Workforce Development Pathway 1 –
Organisational Culture & Values

A recovery-oriented service requires organisations to have clear values and beliefs which inform the organisational culture, including participation and leadership. This forms the base of any systemic framework.

Organisational Culture & Values

What will you get out of this chapter?

✓ An understanding of the importance of having a clear organisational identity, including structure, culture, ethics and values

✓ The definition of an adaptive culture in an organisation

✓ An understanding of the process of change

✓ The principles of good leadership in community mental health

✓ The role and responsibilities of the Board of Management

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The workforce, in partnership with consumers and carers, is at the heart of achieving a recovery-oriented service system. At the centre of this is a **culture, structure and leadership** - or organisational identity - which supports and allows for effective organisational and staff development within a recovery framework. Organisational development broadly refers to the activities that strengthen the ability of an organisation to build and advance its infrastructure and capabilities to achieve its objectives[8]. 🖥 The principles of recovery that accompany workforce development need to be incorporated into organisational structures and systems so that the practices remain in place irrespective of management or staff changes.

Culture

The starting and defining points of recovery-oriented service systems are people's fundamental beliefs about mental illness and the purpose and values of services. The organisation's purpose or mission grows from a vision. **Clear purpose, values, beliefs and attitudes determine the rest of the recovery-oriented framework**. Managers need to regularly clarify the core values and mission of the organisation and workforce so that they are not buried. Organisational culture is thus about identifying who you are, what you do, and why.

Community mental health organisations need to develop and promote the organisation as an attractive workplace through *good leadership*, **a** *healthy workplace culture* **and** *clear organisational values*.[9] Organisations must be increasingly dynamic and flexible in their approach as new programs and funding streams are trialed and established. In this sense, organisational development is most successful when organisations reassess and reset their aspirations, strategy and vision, when there is effective management that is committed to building capacity throughout all levels of the organisation, and finally, when managers demonstrate patience in the process.[10]

An organisation's readiness to ensure that genuine consumer and carer participation becomes part of the organisational culture and practice is critical to working towards becoming a recovery-oriented organisation. Whilst consumer and carer participation must always be supported from the top down, it is also built from the bottom up[11]. It is for this reason that an organisational framework that incorporates and supports these principles is essential. This is about how we conceptualise our stakeholders.
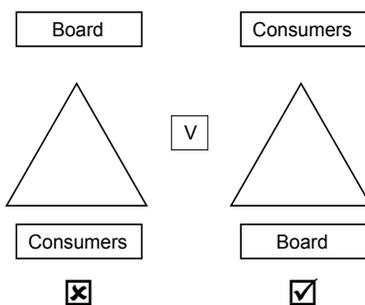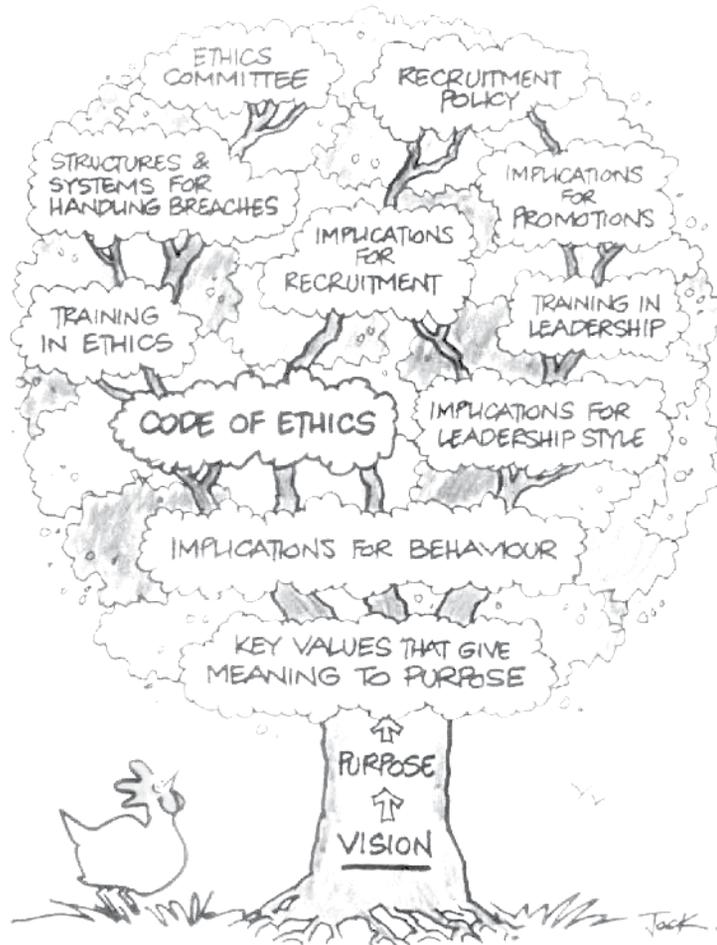

Organisational development means staff have the resources, both emotional and skill-based, that they need in order to reframe their thinking and embrace recovery-oriented practices.

Organisational ethics will be influenced by the organisation's mission statement. This plants a seed which gives rise to a shared set of beliefs that influence the organisational culture.[12] This organic perspective of organisational ethics allows managers to understand its importance in all workforce development strategies, for example, recruitment, professional development, supervision and cultural competency. Following from this, the values which give meaning to the organisation's mission have implications for how the organisation should behave[13]. The mission and the values combined create the ethical tone for the organisation, and any training, recruitment or codes of ethics can nurture this tone, but they cannot change it.[14] The ethical climate thus begins deep within the organisation at its mission and values[15]. However, it is not enough to simply have an inspiring mission statement to ensure ethical behaviour - honest and open internal communication, rewards for ethical behaviour, and a genuine desire within the organisation to 'walk the talk' are needed to ensure the workforce operates with integrity within an ethical organisational environment.[16]
This is also a crucial part of converting the philosophy of recovery into practice. Ethical integration occurs when the organisational aspirations, legal and ethical environment, ethical leadership and organisational culture are all working in a congruent and inter-dependent way.[17]

Organisational integrity refers to when an organisation or community achieves its aspirations in harmony with its environment[18]. Organisations that inspire and that people admire are those with clear purpose, vision and values, an internal drive towards progress, continuity of leadership and positive culture.[19] Organisational ethics and integrity provide the domain in which the workforce is able to achieve a shared vision that is in accordance with a core purpose and values and organisational culture.[20]

Diagram 2 – Creating an ethical climate – an 'organic perspective'

ETHICS COMMITTEE

RECRUITMENT POLICY

STRUCTURES & SYSTEMS FOR HANDLING BREACHES

IMPLICATIONS FOR PROMOTIONS

IMPLICATIONS FOR RECRUITMENT

TRAINING IN ETHICS

TRAINING IN LEADERSHIP

CODE OF ETHICS

IMPLICATIONS FOR LEADERSHIP STYLE

IMPLICATIONS FOR BEHAVIOUR

KEY VALUES THAT GIVE MEANING TO PURPOSE

PURPOSE

VISION

Jack.

[21]

The hallmark of an **adaptive culture** is willingness on the part of organisational members to accept change and take on the challenge of introducing and implementing new strategies[22]. The distinctive characteristic of an unhealthy culture is the presence of cultural traits that are in conflict with or contradict the values of the organisation.[23] These have an adverse effect on the work place environment and performance.[24] This extends to:

- Hostility to change and general scepticism of people who show initiative and innovation for change
- Internal politics which rule decision-making and create issues around power
- An aversion to looking outside the organisation for examples of good practice or new ideas

A positive culture embraces and demonstrates the philosophies of recovery - it is an adaptive culture.

The language of recovery is widely used, but this is not enough to ensure that the core principles of recovery are being implemented. **The key is ensuring that services are genuinely rather than rhetorically recovery-oriented**.[25] Organisations need to be clear on their definition of recovery, for example 'recovery from' or 'recovery in' mental illness.[26] The term 'recovery' has been interpreted differently, and in some organisations continues to be interpreted very differently from how consumers do. The definition of recovery adopted will dictate the type of services being provided. For example, a workforce that sees recovery as a measurement of symptom reduction versus social and emotional well-being, will strongly influence the 'look' of the services and support provided[27]. Viewing recovery as solely about 'symptom reduction' rather than seeing this as one

possible part of a broader understanding of well-being as defined by consumers has negative implications for the kind of support organisations can provide. The consumer understanding and articulation of recovery has profound implications for service users, service providers, families and communities. A positive culture that reflects and demonstrates the principles of recovery means individuals will feel supported as they attempt to develop new meaning and purpose as they move beyond the effects of mental health problems.

Social inclusion is about being able to participate and contribute to social life - in economic, social, psychological, and political terms.[28] Social inclusion captures the collective or social responsibility, as well as personal responsibility, for recovery. **A cultural change within organisations to develop more 'people-centred' work practices will promote the principles of inclusiveness**. This includes recognising the personal experience of mental health issues amongst employees and building a workplace conducive to well-being. This is important to **ensuring the mental health and well-being of the whole workforce**. This will benefit all staff, including those in Consumer and Carer Worker roles, and will have a positive flow-on effect on service users. Inclusiveness enables consumer and carers to feel connected to the organisation or services which are provided, the people they are engaged with, and the community. Their lived experience is valued and their differences - cultural, religious, gender, sexuality or any other - are honoured.

Structure

An organisation must have as part of their core infrastructure:

- Strategic Business Plan(s)
- Policies and Procedures manual - Recovery principles should underpin policy and procedure, e.g. self-directed care, self-management and recovery planning are prioritised[29]
- Allocated and secured funding for workforce development (budget) – Includes funding to ensure adequate consumer and carer participation and employment opportunities for consumers and carers, CALD and ATSI communities
- Board of Management - Which includes consumer and/or carer representatives, CALD and ATSI representatives as is appropriate for the organisation

The core infrastructure of an organisation forms the foundations for any workforce development initiatives.

Understanding the process of change

Organisational change can be understood as a three-stage process that occurs over time[30]:
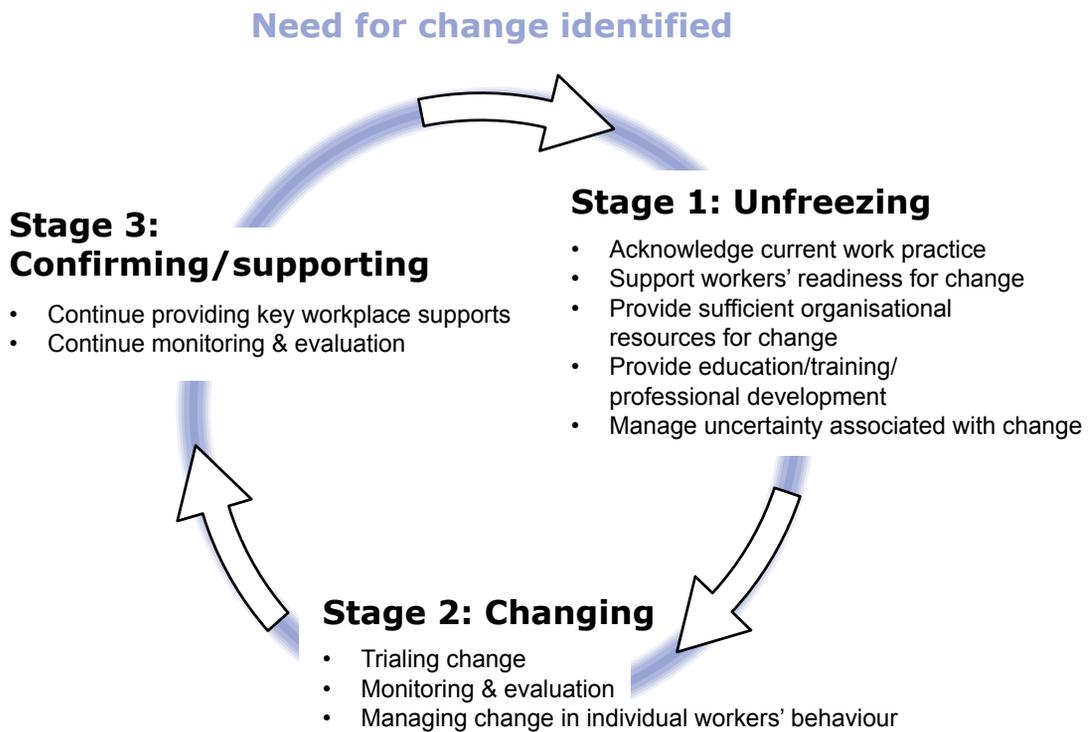
Stage 1: Unfreezing

Stage 2: Changing

Stage 3: Confirming /Supporting

This process will become important as managers, staff, consumers and carers work in partnership towards creating a recovery-oriented organisation.

Diagram 3 – Stages of organisational change

Need for change identified

Stage 1: Unfreezing
- Acknowledge current work practice
- Support workers' readiness for change
- Provide sufficient organisational resources for change
- Provide education/training/ professional development
- Manage uncertainty associated with change

Stage 3: Confirming/supporting
- Continue providing key workplace supports
- Continue monitoring & evaluation

Stage 2: Changing
- Trialing change
- Monitoring & evaluation
- Managing change in individual workers' behaviour

[31]

Stage 1 - Unfreezing

This is about investing time at the beginning of an organisational change program to prepare and support workers to embrace change and innovation.[32] This will help to minimise any reluctance to change and move the workforce/organisation forward if they are 'stuck' in their way of doing things.[33] Workers need to understand how change will benefit them, that the change is connected to organisational goals, and that it is necessary (i.e. not change for the sake of change). Managers need to[34]:

- Acknowledge current work practices
- Support workers' readiness for change
- Provide sufficient organisational resources for change, including education and training for new work practices
- Manage uncertainty associated with change through effective communication and joint planning

Stage 2 - Changing

This stage addresses the transition from old to new work practices, procedures or behaviours.[35] Managers need to invest time and effort to trial new work practices to allow workers a trial period for 'testing out' and exploring the required change(s).[36] This will allow workers to build confidence in their ability to implement change.[37] It is important that trial periods are constructed in such a way that they do not add stress or frustration to existing workloads.[38] Monitoring and evaluation of organisational change is vital to track progress over time and to deem the success of the program. Managers need to support workers to change their behaviour. This can be achieved through education and training, supervision, positive feedback and rewards/recognition for participating in organisational change.[39]Motivation and capacity to change will be heavily influenced by the level of managerial support, both emotional and practical, during organisational change.[40]

Stage 3 - Confirming/Supporting

'New' practices are integrated into standard work practice and become the 'norm'.[41] Continued support, monitoring and evaluation will help workers change their behaviour and sustain these changes.

Strategies for effective organisational change 💻

There are four steps managers can take to set the foundations for successful organisational change[42]. These are evidence-based strategies:

1) Effective communication

2) Using appropriate change agents, i.e. 'champions' of the organisational change program

3) Providing opportunities for joint-planning and participatory decision-making

4) Providing organisational resources and support at all levels

Change Management 📖

The management of every organisational change requires its own strategy tailored to the organisational context and the nature of the change. The models below for change management are drawn from broader organisational research, and whilst they are designed for other sectors, they allow managers to see the holistic approach required to understand change, resistance to change and how to work through this resistance. **By taking a whole-of-systems approach, managers are in a stronger position to support change and move the workforce towards achieving a recovery-oriented service system.**

The three models below demonstrate that it is not enough to realise that change is needed. It is a collective process that requires several areas to be working well and in synchrony to overcome resistance to change. **An organisation's capacity to respond to and incorporate change depends on its organisational structure and systems and its culture**.[43] Readiness or openness to change encompasses attitudes of employees, training and approach of leaders, level of motivation for all organisation members as well as the actual physical resources of the organisation.[44]

These models allow managers to isolate the areas which are adversely affecting the change process, and develop specific strategies to overcome resistance to change. Both the *what* (i.e. the nature of the change) and the *how* (i.e. implementation or the process of change) of change are inextricably linked by both the needs within the organisation and by those who utilise the new practice.[45] The 'fit' between the new practice and the system into which it is being introduced will influence adoption and 'buy-in' of new practices.[46]

1) Gleicher's Formula[47] - This formula for change illustrates that the combination of organisational dissatisfaction (D), vision for the future (V) and the possibility of immediate, tactical action (F) must be stronger than the resistance (R) within the organisation in order for meaningful changes to occur. Because of the multiplication of D, V and F, if any one of them is low then the product will be low and not capable of overcoming R.

$$D \times V \times F > R$$

2) The ADKAR model for change management[48] describes five required building blocks for change to be realised successfully on an individual level. The building blocks of the ADKAR Model include:

- Awareness – of why the change is needed
- Desire – to support and participate in the change
- Knowledge – of how to change
- Ability – to implement new skills and behaviours
- Reinforcement – to sustain the change

3) The 7S Mckinsey Model[49]
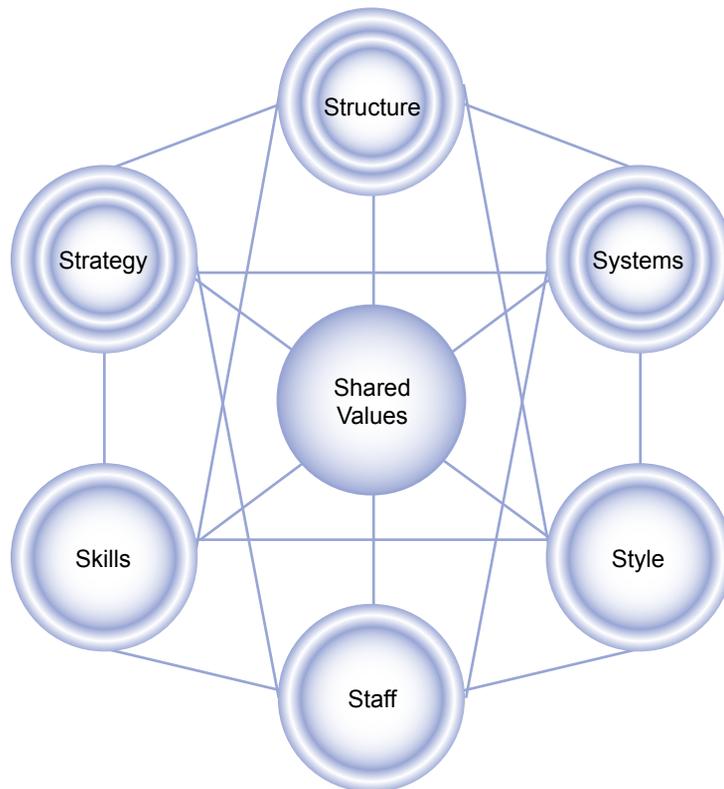
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Strategy, structure and systems are classified as 'hard elements' - these are easier to define and management can directly influence them.[51] Skills, staff and style (leadership) are classified as 'soft elements' - these can be more difficult to describe, and are less tangible and more influenced by culture.[52] However, these soft elements are as important as the hard elements if the organisation is going to be successful. By placing shared values in the centre of the model shows that the organisation's values are crucial for the successful development of all other areas.[53] At the centre of all recovery-oriented organisations is a positive culture that genuinely believes recovery is possible for everybody.

Leadership

Leadership and governance is crucial to enable the workforce and the organisation to move closer to the future vision of recovery-oriented service systems. Leaders must embody this vision and culture, and Board of Management have a responsibility to demonstrate good governance and leadership. **"Capable leadership is imperative to ensuring that an organisation knows the directions in which it is headed, has the structures and processes required to organise its activities and importantly, leaders influence others to create action."**[54] Thus, the Board communicates and demonstrates this information to management and delegates key tasks to management.

The workforce, in partnership with consumers and carers, is at the heart of achieving a recovery-oriented service system. However, **without strong leadership which communicates this vision and establishes the legitimacy for it, it is much harder to secure the commitment and energy of staff, and get all pieces into place and working well.**[55] Board members and managers have a key role in nurturing. They have a responsibility to enable and ensure all employees understand and implement the organisation's values and principles, select new employees that will mesh well with the culture, and reward those who display desired cultural behaviours.[56]

Board responsibilities[57] 📖

The Board is there to provide sound governance, not management. There are six critical areas of Board responsibilities in guiding an organisation:

1) Legal and Financial Accountability[58]

   • Finalise and approve the annual budget
   • Review programming and budgets
   • Conduct annual audit of organisation's financial statements (usually external contractor)
   • Ethical and wise financial management
   • Risk management

2) Strategic Vision and Objectives[59]

   • Define the organisation's demographics or constituency
   • Describe its mission
   • Set its values and ethical guidelines
   • Determine long-term goals
   • Safeguard the mission and vision
   • Select and appoint a Chief Executive Officer (includes annual review)

3) Fundraising[60]

   • Assisting the CEO or Development Officer to identify potential grants or corporate sponsors
   • Providing input into or developing fundraising plans
   • Chairing or being a member of the fundraising committee
   • Organising a fundraising event
   • Personally approaching key sponsorship targets
   • Hosting a fundraiser
   • Making a personal contribution
   • Helping to thank sponsors, donors and others supporters where appropriate
   • Laying the groundwork with heads of government, philanthropic foundations and corporations for further support from these sectors

4) Advocacy[61]

   • To the community - build public awareness and reach new and broader audiences, e.g. community, media and government relations
   • For the community - provide a voice for important segments of the organisation's constituency, e.g. stakeholder views

5) Self-evaluation[62]

   • Boards need to regularly engage in self-evaluation to ensure they remain representative, responsive and effective

6) Meetings[63]

- Hold regular meetings, providing a forum where:
  - Board members are regularly brought together to focus on their roles and responsibilities, identify problems and plan for the future
  - Members are encouraged and motivated
  - Ideas are shared and discussed and then discarded, improved or implemented
  - Tasks are allocated and reported on
  - Regular updates about relevant issues are provided
  - Members can get to know each other, professionally and personally
- Hold other meeting such as Annual General Meeting, Committee Meetings, Retreats, & Extraordinary Meetings (where urgent decisions need to be made)

The eight principles of leadership in mental health systems and programs[64] - 📖

1. Leaders communicate a shared vision
2. Leaders centralise by mission and decentralise by operations
3. Leaders create an organisational structure and culture that identifies and tries to live by key values
4. Leaders create an organisational structure and culture that empowers their employees and themselves
5. Leaders ensure that their employees are trained and supported to translate vision into reality, that is, the application of knowledge to achieve organisational and personal goals
6. Leaders relate constructively to employees
7. Leaders access and use information to make change a constant ingredient of their organisation
8. Leaders build their organisation around exemplary performers

Kaiyu Konnect is a psychosocial recovery program providing social interaction opportunities, skill development, and support services to adults with a mental health problem / psychiatric disability. Our organisation believes that people living with a mental health problem still have the capacity to be active members within their community and to continue to acquire skills and experience personal growth.

Kaiyu values include:

- Assisting those most in need
- Providing innovative programs
- Empowering participants
- Openness and accountability
- Working in partnership with other relevant service providers to promote optimum opportunities for our participants
- Education about mental health problems to improve community acceptance and inclusion

Community Inclusion/Support Workers form the central relationship through which Kaiyu participants are encouraged in developing individualised service plans and goals. Kaiyu employees and volunteers then provide assistance to identify, explore, and connect with programs and community resources capable of promoting the participants' goals.

The ability to provide the best quality service requires a belief that our participants have much to contribute to the community. Support workers and volunteers need to demonstrate empathy and to establish rapport with participants and other team members. Kaiyu management encourages and supports ongoing professional development and learning opportunities for staff and volunteers, providing regular supervision, mentoring, and training. All participants, staff and volunteers are educated in, and expected to maintain, a code of behaviour that is respectful, confidential and non-discriminatory. Training in Occupational Health and Safety, Rights and Responsibilities, procedures for complaints and grievances, along with education about the Disability Service Act and National Mental Health Standards are included in orientation and education within the organisation to ensure best practice and service delivery. Evaluation of Kaiyu Konnect programs, and satisfaction with staff and volunteer performance, is conducted through regular surveys and individual reviews. Outcomes of evaluations are forwarded to the management committee to ensure that feedback is part of the continuous quality cycle for improvement.