



vnitřní výpověď

workshop pro HR i manažery

Projekt pro IBM Brno

Tereza Blažejovská, Veronika Klodnerová, Hana Psočková,

Tatiana Rumanovská, Tomáš Škrábal

PSY519 Psycholog v řízení lidských zdrojů, Fakulta sociálních studií, podzim 2016



Tým – jak jsme pracovali?

- 2x schůzka celého týmu pro tvorbu designu & průběžná práce online



Plán, design & návrh projektu pro IBM

INSIDE - Tereza – zajištění kontaktu s IBM, **tvorba projektu, komunikace s HR a manažery**, získání ústního feedbacku a úprava projektu dle firemních doporučení

OUTSIDE – celý tým - tvorba obsahu: **design workshopu, teorie, kazuistiky, Veronika, Tatiana, Hana, Tereza, Tomáš** teoretické zakotvení a specifikace VV, diferenciální popis, kazuistiky



Proces – feedback byl nadšený a podporující

- **Referentka pro stáže** – doporučení formulace projektu a business justification
- **Education team** – info. o souvislosti se strategií udržování talentů
- **Communication team** – info. o potřebě této aktivity na pracovišti
- **HR team members** – info. o současných HR procesech a pokrytí tématu
- **HR manažer** – feedback na projektový koncept, návrh pro **realizaci formou pilotáže finálního školení**, které bude dodáváno manažerům, teamleaderům
- **Finanční manažer** – feedback na celou iniciativu, návrhy pro vytvoření **dlouhodobého programu a strategie**, která bude pracovat přímo se zaměstnanci (nejen cestou přes management)



Feedback

Nový návrh (top management):

➡ vytvořit strategii (a následně ji realizovat) pro hlubší a dlouhodobější práci se zaměstnanci z hlediska podpory engagementu

- Bottom-up – přímá **podpora zaměstnanců v nezávislosti**
- Projekt workshopu by se tak stal prvním krokem v rámci vize pro dlouhodobou práci na engagementu v organizaci.

Nová otázka (HR): ➡ JAK můžeme efektivně měřit užitečnost školení?

Nový plán (HR): ➡ Ve školení pokračují IBMěři (Tereza + HR psycholožka)



Finální návrh projektu – vize (purpose)

- „**To create and establish a stable form of education** covering the topic of psychological aspects of "inner withdrawal / disengagement / dismissal“ (vnitřní výpověď).“
- The education will cover complexity of the topic and **is meant to become part of body of education which is run on regular basis in IBM Brno.**
- It is also possible to keep the education content in e-learning form if this will be considered the best option **after the pilot workshop with HR.**



Dlouhodobý cíl X Krátkodobý cíl

Long-term goal of the education:

- spread the knowledge about the topic
- what are the causes and effects
- how to prevent such state,
- how to recognize it once it appears
- how to treat it

Target group: Managers and team leaders who are most able to influence the situation and prevent / cause the occurrence of this state among employees in their team.

Short-term goal of the first event:

- educate the professionals from HR first
- run a pilot version of the education
- gain feedback from professionals from HR
- identify strong and weak parts
- decide on the final form of the education

Target group: HR professionals; it is possible to include coaches and soft skills lecturers.



Benefits

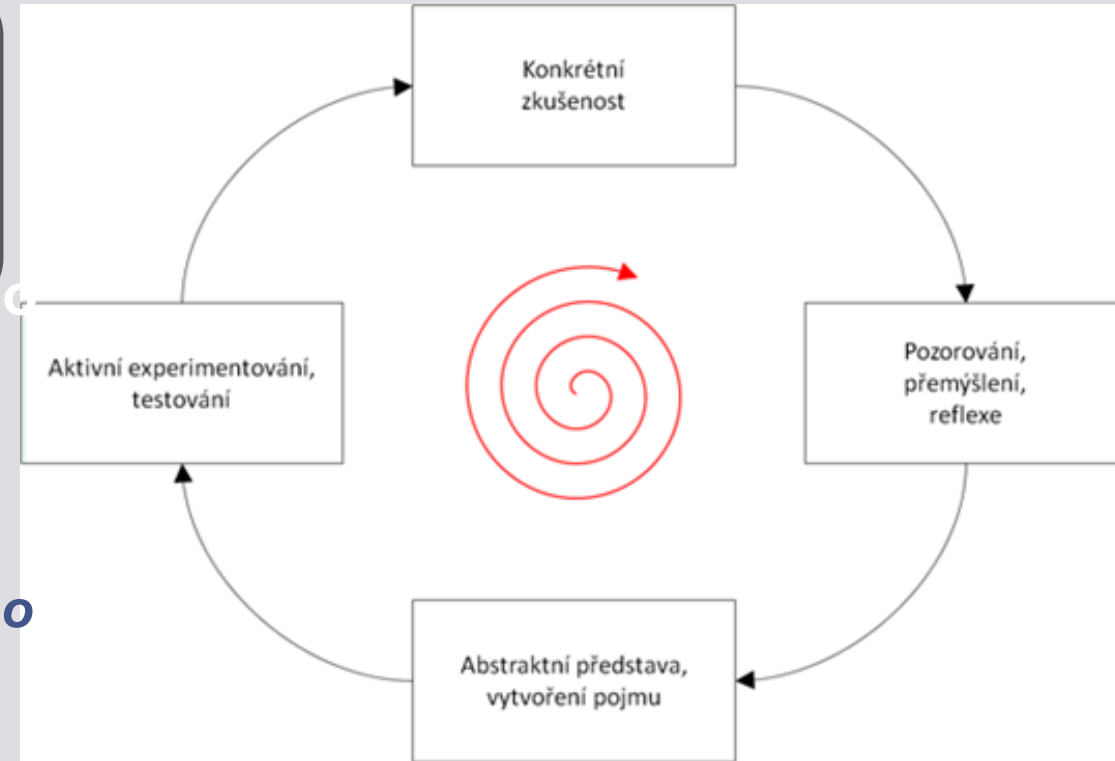
- **preventing talented employees from leaving** the company
- improving the way of **dealing with crisis** of employees, and related decision making of leaders
- improving spontaneous **branding of the company by employees** (*it is said that person shares negative experience from work with several times more people than a positive experience*)
- improving employees **well-being and performance**
- improving **leadership skills** regarding soft skills in the field

Design workshopu – Kolbův cyklus

90 minut v anglickém jazyce, přelom listopadu a prosince (přesný den stále hledáme)
Max. 12 účastníků z HR, on site v IBM Brno

*Lide se nejvíce naučí, pokud neco **zažijí**.*

*Jednotlivé faze musí **navazovat** dle daného pořadí, ideální je celý **cyklus opakovat**.*





Design workshopu – plán pilotního setkání

1] Reflection of the current knowledge of the participants

"What do you know/think about the inner disengagement? Do you have any experience with the topic?"

2] Presentation - "What the inner disengagement is"

What is it's essence and signs; how to recognize it; why we need to invest in treating & preventing it.

3] Casuistries - practice the knowledge on example stories; lectors' feedback on the suggested solutions



během pilotáže s HR plánujeme získat reálné příběhy z praxe

4] Reflection on the point 1]: *„What would you do now in the situation which you described in the beginning?"*

5] Presentation - *„How to fight inner disengagement and how to prevent it"*

6] How to recognize own competencies in the given situation - *When should I ask a psychologist for help?*

7] Reflection on the point 1] again

„What would you do now in the situation which you described in the beginning? Which concrete steps would you take?"

8] Discussion, Q&A and the closing circle

"What I learned and what I am taking with me from this education."

Design workshopu

DIS ENGA GEME NT

HOW THE INNER WITHDRAWAL WORKS
AND HOW TO FIX IT

DISENGAGEMENT... PROBLEM?

How many people do leave our company?

10%?

2X MORE people stay...
but are **DISENGAGED**

DISENGAGEMENT... PROBLEM?

Disengagement is

INFECTIOUS



DISENGAGEMENT - HOW DO YOU IMAGINE IT?



DISENGAGEMENT

PSYCHOLOGICAL CONTRACT BREACH

...WHEN ONE SAYS GOODBYE
BUT KEEPS IT SECRET...

PSYCHOLOGICAL CONTRACT BREACH



*"The cognition that **one's organization** has
failed to meet one or more obligations within
one's psychological contract"*

Design workshopu

PSYCHOLOGICAL CONTRACT BREACH

Inner **felt connection** and **commitment** towards the company **are broken ...** but one does not communicate this to HR or his/her manager.



- One "quits" the **un-written psychological contract** he/she made with the company at the start
- It is a **protection from frustration**
- Manifests as **drop in performance**
- One is **able to work, but unwilling to do so**

DISENGAGEMENT - WHAT IT ACTUALLY IS

Psychological process

Un-met expectations are frustrating and lead to process of:

- cognitively and **emotionally withdrawing** from the organization and the individual job-role activity
- adapting of a **defensive and protective posture**

Psychological state

Including physical and cognitive aspects:

- Conscious but **un-spoken decision to not deliver** the expected work performance
- **Resignation** from effort and productivity
- **Frustrated inner attitude** while staying in the company



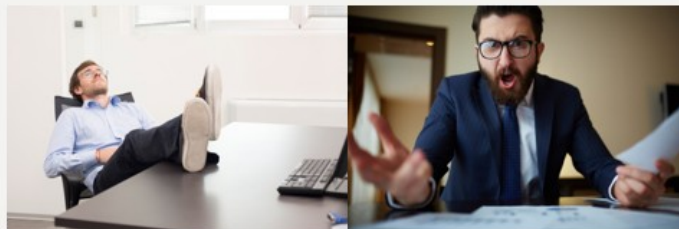
KEY SIGNS

IF YOU'RE WAITING FOR A SIGN THIS IS IT.

- **Behavioral change**
- Decreased **productivity**
- Negative **mood**



DISENGAGEMENT - WHICH FORMS IT TAKES



DISENGAGEMENT - WHICH FORMS IT TAKES

Passive

Quiet refusal of all initiative

- Frequent **sickness** leave
- **Accepting ...** without any comment or feedback
- Does **not react** to almost anything
- Is **not exceptional** in any way

Active

Actively setting boundaries

- Refers to contracts or law to make sure to **not do anything extra**
- **Refuses career** growth...
- ...although taking education and development provided by company
- Keeps the **rules very strictly**

Design workshopu

SIGNS – COMPLETE LIST - WORK

IF YOU'RE
WAITING
FOR A SIGN
THIS
IS IT.

- low-to-negative in-role performance + sense of withdrawal
- physical, cognitive & emotional absence
- passivity, suppression of energy
- incomplete role-performance
- activity is robotic, automatic, detached
- withholding information
- go back to being an average worker, would not work as hard
- wasting time, lazy & less productive, procrastinating, prolonging errands
- ignoring mistakes knowing they did them
- delay, extend deadlines
- no initiative beyond requested duties
- pretending to work
- covering carelessness
- working on personal interests

SIGNS – COMPLETE LIST - RELATIONS

IF YOU'RE
WAITING
FOR A SIGN
THIS
IS IT.

- lack of connection
- sense of “just getting by (for example till retirement)”
- actively avoiding a superior/manager as much as possible
- coming late and leaving early, not wanting to be there at all
- hiding true identity, thoughts and feelings, creativity, beliefs and values
- worse relationships with others, not connecting with others
- psychically uninvolved, cognitively unvigilant
- echoing ideas and answers of others



DISENGAGEMENT
IS NOT
BURN-OUT

BURN-OUT

DIFFERENT CAUSES AND EFFECTS =
HAS TO BE TREATED DIFFERENTLY

Characteristics:

- Exhaustion
- Cynical approach
- Professional inefficiency



ENGAGEMENT

Characteristics:

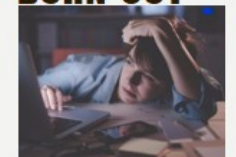
- Energy
- Active participation
- Effectivity



DISENGAGEMENT X BURN-OUT



- Checks time to **not stay longer** in work
- Keeps **distance** from own work outcomes
- Does not doubt him/herself, but **doubts the company** and speaks about it
- Is **planning to leave** the company
- Has **no health issues** resulting from workload
- Is **decided to not invest energy** into work despite being energetic



- Spends **overtimes in work** & has little time left for personal life
- Is **worried** about own work outcomes
- Does not doubt the company, but **doubts him/herself**
- If planning to leave, then because of work **exhaustion and related health issues**
- Has **no energy left**, but still tries to invest into the work

Hand-out



WHAT...

...disengagement is

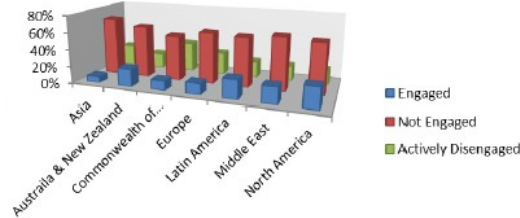
„The process of both cognitively and emotionally withdrawing from the organization and individual in-role activities & adaptation of a defensive and protective posture“

...disengagement causes

- High error rate
- Delays
- Lack of loyalty
- Decreased productivity, profitability and creativity
- Infection of other employees
- and loss of billions of dollars

WHERE...

...disengaged is a problem



WHO...

...disengaged person is:



Passive or pushing the boundaries

Quiet or complaining too much

Unfocused and uninvolved

Distanced from colleagues and avoiding superiors

Often late or totally absent

Working on minimum level or pretending to

Leaving work among firsts

www.disengagement.com

www.IBM-elearning.com



3 typy kazuistik

= *normální, disengagement VS burnout, problém jiného typu*

- Naším cílem je vhodné kazuistiky pro finální školení pro manažery **získat od našich HR účastníků během pilotáže**
- Pro **účely pilotáže a jako back-up** pro finální školení jsme připravili příběhy z jednotlivých okruhů



Hanka

- **Patrick** (29 years old) has been a promising designer since the beginning. His first year in the company he was all about change and progress, blooming with new ideas. For a few months now you have been noticing him rushing in traditional Monday meetings the last second possible, unpacking his things and then staring out of the window for another hour in total silence. When asked for an opinion, he usually agrees with the last person speaking, rarely offering something beyond 'I agree with...'. You are never sure that he has been actually listening. He told you that it should not concern you as long as he got the work done, looking absentminded and grumpy. At the end of the working day he seldom checks out after 16:05.
- Until approximately 6 months ago **Dana** (40-year-old accountant) had been an upstanding worker. Her idea on file entering improvement saves the economic department employees considerable amount of time every day. She aspired to be the new head of economic department, which did not go as planned. Dana stayed on her initial position. She always seems to be working, staring at the PC screen, her desk covered with files. However, her coworkers noticed, that she does not type in a word for whole minutes, just regularly turning the files' pages. When she sees her manager passing the department door, she tries to engage in activities that prevent talking to him (picking up the phone or slipping to the toilet).
- You accidentally overheard **Lucase's** (55-year-old analytic) conversation with his friends from another department during lunch-break. You heard him say, that the company's security system project was "trash". He would not entrust it with a single valuable information and could repeat it to anyone who would be wise enough to listen. Afterwards he informed them that he was just getting by there, waiting to retire. When you asked him to induct a new colleague last week, he refused, making one excuse or another. You realized he did not reject helping for the first time. When you confronted him about it he argued that it certainly is not a part of his working contract and he likes to be focused on the priorities entirely.



Tatiana

- **Kate** (24y.o) works for prestigious firm at a receptionist position. However, she shows a great amount of dissatisfaction on her job : “The role I'm required to perform, sitting up here in front and smiling and typing and being friendly.. it's all bullshit, it's just a role, and there isn't any satisfaction in it for me. I'm more than that, and I want to be seen as a person apart from the work I do. This eight or nine hours is a waste, damaging, I think, to my own growth and what I think about myself.”
- **Tom** (52 y.o) is a senior manager at well-known organization. Although he is a an acclaimed expert, his team member noticed that he somehow withdrew his energies by forming out non-management tasks to other. In addition to this, he adopted an automatic, perfunctory approach marked by not questioning others´ decisions and assumptions as well as he showed little empathy for confused assistants and upset clients.
- **Katie** (39y.o) has been long-term and experienced sales manager. She used to work effectively, responsibly and there never was an unrealizable challenge for her, which brought her a positive appreciation from bosses and partners as well. During the last year, however her work commitment has decreased due to divisive office politics. No longer does she see a meaning in her duties. She neither feels appreciated, nor receives a valuable feedback on her performance. She is annoyed by meetings with colleagues, she doesn´t contribute to informal conversations and neither shows interest in bussiness trips abroad.



Tomáš

- **Peter** (27, junior IT engineer) seems to be avoiding interaction with his colleagues lately. Unless its for something job related, he doesn't initiate conversation with them at all and every attempt at small talk from his colleague is doomed from the beginning, since he is only using short, one worded answers like „good“, „hmm“ or his favorite one „sure“. He even missed last two company bowling games, which is really strange because he never missed them before, since he is really good at bowling and he likes to show it off.
- **Paul** (39, PR specialist) seems to be really „out of juice“ at bussiness meetings as of late, he yawns often and looks bored. He is still paying attention to what others says and his additions to the discussion are usually still valuable, even they are not as frequent as they used to be. Its just his body language that puts you off. Its even more weird to you, because he was one of the most active looking employees out there not so long ago. Its not just a bussiness meetings, every time you walk past his cubicle, he looks tired and stares like a zombie into the computer screen while typing something. Not that its big problem to you, his performance is still quite the same, it takes him little bit longer to finish assignments though.
- Last time you talked with **Patricia** (35, HR specialist) she told you how disappointed she is with the work she has done for the company so far, its even worse for her, because she feels like she is been giving it 110%. When you asked her why, she replied that its because she feels that she is making no difference at all. None of her new ideas has been accepted by the company manager, and what is worse, it seemed that he did not even thought them through, he only listened to them and said no immediatly after. Its really frustrating because she is sure that her ideas for the new recruitment and development methods for the employees would benefit the company greatly.



Veronika

- Every time you meet **Adam** (Project Manager, 45 years old) he would make your day. He is able to stay positive and encourage people even when things in work were not going the way they were supposed to. He always said, it's his beautiful family who's "recharging his batteries". However, on recent meetings you couldn't have recognized him. Adam became very anxious and passive concerning his work tasks. Moreover, his boss have had called him in the office as he noticed his reduced work performance, increased errors, lack of ideas and even lack of effort.
- **Sandra** (Administrator, 26 years old) is very dynamic young lady, although very organised and punctual. Her Functional Manager never had any issue with her until last week, when she showed up late continuously for two days. When he confronted her the second day, she sincerely apologized and said that she simply overslept.
- For **Daniel** (IT Engineer, 32 years old) you could say he is a very smart person. Even though, he's always polite and has an answer for you any time you came to consult a problem with him, he doesn't seem to be going on well with his co-workers. He never gets involved in any discussion nor shares any opinion until he's asked to. Meanwhile, after work, his colleagues are frequently meeting in a bar/restaurant every Thursday, he only went once and seemed to be just listening and waiting for it to be over, so he could go home. On the other hand, he has never refused to help any of his colleagues as well as they would always help him.