

## HOW TO CHANGE YOUR ORGANIZATION'S CULTURE TO PROMOTE A PSYCHOSOCIAL SAFETY CLIMATE

The importance of physical and psychological safety at work is increasingly felt in the world of work. In Quebec, for example, Bill 27 requires employers to assess and prevent psychosocial risk factors present in their organization. This bill will require for many a change in **organizational culture**, as well as the establishment of a **psychosocial safety climate** (PSC).



*The organizational culture represents the grouping of behaviors, of shared beliefs and values within an organization (Zohar and Hofmann, 2012).*

*To effectively promote a PSC, it is essential to implement policies, practices, and procedures that prioritize the health and safety of employees.*

*(Fattori et coll., 2022).*



Changing an organizational culture to set up a CSP takes time and constant effort. First of all, this type of change requires communication that should be done at all hierarchical levels (employees, managers, senior management, etc.). During a change in organizational culture, communication must be **positive**, **open** and **frequent**.

1

**Positive:** Positive communication facilitates the emergence of beneficial emotions, which in turn bolster resilience, creativity, and overall well-being. By sharing success stories and emphasizing organizational strengths, it is possible to develop proposals and plans for change while also fostering collective motivation.

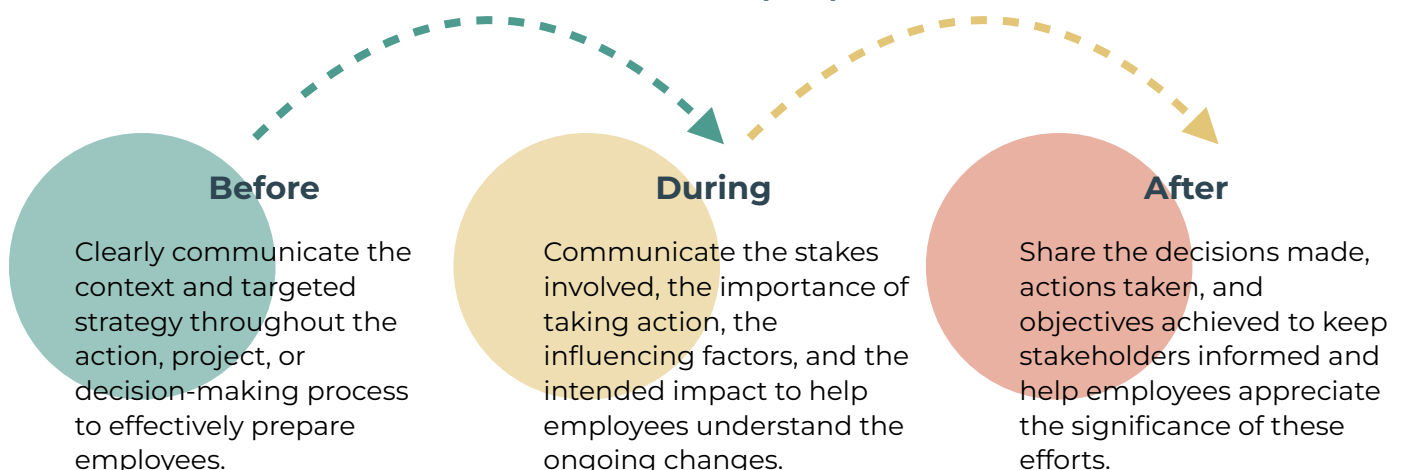
2

**Open:** Changes, small or large, can lead to negative reactions and concerns. These are normal reactions. It is necessary to use active listening, openness and benevolence to hear what is said.

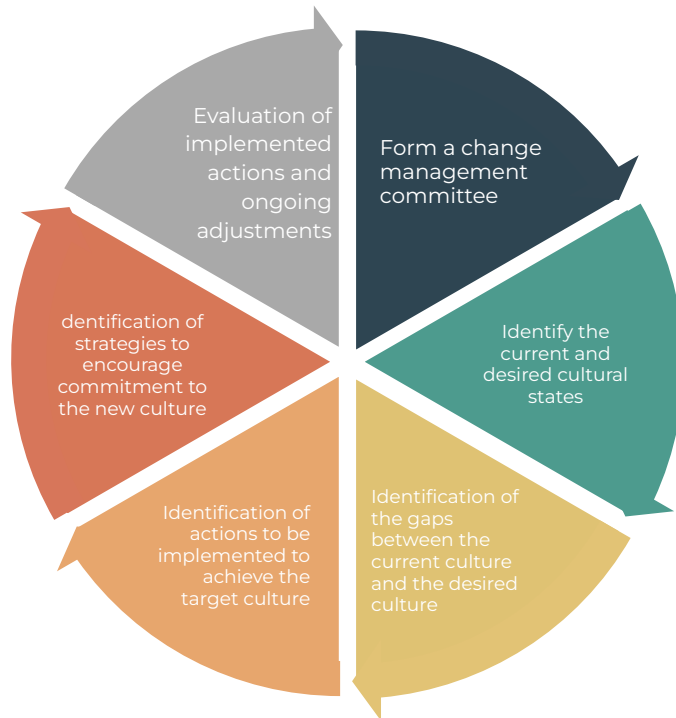
3

**Frequent:** Consistent and transparent communication about upcoming changes fosters motivation while alleviating uncertainties and ambiguities. It also encourages dialogue and the generation of ideas and solutions. Therefore, it's essential to communicate effectively before, during, and after any advancement, decision-making process, project, or cultural shift.

### COMMUNICATION SHOULD BE INTEGRATED AT EVERY STAGE OF THE CULTURAL TRANSFORMATION PROCESS TO SUCCESSFULLY ESTABLISH A POSITIVE SAFETY CULTURE (PSC).



## THE 6 STEPS OF TRANSFORMING AN ORGANIZATIONAL CULTURE TO ESTABLISH A PSC (ADAPTED FROM LABERGE ET AL., 2018)



1

### Forming a change management committee

#### Questions to ask yourself:

- Who will be part of the committee?
  - Representatives of different hierarchical levels and from the different departments of the organization that will be affected by the transformation. (Laflamme and Bareil, 2008)
- What are the roles and responsibilities of this committee? (Cohen and Kotter, 2005)

2

### Identifying the current and desired cultural states

Distribution of a questionnaire to all staff members (executive management, managers, employees, etc.) to capture the current culture of the organization.

#### Questions to ask yourself:

- What does the organization want to look like in the future?
- What kind of atmosphere does the organization wish to create regarding psychological health issues?

3

### Identification of the gaps between the current culture and the desired culture

#### Questions to ask yourself:

- What commonalities exist in the perceptions of the current culture among executive management, managers, and employees?
- What are the differences?

4

### Identification of actions to be implemented to achieve the target culture

Incorporate elements related to psychosocial safety climate into HR procedures.

- Provide training for managers on best practices to follow.
- Establish a clear policy on psychological health in the workplace.

5

### Identification of strategies to encourage commitment to the new culture

#### Questions to ask yourself:

- What are the anticipated outcomes following this change?
- What would be the levers and obstacles to this culture change focused on psychological health in the workplace?

6

### Evaluation of implemented actions and ongoing adjustments

#### Questions to ask yourself:

- What indicators allow us to see that a cultural change is underway?
- What practices, policies, or procedures need to be adjusted to reach our target culture?

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This tool was produced by Geneviève Bilodeau, Dana Bonnardel, and Justine B. Richards, doctoral candidates in psychology, under the supervision of Sophie Meunier, Ph.D., professor in the Department of Psychology at the Université du Québec à Montréal, in collaboration with Global-Watch. All rights reserved. Reproduction is permitted with citation of the source.

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