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The Effects of The Workplace Covenant™ at Frontier Communications Corporation: A Case Study

Abstract

The Workplace Covenant™ is a team-building tool designed to increase trust and commitment among all members of a work group, including the work group manager. The supervisory group of the Operator Services Department at Frontier Communications Corporation along with their manager was assessed to measure current levels of job satisfaction, workplace engagement, team communications, interpersonal relations, and performance. A consultant performed the Workplace Covenant™ team building intervention with the work group. Then, a final team assessment measured the success of the intervention.

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Executive Summary

Project Dates: November 2008 – April 2009

Project Scope

The Workplace Covenant™ is a team-building tool designed to increase trust and commitment among all members of a work group, including the work group manager. The supervisory group of the Operator Services Department at Frontier Communications Corporation along with their manager was assessed to measure current levels of job satisfaction, workplace engagement, team communications, interpersonal relations, and performance. A consultant performed the Workplace Covenant™ team building intervention with the work group. Then, a final team assessment measured the success of the intervention.

Schedule of Intervention

- Initial conversation with contact at organization (Mid-August 2008)
- E-mail interactions with contact (September 2008 – January 2009)
- Initial e-mail interaction with work group manager (January 2009)
- First assessment with work group manager and work group (February 2009)
- The Workplace Covenant™ intervention conducted (February 2009)
- Follow-up to The Workplace Covenant™ (March 2009)
- Final assessment with work group manager and work group (March 2009)
- Data analysis (March 2009)
- Presentation to client (April 2009)

Key Findings

- Members of the work group agree that expectations are clear;
- All members provided many examples of individual and group recognition provided by the work group manager;
- Work group members share common goals and a common purpose;
- Members believe the different strengths and skills of the individuals on the team are utilized well;
- All members agree that the group performs tasks/basic job functions well;
- Members of the work group agree that there are no opportunities for growth and/or advancement in the office or the organization;
- Team communication issues exist – for example, some individuals monopolize conversation while others do not feel heard;
- The work group members are not completely open and honest with each other about work processes and needs;
- Work group members sometimes avoid conflict within the work group;
- There are low levels of trust and support within the team from the work group manager's perspective and from the team members' perspectives;
- Inconsistencies among different supervisors exist regarding rule enforcement, addressing issues, and treating all direct reports the same;
- Supervisors need to set an example for their direct reports by "modeling the way";
- It is the perception of the work group that the manager generalizes and tends to avoid conflict;

- The work group manager does not fully delegate or share her workload.

Part A: Background and Organization of Report

Many top organizations are concerned about losing their best employees. Employees typically leave their managers rather than their organizations. They often do this is because of the relationship, or lack of relationship, that exists. A lack of trust, communication, fair treatment, and appreciation between the employee and manager contributes to high levels of stress and low employee morale, and is the main contributor to employee turnover.

Considerable research suggests how to improve the employee/manager relationship. Most of it has shown that positive relations between employees and supervisors have a direct impact on employee satisfaction and organizational commitment. This is because a good work environment is often much more important to an employee than monetary rewards, such as his or her current level of pay. Because managers are the employees' direct link to the organization, managers have the power to create an engaging work climate that can have an invaluable effect on the employees' commitment to the organization and their productivity levels.

While high-quality employee/manager relationships have positive effects on an employee's overall well-being, poor relationships can have a devastating effect. Specifically, a poll of 1,000 U.S. adults in March 2007 found that "44% of American workers have worked for a supervisor or employer they consider abusive" (Employment, 2007, p. 2). Employees who consider themselves stuck in an abusive relationship with their supervisor experience more exhaustion, job tension, nervousness, depressed

moods and mistrust. Further, these employees are less likely to take on additional citizenship tasks, such as staying late or working during weekends. Finally, they are generally less satisfied with their jobs. In fact, poor relations with direct supervisors are one of the main reasons employees seek employment elsewhere and may contribute to considerable turnover (Employment, 2007).

One way to work toward developing a positive relationship between employees and their direct supervisors is to perform a team intervention such as The Workplace Covenant™. The Workplace Covenant™ is one of many workplace intervention tools, and this one is designed specifically “to help any professional relationship increase respect, trust and partnership” (Silver, 2008, p. 67). According to Silver (2008), the creator of the Workplace Covenant™, “the program helps take good relationships and make them great; and repairs broken relationships so they can be effective, satisfying and productive”.

The following report details a case study of the Rochester Operator Services Supervisory Group and their Manager at Frontier Communications Corporation. The study was conducted in an effort to measure the effects of The Workplace Covenant™ on such areas as job satisfaction, workplace engagement, team communications, interpersonal relations, and performance. The quantitative (numerical) portion of the Supervisor assessment measured levels of these qualities before and after The Workplace Covenant™ was conducted. The qualitative (short answer) portion of the Supervisor Survey and the Manager Survey (also conducted pre and post intervention),

sought to gain a better understanding of the specifics related to the five areas measured.

The report contains seven sections:

- **Part A:** Executive Summary
- **Part B:** Background and Organization of Report
- **Part C:** Introduction and Methodology
- **Part D:** Key Messages and Results
- **Part E:** Conclusion and Recommendations
- **Part F:** References
- **Part G:** Appendices

Part B: Introduction and Methodology

Introduction

Most people who experience low morale in the workplace blame leadership or their immediate boss. In fact, the most common reason that employees quit their jobs is a poor relationship with a direct supervisor. A loss of confidence in leadership follows when people believe that those in charge do not know what they are doing, do not care about employees, or are fundamentally dishonest (Reina & Reina, 2006). On the other hand, treating employees considerately and truthfully, providing social support, and providing inspirational motivation and intellectual stimulation are the qualities most associated with good leadership. Organizations clearly yield benefits from this. Specifically, workers with good leadership are 40 percent more likely to be in the highest category of job well-being (for example, low rates of symptoms like anxiety, depression, and job stress, that lead to health-related reductions in performance) (Reina & Reina, 2006). These positive health-related behaviors, which will affect an organization's bottom line productivity, are only some of the benefits that organizations reap from improved management and leadership.

Employee/Manager Relationship

Managers and supervisors should be motivators, innovators, and leaders, who inspire the team members they supervise to achieve great things. These managers understand how to treat employees fairly and with respect, and more importantly, understand why it is important to do so. Managers who display these behaviors help

develop new leaders for the organization who will follow the example set for them (Goleman, Boyatzis, & McKee, 2002).

On the other hand, poor managers lead by fear, mistrust, and deceit. Employees who stay in this situation are often unhappy with their work environment, or worse, adapt to, reinforce, and repeat this negative cycle. Some of these employees will eventually move on to manage employees and will continue this pattern of poor management with even poorer results. Those who cannot adapt to this environment are likely to leave (Covey, 2006).

Effects of Relationship

Kurt Lewin was one of the first researchers to study group dynamics, organizational development, and action research. His research led to many theories that are still used today involving job satisfaction, group work, democratic leadership and participative management. The democratic leadership style is also called the participative style as it encourages employees to be a part of decision-making. The democratic manager keeps his or her employees informed about everything that affects their work, and shares decision-making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision. According to Weisbord (1987), "Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale." Typically the democratic leader develops plans to help employees evaluate their own performance; allows employees to establish goals; encourages

employees to grow on the job and be promoted; and recognizes and encourages achievement (Weisbord, 1987).

Many contemporary authors have built on Lewin's ideas in order to show evidence of the effects of the democratic leadership style on individual employees and teams. Authors such as Terry Bacon, Stephen R. Covey, Stephen M. R. Covey, Patrick Lencioni, Daniel Goleman, Robert Whipple, and Marcus Buckingham and Curt Coffman link effective leadership behaviors to positive employee outcomes including job satisfaction, workplace engagement, team communications, interpersonal relations, and performance.

Defining The Workplace Covenant™

Trust, respect, commitment, and mutual understanding are important for a high performing work group. Dysfunctional behavior in the workplace has a negative impact on productivity, morale, retention, profits and wellness, both of the company and individual employees. When a group dialogues, or spends time talking about and agreeing to a set of normative standards and behavioral expectations, the end result is a closer partnership between employees and management that increases commitment and engagement. Building trust in relationships between employees and management helps the workplace to operate more effectively, serving as a source of enduring advantage for an organization (Mai & Akerson, 2003).

Workplace relationships are critical to the effectiveness of any organization. Relationships affect engagement, morale, customer service, and ultimately, they affect

job performance. Improving workplace relationships is a business imperative that is key to organization effectiveness (Silver, 2008).

Team-building programs are one approach to improving workplace relationships. This is because team building can improve motivation, cohesiveness and productivity in a group. In particular, team building can get a group to work together, achieve goal alignment, improve organizational productivity, and improve employee satisfaction and retention.

However, many team-building interventions merely scratch the surface when it comes to providing real organizational results. This is because “team-building” is a generic term that is, at times, lumped in the same category with games, office outings, and morale-builders. In reality, there are usually deeper issues regarding trust and work group process than many of the “touchy-feely” exercises can address that lie beneath the surface, and a more structured, procedures-based intervention yields better results in changing behavior (Bacon, 2006). With this reasoning, a true team-building intervention should have clear goals and objectives and realistic time investments by the company.

The Workplace Covenant™ program is a structured, facilitated, workshop designed to bring together two parties (manager-staff) in a non-adversarial process to dialogue, negotiate, and agree on how both parties can work effectively together to increase efficiency and productivity. The goal is for each party to develop an agreement that outlines how they will behave in relation to one another. These “Covenants” are then used as a means to continually ‘check in’ in on the relationship, ensure both

parties are on track, and as a result of this process, alignment, respect, trust, communication and partnership are all strengthened (Silver, 2008).

The work group in this study used the Workplace Covenant™ to create a safe atmosphere that allowed all participants to openly and honestly dialogue about their workplace and team. The team developed contracts of mutually agreed upon standards of behavior to which they may hold each other. In the future, they can use these documents as guidelines to conduct all orders of business. As the team regularly revisits the contracts, they can ensure that they are practicing the agreed upon behaviors or members can then modify their behaviors if they are not.

Manager and Work Group

The work group studied was the manager and supervisory group of the Operator Services department at Frontier Communications Corporation (Frontier) in Rochester, New York. Frontier is a telecommunications provider that operates in 24 states and provides service to approximately 3.0 million access lines and high-speed Internet subscribers, serving primarily rural and suburban areas.

The supervisors coach, develop, and discipline employee teams consisting of up to 25 front-line telephone operators and senior operators. The office runs 24 hours a day, 7 days a week, 365 days a year, and some members of the supervisory group are present during most A and B shifts, including the A shift on Saturdays. Their job responsibilities include tracking and evaluating employee work performance on a daily basis and providing feedback and instruction through monthly reviews and yearly appraisals; handling personal employee matters such as family emergencies, legal

matters, scheduling conflicts, and medical restrictions; and managing the office to ensure customer service levels mandated by the Public Service Commission are met. The office in which they work is a structured call center with high levels of turnover and low levels of employee morale.

The work group manager has been an employee with Frontier for 22 years, and has been in her current role for the past 8 years. The team consists of four supervisors: one employee has been with the company for 19 years and in his current role for 10 years; another employee has been with the company for 17 years and in her current role for 10 years; the third employee has been with the company for 8 years and has been in her current role for 6 years; and the fourth employee has been with the company for 6 years and in her current role for 5 months. Although most of the team has been together for quite some time, the addition of a new team member gives them the opportunity to revisit the utility of old practices and procedures. It is also an opportunity to address some of the issues present that long-term members may tend to overlook or allow to remain unaddressed.

The relationship between the supervisors and their manager is relatively stable, with the exception of a few issues on the side of the manager as well as from the supervisors' perspectives. Being involved in this study will give the team the chance to identify and address any work place issues any of them may be experiencing in order to promote more trust and cohesiveness within the group. The work group agreed to take part in the study in order to help improve the group dynamic and also to advance knowledge in the field.

The study focused on the relationship between manager and employee and the effects of The Workplace Covenant™ on that relationship. Areas of focus included job satisfaction, workplace engagement, team communications, interpersonal relations, and performance. These areas were assessed before and after conducting The Workplace Covenant™ intervention to measure its effectiveness.

Methodology

Study Design & Participants

I collected quantitative and qualitative data for the assessment in this project. The assessment measured the work group's levels of job satisfaction, workplace engagement, team communications, interpersonal relations, and performance both before and after a consultant performed The Workplace Covenant™ intervention.

One work group manager and four supervisors, which were the manager's four direct reports, completed the assessments, for a 100% participation rate.

Data Collection Method

The work group manager responses were collected during interviews before and after the intervention. The work group supervisors' responses were collected during two focus groups, one of which I conducted before and the other after the delivery of The Workplace Covenant™.

Workplace Covenant Intervention

On January 28, 2009, an interview was performed with the work group manager, and a focus group was conducted with the work group to assess perspectives in regards to job satisfaction, workplace engagement, team communications, interpersonal

relations, and performance. Four workdays later, The Workplace Covenant™ was conducted with the work group and manager in a half-day session. A two-hour follow-up to The Workplace Covenant™ took place on February 25, 2009. The final assessments were conducted during an interview with the work group manager and a focus group with the work group on March 20, 2009.

Basis of Project

The job satisfaction portion of the quantitative study was based on a measurement tool developed by Tsui, Egan, and O'Reilly (1992) that used six items to form an index that describes overall job satisfaction. The workplace engagement portion of the quantitative survey was taken from a Gallup survey focusing on measures of employee perceptions towards work (Buckingham & Coffman, 1999). The team communications, interpersonal relations, and performance portions of the quantitative survey were derived from a study published in *The British Journal of Management* that focused on a teamwork survey instrument conducted with management teams (Senior & Swailes, 2007). Other areas of importance were then identified through qualitative data gathering conducted by the individuals who developed them with thousands of employee and management groups. These areas of importance directly tie into the purpose of The Workplace Covenant™: to develop workplace relationships based on respect, trust, and partnership; to gain employee commitment; to improve team communication, cooperation, and productivity; and to retain staff.

I developed all of the items used to interview the supervisors and the manager to gather more detailed information from the participant's responses to the quantitative

items. Thus, the quantitative study responses identified themes, while the qualitative studies sought the thoughts and feelings behind those themes.

Part C: Key Messages and Results

Data Collection

The quantitative data were collected to measure the supervisors' levels of job satisfaction, workplace engagement, team communications, interpersonal relations, and performance before and after The Workplace Covenant™ intervention was conducted (See Appendix B for raw data). Since there were only four respondents, the data was viewed for consistency of responses among participants, as well as changes in responses before and after the intervention.

The qualitative data were collected to expand on themes identified through the quantitative data collection. The survey questions were formed around the ideas presented through the quantitative items. The following information was found:

Job Satisfaction

Quantitative responses in this category were relatively unchanged from pre to post intervention assessment. However, satisfaction with the relationship between coworkers changed from inconsistent responses to consistent, positive responses. The standard deviation between responses to this question during the pre-assessment was 0.83, and the standard deviation between responses of the post-assessment was 0. This shows that participant responses to this question varied before the intervention but did not after. Specifically, before the intervention one participant was dissatisfied with the relationship between co-workers; one was neither satisfied nor dissatisfied; and two were satisfied. After the intervention, all respondents were satisfied with the

relationship between co-workers. This may have been due to the fact that the intervention gave the team the opportunity to discuss their individual needs, as well as what the group needs from the manager and vice versa.

This change is illustrated in the qualitative data:

Question: Please describe your overall satisfaction with your coworkers.	Pre-Intervention	Post-Intervention
	"Fine."	"Fine."
	"Depends on the day. They are easy to bounce ideas off of most of the time."	"Good mix of personalities – satisfied. Think we work pretty well together."
	"Fair. Challenging. Cannot stand the 'I don't care' attitude."	"We all have our 'things' but overall I enjoy working with Mary, Kathy, and Mark."
	"Good, but open and honest communication can be lacking."	"It's gotten better."

The work group manager's responses included overall satisfaction with the work group, focusing on the strengths of the individuals within the group. For example, the manager's response to a question regarding overall satisfaction with the work group was, "Overall, satisfactory. I tend to look at each individual's strengths and weaknesses as a whole, which works out to 'satisfactory'."

Workplace Engagement

This category yielded changes in the quantitative post intervention data. Responses tended to be more consistent after the intervention, with responses to "opportunities to learn and grow at work" showing the most significant change in level of consistency. Specifically, the standard deviation between responses to this question during the pre-assessment was 1.12, and the standard deviation between responses of the post-assessment was 0.87.

This change is reflected in the following responses to the qualitative data:

Question: Please describe your feelings regarding opportunities for growth within your workgroup.	Pre-Intervention	Post-Intervention
	"Don't feel that there is much. Supervisor is not really willing to hand things off. Even simple tasks such as silverware supply or cleaning supplies they should be assigned."	"There is not much room for growth within the groups."
	"My supervisor has a hard time letting go on some projects that she has. I have asked about learning aspects of her job and she has shared some, but seems to get pushed aside by more pressing matters."	"Opportunities to grow are limited through no fault of our own."
	"There are none, but I understand and accept. I want to keep working for 7 more years, then retire. I am thankful for my job and appreciate those who help me stay here."	"There are none. But that's okay. I am glad to have a job."
	"It seems limited. I do the same tasks every day."	"Very limited within our group."

The work group manager's responses mirror those of the individuals in the group regarding job opportunities within the organization. The manager feels she does her best to provide feedback on individuals' personal development ("I continue to encourage direct reports to take advantage of in-house training and our limited tuition reimbursement program.") However, based on the group's responses, it seems that work group members desire more opportunities to take on additional tasks within the office that she may be able to delegate.

Team Communications

This category showed the most significant changes between the pre and post intervention assessments. Five out of seven quantitative items showed positive change, as well as more consistency in responses. Items included open, direct, and honest communication, and handling conflict constructively. The most significant change was in “Discussion is open, not secretive.” The standard deviation between responses to this question during the pre-assessment was 0.71, and the standard deviation between responses of the post-assessment was 0. Before the intervention, one participant disagreed with this statement; two participants were neutral; and one participant disagreed. After the intervention, all participants agreed with this statement. This may have been due to the nature of The Workplace Covenant™ to create an atmosphere of open communication and dialogue in the workplace.

The qualitative data seemed to show positive change and more consistency in responses as well:

Question: Please describe how well the group communicates.	Pre-Intervention	Post-Intervention
	“The group for the most part communicates pretty well regarding everyday stuff. The problems arise when there is a disagreement between the group or a difference in views on an issue. Some people are afraid to speak up.”	“Pretty well.”
	“We do pretty well – especially through e-mail which is sad.”	“We are getting better at it.”
	“Like they always have; part	“We still have a pecking order

	of the group sits back and says, "OK with me" when another will say, "I don't care". Even completing this form was difficult because <u>no one</u> wanted to make a decision."	but I'm able to use a bit of force to bring items to the table."
	"Some are more vocal than others. It seems some of the group has very strong opinions of issues that others may not necessarily agree with but won't speak up."	"At meetings it's good. One on one it could be better."

The work group manager's responses did not change as significantly as that of the group regarding team communications. An example is in response to the statement, "Please describe how well the group communicates." The pre-intervention response was, "I think we do enough to get by, but lots of room for improvement." The post-intervention response was, "The group still has a tendency to 'joke' through some of the tough conversations. Some of this is to protect each other's feelings and some of it is avoidance. We need to continue to call each other on it when we are not honest in our interactions." The most significant change in this response is that the manager seems to have given more specific details regarding the issues the group faces in regards to communication in the post-intervention responses. Responses indicate there is more awareness on the topic, which has led to greater clarity in defining the issues.

Interpersonal Relations

There were no significant changes in this category between pre intervention and post intervention quantitative assessment responses. An example is the responses to the statement, "There are good relationships between members." The pre-intervention

standard deviation was 0.50, and the standard deviation after the intervention was 0.43. Two participants were neutral and 2 participants agreed with this statement before the intervention. After the intervention, there was one neutral response and three participants agreed with the statement. However, there were some changes in the qualitative responses:

Question: Please describe your overall feelings regarding togetherness or "common purpose" within this workgroup.	Pre-Intervention	Post-Intervention
	"We all agree on a common purpose regarding running the room, etc..."	"We have a common purpose – to run the office and meet the numbers."
	"We stick together when needed. Don't necessarily feel like we four are a team at times. I feel like we are four teams that come together for staff meetings."	"We have a common purpose – but because our working hours are so different it seems a little disjointed."
	"Low – everyone has been here too long and are set in their ways. There is no common purpose in the group."	"We're working together more."
	"Lately it's been good. I'm pretty casual with most issues. Whatever the group agrees upon, I will agree with."	"Communication has improved."

The work group manager's responses in this category were somewhat different than the individuals within the group. Both pre and post intervention responses discussed many challenges and areas in need of improvement. She mentions the existence of support in the group, however, makes note that trust is an issue. She also references the inconsistency in the levels of commitment to a common purpose and the differences in personalities. The group also seems to have difficulty embracing and

leveraging the different skill sets of the group, as well as balancing individual strengths and weaknesses.

Performance

Quantitative responses in this category were relatively unchanged from pre to post intervention assessment. Most responses were positive and consistent in the pre intervention assessment, and remained that way in the post assessment. These items focused on job tasks and roles, and the group is in agreement with knowing what is expected of them and following through on those expectations.

The qualitative response results were contradictory to the quantitative responses, as the qualitative focused on more general themes:

Question: In terms of people, communications, teamwork and leadership skills <i>among the supervisors</i> , what are some areas that need improvement or 'polishing'?	Pre-Intervention	Post-Intervention
	"People should be better role models myself included."	"Everyone could be better at what they do."
	"Being honest with each other. Backing each other up – feel like a team."	"That is an ongoing process."
	"Communication – because of the hours. Teamwork – making a group decision. Leadership – controlling the floor."	"Making sure I know my job being the new person here."
	"Consistency with the rules. When certain issues need to be addressed, we all need to be more firm and concise."	"Don't be afraid to communicate with everyone."

The group also had similar feedback for the work group manager.

The work group manager's responses were similar to the group's qualitative responses. She identified many of the same opportunities for improvement for the

work group and for herself. Common themes for the manager to improve upon were delegating responsibilities and communicating directly regarding constructive feedback.

Further improvement in these areas should occur as long as the team stays focused and committed to the work they have completed thus far. Regular follow-ups to The Workplace Covenant™ will help keep the lines of communication open, and as long as the group holds each other accountable and works toward change, this will lead to creating an atmosphere of trust and support that can only enhance satisfaction and group cohesion.

Disclaimers

- As is the case with any study, there were limitations to this study that the organization needs to consider as it moves forward in improving organizational relationships and performance. The size of the work group studied was small and this suggests caution when drawing major conclusions.
- This work group is not totally disengaged – members clearly have a certain amount of respect and appreciation. Results may have been far more dramatic had the intervention been conducted with a dysfunctional team.
- Major changes took place in the organization after the first assessment was conducted. Employees were informed they are required to take 4 days off with no pay for the remaining three quarters of the year, resulting in a total of 12 days off with no pay for the year. These furlough days may continue into 2010, which is essentially, a cut in pay. This change may have affected attitudes, and responses to Assessment #2 may reflect these attitudes.

- This case study laid the groundwork for future research, as further study is required to validate results.

Contracts

See Appendix G for the work group and manager's Workplace Covenant™ contracts.

Part D: Conclusion and Recommendations

Conclusion

Due to the small size of the work group, further research is necessary to draw final conclusions as to the effects of The Workplace Covenant™. However, based on this particular group and this particular study under these particular circumstances, the group seems to have gained an awareness of the strengths and weaknesses of its members. They have also realized an appreciation for the value of open dialogue and have developed a vehicle to discuss expectations and accountability within the work group that did not exist before conducting The Workplace Covenant™. Specific recommendations for the future include:

Recommendation #1 – Revisit Team’s Workplace Covenant™

The work group’s personal contract should be revisited to remind the team of agreed upon behaviors and expectations.

- Lessons learned at workshops and seminars are many times not put into play due to lack of support and follow-up.
- The Workplace Covenant™ is designed to be reviewed regularly.

Recommendation #2 – Continue open dialogue

The supervisors and their manager should continue open dialogue to keep issues to a minimum.

- Discuss issues before they become problems in order to keep members engaged and committed to the group effort.

Recommendation #3 – Develop communication skills

Continue to develop communication skills and practice regularly. The assessments indicated this area in most need of improvement.

- Open and honest communication contributes to levels of trust among group members.
- Encourage development of communication skills through leadership training, team building, and individual development.

Recommendation #4 – Develop Emotional Intelligence

Developing levels of Emotional Intelligence (EI) assists with relationship management.

- Part of EI is looking at one's self in order to make improvements – these personal improvements will spill over into work group dynamics.
- EI includes the ability to understand the emotional makeup of other people; skill in treating people according to their emotional reactions.
- EI also includes measuring and potentially changing social skill: proficiency in managing relationships and building networks; the ability to find common ground and build rapport.
- Information about EI can help to set a positive tone of cooperation no matter how difficult the situation or conversation and having other's best interests in mind, while focusing on achieving goals to create positive outcomes.

Recommendation #5 – Conduct study with multiple groups

A larger number of groups should be used in future study.

- Multiple, larger-sized groups should be studied in order to determine the effects, if any of The Workplace Covenant™. This sample size was much too small to draw any significant conclusions.
- It is also recommended to use a control group for future study to measure true effects.

Recommendation #6 – Use teams at various developmental levels

Consider conducting research with a variety of teams at different stages of development.

- Length of service with the company, time in particular work group, length of time in supervisory position, etc should all be considerations of future study.

Recommendation #7 – Observe groups before conducting further research

It is suggested that observations of various work groups take place before conducting initial assessment to evaluate different degrees of satisfaction and cohesiveness.

- Effects of The Workplace Covenant™ or any other intervention can depend on preexisting conditions such as current degree of group satisfaction, participants' opinions of team building interventions, willingness to participate, current economic climate, etc. These types of conditions should be measured and noted before conducting research with groups in the future.

Recommendation #8 – For Human Resource Development Practitioners:

Discuss shortcomings with client

Many team-building interventions are just a start; be up front and honest with client.

- For many work groups, deeper issues lie beneath the surface, and the team-building session may be just the beginning to exposing those issues.
- Be honest with the client regarding expectations of the intervention.
- Perhaps form a plan of action after the intervention to follow through on lessons learned, or to develop other areas for growth and improvement.

Recommendation #9 – For Human Resource Development Practitioners:

Use structured, process-based intervention

There is a benefit to using a structured intervention versus a “touchy-feely” type of intervention.

- Because of the many issues that may lie beneath the surface of a work group, a structured intervention such as The Workplace Covenant™ yields better results regarding behavioral issues than morale-building interventions.

Recommendation #10 – For Human Resource Development Practitioners:

Teach participants how to follow through with lessons learned.

One of the major benefits of The Workplace Covenant™ is that it teaches managers follow-up techniques.

- With so many organizations focused on bottom line results, an intervention like The Workplace Covenant™ is more likely to result in lessons learned that will be taken back to the workplace.
- The follow-up to The Workplace Covenant™ can easily be taught to the work group manager in order to perform “check-ins” at regular intervals.

As with any work group, there may be other issues at play than can be addressed with one, single team building intervention. It is important for the participants to keep an open mind, and it is as equally important for the HRD practitioner to be honest with the clients regarding expected outcomes of the intervention.

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Part F: Appendices

Appendix A: Survey Instrument #1 – Supervisors’ Quantitative

Appendix B: Raw Data – Survey Instrument #1

Appendix C: Survey Instrument #2 – Supervisors’ Qualitative

Appendix D: Raw Data – Survey Instrument #2

Appendix E: Survey Instrument #3 – Work Group Manager’s Qualitative

Appendix F: Raw Data – Survey Instrument #3

Appendix G: The Workplace Covenant™ Contracts

Appendix H: Letter of Intent

Appendix I: IRB Summary

Appendix J: Annotated Bibliography

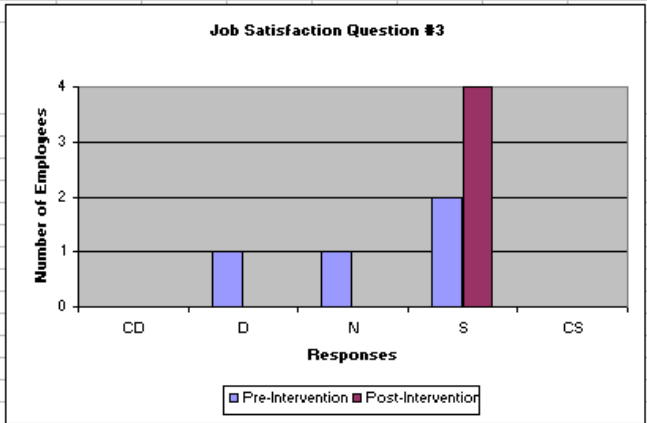
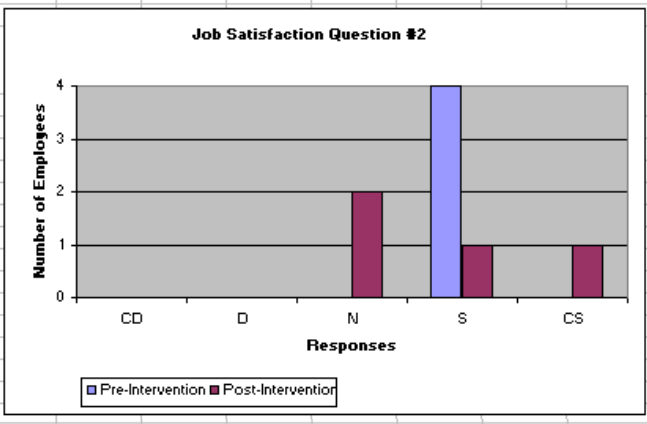
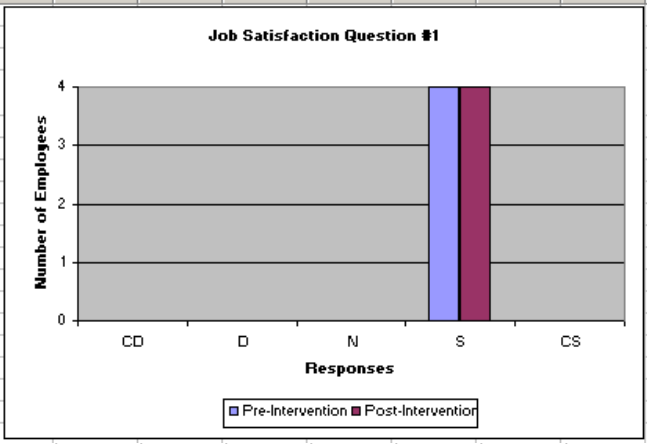
Appendix A: Survey Instrument #1 – Supervisors’ Quantitative

Question	Completely Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Completely Satisfied
Job Satisfaction					
How satisfied are you with the nature of the work you perform?	1	2	3	4	5
How satisfied are you with the person who supervises you (your organizational superior)?	1	2	3	4	5
How satisfied are you with your relations with others in the organization with whom you work (your co-workers or peers)?	1	2	3	4	5
How satisfied are you with the pay you receive for your job?	1	2	3	4	5
How satisfied are you with the opportunities which exist in this organization for advancement (promotion)?	1	2	3	4	5
Considering everything, how satisfied are you with your current job situation?	1	2	3	4	5
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Workplace Engagement					
I know what is expected of me.	1	2	3	4	5
I have the materials and equipment I need to do my work right.	1	2	3	4	5
At work, I have the opportunity to do what I do best every day.	1	2	3	4	5
In the last seven days, I have received recognition or praise for good work.	1	2	3	4	5
My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4	5
There is someone at work who encourages my development.	1	2	3	4	5
At work, my opinions seem to count.	1	2	3	4	5
The mission/purpose of my company makes me feel my job is important.	1	2	3	4	5
My associates (fellow employees) are committed to doing quality work.	1	2	3	4	5
I have a best friend at work.	1	2	3	4	5
In the last six months, someone at work has talked to me about my progress.	1	2	3	4	5
This last year, I have had opportunities at work to learn and grow.	1	2	3	4	5

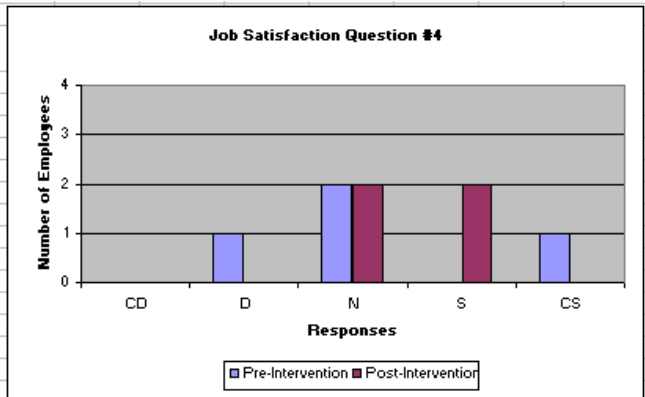
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Team Communications					
Team members listen to each other to give each other a fair hearing.	1	2	3	4	5
Rapport between team members is good.	1	2	3	4	5
Discussion is open, not secretive.	1	2	3	4	5
There is honesty about each other's strengths and weaknesses.	1	2	3	4	5
Conflict is used constructively rather than destructively.	1	2	3	4	5
Team members are honest with each other - there is little pretense.	1	2	3	4	5
Regular, open and direct communications are a feature of the team.	1	2	3	4	5
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Teamwork/Interpersonal Relations					
There is a high level of mutual support and trust.	1	2	3	4	5
Team members enjoy working together.	1	2	3	4	5
There are good relationships between team members.	1	2	3	4	5
Team members are supportive of each other.	1	2	3	4	5
Team member's are aware of each other's roles and skills.	1	2	3	4	5
There is a good mix of personalities.	1	2	3	4	5
There is a good balance of skills.	1	2	3	4	5
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Performance					
Team members all work to a common purpose.	1	2	3	4	5
Team objectives have priority over personal objectives.	1	2	3	4	5
The team achieves its objectives and goals.	1	2	3	4	5
Team members believe in the objectives and goals of the team.	1	2	3	4	5
Team roles are clearly defined.	1	2	3	4	5
Roles and responsibilities are clearly defined.	1	2	3	4	5
Team members know what is required by them.	1	2	3	4	5

Appendix B: Raw Data - Survey Instrument #1

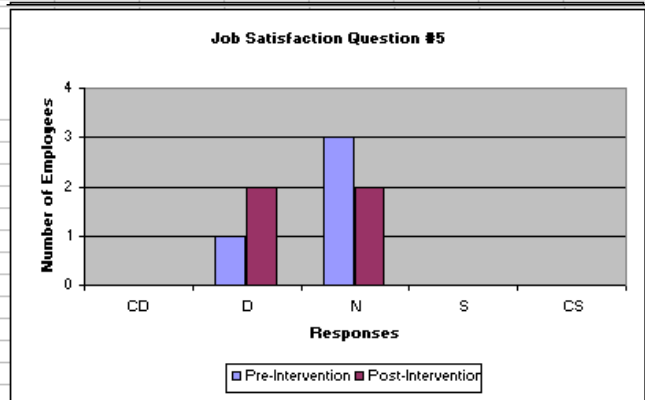
		Pre-Intervention		Post-Intervention			
Job Satisfaction							
Question #1							
How satisfied are you with the nature of the work you perform?							
	Bins	Bins	Freq	Bins	Freq		
	1	CD	0	CD	0		
	2	D	0	D	0		
	3	N	0	N	0		
	4	S	4	S	4		
	5	CS	0	CS	0		
Pre-Intervention						AVG	STDEV
	JS					4	0
Post - Intervention						AVG	STDEV
	JS					4	0
	Q1	4	4	4	4	4	0
Question #2							
How satisfied are you with the person who supervises you (your organizational superior?)							
	Bins	Bins	Freq	Bins	Freq		
	1	CD	0	CD	0		
	2	D	0	D	0		
	3	N	0	N	2		
	4	S	4	S	1		
	5	CS	0	CS	1		
Pre-Intervention						AVG	STDEV
	JS					4	0
	Q2	4	4	4	4	4	0
Post - Intervention						AVG	STDEV
	JS					3.75	0.8
	Q2	3	3	4	5	3.75	0.8
Question #3							
How satisfied are you with your relations with others in the organization with whom you work (your co-workers or peers?)							
	Bins	Bins	Freq	Bins	Freq		
	1	CD	0	CD	0		
	2	D	1	D	0		
	3	N	1	N	0		
	4	S	2	S	4		
	5	CS	0	CS	0		
Pre-Intervention						AVG	STDEV
	JS					3.25	0.8
	Q3	2	3	4	4	3.25	0.8
Post - Intervention						AVG	STDEV
	JS					4	0
	Q3	4	4	4	4	4	0



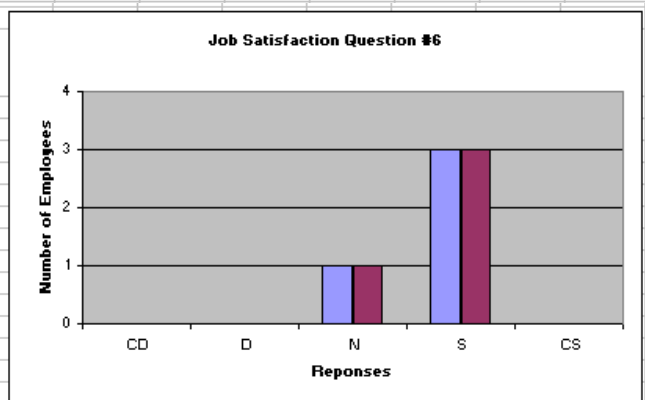
Question #4	Pre-Interv		Post-Intervention			
How satisfied are you with the pay you receive for your job?						
	Bins	Bins	Freq	Bins	Freq	
	CD	0	CD	0		
	D	1	D	0		
	N	2	N	2		
	S	0	S	2		
	CS	1	CS	0		
Pre-Intervention						
JS					AVG	STDEV
Q4	2	3	3	5	3.25	1.1
Post - Intervention						
JS					AVG	STDEV
Q4	3	3	4	4	3.5	0.5



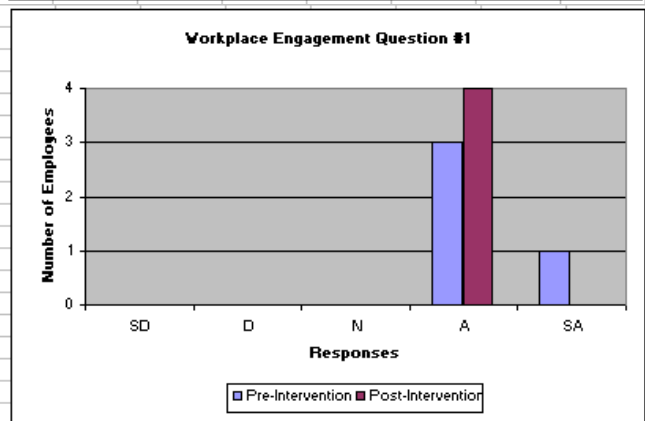
Question #5	Pre-Interv		Post-Intervention			
How satisfied are you with the opportunities which exist in this organization for advancement (promotion)?						
	Bins	Bins	Freq	Bins	Freq	
	1 CD	0	CD	0		
	2 D	1	D	2		
	3 N	3	N	2		
	4 S	0	S	0		
	5 CS	0	CS	0		
Pre-Intervention						
JS					AVG	STDEV
Q5	2	3	3	3	2.75	0.4
Post - Intervention						
JS					AVG	STDEV
Q5	2	2	3	3	2.5	0.5



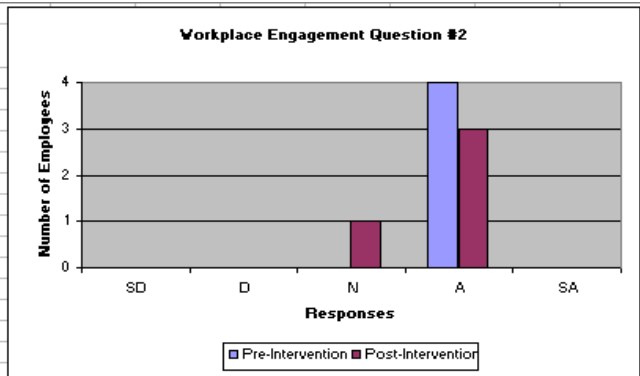
Question #6	Pre-Interv		Post-Intervention			
Considering everything, how satisfied are you with your current job situation?						
	Bins	Bins	Freq	Bins	Freq	
	1 CD	0	CD	0		
	2 D	0	D	0		
	3 N	1	N	1		
	4 S	3	S	3		
	5 CS	0	CS	0		
Pre-Intervention						
JS					AVG	STDEV
Q6	3	4	4	4	3.75	0.4
Post - Intervention						
JS					AVG	STDEV
Q6	3	4	4	4	3.75	0.4



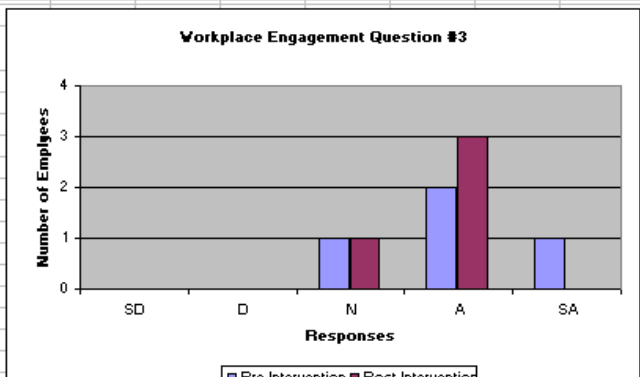
Workplace Engagement Question #1	Pre-Interv		Post-Intervention			
I know what is expected of me.						
	Bins	Bins	Freq	Bins	Freq	
	1 SD	0	SD	0		
	2 D	0	D	0		
	3 N	0	N	0		
	4 A	3	A	4		
	5 SA	1	SA	0		
Pre-Intervention						
WE					AVG	STDEV
Q1	4	4	4	5	4.25	0.4
Post - Intervention						
WE					AVG	STDEV
Q1	4	4	4	4	4	0



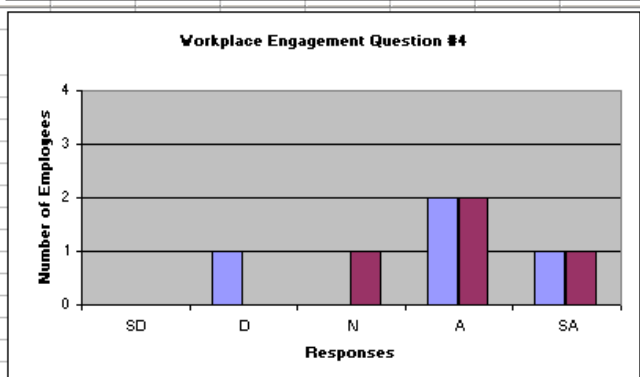
Question #2		Pre-Intervi		Post-Intervention	
I have the materials and equipment I need to do my work right.					
	Bins	Bins	Freq	Bins	Freq
1	SD	0		SD	0
2	D	0		D	0
3	N	0		N	1
4	A	4		A	3
5	SA	0		SA	0
Pre-Intervention					
WE					
Q2	4	4	4	4	4
Post - Intervention					
WE					
Q2	3	4	4	4	3.75
					0.4



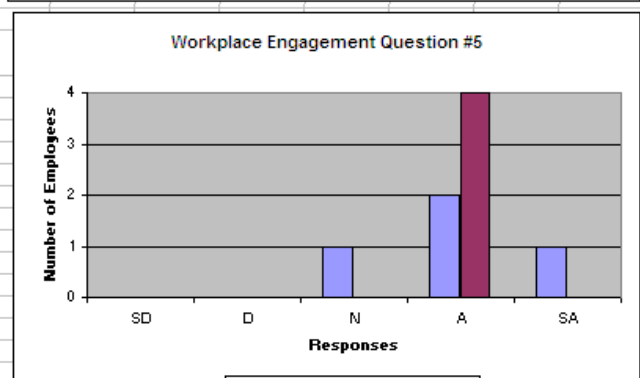
Question #3		Pre-Intervi		Post-Intervention	
At work, I have the opportunity to do what I do best every day.					
	Bins	Bins	Freq	Bins	Freq
1	SD	0		SD	0
2	D	0		D	0
3	N	1		N	1
4	A	2		A	3
5	SA	1		SA	0
Pre-Intervention					
WE					
Q3	3	4	4	5	4
Post - Intervention					
WE					
Q3	3	4	4	4	3.75
					0.4



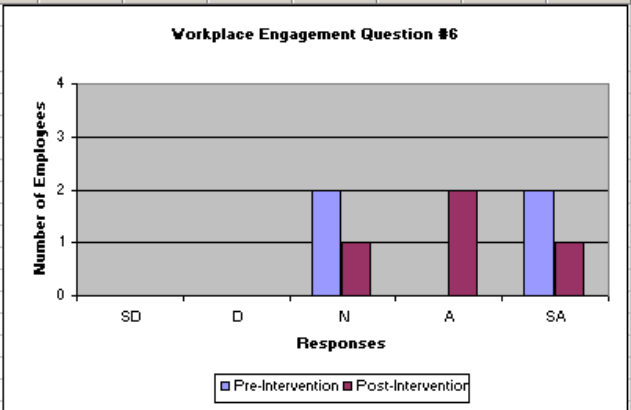
Question #4		Pre-Intervi		Post-Intervention	
In the last seven days, I have received recognition or praise for good work.					
	Bins	Bins	Freq	Bins	Freq
1	SD	0		SD	0
2	D	1		D	0
3	N	0		N	1
4	A	2		A	2
5	SA	1		SA	1
Pre-Intervention					
WE					
Q4	2	4	4	5	3.75
Post - Intervention					
WE					
Q4	3	4	4	5	4
					0.7



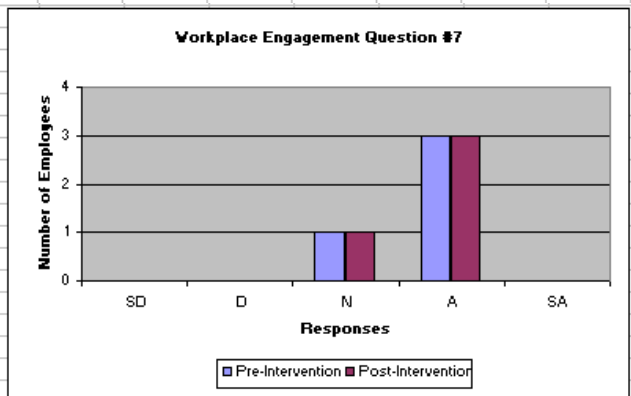
Question #5		Pre-Intervi		Post-Intervention	
My supervisor, or someone at work, seems to care about me as a person.					
	Bins	Bins	Freq	Bins	Freq
1	SD	0		SD	0
2	D	0		D	0
3	N	1		N	0
4	A	2		A	4
5	SA	1		SA	0
Pre-Intervention					
WE					
Q5	3	4	4	5	4
Post - Intervention					
WE					
Q5	4	4	4	4	4
					0



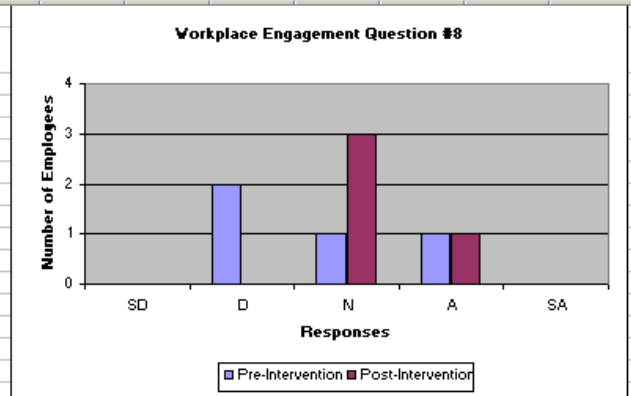
Question # 6		Pre-Intervention		Post-Intervention	
There is someone at work who encourages my development.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	2	N	1
	4	A	0	A	2
	5	SA	2	SA	1
Pre-Intervention					
	WE				
	Q6	3	3	5	5
				AVG	STDEV
				4	1
Post - Intervention					
	WE				
	Q6	3	4	4	5
				AVG	STDEV
				4	0.7



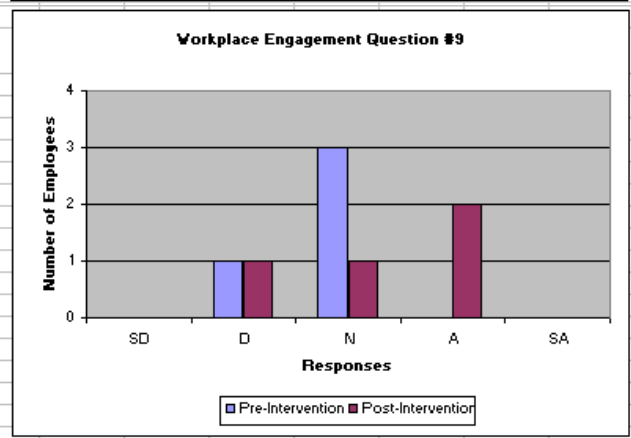
Question #7		Pre-Intervention		Post-Intervention	
At work, my opinions seem to count.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	1	N	1
	4	A	3	A	3
	5	SA	0	SA	0
Pre-Intervention					
	WE				
	Q7	3	4	4	4
				AVG	STDEV
				3.75	0.4
Post - Intervention					
	WE				
	Q7	3	4	4	4
				AVG	STDEV
				3.75	0.4



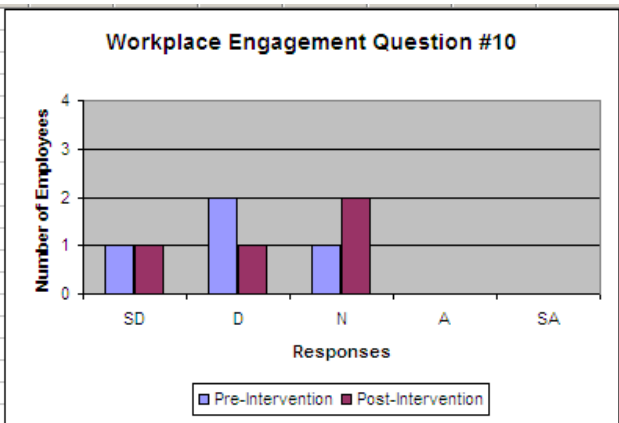
Question #8		Pre-Intervention		Post-Intervention	
The mission/purpose of my company makes me feel my job is important.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	2	D	0
	3	N	1	N	3
	4	A	1	A	1
	5	SA	0	SA	0
Pre-Intervention					
	WE				
	Q8	2	2	3	4
				AVG	STDEV
				2.75	0.8
Post - Intervention					
	WE				
	Q8	3	3	3	4
				AVG	STDEV
				3.25	0.4



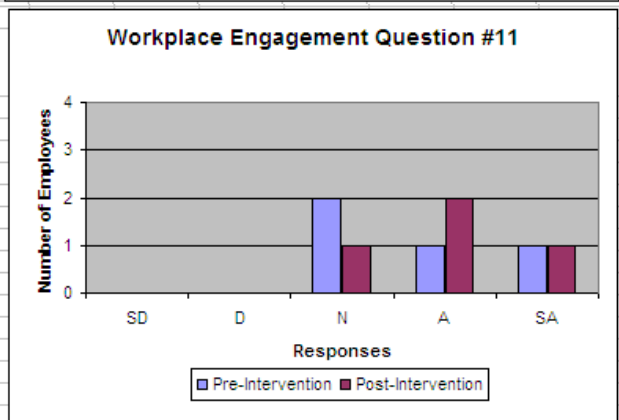
Question #9		Pre-Intervention		Post-Intervention	
My associates (fellow employees) are committed to doing quality work.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	1	D	1
	3	N	3	N	1
	4	A	0	A	2
	5	SA	0	SA	0
Pre-Intervention					
	WE				
	Q9	2	3	3	3
				AVG	STDEV
				2.75	0.4
Post - Intervention					
	WE				
	Q9	2	3	4	4
				AVG	STDEV
				3.25	0.8



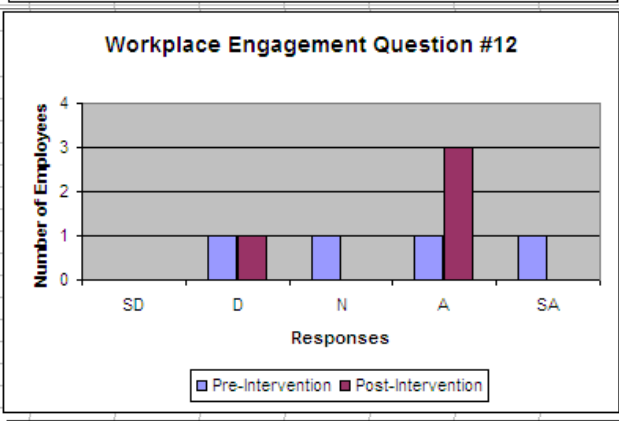
Question #10	Pre-Interv		Post-Intervention			
I have a best friend at work.						
	Bins	Bins	Freq	Bins	Freq	
	1	SD	1	SD	1	
	2	D	2	D	1	
	3	N	1	N	2	
	4	A	0	A	0	
	5	SA	0	SA	0	
Pre-Intervention						
WE						AVG STDEV
Q10	1	2	2	3	2	0.7
Post - Intervention						
WE						AVG STDEV
Q10	1	2	3	3	2.25	0.8



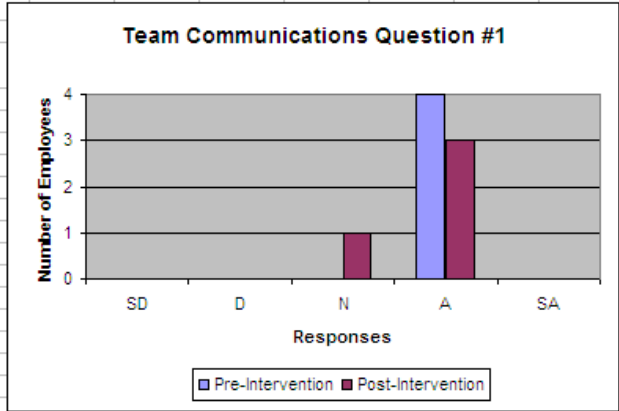
Question #11	Pre-Interv		Post-Intervention			
In the last six months, someone at work has talked to me about my progress.						
	Bins	Bins	Freq	Bins	Freq	
	1	SD	0	SD	0	
	2	D	0	D	0	
	3	N	2	N	1	
	4	A	1	A	2	
	5	SA	1	SA	1	
Pre-Intervention						
WE						AVG STDEV
Q11	3	3	4	5	3.75	0.8
Post - Intervention						
WE						AVG STDEV
Q11	3	4	4	5	4	0.7



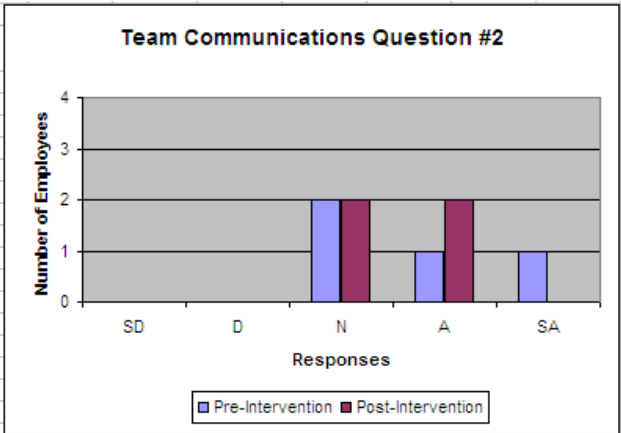
Question #12	Pre-Interv		Post-Intervention			
This last year, I have had opportunities at work to learn and grow.						
	Bins	Bins	Freq	Bins	Freq	
	1	SD	0	SD	0	
	2	D	1	D	1	
	3	N	1	N	0	
	4	A	1	A	3	
	5	SA	1	SA	0	
Pre-Intervention						
WE						AVG STDEV
Q12	2	3	4	5	3.5	1.1
Post - Intervention						
WE						AVG STDEV
Q12	2	4	4	4	3.5	0.9



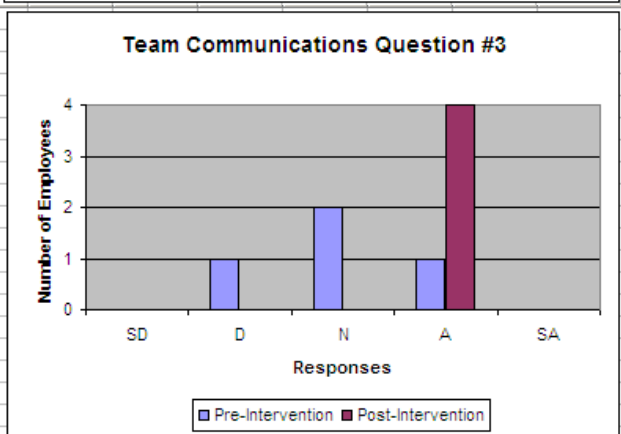
Team Communications Question #1	Pre-Interv		Post-Intervention			
Team members listen to each other to give each other a fair hearing.						
	Bins	Bins	Freq	Bins	Freq	
	1	SD	0	SD	0	
	2	D	0	D	0	
	3	N	0	N	1	
	4	A	4	A	3	
	5	SA	0	SA	0	
Pre-Intervention						
TC						AVG STDEV
Q1	4	4	4	4	4	0
Post - Intervention						
TC						AVG STDEV
Q1	3	4	4	4	3.75	0.4



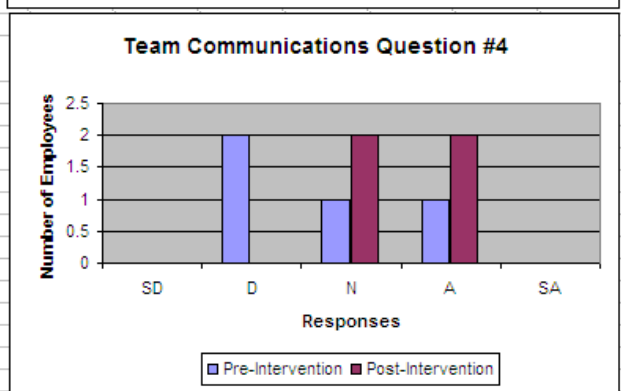
Question #2		Pre-Interv		Post-Intervention	
Rapport between team members is good.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	2	N	2
	4	A	1	A	2
	5	SA	1	SA	0
Pre-Intervention					
	TC				
	Q2	3	3	4	5
					AVG STDEV
					3.75 0.8
Post - Intervention					
	TC				
	Q2	3	3	4	4
					AVG STDEV
					3.5 0.5



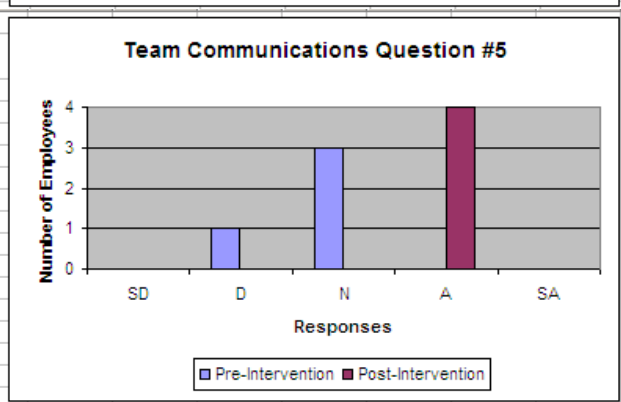
Question #3		Pre-Interv		Post-Intervention	
Discussion is open, not secretive.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	1	D	0
	3	N	2	N	0
	4	A	1	A	4
	5	SA	0	SA	0
Pre-Intervention					
	TC				
	Q3	2	3	3	4
					AVG STDEV
					3 0.7
Post - Intervention					
	TC				
	Q3	4	4	4	4
					AVG STDEV
					4 0



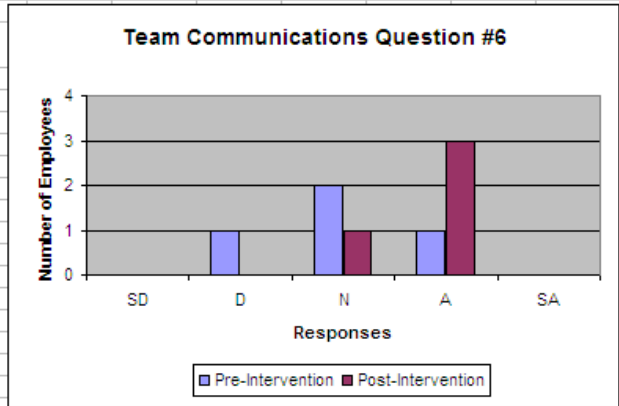
Question #4		Pre-Interv		Post-Intervention	
There is honesty about each other's strengths and weaknesses.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	2	D	0
	3	N	1	N	2
	4	A	1	A	2
	5	SA	0	SA	0
Pre-Intervention					
	TC				
	Q4	2	2	3	4
					AVG STDEV
					2.75 0.8
Post - Intervention					
	TC				
	Q4	3	3	4	4
					AVG STDEV
					3.5 0.5



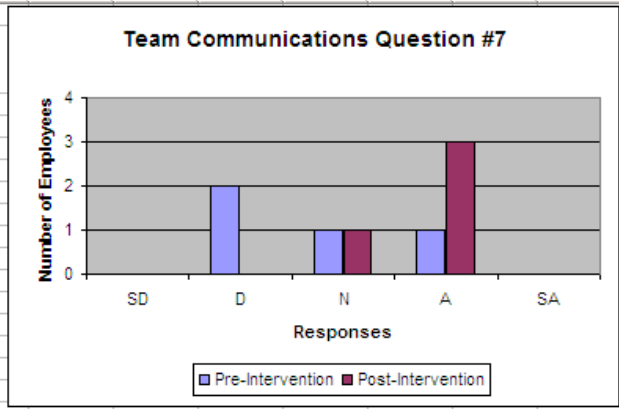
Question #5		Pre-Interv		Post-Intervention	
Conflict is used constructively rather than destructively.					
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	1	SD	0	SD	0
	2	D	1	D	0
	3	N	3	N	0
	4	A	0	A	4
	5	SA	0	SA	0
Pre-Intervention					
	TC				
	Q5	2	3	3	3
					AVG STDEV
					2.75 0.4
Post - Intervention					
	TC				
	Q5	4	4	4	4
					AVG STDEV
					4 0



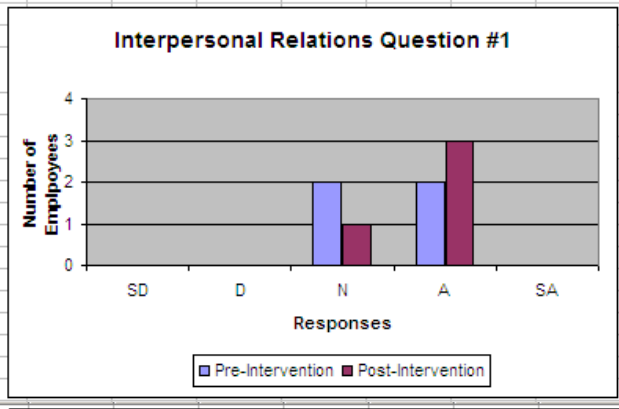
Question #6		Pre-Interv		Post-Intervention	
Team members are honest with each other - there is little pretense.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	1	D	0
	3	N	2	N	1
	4	A	1	A	3
	5	SA	0	SA	0
Pre-Intervention					
	TC			AVG	STDEV
	Q6	2	3	3	4
Post - Intervention					
	TC			AVG	STDEV
	Q6	3	4	4	4



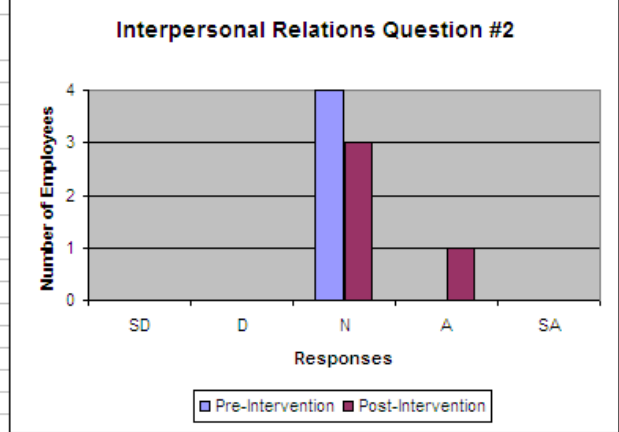
Question #7		Pre-Interv		Post-Intervention	
Regular, open and direct communications are a feature of the team.					
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	1	SD	0	SD	0
	2	D	2	D	0
	3	N	1	N	1
	4	A	1	A	3
	5	SA	0	SA	0
Pre-Intervention					
	TC			AVG	STDEV
	Q7	2	2	3	4
Post - Intervention					
	TC			AVG	STDEV
	Q7	3	4	4	4



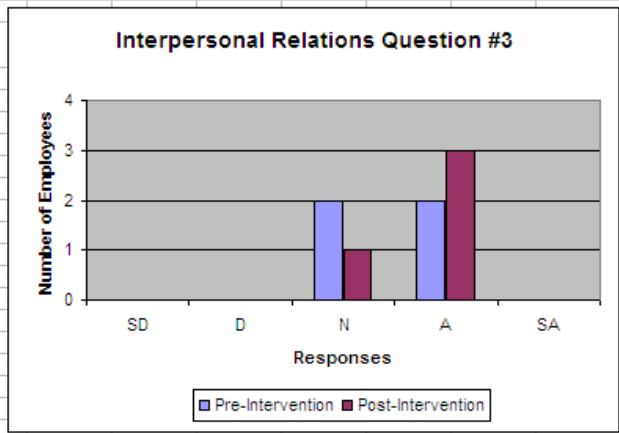
Interpersonal Relations Question #1		Pre-Interv		Post-Intervention	
There is a high level of mutual support and trust.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	2	N	1
	4	A	2	A	3
	5	SA	0	SA	0
Pre-Intervention					
	IR			AVG	STDEV
	Q1	3	3	4	4
Post - Intervention					
	IR			AVG	STDEV
	Q1	3	4	4	4



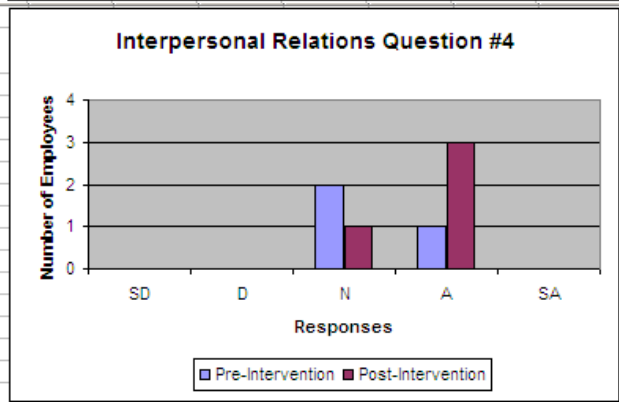
Question #2		Pre-Interv		Post-Intervention	
Team members enjoy working together.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	4	N	3
	4	A	0	A	1
	5	SA	0	SA	0
Pre-Intervention					
	IR			AVG	STDEV
	Q2	3	3	3	3
Post - Intervention					
	IR			AVG	STDEV
	Q2	3	3	3	4



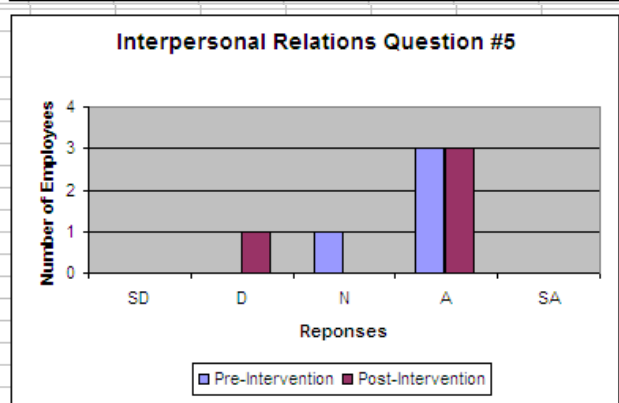
Question #3		Pre-Interv		Post-Intervention	
There are good relationships between team members.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	2	N	1
	4	A	2	A	3
	5	SA	0	SA	0
Pre-Intervention					
	IR			AVG	STDEV
	Q3	3	3	4	4
Post - Intervention					
	IR			AVG	STDEV
	Q3	3	4	4	4



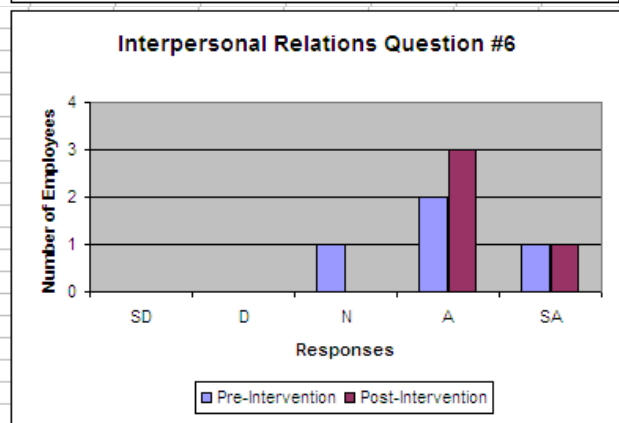
Question #4		Pre-Interv		Post-Intervention	
Team members are supportive of each other.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	2	N	1
	4	A	1	A	3
	5	SA	0	SA	0
Pre-Intervention					
	IR			AVG	STDEV
	Q4	3	3	4	4
Post - Intervention					
	IR			AVG	STDEV
	Q4	3	4	4	4



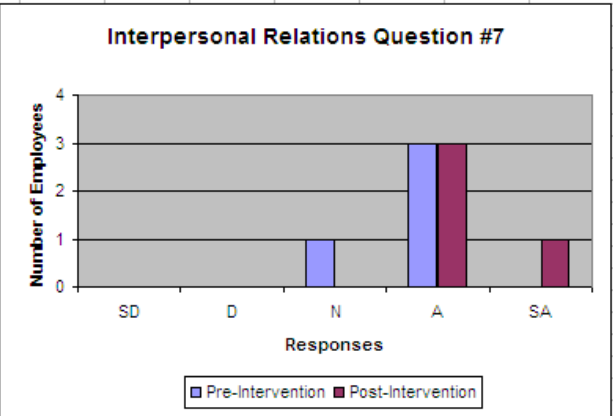
Question #5		Pre-Interv		Post-Intervention	
Team member's are aware of each other's roles and skills.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	1
	3	N	1	N	0
	4	A	3	A	3
	5	SA	0	SA	0
Pre-Intervention					
	IR			AVG	STDEV
	Q5	3	4	4	4
Post - Intervention					
	IR			AVG	STDEV
	Q5	2	4	4	4



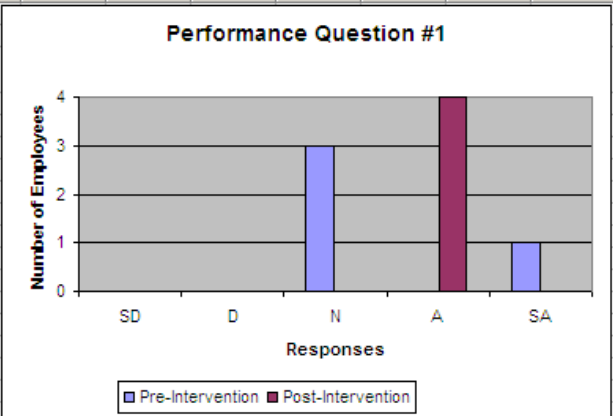
Question #6		Pre-Interv		Post-Intervention	
There is a good mix of personalities.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	1	N	0
	4	A	2	A	3
	5	SA	1	SA	1
Pre-Intervention					
	IR			AVG	STDEV
	Q6	3	4	4	5
Post - Intervention					
	IR			AVG	STDEV
	Q6	4	4	4	5



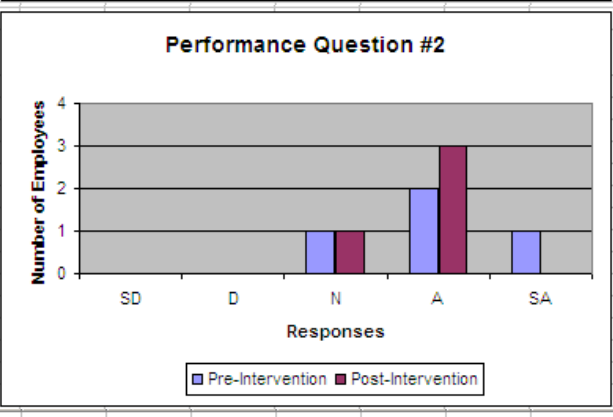
Question #7		Pre-Interv		Post-Intervention	
There is a good balance of skills.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	1	N	0
	4	A	3	A	3
	5	SA	0	SA	1
Pre-Intervention					
IR				AVG STDEV	
Q7		3	4	4	4 3.75 0.4
Post - Intervention					
IR				AVG STDEV	
Q7		4	4	4	5 4.25 0.4



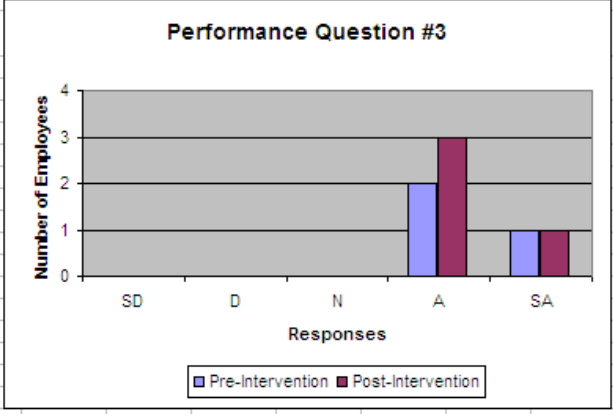
Performance Question #1		Pre-Interv		Post-Intervention	
Team members all work to a common purpose.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	3	N	0
	4	A	0	A	4
	5	SA	1	SA	0
Pre-Intervention					
Performance				AVG STDEV	
Q1		3	3	3	5 3.5 0.9
Post-Intervention					
Performance				AVG STDEV	
Q1		4	4	4	4 4 0



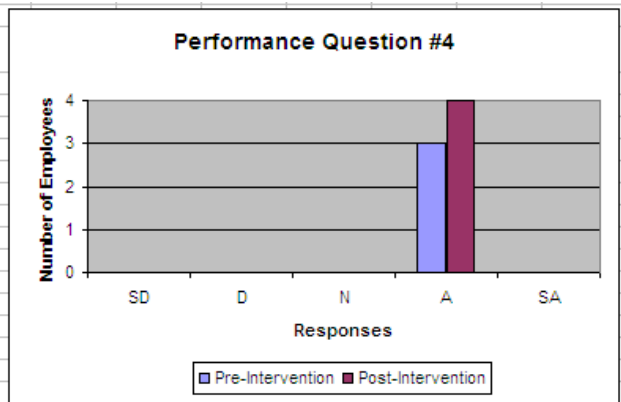
Question #2		Pre-Interv		Post-Intervention	
Team objectives have priority over personal objectives.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	1	N	1
	4	A	2	A	3
	5	SA	1	SA	0
Pre-Intervention					
Performance				AVG STDEV	
Q2		3	4	4	5 4 0.7
Post - Intervention					
Performance				AVG STDEV	
Q2		3	4	4	4 3.75 0.4



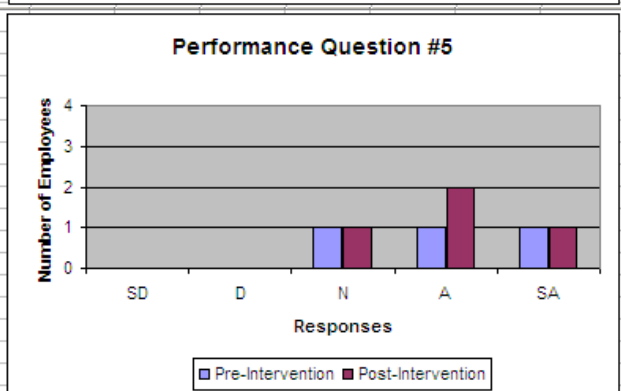
Question #3		Pre-Interv		Post-Intervention	
The team achieves its objectives and goals.					
	Bins	Bins	Freq	Bins	Freq
	1	SD	0	SD	0
	2	D	0	D	0
	3	N	0	N	0
	4	A	2	A	3
	5	SA	1	SA	1
Pre-Intervention					
Performance				AVG STDEV	
Q3		4	4	5	4.33 0.5
Post - Intervention					
Performance				AVG STDEV	
Q3		4	4	4	5 4.25 0.4



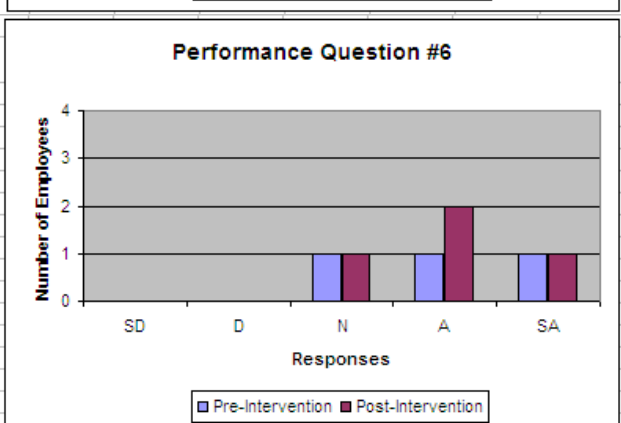
Question #4	Pre-Intervention		Post-Intervention	
Team members believe in the objectives and goals of the team.				
	Bins	Freq	Bins	Freq
	1 SD	0	SD	0
	2 D	0	D	0
	3 N	0	N	0
	4 A	3	A	4
	5 SA	0	SA	0
Pre-Intervention Performance				
Q4	4	4	4	4
			AVG	STDEV
			4	0
Post - Intervention Performance				
Q4	4	4	4	4
			AVG	STDEV
			4	0



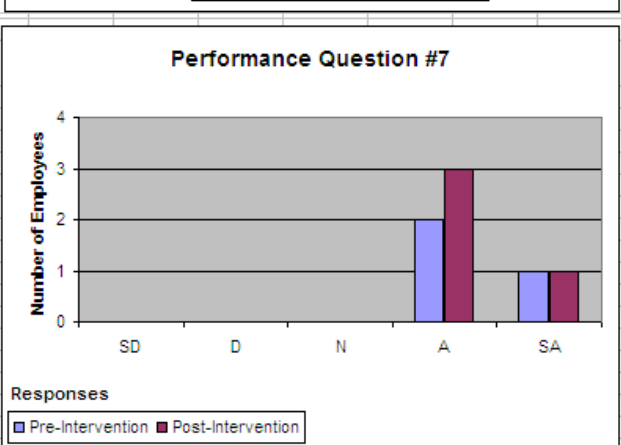
Question #5	Pre-Intervention		Post-Intervention	
Team roles are clearly defined.				
	Bins	Freq	Bins	Freq
	1 SD	0	SD	0
	2 D	0	D	0
	3 N	1	N	1
	4 A	1	A	2
	5 SA	1	SA	1
Pre-Intervention Performance				
Q5	3	4	5	5
			AVG	STDEV
			4	0.8
Post - Intervention Performance				
Q5	3	4	4	5
			AVG	STDEV
			4	0.7



Question #6	Pre-Intervention		Post-Intervention	
Roles and responsibilities are clearly defined.				
	Bins	Freq	Bins	Freq
	1 SD	0	SD	0
	2 D	0	D	0
	3 N	1	N	1
	4 A	1	A	2
	5 SA	1	SA	1
Pre-Intervention Performance				
Q6	3	4	5	5
			AVG	STDEV
			4	0.8
Post - Intervention Performance				
Q6	3	4	4	5
			AVG	STDEV
			4	0.7



Question #7	Pre-Intervention		Post-Intervention	
Team members know what is required by them.				
	Bins	Freq	Bins	Freq
	1 SD	0	SD	0
	2 D	0	D	0
	3 N	0	N	0
	4 A	2	A	3
	5 SA	1	SA	1
Pre-Intervention Performance				
Q7	4	4	5	5
			AVG	STDEV
			4.33	0.5
Post - Intervention Performance				
Q7	4	4	4	5
			AVG	STDEV
			4.25	0.4



Appendix C: Survey Instrument #2 – Supervisors’ Qualitative

Job Satisfaction

1. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of *enjoyment and satisfaction*?
2. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of *frustration and discouragement*?
3. Please describe your overall satisfaction with your immediate supervisor.
4. Please describe your overall satisfaction with your coworkers.
5. Please describe your overall satisfaction with opportunities within the company.

Workplace Engagement

1. What are your feelings in regards to workplace expectations?
2. Please describe how you feel regarding access to materials and resources in order to perform your job well.
3. What is your feeling about recognition of the group from your supervisor? Of you as an individual?
4. Please describe your overall feelings about communication from your supervisor regarding your individual progress in relation to job skill and development.
5. Please describe your feelings regarding opportunities for growth within your workgroup.

Team Communications

1. What is your feeling regarding how well you and your coworkers listen to each other?
2. Please describe the comfort level within this workgroup discussing the “undiscussables”.
3. Please describe how well the group communicates.
4. Please describe how the group handles discussions regarding individual strengths and weaknesses.
5. Please describe how the group handles conflict resolution.

Teamwork/Interpersonal Relations

1. Please describe the level of support and trust within the group.
2. Please describe your overall feelings regarding togetherness or “common purpose” within this workgroup.
3. How would you describe the relationships among your coworkers in this workgroup?
4. How do you and your coworkers handle the different skill sets of the individuals within this workgroup?
5. How do you feel regarding the mix of personalities within this workgroup?

Performance

1. In terms of people, communications, teamwork and leadership skills *among the supervisors*, what are some areas that need improvement or ‘polishing’?
2. In terms of people, communications, teamwork and leadership skills, what are some areas that need improvement or ‘polishing’ by the group manager?
3. In order to help the supervisors become more effective in their role, and better skilled at being “supervisors”, what are some potential areas for training and development?
4. In order to help the manager become more effective in her role, what are some potential areas for training and development?
5. What are your feelings about this workgroup (including your immediate supervisor) regarding common understanding of goals?

Appendix D: Raw Data - Survey Instrument #2

Job Satisfaction

1. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of *enjoyment and satisfaction*?

Pre-Intervention

- The pay, the flexibility. Watching someone improve in their job performance, etc.
- Happy to be employed. Small victories – improvement in team members. The department seems to be growing and becoming important to the company to a degree.
- Giving those who work under me the extra things that make the job more fine, ie, a newsletter, the Communication Corner. I have a job!
- Paycheck, flexible hours, the end product (numbers with good customer relations), being a mentor, proud to have a job.

Post-Intervention

- Benefits and salary.
- Salary, benefits, schedule.
- Creative responsibility.
- Benefits/pay/schedule.

2. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of frustration and discouragement?

Pre-Intervention

- The system upgrade has not been as easy or as smooth as we thought it would be. Employees who do not improve when given the opportunity frustrate me at times.
- When you don't see improvement. Sometimes the company doesn't know we exist but they would if we weren't performing well. No room for advancement – learn new skills.
- The attitudes of some of the operators when I try to improve them, they have no desire to do better. Also the difficulty of working with "lifers" in a department who are set in their ways.
- Systems not working properly. People's poor attitudes along with negative discussions. Lack of organization.

Post-Intervention

- The people who report to me frustrate me at times.
- Lack of work ethic of reportables.
- Working nights. Furlough days.
- Communication among coaches – not on same page. Involvement in some decision-making policies. Employee's immaturity and lack of respect to others not just us.

3. Please describe your overall satisfaction with your immediate supervisor.

Pre-Intervention

- Fine.
- Very satisfied. I know what is expected of me and she makes that very clear.
- Good. Helpful. She has always provided me with everything I need.
- She's an effective and efficient supervisor. Gets people on the same page when it's important.

Post-Intervention

- For the most part she is fine. She lacks confrontational skills yet she wants us (her reportables) to confront others. So it's a do as I say not do as I do.
- I am very satisfied with my supervisor – very easy to talk to and seems to care.
- Brooke is an open door supervisor. She is more than willing to help in any way possible to the positive growth of each person.
- Very organized, detailed, articulate, communicates well, calm.

4. Please describe your overall satisfaction with your coworkers.

Pre-Intervention

- Fine.
- Depends on the day. They are easy to bounce ideas off of most of the time.
- Fair. Challenging. Cannot stand the "I don't care" attitude.
- Good but open and honest communication can be a bit lacking.

Post-Intervention

- Fine.
- Good mix of personalities – satisfied. Think we work pretty well together.
- We all have our "things" but overall I enjoy working with Mary, Kathy, and Mark.
- It's gotten better.

5. Please describe your overall satisfaction with opportunities within the company.

Pre-Intervention

- Don't really have the desire to transfer to another area so it doesn't really bother me much. I do see that at this time there is no opportunity and that can be a morale issue for others.
- There aren't any and haven't been for a long time.
- Good, this is my 5th job in 5 years due to downsizing. I'll do any project to keep me busy and to continue with my growth.
- Unless you have a certain degree or experience, you ain't going nowhere.

Post-Intervention

- There really are not many opportunities at this time.
- They have been minimal as of late – due to economy? Company does not seem to be concerned with the advancement of existing employees.
- There are no opportunities within the company. I am very lucky to have this job.
- I haven't really gone for other positions so I can't say I'm dissatisfied or satisfied.

Workplace Engagement

1. What are your feelings in regards to workplace expectations?

Pre-Intervention

- I feel as if I know what is expected of me. It is very clear.
- I know what is expected of me.
- I can accomplish them as long as I get them in a timely manner, and that they are complete. I've been a supervisor long enough to know my expectations and have been able to provide quality service to everyone.
- Very clear of what's expected of me.

Post-Intervention

- I feel as if the expectations are clearly defined.
- I know what is expected of me.
- I am able to meet the expectations of this department and do not have problems when expectations change.
- It's fine.

2. Please describe how you feel regarding access to materials and resources in order to perform your job well.

Pre-Intervention

- I feel as if I have the right resources to do my job.
- I think I have everything I **need** to do my job – could probably do it better with more resources.
- Not a problem; I have no problem recycling. I also don't have a problem purchasing supplies and don't need reimbursement.

- The database that's used to give the customer the end product can be rather incomplete or lack data but the tools we use to monitor are good. Online training courses seem to work out fine.

Post-Intervention

- I feel as if I have the tools necessary to perform my job.
- Brooke makes sure we have what we need within reason.
- I am able to get whatever I need to do my job.
- It's fine.

3. What is your feeling about recognition of the group from your supervisor? Of you as an individual?

Pre-Intervention

- My supervisor is all about recognition. She does it often.
- Recognition – once in a while but limited as a group. Individually – she tries as much as she can with the limited time and resources that she has.
- It's always great to receive recognition, either in a group or individually, and I am lucky to have a director and manager who show praise, through e-mail, phone, and individually.
- We (I) are recognized when we (I) contribute something effective to the office or a process.

Post-Intervention

- My supervisor does a good job of giving recognition – for the group and for individuals.
- She does what she can as much as she can.
- Brooke meets with us monthly and bi-weekly and never hesitates to recognize our accomplishments.
- It's fine.

4. Please describe your overall feelings about communication from your supervisor regarding your individual progress in relation to job skill and development.

Pre-Intervention

- I feel as if my supervisor sometimes has trouble addressing things that might be less than positive. I guess that would be a lack of progress type issue, those types of things she does not communicate well at all.
- We talk about it a lot but not sure if I feel there is any development going on. It's probably because we have very different management styles.
- So far so good. Her door is always open and I won't have my 6 month review for another couple of months.
- During monthly/yearly reviews with my supervisor, many things are discussed regarding my performance and office issues. She is open and honest during these times.

Post-Intervention

- Fine.
- She is very good at communicating with us.
- Excellent – she never hesitates to talk about my progress.
- Good.

5. Please describe your feelings regarding opportunities for growth within your workgroup.

Pre-Intervention

- Don't feel that there is much. Supervisor is not really willing to hand things off. Even simple tasks such as silverware supply or cleaning supplies they should be assigned.
- My supervisor has a hard time letting go on some projects that she has. I have asked about learning aspects of her job and she has shared some, but seems to get pushed aside by more pressing matters.
- There are none, but I understand and accept. I want to keep working for 7 more years, then retire. I am thankful for my job and appreciate those who help me stay here.
- It seems limited. I do the same tasks every day.

Post-Intervention

- There is not much room for growth within the groups.
- Opportunities to grow are limited through no fault of our own.
- There are none. But that's okay. I am glad to have a job.
- Very limited within our group.

Team Communications

1. What is your feeling regarding how well you and your coworkers listen to each other?

Pre-Intervention

- For the most part I think we try to listen to each other. Once someone becomes upset regarding an issue they may tend to listen less.
- I feel ignored a lot and sometimes my opinions don't feel validated. On the other hand, part is my fault for not speaking up.
- Fair.
- Sometimes, I don't think people take me as seriously as I would like, so I don't open up as much as I could. Some do more talking than listening.

Post-Intervention

- We listen to each other most times but if someone gets mad or upset during a discussion they would tend to stop listening.
- We do pretty well.
- We are growing as a team and listen more as we discuss issues.
- If you have to get detailed or if it's not communicated firmly you can lose their attention.

2. Please describe the comfort level within this workgroup discussing the "undiscussables".

Pre-Intervention

- I think it's fine.
- I think we avoid a lot – until it absolutely needs to be discussed.
- Uncomfortable; I am still forming my own opinions about the group. I may be too aggressive with my feelings, which may cause conflict in the future.
- Sometimes, there are certain people that you can't talk to about things cause they always have some sort of answer or excuse that they use to rationalize, even though you know they are wrong or inappropriate.

Post-Intervention

- I think we are pretty comfortable discussing most topics.
- I still get a little nervous but deal with it if it really needs to be resolved.
- We are getting more comfortable with each other and the undiscussables are fewer.
- It's okay.

3. Please describe how well the group communicates.

Pre-Intervention

- The group for the most part communicates pretty well regarding everyday stuff. The problems arise when there is a disagreement between the group or a difference in views on an issue. Some people are afraid to speak up.
- We do pretty well – especially through e-mail which is sad.
- Like they always have; part of the group sits back and says, "OK with me" when another will say, "I don't care". Even completing this form was difficult because no one wanted to make a decision.
- Some are more vocal than others. It seems some of the group has very strong opinions of issues that others may not necessarily agree with but won't speak up.

Post-Intervention

- Pretty well.
- We are getting better at it.
- We still have a pecking order but I'm able to use a bit of force to bring items to the table.

- At meetings it's good. One on one it could be better.

4. Please describe how the group handles discussions regarding individual strengths and weaknesses.

Pre-Intervention

- I think that the group is good at pointing out the strengths and weaknesses of others. Meaning that we for sure know what they are. Not sure how we handle them.
- We don't – for the most part.
- Never been involved in this type of discussion.
- Not much is talked about it but you see people with different strengths handling what they're good at automatically.

Post-Intervention

- I think that most people in the group recognize their strengths and weaknesses and have no problem discussing them.
- Pretty much avoid the discussion but have to admit it really doesn't come up.
- Good.
- I don't think we talk about it much.

5. Please describe how the group handles conflict resolution.

Pre-Intervention

- We don't.
- Usually vent during staff meetings and hash it out.
- Lots of "hemming and hawing". Kathy has the final say because she talks the most and others tend to give her the lead.
- Discussion happens but it seems the manager will usually solve the hard conflicts.

Post-Intervention

- Not well.
- We hash it out but we don't have conflicts that often.
- Good.

Teamwork/Interpersonal Relations

1. Please describe the level of support and trust within the group.

Pre-Intervention

- I feel as if the group supports each other especially when it comes to outsiders. We will stick up for each other with the Senior Operators, etc.
- When it comes right down to it I trust them but I have to admit I don't feel loyalty from them at times. Like they don't have my back.
- On a scale from 1 to 10 about a 4.
- I feel I can't always tell my group some of the ideas I have as I don't have the support and I may need their help. I don't always think they'll want to go along with me or my idea.

Post-Intervention

- I think it is fine.
- We support each other but I would like to feel more trust within the group.
- It's getting better.
- Good but I think sometimes if you tell someone something it's taken personally as a reflection of their duty.

2. Please describe your overall feelings regarding togetherness or "common purpose" within this workgroup.

Pre-Intervention

- We all agree on a common purpose regarding running the room, etc...
- We stick together when needed. Don't necessarily feel like we four are a team at times. I feel like we are four teams that come together for staff meetings.

- Low – everyone has been here too long and are set in their ways. There is no common purpose in the group.
- Lately it's been good. I'm pretty casual with most issues. Whatever the group agrees upon, I will agree with.

Post-Intervention

- We have a common purpose – to run the office and meet the numbers.
- We have a common purpose – but because our working hours are so different it seems a little disjointed.
- We're working together more.
- Communication has improved.

3. How would you describe the relationships among your coworkers in this workgroup?

Pre-Intervention

- Fine.
- We get along fine for the most part.
- Okay – I feel they think I'm going to make changes that will challenge them and their ability to work as a group.
- I feel I'm pretty effective with them.

Post-Intervention

- We get along fine.
- We get along fairly well.
- Getting better.
- Approachable.

4. How do you and your coworkers handle the different skill sets of the individuals within this workgroup?

Pre-Intervention

- Well, some of us are good at making signs and stuff like that. Others are good at working on the schedule adjustments, etc. Others are good at running the room, etc.
- I appreciate their skills especially for those skills I seem to lack.
- If someone in the group is proficient in an area or with a project, everyone else sits back and says, "Fine it's all yours."
- We kind of know who can handle what and assign accordingly.

Post-Intervention

- We rely on each other to do the things each of us is good at regarding office projects etc.
- We appreciate each other's differences.
- I don't believe this is an issue.
- Some people are detail oriented which I have to treat carefully and prepared. Others are lax and I can communicate a bit loosely.

5. How do you feel regarding the mix of personalities within this workgroup?

Pre-Intervention

- I think it is a good mix.
- Sometimes it is comical and sometimes frustrating.
- Annoyed, frustrated, they are too comfortable and have friends that are operators that cause disruptions in the center.
- We get along generally.

Post-Intervention

- It is a good mix.
- See above (we appreciate each other's differences).
- I don't have a problem with this.
- Okay.
- It is a good mix.

- See above (we appreciate each other's differences).
- I don't have a problem with this.
- Okay.

Performance

1. In terms of people, communications, teamwork and leadership skills *among the supervisors*, what are some areas that need improvement or 'polishing'?

Pre-Intervention

- People should be better role models myself included.
- Being honest with each other. Backing each other up – feel like a team.
- Communication – because of the hours. Teamwork – making a group decision. Leadership – controlling the floor.
- Consistency with the rules. When certain issues need to be addressed, we all need to be more firm and concise.

Post-Intervention

- Everyone could be better at what they do.
- That is an ongoing process.
- Making sure I know my job being the new person here.
- Don't be afraid to communicate with everyone.

2. In terms of people, communications, teamwork and leadership skills, what are some areas that need improvement or 'polishing' by the group manager?

Pre-Intervention

- I feel my supervisor has a huge issue with confrontation. She has trouble addressing things with her reportables and she likes to pawn stuff off as 'I only have to address this because someone is forcing me to' versus just addressing the issue.
- Pass off projects that we can do. Feel like we are part of the process not just glorified cops. Not taking on every project.
- Have not been here long enough to make a decision, so far she has provided me everything I need.
- It seems some coaches get away with certain things more than others. Some can do no wrong.

Post-Intervention

- She needs to communicate better with her reportables by addressing an individual versus the "group" when someone does something wrong.
- Delegate – let go of some of responsibility.
- Shorter meetings, shorter discussions.
- Have faith in us.

3. In order to help the supervisors become more effective in their role, and better skilled at being "supervisors", what are some potential areas for training and development?

Pre-Intervention

- Not sure.
- Communication. Be open to new ideas.
- Being better leaders, controlling the floor, no favorites among the operators.
- Conflict resolution. Positive development.

Post-Intervention

- There is no money for training right now.
- Consistency with dealing with team members.
- Give up more responsibilities to the other coaches.
- Some formal training.

4. In order to help the manager become more effective in her role, what are some potential areas for training and development?

Pre-Intervention

- See #2. (I feel my supervisor has a huge issue with confrontation. She has trouble addressing things with her reportables and she likes to pawn stuff off as 'I only have to address this because someone is forcing me to' versus just addressing the issue.)
- Let us help her!
- Give up the work and let us help.
- Delegate and trust issues will be resolved properly.

Post-Intervention

- See #3 (There is no money for training right now).
- Being a better motivator for our team members.
- Give up more responsibility to the coaches.
- Communicate honestly.

5. What are your feelings about this workgroup (including your immediate supervisor) regarding common understanding of goals?

Pre-Intervention

- I feel as if my supervisor is extremely supportive in defining roles and the goals of the office. This workgroup functions well, of course there is always room for improvement in any workgroup.
- We know what is expected of us.
- Fair – they may understand the goals but it's a good day to see them follow through. Things like faults and ever being in the department for as long as they have; they still don't know what a fault is, etc.
- We know and understand the goals. When it gets tough it seems we all step up to the plate and get it done.

Post-Intervention

- I feel as if we all have a good understanding of what our goals are.
- I think we make a pretty good team.
- I'm glad to be here.
- I think we are on the same page.

Appendix E: Survey Instrument #3 – Work Group Manager’s Qualitative

Job Satisfaction

1. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of *enjoyment and satisfaction*?
2. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of *frustration and discouragement*?
3. Please describe your overall satisfaction with this workgroup.

Workplace Engagement

1. Do you feel your people know what’s expected of them? Do you know what they expect from you?
2. Do you feel you have the ability to provide materials and resources to your team in order for them to perform their jobs adequately?
3. What is your feeling regarding your ability to recognize the group or individuals within the group for outstanding performance?
4. Please discuss your feelings in regards to providing feedback to your direct reports.
5. Please discuss your feelings in regards to providing your direct reports opportunities for growth.

Team Communications

1. What is your feeling regarding how well you and the group listen to each other?
2. Please describe the comfort level within this workgroup discussing the “undiscussables”.
3. Please describe how well the group communicates.
4. Please describe how the group handles discussions regarding individual strengths and weaknesses.
5. Please describe how the group handles conflict resolution.

Teamwork/Interpersonal Relations

1. Please describe the level of support and trust within the group.
2. Please describe your overall feelings regarding togetherness or “common purpose” within this workgroup.
3. How would you describe the relationships within this workgroup?
4. How does the group handle the different skill sets of the individuals within this workgroup?
5. How do you feel regarding the mix of personalities within this workgroup?

Performance

1. In terms of people, communications, teamwork and leadership skills *among the supervisors*, what are some areas that need improvement or ‘polishing’?
2. In terms of people, communications, teamwork and leadership skills, what are some areas that need improvement or ‘polishing’ by you, the group manager?
3. In order to help the supervisors become more effective in their role and better skilled at being “supervisors”, what are some potential areas for training and development?
4. In order to help the manager become more effective in her role, what are some potential areas for training and development?

Appendix F: Raw Data - Survey Instrument #3

Job Satisfaction

1. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of *enjoyment and satisfaction*?

Pre-Intervention

- The fact that we're a growing area; recently successfully implemented a new platform (new & different challenges). Seeing growth of employees – coaches and SO's; still learning in this job.

Post-Intervention

- I continue to enjoy working with a wide variety of people and learning new things. Occasionally, I feel that I am able to get through to an employee and assist in making developmental changes for the better. I enjoy helping others see additional potential within themselves.

2. As you reflect on your work and responsibilities, what are a few of the factors that contribute to your general sense of *frustration and discouragement*?

Pre-Intervention

- Employees not living up to their potential; employees who are no longer positive in this environment; inability to remove roadblocks within the company; feeling personal responsibility for the motivation of all employees and feeling like I'm failing.

Post-Intervention

- I get frustrated by employees who are given numerous tools and chances to improve upon behavior and/or performance and who choose not to do so. The union guidelines also discourage me when capable employees have no edge over poor employees due to seniority.

3. Please describe your overall satisfaction with this work group.

Pre-Intervention

- Overall, satisfactory. I tend to look at each individual's strengths and weaknesses as a whole, which works out to "satisfactory". When I look to the immediate future, I'm concerned that I won't see people remaining open to challenge.

Post-Intervention

- Overall, I am still satisfied to be part of this team. The employees who I am able to reach and affect change help offset the many who I can't. I also enjoy working for a boss who is involved and cares about the issues our department faces.

Workplace Engagement

1. Do you feel your people know what's expected of them? Do you know what they expect from you?

Pre-Intervention

- I think they know the tangible expectations, but don't always want to see the intangibles. (They may not know all the intangibles, but do ignore some of them.) B) Only from certain individuals. I feel they have ample opportunity to express their expectations, but don't.

Post-Intervention

- Following the Covenant, our mutual expectations are very clear. I felt they were fairly clear already, but now there can be no question as they are in writing and on display in front of us every day.

2. Do you feel you have the ability to provide materials and resources to your team in order for them to perform their jobs adequately?

Pre-Intervention

- No, for such things as training and job opportunities. Yes, for such things as support if they ask and are open to it.

Post-Intervention

- For the most part – yes. Physical materials & resources are generally available. If I don't have something, I know where I can go to ask for it. However, part of providing resources includes job development and a pathway to other jobs, and that is currently lacking.

3. What is your feeling regarding your ability to recognize the group or individuals within the group for outstanding performance?

Pre-Intervention

- I think I do a good job both individually and on a group basis.

Post-Intervention

- I believe I do a decent job in recognizing team and individual performance. The team has confirmed this to me as well through the Covenant. I wish I could provide more tangible recognition at times, i.e. gift cards, etc.

4. Please discuss your feelings in regards to providing feedback to your direct reports.

Pre-Intervention

- I feel comfortable doing it and I try to balance strengths and weaknesses. However, because I've worked with many of the same individuals for a length of time, I don't know if it goes very far.

Post-Intervention

- Providing feedback is one of the most important components of my job, and I am comfortable in doing so. I try to always deliver balanced feedback that recognizes both strengths and areas for possible improvement. I also want 2-way dialogue on the feedback I provide.

5. Please discuss your feelings in regards to providing your direct reports opportunities for growth.

Pre-Intervention

- Can provide personal development/growth, but not much job opportunity.

Post-Intervention

- As mentioned in #2 above, I am somewhat limited in providing job opportunities within the company. I continue to encourage direct reports to take advantage of in-house training and out limited tuition reimbursement program. I also consider all developmental, performance-based feedback as opportunities for growth. Employees must be open to receiving this feedback in order for it to be a true growth opportunity.

Team Communications

1. What is your feeling regarding how well you and the group listen to each other?

Pre-Intervention

- I try to be a good listener but because I've worked with many so long, I do listen to some things with filters on. Overall, I don't think they listen to each other very well. I believe they listen to me in the short term.

Post-Intervention

- We still have room for improvement, but I sincerely feel that the Covenant process provided a forum where we were forced to listen to each other – the good & the ugly. I hope we can continue to carry this forward during the year and via our Covenant reviews.

2. Please describe the comfort level within this workgroup discussing the "undiscussables".

Pre-Intervention

- I feel comfortable, I'm not sure they do. There's a façade of "everything's ok", but things come out in subgroup meetings.

Post-Intervention

- The Covenant helped in this area, but it's human nature for people to shy away from completely candid conversation. I have asked the team to commit to open & honest communication with me and each other, even if it is difficult at times. We can only benefit from this.

3. Please describe how well the group communicates.

Pre-Intervention

- I think we do enough to get by, but lots of room for improvement.

Post-Intervention

- The group still has a tendency to "joke" through some of the tough conversations. Some of this is to protect each other's feelings and some of it is avoidance. We need to continue to call each other on it when we are not honest in our interactions.

4. Please describe how the group handles discussions regarding individual strengths and weaknesses.

Pre-Intervention

- They don't always take things as seriously as they should. A lot of deflecting and laughing things off (in an effort to not hurt feelings).

Post-Intervention

- Since most of us have worked together for a while, it's fairly apparent to each other what our strengths and weaknesses are. However, discussions regarding them are still awkward at times as certain individuals aren't as open discussing their personal strengths/weaknesses as they are those of others.

5. Please describe how the group handles conflict resolution.

Pre-Intervention

- Most members of the group like to avoid conflict at all costs. This can result in individuals addressing conflicts via unproductive channels (talking to other employees). I encourage all of them to address issues directly with their peers before getting me involved, but that rarely happens.

Post-Intervention

- The group would choose to handle conflict resolution indirectly if possible. I always encourage all employees to deal with each other directly if possible and not to involve me unless the direct approach has failed. Sometimes, this results in "joking" through the issue to resolution.

Teamwork/Interpersonal Relations

1. Please describe the level of support and trust within the group.

Pre-Intervention

- While support exists within the group, I'm not always sure how much trust exists. This goes back to the lack of directness when resolving issues/concerns as referenced above.

Post-Intervention

- While the group supports each other for the most part, I'm not sure how much trust there really is. Via the Covenant process, I was made aware of some perceptions that just blew me away and that I was clueless about. Obviously, open communication lacking in the past contributed to current trust levels.

2. Please describe your overall feelings regarding togetherness or "common purpose" within this workgroup.

Pre-Intervention

- I think common purpose and togetherness are two different things. Everyone in the workgroup knows our purpose is to provide fast, accurate, and courteous service to all customers, but that doesn't necessarily translate into feelings of togetherness for everyone.

Post-Intervention

- I feel we have a common purpose as far as work goals and responsibilities are concerned. However, individuals show different levels of commitment to our common purpose via their actions and behavior.

3. How would you describe the relationships within this group?

Pre-Intervention

- The personalities within this workgroup are all very different. We have a new supervisor, so she is still adapting to the group. For the others who have been here for a number of years, they seem to relate like siblings – a love/hate thing. We definitely have some styles that are stronger than others, and that impacts the relationships.

Post-Intervention

- I would say relationships are positive but cautious. While the group can pull together to achieve goals, it is quite a diverse team. There are some dominant personalities who will tend to run the show if others let them, resulting in people always being "on guard" with each other.

4. How does the group handle the different skill sets of the individuals within this workgroup?

Pre-Intervention

- I try to get the group to see that our collective strengths and weaknesses complement each other. However, more often than not, the group views each other's differences as a weakness only. We need all sorts of styles and skill sets, there is no one "set" that is wrong or right.

Post-Intervention

- The group has no choice but to work with and accept the skill sets of all. While this occurs smoothly for the majority of the time, there have been occasions when team members with very different skill sets clash. I have to encourage open and direct communication in these instances. I also remind the group that our team needs all different skill sets to succeed.

5. How do you feel regarding the mix of personalities within this workgroup?

Pre-Intervention

- As stated above, I embrace the mix of personalities in the group. Each employee brings something valuable to our department whether it be organization skills, motivational skills, a sense of humor, and/or a sense of caring toward others. I encourage others to see the good in other people as I try to do myself.

Post-Intervention

- I truly believe that all types of personalities can be successful, and I try to use the mix to our team's advantage. At times, I would still like to see our team try to advance beyond status quo and learn from each other. I feel we can learn a lot from people whose personalities differ from our own. This is not a bad thing!

Performance

1. In terms of people, communications, teamwork and leadership skills *among the supervisors*, what are some areas that need improvement or 'polishing'?

Pre-Intervention

- The supervisors need to communicate more honestly and directly with each other and hold each other accountable when someone is not pulling his/her weight. As for

teamwork, they need to commit to enforce policies more consistently so that no one supervisor is viewed as the "bad guy". They also need to make sure they are treating all team members the same so as to avoid perceptions of favoritism.

Post-Intervention

- Communication skills need polishing. I believe it's important for everyone to treat each other with respect at all times, and too much joking and/or indirect references are rude. The supervisors have improved, but need to continue to focus on direct and honest communication without taking things personally. In addition, some leadership skills need improvement. One of the things I suggest to the supervisors is that they be "friendly, but not friends" with employees. This is hard for a few of them and gets interpreted as favoritism.

2. In terms of people, communications, teamwork and leadership skills, what are some areas that need improvement or 'polishing' by you, the group manager?

Pre-Intervention

- I need to delegate more. I also need to be more direct at times when a change is needed. Leading by example has not been enough to bring about change in others, so I need to make sure I am very specific with specific individuals when a certain behavior needs to happen. I can be too trusting at times.

Post-Intervention

- I can always improve in all areas, but I need to focus on delegating more and remembering which issues are best suited to be addressed individually vs. in a group setting. Sometimes, when I address the supervisors as a group, the message gets lost on certain individuals.

3. In order to help the supervisors become more effective in their role and better skilled at being "supervisors", what are some potential areas for training and development?

Pre-Intervention

- More leadership training! Even though they tend to moan and groan about it, they need to be open to the benefits.
- I wish there was a class entitled, "Fair but firm".
- They all could benefit from remembering to thank employees for good things and not just addressing bad things.

Post-Intervention

- Potential areas for development for the supervisors would be: effective communications, recognition for performance, and maintaining a positive attitude at work (is there a training class for that?!))

4. In order to become more effective in your role, what are some potential areas for training and development for yourself?

Pre-Intervention

- I need a class entitled, "You are not personally responsible for the happiness or motivation level of each employee!" and then believe it.
- I need to come up with some more ways to quantify results and hold employees accountable for them.
- I also need some way to make things "fresh" again for long-term employees.

Post-Intervention

- As mentioned above, delegation needs to improve. Progress has been made in this area, but more is required. I also need to let the supervisors show that they can do more. Because time is usually of the essence, sometimes I'm impatient about getting things done and will just do it myself and/or assign it to the person I know can get it done vs. letting it be a developmental opportunity for someone else.

Appendix G: The Workplace Covenant™ Contracts
Group Manager's Covenant to the Operator Services Supervisors

1. Provide honest and timely feedback
2. Set and communicate expectations
3. Acknowledge their efforts and achievements
4. Lead by example - accountability – respect the chain of command
5. Be respectful - fair treatment, no favorites
6. Encourage growth and development
7. Ask for feedback
8. Have a positive attitude (at work)
9. Share the work – delegate
10. Support – have our back

In agreement & support of the above:

_____, Date: _____
_____, Manager
Operator Services Group

Operator Service Supervisors' Covenant to Group Manager

1. Run the room/making answers
Use each other's strengths/weaknesses to team's advantage
2. Consistency
Employees
Each other
Rules/policies (enforcement)
3. Deadlines
Appraisals
PD
Monthlys
4. Be role models – 'friendly not friends'
Model the behavior you want to see in the department
5. Support boss
6. Honest and open interaction, with each other, with team members,
and with Brooke
Do not triangulate (resolve conflicts directly)
7. Acknowledge more positive behaviors/encourage more
8. Have a positive attitude (at work)

In agreement & support of the above:

_____ Date: _____
[Redacted]

_____ Date: _____
[Redacted]

_____ Date: _____
[Redacted]

_____ Date: _____
[Redacted]

Appendix H: Letter of Intent

November 20, 2008

Kathleen Slocum
Director, Human Resources
180 S. Clinton Ave., Floor 1

Dear Kathleen,

You may recall from our conversation in August that I am a graduate student at St. John Fisher College in Human Resource Development. Now that I am beginning my capstone project, I would like to work in conjunction with Frontier Communications Corporation. The project that I propose is designed to assess and then improve workplace relationships between work groups and their immediate supervisors and/or managers.

Background

Trust, respect, commitment, and mutual understanding are important aspects of a high performing work group. Dysfunctional behavior in the workplace has a negative impact on productivity, morale, retention, profits and wellness, both of the company and individual employees. When a group dialogues, or spends time agreeing to a set of standards and expectations, the end result is a closer partnership between employees and management that increases commitment and engagement. Building trust in relationships between employees and management helps the workplace to operate more effectively, serving as a source of enduring advantage for an organization.

In the intervention I am proposing, I would assess a particular work group's current level of such things as trust, commitment, engagement, etc. The Workplace Covenant™ intervention would be conducted, and then a second group assessment would be performed to measure the effects (if any) of the intervention. A follow up intervention would then be performed to reinforce lessons learned and to encourage the positive interaction between the work group and supervisor. A final assessment would be conducted to measure levels of effectiveness.

Problem Statement

The purpose of this study is to measure the effectiveness of The Workplace Covenant™ as a relationship-building intervention within an organization.

Explanation of The Workplace Covenant™

"The Workplace Covenant™ is a practical process to help any professional relationship increase respect, trust and partnership. Parties who need to work cooperatively are brought together in a facilitated half- or full-day session. The workshop enables the parties to dialogue, negotiate and agree on how they will work together. The final outcome includes signed documents that outline each party's obligations to one other. The Covenants are reviewed regularly to ensure relationships remain positive, respectful and aligned." (silverconsultinginc.com, 2008).

Method

I will assess employees within the particular work group studied, including the group supervisor or manager before and after the administration of The Workplace Covenant™ program. The data collection will include both numerical (quantitative) as well as narrative (qualitative) focus group questions to assess employees' current level of trust and satisfaction working with their current supervisor/manager, as well as the supervisor's/manager's current level of trust and satisfaction working with the group.

Specifically, I intend to:

- Conduct an initial meeting with the employees and supervisor/manager to discuss the purpose of the study and for us to become acquainted with each other;
- Conduct initial focus group with all employees within the work group using predetermined questions (both quantitative and qualitative) to determine current level of trust, commitment, and expectations within the group and with the supervisor;
- Conduct an interview with the work group supervisor using predetermined questions (both quantitative and qualitative) to determine current level of trust and expectations of the work group;
- Analyze results of focus group and interview to measure the level of trust and commitment within the group;
- Work with an outside consultant (who holds a doctorate in Human Resource Development, and is Assistant Professor at St. John Fisher College, and is the creator of The Workplace Covenant™) and the team to arrange a Workplace Covenant™ intervention with the work group and supervisor that is free of charge;
- Conduct a second focus group with original group of employees within the work group using predetermined questions (both quantitative and qualitative) to determine current level of trust, commitment, and expectations within the group and with the supervisor;
- Conduct a second interview with the work group supervisor using predetermined questions (both quantitative and qualitative) to determine current level of trust and expectations of the work group;
- Compare findings of pre-intervention responses with post-intervention responses to measure the success of the intervention;
- Work with the outside consultant to arrange a follow-up intervention with the work group and supervisor to ensure relationship between work group and supervisor remains positive, respectful, and aligned;
- Conduct a final focus group with original group of employees within the work group using predetermined questions (both quantitative and qualitative) to determine current level of trust, commitment, and expectations within the group and with the supervisor;
- Conduct a final interview with the work group supervisor using predetermined questions (both quantitative and qualitative) to determine current level of trust and expectations of the work group;
- Compare findings of the pre-intervention data with that of the two post-interventions to measure the results and the impact of the Covenant on Frontier;
- Provide Frontier with a report and possibly presentation of the study findings; and
- Publish findings in research study format.

Significance

There are many advantages to Frontier that should result from an intervention designed to improve relationships within a work group. When group members (including the supervisor) have mutual respect and understanding, it creates greater cohesiveness. Greater cohesiveness leads to more extensive communication, more positive interactions, greater goal achievement, and high levels of motivation, commitment, and satisfaction. Conducting an intervention such as The Workplace Covenant™ teaches group members how to improve their workplace relationships, as well as how to follow up with lessons learned on their own to maintain the positive results of the intervention. Studying the results of The Workplace Covenant™ can also benefit the field of Organization Development and Human Resource Development, as it can assist in increasing the efficiency and effectiveness of individuals and organizations.

Needs from Frontier

There are no direct financial commitments requested from the organization. The outside consultant will perform both interventions free of charge, and I will be providing the assessment free of charge in order to contribute to the enhancement of the field of Organization Development and complete my capstone project. There is, however, the potential for the short-term loss of some person-hours from the work group and the supervisor during pre- and post- focus groups and interviews, as well as the loss of person-hours needed to perform the actual interventions (approximately 16 –20 hours total per individual). Although these are short-term losses, they should be more than offset by gains resulting from the success of the intervention. The full participation and cooperation of all staff involved is also required in order to make the project a success.

If this proposal is satisfactory for you and the organization, please sign below. If there are any questions, suggestions, or changes to the proposal, please feel free to include them.

Thank you for your time and attention in reviewing this proposal; I look forward to working with you and the employees in order to make this project a successful one.

2/01/09

Respectfully,
Joanne Enright
St. John Fisher College
Human Resource Development
Frontier Communications Corporation

Appendix I: IRB Summary

Joanne Enright

The Effects of The Workplace Covenant™ at Frontier Communications Corporation

Background

Trust, respect, commitment, and mutual understanding are important aspects of a high performing work group. Dysfunctional behavior in the workplace has a negative impact on productivity, morale, retention, profits and wellness, both of the company and individual employees. When a group dialogues, or spends time agreeing to a set of standards and expectations, the end result is a closer partnership between employees and management that increases commitment and engagement. Building trust in relationships between employees and management helps the workplace to operate more effectively, serving as a source of enduring advantage for an organization.

In the intervention I am proposing, I would assess a particular work group's current level of such things as trust, commitment, engagement, etc. The Workplace Covenant™ intervention would be conducted, and then a second group assessment would be performed to measure the effects (if any) of the intervention. A follow up intervention would then be performed to reinforce lessons learned and to encourage the positive interaction between the work group and supervisor. A final assessment would be conducted to measure levels of effectiveness.

Method

I will assess employees within the particular work group studied, including the group supervisor or manager before and after the administration of The Workplace Covenant™ program. The data collection will include both numerical (quantitative) as well as narrative (qualitative) focus group questions to assess employees' current level of trust and satisfaction working with their current supervisor/manager, as well as the supervisor's/manager's current level of trust and satisfaction working with the group.

Confidentiality

The anonymity of the client will be protected at all times. The client will be described as "a large telecommunications corporation in Western New York". The individual group studied will be referred to as "the group", "the group manager", and/or "the participants".

Dissemination of Results

The results of the study will be recorded in the Applied Project format for advisor review and reader approval. An Executive Summary will be provided to the Director of Human Resources of the company studied, as well as copies distributed to the participating group members. A public presentation of the work will be performed at the Annual Graduate Colloquium.

Appendix J: Annotated Bibliography

Highly Recommended Resources

Bacon, T. (2006). *What people want: A manager's guide to building relationships that work*. Palo Alto, CA: Davies-Black Publishing.

What People Want highlights the variables in today's workplace, and uncovers the truth about what people really want from their relationships at work. Based on original research involving nearly 500 professionals across a variety of industries, it reveals new insights into the motivators that drive individual behavior, detailing how to build solid relationships with coworkers and direct reports by focusing on their seven most important needs: trust, challenge, self-worth, competence, appreciation, excitement, and an ability to develop and sustain an identity of merit. With dozens of real-world examples, and nearly 200 practical tips and techniques, this book offers plenty of tools to help managers address their own needs to personal and psychological space and work-life balance, and advice on how to avoid such bad behaviors as bullying and intimidation, which can demotivate staff and damage the organization.

Buckingham, M. & Coffman, C. (1999) *First, break all the rules: What the world's greatest managers do differently*. New York: Simon & Schuster.

In Buckingham and Coffman's book, they discuss what makes managers of top companies different from organizations that are not at the top of their industry. In order to have an empowered workforce, managers need to keep in mind the diversity of every employee. It is hard for a manager to adapt management programs for every employee. This book also offers great feedback about the rules of thumb that great managers rely on: don't break the bank, standard rules when regarding company and industry standards, don't let the greed overshadow the message, and required steps only prevent dissatisfaction they do not create customer satisfaction. Once managers comprehend these statements employees can begin to embrace their work environment and begin to perform their job functions more efficiently and successfully.

Covey, S. M. R. & Merrill, R. R. (2006). *The speed of trust: The one thing that changes everything*. New York: Simon & Schuster.

Stephen M. R. Covey discusses the importance of trust in the employee manager relationship in his book, *The Speed of Trust*. Covey identifies thirteen behaviors to instill trust between leadership and employees: talk straight, demonstrate respect, create transparency, right wrongs, show loyalty, deliver results, get better, confront reality, clarify expectations, practice accountability, listen first, keep commitments, and extend trust. When focused on and developed, these behaviors help form a bond between manager and employee that can lead to positive effects on attitudes, which in turn, lead to positive behaviors in the workplace.

Covey, S. R. (1989). *The 7 habits of highly effective people*. New York: Simon & Schuster.

In *The 7 Habits of Highly Effective People*, Stephen R. Covey describes “six major deposits” that help build the “Emotional Bank Account”. These six major deposits are: understanding the individual, attending to the little things, keeping commitments, clarifying expectations, showing personal integrity, and apologizing sincerely when you make a withdrawal. By developing these qualities, managers can shape relationships with their employees that help build the foundations for job satisfaction, workplace engagement, team communications, interpersonal relations, and even performance.

Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal leadership: Realizing the power of emotional intelligence*. Boston, MA: Harvard Business School Publishing.

Daniel Goleman, Richard Boyatzis, and Annie McKee link organizational success to the organization’s leaders in their book, *Primal Leadership*. The authors argue that if a leader resonates energy and enthusiasm, an organization will thrive; if a leader spreads negativity and dissonance, the organization will not survive. Resonant leaders excel not just through knowledge and skills, but by connecting with others using Emotional Intelligence (EI) competencies, such as self-awareness and empathy. They utilize six different leadership styles, adapting as the situation calls for. The authors identify a process in which leaders can learn to assess, develop, and sustain personal EI competencies over time; inspire and motivate people; cultivate resonant leadership throughout teams and organizations; and leverage resonance to increase bottom line performance.

Lencioni, P. M. (2002). *The five dysfunctions of a team: a leadership fable*. San Francisco, CA: Jossey-Bass Publishers.

In his book *The Five Dysfunctions of a Team*, Patrick Lencioni uses a fictional work group to describe how a leader goes about using a model with actionable steps to overcome a work group's struggles and build a cohesive, effective team. Lencioni defines the five dysfunctions as an absence of trust, a fear of conflict, a lack of commitment, avoidance of accountability, and inattention to results. He then goes on to address each dysfunction that will allow any team to come up with a plan of action to overcome them and bring more cohesion and productivity to the workplace.

Mai, R. & Akerson, A. (2003). *The leader as communicator: Strategies and tactics to build loyalty, focus effort, and spark creativity*. New York: AMACOM.

In Mai and Akerson's book, they discuss the fact that although every leader faces issues unique to his or her particular organizations, at least three challenges are universal: building a sense of community among employees, keeping them focused through even the toughest transitions, and sparking the creativity necessary to keep the company on the cutting edge and at the top of the industry. According to the authors, the competency most crucial to meeting these challenges is communication. As a leader, you have to understand not only your business's needs, but also those of its employees. It is up to the leader to interpret, relay, and bring together the many (and sometimes conflicting) points of view while exercising the judgment and vision your people trust and expect.

This book examines the many communication-based roles you must master in order to maximize your effectiveness as a leader. These roles include: Trust Builder, Critic, Navigator, Provocateur Learning Advocate, and Renewal Champion. *The Leader as Communicator* presents dozens of examples and case studies from many high profile companies. It is packed with strategies and tactics for shaping the communications climate of your organization that assist in learning when and where to apply specific techniques to build morale, creativity, alignment, and productivity across the entire organization.

Reina, D. S. & Reina, M. L. (2006). *Trust and betrayal in the workplace: Building*

effective relationships in your organization. San Francisco: Berrett-Koehler Publishers.

The authors outline a common language to discuss trust constructively, identify specific behaviors that build and break trust, and describe steps for rebuilding trust and sustaining it over time. *Trust and Betrayal in the Workplace* helps individuals see the natural role trust and betrayal plays in our lives, how trust can be rebuilt, and how it transforms workplace relationships. It provides practical tips, tools, and exercises to help leaders create work environments where trust grows.

Other Resources

Hirschfeld, S. (2007). Employment Law Alliance. *New Employment Law*

Alliance Poll: Nearly 45% Of U.S. Workers Say They've Worked For An Abusive Boss. Retrieved March 6, 2009 from <http://www.employmentlawalliance.com>

This article discusses a study regarding abusive relationships in the workplace. The author verifies that a negative relationship between employees and their direct supervisor contribute to reduced commitment and loss of productivity. The article also mentions that some state legislatures are considering laws to specifically prohibit bullying in the workplace.

Senior, B. & Swales, S. (2007). Inside management teams: Developing a teamwork survey instrument. *British Journal of Management*, 18, 138 – 153.

The purpose of this study and the main contribution to research is to provide an enhanced understanding of teamwork in management teams and to develop a reliable measure of the construct. The Teamwork Survey is not only a measurement tool, but also can be used to help team members and their managers understand in more detail how their teams can improve in terms of how it operates towards achieving high team performance. Portions of this measurement tool were used in developing the survey instrument used in The Workplace Covenant™ case study.

Silver, S. R. (2008). *Silver consulting: Reflection, learning, change, results.*

Retrieved March 6, 2009 from <http://silverconsultinginc.com>.

Dr. Seth Silver offers consulting services ranging from managing change, to skills development, to improving workplace relationships. "Seth brings a common sense,

practical approach to solving problems, as well as an understanding of management theory.” This website gives an overview of all the product offerings available, and also gives an in-depth description of The Workplace Covenant™.

Silver, S. R. (2008). Transforming professional relationships: Using the workplace covenant to ensure respect, trust, and partnership. *T+D*, 62, 12.

In his article in *Training & Development*, Seth Silver examines the relationship between managers and employees, and how to develop trust and respect in that relationship in order to increase employee satisfaction, engagement, and productivity. Dr. Silver has developed a structured approach that helps to create professional relationships that are based on respect, trust, and partnership.

Tsui, A. S., Egan, T. D., & O'Reilly, C. A. III (1992). Being different: Relational demography and organizational attachment. *Administrative Science Quarterly*, 37(4), 549-580.

This measure uses six items to form an index that describes overall job satisfaction. The scale includes single questions to assess the degree of satisfaction with the work itself, supervision, coworkers, pay, promotion opportunities, and the job in general. This measurement tool was used in developing the survey instrument used in The Workplace Covenant™ case study.

Weisbord, M. (1987). *Productive workplaces: Organizing and managing for dignity, meaning, and community*. San Francisco, CA: Jossey-Bass Publishers.

In *Productive Workplaces*, Weisbord identifies individuals' needs for community and fulfillment in organizations and in their work lives. By involving people in designing new work methods and developing strategies for improvement, the author shows organizations how to fulfill the vision of what they can become. Part One focuses on the fact that “deep human strivings underlie the search for productive workplaces” (Weisbord, 1987, p. xvi). By examining the theories of Frederick Taylor, Kurt Lewin, Douglas MacGregor, Fred Emery, and Eric Trist, Weisbord shows that no good alternatives to employee involvement exist in creating community and satisfaction that leads to high productivity in organizations today.

Whipple, R. (2007). Leaders can create or destroy trust. *T+D*, 61, 4.

In his article in Training & Development, Robert Whipple discusses ways to improve the levels of trust in an organization including: laying a firm foundation with you team; encouraging people to tell you when your actions are inconsistent; encouraging reporting of mistakes, no matter how challenging; and taking appropriate corrective action or helping people to realize your point of view. According to Dr. Whipple, "Developing a true environment of trust is rare because the way to achieve it goes against the grain of most people in leadership positions. It requires leaders to set aside their egos and accept being told they are wrong frequently" (Whipple, 2007, p.89). The author concedes that this is no easy task and most leaders need some coaching or outside help in order to live these ideals. Those leaders who are able to make the transition to this way of thinking help foster an environment based on trust, where employees and managers can focus on more important things such as serving their customers and beating the competition.