

PSYCHOLOGY IN WORK AND ORGANIZATIONS

ROOTS OF THE PROBLEMS

Psychology of work and organizations

There may be a chain of problem to symptom: the same phenomenon can be both a symptom and a problem.

Usually different nature:

Symptoms: declining profits, poor sales, loss of market share….

Problems: may underline the symptoms: improper allocation of resources, vague or rigid strategies

Roots of the problems: neurotic executives, dysfunctional fantasies, defective interaction modes…



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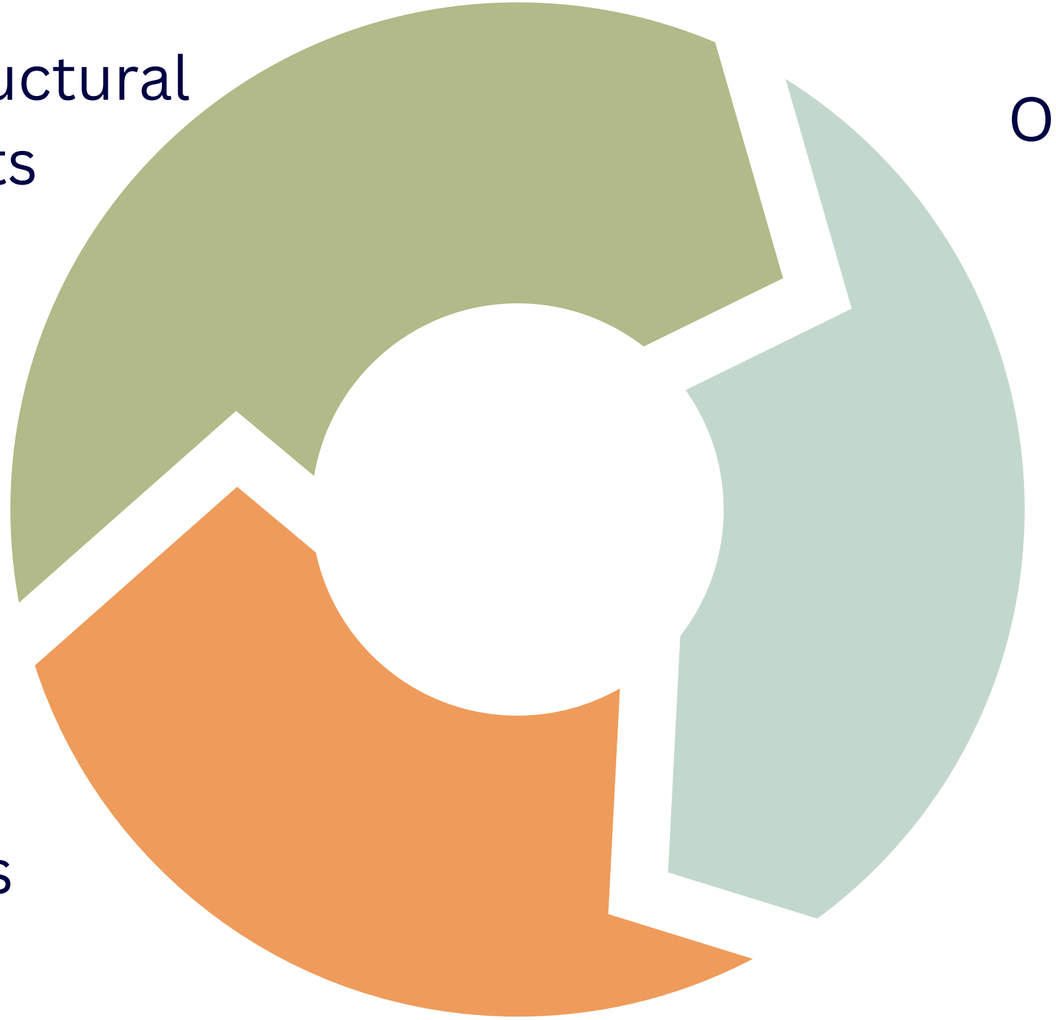
Analyze Structural Aspects

Observe internal functioning



Formulate Hypotheses

qualitative approach / qualitative-quantitative integration)

- Analysis of organizational documents
- Individual and group interviews
- Focus groups
- Direct observation of work processes
- Narrative diaries
- .....

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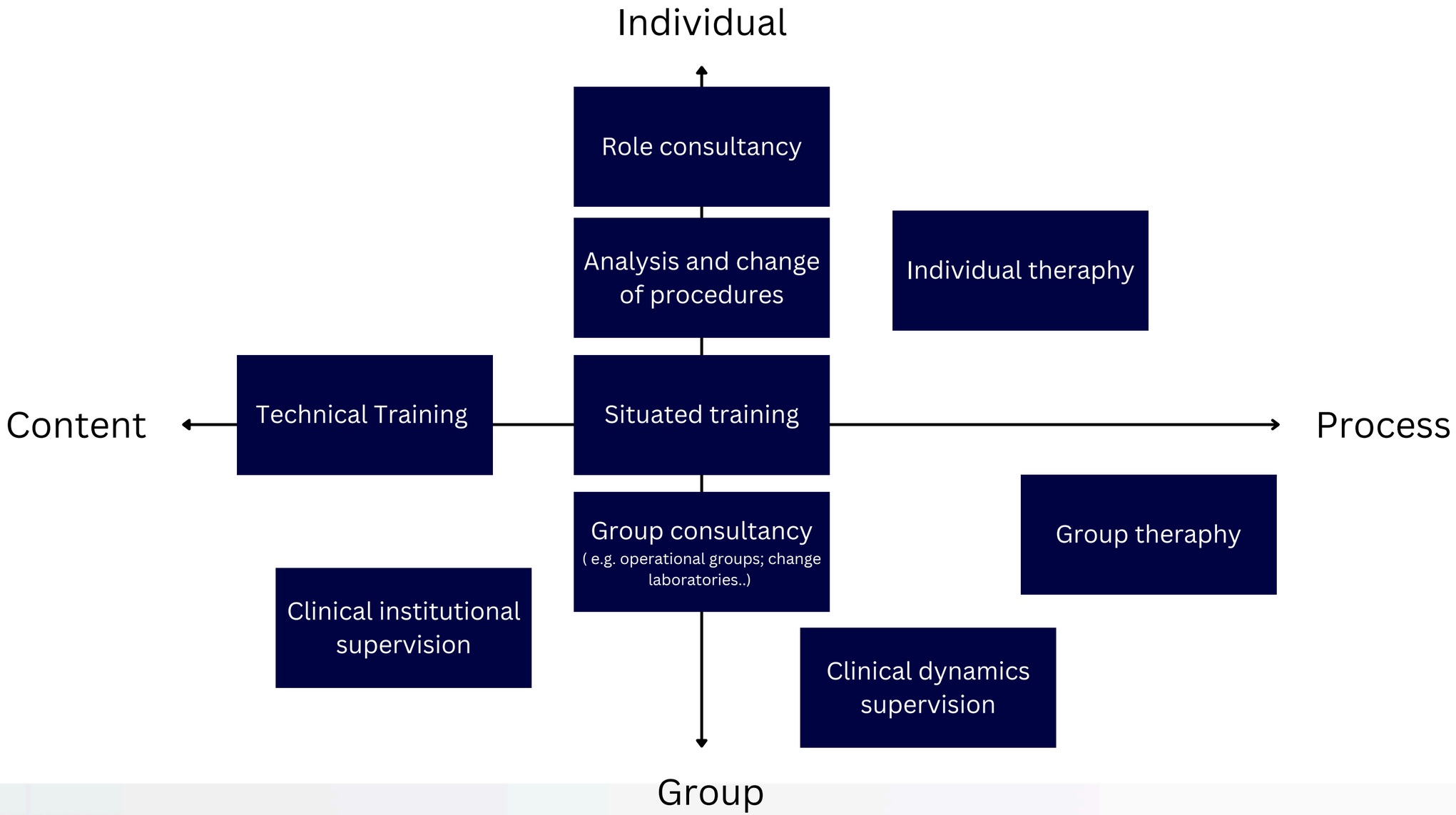

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What criteria can be used to identify the right intervention?

- **Address the real problem**: Interventions should tackle the root causes, not just the symptoms, while avoiding excessive resistance or unintended side effects.
- **Economic sustainability**: proposals must be feasible within the organization's financial and resource constraints.
- **Temporal sustainability**: Interventions should be deep enough to create lasting change, but also produce some positive results within a reasonable timeframe.
- **Institutional/political support**: Must be backed by organizational leadership to prevent frustration and ensure successful implementation

MAKE A PLAN

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- **Problem Focus**: clearly define and delimit the specific problem or issue that the intervention aims to address. Explain its relevance and the context in which it occurs.
- **Type of Intervention and rationale**: describe the nature of the proposed intervention and justify why this approach is appropriate. Highlight the underlying theories, evidence, or needs analysis that support your choice.
- **Timeline**: outline the duration and scheduling of the intervention. Indicate key milestones, expected completion dates, and any dependencies between activities.
- **Work Phases**: break down the intervention into sequential phases. Briefly describe the main goals and expected outcomes of each phase.
- **Resources Involved / Required**: Specify the human, financial, and material resources necessary to carry out the intervention. Include both internal and external stakeholders, tools, and infrastructures needed to ensure success.

