



# Growing Organizational Culture: The Priority of 'ME' and the Value of 'US'

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# Today's Agenda

The Task:  
Growing Group Culture

The Priority of 'ME'

Work and Systemic Cultures

The Significance of Beliefs

The Task:  
Growing Group Culture

The Value of 'Us'

Group Development

Group Dynamics & Culture

The Task:  
Problem-Solving Culture

Problem-solving and the  
Emotionally Intelligent  
Workplace

Acknowledging Emotions &  
Clarifying Beliefs

Redefining Group Norms

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# The Priority of 'ME': The Significance of the Individual:

## Dimensions of Organizational Culture

### Structural Influence Culture of Work

Product Demand (admissions)

Technology (network systems)

Org. Dev. (culture of the work)

Legislation (funding)

National Politics (climate)

Job Market (talent acquisition))

Employee Classification (work design)

How we *think* about the Work  
(expertise and efficiency)

### Systemic Influence Culture of the Workplace

Systemic Culture (workplace culture)

Group Core Beliefs (inclusive-exclusive)

Engagement (collaboration-avoidance)

Generational Norms (service trends)

Systemic Dysfunction (conflict response)

Problem-solving Method (adversarial)

Psychological Safety(fear)

How we *feel* about the Workplace  
(beliefs & behavior)

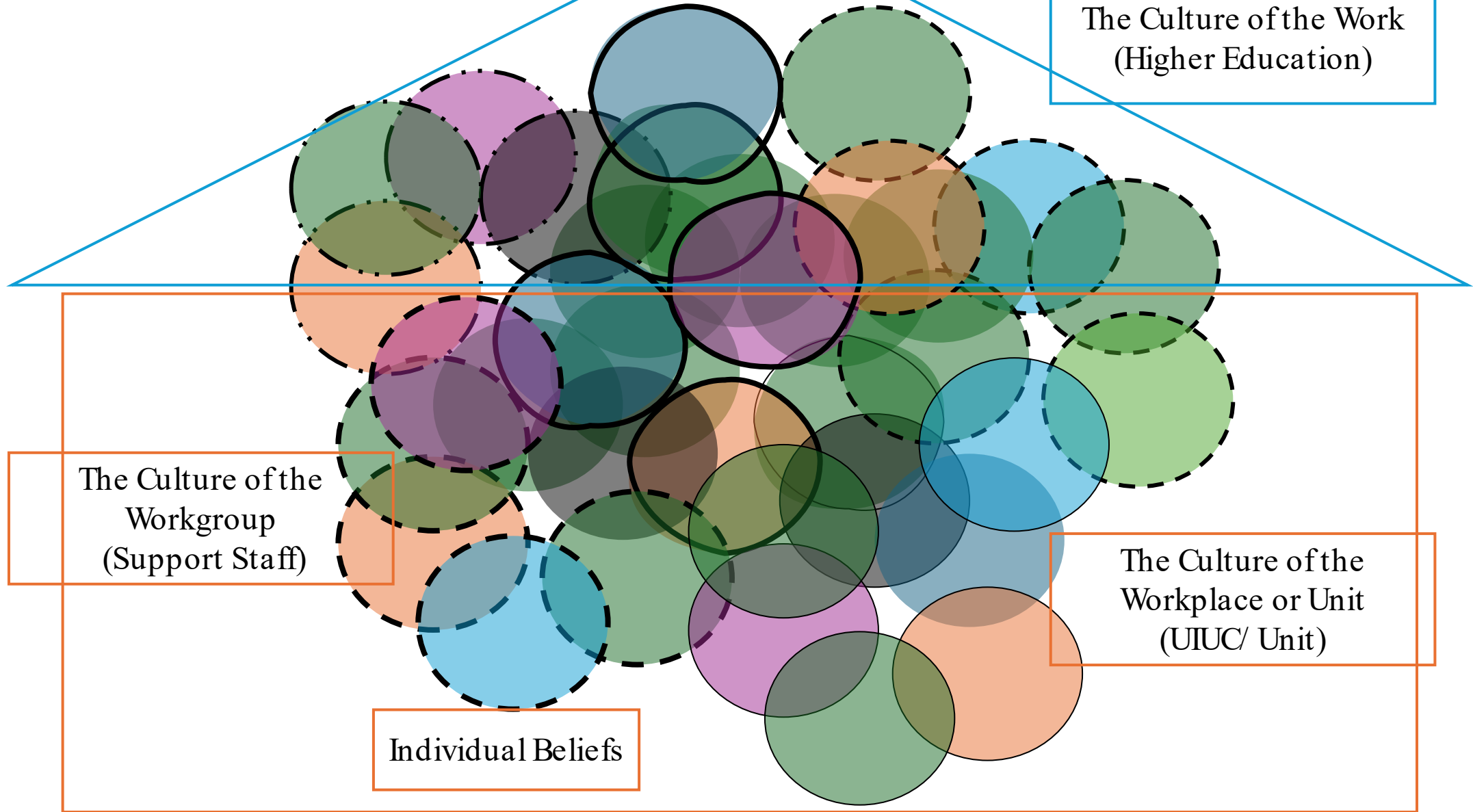
Work Culture, Unit Culture, and Group Culture

The Culture of the Work  
(Higher Education)

The Culture of the  
Workgroup  
(Support Staff)

The Culture of the  
Workplace or Unit  
(UIUC/ Unit)

Individual Beliefs



# Group Dynamics Create Workplace Culture

All of Us

Some of Us

All About Me

None of Us

belonging  
inclusion

privileged  
entitled

self-serving  
egocentric

alienated  
fear

beliefs

behavior

beliefs

behavior

beliefs

behavior

beliefs

behavior

Growth

Growth

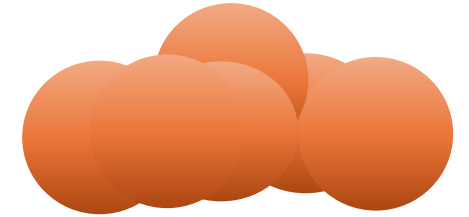
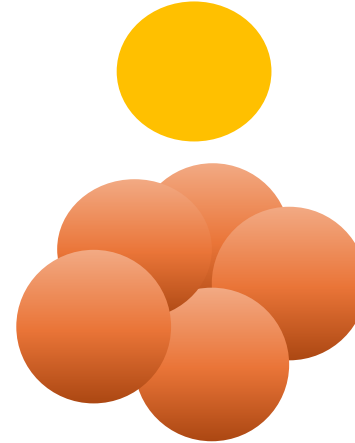
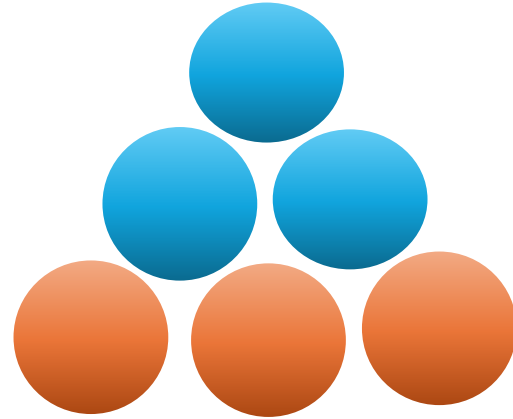
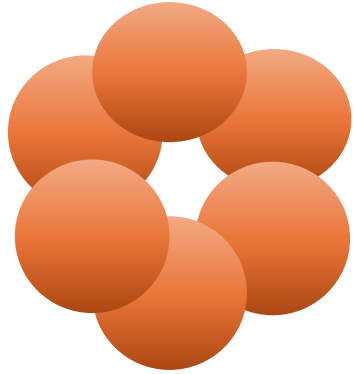
Culture becomes a product of the choices we make.

Priority: The Group  
'Being a part of something  
bigger than self'

Priority: The sub-group  
'Privilege'

Priority: The Individual  
'Self-serving'

Priority: Personal Safety  
'Silent Majority'



Values the group  
perspective

Group appearance  
without group function

Prioritizes self

Avoids conflict  
(compromises voice)  
Enables win-lose

Routinely considers the  
common good

Avoids in-group  
accountability  
(entitlement)

Prioritizes self

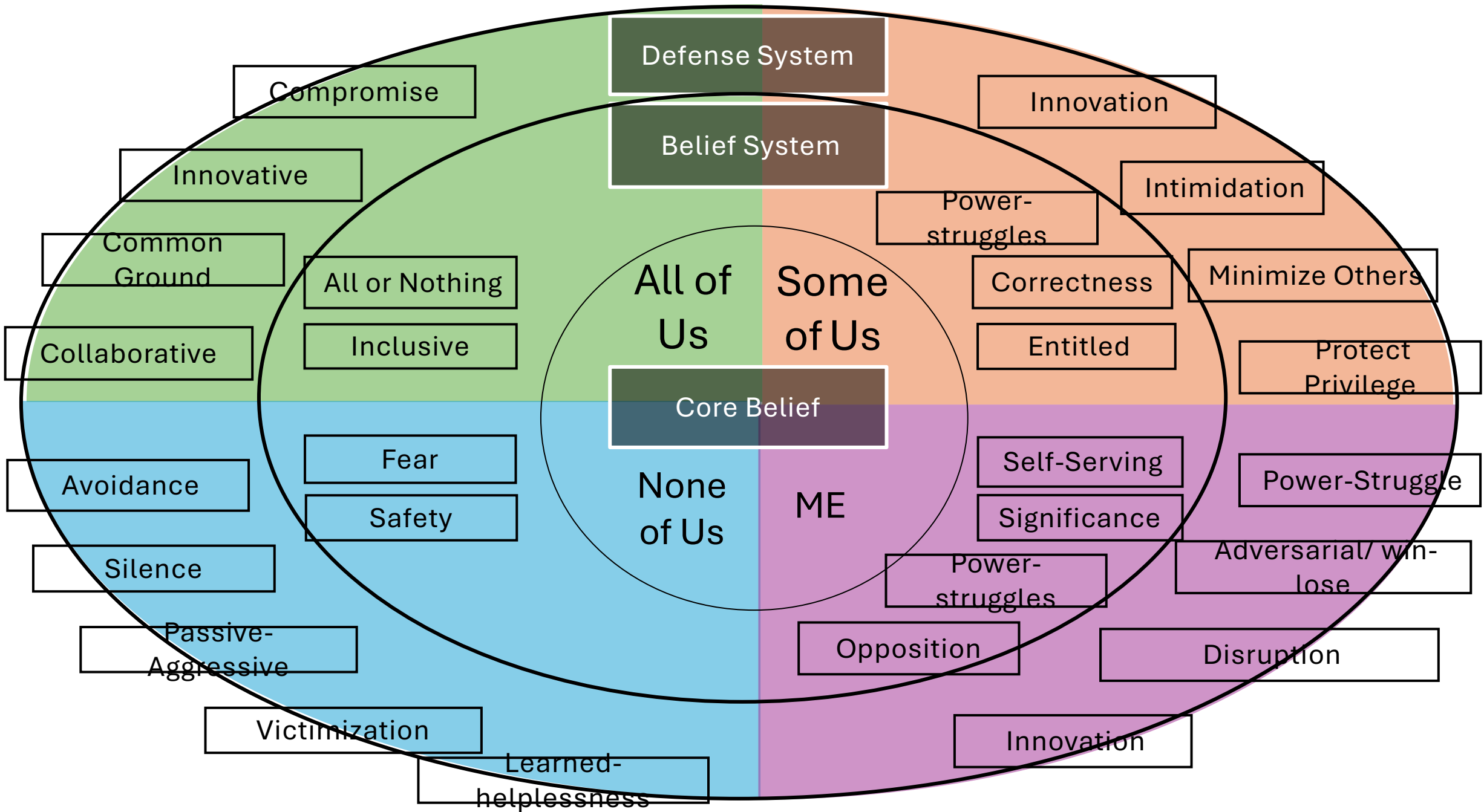
Avoids peer-to-peer  
accountability

Solicits group voice

Protects privilege

Prioritizes self

Avoids commitment  
until a winner is decided



# Systemic Culture: The Individual's Response to Emerging Needs



## Developing 'Us': The Group Identity

### Leadership Role: The Instillation of Hope

The leader's response to emerging needs provides reassurance (hope) that solutions are available by collective process; acknowledging our common-ground as interdependence.

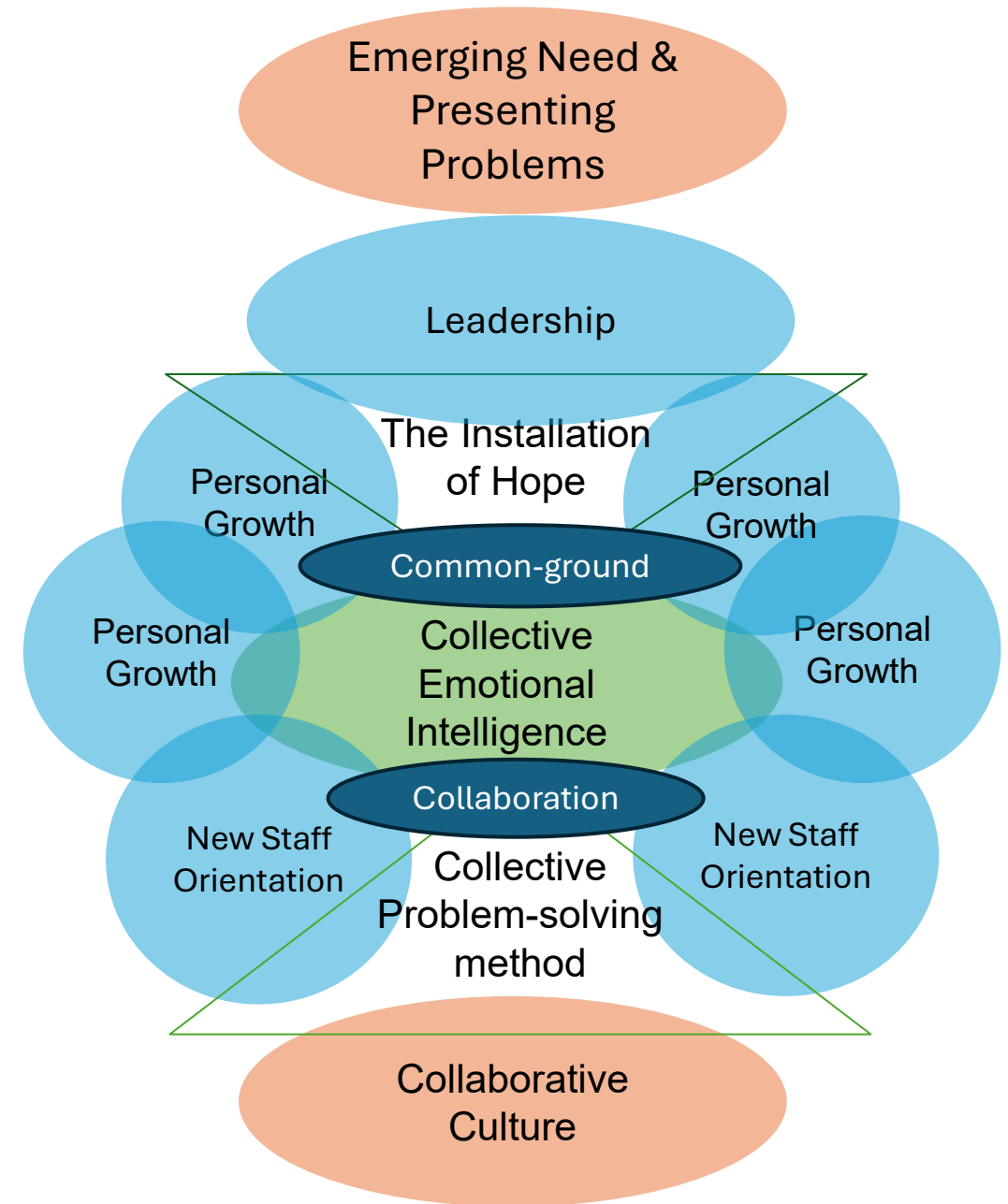
### Membership Role: Personal Growth

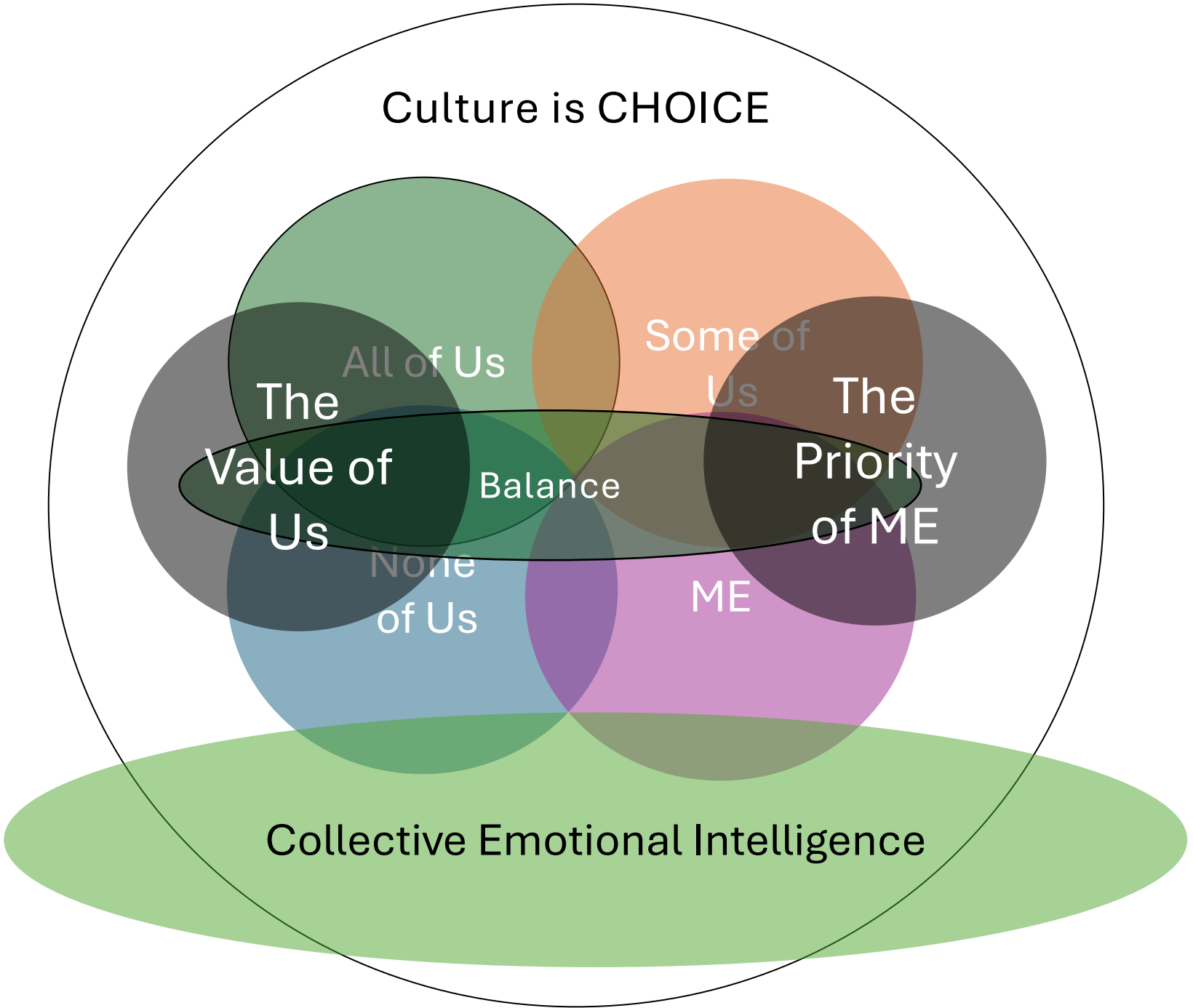
In the workgroup, personal growth is a product of collective process. Common-ground and collaboration become the arena for collective intelligence.

New Staff Orientation: The group teaches its problem-solving process to its new members. New members are introduced to workplace culture by design, not default. Cultural is being taught by observation, within days of initial employment.

### Unit Agenda: Organizational Consistency

Inter-disciplinary teams and project managed teams require a universally familiar, problem-solving method. Adversarial (resource-competitive) methods discourage best practices, alienate team members, and present obstacles to successful task completion.

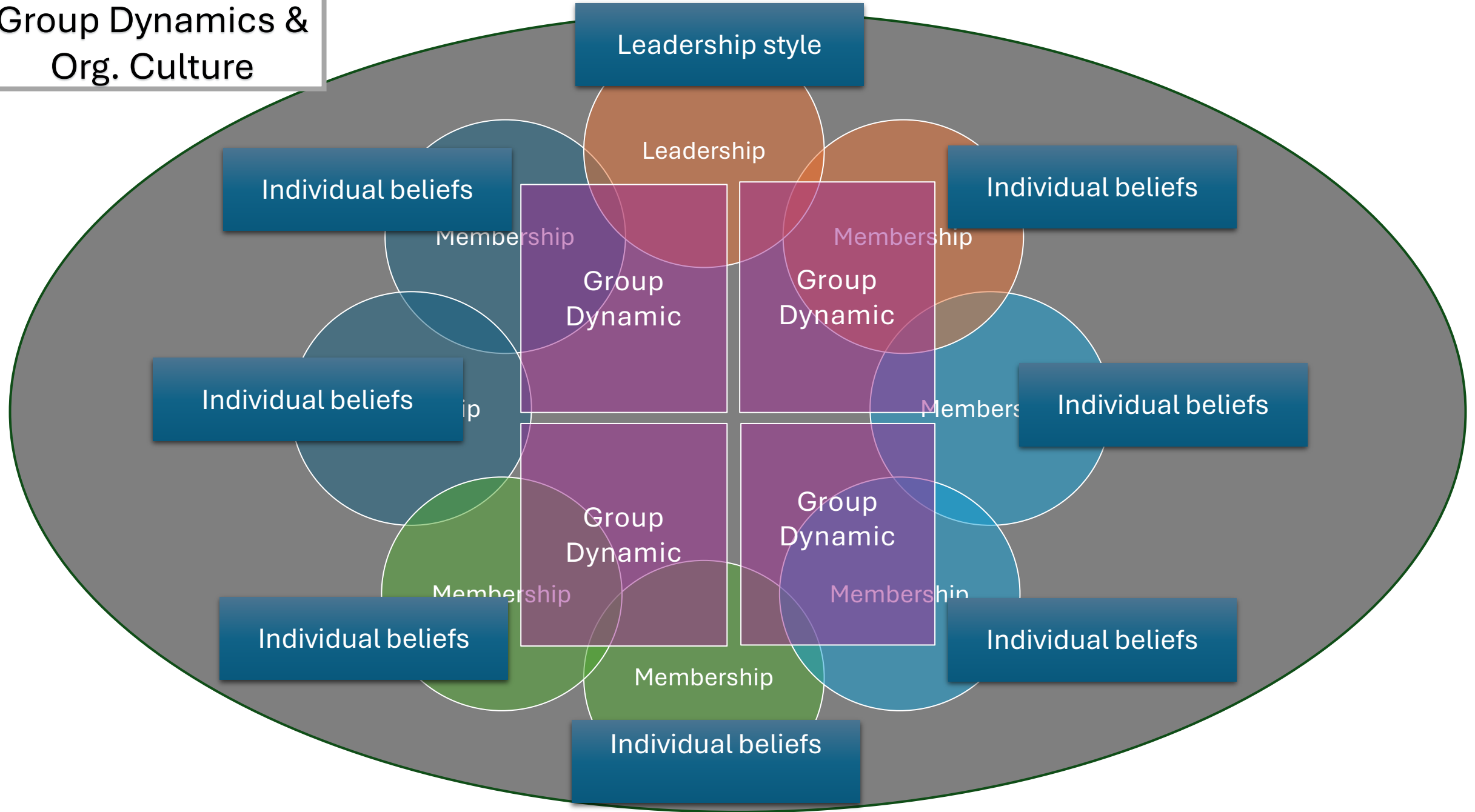




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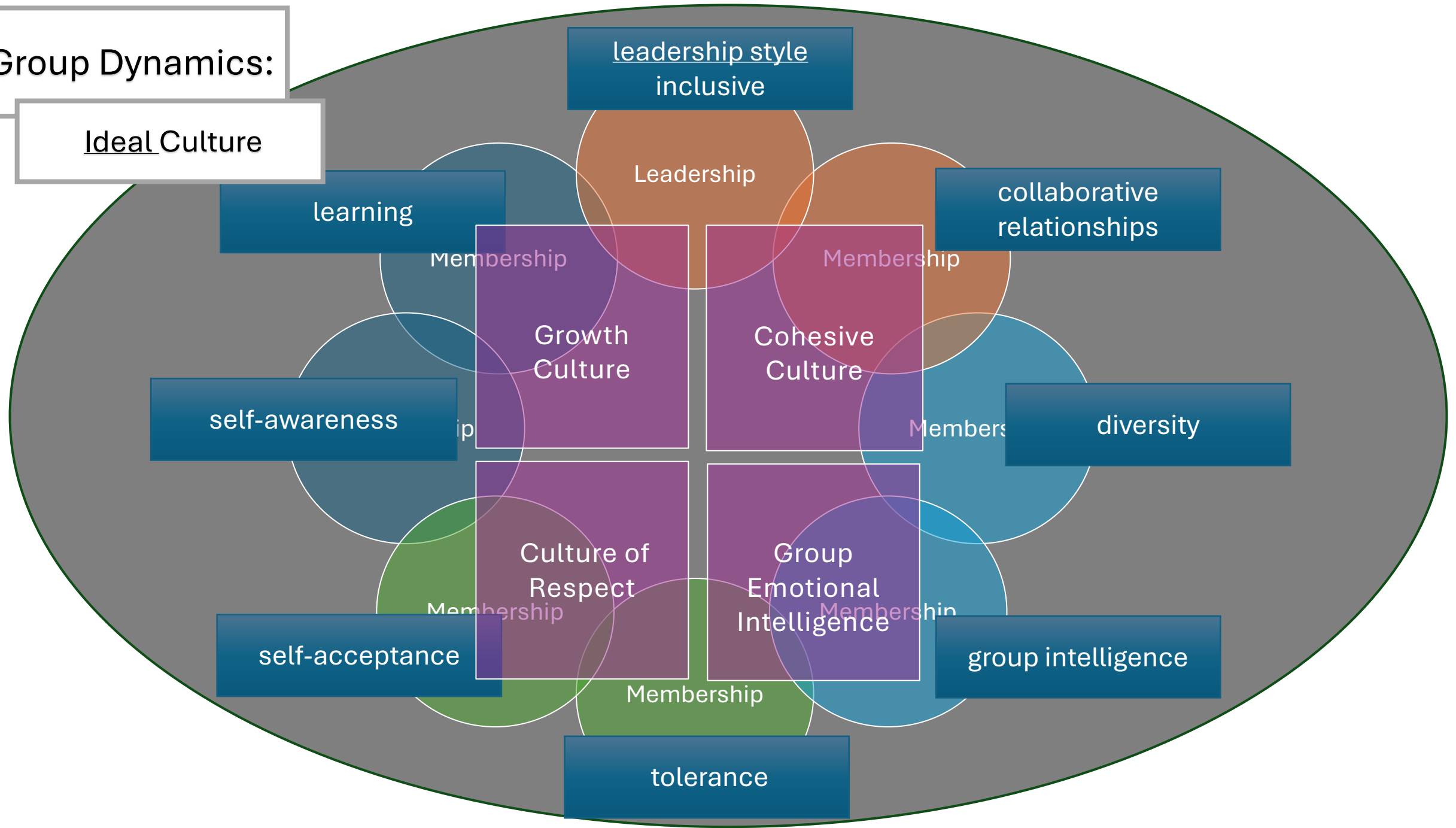
# The Value of “Us”: Group Significance

Group Dynamics & Org. Culture



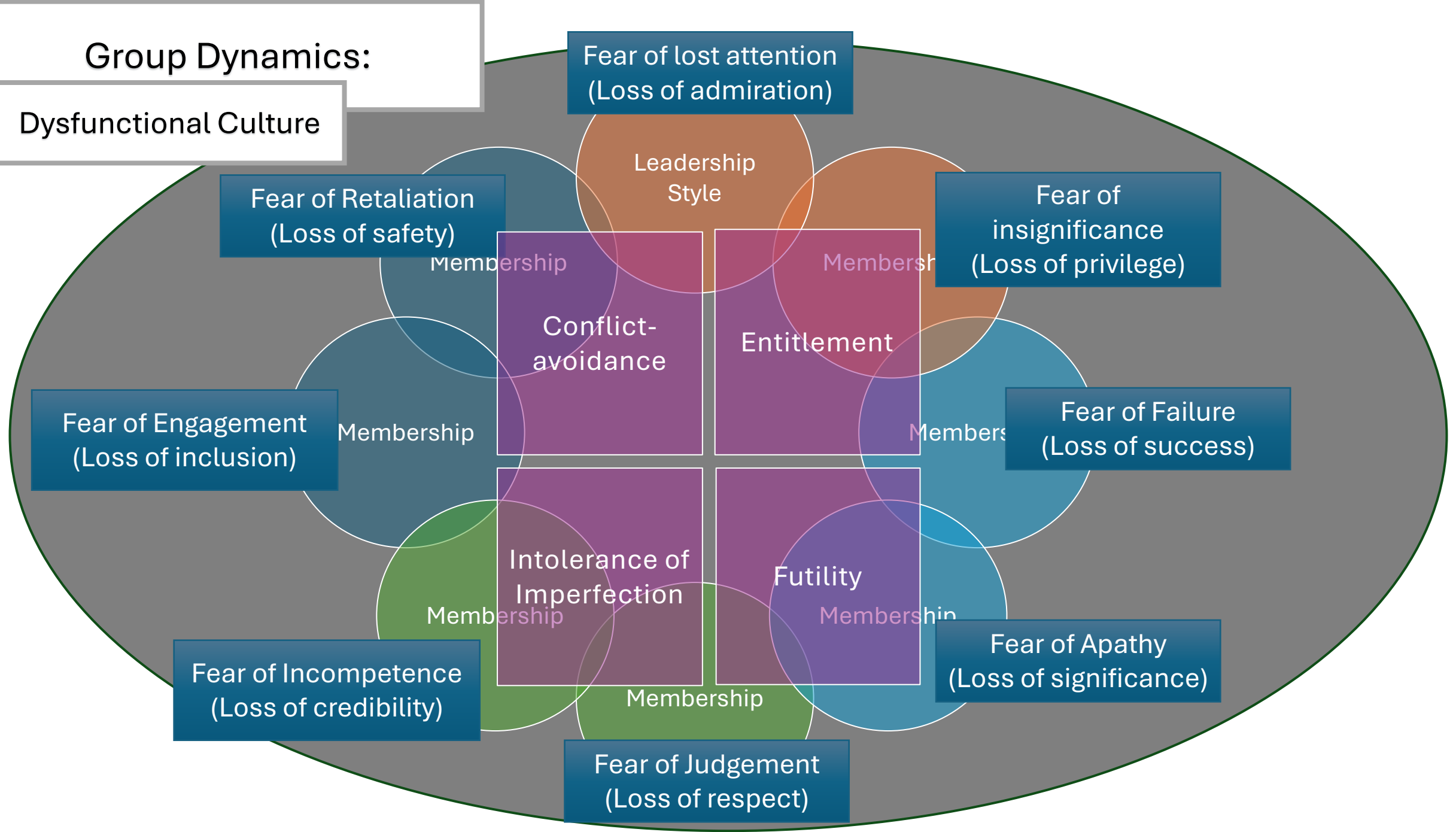
Group Dynamics:

Ideal Culture



# Group Dynamics:

## Dysfunctional Culture



Fear of lost attention  
(Loss of admiration)

Leadership  
Style

Fear of Retaliation  
(Loss of safety)

Fear of  
insignificance  
(Loss of privilege)

Conflict-  
avoidance

Entitlement

Fear of Engagement  
(Loss of inclusion)

Fear of Failure  
(Loss of success)

Intolerance of  
Imperfection

Futility

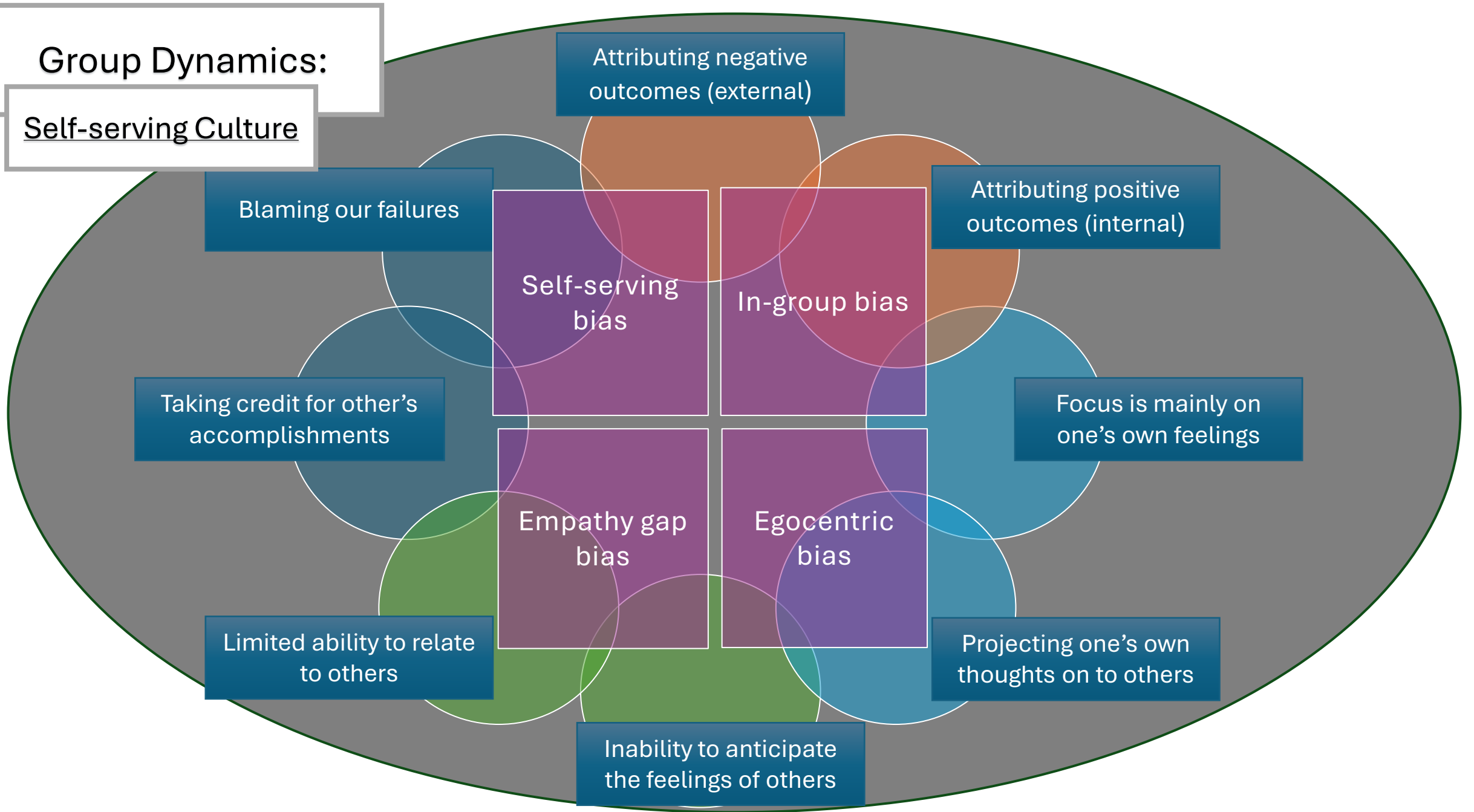
Fear of Incompetence  
(Loss of credibility)

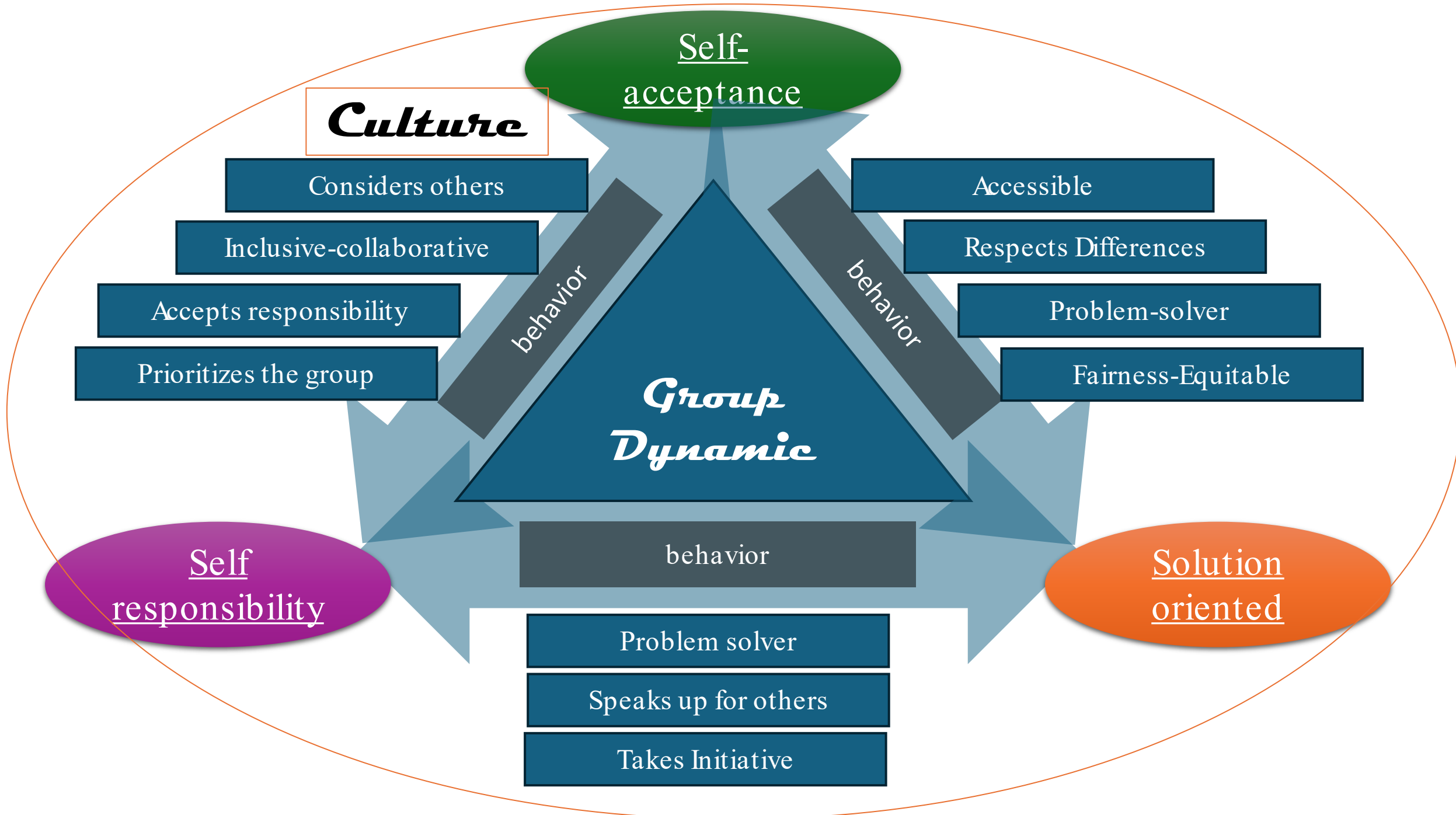
Fear of Apathy  
(Loss of significance)

Fear of Judgement  
(Loss of respect)

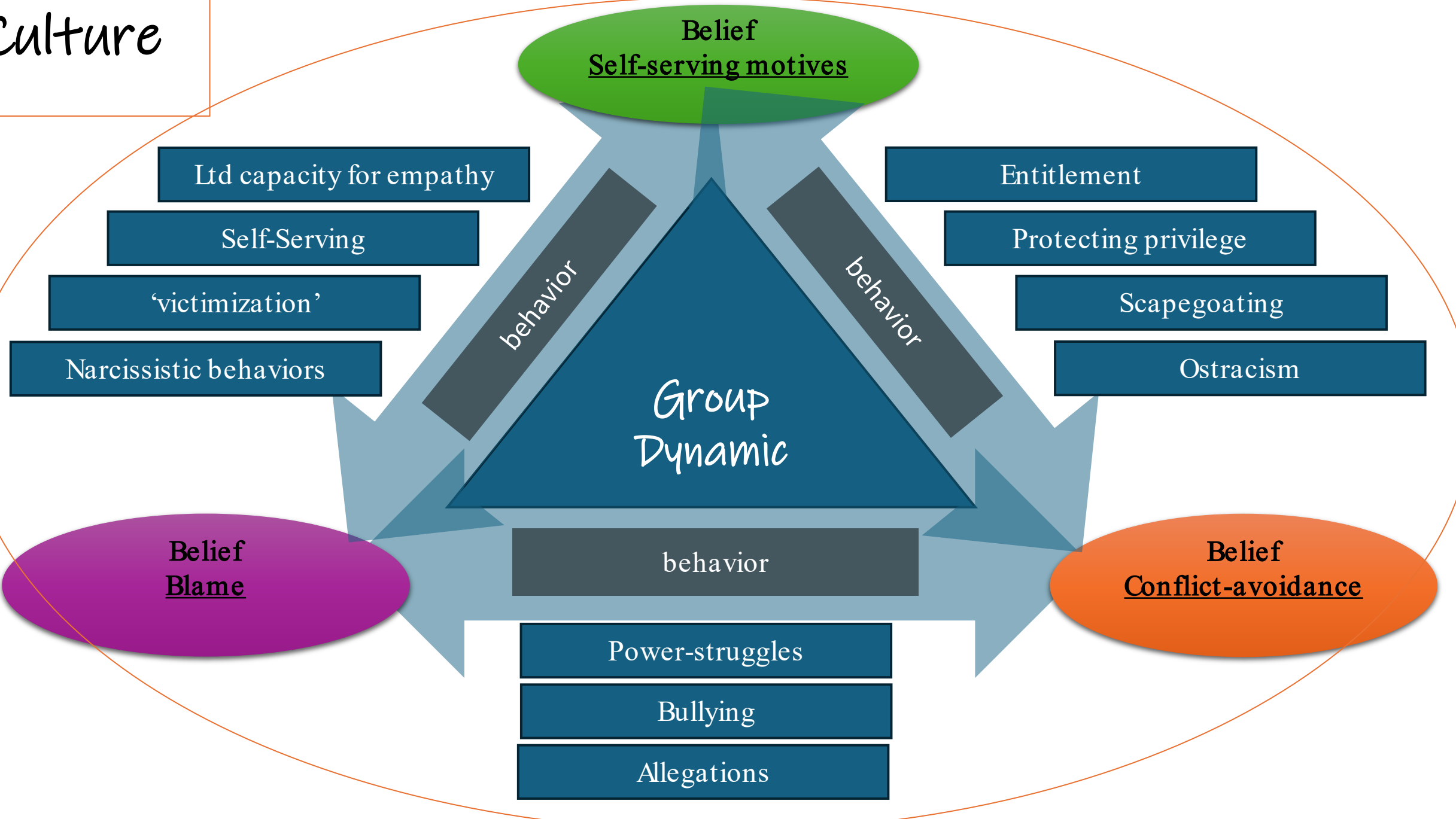
# Group Dynamics:

## Self-serving Culture





# Culture



**Belief**  
Self-serving motives

Ltd capacity for empathy

Self-Serving

'victimization'

Narcissistic behaviors

Entitlement

Protecting privilege

Scapegoating

Ostracism

behavior

behavior

behavior

**Belief**  
Blame

**Belief**  
Conflict-avoidance

Power-struggles

Bullying

Allegations

Group  
Dynamic

Worksheet

Belief

Who avoids engagement?

Adversarial interactions ?

Is conflict avoided?

Who controls the narrative?

Subgroups?

Scapegoat?

Mascot?/ Hero?

Enablers?

Group behaviors

Group behaviors

Group Dynamic

Belief

Group behaviors

Belief

Is fear (silence) present?

Is intimidation (bullying) present?

Leadership influence?

Blame-Vs-Ownership

# Clarifying Collective Beliefs: Would you rather...

1 A. Avoid critical feedback...

or

B. Accept your imperfection...

2 A. Build working relationships

or

B. Build protective silos

3 A. Learn from mistakes

or

B. Deny making them

4 A. Solve the problem

or

B. Win the argument

5 A. Acceptance

or

B. Approval

6 A. Serve self

or

B. Be a part of something  
bigger than self

7 A. Change

or

B. Grow

8 A. Become self-aware

or

B. Become self-sufficient

# Clarifying Collective Beliefs: Would you rather...

1	A. Avoid critical feedback...	17%	or	B. Accept your imperfection..	83%
2	A. Build working relationships	100%	or	B. Build protective silos	0%
3	A. Learn from mistakes	100%	or	B. Deny making them	0%
4	A. Solve the problem	100%	or	B. Win the argument	0%
5	A. Acceptance	69%	or	B. Approval	31%
6	A. Serve self	14%	or	B. Be a part of something bigger than self	86%
7	A. Change	0%	or	B. Grow	100%
8	A. Become self-aware	72%	or	B. Become self-sufficient	28%

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# Problem-solving: The Emotionally Intelligent Workplace

# The Culture of Workplace Problem-Solving

Common ground is the overlap between the positions of parties that may otherwise disagree. "Finding common ground" is a technique used to facilitate interpersonal relationships.

Compromise is an agreement or a settlement of a dispute that is reached by each side making concessions.

Collaboration is the action of working with someone to produce or create something.

## Win-Lose

When choosing this strategy, one takes on an adversarial or competitive view. The focus is on achieving immediate goals, with little or no regard for building future relationships.

Innovation is the creation and transformation of new knowledge into new products, processes, or services that meet public demand. As such, Innovation is a potential outcome of any effort to problem-solve. Innovation is also a survival method.

# Problem-solving Developmental Agenda

## Childhood Conflict



We seek resolution by  
adult intervention

Dependency  
Frustration  
Concrete thinkers  
Egocentric

## Adolescent Conflict



We seek resolution  
through power

Win-Lose  
Power-struggle  
My way  
Self-absorbed

## Adult Conflict



We seek solutions

Common Ground  
Collaboration  
Compromise  
Innovation

# A Workplace Problem-Solving Model

Conflict/  
Problem

Problem Solving (process)

Accountability

Event

Learning

Self-  
Awareness

Prior  
Decision-Making

Outcomes

Focus on the  
problem, not  
the adversary  
What-Vs-  
Who

Focus on new  
learning, not  
what I  
already know

Focus on  
ownership,  
not blame

Focus on  
collective  
experience,  
not just mine

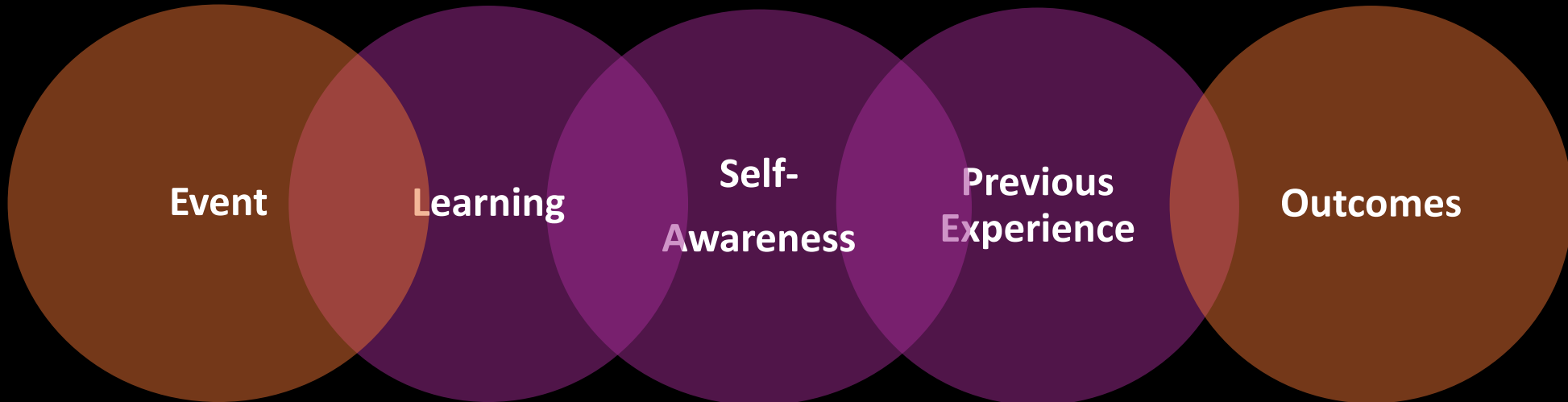
Focus on  
choice, and  
responsibility

# The Complications of Conflict-Avoidance

Conflict/  
Problem

Problem Solving (process)

Accountability



Conflict/ Problem

Blame

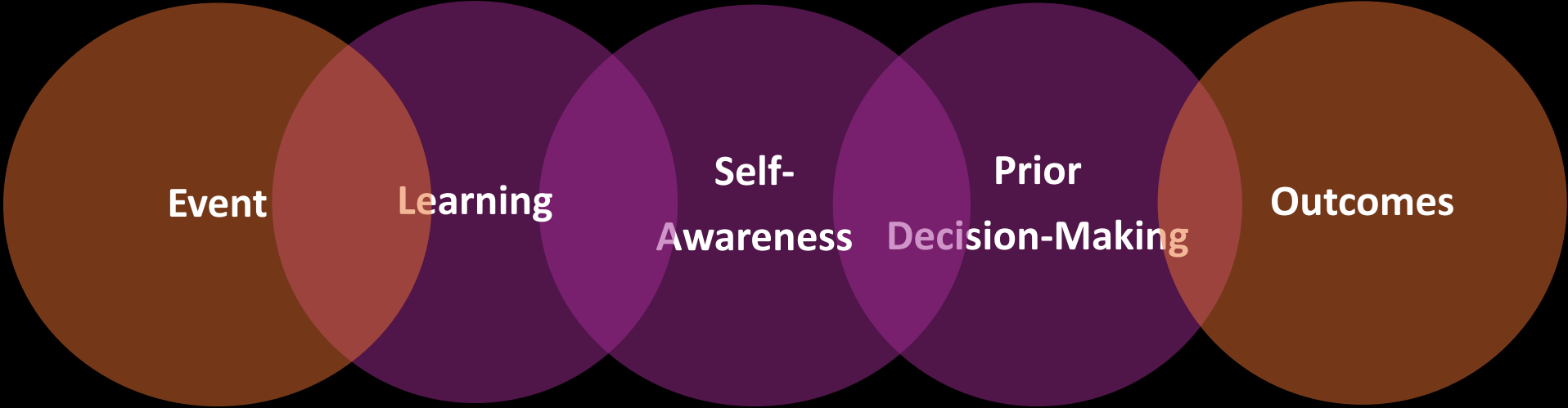
Conflict-Avoidance

# Workplace Problem-Solving Worksheet

Conflict/  
Problem

Problem Solving (process)

Accountability



1.Me

1.Us

1.Me

1.Us

1.Me

2.Me

2.Me

2.Me

2.Me

2.Me

3.Us

3.Us

3.Us

3.Us

3.Me

### Thoughts

If you manage your negative and unproductive thoughts...

### Health

If you practice healthy behaviors

### Emotions

If you regulate your negative or difficult emotions...

## Changing Workplace Norms

### Managing Individual Emotional Process

### Engagement

Content and captivated in the present moment

### Wellness

Physically healthy, comfortable, and capable

### Positive Emotions

Joy, hope, excitement, satisfaction

### Relationships

If you engage in uplifting reciprocal relationships ...

### Vision

If you pursue a worthwhile goal...

### Impact

If you make positive differences in the lives of others...

## Managing Collective Emotional Process

### Acceptance

Belonging, support, collaboration, companionship

### Accomplishment

A sense of achievement, purpose, contribution

### Meaning

Apart of something bigger than self

# Establishing Shared Norms

**Group Needs**

**Individual Needs**

**Wellness**

Feeling comfortable  
in your own skin

**Engagement**

Feeling content in the  
present moment

**Positive Emotion**

Feeling joy, hope,  
excitement,  
satisfaction

**Meaning**

Feeling purposeful or  
a part of something  
bigger than self

Finding individual  
value and  
collective worth

Norm for an  
Inclusive  
Workplace

The significance of  
a group identity

**Acceptance**

Feeling a sense of  
belonging and support  
from others

A vision of a  
diverse group

Norm for  
Acceptance

Accepting the  
challenge of  
diversity

**Accomplishment**

Feeling a sense of  
achievement, creation,  
or contribution

The instillation of  
Hope

An expectation to  
thoughts and  
feelings

Norm for individual  
and collective  
competence

# Establishing Shared Norms (Group Exercise)

**Group Needs**

**Individual Needs**

**Meaning**  
Feeling purposeful or  
a part of something  
bigger than self

**Acceptance**  
Feeling a sense of  
belonging and support  
from others

**Accomplishment**  
Feeling a sense of  
achievement, creation,  
or contribution

**Wellness**  
Feeling comfortable  
in your own skin

1

2

3

**Engagement**  
Feeling content in the  
present moment

4

5

6

**Positive Emotion**  
Feeling joy, hope,  
excitement,  
satisfaction

7

8

9