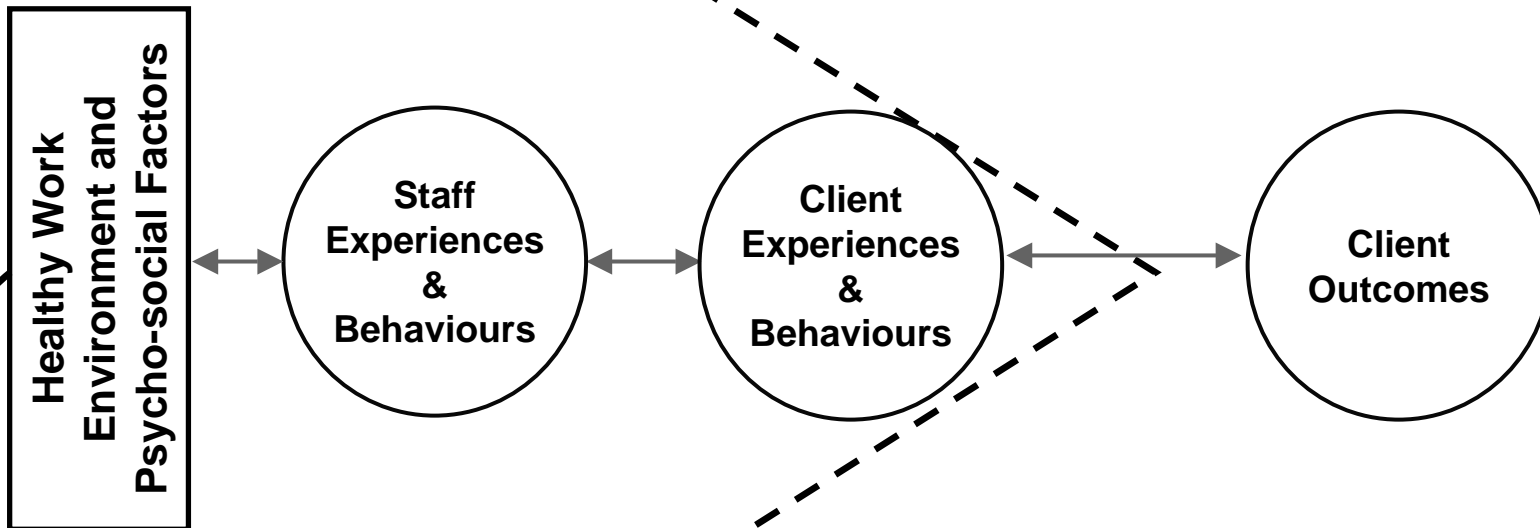


**FRONT-LINE TEAMS ARE THE HEART OF ORGANIZATIONS:
Staff – Client – Outcome Model**



FRONT-LINE TEAMS ARE THE HEART OF ORGANIZATIONS:
Simplified Staff – Client – Outcome Model

**The “Heart” Of
Work Organizations**



**Is What its
Work Teams Create!**

COLLABORATION IS OFTEN DISCUSSED BUT SELDOM PRACTICED (p.1):

- Collaboration and team work often used synonymously both at a team level, agency and at an inter-agency level
- It's considered both a process (a series of events, i.e., what people do in a team) and an outcome (a synthesis of different perspectives, i.e., the combined effort produce a product or service)

Adapted from Gardner, D. (2005). Ten Lessons in Collaboration. Online Journal of Issues in Nursing, 10, www.nursingworld.org/ojin/topic26/tpc26_1.htm

DEFINING COLLABORATION

- Collaboration is the process of working together to build consensus on common goals, approaches and outcomes, which

....

requires an understanding of own and others' roles, mutual respect among participants, commitment to common goals, shared decision making, and effective communication, positive relationships and appropriate accountability for both the goals and team members.

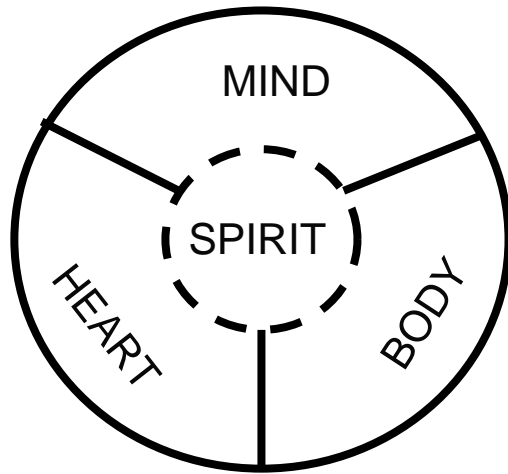
Adapted from RNAO (2006). Collaborative Practice Among Nursing Teams. p. 61

Achieving and Sustaining Collaborative Practice at Work Requires Teams to

- Consistently demonstrate real team-based “Leadership” through a shared sense of responsibility for ensuring the team’s work is done effectively and efficiently, and
- be aligned by having agreed on the team’s goals as being consistent with their individual goals, and
- have at the heart of what they do, and how they work, at least one critical element: “Trust”!

Knowing Yourself Better: Are you more whole, or ... more fragmented?

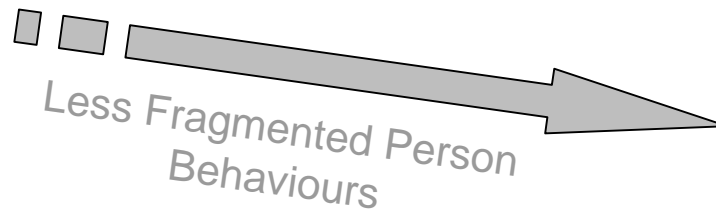
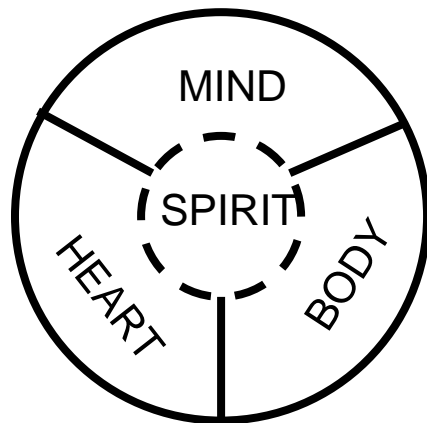
Life's Needs: Our Personal, Family and Work Life embody four fundamental elements



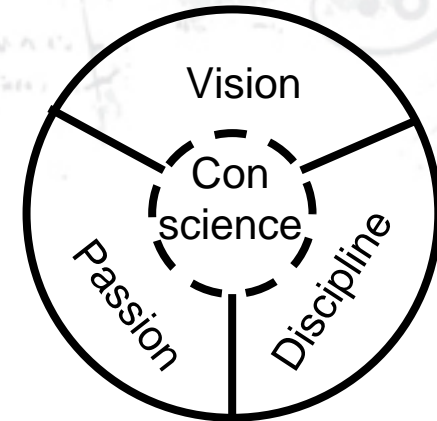
1. MIND (IQ) = To Learn:
Growth and Development
2. BODY (PQ) = To Live:
To be fit, able to meet the activities of life
3. HEART (EQ) = To Love:
To have positive relationships in your life
4. SPIRIT (SQ) = To Leave a Legacy:
Life has meaning and you make a contribution

Adapted from Covey (2004). The 8th Habit: From Effectiveness to Greatness. Free Press

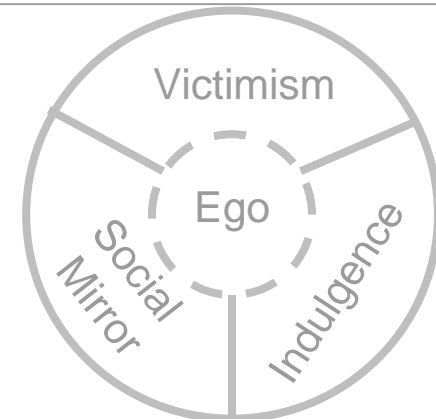
We can choose paths at work, and at home, that demonstrate “whole person choices” or paths that demonstrate “fragmented person choices”. Teams reflect these choices in how they work together, daily



People and Teams Need to Make More Choices based on these



People and Teams Need to Make Less Choices based on these



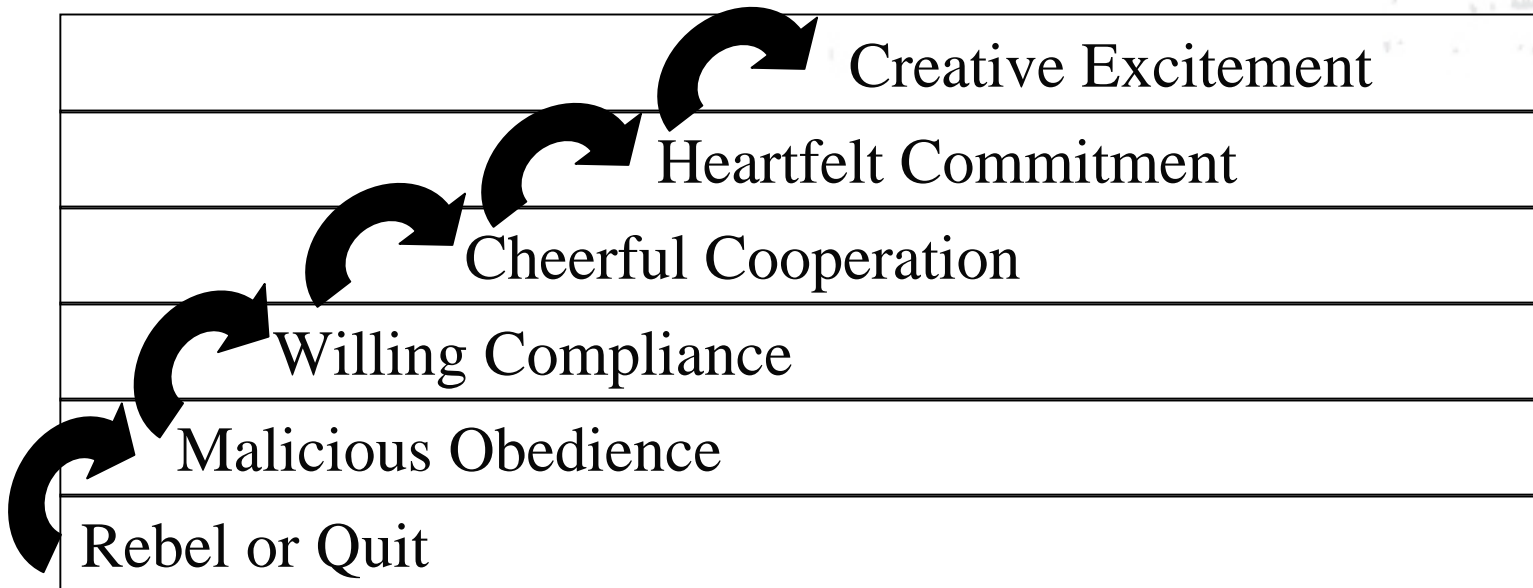
THE 5 EMOTIONAL CANCEROUS BEHAVIOURS OF “FRAGMENTED PEOPLE”

1. Criticizing
2. Complaining
3. Comparing
4. Competing
5. Contending

**These cancerous behaviours infect work units to create
toxic psycho-social environments**

***At their worst fragmented people create work units that become
polarized, divided, bitter, cynical, sabotaging, non-communicative and
uncooperative – if that happens how can those units provide good
and/or safe service and high levels of productivity and collaboration?***

People in your work teams have choices in how they act/ behave



**These phrases capture the range of behaviours from
Totally Disengaged to Totally Engaged**

**Great Teams and Great Organizations have already climbed this ladder.
Where is your Organization? Where are your Teams?**

TRANSFORMATIONAL LEADERSHIP

- Most organizations are in a “state of permanent white water”, i.e., their environments are turbulent, changing, high in ambiguity, uncertainty and complexity
- Appropriate leadership is a critical condition for managing this turbulence
- Establishment and maintenance of “Trust” is a necessary precondition of successful and transforming leadership
- Transformational Leadership is a Key Element in the formation of a Healthy Work Environment, with foci on:
 - Trust,
 - Respect
 - Fairness

Adapted from RNAO (2006). *Healthy Work Environment Best Practice Guidelines: Developing and Sustaining Nursing Leadership*. RNAO

LEADERSHIP (Bennis, 2007)

- “Psychologists still tend to see leadership as an individual phenomenon. But, in fact, the only person who practices leadership alone in a room IS A PSYCHOTIC!” (p. 3)
- Leadership is grounded in a relationship. In its simplest form, it is a tripod – 1. a leader or leaders, 2. followers, and 3., the common goal they want to achieve. None of these three elements can survive without the others. (p. 3-4)
- JY Interpretation: Bennis’s “leadership” is, therefore, clearly a group or team phenomenon and it is about actions, behaviours and processes (verb: that is doing stuff), not about a person (noun: that is traits and position)

LEADERSHIP / COMMUNITYSHIP (Mintzberg, 2006)

- “Let us get rid of the cult of leadership, striking at least one blow at our increasing obsession with individuality. Not to create a new cult around distributed leadership, but to recognize that the very use of the word leadership tilts thinking toward the individual and away from the community. We don’t only need better leadership, we need less leadership!” (p. 2)
- JY Interpretation: Mintzberg’s main point is that, again, we should not be focusing on the individual, but instead on the “community”, which for is the team charged with carrying out the work of the organization.

TRANSFORMATIONAL LEADERSHIP PRACTICES

(Note: these 5 Practices are interdependent not independent)

- Building Relationships and Trust – foundational element
- Creation of an Empowered Work Environment – open access to information, support, and growth, includes autonomy at the same time as collegial support
- Practice Inquiry Environment that supports knowledge development and integration – new information, skills and continuous inquiry into practice
- Continuous Improvement – improvements in work processes and outcomes are sought after, measured and re-evaluated
- Balance of Competing Priorities – recognition of resource limits, while advocating respectfully for decisions that support work outcomes

Team Member Responsibilities

- A work organization can be defined at its broadest as being composed of its constituent “work units” – in the front line of work these are teams of people whose work should be focused on the client
- Leadership in a team should, therefore, be dynamic, not static, therefore not about a single “leader” – it is the team’s combined:
 - Actions and Behaviours
 - Decision making
 - Communications
 - Support and Help
- These elements shape the client’s experience, which then leads to their willingness to behave in a more appropriate fashion, i.e., creates the causal link between team behaviours and actions to client behaviours and outcomes such as repeat buying, satisfaction etc.

Everyday Choices in Work Settings

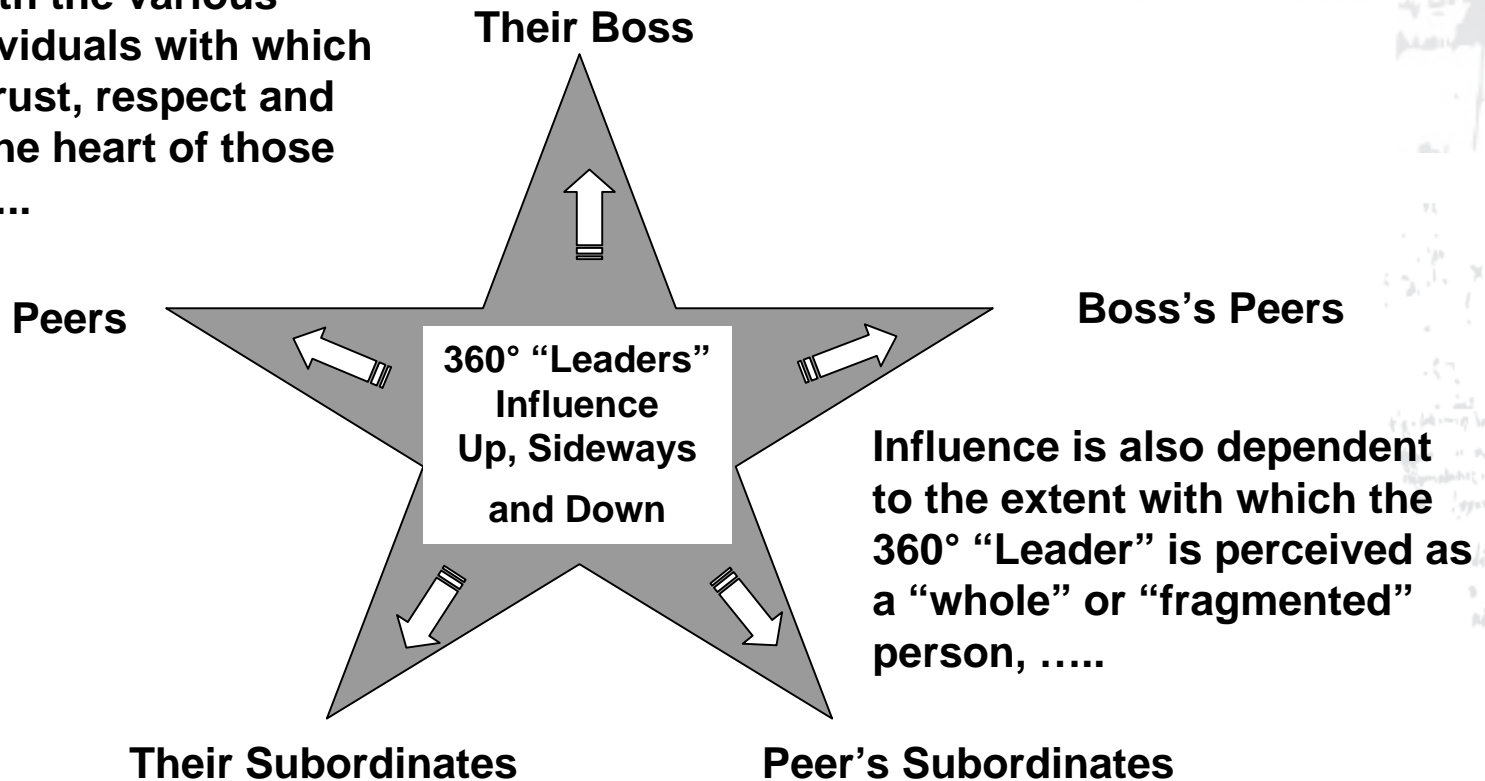
- As Employees:
 - Each of us adds to “breaking down” or “building up” the environment where we work (RNAO, 2006, p. 19).
- Therefore, throughout the day employees have choices about their behaviours and actions that can be constructive or destructive to:
 - Themselves
 - Their teams, i.e., team members
 - Their clients
- Employees bring elements such as their
 - Enthusiasm (or lack of)
 - Commitment (or lack of)
 - Respect (or lack of)
 - Willingness to find collaborative solutions (or lack of)
- What Choices do you think your staff bring each day to work?

Combining Concepts of Leadership with Concepts of Influence

- Maxwell (2005) claims the vast majority of leadership in an organization is practiced other than at the top of the organization
- If we accept that ALL EMPLOYEES IN AN ORGANIZATION, i.e., Staff, Team Supervisors, Middle Managers, Strategic Leaders can demonstrate leadership in their own way, within their own spheres of influence, then, ...
- Great teams can do great work if EVERYONE in the team influences with integrity, i.e., as whole persons!

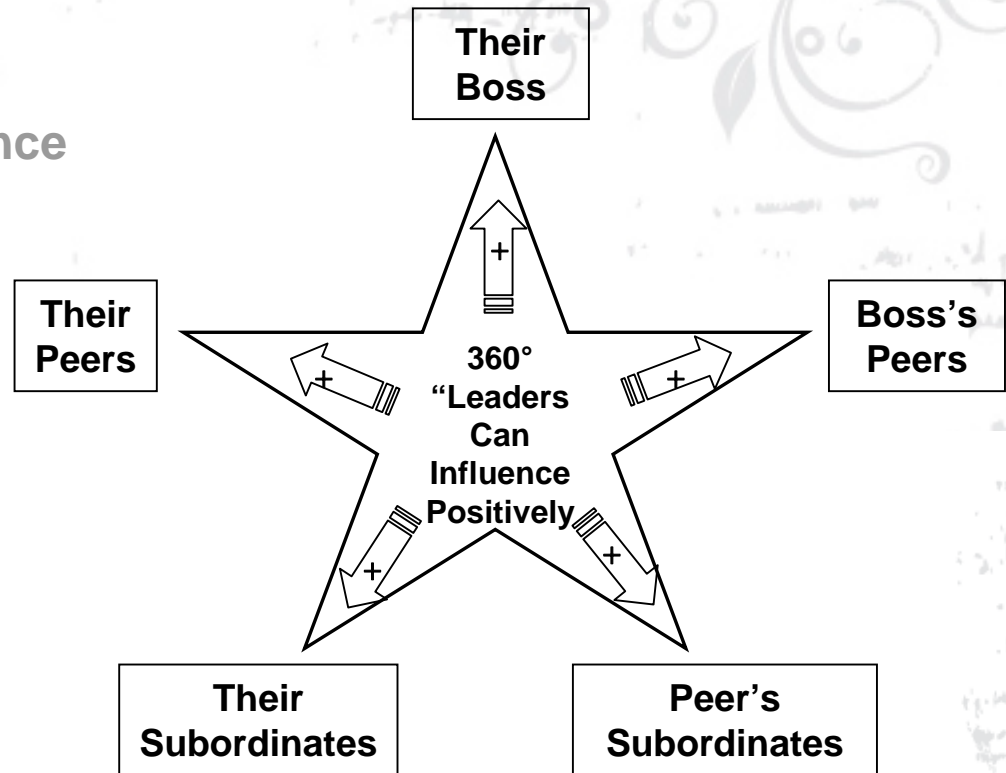
“Leadership” interacting with “Sphere of Influence”

How much 360° “Leaders” can influence is dependent on their relationships with the various groups and individuals with which they interact – trust, respect and fairness are at the heart of those relationships,

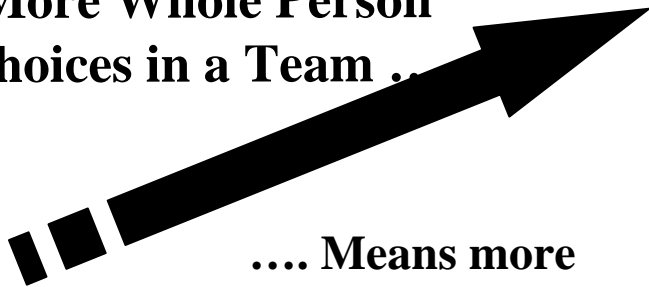


Adapted from Maxwell (2005). The 360° Leader: Developing Your Influence from Anywhere in the Organization. Nelson Business and Covey (2004). The 8th Habit: From Effectiveness to Greatness. Free Press

Sphere of Leader Positive Influence



**More Whole Person
Choices in a Team ..**



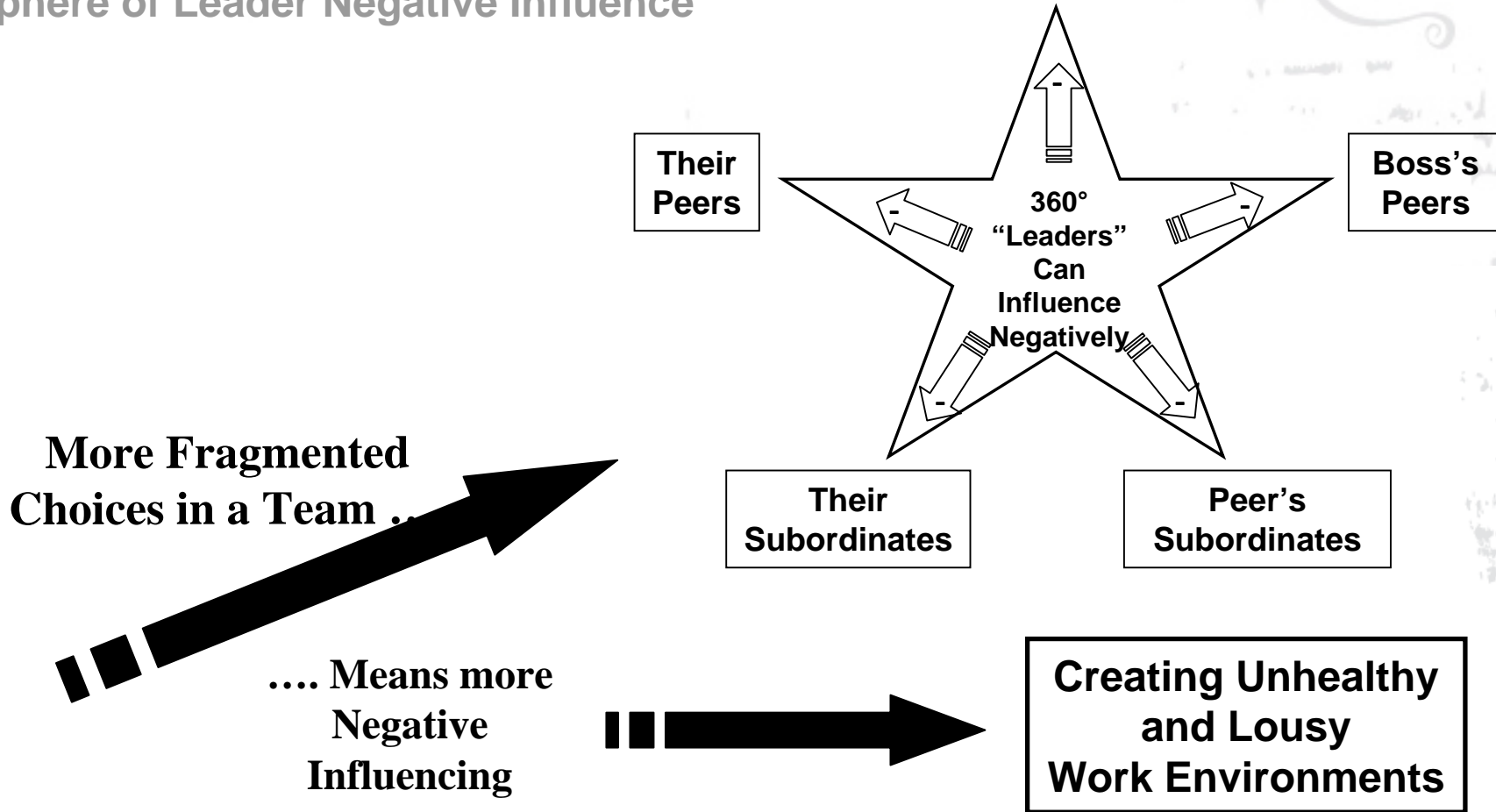
**.... Means more
Positive
Influencing**



**Creating Healthy
and Great
Work Environments**

Adapted from Maxwell (2005). The 360° Leader: Developing Your Influence from Anywhere in the Organization. Nelson Business and Covey (2004). The 8th Habit: From Effectiveness to Greatness. Free Press

Sphere of Leader Negative Influence



Adapted from Maxwell (2005). The 360° Leader: Developing Your Influence from Anywhere in the Organization. Nelson Business and Covey (2004). The 8th Habit: From Effectiveness to Greatness. Free Press

Emergence of Healthy Work Environment (HWE)

- Recent emergence of a focus on Positive Organizational Behaviour (POB) (e.g., Luthans, 2002; Wright 2003)
- Also, recently, the modeling of healthy workplaces and research probing the positive side of work has emerged (e.g., Browne, 2002; May, Gilson & Harter, 2004)
- At the same time as research and academic writing has been emerging, there are a host of phrases and terms that have swept into Healthcare and HRM literature:

*Organizational Health – Magnet Hospital - Organizational Culture
– Positive Work Environments – Employer of Choice – Work
Engagement – Quality of Jobs,*

What Does Some Research Evidence Tell Us about HWE's?

- Host of evidence that many Healthy Work Environment constructs and variables are consistently related to personal, client, and organizational outcomes
- There is a lot of evidence, it is credible (meets reasonable levels of reliability and validity), and barely needs repeating as some of it has been around for Donkey's Years!
- For Example:

What Does Some Research Evidence Tell Us about HWE's?

- Canadian Council for Occupational Health and Safety website
- Journal of Occupational and Environmental Health
- Dr. Kenneth Pelletier's Review Articles originally in American Journal of Health Promotion (started in 1980's!), latterly in JOEH
- Health Care: RNAO (2006) – HWE Best Practice Guidelines (5 elements) – excellent evidence based literature reviews – Leadership and Collaborative Practice Volumes in particular
- CPA Journal, 2005 Special Issue on Healthy Workplace, Drs. Day and Kelloway Guest Editors

How do we define a Healthy Work Environment? Metrics@Work / WHRL / OHA Database

HWE Elements – multi item constructs:

1. Respect, Fairness and Trust
2. Leadership and Management Quality
3. Manageable Work Stressors
4. Recognition and Opportunity
5. Safety at Work
6. Work Social Support

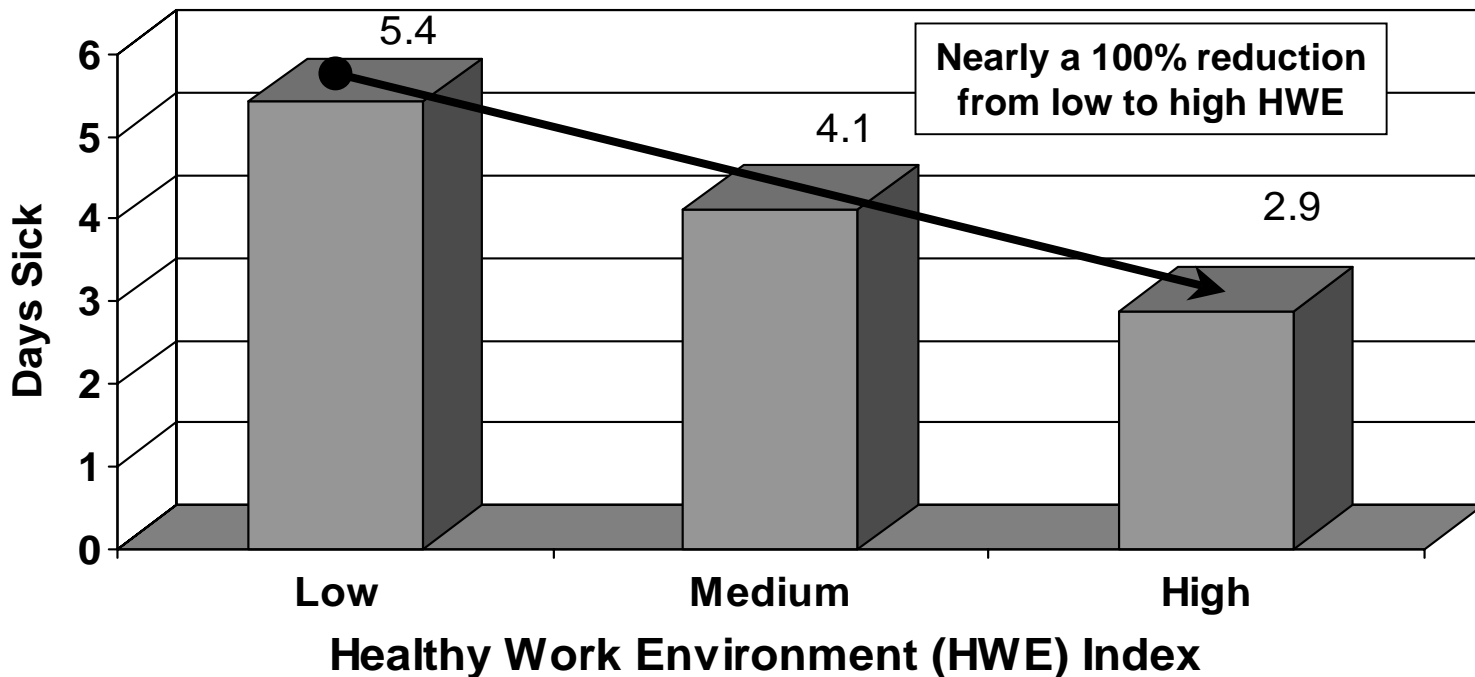
Essentially these are elements that create or support collaborative practices

- Constructs compiled into one index, representing the organization's culture, climate & practices
- Which we have labelled "Healthy Work Environment (HWE)"
- Classified into 3 levels of HWE: Low, Medium and High

Business Case: HWE Effect on Sick Absence

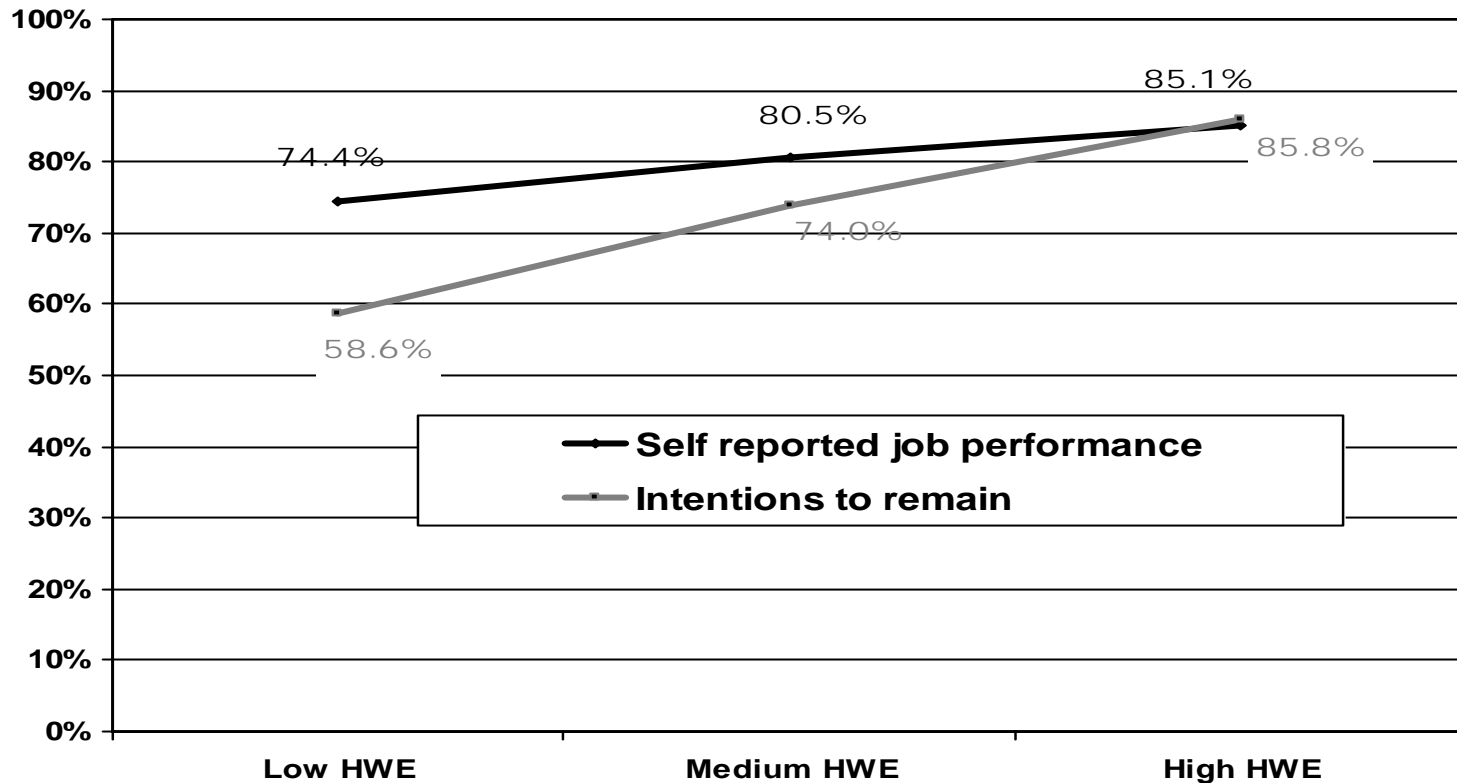
- Very Strong, Very Clear, Negative Relationship.
- A Healthy Work Environment is significantly related to lower sick absence

Self-Reported Sick Days in Last Year

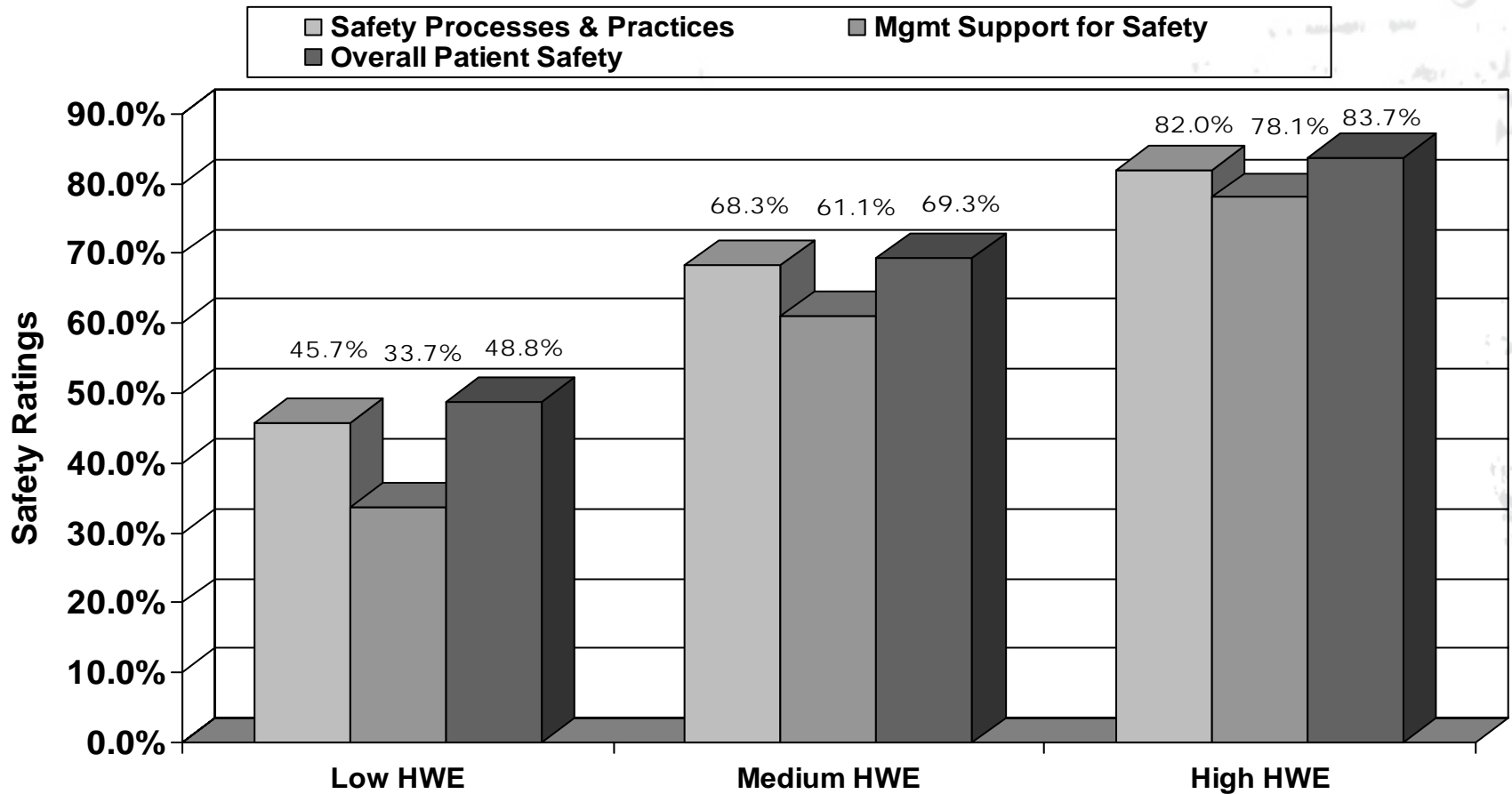


Business Case: HWE Effects on Performance

- Evidence is consistent, though somewhat muted for job performance.
- Healthy Work Environment is significantly related to higher productivity



Business Case: The Effects of HWE* on Patient Safety Practices
(Multiple Hospitals, * = safety items removed to reduce confounding)



BULLYING AT WORK – LACK OF COLLABORATION AND/OR LOUSY WORK ENVIRIONMENTS?

- Relatively new area of research
- Major emergence from Europe 15-20 years ago, more recently in North America
- Variety of Labels:
Psychological harassment, Emotional abuse, Mobbing, Incivility

WHAT IS WORKPLACE BULLYING

- Two main features of most definitions (Einarsen, 1996) :
- repeated and enduring aggressive behaviours (most frequently verbal and non-physical – chronicity is important determinant)
- intended to be hostile and/or perceived as hostile by the recipient

Slide Adapted from Kelly, Yardley, & Noka (2007)

Bullying as Negative Actions

isolating and excluding persons from various work activities

undermining work performance

withholding of information

unexplained rages

confusing and contradictory instructions or constantly changing instructions

humiliating and demanding conduct in front of other workers

rude, foul and abusive language

constant criticism

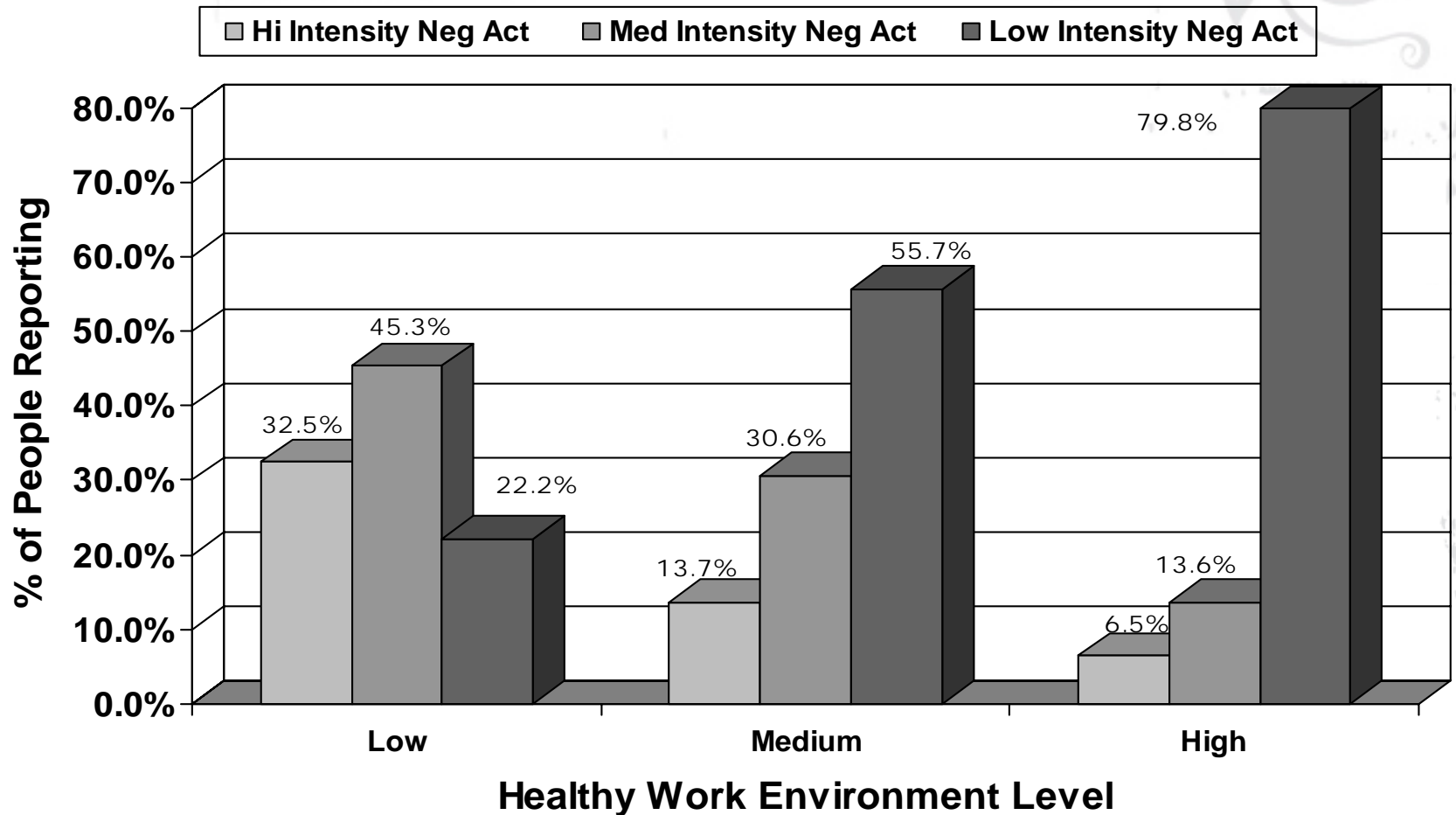
repeatedly threatening dismissal

ridicule taunts

assigning meaningless tasks

setting impossible deadlines

Business Case: Bullying Intensity by levels of HWE



Lowered levels of bullying intensity as HWE improves – does HWE prevent bullying?
 e.g., supervisor and staff (i.e. THE TEAM) will not tolerate or support it?

Some Rhetorical Questions

- Do you know yourself and are you committed to leadership development?
- Are you committed to more positive choices and influencing with integrity?
- Are you committed to less negative choices and influencing with integrity?
- Are team members trained and reinforced for being collaborative?
- Have your teams (not just management) a clear idea (model) of why collaborative work practices will lead to better personal, client and organizational outcomes?
- Is leadership distributed in your work organization, i.e., identified with teams or is it concentrated in hierarchical divisions, i.e., identified with people and positions?

Summation

- The work of an organization is concentrated in its front line work units or teams
- Collaboration and leadership/communityship are team phenomena
- Engagement arises from team members choosing to influence each other in more “whole” ways rather than “fragmented” ways
- High levels of performance and productivity are only sustainable in local work environments that are “healthy”
- There is strong evidence of real, valued business outcomes associated with HWE

Conclusion

- Organizations must make Human Resource Management a Strategic Imperative and put the creation of Healthy Work Environments in their Front-Lines as a goal of all business plans

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