

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Organizational Culture.

PF2: ORGANIZATIONAL CULTURE

OBJECTIVE: A work environment characterized by trust, honesty and fairness.

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| PF1: GM@W Survey Results (check rating, if applicable) | SERIOUS CONCERNS | SIGNIFICANT CONCERNS | MINIMAL CONCERNS | RELATIVE STRENGTHS |
| PF1: GM@W Organizational Review Results (check rating, if applicable) | SERIOUS CONCERNS | SIGNIFICANT CONCERNS | MINIMAL CONCERNS | RELATIVE STRENGTHS |

Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths** = 17 to 20

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Organizational Culture**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Organizational Culture** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Organizational Culture** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Organizational Culture in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Create a respectful work environment where values of honesty, tolerance and fairness are modeled, encouraged and reinforced
- Engage staff in maintaining an open environment that promotes group cohesion and communication
- Ensure meaningful participation in the development of organizational mission, values and codes of ethics

Training & Development

- Provide opportunities for teams to learn and develop together in order to strengthen relationships (e.g., team-building exercises)
- Identify role models or mentors for new/junior employees to strengthen and ensure the continuity of organizational culture
- Provide training to all staff on effective communication and conflict management

Communication

- Encourage ongoing opportunities for staff at all levels to interact and get to know each other (e.g., staff lunches)
- Encourage face-to-face communication, particularly about potentially difficult issues
- Communicate explanations for decisions and ensure respect, sincerity, care and empathy when the implications of decisions may be seen as negative by some employees
- Communicate to staff about management decisions and solicit their input as appropriate

Formal Policies & Programs

- Respond in a timely and effective manner when challenging interpersonal issues/conflict arise in the workplace
- Create a mission statement that incorporates values of trust, honesty and fairness, and display it prominently for staff and the public
- Create values-based policies and procedures that guide organizational decision-making
- Hold all members of the organization accountable for their actions, and in particular ensure that managers/leaders are held accountable to the same or higher standard

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!