# MANAGING ORGANISATIONAL CHANGE

## TOOLKIT: TEAM RELATIONS

*Assessing and mitigating the impact of organisational change on counterproductive work behaviour: An operational (dis)trust based framework.*

Professor Rosalind Searle
Dr Charis Rice

# MANAGING ORGANISATIONAL CHANGE
## TOOLKIT: TEAM RELATIONS

Professor Rosalind Searle
Dr Charis Rice

This toolkit was produced from the *Assessing And Mitigating The Impact Of Organisational Change On Counterproductive Work Behaviour: An Operational (Dis)Trust Based Framework* project, funded by CREST.

This toolkit focuses on Team Relations. A Practitioner Toolkit, containing all 4 toolkits (Leaders, Individuals, Organisational Culture, Team Relations), a Manager's Guide and two e-webinars are also available at *www.crestresearch.ac.uk/cwb.* To find out more information about this project visit: *www.crestresearch.ac.uk/projects/counterproductive-work-behaviour/*

# CONTENTS

# TOOLKIT OVERVIEW

Economic, technical, social and political pressures create the need to innovate and work differently. Change presents both opportunities and challenges, altering the status quo and organisations' and individuals' goals.

While external threats related to change are often well identified by organisations, internal threats are less widely recognised.

## WHY DOES THIS MATTER?

Employees are not passive recipients of change; their experiences of change can produce psychological contract breaches, activate negative emotions including frustration, anger and fear, alter personal goals and aspirations, and overwhelm their coping resources.

Exposure to ongoing change can undermine individuals' commitment to their employing organisation, their identity as an employee of that organisation, and their overall trust in.

In this way, experiences of organisational change can form the crucible for instrumental and hostile retaliatory individual and collective protest through Counterproductive Work Behaviour (CWB) or insider threat activities.

They can also create high levels of stress and uncertainty that erode individuals' capacity to self-regulate, increasing the likelihood of accidental errors and mistakes.

In short, broken trust and CWB costs organisations time and money and jeopardises organisational security and the safety and well-being of staff.

## WHAT IS THIS TOOLKIT DESIGNED TO DO?

This toolkit is on Team Relations and is designed to be used as part of the complete toolkit (www.crestresearch.ac.uk/resources/cwb-toolkit) and in conjunction with the Manager's Guide (www.crestresearch.ac.uk/ resources/cwb-managers-guide) to help raise awareness about organisational change and CWB and to assist training in your organisation.

## AUDIENCE

This toolkit is designed to help all types of leaders, as well as security professionals and staff in HR and Organisational Development, to effectively manage change.

We focus on the need to maximise the development of trust across an organisation and minimise the formation of distrust, in order to mitigate the development of, and potential consequences of CWB.

## HOW DO I USE IT?

The toolkit can be used as a discrete section on teams or as part of the complete toolkit we have developed (www.crestresearch.ac.uk/resources/cwb-toolkit)

It can also be used as a training resource for employees across your organisation. We encourage you to adapt the materials for your own use and particular requirements.

Our ultimate aim is to raise awareness and better support leaders in managing organisational change effectively and securely, and in a manner which avoids unintended consequences for individuals and organisations.

## HOW WAS IT DEVELOPED?

This toolkit has been created through findings from a CREST-funded project, undertaken by Professor Rosalind Searle (University of Glasgow) and Dr Charis Rice (Coventry University).

The project produced a (dis)trust based framework for predicting, identifying and mitigating counterproductive work behaviour and insider threat within the context of organisational change.

The project included a review of the current literature and a case study of a security critical organisation undergoing changes.

This included interviews with management on the change context; critical incident stakeholder interviews for three insider threat cases; and administering anonymous online site surveys to managers and employees to gauge the organisation's climate.

The project builds on the team's past research and expertise in the area of trust, organisational change and employee behaviour.
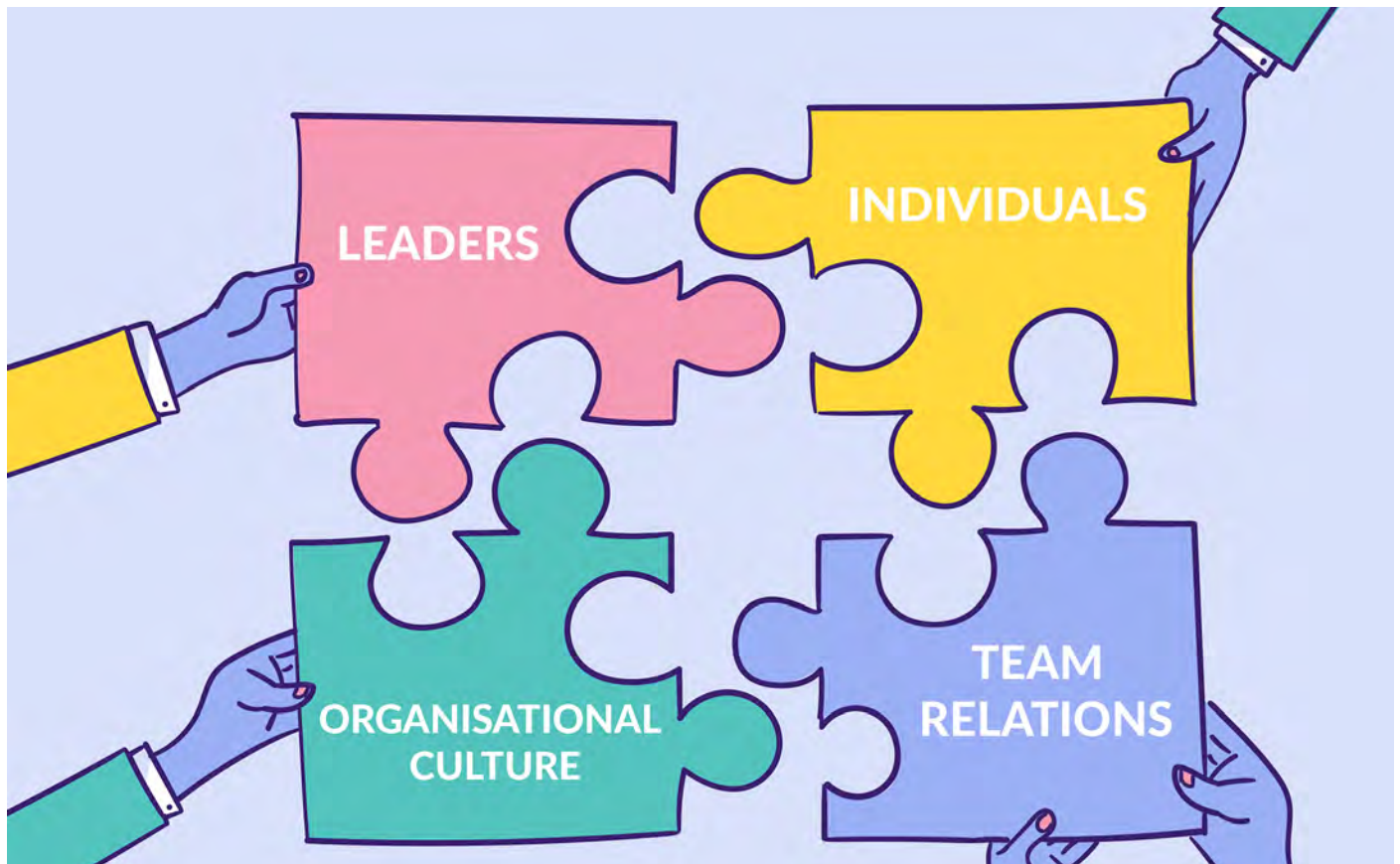
# RESOURCES

*Effective change management means attending to all the facets of an organisation.*

This toolkit focuses on managing organisational change in teams. Other toolkits are available at:

- **Leaders** - www.crestresearch.ac.uk/resources/cwb-toolkit-leaders
- **Individuals** - www.crestresearch.ac.uk/resources/cwb-toolkit-individuals
- **Organisational Culture** - www.crestresearch.ac.uk/resources/cwb-toolkit-organisational-culture
- **Overview toolkit** - contains all four toolkits: www.crestresearch.ac.uk/resources/cwb-toolkit

There is also a **Manager's Guide** available at www.crestresearch.ac.uk/resources/cwb-managers-guide and two **e-webinars** available at www.crestresearch.ac.uk/resources/cwb-video-toolkits and www.crestresearch.ac.uk/resources/cwb-video-key-messages



A MANAGER'S GUIDE TO SUCCESSFUL ORGANISATIONAL CHANGE

Resources to help mitigate against the threat of Counterproductive Work Behaviour and insider acts during organisational change.

Professor Rosalind Searle
Dr Charis Rice
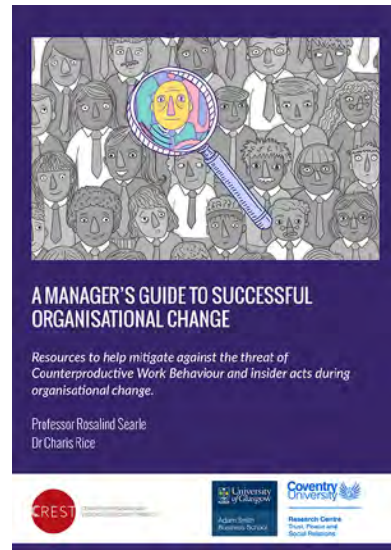
# INTRODUCTION TO TOOLKIT

*This introduction section provides an overview of Counterproductive Working Behaviour (CWB), trust and organisational change through outlining:*

1. Key definitions relevant to the topics of trust, change and CWB.

2. Key messages about the topics and good practice indicators gained through our past research.

3. Why change matters in creating CWB.

4. Why trust matters for organisations and why it might shift to distrust during organisational change.

## KEY CONCEPTS

- **Change** is not a discrete event but a part of multiple and ongoing sets of experiences that alter an organisation's structure, its processes and/or its social systems (Kiefer, 2005).

- Change triggers emotional and cognitive processes that affect individuals' behavioural responses (Oreg et al., 2018).

- **Counterproductive working behaviour (CWB)** includes voluntary actions which threaten the effectiveness of an organisation and/ or harm the safety of an employer and its stakeholders. These behaviours range from small scale indiscretions (e.g., time wasting or knowledge hiding) to serious insider threat activities (e.g., destroying systems or divulging confidential information to malicious others).

- Our research shows that CWB and insider threat occurs not just through the recruitment of deviant or malicious individuals, but can develop through negative employee experiences during organisational change.

- A change in **psychological attachment** is likely following organisational changes to roles, relationships, and resources.

- An '**insider**' is someone with privileged access to the networks, systems or data of an organisation (Nurse et al., 2014) e.g., an employee (past or present), a contractor, or a trusted third party.

- **Active insider threat** – behaviour that is carried out by someone with inside access to an organisation which threatens to harm the organisation and/or its members. This can be intentional and malicious, or unintentional, accidental behaviour.

- **Passive insider threat** – includes the passive threat actions of an individual insider such as the withdrawal of full effort from work tasks, as well as the unintentional behaviour of those around an insider that facilitates or tacitly condones the insider's threat behaviour and consequently threatens or harms an organisation and/or its members.

- **Moral disengagement** is a socio-psychological process in which individuals become freed from the self-sanctions and self-monitoring that typically guide them to act according to ethical or moral standards (Bandura, 1999).

- **Attribution** is a psychological process by which individuals explain the causes of behaviour and events.

- **Integrity** is a dimension of trustworthiness that involves the adherence to moral principles such as honesty and fairness (Gillespie and Dietz, 2009).

- **Trust** is a 'willingness to be vulnerable to the actions of another party based on the positive expectations that the other will act beneficially, or at least not inflict harm, irrespective of any monitoring or control mechanism' (Mayer et al., 1995; Rousseau et al., 1998).

- **Distrust** involves pervasive negative expectations of the motives, intentions or actions of others (Bijlsma-Frankema et al., 2015).

# UNINTENDED CONSEQUENCES OF CHANGE

## *What negative impacts are produced by organisational change?*

Change can produce four main types of impact. **First**, it makes the work environment less predictable. Therefore, employees' attention becomes diverted to detect what is changing, and to understand if it is different from what they have been told is changing.

**Second**, changes are often accompanied by inadequate communication, characterised by information which may be incomplete, inaccurate or untimely. As a result, misunderstanding and rumours can emerge.

**Third**, changes in organisations are often accompanied by leadership changes at a variety of levels. This might be confined just to the top of the organisation, but equally it can cascade down
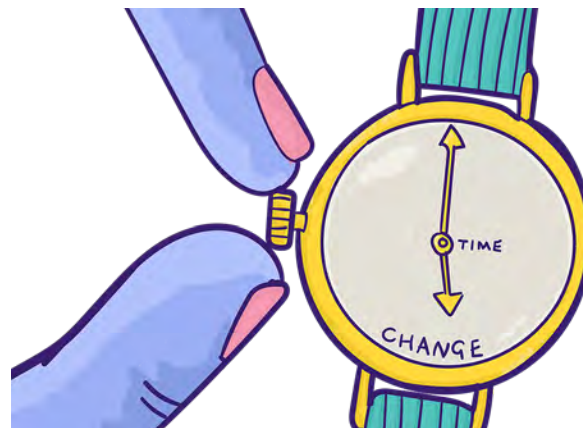
to all levels. Further, the way leaders are used in the organisation might change (e.g., through re-structuring), meaning the types of behaviours expected from both leaders and employees will change in line with the new direction.

**Fourth**, in undertaking these transformations, there will be those who feel the process or the outcome of change is unfair; this is particularly likely for those who have lost power and influence.

TRUST DECREASING

**UNPREDICTABLE WORKING ENVIRONMENT**

**INADEQUATE COMMUNICATION**

**INCONSISTENT LEADERSHIP**

**POOR OR UNFAIR CHANGE PROCESSES**

DISTRUST INCREASING

# What role does (dis)trust play within an organisational change context in CWB?

The diagram below outlines a process which often follows change and marks the evolution not only of trust decline but also of the development of CWB. Each of these mechanisms is illustrated by a quote from our CREST Insider Threat research.

*"They worked in our team for a number of years, and we had mentioned that if he loses a password, that's a drop everything and fix it thing...but I think we probably should have impressed upon him more how serious it was."*

**PASSIVE INSIDER THREAT**  (Employee, CREST Insider Threat Study)

*"Would I be surprised looking back at some of the behaviours, the dissatisfaction with some of the team members, that someone may have acted and done something deliberately? Not fully surprised."*

**ACTIVE INSIDER THREAT**

(Employee, CREST Insider Threat Study)

**ACTIVE & PASSIVE INSIDER THREAT**

**START OF CWB**

**MORAL DISENGAGEMENT**

*"I, as not [being] the line manager, had the option of sort of just, not wasting an hour of my life taking him under my wing...I then didn't take it that I needed to further impress on him or start nagging him. I said what I thought should happen and if he chose not to do it, then, it wasn't my problem."*

(Employee, CREST Insider Threat Study)

"You thought that you absolutely have a level of trust with your organisation and yet last year, psychologically, we took that final salary pension away which as you know to some people...it's such an integral part...that social contract of, but you were looking after me, I knew what I was going to get, that's gone."

(Employee, CREST Insider Threat Study)

**PERCEIVED INTEGRITY BREACH**

**START OF DISENGAGEMENT**

**CHANGE IN ATTRIBUTIONS**

"I love what I do and I'm good at it. But the environment isn't right. It doesn't value me. I have a lot to offer but this place isn't making the best of me."

(Employee, CREST Insider Threat Study)

**CYNICISM**

"We always get promised this and that...there is a healthy level of cynicism about whether change will actually happen and a degree of push back against change in the organisation."

(Employee, CREST Insider Threat Study)

11

# EFFECTIVE CHANGE MANAGEMENT FOR CWB PREVENTION

*Strategies to help mitigate against the threat of CWB and insider acts in organisational change initiatives.*

## USING THE CORE SKILLS AND INDICATORS

Each of the following core skill definitions describes good practice for leaders in order to maximise their chances of being effective in managing organisational change. It is recognised that every organisation is different and so leaders will need to tailor the core skills and indicators to their particular context and demands. Nonetheless, the skills and indicators that follow reflect findings from a comprehensive study into CWB, insider threat and organisational change, and have been validated through extensive feedback from stakeholders.

Positive and negative indicators are included for each of the five core skills. We expect that it will not be possible for all of the positive indicators to be evident all of the time nor for there to be a consistent absence of negative indicators. However, striving towards as many positive indicators as possible should enable you and your organisation to improve change management and secure your environment.

The positive and negative indicators demonstrate types of behaviour that our research shows are associated with effective and ineffective management of organisational change and CWB. They are not designed to be prescriptive but to aid leaders to be self-reflective about their performance and that of the organisation. They can also be used as an educational aid for members of the wider organisation, to help develop a shared understanding of good change management and organisational citizenship.

**F**air and consistent

Be fair and consistent with HR procedures and managing people during change.

**O**rganisational citizenship

Make Counterproductive Work Behaviour reporting a part of employee safeguarding.

**C**ommunicate change

Communicate change initiatives transparently, consistently, regularly and collaboratively.

**A**ssess your environments

Assess both individual and team environments for their vulnerabilities and tailor change initiatives accordingly.

**L**ead by example

Leaders act as role models for the organisation, demonstrating acceptable behaviours and morals for employees.

# FOCAL

## FAIR AND CONSISTENT

Be fair and consistent with HR procedures and managing people during times of change and stability. This will leave employees more resilient to the turbulence of organisational change and trusting in the vision of the projected change outcome.

## Positive Indicators

- ✓ There are clear policies on expected behaviours in the organisation.

- ✓ Leaders and teams regularly reflect on the existence of desired behaviours and values and try to address any associated issues and involve staff in their development.

- ✓ Rewards are made against a set of clear and consistently implemented criteria.

- ✓ Sanction-based policies are applied consistently across all levels and types of employees.

- ✓ A core value of the organisation is to treat all employees with respect and value.

- ✓ Promises made are delivered and when they cannot be, a full and honest account is provided as to why not, or why inconsistency has arisen.

- ✓ There is active listening and engagement directed towards all employee groups.

- ✓ Checks and audits are undertaken to ensure fairness in policy application e.g., gender, age, ethnicity compositions checked for key HR issues – pay, reward and recognition, and progression.

## Negative Indicators

- ✗ Policies on expected behaviours and HR processes are missing, out-dated or difficult to access/understand.

- ✗ Lapses in expected behaviours are addressed through official sanctions only.

- ✗ Individuals can get ahead if they 'get in' with the right group.

- ✗ Leaders or certain groups in the organisation do not follow the rules, or avoid the rules, and escape the negative effects of change in some circumstances.

- ✗ Leaders are protected above others.

- ✗ Promises are often broken meaning staff are often disappointed.

- ✗ There is no transparency around, or explanation given, for organisational decisions.

- ✗ Individuals are excluded from important decisions by virtue of their age, race, sex, etc., or because of their level/role in the organisation.

**FOCAL**

## ORGANISATIONAL CITIZENSHIP

Make CWB reporting a part of employee safeguarding. Reporting is likely to be increased through creating an organisational value system in which reporting CWB or unusual activities among colleagues is considered a protective, rather than punitive, measure for the potential perpetrator and others around them.

### Positive Indicators

✓ CWB is defined in a comprehensive fashion and well understood by all in the organisation. There is regular education on CWB warning signs, reporting procedures and individual responsibility making it part of the organisation's safety culture.

✓ All employees and managers consider reporting CWB and unusual behaviours part of their social responsibility for keeping the organisation safe.

✓ Staff regularly mention behaviours and issues that concern them to managers/ security even if they are unsure it is relevant.

✓ Low level CWB such as inappropriate workplace talk, incivility, lack of conscientiousness, is recognised and dealt with consistently by leaders.

✓ Leaders proactively communicate about and seek feedback on changes which are likely to negatively impact on staff and seek to implement appropriate support strategies.

✓ There is a proactive focus on identifying potential threats or risks – changes in employee attitudes or behaviours (e.g., frustration, anger, fear).

✓ Ongoing analysis of data occurs to identify and revise risks and exposures.

✓ Managers are aware of the life events of their staff and sensitive to the need to provide additional support.

### Negative Indicators

✘ There is a lack of clear guidance and information available on CWB.

✘ Employees receive minimal education about CWB on a one-off or irregular basis.

✘ Employees only follow the rules to avoid getting in trouble.

✘ Employees avoid reporting CWB or 'play dumb' when questioned about CWB in case they get themselves or others into trouble. Leaders are considered responsible for CWB reporting.

✘ Low level CWB is ignored by leaders and considered normal in the workplace; only the most serious forms of insider threat are recognised and tackled.

✘ Leaders do not openly anticipate and address upcoming changes that are likely to negatively impact on staff and do not have insight into staff sentiment.

✘ There is a reactive focus on CWB with efforts made only after something has gone wrong.

✘ Managers are unwilling or lack the skills to have difficult or sensitive conversations with staff.

✘ Ongoing concessions are devised for certain angry, 'difficult' or isolated team members.

# FOCAL

## COMMUNICATE CHANGE INITIATIVES TRANSPARENTLY, CONSISTENTLY, REGULARLY AND COLLABORATIVELY

Early dialogue and collaboration with individuals on change projects will enable them to feel more in control of their working life, less vulnerable, and reduce unpredictability. How leaders communicate about routine and novel issues provides employees with clues about their trustworthiness and that of the overall organisation.

## Positive Indicators

✓ Individuals generally share knowledge with each other.

✓ Employees regularly and openly discuss their concerns with leaders in a constructive fashion.

✓ Staff engagement surveys/feedback indicates that individuals are satisfied with the communication they receive about change in their organisation.

✓ Staff of all levels are engaged at an early stage in change initiatives and this engagement is ongoing. Specific staff consultation mechanisms that empower employee voice are established in the organisation.

✓ A wide variety of mediums are used to communicate with employees to explain why change is relevant to individuals, rather than just to the organisation or its shareholders.

✓ When information is communicated, it is done in a transparent and non-evasive manner that manages expectations appropriately.

✓ Change initiatives evidently incorporate staff input.

✓ Forums are made available for open dialogue and to raise concerns or unexpected issues throughout organisational change.

✓ There is ongoing evaluation of effectiveness of organisational change communication.

## Negative Indicators

✗ Individuals generally do not share knowledge with other.

✗ When concerns are shared with colleagues or leaders it often leads to conflict and is left unresolved.

✗ Staff engagement surveys/feedback about organisational change communication is largely negative.

✗ Staff are not engaged, or are irregularly engaged, in change initiatives through limited avenues e.g., one off formal consultation event.

✗ Only one-way, basic mediums (e.g., mass email) are used to communicate change.

✗ Organisational change communication does not highlight or consider the impact of change for individual employees.

✗ Information is not transparent, and includes evasive or technical language.

✗ Information provided about organisational change fails to manage employee expectations effectively.

✗ Change initiatives clearly do not include staff input and staff feel powerless in the face of change.

✗ There is no evaluation carried out on organisational change communication.

# FOCAL ━━━━━━━━━━

## ASSESS YOUR ENVIRONMENTS (INDIVIDUAL, TEAM, ORGANISATIONAL) FOR THEIR VULNERABILITIES AND TAILOR CHANGE INITIATIVES ACCORDINGLY

Change has different impacts on different individuals. This is due both to individual differences and their particular vulnerabilities, as well as the particular dynamics and challenges existent in any given team.

## Positive Indicators

✓ The impact of change has been considered at an individual, team and organisational level well in advance of implementation.

✓ All staff have had an opportunity to genuinely input into an organisational change impact assessment through a wide variety of mediums.

✓ Leaders have a strong grasp of the personalities within their teams and the unique difficulties change might present for them.

✓ The range of CWB behaviours that may be triggered by organisational change have been proactively identified – leaders are alert to the warning signs and educate their teams on the need for their support and their personal responsibility in addressing CWB.

✓ Before making the change, a comprehensive and tailored set of support mechanisms has been put in place; these are easily accessible to staff and involve key teams e.g., HR, communication, change managers.

✓ Leaders are aware that change is a process and so make time to work with staff as required.

✓ Core organisational values are identified that need to be retained and built on from the past.

✓ Leaders are aware of the core principles and values that matter to staff and plan messages and actions accordingly.

## Negative Indicators

✖ Change has been considered necessary for organisational reasons, but its specific impact on employees has not been considered.

✖ Only leaders have been involved in an organisational change impact assessment.

✖ Leaders have little sense of, or have not reflected on, the individual and team level needs/vulnerabilities within the organisation.

✖ Leaders are not encouraged to build strong relations with their staff.

✖ While the broad negative impacts of change may have been identified, specific change-related CWB and disengagement has not, nor the related mitigation strategies.

✖ Only standard support mechanisms are available for staff during organisational change.

✖ Leaders do not make time for staff to process their emotions regarding organisational change.

✖ Leaders consider there to be only one organisational change trajectory.

✖ Core organisational values are abandoned during organisational change.

# FOCAL

## LEAD BY EXAMPLE

Leaders act as role models for the organisation, demonstrating acceptable behaviours and morals which act as guides for employees in their everyday lives. When leaders consistently demonstrate concern for their employees and the kinds of citizenship behaviours which engender trust, employees build up resilience in the face of change.

## Positive Indicators

✓ Leaders consistently demonstrate not only rule compliance but also ethical behaviour and citizenship behaviour.

✓ Employees demonstrate citizenship behaviour and little to no CWB.

✓ Individuals feel confident in reporting issues/concerns to leaders.

✓ Employees feel trusted by their managers.

✓ Leaders acknowledge employees' emotions and demonstrate genuine interest in employees.

✓ Leaders make time for their employees.

✓ Leaders are aware of the issues and challenges their employees are facing and provide appropriate support.

✓ Leaders have difficult conversations in private with employees.

✓ Leaders actively solicit views from all employees.

✓ Leaders take time to provide meaningful feedback on work.

✓ Annual appraisal is just a culmination of a series of regular catch ups over the year.

## Negative Indicators

✘ Leaders openly or covertly disregard organisational rules.

✘ Employees undertake CWB and demonstrate little citizenship behaviour.

✘ Employees do not report their concerns to their leaders.

✘ Leaders micro-manage employees and employees do not feel trusted by managers.

✘ Employees' feelings are discounted or explained away by their leaders.

✘ Leaders belittle or discount the contributions of some employees.

✘ Leaders exploit staff and pursue their own agendas.

✘ Leaders tend to direct rather than work with their employees.

✘ Leaders interrupt or ignore employees.

✘ Leaders treat some employees more favourably than others.

✘ Annual appraisals include information at odds with prior feedback.

# TEAM RELATIONS

*Team dynamics have a powerful impact on the local and wider organisational climate.*

Positive dynamics can be built through:

• Individual personalities and specific role expectations.

• Wider messages about norms and values signalled as part of an organisation's culture.

## Indicators of Positive Team Climate

✓ Trusting team relationships.

✓ Productivity.

✓ Citizenship behaviour – towards individuals and/or the organisation.

✓ Open communication and knowledge sharing.

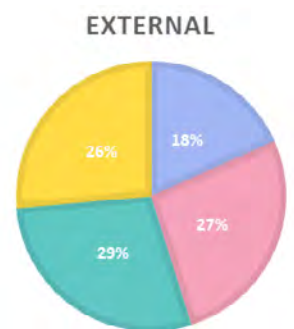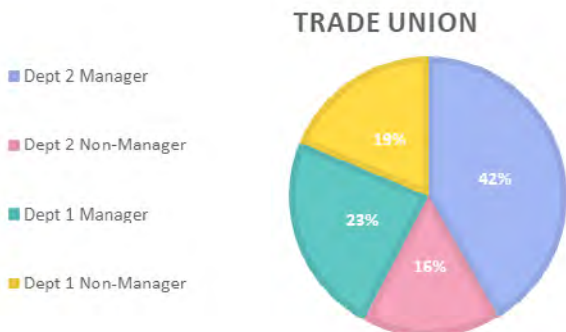✓ Successful management of conflict.

## Indicators of Negative Team Climate

✗ Distrust formation.

✗ Conflict and antagonistic relations.

✗ Reduced productivity.

✗ Knowledge hiding.

✗ Poor handling of conflict.



## CRITICAL ROLE OF A TEAM IN CHANGE

Local team climates aid collective sense-making. Members can support each other in either positive or negative coping mechanisms. Teams are a powerful source of information or misinformation about change and instrumental in how individuals perceive change and its impacts.

Based on data from two departments within one organisation, the charts below show whom individuals seek social support from during organisational change.

**LINE MANAGER**



27% 28%
25% 20%

**EXTERNAL**



26% 18%
27%
29%

**TRADE UNION**

Dept 2 Manager
Dept 2 Non-Manager
Dept 1 Manager
Dept 1 Non-Manager



19% 42%
23%
16%

**TEAM**



23% 27%
22% 28%

**PROFESSIONAL BODY**



23% 18%
31% 28%

## TEAMS AND CWB

### Social context, learning and CWB.

**Social networks can influence the initiation of wrongdoing and unethical actions.**

- Group norms help individuals to rationalise their behaviour.

- Close relationships promote cohesion and the sharing of positive and negative behaviours.

- Close relationships can also reduce the reporting of others' unethical behaviour.

- Collective decisions can suppress personal responsibility.

### Passive Insider Threat

Includes the passive threat actions of an individual insider such as the withdrawal of full effort from work tasks. Also includes the unintentional behaviour of those around an insider that facilitates or tacitly condones the insider's threat behaviour and consequently threatens or harms an organisation and/or its members. Team norms can lead to passive insider threat.

Reasons can include:

- Cohesion.
- Empathy.
- Fear of over-reaction from management.
- Moral disengagement.

### Cohesion:

*"The team gelled quite well, because they have had one common individual [the line manager] who they did not get on with or respect."*

*(Employee, CREST Insider Threat Study)*

### Empathy:

*"It felt a little bit like if you said something unkind that you were kicking a puppy sort of thing...I like to think that I don't deliberately go out of my way to draw people's attention to negative behaviour because it seems unkind."*

*(Employee, CREST Insider Threat Study)*

### Fear of over-reaction from management:

*"The other thing is the fear of getting people into trouble which is definitely there. The fear of mentioning something and then it's an overreaction."*

*(Employee, CREST Insider Threat Study)*

### Moral disengagement:

*"I, as not [being] the line manager, I had the option of sort of just, not wasting an hour of my life, sort of taking him under my wing...you know because I wasn't his line manager I then didn't take it that I needed to further impress on him or start nagging him. I said what I thought should happen and if he chose not to do it, then, it wasn't my problem."*

*(Employee, CREST Insider Threat Study)*

## MORAL DISENGAGEMENT

Moral Disengagement is a socio-psychological process in which individuals become freed from the self-sanctions and self-monitoring that typically guide them to act according to ethical or moral standards (Bandura, 1999). Moral disengagement is a key facilitator of CWB and becomes more likely during organisational change.

## MECHANISMS OF MORAL DISENGAGEMENT

Three categories of moral disengagement mechanisms have been identified which involve, 1.) cognitive reconstruction of events, 2.) efforts to either minimise the perpetrator's agency, 3.) or through focusing on changing the target (Bandura, 1991, 1996, 1999, 2001).

First, cognitive reconstruction of the behaviour includes: **moral justification**, which comprises the reframing of immoral behaviours as defensible, through reducing obstacles of cognitive dissonance or anticipated guilt of unethical behaviour; **euphemistic labelling**, which includes obscuring reprehensible actions or their re-labelling to confer a more respectable status, for example civilians are not 'killed', rather bombs cause 'collateral damage' (Moore, 2015); and **advantageous comparison**, which builds on Festinger's (1957) work to use a point of comparison which enables the perpetrator to appear to be less negative.

The second category concerns efforts to minimise one's role in harmful behaviour, and includes: **displacing responsibility** onto other parties; **diffusing responsibility**, such as through the use of bureaucracy, or devolving responsibility to a group as a means of minimizing the moral agency of an individual. It also includes **distorting (or disregarding) the consequences** of these unethical actions which serves to suppress the moral reactions that would normally deter an individual from behaving unethically.

The final set of mechanisms seeks to alleviate wrongdoing, either by **dehumanising** those targeted, for example they are a different and inferior category, or by **victim blaming**, attributing the blame of the unethical action on to the target. Through the use of such mechanisms situations are cognitively reconstituted to allow the perpetrator's behaviour to no longer be subject to self-sanction.

1. Moral justification – *"Doing my job well is more important than helping my colleague."*

2. Euphemistic labelling – *"Well, they are on the spectrum."*

3. Advantageous comparison – *"My not stepping in is tiny compared to others' behaviour with this person."*

4. Displacement of responsibility– *"Our executives don't obey the rules and no one corrects them, so why should I have to do this? No one walks the talk round here."*

5. Diffusion of responsibility – *"we're a team, so it's not up to just me to report things."*

6. Distortion of consequences - *"it was just forgetfulness – it is no big deal."*

7. Dehumanisation and victim-blaming of blame– *"if you employ people like that– what do you expect?"*

**ENABLERS**  **TRIGGERS**

ONGOING ORGANISATIONAL CHANGE
LACK OF TAILORED SUPPORT - DEPLETION
CO-WORKERS NOT FLAGGING WARNINGS (PASSIVE INSIDER THREAT)

1. POOR INPUT CONTROLS
2. IDENTITY CONFLICT
3. LOW CONSCIENTIOUSNESS
4. FORGETFULNESS
5. LOW AGREEABLENESS
6. SELF-INTEREST & FOCUS
7. POOR COPING MECHANISM
8. EMOTIONAL INSTABILITY
9. JOB ROLE CHANGE
10. MAJOR LIFE EVENT
11. LOSS OF SENSITIVE INFO
12. SANCTIONING

*Case 1: Timeline of Triggers*

# CASE STUDY

In one of our CREST Insider Threat studies, we identified the triggers (see '*Case 1: Timeline of Triggers*', page 20) of an insider threat. Many of these could have been proactively identified or avoided altogether.

We found that poor input controls around the time of recruitment may be responsible for why the individual, who appears to have had poor role and organisational 'fit', was accepted into the organisation. Thus it is important to acknowledge issues of not only an individual's job engagement but also their suitability to their role and organisation. Other clear triggers of this incident involve the individual's low conscientiousness and high levels of distractibility and forgetfulness. This, when coupled with immaturity and emotional instability, along with poorly developed coping mechanisms, led to repeated counterproductive work behaviour and security breaches.

Critically, such behaviour was abetted by the moral disengagement of the individual's colleagues, culminating in a passive insider threat, as concerns were not flagged to management or security. In part this arose due to empathy with the individual's personal circumstances but also the individual's low agreeableness. Concurrently there was anxiety from colleagues that raising such concerns would produce an over-reaction from HR and security; this reduced the willingness of colleagues to speak out.

Through these circumstances, the group remained focused on protecting themselves at the expense of their employing organisation or the individual perpetrator. While the individual did receive some emotional support from the organisation (both formally and through their line manager and some individuals in the team), it does not appear to have been tailored strongly enough to their individual needs.

During this time period, the magnitude of the change to the individual's routine, and turbulence in their psychological, home, and working lives coupled with limited or depleted coping and social skills (linked to possible undiagnosed Autistic Spectrum Disorder) created a crucible for CWB. In hindsight it appears that much of this incident deals with routine and predictable behaviour of this individual, which suggests the event was preventable. While many of the individual's actions were not considered official 'security' warning signs (e.g., such as excessive copying or staying after hours), they were certainly flags of unsafe behaviour whose frequency did seem to be increasing; this should have made it a particular concern for the organisation.

# SUMMARY OF TEAM SECTION

*Key messages:*

- Teams are crucial inhibitors or facilitators of organisational change.
- Team climates can breed norms of organisational citizenship behaviour (OCB) or CWB.
- Team members are more likely to report CWB if they feel supported and secure in raising concerns about their colleagues to managers.
- Passive insider threat is likely where team members do not consider it their responsibility to show interest in the actions of their colleagues and where moral disengagement is evident among team members.

# FURTHER INFORMATION AND RESOURCES

The online version of this toolkit as well as the associated toolkits are available through the CREST website at: www.crestresearch.ac.uk

Other useful learning resources are available from our partners:

CREST: www.crestresearch.ac.uk

CPNI: www.cpni.gov.uk

## ABOUT THE AUTHORS:

Professor Rosalind Searle is Professor of HRM and Organisational Psychology at the Adam Smith Business School, University of Glasgow.

Dr Charis Rice is Research Associate at the Centre for Trust, Peace and Social Relations at Coventry University.

The team members have extensive experience of working in the areas of organisational trust, work behaviour and related issues. If you or your organisation would like to be involved in further research or would like to request a bespoke organisation evaluation, please contact us at:

rosalind.searle@glasgow.ac.uk

charis.rice@coventry.ac.uk
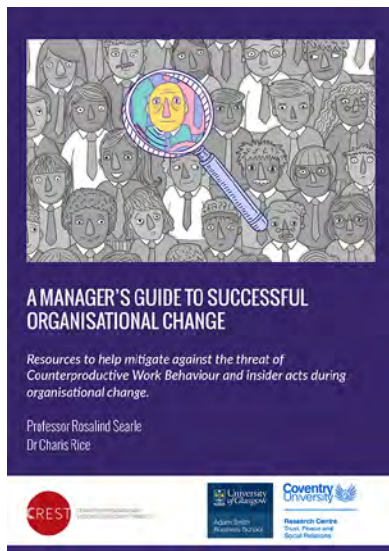


This toolkit focuses on Team Relations, as part of four toolkits (Leaders, Individuals, Organisational Culture, Team Relations) on counterproductive work behaviour. A complete version containing all 4 toolkits is also available at: www.crestresearch.ac.uk/resources/cwb-toolkit

There is also a Manager's Guide (www.crestresearch.ac.uk/resources/cwb-managers-guide) and two e-webinars available at: www.crestresearch.ac.uk/resources/cwb-video-toolkits www.crestresearch.ac.uk/resources/cwb-video-key-messages

# REFERENCES

Bandura, A. (1991). 'Social cognitive theory of moral thought and action'. In W. Kurtines & J. Gewirtz (Eds.) *Handbook of Moral Behavior and Development*: *Volume 1: Theory* (pp. 45–103). Hillsdale: Lawrence Erlbaum Associates.

Bandura, A. (1996). 'Social cognitive theory of human development'. In T. Husen & T. N. Postlethwaite (Eds.), *International Encyclopedia of Education*, 2nd ed. (pp. 5513-5518). Oxford: Pergamon Press.

Bandura, A. (1999). 'Moral disengagement in the perpetration of inhumanities', *Personality and Social Psychology Review*, 3(3): 193-209.

Bandura, A. (2001). 'Social cognitive theory: An agentic perspective', *Annual review of Psychology*, 52(1): 1–26.

Bijlsma-Frankema, K., Sitkin, S. B. and Weibel, A. (2015). 'Distrust in the Balance: The Emergence and Development of Intergroup Distrust in a Court of Law', *Organization Science*, 26(4): 1018-1039.

Gillespie, N. and Dietz, G. (2009). 'Trust Repair after an Organization-Level Failure', *Academy of Management Review*, 34(1): 127-145.

Kiefer, T. (2005). 'Feeling bad: antecedents and consequences of negative emotions in ongoing change', *Journal of Organizational Behavior, 26*(8): 875-897.

Mayer, R. C., Davis, J., & Schoorman, F. D. (1995). 'An Integrative Model of Organizational Trust', *Academy of Management Review, 20*(3): 709-734.

Nurse, J. R., Buckley, O., Legg, P. A., Goldsmith, M., Creese, S., Wright, G. R., and Whitty, M. (2014). 'Understanding insider threat: A framework for characterising attacks'. In *Security and Privacy Workshops (SPW), May 2014, IEEE* (pp. 214-228). IEEE.

Oreg, S (2018). 'An Affect-Based Model of Recipients' Responses to Organizational Change Events', *Academy of Management Review*, 43(1): 65-86.

Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. F. (1998). 'Introduction to Special Topic Forum: Not so Different After all: A Cross-Discipline View of Trust', *Academy of Management Review, 23*(3): 393-404.

For more information on CREST
and other CREST resources, visit
**www.crestresearch.ac.uk**

CREST

**CENTRE FOR RESEARCH AND
EVIDENCE ON SECURITY THREATS**

18-024-01