MANAGING ORGANISATIONAL CHANGE

PRACTITIONER TOOLKIT

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

Professor Rosalind Searle
Dr Charis Rice

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About CREST

The Centre for Research and Evidence on Security Threats (CREST) is a national hub for understanding, countering and mitigating security threats. It is an independent centre, commissioned by the Economic and Social Research Council (ESRC) and funded in part by the UK security and intelligence agencies (ESRC Award: ES/N009614/1). *www.crestresearch.ac.uk*

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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 contains five sections and is designed to be used 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. It includes practical resources and self-reflective activities.

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 full resource or as discrete sections. It is designed to help you to anticipate and mitigate the unintended consequences of change.

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.
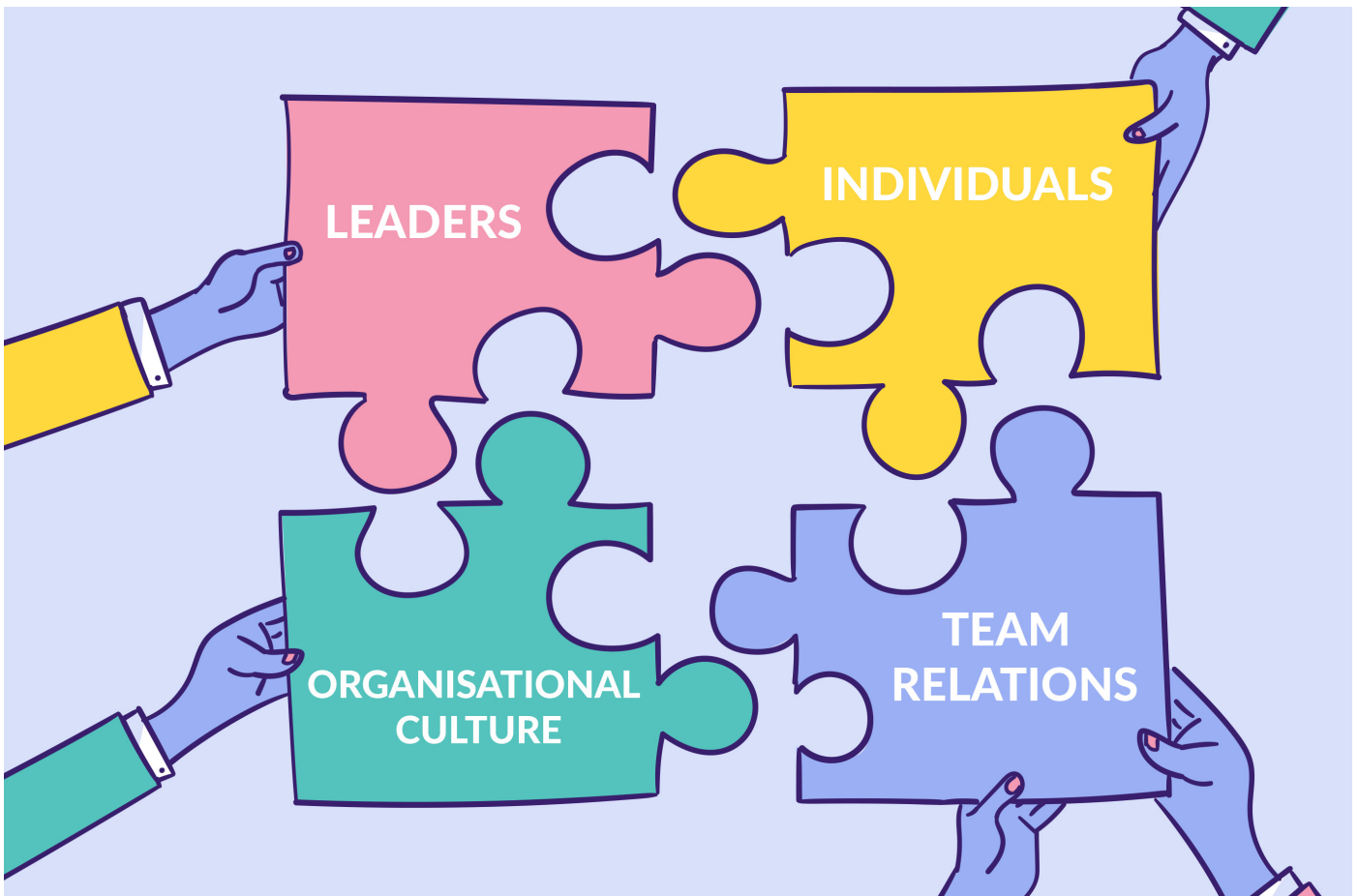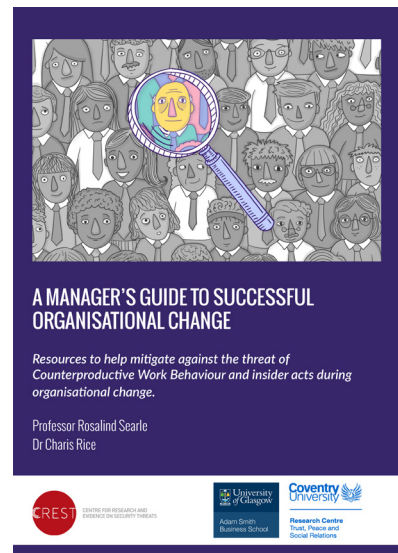
RESOURCES

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

This toolkit is the full version, containing all 4 toolkits (Leaders, Individuals, Organisational Culture, Team Relations). There are separate toolkits 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
- **Team Relations** - www.crestresearch.ac.uk/resources/cwb-toolkit-team-relations

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

LEADERS

INDIVIDUALS

ORGANISATIONAL CULTURE

TEAM RELATIONS

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).
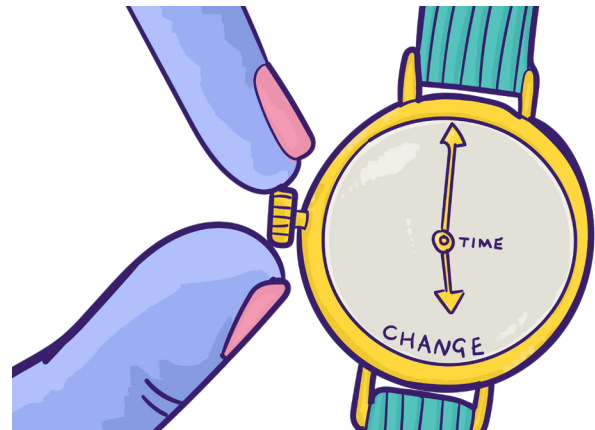
UNINTENDED CONSEQUENCES OF CHANGE

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

DISTRUST INCREASING

UNPREDICTABLE WORKING ENVIRONMENT

INADEQUATE COMMUNICATION

INCONSISTENT LEADERSHIP

POOR OR UNFAIR CHANGE PROCESSES

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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)

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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

Fair and consistent

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

Organisational citizenship

Make Counterproductive Work Behaviour reporting a part of employee safeguarding.

Communicate change

Communicate change initiatives transparently, consistently, regularly and collaboratively.

Assess your environments

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

Lead by example

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

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.

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.

INTRODUCTION TO CHANGE
Change and its relationship to trust.

This sub-section encourages you to reflect on what types of change might be occurring in your organisation. It seeks to explain trust, how and why employee trust might be negatively affected by organisational change, and how breached trust might manifest in different types of counterproductive work behaviour.

TYPE OF CHANGE

- Demographic composition of work

Social change

- Resource reduction and configuration
- New forms of organisation

Economic pressure

Work

- Changes to past and future alliances

Geopolitical development

Innovation and technological change

- New opportunities
- New vulnerabilities
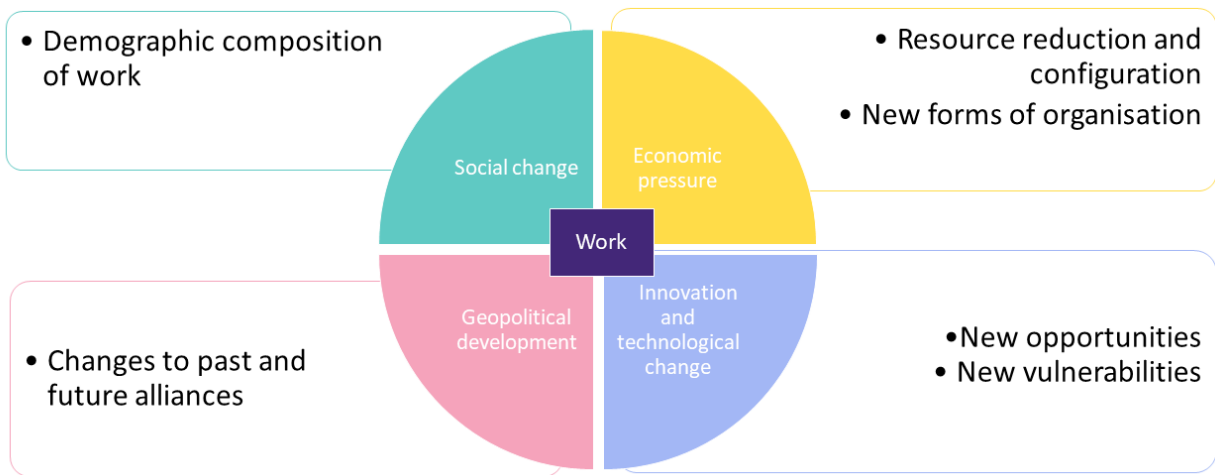
KEY IMPACTS OF ORGANISATIONAL CHANGE

Organisational structure:
- Shift in top level organisation and reporting relationships.
- Alteration of physical and virtual locations of work.

Organisational processes and systems:
- What is done on a daily and frequent basis.
- How it is done.

Organisational social systems:
- Who does it.
- Who directs and controls work.
- Culture and values of that organisation and the local workplace.

ACTIVITY 1: REFLECTION

Review both the types of change and the key impacts of organisational change indicated above and consider what is happening in your own organisation.

CHANGE MAKES TRUST SALIENT

Change can affect individuals' psychological attachment to their employing organisation, which involves three distinct dimensions. Although they are interconnected, each is a separate form of connection to the organisation.

PSYCHOLOGICAL ATTACHMENT
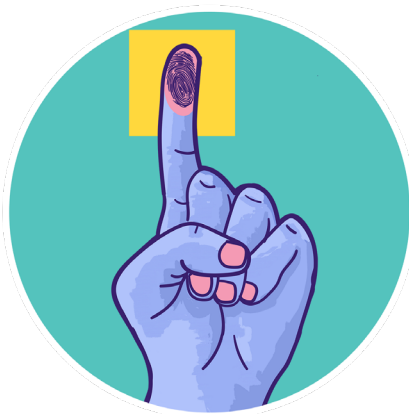
IDENTITY   COMMITMENT   TRUST

SYNERGY BETWEEN DIMENSIONS

WHAT IS TRUST?

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).

Trust = trustworthiness

Trust is derived from a sense of trustworthiness based on cognitive and affective components.

(Colquitt et al., 2012).

COGNITIVE BASED TRUST INVOLVES:

- Track record/Reputation.
- Dependability, Reliability.
- Professionalism.
- Weak trust - derived from predictability.
- Impact = certainty.

AFFECT BASED TRUST INVOLVES:

- Emotional investment.
- Genuine care and concern.
- Stronger trust - belief in other's goodwill - discount occasional expectation violations.
- Impact = resilience and reduced wariness.

TRUST DIVIDENDS

Research shows that organisations with high trust have distinct advantages. They have higher performance levels, their reputation, gained in part from the positive experiences of those working within them, results in more internal and external recommendations and endorsements.

Those who work in trusted organisations have greater job satisfaction and are more co-operative with each other; they tend to share information with each other, including potential errors and new ideas. These organisations have less turnover of staff as people want to remain working there. Organisations with high trust are able to leverage these positive elements during change.

WHAT DOES TRUST LOOK LIKE DURING CHANGE?

- Feelings of security and safety in employment and key relationships.
- Leader emphasis on the welfare and well-being of the workforce in making transitions.
- Engaged staff with shared organisational goals and values.
- Empowerment and participation from lower levels.
- Open dialogue and constructive communication.
- Citizenship behaviours evident including high levels of support e.g., volunteering, 'going the extra mile', helping out colleagues.
- Integrity of staff, especially amongst leaders – doing the right thing matters most.
- Demonstrating the capacity, abilities and skills to make alterations.

"There is a lot of people engagement in teams and things like that...we are empowered to drive that change and to take responsibility for that change...I think it's when people genuinely share. We have team breakfasts, we have team meetings, a lot more team orientated discussions now...sharing reward and recognition."
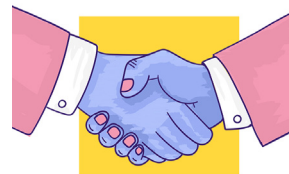
(Employee, CREST Insider Threat Study)
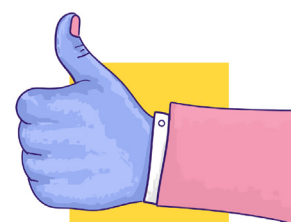

More error detection
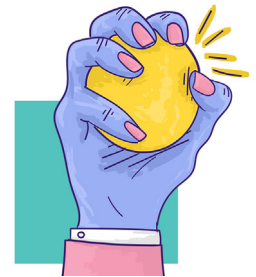
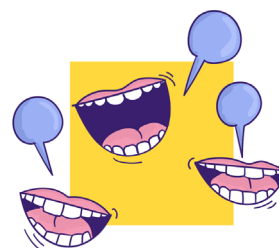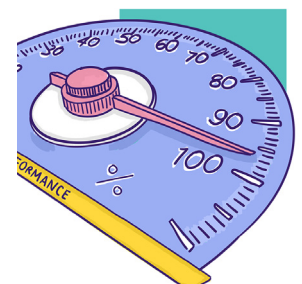Less stress

More co-operative

More innovation

More recommended

Greater job satisfaction

Participation in decisions

High job performance

LOW TRUST

In contrast, low trust organisations have lower productivity for a variety of reasons. Low trust organisations require greater efforts around communication, either to 'spin' negative information, or to overcome bias to communicate good news.
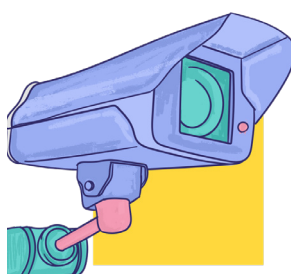
Low trust organisations are less conducive for efficient working; they are political and stressful, which results in people withdrawing their effort. Such an atmosphere can lead to higher absence levels, which raises the workloads of those who are present. Output is depressed due to the higher levels of monitoring and control required; people care less about these organisations and so they feel more inclined to steal or sabotage.

Finally, many of those who remain in low trust organisations disengage psychologically or make plans to physically leave. In this way, a spiral of decline develops.

Effective organisational change in a low trust context is more challenging to achieve; while it might be necessary, there is less engagement and support from employees.

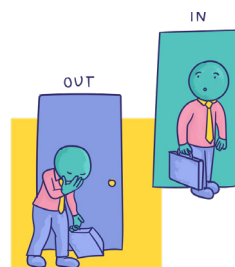## WHAT DOES DISTRUST LOOK LIKE DURING CHANGE?

- Feelings of frustration, anger, fear and contempt about the change and its key actors.
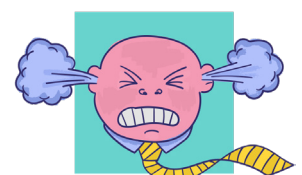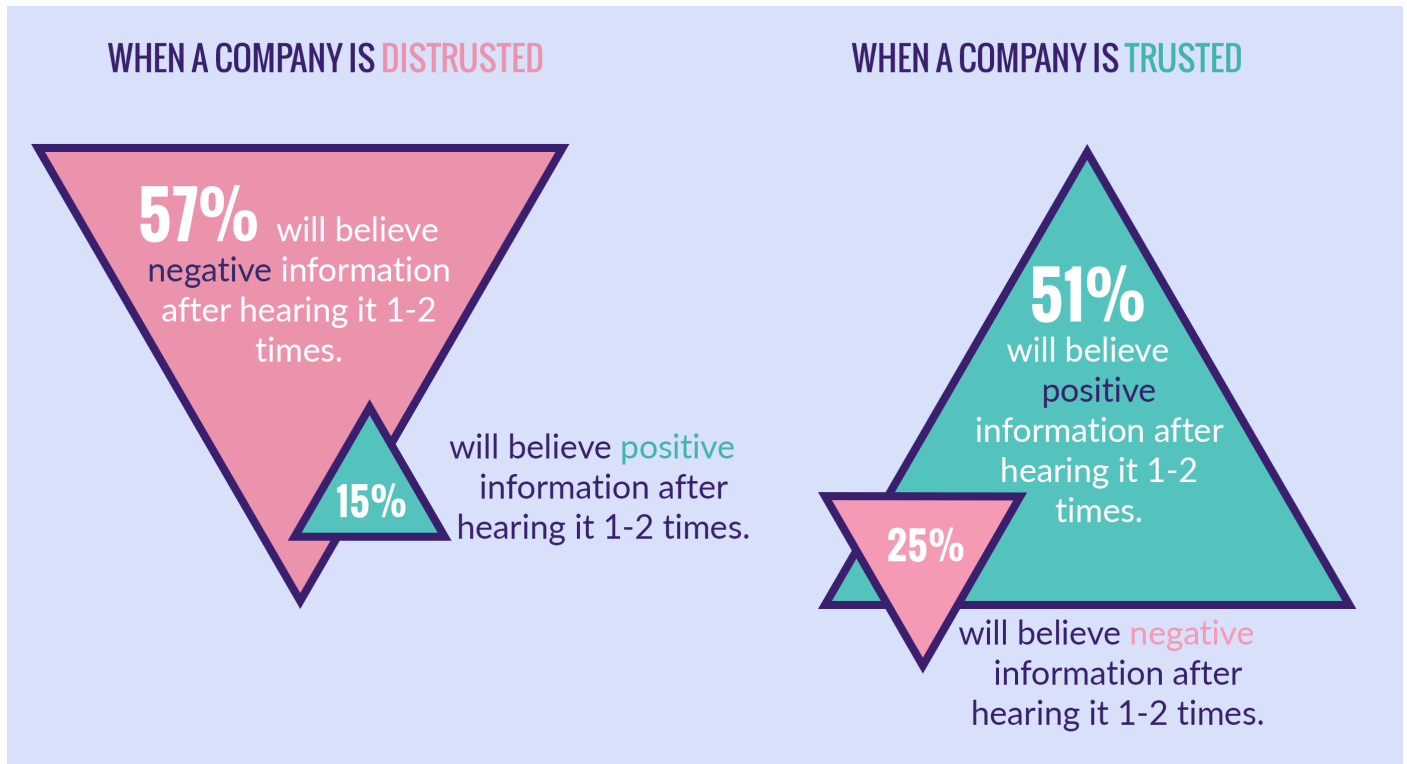- Feelings of acute vulnerability and dependency – loss of control.

- Broken or breached expectations and promises – personal and organisational goals no longer aligned.
- Operation of political networks.
- Doubts about the intentions and motivation of others in the organisation– feeling the need to monitor and protect self, hyper-vigilance.
- Concern about lack of or low level of skill and ability of others in the organisation – uncertainty and unpredictability.
- Apathetic and disengaged staff – everyone looks after themselves.
- Little or no open communication –perceived political and hidden agendas.
- Inconsistency between what is being said and what can be seen as being done – creates uncertainty and vulnerability.
- Counterproductive behaviours are evident in active and/or passive form.

"The pension is a big disappointment. It's something that if I could be bothered, I might have found out more about, and maybe been more animated about it. But I figure the management are going to do what they are going to do."

(Employee, CREST Insider Threat Study)

"The fear of getting people into trouble is definitely there, the fear of mentioning something and then it's an overreaction...you know you are going to get somebody in an awful lot of trouble for doing something [small]."

(Employee, CREST Insider Threat Study)

More monitoring

Lower performance

Higher turnover rate

Higher stress

WHEN A COMPANY IS DISTRUSTED

57% will believe negative information after hearing it 1-2 times.

15% will believe positive information after hearing it 1-2 times.

WHEN A COMPANY IS TRUSTED

51% will believe positive information after hearing it 1-2 times.

25% will believe negative information after hearing it 1-2 times.

Above: Edleman, Trust Barometer (2011)

NEGATIVE RESPONSES TO CHANGE

One of the consequences of low trust and high change contexts is CWB; this can take a variety of forms.

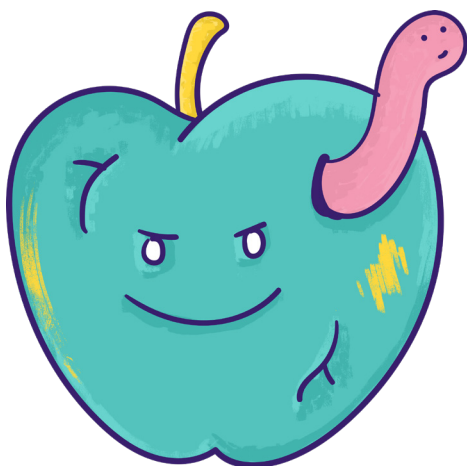|	MINOR	MODERATE	SEVERE
ORGANISATIONAL	**WITHDRAWAL** Intentional avoidance of or disengagement from work environment, job tasks, or the organisation (includes deliberate withholding of pertinent information and knowledge from the organisation).	**PRODUCTION DEVIANCE** Intentional non-compliance with how work should be done.	**PROPERTY DEVIANCE** Organisational Theft - Intentional taking of organisation's property for personal purposes or financial gain. **FRAUD** Wrongful or criminal deception concerning organisational assets for financial or personal gain.
INTERPERSONAL	**POLITICAL DEVIANCE** Deliberate social interaction intended to gain personal or political advantage over another party.		**INTERPERSONAL AGGRESSION** Deliberate physical and verbal aggression and incivility designed to be hostile towards or to harm or endanger another individual. Includes: Sexual misconduct and harassment, physical violence, bullying and verbal incivility and abuse. **INDIVIDUAL TARGETED THEFT** Intentional taking of another individual's property for personal or financial gain.

Above: Adapted from Robinson and Bennet (1995) and Spector et al. (2006)

WHAT CAUSES COUNTERPRODUCTIVE WORK BEHAVIOUR?

Research from a variety of contexts outlines three different reasons why individuals undertake CWB. The first concerns 'bad apples', who are inherently deviant individuals, intent on self-gain. The next concerns social learning and the third has an environmental origin. The latter two can develop over time such that the person may not be aware of how much their behaviour is changing.
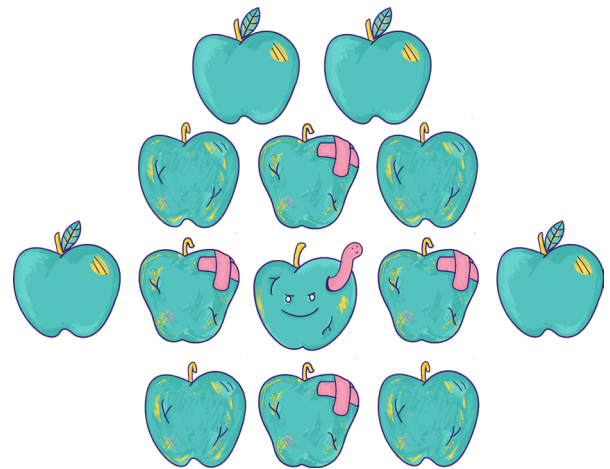
In the social learning category, individuals are trying to fit in with others through normalised CWB. In the depleted self-regulation category individuals' awareness and ability to self-correct is critically reduced, through being overwhelmed by accumulated stresses and strains from their environment. The behaviour of the depleted self-regulation group is therefore through omission rather than intention.

SOCIAL LEARNING

- Social learning – corrupted morals.
- Exposure to others = progressive decline.
- Motive becomes self-gain.
- Negative impact on norms of other professionals and institution.

BAD APPLE

- Personality driven dimension.
- Motive - premeditated and instrumental self-gain.
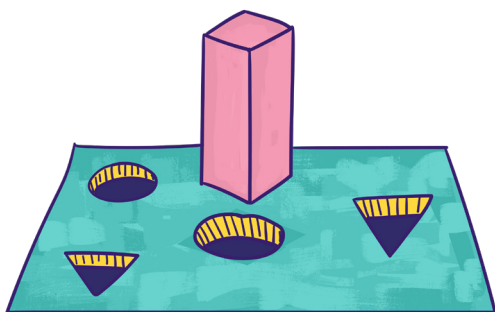
DEPLETED SELF-REGULATION

- Conservation of resources – depleted moral self-regulation.
- Accumulation of stress and strain incites CWB.

4 TYPES OF PERPETRATOR

In our CREST Insider Threat study, we found four types of CWB perpetrator: those with depleted self-regulation, through stress and exhausted resources, characterised as '**Omitters**'; '**Slippers**', those with just one occasional form of CWB, which was related either to social learning in the form of learned counterproductive group norms or depleted self-regulation; '**Retaliators**', those whose CWB was directed at getting back at the organisation, who were often a subset of the depleted self-regulation group with high negative emotions affecting their thinking; finally, '**Serial Transgressors**', those undertaking CWB more regularly than the other three groups - they could belong to any of the three aforementioned categories.

OMITTERS (DEPLETED SELF-REGULATION)

• Poor fit - personal, role, organisational.**[Input control needed]**

• Self-focus.

• Immature.

• Emotionally unstable. **[Support needed]**

• Individual vulnerabilities:

  • Compulsive behaviours.

  • Poor social skills.

SLIPPERS (RELATED TO GROUP NORMS OR SELF-REGULATION)

• One occasional instance of a single CWB category.

RETALIATORS (GETTING BACK AT OTHERS OR THE ORGANISATION)

• Multiple instances of a single CWB category.

• Occasional to very frequently.

SERIAL TRANSGRESSOR (RELATED TO GROUP NORMS AND CLIMATE)

• Multiple instances of multiple CWB categories.

• Normalised CWB activity level.

ACTIVITY 2: COUNTERPRODUCTIVE WORK BEHAVIOUR

The items below have deliberately been worded to collect the witnessing rather than the undertaking of these actions. These should drive a more open discussion about what those completing the task are seeing going on around them. While some of the items appear similar to each other, they address slightly different issues or affirm previous answers and so all items should be completed.

KEY SCORING ITEMS

0 = Never

1 = Occasionally

2 = Sometimes

3 = Frequently

4 = Every Day

Please select the appropriate number by using the interactive tick in this document. ☐

Indicate how often you have witnessed the following behaviours in your organisation:	0	1	2	3	4
1. People telling others outside the job what a lousy place it is to work at.	☐	☐	☐	☐	☐
2. People staying home from work sick when they were not	☐	☐	☐	☐	☐
3. People starting or continuing a damaging or harmful rumour at work	☐	☐	☐	☐	☐
4. Something belonging to your employer being stolen	☐	☐	☐	☐	☐
5. Someone being insulted about their job performance	☐	☐	☐	☐	☐
6. Someone being made fun of at work because of their personal life	☐	☐	☐	☐	☐
7. Someone being ignored at work	☐	☐	☐	☐	☐
8. Someone blaming someone at work for an error they made themselves	☐	☐	☐	☐	☐
9. Someone starting an argument with someone else at work	☐	☐	☐	☐	☐
10. Someone purposely doing their work incorrectly	☐	☐	☐	☐	☐
11. Someone being verbally abused at work	☐	☐	☐	☐	☐
12. Someone taking a longer break than they were allowed to take	☐	☐	☐	☐	☐
13. Supplies or tools being taken home without permission	☐	☐	☐	☐	☐
14. Someone being threatened with violence at work	☐	☐	☐	☐	☐
15. Someone saying something obscene to someone at work to make them feel bad	☐	☐	☐	☐	☐
16. Some purposely working slowly when things needed to get done	☐	☐	☐	☐	☐
17. Someone purposely wasting the organisation's materials/supplies	☐	☐	☐	☐	☐

Indicate how often you have witnessed the following behaviours in your organisation:	0	1	2	3	4
18. Someone being threatened at work, but not physically	☐	☐	☐	☐	☐
19. Someone leaving work earlier than they were allowed to	☐	☐	☐	☐	☐
20. Someone doing something to make someone else at work look bad	☐	☐	☐	☐	☐
21. A mean prank designed to embarrass someone at work	☐	☐	☐	☐	☐
22. Someone purposively failing to follow instructions	☐	☐	☐	☐	☐
23. Someone looking at someone else's private work mail/property without permission	☐	☐	☐	☐	☐
24. Someone hitting or pushing someone at work	☐	☐	☐	☐	☐
25. Someone purposely damaging a piece of equipment or property	☐	☐	☐	☐	☐
26. Someone insulting or making fun of someone at work	☐	☐	☐	☐	☐

SCORING KEY: WORK BEHAVIOURS

Counterproductive work behaviour (CWB) involves any behaviour that occurs in the context of work which harms either the organisation or its members (Spector et al., 2006). There are two levels. First, those directed at individuals, and termed CWB-I.

This form comprises: theft of other's property, sabotage towards a specific target person, and acts of interpersonal aggression. In contrast, CWB actions that are focused on harming the organisation are organisational-level deviances (CWB-O). They include: failures to comply with rules about how work tasks should be done (production deviance), industrial-focused sabotage and theft.

On the next page you will see a key as to how each of the items link to the five different dimensions of CWB, and their type (CWB-O or CWB-I). Reflect on the finding that any items where you have circled 1 or above means some form of that CWB dimension is present in your organisation. In de-briefing this task, it is useful to identify the most common items.

You could compare the differences in frequencies between managers and staff members to see if there are consistent dimensions of CWB that are being witnessed.

Discuss what could be done to detect and reduce the occurrence of these behaviours in your workplace (to help, you could consider the positive and negative indicators for Organisational Citizenship Behaviour we have developed on p28).

WORKING OUT YOUR SCORE

Look at the table on page 27, you will see the item numbers that correspond with each of the CWB dimensions. Add together the score you have marked for each item. Thus with sabotage if you have marked a 1 and a 3 for items 17 and 25 respectively, your total score would be 4. Take the total score and divide by the number of items to work out the average. So for sabotage you would divide by 2 whereas for withdrawal the total score would be divided by 3. This new figure is the average and allows you to compare the results across the different CWB dimensions.

CWB Dimension	Item number	Total score	Average
Sabotage (CWB-O)	17, 25		/2 =
Withdrawal (CWB-O)	2, 12, 19		/3 =
Production deviance (CWB-O)	10, 16, 22		/3 =
Theft (CWB-O)	4, 13		/2 =
Interpersonal abuse (CWB-I)	1, 3, 5, 6, 7, 8, 9, 11, 14, 15, 18, 20, 21, 23, 24, 26		/16 =

DEFINITION OF CWB DIMENSIONS

Sabotage:
Sabotage is defacing or destroying physical property belonging to the employer.

Withdrawal:
Withdrawal consists of behaviours that restrict the amount of time working to less than is contracted to the organisation. It includes unauthorised absence, arriving late or leaving early, and taking longer breaks than necessary or authorised.

Production deviance:
Production deviance is the purposeful failure to perform job tasks effectively in the way that they are supposed to be performed.

Theft:
Theft is the wrongful taking of money, goods, or property by an organisational member.

Interpersonal abuse:
Interpersonal abuse consists of harmful behaviours directed toward co-workers and others, designed to harm either physically or psychologically through making threats, nasty comments, ignoring the person, or undermining the person's ability to work effectively.

This activity is has been adpated from Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counter-productivity: Are all counterproductive behaviors created equal? *Journal of Vocational Behavior*, 68(3): 446-460

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.

Look at the indicators, what are the main weaknesses you face?

The more positive indicators you have in place, the more secure your organisation is likely to be towards tackling CWB generally and during organisational change.

If you only recognise the negative indicators, you should seek to implement the indicators outlined on the positive side.
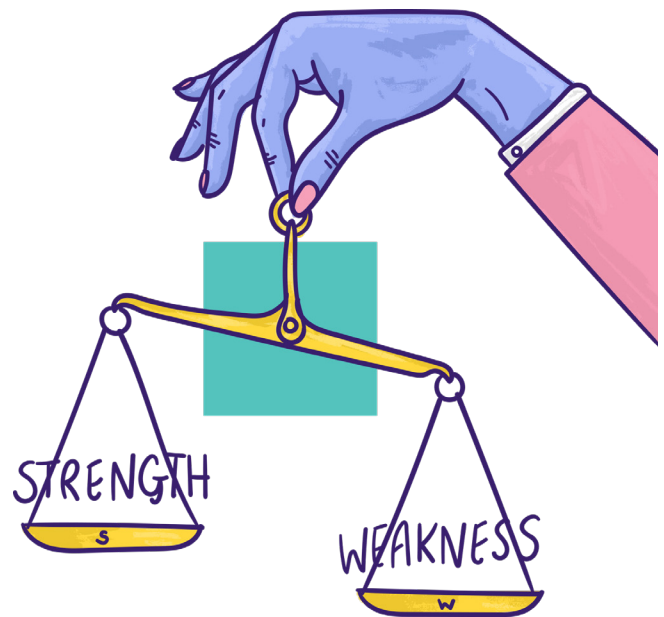
SUMMARY OF INTRODUCTION

Key messages:

- Trust becomes salient during periods of change in organisations.

- Trustworthiness concerns the abilities and competencies of another party, as well as how much they are perceived to respect and care about others.

- Trust creates positive accumulative dynamics in a workplace.

- Change can threaten, alter and undermine important values and goals.

- Change can produce feelings of anger, fear and frustration which can negatively affect individuals' attitudes and behaviours at work.

- Distrust creates negative dynamics of decline in a workplace.

- CWB can have individual, social and organisational dimensions.

ORGANISATIONAL CULTURE

An organisation's systems and practices.

DEFINITION

Organisational culture refers to the practices (formal and informal) which are both routine and meaningful to organisational members. It includes the norms and expected behaviours of staff and the values an organisation advocates or represents. All of these aspects help create shared experiences and beliefs among organisational members.

(McAleese, 2010; Mumby, 1988; Schein, 2004)

UNDERSTANDING ORGANISATIONAL PROCESSES

This section involves reflecting on the different types of systems and processes that are used in your organisation.

There are four key types of controls that are used in organisations. On the next page is an activity with a more detailed table of items relating to these four types.

TRUST AND CONTROL

Research has examined whether controls either substitute or complement trust, and found that controls can enhance the trust in an organisation. They are important means of adding predictability ,especially during change.

Their impact is undermined through inconsistent delivery and their over use (micro-management).

(Weibel, et al. 2016)

CONTROLS UNDERMINE TRUST
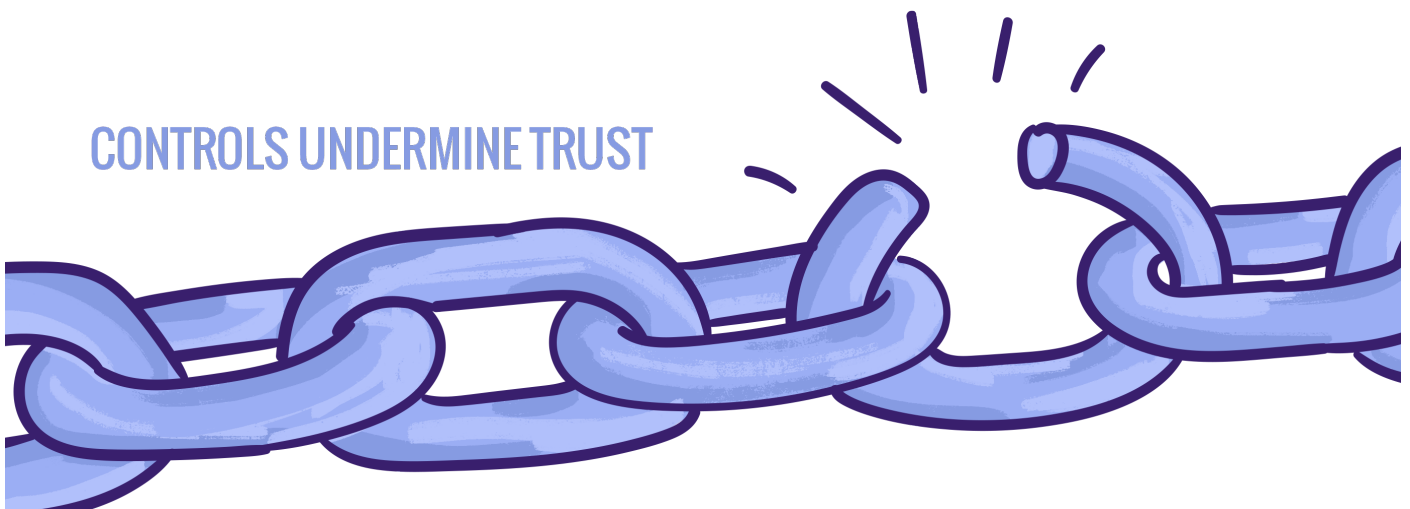
Formal processes include reward processes, company policies, codes of ethics, and selection processes. These tend to be under the direct control of organisational decision makers.

Informal processes describe the way things are transmitted through behavioural norms, rituals, stories, and language.

IN YOUR ORGANISATION WHAT EMPHASIS IS THERE ON CONTROLS?

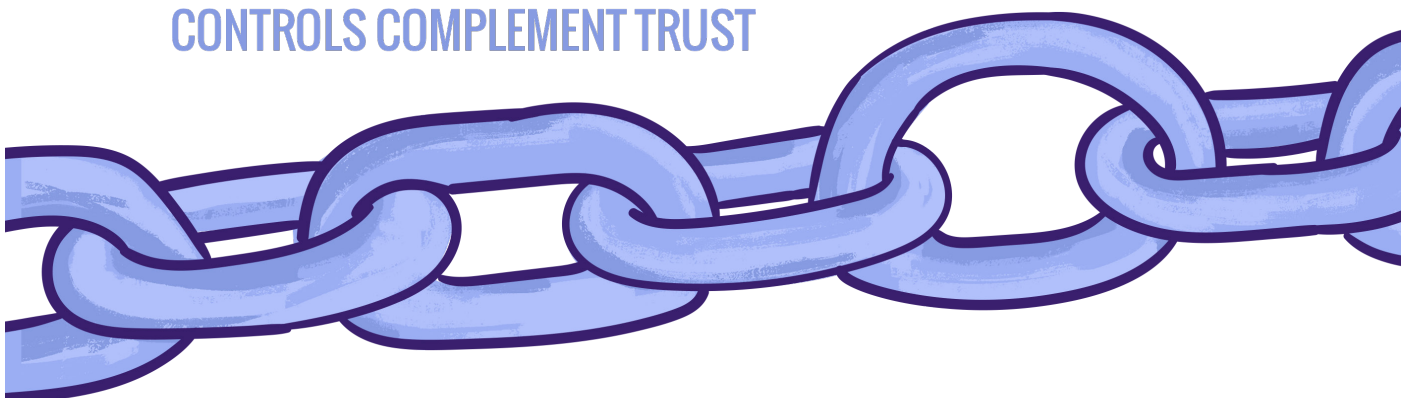**Input controls:** Who gets in to the organisation and does things.

Process controls: How things are done.

Output controls: What has to be done.

Sanctions and punishments: Consequence of non-compliance.

CONTROLS COMPLEMENT TRUST

ACTIVITY 3: CONTROL SYSTEMS

This activity is designed to get you to reflect on the broad suite of control systems that might be evident in your organisation i.e., not just security but also HR and behavioural controls.

Tick any of the statements that apply to your organisation to identify the dominant types of control processes that are used in your organisation.

Controls Activity	
INPUT CONTROLS: Who gets in and does things	
☐	Significant attention is paid towards verifying who is recruited into the organisation
☐	Vetting process and qualifications are verified
☐	Incentives - progression to the next level includes achievement of formal qualifications
☐	Time constrained – once individuals are in, their suitability is rarely revisited
☐	Informal – employees can vouch for and identify suitable new colleagues
PROCESS CONTROLS: How things are done	
☐	There are reliability and integrity-focused organisational processes in place
☐	There are written rules and procedures concerning how things are done in the organisation
☐	Written rules are strictly enforced
☐	In dealing with novel situations, employees understand the type of approach the organisation would want followed

| Controls Activity	
☐	There are clear formalised procedures regarding the standards which have to be reached in the organisation
☐	It is not just what employees do, but how they do it that matters in the organisation
☐	Incentives – one-off rewards are given to those who follow the process
☐	Organisational rules and processes are not made explicit or clear
☐	Informal – there are local variations to how things are done
☐	Informal - there is an unwritten rule that as long as the task gets done, process rules can be dismissed
OUTPUT CONTROLS: What has to be done	
☐	There are clear performance expectations for employee roles
☐	Specific goals are established for job related achievements
☐	Attainment of goals is monitored and altered if required
☐	In-depth feedback is provided concerning the extent to which employees achieve expected goals
☐	Incentives - career progression is dependent on employees' performance relative to expected goals
☐	Salary and bonus payments are made to those who meet or exceed their goals
☐	Employees are praised when they perform well
☐	Informal – there are informal arrangements about what needs to be done in the organisation
☐	Informal - some individuals get ahead easier than others depending on their work relationships

Controls Activity
SANCTIONS AND PUNISHMENTS: Consequence of non-compliance
☐ Written warnings are given to employees who violate important organisational values/ethics (e.g., they get issued a caution)
☐ There is a set policy that must be followed when staff violate a formal rule
☐ Incentives – progression and promotion includes ensuring employees have no warnings or compliance failures against their name
☐ Breaches are noted regarding who commits a misdemeanour
☐ Violations of important behavioural norms are punished (e.g., employees who always gossip are addressed)
☐ Informal - peer pressure is used to correct those who fail to follow procedures
☐ Some employees are treated more leniently than others

SECURITY CONTROLS

In addition to understanding how the four types of controls are used in your organisation, it is also important to consider the role of controls focused on security.

Those practitioners with a specific interest (and expertise) in security, may wish to further consider where your organisation falls on CPNI's Personnel Security Maturity Model.

See here: https://www.cpni.gov.uk/personnel-security-maturity-model

Innocent Aware Developing Competent Effective Excellent
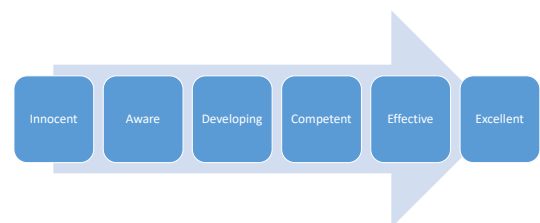
CPNI Personnel Security Maturity Model

33

COMMUNICATION MATTERS
Why does communication matter?

Communication is more than just information exchange; it is inherently social and creates meaning between individuals.

Communication signals the priorities, ethos and values of an organisation. It plays a central role in trust development and maintenance.

Effective organisational communication is linked to organisational commitment and job performance.

Effective communication improves employee acceptance and adoption of change.

TRUSTFUL COMMUNICATION DURING CHANGE

Change often creates an information vacuum for employees as managers can't always share (or don't always have) all the relevant information. Individuals' search for clarity encourages rumours and the accessing of unofficial routes of information; this often leads to misinformation and increases individuals' feelings of uncertainty and vulnerability, conditions not conducive to trust or to positive working relationships.

"There is a lot of organisational change going on across the business that not everybody understands why…it has to come down through several layers and it's a bit like Chinese whispers, by the time it gets to one layer I sometimes think that it doesn't come through with the same message."

(Employee, CREST Insider Threat Study)

ACTIVITY 4: COMMUNICATION

This set of three exercises has been developed to facilitate the gathering of insight into the communication of change in your organisation, to identify areas of strength, and those requiring development. They have been adapted from Hargie and Tourish's (2009) communication audit work.

While the activities come from validated audit methodologies of organisational communication and include scales that can be statistically analysed, we have made the scoring and feedback on these resources as simple as possible.

They are primarily designed for leaders to reflect on their organisation's (and their own) internal communication practices. They should be used to start a conversation with staff, and to aid action planning around communicating organisational change.

All of these activities can be either directly given to employees or slightly rephrased and then given to employees so the perspectives of each group can be compared to identify gaps and allow appropriate action plans to be created.

SECTION 1: STRENGTHS AND WEAKNESSES IN COMMUNICATION

List below what you think are the three main strengths in the way people in your organisation communicate about organisational changes, for example:

1. Information about organisational changes is always given ahead of any changes actually occurring.

2. It is easy to access information about organisational changes in my organisation through a variety of mediums.

1.

2.

3.

List below the three main weaknesses in the way people in your organisation communicate about organisational changes, for example:

1. Information about organisational changes is often provided after change has occurred.

2. People pay too much attention to rumours regarding organisational changes rather than official sources.

1.

2.

3.

SECTION 2: SURVEY OF COMMUNICATION ABOUT ORGANISATIONAL CHANGE

This exercise is a survey comprising four components, designed to help you reflect on key communication issues in your organisation, such as what aspects of organisational change are communicated, who does that communicating and what mediums are used.

Your responses and the key below should be used to identify areas where you might need more, or less, focus regarding communication. While we have suggested pertinent issues, sources and channels of communication derived from our research, it is important that you tailor these items to reflect your own organisation's specific changes and communication practices.

KEY SCORING ITEMS

0 = None.

1 = Very little information.

2 = Little information.

3 = Some information.

4 = Quite a bit of information.

5 = Great amount of information.

TOPICS OF COMMUNICATION

Indicate the number that best represents the amount of information that you think your organisation sends to employees about organisational changes.	0	1	2	3	4	5
1. What is changing in the organisation	☐	☐	☐	☐	☐	☐
2. How individuals can participate in and contribute to organisational change	☐	☐	☐	☐	☐	☐
3. How organisational changes affect individual jobs	☐	☐	☐	☐	☐	☐
4. How organisational changes affect the structure of the organisation	☐	☐	☐	☐	☐	☐
5. The new challenges that the organisation faces because of organisational changes	☐	☐	☐	☐	☐	☐
6. How organisational change decisions are reached	☐	☐	☐	☐	☐	☐
7. Important new service/production developments caused by organisational change	☐	☐	☐	☐	☐	☐
8. How benefits and rewards are affected by organisational change	☐	☐	☐	☐	☐	☐
9. How training and development opportunities are affected by organisational change	☐	☐	☐	☐	☐	☐
10. How the ability to deliver things that were previously promised to employees are affected by organisational change (e.g., pension schemes, bonuses)	☐	☐	☐	☐	☐	☐

SCORING KEY:

Count up the frequency of each score rating you have given and record in the box below.

Score rating	Item numbers with that score	Total number of that score
Number of 0's		
Number of 1's		
Number of 2's		
Number of 3s		
Number of 4's		
Number of 5's		

Ideally, you want to see as many 4's and 5's as possible in this part of the survey, meaning that there is a strong and comprehensive communication flow in your organisation about organisational change processes and its impacts.

If the scores indicated are 0-2 in particular, you should seek to increase communication around these issues; the topics we have included here are indicative of the kinds of areas likely to be important to individuals experiencing organisational change and those which research shows contribute to the decline of trust if they are not addressed.

Past communication research suggests that communication strategies that encourage a dialogue between organisations and employees are particularly good practice and signals the trustworthiness of the organisation (e.g., consider your score on item 2). Similarly, organisations that fully and transparently explain why past promises made to employees are no longer achievable following organisational change, are likely to avoid an integrity breach which is critical to trust decline and the development of CWB.

SOURCES OF COMMUNICATION

For each person or source listed below, indicate the number that best represents the amount of information you currently receive from the following sources about organisational changes.	0	1	2	3	4	5
1. Immediate work colleagues	☐	☐	☐	☐	☐	☐
2. Colleagues in other departments	☐	☐	☐	☐	☐	☐
3. Immediate line manager	☐	☐	☐	☐	☐	☐
4. Middle managers	☐	☐	☐	☐	☐	☐
5. Senior managers	☐	☐	☐	☐	☐	☐
6. Team briefings	☐	☐	☐	☐	☐	☐
7. Special management talks	☐	☐	☐	☐	☐	☐
8. Trade Unions	☐	☐	☐	☐	☐	☐
9. Specialised employee forums on organisational change	☐	☐	☐	☐	☐	☐

For each person or source listed below, indicate the number that best represents the amount of information you currently receive from the following sources about organisational changes.	0	1	2	3	4	5
10. Specialist change agent (e.g., HR, organisational development/change manager)	☐	☐	☐	☐	☐	☐
11. The grapevine/rumour (word of mouth)	☐	☐	☐	☐	☐	☐

SCORING KEY

Count up the frequency of each score rating you have given and record in the box below.

Score rating	Item numbers with that score	Total number of that score
Number of 0's		
Number of 1's		
Number of 2's		
Number of 3s		
Number of 4's		
Number of 5's		

These results should help you compare the amount of information perceived to be given by different sources. Critically, attention should be paid towards the role of the informal grapevine as a key source compared to other more informed and thus reliable sources. For example, if there is a very great deal of information about organisational change being obtained through the grapevine and a very little amount gained through specialist change agents, this would be a cause for concern.

What is important is which sources might be perceived as more trustworthy. For example, work colleagues compared to different levels of manager. Work colleagues, while perhaps more trusted by individual employees than distant leaders, will often lack insight into the machinations of organisational change and why decisions have been made. Trustworthy organisational communication can also be strategic, controlled communication.

Organisations undergoing change should seek to utilise the professional skills of HR, organisational change and communication specialists to deliver a consistent message across the organisation about change.

Further, look to see how far each of the different levels of management are involved in visibly delivering the change message. It is important that there are multiple sources that should be giving and confirming the same information. Specialist employee forums and management talks on organisational change are channels which signal that the organisation cares about individual responses to organisational change, and is actively seeking involvement from employees in change development.

CHANNELS OF COMMUNICATION

Indicate the number that best represents the amount of information you receive from the following channels about organisational changes.	0	1	2	3	4	5
1. Individual (one-to-one) face-to face contact between employees and their managers	☐	☐	☐	☐	☐	☐
2. Face-to-face contact among people in their immediate teams	☐	☐	☐	☐	☐	☐
3. Personal telephone calls from managers	☐	☐	☐	☐	☐	☐
4. Written communications from managers (memos, letters, briefing statements etc.)	☐	☐	☐	☐	☐	☐
5. Notice boards	☐	☐	☐	☐	☐	☐
6. Internal publications (magazine, newsletter etc.)	☐	☐	☐	☐	☐	☐
7. Internal audio-visual material (videos, slides etc.)	☐	☐	☐	☐	☐	☐
8. With pay slips	☐	☐	☐	☐	☐	☐
9. Mass email	☐	☐	☐	☐	☐	☐
10. Personal email	☐	☐	☐	☐	☐	☐
11. Intranet (e.g., CEO blog)	☐	☐	☐	☐	☐	☐

SCORING KEY

Count up the frequency of each score rating you have given and record in the box below.

Score rating	Item numbers with that score	Total number of that score
Number of 0's		
Number of 1's		
Number of 2's		
Number of 3s		
Number of 4's		
Number of 5's		

Identify and consider any discrepancies between high and low scores and whether this demonstrates a tailored approach to organisational communication, or might be indicative of over-reliance on certain channels.

While the particular and appropriate channels of communications will vary from organisation to organisation (e.g., such as those typical in a technology company vs. a manufacturing factory setting), generally, using a wide variety of different channels to deliver a consistent message about organisational change is advisable.

Using a wide variety of channels increases the chances of an organisation being able to reach its employees, and also of delivering communication in a means that suits employees' different communication preferences. In this way it promotes greater opportunities for employee participation and two-way dialogue between employees and their leaders.

In addition, there should be regular and ongoing opportunities for personal dialogue between employees and their local, and where possible, senior leaders. This is in order that employee concerns can be properly acknowledged, any issues attended to, and these resolved where possible.

Note that different channels may be more or less appropriate depending on the particular change topic, for example, using mass email may be effective in communicating a minor change to service delivery, whereas individual face-to-face contact from a line manger to their employee will be required if individual jobs are under threat.

You could alter these survey questions about Channels of Communication to identify any gaps between what is being sent and what is received – this will provide clues about the channels' effectiveness and the practices of those controlling the flow of information about organisational change.

OVERALL COMMUNICATION QUALITY

The communication around changes in our organisation is typically:	-3	-2	-1	0	1	2	3
	Untimely						Timely
Untimely /Timely (e.g., I often get information about changes too late/in advance of changes or exactly when I need it)	☐	☐	☐	☐	☐	☐	☐
	Inaccurate						Accurate
Inaccurate /Accurate (e.g., The information I get often turns out to be incorrect/correct)	☐	☐	☐	☐	☐	☐	☐
	Unclear						Clear
Unclear/Clear (e.g., The information I get often contains language or terms I do not/I understand)	☐	☐	☐	☐	☐	☐	☐
	Incomplete						Complete
Incomplete /Complete (e.g., The information I receive often provides me with a partial/comprehensive account of the particular topic)	☐	☐	☐	☐	☐	☐	☐
	Not Credible						Credible
Not credible/Credible (e.g., The information I receive often seems to provide an unlikely/a likely account of events)	☐	☐	☐	☐	☐	☐	☐

This section has been adapted from Mohr and Sohi (1995). 'Communication flows in distribution channels: Impact on assessments of communication quality and satisfaction', *Journal of Retailing*, 71(4): 393-415.

SCORING KEY

Count up the frequency of each score and record in the box below alongside the topic areas.

Score	Areas with that score (e.g., Timeliness, Accuracy, etc.)	Total no. of that score
-3 - 0		
1 - 3		

As with the 'topics of communication' section (page 36), ideal scores for each category would be 3, reflecting that organisational change communication encompasses these crucial elements, required to maintain trust.

Use this exercise to start a conversation about where your organisation is doing well and where it could do better; build on what is identified in the first section and use these findings to have deeper discussion with leaders and employees about what can be improved and how.

SECTION 3: SUGGESTIONS TO ENHANCE CHANGE COMMUNICATION

As outlined above, these items can be completed by both managers and employees and their responses compared to identify areas where there are different perspectives between hierarchical levels and to create ideas about the ways in which the communication of change can be improved.

List in the following box three changes in the way people communicate with you that would improve the communication you are receiving in your organisation about organisational changes. Be as specific as possible.

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 employees' voices 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.

TRUST OR DISTRUST IS COMMUNICATED THROUGH:

- Medium used e.g., email vs. face to face.

- Type of information e.g., clear vs. technical.

- When it is communicated e.g., before change vs. after change.

- Who communicates e.g., trusted leader vs. unfamiliar CEO.

- Choice of words e.g., threatening vs. empowering.

SUMMARY OF ORGANISATIONAL CULTURE SECTION

Key messages:

- Attention should be paid towards recruiting those who fit the organisation in terms of skills and values.

- Clear and supportive values make staff feel safe.

- Trust creates positive accumulative dynamics in a workplace.

- The fair, explicit and consistent use of control systems complements trust.

- Open, proactive and reciprocal communication with all staff is beneficial for effectively managing change and maintaining employee trust.

- Attention should be paid to organisational objectives, but also how these are achieved.

LEADERS

Leaders are a crucial component to the successful management and delivery of change.

Leadership is not about getting people to do things but shaping: **Beliefs**, **desires** and **priorities.**

"It's about achieving influence, not securing compliance"

(Haslam et al., 2011, ix)

"If one can inspire people to want to travel in a given direction, then they will continue to act even in the absence of the leader"

(Haslam et al., 2011, xx)

LEADERS' BEHAVIOUR MATTERS

Interviewee responses on ineffective leadership:

"The CEO thing is really quite important for direction setting… different CEO's - different ideas, different promises, end games, different visions"

(Employee, CREST Insider Threat Study)

"I really liked him, he was technically really strong. But he just hung me out to dry"

(Employee, 2015 Organisational Change Study)

Interviewee responses on effective leadership:

"I had a manager and he was a sour old goat who swore like a trooper, but I trusted him. That is the big difference, I trusted him because I knew he had my back. He would come round and say, at 5 o'clock, 'what are you doing here? It's 5 o'clock. Go home.' We could challenge his decisions. We had open discussions in the team. If I had a difficult time he knew about it"

(Employee, 2015 Organisational Change Study)
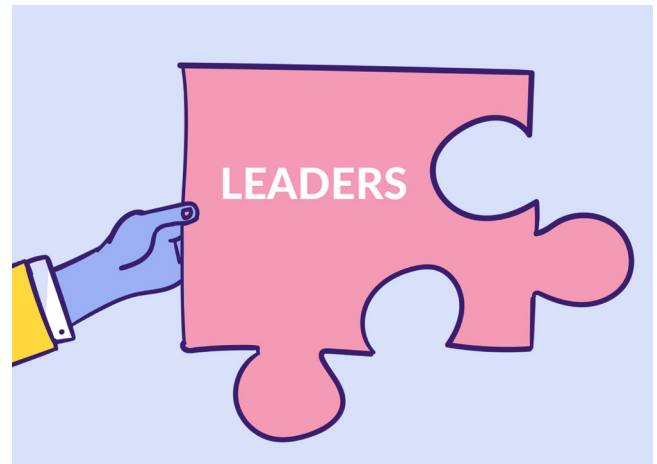
"They didn't really give me the [resources] I wanted. I told my line manager 'if it goes wrong, it's on you'. He agreed. When something went wrong he was up there, supporting me… I really respected him for that…He realised that his decision previously has put me in the state… he kind of provided the shield, the umbrella around me. If it goes wrong. I know that he is going to be there"

(Employee, 2015 Organisational Change Study).

HOW ARE LEADERS TRUSTED?

- Through building trust using cognitive and affective dimensions.
- Trusting a leader vs. being trusted by the leader
  - *Felt trust* engenders norms of responsibility in those who are trusted.
  - Pride in being trusted.
- Leader oversees positive group experiences and models their own vulnerability.
  - Through their bestowing of trust, supervisors make themselves vulnerable by showing confidence in, and empowerment of, those whom they lead and manage.

IMPACT OF LEADER ETHICAL BEHAVIOUR ON FOLLOWERS

- Employees put in extra effort.

- See the leader as effective.

- Report problems to their leader.

- Reduction in organisation deviance.

- Increased citizenship – extra role in helping.

- Perceive that they have more voice – psychological safety.

(Jordan et al., 2011)

CRITICAL ROLE OF A LEADER IN CHANGE

Leaders support employee coping mechanisms and resilience through:

- Raising awareness of need to change.

- Supporting people to feel they can make the change.

- Building communities – insight into good practice, capturing lessons learnt and modelling a mastery climate.

- People being made aware of the benefits and the support available for them to share their knowledge.

- Conflict management – how to work through when we don't agree.

Graphs 1 and 2 show results from four different organisations studied in our past research.

(Searle et al., 2016)

Graph 1 shows the perceived trustworthiness and distrust employees report on their line manager for each organisation.
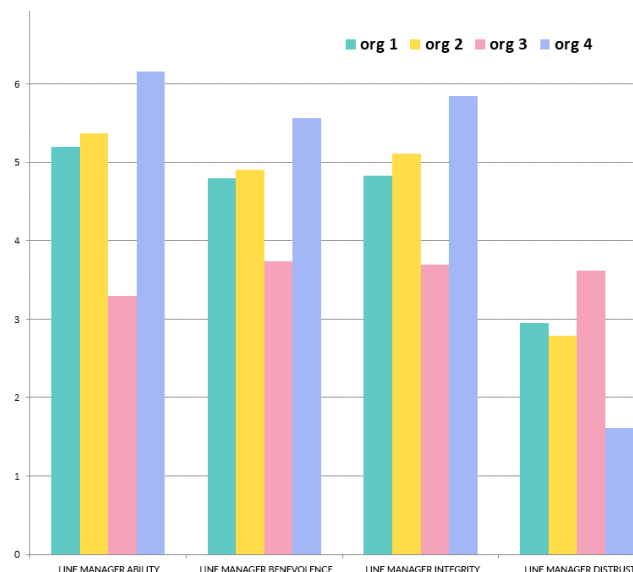
Graph 1: Perceived line manager trustworthiness and distrust.

Graph 2 shows the type of coping that the employees report. Active coping involves identifying and attending to what needs to be modified and changed, whereas escape coping involves pretending the change is not happening and not engaging with the new requirements. Note that because staff have low trust and higher distrust in organisation 3, they are not working with their leaders to actively cope with, and thus facilitate, change.
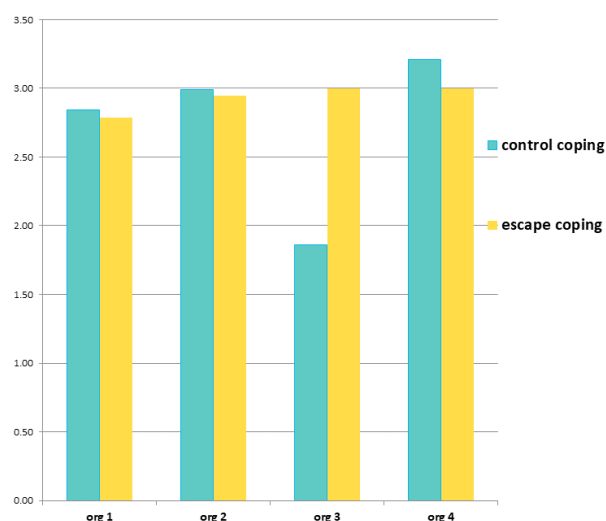
Graph 2: Employees' coping style in each organisation.

45

ACTIVITY 5: LEADERSHIP
Leader Quiz: What type of leader are you?

While some of the items appear similar to each other, they address slightly different issues or affirm previous answers and so all items should be completed.

KEY SCORING ITEMS

0 = Not at all

1 = Very little

2 = Somewhat

3 = Quite a bit

4 = A great deal

Please indicate how often you do each of the following behaviours in your present job:	0_4	1_3	2_2	3_1	4_0
1. I am interested in how my staff feel and how they are doing	☐	☐	☐	☐	☐
2. I hold my staff accountable for problems over which they have no control	☐	☐	☐	☐	☐
3. I allow subordinates to influence critical decisions	☐	☐	☐	☐	☐
4. I clearly explain integrity-related codes of conduct	☐	☐	☐	☐	☐
5. I indicate what the performance expectations of each group member are	☐	☐	☐	☐	☐
6. I keep my promises	☐	☐	☐	☐	☐
7. I take time to make personal contact with employees	☐	☐	☐	☐	☐
8. I pay attention to my employees' personal needs	☐	☐	☐	☐	☐
9. I hold staff responsible for things that are not their fault	☐	☐	☐	☐	☐
10. I allow others to participate in decision making	☐	☐	☐	☐	☐
11. I explain what is expected from employees in terms of behaving with integrity	☐	☐	☐	☐	☐
12. I explain what is expected of each group member	☐	☐	☐	☐	☐
13. I can be trusted to do the things I say I will	☐	☐	☐	☐	☐
14. I take time to talk about work-related emotions	☐	☐	☐	☐	☐
15. I clarify integrity guidelines	☐	☐	☐	☐	☐
16. I seek advice from subordinates concerning organisational strategy	☐	☐	☐	☐	☐
17. I ensure that employees follow codes of integrity	☐	☐	☐	☐	☐
18. I am genuinely concerned about my staff members' personal development	☐	☐	☐	☐	☐
19. I clarify the likely consequences of possible unethical behaviour by myself and my colleagues	☐	☐	☐	☐	☐

Please indicate how often you do each of the following behaviours in your present job:	0₄	1₃	2₂	3₁	4₀
20. I sympathise with my staff when they have problems	☐	☐	☐	☐	☐
21. I stimulate the discussion of integrity issues among employees	☐	☐	☐	☐	☐
22. I tend to pursue my own success at the expense of others	☐	☐	☐	☐	☐

SCORING KEY: LEADERSHIP

Below you will see a key as to how each of the items link to the six different dimensions of ethical leadership. For each of the six dimensions in the chart (next page) identify the items and calculate your total score.

Total Score: Add the rating for each item together.

E.g., for the Power Sharing dimension, if you had ticked 2 for Q3, 4 for Q10 and 1 for Q16, you would have a total score of 7.

Average:

To allow you to compare across these dimensions, calculate the average by taking the Total Score and dividing by the number indicated in the corresponding Average box.

E.g., for the Power Sharing dimension, if you had a total score of 7 you would divide by 3 for your average. But if you had a score of 7 for Ethical Guidance, you would divide by 6.

Frequency:

If you are time constrained or find the scoring complex, use a simple frequency count for the items to see which are the most common, rather than calculating the strength of each item or the average. Do this by simply counting the number of items in that corresponding dimension.

E.g., for the People Orientation dimension, if you scored 0 for Q1 and Q7 but scored 1 for Qs 8, 14, 20 and 22, you'd have a frequency count of 4.

Dimensions	Item number	Total score	Average	Frequency
People Orientation	1, 7, 8, 14, 18, 20, 22		/7 =	
Fairness	2, 9, 22 reversed items scores are calculated using the small yellow numbers instead of the larger white ones.	Re-calculated score	/3 =	
Power Sharing	3, 10, 16		/3 =	
Ethical Guidance	4, 11, 15, 17, 19, 21		/6 =	
Role Clarification	5, 12		/2 =	
Integrity	6, 13, 23		/3 =	

People Orientation

Cares about, respects and supports followers.

Fairness

Does not practice favouritism, treats others in a way that is right and equal, makes principled and fair choices.

Power Sharing

Allows followers a say in decision making and listens to their ideas and concerns.

Ethical Guidance

Communicates about ethics, explains ethical rules, promotes and rewards ethical conduct.

Role Clarification

Clarifies responsibilities, expectations and performance goals.

Integrity

Consistency of words and acts, keeps promises.

> To further reflect on leadership practice in your organisation, you could consider the positive and negative indicators on the next page.

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.

WHAT MATTERS IN LEADER COMMUNICATION?

Research shows that how leaders talk to their followers makes a difference.

Confirming Managerial Communication

For example, behaviours include giving undivided attention when engaged in private conversation and maintaining meaningful eye contact.

- Affirms and values other person.
- Builds on their ideas.
- Attends to what is said.

Disconfirming Managerial Communication

For example, behaviours include interrupting, criticising someone's feelings when they express them and giving ambiguous responses.

- Makes others feel inferior and not respected.
- Criticises others.
- Ignores them.

(Sniderman et al., 2016)
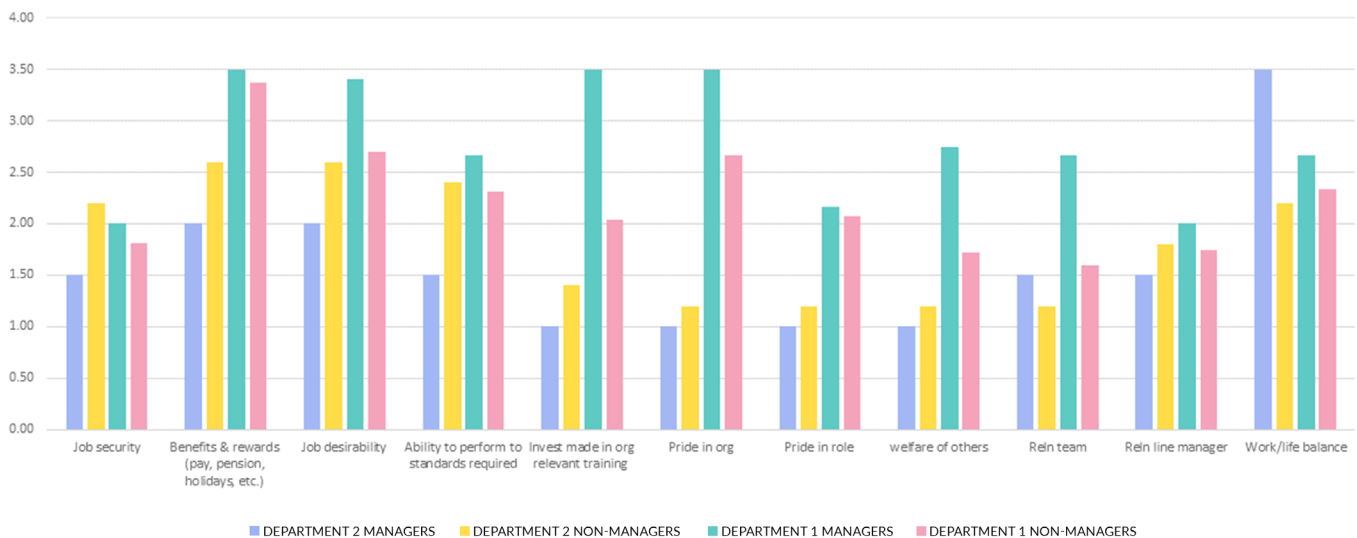
WHAT IS BEING THREATENED BY THE CHANGE?

Leaders are potential perpetrators of insider threats and can amplify employees' CWB.

The graph below show the results from our CREST Insider Threat study on what individuals from two different departments of our case study organisation considered to be at risk from change.

The graph show how leaders in Department 1 perceive more to be at risk from change and that there are differences in what is considered to be at risk between Department 1 and Department 2.

This emphasises how departmental and individual differences can impact on perceptions of organisational change within the same organisation.

In looking specifically at CWB levels within these two departments, we found two interesting findings.

First, we found that in Department 1, where managers considered there to be more at risk from change, that they self-reported carrying out more frequent and more diverse types of CWB than Department 2 managers. There was no CWB reported by leaders in Department 2.

Second, we found an amplification effect in that many employees (non-managers) in Department 1 self-reported not only similarly high levels of CWB as their managers, but that for some, these became routine and widespread, with all types of CWB categories being undertaken at a far more regular rate in comparison to Department 2.

The overall implication is that threat perceptions during organisational change may increase CWB among both leaders, and non-leaders and that the behaviour of leaders sends a powerful message about what is and is not acceptable behaviour within a local team.

SUMMARY OF LEADERSHIP SECTION
Key messages:

- Effective leaders assess their environment to anticipate issues.

- Effective leaders set a clear direction and build on the positive aspects of the past when instigating change.

- Employee trust in leaders is built through a number of cognitive and affective ways and importantly by leaders demonstrating their trust in employees.

- Leaders model positive and negative behaviours to their staff thereby setting powerful norms.

- Leaders can reinforce organisational fairness through the consistent and judicious use of rewards and sanctions.

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

EXTERNAL

TRADE UNION

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

TEAM

PROFESSIONAL BODY
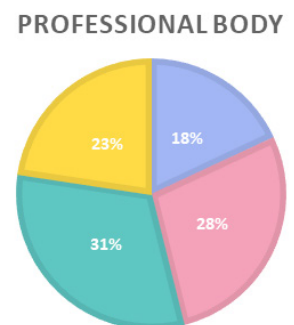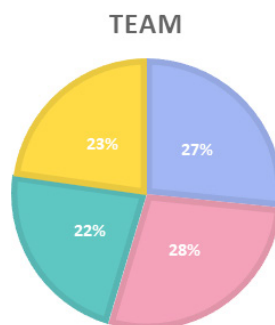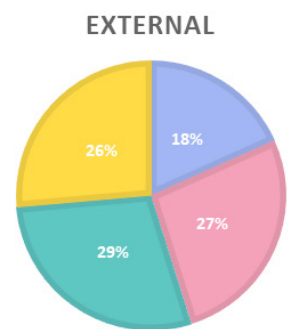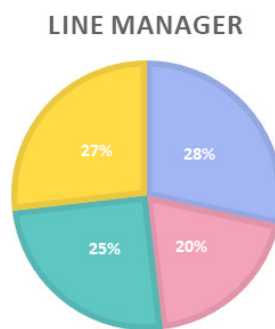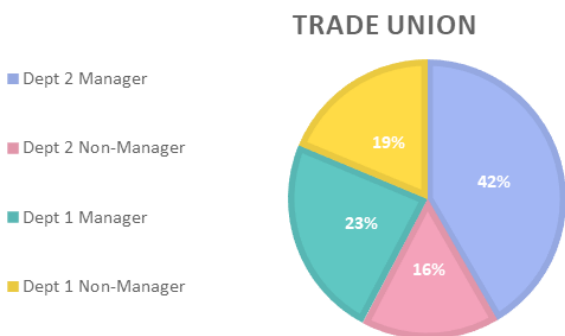
TEAMS AND CWB

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, (Case 1), we identified the triggers (see '*Case 1: Timeline of Triggers*') 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.

INDIVIDUALS

This section considers different individual responses to change and then outlines four distinct types of insider threat risk.

EXPERIENCES FROM THE EMPLOYEE CYCLE

All individuals have their own employment journey which influences their trust dynamics with their employer. Early employment experiences appear to be particularly crucial in setting initial expectations and forming the basis of employees' subsequent trust and enduring affective, cognitive and behavioural response to employers.
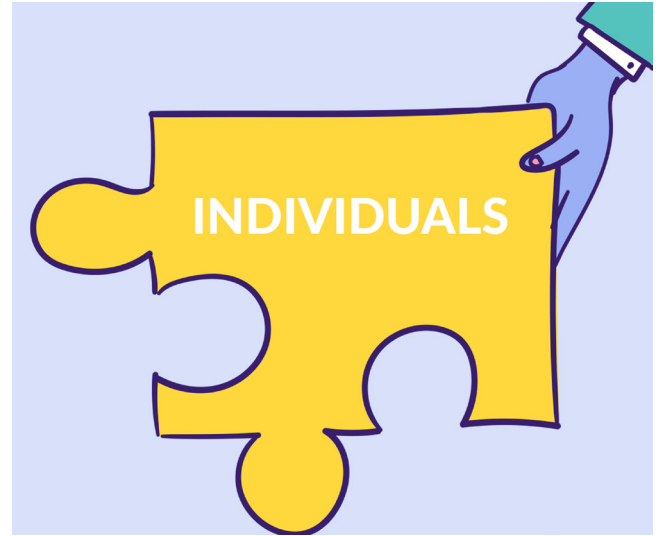
A breach of expectations is often a central trigger for how and why change can lead to CWB. However, while there is considerable attention given to early employment experiences, there is little focus on post-violation impacts or recovery.

- ANNUAL APPRASIAL AND RENEWAL
- EXIT
- DETECTING ISSUES AND SANCTIONS
- TRAINING AND DEVELOPMENT
- JOB SATISFACTION
- CULTURE AND CLIMATE
- EXPERIENCES AFFECT CURRENT AND FUTURE BEHAVIOURS
- INDUCTION
- CARE AND RESPECT
- ENTRY
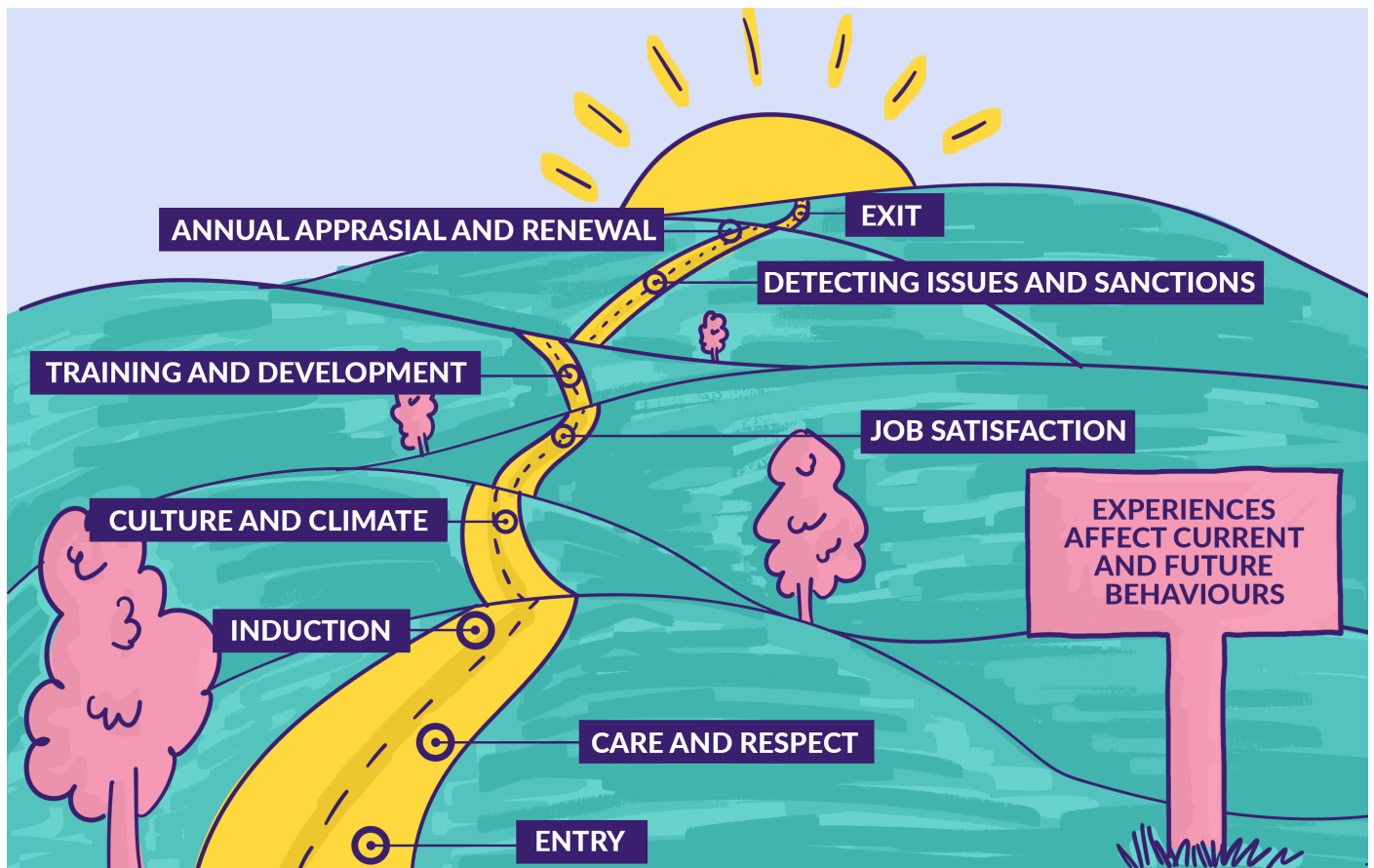
WHAT CAUSES COUNTERPRODUCTIVE WORK BEHAVIOURS?

Research from a variety of contexts outlines three different reasons why individuals undertake CWB. The first concerns 'bad apples', who are inherently deviant individuals, intent on self-gain. The next concerns social learning and the third has an environmental origin. The latter two can develop over time such that the person may not be aware of how much their behaviour is changing.

In the social learning category, individuals are trying to fit in with others through normalised CWB. In the depleted self-regulation category individuals' awareness and ability to self-correct is critically reduced, through being overwhelmed by accumulated stresses and strains from their environment. The behaviour of the depleted self-regulation group is therefore through omission rather than intention.

SOCIAL LEARNING

- Social learning – corrupted morals.
- Exposure to others = progressive decline.
- Motive becomes self-gain.
- Negative impact on norms of other professionals and institution.

BAD APPLE

- Personality driven dimension.
- Motive - premeditated and instrumental self-gain.

DEPLETED SELF-REGULATION

- Conservation of resources – depleted moral self-regulation.
- Accumulation of stress and strain incites CWB.

FOUR TYPES OF PERPETRATOR

In our CREST Insider Threat study, we found four types of CWB perpetrator: those with depleted self-regulation, through stress and exhausted resources, characterised as '**Omitters**'; '**Slippers**', those with just one occasional form of CWB, which was related either to social learning in the form of learned counterproductive group norms or depleted self-regulation; '**Retaliators**', those whose CWB was directed at getting back at the organisation, who were often a subset of the depleted self-regulation group with high negative emotions affecting their thinking; finally, '**Serial Transgressors**', those undertaking CWB more regularly than the other three groups - they could belong to any of the three aforementioned categories.

OMITTERS (DEPLETED SELF-REGULATION)

- Poor fit - personal, role, organisational.**[Input control needed]**

- Self-focus.

- Immature.

- Emotionally unstable. **[Support needed]**

- Individual vulnerabilities:

    - Compulsive behaviours.

    - Poor social skills.

SLIPPERS (RELATED TO GROUP NORMS OR SELF-REGULATION)

- One occasional instance of a single CWB category.

RETALIATORS (GETTING BACK AT OTHERS OR THE ORGANISATION)

- Multiple instances of a single CWB category.

- Occasional to very frequently.

SERIAL TRANSGRESSOR (RELATED TO GROUP NORMS AND CLIMATE)

- Multiple instances of multiple CWB categories.

- Normalised CWB activity level.

EMOTIONS AT WORK

HOW DO EMOTIONS AFFECT THINKING?

The traditional view of emotions was the Appraisal function, i.e., an individual would experience something, for example an event, derive meaning and feel an emotion in response. But increasingly evidence supports the Associative Learning function in which emotions have a prominent role in sensemaking i.e., an individual can experience something, for example an event, feel an emotion, which then helps them to create meaning associated with that experience.

ASSOCIATIONS BETWEEN EMOTION AND CWB

(Yik et al., 2011)

Core emotion is an area significantly associated with CWB. In our CREST Insider Threat Study, we found an association between negative emotions and CWB, and indeed that specific emotions accompanied each form of CWB (Sabotage, Production Deviance, Withdrawal, Interpersonal Aggression).

For example, saboteurs were found to be significantly associated with negative emotions related to active displeasure (e.g., distress, upset) and displeasure (dissatisfaction, unhappiness).

In contrast, withdrawers were associated with slightly different negative emotions related to deactivated displeasure (e.g., sad, gloomy) and unpleasant deactivation (e.g., sluggish, tired). Finally, those who indicated that they undertook interpersonal abuse had significant associations with a wider range of negative emotions.

Prior research argues that negative emotions are important triggers of CWB, most critically in reducing self-regulation.

(Spector and Fox 2005; Samnani et al., 2014)

HOW DO EMOTIONS AFFECT THINKING?

OBJECT → MEANING → EMOTION → ACTION
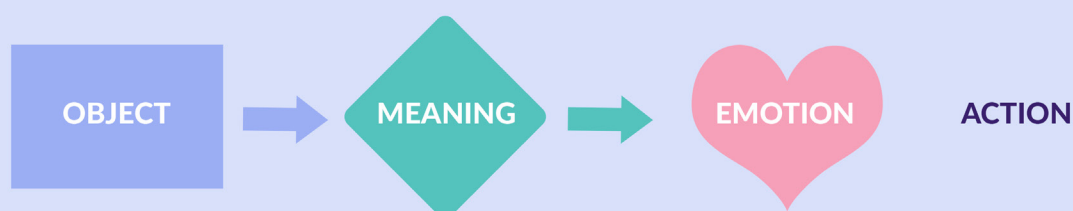
EMOTION IN THE APPRAISAL FUNCTION

OBJECT → EMOTION → MEANING → ACTION
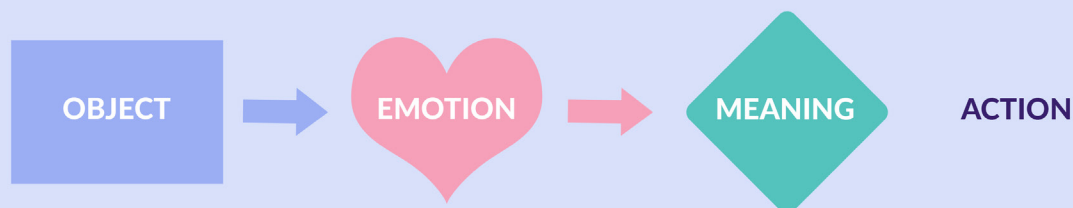
EMOTION IN THE ASSOCIATIVE LEARNING FUNCTION

IMPACT OF CHANGE ON INDIVIDUAL EMPLOYEES

Individuals react differently to change. Recent research looking at the impact of organisational change on employees has differentiated seven different types with distinct emotions and cognitions.

(Searle et al., 2017)

This research demonstrated that one group ('Trusters'), and to a lesser extent 'Watchful Followers', displayed relatively little detrimental effect on their trust levels, these individuals were part of a cohesive team whose leaders sought to engage them in the change process. Two other groups, one, 'Concerned Loyalists', were relatively limited in their attention, either not being particularly alert to the detail of what change was occurring and another ('Apathetics') comprised individuals who were resigned and without energy to engage.

In a further set of three groups, however, concerns were salient but confined to a specific area of concern, such as trust in the leaders at the top ('Change the Tops'), or regarding the shifts in identity required for some roles ('Identity Shifters').

In contrast, the last group ('Angry Distrusters') had a distinct and completely negative tone, characterised by a pervasive distrust that adversely affected all their relations. These distrusters appeared to be troubled about how the change had affected their personal goals.

SEVEN EMPLOYEE GROUPS AND THEIR RESPONSES TO CHANGE
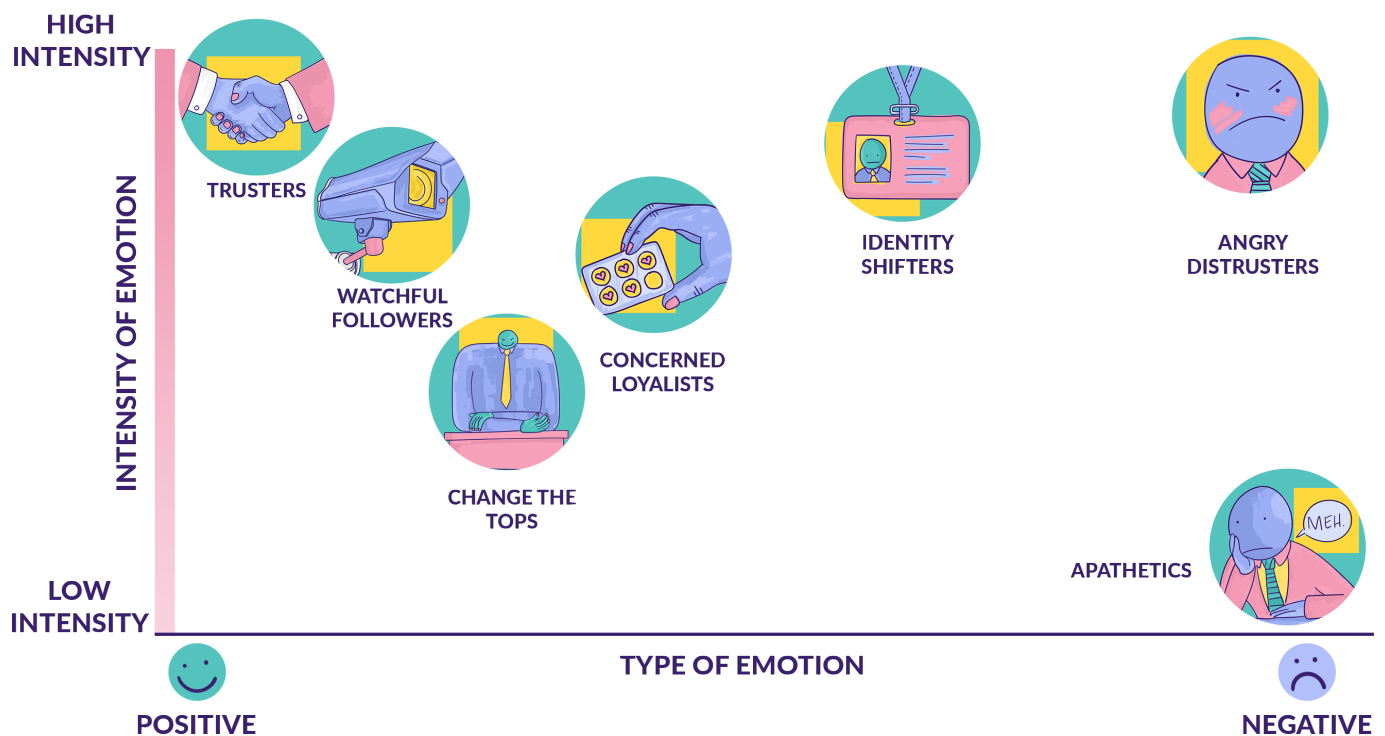
GUIDELINES: SEVEN TYPES OF RESPONSES TO CHANGE

A recent study of individual responses to organisational change identified seven different emotional and behavioural types.

(Searle et al., 2017)

While the original study used validated surveys and in-depth interviews to identify these groups, below you will find a description of the groups which can be used to help you provisionally identify the different groups that might be present in your organisation.

Once these distinct types are identified, it is important that pertinent communication and (re-) engagement strategies are developed to support each group through change. Further guidance on supporting individuals through change is available throughout this section of the toolkit. As with the other activities, these descriptions can be given to employees as well as leaders to gain their insights into whether each type is apparent in the organisation – leaders may not always be aware of wider sentiment among employees in their organisation.

TRUSTERS

This category is receptive to the need for change; the source of change is often external and so they rally together. There is a fit between employees' personal goals and those of the organisation.

Employees are proactive in identifying what might be improved and done differently to support the change and they work with leaders to make the transitions required. They are therefore engaged and active participants in change processes, offering their ideas and suggestions on how to adapt and meet the organisation's new needs. These individuals are unlikely to be either an active or a passive insider threat during organisational change.

Communication and engagement strategy

Continue dialogue with employees at all levels to allow these individuals to feel involved in the changes and updated on further developments. Talk to individuals to check they are not just going through the motions and are anticipating issues that might cause subsequent conflict or challenge.

These individuals could be used as 'change champions' where they lead employee forums on change and feed back concerns to management from across the other six groups of individuals outlined below.

WATCHFUL FOLLOWERS
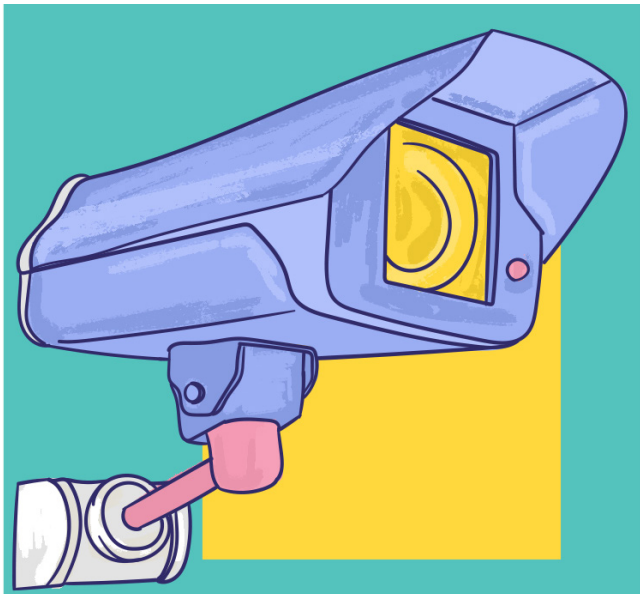
This type of team member is alert to change that might occur/is occurring and is concerned. In the past there has been a close synergy between their personal and the organisation's goals, but now they have an inkling that things might be starting to change.

Failure by leaders to acknowledge that a transition has started may sow the seeds of reduced trust and create more entrenched vigilance among this group. This group is not likely to form an active threat, but may be a passive threat through withdrawing further investment in their role during a time of uncertainty.

Communication and engagement strategy

Enhance the resilience of those in this category by letting them process their emotions about change by actively listening to their concerns. They need time to talk through their issues and support to manage their emotions of surprise, shock and watchfulness, and to help them regain their sense of control.

Build on their previous positive experiences of transition(s), and provide clear explanations as to the underlying reasons why change is now

necessary. This interaction needs to be genuine to avoid trust declining any further towards the organisation and its leaders.

If leaders know change-related information but are unable to pass on detailed information to those in this group, then they should be open about the reasons for withholding information; where leaders do not know the desired information, they should endeavour to find out and report back.

Ensure such exchanges are positive and keep open the communication channels. Ensure those in this group are aware of any new developments and actively involved as new developments emerge. It would be valuable to make top leaders aware of the source of their emotions so they can be aware of such potential reactions in the future.

CHANGE THE TOPS

This type of team member perceives that the source of change is due to unwelcome transition at the top, with newcomers imposing something that appears to be unnecessary in the organisation.

Those in this category are concerned with a discrepancy between their personal goals and the new organisational direction; they perceive a loss of control due to this new direction imposed

by new leaders that disrupts some (or all) of the previous vision and objectives of the organisation.

Insider threat can arise within this group through active retaliation against new 'problem' leaders, and involve rebellion that is perceived as morally justified against leaders who lack integrity or are seen as incompetent. Passive threat activity could emerge with those in this group feeling their voice and concerns are unheeded by top management, and so they choose to remain silent and not speak up about CWB.

Communication and engagement strategy

Emphasis needs to be directed towards communication about the case for change(s), but also to try and link what endures from the past for this organisation. New top and local leaders should ensure that they are available to meet staff and hear their concerns. It is helpful to understand what it is about the new direction that is seen as threatening.

Attention must focus on better communication to try and break down the emergent 'them' (new leaders) and 'us' (those remaining in the organisation) dichotomy. It is important leaders take time to listen to employees' experiences and concerns and, where necessary, respond to alter the course of change. They need to identify and build on the key values and cultural dimensions of this organisation to show how this change is connected to its past; it is critical new leaders recognise and show respect for the continuity of things that have been important in this organisation.

Further, in building their credibility, new leaders need to ensure that their words and actions engender the trust of staff. They should comply with the rules of the organisation so that there is no difference in fair treatment between those

at the top of this organisation and lower level employees.

These individuals could be included as 'critical friends' on management committees on organisational change, to increase transparency around the role of new leaders; they can add their insight, and through this, the organisation may gain their buy-in and participation for the new direction.

CONCERNED LOYALISTS
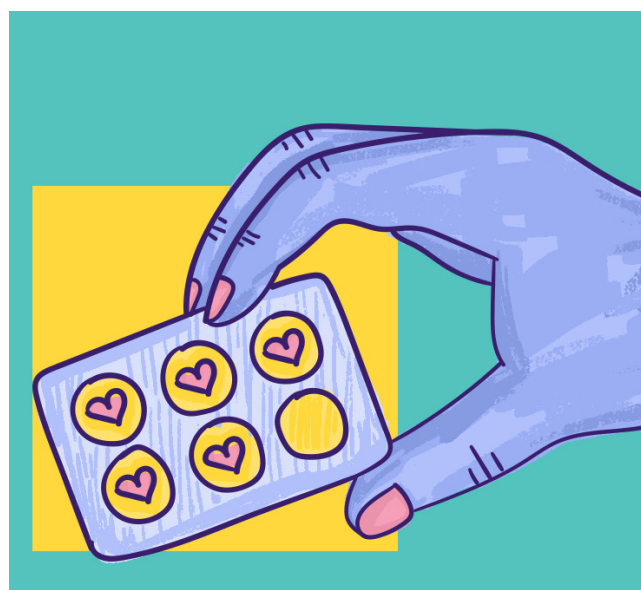
This type perceives a disconnect between different parts of the organisation. It stems from different perceptions about what needs to be done and why. There is a perceived fit between some parts of the organisation in terms of personal goals and organisation goals, but it is not complete and so this group perceive a lack of alignment between some departments, groups or units.

It may be symptomatic of the different speed of change in the organisation, different ways of working, or different requirements of customers, etc. There is little risk of active insider threat here, but passive risk can arise where these employees feel their concerns are not listened to and therefore choose to ignore and not report CWB.

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Communication and engagement strategy

Time needs to be devoted to listening and working out whether this category is voicing a genuine difference and concern which offers important insights for the organisation, or whether this is about shifts in power dynamics. It may be important to use third parties to defuse and avoid partisanship in any new direction agreed. Try and emphasise the greater good of the organisation as a whole and why all departments matter in the transition. Individuals in this group could form the basis of inter-departmental taskforces/forums on organisational change. This might be an important opportunity to build insight and raise awareness of differences between two divergent areas.

If handled positively, it can be a means of creating dialogue and resolving conflict around new agreed objectives. If dismissed or diverted, it has the potential to sow future seeds of discontent between this department and another, but also towards leadership.

IDENTITY SHIFTERS

This category arises from a disconnect between an individual's past work identity and goals and the new organisational requirements and objectives. This difference may have been occurring over a long period of time and be related to gene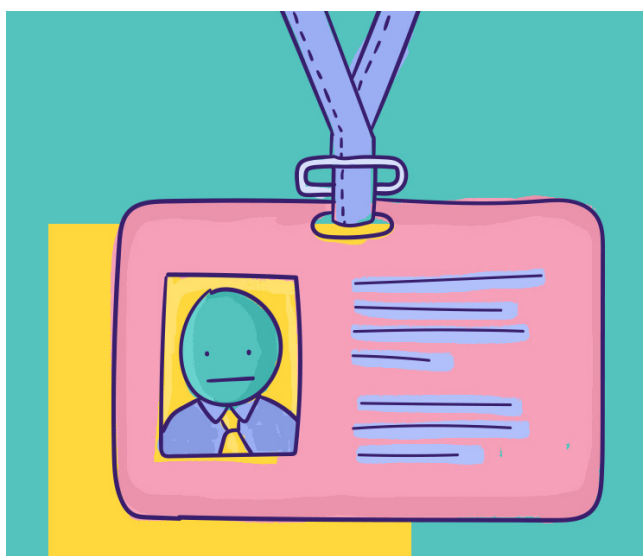rational differences, such as in training given to a particular profession. There are likely to be groups within or across departments that share these views.

These individuals can create a heightened risk of insider threat, either through withdrawal and passive resistance to the new direction, or from actively sabotaging efforts to change. This risk can arise through their moral disengagement, characterised by cynicism, frustration, fear or anger towards the required change.

If these individuals are morally disengaged they may fail to see their retaliatory actions as harming the organisation and its stakeholders; they need support to recognise the unintended consequences of their actions.

Communication and engagement strategy

Attention needs to be paid to identifying and emphasising the overarching elements of the job/profession that are enduring, to underscore what is being changed and why new requirements need to be added.

These should be communicated in terms of how changes enhance this role, rather than detract from it. It is important that this group's contributions and the value they bring to the organisation are recognised.

This can be done meaningfully through personal and specific feedback. It is critical to listen to the concerns about what is being endangered for those in this group. Negative reactions may be related to a perceived loss of status or loss of resources that make their roles more difficult to do. Identify and focus efforts on key leaders of this sub-group who can be influential in supporting the change.

If after evaluation, this group are found to be accepting of and operating in line with the updated changes, they should be encouraged to support

the training and mentoring of other staff. Such a strategy would signal respect and appreciation for their skills and insights and trigger the ongoing development of these individuals' skills. Such exposure, however, should only be undertaken where there is certainty that the new and correct procedures are being adhered to.

ANGRY DISTRUSTERS

This category arises from a thwarting of an important personal goal. This is likely to have arisen over time and may be related to identify-shift issues. It may stem from unrealistic expectations that have not been well-managed by line managers in the past and have now reached a tipping point. For example, this individual may feel disgruntled through changes to their final salary pension.

As a result they are likely to feel morally justified in undertaking actions that recover what they perceive is 'owed' to them. This group has the highest risk of active insider threat, and such individuals are also vulnerable to being exploited by malicious external/internal actors. They are likely to already be isolated within their work group, and that can impede the detection of the threat they pose.

They have strong moral emotions (anger) and cynical distrust of those in authority whom they are likely to regard as responsible for squashing or sabotaging their cherished plans.

Communication and engagement strategy

It is important to identify the underlying source and history of the angry distruster's issue(s). This state is a demanding and depleting place for anyone to be in for any length of time; it takes effort to stay angry. Once leaders have ascertained insight they can discern whether it is possible to achieve some or all of their goal(s), or whether a better route is to apologise for past or future (perceived) injustices.

Be aware that leaders may be in a difficult position and actually exacerbate issues through perceived unfair treatment by angry distrusters or their colleagues. New leaders may not be tainted in the same way as others.

Avoid creating any kind of scapegoat or martyr, but equally ensure that those who pose a risk are not allowed to remain unchallenged. If this situation has been going on for some time co-workers may have been alienated and also feel resentful of the time such individuals absorb from leaders.

The best route might be to identify and work sensitively and discretely with line managers and co-workers to gain insight into the history. Try and identify those who still have a constructive dialogue with the individual. It is important to try to recognise what adjustments could be made to support this group, but also the limitations if their expectations are unreasonable.

This may make their retention difficult and it might be better for all for them to exit the team or the organisation. Key here is that this group's treatment can send important signals to others about how the organisation cares and respects

its staff. Emphasise the value of reporting concerns for employee well-being. Ensure that any processes used demonstrate the core values of the organisation.

APATHETICS

This category of employee is likely to contain long-serving and previously loyal individuals. They now see no synergy between their personal goals and those of the organisation. They may have been angry distrusters in the past. They may perceive there is simply no point in changing as they see their prime focus to try and remain in the organisation in order to access their pension, for example.

It is important to distinguish between those who represent an insider threat through their passive withdrawal activity, from those who are actually still angry and so pose a more active risk as outlined in the angry distruster category.

This group is likely to use escape coping to avoid engaging with the changes occurring around them. Their disengagement will be noted by others and can spread and become the norm if left unchallenged.

Communication and engagement strategy

It is important, as with other types, to ascertain the underlying source and history of this group's issue(s). It is crucial to recognise those who used to be engaged and discern whether work or other external matters are core to their disengagement. Identify organisational goals that incorporate things that are important to them, it may be significant for the organisation to ensure that their knowledge and experience is transferred to others in the team.

Ensure any effort at change is recognised and praised to help these individuals re-engage, but also monitor their behaviour to ensure they are not undertaking CWB. Emphasise the risk to everyone from those who are not following the correct procedures or rules.

The tarnishing of an otherwise impeccable legacy is a lever that might be important here in personally re-engaging this group. It might be productive to encourage these individuals to form part of small team-level groups on organisational change initiatives.

MANAGING CHANGE SUCCESSFULLY FOR THOSE ON THE AUTISTIC SPECTRUM

Autistic Spectrum Disorder (ASD) although neurobiological in origin, might only manifest as a disability in specific environments.

For further information and guidance, please visit: www.autism.org.uk.

WHAT IS AUTISTIC SPECTRUM DISORDER (ASD)?

Identifying characteristics of autism can vary widely, but can include:

- Difficulties in navigating social communication:
    - Problems understanding some kinds of verbal and non-verbal language.
    - Difficulty in assessing others' intentions and actions (social naivety).
    - Marked tendency for repetitive behaviour and limited imagination. *(APA, 1994)*
    - Preference for routines, habitual activities.
- Difficulties with regulating emotions and impulses
- Very high IQs.
- Over-represented in:
    - Men.
    - Professions such as STEM subjects.
      (Baron-Cohen et al., 2001, Ruzich et al., 2015)

ASD AT WORK

Potential benefits and challenges can include:

Potential benefits

- Attention to detail.
- An ability to spot patterns quickly.

- Personal qualities:
    - Honesty.
    - Persistence.
    - Reliability.
- Expertise in specific work areas.

Potential challenges

- Poor fit within work role, teams or the organisation.
- Problems can be exacerbated by late diagnosis:
    - Mental health issues (depression).
- Difficulty in dealing with, and resistance to, change:
    - Rigid behaviour and thinking.

POTENTIAL INCREASED VULNERABILITY TO INSIDER THREAT

People with autism may be more vulnerable to becoming an insider threat. This can arise because they:

- May not realise impact of actions:
    - Unintended consequences – limited ability to forward plan (unintentional insider threat/CWB).
- May not realise intentions of others:
    - Grooming threat.
- Social isolation:
    - May avoid positive social influences.
    - Co-workers may be unaware of individual's actions.
- Ability to handle change:
    - May be more prone to ego-depletion based errors.
    - May resist or retaliate against change through CWB (intentional actions).

WORKING ENVIRONMENT

Working environment may show the following positive or negative indicators towards employees with autism.

ASD Supportive

✓ Positively values individuals with distinct and narrow skill sets.

✓ Focused task content with limited additional/diverting multi-task requirements.

✓ Clarity of job expectations and requirements – especially if there is change.

✓ Careful management of unstructured time.

✓ Support with self-regulation.

✓ Training for all staff including leaders - tailored pastoral support provision.

ASD Non-Supportive

✗ High social component to work.

✗ Social exclusion and incivility.

✗ Noisy and distracting working environments – lack of private, quiet areas.

✗ High requirement to multi-task.

✗ Frequent changes to the workplace or routine.

ROLE OF LEADERS IN SUPPORTING INDIVIDUALS WITH ASD

To help support employees with autism, leaders should:

- Show strong moral behaviour of leader:
  - ◆ Honesty.
  - ◆ Respect.
  - ◆ Consideration.
- Be explicit in explaining tasks – don't only tell, show precisely.
- Allocate tasks:
  - ◆ Delegate solo work or teamwork with amenable colleagues.
- Be aware of and able to cope with social limitations:
  - ◆ Managing 'odd', challenging or ritualistic actions, including self-injury, aggression and uncooperative behaviours.
- Navigate and identify potential to progress.

SUMMARY OF INDIVIDUALS SECTION
Key messages:

- Individuals will perform most effectively when they feel safe and supported at work.

- Attention should be paid to the emotions individuals display at work, during routine times and times of change.

- Individuals react differently to organisational change; tailored communication and engagement strategies are required to manage these reactions successfully.

- Individuals' behaviours should be aligned with the values and goals of the organisation; it is important to help individuals adjust to new goals and values following change.

- Leaders should be aware of the particular vulnerabilities that individuals in their team have and provide tailored support.

CONCLUSION

Summary of key individual, social and organisation factors which enhance or diminish the risk of CWB.

PUSH FACTORS - INCREASING THE RISK OF INSIDER THREAT.

From our CREST Insider Threat Study, we have identified three types of 'push' factors, i.e., factors which push individuals towards acting counter-productively themselves, or push them away from reporting the CWB of others. They are:

1. Individual characteristics

Perceived injustice and integrity breach from the organisation and its leaders. Such a perception is a strong motivator of both active and passive insider threat behaviour, or at least in reducing citizenship behaviour towards the organisation. It is particularly likely following organisational change.

Psychological closeness. When individuals feel empathy towards perpetrators, they appear less likely to flag their inappropriate behaviour. This is intensified if the perpetrator is assisting them in some way in their work or they feel partly responsible for the perpetrator's actions.

Goal alignment. Accordingly, where there is a value to the perpetrator's transgressive actions for other individuals, their reporting is less likely. This can occur through an active sharing in their gains, or through their efforts providing information that can reduce uncertainty during change.

2. Team matters

The negative experiences of those who speak up. This involves either direct or indirect knowledge (or perceptions) of the negative consequences of whistle-blowing. These experiences can be centred on a lack of confidence in organisational systems

A feeling of anxiety in the team. When individuals around the perpetrator are worried or uncertain about their working lives, and the consequences speaking up about CWB will have directly for them, they are less inclined to register concerns about potential harm to the organisation.

Local CWB culture. Contexts in which counterproductive work behaviour are the norm reduce the capacity of individuals to discern right from wrong. This is especially likely where the decline into CWB occurs over a longer period of time and so the individual is less likely to be aware that it has occurred.

Moral disengagement. When individuals around the perpetrator feel able to morally disengage from the CWB behaviour they witness, they are less likely to speak out. There are seven mechanisms (see page 61) through which this can arise; these mechanisms are critical in the creation and maintenance of passive insider threat.

3. Organisational climate

Negative leadership behaviour. When leaders behave in ways that are perceived to undermine employees, there is a disincentive to speak up about CWB and limited confidence that employee concerns will be dealt with appropriately.

Organisational distrust. In workplaces with some level of distrust towards the motivations

and intentions of leaders across the organisation as a whole, individual employees tend to feel aggrieved. This makes them less concerned about potential harm to the organisation or even to regard the organisation or management as having provoked insider threats.

Low confidence in systems. In contexts where there are ineffective or inconsistently applied systems and policies, employees have reduced confidence in the capacity of the organisation to deal with their concerns. They therefore seek to diminish the severity of the consequences of not speaking out.

PULL FACTORS - DECREASING THE RISK OF INSIDER THREAT

On the other hand, there are three corresponding positive 'pull' factors, which support citizenship behaviour and enable others to speak up about CWB. These are as follows:

1. Individual characteristics

Changes to routine observed behaviour. These actions are typically included in insider threat training and in checklists (such as excessive photocopying or a change in working patterns). Critically, these are unambiguous and so the individual is aware of and sensitised to such activities being important.

Lack of identification or empathy with perpetrators. When perpetrators exhibit behaviour or traits that make it difficult for colleagues to empathise with a perpetrator, e.g., incivility, individuals may be more likely to report their CWB.

Perceived intention to harm. Where the type of action breaches a perceived (and often unspoken) acceptable threshold of behaviour, e.g., 'overstepping the mark', an individual is more

likely to report the actions of another. Such events trigger a moral emotion, such as anger or disgust, making it more likely that individuals are provoked to report others.

Moral identity. In contrast to moral disengagement, when individuals feel a strong moral responsibility in the workplace that involves them looking out for the organisation and its members, they are more likely to avoid CWB themselves and to report others' CWB. Moral identity can be fostered through the modelling of leaders, and through the wider organisational climate.

2. Team matters

Feelings of support and security in speaking out. CWB reporting is increased in contexts in which individuals see this type of reporting as something that is the norm and where they feel confident that it is safe to raise their concerns. Positive examples and stories are important means of transmitting the acceptability of reporting.

3. Organisational climate

Policies applied consistently. In contexts characterised by high levels of justice and trustworthiness, where individuals trust that their concerns will be dealt with in a measured and fair way, employees are happier to share these concerns with management. This of course extends to the general behaviour of an organisation's management and not just to security and HR personnel.

Active and consistent communication about key changes. In contexts where there is frequent, coherent and participative communication about any changes that are occurring, particularly the necessity for change, individuals feel that they better understand these changes and are a valued part of the organisation.

Safe places and methods for reporting. Individuals are likely to report their concerns where there are multiple simplified routes to report. These should include face to face systems as well as cyber and other anonymised means.

FINAL MESSAGES
WHAT NEGATIVE IMPACTS ARE PRODUCED BY ORGANISATIONAL CHANGES?

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.

Finally, 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.

What role does (dis)trust play within an organisational change context in CWB?
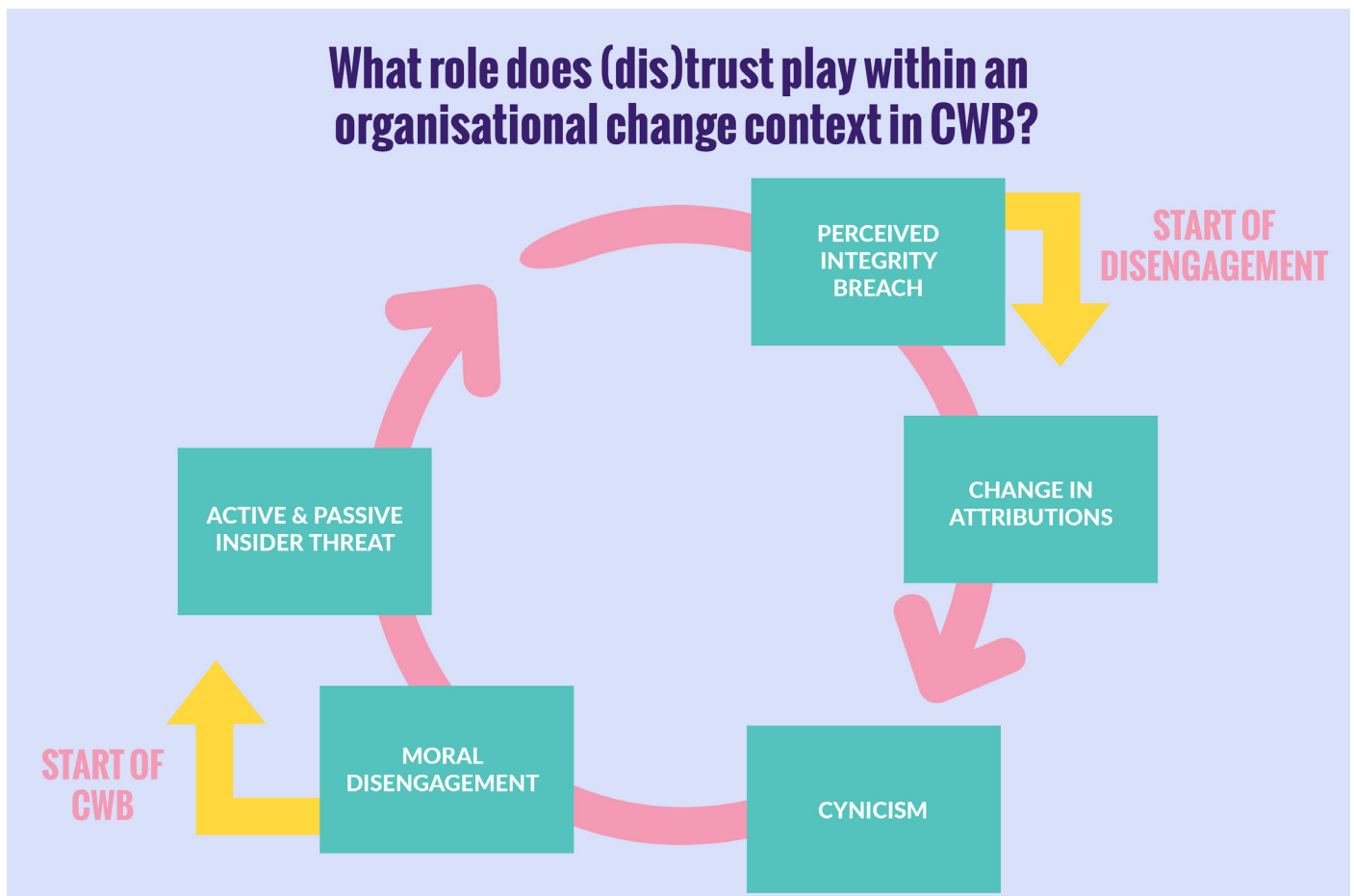
FIVE CORE SKILLS FOR MANAGERS: FOCAL

Now that you know more about the impact of change on CWB and the importance of trust in effectively managing change, you are in a great place to start an impact assessment.

- What is changing or needs to change in the organisation and why? Leaders must be able to stand over their reasons for change

- What are the key messages we need to communicate about the change?

- Who are the groups most likely to be affected in the organisation? From past experience, how are they likely to react?

- What has worked well in the past in managing change and what has not?

- What kinds of CWB do we currently experience? How might the specific change we are implementing lead to new negative behaviours and what can we do about it (e.g., might resource cuts mean employees may be at risk of depletion related errors rather than malicious sabotage)?

- What strategies can we put in place to mitigate the negative impact of organisational change for individuals? Consider the five core skills and their indicators.

- Does the change significantly alter previously communicated plans and promises? If so change could represent a trust breach and you should seek to openly address the issue and implement the strategies around the five core skills.

Fair and consistent

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

Organisational citizenship

Make Counterproductive Work Behaviour reporting a part of employee safeguarding.

Communicate change

Communicate change initiatives transparently, consistently, regularly and collaboratively.

Assess your environments

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

Lead by example

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

Use your answers to these 'first steps' impact assessment questions and the tables below to forward plan. Forward planning should involve key departments such as HR, security and communication, as well as specialists such as change managers and occupational psychologists. Vitally, impact assessments should be an opportunity for all staff to have their voice heard and to feed into change initiatives.

Below is an example of forward planning. Use the blank chart on page 75 to fill in your own answers.

Core Skill (FOCAL)	Action: identify the gaps)	Measure	Responsibility	Timescale/ Deadline Priority rating 1-5	Follow up action: address the gaps
Be fair and consistent.	Review formal policies and informal norms and values around people management, reward and controls.	1. Consider clarity of policies in written documents and how implemented in past paperwork. 2. Staff feedback: focus groups and one to ones. 3. Level of staff grievances.	Led by HR, with input from all departments and staff levels.	To be mutually agreed by lead departments e.g., By 1st May 2018. Priority rating 1.	Implement good practice as outlined in the Toolkit and Manager's Guide and re-measure using specified techniques.
Organisational Citizenship: make CWB reporting a part of employee safeguarding.	Review security risk management policies and procedures in place for effectiveness.	1. Current policies and procedures: degree of reliance on only formal controls and security sanctions. 2. Current known level of CWB or past insider threat cases. 3. Level of openness around CWB and level of employee vs. manager reporting. 4. Staff feedback: focus groups and one to ones	Led by security, with input from all departments and staff levels.	To be mutually agreed by lead departments e.g., By 8th May 2018. Priority rating 2.	Implement good practice as outlined in the Toolkit and Manager's Guide and re-measure using specified techniques.
Communicate change initiatives transparently, consistently, regularly and collaboratively.	Review quality of current organisational communication and current level of staff input into change initiative from middle and lower levels.	1. Level of openness around CWB and level of employee vs manager reporting. 2. Staff feedback: focus groups and one to ones.	Led by communications, with input from all departments and staff levels.	To be mutually agreed by lead departments e.g., By 15th May 2018. Priority rating 3.	Implement good practice as outlined in the Toolkit and Manager's Guide and re-measure using specified techniques.
Assess your environment (individual, team, organisational) for their vulnerabilities and tailor change initiatives accordingly.	Carry out change impact assessment on the individual, team and organisational level.	1. Staff feedback: focus groups and one to ones. 2. Team manager feedback. 3. Reference to performance reviews and employee welfare reports. 4. Review of organisational resources and finance.	Led by change manager (if available), in close collaboration with operations, finance, and HR, with input from all departments and staff levels.	To be mutually agreed by lead departments e.g., By 22nd May 2018. Priority rating 4.	Implement good practice as outlined in the Toolkit and Manager's Guide and re-measure using specified techniques.
Lead by example.	Review current leadership composition and styles.	1. Staff feedback: focus groups and one to ones. 2. Anonymous staff survey. 3. All managers conduct 'what kind of manager am I' activity.	Led by HR in close collaboration with senior management team, with input from all departments and staff levels.	To be mutually agreed by lead departments e.g., By 29th May 2018. Priority rating 5.	Implement good practice as outlined in the Toolkit and Manager's Guide and re-measure using specified techniques.

Core Skill (FOCAL)	Action: identify the gaps)	Measure	Responsibility	Timescale/ Deadline Priority rating 1-5	Follow up action: address the gaps
Be fair and consistent.					
Organisational Citizenship: make CWB reporting a part of employee safeguarding.					
Communicate change initiatives transparently, consistently, regularly and collaboratively.					
Assess your environment (individual, team, organisational) for their vulnerabilities and tailor change initiatives accordingly.					
Lead by example.					

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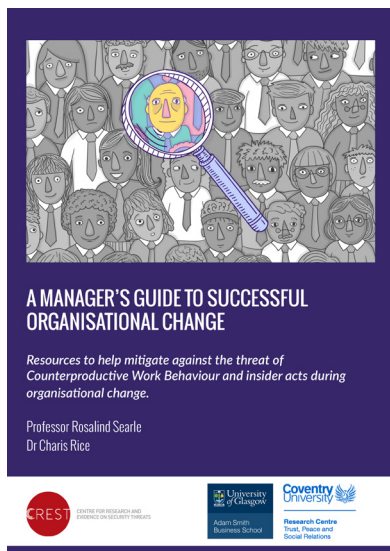
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The team members have extensive experience of working in the areas of organisational trust, work behaviour and related issues. If you or your organisation would like to be involved in further research or would like to request a bespoke organisation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

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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

This toolkit is the full version, containing all 4 toolkits (Leaders, Individuals, Organisational Culture, Team Relations).

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

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