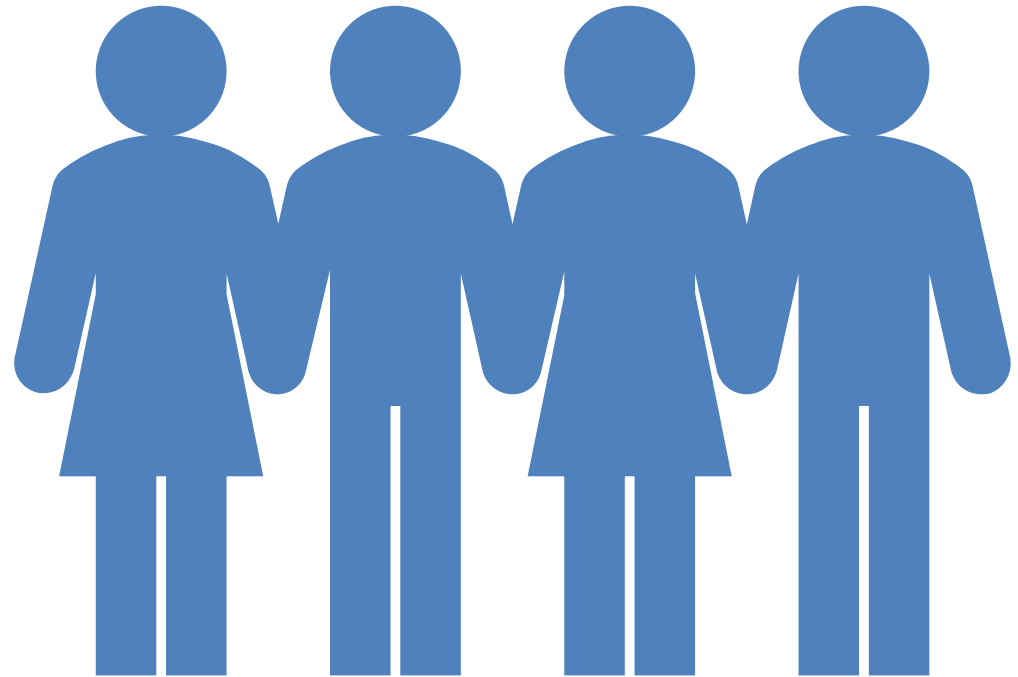


ECAS7011

Behaviour Change in Organisations



Session Plan

- Understanding the context of behaviour change in organisations
- Positive Psychology Interventions
- Critical Appraisal Activities

The changing faces of work

RECAP from ECAS7009

- Economic pressures
- Resilience
- Hybrid working
- Robotics/AI
- Future pandemics





The ILO's Decent Work Agenda

Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men” [Decent work \(ilo.org\)](https://www.ilo.org/decentwork)

Defining Behaviour Change in Organisations

- What workplace behaviours could be target for behaviour change?

Defining Behaviour Change in Organisations

- Sustained modification of action patterns embedded in systems.
 - Levels: intra-individual, inter-individual, organisational.
 - Outcomes: performance, wellbeing, equity; consider trade-offs.
- NOT top-down transformation

Levels of Intervention

Primary Interventions

Primary interventions focus on preventing issues by addressing systemic and environmental factors such as job redesign.

Secondary Interventions

Secondary interventions manage issues before further escalation

Tertiary Interventions

Tertiary interventions treat severe issues/problems

[Primary, secondary and tertiary prevention](#)

Institute for Work & Health

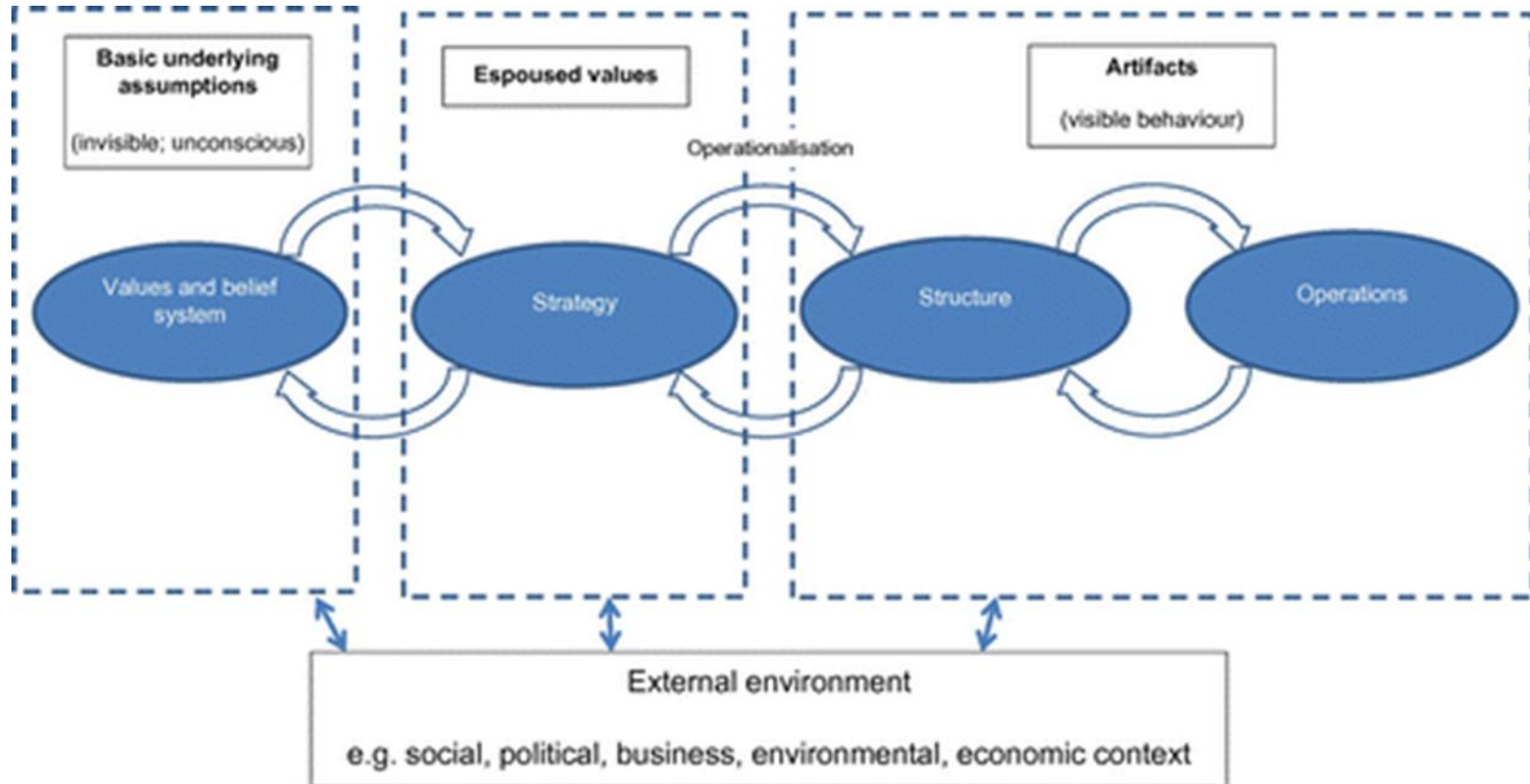
Defining Behaviour Change in Organisations

- Behaviour change focuses on the "how"—the daily actions of employees.
- Modifying individual habits, attitudes, and actions to align with new objectives, improving efficiency or adopting new processes.
- Usually targeted at teams/departments
- Goal: To improve specific skills, such as improving communication, adopting new technology, or fostering a more collaborative culture.
- Method: Often involves training, coaching, feedback loops, and creating "nudges" to break old habits.

To consider

- Behaviourism: incentives, feedback, safety programmes.
- Sensemaking, Identity, and Culture
- Habits, Implementation, and Routines
- Equity
- Ethics

Work: Culture and Community



- Such, E., & Mutrie, N. (2017).

Work: Culture and Community



A positive workplace is key to the success of any company or organisation.



A poor workplace culture can negatively impact a person's wellbeing. It can also significantly impact the company's bottom line, leading to low productivity and high turnover.

Bujang, M. A. B., Kamaluddin, M. R., Mat Basir, S., Munusamy, S., & Jhee Jiow, H. (2024). Impacts of workplace culture on deviant workplace behavior: A systematic review. *Sage Open*, 14(2), 21582440241247976.



In contrast, people working in companies that have a positive culture are healthier, happier, more productive, and less likely to leave.

Sinha, S., Priyadarshi, P., & Kumar, P. (2016). Organizational culture, innovative behaviour and work related attitude: Role of psychological empowerment. *Journal of Workplace Learning*, 28(8), 519-535.

Work: Culture and Community

- The role of the organisational context on behaviour has rarely been explored in depth or theorised in the workplace behaviour literature yet a rich body of theory and evidence exists outside the field.
- Need to consider how intervention design can better account for the 'whole systems' of an organisation and how interventions can be positioned within them.

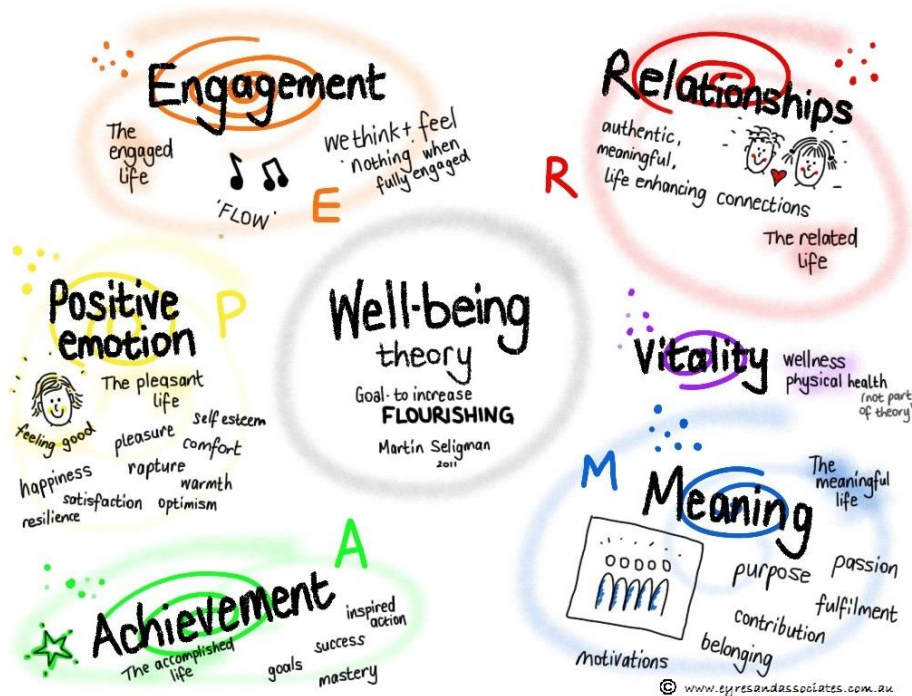
Such, E., & Mutrie, N. (2017). Using organisational cultural theory to understand workplace interventions to reduce sedentary time. *International Journal of Health Promotion and Education*, 55(1), 18-29.



Positive Psychology Interventions

- Positive workplace culture draws on positive psychology, an evidence-based branch of psychology focused on the character strengths and behaviours that lead to living a life of meaning and purpose.
- People's behaviours at work are shaped by the organisation's collective beliefs and values.

PERMA & the five building blocks of wellbeing



- P – positive emotion
- E – engagement
- R – relationships
- M – meaning
- A – achievement

Seligman (2012)

[PERMA the Wellbeing model of Positive Psychology](#)

Evidence base...

Ibrahim et al's systematic literature review between 2012 and 2022, reported 37 studies focused on PERMA in relation to wellbeing at work, primarily conducted in European countries

- Three influential dimensions that affect employees in IWB
- 1) positive emotion,
- 2) positive relationship
- 3) engagement

“Meaning and Accomplishment need further investigation as there are limited studies on those dimensions”

Ibrahim, N. F., Sharif, S. M., Saleh, H., Hasan, N. H. M., & Jayiddin, N. F. (2023). PERMA well-being and innovative work behaviour: a systematic literature review. *F1000Research*, 12, 1338.

In Class Activity: Positive Psychology Interventions (30mins)

- P – positive emotion
- E – engagement
- R – relationships
- M – meaning
- A – achievement

Seligman (2012)

What
interventions
could be put into
place for each of
these?

Can you map
these to COM-B?

Lets consider...



Effectiveness of the Stand More AT (SMArT) Work intervention: cluster randomised controlled trial

Charlotte L Edwardson,^{1,2} Tom Yates,^{1,2} Stuart J H Biddle,³ Melanie J Davies,^{1,2,4}
David W Dunstan,^{6,7,8,9,10,11} Dale W Esliger,^{2,12} Laura J Gray,¹³ Benjamin Jackson,¹²
Sophie E O'Connell,⁴ Ghazala Waheed,¹ Fehmidah Munir¹²

Lets consider...

International Journal of Applied Positive Psychology (2024) 9:583–604
<https://doi.org/10.1007/s41042-023-00140-3>

RESEARCH PAPER



Positive Nudging: Thematic Analysis of the Experience of Participating in a Signature Strength Behavioural Nudging Intervention

Jule Deges¹ · Ruth Hughes¹ · David Tee²

Accepted: 28 November 2023 / Published online: 16 January 2024

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Critical Appraisal Activity

- Review each of the provided proposals individually (15mins)
- Discuss the strengths and limitations as a group (20mins)
- Assess against the provided criteria (10mins)