

OSLOMET

Assessing Cooperation in Organizational Cultures

A suggested tool for measuring and intervening on
interlocking organizational behavior

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Magnus Johansson

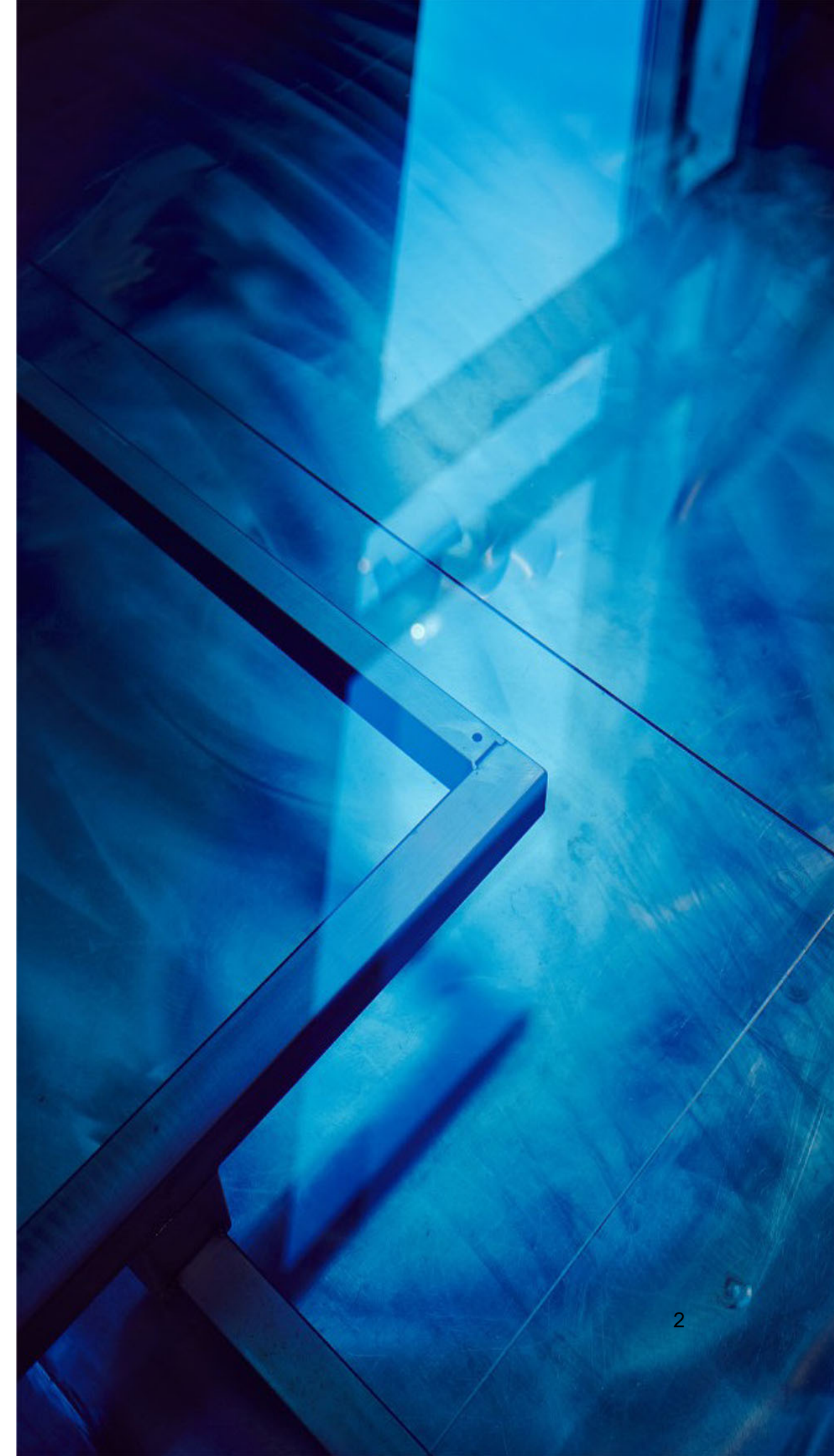
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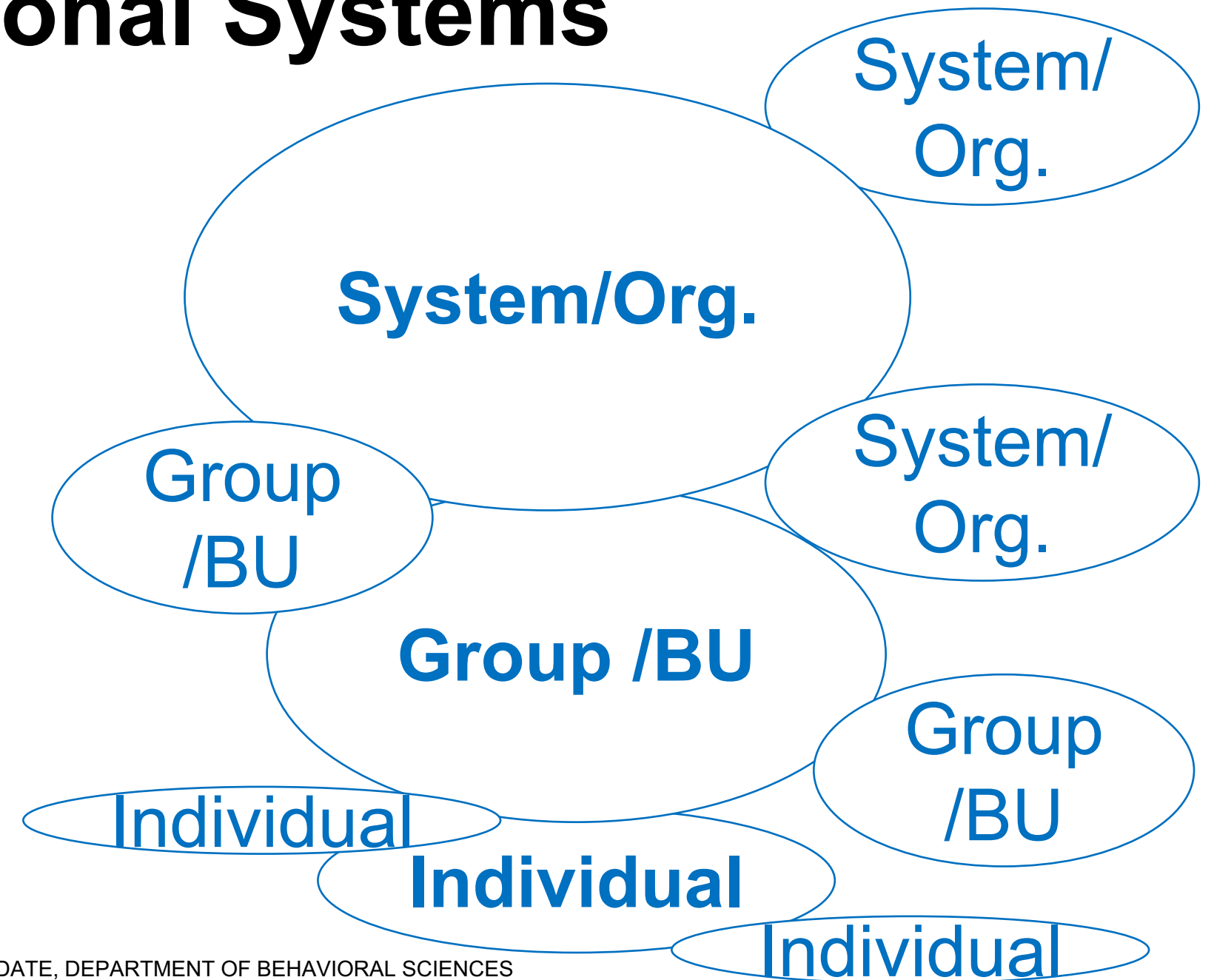


1. The need for ACOC

- The ACOC questionnaire is an assessment tool grounded in the science of behavior.
- It is the product of a multidisciplinary approach, at the crossroad between evolutionary biology, contextual behavioral science, economics, organizational theory and behavior insights.

1. Overview on Organizational Systems

- A social unit of people that is **structured** and **managed** to meet a **need** or to pursue **collective goals**.
- Organizations are goal-directed, boundary-maintaining, and socially constructed systems of human activity (Aldrich, 1979)
- Unit of analysis:



1. Evolutionary perspectives and selection

- **Variability** is an intrinsic tendency of open and complex systems and naturally occurs in the interplay of its members;
- In presence of variability, **selection** occurs when one or more of its properties assure a better environmental fit than the other(s).
- We may speak of **evolution** in the presence of a lineage of recurrent variability and selection processes, at the behavioral and symbolic dimensions (Jablonka, Lamb & Zeligowski)

Evolution in Four Dimensions

Genetic, Epigenetic, Behavioral, and Symbolic Variation in the History of Life

Eva Jablonka, and Marion J. Lamb
illustrated by Anna Zeligowski

revised and updated edition



SpringerLink

Human Relations

November 1997, Volume 50, Issue 11, pp 1383-1401 | Cite ...

The Evolution of Organizations: Suggestions from Complexity Theory About the Interplay Between Natural Selection and Adaptation

Authors

Authors and affiliations

Michael C. White, Daniel B. Marin, Deborah V. Brazeal, William H. Friedman

ORGANIZATIONS EVOLVING

by Howard E. Aldrich

London: Sage Publications, 1999

1. The diagnostic tool

From Common Pool Resources

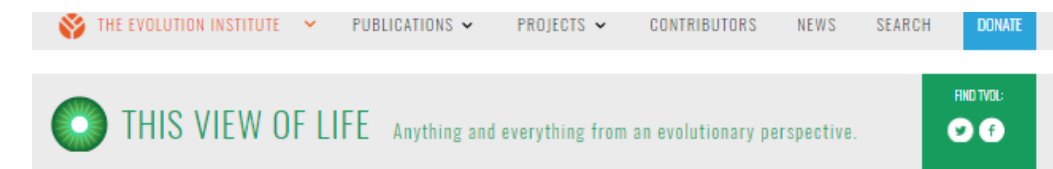
MANAGING

To Financial budgets and capitals

From Observational and Ethnographic Data

RECORDING

To KPI (KBI) and self reported measures



Calling all Business Owners—Take the Ostrom Challenge!

AUTHORS: David Sloan Wilson, Melvin Philo | IN THIS ARTICLE: Business | 0 COMMENTS



David Sloan Wilson is the SUNY Distinguished Professor of Biology and Anthropology at Binghamton University and Arne Næss Chair in Global Justice and the Environment at the University of Oslo

Do you own a business? If so, do you know about Elinor Ostrom? If not, then your business might not be performing as well as it could.

Ostrom was a political scientist who received the Nobel Prize in economics in 2009. She didn't study business groups. Instead, she studied groups that attempt to manage common-pool resources such as forests, pastures, fisheries, and irrigation systems. These resources are called "common pool" because they are available to multiple users. They are vulnerable to overexploitation since each user has an incentive to take more than his or her share. Conventional economic wisdom held that the only solutions to the "tragedy of the commons" are to privatize the resource (if possible) or impose top-down regulation. Ostrom compiled a database of common-pool resource groups and showed that some were able to successfully manage their resources on their own. Furthermore, she identified eight core design principles that made the difference between success and failure. Her achievement was so new against the background of orthodox economic theory that it earned her the profession's highest honor.



Melvin Philo is a graduate student in the Biological Sciences Department at Binghamton University.

So where does your business come in? It turns out that those eight core design principles aren't just needed by common-pool resource groups. They are needed by all groups whose members must work together to achieve common goals. And they are likely to be as new for you, a business owner, as they were to most professional economists.

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2. The Work-related Acceptance and Action Questionnaire (WAAQ)

- Originally designed by Bond et al. in 2013.
- It measures psychological flexibility (PF), a key construct of Acceptance and Commitment Therapy (ACT), at the workplace;
- PF has been found to be a determinant of mental health and behavioral effectiveness in the workplace;
- An “improved” version of the Acceptance and Action Questionnaire – II (Bond et al., 2011): more sensitive for changes in work related factors.

2. The Swedish Demand-Control-Support Questionnaire (DCSQ)

- A shorter and modified version of Karasek's Job Content Questionnaire (JCQ);
- Examines the relationship between job strain and health outcomes;
- Assesses (psychological) demands, (decision) latitude, and (social) support in the workplace;
- Compared with JCQ, DCSQ is shorter (17 items, while the item numbers of the corresponding three subscales in JCQ are 22 for the "core" version and 26 for the "full" JCQ) and has fewer dimensions.

2. The core design principles for the efficacy of groups (generalized)

- Originally formulated by Elinor Ostrom in 1990, further refined in 2010
- This work was so groundbreaking that Ostrom was awarded the Nobel Prize in economics in 2009.
- Multilevel selection theory
- Generability to broader/other groups than those just managing common resource pools (CRP)
- Can provide a practical framework for improving the efficacy of groups in the real world

3. The ACOC questionnaire

- Designed on Nettskjema (UiO)
- Introduction to the tool and purpose
- Demographics:
 - Age, seniority, education, gender (clustered)
 - Name, department and job function (free-fields)
- Confidentiality and right to forbear



3. WAAQ items

	Never	Rarely, in less than 10% of the chances	Occasionally, in about 30% of the chances	Sometimes, in about 50% of the chances	Frequently, in about 70% of the chances	Usually, in about 90% of the chances	Every time
8. I am able to work effectively in spite of any personal worries that I have *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I can admit to my mistakes at work and still be successful *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I can still work very effectively, even if I am nervous about something *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Worries do not get in the way of my success *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I can perform as required no matter how I feel *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I can work effectively, even when I doubt myself *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. My thoughts and feelings do not get in the way of my work *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. DCSQ items

	Not at all	Not really	Somewhat	Very much
15. Does your job require you to work very fast?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Does your job require you to work very hard?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Does your job require too great a work effort?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Do you have sufficient time for all your work tasks?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Do conflicting demands often occur in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

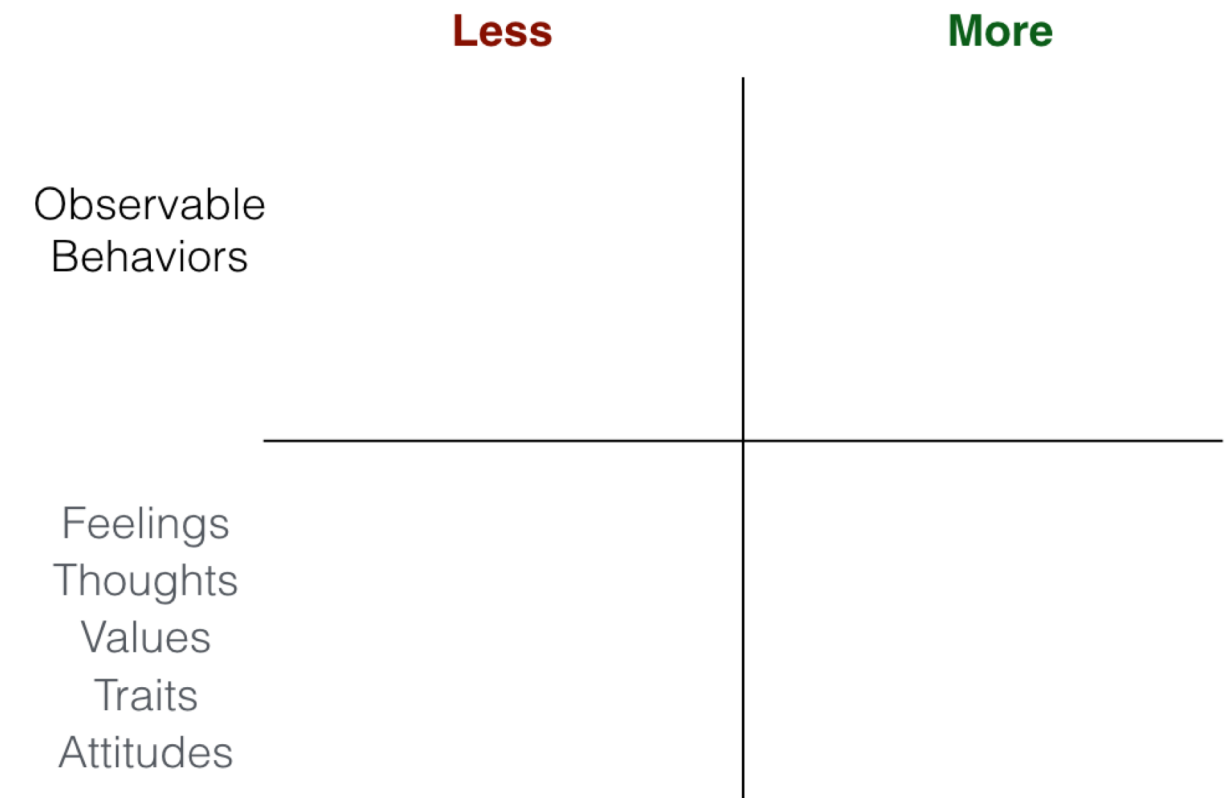
	Not at all	Not really	Somewhat	Very much
20. Do you have the opportunity to learn new things in your work?	<input type="radio"/>			
21. Does your job require creativity?	<input type="radio"/>			
22. Does your job require doing the same tasks over and over again?	<input type="radio"/>			
23. Do you have the possibility to decide for yourself how to carry out your work?	<input type="radio"/>			
24. Do you have the possibility to decide for yourself what should be done in your work?	<input type="radio"/>			
25. There is a quiet and pleasant atmosphere at my place of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. There is good collegiality at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. My co-workers (colleagues) are there for me (support me)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. People at work understand that I may have a "bad" day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. I get along well with my supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. I get along well with my co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. CDP items

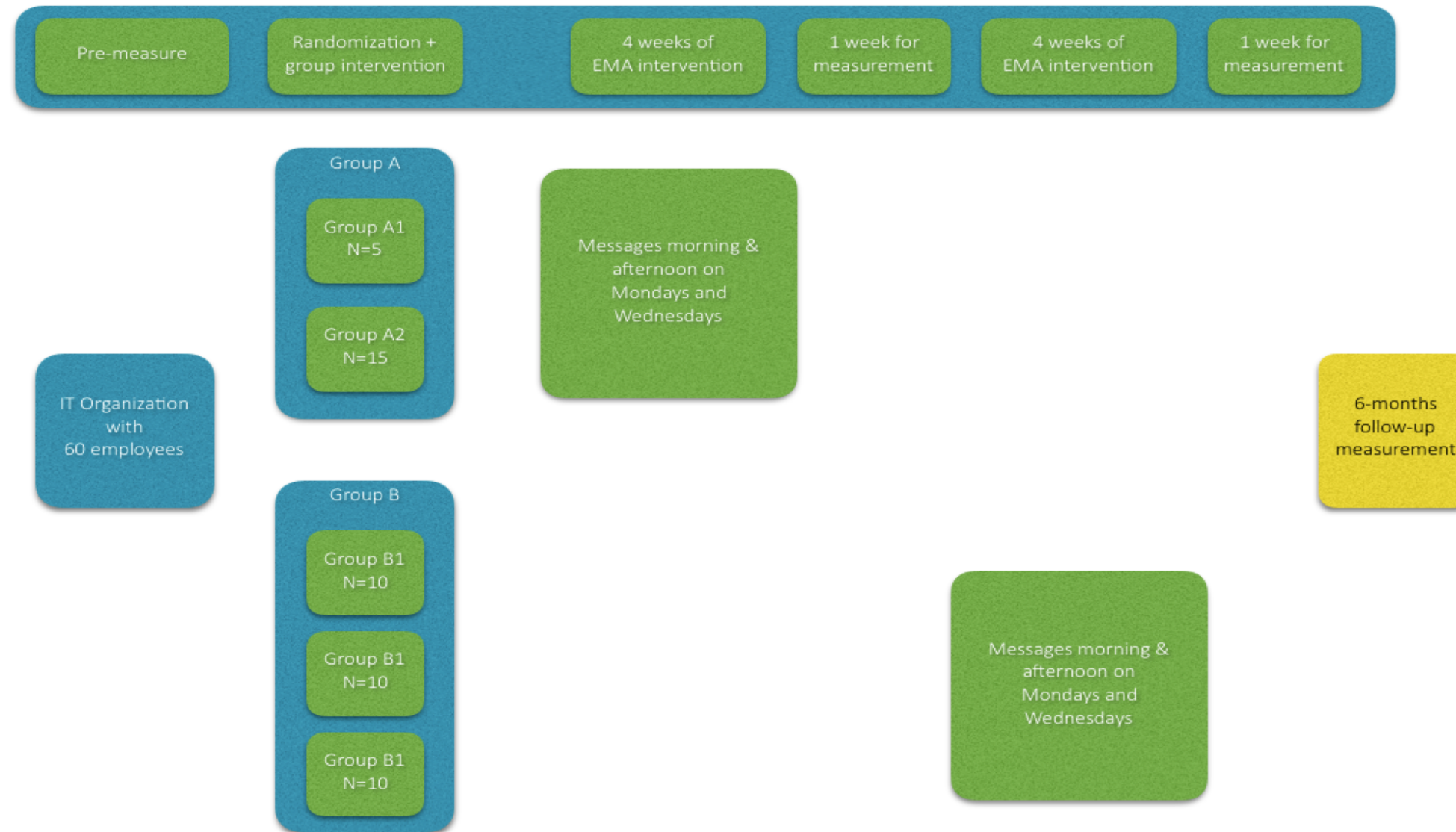
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
31. My group has a strong identity and understanding of its purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. My group is fair, meaning that there is a proportional equivalence between benefits and costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Choice arrangements are made collectively in my group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. My group is able to monitor itself and detect free-riders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. My group adopts graduated sanctions against transgressions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. There are swift conflict resolution mechanism in place, in my group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. My group receives minimal recognition for rights to (self)organize	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. The group I belong to can coordinate appropriately among other relevant or larger groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Methods for testing

- Participants: 60 employees and managers in an European IT Company
- Instruments: ACOC questionnaire
- Design: ABCDE, randomized to two conditions, interrupted time series



4. Intervention timeline



5. Limitations

- Originality vs. innovation;
- Sample size: from small to large;
- Sample location: from local to international;



5. Discussion

- To what degree does a cooperative organizational culture influence wellbeing and performance at work?
 - In other words, do we need to enhance cooperation?
- The usability and flexibility of the tool: one for all or tailored-made?
- The composition of groups: based on functional area/hierarchical level/location, etc. Any suggestions?
- The technological aspects of embedding nudges meant to promote collaboration within and between groups: State of the Art on User Interface Design.

5. The next steps

- Collaboration with a European IT firm headquartered in Rome
- Pilot test with a small (10employees) servicing company based in Oslo
- Paper writing with description of the tool and preliminary results from pilot testing.
- Please contact me whether you would like to collaborate on administering the tool and delivering the intervention: marco.tagliabue@oslomet.no

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Tack så mycket!



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