



# Organizational Culture: From Assessment to Action

*Version 1.0 March 2009*

The focus of this Info-pack is to assist the workplace health promotion intermediary with specific actions and ideas relevant to changes in workplace organizational culture. This includes tools to assess the organizational culture component of workplace health as well as possible actions to address changes in culture.

This Info-pack contains:

- An overview of three potential approaches that can be used to understand and assess organizational culture.
- Practical ideas and strategies to consider that can help change an organization's culture when necessary.
- Examples of good practice in organizational culture change.
- A list of available resources about organizational culture change.



# INFO-PACK

at the Centre for Health Promotion

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This workbook is also available on our Website at [www.thcu.ca/workplace](http://www.thcu.ca/workplace).

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# Contents

<b>Introduction</b> .....	<b>2</b>
• The Purpose of this Info-Pack .....	2
• How to Use this Info-Pack .....	2
• A Word about Organizational Culture .....	3
• Organizational Culture and the Comprehensive Workplace Health Approach .....	4
• Planning to Change Culture using a Health Promotion Planning Approach .....	5
• Conducting Situational Assessments within the Workplace-Specific Planning Framework .....	6
<b>Section 1: Organizational Culture - Three Potential Approaches</b> .....	<b>9</b>
1. The Competing Values Framework (Cameron and Quinn, 2006) .....	9
2. The Three Levels of Culture Model (Schien, 1999) .....	11
3. The Four Conditions of Culture: Control, Demand, Effort, Reward (Shain, 2001) .....	12
<b>Section 2: Assessing Organizational Culture</b> .....	<b>15</b>
1. Data Collection and Assessment using the Competing Values Framework (Cameron and Quinn, 2006) .....	15
2. Data Collection and Assessment using the Three Levels of Culture Model (Schien, 1999) .....	17
3. Data Collection and Assessment using the Four Conditions of Culture Approach (Shain, 2001) .....	18
<b>Section 3: Changing Organizational Culture</b> .....	<b>21</b>
1. Changing Organizational Culture using the Competing Values Framework (Cameron and Quinn, 2006) .....	22
2. Changing Organizational Culture using the Three Levels of Culture Model (Schien, 1999) .....	24
3. Changing Organizational Culture using the Four Conditions of Culture Approach (Shain, 2001) .....	25
<b>Section 4: Strategies for Action</b> .....	<b>29</b>
<b>Section 5: Some Organizational Culture Change Success Stories</b> .....	<b>32</b>
<b>Section 6: Tools to Guide and Manage Organizational Culture Change</b> .....	<b>34</b>
<b>References</b> .....	<b>36</b>

# Introduction

*“They say that time changes things, but you actually have to change them yourself.”*  
Andy Warhol

*“Be the change you want to see in the world.”*  
Mahatma Gandhi

## The Purpose of this Info-pack

This Info-pack was developed in response to feedback gathered from a 2007/2008 Ontario Public Health Needs Assessment, evaluation data from past THCU symposiums and from a series of focus groups conducted by The Health Communication Unit in 2008/2009. These sources pointed towards an overwhelming need to identify action steps for assessing and addressing organizational culture in the workplace.

This Info-pack is designed for health promotion intermediaries who are relatively new to the area of workplace health promotion or who are looking for a refresher on current theory and practice about organizational culture. This document, like all THCU Info-packs, is grounded in the *Comprehensive Workplace Health Approach* or “the Triangle” (see Figure 1) and also builds on a previous THCU Info-pack entitled *Influencing the Organizational Environment to Create Healthy Workplaces*.

This Info-pack outlines three models that can be used to assess and then plan to change organizational culture. The theoretical basis of each model is outlined; an overview of how to assess organizational culture using each model is provided; and, based on the results of the assessment, actions that can be taken to improve organizational culture (and ultimately health) are described.

## How To Use This Info-pack

### Section 1: Understanding Culture - Three Theoretical Models

In this section you will be introduced to three theoretical models that address organizational culture. You can use this information to decide which model best suits your employee group, workplace and strategic direction. Once you have identified a model, you can move on to Section 2 where you will use your chosen model to assess your organization’s culture.

### Section 2: Assessing Organizational Culture

In this section, you will learn about each model’s approach to assessing organizational culture. Read each approach and, if your chosen model best reflects the data you would like to collect, you are on the right track. If you find that another model may be more appropriate you are still free to change to that one and follow the assessment instructions. Once you have your assessment completed and information compiled you can move to Section 3.

### **Section 3: Changing Organizational Culture**

Section 3 describes each model's approach to changing organizational culture. Using your preferred model, follow the steps in Section 3 and Section 4 to create a plan for change.

### **Section 4: Strategies for Action**

Section 4 provides some concrete strategies for action that you can use to move forward and change your organization's culture.

### **Section 5: Some Organizational Cultural Change Success Stories**

This section tells the stories of several organizations that have been successful in managing the culture change process.

## **A Word about Organizational Culture**

There are many definitions of organizational culture. These range from the very simple to the very complex. For example, organizational culture can be seen as:

- The identity of an organization and its people that is created maintained and transformed by its employees and leaders. (ICAF, 1999)
- A deeply rooted level of basic assumptions and beliefs that is ingrained within an organization. (Schein, 1988)
- An explicit social product arising from social interaction either as an intentional or unintentional consequence of behaviour (e.g., language, customs, methods of problem solving, use of tools or technology, and design of work settings). (ICAF, 1999)

Organizational culture is a fundamental part of an organization's collective experience. It may include routines, beliefs, values, goals, and systems which are learned, re-learned and passed on to new employees. Organizational culture can also include formal processes such as policies and procedures relating to working hours, employee benefits and job descriptions; and informal processes such as leadership styles and patterns of information sharing. (Region of Waterloo, 2007)

There are many good reasons why organizations need to work hard to maintain a good or improve a poor organizational culture:

- Organizations with strong, healthy cultures tend to outperform organizations with weaker cultures. (Malick, 2001)
- The psychosocial work environment, the organization of work and the management culture of the workplace can have a dramatic impact on employee stress and health outcomes. (Shain, 2001)
- Developing a healthy workplace provides an opportunity to improve the health of your organization and to improve its public image and profile. It also offers the chance to curb organizational health costs and directly affect your bottom line. (Jones, 2005)

- When employees experience a supportive work environment, costs related to illness, disability and absenteeism are lowered and employee satisfaction and productivity are increased. (Shain and Suurvali, 2001)
- Better management of employees can be an important key to becoming an employer of choice and attracting and retaining talented staff. (Yardly, 2006)

## Organizational Culture and the Comprehensive Workplace Health Categories

Organizational culture is one of three categories of the *Comprehensive Workplace Health (CWH)*. CWH is “an approach to protecting and enhancing the health of employees that relies and builds upon the efforts of employers to create a supportive management under and upon the efforts of employees to care for their own well-being.” (Shain and Suurvali, 2001)

**Figure 1: Comprehensive Workplace Health Categories**



Within this broad definition, workplace health interventions are categorized into three groups: occupational health and safety, health and lifestyle practices and organizational culture.

- **Occupational Health and Safety** refers to efforts to protect workers against health and safety hazards on the job. It involves the establishment of programs, policies and standards that outline how an organization will recognize, assess and control hazards. The scope of Ontario health and safety is broad, including things such as musculoskeletal disorders, housekeeping, machine guarding, fall protection, first aid, early and safe return to work, and the roles of the joint health and safety committee.
- **Health and Lifestyle Practices<sup>1</sup>** refers to addressing any of a wide variety of behavioural issues such as tobacco use, alcohol and drug use, nutrition, immunization, stress management and physical activity.

<sup>1</sup> Health and lifestyle practices are also often referred to as voluntary health practices, or personal health practices.

<sup>2</sup> Organizational culture is also often referred to as organizational change.

- **Organizational Culture<sup>2</sup>** (the subject of this Info- pack) involves improving job satisfaction and productivity by changing worker attitudes and perceptions, the psychosocial aspect of work, management practices and the way work is organized.

Improving the health of the organization as a whole and the health of its employees requires attention to all three sides or categories of the CWH. Employers who are committed to improving the health of their employees through positive occupational health and safety and health and lifestyle practices should also be addressing issues related to the organizational culture.

Culture is deeply ingrained into the fabric of an organization and therefore, changing and influencing organizational culture is never a quick and easy process. Organizational culture is the overarching foundation or basis for workplace health - which is why it is depicted as the category at the base of the CWH triangle, as the base of CWHP. For example, a workplace might implement programs and supports to assist employees cope with stress, such as physical activity programs. However, these efforts may be unsuccessful if the underlying organizational culture is causing the stress.

Addressing Comprehensive Workplace Health is a process that requires many steps over time. Although this Info-pack addresses the subject of organizational culture using three different approaches, it is important to note that the CWH categories and health promotion principles should not be separated, but intertwined into your planning process.

## Planning to Change Culture using a Health Promotion Planning Approach

<sup>3</sup> For more information and resources on Health Promotion Program Planning, please visit: [www.thcu.ca/infoandresources/planning.htm](http://www.thcu.ca/infoandresources/planning.htm)

It is important to note that when you are taking a comprehensive approach to workplace health, you are treating the workplace as a determinant of health and not just a setting in which to deliver health promotion programs. Planning to change culture in the workplace follows the same principles and practices as any other type of health promotion planning<sup>3</sup>.

**Figure 2: The Health Promotion Planning Approach**



This Info-pack focuses specifically on Step #2 Conducting a Situational Assessment and Step #4 Developing Strategies, Activities and Resources.

## Conducting Situational Assessments within the Workplace-Specific Planning Framework

The Health Communication Unit has developed a *Workplace-Specific Planning Framework* which also stresses the importance of conducting situational assessment early in the process. (THCU, 2004) This is because it is not possible to make effective planning decisions without good data about the intended audience, the political and social environment, stakeholder opinions, possible programs and other factors.

Situational Assessments<sup>4</sup> are used to:

- learn more about and define audience(s)
- anticipate trends and issues that may affect program implementation
- identify promising programs

***A situational assessment is like a snapshot of the present that can be used to plan for the future.***

There are five key qualities to good situational assessments:

1. A situational assessment influences planning in significant ways by examining a range of issues including the legal and political environment, stakeholder views, the health needs of the population, the literature and previous evaluations, and the overall vision for the project. All this content is aimed at addressing three key questions:
  - *What is the impact of the problem?*
  - *What are the roots causes of the problem?*
  - *What are the possible solutions for the problem?*
2. Although the process (or *how*) of situational assessments is largely about data collection—that is deciding what type of data to collect, from who/what, and how—the processes used to collate, sort, prioritize and interpret the data are equally important parts of the step.
3. We use the term *situational assessment* in place of the term *needs assessment* to avoid the common pitfall of only looking at problems and difficulties rather than the strengths and assets of individuals, organizations, communities and societies. This is a slight shift in thinking which can completely transform programming decisions and the community response to the decisions.
4. Another key health promotion approach is an *ecological* or *multi-level* examination of issues. Using this approach, you would consider the issue within the context of four levels of change: individuals, networks, organizations and

<sup>4</sup> For more details regarding how to undertake a situational assessment, visit the THCU Online Planning Tool at: [www.thcu.ca/ohpp/learning\\_centre.cfm?view=tmm](http://www.thcu.ca/ohpp/learning_centre.cfm?view=tmm)

For more resources on the topic of Situational Assessment, visit: [www.thcu.ca/infoandresources/resource\\_display.cfm?res\\_sub\\_topicID=32](http://www.thcu.ca/infoandresources/resource_display.cfm?res_sub_topicID=32)



societies. Changes can be made at each level that will ultimately impact on a particular health problem. When conducting a situational assessment, the bottom line varies. For example,

- The bottom line for individuals is maintaining a personal behaviour change,
  - The bottom line for networks is to create social change through opinion leadership and social influence.
  - The bottom line for organizations is to change policies (that is, their rules, incentives and rewards, sanctions and punishments, allocation of resources).
  - The bottom line for society is to change its formal laws, as issues rise and decision-makers respond.
5. A health promotion approach also demands a situational assessment that looks broadly and deeply at health issues and considers socio-environmental aspects such as biomedical, behavioural and socio-environmental approaches.

Situational assessments can focus on any aspect of the workplace that affects health, including the employees themselves. For that reason, situational assessment tools relate to all three aspects of the CWH categories. THCU's Comprehensive Workplace Health Promotion: Recommended and Promising Practices for Situational Assessment Tools outlines a number of assessment tools that are recommended for use in Ontario workplaces. Four of these (as of February, 2009) focus on assessing organizational culture. This Info-pack will explore three additional approaches.

In some cases, an organization may not be ready to invest the time and resources needed to conduct a complete and comprehensive situational assessment. This Info-pack addresses one part of a situational assessment that can be conducted relatively easily to develop preliminary benchmarks and to assess the culture of an organization. As a result, later, when the organization is ready to conduct a more comprehensive situational assessment, it will already have some culture score benchmarks, or baseline measures. A few reasons this can benefit the organization is that measuring culture scores is relatively easy, and measurable culture scores can be re-evaluated in relatively short periods of time with minimal resources. As well, internal culture score benchmarks can provide data to track progress, facilitate improvement/changes in interventions and to track progress.

More information about THCU'S Comprehensive Workplace Health Promotion Planning Framework can be found in the Introduction to Comprehensive Workplace Health Promotion Info-pack.

Figure 3: CWH Planning Framework (enlarge in final document) (THCU, 2004)

# Workplace Program Management



**Internal Project Management**

- Components**
- Participation
  - Time
  - Money / Resources
  - Data-gathering
  - Decision-making

Element 1	Element 2	Element 3	Element 4	Element 5	Element 6	Element 7	Element 8
<b>Obtain Management and Labour Support</b> <b>Components</b> •Business Case	<b>Establish Healthy Workplace Committee</b> <b>Components</b> •Strategic Recruitment •Terms of Reference •Leadership	<b>Conduct Situational Assessment</b> <b>Components</b> •Environmental Scan •Needs & Risk Assessment •Organizational Change Survey	<b>Develop Healthy Workplace Plan</b> <b>Components</b> •Vision •Mission •Values •Goals •Strategies •Key Audiences •Sustainability	<b>Develop Program &amp; Evaluation Plan</b> <b>Components</b> •Objectives •Programs/ Activities <ul style="list-style-type: none"> <li>▪ awareness</li> <li>▪ education &amp; skill building</li> <li>▪ supportive environments</li> <li>▪ policies</li> </ul> •Indicators •Evaluation •Methodology •Resources •Timeline •Responsibilities	<b>Obtain Management and Labour Support</b> <b>Components</b> •Plans •Presentation •Evidence	<b>Implement Plan</b> <b>Components</b> •Communication & Marketing •Capacity Building •Events •Interpersonal Activities •Monitoring •Conduct Evaluation <ul style="list-style-type: none"> <li>▪ process</li> <li>▪ outcome</li> <li>▪ impact</li> <li>▪ economic</li> </ul>	<b>Generate Evaluation Report</b> <b>Components</b> •Key Result Areas •Indicators •Results •Implications •Recommendations



# Implement Evaluation

# Section 1: Organizational Culture - Three Potential Approaches

In this section we explore three different approaches to defining organizational culture in the workplace. Each approach is linked to a specific method of measuring and assessing culture (described in Section 2) and specific action steps that can be taken to affect and improve organizational culture (described in Section 3).

These three approaches have been chosen because they are unique for a number of reasons. One approach is strongly theoretically based (The Competing Values Framework), one is based on more practical considerations, such as limited resource situations. (The Three Levels of Culture Model), and one is empirically based (The Four Conditions of Culture)

The three approaches presented here are also unique in the way they work within organizations. For instance, one is focused on the organization as a whole while another relies on the input of individual employees. Each approach is well regarded and none have been previously profiled in the THCU Catalogue of Situational Assessment Tools<sup>5</sup>. ([www.thcu.ca/Workplace/sat/index.cfm](http://www.thcu.ca/Workplace/sat/index.cfm)).

It is important to note that there is no one right way to assess organizational culture. In some cases, even a blend of approaches may work best. In order to select the most appropriate approach for your workplace, you will need to answer the following questions based on your first-hand knowledge:

- What approach would your organization's various employee groups respond best to?
- What approach would be best for your workplace considering available time, money and other resources?
- What approach would have the biggest impact?

## 1. The Competing Values Framework (Cameron and Quinn, 2006)

### How the Competing Values Framework Works

The Competing Values Framework was developed by Kim S. Cameron and Robert E. Quinn. It is a broadly applicable model that is intended to foster successful leadership; improve organizational effectiveness; and promote value creation. It helps leaders think differently about value creation and shows them how to clarify purpose, integrate practices and lead people. The Competing Values Framework has been studied and tested in organizations for more than 25 years and is used by firms as a map, an organizing mechanism, a sense-making device, a source of new ideas and a learning system.

The Competing Values Framework can tell you if your organization's predominant culture falls into one or two of four types: the *hierarchy culture*; the *market culture*, the *clan culture*; or the *adhocracy culture*. The predominant culture is then explored and strategies are suggested on how to move from the baseline to a preferred future.

<sup>5</sup> It should be noted that none of the three presented here have been assessed with the same rigor applied to those in THCU's Catalogue of Situational Assessment Tools.

### **The Hierarchy Culture**

A hierarchy culture is often found in formal, structured organizations that emphasize smooth running, stability, predictability and efficiency. These organizations rely on formal rules and policies. Because the environment is relatively stable, tasks and functions are usually integrated and coordinated and uniformity in products and services is maintained. Hierarchical organizations tend to rely on clear lines of decision-making authority, standardized rules and procedures. Control and accountability mechanisms are valued as the keys to success.

### **The Market Culture**

Market culture organizations tend to be oriented toward the external environment and are focused on transactions with external constituencies such as suppliers, customers, contractors, licensees, unions and regulators. Unlike a hierarchy, where internal control is maintained by rules, specialized jobs, and centralized decisions, the market culture operates primarily through economic market mechanisms, such as monetary exchange. Profitability, bottom-line results, strength in market niches, stretch targets, and secure customer bases are primary objectives of the organization. Market oriented cultures are results-oriented and emphasize winning.

### **The Clan Culture**

Organizations with a clan culture are family type organizations that emphasize shared values and goals, cohesion, inclusion, individuality and a sense of engagement. They sometimes seem more like extended families than economic entities. Rather than relying on rules and procedures, clan-type firms focus on teamwork, employee involvement programs and corporate commitment to employees.

### **The Adhocracy Culture**

The root word of *adhocracy* is *ad hoc*, implying something temporary, specialized and dynamic. Adhocracies are often characterized as “tents rather than palaces” in that they can reconfigure themselves rapidly when new circumstances arise. A major goal of an adhocracy is to foster adaptability, flexibility and creativity where uncertainty, ambiguity and information overload are typical. In an adhocracy culture, the emphasis is often on individuality, risk-taking and anticipating the future. The figure below summarizes many of the key features of the Competing Values Theory.

**Figure 4. The Competing Values of Leadership, Effectiveness and Organizational Theory (Cameron and Quinn, 2006)**

		<i>Flexibility and Discretion</i>			
		<b>The Clan Culture</b>		<b>The Advocacy Culture</b>	
<b>Internal Focus and Integration</b>	<i>Orientation:</i>	COLLABORATIVE		<i>Orientation:</i>	CREATIVE
	<i>Leader Type:</i>	Facilitator Mentor Team Builder		<i>Leader type:</i>	Innovator Entrepreneur Visionary
	<i>Value Drivers:</i>	Commitment Communication Development		<i>Value Drivers:</i>	Innovative outputs Transformation Agility
	<i>Theory of Effectiveness:</i>	Human development and participation produce effectiveness.		<i>Theory of Effectiveness:</i>	Innovativeness, vision and new resources produce effectiveness.
		<b>The Hierachy Culture</b>		<b>The Market Culture</b>	
<b>Internal Focus and Integration</b>	<i>Orientation:</i>	CONTROLLING		<i>Orientation:</i>	COMPETING
	<i>Leader type:</i>	Coordinator Monitor Organizer		<i>Leader Type:</i>	Hard Driver Competitor Producer
	<i>Value Drivers:</i>	Efficiency Timeliness Consistency and uniformity		<i>Value Drivers:</i>	Market share Goal achievement Profitability
	<i>Theory of Effectiveness:</i>	Control and efficiency with capable processes produce effectiveness.		<i>Theory of Effectiveness:</i>	Aggressively competing and customer focus produce effectiveness.
		<i>Stability and Control</i>			
					<b>External Focus and Differentiation</b>

### When to Use the Competing Values Framework

The Competing Values Framework is effective in organizations whose culture is in need of change and a tool is required to sort out what kind of culture, or perhaps many sub-cultures (particularly in larger and/or de-centralized organizations) currently exist.

This framework may work well if:

- There is a fair bit of time available for assessment.
- The organization is large and its structure complex.
- *High level thinkers* are available to dedicate time to understanding the complexities and terminologies of this approach.

## 2. The Three Levels of Culture Model (Schien, 1999)

### How the Three Levels of Culture Model Works

Edgar H. Schein’s model focuses on three different levels of culture which move from the visible to the tacit, or invisible. The first level consists of visible artifacts such as myths, rites, stories and symbols. The second level consists of espoused values which are strategies, goals or philosophies that characterize a specific way of thinking within a company.

The third and most basic level of organizational culture consists of basic assumptions or unconscious, often taken-for-granted beliefs, perceptions, thoughts and feelings. These basic assumptions, such as the perception of human nature, the nature of human interaction or the basic understandings of time or truth, are often implicit and not consciously known to employees.

#### **Level One: Artifacts**

Artifacts provide easily observable clues to the culture of the workplace. They include elements such as the architecture, décor and space design, whether there are doors between work stations, if people dress informally or formally, whether actions are fast-paced or careful and deliberate.

#### **Level Two: Espoused Values**

An organization's values will shape why it functions the way it does. These values are usually learned and adopted. For example an organization may say it believes in teamwork but the espoused value shows that most decisions are made without involving employees.

#### **Level Three: Shared Tacit Assumptions**

Tacit assumptions are informed and influenced by the values, beliefs and assumptions of the founders and key leaders that made an organization successful. For example, if a founder of an organization is responsible for developing a product that responds to a high market goods and service need, he or she may favour a highly disciplined organization. The organization may attract people who like discipline and order, and as they succeed, they also come to take it for granted that hierarchy, discipline, and order are the only way to run an effective organization.

#### **When to Use the Three Levels of Culture Model**

The Three Levels of Culture model offers the opportunity for progression over time and may provide organizations who have a long way to go in their organizational change, the option to address things in smaller, more manageable phases. Organizations might use this framework when:

- Time is limited.
- There are few resources to allocate to the change process.
- There are relatively small groups (teams, departments) to which the concepts can be explained.

### **3. The Four Conditions of Culture: Control, Demand, Effort, Reward (Shain, 2001)**

A recent Apex study of the Canadian federal public service showed that lack of job control increased stress, leading to increased musculoskeletal problems (90%), cardiovascular problems (120%), gastrointestinal problems (210%), coronary heart disease (350%) and mental health disorders (1740%). (Jones, 2005)

#### **How the Four Conditions of Culture Model Works:**

Dr. Martin Shain has identified four conditions of work which disproportionately contribute to stress and satisfaction outcomes in employees. These conditions range from low control (having too little influence over the way you do your daily work) and low reward

(not receiving adequate recognition or feedback on performance) to high effort (having to expend too much mental energy over too long a period) and high demand (having too much to do in too little time over too long a period). Each condition affects employee outcomes and the ability of the organization to meet or exceed performance indicators. For instance, low control and low reward circumstances tend to contribute to low employee satisfaction while low reward and high effort contribute to high stress, as depicted in Figure 5 below.

**Figure 5: The Four Conditions Effecting Culture**

The Four Conditions Effecting Culture	Employee Outcome
<b>Low Control:</b> having too little influence over the way you do your daily work	Low Satisfaction
<b>Low Reward:</b> not receiving adequate recognition or feedback on performance	
<b>High Effort:</b> having to expend too much mental energy over too long a period	High Stress
<b>High Demand:</b> having too much to do in too little time over too long a period	

The effect of these influences are multiplied when high demand/low control and high effort/low reward conditions are perceived as unfair and reflect the employer’s lack of respect for employees. The perception of unfairness and/or mistrust in an organization can also have a negative effect on employee health and well-being. The sense of unfairness is a powerful mediator of how stress affects health for feelings of unfairness can *magnify* the effects of perceived stress on health. (Jones, 2005)

Organizational stress increases when work is organized and designed in ways that ignore or devalue certain basic human needs. *Stressors*, also known as *mental hazards* threaten employees’ mental safety in the same way that an unsafe workplace may affect their physical safety. High levels of stress and strain in a workplace can be expressed in the form of injuries, infectious diseases, cardiovascular diseases or events; anxiety, depression or hostility and dependence on alcohol, tobacco and/or certain prescription and over-the-counter drugs. (Health Canada, 2008).

Stress can indirectly impact employee well-being, especially in high demand/effort and low control situations, as well as in situations such as lack of sleep, substance misuse, depression and anger. Stress mounts when work is no longer satisfying. (Health Canada, 2008)

**When to Use the Four Conditions of Culture Model**

The Four Conditions of Culture Model is relatively easy to implement. The model has been tested during development and found to be both valid and reliable and has been highly studied in the Canadian context. The model requires the involvement of all employees and provides an excellent opportunity for engagement; however, employee input may result in heightened expectations.

Organizations might use this framework when:

- There is a desire to involve all employees in data-gathering.
- There are small groups of people interested in examining their organization's culture.
- A model oriented to the Canadian workplace is needed.
- High levels of stress have been identified or stress is suspected to be the cause of problems in the workplace.



# Section 2: Assessing Organizational Culture

Each of the three approaches described in the previous sections include a data collection and assessment method that can be used to assess organizational culture. We have selected three that focus solely on that aspect of workplace health.

## 1. Data Collection and Assessment using the Competing Values Framework (Cameron and Quinn, 2006)

Cameron and Quinn’s framework utilizes an Organizational Culture Assessment Instrument (OCAI) which is comprised of six domains with four items to be assessed within each domain to assess. One hundred points per domain are divided among these four alternatives, depending on the extent to which each alternative fits with the organization for the present (in the *Now*) column. When results have been analyzed, points are again assigned in the *Preferred* column to identify the degree of change needed for each aspect.

This instrument is to be completed individually by everyone within the unit, team or organization targeted for change, or by the entire organization if it is not yet clear where or what the change targets are. The tool has been found to be both useful and accurate in diagnosing important aspects of an organization’s underlying culture as well as being a good predictor of organizational performance. It has been used in more than a thousand organizations.

<b>1. Dominant Characteristics</b>	<i>Now</i>	<i>Preferred</i>
A The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total	100	100

<b>2. Organizational Leadership</b>	<i>Now</i>	<i>Preferred</i>
A The leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing.		
B The leadership in the organization is generally considered to exemplify entrepreneurship, innovation or risk-taking.		
C The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency.		
Total	100	100
<b>3. Management of Employees</b>	<i>Now</i>	<i>Preferred</i>
A The management style in the organization is characterized by teamwork, consensus, and participation.		
B The management style in the organization is characterized by individual risk-taking, innovation, freedom and uniqueness.		
C The management style in the organization is characterized by hard-driving competitiveness, high demands and achievement.		
D The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationships.		
Total	100	100
<b>4. Organizational Glue</b>	<i>Now</i>	<i>Preferred</i>
A The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
D The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running operation is important.		
Total	100	100

<b>5. Strategic Emphasis</b>	<i>Now</i>	<i>Preferred</i>
A The organization emphasizes human development. High trust, openness and participation persist.		
B The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.		
Total	100	100
<b>6. Criteria of Success</b>		
A The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.		
Total	100	100

## 2. Data Collection and Assessment Using the Three Levels of Culture Model (Schien, 1999)

### Measuring Your Company’s Culture: A Four-Hour Exercise

According to Edgar Schein, assessing organizational culture can be extremely difficult. He recommends an informal process where colleagues gather together and work with a facilitator who can help identify areas that seem to matter to the continuing success of the organization. This group should follow the six steps detailed below. (Schein, 1999)

#### 1. Define the “Business Problem”

Meet in a room with lots of wall space and several flipcharts. Start with a *business problem*: something you would like to fix, something that could work better, or a new strategic intent. Focus on concrete areas of improvement.

#### 2. Review the Concept of Culture

Once you agree on the *strategic* or *tactical goals* (or the elements that need to be changed or improved), review the concept of culture that exists at the three levels of visible artifacts, espoused values and shared tacit assumptions.

### 3. Identify Artifacts

Start with identifying the *artifacts* that characterize your organization. Ask new members of the organization what it is like to work there. What artifacts do they notice? Record all the items that are mentioned. Examples of artifacts include dress codes, level of formality, working hours, meeting styles, social events, rites and rituals, etc.

### 4. Identify Values

After identifying the artifacts, the group should list some of the *espoused* values that the organization holds. These may have been written down and published or even reiterated as part of a *vision* of how the organization should be operating in the future to remain viable and competitive.

### 5. Compare Values with Artifacts

Next, *compare the espoused values with the artifacts in those same areas*. For example, if customer focus is espoused as a value, see what systems of reward or accountability have been identified as artifacts and whether they support customer focus. If they do not, you have identified an area where a deeper tacit assumption is operating and driving the systems. You now have to search for that deeper assumption.

As a general principle, the way to deeper cultural levels is through identifying the inconsistencies and conflicts you observe between overt behavior, policies, rules and practices (the artifacts) and the espoused values as formulated in vision statements, policies, and other managerial communications. You must then identify what is driving the overt behavior and other artifacts. This is where the important elements of the culture are embedded. As you uncover deep and shared assumptions, write them down on a separate page. You will begin to see what the patterns are among those assumptions and which ones seem to really drive the system in the sense that they explain the presence of most of the artifacts that you have listed.

### 6. Assess the Shared Assumptions

The final step in the process is to assess the pattern of shared basic assumptions that were identified in terms of how they aid or hinder you in accomplishing the goals you set out in the first step of this process (defining the business problem). Since culture is very difficult to change, it is important to focus on identifying the assumptions that can *help* you. Try to see your culture as a positive force to be used rather than a constraint to be overcome. If you see specific assumptions that are real constraints, then you must make a plan to change those elements of the culture. These changes can best be made by taking advantage of the positive, supportive elements of your culture.

## 3. Data Collection and Assessment Using the Four Conditions of Culture (Shain, 2001)

The Four Conditions of Culture can be measured using Shain's Stress Satisfaction Offset Score (SSOS). This scoring system utilizes a four step approach to collecting data and assessing organizational culture.

### Step 1. Ask the Questions

Four simple questions can be administered individually or inserted into other workplace health surveys. These questions will create a benchmark culture score for the organization and can be re-administered every 9-12 months to monitor progress. Each employee in the unit being monitored must complete the survey.

Each answer is to be answered with either Yes or No.

- Question 1: (effort) *I consider my workload reasonable.*
- Question 2: (demand) *I can complete my assigned workload during my regular working hours.*
- Question 3: (control): *I have a say in decisions and actions that impact on my work.*
- Question 4: (reward): *I get adequate recognition from my immediate supervisor when I do a good job.*

### Step 2. Calculate the Stress Satisfaction Offset Score (SSOS)

Question values are as follows:

- Question 1 (effort) yes = 1 point no = 0 points
- Question 2 (demand) yes = 1 point no = 0 points
- Question 3 (control) yes = 0 point no = 1 point
- Question 4 (reward) yes = 0 point no = 1 point

For example:

- |                                     |     |                                     |    |   |
|-------------------------------------|-----|-------------------------------------|----|---|
| <input checked="" type="checkbox"/> | yes | <input type="checkbox"/>            | no | 1. <i>I consider my workload reasonable.</i>  |
| <input type="checkbox"/>            | yes | <input checked="" type="checkbox"/> | no | 2. <i>I can complete my assigned workload during my regular working hours.</i>          |
| <input type="checkbox"/>            | yes | <input checked="" type="checkbox"/> | no | 3. <i>I have a say in decisions and actions that impact on my work.</i>                 |
| <input type="checkbox"/>            | yes | <input checked="" type="checkbox"/> | no | 4. <i>I get adequate recognition from my immediate supervisor when I do a good job.</i> |

Results:

$$(1) + (0) - (1) + (1) = -1$$

#### The SSOS for this particular survey is -1

- When the SSOS is negative, stress outweighs satisfaction.
- When the SSOS is positive, satisfaction outweighs stress.
- When the SSOS is zero, stress and satisfaction cancel one another.

You will need to calculate the SSOS for each survey completed. The SSOS is the score for each individual employee. Each survey completed will receive an SSOS.

$$(\text{Question1}) + (\text{Question2}) - (\text{Question3}) + (\text{Question4}) = \text{SSOS}$$

“Cultural change is neither easy nor foolproof. It can take time - at least one year, more likely between three and six years - and it takes effort and vigilance. A great deal of patience and long-term support is needed.” ([www.toolpack.com/culture.html](http://www.toolpack.com/culture.html))

### Step 3. Compile and Analyze data

Plot all the SSOS scores into a chart similar to the one below. This will help you keep your data organized. The example shown below is for a workplace with 30 employees.

Score	Number of Employees	Calculation	Final Value	Total % of Employees	
-2	4	-2x4	-8	13.3%	26.6%
-1	4	-1x4	-4	13.3%	
0	9	0x9	0	30%	30%
1	8	1x8	8	26.7%	43.4%
2	5	2x5	10	16.7%	
TOTAL	30			100.0%	100.0%

### Step 4. Calculate the Business Health Culture Index (BHCI)

The Business Health Culture Index is the average SSOS for the worksite as a whole.

FORMULA:

$$\text{BHCI} = \frac{\text{Sum of SSOS for all respondents}}{\text{Number of employees}}$$

$$\text{BHCI} = \frac{(-8) + (-4) + (8) + (10)}{30}$$

$$\text{BHCI} = 6/30 = +0.20$$

- When the BHCI is negative, stress outweighs satisfaction.
- When the BHCI is positive, satisfaction outweighs stress.
- When the BHCI is zero, stress and satisfaction cancel one another.

For more information, tools and supports about program planning such as setting goals and objectives, establishing priorities for the identified population of interest, and identifying indicators, please visit: [www.thcu.ca/ohpp](http://www.thcu.ca/ohpp)

## Section 3: Changing Organizational Culture

Once you have defined your organizational culture and assessed its specific challenges, your next step will be to determine what changes are necessary to address these challenges and create your ideal organizational culture. You will need to establish organizational goals that will lead you to where you want your organization to be. This process will require developing a vision and establishing long term goals. Some of this will have taken place during your assessment phase; however, you will probably need to spend more time developing a long-term plan that will include specific, measurable activities.

No matter which of the three approaches you used, you should now have a better indication of whether or not there is a need to change and some of specific areas for improvement.

If you used the **Competing Values Framework**, your *preferred* scores may have outweighed your *now* scores. The area of discrepancy between the two scores will tell you which areas are in need of change. Some may require a lot of effort, however, those with smaller discrepancies may be easier to address and serve as an opportunity for a few *early wins*.

If you used the **Three Levels of Culture Model**, you will have noted that this model uses a very qualitative process. After the meeting the facilitator may have some suggestions on how to compile your information into a plan. The next section provides some guiding tips for leaders to keep in mind and the steps in Section 4 will help to articulate further actions you can take to change your organizations culture.

If you used the **Four Conditions of Culture** approach, your scores can be used to identify the percentage increase you'd like to see in your Business Health Culture Index. This number can be used as a benchmark to work toward over the next several years

**Note:** In this section, we will provide a menu of *potential* actions your workplace might undertake to change its organizational culture. This menu can be used to help you select those actions that are *best suited* to your organizational context. It is not expected that your organization will attempt *all* these suggestions. We recommend that you focus on the suggestions provided under your preferred approach and also consider the strategies for action provided in Section 4.

### Time is on Your Side

According to Graham Lowe (2004), one of the most fundamental change agents within an organization is its culture. Many organizations recognize this and attempt to transform culture by making superficial changes, such as introducing a fitness program or a flexible work schedule. To positively affect organizational culture, it is essential to adopt a deeper, transformational approach. This shift to a new culture and work system can take from three to five years to be effective.

No matter what the size of your organization, there are several guiding principles and action steps that must be championed and supported at the senior level and throughout the entire organization including health promotion staff, human resource professionals, managers and practitioners. For example, to be successful in making cultural change, organizations must begin by implementing *enabling conditions* (conditions that supply the means or opportunity to improve culture) and establishing an *iterative process* that will repeat or reoccur in order to engage the entire organization. Each organization is unique and so will its approach be to change. (Lowe, 2004)

**Note:** Changing a long and well established organizational culture is one of the toughest tasks a workplace will ever undertake. Often, when an organization is at a point where it is considering a culture change, a significant event has occurred and there may indeed be some kind of crisis to address as well. See Section 5 for some examples about organizations such as the Canadian Blood Services who were forced to address their organizational culture as the result of a crisis.

#### **A note about leadership**

*“Cultural changes must often be spearheaded by one or two people with strong ideas. This may be the head of the business, a consultant, or a designated executive or team. The best results seem to be achieved when there is a firm commitment from the top, which is communicated directly to each and every person in the business.” (Zatz, 1994)*

Your organization’s leadership will be crucial as you implement cultural change. Employees are very sensitive to what leaders pay attention to and this can have a major effect on your organization’s culture. The change process will bring out the organization’s underlying core values and can provide an opportunity for a leader to influence the organization’s culture in either a positive or a negative way. Nothing can take the place of leaders *walking the talk*.

## **1. Changing Organizational Culture using the Competing Values Framework (Cameron and Quinn, 2006)**

The Competing Values Framework provides numerous suggestions for managers to initiate culture change. We have provided only a selection of these below. As you consider what to accomplish in the quadrant most relevant to your workplace, select the ideas most relevant to your circumstances and add others if necessary. (Cameron and Quinn, 2006)

**Tip:** Choose ideas from this list based on your *Now* and *Preferred* scores (above) that coincide with the specific gaps or needs within your organization.

### **Leadership**

- Move from a hierarchical to a flexible structure.
- Decentralize authority from central corporate bodies so that each unit or plant director has control of all budgets within the unit.
- Be sure there is an effective succession plan in place
- Make a critical analysis of the current vision statement.
- Analyze the organization’s key values.



- Review the vision, values, goals, objectives, and measures being used at the corporate level.
- Employ a planning process that operates on a five-year time horizon and involves vision and mission and both short- and long-term planning. See that the planning process stretches current assumptions.
- Review the impacts of every corporate policy and procedure now in place. Recommend appropriate reductions.
- If high-level managers spend significant amounts of time approving expenditures they know little about or for low dollar amounts, modify the process so that lower-level people have final sign-off.
- Increase the capacity for information to flow through the system, particularly in times of high tension or crisis.
- Institute an internal communications program that more effectively informs people of events, activities, and programs. Use the latest technology for such a system.
- Ensure that all are involved in the decision process.
- Institute an effective employee survey program that will allow for systematically monitoring employee attitudes and ideas. Establish employee teams to work on making changes identified in the survey.
- Identify the longest-standing intergroup conflicts. Analyze those conflicts, and design a systematic set of interventions for transcending them.
- Assess and improve the processes associated with employee diversity.
- Develop a training program for middle managers that allows them to better understand the strategic pressures on the organization and that conveys how their role must change for the company to be more effective.
- Evaluate every practice and process in each unit. Establish measurement criteria and methods for maintaining accountability.
- Institute a health and safety audit. Develop a system to assess and improve health and safety, and hold an annual audit that closely examines all practices.
- Use process improvement audits. Compare the results to industry standards. Analyze the best practices used elsewhere.
- Do an assessment of the disruptions that affect your organization. Develop plans for crisis prevention and crisis response.
- Build cross-functional teamwork by establishing an operational planning group that provides a plan of the day and a three-day view into the future.

### **Employee Engagement**

- Involve employees in all phases of strategic planning.
- Assess the need for a more global perspective among the members of your unit, and provide opportunities to broaden and globalize their perspectives.

- Hold planning retreats.
- Assign someone to read the current literature on competitor intelligence. Have that person assess the state of the unit's mechanisms of competitive intelligence and recommend appropriate changes.
- Form an employee team to assess the growth potential of core businesses and identify potential new high-growth areas.
- Bring all disciplines and departments into the first stages of the design process for new services and products. Be sure that the customer is represented.
- Increase the effectiveness of the employee suggestion system. Benchmark the best system in other organizations and upgrade your current system.
- Develop programs to increase the facilitation and team-building skills of the workforce.
- Hold celebrations and internal organization trade shows that allow employees to show off their new, underdeveloped, experimental ideas. Celebrate trial-and-error learning.
- Energize the employee recognition system, Empower managers to use resources to reward extra effort.
- Develop systems to encourage, measure and reward innovative behavior at all levels of the system.
- Develop visible rewards that recognize the creativity and innovation of employees, teams, and units. Recognize not only good ideas but also orchestrating and sponsoring activities that help new ideas get developed and adopted.
- Implement a benefits program that allows each employee to select options. For example, within a set amount, allow the individual to choose the desired level of medical, dental, life, and disability insurance coverage.
- Create an internal university. Create an overall educational function that has a systematic training strategy for educational needs at every level of the unit.
- Improve the relationships between support and line operations. Use a facilitator to help each support group identify its strengths and weaknesses in providing support. Help the line groups identify their key support needs. Hold sessions for the groups to explore their relationship and develop a new set of expectations for working together.
- Put all employees through a training program that includes the practical applications of creative thinking, the strategic reasons for increased responsiveness, and the basic principles of organizational innovation.
- Develop a reading program on the topic of creating and implementing change.

## **2. Changing Organizational Culture Using the Three Levels of Culture Model (Schein, 1999)**

The Three Levels of Culture Model provides the following guidelines for managing culture change (Schein, 1999):

- Don't oversimplify culture or confuse it with climate, values, or corporate philosophy. Culture underlies and largely determines these other variables. Trying to change values or climate without getting at the underlying culture will be a futile effort.
- Don't label culture as solely a human resources (or touchy-feely) aspect of an organization, affecting only its human side. The impact of culture goes far beyond the human side of the organization to affect and influence its basic mission and goals.
- Don't assume that the leader can manipulate culture just because he or she can control many other aspects of the organization. Culture, because it is largely determined and controlled by the members of the organization, not the leaders, is different. Culture may end up controlling the leader rather than being controlled by him or her.
- Don't assume that there is a "correct" culture, or that a strong culture is better than a weak one. Different cultures may fit different organizations and their environments, and the desirability of a strong culture depends on how well it supports the organization's strategic goals and objectives.
- Don't assume that all the aspects of an organization's culture are important, or will have a major impact on the functioning of the organization. Some elements of an organization's culture may have little impact on its functioning. The leader must distinguish which elements are important and focus on those.

### **3. Changing Organizational Culture Using the Stress Satisfaction Offset Score (Shain, 2001)**

The Stress Satisfaction Offset Score focuses on creating an action plan that emphasises increasing satisfaction and decreasing stress in four key areas: increasing control, increasing rewards, reducing effort and reducing demands.

#### **Increase Control**

- Increase employee control where possible by providing more autonomy and opportunities for decision making.
- Plan ahead.
- Encourage both formal and informal feedback.
- Involve employees through consultation, either individually or in groups.
- Give teams responsibility for individual projects.
- Consider flexible work hours or arrangements to accommodate workers' external responsibilities.

#### **Increase Rewards**

- Promote staff where possible and provide them with opportunities for external representation.

- Provide positive feedback on work well done.
- Establish special projects or secondments, which can also aid in skill knowledge development.
- Provide leave days to permit workers time for child care, elder care and personal reasons.
- Acknowledge workers' contributions to the work plan.
- Ensure that all employees are aware of the purpose of their specific task and how these help work towards the business plan objectives.
- Provide opportunities for training and lateral moves to support on-going development and growth.
- Provide staff with access to the top people in the organization as this is a powerful incentive to feel a part of the company.
- Provide support programs related to healthy personal coping strategies for employees (healthy diet, physical activity, relaxation) and substance abuse awareness programs.

### **Reduce Demand**

- Clarify priority work for employees.
- Set realistic service delivery standards with clients.
- Train managers to be good workload management coaches and to establish boundaries between essential work and work that can wait.
- Ensure workloads are manageable and staff levels are sufficient.
- Avoid or eliminate monotonous work where possible.
- Reduce sudden changes (e.g. new technologies, abrupt work re-arrangement) in the workplace.
- Meet regularly with employees to discuss work plans.
- Permit workers to change or swap shifts with each other to accommodate family and other responsibilities.
- Provide clear and accurate job descriptions so employees are sure what is expected of them and don't end up with conflicting demands on their time.
- Create a "brake mechanism" in the change process – an administrative group designed to reduce the amount of change the organizations undertakes at once.

### **Decrease Effort**

- Engage staff in re-designing work processes to reduce effort and strain.
- Be open to new ways of work that will help meet the growing business demands.
- Encourage teamwork to help distribute effort across many.

- Provide flexible working hours.
- Monitor perfectionist tendencies.
- Ensure staff are taking holidays/lieu days/breaks.
- Encourage work-family balance.
- Invest in technology and high quality training and development.
- Equip staff with conflict management skills.

### **Improve Communication**

- Establish clear rules and policies for dealing with grievances and disciplinary issues.
- Regularly report to all employees on the organization's objectives and policies, past and present performance and future plans and prospects.
- Learn to identify potential stressors before they occur or escalate.
- Listen to workers' ideas and concerns.
- Ensure communication channels are in place so workers do not suffer from stress in silence or isolation.
- Make sure some communication with employees is face-to-face even though e-mail may seem more efficient.
- Provide the context for decisions, and communicate effectively and constantly.
- Follow the basic principles of good communication.

## **How To Ensure Your Strategy Succeeds (From Lowe, 2004)**

### **Recognize and remove barriers to organizational change**

Be on the alert for barriers such as high job demands, high job stress or resistance from managers. Make leadership more cooperative and take a vested interest in change e.g. part of a performance appraisal. Make organizational health processes part of the business strategy.

### **Spread new organization practices through learning and innovation**

There are no easy formulas for organizational change. Programs and initiatives must be customized to the organizational conditions.

### **Take an integrated top-down and bottom-up approach**

Successful change will also mean a change in leadership style. A strong vision and openness for change is required. Leadership and employee empowerment should be balanced -- level the playing field.

### **Engage all employee groups in the change process**

The change must contribute to the organizational goals. Strong commitment from senior management and "walking the talk" is essential for meaningful involvement of all employee groups. Employees must also be involved in the creation and maintenance of working conditions.

### **Reduce the stress of change so it is not an impediment**

Workplace change can be stressful to employees. Design the change process so it will reduce workplace stressors.

### **Measure progress**

Gather evaluation data to show strengths or areas for improvement as well as inform decisions and actions.

## **A Note about Evaluation**

Once you have developed your strategy for action you will also need to consider how to measure your progress. Be warned! Measuring the change process can be challenging! The following principles can help to develop measures and an evaluation strategy:

- Capture both outcome (e.g. reduced sick days) and process (e.g. meet with human resource staff) indicators.
- Establish baseline measures by using internal data at the onset of the intervention. You will then have the ability to come back to the data set and make comparisons, identifying areas of strengths or areas for improvement.
- If possible, compare your progress to external benchmarking (this is not always available or relevant).
- Gather data in the form of employee surveys, administrative data (absenteeism, EAP usage, employee benefit claims); program data (participation rates, pre and post program health improvements); focus groups and employee consultations and return on investment analysis. (Lowe, 2004)

# Section 4: Strategies for Action

The purpose of this section is to help you identify activities or behaviors that can move your organization toward its desired future culture. It is intended only to provide some initial ideas and to stimulate creative thought. Often managers indicate they know where they want to go but they don't know where to begin. As we have mentioned earlier, organizational culture change should always be viewed as an incremental process.

## Step 1: Prioritize

- After you have completed your assessment, communicate the results back to your employee group and meet with stakeholders.
- As a collective determine the top issues that need to be addressed or pick one issue to focus on as a starting point.
- Gather feedback and prioritize in focus groups or in a facilitated session with an experienced facilitator.

## Step 2: Confirm

- Ensure that what you heard from the employees, managers and stakeholders is correct. Communicate this information back to those involved and reiterate what you heard and let them know that work is being done.
- Ensure you continue to communicate with all those who are involved in the change process. This might include e-mail updates, a regular agenda item on monthly meetings, an update box in an internal newsletter, etc.

## Step 3: Identify Gaps between Current State and Ideal State

- Identify the gaps that help identify the changes in culture that need to be initiated. (Quinn, 2006 )
- Ask why there is a discrepancy and what is preventing change?
- Identify barriers and roadblocks.

## Step 4: Problem-Solve Solutions

- Ask the employees for solutions! They know the workplace best, what solutions do they think would work best? What solutions can they control?
- The culture change process is not a quick process, reach consensus on which actions should be started at present and which can be addressed at a later date.
- Identify what is working and what should continue (Quinn, 2006)

## Step 5: Repeat the Process with Other Groups (if applicable)

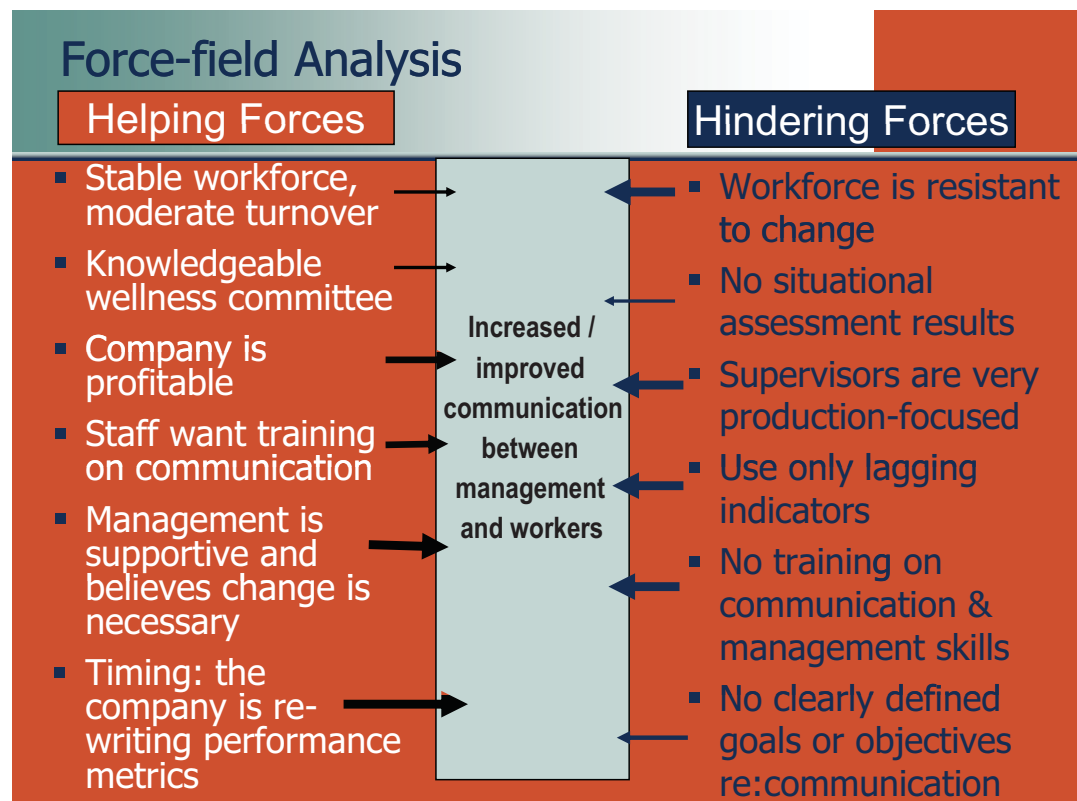
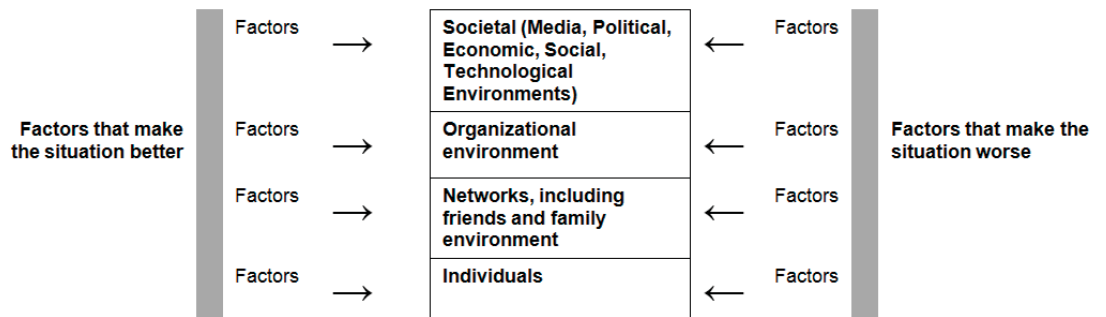
- If the picture formed from this meeting is incomplete or muddy, repeat the process with one or more other groups.

- If you think there might be subgroups with their own shared assumptions, test your thought by bringing together groups that reflect those possible differences.

**Problem Solving Support Tools:**

- **SWOT/PEEST**  
For more details on undertaking a SWOT or PEEST Analysis, go to: [www.thcu.ca/ohpp/learning\\_centre.cfm?view=tmm](http://www.thcu.ca/ohpp/learning_centre.cfm?view=tmm)
- THCU’s **Force Field Analysis** can help identify positive or driving / negative or restraining influences as well as barriers and enablers that can be an important part of the change management process ([www.thcu.ca/ohpp/view.cfm?stepID=2&worksheetID=9](http://www.thcu.ca/ohpp/view.cfm?stepID=2&worksheetID=9))

**What are the influences on the situation?**





## Planning Considerations

The following strategies from the field of health promotion will help your organize a plan of action for change.

- Awareness building:
  - Do people need to know there is a risk of X?
- Education/Skill Building:
  - Do people need to learn skills that will help them deal with (or remove the risk of) X?
- Environmental Support:
  - Can the environment be changed to make it easier for people to deal with X.?
- Policy Development:
  - Can policies be developed that reduce the risk or make it easier to deal with X?

### Consider the following questions:

- What do leaders pay attention to, measure and control?
- How do leaders respond to incidents and crises?
- How do leaders allocate scarce resources?
- What does role modeling, teaching and coaching mean in your organization?
- How are rewards allocated?
- What are the existing criteria for recruitment, promotion, retirement and exiting?
- Do managers understand how they affect others?
- Do managers understand and adjust the job demands, job control, effort required and rewards appropriately?
- Do managers know how to mediate disputes? Are solutions reasonable and feasible?
- Are there other examples and research that exist within your organization? What else has been done?
- Are there best practices that have been perfected by a similar organization?

**Note:** A participatory decision making that stresses inclusive solutions and shared responsibility is ideal for effective culture change.

# Section 5: Some Organizational Culture Change Success Stories

## The Canadian Blood Services

The Canadian Blood Services (CBS) was established in an environment of failure and scandal by the Krever Commission of Inquiry on the Blood System in Canada in 1997. The CBS's new management was given the mandate to rebuild the blood system in Canada; regain the trust of Canadians in their blood supply; and create risk management programs aimed at preventing future catastrophes. A fundamental part of the CBS change agenda was to transform the existing corporate culture within the blood supply system.

In order to change its culture, the CBS adopted a rigorous balanced scorecard program to enhance communication of the new strategy; ensure alignment across the organization; measure and guide its performance and increase overall success. This strategy focused on: mobilizing change through executive leadership; making strategy a continual process and part of all staff's daily work; aligning the organization with the strategy; and translating the strategy into operational terms.

The cultural changes implemented by CBS were a large part of the CBS's success in transforming Canada's national blood supply system. It now has a sound governance framework; a responsive, consolidated and increasingly efficient service delivery model; a high degree of preparedness, network capability and relevant support services rooted in safety first, risk management and quality principles. (CHLNet, 2008)

([www.bloodservices.ca](http://www.bloodservices.ca))

## Vancouver International Airport Authority

The Vancouver International Airport Authority introduced an employee assistance program which stressed two-way communication, the use of company-wide surveys and discussions with supervisors on work assignments and workload balance.

([www.yvr.ca/authority](http://www.yvr.ca/authority))

## Petro-Canada Burrard Products Terminal

This busy industrial products terminal shifted to a culture of mutual respect by focusing on employee participation in decision making, alternative work arrangements, informal shift-switching and a stress on communications.

([www.clbc.ca/files/CaseStudies/petrocanada.pdf](http://www.clbc.ca/files/CaseStudies/petrocanada.pdf))

## **Rideau Construction Inc.**

Rideau Construction in Ottawa changed its culture to stress openness and trust, two-way communications during performance reviews, work/life balance initiatives and flextime.

([www.rideaucon.ca](http://www.rideaucon.ca))

## **QLT Inc.**

This global biopharmaceutical company transformed its culture through innovative measures such as a 'family room' (last resort child care service), proactive work-life balance practices, flex-time, sabbaticals and unpaid leave arrangements

([www.qltinc.com/Qtinc/main/mainhome.cfm](http://www.qltinc.com/Qtinc/main/mainhome.cfm))

(Canadian Labour and Business Centre, 2002)

# Section 6: Tools to Guide and Manage Organizational Culture Change

## Guarding Minds at Work

Guarding Minds@Work is being developed by the Centre for Applied Research in Mental Health and Addiction (CARMHA), a research centre within the Faculty of Health Sciences at Simon Fraser University and has been commissioned by Great-West Life Centre for Mental Health in the Workplace and funded by The Great-West Life Assurance Company.

[www.healthyworkplacemonth.ca/activities/work\\_culture\\_01.php](http://www.healthyworkplacemonth.ca/activities/work_culture_01.php)  
[www.guardingmindsatwork.com](http://www.guardingmindsatwork.com)

## Neighbour at Work

The Neighbour@Work Centre® is a fee for service program which was created to help organizations protect the mental wellbeing of their employees by promoting a culture of fairness, civility and respect. The philosophy is that everyone in the workplace community or “sphere of influence” whom you affect through your actions, words and expressed attitudes particularly those with whom you interact on a regular basis.

<http://www.neighbouratwork.com>

## Vital Workplaces

Vital Workplace© is a *programmatic and cultural* approach to improving the effectiveness of teams and other work units through enhancing the social and psychological wellbeing of their members.

<http://www.i-workplacesolutions.com/vitalworkplace.htm>

## Sunlife Financial: Action Steps to a Healthy Culture

Sun Life Financials' HealthyRETURNS workplace health promotion strategy for plan sponsors utilizes a healthy culture change process that has proven to be successful in enhancing the culture of departments. This success is driven primarily from the fact that the process increases the employee involvement in decisions that affect their work.

For more information please email: [healthyreturns@sunlife.com](mailto:healthyreturns@sunlife.com)

## International Stress Management Association

This organization promotes sound knowledge and best practice in the prevention and reduction of human stress. (<http://www.isma.org.uk>)

## **Health and Safety Executive (HSE)**

HSE's job is to protect people against risks to health or safety arising out of work activities.  
(<http://www.hse.gov.uk>)

## **Other Tools and Resources**

- **THCU's Conducting Focus Groups Workbook**  
[http://www.thcu.ca/infoandresources/evaluation\\_resources.htm](http://www.thcu.ca/infoandresources/evaluation_resources.htm)
- **The Change Management Directory**  
<http://www.change-management-directory.com/>
- **The Organizational Development Institute**  
<http://www.odinstitute.org>
- **The Organizational Development Network**  
<http://www.odnetwork.org/index.php>
- **The Society for Organizational Learning**  
<http://www.solonline.org/>
- **Human Resource Professionals Association of Ontario**  
<http://www.hrpao.org/hrpao>
- **Canadian Society for Training and Development**  
<http://www.cstd.ca>

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