



Above and Beyond

DEVELOPING A CULTURE OF ORGANIZATIONAL CITIZENSHIP

PRESENTED BY RACHEL G. RUBIN MLIS, PH.D.

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Who am I and how did I end up here?



What is this session about?

- ▶ “Above and Beyond: Developing a Culture of Organizational Citizenship”
- ▶ Healthy Organizations
 - ▶ Culture
 - ▶ Citizenship
 - ▶ Leadership
 - ▶ Commitment

A healthy organization:

- ▶ **Successfully carries out its mission**
- ▶ Continuously evaluates and improves
- ▶ Is financially sustainable and fiscally responsible
- ▶ Operates ethically and transparently
- ▶ **Maintains a supportive and respectful culture in which employees are willing and able to perform at their highest level**

Critical employee attitudes

- ▶ **Satisfaction:** Affective condition regarding the employee's feelings toward the job.
- ▶ **Commitment:** Desire to stay with the organization.
- ▶ **Motivation:** The willingness to work hard.
- ▶ **Citizenship:** Engagement in above-and-beyond activities that are social in nature and improve the efficiency and effectiveness of others and the organization.

Outcomes of positive employee attitudes

- ▶ Increase efficiency and effectiveness
- ▶ Reduce conflict
- ▶ Increase morale
- ▶ Reduce supervisory time
- ▶ Improve public relations
- ▶ Reduce accidents, absenteeism and turnover

“Maintains a supportive and respectful culture in which employees are willing and able to perform at their highest level.”

Culture

DOES YOUR ORGANIZATION
HAVE A WELL DEFINED
CULTURE?

Culture

- ▶ How did you learn about your organization's culture?
- ▶ How do **new employee's** learn about your organization's culture?

What is culture, anyway?

“Culture is a pattern of **shared tacit assumptions**
that was **learned by a group** as it solved its problems . . .
that [have] **worked well enough to be considered valid**, and therefore
to be taught to new members as the correct way to perceive, think, and feel
in relation to those problems.”

-Edgar Schein

The Corporate Culture Survival Guide (2009) p. 26

Break that down for me?

Culture

- ▶ A shared set of assumptions, beliefs, and behaviors
- ▶ “The way we do things around here.”

How does it work?

1. **Artifacts:** See, hear, feel
 2. **Values:** What is important and why?
 1. Strategies, goals, philosophies
 3. **Assumptions:** Tacit beliefs about the way things work
 1. The source of your values
- ▶ Must be transmitted to new employees and sustained by existing employees.

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Why does culture matter?

- ▶ Ultimately, the sustained culture of any organization *must help the organization succeed*.
 - ▶ How do you define “success” at your library?
- ▶ In order to be successful, you have to develop and/or sustain the culture you want to create.
 - ▶ What do you teach your new employees?
 - ▶ What do you encourage or reward in your existing employees?
 - ▶ Does the way that your team interacts with each other and with your patrons *in practice* reflect the formal values and mission of your organization?

Collegiality

ORGANIZATIONAL
CITIZENSHIP

What I like about you

- ▶ Think about a co-worker whom you admire, or who you believe to be an outstanding colleague.
- ▶ Take a few seconds to think about what it is (e.g., qualities, characteristics, skills) that makes this person stand out in your mind.
- ▶ Write some of these in the chat box

Organizational Citizenship Behavior

- ▶ Helping behaviors
- ▶ Spontaneous and discretionary – “Above and beyond”
- ▶ Focused on creating more effective relationships, not on more effective task completion
 - ▶ “Supports the social and psychological environment in which task performance takes place.”
- ▶ In the aggregate, promotes the efficient and effective functioning of the organization.
 - ▶ Not a potluck

Organizational Citizenship Behavior

- ▶ “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization.”
 - ▶ -Organ, D. W. & Podsakoff, P. (2006) *Organizational citizenship behavior: Its nature, antecedents, and consequences*.

Examples, please?

- ▶ **1. Altruism/Helping**
 - ▶ E.g., voluntarily helping a colleague or patron in need of assistance
- ▶ **2. Compliance/Conscientiousness**
 - ▶ E.g., adhering to the spirit as well as the letter of the law
- ▶ **3. Sportsmanship**
 - ▶ E.g., tolerating trivial inconveniences without complaint
- ▶ **4. Courtesy**
 - ▶ E.g., consulting with others before taking action

Examples, please?

- ▶ **5. Civic Virtue**

- ▶ E.g., keeping up with matters that affect the organization

- ▶ **6. Organizational Loyalty**

- ▶ E.g., promoting the organization to outsiders

- ▶ **7. Voice**

- ▶ E.g., sharing constructive feedback and challenging the status quo in the interest of making positive change

Outcomes of high OCB

- ▶ OCB contributes to the health and success of the organization:
 - ▶ Reduced staff turnover
 - ▶ Encourages innovation and taking initiative
 - ▶ Increases staff and managerial productivity
 - ▶ Increases customer satisfaction
 - ▶ Reduces costs

Team members, how can you make this happen?

- ▶ Be a role model for new employees
- ▶ Reinforce the norm that being a good organizational citizen is “the way things are done around here.”
- ▶ Be the kind of colleague that you described earlier
- ▶ Keep the big picture –the mission of the organization -- in mind
- ▶ Be kind to yourself and others

Supervisors, how can you make this happen?

- ▶ You are your team members' most influential relationship at work!
 - ▶ Do you role model the behaviors you wish to see?
 - ▶ Are you genuinely interested in your employees?
 - ▶ Do you show appreciation?
 - ▶ Do you consider the goals, values, and opinions of individual employees?
 - ▶ Can you make the job as interesting as possible?
 - ▶ Do you provide regular feedback?

Supervisors, how can you make this happen?

- ▶ Hire carefully
- ▶ HIRE CAREFULLY
- ▶ Look for candidates who are pre-disposed to exhibit OCB
 - ▶ Concerned with the rights, feelings, and welfare of others
 - ▶ Positive, enthusiastic, determined
 - ▶ Take the initiative to influence their environment
- ▶ Sample Questions:
 - ▶ (Helping) Tell us about a time that you helped a new employee when he or she was struggling with a work-related problem.
 - ▶ (Voice) Tell us about a time that you shared your opinion with a supervisor about a concern that you had in a previous job. How did you approach the situation and what was the result?

Directors, how can you make this happen?

- ▶ At the end of the day, culture is on you.
- ▶ What do you reward? What do you value?
- ▶ Hire and train supportive supervisors -- select managerial leaders carefully!
 - ▶ Give staff autonomy to make decisions
 - ▶ Involve them in decision-making
 - ▶ Encourage them to interact with and help each other
 - ▶ Give them time to keep up
 - ▶ Fairly reward and recognize good work
 - ▶ Have fair and consistent policies and procedures

Indicators of organizational health

- ▶ Collaboration/teamwork
- ▶ Growth and development of the individual
- ▶ Recognition
- ▶ Employee involvement
- ▶ A positive, accessible, fair leader
- ▶ Autonomy and empowerment
- ▶ Appropriate staffing
- ▶ Skilled communication
- ▶ Safe physical work
- ▶ -Lindberg, P. & Vingarde,E. (2012). Indicators of healthy work environments – a systematic review. *IOS Press, 41*, 3032-3038.

Leadership

The L word

- ▶ “Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.” – Peter Northouse
- ▶ Leadership is:
 - ▶ A process
 - ▶ Involves influencing others
 - ▶ Happens in the context of a group
 - ▶ Works toward a common goal
 - ▶ Those goals are shared by leaders and followers (the mission of your library!)

Leadership

Formal Leadership

- ▶ Directors
- ▶ Administrators and Supervisors
- ▶ “Titled”

Informal/Emergent Leadership

- ▶ Not appointed or elected – emerge over time through interactions with the group

“When faced with a problem and you’re a member of a team, do you, at the appropriate time, step in and lead. And just as critically, do you step back and stop leading, do you let someone else? Because what’s critical to be an effective leader in this environment is you have to be willing to relinquish power.” – Laszlo Bock

https://www.washingtonpost.com/news/innovations/wp/2014/02/24/emergent-leadership-the-trait-that-smart-innovative-companies-look-out-in-employees/?utm_term=.7557c44c9a9d

Commitment

I WILL...

We are all adults here... right?

- ▶ We make assumptions about the way that adults should interact, but...
- ▶ **What kind of culture do you want to create?**
- ▶ Create a contract -
 - ▶ What are the ground rules for your library team?
 - ▶ Can you assume positive intent?
 - ▶ Can you find ways to say yes?
 - ▶ Are you treating your colleagues with respect?
 - ▶ Do your actions support the culture you want to create?

Write it down

- ▶ Put it on a post-it note
- ▶ What is **one thing** that you will do differently after today to help build the culture you want to create in your organization

Be patient. Be kind.

Rachel G. Rubin
rrubin@capital.edu
614-236-6360

I am a tiny potato

And I believe in you



YOU CAN DO THE THING