

Workplace Integrity Audit Client Case Study



Destructive Low Integrity

Life High Integrity

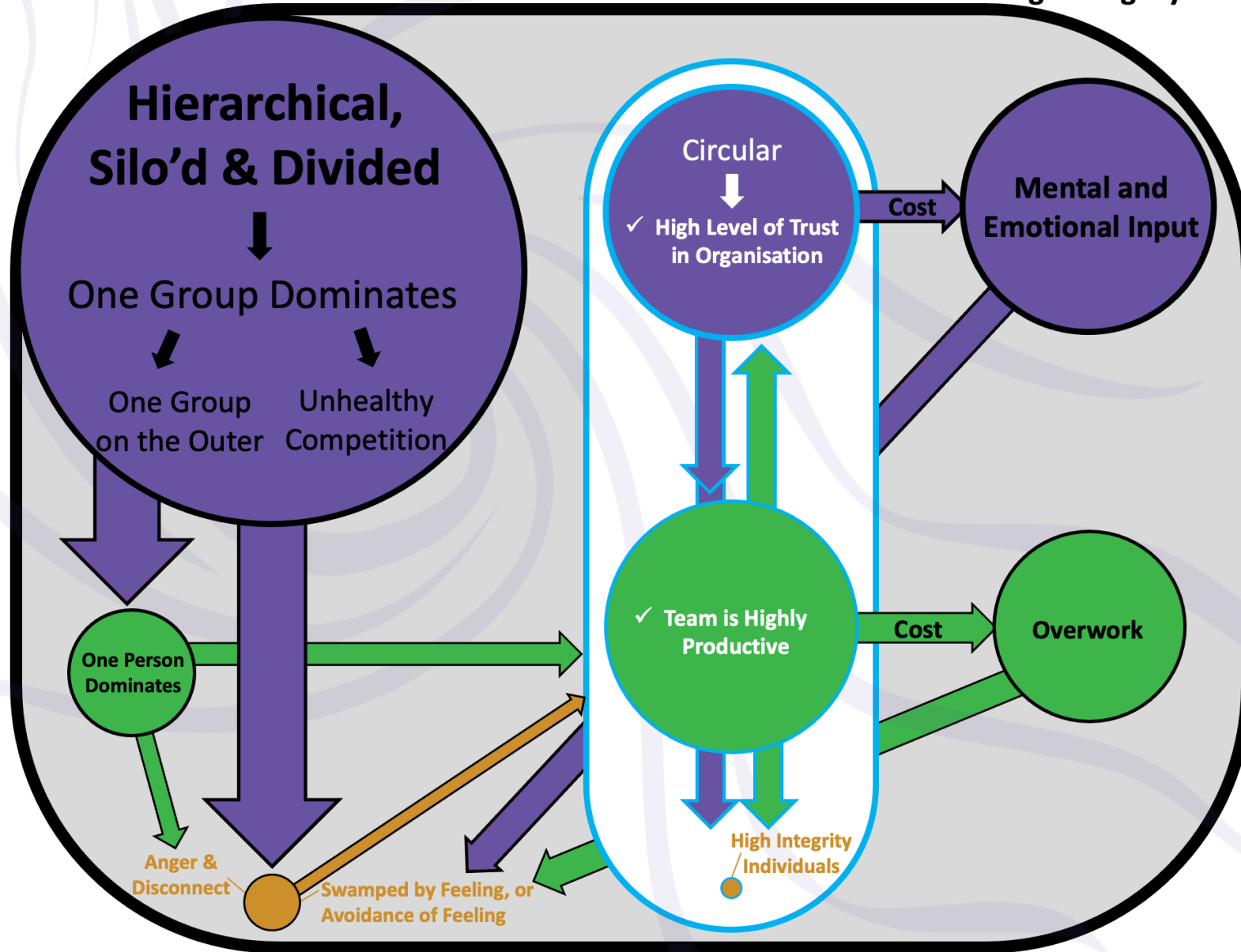
Cost to Maintain High Integrity



Organisation

Team

Individual Employee



Note: diagram is scaled precisely in relation to scale of influence and number of respondents

Findings Summary

The organisation enjoys a high level of trust from its employees and delivery from its highly productive teams. However, there is a significant destructive pattern playing out throughout the entire organisational system.

The source is at the influential organisational level. Formed from a hierarchical dominating group, it is creating a subsequent divided and silo'd 'outer' group and unhealthy competition dynamic across the organisation.

The influence of the destructive organisational dynamic spreads further i) replicating at the team level where one person dominates creating a pool of anger and disconnection within those directly impacted, and ii) fueling an embedded widespread emotional overwhelm or avoidance response among individual employees.

There is a presence of a small group committed to maintaining high integrity levels of the organisation. However, this is occurring at a mental and emotional cost to those who uphold it in the face of the more influential destructive dynamics at play.

Similarly, high team productivity is achieved through an overwork cost which is further fueling the emotional overwhelm or avoidance response among individual employees and compromising future productivity.

Currently, the organisation is functioning by 'trading off the trust and commitment balance of the individual employees without replenishing the stock'. This obviously has a limited window as a functional operating strategy for the organisation.

Next Steps

The remedy is at the more influential organisational level, despite the notable symptoms emerging among the individual employees

Note - Individuals employees do need support to overcome the impact they have incurred but this is not the primary action focus area.

- Primary Action - Develop a Collective, Circular, Collaboration working group to unwind the conditions that give rise to the destructive dynamic within the organising structure.
- Remedial Action – Provide support and framework to employees to navigate the emotional landscape; teach all workers ‘The Map’ to ensure they can process and move through the emotional landscape with ease.

Dynamics of Potential Resistance

Objections to the findings could come from the emotionally overwhelmed or avoiding pool of individuals, particularly leaders, who may point towards the outputs of the high trust and team productivity as the grounds to assert nothing is indeed wrong beyond *‘maybe send some of those who might be struggling on resilience training’*.