

# **Nurturing Work Environments: Research Producing a Performance Goals Tool**

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**By**

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# What Kept You<sup>1</sup>

In a survey of 8000 people in 35 industries, here's what respondents said were the leading drivers for keeping them:

- exciting work and challenge
- career growth, learning, and development
- fair pay and benefits
- relationships and working with great people
- supportive management, a great boss
- pride in the organization, its mission, and its product
- great work environment or culture
- being recognized, valued, and respected
- meaningful work, making a difference.
- autonomy

<sup>1</sup>In Kaye, B. & Jordan-Evans, S. (2002, January). Retention in tough times. T+D56(1), 34.

# **Basic Arenas Necessary For Organizational Survival**

**Fiscal & Fiducial  
Activities**

**Work Force**

**Communication & Alert  
Mechanisms**

**CONCEPT MODEL DATA STREAM**

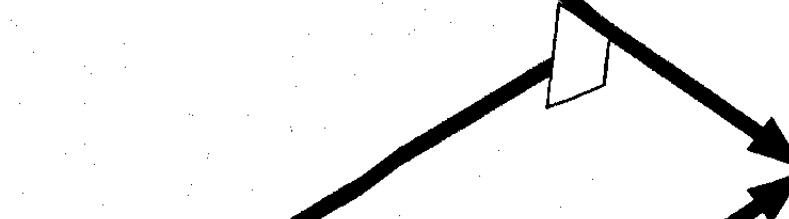
Literature Section Tables



Literature Analysis Tables



**ABRIDGED  
CONCEPT  
MODEL**



Interview Tables



Interview Analysis Tables

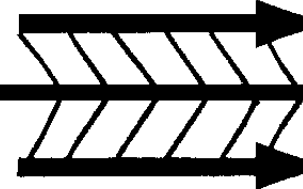
**INTERVIEW DATA STREAM**



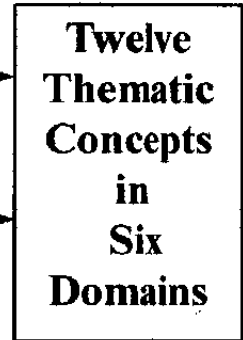
**Literature & Interview Analysis Tables  
COMBINED DATA STREAM**

**FIGURE 1:  
FLOW DIAGRAM AND  
DESCRIPTION CONSTRUCT OF  
A NURTURING WORK ENVIRONMENT**

**SILHOUETTE  
TABLE**



**Twelve  
Thematic  
Concepts  
in  
Six  
Domains**



Example of Second Stratum Showing Identified Primary Links

Table 7

Content Patterns in the Five Domains Forming Thematic Concept **Attending**

Thematic Concept	Domains - Literature Discussion Parameter Sections				
	Work Activities and People <sup>1</sup>	Holistic Work Environment <sup>2</sup>	Social Perception by Individuals <sup>3</sup>	Nurturing Components <sup>4</sup>	Organizational Practices <sup>5</sup>
<b><u>Attending</u></b>	<u>Being listened to</u>	<u>Communication</u>	<u>Reciprocal listening</u>	<u>Listening</u>	<u>Able to talk to management</u>
<u>Choice</u>	Experiences <sup>m2e5i3*</sup>	Influences <sup>c1d3d4a5*</sup>	Communication <sup>a5*</sup>	Attention	Communication <sup>a3*</sup>
<u>Concern</u>	Interactions <sup>s-o3o4o5*</sup>	Perceptions <sup>v3v4*</sup>	Other than self	Complementary	Humanistic <sup>n1*</sup>
<u>Connected</u>	Listening <sup>a4*</sup>	Reciprocal	Time <sup>u1i4m5*</sup>	Empathy	Influences <sup>c1a2d3d4*</sup>
<u>Esteem</u>	Satisfaction <sup>v4v5*</sup>	Social <sup>v1i3d4d5*</sup>		Immediate	People oriented <sup>e2*</sup>
<u>Freedom</u>				Listening <sup>a1*</sup>	Responsiveness <sup>c2a4*</sup>
<u>Inclusion</u>				Responsiveness <sup>c2a5*</sup>	
<u>Mastery</u>					
<u>Options</u>					
<u>Trusted</u>					
<u>Visibility</u>					
<u>Vulnerable</u>					

Note. \* \*enclose links; letter specifies thematic concept, number specifies domain

Example of Third Stratum With Supporting Originating Data

Table 20

Content Patterns From All Participants for Thematic Concept **Attending**

Thematic Concept	Category Names	Representative Data Clusters from Participant Interviews
<b>Attending</b>		
Choice	#10 As management listens so do others	Managers rearranged offices to talk one on one; how to approach difficult situation; one thing is listening; have communication; get feedback
Concern	#31 Listen to the talk	Fears telling me; we dialogued a lot; be there and listen; come in and talk
Connected	#42 Communication involves response	Have to respond; good communication skills; good listening skills; people ask teams come
Esteem	#51 Supervisors and staff talking	Lot of discussion between administration and us about problem; supervisor came in, sat down and talked to me
Freedom	#54 Someone always available	Able to contact administrator to ask questions ; talk about it and get it off your chest
Inclusion	#57 Listening to me	Having peers and supervisor willing to listen; people will take the time to listen to me
Mastery	#66 Listening	Environment where you can talk; listen to the individual; empathize with them
Options		
Trusted		
Visibility		
Vulnerable		

Note. Participant identifier number in superscript

Example of Second (Middle) Stratum Data in One Thematic Concept

Table 32

Ideational Data in Domains and Participant Interviews for Thematic Concept **Attending**

Thematic Concept	Idea Clusters From Each Literature Discussion Parameter Section and Participant Interview				
	Work Activities and People	Holistic Work Environment	Social Perception by Individuals	Nurturing Components	Organizational Practices
<b>Attending</b>	<u>Being listened to</u>	<u>Communication</u>	<u>Reciprocal listening</u>	<u>Listening</u>	<u>Able to talk to management</u>
Choice					
Concern	Experiences Interactions Listening Satisfaction	Influences Perceptions Reciprocal Social	Communication Other than self Time	Attention Complementary Empathy Immediate Listening Responses	Communication Humanistic Influences People oriented Responsiveness
Connected					
Esteem					
Freedom	Human Reality				
Inclusion	<u>Collaborative listening</u>				
Mastery	As management listens so do others      Listening to me      Communication involves response      Listening				
Options	Listen to the talk      Someone always available      Supervisors and staff talking				
Trusted					
Visibility					
Vulnerable					

Example of Links in Top Stratum Between Actions and Attitudes

Table 44

A Silhouette of Dimensions Describing the Characteristics of Nurturing Work Environments

Thematic Concept	Literature Discussion Parameter Sections and Participant Interviews Data Sources					
	Work Activities and People	Holistic Work Environment	Social Perception by Individuals	Nurturing Components	Organizational Practices	Human Reality
Attending	Being listened to	Communication	Reciprocal listening	Listening	Able to talk to management	Collaborative listening
Choice	Able to make decisions	Expectation of responsiveness	Adaptation	Allows decisions over own actions	Decentralized decision-making	Decisions by each person guides events
Concern	Cared about as a person	Support structures available	Cognizant of reaction to projected image	Maintaining a positive attitude	Belief can accomplish work	Intentional consideration
Connected	Relationships seen as important	Team and personal interrelationships	Circular influences	Expands relationships	Supports team and group work	Relationships mean involvement
Esteem	Treated as an expert	People first then processes	Communicates respect	Regard for the person's viewpoint	Respect for abilities	Respect is vital
Freedom	Given autonomy	Self-direction	Behaviors modified voluntarily	Provides autonomy	Encourages empowerment	Allowed and willing to take action
Inclusion	Being asked how to improve work	Cultural norms invite diversity	Social context created by everyone	Availability to others	Worker participation	Conscious togetherness
Mastery	Training for new and old skills	Development of capabilities	Self-knowledge	Developing learning opportunities	Continual training available	Continuous learning
Options	Work seen as challenging	Multiplicity present in context	Interactions initiate complex changes	Sharing	Work requires a variety of tasks	Multiple paths beckon
Trusted	Given responsibility	Attitude of openness	Detect then use relevant patterns	Increases responsibility	Management shares authority	Giving and taking responsibility
Visibility	Recognition for achievement	Emphasis on the individual	Awareness of differing perceptions	Praise for achievement	Systems validate work	Appreciation is important
Vulnerable	No guaranteed outcomes	Perilous to ignore surroundings	Organizations and individuals affected	Survival requires versatile behaviors	Unavoidable daily impact	Support and stress always present