

**ROLE EXPECTATION PROCESS IN BUILDING
A DESIRABLE WORK CULTURE**

By

Barry P. Bauer

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The Graduate School
University of Wisconsin-Stout
Menomonie, WI 54751

ABSTRACT

Barry P. Bauer

Role Expectation Process in Building a Desirable Work Culture

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The start up of a new manufacturing facility brings many challenges to all employees involved in the process. Items such as new equipment, procedures, validation activities, and even new co-workers all contribute to the success of such start up endeavors. Starting a new manufacturing facility, which is to be a satellite facility to an existing one, adds additional challenges especially when trying to improve the work culture of the new organization as compared to the current. The new facility that will be the basis for this study is a satellite plant, which is staffed with some employees that are new to the organization as well as some, transferred from the existing facility.

One of the goals of the new facility is to improve the work culture for the employees as compared to existing one. An employee Role Expectation process is a tool that is being used to try to help achieve this goal. This research study will

look to prove or disprove if a Role Expectation process is a viable way to improve perceptions of a work culture at a new facility.

A review of literature will explore the topic of the Role Expectation process for employees and its history. Exploration of the topic area will reveal applications that are currently using this type of process or variation to solve current problems. Strengths and weaknesses of the review of available literature will also be presented.

This study will use a voluntary questionnaire, delivered to the employees at the new organization to gain insight as to whether the Role Expectation process is successful for this new organization. The research methods and questions will be designed to obtain an accurate and honest opinion of the employees at the new facility. The sample collection process will be voluntary and the participants will not be identifiable on the instrument. The data collected off of the survey instrument will be used as the basis for the recommendations and conclusions drawn from the research project.

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CHAPTER I

Statement of the Problem

The organization this research is based upon is located in Eau Claire, Wisconsin. The organization currently operates a food production facility with approximately 420 employees. A new facility is under construction and will be run as a satellite facility off of the current organization. The production employees will be separate between the two facilities. The satellite facility will use management resources from the current plant but will be run on a daily basis by a site-specific management structure. These site-specific management persons include a Facility Manager, Human Resource Consultant, and various shift Team Advisors in Production, Maintenance, and Quality areas. These specific individuals, along with the production workers are the subjects of this study. The management at this organization has set a goal of improving the work culture and subsequent moral of the new organization over that of the old one. One of the techniques the members of the new organization are using to help achieve this goal is a Role Expectation process where the employees state what they expect their roles are to be in organization. These expected roles are then compared with managements and the two groups attempt to come to a mutual agreement on these roles. The expectations of the various roles must stride toward mutual values and goals for the organization. This research study will review literature on work cultures and a person's self-perception of them. The organizations diagram on what will build and sustain the work culture will be presented. The Pygmalion Effect will also be discussed as well as the Role Expectation process and what

steps this organization used in hopes of improving the work culture from the current plant. Data will be collected via a survey, and follow up interviews.

Recommendations and conclusions will be drawn from this research.

Research Objectives

Objective #1 Prove or disprove if a Role Expectation process is a viable way to help establish an improved a work culture at a new production facility.

Objective #2 Accurately and clearly identify the steps and methods the new organization used from the Role Expectation process model.

Objective #3 Through the use of a Data Collection survey determine whether the participants believe the Role Expectation process is a successful tool for establishing an improved a work culture.

Limitations of the Research

1. Time and money available for this study did not allow an in depth, long-term study of this organization.
2. Due to the nature of the study, the participants are protected by confidentiality and have the right to refuse to participate in the survey.
3. External factors may negatively impact the outcome of the survey such as training provided by equipment vendors not seen by company prior to delivery to employees.
4. The entire population of production operators where not used in this study, due to time constraints, training schedule, and exposure to Role Expectation process exercises.

5. Employees in Maintenance and Production started and received training at different times. This may impact perceptions of the training delivered.

Definition of Terms

Benchmark Facility- Goal of the new satellite production facility to serve as a standard in comparison to other plants owned by the company.

Facilities Manager- Oversee the operation of the satellite facility including the Team Advisors. Handles various functions of the operating facility and reports directly to the Plant Manager at the present facility.

GMP's- General Manufacturing Practices

Human Resource Consultant- (HR Consultant) -A member of the company's Human Resources team dedicated to the satellite facility. Handles all human resource functions and reports to the Human Resources Manager at the present Facility.

Team Advisor(s)- A management representative assigned to an employee group such as Maintenance, Production, or Quality areas, who oversee the activities of the facility during the various shifts. They report directly to Facility Manager.

SOP's- Standard Operation Procedures

CHAPTER II

REVIEW OF LITERATURE

Desirable Work Culture

The organization being researched in this study sees a new satellite facility as an opportunity to improve on the current plant culture. The current operating facility has done well over the years and has seen much growth. The work culture at both the management level and out on the production floor has not kept up with the fast growth over the years. There is a need for improvement at both levels and clarification over roles as well as what is expected of employees. Before looking at the Roles and Expectations literature we will try to determine what a “Desirable Work Culture” means.

Defining the term “Work Culture” is a difficult thing to do. There are many textbook definitions as to what a “culture” is. The Webster’s Dictionary defines culture as “the integrated pattern of human knowledge, belief, and behavior that depends upon man’s capacity for learning and transmitting knowledge to succeeding generations” (Webster, 1989, p. 314). The fact of the matter is people in the actual facilities do not use these definitions that scholars use to describe a culture. People at the management and employee levels would be more apt to use a definition of what a culture is that is something like “experienced based”. (Goffee, 1998, p.9).

A work culture means different things to different people. If you were to ask employees of an organization what it means some of the responses you receive would sound like this:

“All the people in my office really get on well with each other.”

“Every meeting we have is obsessed with ways to nuke the competition.”

“All the professional employees get long lunches, but the staff has to punch the clock.”

“When I had my operation, no one from work even cared.”

“Every once in a while, management make a person they don’t like just disappear.” (Goffee, 1998, p.9).

Anyone of these phrases may be used to identify what an organizations culture is like. A real general definition of what a culture would be “the way things get done around here.” (Goffee, 1998, p.9).

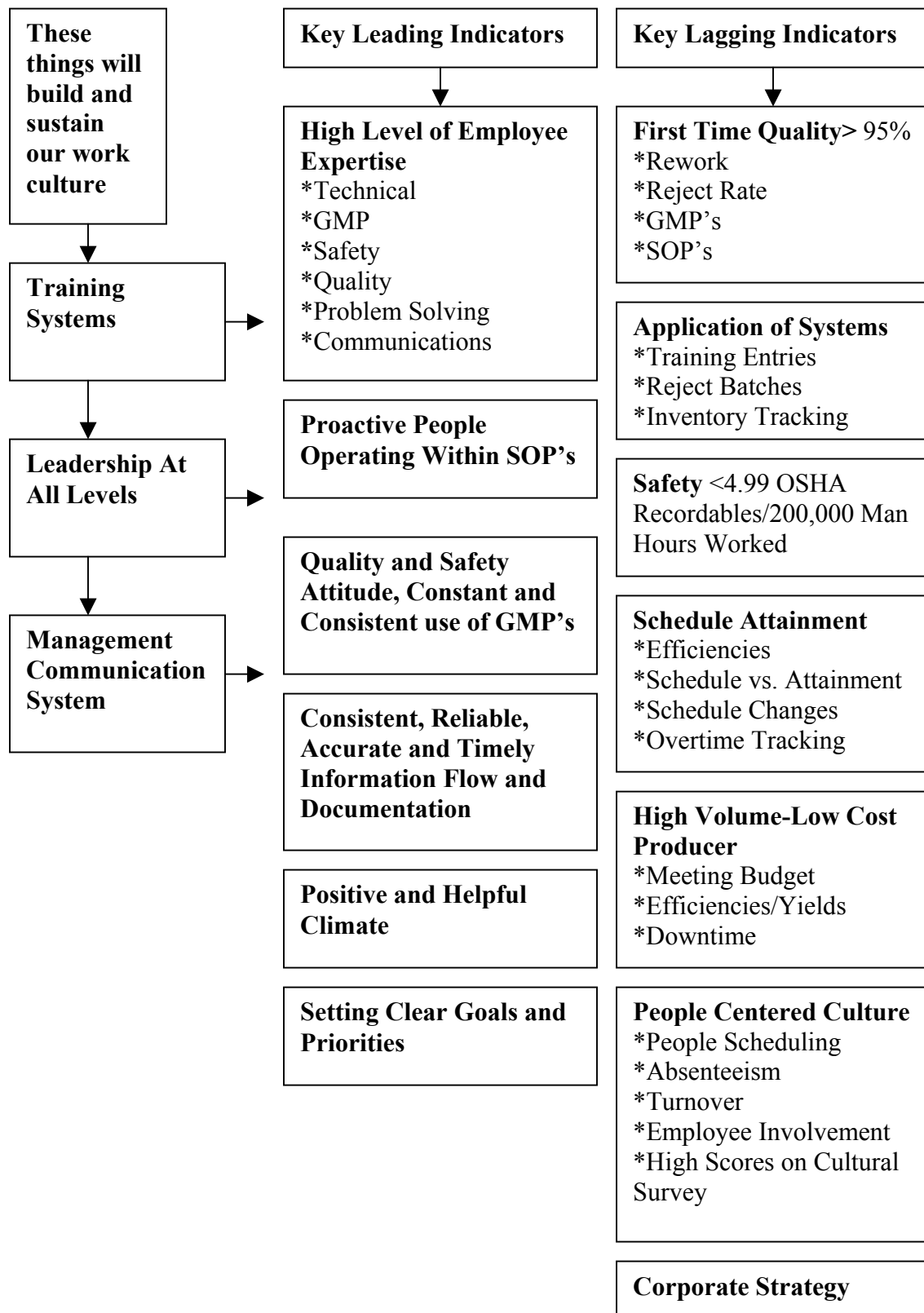
The culture of the current production facility is not different that most companies, some people are loyal to the company, some to bosses, some to union, some just to their department they work in. Whether positive or negative, a “Culture has a powerful influence throughout an organization; it affects practically everything from who gets promoted and what decisions are made, to how employees dress and what sports they play. Because of this impact, we think that culture also has a major effect on the success of the business.” (Deal, 1982, p. 4)

For this very reason, the organization in this study is attempting to develop a work culture superior to others. The company views the new satellite facility as an

opportunity to accomplish this goal. Although employees at this organization may have a difference of opinion as to what a “desirable work culture” is, all agree that they would like to improve upon the current one and see the starting of a new satellite facility as an excellent chance to do so.

The management team at the satellite facility put together a flow chart as to how they can achieve their goal of becoming a “benchmark” facility for others to follow within the company and subsequently improve upon the work culture. On this flow chart they list the items they believe will build and sustain the work culture. These items include such things as Training Systems, Leadership at all Levels, and a Management Communication System. They also look at and include what they see as their “Key Leading Indicators” and “Key Lagging Indicators” as well as the values that each employee at the facility will strive toward on a daily basis. These values are what they want each and every employee to keep in mind in day-to-day decisions in the organization. These values include: Integrity, Teamwork, Respect, and Un-compromised Quality. These values will be incorporated into the various roles and expectations of this organization. The Flow chart diagram is presented on the following page in Figure 1. This flow chart lists the “Key Leading Indicators” and “Key Lagging Indicators” for the facility. Some information has been left off the diagram to protect the corporation the research is based upon.

Figure 1. Our Big Goal is to be a “Benchmark Facility”



Roles and Expectations

The roles and expectations that employees have are thought to play an important aspect in how a work culture evolves. The expectations that employees have concerning their roles within an organization, affect the behavior of each employee. “Behavior is also partly determined by the roles we occupy in society, both in our personal lives and in organizations. Roles can be viewed as specific types of experiences, but it helps to examine them separately because this provides some important clues as to how behavior might be changed” (Gray, 1984, p. 108) The concept of an individual’s “social role is used by behavioral science to describe the set of behaviors that is expected of us by others” (Gray, 1984, p 109). Specific roles and expectations of employees in organizations

“tend to be less clearly defined because direction and expectations usually do not come from a single source. The social role that exist in organizations are defined by many people: peers, subordinates, managers, friends-virtually anyone that has a reason to expect specific behaviors in the role. The general principle which determines our behavior is that if we wish to continue to occupy a particular role, we will attempt to engage in the behaviors which are expected of us.” (Gray, 1984, p109)

These expectations placed on employees from different sources can lead to role conflict and ambiguity, which can lead to stress in organizations. Role conflict can be defined as “simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult, or impossible, compliance with the other”. (Organ, 1991, p386) An example of this

would be the pressures a Team Advisor feels for upper management or subordinates for production efficiency of a line, however realizing it will lead to moral problems with employees. Studies have found “role conflict to be associated with greater levels of interpersonal tension, lower job satisfaction, lower levels of trust and respect for persons exerting the conflicting role pressures, and decreased confidence in the organization.” (Organ, 1991, p387) It is not possible to eliminate role conflict entirely from an organization. It is possible to lessen the effects if “it could be kept within reasonable bounds if organization design took due account of the relationships between various roles.” (Organ, 1991, p387)

Role ambiguity is defined as ‘the uncertainty surrounding one’s job definition: uncertainty concerning the expectations held by others for one’s job performance, the steps necessary to go about meeting those expectations, and the consequences of one’s job behavior.’ (Organ, 1991, p387) The amount of uncertainty an employee feels varies from one individual to another. Some individuals seem to like ambiguity and even thrive on it in their lives. While other individuals need a high degree of structure in their lives in order to function within a less stressful environment. Understanding one’s job definition or the expectations for a particular job up front should lead to less stress and ambiguity on the job.

In the book “Creating an “Open Book” Organization”, it states “Employees in a traditionally managed company have a much different set of expectations about risk and reward than do employee partners in an open,

educated, high-involvement company.” (McCoy, 1996, p.98) The author believes that most employees are risk adverse and try to minimize their exposure to risk, which they see as a chance for injury or loss. “From an employee’s point of view, change is a high-risk, low-reward proposition that should be avoided at all costs.” (McCoy, 1996, p.98) The author believes that this is why a Cultural Change will fail for most companies. “Pay equity in a traditional organization is perceived as being strongly linked to issues of risk, security, and self esteem.” (McCoy, 1996, p.98). The author believes that this risk/reward imbalance is the reason the cultural change processes have such a high failure rate. “It is because they fail to recognize and deal with this risk/reward imbalance. They tend to offer the “challenge” of taking on more risk while not clearly defining the social and material rewards that accompany the risk.” (McCoy, 1996, p99) The company used in this study is attempting to put together a team of trained and educated, high-involved employees as part of this new satellite facility. They are attempting to address the development of things such as structured training systems, management communication systems, and leadership at all levels that will build and sustain the work culture for the facility both in the present and future. The wages that this facility has are significantly higher than most companies in the Eau Claire, Wisconsin area. They are also higher than the current production facility in operation.

In the book, “Six Silent Killers-Managements Greatest Challenge” the author talks about role demands.

“Role demands reflect an adult inclination. Role demands find the individual is very much a self-manager. Workers make a contribution when their personal system (values) is working in consort with the workplace culture. When the forces within the workplace are in balance, everyone knows what is expected of them and why. Work is organized to meet common goals, not structured to create conflict, confusion, and dissension. The infrastructure supports teamwork and fosters cooperation, collaboration, and communication. Work is stimulating, but it still work, not play.” (Fisher, 1998, p.246)

Fisher (1998) states that if an “organization knows what it wants to accomplish and is structured to accomplish that goal, behavior will be purposeful, and the goal will be achieved. If the organization knows what it wants to accomplish but is not structured to accomplish that goal, behavior will become the focus, and the goal will not be achieved.” (Fisher, 1998, p.239)

Fisher (1998) describes this as the equation to change an organization’s structure:

Purposeful Performance = Goal or Objective + Proper Workplace Culture
(Fisher, 1998, p. 239).

Fisher (1998) believes that a workplace culture should facilitate three-way communications and believes it is imperative that everyone who needs to know does, preferably before, not after, changes are made. He states “Communication is

a more qualitative than a quantitative matter”. Information given to workers should be filtered as to not overwhelm them. “Once employees are secure in their jobs, know the parameters of their responsibilities, and understand the relationship of their function to other critical functions, they need only to be given room in the form of trust to do their jobs.” (Fisher, 1998, p.240)

In the book, “Teamwork: Involving people in Quality and Productivity Improvement”, the authors believe communication is an important part of employees roles and expectations as well.

“Communication is easier in organizations where there is trust and respect between management and employees. A sudden interest in more open communication or participation may leave some employees skeptical. Consistent and honest communication is a critical element in the working relationship between management and employees in a participative process.” (Aubrey, 1988, p.38).

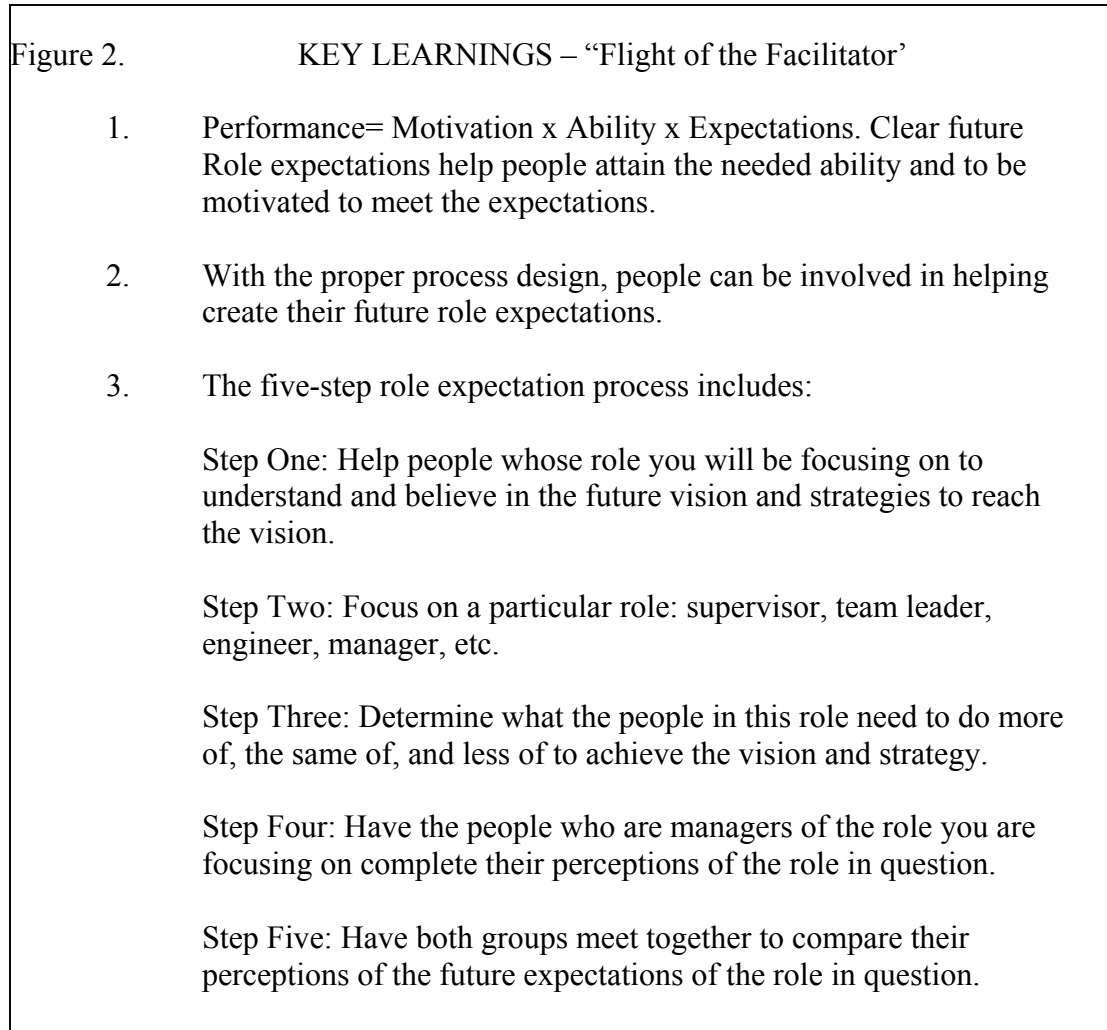
In the book, “The Flight of the Facilitator”, a slightly different performance equation is given than that of Fisher’s. The equation appears as such:

Performance = Motivation x Ability x Expectations

(Krueger, 1994, p.53)

Krueger (1994) devotes a chapter to the Role Expectation process, which is based upon this performance equation. All three aspects of performance are important and if an employee’s motivation, abilities, or expectations are low the overall

performance of the employee will be down. The key learnings of this chapter in the book are listed in Figure 2 below. (Krueger, 1994, p.71)



The vision and strategy that the organization in this study is using is includes the “Key Leading Indicators” that was presented earlier in figure 1. This performance equation states that an organization needs to keep people positively motivated and needs to get people trained on their jobs. It helps in the training process if employees know what is expected of them both in the present and in the

future. The book states “People need to understand and believe in the vision! Only then can they begin to define what they believe their role might be in the future state of work!” (Krueger, 1994, p.56) In this five step process the employees and management both go through the same exercises. The employees composed lists of what they perceived the various roles should do more of, the same of, less of, to achieve a common vision or goal. After both groups have composed their lists for a specific roles, be it management, or maintenance/production employees, they come together as a group to discuss and agree upon the expectations of the various roles and how they impact the vision of the company.

The company in this research study used this performance equation as a basis for there role expectation process exercises. They are providing the employees of the facility with in depth training, including the Key Leading and Lagging Indicators, company values & goals, and using the role expectation process exercises to improve performance in the organization.

The Pygmalion Effect

Since a book that was published in 1968 titled “Pygmalion in the Classroom” by Robert Rosenthal and Lenore Jacobson many studies have been published on this effect and its effects the outcome of training. The Pygmalion effect is simply the expectation of an event may in fact cause the event to occur. “It is unpleasant to have one’s expectations disconfirmed though a windfall does not ordinarily lead to psychological depression. But by and large, people do not like to be wrong.” (Rosenthal, 1968, p. 8). The Pygmalion Effect is being

discussed because of the need to attain an accurate reflection of whether the employees think the Role Expectation process used is a viable means for helping to improve the work culture at the new satellite facility.

The organization's expectations and perceptions of where the employees are "at the present moment" play a role in the expectation process. "While not a really a statement about expectations of future performance, it does help identify expectation effects." (Bamburg, 1994, p. 2) Also one must understand self-perceptions and how they will affect the role expectation process. In the book "Self Concept, Self Esteem and the Curriculum" it is stated, "the self develops almost entirely as a result of interaction with others. This thinking implies that while both the environment and the individual play a role, the environment is more powerful". (Beane, 1986, p.13) "As we play out our roles in specific situations, we receive feedback from others and use it to modify our self-perceptions." (Beane, 1986, p.13). What this suggests in relation to this study is that the feedback received from the survey participants may be geared at what the employees believe the organization and the researcher would want to hear. If this were to happen the survey would not be able to give an accurate reflection of what the participants believe. The survey instrument that is designed and will be used is a voluntary questionnaire that will be developed to allow the participants to honestly give their opinions on the training provided and the use of the Roles and Expectations model that is outlined in "The Flight of the Facilitator" by Dr. Charles Krueger. The survey instrument and the methodology behind it will be looked at and presented in the next section.

CHAPTER III

Research Methods

Qualitative and quantitative research methods will be used in this study for the collection of data. A series of nine quantitative questions will be presented, followed by six qualitative questions. Qualitative research uses words instead of numbers to describe a human phenomena, which in the case is looking at the Role Expectation process used in the development of a work culture. The qualitative methodology is less structured, more flexible, and designed to be holistic and inclusive as compared to quantitative methods. It is also not theory or hypothesis driven unlike quantitative methods. The goal of this research is that it be designed to expand on a specific theory. It is not designed to specifically prove a specific point, only expand upon its ideas. Qualitative research uses inductive inquiry, which for data collection means that it commences without any preconceived theories or hypotheses. This study will use a combination of the two methodologies.

Survey Instrument Development

The questions used on the survey were developed around the objectives of the research project. The initial questions were composed by Barry Bauer and narrowed and refined. At this point, a meeting with Dr. Charles Krueger, People Process Culture Chair from the University of Wisconsin – Stout, was set up and the questions were reviewed with him. Together the questions were refined with

the goal to obtain accurate information from the survey participants. After completing this step, the survey questionnaire was piloted to several participants.

Pilot Study

The initial draft survey version, which consists of nine quantitative questions and six qualitative questions, was piloted to one Team Advisor and two production employees. The feedback on the survey was positive on the content and quality of the questions. However, concerns on when and how the survey would be delivered were discussed. The employee stated that an appropriate amount of time would be needed for employees to answer the qualitative questions to give an accurate reflection as to their beliefs. How to address these concerns was thought out and the individuals will be given a block of time at work that they can use to complete the survey.

Survey Instrument

The study will look at the Role Expectation Process as a tool and through the use of survey questions will focus on this particular consideration. This study will use a voluntary questionnaire, delivered to the employees at the new organization to gain insight as to whether the Role Expectation process is perceived as a tool that could possibly lead to success of improving the work culture for this new organization. The research methods and questions will be designed to obtain an accurate and honest opinion from the employees at the new facility. The sample collection process will be voluntary and the participants will

not be identifiable on the instrument. The data collected off of the survey instrument will be used as the basis for the recommendations and conclusions drawn from the research project.

The survey instrument will consist of three pages, the first being a consent form. This consent form will assure the participants that the risks associated with participating in this study are very small. It will also state that no identifiers such as names or employee numbers will be needed and that the responses will be confidential. Participants will have the right to refuse to participate in the study and will not be reprimanded for doing so. Information will also be given as to whom to contact if the participants have any questions or concerns about the study or survey.

The second page will be nine quantitative questions in which the employees will use a scale to rank their responses to the questions. The various questions will be answered using the scale in figure 3 below.

Figure 3. Scale used on Survey Instrument

1=SD=Strongly Disagree
2=D=Disagree
3=U=Undecided
4=A=Agree
5=SA=Strongly Agree

The Third page of the survey will consist of six qualitative questions that the employees will have an opportunity to write out responses to the various questions. As stated earlier the structure of these questions will be more flexible,

giving the opportunity to the employee to express his/her thoughts on the various subjects, including the Role Expectation Process. A sample of the entire survey is found in Appendix A on pages 41-43.

Selection of Subjects

The subjects used in this study are employees from the new satellite facility and are members of production, maintenance, or management. The survey was distributed to 28 employees at the facility and responses received from 25 employees. The survey was voluntary and no identifiable information was given on the surveys. The following list is a breakdown of employees that the survey was distributed to at the facility. Due to time constraints all of the production employees at this facility were not included in the survey. Only the production employees that had been at the facility the longest time and had gone through the Role Expectation process exercises were involved in the study. The 28 individuals that the survey was distributed too, had gone through the role expectation process. A distribution of the employees is listed in figure 4 below.

Figure 4. Distribution of Participating Employees.

Individuals	Number of Employees
Facility Manager	1
Human Resource Consultant	1
Team Advisors	6
Maintenance Employees	11
Production Employees	9
Total Number of Employees	28
Total Surveys Distributed	28
Total Number of Surveys Returned	25

Field Procedures and Data Collection

The three pages of the survey were folded and placed in white envelopes prior to distributing to employees on July 9, 2001. The production and maintenance employees were given the survey right away in the morning and told they could have a couple hours to complete the survey if needed. They were allowed to use a conference room to sit down and work at and after completing the survey, asked to return to a box that was placed in the office area of the facility. They were asked to return the survey by July 11, 2001, if for some reason they were unable to complete that morning. Information was given to the employees concerning the survey and the fact that it was voluntary for all individuals and they had the right to choose not to participate. The employees could either seal up the envelope or just place it in the box when they were completed.

Analysis of Data

Each survey that was returned was tallied by hand three times to ensure accuracy. The sums for each returned and completed survey were totaled and mean scores calculated for the quantitative items. The information collected in the qualitative items was reviewed and themes or patterns determined. This information will be used as a basis for recommendations and conclusions on this study.

Methodical Assumptions

This research assumes:

1. The people answered the survey honestly.
2. The participants were able to read and understand the survey questions presented.
3. Having the survey voluntary and non identifiable to individual reduced the chances of the Pygmalion effect on the research.

Limitations of Methodology or Procedures

1. The attitudes of the individuals in maintenance and production may differ due to attending different training sessions for the facility.
2. The maintenance and production employees went through the Role Expectation process exercises at different times due to different training schedules.
3. Different directions may have been given to the two different groups due to the different sessions.
4. Only nine production employees participated in the study due to time constraints and varying stages within the Role Expectation process.

CHAPTER IV

Quantitative Survey Results

This chapter contains the results of the survey on both the quantitative and qualitative questions. Of the 28 surveys distributed, 25 surveys were returned. A distribution of the first nine questions is listed below in figure 5 below.

Figure 5. Distribution and mean of Quantitative Questions

1=SD=Strongly Agree
2=D=Disagree
3=U=Undecided
4=A=Agree
5=Strongly Disagree

	SD	D	U	A	SA	Mean Score
Question 1	0	0	2	19	4	4.08
Question 2	0	0	6	16	3	3.88
Question 3	0	0	4	9	12	4.32
Question 4	0	0	7	14	4	3.88
Question 5	0	0	3	18	4	4.04
Question 6	0	0	3	15	7	4.16
Question 7	0	0	0	21	4	4.16
Question 8	0	0	1	19	5	4.16
Question 9	0	0	0	21	4	4.16

Mean scores on the survey ranged from 3.88 to 4.32.

All the questions ranked high on the agree side with the majority having a mean over 4.00. There were two questions, numbers two and four having the lowest mean scores at 3.88. Below in Figure 6 is a distribution list of the survey questions ranked by their mean scores.

Figure 6. Distribution and Rank of Questions by Mean Score.

Questions ranked by Mean Score	Mean Score
3. The Work Culture at this facility is better than that of last Position/facility	4.32
6. Management and employees meeting to discuss and compare their perceptions of roles helped in training process.	4.16
7. The development of role expectations will benefit this organization in the present and in the future.	4.16
8. I feel that I have been part of the process for creating future role expectations at this facility.	4.16
9. The role expectation process was a good tool in helping to develop and define the expectations of employees and management and how we can work together as a team.	4.16
1. Compared to past training you have had, the training delivered for this factory has been effective delivered for this facility has been effective.	4.08
5. Determining what we as employees need to do more of and less of and comparing these with managements perceptions has been a useful tool.	4.04
2. The role expectation process was an effective tool used in the training.	3.88
4. Focusing on future roles of operators, mechanics, and team advisors has helped the work culture.	3.88

Qualitative Survey Results

The last page of the survey used qualitative type questions to give the participants the opportunity to give opinions on the topics. The survey responses were read and common themes or patterns were determined and identified.

In question 10 it was asked of the participants as to what they liked most about the training that was delivered. Some responses included that the training was structured and that pre-planning had taken place. Participation was encouraged and topics presented and many opportunities were given for “hands on” activities. Several participants also stated they liked to see individuals such as the facility manager and team advisors in the training with them as they felt this puts them on the same level. They believe that using the roles and expectations allowed management and union employees to hear each other’s thoughts and ideas.

Question 11 asked the exact opposite of the previous question by asking what the participants disliked the most about the training that was delivered. The main theme that came out of this question was the fear that due to the training being held so far in advance of production actually starting that most of the information would be forgotten. Another dislike was the time gaps and last minute agenda changes that happened due to changes in the project schedule or training schedule. Other participants stated items such as not enough hands on during training, too much role-playing, and a need for more employee involvement. Comments were made concerning the length of the general training, and the intervals used for the Role Expectation process exercises as being too long.

There was one person who did not like the fact that the manager and team advisors were in the same classroom while training was taking place. This would reflect on the work culture this person was coming from.

The next question was a general question, not directly related to the research but important to the organization. This question asked the employees how they could improve upon the training that was delivered. The main theme was that the training is being delivered too far in advance and that it will be forgotten. Also, that it was so in advance that tools, such as instrumentation items were not available for use in the training. A participant stated that there was a need for more hands on and group involvement and to be less dependent on outside resources that can change. When changes did occur, a daily update in the agenda would help in keeping training on track.

In question 13, it was asked of the participants what were their thoughts are about the Role Expectation process exercise. Fifty two percent of the employees that responded thought this was a good idea but all fifty two percent were concerned if this would hold true in the future. It was stated that this provided a good foundation for creating a comfortable work culture and that it was a critical piece that was missing for years. Another opinion was that this process helps individuals gain understanding of the various roles within the facility. It also prepares them for future discussions about their roles. Other comments stated were thought provoking, offered insight, and allowed us to express our opinions.

A question asking if the participant felt the Role Expectation exercises are useful tools in developing a desirable work culture was asked in question 14. The overall response was yes, however many were cautious on wanting to see what it would be like in the future. They stated it would need to be revisited in the future and that there is a need to follow up on and hold everyone accountable. Several mentioned that it was a good way to open the communication lines and comfort level between management and people on the production floor. One response stated that it is a great tool to start a team based work culture and another cautioned that both sides must be honest and realistic in their expectations of each other.

The final question, asked the participants if they have any recommendations on how the Role Expectation process exercises could be improved upon. One theme from the survey replies was that the Role Expectation process should have been done with all the production employees together, not in two separate groups. The presenters should have given more detailed instructions as to what the process was going to be. One person stated that it took too long to go through and to perform in one or two sessions. While another stated the need to allow sufficient time to work on. New hires in the future should be shown the lists and explained on how they were derived as well as the benefit of this. One person asked for rewards when the company is up and running and meeting its expectations.

At the end of the survey there was a place to add additional comments if the participant chose to do so. There were few comments listed, however a

couple emphasized that fact that it will remain to be seen if the Role Expectation process and/or training will be effective in the long run at this facility. They believe that it is too early in the process to gauge whether this will be successful. This is the same thinking that lowered the means on questions 2 and 4 on the quantitative questions.

Interpretation of Results

A review of both the quantitative and qualitative survey results revealed several themes could be seen from the results. In question 13 when asked, about fifty-two percent of the participants stated that they thought the Role Expectation process exercises was a good idea, however worried whether this would hold true in the future. This was a repeated theme that the Role Expectation process was good because it helps everyone gain an understanding of the various roles within the facility. These roles are then set them for future discussion. The Role Expectation process provided a good foundation for creating a comfortable work culture that was missing for years. However, in many areas participants stated the worries that this process would not hold true in the future. This also relates to the lower mean score on question 2 in the quantitative part, which asked whether the role expectation process was an effective tool used in the training. Employees liked the process and how it allowed management and union employees to hear each other's thoughts and ideas but did not feel as strong on whether it would be effective in the long term. Other questions asking about the Role Expectation process had a higher mean score than question 2. The reason for this came out in the qualitative questions. The participants felt the exercises provided a good

foundation for creating a comfortable work culture and that it was a critical piece that was missing for years at this organization. There only fear is that it would be set aside and not be used in the future.

The highest-ranking mean score on the quantitative questions was the question that asked if the work culture at this facility is better than that of last Position/Facility. This question ranked a mean score of 3.32 on this question. The participants are happy with the culture at this point in time and rank it high against past experiences. In the qualitative section a question was asked if the participants felt the Role Expectation exercises are useful tool in developing a desirable work culture. Again the many of the responses to this question was yes, however many were cautious on wanting to see what the culture would be like in the future. Several stated the need to revisit the roles and expectations in the future and to follow up on them. Although the responses to the Role Expectation process were positive, it was again stated in the comments section that it is to early in the process to gage whether this will be successful. The participants were uncertain what the culture would be like or if role expectations would be used in the future at this facility. Both concerns are genuine and so several follow up interview questions will be asked of three management individuals for clarification.

Follow Up Interview Questions

In order to address the concerns of the survey participants, three follow up interview questions were asked of the Facility Manager, HR Consultant, and a

Maintenance Team Advisor. The three questions that were asked are listed below in figure7.

Figure 7. Follow Up Interview Questions

1. What steps will be taken to make sure the Role Expectation process that is currently laid out will be used in the future?
2. What steps will be taken to make sure the culture holds true in the future, especially after production has begun this fall?
3. What are your impressions, insights, and thoughts on the Roles and Expectations process?

Facilities Manager

The facilities manager stated that the Role Expectation process activities will be used with future orientation activities and updated on a periodic basis, perhaps once per year. As new employees are hired in the organization there thoughts and ideas will be “rolled” into the current lists. As far as the culture and maintaining it for the future, all employees must remember our values and goals. The “Key Leading Indicators” will be posted in the team meeting room and will be looked at on a daily basis at the shift team meetings. Keeping these indicators as well as the values/goals for the organization on the minds of the individual employees in everyday operations at the facility. As far as the thoughts on the Role Expectation process activities, the manager stated that we have come a long

way because of it. This process was needed a long time ago at the current operating facility. The process lays out what is reasonable and what is not and allows the employees to come to agreement on items. The organization will be paid back in the future for going through the process.

HR Consultant

The HR Consultant stated that all future new employees would go through the Role Expectation process and any new thoughts or ideas rolled into the current ones. Problems or issues with roles that employees face will be posted and it will be up to the management group to follow up on. To maintain the culture of the facility the management group must go back to the roles, expectations, and values we have set for the organization and follow through on them. Production cannot take preference over the goals, values and the culture we are working toward. In order to do this, flexibility will be required on everyone's part. The HR Consultant's general thoughts on the exercises were that it was real interesting to see what others were thinking as it opened up the lines of discussion. It helped get a lot of things out on the table that the employees and management have never had the opportunity to discuss. The management group should go back to these expectations every six months and open them back up to discussion as to whether we are holding up these standards or not.

Maintenance Team Advisor

The Team Advisor stated in order to keep the roles and expectations active as a part of the facility that they would be posted in the team meeting room. As

new employees are hired the Role Expectation process will be used in their orientation. Management and union employees will refer back to these expectations on a daily basis. When asked on how to sustain the culture in the future, the team advisor stated that management must make a commitment on a personnel level to address the employees day-to-day concerns and not fall back to old ways of the past. When asked about what his impressions were on the exercises, the Team Advisor stated that in the beginning he thought it would be a waste of time. Just another non-value added activity that companies do. However, his view changed as they went through the process. It was a good exercise that a lot of good conversation developed out of. The end result of the Role Expectation exercises will help the facility run smoother in the future. The only concern the Team Advisor had was the same as the production employees, holding to the expectations and using them in the future.

CHAPTER V

Summary of the Project

Starting in February of 2001 and continuing through June 2001, maintenance and production employees were hired and started in positions in a new satellite production facility in Eau Claire, Wisconsin. One of the goals for this new facility was to improve upon the work culture of the current operating facility. One of the tools employed in hopes of achieving this goal this was the Role Expectation process outlined in the book “Flight of the Facilitator” by Dr. Charles Krueger. The employees composed lists of what roles should do more of, the same of, less of, to achieve a common vision for the organization. After both groups had composed their lists for a specific role, be it management, maintenance, or production employees, they came together as a group to discuss and agree upon the expectations of the various roles and how they impact the vision of the company.

A survey was developed, refined and administered to the maintenance, production, and management employees in July 2001, that had went through the Role Expectation process exercises. The survey was developed using quantitative and qualitative type questions and looked to prove or disprove the effectiveness of the Role Expectation process on improving a work culture at a production facility. Survey results were compiled and then compared common themes within the results. The common themes and concerns of the survey were then taken back to the organization in the form of three interview questions delivered to the Facility

Manager, HR Consultant, and a Team Advisor. Based upon the results of the survey and follow up interviews recommendations and conclusion were drawn.

Conclusions

In conclusion, the survey and follow up interview questions are inconclusive as being an indicator to prove or disprove whether the Role Expectation process is a viable way to help establish an improved work culture at a new production facility. As of this moment, the employees of this new satellite facility believe the Role Expectation process has been a useful tool used in conjunction with the training delivered, to improve upon the culture of this facility. However, many have doubts whether the Role Expectation process and culture will sustain at this level in the future. Further research would be needed to prove or disprove whether they can survive the test of time.

The results of the quantitative and qualitative survey questions and follow up interview questions show that it is perceived that the Role Expectation process was a beneficial tool used in the orientation and training of new employees in this facility. The difficult part will be the living up to those expectations in the future. A commitment must be made at all levels in the facility to stride towards the organizations goals, values, and items they labeled as their “Key Leading Indicators” for work culture. If the production, maintenance and management persons all stay focused on these, the chances for success of an improved work culture in the future will greatly increase. The ultimate goal of an improved work culture will be realized if all employees stay focused on these key values.

Recommendations

1. Due to time constraints, only a part of the production employees at the organization had gone through the role expectation process exercises and therefore were used for the survey. Re-survey the facility using the entire population after they have completed the process.
2. Since doubts exist with the survey participants on whether the Role Expectations and culture will hold true in the future, further research is recommended in the future to determine if the work culture is sustained.
3. A detailed explanation prior to starting a Role Expectation process exercise in a facility is needed to keep participants focused on ultimate goal. A timeline is also needed as to how the process will progress and over what time interval.
4. Management at the satellite facility must incorporate the Role Expectation process activities into future new employee orientations. New ideas, thoughts, and changes must be brought before the entire employee groups for review and discussion a minimum of once per year.
5. The posting of the Work Culture “Key Indicators” is recommended and used in conjunction with addressing employee concerns on a daily basis.
6. Recommend reviewing training on a smaller scale, with shorter sessions prior to production starting at the facility. This will assist in keeping the material, ideas, thoughts, values, goals, and visions of fresh in each employees mind in day-to-day activities.

7. It is recommended that a T-Test be used to test for significance between the mean scores.

Appendix A- Survey Questionnaire Instrument

Consent Form

I understand that by returning the attached questionnaire, I am giving my informed consent as a participating volunteer in this study. I understand the basic nature of the study and agree that any potential risks are exceedingly small. I also understand the potential benefits that might be realized from the successful completion of this study. I am aware that the information is being sought in a specific manner so that no identifiers are needed and so that confidentiality is guaranteed. I realize that I have the right to refuse to participate and that my right to withdraw from participation at any time during the study will be respected with no coercion or prejudice.

Note: Questions or concerns about participation in the research or subsequent complaints should be addressed first to the researcher or research advisor (listed below) and second to Dr. Ted Knous, Chair, UW-Stout Institutional Review Board for the Protection of Human Subjects in Research, 11HH, UW-Stout, Menomonie, WI, 54751, phone (715) 232-1126.

Researcher

Barry P. Bauer
1911 Dorret Rd.
Eau Claire, WI 54703
Phone: (715) 858-5912

Research Advisor

Dr. Charles Krueger Ph.D.
321 HE Building
Menomonie, WI 54751
Phone: (715) 232-1137

Survey Questionnaire

Please honestly respond to all the following items based on your experience here at the new production facility.

Items 1-9: Use the following responses.

1=SD=Strongly Disagree

2=D=Disagree

3=U=Undecided

4=A=Agree

5=SA=Strongly Agree

Work Culture Characteristics	Responses				
	SD	D	U	A	SA
1.The training delivered for this factory has been effective.....	1	2	3	4	5
2.The Role Expectation Process was an effective tool used in the training.....	1	2	3	4	5
3.The Work Culture at this facility is better then that of last position/facility.....	1	2	3	4	5
4.Focusing on future roles of operators, mechanics and Team Advisors has helped the work culture.....	1	2	3	4	5
5.Determining what we as employees need to do more of and less of and comparing these with managements perceptions has been a useful tool.....	1	2	3	4	5
6.Management and employees meeting to discuss and compare their perceptions of roles helped in training process.....	1	2	3	4	5
7.The development of role expectations will benefit this organization in the present and for the future.....	1	2	3	4	5
8.I feel that I have been a part of the process for creating future role expectations at this facility.....	1	2	3	4	5

9. The Role Expectation process was a good tool in helping to develop and define the expectations of employees and management and how we can work together as a team.....1 2 3 4 5

10. What did you like most about the training that was delivered?

11. What did you dislike most about the training that was delivered?

12. How could the training you received be improved upon?

13. What are your thoughts about the Role Expectation process exercises?

14. Do you feel the Role Expectation process exercises are a useful tool in developing a desirable work culture at this new facility?

15. Do you have any recommendations on how the Role Expectation process exercises could be improved upon?

16. Additional Comments:

Please use additional paper if needed. Thank you for taking the time to complete this survey. Please hand in to Barry Bauer when completed. Thank You!

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