Co. Solution #2

Core
Interventions
to Combat Workplace
Stress

*"Reduce stress at work through culture, communications
and change management - save society billions of dollars"*

T. MOONEY

Co Solution - No. 2

Core Interventions to Combat workplace stress

T. Mooney

Index

> **Co** is a prefix meaning together, with, jointly
> **Co** for Co-operation, Collaboration, Compassion and Commitment
> **Co** for Competitive Advantage
> **Co** is the Solution

Introduction

There are three books in the *Co Solution Series*, which collectively help people take better control of their organisations and personal future, cost effectively and simply:

1. **Co Solution no. 1 – Cost Conscious solutions for Competitive advantage**

2. **Co Solution no. 2 – Core interventions to Combat workplace stress**

3. **Co Solution no. 3 – Take Control of your future: Develop your own global Co.**

The series is supported by various programs at A Co. Affair (http://www.acoaffair.com), specialists in human capital optimisation and digital communications solutions.

Co Solution no. 2 – Core interventions to Combat workplace stress is for people who are concerned about the rising incidence of workplace mental stress and its impact on profitability and personal wellbeing.

It provides recommendations for leaders and other decision makers to:

- Reduce mental stress-related legal claims and other business costs from stress

- Reduce employee turnover and absenteeism, and improve employee resilience to change

- Increase employee job performance and employee engagement measurements, and create high-performance teams

- Ensure that transformation programs are more likely to be successful

- Manage resources, meetings and other communications more efficiently and effectively

- Reduce incidents and perceptions of bullying, harassment and 'corporate psychopathy'

- Improve teams' ability to solve problems and innovate

- Improve organisational reputation as an employer of choice

- Positively impact society and create a lifelong legacy.

For everyone, this book should:

- Improve stress and wellbeing

- Improve relationships with family, friends and colleagues

- Increase personal success

Large organisations have never been quite so vulnerable to today's unrelenting shifts in the competitive landscape.

Many companies are experiencing escalating levels of competition, which is impacting on market share and profitability. The reasons for this include globalisation, higher internet dependence, technology improvements, and higher customer expectations.

Leaders are being forced to find new efficiencies while reducing costs and downsizing. They are spending time and money making 'Simplification' and 'Customer-centricity' a priority, shipping parts of the supply chain offshore to unfamiliar regions, increasing the risk of cultural mistakes and service issues, and facing new competitors who are more agile and better able to service customer needs.

The pace of transformation is already relentless and predicted to continue to rise. (1)

If you are a leader, you are likely to be under pressure to improve your organisation against harsher conditions with rapidly eroding resources. You may be concerned about your ability to be successful. Your health and wellbeing may be deteriorating. You may be becoming less tolerant, more demanding and selfish, impacting on important relationships.

Just when you need all the help you can get, your employees might not be 'going the extra mile'. They may be less motivated and productive, battling stress from juggling more hours, a higher workload, or the threat of redundancy. Inefficient processes may frustrate them, organisational silos and shared accountabilities may be making it difficult to get things done. Perceptions and politics may be wearing them down.

Your people may be struggling to connect effectively, particularly if they're from different companies, cultures, or locations. They may be battling and bullying each other, or forming groups of opposition towards you.

Even if you could do more to get staff be more flexible, resilient to change and more collaborative, your budget may not justify the additional investment in 'softer skills'.

You may be becoming conscious of your leadership style. The 'command and control' leadership model – a hallmark of generation X – is fast becoming unpopular and unsustainable, as younger generations join and the pace of change escalates.

You're likely to be aware that incidents of mental stress are increasing, creating a number of costs. Litigations, claims, job absence, employee turnover, depression, and other more serious illnesses are likely to be on a steep ascent. Workplace stress also has the potential to negatively impact your organisation's reputation. Over time, these costs will create yet another challenge for you to manage.

That's why this book has been written: to help you prevent and manage workplace and personal stress, with cost-effective solutions that also improve organisational performance.

The world has already witnessed great companies that once held dominant market power, such as Kodak and Nokia, suddenly and swiftly deteriorate.

Along the way, talented, visionary, intelligent and dedicated leaders sacrificed large chunks of their lives only to suffer personally and professionally. Many good employees faltered under the stress of job uncertainty, higher workloads, and strained relationships, the impact of which has been far reaching to families, communities and the economy.

Bullying and 'bad' political behaviours have also become more prevalent as a reaction to stress and pressure.

There are **three main sources of workplace stress**: stress from change and uncertainty; from high workloads; and from poor interpersonal relationships. **Poor interpersonal relationships,** in particular, is a source of stress that is little understood and ill-managed, compounded by the presence of widely accepted, yet damaging, political behaviours that can also be classified as 'bullying' or 'harassment'.

Underpinning the capacity to both contribute to and deal with workplace stress is a person's mindset, which, in turn, is influenced by his personality traits, complexes and unconscious biases . . . all of which can be trained to change.

Personality traits influence people's propensity to both create and cope with stress. Individuals tend to have a greater propensity for stress when high levels of certain traits, such as introversion and neuroticism, are present. People have a greater tendency to perpetrate poor relationships, creating stress, when high levels of psychoticism exist.

People's mindsets and attitudes are also driven by **inferiority complexes** – a subconscious lack of self-worth, doubt and feelings of not measuring up to certain standards. Inferiority complexes drive overcompensatory behaviours, resulting either in spectacular achievement and/or extreme asocial behaviour, such as serial bullying.(1)

Unconscious biases are formed from people's collective life experiences, beginning from birth. They are the source of prejudice that cause poor judgments and exclusionary behaviours that hurt others and lead to mental stress.

Fortunately, there is much evidence demonstrating that personality traits, inferiority complexes and other unconscious biases can be trained to change. Remarkable brain plasticity does exist and people can be taught to transform their thinking, growing new 'mind maps'. **Therefore, stress-inducing attitudes and behaviours can be controlled with the right direction and commitment over time.**
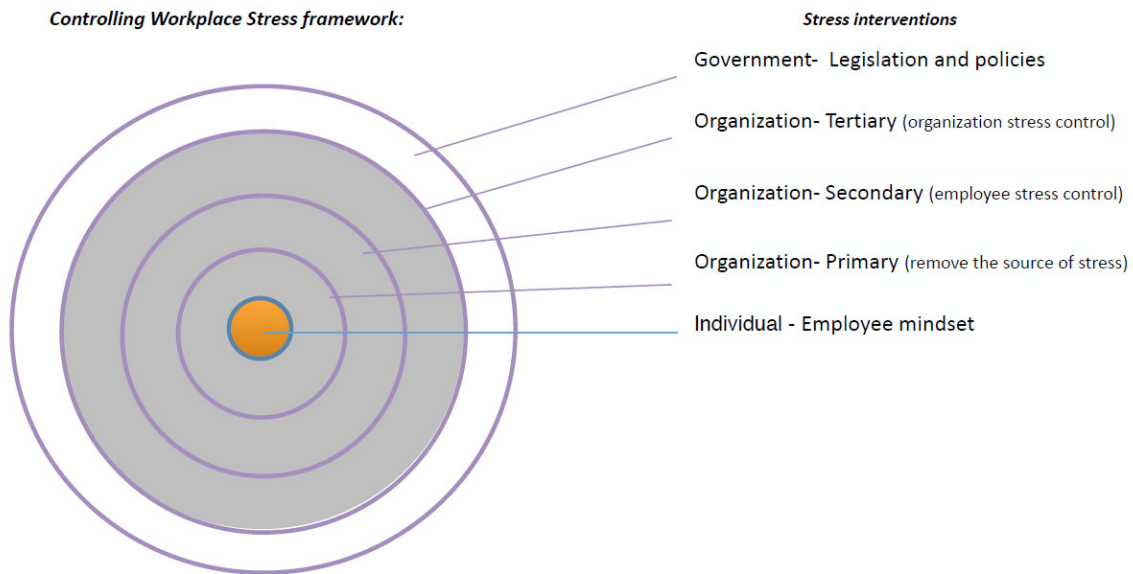
The management and prevention of stress is a three-way partnership between organisations, governments and people.

This is an important point. Corporations and government must do what they can to reduce workplace stress. Many are already attempting to rise to the challenge. Examples of good practice from Alcoa, BP, Google, Virgin, NAB, GE, ANS, Australian government departments, NGOs, and others are provided throughout the book. The best results, however, can only occur when individuals also agree to take responsibility for managing personal resilience, mindset and the attitudes that lead to stress-inducing responses.

Many organisations already implement a range of tertiary and secondary interventions which help to manage and control mental stress. This includes policies, counselling services, and resilience training. Most, however, tend not to focus on implementing the important and most effective **primary interventions, which prevent stress from occurring in the first place.**

This book recommends that governments, organisations, and people follow the *Controlling Workplace Stress Framework.* This framework uses the analogy of concentric circles to describe the relative importance of interventions. The most important **primary interventions,** which tackle stress by *removing its source*, are represented as the core ring. Secondary interventions, to help *employees take control* of their stress, are reflected in the middle ring. Tertiary interventions that help the *organisations and government take control* of stress are represented by the outer rings.

Controlling Workplace Stress framework:

Stress interventions

Government- Legislation and policies

Organization- Tertiary (organization stress control)

Organization- Secondary (employee stress control)

Organization- Primary (remove the source of stress)

Individual - Employee mindset

Main cause of stress

Change and uncertainty	Unmanageable workloads	Dysfunctional relationships

Some of the Controlling Workplace Stress Framework solutions challenge collectively accepted office protocols and expectations. They include **corporate psychopathy and other psychometric testing** for senior executives and new recruits. They suggest implementing **leadership models and attitudinal diversity training,** to develop leaders that are humble, caring of and socially integrated with their people. They encourage a **corporate 'co.' culture** and **confederate structure** with people who are collaborative, courageous and compassionate rather than hierarchical, competitive and politically motivated. They encourage important **investments in internal communications**. They infer that employees should take responsibility for stress prevention by actively confronting personal **unconscious biases** and building **resilience** towards change and stress.

Disappointingly, some leaders prefer individual achievement more than being part of a winning team. This is partly the fault of western capitalism, where personal victory is perceived more valuable than the collective prize. The *Co Solution # 2* attempts to change this perspective. When people have a collective mindset supported by collaborative leadership, then organisations can find new sources of competitive advantage. When people feel that they are cared for and can trust their colleagues then levels of wellbeing and contentedness in the workplace increase, creating better performance and improved organisational results. This, in turn, makes all organisational members more satisfied, thus reducing mental stress.

Corporations have already experienced numerous improvements to productivity and performance from implementing the interventions of the *Controlling Workplace Stress Framework*. Dysfunctional teams have become high performing in a matter of weeks. Outdated, inefficient processes have improved rapidly and bottlenecks have disappeared. There have been extraordinary results from innovative brainpower. Leaders have turned organisations around and created a legacy for which they will be long remembered.

If you're a decision maker and thinking, 'this book is not for me', then I congratulate you for being one of the few leaders who are getting the best organisational results possible while enjoying life and sleeping deeply at night.

I hope you find *The Co Solution no 2* – and remainder of the *Co Solution series* – effective for reducing workplace stress, improving your corporation's performance and creating your ultimate success.

Part A: Consequences of workplace stress

Workplace stress is rapidly increasing, particularly across western organisations

Corporate fables

ACME has announced a significant downsizing that is likely to affect over 2000 employees.

Lisa is a senior manager and single mother of two children, one of whom is autistic. She was recently informed of being 'disestablished' in her current role and will have to compete for a limited number of suitable roles in other parts of the organisation. If she loses her permanent employment then it is unlikely she will be approved for a loan to get additional support for her autistic boy.

Lisa is finding it hard to concentrate. She is afraid to talk about her mental state for fear of jeopardising her chances of getting redeployed in the new organisational structure. Each day is becoming increasingly difficult, compounded by lack of sleep. One day, while driving to work, Lisa had a panic attack which caused a nasty traffic accident . . .

* * * * *

Cameron, a people leader, survived the latest reorganisation at ACME; however, now performs the tasks of two previous employees. Most days he departs home at seven a.m. and often does not return until after eight p.m. He tries to catch up on his workload on weekends, in between attending his children's sporting events and social activities. He is also required to spend time away from home when he travels interstate or overseas.

It has been several months since the reorganisation and Cameron cannot see his workload easing. His health is suffering as he isn't finding the time to exercise and his sleep is poor, waking up in the night worrying about the following day. His wife and children are also suffering, as he is far less involved in the family than he needs to be and has been grumpy, even aggressive, when at home . . .

* * * * *

Phuong is a Malaysian functional leader working within an all-American team. She is very bright and capable; however, her work has recently suffered. She has taken a number of sick days in the past year, claiming stress as the cause.

Phuong believes that her boss hates her. Despite her dedication and high performance, he is dismissive and even cruel. He talks to the rest of the team about her behind her back in a derogatory way. Often he ignores her emails and verbal suggestions, preferring to deal with the American members of her team. Once he openly rolled his eyes in a meeting when she was giving a presentation, which negatively impacted her reputation and confidence.

Her company has policies against bullying and harassment; however, she is unwilling to approach Human Resources or leadership, for fear that her boss and others will only make things harder. Besides, she feels it's too difficult to categorically prove that her boss is bullying, as his behaviour is more often passive than aggressive . . .

* * * * *

Frank has worked in construction for many years and is now a senior executive. He has learned how to be ruthless in order to survive and get promoted. He regularly 'plays the politics': bad mouthing influential team members behind their backs while actively befriending those same victims of abuse, and pretending to show empathy when confronted. He is proud of his capacity to fake tears of sympathy and regret if necessary. His work productivity is ordinary; however, he works the system to take credit for other people's work. He is also

on his second major intra-office relationship with a married female colleague since joining his company five years ago.

Frank recently worked to displace a team member, Brian, in order to get another promotion. Brian has a reputation for being popular, genuine and authentic. While displacing colleagues is something that Frank has done before, this time it has caused him to wake up at night with feelings of guilt . . .

* * * * *

Joel works in a police station that is run by Jim. Jim is rude and obnoxious. He taunts staff often and enjoys letting them know he is the boss. He is openly prejudiced and racist.

Joel has watched a number of employees leave since Jim took over as station manager and knows that the productivity of the station has suffered. He feels de-motivated and is actively looking for a transfer . . .

The Costs of workplace mental stress

The western world is only just beginning to understand the enormous costs of mental stress. Reducing stress in the workplace will soon become one of governments, organisations and individuals' greatest priorities.

Stress causes significant costs to health, wellbeing and finances, impacting businesses, governments and society. (2)

In people, stress initiates a number of biological responses, to prepare the body for the instinctive 'fight or flight' reaction to perceived threats. Hormones are released, such as adrenalin, noradrenalin and cortisol, which increase the heart rate, deepen respiration, and divert blood to muscles. This effect increases alertness and readiness for action.

When the human body is subjected to prolonged periods of stress – also called chronic stress – the hormone release system reaches exhaustion. Chronic stress causes an increased susceptibility to mental illness such as anxiety, depression, aggression and harmful behaviours such as physical inactivity, alcoholism, narcotic abuse, smoking, poor diet, insomnia and other sleep disorders. This in turn increases the risk of infection, diseases, cancer and suicide. Stress is responsible for the growing obesity epidemic, musculoskeletal and metabolic disorders. (7) High cholesterol and fats in the blood caused by stress can also lead to high blood pressure and the associated risk of stroke and heart attack. (10, 8)

Workplace mental stress is estimated to cost U.S. organisations more than $300 billion a year in absenteeism, turnover, and diminished productivity, medical, legal, and insurance costs. (4) Large corporations pay approximately 46% more on employees with high levels of stress than the remaining staff population, and 69% of employees report that work is their most significant source of stress. (3)

Work related stress is one of the biggest health and safety challenges faced in Europe. Stress is the second most frequently reported work-related health problem, after cold and flu, affecting at least 22% of workers from the EU27 (in 2005). Stress is a factor in 60% of all lost working days across Europe. (5)

The susceptibility to mental stress appears to be more acute in Western cultures (6) and Australian statistics follow a similar pattern to statistics from USA and Europe. It costs Australian businesses more than $10 billion per year (7), and society approximately $60 billion per year through claims and illnesses (7, 8) resulting in increased accident rates, lost time, absenteeism, lower productivity and increased insurance premiums. (9)

Stress can cost organisations their potential future profitability, as it impacts on innovation, agility and the capacity to find new sustainable sources of competitive advantage.

Stress hobbles the brain's learning and problem-solving capabilities, impacting on job satisfaction, team performance (12) and task productivity. (13) While low levels of stress can be a positive motivating factor that can help increase employee output, higher levels of stress lead to lower motivation and performance. (3, 8)

Stress has a negative impact on 'blue sky' innovation thinking, as it cripples the brain's instincts and improvisation ability. (11) Without innovation, organisations can't differentiate and create new sources of competitive advantage. Without sources of competitive advantage, organisations can't retain market power and grow profitably (refer also *Co Solution #1- Cost Conscious solutions for Competitive advantage*).

Stress also slows reflexes and response times, impacting on people's ability to be agile and flexible. (11) Organisations need agility to successfully adjust to the changes demanded by the competitive landscape and manage a pipeline of new innovation. (6) Employees need flexibility in order to execute the broader portfolio of skills required to maintain new offers and avoid creating instant waves of redundancies. (6)

Predictions indicate that there will be approximately 30 times more change in 2050 than occurred in2007. (1) Learning to combat workplace stress is therefore only going to become increasingly important over time.

Change creates stress for people. Therefore, the costs of stress are only going to continue to increase over time, unless people, organisations, and governments intervene, control and help combat workplace stress.

Some important trends over the next twenty years that will significantly change the way in which people, corporations and society operate include: (33)

- Smart phone dependency and increased mobile application use
- Online shopping preferences that are replacing high street retail shopping
- Commonplace intelligent robots that sense their environment, make decisions, learn and perform household tasks
- Humans will be able to communicate directly 'mind to mind' with the help of communications aids
- Life expectancy of newborn children in developed countries is increasing, up to 130 years
- China's GDP will exceed that of United States by 2027 and India's GDP will exceed that of Japan by 2032
- Roughly 50% of all of today's jobs will have disappeared, to be replaced by a number of new jobs
- Self-driving cars will be commercially available and all cars travelling on major roads will be under the control of satellite and roadside control systems

The impact of such changes on workplace mental stress is discussed further in the next section: *Part B: Causes of higher workplace stress.*

Part B: Causes of higher workplace stress

The vast majority of mental stress-related claims in the workplace are for **change and uncertainty**, **higher workloads** and **poor interpersonal relationships.** (3, 7) Each of these categories is discussed below.

1. Stress from change and uncertainty

The greater the loss of control experienced by an employee during change, the greater the stress.

Lack of control experienced through change and uncertainty is one of the greatest contributory factors to high stress. (11)

When transformation results in people feeling they are losing something of value, including a sense of freedom or choice (16), the emotional reaction is grief. Individuals move through a period of adjustment, as depicted by the 'Emotional Transition' Curve' (Exhibit 1). After an initial period of excitement, fear and doubt emerge, leading to stress-related emotions such as denial, anger and depression. This generates a loss in motivation and dip in productivity. After a sufficient period of time has passed, these negative emotions rescind and individuals reach acceptance of a new state of being. At that point, they feel more positive and motivated, leading to higher productivity. (17)
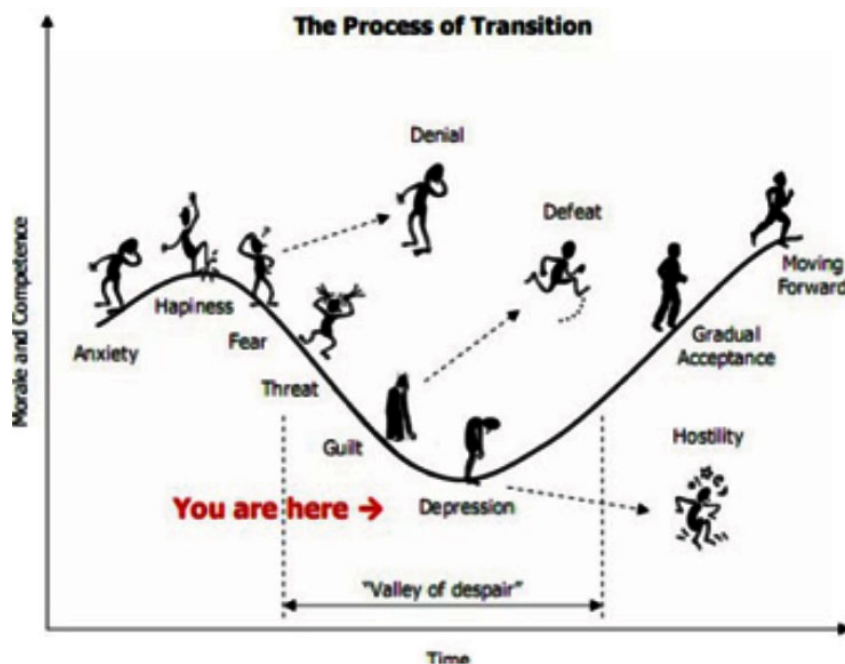

Exhibit 1: Emotional Process of Transition Curve:
Source: Based on Elisabeth Kuebler Ross's 5 stages of grief model; On Death and Dying, 1969 [1]

The extent of the stress experienced by individuals depends on the nature of the event causing the stress. For example, stress caused by redundancy is considered more extreme than stress caused by changes in work tasks.

The **Social Readjustment Rating Scale** is used by European governments to measure the costs of stress on the European economy. A score is given to represent the impact of any one change event. Quite often there is more than one source of stress: for example, a person may be made redundant (score 48), leading to a change

in finances (score 38), living conditions (score 25), an increase in the number of spousal arguments (score 35) and change in sleeping habits (score 16). Accumulated scores over 200 produce mental and physical illness.

Interventions to reduce stress from change and uncertainty are discussed in **Part C: Intervention #1: Control change and uncertainty**.

Table 1: Social Readjustment Rating Scale. Source: Durham Business School, 2013 Managing Change curriculum.

Change Event	Social Readjustment Rating Scale
Loss of a loved one	100
Divorce	73
Physical injury	45
Retirement	38
Changes to working conditions	47
Business readjustment	39
Changes to working conditions	25
Spouse begins work	25
Change in living conditions	25
Change in number of arguments with spouse	35
Change in sleeping habits	16
Change in eating habits	16
Change in social activities	18

2. Stress from high workloads and complexity

Unmanageable workloads account for over one third of all stress claims. (4, 18) Organisational complexity makes a significant contribution to unmanageable workloads.

Busy workloads result in the human brain switching tasks to a degree that leads to loss of control, which causes stress. The brain cannot 'multi task' or pay attention to more than one thing at a time. Instead it naturally focuses on tasks sequentially. Studies show that when a person is interrupted it takes 50% longer to accomplish tasks and creates a 50% higher chance of errors occurring. (11) Reducing complexity is therefore an important moderator in reducing the stress from high workloads, as discussed in **Part C: Intervention #2: Simplify Complexity to reduce workloads**.

3. Stress from poor interpersonal relationships

Stress from dysfunctional relationships in the workplace is the leading cause of mental stress in western organisations, accounting for around half of workplace stress-related claims. (19)

Mental stress from bad interpersonal relationships tends to be associated with **bullying and harassment**. Workplace bullying and harassment can be defined as repeated systematic, interpersonal abusive behaviour that negatively affects the targeted individual and is generally the result of actual or perceived power imbalances between perpetrator and victim. (20) Bullying and harassment can be aggressive or passive.

Table 2: Common bullying behaviours

Common bullying behaviours Workplace Bullying Institute (22)	Common bullying behaviours Bassman, and Hoel and Cooper (2)
Falsely accusing someone of 'errors' not actually made.	Overwork and devaluation of personal life (particularly salaried workers who are not compensated).
Staring, glaring, nonverbally intimidating.	Micro managing of tasks and time.
Unjustly discounting the person's thoughts or feelings ("oh, that's silly") in meetings.	Over evaluating and manipulating information (for example, concentration on negative characteristics and failures, setting up subordinate for failure).
Making verbal put downs/insults based on gender, race, accent, age, language, disability.	Launching a baseless campaign to oust the person; effort not stopped by the employer.
Assigning undesirable work as punishment.	Encouraging the person to quit or transfer rather than to face more mistreatment.
Creating unrealistic demands (workload, deadlines, and duties) for person singled out.	Sabotaging the person's contribution to a team goal and reward.
Using the 'silent treatment' to 'ice out' and separate from others.	Managing by threat and intimidation.
Exhibiting uncontrollable mood swings in front of the group.	Stealing credit and taking unfair advantage.
Disregarding satisfactory or exemplary quality of completed work despite evidence.	Preventing access to opportunities.
Harshly and constantly criticising.	Downgrading an employee's capabilities to justify downsizing.
Starting, or failing to stop, destructive rumours or gossip about the person.	Ignoring opinions and views.
Encouraging people to turn against a person.	Withholding information which affects the target's performance.
Singling out and isolating one person from other coworkers, either socially or physically.	Exposing a member to an unmanageable workload.

Publicly displaying gross, undignified, but not illegal, behaviour.	Giving tasks with unreasonable or impossible targets or deadlines.
Yelling, screaming, throwing tantrums in front of others to humiliate a person.	Ordering people to do work below competence.
Stealing credit for work done by others (plagiarism).	Ignoring or being hostile when the target approaches.
Abusing the evaluation process by lying about the person's performance.	Ridiculing or humiliating in connection with work.
Declaring a person 'insubordinate' for failing to follow arbitrary commands.	Spreading gossip.
Using confidential information about a person to humiliate privately or publicly.	Insulting or offensive remarks made about the target's person (i.e. habits and background), attitudes or private life.
Retaliating against the person after a complaint was filed.	Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks.

Bullying is a common problem in many countries. Nearly half of all American workers, for example, report that they have been affected by workplace bullying, either being a target themselves or having witnessed abusive behaviour against a co-worker. (22) Also in America, reports show that: (23)

- 60% of bullies are men
- 57% of targets are women
- 74.7% of women targets were bullied more by bosses than anyone else
- When the bully is a woman, 71% of targets are women
- When the bully is a man, 53% of the targets are men

In Australia, bullying, harassment and other reasons for poor interpersonal relationships are the second most common source of mental stress in the workplace. Around two-thirds of victims are women.

Table 3: Mental stress claims: number and percentage by sex and sub category, 2008–09 to 2010–11p combined

Sub category of Mental stress[a]	Number of claims			
	Males	Females	Total	% Female
Work pressure 2 780	2,780	4,220	7,000	60.3
Work related harassment &/or workplace bullying	**1,540**	**3.125**	**4.670**	**67.0**
Exposure to workplace or occupational violence	1,885	2,700	4,585	58.9
Other mental stress factors	1,475	1,450	2,925	49.6
Exposure to traumatic event	980	565	1,545	36.4

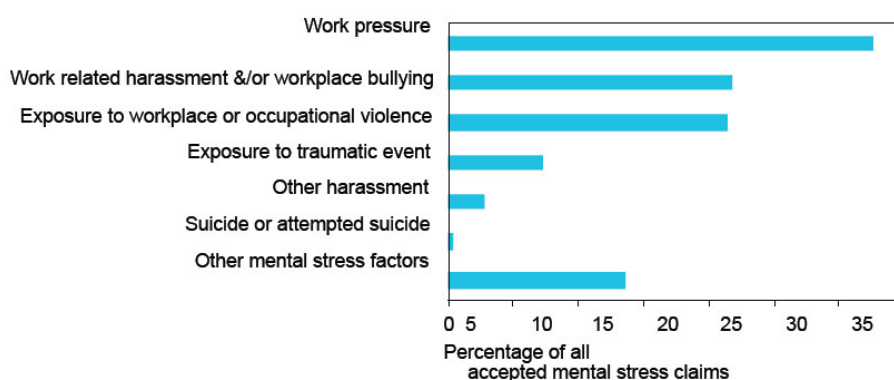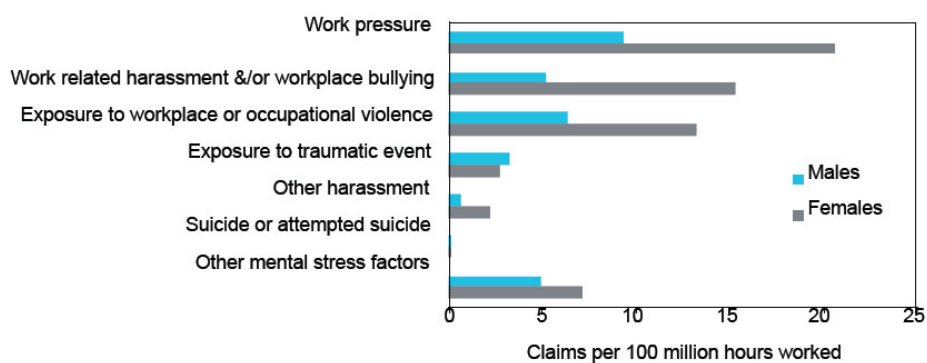|				
Other harassment	**170**	**440**	**610**	**72.3**
Suicide or attempted suicide	30	20	50	40.4
Total Mental stress claims(b)	**8,870**	**12,530**	**21,400**	**58.6**

Exhibit 2: Mental stress claims by category: frequency rates

Workplace bullying is estimated to cost the Australian economy between $6 billion (over half of the total stress-related claims) and $36 billion, with even higher costs in the USA and Europe, through higher rates of illness, accidents, disability and suicide. (5, 20)

There are a number of theories why bullying tends to be more prevalent in western organisations. Western culture has evolved to value individualism, personal performance, competitiveness and a tendency to selfishness. (6) Collectivist countries, on the other hand, such as Taiwan, which has Confucian and Buddhist cultures, are more likely to value group performance (24) and, as such, reflect lower levels of anti-social bullying behaviours. (6)

Bullying is also part of a western trend toward social incivility. (25) Incivility, such as gossip or texting or emailing during meetings tends not to be reported as bullying, although it contributes to mental stress. (25) Sixty-five percent of Americans say that the lack of civility is a major problem and feel that it has worsened during the financial crisis and recession.

The actual incidents of bullying are potentially very high. The vast majority of employers are either doing nothing to address it or resisting action when a case is submitted. (26) One report estimates that as many as 84% of employees may be affected by workplace bullies; (26) however, around 62% of people never report bullying.

Not only does bullying cause stress for the recipient, but perpetrators can suffer long-term effects. Bullies are at increased risk of experiencing depression and psychological distress, to develop anxiety disorders and to abuse substances. (27) If a bully is not stopped and treated, then the likelihood of them becoming a different and healthier person is lower. (28)

Psychologists believe that bullies are often overcompensating for inferiority complexes or low self-esteem, and put down other people to feel better. (29) Serial bullying and corporate psychopathy is discussed further at **Part C:** *Intervention #5: Individual Co Mindset.*

Moderators of stress from poor interpersonal relationships are discussed in *Part C: intervention #3: Communi-cations; #4: Co Culture and #5: Co Mindset*

4. Resilience to stress

Some people are naturally more resilient to stress than others.

Studies show there are intrinsic differences among individuals in **attitudes**, such as toward general life satisfaction (30) and accountability. The greater the control that people have for managing their own lives (30), the more likely they are to deal positively with stressful events. (16)

Different **physiological characteristics** also impact the degree to which individuals deal with stress. (16) One gene (SLC6A4) has been found to be associated with how well serotonin, a primary chemical for regulating happiness and mood, is utilised by the brain to control anxiety and depression. (31)

Personality **trait profiling** measures a trait called 'neuroticism', which is the degree to which an individual tends to experience anxiety and/or depression given any one particular stimuli. (30, 31) Higher degrees of neuroticism correlate to a lower capacity to deal with stress. (16, 31) Also, the higher the degree to which an individual is introverted (suggesting a much higher natural arousal state of the stress hormone, cortisol), the more likely he will experience anxiety when faced with potentially stressful circumstances.

Individuals will be more motivated to accept events that fulfill their **hierarchy of needs**. (30) Stressful events can impact on security needs (perhaps through changes to hours, changes to pay, or by increasing the possibility of redundancy); social needs (perhaps by changing team structures); or self-esteem needs (by increasing or decreasing roles and responsibilities). Other impacted categories can include existence needs (such as pay); relatedness needs (as could be experienced by changes to team structures and hours spent at work versus at home) and growth needs (such as job purpose and responsibility fulfillment). (30)

The higher the **optimism** and level of **self-esteem**, the more open and supportive of change people are likely to be. (16) Sometimes people feel stressed because they fear they will lose the **ability to produce valued outcomes** that have formed part of their success in the past. (30) They are also more likely to feel stressed if they perceive that their state is **less equitable than for their peers.** (30)

Memories can impact on how well people cope with stressful events. (30) Levels of anxiety can become high when past experiences are perceived negatively and unresolved repressed memories are not well regulated. (30)

One way to increase resilience to stress in organisations, therefore, is to **recruit intrinsically resilient employees and provide interventions that reduce resistance to change and stress.** Such techniques are mentioned in the next section: *Part C: Core interventions to Combat workplace stress.*

Part C: Core Interventions to Combat workplace stress

Intervention #1: Control change and uncertainty

Change creates **uncertainty** in people and a sense of **losing control**. Loss of control is one of the main causes of mental stress. Companies must therefore do what they can to ensure that change is well managed and employees are granted control where possible. (35)

Effective change management is critical for the success of organisational transformation. In 2002, a McKinsey study determined that ROI was 143% when change management was part of the initiative and 35% when there was poor or no change management. (36) Likewise, PWC concluded in 2002, after studying 200 Worldwide corporations, that "the majority of best performing organisations always or frequently apply change management principles". (36)

The following general principles apply to change and transformation: (39)

1. Change **strategies** should be produced which take into account people, substance and context

2. Major change takes **time**

3. Different **people** experience change in different ways

4. Learning from **feedback from both successful and unsuccessful** change is critical

5. Employees must be **trained** on any new methods or procedures

6. **Communications** must be ongoing, clear and consistent

7. Change is a **political process** requiring support and a powerful coalition

1. Adopt a systematic approach

Adopting a systemic approach to developing and implementing strategy helps the different elements of change to integrate more effectively. There are a number of accepted change management models (36) including:

- Lewin's three-step model: based on an organisation moving through a state of 'unfreeze move refreeze' when change is introduced

- Kotter's eight-step model

- Bullock and Batten, Phases of Planned Change: summarises the movement of an organisation through exploration, planning, action and, finally, integration

- Burke and Litwin (37), Causal Model: summarises 10 components that must be managed by organisations during change, internally and externally

## 2. Apply critical Interventions to control change and uncertainty

While each change management model provides a unique perspective on how best to manage change, all agree on a number of critical interventions that must be applied to help control change and uncertainty:

2.1. Develop a **vision** of the transformation end state. (40) There are many instances of failed transformation where no vision had been established to clearly and succinctly communicate to the people where the

organisation was headed. (35) Ensure that the vision paints a compelling picture of what the organisation hopes to be once it achieves its aspirations, addressing both values and performance.

2.2. Design a **sense of urgency** to accompany the vision, in order to help shift inertia and rally employees and groups around the desire for change. This means confronting employees with current realities of poor performance. (40) Keep this sense of urgency high throughout the change program. (43)

2.3. Create **milestones and short-term wins,** as these are important in order to maintain the energy for change. This includes recognising and rewarding individuals and groups to maintain motivation (40), particularly during the natural dip in productivity that occurs with organisational disruption (see Satirs curve below).
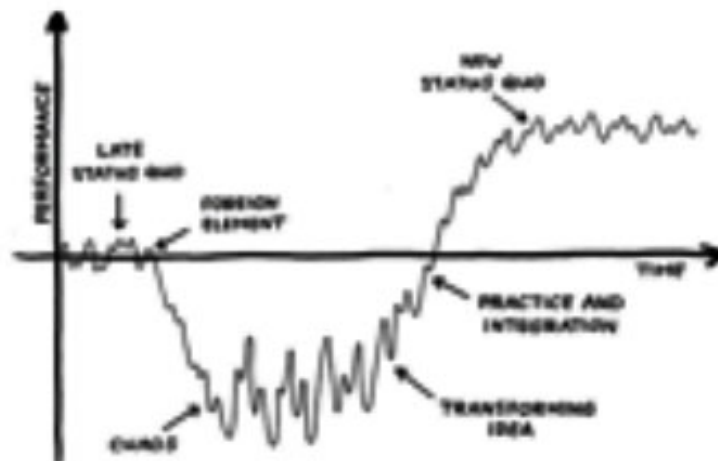
2.4. Establish Internal communications and stakeholder engagement to create greater levels of commitment to action from employees and to control resistance and organisational politics. (35)(43) Internal communications for change is elaborated on in Intervention *#3: Commun-i-cations*.

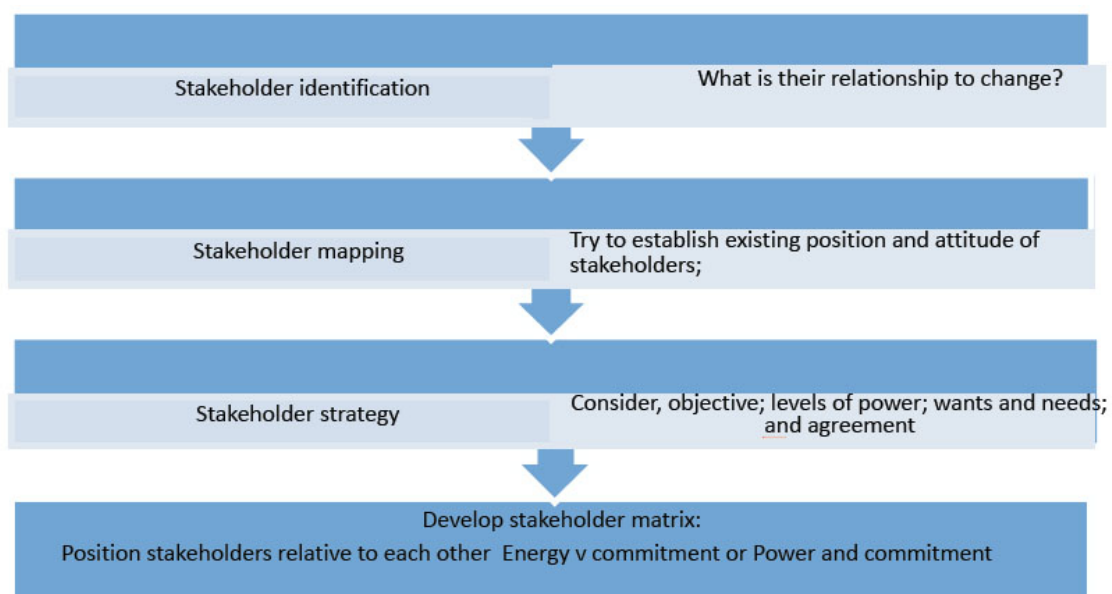Use the models in Exhibit 3a and b for developing stakeholder engagement:

Exhibit 3a: Developing a stakeholder engagement matrix

The stakeholder matrix groups organise members according to their level of interest in and commitment to change, and power over the effectiveness of change (Exhibit 3b).

Blockers **Strategy:** reduce their power and energy	Champions and advocates **Strategy:** keep them fully involved and maintain momentum
Sleepers: **Strategy** wake them up and establish their interest in the change	Preachers: powerful people whose opinion counts but don't see the change as priority **Strategy:** keep then informed and focussed

Exhibit 3b: Grouped stakeholders for managing change

Be aware of those employees that pay little attention to or disagree with change ('sleepers' and 'blockers'). The more influential these groups are the more important. It is to actively deal with or remove them. (44)

'Champions and advocates' are those employees who are both influential and in support of the change. Identify and motivate these people as early on as possible in the transformation. (45, 46) Keep them fully involved in the progress of change and recognise them for any involvement in informing and influencing others.

If you have trade unions to manage, then methods of negotiation and agreement must be used. While manipulation and coercion can be a valid approach to engaging employees, it is not recommended as change won't be sustained. (47)

3. Implement training

It is vital to train employees on new processes, although be aware that a natural dip in productivity will occur while people undertake training.

4. Encourage a continuous improvement culture

Ninety-five percent of all organisational change is in fact incremental, evolutionary, continuous change. (37) Therefore, promote a **shared learning continuous improvement culture** (48), linked to organisational strategy and enabled with flexible shared learning systems. This includes providing an environment and dedicated channels where employees can regularly offer suggestions for improvement to managers who will respond to and support suggestions for change.

5. Control the politics

High levels of organisational politics shape individual and group opinion (43), influencing how people react to disruption, which in turn impacts on how organisational elements respond to change.

In order to help control organisational politics, powerful internal groups of leaders must lead change. (49) Such groups must operate in unison, as an aligned coalition of leaders that is socially embedded throughout the organisation, thereby minimising the potential for negative employee attitudes to gather momentum and create competing factions. (50) (35)

For large organisations, **employ a leadership coalition of between 20 and 50, including the CEO**, to lead group wide transformation. (41)

Employ leaders of change who are 'Co. Leaders' – 'transformational' leaders, who are self-aware, socially aware, visionary, and able to connect the people to the big picture. Co. Leaders are motivated by service to others, not by ego and power, and actively listen to their staff, seeking to understand teams (discussed further in *Intervention #4: Co Culture- Co. Leadership*).

6. Create an employee 'follow-ship' that has high levels of resilience to change

In order for organisations to become good at adopting change, great leadership must be complemented by great 'follow-ship' (51) and a 'change ready' (16) culture. In establishing 'follow-ship', seek to recruit employees who are conscientious, intelligent (the combination of which is described as 'the golden sum') (52), and resilient to change (discussed further in *Intervention #5: Co Mindset*).

7. Eliminate cynicism from past failures

Leaders are often faced with situations where attempts at transformation have failed in the past, contributing to a culture of cynicism, viscous cycle of employee disengagement (42) and loss of motivation and commitment. (53) Cynicism can lead to internal power struggles, as employees seek to blame management for past failures and management seek to blame employees for their lack of performance. (54) Therefore, leaders of change must:

- Provide 'active listening' sessions and coaching for individuals and groups

- Monitor and respond to informal channels which can be achieved, for example, via internal social media networks and the workplace design of the common eating areas

- Deal with the past, discussing what went wrong, being open about mistakes and planning how to use learnings for success

- Admit mistakes when they occur and communicate the corrective action taken (55)

8. Allow time for change to embed

Be aware that the dissipation of old established values and norms does take some time, and individual reactions may in fact not reflect resistance but rather a necessary phase of adjustment to the 'psychological gates'.

Do not declare victory until change is fully embedded. This can take many years. If victory is declared too soon, when the pressure to change has been removed, energy levels fall, power struggles can ensue and the transformation can even revert. (41)

9. Motivate employees and provide for their wellbeing

Change can be a busy and confusing experience for people, who can find themselves with stretched workloads. Leaders should motivate employees and provide for their wellbeing as per the suggestions below:

- *Recognise success:* Individuals will be more motivated and less stressed or resistant to change if they are able to continue to achieve, and be recognised for achieving stretch goals that have been set by management. (56) This is particularly important if change is a result of downsizing, resulting in increased levels of tasks and responsibilities for employees.

- *Increase job satisfaction:* Focus on providing greater job satisfaction for individuals. Critical dimensions include skill variety, task identity, task significance, autonomy and feedback on

performance. (16) Maintain hygiene factors such as pay, working conditions, relations with colleagues, company policy and job security. (16)

- *Provide greater control to employees facing redundancy:* One useful tool to help employees cope with the loss of control experienced during redundancy is **Little co Big CO©**, a program that provides people at risk of redundancy with the information needed to establish and manage their own (small or large) global business. Details can be found at http://www.acoaffair.com or enquire at info@acoaffair.com.

- *Support the healthy management of the mind, body and energy layers:* Stress will be reduced when the conscious, subconscious and energy layers of the body and mind are balanced:

  The conscious layer represents the **physiological** condition, which is maintained through a number of activities, including diet, sleep and exercise. A healthy diet provides the nutrients necessary for the body's optimal functioning. Regular exercise and sleep patterns are also vital to boost brain power, regulate the circadian rhythms and hormones, and reduce stress. (30)

  The subconscious layer represents the **psychological** condition which is the home of emotions, fears and beliefs. The brain works better under certain psychological conditions. For example, the higher up an individual is in terms of satisfying his needs (Maslow, 1943), the greater the likelihood that an individual will be attentive to the organisation's problems. (57) The subconscious layer is managed though techniques for greater awareness of both the 'self' and others, and to reduce stress and other limitations in beliefs. The power of the subconscious mind and unconscious biases are discussed further in *Intervention #4: Co Culture.*

  The super-conscious layer represents an individual's **energetic** condition. It is most effectively managed by methods such as meditation, yoga, tai chi and other techniques derived from ancient Eastern cultural practices. (57) Despite a large body of evidence in support of energetic stress management (16, 57), Western organisations still have much to learn about balancing energy and its usefulness in reducing stress.

Warrior CO © at http://www.acoaffair.com provides techniques to manage stress from change and uncertainty. It is a program to harness brain power and promote resilience to change at the individual, team and organisational levels:

1. At the **individual level**, the focus is on mental, physical and energetic health, with activities that improve people's conscious, subconscious and energy layers.
2. At the **team level**, the focus is on relationships and communications. Effective and proven techniques to manage employee resistance to change and uncertainty are:

   Coach ©: In order to reduce the resistance to change, **facilitation and support** (46) of teams and individuals is encouraged. It's a technique to help leaders facilitate team and face-to-face discussions, focusing on reflection and active listening with a view to bridging and finding common ground.

   Co-create ©: Participation and involvement (45, 46, 41) is generally the most effective method of reducing resistance to change. Co Create™© is a technique for teams to plan actions based on collective determination of how the change may impact the organisation in one or more years' time. It encourages teams to 'feel, see, hear' both success and failure, which incorporates risk-mitigating activity planning.

   Co.Rect ©: instructs on how to **lead cynical teams** through change Co. Rect™© is a technique to help teams collectively take responsibility for the past and plan actions to ensure that failure never happens again.

To **educate and gain commitment** to action from employees through simple broadcast, remember to incorporate:

- o Destination: where is the change program headed?
- o Urgency: why is the change urgent to perform?
- o Steps to success: what are we going to do and what will you see?
- o Commitment: what is the commitment from us and what is the commitment we expect from you? e.g. "As leaders, we commit to providing teams with full training and support and in return we expect YOU to commit to attending any scheduled training and town halls."

3. At the **organisational level**, WarriorCo. provides training for leaders of change. This includes activities to help leaders understand change models, different learning styles and transformational leadership.

For further information about WarriorCo, please enquire at www.acoaffair.com or enquire at info@acoaffair.com

---

Summary – Cost-effective interventions to combat stress from change and uncertainty

Intervention #1: Manage change systematically and apply critical interventions:

1. Create a vision
2. Create a sense of urgency
3. Develop milestones and short-term wins
4. Engage stakeholders and communicate
5. Deploy training
6. Develop a Continuous Improvement culture
7. Control the politics
8. Eliminate cynicism from past failures
9. Allow time for change to embed fully
10. Employ the right follow-ship
11. Motivate employees and provide for their wellbeing. This includes providing :
    - o greater control to employees facing redundancy, through **Little co Big Co ©**
    - o techniques to prevent and manage stress, through **WarriorCo ©**

Intervention #2: Simplify Complexity to reduce workloads

Overly complex businesses tend to create higher workloads for people. Unmanageable workloads are one of the most common sources of workplace stress. (7)

Complexity is one of the biggest challenges facing modern business. It slows companies down, costs over 10% of profits and causes stress. (15)

Complexity exists when you have too many competing interdependent systems. It is an issue that emerges as organisations grow over time, and more and more overlapping and competing elements are introduced.

A number of leading consultancies offer frameworks, tools and other advice to help global companies reduce complexity. For cost-effective recommendations, refer to *From Complexity to Simplicity: Unleashing Your Organisation's Potential:* S. Collinson and M. Jay.
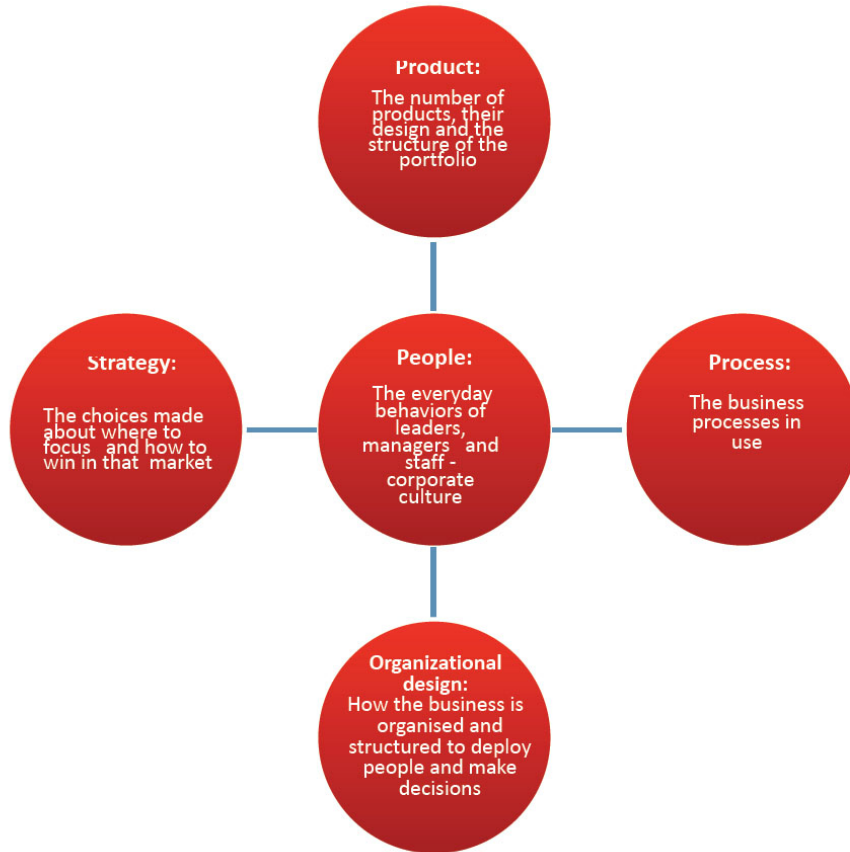
Exhibit 4: Interdependent elements making up the internal workings of an organisation
Source: From Complexity to Simplicity: Unleashing Your Organisation's Potential: S. Collinson and M. Jay

Table 4: Examples of complexity by element
Source: From Complexity to Simplicity: Unleashing Your Organisation's Potential: S. Collinson and M. Jay

Complexity element	Examples that create complexity
1. Organisational Design	Matrix layering with dual reporting lines and overlapping responsibilities and unclear accountabilities
2. Strategy	The annual strategy and planning process
3. Process	Revenue, cash and purchasing cycle processes. For example, complexity can occur in ordering, delivery, invoicing, receipt of payment, general ledger reconciliation, cash processes, credit payments, inventory management and much more.
4. Product	A product range may be too complex or broad, with products that have low or negative contribution margins.
5. People	Communications, mindset and behaviours, *covered in Interventions #3 Commun-i-cations; #4 Co Culture and 5: Co Mindset*
6. External	Regulations, legislation and approval processes

1. Reduce organisational design complexity

Design the organisation to mirror **a simple value chain that focuses only on core business activities**, and outsource non-value-added activities. For instance, Apple focuses on the parts of the iPhone value chain that adds most value – product design at one end and marketing, brand development and after-sales services at the other. This allows it to maintain a simple structure, aligned with clear outputs. Nokia, on the other hand, has a more complex organisational design, including semiconductor design departments, production plants, and assembly operation. In 2005 Nokia had 43% global market share to Apple's 1% market share. By 2012, however, Nokia's market share had fallen to 6% while Apple's had risen to over 25%. (59)

Good organisational design enables people to achieve activities that add value. **Value Driver Analysis** is a useful diagnostic tool for determining how much time is spent on adding value for each activity, usually leading to the discovery that about 60% of time is 'value adding'.

Most large companies are organised in an international matrix, where decision making is more consensus driven, individual roles and responsibilities are less clear, and many people have overlapping responsibilities. This often creates frustration and stress. **RAPID or RACI** are two useful models for simplifying the complexity in organisational design, determining people's responsibilities, accountabilities and contributions in relation to each activity.

Another way to simplify organisational design is to enlist teams of flexible, high-quality contractors that can be assigned to projects on a 'Tour of Duty' that may last between two and four years. A **'Tour of Duty' employment model** aligns with the innovation model that supports transient competitive advantage. (34) Contractors should be offered training to improve their skill set and encouraged to maintain external networks, as part of their contract. This increases levels of trust between the parties and helps to ensure that alumnis continue to be advocates of the organisation when the 'Tour of Duty' is finished. (58)

2. Reduce strategic complexity

Multiple strategic initiatives and frequent changes in strategy are major complicating factors resulting in organisational members being unclear about what the strategy is or how to prioritise initiatives. This leads to the wrong activities being performed, efforts being dispersed too thinly, delivery being slow, uncertainty and stress.

Try to summarise organisational strategy into one page containing:

MISSION e.g. Allow people to enjoy their driving experience safely and hassle free

VISION e.g. Lead the market for premium diesel in cars

VALUES e.g. One team, Courage, Respect, Integrity and Excellence

STRATEGY
e.g.

Objectives: $500bn profit by 2020

Scope: All Australia retail diesel fuel consumers, other than road transport companies

Competitive Advantage:

INNOVATION: we have the best premium diesel product in the market

SERVICE: the quickest and simplest company to do business with

VALUE: improved vehicle life and a loyalty program that offers discount off large quantities of fuel

3. Reduce process complexity

Process simplification is one of the largest areas of complexity for large global organisations. Processes have a way of multiplying and eventually getting in the way of value-adding activities. Over time they can evolve from being familiar and efficient routines to being the closely guarded 'way we do things around here'.

Table 5: Business process types:
Source From Complexity to Simplicity; M. Collinson and S. Jay

Novel, unpredictable processes	New product development, M&A, new market entry initiatives
Predictable, cyclical decision making	Budget planning, resource allocation, recruitment and training
Routine and mundane processes	Repeat orders, standard expenditures, everyday communications

The competitive advantages gained from '**Lean**' and **BPR (Business Process Re-engineering)** have been demonstrated, particularly in the manufacturing sector, and more generally across all sectors. **Six Sigma** style audit and control procedures also help to maintain the process review and revision cycle. GE continues to be a master at process simplification, with its Lean Six Sigma model of operating. (60)

When assessing process complexity, it is best to review major organisational projects with Pareto Analysis, as 80% of the problems will probably come from a small number of process steps and 80% of the wins from only a small number of process changes. The bottom 80% can be streamlines and eliminated as part of a 'quick win' process.

4. Reduce product complexity

Product and service complexity is also likely to be subject to the Pareto 80/20 rule in that 80% of margin will often come from 20% of the product portfolio.

A good example of product simplicity is again demonstrated by Apple, which in 2011 had just three different phone handset models in its range that generated more revenue than Nokia, who had around 30 different models on the market.

Try to **streamline products and services** to remove those with lower marginal contribution to profit *(Co. Solution #1- Cost Conscious solutions for Competitive advantage; Chapter 6.0 Prices, Costs and Profits.*)

Also, where possible, **standardise components and other product inputs**, in order to take advantage of reduced costs and other efficiencies created through bulk purchasing and standardised processes.

5. Reduce people complexity

'People' have the greatest impact on the organisations long-term viability, impacting all interactions within an organisation.

Interactions between people are a key determinant of an organisation's ability to succeed. Two dynamic practices underpin its ability to achieve its goals (61): the forwarding of new information to the person who can best act on it; and the coming together of people to exchange views and generate actions. These practices

are rendered ineffective when there is information overload and a perception that resources are scarce, both of which result in stress. (61)

Overly complex communications between leaders and staff creates confusion, negative attitudes, stress and poor behaviours. Methods to simplify people complexity are discussed in *Interventions #3: Commun-i-cations; #4: Co Culture and #5: Co Mindset.*

6. Encourage employees to contribute to decision making

An important moderator of stress from workloads is the level of personal control that individuals experience in their work. For example, the effect of stress in shift operators has been shown to reduce when operators use a human-centred interface and two-way conversations to gain and discuss information rather than a machine-centred interface. (16)

Summary of interventions to simplify complexity and reduce workloads

Intervention # 2 Reduce complexity to deal with unmanageable workloads:

- Organisational design – ensuring roles align to the value chain and accountabilities do not overlap between roles
- Strategy – into a one-page summary that applies across the organisation
- Processes – in line with a simplified value chain
- Products – just keep those products that meet customers' needs and make a profit
- People – the fewer the people, the simpler your organisation will be.

Invite employees to contribute to decision making.

Also, improve the brain's ability to deal with stress by offering flexible working, providing nap areas and permission for employees to take time out as they need, creating exercise groups, subsidising wellness initiatives, communicating more effectively (all expanded upon in *Interventions # 3, 4 and 5*).

Intervention #3: Commun-i-cations to improve relationships and employee commitment

Leaders know there is great value in getting internal communications right . . . that it improves trust, employee commitment and performance . . . however the critical role it plays in regulating mental stress is generally overlooked.

1. Create a world-class internal communications structure

Internal communications improves **employee engagement.** (62) Organisations with high employee engagement scores have reduced mental stress. When employees are engaged and thriving they are more likely to be agile, resilient and have better thought processes. Engaged, thriving employees have fewer health problems and therefore lower healthcare costs to their employers. They have 46% fewer unhealthy days as a result of physical or mental illness, are 39% less likely to be diagnosed with a new disease in the next year, and are 43% less likely to be newly diagnosed with anxiety and depression. (63)

Highly engaged employees are more productive. They have lower attrition risk, miss fewer days of work, are more likely to be top performers and provide better customer service. (64)

Employee engagement drives growth and leads to increases in market share. (63) Engagement also tends to be connected with improved standards of safety. (65) (66)

Internal Communications increases levels of **intimacy and trust** between organisational members. This reduces labor union involvement and discrimination claims. (13) Interpersonal trust also has positive effects on job satisfaction, problem solving capability, and mental stress. (67)

The best predictor of **team performance** is its internal communications patterns. In high-performing teams, members are good at conducting short, sharp, one-on-one informal conversations, where they talk and listen in roughly equal measure, face one another and use energetic gestures. They connect directly with each other and not just the leader, and periodically conduct explorative conversations outside of the team in order to bring information back. (68)

High-performing teams have highly developed communications skills to enable **problem solving and conflict handling**. (69) (68) Team members are patient with each other and agree not to let issues become interpersonal stresses. (69) They also take time to reflect on past experiences, contributing to better and faster decision making. (69) (70) When these behaviours are coupled with effective brainstorming processes, creative and synergistic decision making occurs, leading to outcomes that are better than the sum of individual ideas. (69) (71)

Internal communications is also critical for successful **organisational transformation.** Without it, transformation will likely fail. (72) (35)

It's a tool for **innovation**, through collaboration, which is vital for developing sustainable sources of competitive advantage. Best practice internal communications innovation tools are provided in *Co. Solution #1: Cost Conscious solutions for Competitive advantage.*

Finally, internal communications is increasingly playing a role in external **reputation management**. Effective internal communications helps to improve employee advocacy. (73) The greater the trust that employees have in the organisation, the more likely they are to become strong brand advocates in times of organisational crisis. (67) (62)

Therefore, if you don't already have a world-class internal communications structure, then it is important to create one. For information and support refer to **Commun-i-cate (c)** at www.acoaffair.com or enquire at info@acoaffair.com).

2. Design communications to appeal to the brain

Organisational communications should be designed according to the 'rules' of human cognitive functioning, in order to encourage maximum brain power and minimise stress. (11)

Design content to take into account the **differences in learning styles,** motivations, attitudes and behaviours of individuals. (74) Up to nine types of intelligence (75) have been identified through research, including naturalist (learning through nature), musical, spatial (three-dimensional visualisation), logical, mathematical, interpersonal (verbal and non-verbal interaction), existential, bodily kinesthetic (action and movement), linguistic (words), and intra personal (learning through self-awareness). Kolb's learning styles model (Exhibit 8) is a common tool used to assess learning styles, proposing that a 'red' person needs the facts and concepts; a 'yellow' person need the 'big picture'; a 'green' person must be given time to think things through and form conclusions; and a 'blue' person requires the details to be communicated. (74)
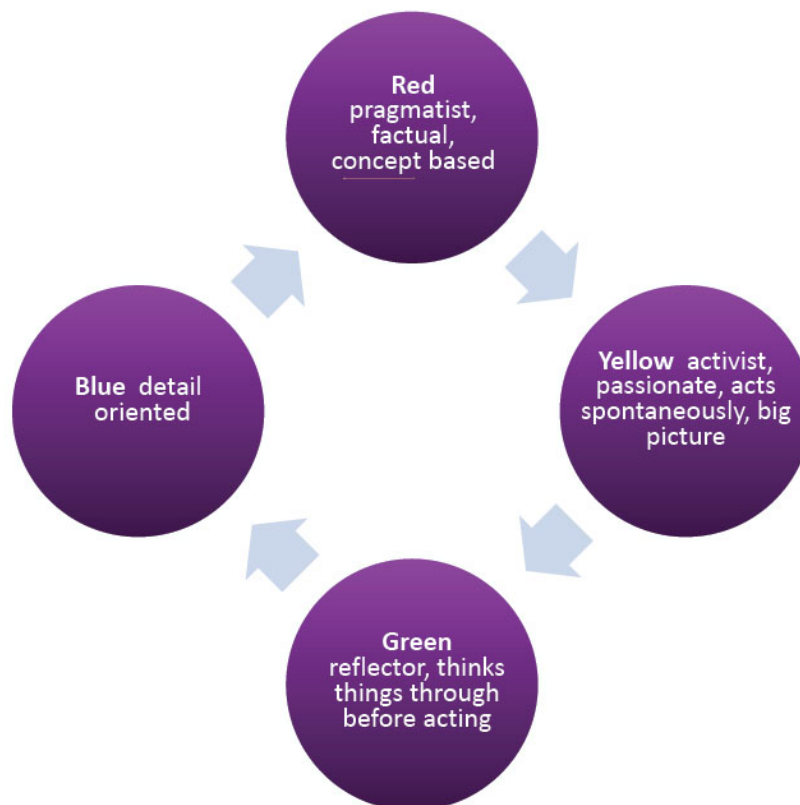

Exhibit 5: Kolb's learning styles

Make messages **compelling.** (76) The content must be interesting (provocative, unique), entertaining, innovative, relevant to the audience and provide a **call to action.** (77) In order to build trust, messages should also be **authentic** and invoke strong emotions. (78) (79) (65)

People become more attentive and engaged when communications **integrates the senses**, using pictures, animation, sound and even smell. So, design communications with as few words as possible, plenty of imagery and animation. If communications involves face-to-face contact, even better. If possible, use an engaging and positive smell as this will act to trigger recall.

Design content to impact on the **human subconscious**. The human subconscious plays a significant role in how effectively communications is received. For example, studies show that an honour system for paying for coffee

consumed by employees in the office was far more successful when a picture of a pair of eyes was placed over the coffee machine. The role of the human subconscious is discussed further in *Intervention #5: Co mindset.*

Memory works by recording the 'gist' of what is encountered, not the detail. (11) Therefore, **summarise communications up front**. As brains are incapable of multi-tasking, **address each point sequentially**. Use no more than **three to seven chunks** (the capacity of the short-term memory) of information. **Repeat key messages** in order for messages to filter through to people's long-term memory.

Every 10 minutes the brain loses attention. (11) Try inserting r**elevant and meaningful 'hooks' every 10 minutes** into lengthy presentations invoking fear, laughter, happiness, incredulity, anger or other meaningful emotion.

Consider conducting **meetings while 'on the move'**, for example, by walking around the block or playing a game of golf. This is because exercise boosts brain power, stimulating cell renewal and neuron growth. (11) GE hold regular 'net-walking' meetings, which are an open invite opportunity for conversation, hosted by senior leaders.

Ensure that **meetings, workshops and events** take into account the conditions under which the brain works best. In addition to exercise, arrange for offsite meetings and conferences to encourage adequate **sleep,** a healthy **diet** and minimal caffeine. Alcohol should also be discouraged. (57)

3. Ensure communications is culturally sensitive

When higher levels of understanding and trust are established between global and culturally diverse teams, people feel less fear and uncertainty.

The human brain is modified by the cultural activities it performs, such as language or music. For example, brain scans of London taxi drivers show that the more years they spend navigating London streets, the larger the brain map associated with special awareness. (80) Infants are capable of distinguishing any sound but, if exposed to only one language, lose the ability to distinguish language sounds from other cultures over time. For example, a Japanese six-month-old can hear the English 'r l' distinction as well as an English person; however, at one year old, no longer can. (80)

Non-verbal communications include how close people stand when they talk, the volume, and rhythms of speech patterns and how long people wait before interrupting another person to talk. What may feel 'normal' in one culture, due to the biases hardwired into the unconscious mind, will not feel 'normal' in another. (80)

In order to communicate effectively across cultures, it is important to understand unconscious communications and **mimic others in verbal and non-verbal language**. In one study, a waitress repeated orders ad verbatim back to one group of customers, and reviewed orders using different words to another group. The group in which orders were reviewed by the waitress ad verbatim tipped the waitress 170% more than the non-mimicked group. (80)

Take a **culturally relative, contextually sensitive approach to communications that** considers different unconscious perceptions (81), such as:

- Individualist themes are more favourable in USA, collectivist themes more favorable in China (82).
- In the UK, Austria and the Netherlands, messages of 'collectivism' and 'power orientation' are less preferred than in Asian-based countries. (83)
- Countries in which male and female roles are still traditional prefer messages that convey 'power and success' over 'team work and fair'. (83)
- Eastern cultures tend to perceive holistically, viewing objects or ideas in relation to each other, whereas westerners tend to view objects or ideas in isolation. (80)
- Japanese cultures prefer more subtlety in communications than USA or Northern Europe. (76)

- The USA prefers communications inferring 'power distance' and 'performance orientation' over many other countries. (83)
- The youth segment is relatively culturally homogeneous. (84)
- Women tend to learn differently to men because their brains are wired differently. Women are more likely to pick up the gist while men prefer the detail. (11)
- References to cultural identity is popular in Belgium, Catalonia, Brittany, Scotland, Kosovo, and Euskal Herria (Basque country), which are all associated with the invention of consumer traditions (85) and have a growing interest in nationalism, local cultural roots and identity systems. (86)

Further cultural perceptions relevant for the development of communications can be found in **Global Communications©** at http://www.acoaffair.com or enquire at info@acoaffair.com.

Trust is critical in teams where members have divergent goals, values, and ideologies. (87) Teams with diverse cultural backgrounds tend to achieve either excellent results or poor results, the difference depending on the levels of understanding of each other's differences in attitudes, values and communication styles. (88)

To combat any 'psychic distance' between people, **frequent communication is paramount.** (89) **Virtual teams** must build trust and intimacy through **personal interaction** as early on as possible. (90) (62) They must also have a greater **respect for diversity**, as this is more likely to lead to conversations with high levels of **advocacy and** enquiry, where mutual learning can occur. (91) (88)

Digital media can be used constructively to create intimacy between team members. For example, team meetings can be effectively held via webcast or webinar. Remote employees can interface through webcam at any time. Stories can be shared through blogs, podcasts, webcasts, videos and photos in order to create emotional pull to the topic of interest. Social networks and online communities can also be encouraged for informal, more intimate conversation.

Despite common frustrations with its overuse, digital messaging such as **email** is still important. Despite the fact that personal intimacy is compromised, **cultural differences are not as conspicuous** and preconceived ideas and biases about team members can be eliminated. (92)

Global advisory groups can also be formed to identify and voice local requirements and customise messages to meet local needs and cultural sensitivities, which help to secure buy in among managers at the local level. (93)

4. Encourage two-way dialogue and collaboration

Two-way dialogue and collaboration helps to build more understanding and trust, which prevents stress.

The broadcasting of key messages is far less effective than **two-way dialogue** for establishing engagement across silos, regional and virtual teams. (94) (95) As workforces increasingly become more diverse and widely dispersed, more fluid and complex interactions demand two-way dialogue. Younger generations also expect two-way interaction from hierarchical superiors. (96)

Exhibit 6 summarises typical **internal communications channels** and their relative effectiveness for engaging employees in commitment to action. It implies that two-way channels are always more effective in creating communications depth than broadcasting channels (such as intranet articles, newsletters and email announcements). The greater the opportunity for discussion, the higher the connectivity, and trust, thereby improving relationships, and reducing stress.

Exhibit 6: Choice of Communications, including 'Co' channels
source: Change Management Foundation Course (Australian government accredited cert. 3) 2012 pg. 28

Collaboration creates winning ideas, particularly in face-to-face settings, where communications is processed at both the subconscious and conscious level. **Face-to-face** communications engages the whole brain through nuances of tone, body language, attention, facial expression and more. (70) (97) (98)

Digital media has the advantage of being compatible with **mobile technologies** and can link to existing social media and email databases. (76) New and emerging technologies, like **3D social networking**, have the potential to contribute to even greater collaboration of virtual teams. (99) Some technologies **(e.g. Tele-Presence)** simulate an in-person meeting by beaming video feeds between locations. Multiple large screens create a wraparound effect, with specially designed meeting tables that caret an illusion that members are seated at the same piece of furniture. This masters the critical issue of visual scale: if the onscreen image of a person is less than 80% of his or her true size, those who see the image are less engaged in talking with that person.

Collaboration can be encouraged in **locations** that are simple, such as around a coffee machine, or complex, such as an Innovation Centre with research and development labs. (70) (97)

Facilitated innovation workshops enable collaboration for the purposes of generating new ideas. **Co. Create©** is one such workshop solution, implementing the four thinking processes that contribute to solution discovery (insight, problem solving, creativity and innovation), with a greater chance of employees overcoming the tendency to avoid controversy and adopt 'group think'. (66) (62) (*Enquire at info@acoaffair.com*).

Intranet sites encourage two-way collaborations via blogs, wiki development, online communities and chat rooms. (76) **Electronic and social media** enables broader and faster distribution of messages, including **'viral'** distribution. (100) **Web Analytics** helps to provide feedback as to the effectiveness of communications. (99)

Multi-actor collaborations are consistent with Organisation Theory (North, 1990), which says that **sustained value creation and growth** occurs when there are mechanisms for knowledge sharing and people who collaborate. (71) 'Whole system events', 'Future search' and 'Open space tech' are examples of multi-actor collaborations, where facilitated knowledge sharing across teams, functions and regions is used to develop solutions. They are processes for inviting employees to self-organise into common areas and share accumulated resources in order to collaborate for solutions.

Co. Events © is an example of multi-actor collaboration, where members from different business and functions are invited to a destination away from the office for a period of two or more days. The **off-site** destination is encouraged to increase attention levels and memory and to allow for communications methods that utilise all nine **individual learning styles;** for example, one session may be more introspective academic

reading out in nature ('naturalist' learning), while another may be a team activity to find solutions to a problem (bodily kinesthetic, spatial learning). A **two-day period** allows the brain time to process all the information received from Day 1 overnight during sleep – the brain's natural processing time – before actively solving solutions as a group on Day 2.

Given that the brain is at its best with exercise, healthy food, sleep and laughter, **exercise groups, wellness activities, games, and flexible sleep options** are provided. Alcohol and caffeine is generally discouraged. Traditional high-sugar morning teas and rich-three-course-dinner-and-drinks-late-into-the-evening occasions are replaced by **healthy but tasty meals**, dancing and other **music**, exercise classes and problem-solving games such as cards or chess. Fun and laughter is encouraged through team creative interactions and **community service** options that simultaneously solve problems.

BP used such a multi-actor collaboration effectively to successfully engage top leaders in the case for change for the organisation to become more customer-centric and improve its performance. The event was held in a countryside location. Participants spent the first day using all nine learning styles to acquire information about high-performance values and behaviours, models of customer-centricity, competitor performance, potential sources of competitive advantage and more. Overnight participants were given an opportunity to join in a social dinner and allowed plenty of time for sleep, in order to process thoughts. The following day's activities comprised mainly of creative problem solving, using a movie-making process, culminating in a top five cross-functional priority action list. In only a few weeks most actions had been closed out and the event was one of the highest scored for increasing engagement, trust and reducing stress of employees.

Cross-functional collaboration can be more effectively addressed by first removing any perceived barriers to success. BP Sales and Marketing successfully established a process for cross-functional collaboration to achieve customer-centricity, using a 'myth buster' approach that invited members from each function and business to identify a perceived barrier to success (e.g. 'I feel I am unable to simplify the way that I sign off on accounts receivable because you keep demanding additional checks be made'), while giving participants a right to respond (e.g. 'I didn't understand that my request was holding you up. I will review these more carefully in future').

5. Maximise the power of informal conversation

Informal conversations are as powerful as formal meetings because they attract higher levels of trust between people.

Informal conversations are as important as formal meetings, contributing to greater energy, engagement and exploration in conversations. (68)

If you are a leader, make an effort to **understand the patterns of interaction** between employees, in order that key information brokers and bottlenecks can be identified and leveraged in communications. (101) **Monitor** individual informal conversation patterns (62) and **reward** those individuals that informally communicate well through **performance reviews.** (68)

Design the workplace to improve the pattern of communications. (97) Suggestions to maximise the power of informal conversation include centralising the location of coffee machines, encouraging lunchtime running groups, replacing meeting rooms with innovation hubs and removing office partitions. (68, 70, 97)

Conversation Explore © involves monitoring and recording the patterns of communications among team members over three consecutive days. A report is generated summarising the patterns of communications between team members, including the time spent in informal communications, the level of energy used in conversations and the extent to which communications are conducted outside of the team as well as within the team. Recommendations are then made on how best to improve patterns of communications, including design improvements to the office layout. For further information, enquire at info@acoaffair.com.

6. Conversation with leaders is stress management

The more people trust their leader, the less stressed they will feel.

Before people decide what they think of a leader's message, they decide what they think of the leader. (96)

There should be **frequent, honest, open conversation** among leaders and employees. This creates higher levels of trust and performance (100) (62) through higher levels of intimacy.

If you are a leader, create trust by being **authentic and empathetic**, using **vocal warmth,** and a style that is similar to providing comforting but levelling advice to a friend. (102) Smile sincerely, hold a **good posture,** and move calmly and deliberately to project maturity and sensibility. (96)

Communicate and act consistently. This helps to facilitate the use of 'creative opportunism' to resolve any differences with employees and to reconcile any environmental pressures. (104) Consider training in interpersonal communication if necessary. (108)

Dedicate part of your calendar to '**listening** time' for employees. This can become very effective time for holding frank conversations. (107)

Include employees in decision making. This will also curtail the 'Mum effect' – where employees become reluctant to disagree with leaders. (105) Employee participation in annual strategy development, for example, can be a very powerful engagement tool. (106) (93)

Leaders come across as authentic and trustworthy if they tackle uncomfortable topics, such as poor financial data or their personal vulnerability. Ian McLean, while at Exelon as a finance executive, effectively spoke of growing up in Manchester, England, the son of a working class family. He described going to work in a bank where most of his colleagues had upper-class backgrounds, and how perceptions of class prejudice had made him determined to ensure that people in his organisation would never be adversely judged. (103)

Leadership and its role in communications is discussed further at *Intervention #5: Co Culture- Co Leadership.*

7. Create more social time to build trust and control the rumour mill

Social time helps to build intimacy and remove perceptions that can lead to stress.

Members of high performance teams have high degrees of trust and confidence in each other, established through personal interaction (109) from social exchanges.

Social time should account for more than half of team communication patterns. (68) If you are a leader, get involved in and embrace social time with staff, (110), which provides employees with the perceived safety to ask questions, speak openly, contribute to and challenge your thinking. This opportunity for social conversation also stops employees from forming negative and cynical attitudes and provides greater control over the influential 'rumour mill'.

8. Use communications to reform dysfunctional teams

One way to help dysfunctional teams to improve their performance is to get them to understand each other's problems better and release frustrations in a safe environment.

To begin the process of reforming dysfunctional teams, get members to participate in a **facilitated reflection workshop**, led by a psychologist or coach. An effective workshop should be held offsite, over a **two-day** period.

On the first day, give members the permission to express how they are feeling while in a 'safe zone', without the pressure of needing to generate actionable outputs. Follow this with a social but healthy meal, before sleep and subconscious cognitive analysis and processing of the day's information overnight. The following day get members together to agree on a 'Charter of behaviour' for the team's future interactions. The Charter, when established, ensures that all members follow an agreed set of rules of engagement for solving problems and making decisions *(More information can be found at http://www.acoaffair.com or enquire at info@acoaffair.com)*.

9. Change bad communications habits

Removing unnecessary communications activity reduces stress.

A habit is easily formed when people receive a reward by satisfying a craving. That craving can be as simple as the desire to smile or as complex as substance addiction. People enjoy creating habits, as this frees up conscious brain space for other activities. Of course, bad habits are powerful and difficult to change. (111)

People particularly enjoy habits that provide a small dopamine hit to excite the pleasure centres in the brain. (111) Reading an email after hearing the sound signaling its arrival is an example of an activity that provides such a dopamine hit, leading to a higher likelihood of developing the habit of reading emails whenever they are received, rather than postponing the reading of emails to two or three intervals during the day, as good time management practice proposes. (112)

Bad communications habits include typing words into presentations, in replacement of brain-engaging audio visual techniques, and replacing more effective telephone/webcam or face-to-face discussion with email messaging. Another bad habit is associated with the tendency for people to form 'in groups' in the workplace that set up communications barriers with 'out groups'. This concept is discussed in **Intervention #5: Co Mindset.**

A habit forms a loop between cue, routine and reward. **In order to change bad habits, people must identify the cues and rewards they receive from current actions and work on changing the routine**. This process is used by alcoholics in AA when they are instructed to identify the cues that trigger alcohol consumption and the reward they get from it. Most often, the rewards for alcoholics are escapism, relaxation, companionship and other emotions that can be satisfied with alternative routines. AA then provide the means by which the routine can be changed, such as access to a 24-hour counselling, so that when a cue is presented the same reward can be received with a new routine. The new routine, over time, forms a new habit. (111)

To reduce bad email habits, for example, one suggestion is to get teams to identify under what circumstances (cue) they prefer to send emails (reward). It may be that a person believes when he receives useful information (cue) that it will make him look good to share it with others (reward). In this instance, a suggestion for changing the routine to achieve the same reward may be to set up a monthly informal meeting where updates can be shared during two-way conversation. More suggestions for changing bad communications habits are available in **Commun-i-cations ©** at http://www.acoffair.com.

Below is a summary of some 'basic tips' to change bad communications habits:

Communications rule	Activity to be used for	Benefit	How it works
Reduce email use to only those occasion where an audit trail is required (113)	All emailing activity	Higher employee engagement through more engaging two-way, face-to-face activity and less broadcasting	Replace email with face-to-face conversations and digital collaboration including webcam and telephone
Email heading to indicate URGENT, INFO, ACTION, QUESTION and a clear description of content	All emailing activity	Recipient can tell by the title what the call to action is without having to open and read the email, reducing time spent on broadcasting	URGENT, INFO, ACTION, QUESTION to be used as prefix to headline
PowerPoint kept to five pages max, utilising visual and audio media instead of words	Anyone	Higher engagement with presentations, less time spent broadcasting	Upload pictures, recordings and graphs onto PowerPoint
Use the 'Five Ls' for consensus decision making in meetings: Love! Like! Live with! Lament! Loathe	Any team meetings	Faster decision making	When a consensus is required each member of the team votes on whether they 'Love', 'Like', can 'Live with', 'Lament' or 'Loathe' the decision. Provided members vote a minimum of 'live with it' then a consensus can be made

10. Employ strict communications processes in a crisis

Crises are stressful events that can be made worse when the wrong decisions are made or the wrong messages are communicated.

During a crisis, the tendency to make fast decisions increases. For example, customers can rapidly decide to reduce their loyalty toward an organisation if they feel that a crisis justifies such an action. As such, it's vital that customers are communicated with on a regular basis updating them on the status of the crisis and ensuring them that everything is being done to satisfy their needs.

It's important during a time of corporate crisis to ensure that internal communications is **consistent, concise, correct and targeted at the appropriate stakeholder groups**. This will help establish greater calm and ensure that incorrect messaging is not generated from emotional and stressed employees. Given the increasing speed at which communications can move, through **digital and social media** channels in particular, anything that is miscommunication internally has the capacity to quickly find its way outside and to the media.

When technology failed at NAB in November 2010, leaving millions of bank accounts registering incorrect bank balances, the potential for a rapid and significant loss of corporate reputation was high. Fortunately, teams worked hard to centralise messaging, creating a single 'source of truth' which originated from a crisis 'war room' of the most senior and relevant executives. Corporate key messages were clear, concise, and consistent and disseminated through streamlined response channels. This contributed to the corporation receiving praise in the media for the way in which it handled the crisis, leading to no significant loss in custom or revenue. (115)

Methods for generating and protecting an internal communications source of truth, creating a 'war room' and working with crisis teams to distribute messaging through controlled channels is explained in **Control ©** at http://www.acoaffair.com or enquire at info@acoaffair.com.

11. Measure internal communications ROI by its ability to reduce stress

One of the best performance measures for internal communications ROI is the impact it has on reducing stress.

Organisations have invested heavily in internal communications over recent years, increasing budgets up to 42% since 2004. (116, 117, and 118) Despite the growing investment, however, there is evidence to suggest that 'Return on Investment' for internal communications can be further improved. (119) Many organisations are failing to successfully deliver large-scale transformation to time and to budget, citing lack of effective communications as a significant contributor. (72, 120, and 121) Also, recent studies indicate that as much as two-thirds of working Americans may have been disengaged in their organisations over the past 12 years. (122, 123)

Given the relationship between communications and stress, **ROI** should be determined by its **impact on reducing mental stress**, in addition to traditional approaches that measure engagement, trust and job satisfaction.

Consider developing stress measurement from variables that measure how often employees have sought counselling or reported on bullying and other incidents that create stress. ROI on communications effectiveness can also be derived from performance review analysis.

To enquire about assistance in measuring internal communications ROI, please contact info@acoaffair.com.

12. Internal communications reduces 'bad' organisational politics and bullying

An important reason for effective internal communications lies in its ability to regulate poor interpersonal relationships, resulting from 'bad' organisational politics and bullying. (102) This is important because stress due to poor *interpersonal relationships at work* is the second most common claim for metal stress in western cultures (7), as explained in ***Part B: Causes for workplace stress: Poor interpersonal relationships.***

Summary of Commun-i-cations interventions to reduce stress:

Intervention# 3 Create a world class internal communications function

1. Create a world-class internal communications structure using *Commun-i-cate* (www.acoaffair.com)

2. Ensure that offsite meetings and conferences promote healthy food, regular sleep patterns, exercise, and limited caffeine and alcohol

3. Use two-way conversation tools across regional, cultural and cross-functional teams to promote better understanding and higher levels of trust

4. Ensure that communications are culturally sensitive

5. Encourage effective informal conversation patterns and monitor informal conversations for inclusion in

6. performance reviews, as this establishes trust and improves team performance

7. Encourage more social time. This can be achieved in the content of work, for example, lunchtime exercise groups

8. Ensure leaders are positioned at the centre of social networks and actively conversing with their teams. Arrange the work location to ensure that different people from different teams get to know each other

9. Change bad communications habits and remove unnecessary broadcast communications. For example, mandate that emails should not be drafted unless required to establish an audit trail. This also helps to encourage more two-way conversation

10. Ensure crisis communications is relayed from a 'single source of truth' with clear and documented distribution processes

11. Consider employing consulting, workshop and training support from www.acoaffair.com including Co Events ©; Global Conversations; Conversation explore © Coach©, Co. Rect © and Co Create©

12. Include a 'stress factor' as a KPI in order to measure the effectiveness of internal communications ROI

Intervention #4: Co Culture for maximum resilience to stress

A Co Culture is achieved when employees are resilient to stress and have values that drive collaboration, courage, compassion for others and commitment to action, all of which contribute to high performance.

Corporate culture includes values, leadership style, behaviours, processes, structure, roles and measurement tools. (124) Organisations with specific 'Co Culture' characteristics are more effective in achieving vision, strategies, goals, improved performance, and greater market power.

1. Establish a Co Culture

A Co Culture is defined by a distinct set of values and behaviours that encourage people to:
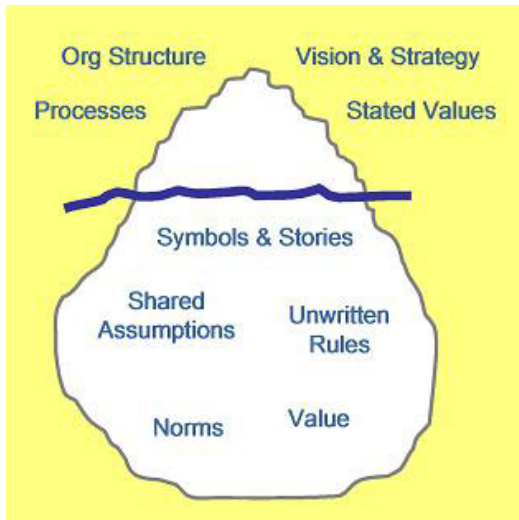
- **Commit** to achieving shared organisational goals

- **Confront** personal fears and biases

- **Concentrate** on looking at the positive

- **Collaborate** to solve problems and innovate

- Be **Courageous** in making decisions and standing up for what is right

- Be more **Compassionate** towards others who may be different

- Develop a **Competitive edge** through resilience and delivery of business results

A Co Culture helps to create a healthy and successful organisation where people **share a common purpose**, either overcoming a competitor or pursuing a goal. People **accept new or lose members** without feeling the organisation is under threat. They know their role, **accountabilities and boundaries**. Each person is valued for their **diversity** and unique contribution and communications is of a high standard, where teams actively **collaborate** to solve problems, deal with dissent without taking it personally, and achieve other **high performance outcomes**.

Without these characteristics, the organisation can become **dysfunctional, which can lead to failure.** (125) Arthur Andersen, Enron and HIA are examples of organisations with dysfunctional corporate cultures that eventually helped drive the corporations' demise. (125)

Currently around 80% of organisational cultures exist by accident or default, rather than by design. Most are shaped by critical incidents or key events that have happened in its history. Many are shaped by key personalities moving through the business. (125)

The '**Cultural Iceberg**' demonstrates that most of the forces that shape an organisation's culture are out of conscious awareness. Organisations typically work on influencing that part that is 'above water', including dress code, language and rituals. However, deeper and more substantial elements of culture exist in the subconscious (below the surface), including attitudes, mind-set, communications styles, assumptions, values and beliefs.

Exhibit 7: Cultural Iceberg: Source:
www.1000advices.com/images/innovationpoint_culture_iceberg.JPG

Therefore, to shape and control culture, organisations should expect staff to behave according to a simple representative set of **corporate values**. Some of the more common corporate values today are 'performance excellence', 'innovation', 'trust', 'accountability' and 'integrity' (Exhibit 8).

Exhibit 8: Corporate Values from leading organisations.
Source: Price Waterhouse Coopers report 'Leadership Behaviours' prepared for BP Australia March 2013.

A strong set of corporate values helps to drive **high performance,** through:

- **Pride and passion.** (126) Pride builders can get exceptional results from their teams by fostering deep connections, a feeling of ownership and a commitment to work. (127) Getting members to share their passions for the organisation can be very effective in establishing cultural pride.

- **Customer orientation**, where employees adopt a customer-centric approach to their duties and develop solutions that are customer led and simple.

- **Flexibility and agility.** (128) Individuals that are flexible and agile are able to better respond to increasing levels of change.

- **Trust and engagement.** (129) (130) High levels of respect for others and personal integrity helps to establish trust among organisational members, which increases engagement, reduces stress and improves performance.

- **Resilience to change**. This helps to keep stress levels and related productivity reductions at a minimum through the chaos of change. (131)

The corporate values that drive a Co Culture include courage, collaboration, commitment to action and compassion for others. BP is one example of an organisation that established 'Courage', 'Respect' and 'One Team' as its corporate values, leading to behaviours that create consistently high employee engagement scores. BP also expects all employees to be driven by the core value 'Safety', particularly since its high profile incident with the Deepwater Horison Oil Spill in the Gulf of Mexico in 2010, which includes mental safety and wellbeing.

Organisational performance improves when cultural values and beliefs are **aligned with vision, strategy, and goals**, and allowed to manifest through working practices, group dynamics, and leadership into expected and actual behaviours. For example, organisations seeking to become **more 'customer-centric'** change behaviours to bring customer focused KPIs to the heart of leadership conversations; empower the front line to make decisions in the best interests of customer service; encourage activities to mirror the customer life-cycle for each segment; and create customer solutions that match the customer value proposition. (127)

Some organisations prefer to focus on **cultural themes** to generate desired values and behaviours. For example, General Motors uses 'pride' to try and rally employees around in order to improve performance. Pride is the motivating factor, building energy and anticipation for success. (132) Each success creates a continuous cycle of pride. Virgins' core cultural theme is about 'empowerment and trust' and local teams are empowered to make decisions for the group so that they can be agile and customer relevant. (132) Companies like Google have an 'innovation' culture that constantly challenges the status quo. (97)

Matrix-layered multi-nationals should be particularly mindful to create a culture that focuses on preventing problems arising from duplicate accountabilities, silo mentalities and cross-border boundaries.

A Co Culture can be differentiated and strengthened with an accompanying **employee 'signature experience'**. This may be, for example, via a compulsory, comprehensive induction and training program, as is the case at *The Container Store*, which provides considerably better training to its employees than other companies in its industry. (133)

Organisations with a Co Culture can be compared to a tribe. Tribalism refers to a mindset and way of behaving in which people are more loyal to their tribe than to other groups, possessing a **strong cultural identity and strong feelings of identity**. Tribes are effective in establishing a sense of pride, passion and identity, motivating its members toward **achieving.**

Where a Co Culture and tribal culture begin to diverge, however, is in the way that members are kept together as part of the group and aligned with corporate goals. Tribal cultures often use bullying and coercion as a means to achieve tribe loyalty, ensuring that members stay with the tribe at all costs. Conversely, a Co Culture motivates employees to be committed to performance goals, while simultaneously empowering them to be free to 'change tribes'. **Motivation is achieved without bullying**. This ensures that organisational alumni become **future corporate advocates** (particularly relevant in today's competitive environment, where companies are advised to operate with flexible organisational design and replace permanent staff with groups of contractors performing a 'Tour of Duty' (*Intervention #1 Controlling change and uncertainty*).

Swarm intelligence helps to explain how an organisation with a Co Culture operates. (135) Swarming is a collective behaviour exhibited by animals of similar size, where they aggregate and move in a coordinated yet random direction. Swarm intelligence systems are typically made up of a population of simple agents, who

follow very simple rules with no centralised control structure dictating how each individual should behave, leading to **the emergence of intelligent global behavior.** (136)

The flocking of birds (137) is one such example. Flocks move together, at equal distance from each other, sharing the leadership position at the front through a constant systematic rotation of positions in the flock. Each bird, in following one another, moves in unison, allowing the front birds to improvise and change direction if required. This behaviour enables the flock to control its environment, choose its optimal path, and create an entity which is stronger and more impervious to predators than if each bird were operating independently.

A colony of ants similarly collectively achieves complex tasks such as constructing nests and foraging for food. To forage for food, each ant takes a unique path, seeking the source of food for the swarm. Ants lay down pheromones as trails that can be followed by other ants. The ant that returns to the colony first has located the shortest path to the food source, inviting the remaining ants to follow that trail, laying more pheromones. The strongest pheromone trail becomes the right trail for the colony to follow. (137)

Similarly, a Co Culture is a **participatory and empowered** culture, where **individuals are provided with clear stretch goals, achievable objectives and the authority to innovate**. Leaders **care about their people**, allowing them to share the 'limelight' and receive **credit for successes**. The organisation **collaborates, communicates and solves problems in order to better protect itself from corporate predators**. It **innovates through a 'trial and iterate or disband' model,** which is optimal (see '*transient competitive advantage',* P*art B)*, with **leaders that have the improvisation skills necessary to recognise what is needed for success and when to change direction**.

2. Establish 'Co. Leadership'

Co. Leaders care about their people, share their successes with others, and promote diverse and inclusive thinking.

Leadership is critical to shaping corporate culture and is one of the most important factors in determining whether organisations will survive and prosper.

People must be able to trust their leader. Leaders establish trust by being authentic, capable and committed to being the most aspiration member of their tribe. They consciously and consistently make the effort to imagine walking in the shoes of the people they are leading. (107)

Co. leaders aren't necessarily charismatic. In fact, while charismatic leaders are generally effective in creating a 'tribe' of followers, they can find it difficult to nurture an inclusive, caring environment that empowers people at all levels because they are often also **narcissistic.** (140) Narcissistic leaders are associated with flat or poor organisational performance. Arthur Andersen and Enron are two examples of organisations that suffered under the narcissistic leader. (140) Similarly, many have argued that Citigroup's near collapse, in 2008, stemmed from narcissistic leadership – CEO Chuck Prince ignored the warning signs of excessive leverage and failed to connect those people with information about the consequences of the bank's involvement in subprime lending to the strategic decision makers. (138)

Co. Leaders don't just learn from failure, but **also from success**. They don't become overconfident. Instead Co. Leaders **look to external factors and acknowledge good fortune and other influences for good performance**, thereby arming themselves with information to help them achieve future success. A Co. leader may employ basic practices such as Systematic After Action reviews, Six Sigma, and experiments that challenge assumptions about what is needed to achieve great performance. (141)

A Co. Leader makes decisions based on the **longer-term needs** of the organisation. Durk Jager, the former head of Procter & Gamble, implemented sweeping organisational changes that destroyed essential informal

relationships, resulting in the organisation suffering a loss of critical relationship interdependencies. His successor, A.G. Lafley focused instead on realigning incentives and rebuilding informal connections, leading to an increase in the company's market capitalisation from $69.8 billion to $231.9 billion during his leadership.

To be a Co. Leader, **you must take an organic approach to organisational change.** (138) This means taking an **active listening and coachin**g rather than directive role, and **encouraging staff to participate in idea generation and decision making** after training employees about the complexity of strategy. You must involve **employees as thought leaders in storytelling** (96) , **empower** team members (particularly the front line) to make critical decisions and **allow organisational activities to unfold, emerge and self-organise** through experimentation and improvisation. (138)

You must also foster a culture of **care, compassion, diversity and consideration for other**s. This requires being humble and allowing team members to share in your profile and leadership responsibilities. Aim to leave a **legacy** which contributes to improving the organisation, its stakeholders and the community, going beyond the common practice of short-term thinking and striving for solutions which are in the better longer-term interests of the company. (139)

3. Mandate diverse and inclusive thinking and behaviours

Diverse organisations are less likely to suffer from prejudicial behaviours, discriminatory internal politics and bullying, all of which cause stress and hamper performance.

There are a number of advantages achieved from encouraging diversity in large organisations (142):

1. Diversity of thought delivers **increased innovation capability**, which leads to a greater capacity to create new and differentiated products and services.

2. Diversity across cultures creates an improved ability to connect with and serve a **global set of customers** and stakeholders.

3. Access to a wider range of potential recruits increases an organisation's ability to **attract and retain the best** talent available in the marketplace.

4. As markets become more competitive, diversity helps make the organisation **more agile and adaptive** to changing needs.

5. Co. Leaders that encourage diversity attract **higher discretionary efforts from employees.** (142)

6. Companies with low levels of prejudice are less likely to attract a negative **reputation**. For example, Texaco suffered a loss in reputation and brand equity as a result of racial discrimination. (142)

If you are a leader, you must consciously manage diversity. Actively monitor internal communications procedures to address misunderstandings and conflict that can occur from differences in thinking. Follow the recommendations made in *Intervention #3: Commun-i-cations, which* simultaneously address the potential conflict that can arise in diverse teams. Also:

1. Include diversity metrics in **performance reviews**. This includes measurement for how well leaders and managers respect subordinates, provide equal development opportunities for their people, role model diversity, be prepared to challenge existing practices and promote individuality and open communications. Leaders must also be measured for incorporating diversity as an integral part of their business planning.

2. Make **Attitudinal Diversity Training** compulsory. Attitudinal Diversity Training incorporates measurement of existing biases and existing issues that the company may be currently facing. Some of the best attitudinal training involves the use of shocking techniques. In one organisation, one group was made to sit in a room for two hours wearing a dog collar, while the other group was

treated to a hearty breakfast at a local restaurant. Both teams were then measured on how they felt and thought about the other teams before and after methods for controlling prejudices had been learned.

3. Include **diversity goals** within organisational strategy. Without goals, attitudinal training and leadership / performance competencies won't lead to a change in behaviour.

4. Benchmark and **measure the unconscious biases** of all organisational members. The IAT (https://ijmplicit/ harvard.edu/) gives an efficient way of measuring associations that can reliably reveal unconscious biases. Once people are aware of their unconscious biases they can learn to control them in decision making. Unconscious biases are discussed further in *Intervention #5: Co. Mindset.*

5. Implement i**ndividual 'Intention Planning'**, where implementation plans are made against goals to remove unwanted biases. In one experiment, a group's IAT scores for racial bias were reduced to zero after individuals set and followed intention planning against a goal of 'do not be prejudiced'. Planning involved identifying a number of trigger situations and setting actions against these; for example, 'If I see a dark face then I will ignore skin colour.' (142)

4. Provide for the health and wellbeing of organisational members

- Provide resilience training and workshops: Stress management, resilience training and other 'mindfulness' coaching encourages individuals to self-manage the release of stress. Some organisations, such as BP and National Australia Bank, offer stress management programs, including formal training and free lunchtime seminars, to raise awareness and provide employees with appropriate tools and techniques.

- Provide wellness, fitness and other health services: Some organisations offer free or discounted access to health and wellness centres. Some have corporate gyms located in the building. ANS for example, offers employees access to a fully equipped wellness centre in the lobby of its corporate headquarters. GE only offer healthy food options in is cafeteria. National Australia Bank's wellness strategy, launched in October 2010, incorporates physical and mental wellbeing in recognition of the prevalence of mental health issues in Australia. (9)

- Form strategic alliances with health and wellbeing organisations: Some organisations form strategic alliances with charitable organisations associated with stress and its effects on health and wellbeing. For example, NAB worked with organisations such as Beyond Blue in order to develop its wellness program. NAB also has formalised an alliance with the Alannah and Madeline Foundation, a recognised anti-bullying foundation. Similarly, BP has strong alliances with charitable organisations, such as the McGrath foundation, as partners for the purposes of promoting wellness.

5. Encourage employees to commit to making a Co Culture work

Diversity in thinking occurs because every person is biased and every person has different biases. Developing a Co Culture thus requires the collective preparedness of leaders and employees to **collectively recognise and break the connection between bias and action**, as discussed in the following chapter.

Intervention #4 Develop a Co Culture:

1. Develop a strong set of corporate values that include resilience, collaboration, compassion and commitment.

2. Employ and develop Co. Leaders that care about their people, recognise their successes and promote diverse and inclusive thinking.

3. Adopt the recommended practices for improving diversity, including compulsory attitudinal diversity training, IAT tests and intention implementation planning.

4. Actively promote people's health and wellbeing.

5. Encourage employees to commit to making a Co Culture work.

Co is a prefix meaning together, with, jointly
Co for Co-operation, Collaboration, Compassion and Commitment.

Co for Competitive Advantage

Co is the Solution

1. Adopt a 'Co. Mindset'

A Co. Mindset is the responsibility that individuals take for managing and preventing workplace stress. It's a mindset whereby people choose to be cooperative, collaborative, compassionate and considerate, and to adopt other '**small ego**' behaviours (see Table 7) that are in the best interests of whole organisation.

The behaviours stemming from a Co. Mindset **increase levels of trust and reduce any perceived barriers between people.**

Defensiveness, anger, jealousy, frustration, annoyance and disengagement are all examples of fear-based ('**Big EGO'**) behaviours that can arise when individuals perceive that there are barriers between themselves and another. When people adopt fear-based behaviours, the performance of the organisation suffers.

Table 7: 'Big EGO' and 'small ego' behaviour examples

'small ego' behaviour examples	'Big EGO' behaviour examples
Helpful	Aggressive
Energised	Frustrated
Sharing	Defensive
Supporting	Disinterested
Encouraging	Rude
Productive	Angry
Receptive	Condescending
Accepting	Backstabbing
Constructive	Disrespectful

2. Confront unconscious biases

Unconscious biases tend to drive most decisions. Cognitive neuroscience suggests that understanding how the brain processes information and forms judgments and attitudes can help individuals to make better decisions. (143) When people in organisations actively reduce biases in decision making, returns of up to 7% can occur. (144)

All people have biases. Establishing biases is a critical step in forming identity and self-esteem, enabling people to categorise them, identity with a group and compare their group to other groups in order to discover their personal value.

The conscious brain is slow and deliberate, capable of making informed judgments and decisions, while the unconscious brain is designed to store heuristics – the mental shortcuts used to make instant judgments and adjustments. **Heuristics** decide, for example, what a 'competent' person looks like and therefore who should be trusted to be included in the 'in group'. As the unconscious brain values speed over accuracy, it often misapplies heuristics to create the wrong decisions.

Studies have proven that **prejudicial biases become stronger in the human unconscious over time**. As this occurs, people increasingly gravitate toward 'in groups'. **Micro-inequities**, made by people through body language and subtle communications, can be picked up as exclusionary by others. (143) **A**ttribution errors can also be made, where individuals judge others harshly for a mistake yet excuse themselves for making exactly the same error. (145)

To create a consistent high-performance culture, the unconscious brains of employees must be actively recruited. Studies have proven that if people are **consistently encouraged to form loyalties that transcend culture, race and gender,** such as a sports team or nation, then unconscious biases can be overridden. (114)

Many of the interventions discussed in previous chapters help to overcome unconscious biases. For example, **rearranging the workspace** forces diverse, cross-business team interactions, while also encouraging team **social time** and **informal conversation**. Educating people to understand how their brains work to develop biases and attitudes through **Inclusiveness and Diversity Training is also highly effective**. For example, BP has powerful inclusive leadership training, including educational videos about how biases and judgments are formed and how the brain can work to overcome them, supplemented by real-life stories from employees and directives for leaders to follow. This has helped the company to create some of the **highest levels of employee engagement and satisfaction** in its industry. (132; 146)

3. Recruit employees with the right traits and attitudes

Personality or behavioural trait analysis helps to determine an individual's predisposition towards stress, inclusive thinking and bullying.

Personality is the unique psychological process of an individual, including how that person thinks, feels and behaves. Personality differences impact on **motivations and attitudes**, which in turn impact on levels of **job satisfaction and performance**. It is therefore important to measure the personality of employees, as an important influence of an organisation's performance. Personality differences also determine how intrinsically resilient people are to stress, how likely they are to adopt 'bad' organisational politics or bullying and how capable they are of confronting unconscious biases.

A good personality questionnaire should able to describe a potential employee's behaviour in terms of suitability for a Co Culture, capable of putting forward assertions which are tested empirically and supported by valid scientific evidence.

Examples of good personality questionnaires are **trait questionnaires**. Psychological traits include conscientiousness, extroversion, anxiety, aggressiveness, imagination and assertiveness. Personality traits can be classified into three groups. Cardinal traits organise other forms of trait into clusters. These can be common traits, the basic dispositions such as warm, enthusiastic, reliable, etc., or secondary traits, representing the habits, attitudes and idiosyncrasies that are less easy to quantify. For example, for the cardinal trait of responsibility, secondary traits may be conscientiousness, reliability, and willingness to take ownership. (147)

Off-the-shelf psychological profiling tools include the **California Psychological Inventory (CPI),** which tests for a variety of personality traits, including dominance, sociability, responsibility and a sense of wellbeing. The **Myers Briggs Type Indicator (MBTI) is** a Jungian-based model which is widely used to measure personality for fit in roles and teams. Questionnaires based on the **Big 5 model** (30) also identify and measure traits that can influence workplace stress.

Typically, employers seek high levels of conscientiousness and intelligence, and low levels of 'neuroticism' in employees. To create a Co Culture, however, it is also important to seek low levels of '**psychoticism**' in order that employees are more likely to act inclusively and not bully others. **Eysenck's Personality Questionnaire** (148) measures social deviance, or psychoticism (more information on corporate psychopathy is at *5. Eliminate Corporate Psychopathy and serial bullying*).

In addition to personality traits, intelligence, as measured by **intelligence tests** (such as those based on Fluid and crystallised intelligence), is also critical in determining how well people cope with stress and overcome unconscious biases. (149)

Cognitive analysis provides insights into thinking processes such as problem solving, memory and language. These insights into mental processes are substantiated by observation, interview, and logic and reasoning testing.

Self-awareness and perception of self-worth impacts on people's ability to adopt a Co Mind set. The sorts of questionnaires available to determine the conditions of worth and degree in which a person is fully integrated and self-aware include **Personal Orientation Inventory** (150) which claims to measure self-actualisation and also the **Q-Sort Technique** (151) which examines changes in perceptions of self-worth.

4. Change keystone habits and increase willpower

Changing thinking habits takes time, patience and practice. It takes repetition for new modes of thinking to set in and new mind maps to be established.

As discussed in *Intervention #3: Commun-i-cations,* bad habits are powerful and difficult to change. (111) People enjoy creating habits, as this frees up conscious brain space for other activities. People particularly enjoy habits that provide a small dopamine hit to excite the pleasure centres in the brain. (111)

Organisations can help individuals develop new thinking habits. Studies show that a group of habits can be changed over time following the establishment of just one new **keystone habit**. Alcoa decided it needed to dramatically improve corporate performance and instituted one new keystone habit – the deployment of rigid new safety procedures. The change in attitudes toward safety led to complementary changes in related thought processes, for example, increased awareness about how well equipment was operating, which initiated continuous improvement activities around operating processes, which improved performance. (111)

Another idea to change bad habits is to conduct regular 'Co. OP' sessions, where people from across business and functions get together to try and identify misperceptions between groups. While the sessions are formal, in order to save participants time, each session is run as a breakfast meeting, approximately monthly.

Co.OP session example:

Gerald is a project manager working for the technology department in a bank. Recently he experienced a number of frustrations in trying to implement a new software program. Some of the bank internal change policies were rigid, requiring the same level of authorisations for

simple procedures as for complex procedures. This was slowing down the implementation process for simple tasks, creating unnecessary bottlenecks for his program.

Gerald believed that the Chief Risk Officer, Lydia, didn't want to reduce the restrictions of authorisations for simple processes because the control of risk is an imperative at the bank. Gerald was invited to discuss his perception with Lydia at a **Co.OP ©** session. He stated his belief and Lydia was entitled to respond.

When Gerald confronted Lydia about his perception of her thinking, he was surprised to find that she was fully aligned and in support of reviewing and changing authorisation requirements for simple jobs. Lydia agreed to revise the relevant authorisation policies within the month.

An understanding of the sessions is that responses for all participants must be honest and, if action is agreed, an action plan must be tabled to the facilitator before the next **Co.OP ©** session, the results of which would be reviewed and recorded. In many instances, such beliefs are often proven to be false perceptions.

Stress management is a **joint responsibility between individuals and organisations.** (16) In creating a Co. Mindset, individuals must learn to become **emotionally agile**, practising **mindfulness** and the ability to 'let go' of negative emotions. Undesirable thoughts and feelings are inevitable; however, the key is to not get 'hooked' by such emotions. Instead, emotional agility requires labelling thoughts and feelings, before analysing, accepting and dealing with them according to individual values. (153)

Forgiveness is an important practice for individuals to foster as teams work together to transform their behaviours in the best interests of the organisation. Forgiveness goes hand in hand with respect, the acceptance of differences and control of negative biases. **Gratitude** is equally important to cultivate, in order to establish a positive attitude towards work.

People must develop 'willpower muscles' in order to deal appropriately with poor interpersonal relations. Starbucks actively develop their employees 'willpower muscle' to deal with difficult customers by institutionalising a range of techniques and responses to difficult customers. For example, the LATTE method of control teaches employees when confronted by a difficult customer to *Listen* to what they have to say, *Acknowledge* there is a problem, *Take action* to correct the issue, *Thank* the customer and then *Explain* why the issue occurred. (111)

A similar approach to LATTE, teaching employees how to grow their willpower muscles and deal with difficult internal relationships, is to adopt a Co. GROW journalling approach:

Co. GROW journalling method

The **Co. GROW** approach involves individual's journalling over a five-week period:

- C= 5 things they are fearful of or frustrated with, requiring **C**ourage to overcome
- O=5 **O**pportunities to help team members perform their jobs better
- G= 5 things about work that they are **G**rateful for
- R= 5 people that they **R**espect
- O=5 ways in which they can practise being more mindful and **O**pen to the present moment
- W= 5 Working relationships to forgive

Each day employees are encouraged to find a way to:

- Find one way of being courageous

- Help at least one team member to perform their job better

- Nurture and pay respect to one thing they are grateful for

- Emulate one attribute of a person that they admire

- Practise being mindful as often as possible

- Try to see the point of view from one person who holds a contrary position

At the end of each month, team leaders facilitate an informal discussion to review how employee commitment has changed as a result of the activity.

Other suggestions to create and maintain a Co. Mind-set and Co Culture are available through Co Culture© (http://www.acoaffair.com or enquire at info@acoaffair.com).

5. Eliminate corporate psychopathy and serial bullying

Corporate psychopaths are characterised by a number of traits. On the positive, they can be confident and calm in a crisis and through escalating levels of change. On the negative, they can be incapable of empathy and compassion. Corporate psychopaths therefore tend to cause high levels of workplace stress and create more problems than they solve.

There is currently much debate and speculation about the growing emergence of corporate psychopathy across many industries. (154)

Corporate psychopathy is intentional, systematic and organised bullying. Successful psychopaths may be charming, fearless, shameless; devoid of empathy or remorse; manipulative, deceptive; impulsive, stimulus seeking; and a master of imitation. (155) They often employ subtle techniques that are difficult to detect or prove, and training or coaching is generally unsuccessful. (156) (20)

Corporate psychopathy is positively associated with resilience, creativity, good strategic thinking and communications skills and negatively associated with being a team player, management skills and overall accomplishments. (157)

While corporate psychopaths only make up approximately 1% of the population, their manipulative nature contributes to their obtaining more senior and influential positions compared to the normal distribution of roles. (158)

Corporate psychopaths can be identified with the help of the Psychopathy Measure Management Research Version (PC MRV). People test positively when they score 75% or more on the test. The tool is based on the primary factor elements from *the Psychopathy Checklist—Revised (the PCL R)* (Hare, 1991) and has been shown to have good levels of statistical reliability, internal and external validity, and face validity in management research. (158)

Often narcissistic leaders are incorrectly labelled with corporate psychopathy. Narcissistic leaders are not devoid of empathy and compassion; however, their prejudices and inferiority complexes can act to create selfish and ruthless behaviours. These complexes are developed through a combination of learned experience and genetics. (159)

6. Be confident that people will 'choose to Co.' over time and workplace stress will reduce

When people choose to adopt a Co. Mindset, displaying collective 'small ego' behaviours, then innovation and improved competitiveness can be achieved. This leads to a Co Culture, which is a key weapon for organisations to win the battle for competitive advantage.

Bad relationships feature in the majority of organisations today. Intentionally improving relationships by decreasing unwanted biases, levels of 'bad' organisational politics, bullying, and harassment is important for the survival and prosperity of global organisations.

History shows us that a number of significant changes in mindset have occurred over the past 50 years across many cultures. Less than 50 years ago Martin Luther King led the civil rights movement against the entrenched belief that black people was an inferior race in Southern USA. Only 40 years ago many Australians thought it acceptable to remove indigenous children from their parents in order that they be raised by 'white people' . The Apartheid system of racial segregation was institutionalised in South Africa until the late twentieth century. Communism was considered a superior economic model in countries such as Russia and China until relatively recently.

The future predicts that changes in thinking will only continue to escalate. The keyboard and mouse system is likely to be replaced by voice control, beginning in under three years. (1) By 2022, robots will be able to mirror human intelligence and by 2030 be able to perform most household tasks. (1) Neuroscientists will soon find ways to read people's minds with machines and in around 20 years' time people will be able to communicate directly with each telepathically using special telecommunications equipment. (160)

Public concerns for health and wellbeing are on the increase. Meditation, yoga, reflexology , tai chi and other Eastern 'energy alignment' methods were barely visible in western countries only a handful of years ago. Today, energy alignment techniques are becoming increasingly acceptable and popular methods for generating emotional wellbeing.

There is a growing concern for the harmful effects of poor corporate behaviours. Researchers and journalists are increasingly reporting on the prevalence of corporate psychopaths holding senior positions in global corporations. One study estimates that one in every ten bankers on Wall Street is a corporate psychopath. (161)

While people are free to choose a Co. Mindset, some organisational members may find it difficult to do so. Many successful decision makers have employed bad organisational politics in order to survive and prosper in the hierarchical organisational environment, building strong Big EGO attitudes and behaviours. Arguably, whole industries have corporate cultures which are steeped in Big EGO cultural norms.

However, perpetrators of bad organisational politics can also be victims. As many government political officials would attest, no matter how masterful a person becomes at politics, it is only a matter of time before they also become a victim. Tony Blair, former prime minister of Great Britain, and Julia Gillard, former Australian Prime Minister, are two such individuals whose eventual demise involved their being victimised by the same politics that had earned them the right to the 'top job'.

Transforming organisations to replace 'Big EGO' behaviours, which create stress, to 'small ego' behaviours that create high performance cultures should only be a matter of time.

Humans are capable of eradicating Big EGO behaviours and bad organisational politics if they so choose.

As has already been mentioned, research into brain plasticity proves that humans are capable of great, even miraculous changes to thinking and functioning. What were once perceived as fixed traits and thought processes are now believed to be entirely flexible, with the right training and commitment. (80) The brain can

be trained to create new motor neuron pathways and 'mind maps' that lead to entirely different thinking and behavior. (11) (80)

A natural human instinct is to be a powerful explorer, using the brain to conquer old and discover new and exciting ways of doing things. Another even more powerful instinct is the desire to leave a legacy. Conquering bad organisational politics should therefore be an exciting and motivating prospect for all people, promising to create a legacy that will impact across the broad spectrum of society.

Humans tend to change their mindset and behaviours towards major social topics – such as bullying – with a time and frequency pattern that follows a normal distribution curve, with the leaders or 'innovators' helping to influence the rest of the population (Diffusion of innovation Theory). (162) Fortunately, organisational 'innovators' are already setting standards, such as BP, GE and NAB, by increasingly adopting primary, secondary and tertiary interventions toward creating a Co Culture. These organisations are likely to influence other organisations to 'Choose to Co.', adopting a Co Culture, Co Leadership, Commun-i-cations, Change Control management and employee Co Mindset.

Part D: Controlling Workplace Stress Framework

Controlling Workplace Stress Framework

Managing stress in organisations is a three-way responsibility between governments, organisations and individuals.
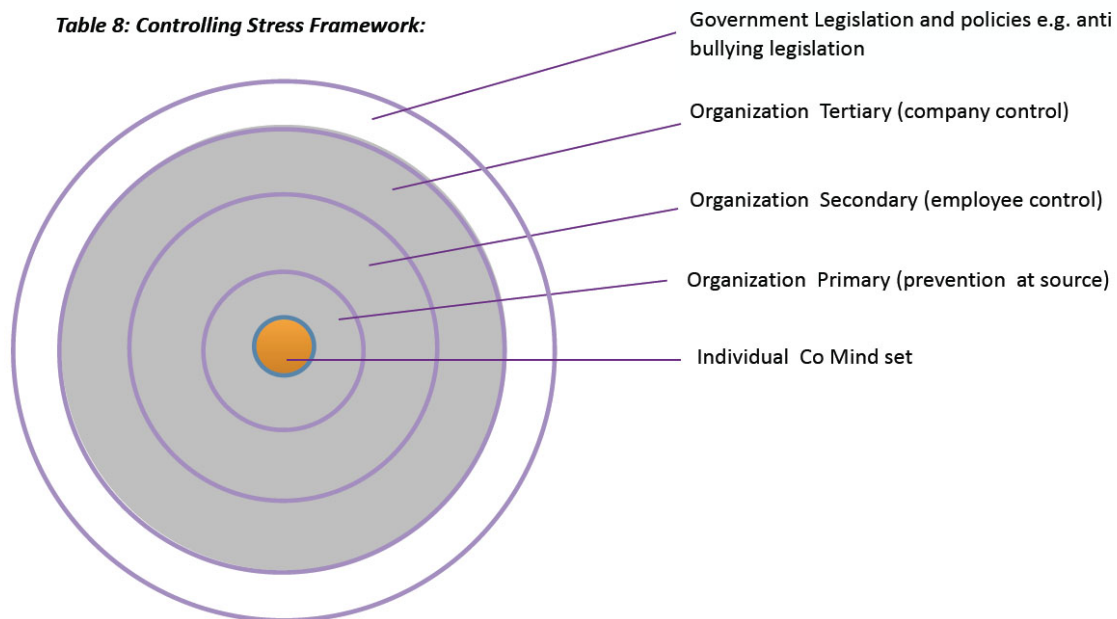
The most comprehensive stress intervention that an organisation can achieve is done on three levels (3, 9):

- Tertiary; which aims to provide <u>control at the corporate level</u> and includes treatment to employees who have experienced a work-related mental stress injury

- Secondary; which provides <u>control at the individual employee level</u>

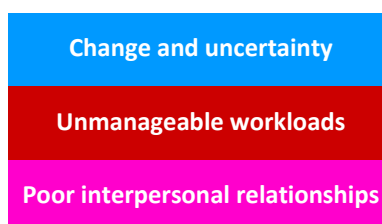- Primary; which <u>eliminates the source of stressors in the workplace</u>

Many organisations already focus on secondary and tertiary interventions, helping individuals to cope better with, and be treated for, stress. (163) This is, howeve, not **the best long-term solution** (163), as dealing with the source of job stressors through **primary interventions** is the most effective at achieving sustainable reductions. (9, 18)

The **Controlling Stress Framework** attempts to explain this relationship, while also recognising the responsibilities that governments and individuals have, alongside organisations, to reduce stress:

Table 8: Controlling Stress Framework:

Table 8: Controlling Stress Framework:

Government Legislation and policies e.g. anti bullying legislation

Organization Tertiary (company control)

Organization Secondary (employee control)

Organization Primary (prevention at source)

Individual Co Mind set

Main causes of stress

Change and uncertainty
Unmanageable workloads
Poor interpersonal relationships

Intervention type	Intervention examples
Government	Legislation e.g. Anti-bullying and harassment; Work Safe polices to ensure employers monitor the safety of employees (including mental safety), etc.
Org. - **Tertiary (Company Control)**	Anti-inclusiveness policies and 'Code of Conduct'; Corporate Psychopathy testing; recruitment control procedures, counselling support for victims of bullying
Org.- **Secondary** (**Employee control**)	Training and support for resilience and mental stress, participative management styles, flexible working practices, providing feedback and social support for employees, employee assistance programs
Org. - **Primary (Prevention at source)**	Good internal communications practices; good change management practices, reduced complexity in the organisation; leaders that openly endorse and role model diversity, inclusiveness and anti-bullying behaviours; processes that encourage diversity and inclusion, redesigning tasks, redesigning the physical work environment, provide for more equitable reward systems. Corporate values formalised and communicated; anti-inclusiveness made part of the performance review process (e.g. Google 'no jerk' policy)
Individual **(Co. Mindset)**	Actively Confronting unconscious biases, overcoming Complexes, Collaboration, Co-working, Compassion, Commitment, Competitive edge through resilience and business delivery

Government stress interventions

Provide Legislative support: Organisations can take advantage of government support for reducing bullying and harassment. For example, in Australia, under the Occupational Health and Safety Act (1991), employers have a duty to take all reasonably practicable steps to protect the health and safety at work of employees, which includes implementing measures to eliminate or control the risks arising from psychosocial hazards in the workplace.

Organisational stress interventions:

Tertiary:

Implement Code of conduct and corporate 'inclusiveness' policies: It is already common for global organisations to have a Code of Conduct and other formal policies to protect workers from bullying, harassment and other non-inclusive behaviours that can cause stress. (29)

Implement performance review measures: Performance review measures should align with corporate values help to control individual behaviours, in line with a Co Culture.

Provide Counseling support for victims: Many organisations today offer free telephone, web-based and/or face-to-face third party counselling support services to provide personal treatment and advice to organisational members.

Develop Recruitment Control Procedures: Many organisations currently adopt a series of behavioural, attitude and intelligence assessment questionnaires, both as part of general recruitment and at the beginning of any significant change journey, to identify how well individuals will perform. Psychometric testing helps to identify and encourage the employment of individuals with those factor traits that will likely influence resistance to change. Details of specific tests are provided in *Intervention #5: Co Mindset – Recruit the right employees*.

Introduce corporate psychopathy testing: Psychopathy testing can also be applied to help filter out potential 'serial bullies' or corporate psychopaths. The Corporate Psychopathy Test **PC MRV** could be used as pre-employment assessment or to assess the suitability of incumbent employees for leadership positions. See *Intervention #5: Co Mindset – Eliminate Corporate Psychopathy*

Secondary stress interventions

Some global organisations have established mechanisms to help individuals to control their stress, which were introduced in *Part C: Interventions to combat workplace stress:*

Provide resilience training and workshops: Employee resilience helps to keep individual stress levels and related productivity reductions at a minimum through the chaos of change. 'Resilience' training and other 'mindfulness' coaching encourages individuals to self-manage the release of stress.

Provide wellness, fitness, and other related health services: Offering free or discounted access to health and wellness centres helps employees to manage stress. This should be complemented with flexible and ergonomic work conditions.

Allow employees to contribute to work planning: Inviting employees to help plan their work will help them to manage the stress from high workloads.

Form Strategic Alliances: Some organisations form strategic alliances with charitable organisations associated with stress and its effects on health and wellbeing. For example, NAB works with organisations such as Beyond Blue in order to develop its wellness program. NAB also has formalised an alliance with the Alannah and Madeline Foundation, a recognised Australian anti-bullying foundation. Similarly, BP has strong alliances with charitable organisations, such as the McGrath foundation, as partners for the purposes of promoting wellness.

Primary stress interventions

Give people greater control during times of uncertainty: Lack of control experienced through change, uncertainty and poor relationships, is one of the greatest contributory factors to high stress. Organisations must therefore aim to provide stress interventions that give control back to people. (11) Giving control back to employees faced with redundancy, for example, can be achieved by providing them with supportive training and development to help them increase their confidence and discover new ways to earn an income (e.g. Little co, Big CO at www.acoaffair.com).

Convert the organisation effectively: Effective change management helps to reduce the stress of organisational change through engagement, trust, reducing politics, reducing cynicism and removing other 'blockers' to success. Specific change management practices were discussed in *Part C: Intervention #1: Controlling change and uncertainty.*

Reduce Complexity: Reducing organisational complexity reduces stress from high workloads. Methods to reduce organisational complexity are provided in *Part C: Intervention #2* : *Reducing Complexity.*

Communicate and engage: Employee engagement reduces stress. Effective internal communications increases levels of trust and wellbeing, fosters high-performing teams, improves innovation and problem solving and improves a company's ability to be successful in transformation. Opportunities for two-way collaboration and

conversation between leadership and employees, particularly on an informal or social basis, should be increased. Specific communications and engagement interventions are provided throughout *Intervention #3: Commun-i-cations.*

Optimise work conditions: Operating an effective culture must take into account the conditions necessary for optimal cognitive functioning. In order for the brain to operate at its best, people need sufficient sleep, regular exercise, a good diet, as little caffeine and alcohol as possible and positive human interactions. Workplace conditions, including flexible practices, healthy food in meetings, spaces for napping and exercise facilities, are therefore important to incorporate, helping to maximise levels of engagement, trust , team performance, change success and corporate reputation. Optimising work conditions should be achieved alongside developing effective internal communications processes (see further I*ntervention #3: Commun-i-cations*).

Create a Co Culture and values: Organisations should promote and reinforce through leadership and performance reviews, a set of corporate values that align with a Co Culture and help to create high performance behaviours. This includes collaboration, co-operation, conversation, compassion, courage and commitment to collective success. A Co Culture is discussed further in *Intervention #4: Co Culture*.

Practice Co. Leadership: Co. Leadership helps to reduce stress in organisations by encouraging care, co-working, diversity and inclusion. The attributes of a Co. Leader are outlined in *Intervention #4: Co Culture-Co. Leadership*.

Mandate Diversity training: Organisations should offer attitudinal (situational) diversity training, teaching employees about the value of diverse teams and providing techniques to encourage employees to change thinking and behaviours. The value of diversity and suggested interventions are summarised in *Intervention #4: Co Culture.*

Mandate Inclusiveness training: Organisations should also offer training in how to become more inclusive of others. For example, BP offers 'Inclusive Leadership', helping employees to understand how the brain processes information and stores unconscious biases and judgments that can lead to behaviours associated with bullying and harassment when 'intuitively' retrieved. The value of diversity and inclusion and the role of unconscious biases are reviewed in *Intervention #4: Co Culture and Intervention #5: Co Mind set*.

Consistently reinforce stress interventions: Repeated stress incurred by individuals leads to a sense of learned helplessness, which reduces innovative thinking and performance. (11) Companies must therefore be consistent in delivering stress interventions and deliberately acknowledge failures when they occur.

Apply employee motivation techniques: Leaders must continue to try and relieve employees of stress through common motivation techniques including:

- Encouraging employees to contribute to decision making (*mentioned in Intervention #2*)

- Increasing job satisfaction during change (*mentioned in Intervention #1*)

- Providing stretch goals and recognition throughout change so that employees continue to feel valued (*Intervention #1*)

Implement quick wins to improve organisational performance: The **Co. Solution no.1 – Cost Conscious solutions for Competitive advantage** details number of specific zero-cost actions that can be 'quick wins' for improving organisational performance and reducing stress in the workplace:

1. Create a lunchtime exercise group, such as a running group. Get leaders to participate in the group.

2. Replace working lunches with 'walk time' lunches, with a sandwich and fruit at the end

3. Get leadership to host offsite meetings at their home

4. Replace expensive restaurant dinner and drinks with group exercise, followed by a spa treatment and healthy meal

5. Include music and dancing at all group overnight functions

6. Approve a communal 'nap area'

7. Monitor staff for informal communications patterns and use results in performance reviews

8. Monitor formal meeting communications patterns and create a team charter to ensure consistent and appropriate behaviour

9. Create a rule that email can only be used when an audit trail is required. Otherwise use face time, Skype face to face and telephone

10. Replace email, intranet and e news with leadership / expert led podcasts and webcasts

11. Hold regular informal lunches with remote teams via Skype

12. Ensure remote staff can always see their team members . . . give them access to cameras

13. Reduce office space by allocating cross-functional teams into closely connected hubs. Rotate on a regular basis

14. Why do people have coffee breaks? For conversation. Install a coffee machine and teach people how to be a barista. Offer herbal tea and promote the benefits of tea through a competition/ challenge. Make sure the location of the machine is central

15. Host corporate 'town halls' in an outdoor space

16. Establish a set of high-performance corporate values and embed these into the performance review process

17. Embed 'inclusiveness' behaviours into performance reviews and leadership discussions

18. Offer staff discounts on health and wellness activities

19. Make staff awards health and wellness related e.g. replace the bottle of whiskey and watch with a free massage and pedometer

20. Ensure the company cafeteria stocks only healthy food options

21. Post a picture of eyes above any 'honesty boxes' requiring staff to self-pay for any food or drinks

22. Mandate diversity and inclusion training or, to save money, instead create a repository of stories from staff and customers and host on corporate intranet, for sharing in meetings

23. Mandate a 'safety' session at the start of every meeting, that includes mental wellness

24. To improve innovation: Establish a dedicated innovation team from employees at risk of redundancy; use Edward De Bono and other innovation decision models in meetings; don't penalise people for the failure of innovation trials

25. Build online communities to foster improved relationships

26. Encourage employees to help develop and feature in marketing materials, building their advocacy and commitment, through their personal creation of YouTube videos

Individual stress interventions: the employee responsibility:

Commit to a Co. Mind set: Individuals must learn how to become more agile and resilient to stress. They should also consciously confront their biases and attitudes; be respectful; forgive others more easily; and be grateful for what they have.

Intervention #5: *Co Mindset* provides evidence to support the capability of employees to change mindset through brain plasticity, and suggestions to help employees practise a Co Mind set, where they:

- **Commit** to achieving shared organisational goals

- **Confront** personal fears and biases

- **Concentrate** on looking at the positive

- **Collaborate** to solve problems and innovate

- Be **Courageous** in making decisions and standing up for what is right

- Be more **Compassionate** towards others who may be different

- Develop a **Competitive edge** through resilience and delivery of business results

Conclusion

Workplace stress costs a lot of money. If you are going to improve your organisation's finances and overall performance, then you must control stress.

The successful functioning of human capital is a key indicator of an organisation's competitiveness. Stress not only costs a lot of money but it influences the effectiveness of people's thinking, attitudes and behaviours, impacting on an organisation's ability to be successful in innovation, change and overall performance.

Escalating competitive challenges mean that organisations cannot afford to employ people who create or cannot deal with stress.

The competitive landscape is moving too quickly for organisations to employ people who hamper organisational performance. Human capital must be performing at its best, which means that companies need people who will pull together and collectively commit to achieving the goals of the organisation.

Stress management is a three-way partnership between governments, organisations and individuals.

The three main sources of stress in the workplace, covering the vast majority of claims and other related costs, are change and uncertainty, high workloads and poor interpersonal relationships.

Stress from poor interpersonal relationships is generally a result of bullying, harassment and other forms of bad organisational politics. Sometimes it simply results from judgments and misperceptions that people have of others, due to unconscious biases. This source of stress must be managed by increasing greater trust and intimacy between people, which can be achieved through communications, culture and mindset.

Governments must support reductions in stress through policy and legislation. Corporations must provide a range of tertiary, secondary and primary stress interventions, and will particularly benefit from implementing primary interventions that target stress at its source and prevent it from occurring. To guarantee success, however, individuals must also take responsibility for achieving greater personal resilience, and embrace cooperation, collaboration and compassion for others as primary motivators for high performance.

Workplace stress is a societal issue, heavily impacting on the wellbeing and finances of western cultures.

Workplace stress is more prevalent in western cultures, where individualism and competitiveness is more highly valued. In order to reduce workplace stress governments, industries, corporations and individuals must work together to change the cognitive and behavioural processes that lead to stress.

Fortunately, historical precedents and the latest neuro-scientific discoveries prove that employee attitudes and corporate cultural 'norms' are capable of great reform. With the right commitment to stress reduction and prevention, therefore, overall societal wellbeing and performance should improve.

Being successful in reducing workplace stress will make you happier and help you to leave a leadership legacy that will be remembered.

Reducing workplace stress will improve organisational performance in a sustainable way. If you are a leader, it will also improve the health, wellbeing and prosperity of you, your people and your community.

Make your impact on the world by implementing **Core interventions to Combat workplace stress** today.

Bibliography

1. Wikipedia Timeline of the Future in Forecasts. *Wikipedia.* [Online] 15 December 2013. http://en.wikipedia.org/wiki/Timeline_of_the_future_in_forecasts.

2. **Williams, Ray B.** The Silent Epidemic: Workplace Bullying. *Psychology Today.* [Online] 13 May 2011. [Cited: 20 July 2013.] https://www.psychologytoday.com/blog/wired-success/201105/the-silent-epidemic-workplace-bullying.

3. **America Psychology Association.** *Stress in America.* 2012.

4. **American Psychological Association.** [Online] 2009. http://www.apa.org/practice/programs/workplace/phwp-fact-sheet.pdf.

5. **European Agency for Safety and Health at Work.** *European Risk Observatory Report Stress at work: Facts and figures.* Luxembourg : Office for Official Publications of the European Commission, 2009.

6. **Wernke, M. and Huss, M.** *An alternative explanation for cross cultural differences in the expression of psychopathy. Aggression and Violent Behaviour.* s.l. : Creighton University, 2009.

7. **WorkSafe Australia.** *The Incidence of Accepted Workers Compensation Claims for Mental Stress in Australia.* 2013.

8. **Medibank.** *The Cost of Workplace Stress in Australia.* August : s.n., 2008.

9. **Price Waterhouse Coopers.** *Workplace Wellness in Australia.* Melbourne : s.n., 2010.

10. **Australian Government Workplace Stress Report.** Workplace Stress Report. 2013.

11. **Medina, John.** *Brain Rules.* Melbourne : Scribe, 2011.

12. **Chang, C.** The relationship between perceptions of organisational politics and employee attitudes, strain and behaviour. p779 801. Vol. 2 ed 4 : *Academy of Management Journal*, 2009.

13. *Calculating the ROI on Internal Communication.* **Sprague, Robert W. and Samuel Del Bvocco.** 2002, Wiley periodicals, pp. 33 44.

14. **Gandell, S.** How Blockbuster Failed At Failing. *Time Magazine.* [Online] [Cited: 10 Nov 2013.] http://content.time.com/time/magazine/article/0,9171,2022624,00.html.

15. **Collinson, S. and Jay, M.** *From Complexity to Simplicity: Unleash your organisation's potential.* London : Palgrave MacMillan, 2012.

16. **Warr, Peter.** *Psychology at Work.* London : Penguin Books, 2002. Ffth edition.

17. Employee perceptions of Organisational Change: the mediating effects of stress management strategies. **Yu, Ming Chu.** 1, 2009, *Public Personal Management*, Vol. 38, pp. 17 26.

18. **Safe Work Australia.** *Mental Stress Costs Australian Businesses More than $10bn per year.* 2013.

19. **Wells, Rachel.** Most Workplace Bullying Claims Fall Short. *The Age.* s.l. : Fairfax, 2013. December 27.

20. **Askew.** *Bullying in Schools.* London : Trentham Books, 1989.

21. **Einarsen, S.** *Bullying and Emotional Abuse in the Workplace: International Perspectives in Research and Practice.* 2003.

22. **Wikipaedia.** Definition of Bullying. *Wikipedia.* [Online] 10 November 2013. http://en.wikipedia.org/wiki/Bullying.

23. **Lieber, L.** *Hot Workplace Bullying Effects the Bottom Line.* s.l. : Wiley periodicals, 2010.

24. **Hofstede, G.** *Cultural Insights.* 1990.

25. **Robertson, Katie.** Women work harder after workplace bully ing. *Perth Now.* [Online] 20 March 2013. http://www.perthnow.com.au/news/western australia/bullied-male-workers-slack-off-according-to-ecu-research/story-e6frg13u-1226601691335.

26. **Treadway, Darren.** Political Skill and the job performance of Bullies. *Journal of Managerial Psychology.* issue 3 vol 28 2013, pp. 273 289.

27. **Department of Educations and early Childhood development.** The Impact of Bullying. *The impact of Bullying*.
[Online] http://www.education.vic.gov.au/about/programs/bullystoppers/Pages/ impact.aspx.

28. Theravive. What Causes Bullies? [Online] http://www.theravive.com/research/The Psychology Of Bullying.

29. **Australian Government Comcare.** Preventing and managing Bullying At Work A guide for Employers. ComCare. [Online] 2012. http://www.comcare.gov.au/forms-and-publications/publications/safety_and_prevention/?a=40 108.

30. **Collin, Catherine, Grand, Voula and Benson, Nigel.** *The Psychology Book.* London : Penguin Group, 2012.

31. **Holmes, Hannah.** *Quirk.* North Sydney : Randon House Australia, 2011.

32. **Johnson, G. and Scholes, K.** *Exploring Corporate Strategy Text and Cases.* Sixth Edition : FT Prentice Hall, 2004.

33. **FutureTimeline.net.** Virtual telepathy is dominating personal communciations. *FutureTimeline.net.* [Online] http://www.futuretimeline.net/21stcentury/2040.htm#synthetic telepathy.

34. **McGrath, Rita Gunther.** Transient Advantage. *Harvard Business Review.* June, June 2013, Vols. p94 105, p. 62.

35. *Leading Change: Why transformation efforts fail.* **Kotter, John.** 2012, Harvard Business School Press Books., pp. 1 208.

36. *Change Management Foundation Course.* **Project Laneways.** Melbourne : www.project laneways.com.au, 2012.

37. **Burke, W.** *Organisation Change Theory and Practice.* 2. Essex : Sage, 2008.

38. Organisational Frame Bending. **Tushman, D Nadler and M.** 3, 1989, *Academy of Management Executive* (08963789)., Vol. 3, pp. 194 204.

39. **Durham Business School.** Managing Change . *Unit 5.* s.l. : Durham Business School, 2012.

40. **Kotter, J.** The Essentials of Managing Change and Transition. *Harvard Business School.* 2005.

41. *Organisational Frame Bending: Principles for Managing Reorientation.* **Tushman, D Nadler and M.** 1999.

42. **Isabella, L.** Evolving Interpretations as Change Unfolds: How Managers Construe Organsiational Events. *Academy of Management Journal.* 1990, Vol. 3, 1, pp. 14 35.

43. Understanding Radical Change: Bringing Togther the Old and New Institutionalism. **Hinings, Greenwood.** 4, 1996, *Academy of Management Review*, Vol. 21, pp. 1022 1054.

44. *Managing Change.* **MBA, Durham Business School.** Durham : Unit 7, 2012.

45. **Beer, M., Eisenstaedt, R. and Spector, B.** *Why Change Programs Don't Produce Change.* 1993.

46. Choosing Strategies for Change. **Kotter, John.** 7, 2008, *Harvard Business Review*, Vol. 8, pp. 130 139.

47. **Bennis, W.G, Benne, K.D. and Chin.** The Planning Of Change. February, 1985.

48. **Brown, S. and Eisenhaerdt, K.** The Art of Continuous Change: Linking Complexity Theory and Time Based Evolution in Relentlessly Shifting Organisations. *Administrative Science Quarterly.* March, 1997, Vol. 42, 1.

49. **Palmer, D.A., Jennings, P.D. and Shou, X.** Politics and Institutional Change; late Adotpion of the Multi dividsional Form by U.S. Corporations. *Administrative Sciences Quarterly.* p100 131, 1993, Vol. 38, 1.

50. **Kim and Maughbourne.** fair process: managing in the Knowledge Economy. *Harvard Business Review*. Jan, 2003, Vols. pp 127 136.

51. *Managing People.* **MBA, Durham Business School.** Durham : Unit 9, 2006.

52. *Managing People.* **MBA, Durham Business School.** Durham : Unit 5, 2006.

53. *Understanding and Managing Cynicism about Organisational Change.* **Richers, Wanous and**

54. Austin. 1, 1997, Academy of Management Executive., Vol. 11, pp. 48 59.

55. Organisational Cynicism as A Factor that Affects the Organisational Change in the Process of Globalisation and An Application in Karaman's Public Institutions*. .* **Ince, Mehmet1.** 2011, *European Journal of Economics, Finance & Administrative Sciences. ,* Vol. 37, pp. 104 121.

56. **Corporate Executive Board.** *Implementing Cultural Change.* 2002.

57. Work Motivation and Satisfaction: Light at the End of the Tunnel*.* **Locke, Edwin.** 4, s.l. : *Psychological Science,* 1990, Vol. 1.

58. **Bloom, Dr. W., Hall, J. and D., Peters Pf.** *The Encyclopedia of Mind Body Spirit.* s.l. : Octpous Publishing, 2009. **Reid Hoffman, Ben Casnocha and Chris Yeh.** Tours of Duty The new Employer Employee Compact. *Harvard Business Review*. June 2013, pp. 49 58.

59. **Reuters.** *Global Smartphone Analytics.* 2005 2012.

60. **Wikipedia.** The evolution of Six Sigma. *Six Sigma.* [Online] 19 March 2012. [Cited: 10 Nov 2013.]

61. Communication for the Long Term: Information Allocation and Collective reflexivity as Dynamic Capabilities. **Ballard, Luis Felipe Gómes1 and Dawna I.** 2, 2013, *Journal of Business Communication*, Vol. 50, pp. 208 220.

62. The Role of Communication and Trust in Global Virtual Teams: A Social Network Perspective*.* **Sarker, Saonee, Ahuja, Manju and Sarker, Suprateek.** 1, 2011, *Journal of Management Information Systems,* Vol. 28, pp. 273 309.

63. **Gallup.** *State of the American Workplace.* s.l. : Gallup, 2013.

64. **Wyatt Watson Worldwide.** Capitalising on Effective internal Communciation. [Online] 2009. http://www.watsonwyatt.com/research/pdfs/NA 2009 14356.pdf.

65. The evolution of the employee engagement concept: communication implications*.* **Welsch, Mary.** 4, 2011, *Corporate Communications: An International Journal*. , Vol. 16, pp. 328 346.

66. Impact of Organisational Culture and Communication on Employee Engagement: An Investigation into India Private Banks. **Srivastava, Swatee Sarangi* arid R K.** 3, 2012, *South Asian Journal of Management,* Vol. 19, pp. 18 33.

67. Job Satisfaction as an Antecedant to Employee Engagement*.* **Abraham, Susan.** 2, 2012, *SIES Journal of Management.*, Vol. 8, pp. 27 36.

68. **Pentland, Alex 'Sandy'.** The New Science of Building Great Teams. *Spotlight on the Sectrets of Great* Teams. April 2012.

69. *Building Smart Teams A RoadMap to High Performance.* **Barker, Carol A. Beatty and Brenda A.** 2004.

70. *The Living Company.* **De Guis, Arie.** 1997, Harvard.

71. THE ARCHITECTURE OF COLLABORATION*.* **Fjeldstad, Øystein D., Snow, Charles C. and 3 Raymond E. MIiles, 4.** 2012, *Strategic Management Journal*, Vol. 33, pp. 734 750.

72. Beyond the Charismatic Leader: Leadership and Organisational Change*.* **Tushman, David Nadler and** Michael. 2, 1990, *California Management Review*, Vol. 32, pp. 77 97.

73. Externally Directed and Internally Directed Market Launch Management: The Role of Organisational Factors in Influencing New Product Success . **Kuester, Sabine.** 1, 2012, *Journal of Product Innovation Management*, Vol. 29, pp. 38 52.

74. **Kolb, D. and Bartunek, J.** *Hidden Conflict in Organisations: Uncovering Behind the Scenes Disputes.* Newbury Park CA : Sage publications, 1992.

75. *The Nine Types of Intelligences: Overview of the Multiple Intelligences theory.* **Gardner, Howard.** 2001, Association for supervision and curriculum development.

76. **Pelsmacker, Geuens and Can Den Burgh.** *Marketing Communications: A European perspective.* 4. Essex : Pearson, 2010. p. 67.

77. **Anderson, Kare.** Make Your Message (Almost) As vital as Air. s.l. : HBR Blog Network, 2012.

78. The Impact of Internal Marketing on Internal Service Quality: A Case Study in a Jordanian Pharmaceutical Company. **Elsamen, Amjad Abu1.** 19, 2012, *International Journal of Business & Management.*, Vol. 7, pp. 84 95.

79. **Pelsmaker, Patrick De, Guens, Maggie and Bergh, J Van Deb.** Miller Beer . [book auth.] Marketing Communications : A European Perspective. *2010.* 4th Ed, p. 221.

80. **Doige, N.** *The Brain That Changes Itself.* Brunswick, VIC : Scribe publications, 2010.

81. **Cayla, Julien and Arnould, Eric.** A Cultural Approach to Branding in the Global Marketplace. *Journal of International Marketing*. Iss. 4 Vol 16 2008.

82. Empathy Versus Pride; The Influence of Emotional Appeals Across Cultures*.* **Aaker, J. and Williams, P.** 3, 1998, *The Journal of Consumer Research*, Vol. 25, pp. 241 261.

83. **Foscht, T., et al., et al.** The Impact of Culture on Brand Perception: A six nation study*. Journal of Product and Brand Management*. 131 142, 2009, Vol. 17, 3.

84. **Douglas, S.P. and Criag, C.S and Nijssen, E.J.** Integrating Branding Strategy Across Global Markets: Building International Brand Architecture. *Journal of International Marketing.* 97 114, 2001, Vol. 9, 2.

85. **Ranger and Hobsbawn.** *Invention of Tradition.* s.l. : Cambridge University Press, 1983.

86. **Sahlins.** *What Kinship is and Is Not.* s.l. : The University of Chicago Press, 2013.

87. Cognitive Organisation and Identity Maintenance in Multi-cultural teams*.* **Arits, Jalianta and Walker, Robyn C.** 1, 2010, *Journal of Business Comunication*, Vol. 47, pp. 20 41.

88. **Lehman, Van Den Burgh and.** *A concept and practical measures. Managing Multi cultural teams.* Winterthur : Intercultural competence for practitioners and trainers, 2005.

89. Determinants of Joint Action in International Channels of Distribution: The Moderating Role of Psychic Distance. **Wesley, Johnston.** 3, 2012, *Journal of International Marketing*., Vol. 20, pp. 34 49.

90.   **Nyström, Christina Amcoff1.** Virtual teams Support for Technical Communciation. *Journal of Organisational Transformation & Social Change*. vol 10 April 2013, p. iss 1.

91.   Cross Culture Influences on Interpersonal Relationship in Communication Management. **Huang, Xiaoyan Shang1 & Lan.** 12, 2013, *International Journal of Business and Management,* Vol. 8.

92.   The Anonymity Factor in Making Multi-cultural Teams work: Virtual and Real Teams. **Berg, Roberta Wiig**. 4, Oslo : *Business Communication Quarterly*, 2012, *Business Communication Quarterly*, Vol. 75, pp. 404 424.

93.   Internal communication effectiveness enhances bottom line results. **Yates, Kathryn1.** 3, 2006, *Journal of Organisational Excellence*, Vol. 25, pp. 71 79.

94.   Enhancing Effectiveness on Virtual teams. **Berry, Gregory R.** 2, 2011, *Journal of Business Communication*, Vol. 48, pp. 186 206.

95.   **Larkin, T.** *Communicating Change.* s.l. : McGraw Hill Professional, 1994.

96.   **Boris Groysberg, Michael Slind.** Leadership Is A conversation. *Harvard Business Review.* June 2012, pp. 76 84.

97.   *High Performance Organisations in a Wicked problem World.* **Langdon, Morris.** 2004.

98.   Investigating Verbal Workplace Communication Behaviours*.*. **Keyton, Joann.** 2, 2012, *Journal of Business communication*, Vol. 50, pp. 152 169.

99.   Axecorps Team Challenge:Teaching Teamwork via 3D Social Networking Platforms. **Carmichael, Kendra.** 4, 2011, *Business Communication Quarterly*, Vol. 74, pp. 479 485.

100. Everybody Needs Somebody: The Influence of Team Network Structure on Information Technology Use. **Magni, Massimo1.** 3, 2012, *Journal of Management Information Systems*., Vol. 29, pp. 9 42.

101. The Central Role Of Communications In Developing Trust And Its Effect On Employee Involvement. Thomas, Gail Fann1. 3, 2009, *Journal of Business Communication*, Vol. 46, pp. 287 310.

102. Trust In Management as a Buffer of the Relationship between Overload and Strain. **Harvey, Steve.** 4, 2003, *Journal of Occupational Health Psychology*, Vol. 8, pp. 306 315.

103. **International Association of Business Communicators,.** *Communicators in Business.* Chicago : IABC, 2008.

104. *The dynamics of Collective Leadership and strategic change in organisations.* **Denis, Lamoth and Langley.**

105.   Supervisor Subordinate Communication: Hierarchical Mum Effect Meets Organisational Learning. **Bisel, Ryan S. and Messersmith, Amber S.** 2, 2012, *Journal of Business Communication*, Vol. 49, pp. 128 147.

106. **Slind, Boris Groysberg and Michael.** Leadership Is A conversation. *Spotlight on Leadership.* June 2012, pp. 76 84.

107. **Amy Cuddy, Matthew Kohut.** Connect, Then Lead. *Harvard Business Review.* August 2013, pp. 55 62.

108. Improving Employees' Interpersonal Communciation Competencies: A Qualitative Study. **Hynes, Geraldone. E.** 4, 2012, *Business Communication Quarterly*, Vol. 75, pp. 466 475.

109. The Central Role of Communication in Developing Trust and its Effect on Employee Involvement. Thomas, Gail Fann1. 3, 2009, *Journal of Business Communication*., Vol. 46, pp. 287 310.

110. **Anklam, Patti.** KM and the Social Network. May 2003, pp. 24 28.

111. **Duhigg, Charles.** *The Power of Habit: Why we do what we do and how to change.* London : Random House Books, 2012.

112. **Academy of Management.** *Organisational Behaviour Conference Paper Abstracts.* pg. 1 69 : Academy of Management, 2010. pp. 1 171.

113. **Gisele Boulay.** Study reveals Australian office workers stressed by email overload. [Online] http://www03.ibm.com/press/au/en/pressrelease/32913.wss.

114. **Vedentam, Shankar.** *The Hidden.* New York : Randon House, 2010.

115. National Australia Bank. Wikipedia. [Online] http://en.wikipedia.org/wiki/ National_Australia_Bank.

116. **Einsteet, Beer.** *Why Change Programs Don't Produce Change.* 2006.

117. **Cornelissen, Joep.** *Corporate Communciation.*

118. *Communicators in Business.* 2008.

119. Measuring return on investment (ROI) of organisations' internal communication efforts*.* **Berger, Juan Meng and Bruce**. 4, 2012, *Journal of Communication Management*. , Vol. 16, pp. 332 354.

120. Reconsidering Communication and the Discursive Politics of Organisational Change . **McLellan, John.** 4, 2011, *Journal of Change Management*, Vol. 11, pp. 465 480.

121. Managing business transformation to deliver strategic agility*.* **Morgan, Robert.** 5/6, 2008, *Strategic Change*, Vol. 17, pp. 155 4168.

122. *State of the American Workplace.*

123. **Gavett, Gretchen.** Ten Charts To Show We've All Got A Case of the Mondays. *HBR Blog Network.* 14 June 2013.

124. **Atkinson, Philip E.** Creating Culture Change. [Online] 1990. [Cited: 23 October 2013.] http://www.philipatkinson.com/Philip Atkinson CreatingCultureChange.pdf.

125. **Bion, W.** Attacks on Linking. *International Journal of Psychoanalaysis.* 308 315, 1959, Vol. 40.

126. *China Sales force Effectiveness: Building pride and performance.* **Bessler, Joni.** 2010, Boose and Company.

127. *The Customer Centric Organisation: from pushing products to wining customers.* **Hamilton, Boose Allen**. 2004, BooseA llen .

128. **Sullivan, Owen.** Right Management Manpower Group. *Leadership Traits That Most Impact Success and the Pitfalls That Lead To Derailment.* 2011.

129. Resilient Leadership in Challenging Times: building a resilient organisation*.* **Taylor, Dr Sven Hansen and Stuart.** 4, 2004, *Physician Executive*., Vol. 30, pp. 18 21.

130. **Walton, John.** *Strategic Human Resource Development.* London : Pearson Education Limited, 1999.

131. **Hansen, Dr. S and Taylor, S.** *Resilient Leadership In Challenging Times: Building a Resilient Organisation. [book auth.] Whitepaper of the Resilience Institute*. http://intheroom.com.au/wp content/ uploads/2013/07/TRI-White-Paper-Leadership-in-Challenging-Timesv7.pdf. 2011.

132. *BP Sales and Marketing Conference paper.* **Price Waterhouse Coopers.** Melbourne : s.n., 2013.

133. **Erickson, T. and Grattan, L.** What It means To Work here. *Harvard Business Review.* March, 2007.

134. *Leadership and the New Science: Discovering Order in a Chaotic World.* **Wheatley, M.J.** San Francisco : Berrett Koehler Publishers, 2006.

135. **Hagey, Jason.** Flocking Birds and schooling Fish. *http://www.susqu.edu/facstaff/.* 24 June 2002.

136. **Miller, P.** Swarm Theory. *National Geographic.* [Online] July 2007. [Cited: 25 Sept 2013.] http://ngm.nationalgeographic.com/2007/07/swarms/miller text.

137. **Wikipedia.** Flocking (behaviour). *Wikipedia.* [Online]

138. **Lewin, Roger and Birute Regine.** Leading at the Edge: How leaders influence complex systems. 2011.

139. *Building Legacy Leadership.* **Birchfield, Reg.** 2012, New Sealand Management, p. 24.

140. **Gettler, Leon.** *Organsiations Behaving Badly.* Milton : John Wiley & Sons. , 2005.

141. **Francesco Gino, Gary Pisano.** Why Leaders Don't Learn from Success. *Harvard Business Review.* April 2011, pp. 68 82.

142. **Binna Kandola.** *The Value of Difference: Eliminating bias in organisations.* Oxford : Pearn Kandola publishing, 2009.

143. **Kahneman, Daniel.** Before You Make That Big Decision. *Harvard Business Review.* 50 60 June 2011.

144. **McKinsey.** The Case for behavioural strategy. *McKinsey Quarterley.* March 2000.

145. **Kahneman, Daniel.** *Thinking Fast and Slow.* New York : Farr, Straus and Giroux, 2011.

146. **BP.** *BP Inclusive leadership online training.* London : s.n., 2013.

147. Godron Allport. *Wikipedia.* [Online] [Cited: 6 Jan 2014.] http://en.wikipedia.org/wiki/ Gordon_Allport.

148. Eysenck Personality Questionnaire. *Wikipedia.* [Online] [Cited: 6 Jan 2013.] http://en.wikipedia.org/wiki/Eysenck_Personality_Questionnaire.

149. **Durham Business School.** Managing People. *Unit 7.*

150. An Inventory for the Measurement of Self Actualisation. **Shoestrum, Everett.** 2, s.l. : *Educational and Psychological Measurement*, 1964, Vol. 24.

151. Some Observations on Q Technique. **Stephenson, William.** 5, s.l. : *Psychological Bulletin*, 1952, Vol. 49.

152. Toward a cognitive social learning reconceptualisation of personality. **Mischel, Walter.** 4, s.l. : *Psychological Review*, 1973, Vol. 80.

153. **David, Susan and Congelton, Christina.** Emotional Agility. *Harvard Business Review.* november 2013, pp. 125 135.

154. **Babiak, P. and Hare, R.** *Snakes in Suits: When Psychopaths Go To Work.* s.l. : Harper Collins e books, 2009.

155. **Jakobwits, S. and Egan, V.** The Dark Triad and Normal Personality Traits. *Science Direct.* 40, 2005.

156. **Gregor, Steven.** Fighting Back: Workplace Bullying In Australia. *Australian Psychological Society.* [Online] 2013. http://www.psychology.org.au/publications/inpsych/workplace_bullying/.

157. **Babiak, Paul and Neumann, C.** *Corporate Psychopathy: Talking the walk.* s.l. : John Wiley and Sons, 2010.

158. **Boddy, C.** The Implications of Corporate Psychopaths for Business. *AJBBS.* 30, 2005, Vol. 1, 2.

159. **Wikipedia.** Inferiority Complex. *Wikipedia.* [Online] 27 01 2014. [Cited: 27 01 2014.]

160. **various.** Future Studies. *Wikipedia.* [Online] [Cited: 30 October 2013.] http://en.wikipedia.org/wiki/ Futures_studies.

161. The Atlantic. *is Wall Street Full of Psychopaths?* [Online] http://www.theatlantic.com/health/archive/2012/03/is wall street full of psychopaths/254944/.

162. **Lee, Nancy and Kotler, Philip.** Identifying target Audience bariers, benefits, the competition and influential others. *Social Marketing Influencing behaviors for Good.* 2012, pp. 189 207.

163. **Noblet, A. and LaMontagne, A.** The Role of workplace health promotion in addressing Job Stress. *Health Promotional International.* 2006, Vol. 21, 4.

164. **Gabriel, Regina Dugan and Kaigham.** Special forces innovation: How DARPA Attacks problems. *Harvard Business Review*. October 2013, pp. 76 84.

165. American Psychological Association. Stress won't go away? Maybe you are suffering from chronic stress. [Online] http://www.apa.org/helpcenter/chronic stress.aspx.

166. **Brisseno, Terri.** Futurist news. *How Stuff Works.* [Online] http://electronics.howstuffworks.com/future tech/10 futurist predictions in the world of technology.htm#page=3.

167. **Bygrave, William D; Sacharis, Andrew.** *The Portable MBA in Entrepreneurship, Fourth Edition.* New Jersey : s.n., 2010.

168. *Relationship between job satisfaction and employee behavioural intention toward work performance: mediation effect of communication content.* **Žemgulienė, Jolanta1.** 63, 2012, Management of Organisations: Systematic Research., pp. 139 157.

169. **Wells, Dr Victoria.** Managing Social MArketing Campaigns lecture series. 2013.

170. Appropriateness and acceptability: Employee perspectives of internal communication. **Welch, Mary.** 2, 2012, *Public Relations Review*., Vol. 38, pp. 246 254.

171. Strategies for teaching Social and Emotional Business intelligence In Business Communications. Lucia Stretcher Sigmar1, Geraldine E. Hynes1,. 3, 2012, *Business Communication Quarterly*, Vol. 75, pp. 301 317.

172. Internal Communication at DaimlerChrysler South Africa:. **Elanie Steyn, TFJ (Derik) Steyn, Mariéke van Rooyen.** 4, 2011, *Journal of Marketing Development and Competitiveness*, Vol. 5, pp. 131 143.

173. An Analysis of Communication Barriers In Public Accounting Firms. **Golen, Steven.** 5, *The Journal Of Business Communication*, Vol. 17, pp. 39 49.

174. The Role of Leaders in Internal Marketing. **Jan Wieseke, Michael Ahearne, Son K. Lam, & Rolf van Dick.** 2009, *Journal of Marketing*, Vol. 73, pp. 123–145.

175. **Everse, Georgia.** Four Steps to Building a Strategic Communications Capability. *HBR Blog Network*. 7 March 2012.

176. **Jackson, Welch &.** 2007.

177. Positive Organisational Behaviour: A Buffer for Bad News. **French, Sandra.** 2, 2012, *Business Communication Quarterly*, Vol. 75, pp. 208 220.

178. Barriers to Effective Communication. **Gould, Jay R.** 2, winter 69, *Journal of Business Communication*., Vol. 6, pp. 53 58.

179. Evolving Interpretations as change unfolds. **Isabella, L.** 1, 1990, *Academy of Management Journal*, Vol. 33, pp. 14 35.

180. **Mckinsey Quarterley.** *The Case for behavioural Strategy.* 2000.

181. *The Art of Continuous change: Linking Complexity Theory and Time based evolution in relentlessly shifting organisations.* **S Brown, K Eisenhardt.** p. 97.

182. **Cunningham, James.** *The Use of Strategic Metaphors in Cross Cultural Communications.* 2010.

183. **Schwarts, Tony.** How to think creatively. s.l. : HBR Blog Network, 2012.

184. Investigating Verbal Workplace Behaviours. **Joann Keyton, Jennifer Marie Caputo, Emily Anne Ford, Rong Fu**,. 2, 2013, *Journal of Business Communication*, Vol. 50, pp. 152 169.

185. **Lee, Nancy R. and Kotler, Philip.** 10 steps in the strategic marketing process. *Social Marketing influencing behaviours for good.* USA : SAGE publications, 2011, pp. 32 54.

186. **Buchanan, D. and Hucsynski, A.** *Organisational Behaviour.* Harlow : FT Prentice Hall, 2004. Fifth edition.

187. **Deary, Matthews and.** *Personality Traits.* Cambridge : Cambridge University Press, 2009.

188. **Johnson, J.H. and Sarason, I.G.** Stress and Coping. *Journal of Psychosomatic Research.* 103 108, 1979, Vol. 23.

189. **Sidle, Stuart.** Is your organisation great for bullies to work. *Academy of Management Perspectives*. issue 4 vol 23 2009, pp. 89 91.

190. *What causes Bullies?* **Clair, J St.** http://www.byparents forparents.com/causesbullies.html .

191. *Managing In the Competitive Environment Unit 4.* **Durham Business School MBA.** Durham : s.n., 2005.

192. **Bendixsen, M., Bukasa, K. and Abratt, R.** Brand Equity in the Business To Business Market. *Industrial Marketing Management*. July, 2004, Vol. 33, 5.

193. **Holmes, T.H. and Rahe, R.H.** Social Readjustment Rating Scale 1943. *Journal of Psychosomatic Research*. 1967.

194. **Christianson, C.M, Wang, D. and Van Bever, D.** Consulting On The Cusp of Disruption. *Harvard Business Review*. October, 2013, Vols. p 107 120.

195. **Kerin, R.A. and Peterson, R.A.** Brand Equity and Brand Management. [book auth.] Roger A. Kerin and Robert A. Peterson. *Strategic Marketing Problems.* 2013, p. 161.

196. 15000 Tackle Tough Mudder Challenge. *Herald Sun News.* [Online] 31 March 2012. [Cited: 20 October 2013.] http://www.heraldsun.com.au/archive/news/tackle tough mudder hallenge/story e6frf7l61226315305909.

197. **MBA, Durham Business School.** *Change Management.* Durham : Unit 6, 2012.

198. **Petromilli and Million, Morrison and.** Brand Architecture: Building Brand Portfolio Value. *Strategy and Leadership.* 1975, Vol. 30, 5.

199. **Sheehan, K.** M&M's case. [book auth.] Beyond Convergence: Confluence culture and the role of the advertising agency in a changing. *Beyond Convergence: confluence culture and the role of the advertising agency in a changing world.* 2009.

200. The Architecture of Collaboration. **F, Øystein D., S., Charles C. and E., Raymond.** 2012, *Strategic Management Journal*, Vol. 33, pp. 734 750.

201. **Mikes, Anette, Hall, Matthew and and Millo, Yuva.** How Experts Gain Influence. *Spotlight on Influence*. July Aug 2013, pp. 71 74.

202. Two Factor Theory. *Wikipedia.* [Online] [Cited: 6 Jan 2014.] http://en.wikipedia.org/wiki/Two-factor_theory.

203. Stability in the midst of change: A dispositional approach to job attitudes*.* **Staw, Barry M. and Ross, Jerry.** 3, s.l. : *Journal of Applied Psychology*, 1985, Vol. 70.

204. The measurement of pattern: A behaviour*.* **Rayman W. Bortner, Ray H. Rosenman.** 7, s.l. : *Journal of Chronic Diseases,* 1967, Vol. 20.