MANAGING ORGANISATIONAL CHANGE

TOOLKIT: INDIVIDUALS

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

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Dr Charis Rice

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About CREST

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

AUDIENCE

This toolkit is designed to help all types of leaders, as well as security professionals and staff in HR and Organisational Development, to effectively manage change. 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 discrete section on teams or as part of the complete toolkit we have developed (www.crestresearch.ac.uk/resources/cwb-toolkit)

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

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

HOW WAS IT DEVELOPED?

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

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

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

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

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

RESOURCES

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

This toolkit focuses on Individuals. Other toolkits are available at:

- **Leaders** - www.crestresearch.ac.uk/resources/cwb-toolkit-leaders
- **Organisational Culture** - www.crestresearch.ac.uk/resources/cwb-toolkit-organisational-culture
- **Team Relations** - www.crestresearch.ac.uk/resources/cwb-toolkit-team-relations
- **Overview toolkit** - contains all four toolkits: www.crestresearch.ac.uk/resources/cwb-toolkit

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

A MANAGER'S GUIDE TO SUCCESSFUL ORGANISATIONAL CHANGE

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

Professor Rosalind Searle
Dr Charis Rice
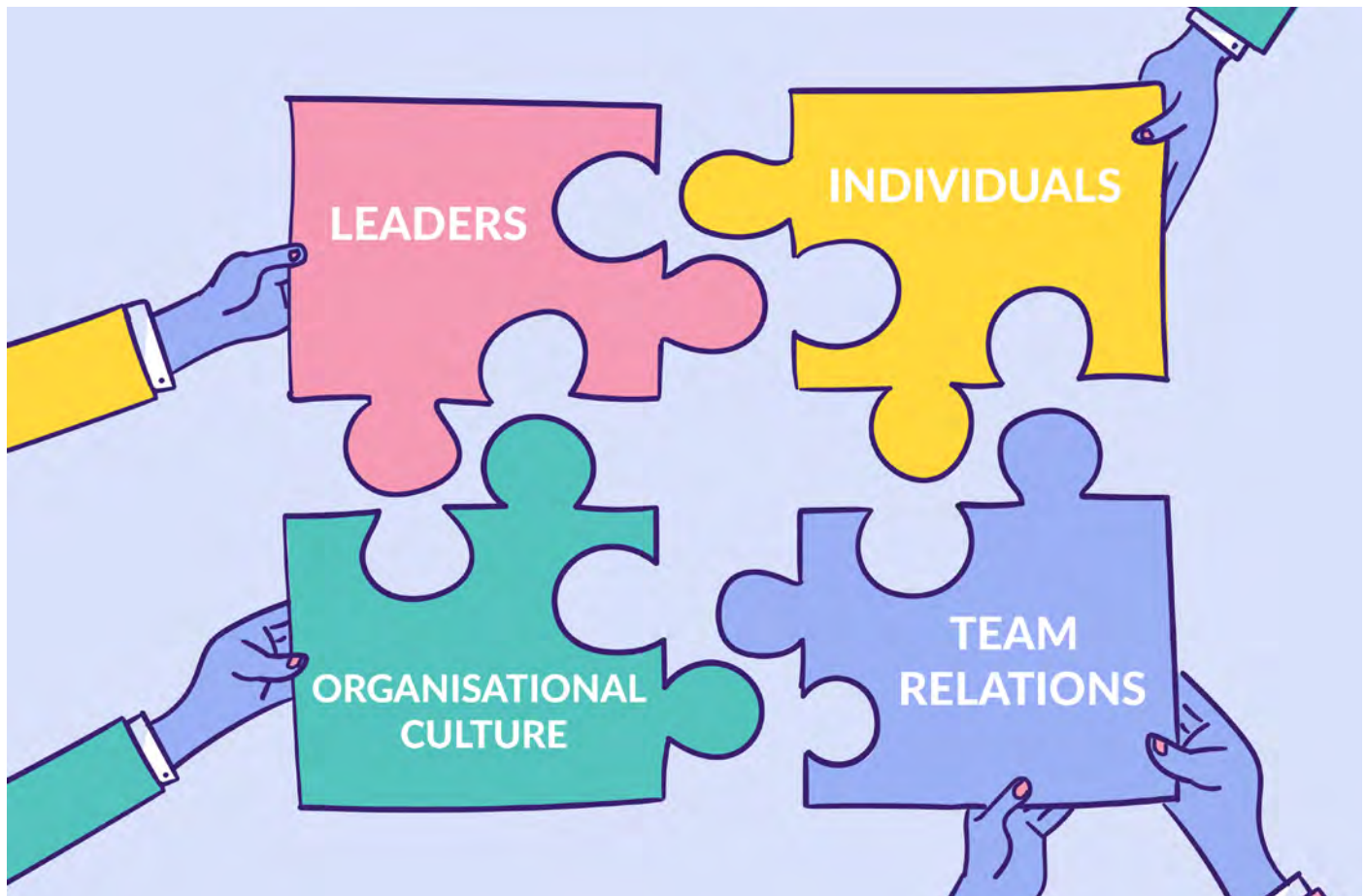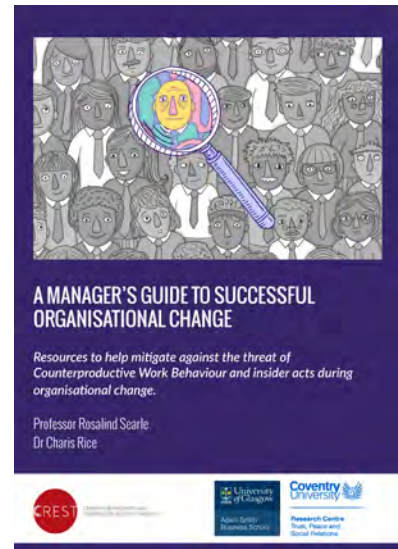
INTRODUCTION TO TOOLKIT

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

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

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

3. Why change matters in creating CWB.

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

KEY CONCEPTS

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

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

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

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

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

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

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

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

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

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

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

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

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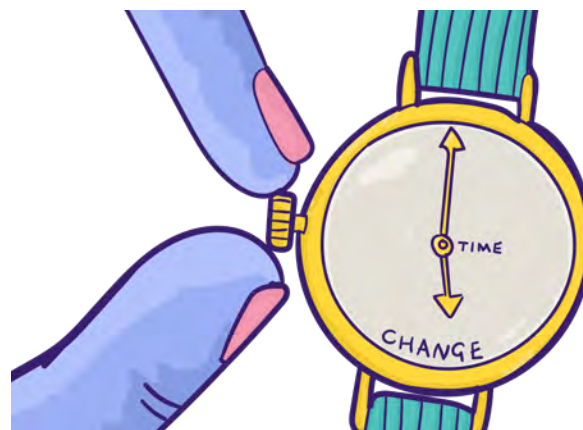
UNINTENDED CONSEQUENCES OF CHANGE

What negative impacts are produced by organisational change?

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

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

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

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

TRUST DECREASING

UNPREDICTABLE WORKING ENVIRONMENT

INADEQUATE COMMUNICATION

INCONSISTENT LEADERSHIP

POOR OR UNFAIR CHANGE PROCESSES

DISTRUST INCREASING

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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
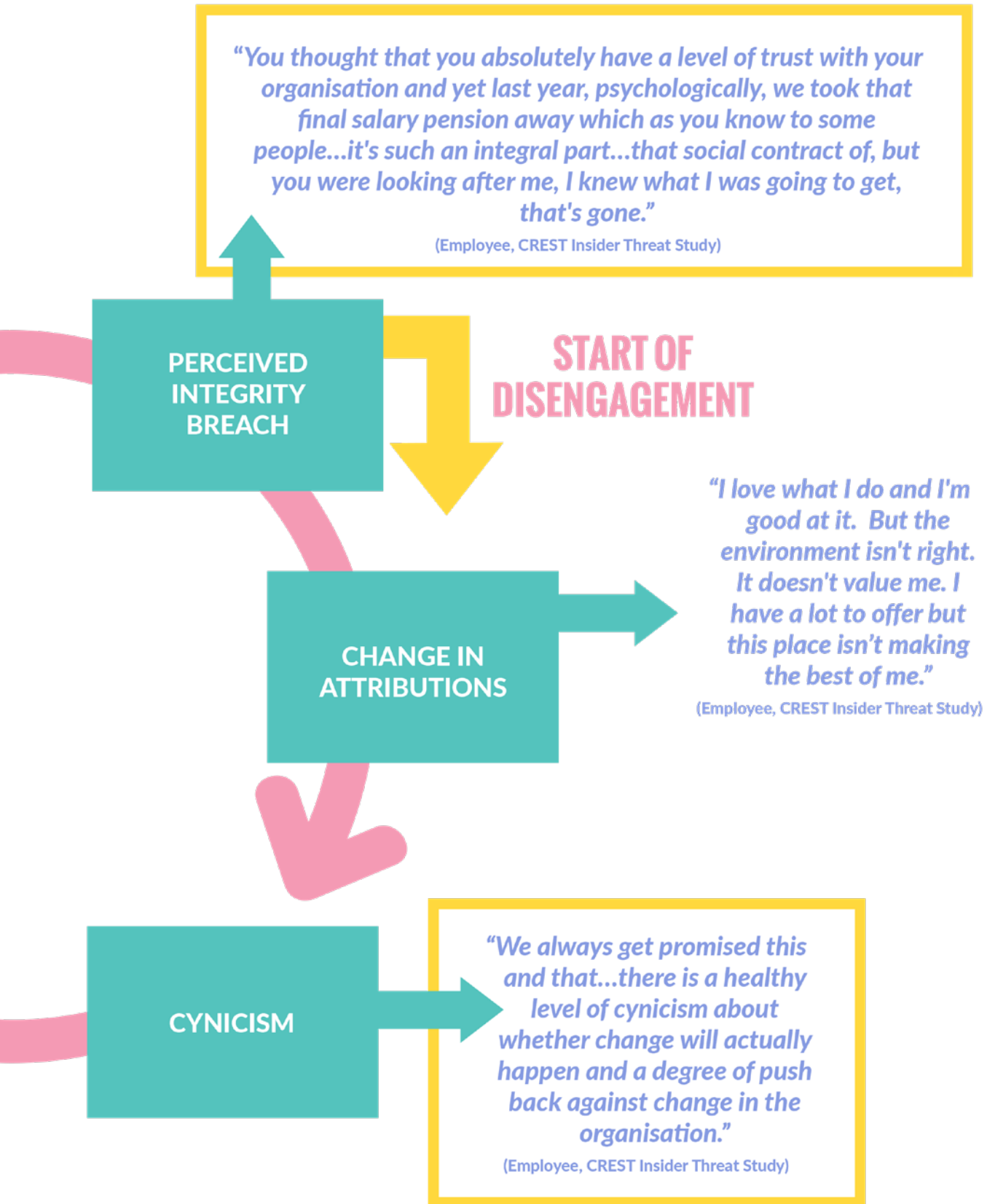
START OF CWB

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)

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.
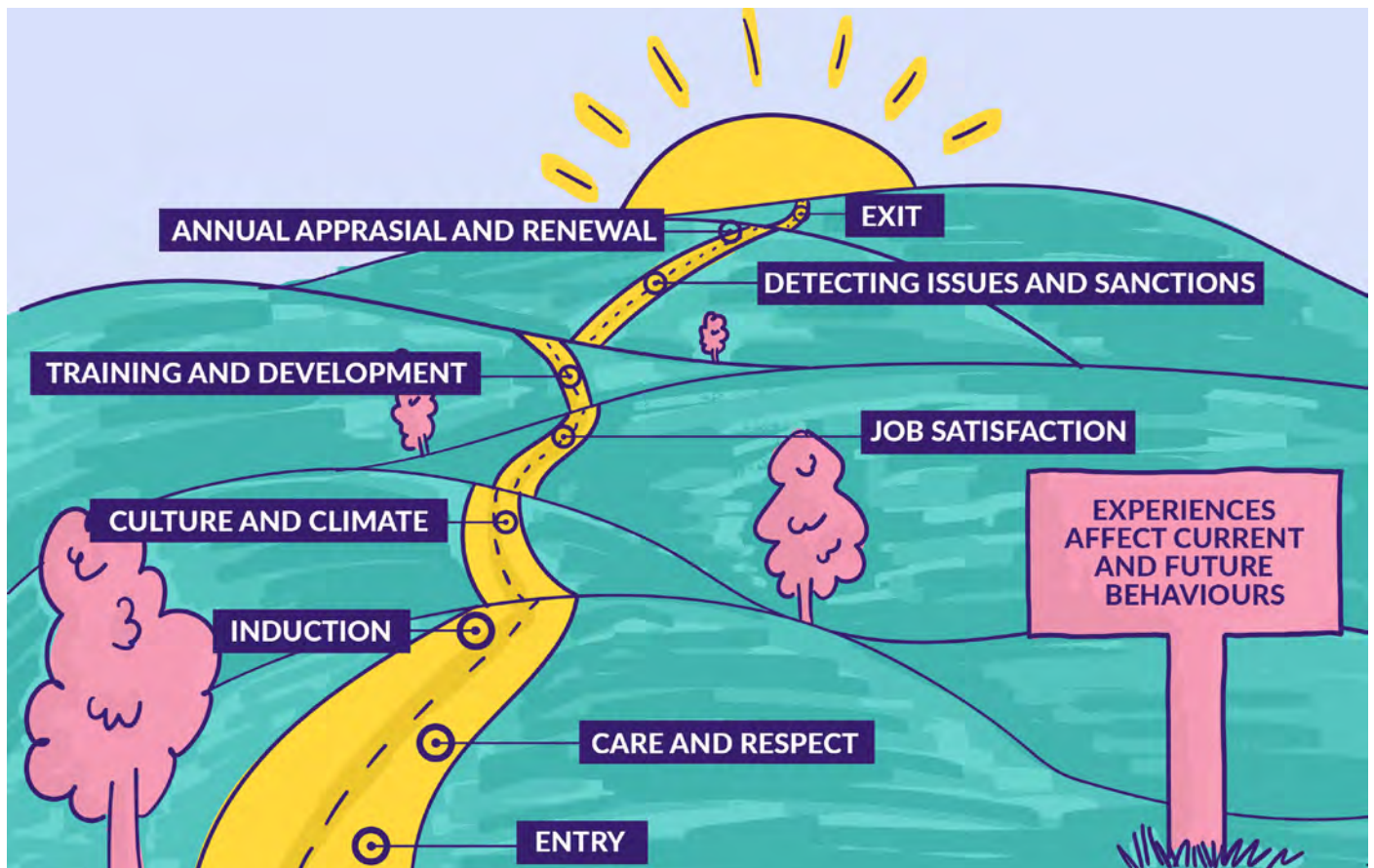
INDIVIDUALS

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.
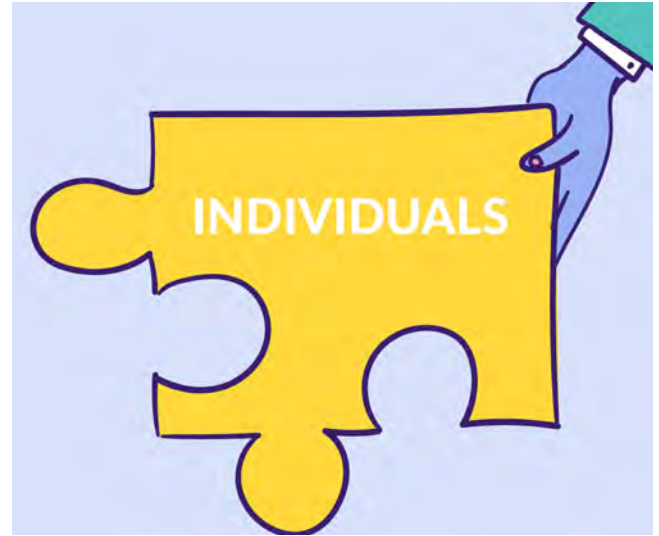
A breach of expectations is often a central trigger for how and why change can lead to CWB. However, while there is considerable attention given to early employment experiences, there is little focus on post-violation impacts or recovery.
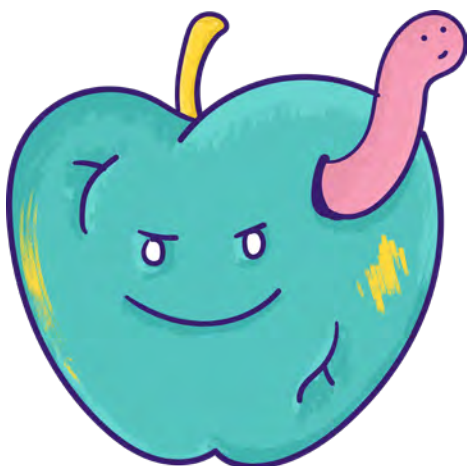
WHAT CAUSES COUNTERPRODUCTIVE WORK BEHAVIOURS?

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.
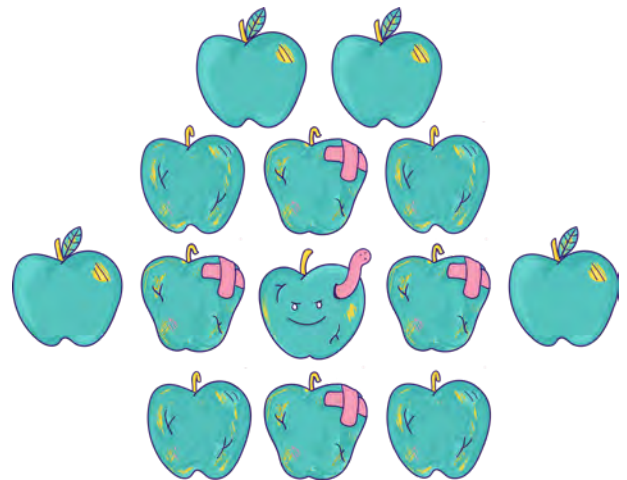
In the social learning category, individuals are trying to fit in with others through normalised CWB. In the depleted self-regulation category individuals' awareness and ability to self-correct is critically reduced, through being overwhelmed by accumulated stresses and strains from their environment. 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.
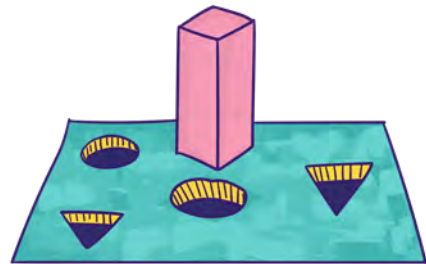
SLIPPERS (RELATED TO GROUP NORMS OR SELF-REGULATION)

- 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.

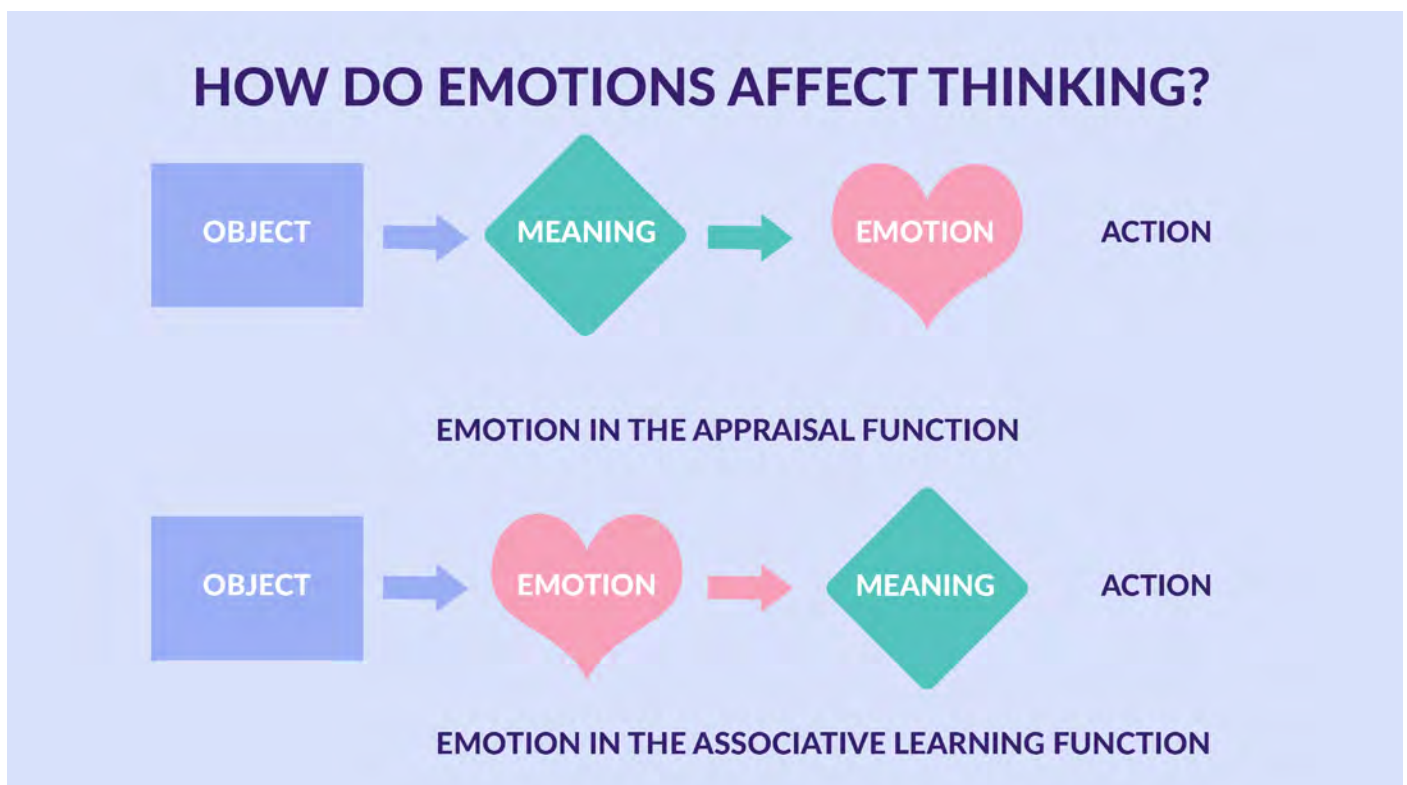## ASSOCIATIONS BETWEEN EMOTION AND CWB

(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.
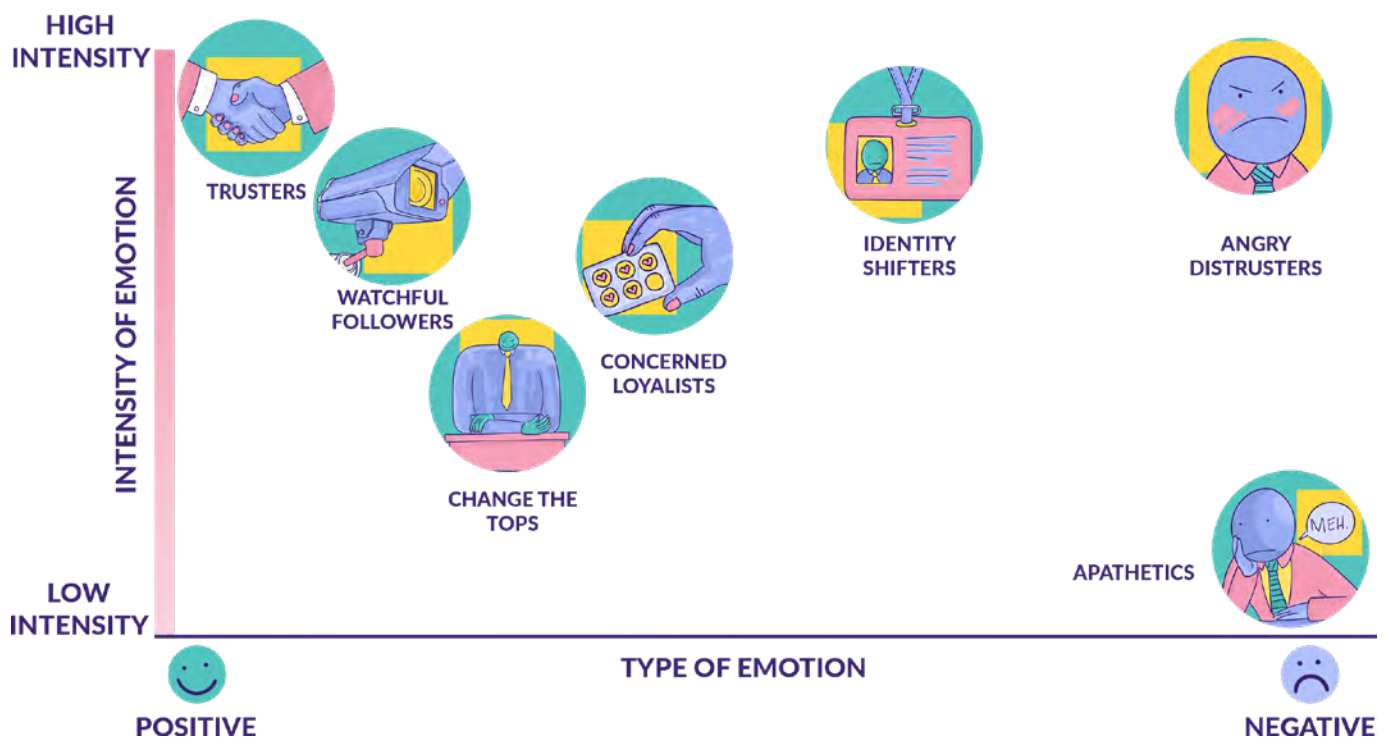
(Searle et al., 2017)

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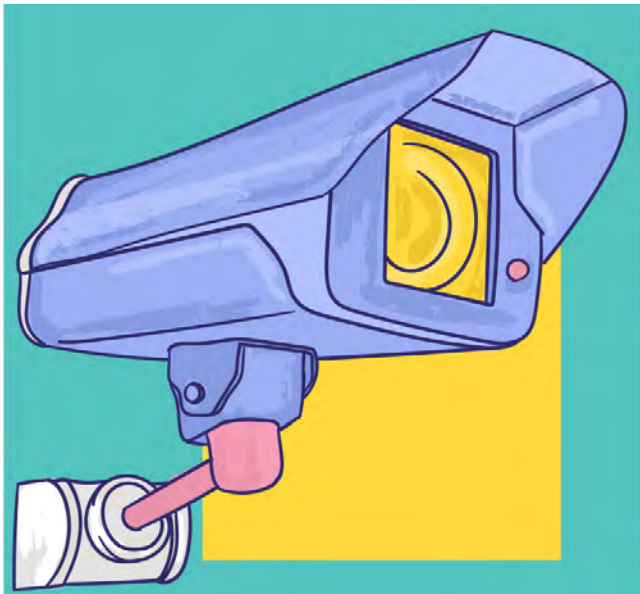
This type of team member is alert to change that might occur/is occurring and is concerned. In the past there has been a close synergy between their personal and the organisation's goals, but now they have an inkling that things might be starting to change.

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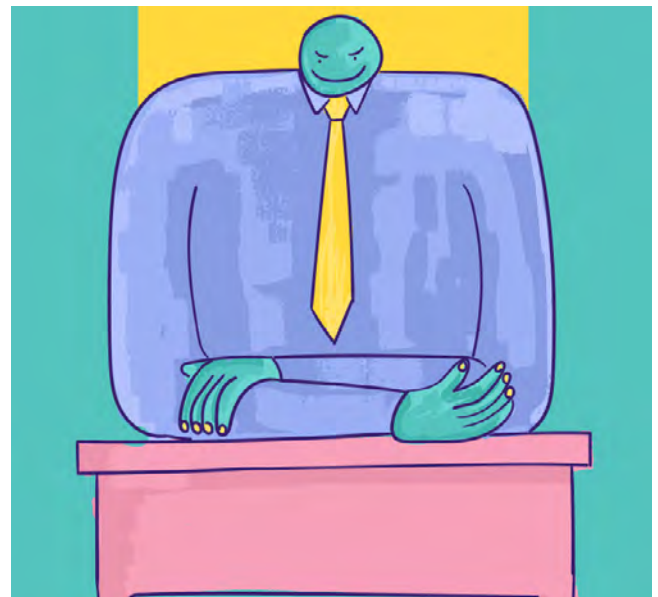
This type of team member perceives that the source of change is due to unwelcome transition at the top, with newcomers imposing something that appears to be unnecessary in the organisation.

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.

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
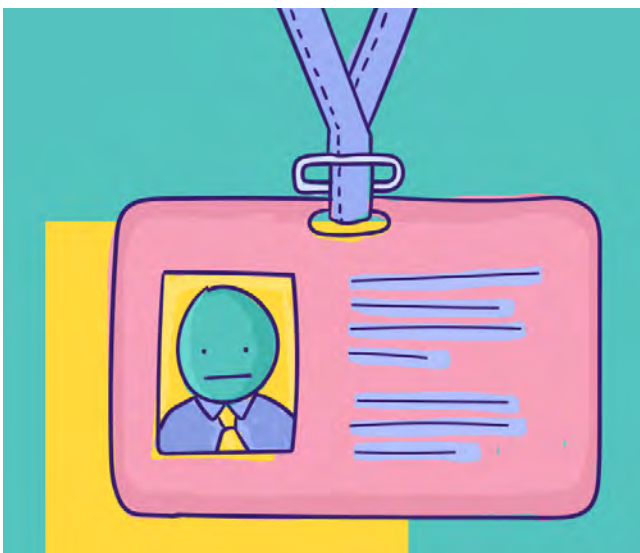
This category arises from a disconnect between an individual's past work identity and goals and the new organisational requirements and objectives. This difference may have been occurring over a long period of time and be related to generational differences, such as in training given to a particular 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
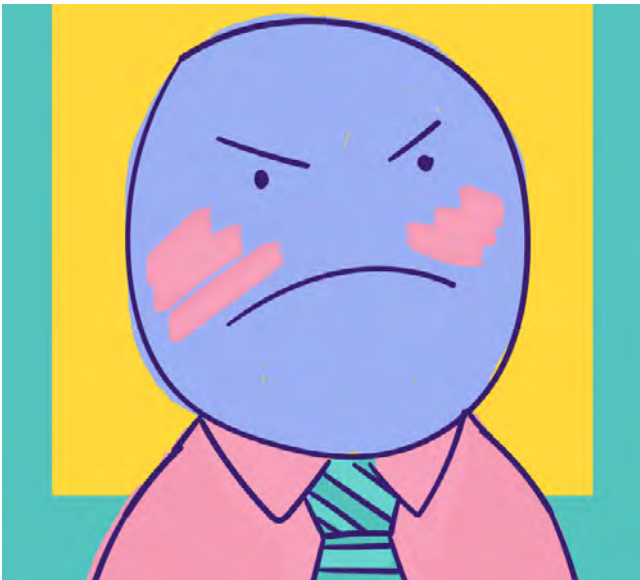
This category arises from a thwarting of an important personal goal. This is likely to have arisen over time and may be related to identify-shift issues. It may stem from unrealistic expectations that have not been well-managed by line managers in the past and have now reached a tipping point. For example, 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.

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
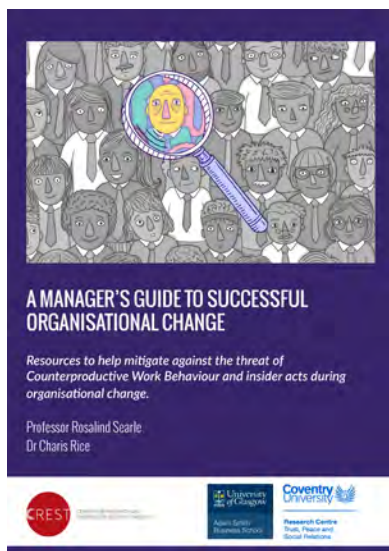
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The team members have extensive experience of working in the areas of organisational trust, work behaviour and related issues. If you or your organisation would like to be involved in further research or would like to request a bespoke organisation 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 focuses on Individuals, as part of four toolkits (Leaders, Individuals, Team Relations, Organisational Culture) on counterproductive work behaviour. A complete version containing all 4 toolkits is also available at:
www.crestresearch.ac.uk/resources/cwb-toolkit

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

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