Breakout Sessions – Series 2

WHAT YOU SEE IS ALL THERE IS

REEVALUATING HOW SUPERVISORS INTERACT WITH EMPLOYEES

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A. Introduction

In decades spent assisting clients in union organizing campaigns and in dealing with supervisor issues at the plant level, where the rubber meets the road, patterns develop. Over thousands of supervisor interviews, a practitioner learns to intuit supervisor engagement and effectiveness. At the same time, the practitioner comes to some hard-earned knowledge about why employees become dissatisfied and either choose to engage with a labor union, or leave the Company. Both decisions cost the organization significant amounts of time, money, and expertise. Employers need to drill down on those issues and provide a fresh, scientific approach to these ideas in the context of positive employee relations, supervisor engagement and supervisor assessment.

You may have heard of Michael Lewis. He wrote “Moneyball” and “The Big Short”, among other fascinating books. Recently, he wrote a book called “The Undoing Project”, about two Israeli psychologist, Daniel Kahneman and Amos Tversky.¹ It is really a love story about how these two colleagues, working together, developed some fascinating theories about decision-making and the way the mind works. Kahneman eventually won the Nobel Prize in Economics for this work (Tversky unfortunately died of cancer before the prize was awarded).

Now – how does this apply to good supervision, employee retention, positive employee relations, and remaining union-free? One of the things we will examine is how individuals react to both positive and negative choices. This insight informs how we communicate with employees. Studies show that people are more risk-tolerant when faced with negative choices and more risk-averse when faced with positive choices.²

Behavioral psychology can teach us a great deal about why people make decisions. It also sheds light on how we as human beings ignore relevant information when assessing the motivations of others. Whether in a union organizing campaign or in trying to convince employees to stay when a competitor comes knocking, organizations spend a great deal of time assessing individuals, their motivations, their desires, and their needs. To make those assessments, organizations rely upon different types of information, some accurate, some inaccurate. We have learned over many years of interviews, campaigns, and organizing attempts, that the people who should be best at providing individualized employee assessments -- direct line supervisors -- are often the worst. Kahneman and Tversky can tell us a lot about why that happens.

B. Combating the Tendencies of the Mind

1. When is Risky Right?

If you have ever been involved in a union campaign or a political campaign for that matter, you know there are generally two types of themes. Positive themes – like taking a stand on big accomplishments, great supervisors, good company culture, excellent benefits, a respectful workplace, a safe work environment, etc. Alternatively, you can take a negative approach and focus upon weaknesses of competitors, corruption, failure to fairly represent charges filed against unions, hidden costs, lack of leadership, etc. All of these facts are useful and most companies want their employees to have all the information when making a decision about their future or on union choice. What behavioral psychology tells us is that if your main message is “we know we are not great, but that union/competitor is even worse” you make your employees more risk-tolerant.
The other side of this argument is “I’ve been offered a job with more money, better benefits, and greater flexibility.” Or, “The union is telling me - we’ll get you more money, more benefits, more, more, more.” If your company’s counter-argument is – here is how WE help you, here is what WE do, this is how WE care – you are more likely to be successful. The ability to tell this story puts you in a better position to retain talent and remain union free. Telling this story makes your employees more risk-averse.

This is not just useful in union organizing, it is also important to talent retention. Bad or mediocre work environments make it easier for people to take a risk on a new job, a new opportunity. If you have ever considered leaving a great company for another potentially great opportunity, you understand how difficult that decision can be.

2. Why We Make Bad Judges of People

Kahneman, Tversky and a host of other psychologists think about the brain as encompassing two systems. System 1 and System 2. System 1 is the intuitive side of your brain and it is evolutionary. We used System 1 to determine if the cave man who showed up at the watering hole wanted a drink, or wanted to murder you and steal your food. System 1 is described by the theory of “What YOU See is All there Is.” Essentially, our brains are hard-wired to take incomplete information and create plausible, believable stories. We trust System 1, even when we do not have the evidence necessary to trust it. System 2 is the more logical, deliberate, reasoning part of your brain. System 2 does not help you make quick, split-second decisions. System 2 is harder for you to access. It takes more time and more energy to use System 2, so we as human beings, tend to let System 1 take over.

This neurological issue causes leaders to make inaccurate forecasts all the time, but especially about people and their intentions. In our experience as traditional labor practitioners, we have seen this manifest itself in hundreds, if not thousands of supervisor interviews. To combat this psychological truth, we have developed various training and assessment tools for clients to determine whether the information they receive from supervisors about employees is accurate. More importantly, clients that utilize this training understand how to spot the supervisors who are not properly engaged before there is a problem.

C. The Practical Applications of These Ideas

For years, practitioners have stressed the common-sense approach of improving communication with our workforce as a means of building positive relationships of trust and mutual success. These ideas are not new, but understanding why they work and why they are important can tell us a great deal about the strength of an organization, and its vulnerability to raids from competitors/Unions.

In the union organizing sphere, the threat of unions targeting your workforce is growing. With years of declining membership and the Supreme Court’s recent decision in Janus v. AFSCME, Council 31, unions are set to lose major, formerly safe, sources of revenue. While Janus’s direct impact is on public sector unions, its indirect impact on private employers cannot be understated. Unions face an “adapt or die” scenario. Desperate times call for desperate measures.

As unions lose public employee funds, they will seek to replace that revenue. Making sure the most important link in your chain, direct line supervisors, are effectively leading and accurately gauging employee morale is imperative. The current election rules also hurt
employers once they get into a formal election petition. We want to avoid being a target, caught in a game where the rules are stacked against us.

The first step is to understand weaknesses on a granular level. Certainly, your organization reviews compensation studies, benefit analyses, market trends, etc. to understand your weaknesses and strengths in the market and remain competitive in your industry. What do you do for the soft side? How do you ensure that you (and your line supervisors) are connecting with employees? How do you assess your leaders to ensure they are not the weak link in the leadership chain?

In almost every toxic work environment we encounter, we find supervisors who are more problem than solution. What if you could recognize and react to that before the union organizing drive or before your best talent walked out the door? Engagement surveys, roundtables, employee meetings, 360 reviews, these are all useful and many employers do some version of these things, but understanding how both your supervisors and employees approach each other, is vitally important.

Gathering information is essential, but if you are misinterpret the data, it is useless. If your supervisors are misinterpreting their employees, their feedback is useless, or contains too much “noise” to assess the situation. This propensity to misinterpret questions to avoid difficult answers brings us to the second important point. How do our supervisors assess employee morale on any given day or during an ongoing union organizing effort? The problem is that supervisors engage with, and then describe their employees using the concept of What You See Is All There Is. How do we recognize this phenomenon and combat it, to get accurate information?

First, challenge your supervisors to create lasting, respectful relationships with their employees. Teach them to understand the problems with System 1 thinking and force them to dig deeper. Supervisors need not be intrusive to get to know your employees. It just takes time and availability. Make the effort to know them. Employers have experts come to facilities and interview supervisors to get a sense of the issues in a plant. The Company may have concerns that the employees are unhappy, or that turnover is excessively high and they want to know more about why.

In a union organizing campaign or a raid on your talent, you must assess the information given to you by the people who should know your employees the best – direct line supervisors and local Human Resources teams. If those individuals do not have the proper relationships with employees, you will not receive accurate information necessary to combat the encroachment. We have found repeatedly that the biggest indicator your supervisors are part of the problem is when they have very little knowledge about employees.

Second, there are legions of studies about what makes most employees unhappy at work. The data is copious. Employees want to be treated fairly, respected, valued, considered “part of the team”, and they want reasonable compensation for the work they do. Almost all of these issues are directly within the control of direct line supervisors. A laser-like focus on supervisory training and on selecting the best people to fill those roles should be a top priority.

D. Resources

Ogletree Deakins provides a host of nuanced, tailored training programs and assessment tools to improve supervisor communication and engagement. Based on these ideas
we have also developed supervisor assessment tools that help organizations gauge the engagement not only of the employees, but the supervisors themselves. We can take some of the guesswork and some of the "gut" out of these assessments. By understanding the right questions to ask and properly gauging the responses against "What You See is All There Is", the data we collect provides a more accurate assessment of vulnerability to competitors and union organizing. The below is just a sample of the approach we take to assist in these areas.

1. **Selection of Supervisors and Managers**

   The best and most effective communication with employees is through their direct supervisor. They are the ones who deal with the employee on a day-to-day basis. The direct supervisors are also the ones who know or should know what issues may be unresolved and cause an employee to think that a union might be the solution of the problem.

   Most union organizing and employee exodus are caused by supervisor misdeeds. Therefore, it is important for supervisors to know what behaviors send employees to unions and conversely know what traits make one an effective supervisor. When selecting a “union-free supervisor” you should look for the following skill sets:

   - Good communicator;
   - Honest;
   - Approachable;
   - Team builder;
   - Gives praise;
   - Gets results;
   - Diversity-conscious

   Rarely will every supervisor exhibit all of these traits. Therefore, it is important for companies to constantly train supervisors and reinforce these behaviors. It is proven that such an investment in time and training not only pays off in more productivity but also is effective in keeping unions out.

2. **Practicing Positive Employee Relations: A Summary Checklist**

   Studies show that employees tend seek union representation based on such issues as a lack of appreciation of work, a feeling that they are not “in” on things in the business, and an insensitivity to personal issues and problems. These are issues that arise primarily at the level of first line supervisors and second level managers who deal on a daily basis with employees who may seek out a union.

   Supervisors and managers should be trained on and held accountable to maintaining positive employee relations. While there are a number of different approaches, the basics emphasize the following characteristics:

   - Communication: Keep employees informed and avoid sudden changes without adequate explanation.
   - Complaint Resolution: Encourage use of the Open Door Policy, but better yet use the “No Door”/Management by Walking Around to hunt down issues and concerns.
• Credibility: Be truthful, informed, and competent. Back up what you say with what you do.

• Commendation: Show appreciation for good work and extra effort by both individuals and the team. Find ways to recognize average performers, too. Avoid overworking the best performers.

• Compassion: Show interest in personal and job-related problems and concerns.

• Concern: Preserve team member dignity and self-esteem.

• Cognition: Be sensitive to the attitudes and moods of team members – if they change, find out why.

• Consistency: Ensure your daily practices conform to company policies. Be fair in the application, and prevent inconsistency and favoritism.

• Coach: Try to develop and improve poor performers.

• Counsel and Correct: Work to eliminate mistakes and give opportunities to improve. Aim to be corrective, not punitive.
ENDNOTES

2 Thinking Fast and Slow, Daniel Kahneman, Farr, Straus & Giroux (2011).
### Positive Employee Relations

**CHECKLIST**

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<th>Key Categories</th>
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<tr>
<td><strong>A. Communication</strong></td>
<td>Employees want to know what's going on in their company, on their shift, and in their work area. It helps them feel part of the organization. Lack of communication does just the opposite. Multiple methods of ongoing communication are best. Label those efforts as &quot;communications&quot; to reinforce in employees' minds that you are communicating with them.</td>
<td><strong>Communication Meetings by Supervisor:</strong> Frontline supervisors hold daily morning, department or area meetings with their employees. The meetings are generally brief (5 to 10 minutes) and cover the day's work schedule, new developments, etc.</td>
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<td><strong>Facility Update Communication Meeting:</strong> Plant manager or his designee holds meeting to cover plant business matters, facility changes, facility upgrade issues, and other items of employee interest.</td>
<td><strong>State of the Business</strong> Communication:** On the macro scale, employees want to know how their company is doing. Employees appreciate learning how the business is performing. These meetings can also help employees better understand important business metrics.</td>
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<td><strong>Human Resources Communication Meetings:</strong> Human Resources should periodically present information to employees about benefits, policies, possible changes in policies, etc.</td>
<td><strong>Communication of Change:</strong> How employers communicate changes can also affect employee morale. Avoid announcing changes on short notice with minimal or no explanation and no opportunity for employee feedback. When possible, announce proposed changes several weeks to a month in advance. This gives employees a chance to assess the proposed change, give input, and prepare themselves for it.</td>
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<td><strong>Newsletters:</strong> Another means to communicate with employees and make them feel part of the organization.</td>
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<td><strong>B. Input/Feedback</strong></td>
<td>Employees want to feel valued. One way to do that is to seek their input about things that will affect them. This could be on a micro level in their work area or a macro level involving facility policies.</td>
<td><strong>Open Door Policy:</strong> Employees are encouraged to come forward and raise questions or concerns with management or Human Resources. This policy sends the message &quot;we care about what you think.&quot; The key, however, is to actually live the open door policy.</td>
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<td><strong>Periodic Roundtable/Focus Groups:</strong> Plant managers often schedule these roundtable meetings at which 6 to 10 employees can interact with the Plant Manager, ask questions and offer suggestions. The Plant Manager can solicit feedback from them.</td>
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<td><strong>Suggestion Box:</strong></td>
<td>Employees can anonymously, or with attribution, offer suggestions on how the plant could run more efficiently, on policies that should be considered or changed etc. This gives employees another avenue of input. When Management accepts a suggestion, credit should be given to the employee. The employee will appreciate the recognition and it encourages others to offer suggestions.</td>
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<td><strong>Input Sought by Supervisors:</strong></td>
<td>Management should get in the habit of periodically asking their employees for input or feedback on things going on in their department.</td>
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<td><strong>Annual “how are we doing” Survey:</strong></td>
<td>Ask employees to rate the company in key areas and offer an opportunity for comment. The results should be reported back to employees, along with steps management will take to address identified issues plus a timetable for implementation.</td>
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<td><strong>C. Employee Recognition</strong></td>
<td>An important way to make employees feel valued is to periodically recognize them for their efforts, especially when they go to the extra mile. Employees don’t like to be taken for granted.</td>
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<td><strong>Employee of the Month:</strong></td>
<td>Some employees recognize a particular individual as “employee of the month” for their performance or contributions. Usually some perks go along with this, such as special parking space, a photo and recognition of the bulletin board, etc.</td>
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<td><strong>Periodic Thank You Meals:</strong></td>
<td>Another boost and nice way to recognize employees is holding periodic meals hosted by members of supervision and management.</td>
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<td><strong>Service Awards:</strong></td>
<td>Most companies have some form of service recognition program for employees for employees (typically on their 5-year, 10-year, 20-year, etc. anniversary).</td>
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<td><strong>Company Paraphernalia:</strong></td>
<td>Giving employees shirts, jackets or hats with the Company’s logo can make an employee feel part of the team.</td>
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<td><strong>Name Badge:</strong></td>
<td>A personalized name badge serves many functions. It recognizes the employee as an individual, it’s helpful for security and if designed right, allows managers who do not frequently interact with employees to call them by their first name when they see them.</td>
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<td><strong>Weekly Welcomes:</strong></td>
<td>&quot;Greeters&quot; (on a rotating basis) welcome employees as they come to work, shake their hands, and sometimes provide coffee and a donut. This sends a positive message of appreciation to employees.</td>
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<td><strong>The Simple Daily &quot;Pat on the Back:&quot;</strong></td>
<td>Management needs to get in the habit of giving simple thank you's to people they supervise. They can pick two or three employees every day and find a reason to give them a thank you, a pat on the back, or some other verbal showing of appreciation.</td>
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<td><strong>Employee Incentive Programs:</strong></td>
<td>Programs that reward employees monetarily for reaching performance goals can also be a means of more concretely recognizing their efforts.</td>
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<td><strong>D. Grievance Mechanism</strong></td>
<td>Unions often tout the grievance and arbitration provisions available in their labor contracts. Providing and encouraging use of mechanisms for employees to raise concerns and issues is a good counter to the union's argument.</td>
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<td><strong>Open Door Policy:</strong></td>
<td>Encourages employees to come forward and raise concerns. This policy sends the message &quot;You can feel free to bring concerns to us.&quot; The key, however, is to actually live the open door policy.</td>
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<td><strong>Internal Complaint Procedure:</strong></td>
<td>The Company’s grievance procedure tells employees you want to hear about their concerns and that you want to address them when possible.</td>
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<td><strong>Peer Review:</strong></td>
<td>These programs allow an employee's complaint and/or disciplinary action to be reviewed by an internal panel. This panel may be made up of a mix of company representatives and employee co-workers or all co-workers. The individual employee gets to have his or her &quot;claim&quot; heard by someone other than &quot;management.&quot; This helps reinforce the idea employees don't need an outside party to be treated fairly. Management, however, should retain the final authority for all disciplinary decisions.</td>
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<td><strong>Anonymous Hotline Number:</strong></td>
<td>Another mechanism that tells employees that you want to hear what is on their minds.</td>
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<td><strong>E. Working Conditions</strong></td>
<td>While wages, benefits and working conditions are rarely the reasons employees go to a union, it is still important to stay on top of the competitiveness of your wage and benefit package.</td>
<td>Participating in an area survey to assess the competitiveness of your wage and benefit package reduces turnover and gives employees little reason to seek a union to improve on these items.</td>
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| F. Assess Your Management Team     | A lot rests on the interpersonal skills of your management team. How they treat and interact with their employees can make the difference between remaining union free or having employees seek out a union. Several types of Supervisors can "invite" unions. Here are some key examples. If you have Supervisors that fit these categories rehabilitate them or remove them. These reviews should be done periodically. | 1. **Bossy** - Dictatorial; arrogant, militant; pompous; big shot  
2. **Insecure** - Afraid to say "no"; wants to be popular; refers to upper management as "they"  
3. **Dishonest** - Lies; makes promises he can't deliver; no trust factor  
4. **Inconsistent** - Jekyll/Hyde behaviour; inconsistent application of rules; favoritism  
5. **Cursing** - Uses strong profanity; employees think it's aimed at them, rather than the circumstance  
6. **"Playgirl/Playboy"** - Harassing behaviour; mentality they are owed position "perks," stories of personal conquests  
7. **Reactionary** - Negative responses to ideas/suggestions; doesn't provide leadership | | | | | ✓ |
| G. Management Accountability       | Management must be held accountable for making sure these things happen. Managers, supervisors and human resources need to understand that the Company evaluating their performance is a significant part on successfully executing a union-free environment plan. | **Human Resources: Among Employees**  
The HR function is intended to be a resource for employees. Thus, it is important for HR Representatives to be frequently visible to employees. This is no more than going into the plant, waving and saying "hi," asking how things are going, or following up with an employee who had a question.  
**Human Resources: Recognition Plan**  
Human Resources should be in charge of designing and overseeing employee recognition programs and ensuring that they are executed. | | ✓ | |
|                                    | **Plant Management: Among Employees**  
Employees don’t want to feel like they are isolated from plant management. Employees like it when the "boss" occasionally comes around to say "hi" and asks how things are going.  
**Plant Management: Facility Meetings**  
Plant Management should hold plant-wide meetings. This gives him or her a presence with employees and allows him or her to communicate with them. | **Plant Management: Supervisory Meetings**  
Plant Management needs to hold meetings with management and supervisory staff to reinforce the expectation that they regularly communicate with employees in their areas, give employees recognition or pats on the back, and otherwise engage in positive employee relations. | | | ✓ |
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<td>Plant Management: Performance Evaluation</td>
<td>Plant Management’s performance evaluation should include a section on success in executing the union-free environment plan.</td>
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<td>Front Line Supervision: Department Meetings</td>
<td>Communicating with employees at the department or area level is important and supervisors should be held accountable for making sure it happens on a regular basis.</td>
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<td>Front Line Supervision: Employee Thank You’s</td>
<td>Each supervisor should be encouraged to get in the habit of thanking employees when they stay over to help on a project, do a job well, or do anything else above and beyond the call of duty. This small gesture pays huge dividends.</td>
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<td>Train Your Management Team on Expectations:</td>
<td>In the eyes of employees, the “employer” is its supervisors and managers. Thus, what they say and don’t say, and what they do or don’t do, makes a difference. More often than not, the reason employees seek outside help is because of how they perceive their managers are treating them. Each member of the management team has a role to play and a responsibility to contribute to “positive employee relations.” Investing time in training your management team on expectations as well as the importance of communication, on seeking input, on giving recognition and on other traits of “positive employee relations” will pay dividends.</td>
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What You See Is All There Is: Reevaluating How Supervisors Interact With Employees

Presenters
Floyd A. Clutter (Allegheny Technologies Incorporated), Timothy C. Kamin (Milwaukee), and Matthew J. Kelley (Indianapolis)

Moderator
Elizabeth M. Soveranez (Phoenix)

A Quick Question to Start

- A bat and a ball combined cost $1.10.
- The bat costs exactly $1.00 more than the ball.
- How much does the ball cost?
What Are We Hoping to Gain?

- A Better Working Environment
- Trust
- How Your Supervisors Can Reinforce
  - Your Business Model
  - Your Policies
  - Employee Morale Issues Every Day and in an Organizing Environment

What Are We Hoping to Learn?

- Stage 1 – Why Do We Care – The Importance of Supervisors
- Stage 2 – The Mind is a Terrible Thing to Trust
- Stage 3 – Understanding Why This Matters to Your Workforce
- Stage 4 – Applying the Knowledge to Supervisors to Better Evaluate and Train Leaders
- Stage 5 – Chance Favors the Prepared Mind
Stage 1 – Why Do We Care

Use one word to describe your ideal direct supervisor
• 77% of the reasons people think about quitting their jobs can be attributable to supervisors (Gallup)
• 60% of employees say they have left jobs, or would consider leaving because they don’t like their supervisors (Randstad)
• 64% of workers say their supervisors don’t give them enough support (Mental Health America)
• 48% of workers without supervisor support have the incentive to perform their best work vs. 88% of workers who have their boss’s support (APA)
• 39% of workers without their supervisor’s support experience job satisfaction vs. 86% who have their boss’s support (APA)
• 22% of workers without their supervisor’s support described their organization as a good place to work vs. 79% who do have their boss’s support (APA)

Trust is Essential

• In any context, but especially a workplace in flux, trust is the currency of the realm
• Supervisors are always the merchants
• Good supervisors assist us in analyzing problems in a workforce, employee engagement, and the likelihood of union organizing
Stage 2 – The Mind is a Terrible Thing to Trust

Finding Home “Base”

- Assume – your business had a union election last year
- You have 100 employees
- The vote was 75 for “No” to 25 for “Yes”
- You have had relatively low turnover in the year.
- The Union has returned again and is trying to get more support for another election.
- What is the probability that one of your employees is a union supporter?
Pat is an average worker.

- Technically proficient, he does only what you ask him nothing more, but you do not need to check his work and you are comfortable he will do the work correctly.
- Never signs up for voluntary OT. Never volunteers to be on a committee or take part in safety meetings. Keeps to himself but will challenge a supervisor when he thinks they are wrong.
- Talks with two or three other guys on a job site (one of whom is a known union supporter). Whenever you approach, they stop their conversation.
- Pat is sometimes late to work and has left early without telling anyone on several occasions.

If you had to guess the probability that Pat supported the union organizing drive last year and might support it again, what would you guess with this info?

- 10%
- 25%
- 50%
- 100%
- Something else?
What assumptions did you make about Pat?

What….You….See….Is….All….There….Is.
Stage 3 – Why This Matters

“Who has people’s best interests at heart?”

Q. How much do you think labor unions and large employers have the best interests of members/employees at heart? (Burson-Marsteller 2009.)

<table>
<thead>
<tr>
<th></th>
<th>Labor Unions</th>
<th>Large Employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>A great deal</td>
<td>7%</td>
<td>22%</td>
</tr>
<tr>
<td>Somewhat</td>
<td>27%</td>
<td>45%</td>
</tr>
<tr>
<td>Not too much</td>
<td>38%</td>
<td>22%</td>
</tr>
<tr>
<td>Not at all</td>
<td>28%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Yes: 68%  No: 53%
You have two choices, you must select one:

- Choice A – You have a 50/50 chance of winning $1,000 or winning nothing.
- Choice B – You can take $400 right now and walk away.

Which do you choose? Weigh in on the next slide.
Kahneman and Tversky

- Now a tougher question
- You have two choices, you must select one:
  - Choice A – You have a 50/50 chance of losing $1000 or losing nothing.
  - Choice B – You can give me $400 right now and walk away.

Which do you choose?

Choice A – 50/50 chance of winning $1,000 or winning nothing

Choice B – Take $400 right now and walk away
Kahneman and Tversky

- People who are faced with two negative outcomes tend to gamble, but people faced with two positive outcomes tend to be risk-averse.
- What does that tell us about union choice and employee retention?
Stage 4 – Applying the Knowledge

Effective Communication

- Combat WYSIATI
- Both for yourself and for your employees
- Starts with **being available**
Effective Communication

- Think Back to Your Childhood
  - “Dad – Can I go down the park after dinner?”
  - “No.”
  - “Why?”
  - …

Other Negative Leadership Styles

- Do your supervisors engage in:
  - Moving away behaviors?
  - Moving against behaviors?
  - Moving towards behaviors?
Moving Away Behaviors

- These behaviors create distance:
  - Hyper-emotionality
  - Diminished communication
  - Skepticism
  - Self-sufficiency

Moving Against Behaviors

- These behaviors overpower and manipulate:
  - Exploit others
  - Bend wills
  - Social recognition
  - Power
Moving Towards Behaviors

- These behaviors include:
  - Being ingratiating
  - Need for affection and approval
  - Overly conforming
  - Reluctant to take chances or stand up for one’s team

Avoid Absentee Leaders

- Absentee leaders are psychologically absent
- Promoted into management – enjoy the privileges
- Enjoy the rewards
- Avoid meaningful involvement with their teams
- Being ignored by a boss is more harmful than being treated poorly
Employees Are Looking For...

- Appreciation
- Involvement
- Meaningful Social Environment (intangible)
- Management Concern
- Management Loyalty
- Positive Working Environment (physical)
- Respect


Stage 5 – Chance Favors the Prepared Mind
What Can You Do?

- Employee Penetration Analyses
- Supervisor Reviews
- Train, Train, Train on the Importance of Communication
- Make Time For This Now – Because Later Will Mean $$$
- And Finally...

Be Mindful of Your Perceptions
What You See Is All There Is: Reevaluating How Supervisors Interact With Employees

Presenters
Floyd A. Clutter (Allegheny Technologies Incorporated), Timothy C. Kamin (Milwaukee), and Matthew J. Kelley (Indianapolis)

Moderator
Elizabeth M. Soveranez (Phoenix)