

EXERCISE 1

YOUR "PSYCHOLOGICAL CONTRACT" - IS IT STRONG OR WEAK?

Employees have a "formal contract" with the company they work for which stipulates conditions for employment, salary, etc. But employees also have a "psychological contract". It is called this because it is very seldom shared and it is visible neither to the employee nor the manager. This "psychological contract" states how much an employee can bring of herself/himself to work, such as her/his skills, personality, beliefs, values, etc. If the company's way of working and acting is in line with the employee's way of working and acting then you have a strong contract and the employee likes coming to work. The employee feels that she/he is in the right place for her/him, she/he feels needed and valuable. If not, you have a weak "psychological contract" with the individual who will neither "fight", "flee" nor "resign".

Purpose and objective

- To visualise our individual "psychological contract" and strengthen it if necessary. (It is up to the individual participants if they want to share their thoughts, although that is not the purpose of this exercise).
- At the end of this exercise you should know if your "psychological contract" with your company is strong or weak. You should also have personal ideas on what you would like to do to make it stronger.

Steps to take

1. Explain the purpose and objective of this exercise. Emphasise that it is an individual exercise and not something we will share with each other.
2. Hand out the worksheet "My Psychological Contract" to each individual. Ask them to read the instructions on their worksheet. Be prepared to answer any questions. To ensure everyone understands, explain what a "+", "-", or a "?" in front of each word on the paper means.
3. Set a time frame for completing the exercise (approx. 5-10 min).
4. When reviewing or reflecting on the exercise inform the participants of the following:

Research has shown that

- a. < 5 of "-" or "?" is a strong, healthy contract
- b. 5-10 of "-" or "?" is a warning signal.
- c. > 10 of "-" or "?" is weak and you are most likely in a "fight" or "flight" mode.
- d. The words under the heading "Ethics, Moral, Leadership" are most important because they represent the fundamental base for each individual to feel motivation and sense of meaning. Pay extra attention to your scores here!

Issues for reflection: What does YOUR "psychological contract" tell you? Is there anything YOU would like to improve? If your answer is "yes" what actions would YOU like to take?

5. Give everyone a few minutes to reflect individually on these questions. Emphasise once again the purpose and objective of this exercise. Be available and ready to respond to questions or concerns from the group or in a private discussion. NB! There are no "right" answers!

Time needed

You will need 20-30 minutes, including the introduction, exercise and reflection.

EXERCISE 1

MY PSYCHOLOGICAL CONTRACT

Mark with a + if your needs are being satisfied at work.

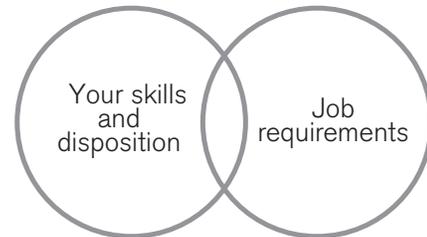
Mark with a - if your needs are not being satisfied at work.

Mark with a ? if you are uncertain.

Where do you stand?

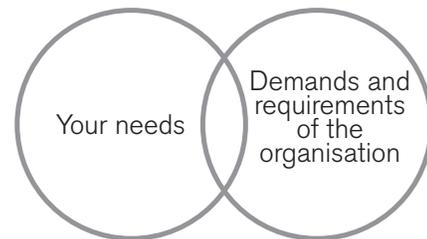
Knowledge, skills

- Personality
- Creativity
- Leadership style
- Performance
- Skills



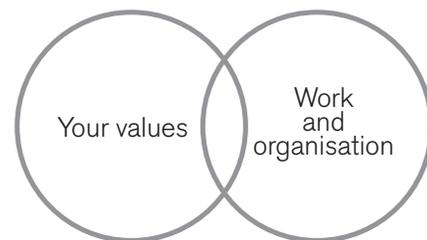
Involvement, enjoyment

- Rewards
- Relationships, feeling of belonging
- Responsibility
- Potential for development
- Potential to influence as an expert
- New challenges
- Freedom
- Fair treatment
- Authority
- Draw attention to performance
- Caring
- Handling conflicts



Ethics, morals, management philosophy

- Respect and dignity
- View of people
- View of the organisation
- View of co-determination
- Management philosophy
- Involvement in objectives
- Involvement in organisational changes
- Meaningfulness



What is right?
What is wrong?

NB! You don't have to share your results with anyone else, unless you want to!