

# MANAGING ORGANISATIONAL CHANGE

## TOOLKIT: LEADERS

*Assessing and mitigating the impact of organisational change on counterproductive work behaviour: An operational (dis)trust based framework.*

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This toolkit was produced from the *Assessing And Mitigating The Impact Of Organisational Change On Counterproductive Work Behaviour: An Operational (Dis)Trust Based Framework* project, funded by CREST.

This toolkit focuses on Leaders. A Practitioner Toolkit, containing all 4 toolkits (Leaders, Individuals, Organisational Culture, Team Relations), a Manager's Guide and two e-webinars are also available at [www.crestresearch.ac.uk/cwb](http://www.crestresearch.ac.uk/cwb). To find out more information about this project visit: [www.crestresearch.ac.uk/projects/counterproductive-work-behaviour/](http://www.crestresearch.ac.uk/projects/counterproductive-work-behaviour/)

### About CREST

The Centre for Research and Evidence on Security Threats (CREST) is a national hub for understanding, countering and mitigating security threats. It is an independent centre, commissioned by the Economic and Social Research Council (ESRC) and funded in part by the UK security and intelligence agencies (ESRC Award: ES/N009614/1).

[www.crestresearch.ac.uk](http://www.crestresearch.ac.uk)



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# TOOLKIT OVERVIEW

Economic, technical, social and political pressures create the need to innovate and work differently. Change presents both opportunities and challenges, altering the status quo and organisations' and individuals' goals.

While external threats related to change are often well identified by organisations, internal threats are less widely recognised.

## WHY DOES THIS MATTER?

Employees are not passive recipients of change; their experiences of change can produce psychological contract breaches, activate negative emotions including frustration, anger and fear, alter personal goals and aspirations, and overwhelm their coping resources.

Exposure to ongoing change can undermine individuals' commitment to their employing organisation, their identity as an employee of that organisation, and their overall trust in.

In this way, experiences of organisational change can form the crucible for instrumental and hostile retaliatory individual and collective protest through Counterproductive Work Behaviour (CWB) or insider threat activities.

They can also create high levels of stress and uncertainty that erode individuals' capacity to self-regulate, increasing the likelihood of accidental errors and mistakes.

In short, broken trust and CWB costs organisations time and money and jeopardises organisational security and the safety and well-being of staff.

## WHAT IS THIS TOOLKIT DESIGNED TO DO?

This toolkit is on Leaders and is designed to be used as part of the complete toolkit ([www.crestresearch.ac.uk/resources/cwb-toolkit](http://www.crestresearch.ac.uk/resources/cwb-toolkit)) and in conjunction with the Manager's Guide ([www.crestresearch.ac.uk/resources/cwb-managers-guide](http://www.crestresearch.ac.uk/resources/cwb-managers-guide)) to help raise awareness about organisational change and CWB and to assist training in your organisation.

## AUDIENCE

This toolkit is designed to help all types of leaders, as well as security professionals and staff in HR and Organisational Development, to effectively manage change. It includes practical resources and self-reflective activities.

We focus on the need to maximise the development of trust across an organisation and minimise the formation of distrust, in order to mitigate the development of, and potential consequences of CWB.

## HOW DO I USE IT?

The toolkit can be used as a discrete section on teams or as part of the complete toolkit we have developed ([www.crestresearch.ac.uk/resources/cwb-toolkit](http://www.crestresearch.ac.uk/resources/cwb-toolkit))

It can also be used as a training resource for employees across your organisation. We encourage you to adapt the materials for your own use and particular requirements.

Our ultimate aim is to raise awareness and better support leaders in managing organisational change effectively and securely, and in a manner which avoids unintended consequences for individuals and organisations.

## HOW WAS IT DEVELOPED?

This toolkit has been created through findings from a CREST-funded project, undertaken by Professor Rosalind Searle (University of Glasgow) and Dr Charis Rice (Coventry University).

The project produced a (dis)trust based framework for predicting, identifying and mitigating counterproductive work behaviour and insider threat within the context of organisational change.

The project included a review of the current literature and a case study of a security critical organisation undergoing changes.

This included interviews with management on the change context; critical incident stakeholder interviews for three insider threat cases; and administering anonymous online site surveys to managers and employees to gauge the organisation's climate.

The project builds on the team's past research and expertise in the area of trust, organisational change and employee behaviour.



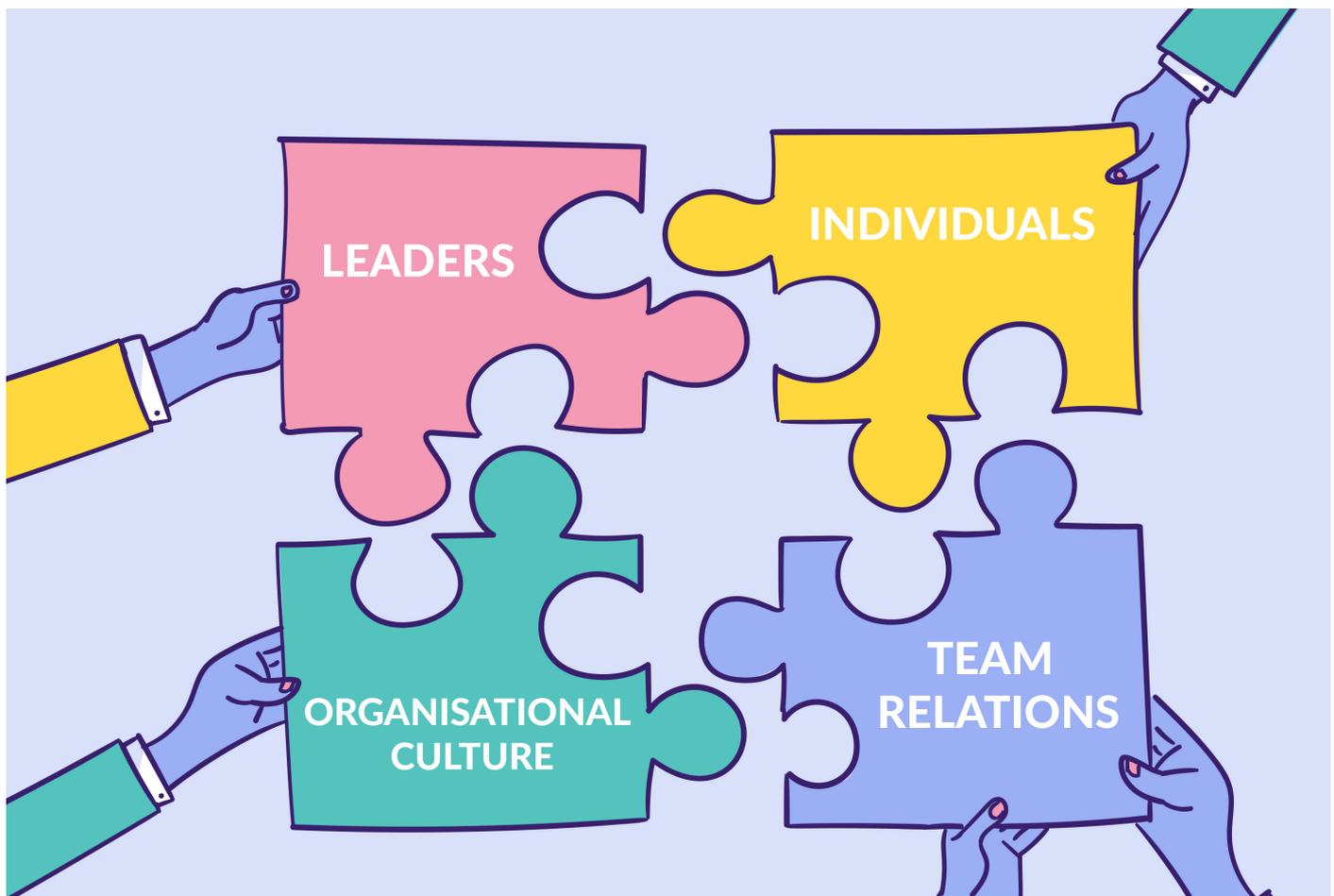
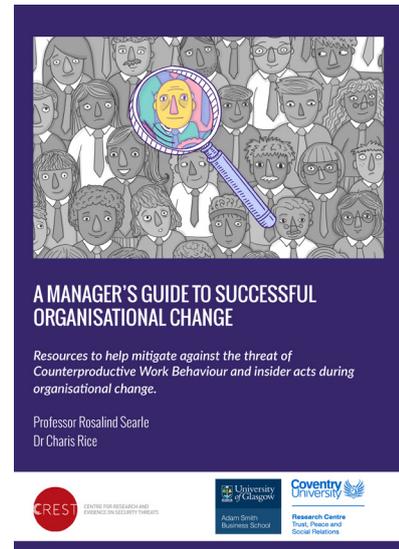
## RESOURCES

*Effective change management means attending to all the facets of an organisation.*

This toolkit focuses on Leadership. Other toolkits are available at:

- **Individuals** - [www.crestresearch.ac.uk/resources/cwb-toolkit-individuals](http://www.crestresearch.ac.uk/resources/cwb-toolkit-individuals)
- **Organisational Culture** - [www.crestresearch.ac.uk/resources/cwb-toolkit-organisational-culture](http://www.crestresearch.ac.uk/resources/cwb-toolkit-organisational-culture)
- **Team Relations** - [www.crestresearch.ac.uk/resources/cwb-toolkit-team-relations](http://www.crestresearch.ac.uk/resources/cwb-toolkit-team-relations)
- **Overview toolkit** - contains all four toolkits: [www.crestresearch.ac.uk/resources/cwb-toolkit](http://www.crestresearch.ac.uk/resources/cwb-toolkit)

There is also a **Manager's Guide** available at [www.crestresearch.ac.uk/resources/cwb-managers-guide](http://www.crestresearch.ac.uk/resources/cwb-managers-guide) and two **e-webinars** available at [www.crestresearch.ac.uk/resources/cwb-video-toolkits](http://www.crestresearch.ac.uk/resources/cwb-video-toolkits) and [www.crestresearch.ac.uk/resources/cwb-video-key-messages](http://www.crestresearch.ac.uk/resources/cwb-video-key-messages)



# INTRODUCTION TO TOOLKIT

*This introduction section provides an overview of Counterproductive Working Behaviour (CWB), trust and organisational change through outlining:*

1. Key definitions relevant to the topics of trust, change and CWB.
2. Key messages about the topics and good practice indicators gained through our past research.
3. Why change matters in creating CWB.
4. Why trust matters for organisations and why it might shift to distrust during organisational change.

## KEY CONCEPTS

- **Change** is not a discrete event but a part of multiple and ongoing sets of experiences that alter an organisation's structure, its processes and/or its social systems (Kiefer, 2005).
- Change triggers emotional and cognitive processes that affect individuals' behavioural responses (Oreg et al., 2018).
- **Counterproductive working behaviour (CWB)** includes voluntary actions which threaten the effectiveness of an organisation and/or harm the safety of an employer and its stakeholders. These behaviours range from small scale indiscretions (e.g., time wasting or knowledge hiding) to serious insider threat activities (e.g., destroying systems or divulging confidential information to malicious others).



- Our research shows that CWB and insider threat occurs not just through the recruitment of deviant or malicious individuals, but can develop through negative employee experiences during organisational change.
- A change in **psychological attachment** is likely following organisational changes to roles, relationships, and resources.
- An '**insider**' is someone with privileged access to the networks, systems or data of an organisation (Nurse et al., 2014) e.g., an employee (past or present), a contractor, or a trusted third party.
- **Active insider threat** - behaviour that is carried out by someone with inside access to an organisation which threatens to harm the organisation and/or its members. This can be intentional and malicious, or unintentional, accidental behaviour.
- **Passive insider threat** - includes the passive threat actions of an individual insider such as the withdrawal of full effort from work tasks, as well as the unintentional behaviour of those around an insider that facilitates or tacitly condones the insider's threat behaviour and consequently threatens or harms an organisation and/or its members.

## MANAGING ORGANISATIONAL CHANGE: LEADERS

- **Moral disengagement** is a socio-psychological process in which individuals become freed from the self-sanctions and self-monitoring that typically guide them to act according to ethical or moral standards (Bandura, 1999).
- **Attribution** is a psychological process by which individuals explain the causes of behaviour and events.
- **Integrity** is a dimension of trustworthiness that involves the adherence to moral principles such as honesty and fairness (Gillespie and Dietz, 2009).
- **Trust** is a 'willingness to be vulnerable to the actions of another party based on the positive expectations that the other will act beneficially, or at least not inflict harm, irrespective of any monitoring or control mechanism' (Mayer et al., 1995; Rousseau et al., 1998).
- **Distrust** involves pervasive negative expectations of the motives, intentions or actions of others (Bijlsma-Frankema et al., 2015).



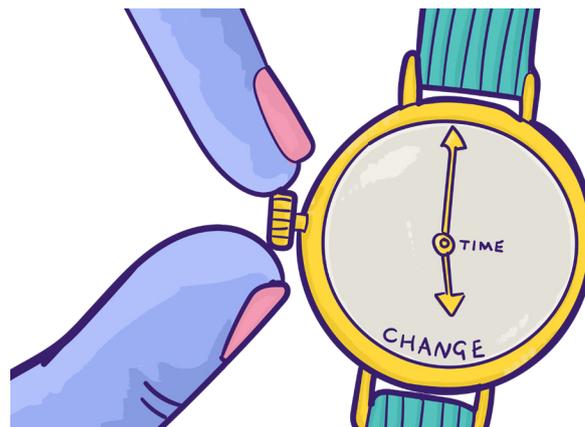
## UNINTENDED CONSEQUENCES OF CHANGE

*What negative impacts are produced by organisational change?*

Change can produce four main types of impact. **First**, it makes the work environment less predictable. Therefore, employees' attention becomes diverted to detect what is changing, and to understand if it is different from what they have been told is changing.

**Second**, changes are often accompanied by inadequate communication, characterised by information which may be incomplete, inaccurate or untimely. As a result, misunderstanding and rumours can emerge.

**Third**, changes in organisations are often accompanied by leadership changes at a variety of levels. This might be confined just to the top of the organisation, but equally it can cascade down



to all levels. Further, the way leaders are used in the organisation might change (e.g., through restructuring), meaning the types of behaviours expected from both leaders and employees will change in line with the new direction.

**Fourth**, in undertaking these transformations, there will be those who feel the process or the outcome of change is unfair; this is particularly likely for those who have lost power and influence.



# What role does (dis)trust play within an organisational change context in CWB?

The diagram below outlines a process which often follows change and marks the evolution not only of trust decline but also of the development of CWB. Each of these mechanisms is illustrated by a quote from our CREST Insider Threat research.

*“They worked in our team for a number of years, and we had mentioned that if he loses a password, that's a drop everything and fix it thing...but I think we probably should have impressed upon him more how serious it was.”*

PASSIVE INSIDER THREAT (Employee, CREST Insider Threat Study)

*“Would I be surprised looking back at some of the behaviours, the dissatisfaction with some of the team members, that someone may have acted and done something deliberately? Not fully surprised.”*

ACTIVE INSIDER THREAT

(Employee, CREST Insider Threat Study)

ACTIVE & PASSIVE INSIDER THREAT

START OF CWB

MORAL DISENGAGEMENT

*“I, as not [being] the line manager, had the option of sort of just, not wasting an hour of my life taking him under my wing...I then didn't take it that I needed to further impress on him or start nagging him. I said what I thought should happen and if he chose not to do it, then, it wasn't my problem.”*

(Employee, CREST Insider Threat Study)

*“You thought that you absolutely have a level of trust with your organisation and yet last year, psychologically, we took that final salary pension away which as you know to some people...it's such an integral part...that social contract of, but you were looking after me, I knew what I was going to get, that's gone.”*

(Employee, CREST Insider Threat Study)

PERCEIVED  
INTEGRITY  
BREACH

START OF  
DISENGAGEMENT

*“I love what I do and I'm good at it. But the environment isn't right. It doesn't value me. I have a lot to offer but this place isn't making the best of me.”*

(Employee, CREST Insider Threat Study)

CHANGE IN  
ATTRIBUTIONS

CYNICISM

*“We always get promised this and that...there is a healthy level of cynicism about whether change will actually happen and a degree of push back against change in the organisation.”*

(Employee, CREST Insider Threat Study)

# EFFECTIVE CHANGE MANAGEMENT FOR CWB PREVENTION

*Strategies to help mitigate against the threat of CWB and insider acts in organisational change initiatives.*

## USING THE CORE SKILLS AND INDICATORS

Each of the following core skill definitions describes good practice for leaders in order to maximise their chances of being effective in managing organisational change. It is recognised that every organisation is different and so leaders will need to tailor the core skills and indicators to their particular context and demands. Nonetheless, the skills and indicators that follow reflect findings from a comprehensive study into CWB, insider threat and organisational change, and have been validated through extensive feedback from stakeholders.

Positive and negative indicators are included for each of the five core skills. We expect that it will not be possible for all of the positive indicators to be evident all of the time nor for there to be a consistent absence of negative indicators. However, striving towards as many positive indicators as possible should enable you and your organisation to improve change management and secure your environment.

The positive and negative indicators demonstrate types of behaviour that our research shows are associated with effective and ineffective management of organisational change and CWB. They are not designed to be prescriptive but to aid leaders to be self-reflective about their

## Fair and consistent

Be fair and consistent with HR procedures and managing people during change.

## Organisational citizenship

Make Counterproductive Work Behaviour reporting a part of employee safeguarding.

## Communicate change

Communicate change initiatives transparently, consistently, regularly and collaboratively.

## Assess your environments

Assess both individual and team environments for their vulnerabilities and tailor change initiatives accordingly.

## Lead by example

Leaders act as role models for the organisation, demonstrating acceptable behaviours and morals for employees.

performance and that of the organisation. They can also be used as an educational aid for members of the wider organisation, to help develop a shared understanding of good change management and organisational citizenship.

## FAIR AND CONSISTENT

Be fair and consistent with HR procedures and managing people during times of change and stability. This will leave employees more resilient to the turbulence of organisational change and trusting in the vision of the projected change outcome.

### Positive Indicators

- ✓ There are clear policies on expected behaviours in the organisation.
- ✓ Leaders and teams regularly reflect on the existence of desired behaviours and values and try to address any associated issues and involve staff in their development.
- ✓ Rewards are made against a set of clear and consistently implemented criteria.
- ✓ Sanction-based policies are applied consistently across all levels and types of employees.
- ✓ A core value of the organisation is to treat all employees with respect and value.
- ✓ Promises made are delivered and when they cannot be, a full and honest account is provided as to why not, or why inconsistency has arisen.
- ✓ There is active listening and engagement directed towards all employee groups.
- ✓ Checks and audits are undertaken to ensure fairness in policy application e.g., gender, age, ethnicity compositions checked for key HR issues – pay, reward and recognition, and progression.

### Negative Indicators

- ✗ Policies on expected behaviours and HR processes are missing, out-dated or difficult to access/understand.
- ✗ Lapses in expected behaviours are addressed through official sanctions only.
- ✗ Individuals can get ahead if they 'get in' with the right group.
- ✗ Leaders or certain groups in the organisation do not follow the rules, or avoid the rules, and escape the negative effects of change in some circumstances.
- ✗ Leaders are protected above others.
- ✗ Promises are often broken meaning staff are often disappointed.
- ✗ There is no transparency around, or explanation given, for organisational decisions.
- ✗ Individuals are excluded from important decisions by virtue of their age, race, sex, etc., or because of their level/role in the organisation.

### ORGANISATIONAL CITIZENSHIP

Make CWB reporting a part of employee safeguarding. Reporting is likely to be increased through creating an organisational value system in which reporting CWB or unusual activities among colleagues is considered a protective, rather than punitive, measure for the potential perpetrator and others around them.

#### Positive Indicators

- ✓ CWB is defined in a comprehensive fashion and well understood by all in the organisation. There is regular education on CWB warning signs, reporting procedures and individual responsibility making it part of the organisation's safety culture.
- ✓ All employees and managers consider reporting CWB and unusual behaviours part of their social responsibility for keeping the organisation safe.
- ✓ Staff regularly mention behaviours and issues that concern them to managers/ security even if they are unsure it is relevant.
- ✓ Low level CWB such as inappropriate workplace talk, incivility, lack of conscientiousness, is recognised and dealt with consistently by leaders.
- ✓ Leaders proactively communicate about and seek feedback on changes which are likely to negatively impact on staff and seek to implement appropriate support strategies.
- ✓ There is a proactive focus on identifying potential threats or risks – changes in employee attitudes or behaviours (e.g., frustration, anger, fear).
- ✓ Ongoing analysis of data occurs to identify and revise risks and exposures.
- ✓ Managers are aware of the life events of their staff and sensitive to the need to provide additional support.

#### Negative Indicators

- ✗ There is a lack of clear guidance and information available on CWB.
- ✗ Employees receive minimal education about CWB on a one-off or irregular basis.
- ✗ Employees only follow the rules to avoid getting in trouble.
- ✗ Employees avoid reporting CWB or 'play dumb' when questioned about CWB in case they get themselves or others into trouble. Leaders are considered responsible for CWB reporting.
- ✗ Low level CWB is ignored by leaders and considered normal in the workplace; only the most serious forms of insider threat are recognised and tackled.
- ✗ Leaders do not openly anticipate and address upcoming changes that are likely to negatively impact on staff and do not have insight into staff sentiment.
- ✗ There is a reactive focus on CWB with efforts made only after something has gone wrong.
- ✗ Managers are unwilling or lack the skills to have difficult or sensitive conversations with staff.
- ✗ Ongoing concessions are devised for certain angry, 'difficult' or isolated team members.

## FOCAL

### COMMUNICATE CHANGE INITIATIVES TRANSPARENTLY, CONSISTENTLY, REGULARLY AND COLLABORATIVELY

Early dialogue and collaboration with individuals on change projects will enable them to feel more in control of their working life, less vulnerable, and reduce unpredictability. How leaders communicate about routine and novel issues provides employees with clues about their trustworthiness and that of the overall organisation.

#### Positive Indicators

- ✓ Individuals generally share knowledge with each other.
  - ✓ Employees regularly and openly discuss their concerns with leaders in a constructive fashion.
  - ✓ Staff engagement surveys/feedback indicates that individuals are satisfied with the communication they receive about change in their organisation.
  - ✓ Staff of all levels are engaged at an early stage in change initiatives and this engagement is ongoing. Specific staff consultation mechanisms that empower employee voice are established in the organisation.
  - ✓ A wide variety of mediums are used to communicate with employees to explain why change is relevant to individuals, rather than just to the organisation or its shareholders.
  - ✓ When information is communicated, it is done in a transparent and non-evasive manner that manages expectations appropriately.
  - ✓ Change initiatives evidently incorporate staff input.
- ✓ Forums are made available for open dialogue and to raise concerns or unexpected issues throughout organisational change.
  - ✓ There is ongoing evaluation of effectiveness of organisational change communication.

#### Negative Indicators

- ✗ Individuals generally do not share knowledge with other.
- ✗ When concerns are shared with colleagues or leaders it often leads to conflict and is left unresolved.
- ✗ Staff engagement surveys/feedback about organisational change communication is largely negative.
- ✗ Staff are not engaged, or are irregularly engaged, in change initiatives through limited avenues e.g., one off formal consultation event.
- ✗ Only one-way, basic mediums (e.g., mass email) are used to communicate change.
- ✗ Organisational change communication does not highlight or consider the impact of change for individual employees.
- ✗ Information is not transparent, and includes evasive or technical language.
- ✗ Information provided about organisational change fails to manage employee expectations effectively.
- ✗ Change initiatives clearly do not include staff input and staff feel powerless in the face of change.
- ✗ There is no evaluation carried out on organisational change communication.

### FOCAL

#### ASSESS YOUR ENVIRONMENTS (INDIVIDUAL, TEAM, ORGANISATIONAL) FOR THEIR VULNERABILITIES AND TAILOR CHANGE INITIATIVES ACCORDINGLY

Change has different impacts on different individuals. This is due both to individual differences and their particular vulnerabilities, as well as the particular dynamics and challenges existent in any given team.

#### Positive Indicators

- ✓ The impact of change has been considered at an individual, team and organisational level well in advance of implementation.
  - ✓ All staff have had an opportunity to genuinely input into an organisational change impact assessment through a wide variety of mediums.
  - ✓ Leaders have a strong grasp of the personalities within their teams and the unique difficulties change might present for them.
  - ✓ The range of CWB behaviours that may be triggered by organisational change have been proactively identified – leaders are alert to the warning signs and educate their teams on the need for their support and their personal responsibility in addressing CWB.
  - ✓ Before making the change, a comprehensive and tailored set of support mechanisms has been put in place; these are easily accessible to staff and involve key teams e.g., HR, communication, change managers.
  - ✓ Leaders are aware that change is a process and so make time to work with staff as required.
- ✓ Core organisational values are identified that need to be retained and built on from the past.
  - ✓ Leaders are aware of the core principles and values that matter to staff and plan messages and actions accordingly.

#### Negative Indicators

- ✗ Change has been considered necessary for organisational reasons, but its specific impact on employees has not been considered.
- ✗ Only leaders have been involved in an organisational change impact assessment.
- ✗ Leaders have little sense of, or have not reflected on, the individual and team level needs/vulnerabilities within the organisation.
- ✗ Leaders are not encouraged to build strong relations with their staff.
- ✗ While the broad negative impacts of change may have been identified, specific change-related CWB and disengagement has not, nor the related mitigation strategies.
- ✗ Only standard support mechanisms are available for staff during organisational change.
- ✗ Leaders do not make time for staff to process their emotions regarding organisational change.
- ✗ Leaders consider there to be only one organisational change trajectory.
- ✗ Core organisational values are abandoned during organisational change.

## LEAD BY EXAMPLE

Leaders act as role models for the organisation, demonstrating acceptable behaviours and morals which act as guides for employees in their everyday lives. When leaders consistently demonstrate concern for their employees and the kinds of citizenship behaviours which engender trust, employees build up resilience in the face of change.

## Positive Indicators

- ✓ Leaders consistently demonstrate not only rule compliance but also ethical behaviour and citizenship behaviour.
- ✓ Employees demonstrate citizenship behaviour and little to no CWB.
- ✓ Individuals feel confident in reporting issues/ concerns to leaders.
- ✓ Employees feel trusted by their managers.
- ✓ Leaders acknowledge employees' emotions and demonstrate genuine interest in employees.
- ✓ Leaders make time for their employees.
- ✓ Leaders are aware of the issues and challenges their employees are facing and provide appropriate support.
- ✓ Leaders have difficult conversations in private with employees.
- ✓ Leaders actively solicit views from all employees.
- ✓ Leaders take time to provide meaningful feedback on work.
- ✓ Annual appraisal is just a culmination of a series of regular catch ups over the year.

## Negative Indicators

- ✗ Leaders openly or covertly disregard organisational rules.
- ✗ Employees undertake CWB and demonstrate little citizenship behaviour.
- ✗ Employees do not report their concerns to their leaders.
- ✗ Leaders micro-manage employees and employees do not feel trusted by managers.
- ✗ Employees' feelings are discounted or explained away by their leaders.
- ✗ Leaders belittle or discount the contributions of some employees.
- ✗ Leaders exploit staff and pursue their own agendas.
- ✗ Leaders tend to direct rather than work with their employees.
- ✗ Leaders interrupt or ignore employees.
- ✗ Leaders treat some employees more favourably than others.
- ✗ Annual appraisals include information at odds with prior feedback.

# LEADERS

*Leaders are a crucial component to the successful management and delivery of change.*

Leadership is not about getting people to do things but shaping: **Beliefs, desires and priorities.**

*"It's about achieving influence, not securing compliance"*

(Haslam et al., 2011, ix)

*"If one can inspire people to want to travel in a given direction, then they will continue to act even in the absence of the leader"*

(Haslam et al., 2011, xx)

## LEADERS' BEHAVIOUR MATTERS

### Interviewee responses on ineffective leadership:

*"The CEO thing is really quite important for direction setting... different CEO's - different ideas, different promises, end games, different visions"*

(Employee, CREST Insider Threat Study)

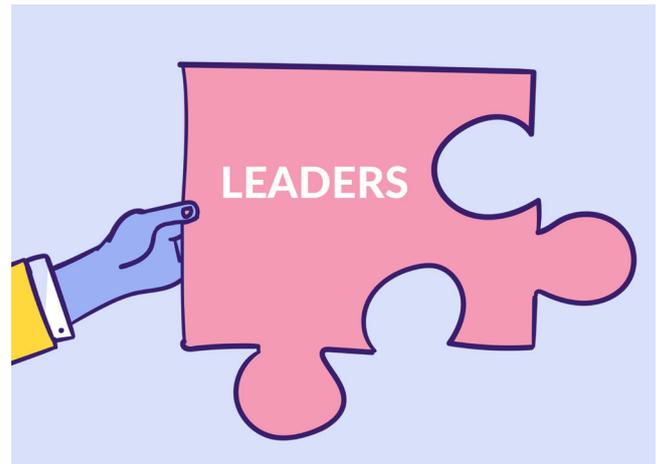
*"I really liked him, he was technically really strong. But he just hung me out to dry"*

(Employee, 2015 Organisational Change Study)

### Interviewee responses on effective leadership:

*"I had a manager and he was a sour old goat who swore like a trooper, but I trusted him. That is the big difference, I trusted him because I knew he had my back. He would come round and say, at 5 o'clock, 'what are you doing here? It's 5 o'clock. Go home.' We could challenge his decisions. We had open discussions in the team. If I had a difficult time he knew about it"*

(Employee, 2015 Organisational Change Study)



*"They didn't really give me the [resources] I wanted. I told my line manager 'if it goes wrong, it's on you'. He agreed. When something went wrong he was up there, supporting me... I really respected him for that...He realised that his decision previously has put me in the state... he kind of provided the shield, the umbrella around me. If it goes wrong. I know that he is going to be there"*

(Employee, 2015 Organisational Change Study).

## HOW ARE LEADERS TRUSTED?

- Through building trust using cognitive and affective dimensions.
- Trusting a leader vs. being trusted by the leader
  - ◆ Felt trust engenders norms of responsibility in those who are trusted.
  - ◆ Pride in being trusted.
- Leader oversees positive group experiences and models their own vulnerability.
  - ◆ Through their bestowing of trust, supervisors make themselves vulnerable by showing confidence in, and empowerment of, those whom they lead and manage.

## IMPACT OF LEADER ETHICAL BEHAVIOUR ON FOLLOWERS

- Employees put in extra effort.
- See the leader as effective.
- Report problems to their leader.
- Reduction in organisation deviance.
- Increased citizenship – extra role in helping.
- Perceive that they have more voice – psychological safety.

(Jordan et al., 2011)

## CRITICAL ROLE OF A LEADER IN CHANGE

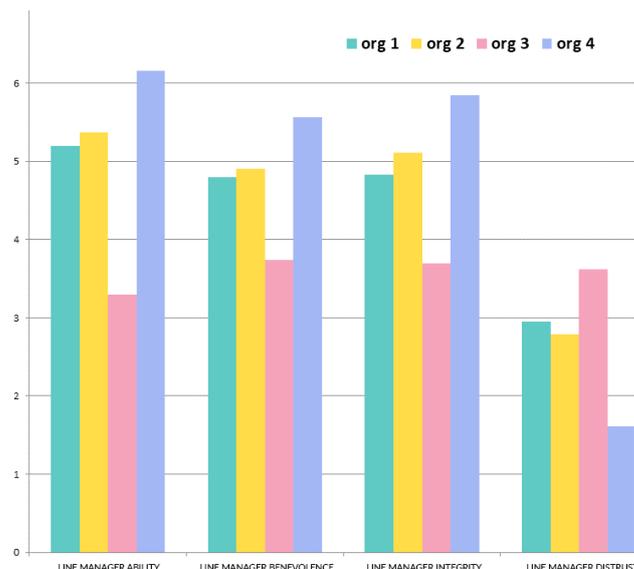
Leaders support employee coping mechanisms and resilience through:

- Raising awareness of need to change.
- Supporting people to feel they can make the change.
- Building communities – insight into good practice, capturing lessons learnt and modelling a mastery climate.
- People being made aware of the benefits and the support available for them to share their knowledge.
- Conflict management – how to work through when we don't agree.

Graphs 1 and 2 show results from four different organisations studied in our past research.

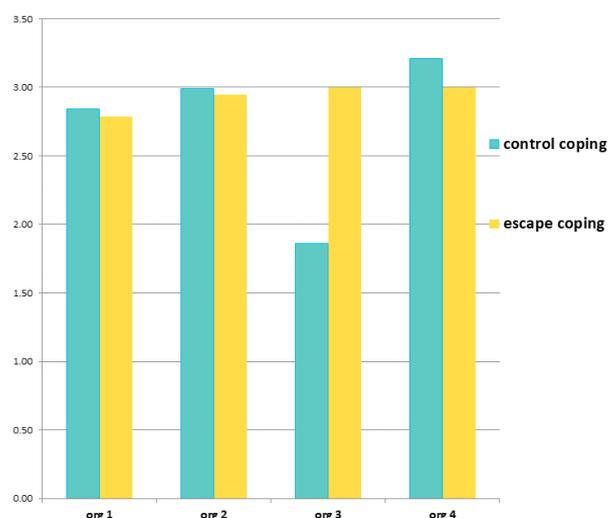
(Searle et al., 2016)

Graph 1 shows the perceived trustworthiness and distrust employees report on their line manager for each organisation.



Graph 1: Perceived line manager trustworthiness and distrust.

Graph 2 shows the type of coping that the employees report. Active coping involves identifying and attending to what needs to be modified and changed, whereas escape coping involves pretending the change is not happening and not engaging with the new requirements. Note that because staff have low trust and higher distrust in organisation 3, they are not working with their leaders to actively cope with, and thus facilitate, change.



Graph 2: Employees' coping style in each organisation.

## ACTIVITY: LEADERSHIP

### Leader Quiz: What type of leader are you?

While some of the items appear similar to each other, they address slightly different issues or affirm previous answers and so all items should be completed.

### KEY SCORING ITEMS

- 0 = Not at all
- 1 = Very little
- 2 = Somewhat
- 3 = Quite a bit
- 4 = A great deal

Please indicate how often you do each of the following behaviours in your present job:	0 <sub>4</sub>	1 <sub>3</sub>	2 <sub>2</sub>	3 <sub>1</sub>	4 <sub>0</sub>
1. I am interested in how my staff feel and how they are doing	<input type="checkbox"/>				
2. I hold my staff accountable for problems over which they have no control	<input type="checkbox"/>				
3. I allow subordinates to influence critical decisions	<input type="checkbox"/>				
4. I clearly explain integrity-related codes of conduct	<input type="checkbox"/>				
5. I indicate what the performance expectations of each group member are	<input type="checkbox"/>				
6. I keep my promises	<input type="checkbox"/>				
7. I take time to make personal contact with employees	<input type="checkbox"/>				
8. I pay attention to my employees' personal needs	<input type="checkbox"/>				
9. I hold staff responsible for things that are not their fault	<input type="checkbox"/>				
10. I allow others to participate in decision making	<input type="checkbox"/>				
11. I explain what is expected from employees in terms of behaving with integrity	<input type="checkbox"/>				
12. I explain what is expected of each group member	<input type="checkbox"/>				
13. I can be trusted to do the things I say I will	<input type="checkbox"/>				
14. I take time to talk about work-related emotions	<input type="checkbox"/>				
15. I clarify integrity guidelines	<input type="checkbox"/>				
16. I seek advice from subordinates concerning organisational strategy	<input type="checkbox"/>				
17. I ensure that employees follow codes of integrity	<input type="checkbox"/>				
18. I am genuinely concerned about my staff members' personal development	<input type="checkbox"/>				
19. I clarify the likely consequences of possible unethical behaviour by myself and my colleagues	<input type="checkbox"/>				

Please indicate how often you do each of the following behaviours in your present job:	0 <sub>4</sub>	1 <sub>3</sub>	2 <sub>2</sub>	3 <sub>1</sub>	4 <sub>0</sub>
20. I sympathise with my staff when they have problems	<input type="checkbox"/>				
21. I stimulate the discussion of integrity issues among employees	<input type="checkbox"/>				
22. I tend to pursue my own success at the expense of others	<input type="checkbox"/>				

## SCORING KEY: LEADERSHIP

Below you will see a key as to how each of the items link to the six different dimensions of ethical leadership. For each of the six dimensions in the chart (next page) identify the items and calculate your total score.

**Total Score:** Add the rating for each item together.

*E.g., for the Power Sharing dimension, if you had ticked 2 for Q3, 4 for Q10 and 1 for Q16, you would have a total score of 7.*

### Average:

To allow you to compare across these dimensions, calculate the average by taking the Total Score and dividing by the number indicated in the corresponding Average box.

*E.g., for the Power Sharing dimension, if you had a total score of 7 you would divide by 3 for your average. But if you had a score of 7 for Ethical Guidance, you would divide by 6.*

### Frequency:

If you are time constrained or find the scoring complex, use a simple frequency count for the items to see which are the most common, rather than calculating the strength of each item or the average. Do this by simply counting the number of items in that corresponding dimension.

*E.g., for the People Orientation dimension, if you scored 0 for Q1 and Q7 but scored 1 for Qs 8, 14, 20 and 22, you'd have a frequency count of 4.*

This activity was adapted from Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011). 'Ethical leadership at work questionnaire: Development and validation of a multidimensional measure', *Leadership Quarterly*, 22: 51-69.

## MANAGING ORGANISATIONAL CHANGE: LEADERS

Dimensions	Item number	Total score	Average	Frequency
People Orientation	1, 7, 8, 14, 18, 20, 22		/7 =	
Fairness	2, 9, 22 reversed items scores are calculated using the small yellow numbers instead of the larger white ones.	Re-calculated score	/3 =	
Power Sharing	3, 10, 16		/3 =	
Ethical Guidance	4, 11, 15, 17, 19, 21		/6 =	
Role Clarification	5, 12		/2 =	
Integrity	6, 13, 23		/3 =	

### People Orientation

Cares about, respects and supports followers.

### Fairness

Does not practice favouritism, treats others in a way that is right and equal, makes principled and fair choices.

### Power Sharing

Allows followers a say in decision making and listens to their ideas and concerns.

### Ethical Guidance

Communicates about ethics, explains ethical rules, promotes and rewards ethical conduct.

### Role Clarification

Clarifies responsibilities, expectations and performance goals.

### Integrity

Consistency of words and acts, keeps promises.

To further reflect on leadership practice in your organisation, you could consider the positive and negative indicators on the next page.

## LEAD BY EXAMPLE

Leaders act as role models for the organisation, demonstrating acceptable behaviours and morals which act as guides for employees in their everyday lives. When leaders consistently demonstrate concern for their employees and the kinds of citizenship behaviours which engender trust, employees build up resilience in the face of change.

### Positive Indicators

- ✓ Leaders consistently demonstrate not only rule compliance but also ethical behaviour and citizenship behaviour.
- ✓ Employees demonstrate citizenship behaviour and little to no CWB.
- ✓ Individuals feel confident in reporting issues/ concerns to leaders.
- ✓ Employees feel trusted by their managers.
- ✓ Leaders acknowledge employees' emotions and demonstrate genuine interest in employees.
- ✓ Leaders make time for their employees.
- ✓ Leaders are aware of the issues and challenges their employees are facing and provide appropriate support.
- ✓ Leaders have difficult conversations in private with employees.
- ✓ Leaders actively solicit views from all employees.
- ✓ Leaders take time to provide meaningful feedback on work.
- ✓ Annual appraisal is just a culmination of a series of regular catch ups over the year.

### Negative Indicators

- ✗ Leaders openly or covertly disregard organisational rules.
- ✗ Employees undertake CWB and demonstrate little citizenship behaviour.
- ✗ Employees do not report their concerns to their leaders.
- ✗ Leaders micro-manage employees and employees do not feel trusted by managers.
- ✗ Employees' feelings are discounted or explained away by their leaders.
- ✗ Leaders belittle or discount the contributions of some employees.
- ✗ Leaders exploit staff and pursue their own agendas.
- ✗ Leaders tend to direct rather than work with their employees.
- ✗ Leaders interrupt or ignore employees.
- ✗ Leaders treat some employees more favourably than others.
- ✗ Annual appraisals include information at odds with prior feedback.

## WHAT MATTERS IN LEADER COMMUNICATION?

Research shows that how leaders talk to their followers makes a difference.

### Confirming Managerial Communication

For example, behaviours include giving undivided attention when engaged in private conversation and maintaining meaningful eye contact.

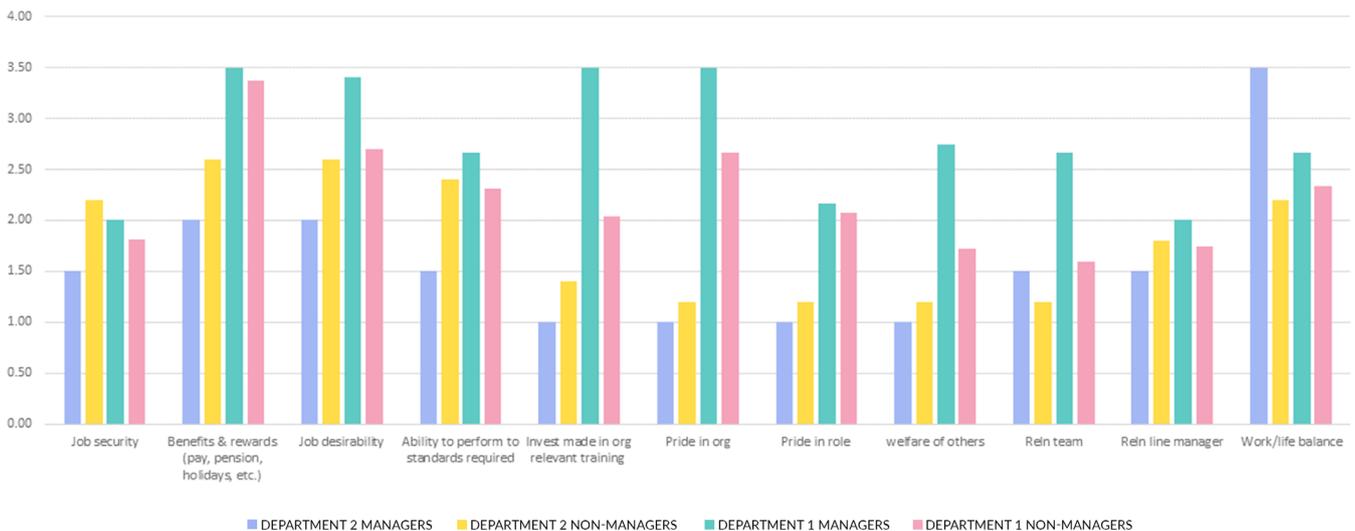
- Affirms and values other person.
- Builds on their ideas.
- Attends to what is said.

### Disconfirming Managerial Communication

For example, behaviours include interrupting, criticising someone’s feelings when they express them and giving ambiguous responses.

- Makes others feel inferior and not respected.
- Criticises others.
- Ignores them.

(Sniderman et al., 2016)



## WHAT IS BEING THREATENED BY THE CHANGE?

Leaders are potential perpetrators of insider threats and can amplify employees’ CWB.

The graph below shows the results from our CREST Insider Threat study on what individuals from two different departments of our case study organisation considered to be at risk from change.

The graph shows how leaders in Department 1 perceive more to be at risk from change and that there are differences in what is considered to be at risk between Department 1 and Department 2.

This emphasises how departmental and individual differences can impact on perceptions of organisational change within the same organisation.

In looking specifically at CWB levels within these two departments, we found two interesting findings.

First, we found that in Department 1, where managers considered there to be more at risk from change, that they self-reported carrying out more frequent and more diverse types of CWB than Department 2 managers. There was no CWB reported by leaders in Department 2.

Second, we found an amplification effect in that many employees (non-managers) in Department 1 self-reported not only similarly high levels of CWB as their managers, but that for some, these became routine and widespread, with all types of

CWB categories being undertaken at a far more regular rate in comparison to Department 2.

The overall implication is that threat perceptions during organisational change may increase CWB among both leaders, and non-leaders and that the behaviour of leaders sends a powerful message about what is and is not acceptable behaviour within a local team.

## SUMMARY OF LEADERSHIP SECTION

### *Key messages:*

- Effective leaders assess their environment to anticipate issues.
- Effective leaders set a clear direction and build on the positive aspects of the past when instigating change.
- Employee trust in leaders is built through a number of cognitive and affective ways and importantly by leaders demonstrating their trust in employees.
- Leaders model positive and negative behaviours to their staff thereby setting powerful norms.
- Leaders can reinforce organisational fairness through the consistent and judicious use of rewards and sanctions.

# FURTHER INFORMATION AND RESOURCES

The online version of this toolkit as well as the associated toolkits are available through the CREST website at: [www.crestresearch.ac.uk](http://www.crestresearch.ac.uk)

Other useful learning resources are available from our partners:

CREST: [www.crestresearch.ac.uk](http://www.crestresearch.ac.uk)

CPNI: [www.cpni.gov.uk](http://www.cpni.gov.uk)

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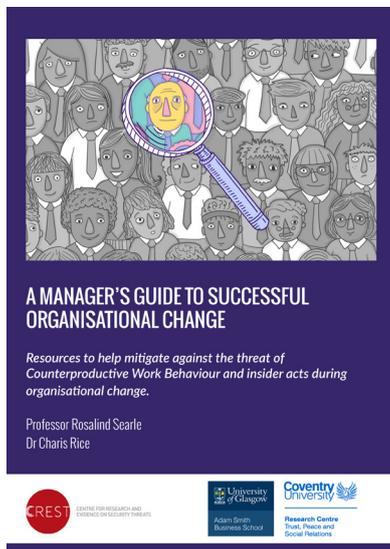
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This toolkit focuses on Leadership, as part of four toolkits (Leaders, Individuals, Team Relations and Organisational Culture) on counterproductive work behaviour. A complete version containing all 4 toolkits is also available at:

[www.crestresearch.ac.uk/resources/cwb-toolkit](http://www.crestresearch.ac.uk/resources/cwb-toolkit)

There is also a Manager's Guide ([www.crestresearch.ac.uk/resources/cwb-managers-guide](http://www.crestresearch.ac.uk/resources/cwb-managers-guide)) and two e-webinars available at [www.crestresearch.ac.uk/resources/cwb-video-toolkits](http://www.crestresearch.ac.uk/resources/cwb-video-toolkits) and [www.crestresearch.ac.uk/resources/cwb-video-key-messages](http://www.crestresearch.ac.uk/resources/cwb-video-key-messages)



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