

Organisational Flexibility:

Building a Bridge to the Organisational Level

Anneli Gascoyne

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Overview

- Context & Aims
- From psychological flexibility ...
- ... To organisational flexibility
- Study 1: Results
- Study 2: In Progress
- Future steps ...?

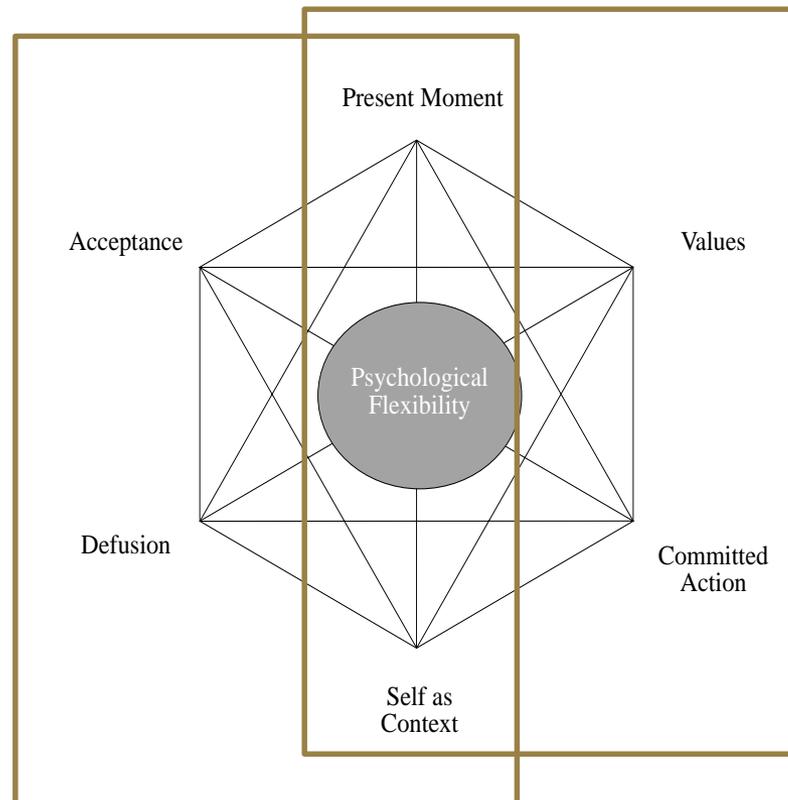
Context and Aims

- **Motivation Behind The Research**
 - My own background: organisational success not aligned with employees thriving
 - Frank Bond's conceptualisation of organisational flexibility
- **Prediction & Influence**
 - Organisational Effectiveness & Health
 - Individual Effectiveness & Health
- **Precision, Scope & Depth**
 - Measuring Organisational Flexibility
 - Across Organisations
 - Building the Bridge from Individual to Organisational

Psychological Flexibility

- Ability to focus on the present, and based on workable opportunities, take action in line with values, even in the face of difficulties
- Predicts behavioural effectiveness and psychological health
- Workplace interventions, typically based on Acceptance & Commitment Training (ACT)

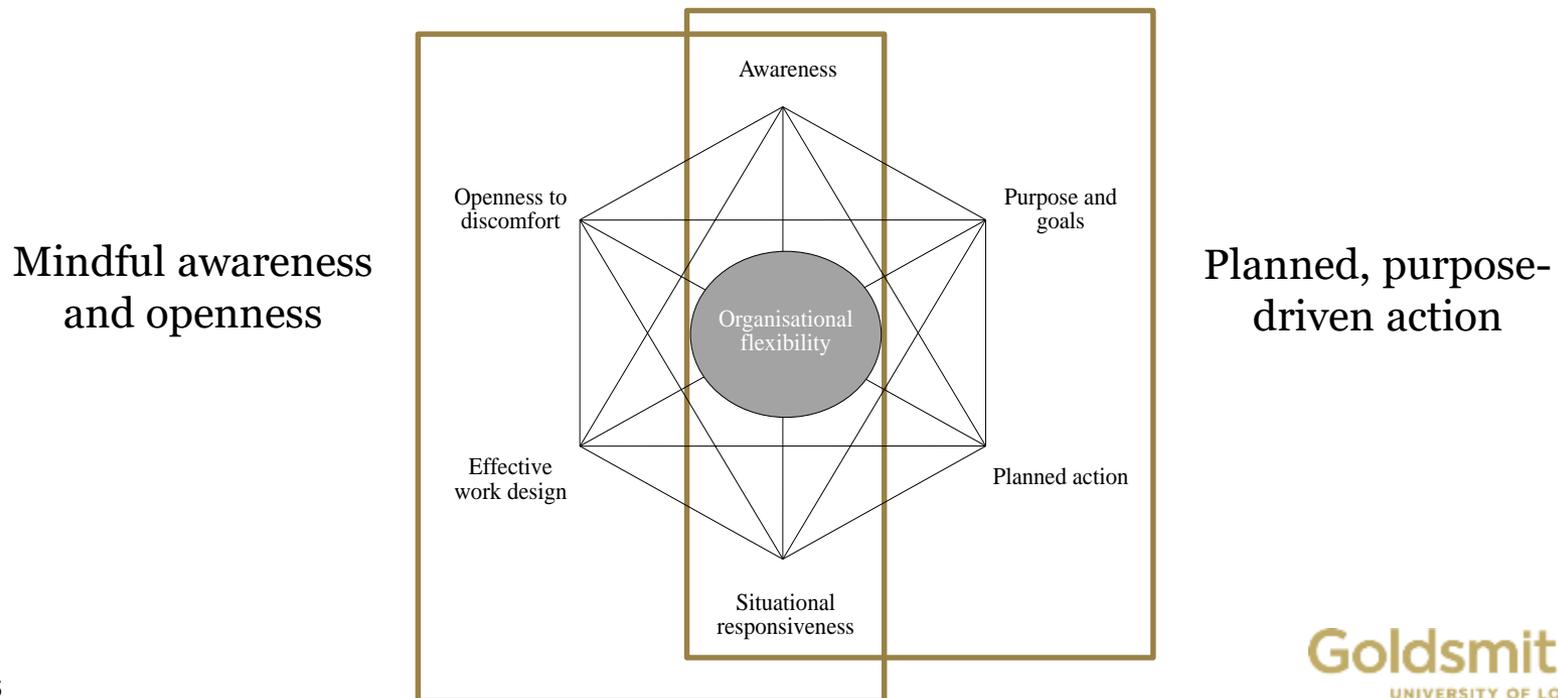
Mindful awareness
and acceptance



Committed, values-
based action

Organisational Flexibility

- Aware and open to the environment, and based on workable opportunities, able to take action in line with organisational purpose, even in the face of difficulties
- Hypotheses: predicts organisational and staff effectiveness and health
- Designed with influence in mind: organisational characteristics hypothesised to produce flexible, productive and healthy organisations



Research: The Initial Scale

- 33 items were developed and tested (expert review and general working sample, n = 300)
- Exploratory factor analysis indicated a single factor of 14 items, explaining 56% of variance
- Example Items:
 - My organisation trusts its people to make goal-driven choices, without always having to ask for permission first
 - People in my organisation share their work problems, in order to help each other find and apply solutions
 - My organisation treats mistakes as opportunities to learn, rather than finding someone to blame
 - My organisation gathers and learns from market feedback, even though doing so could lead to difficult changes

Study 1: Results (1)

What does Organisational Flexibility Predict?

Individuals

- Psychological Flexibility ($r = .33, p < .001$)
- Turnover Intention ($r = -.45, p < .001$)
- Job Satisfaction ($r = .57, p < .001$)

Effect Sizes (Cohen, 1988)

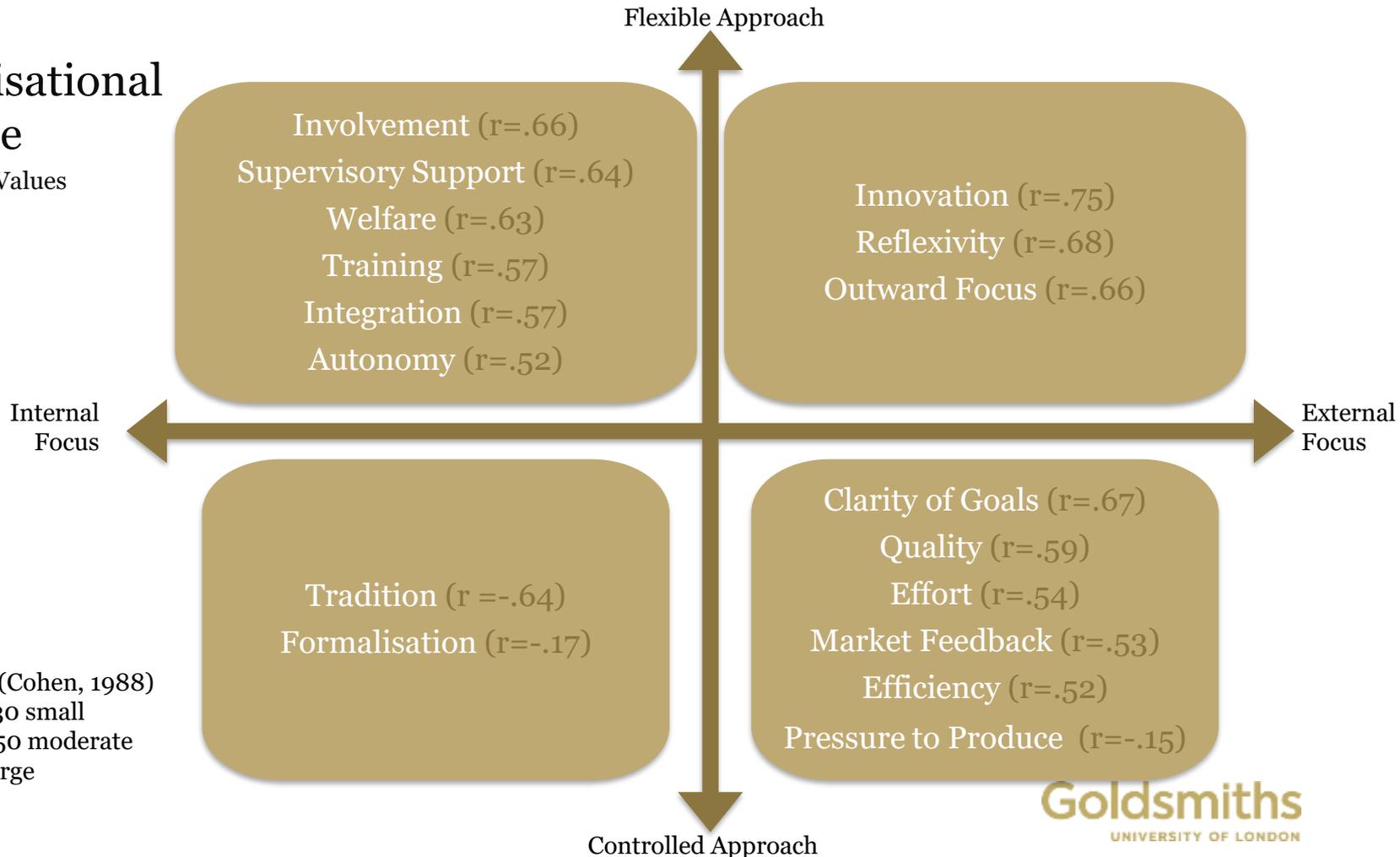
- .10 to .30 small
- .30 to .50 moderate
- > .50 large

Study 1: Results (2)

What does Organisational Flexibility Predict?

Organisational Climate

Competing Values Framework



Effect Sizes (Cohen, 1988)

- .10 to .30 small
- .30 to .50 moderate
- > .50 large

Study 2: In Progress (1)

From an individual-level understanding

Psychological Flexibility

Individual Perceptions
of
Organisational Flexibility

Job Satisfaction
Turnover Intention
General Health
Intrinsic Motivation
Organisational Performance

To an organisational-level understanding

Collective
Psychological Flexibility

Organisational Flexibility

Collective General Health
Collective Intrinsic Motivation
Collective Job Satisfaction
Organisational Performance

Study 2: In Progress (2)

- Confirming the Items in the Scale
 - 30 organisations
 - Multilevel confirmatory factor analysis
 - Reliability analyses
- Confirming the Validity of the Scale
 - Does it predict open-minded organisations, committed to shared purpose?
 - Does it predict organisational effectiveness outcomes?
 - Does it predict organisational health outcomes?
 - ... despite internal and external environmental change?

Future steps

- Org Flex Scale as enabler for future research
 - Exploring additional outcomes
 - Confirming results across contexts
- From assessing prediction, to assessing influence
 - Relationships with the six OrgFlex characteristics (and others)
 - Interventions

You can still join Study 2!

- What's in it for your organisation?
 - Receive a written report with insights and advice about your organisation's flexibility and implications.
- What types of organisations?
 - Organisations of all ages, sizes, industries and types
- What's required:
 - Sample of employees
 - 15 minute online survey
- Get in touch!
 - a.gascoyne@gold.ac.uk
 - orgflex.blogspot.co.uk

A photograph of a building's upper section against a clear blue sky. The building has a facade of vertical, ribbed metal panels. On the roofline, a large, white, illuminated logo consisting of the number '100' is visible. The '1' is a simple vertical bar, the '0' is a circle, and the second '0' is a stylized, curved shape. The lighting suggests it might be dusk or dawn.

100

Goldsmiths
UNIVERSITY OF LONDON