

Strategies for Workplace Adjustment: Using the Stages of Socialization Model

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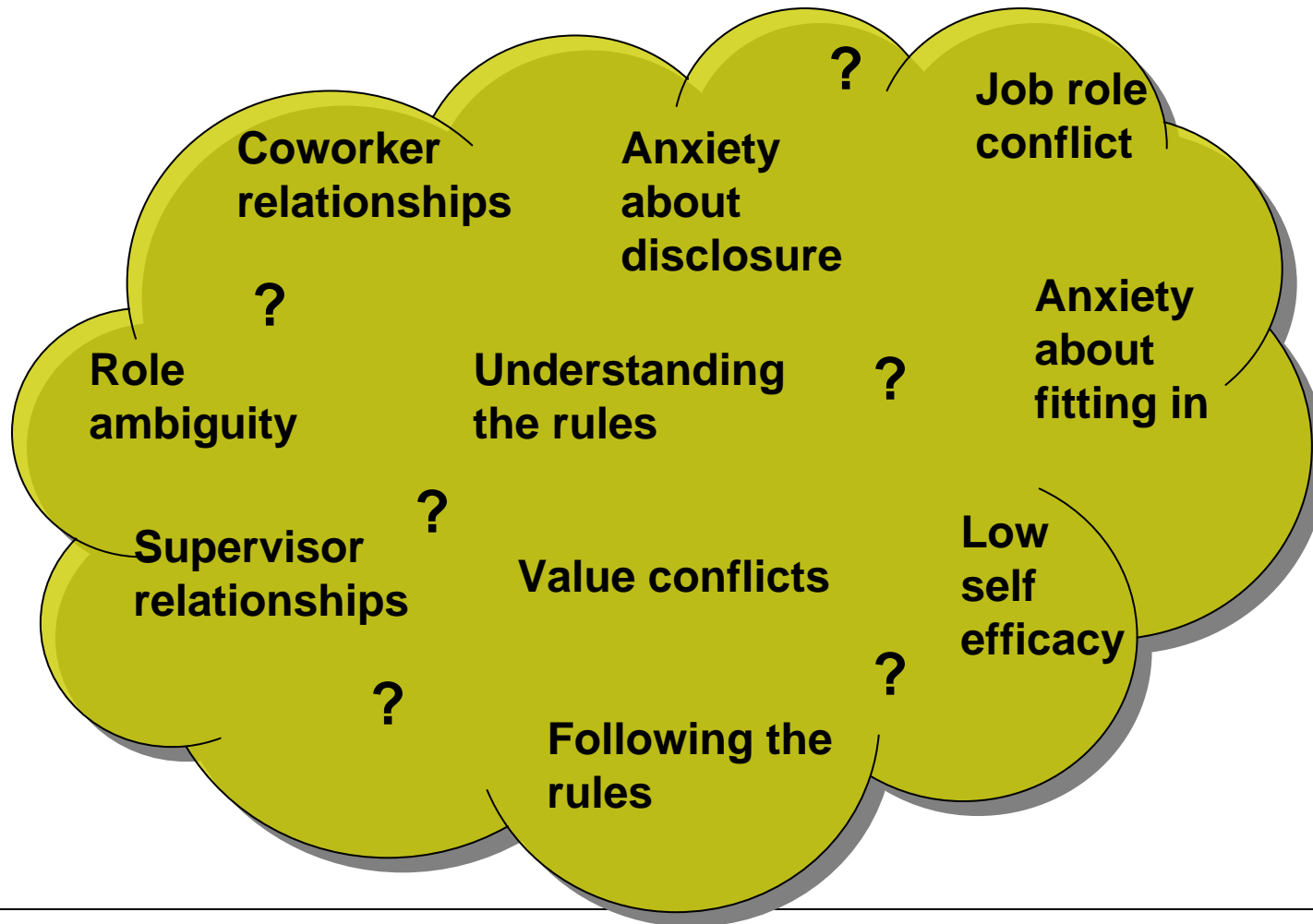
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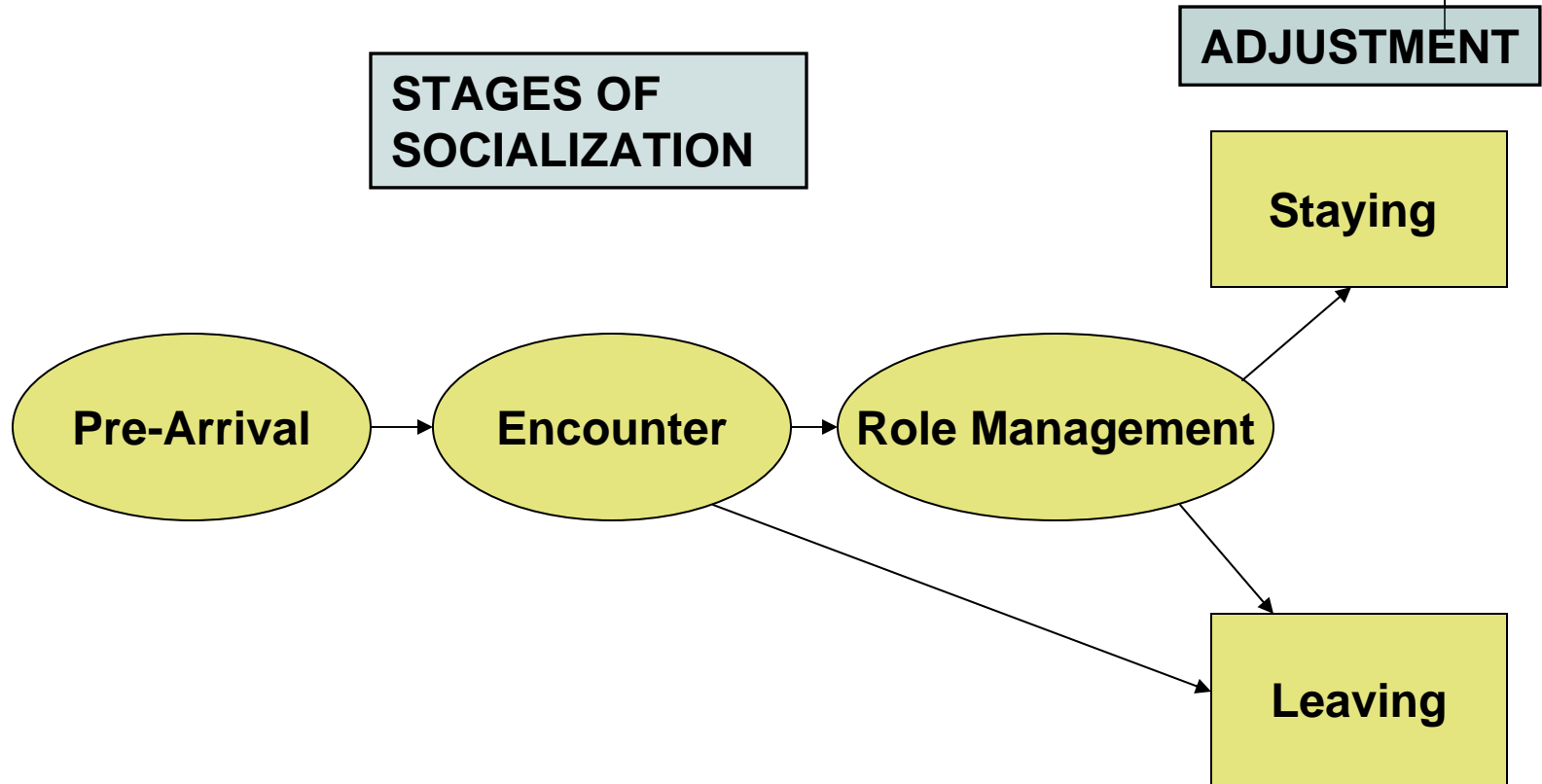
Stages of Socialization: Outline

- Adjustment Issues in the Workplace
- Stages of Socialization (SOS)
- Matching Expectations
- Using the SOS Model in Service Delivery

Types of Adjustment Issues



Stages of Socialization Model (SOS)



Pre-Arrival Stage

- Occurs prior to the first day on the job.
- Entails new employee & organizational expectations about what it will be like.
- Impressions form during the application and interview process
- Degree of initial match is anticipated
- Impressions form from previous experiences
- Impressions based on type of recruitment



Pre-Arrival Stage

The counselor should explore with the consumer before & after the interview

- His/her values, attitudes, & needs
- Expectations of job duties/structure
- Reward & cost expectations
- Expectations about coworkers and supervisor(s)
- Supervisor(s) & coworker expectations of him/her
- Disability/accommodations expectations

Pre-arrival Stage

The more realistic and aligned the expectations, the easier the transition moving from outsider to insider



Pre-Arrival: Case of Peter

Peter, a 35 year old male, who has a history of depression meets with you after accepting a job offer for a position you helped him find.

He says, “I’m going to start my job next week at the public library as a library clerk. I’m really looking forward to it especially after going through the interview. You know, when I met with the supervisor I told her about my disability as we discussed and explained my need to work in the afternoons. I followed your recommendation of explaining my strengths in working during the PM. She told me that working in the afternoon would be fine and that I could keep a steady schedule without shifting to the morning. I’m so relieved because I was worried they would shift me around to the morning like in my last job. You know I can’t work in the morning since my meds make me drowsy then. But now I don’t have to worry. Thank goodness.”

What kind of expectation is this?

Encounter Stage

- **Starts the first day on the job**
- **Newcomer learns about expectations both formally and informally**
- **May experience role ambiguity when expectations are unclear**
- **Newcomer and organizational insiders uncover discrepancies b/w expectations & reality**
- **Process of evaluation and negotiation occurs**
- **This stage continues until new employee either fits in or leaves**



Encounter Stage

The organization typically responds to a newcomer in one of three ways:

- Reinforcement
- Non-reinforcement
- Punishment

Encounter Stage

The counselor should explore with the consumer while transitioning into the job:

- Whether the expectations were on target
- Any discrepancies in expectations of his/her supervisor(s), coworkers, job, organization, rewards, disability, accommodations, etc.
- Feelings about these discrepancies
- Problem resolution in correcting discrepancies (consumer and employer)

Encounter: Case of Peter

You follow up with Peter a month into his job...

He says, “I’m starting to feel frustrated about my job. I was told that I could work afternoons but five times now my hours have been switched to the morning because of staffing problems. My supervisor keeps telling me the shifts are only temporary but my hours have been changed again for next week. I actually approached her to reiterate what we talked about when I was hired and she yelled at me saying if I could not be flexible then this would be a problem. One of my coworkers told me this happens all the time; in fact he said some employees have quit because of the constant switching around. This is really hard for me because I am so drowsy in the morning. I don’t want to get in trouble or quit but I’m getting stressed out and I don’t need that.”

What is the discrepancy?

How is the organization responding to Peter?

Role Management Stage

Occurs when the employee attempts to balance the expectation discrepancies. The client will either learn or not learn to manage his/her role. Results in leaving or staying.

- Process of negotiating roles may occur.
- Process of realigning expectations may occur.
 - Have any discrepancies that existed been worked out?
 - How did I (consumer) change?
 - How did my employer/ supervisor(s), my coworkers change?
 - How do I feel about these changes?

Role Management: Case of Peter (1)

After following up with Peter, you refer him to his psychiatrist to address his medications. Peter calls you two weeks after this appointment with an update.

He says, “Dr. Green was able to adjust my meds so I don’t feel as drowsy in the morning now. I take my medication just before bed instead of first thing in the morning. The good thing is that my symptoms haven’t gotten any worse. I was really worried about that. So working in the morning hasn’t been a problem. I think it will be okay working these hours. I can be more flexible now which is a good thing for this job. In fact, I told my supervisor I can be flexible and she really praised me for it!”

Was the discrepancy worked out?

Role Management: Case of Peter (2)

After following up with Peter, you refer him to his psychiatrist to address his medications. Peter calls you two weeks after this appointment with an update.

He says, “Dr. Green adjusted my meds but I am having more problems now. I take my meds just before dinner instead of first thing in the morning. I’m not as drowsy but I feel more depressed in the morning because the meds are wearing off. It’s really making me nervous when I go to work. I feel like I’m going to fail and like everyone can tell. I called in sick yesterday; I just didn’t feel good at all. I really don’t want to work in the morning. I’m really mad at my supervisor for lying to me during the interview. I would not have taken this job if I knew my schedule was going to be moved all over the place.”

Was the discrepancy worked out?

Signs of Newcomer Adjustment

- No absences at work / not quitting
- Showing up on Time
- Maintenance of good hygiene & appearance
- Enthusiasm when talking about work
- Calls job coach with updates doesn't wait for crisis to occur
- Makes a friend(s) and/or socializes at work
- Meeting job demands as expected
- Organizational citizenship
- Acceptance of doing undesirable tasks

Signs the Organization is Accepting Newcomer

- Positive performance review
- A salary increase
- A new job assignment
- Organizational secrets are shared
- Initiation rites confirm the passage to a new status
- Promotion

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Using the SOS in Service Delivery

- Walk through the expectations prior to and shortly after organizational entry
- Review behaviors that are reinforced, not reinforced, and punished by the organization
- Assess reality of expectations based on specific facts and observations of the work setting
- Identify discrepancies between expectations & reality
- Measure the level of importance of each discrepancy to the consumer
- Problem solve step-by-step those discrepancies considered to be more critical
- Involve the employer when possible after first addressing it with your consumer

Step-by-Step Resolution to Expectation Discrepancies

- Weigh the different solutions for critical discrepancies in relation to organizational reactions
- Have the consumer identify pros and cons of each solution
- Have consumer rate numerically the favorability of each solution in terms of feasibility and outcome
- Solidify the solution(s) of choice as it relates to staying or leaving the organization
- Design an effective tactic for approaching the supervisor (where, when, what, how, etc.)
- Implement solution and reevaluate over time

Matching Expectations

Pre-employment

Job Development

- Initial employer visit
- Job analysis
- Prior to interview
 - “Secret Shopper”
 - Job Shadow
- During the interviewing process
- Volunteer/Internship experiences

Matching Expectations

Post-employment

Orientation & Training

- During formal training
- During informal socialization
 - Time needed to become proficient in the job
 - “Earlier on is better for later on.”
- During post-employment support services

Matching Expectations

Who are the experts?

- HR representatives, frontline managers, coworkers (long and short tenure) , if possible a higher level manager, & former employees
- Other rehab professionals
- Client networking contacts
- Client following first day on the job
- Your own site visit observations

Matching Expectations

Realistic Job Preview

- A tool used by employers to educate job seekers about the workplace
- Portrays the strengths (rewards) and weaknesses (challenges) of the employment setting
- Allows job seeker to make educated decision about applying

Matching Expectations

Realistic Job Preview (RJP)

- Extends beyond the basic job duty requirements
- Comes in multiple formats depending on employer's capability
- Helps to reduce inflated expectations
- Helps to form coping mechanisms to avoid job failure and reduces anxiety

Types of RJP

- Video presentations
- Online video clips
- Online/hardcopy description/ brochures
- Work simulations
- On-the-job sample
- Automated job information telephone systems

Examples of RJP

- **Hope Enterprises:**
<http://www.heionline.org/job-preview.htm>
- **Shell:**
http://www.shell.us/home/content/usa/aboutshell/careers/students_and_graduates/useful_tools/realistic_job_preview/realistic_job_preview_tool.html
- **Bell South:**
www.bellsouth.com/employment/rjp/expect.html

Questions & Comments



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THANK YOU!

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