

DETOXIFYING WORKPLACES ETHICALLY AND HUMANELY

As health professionals, it is not only incumbent on us to be **role models of ethical behaviour and safeguard human rights**, but to also to help our clients **build ethical and humane workplaces**. This is after all where most working adults spend the bulk of their productive time. To enable positive outcomes, we need to upskill health care professionals in diagnosis and prognosis of toxic workplaces.

Toxic behaviour is defined as **behaviour that is harmful to an organization, including either its property, reputation, or people**. Toxic by its very nature implies that this behaviour is both contagious and bad for others. Prof Dylan's Minors team showed that if someone is influenced by toxic colleagues, that person is then 50% more likely to become toxic, too. One Cornerstone On Demand report found that good employees were 54 % more likely to leave when forced to deal with a toxic co-worker.

So, if it is so damaging, why is it so often ignored? Firstly, because of ambiguity: people are not sure if it's an issue, what constitutes toxicity, or who should address it. Secondly, because of the threat potential: implications for you and the person if you speak up. Silence becomes tacit approval, which becomes a slippery slope where more negative toxic behaviour becomes the norm. So, whilst the need to address toxicity is readily apparent, the ethical and human rights underpinnings need to be understood and managed in their complexity.

PROGRAMME OVERVIEW – TOTAL OF 15 ETHICS POINTS | R500 PER WORKSHOP | 6HOURS 20MINS PER WORKSHOP

Delegates need to **attend each module sequentially to qualify to move to next module**. These online workshops will be delivered through a blend of lectures, discussions, case studies, and interactive sessions. Participants will be encouraged to contribute actively, fostering a rich, collaborative learning environment.

Workshop 1: objectives for Introduction module (Individual focus – 5 ethics CPD points)

- ✓ Define toxic behaviour, its types, and the key elements of a toxic workplace.
- ✓ Understand the impact of toxic workplaces on individuals and organizations.
- ✓ Apply ethical principles. human rights and psychological frameworks to identify and address common toxic behaviours in the workplace.
- ✓ Understand the South African context and HPCSA guidelines relating to ethical workplace behaviour.
- ✓ Implement strategies to foster more diverse, equity, inclusive work environments.

Workshop 2: objectives for Intermediate module (Team focus – 5 ethics CPD points)

- ✓ Define psychological safety, and the key elements to combat a toxic workplace.
- ✓ Understand the impact of psychological safety on ethics, human rights, and whistleblowing. Also understand its impact at individual/organisational level.
- ✓ Apply ethical principles. human rights and psychological frameworks/tools for leaders/managers/consultants to foster psychological safety in the workplace (team level).

Workshop 3: objectives for Advanced module (Systemic focus – 5 ethics CPD points)

- ✓ Develop an understanding of the 3 systemic factors contributing to toxic workplaces and behaviours.
- ✓ Implement ethical, human rights and organisational psychology frameworks to design impactful strategies for toxic workplaces.
- ✓ Develop skills to advocate for ethical and inclusive workplaces within their workplaces.

THE FACILITATORS



Dr. Mark Orpen-Lyall is a registered Organisational Psychologist, with more than 27 years corporate experience. Prior to freelance consulting (Synenergy Consulting), he set-up the HR department at Allan Gray Ltd and then ran the Organisational Development department for 11.5 years. He has also worked as an internal HR consultant at Harrods London and Unilever South Africa.

His focus with clients is to create: "Purpose driven, people-centred organisations." He does this through training and/or Organisational Development interventions aimed at the: Individual (Future Fit staff and bespoke Leadership Development); Team (Team dynamics and psychological safety) and Organisation (People Strategy, culture, change management, engagement and wellbeing).

He has a deep passion for resilience having completed a Ph.D. longitudinal study in how to develop people's resilience. He is currently writing a book on resilience that combines the latest research, with personal stories and pragmatic toolkits.

He has trained resilience in very varied settings, from Neurosurgeons, to Portfolio Managers, Exco teams, IT project teams, Call Centre Operators and Administrative staff. This work has taken him to many parts of the world, including Canada, UK, Australia, Kenya, Ghana, and South Africa. In his spare time is an avid exerciser, prolific reader whilst being a proud parent to two university students, Greg and Skye. His website: www.synenergy.world provides a full breakdown of his services and articles he has recently written.



Patricia Oosthuizen draws on over 35 years of experience across corporate, employee wellness and mental health fields. Patricia's cross-pollination of experience situates her ideally for coaching individuals and teams in a variety of organizations. Her understanding of organizational systems is complimented by her in-depth clinical knowledge and therapeutic skill. Patricia is experienced in assessing the core difficulties restricting individuals and teams from achieving their potential and intervening in order to facilitate growth and expansion.

She is a qualified Clinical Psychologist, Business Coach (Results Neuroleadership Coaching Systems) as well as Career and Executive Coaching (Unisa), Psychoanalyst (Int. Psychoanalytic Ass.). She runs her own clinical private practice, is part of the Exco as Treasurer for the South African Psychoanalytic Initiative and has worked for organisations such as Old Mutual, as a lecturer for UNISA, UCT and Stellenbosch University, as a Managerial Consultant for ICAS SA and as the Group Practice Manager for Dr. Paul Strong & Associates.



Susan Turton-Botha is a registered Organisational Psychologist with the HPCSA, holding a Masters degree in Organisational Psychology from the University of Cape Town. She's an accredited Assessor and moderator and Certified Enneagram Facilitator. She also holds a Diploma from Henley Business School and various certificates in Business Agility and Design Thinking.

With more than 25 years within the Financial Services Sector as an HR professional and 29 years of corporate experience, she has previously held roles such as Head of Organisational Development, Strategic Change Management and Wellbeing. She currently works in the Human Capital team for Old Mutual Africa Regions. Having worn many hats in her career, she was also a part time lecturer and previously worked at Nedbank. Susan is passionate about business, people and team effectiveness.