

Building Block 5: **CULTURE**



Learning Objectives

- ❑ **Frame** – An approach for creating conversations around actions to create a caring culture
- ❑ **Clarify** – Define what creates a caring culture
- ❑ **Identify** – Determine what will be done to facilitate and maintain a caring culture



Goal: Provide guidance on creating and maintaining a caring culture as part of psychologically safe workplace.

Psychological Safety: A ROADMAP

GETTING STARTED

- Foundation
- Support
- Planning

GAINING MOMENTUM

- Leadership
- Culture
- Connections
- Prevention

RAISING THE BAR

- Excellence



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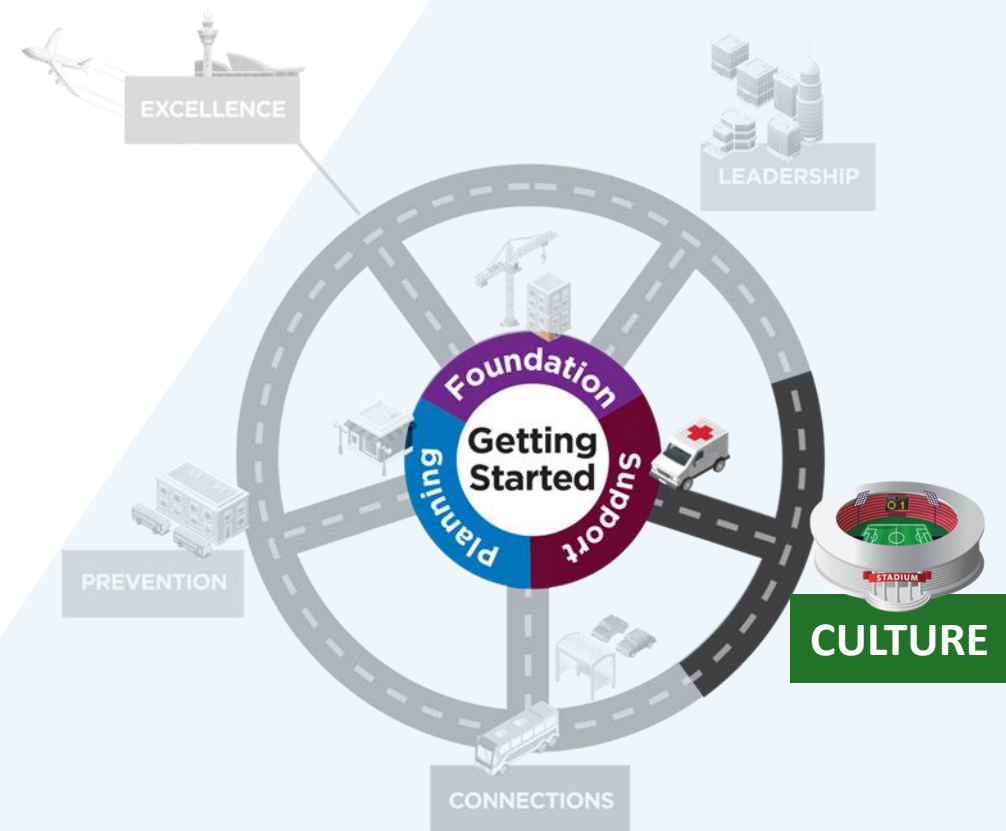
Culture

Purpose of the **Roadmap Culture Building Block 5** is to:

- Provide guidance on what shapes caring cultures.
- Ensure that basic human needs related to mental health are considered and addressed.
- To make a plan for what the employer will do over the next 12 months to create a caring culture.

Each building block leverages the Plan – Do – Check – Act cycle to gain familiarity with the management system approach.

The following slides will assist in making decisions and plans to facilitate an inclusive and psychologically safe culture that cares about all employees' workplace experience.



Setting the Stage

The purpose of the **Culture Building Block** is to assist in exploring how to define what a caring culture is and is not.

Culture is not concrete or factual. Culture is based on what the average employee believes and feels to be true (e.g. the company cares about me or does not care about me). Cultures need to be fed for them to thrive.

Human beings, are emotional and they remember negative experiences (e.g. what feels wrong, bad, or hurtful) much longer than positive experiences.

This is why, to create a psychologically safe workplace, it is critical to not underestimate the impact the employee experience will have on their emotional well being.



PDCA Cycle

P

Plan – Determine what you will do and how you will go about doing it.

D

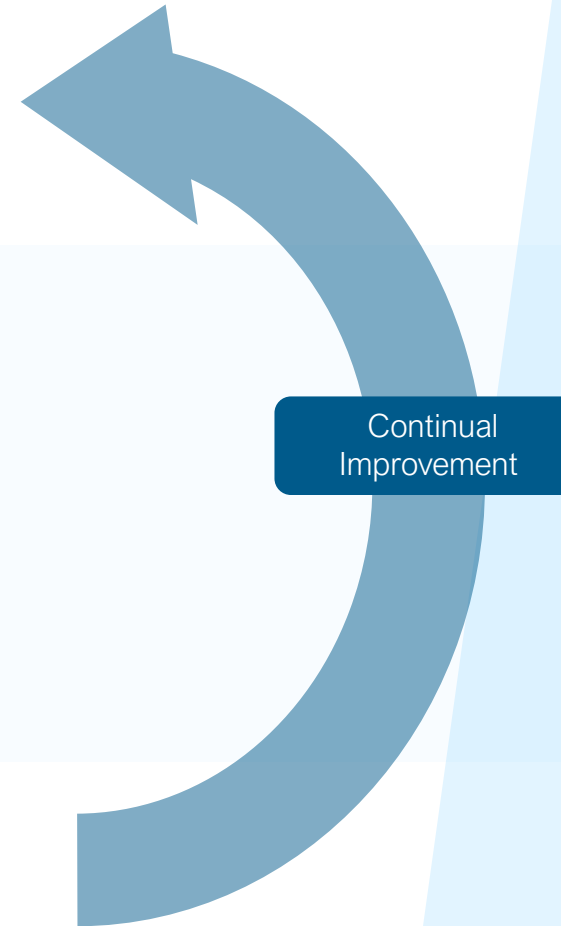
Do – Implement what was planned.

C

Check – Assess performance relative to the plan.

A

Act – Take appropriate action to correct and improve.

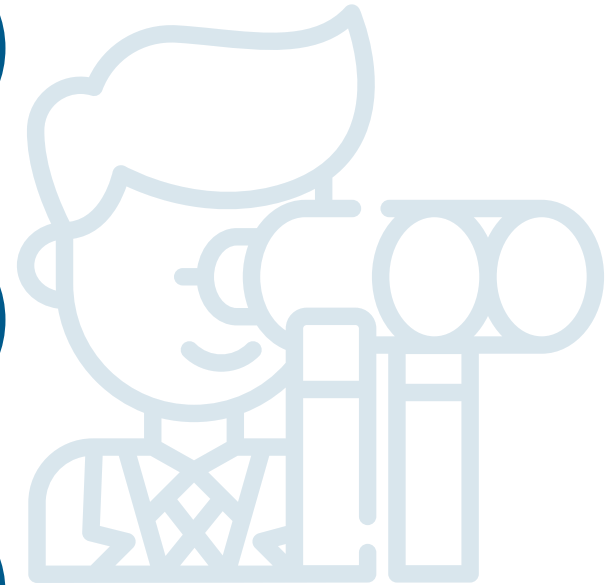


Examining Culture Through the Employee's Lens

Regardless of how you define culture, be clear the ultimate judge will be the collective of the average employees' experiences.

Culture is a catch-all phrase that simply represents what the aggregate employee experience is with respect to what they experience, observe, hear, and do.

Culture has the opportunity to facilitate the employee experience both positively and negatively which in turn can result in the degree and time the average employee spends in pleasant or unpleasant emotions.



What is a Caring Culture?

A caring culture is one where the average employee believes the organization, leaders and peers are respectful and caring of each others' wants and needs. It is important to understand that culture is defined one employee at a time.



For example: On an employee engagement survey, the average employee score for a caring culture is 71/100. If 71 is the average score, then this means that half of the workforce scored less than 71.



In a caring culture, every employee experience matters.

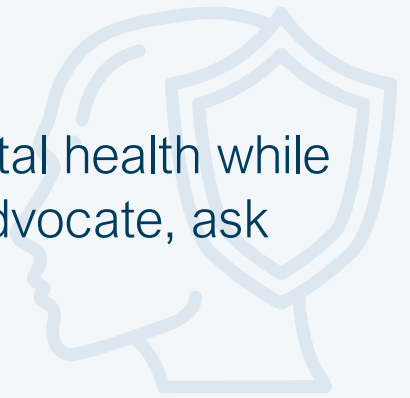
Why Strive for a Caring Culture?



The end goal of a caring culture is to become a psychologically safe workplace.

Defining a psychologically safe workplace:

A psychologically safe workplace is one that actively promotes employee mental health while preventing mental harm. It is a workplace where employees feel safe to self-advocate, ask questions, and share their points-of-view.



Gathering Insight on the Current State of Your Culture



Based on what you believe to be true from your experiences as a psychologically safe facilitator, how do you think the two questions below would be answered?

Q1: What percent of your employees come to work not because they want to, but because they want a pay cheque?

Q2: What percent of your employees come to work because they want to, and because they gain a positive charge from their workplace.



By considering the different responses to both questions, it provides insight on how near or far your culture is today, from being a caring culture.

What Creates Culture?

Culture is not an accident, it is the outcome of human interactions. Culture is born from the average employee agreeing to the acceptable social norms that include attitude, language, and behaviours.

Step #1: Define a caring culture - the vision senior leadership has for employees to be able to work in a psychologically safe workplace.

Step #2: Define what levers the organization will use to attain and maintain a caring culture.

- Adherence to the corporate values
- Compliance and buy-in from employees and leaders with respect to organization's standards
- Leadership style
- Accountability (how employees and leaders are held accountable)
- Maturity of workplace diversity and inclusion
- Employee experience with customers and compliance with customer relationship management



Workplace Climate and Its Impact on Culture



Organizational climate has been defined as “the shared meaning organizational members attach to the events, policies, practices, and procedures they experience and the behaviors they see being rewarded, supported, and expected”

The climate is the perception of the work environment by an employee. It's how employees feel when they're at work, which has a direct correlation to how motivated they are to do well. Culture, however, is about values and customs.

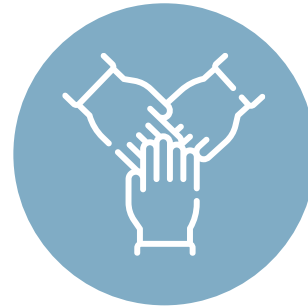
Climate change drivers: You can have a positive or negative impact on the employee experience.



Change in leadership



Change in policy



Change in team members



Change in technology



“Climate change” can be used as a tactic to facilitate changes to a culture.

Changing culture is a process, it's never an event. It requires intention, patience and follow through.

Implementing Cultural “Guard Rails”



The “guard rails” for culture are how organizations can measure, monitor and improve how well the organization is performing against its caring culture expectations.

Tactics for facilitating a caring culture:

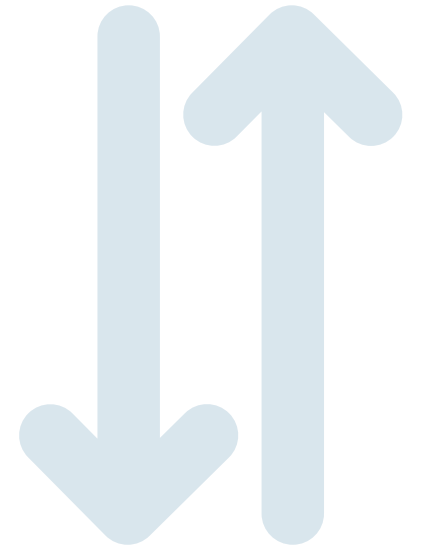
- Respectful workplace policies
- Respectful workplace training
- Conflict resolution strategies and resources
- Sensitivity training
- Inclusion and diversity initiatives
- Onboarding of corporate values
- Cultural training
- Employee engagement surveys
- Measuring employee mental fitness (to understand stigma, help-seeking behaviour, isolation)
- Peer mentoring and supports
- Reward and recognition programs
- Anonymous reporting
- Action plan with identified accountabilities

Two-way Accountability for Creating a Caring Culture

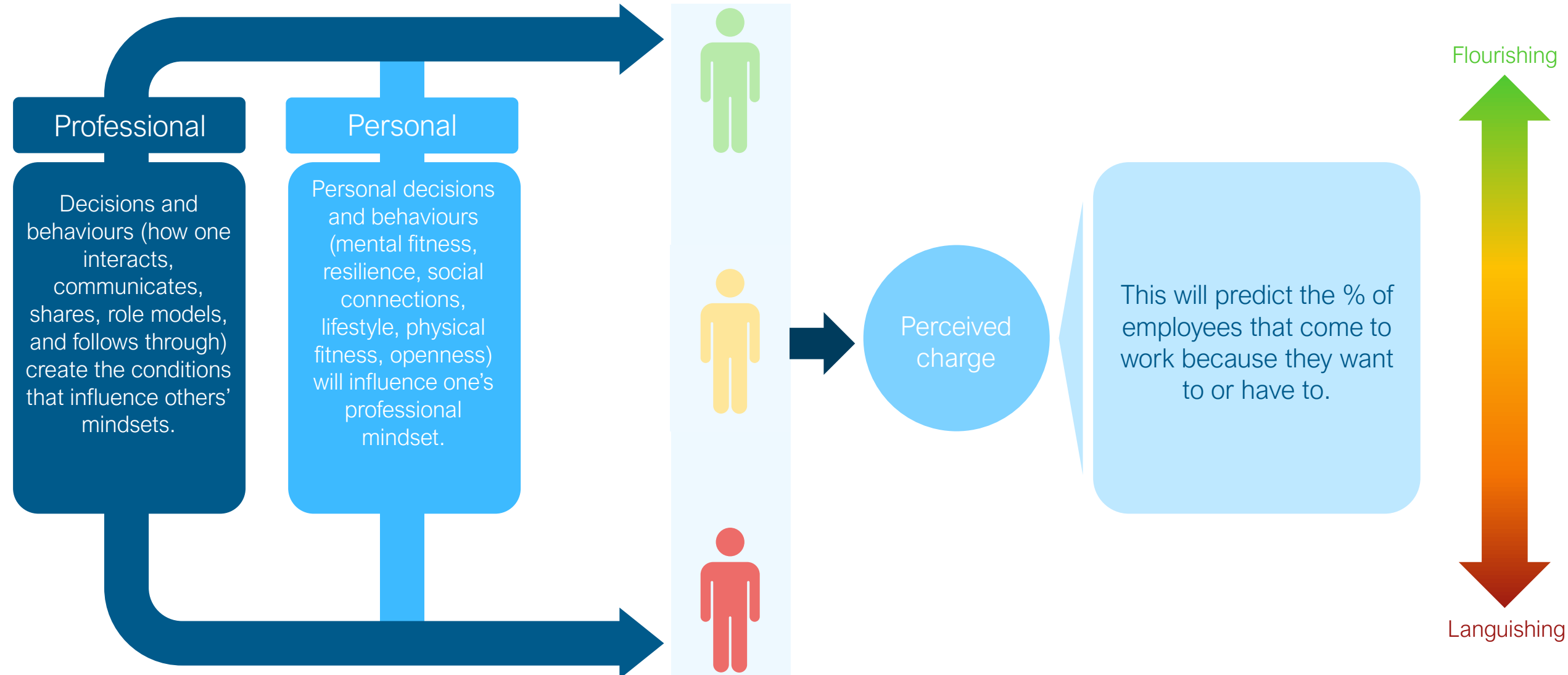
Caring cultures are dependant on the daily interactions of every employee and every leader.

It is impossible for a caring culture to be created without active participation of all, because it is not a spectator sport.

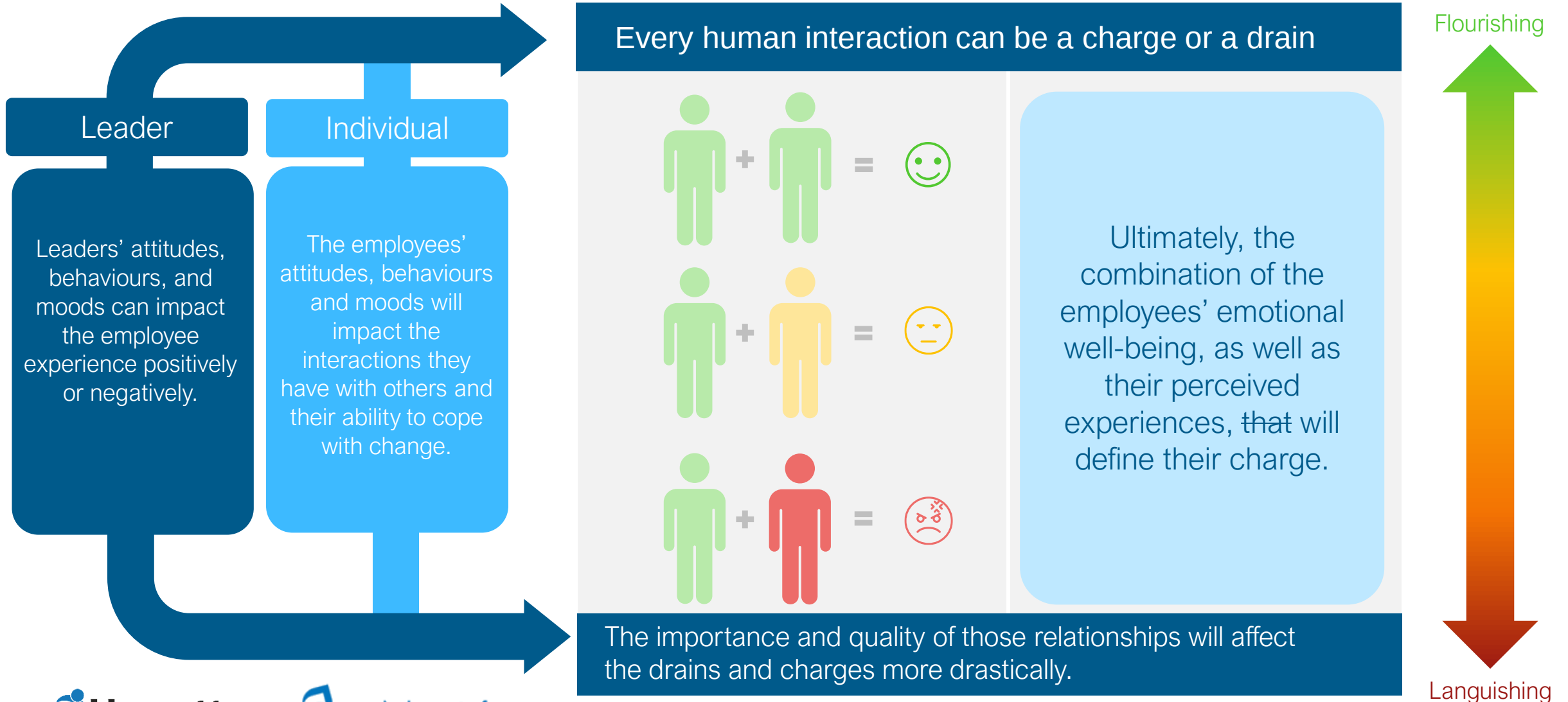
The minimal standards of acceptability of social norms (i.e. professional etiquette) must be created collaboratively with the workforce for employee buy-in, acceptance, and enforcement.



How Intrapersonal Experiences Can Impact Culture



How Interpersonal Experiences Can Impact Culture



Caring Culture Baseline

Three steps to creating a caring culture

Caring culture baseline

Framing gaps & opportunities

Implementation plan



This is leveraging both qualitative (focus groups, interviews, 360s) and quantitative (surveys, assessments, pulse checks) data as well as institutional (sick time, harassment complaints, STD/LTD, EFAP provided reports) data to understand where the culture is today.



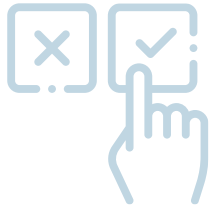
Framing Gaps and Opportunities

Three steps to creating a caring culture

Caring culture baseline

Framing gaps & opportunities

Implementation plan



This is your strategic planning where you make intentional decisions to stop/start/continue programs, policies and initiatives that contribute to creating a caring culture

Implementation Plan

Three steps to creating a caring culture

Caring culture baseline

Framing gaps & opportunities

Implementation plan



This is the specific, measurable, and intentional behaviours the employer does to influence a caring culture.

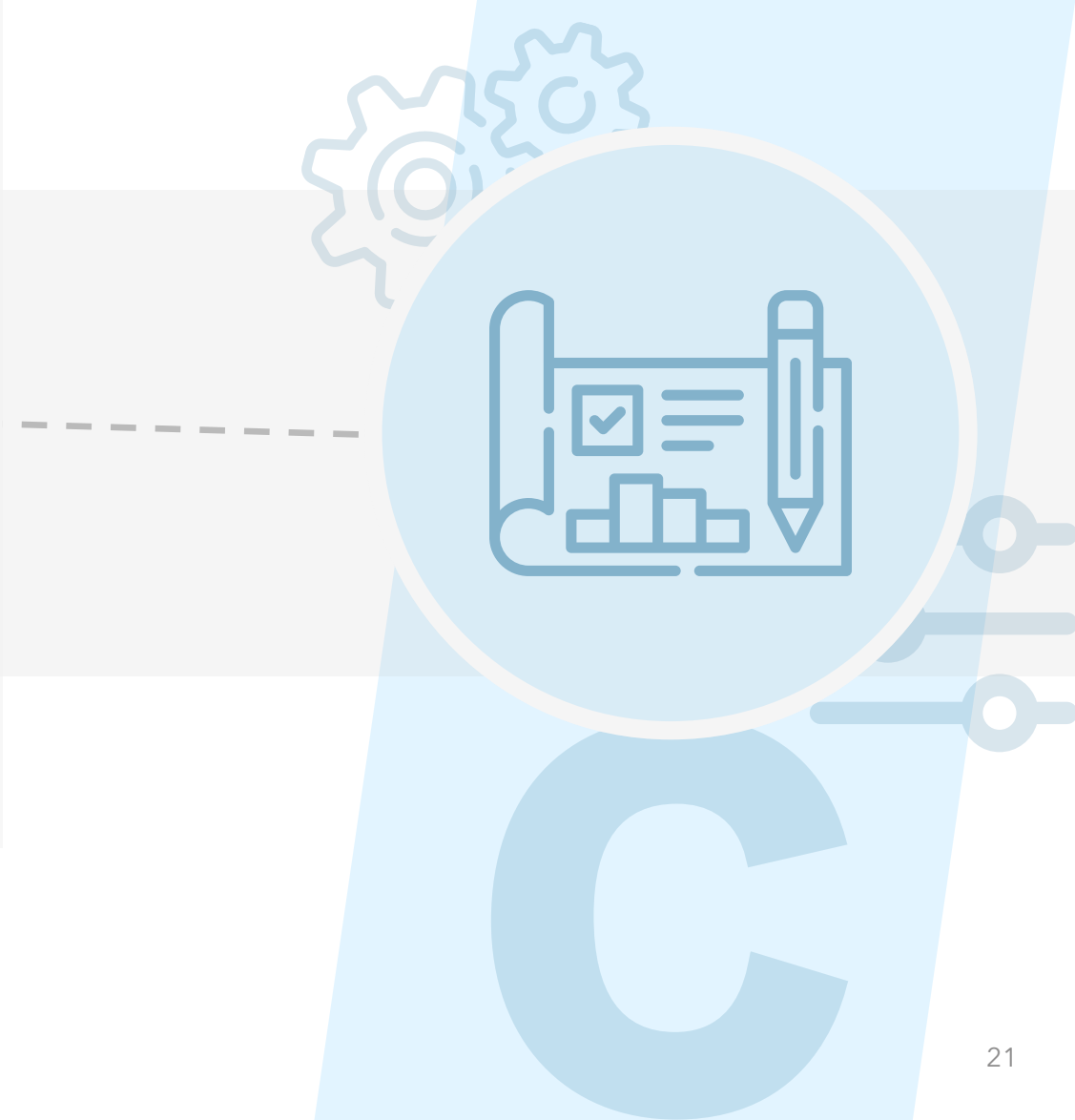
Implement

Action steps to consider	How will each element be implemented?
Project management	
Communication plan	
Scheduling	
Facilitation strategy	
Employee feedback strategy	
Change management	
Training plan	



Monitor

Define success metrics, for example:	Be specific
Desired key performance behaviours (KPBs)	
Target key performance indicator (KPI) results	
Desired outcomes/results	
What data will be collected/available (e.g. qualitative or quantitative data)?	
What reporting will be completed?	



Correct and Improve

- Have we met our targets or goals?
- Do we need to make any adjustments?
- Where are our opportunities for continual improvement?

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Complimentary Resources Available to You

Employee's perceived psychological health and safety screen

The purpose of this screening tool is to increase your awareness of the relationship between perceived psychological safety and psychosocial hazards and risks in your work situation.

Workplace Strategies for Mental Health - Organizational Culture



Fee for Service Resources

Timothy R. Clark *The Four Stages of Psychological Safety*

WSPS Resources

Leading for Psychological Safety in Challenging Times

Course that introduces the “Neighbour at Work” concept as a cultural tool for a psychologically safe workplace.



Opportunity for Integration



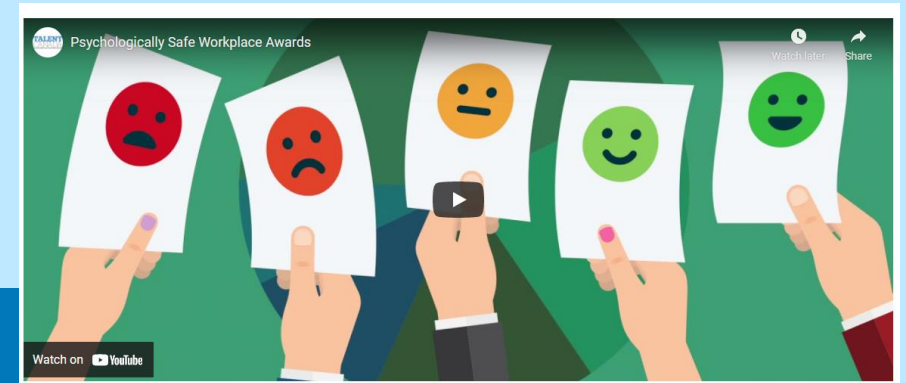
Mental Fitness Index Assessment:

- Provides you with aggregate dashboard of your organization's overall charge score
- Identifies psychological health and safety gaps to inform strategic decision-making
- Promotes two-way accountability and establishes employee and organizational health baseline measures
- May be eligible to receive Psychologically Safe Workplace award distinction

What you get:

- Aggregate dashboard report for the organization including scores pertaining to program participation and impact, psychological health and safety, mental fitness and employee experience
- Each employee receives an individualized report and resources to improve their mental fitness

Go to the website to watch the video and learn more:
<https://www.psychologicallysafeworkplace.com/faq/>



Psychologically Safe Workplace Award: MFI Fee guide

Less than 100 employees	\$499 + tax
100-500 employees	\$799 + tax
More than 500 employees	\$999 + tax

Maximize Your Roadmap Experience



For consulting support services, please contact:



roadmap@wsps.ca

Building Block 6: CONNECTIONS



For all your health and safety solutions, contact:

Workplace Safety & Prevention Services

1 877 494 WSPS (9777)

[WSPS.CA](https://www.wsp.ca)

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