

# **Workshop: Support for organizations and teams**

Improving organizational climate, team performance, and workplace well-Being

Workshop Format - Sarah HOUDAS

# 1. Theoretical frameworks

## **Social Psychology: Understanding group dynamics**

One foundational model is Kurt Lewin's (1947) work on group dynamics. Lewin demonstrated that:

- An individual's behavior depends on the situation and their social environment.
- A team forms a "dynamic field": members' attitudes, emotions, and actions mutually influence each other.
- Changes are more effective when they involve the group rather than isolated individuals.

This means that improving collective performance or reducing tensions requires working on interactions, implicit norms, and how the team operates daily.

Another key contribution is **Social Identity Theory** (Tajfel & Turner, 1979), which explains that:

- Individuals define themselves through their membership in groups (department, team, company).
- The stronger the collective identity, the higher the engagement and cooperation.
- Poorly managed group identity can lead to interdepartmental rivalries, cliques, conflicts, or resistance to change.

In organizations, this model helps explain why some departments operate in "silos" and how to rebuild a shared sense of belonging.

## 2. Work Psychology: The Job Demands-Resources (JD-R) Model

The **Job Demands-Resources (JD-R) model** by Demerouti and Bakker (2001) is now essential for understanding:

- Stress mechanisms,
- Factors that promote motivation,
- Conditions that support sustainable performance.

This model distinguishes two key elements:

### ♦ **Job Demands**

Workload, time pressure, complexity, restructuring, role ambiguity...

→ When demands are too high without sufficient resources, they lead to stress, fatigue, decreased performance, and turnover.

### ♦ **Job Resources**

Role clarity, managerial support, autonomy, recognition, team cooperation...

→ The higher the resources, the greater the motivation, engagement, innovation, and well-being.

This model is particularly valuable for organizations, as it helps to:

- Identify risk factors,
- Act directly on performance levers,
- Guide workplace well-being (QWL) and psychosocial risk (PSR) policies.

# 3. Organizational psychology: collective effectiveness and team performance

## Organizational Psychology: Key concepts

### ♦ **Collective Efficacy** (Bandura, 1997)

This refers to the team's shared belief in its ability to succeed.

The stronger this belief:

- The more teams persevere,
- Innovate,
- Cooperate,
- And handle challenging situations effectively.

It is built through recognition, collective achievements, and constructive feedback.

### ♦ **Team Performance** (Hackman, 1987)

Hackman showed that performance does not depend solely on individual skills but primarily on:

- Team structure,
- Leadership quality,
- Coordination,
- Clarity of objectives.

### 3. Organizational psychology: collective effectiveness and team performance

He emphasizes three main points for a high-performing team:

- **Measurable and effective results,**
- **Member satisfaction,**
- **Sustainable improvement of collective capabilities.**

This is one of the most widely used models today in team-building initiatives and managerial transformation projects.

## 4. Organizational climate: understanding employees' experience

Research by **Schneider** (1990) and **Litwin & Stringer** (1968) shows that:

- Organizational climate reflects the **collective perception** of how the company operates (fairness, psychological safety, management style, communication...).
- A **positive climate** promotes motivation, creativity, and engagement.
- A **negative climate** increases conflicts, errors, staff turnover, and absenteeism.

These studies are essential for assessing internal culture and understanding why some teams perform better than others, even with the same material resources.

# Conclusion

These models allow us to:

- Identify the real levers for **improving climate and performance**,
- Understand the **dynamics** that influence **motivation** and **cooperation**,
- Develop **concrete, tailored**, and **scientifically grounded actions**.

They form the scientific foundation of supporting organizations and teams.

# **Practical workshop: understanding and improving organizational climate & team performance**

*Ready-to-use activities to facilitate with teams*

# 1. Targeted icebreaker: “Group dynamics in 2 minutes”

**Objective:** illustrate Lewin (1947) and identify implicit team norms.

## ♦ Instructions

In pairs, each person answers 3 questions:

- How do I take my place in a group?
- How do I behave when there is a disagreement?
- What do I need to collaborate effectively?

## Key points to highlight:

- Spontaneous roles (leader, facilitator, quiet member...),
- Tacit norms,
- Diversity of relational styles,
- How these profiles influence performance.

# **Workshop: “Organizational climate: quick assessment”**

**Objective:** enable participants to identify their own improvement levers.

# Mini questionnaire (10 items, 1–5 scale)

- ◆ **Work in sub-groups**

Each group identifies:

- 2 strengths
- 2 areas for improvement
- 2 realistic actions to implement within 30 days

- ◆ **Collective debrief**

Link the responses to the models:

→ JD-R, social climate, group dynamics, collective efficacy.

# Conclusion & action steps

The questionnaire provides an overall view of the work climate and helps identify the **priority levers to strengthen**:

- **Motivation,**
- **Engagement,**
- **Collaboration,**
- **And collective performance.**

Three possible action areas

## **1. Improve communication and transparency**

- Establish team rituals (15 minutes weekly),
- Clarify objectives and priorities,
- Promote regular feedback,
- Encourage the expression of differing viewpoints.

## **2. Strengthen job resources (JD-R model)**

- Clarify roles and responsibilities,
- Increase autonomy where possible,
- Support managers in their role,
- Recognize efforts and achievements.

## **3. Develop cooperation and cohesion**

- Conflict management workshops,
- Interpersonal communication training,
- Building a shared team identity,
- Cross-functional projects to break down silos.

The questionnaire results are a tool for understanding, but above all, a starting point to collectively build a work environment that is:

- ✓ healthy
- ✓ cooperative
- ✓ motivating
- ✓ high-performing
- ✓ human

The goal is not to point out problems, but to co-create sustainable solutions.