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Understanding Workplace Culture



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A condensed session



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Leadership programmes and CPD

What are they?

Leading Change Improving Care 5-days
Well led 4-modules
Lead to succeed -5 modules
Understanding self- management
Understanding Performance management
Understanding workplace culture

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Learning outcomes

- ***Develop a clear understanding of what culture is***
- ***Understand the relationship between culture, values and vision***
- ***Understand approaches for assessing (toxic and compassionate) culture and steering action***
- ***Understand simple rules for turning values into action***
- ***Gain awareness of a range of nudge activities for developing culture***

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Recent events

Workplace culture 2022 what would have happened in your workplace?

There was a culture of excessive consumption of alcohol, which is not appropriate in a professional workplace at any time. Steps must be taken to ensure that every Government Department has a clear and robust policy in place covering the consumption of alcohol in the workplace..... **Some staff wanted to raise concerns about behaviours they witnessed at work but at times felt unable to do so.** No member of staff should feel unable to report or challenge poor conduct where they witness it. There should be easier ways for staff to raise such concerns informally, outside of the line management chain

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The Casey review is an independent investigation into the standards of behaviour and **internal culture of the Metropolitan Police Service.**

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The Casey Review found that the Metropolitan Police has failed to protect the public from officers who abuse women; that organisational changes have put women and children at greater risk; and that female officers and staff routinely experience sexism.

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There are racist officers and staff and a "deep-seated homophobia" exists in the culture of the organisation, the report says.

It adds that violence against women and girls has not been taken as seriously as other forms of violence.

It found that there is widespread bullying in the Met, with a fifth of staff with protected characteristics – for example, race, sexuality or disability – being victimised.

"Female officers and staff routinely face sexism and misogyny," the report said. "The Met has not protected its female employees or members of the public from police perpetrators of domestic abuse, nor those who abuse their position for sexual purposes.

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Efforts to counter racism had shown just how poor the handling of complaints is within the fire service. **"In my experience, the problems came from the top: it came from a lack of awareness; it came from a lack of ability to self-reflect and to see how they play their part,"** he said.

"It came from pointing downwards and looking for 'bad apples', instead of looking at the part they play within the system that allows this behaviour, and culture."

"Unless the top changes, the complaints that come from the bottom will never be recognised for what they are."

"I made a complaint to my commander... and within two weeks, I was gone from the brigade. They got rid of me. They said I'd become unsuitable for the role."

She added: "What I know now is if you complain, as a female... they'll end up investigating you instead of the man who did it. They'll end up just getting rid of you."

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Toxic work culture

Winterbourne View Hospital

The report into the events at Winterbourne View Hospital states that “staff routinely mistreated and abused patients” and that “**management allowed a culture of abuse to flourish**”.

According to the report: concerns raised by a whistleblower went unheeded
•There was evidence suggesting an inappropriate prescribing of anti-psychotic drugs

Serious Case Review found evidence of poor level of healthcare, with many patients being affected by conditions that are often preventable with good quality care, such as constipation and dental problems

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BBC Panorama September 2022

Culture of abuse

Humiliated, abused and isolated for weeks - patients were put at risk due to a "toxic culture" at one of the UK's biggest mental health hospitals,

An undercover reporter at the Edenfield Centre filmed staff using restraint inappropriately and patients enduring long seclusions in small, bare rooms.

Staff swore at patients and were seen slapping or pinching them on occasion.

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Toxic TV

This morning 2023

This Morning has a “**toxic culture**”, the show's former resident doctor

Dr Ranj said: “I raised my concerns especially given that my job is to look after people's wellbeing and involved in diversity, anti-bullying and mental health projects across the channel... **and I felt like because I whistle-blew I was managed out.**”

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M Donald's 2023

McDonald's said it had “fallen short” and it “deeply apologised”.

A toxic culture of sexual assault, harassment, racism and bullying has been alleged by more than 100 current and recent UK staff at outlets of the fast-food chain McDonald's.

The BBC was told that workers, some as young as 17, are being groped and harassed almost routinely.

The UK equality watchdog said it was “concerned” by the BBC's findings and is launching [a new email hotline](#).

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Understanding Workplace Culture

Culture is often described as:-

“the way that we do things here”,

but it's more than that.

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Understanding Workplace Culture

What is it?

What is culture to you?

How would you describe it?

(What does it look like?)

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Levels of culture

From the lilypond metaphor of culture by Edgar Schein



Vision/mission/achievements

Behaviours

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Levels of culture

The lilypond metaphor of culture by Edgar Schein

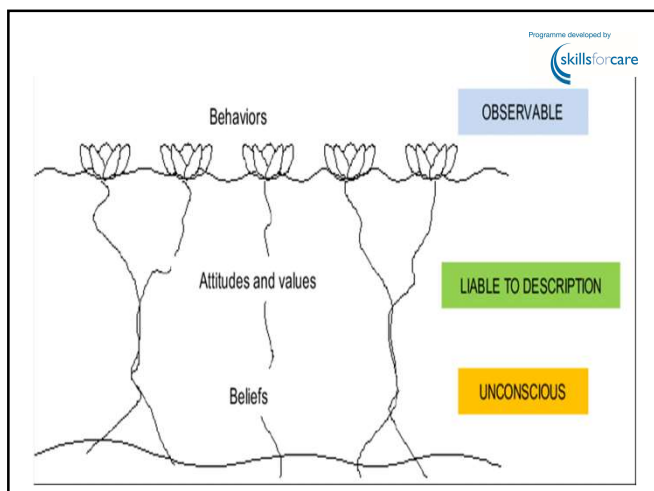


Attitudes and beliefs

Values

Abstracted from: Video interview with Edgar Schein by Tim Kuppler <https://www.youtube.com/watch?v=zR9gyTu4pI>

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"We put just as much energy into our staff as we do our residents... If we have a highly energetic and motivated staff team then the business takes care of itself."
- Angela Boxall, COO of Majesticare Care Homes

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Put the ER back into HR

Workplace culture CIPD

Employers should promote the importance of respect between employees at every level of the organisation and ensure that people's behaviour reflects the right values.

Senior leaders need to take a visible lead on the issue and set the tone for fostering a working environment where people feel empowered to speak up

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Put the ER back into HR

Workplace culture-CIPD

When dealing with unfair treatment at work, prevention is better than cure. Employers should strive to develop cultures where harassment is known to be unacceptable. Policies dealing with equality and diversity, and bullying and harassment, are important but will only have impact if they are visible and brought to life across the organisation.

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What is on show?

If the spotlight was shone on your organisation/team

What would it show ? (What would be seen)

What would you want them to see?

What wouldn't you want them to see?

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Activity discussion

- When have you experienced an unhealthy culture in your career? (Respecting confidentiality)
- What were the impacts?

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Model of change

Handling resistance

“People engage in what they help to create
Do you ask staff for feedback about you and your
performance about the organisation?”

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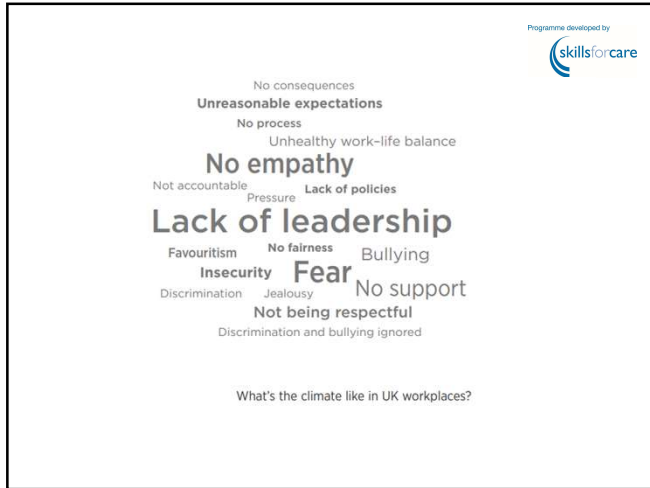
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Discussion

Group Activity/Discussion

WHAT A TOXIC WORK CULTURE LOOKS LIKE

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Workplace culture

WHAT A TOXIC WORK CULTURE LOOKS LIKE

- You don't have a list of core values
- There's a lot of gossip in the office
- Employees are often tardy or absent
- Employees often work late or don't take lunches
- Team sub-cultures
- No DEI policy
- Little or no hiring from within
- Public criticism of employee

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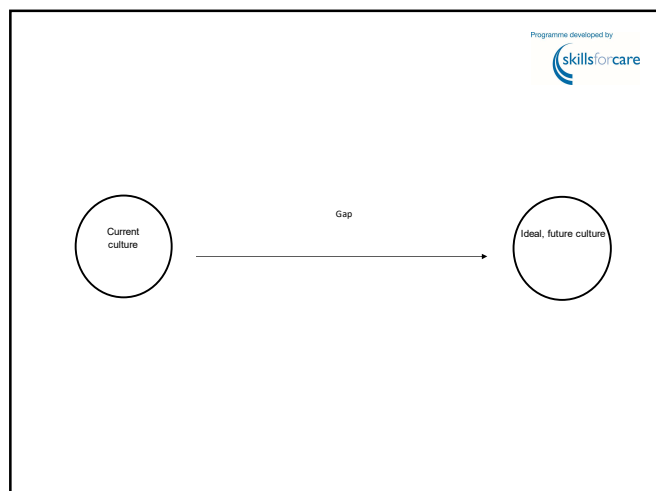


Workplace culture

Think about this

How do you move from the current culture (one that where staff feel unmotivated) to one that is ideal for future development

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Questions to ask your team every month

Maintaining ongoing communication with your team

1. How can I be a better team leader?
2. What can we do to improve our product (or process)?
3. What can we do to improve our team culture?
4. What team building activities can we do together?
5. What's one thing you did recently you are proud of?
6. What were your biggest challenges this month?

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How to build a positive workplace culture

Ask yourself and team

Do you enjoy coming to work?
If no, why?
If Yes, why ?
What? can we/you do to change this ?
How? can we/you make this better for you?

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Pulse surveys

Purpose

1. Find out 'sticky' areas to improve
2. Make staff feel valued
3. Get improvement ideas from across the organisation
4. Refine and course correct any improvements underway
5. Better align activity to company values
6. CQC READY?

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Example themes

Culture

Are you inspired by the purpose and mission of your organisation?
Are your organization's values aligned with what's important to you?

Recognition & reward

Are you recognised in a meaningful way by your manager?

Satisfaction

Do you feel you can maintain a healthy balance between work and personal life?

Are you clear about your responsibilities?

Development

Do you feel your job plays to your strengths?

Do you have enough freedom to decide how to do your work

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Question styles

Open

Hypothetically, if you were to leave tomorrow, what would your reason be?

Multiple-choice

I feel encouraged to come up with new and better ways of doing things.
Strongly agree / agree / not sure / disagree / strongly disagree

Score-based On a scale of 1-5 how would you rate your work-life balance?

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CQC and Culture

Cultural values are a culture's core beliefs about what's good or right

We all have cultural values. These are sometimes called 'cultural value preferences'. They're informed by the cultures we most associate ourselves with. These values are neither positive nor negative - they're just differences.

Cultural values can influence the way we treat others and want others to treat us.

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CQC and Culture

We do not always see them

We're not always aware of cultural values. This means they can give rise to bias or discrimination. Or if we understand them well, they can influence us to be more inclusive.

It's often difficult to see our own cultural values because we take them for granted. But the assumptions we base on them can affect other people.

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CQC and Culture

What we can do

Try to be aware of your own cultural values and how they might sometimes be different from other people's. It can help you understand people better.

To make a bridge between your cultural values and other people's:

- be curious about how people are feeling
- ask people questions
- listen without judgement
- check your own thoughts - try to be aware of assumptions and judgements that could come from bias or stereotypes

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New people

What do we do ?

How does your team welcome new people?

How do we make sure they know what they are doing?

How likely they are to speak up if they're unhappy about something

How do we know what each other does as their job?

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The 5 steps to build an unbeatable culture

1. Choose Your Culture Change Goal
2. Decide What to Do — Actions
3. Involve the Next Management Level
4. The Culture Interview
5. Establish Employee Problem-Solving Teams

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Simple rules code

- | | |
|---|--|
| 1 | Be clear about what you can and can't do in time |
| 2 | Suggest a solution with every problem |
| 3 | Suggest a solution with every problem |
| 4 | Invite others' opinions and ideas |

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Building culture

- Bring company values alive.
- Nudging behaviours to be more aligned to values and vision.
- Set stages
- Set up culture leadership team

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Simple rules

- Where have you already used simple rules that are helpful?
- Where could you introduce a simple rule to bridge a gap in behaviours?

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Action planning

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Month	Actions	What does good look like?
Very next steps	1. Quick wins for all staff e.g. appreciation cards or suggestion box.	People using them, and showing they understand the company values. Company values are displayed in people's behaviours.
Nov	2. Create culture committee with selection of team managers. 3. Involve people in creating vision and gap analysis. 4. Carry out pulse-survey and review suggestion box.	An engaged, creative coalition. Clear sight of areas to develop from the results. All staff more engaged.
Dec	5. Committee looks at survey results and combine with gap analysis. Decide actions for the year ahead. 6. Communicate results and commitments to improve things in year ahead. 7. Company quiz and team activity at Christmas do.	Clear action plan. Staff are engaged and asking questions. Staff know each other and the company better.

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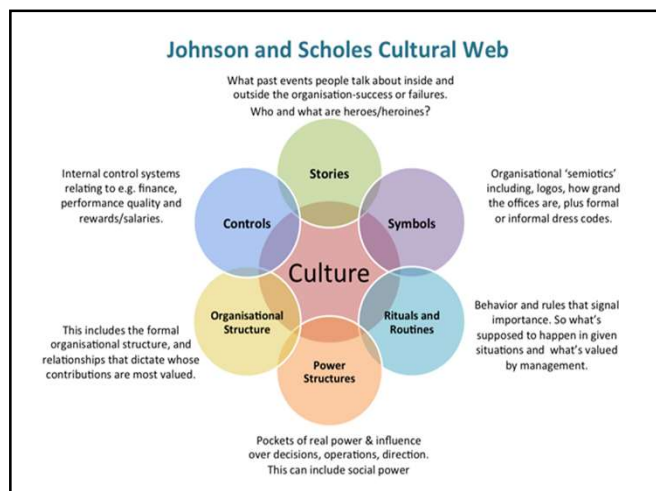


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Simple rules values

Values	Simple rules
Ownership	Learn from your mistakes, and teach what you've learnt
Collaboration	Make positive examples of other people's work
Open and fair	Treat others as they like to be treated
Service excellence	'Colour outside the lines' to do what matters to service users

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The value of values

The Barrett Centre model Trust Values V.O.I.C.E

- Vision,
- Openness,
- Integrity,
- Compassion and
- Excellence

Bolton NHS Foundation Trust

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Final thoughts? Questions?

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