

# **New Ways of Working: Building Capacity and Working Better**

with Patricia Murray, Health Safety Authority

IoD Ireland Briefings Series: Sponsored by Accenture



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## Building Capacity: using psychological insights for working better

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# Outline of session

- Environment influences us. How?
  - what we see and hear? Or more?
- Adaptation - what makes it easier to adapt and what blocks it
- Behaviour change models – COM-B
- How to motivate:
  - harness the positives
  - reduce the negatives
  - increase resilience and reduce stress
- What are the key issues that an employer should be aware of & some practical steps and solutions going forward

# The individual

- Seeks pleasure
- Avoids pain
- Is cued by promises of both: identify a 'cue' in your morning so far
- Intrinsic V extrinsic motivation
- Promises – perceptual stories we hold dear – if A then B
- Memory cheats - context influences what, how and when
- We are sensing beings – emotions over-ride the intellect
- And social beings – attachment relations social norms prevail

# Environmental influencers

- Research-established knows:
  - Physical environment influences mood, performance, cognition
    - Mood influences social behaviours
    - Feeling relaxed makes us order our abilities better
    - Feeling 'able/confident' makes us more competent
    - High performance elicits higher motivations
  - Social environment influences the above
    - We are led by the social norm of group
    - We assess standards and learn by watching others
    - We engage when there is a similar other in our group

# Adapting: letting go <-> getting

- Differs for different personality types - motivational patterns
- Successful adapting (change management)
  - Depends on how it is introduced
    - Participation?
    - Involvement?
    - Agreement?
  - Who designed it?
  - Will we be able to *stay the same*
  - Will the change be positive or us
  - Then there's 'me' - is it a personal benefit?

# Workplace now

- Change 1 accepted and tolerated – huge global shift in psychological safety and wellbeing
- Change 2 is being accepted as a concept – the reality not realised yet, therefore ‘drag’: #f uncertainty and # fear
- ‘In this together’ or fragmented and in this separately? loss of interdependency/ cohesion
- Re-make the environment: Physical and social
- Focus on building attachments, reducing anxiety and isolation

# Building capacity amongst people

- New informal induction phase for all – rationale
- Refer to new elements of work(place) – rationale
- Note cyber/on-line past year – future focus a new model
- Incorporate implications of recent WFH learnings
- Investigate what people want – survey/discuss/listen/air (being heard and part of the new set up v imp)
- Incorporate implications and make recommendations for discussion – this also airs things, again, second filter
- Focus on solution seeking, time, socialize it and clarify all.
- Booking a restaurant\*



# Solutions – not stress

- Solution-focused approach -individual AND organisational
- Acknowledge *what will be done* and *what might be done*.
  - Focus on what you can control and how you can control it
- Plan – > document –> record : communicate
- Engage with people not system – language is a giveaway
- Informal –provide information and advance notice
- Formal – internal/external, for some issues – which?
- Success requires monitoring and reviewing in timely way

# Specific issues for Q 4 2021

- Forum for issues to be raised locally, informally in teams/ departments/ with HR
  - High awareness of issues arising so pre-empt them
- Highlight key differences between on boarding now and normal induction – expertise, relationships, knowledge, opportunity
- If an employee has issues – informal and formal routes open
- Is a record required of this process? Who should be keeping these records? In what form?
- Clarity clarity clarity – re-visit, review, renew: setting new norms for better work in various places

# Questions ?

# Thank you

## Questions & Answers Session



### Our Vision:

Healthy, safe and  
productive lives and  
enterprises

Health and Safety Authority

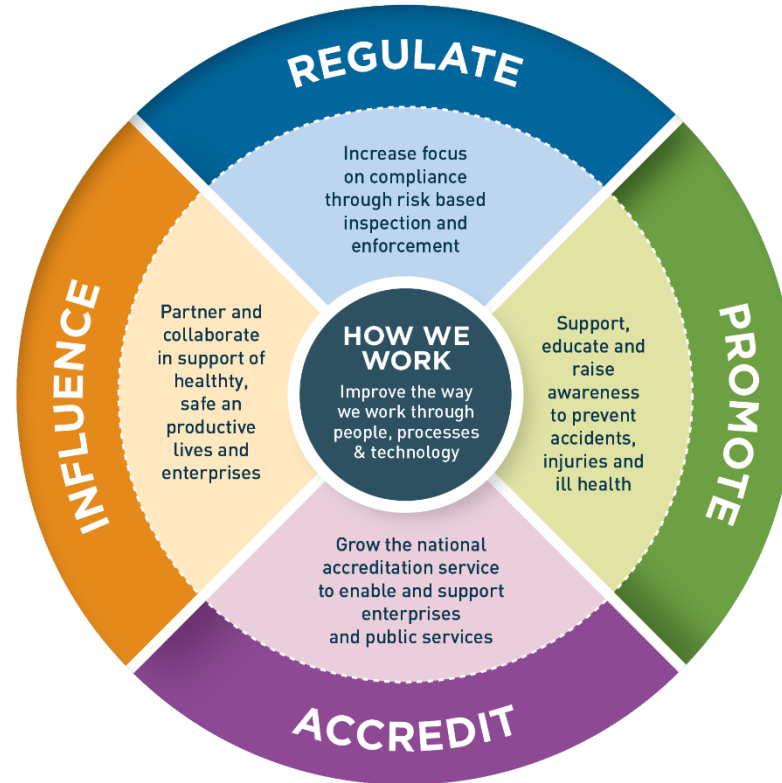
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The Authority's strategy for the period 2019 to 2021 sets out five strategic priorities which are set out below:



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