

# MANAGING ORGANISATIONAL CHANGE

## TOOLKIT: ORGANISATIONAL CULTURE

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

Professor Rosalind Searle  
Dr Charis Rice



CENTRE FOR RESEARCH AND  
EVIDENCE ON SECURITY THREATS



University  
of Glasgow

Adam Smith  
Business School



Research Centre  
Trust, Peace and  
Social Relations



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

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

### 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](http://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 is on Organisational Culture and is designed to be used as part of the complete toolkit ([www.crestresearch.ac.uk/resources/cwb-toolkit](http://www.crestresearch.ac.uk/resources/cwb-toolkit)) and in conjunction with the Manager's Guide ([www.crestresearch.ac.uk/resources/cwb-managers-guide](http://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](http://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.



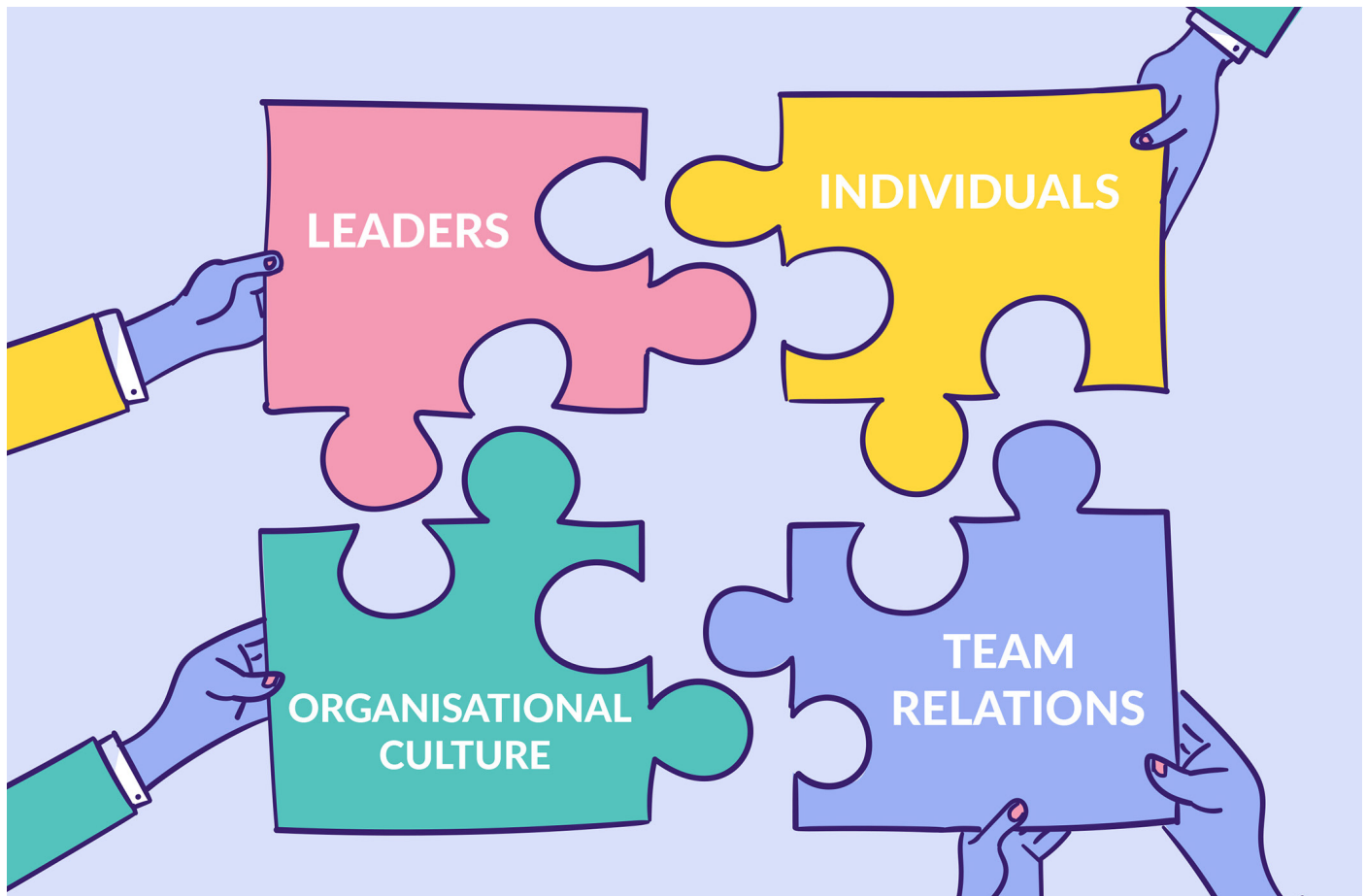
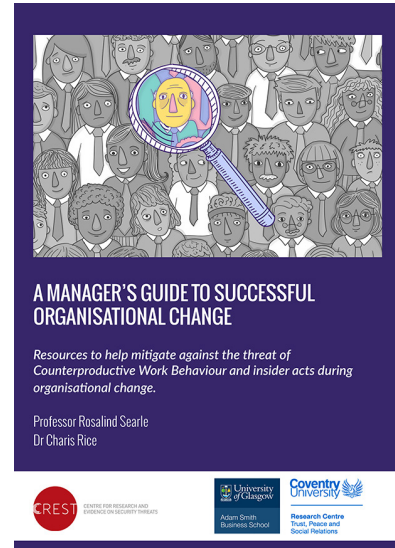
### RESOURCES

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

This toolkit focuses on organisational culture. Other toolkits are available at:

- **Leaders** - [www.crestresearch.ac.uk/resources/cwb-toolkit-leaders](http://www.crestresearch.ac.uk/resources/cwb-toolkit-leaders)
- **Individuals** - [www.crestresearch.ac.uk/resources/cwb-toolkit-individuals](http://www.crestresearch.ac.uk/resources/cwb-toolkit-individuals)
- **Team Relations** - [www.crestresearch.ac.uk/resources/cwb-toolkit-team-relations](http://www.crestresearch.ac.uk/resources/cwb-toolkit-team-relations)
- **Overview toolkit** - contains all four toolkits: [www.crestresearch.ac.uk/resources/cwb-toolkit](http://www.crestresearch.ac.uk/resources/cwb-toolkit)

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



# 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.

## MANAGING ORGANISATIONAL CHANGE: ORGANISATIONAL CULTURE

- **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).





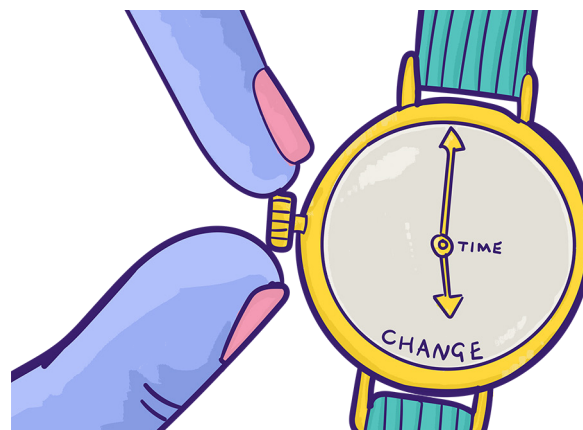
## UNINTENDED CONSEQUENCES OF CHANGE

*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 restructuring), 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.



# 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

*“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)

CHANGE IN  
ATTRIBUTIONS

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.

### 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.



## 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.

# 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.

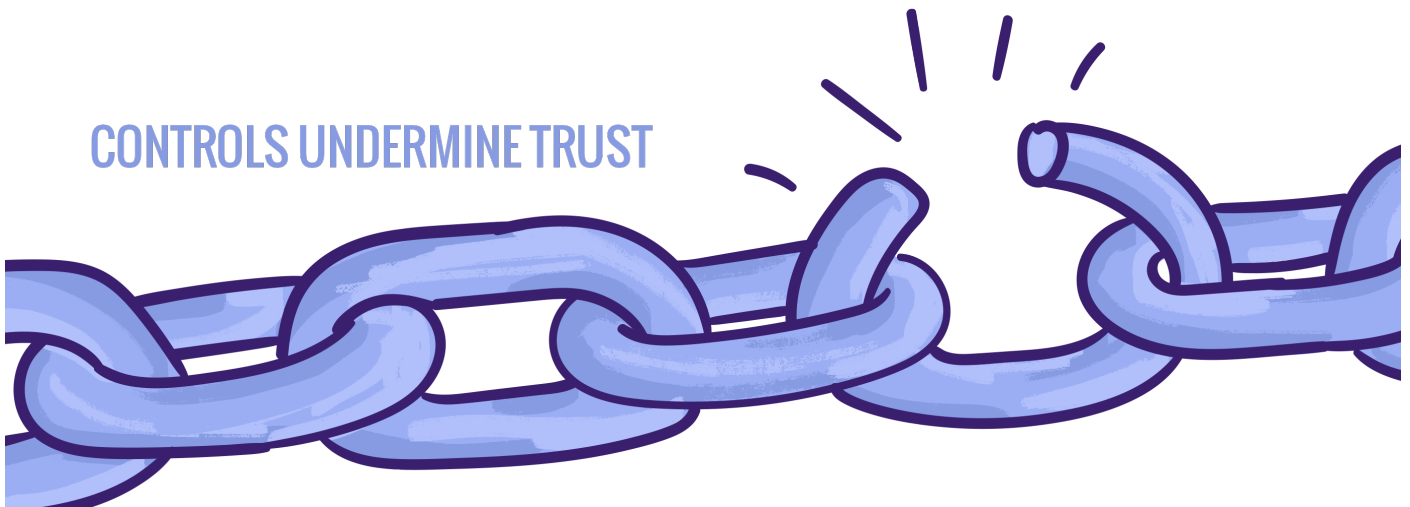
## TRUST AND CONTROL

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?

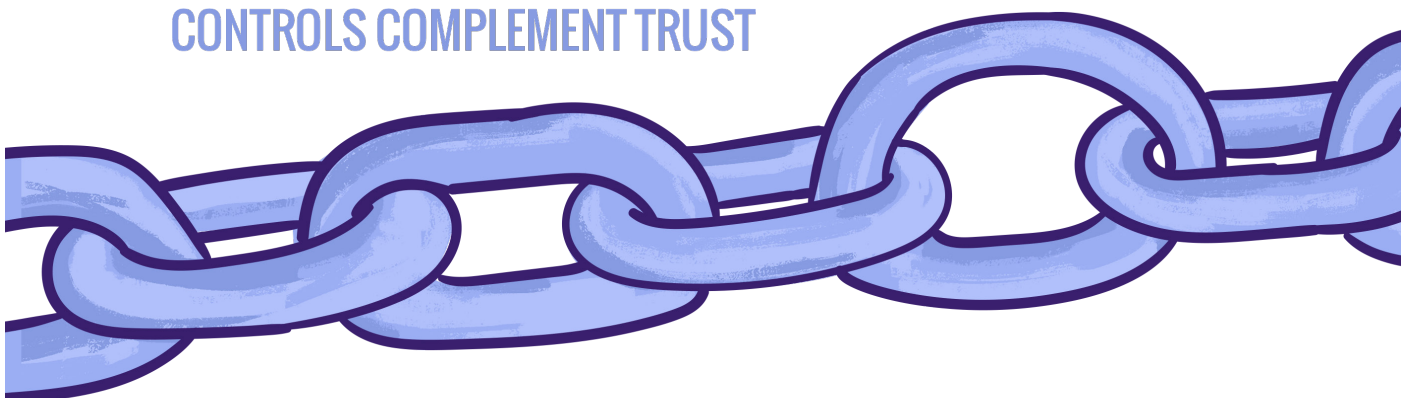
**Input controls:** Who gets in to the organisation and does things.

**Process controls:** How things are done.

**Output controls:** What has to be done.

**Sanctions and punishments:** Consequence of non-compliance.

### CONTROLS COMPLEMENT TRUST



## ACTIVITY 1: 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	
<b>INPUT CONTROLS:</b> Who gets in and does things	
<input type="checkbox"/>	Significant attention is paid towards verifying who is recruited into the organisation
<input type="checkbox"/>	Vetting process and qualifications are verified
<input type="checkbox"/>	Incentives - progression to the next level includes achievement of formal qualifications
<input type="checkbox"/>	Time constrained - once individuals are in, their suitability is rarely revisited
<input type="checkbox"/>	Informal - employees can vouch for and identify suitable new colleagues
<b>PROCESS CONTROLS:</b> How things are done	
<input type="checkbox"/>	There are reliability and integrity-focused organisational processes in place
<input type="checkbox"/>	There are written rules and procedures concerning how things are done in the organisation
<input type="checkbox"/>	Written rules are strictly enforced
<input type="checkbox"/>	In dealing with novel situations, employees understand the type of approach the organisation would want followed

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

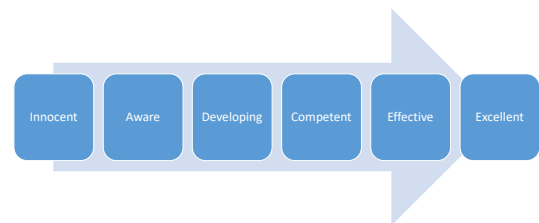
Controls Activity	
<b>SANCTIONS AND PUNISHMENTS:</b> Consequence of non-compliance	
<input type="checkbox"/>	Written warnings are given to employees who violate important organisational values/ethics (e.g., they get issued a caution)
<input type="checkbox"/>	There is a set policy that must be followed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



*CPNI Personnel Security Maturity Model*

## 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 2: 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. How individuals can participate in and contribute to organisational change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. How organisational changes affect individual jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. How organisational changes affect the structure of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The new challenges that the organisation faces because of organisational changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. How organisational change decisions are reached	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Important new service/production developments caused by organisational change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. How benefits and rewards are affected by organisational change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. How training and development opportunities are affected by organisational change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. How the ability to deliver things that were previously promised to employees are affected by organisational change (e.g., pension schemes, bonuses)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Colleagues in other departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Immediate line manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Middle managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Senior managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Team briefings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Special management talks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Trade Unions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Specialised employee forums on organisational change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The grapevine/rumour (word of mouth)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Face-to-face contact among people in their immediate teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Personal telephone calls from managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Written communications from managers (memos, letters, briefing statements etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Notice boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Internal publications (magazine, newsletter etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Internal audio-visual material (videos, slides etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. With pay slips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Mass email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Personal email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Intranet (e.g., CEO blog)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 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.

## MANAGING ORGANISATIONAL CHANGE: ORGANISATIONAL CULTURE

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 manager 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)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inaccurate			Accurate			
Inaccurate /Accurate (e.g., The information I get often turns out to be incorrect/correct)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Unclear			Clear			
Unclear/Clear (e.g., The information I get often contains language or terms I do not/I understand)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Incomplete			Complete			
Incomplete /Complete (e.g., The information I receive often provides me with a partial/comprehensive account of the particular topic)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Not Credible			Credible			
Not credible/Credible (e.g., The information I receive often seems to provide an unlikely/a likely account of events)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 24), 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 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.

## 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.

# 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](http://www.crestresearch.ac.uk)

Other useful learning resources are available from our partners:

CREST: [www.crestresearch.ac.uk](http://www.crestresearch.ac.uk)

CPNI: [www.cpni.gov.uk](http://www.cpni.gov.uk)

## ABOUT THE AUTHORS:

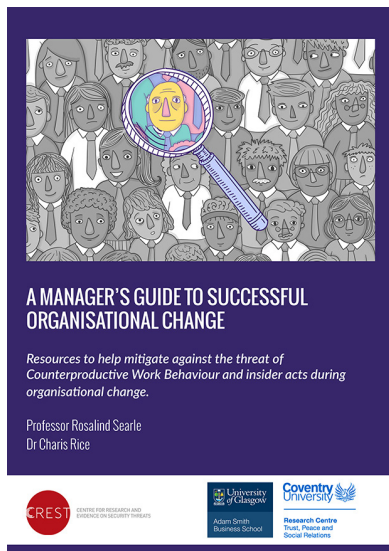
Professor Rosalind Searle is Professor of HRM and Organisational Psychology at the Adam Smith Business School, University of Glasgow.

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

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

[rosalind.searle@glasgow.ac.uk](mailto:rosalind.searle@glasgow.ac.uk)

[charis.rice@coventry.ac.uk](mailto:charis.rice@coventry.ac.uk)



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

[www.crestresearch.ac.uk/resources/cwb-toolkit](http://www.crestresearch.ac.uk/resources/cwb-toolkit).

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

[www.crestresearch.ac.uk/resources/cwb-video-toolkits](http://www.crestresearch.ac.uk/resources/cwb-video-toolkits)

[www.crestresearch.ac.uk/resources/cwb-video-key-messages](http://www.crestresearch.ac.uk/resources/cwb-video-key-messages)



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# NOTES

# NOTES

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and other CREST resources, visit  
[www.crestresearch.ac.uk](http://www.crestresearch.ac.uk)

