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**The Sustenance and Retention of Knowledge Capacity Within
the American Corporate Organization**

A Project Demonstrating Excellence

Submitted in Partial Fulfillment of the Requirements
for the degree of Doctor of Philosophy

in

Organizational Development

by

Marquette H. Carmichael, Ph.D.

The Union Institute
Cincinnati, Ohio

May, 2000

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A Special Thank-You Note:

A special thanks is extended to my committee for the amount of knowledge, time, care, commitment, guidance, and love you have given me during my deep exploration of content. During this discovery process, I learned more about life and myself than I could have ever imagined. I will take your gifts forward as I touch others who also aspire to deepen their lives with meaning and understanding. My ultimate goal is to become a Union Faculty member.

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Acknowledgments

After all the writing is completed (dissertation, program summary, and official transcript) and all the yearning has been done, there exists one last item on the “to do” list that ensures that I do not finish by myself. This item is the mustering up of enough energy to highlight my support structure’s tremendous nature—the same nature that builds great or complicated creations, such as character, bridges, skyscrapers, relationships, networks, and yes, even, *some* dissertations.

For me, as I reflect, it is difficult to separate the worker from her team. William Butler Yeats knew this dilemma well and eloquently wrote with poetry,

O chestnut tree, great-rooted blossomer,
Are you the leaf, the blossom, or the bole?
O body swayed to music, O brightening glance,
How can we know the dancer from the dance? (p. 117)

The one last item that keeps lingering is to thank my strong organizational development choreographers (both past and present) as I complete the Doctorate in Organizational Development. This living support structure kept me sane in a world of sheer craziness and sometimes downright loneliness. It is the same structure that supported me down in the depths of grief and in my heights of joy.

Some understood, while others only wondered. For those who understood and for their support, I am truly thankful, and am reminded of humor in words

from George Carlin who stated, “Those who dance are considered insane by those who can’t hear the music.” (Chamberlain, p. 40) Although a delightful comment, in terms of my favorite comedians, George is running a close second to Dennis Miller, and lucky for George, Dennis was “all out” of jokes about insanity.

I would like to sincerely thank the individual who started this program with me in March of 1994, Dr. Fontaine Maury Belford. Due to her untimely passing, a copy of this dissertation will be given to her family in honor of her true friendship. She was one of the only people I’ve ever know who was strong enough to plan her own funeral.

Everyone who met Dr. Belford was astounded by her brightness, her generosity, her stories, and her courage. Eleanor Wilner, in the Afterword of Dr. Belford’s book, The Uses of the Heart, described her beautifully by stating,

With the vibrant tongue of her conviction, she was an inspired public speaker, an orator drawing on the cadences of Southern speech, the English poetic tradition, and the King James Bible. She was a spellbounding storyteller whose brilliant wit, timing, verbal invention, and gift for mimicry had few peers. And she was one of the last great conversationalists in a century where conversation is all but a lost art. (p. 153)

Dr. Belford’s light kept me going throughout this dissertation, even when she was extremely ill. She wanted me to finish, and I promised myself I would do

just that--even after her death and sometimes unfortunately and admittedly because of it. I wanted to be one of her successes, even though she had so many.

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There was just something so special about Dr. Belford that from the moment I met her, I knew I was working with a great human being. Even to this day, I am not sure she recognized in totality her strengths because she was focused outwardly toward others—and that is where I came into the picture.

Whatever the case, she and I began this endeavor together, and I benefited from her unselfishness. In many ways I feel her presence even now. Love is one thing that defeats death, and the trick (I have found) is to not allow grief to cloud or obscure that fact. When the sky clears up, however, it is still love that demonstrates super-human strength. Her courage motivated me to continue researching and writing. The most important thing I learned from her life is that finishing this work with friends around me is important and precious.

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Dr. Polesky knew of my grief and recommended Dr. Bell Chambers as someone who demonstrated excellence in her own right. I remembered a meeting I had with her at the Union Institute in which I was touched by her genius, knowledge of culture, and world travel experiences. Dr. Bell Chambers could sense my distress immediately upon contacting her. I wish to thank her for helping me gather the strength to continue with my research. I appreciate her adventurous and loving spirit. Thank you for your valued

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During the writing of this dissertation, I also learned from the death of another remarkable person, Daniel C. Tiberghin, whose kindness in life I appreciated and whose love touched many people. Danny was one of my closest friends. I remember him as a great director, actor, dancer, teacher, and my high school mascot. I knew that when people talked about individuals that would give the “shirts off their backs,” I knew they were describing Danny.

At his funeral I recalled a poignant incident that occurred at my high school homecoming football game some 25 years ago. I was announced homecoming queen in front of a stadium filled with fans. The football player/ex-boyfriend who escorted me did not provide the ceremonial kiss upon this announcement as was customary. He left me standing alone with astonished photographers and silent fans waiting for the photo shot. In just the nick of time, Danny came running over to my side and gave me a kiss on the cheek. The crowd

roared. He saved the day, did not think another moment about it, and danced with me at the homecoming dance. Whether he was playing the Indian in The Fantastiks, the butler in The Sound of Music, or the villain in Curse You, Jack Dalton, he was always grand and stole the show, and because of his great kindness and talents all of us in Mr. and Mrs. D's Thespian troupe would gladly give it to him. His funeral served to remind me that although one may physically die alone, family and friends continue to cherish memories and create almost an element of glory in the passing through spirituality, memories, and love. I am sure he has been called to direct something of higher significance. Again, Danny taught me that I did not want to finish alone. These acknowledgments serve to accomplish that objective.

Two more dear people need to be thanked. One is a confidante—a fellow training manager who has been a constant source of encouragement throughout my studies. John Kinney, although trained in Engineering has a multitude of talents in organizational development, though he will *not* admit. His values and integrity have provided me a great sense of hopefulness. Since he has provided me many resources and spent much time discussing concepts and issues, I would like to thank him. I would also like to thank Karen Clark, a personal friend of both John's and mine. I am not sure why I got so lucky to work with such outstanding people, but I am truly glad I have them on *my* side. John and Karen's working relationship is one to be admired, and is a true model for team spirit. Karen, John, and I (when we are not finishing each other's sentences) constantly discuss ideas and provide resources to each other. Karen recently went back to school-- an action which took great courage and

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I feel they are best described as *light touching light* – imagine the force. Because of their impact on this committee, one of my great secret joys was getting these two in touch with each other. I challenge them to continue in sharing and dialoguing about their very different environments of academia and business, to attain best practices they can modify for their respective cultures, adapting them as only they know how to do.

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As I worked through this dissertation, my hectic job continued and my personal life was filled with many changes. My colleagues at work were supportive, and I wish to thank all of them, especially Lynn Sorci, education consultant and my best friend, who spent numerous hours working on the survey with me. Her unique style, advice, and guidance throughout my life have always been appreciated. Lynn is the sister I never had. She and I are both passionate about life and issues and freely discuss our views with each other. I am thankful to have a friend like her, and I will always be there for her through anything we encounter.

To gain the list of participants, I worked with Jan Rue, Manager of Change Management. Jan is one of the most organized and thorough people I know, and I

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Mike shuttled Alyson and Evan, our children, to many of their activities while I worked on this study and helped our family coordinate events so that everybody participated in activities (cheerleading, gymnastics, chorus, basketball, baseball, church) that were important to them. Gerrie and Earl Schweinfest helped also by babysitting, shopping, and taking the children to dinner when I was working late. I appreciate this very much.

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No one ever succeeds alone, and so is the case of my doctorate in Organizational Development. Thank you all for the love it took to support me. My wish is that someday I can help you in some small way that can contribute to your success. As Martin Luther King, Jr. (August 28, 1963) eloquently stated in his now-famous speech to Americans that they work with faith that someday all would be judged by the content of their character. He stated, "Again and again, we must rise to the majestic heights of meeting physical force with soul force." (Bennett, pp. 572-576)

The ability to couple one's physical strength and energy with one's inner struggles is a force that I believe he was drawing upon. A form of this type of force motivated me through my research struggle and at times prompted me to reach down deep within my soul to find the strength to continue. When I did this, I found that my spirit always knew that the only way through an obstacle... is through it.

Sir Peter Parker once described the management prophet, Mary Parker Follett as both "reasonable and romantic." (Graham, p. 290) I believe I like that description as well for myself. My firm is called the Human Factor due to the belief in humanity. Like Follett, (recognizing that she was before her time and a genius who held the human factor strongly in her theories in the 1920's) I refuse to "displace the human element from the focus of my political or management theory." (Graham, p. 286). Because I have an inner dimension and a strong focus

on the psychological and human element, the focus of this study will be placing the human element as the central core of the research.

Last, but not least, I would like to thank God for all that He has given me in terms of family, friends, health, happiness, hopefulness, and the capability of completing this research effort.

The Graduate Program at the Union Institute stretched me personally and professionally, and many times I fantasized of the doctorate's completion. I watched endless days go by while others were having fun, and I continued to work. Many days I felt as though I could not continue the struggle, but after I emerged myself in it for ten minutes, I would work hours. It was the getting started over and over that was the difficult part for me. Every time I would begin again, I would see something not quite "right."

Even with the rigor of the entire process, I would do it all again because I have met wonderful and talented people who have given me more than I could ever return. My committee knew somehow that I would do it—even more than I believed at times. They demonstrated hopefulness for me, and for this precious gift they've given me, I am truly grateful.

Dedication

I dedicate this Project Demonstrating Excellence to Tom who is skilled at “falling up” and can pursue hopefulness from uncertainty. His continual and unfailing support made this dissertation possible.

Also, I’d like to thank my children for helping me put things in perspective in times of enormous stress.

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May Tom, our family, and I remember the kindness and generosity of strangers as well as the unbelievable, magical, and unrepayable gifts of love from God, family, and friends. May we as a family profess hopefulness to others in our everyday lives, as we take our challenges “beyond zebra”.

In pursuit,

Marquetta Carmichael

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Dissertation Abstract

Key words: retention, turnover, knowledge assets, knowledge capital, knowledge capacity, intellectual capital, hopefulness

This applied research study, an in-depth analyses focusing on why experienced professionals with at least two years' experience decide to leave or exit a corporate organization, is both quantitative and qualitative. Methodological assumptions are quantitative in nature while axiological assumptions are strongly qualitative. The study is the result of a survey (sample: n=48, representing a 32% return). The research encompasses a variety of interdisciplinary areas including: sociology, anthropology, economics, and psychology. The participants for the study were chosen from a variety of Fortune 500 and smaller companies in the United States in a variety of industries and geographic locations. Respondents include 25 individual contributors (business analysts, systems analysts, quality assurance personnel, finance personnel, corporate instructors, human resource professionals, compliance analysts, engineers, and communications personnel); 11 middle managers (9 managers in a corporate setting, and 2 in a school organization); 4 entrepreneurs (owners of their own corporate entity); and 8 executives (individuals in the corporate setting who are above sub-section and potentially receiving incentives).

Because a professional's knowledge and information have superseded physical labor as the pivotal determinant of value in the contemporary capitalist economy of the U.S. (Drucker, lecture, 1994), it is important to understand an experienced professional's decision methodology that potentially could affect a corporation's competitive advantage if mobility produced knowledge loss or a decrease in innovation.

The specific **objectives** of the study are to identify some of the *personal decision factors, reported trigger(s), knowledge value perception, and hopefulness factor(s)* contributing to the decision to exit. The literature review associated with this study is comprehensive and examines both internal and external forces (both past and present) affecting the organization and individual.

The study provides: (1) a culmination of ideas for creatively sustaining and retaining knowledge capacity; (2) insights about experienced professionals' decision methodologies; (3) strategies that can be applied immediately within American business organizations; and (4) barriers that could get in the way of successfully implementing even the most comprehensive plans.

The results from the research can be used by professionals who recognize the correlation between and importance of addressing the human knowledge capacity issues of the organization and achieving bottom-line results.

The experienced professional potentially determines whether mobility occurs, possibly affecting an organization's competitive advantage. This phenomenon will provide business leaders and researchers tremendous opportunities and challenges into the future.

Chapter 1: Introduction, Problem Statement, Purpose, Objectives, Implications to Society

“Knowledge does not come cheap.” Peter Drucker, *Post Capitalist Society* (p. 186)

For centuries people have been trying to pursue meaning in their lives. Aristotle, Plato, Socrates, and hosts of other “fountainheads of wisdom” (Drucker, *Post-Capitalist Society*, p. 2) have wondered about why they were born and what meaning could they derive from their existence. They defined and described concepts from their particular points of view in their lifetimes.

The researcher, having read some of their works, and working most of her life in an organization in the 1980’s and 1990’s, has observed that in the work world, people are also striving for meaning. People appear to be hopeful to find it for themselves. Several works of art, the Holy Bible, Dante’s Inferno, and many other books have referenced hope and being hopeful. Some people in organizations appear to be looking or hoping for meaning within their particular situation. The researcher has labeled the process of continually pursuing hope, meaning, or renewal as hopefulness. This observation coupled with the reading of these books, and another one, The Man Who Planted Trees, spurred the researcher into studying an increasing phenomenon of mobility occurring in the workforce. This phenomenon of people leaving an organization or pursuing other opportunities (without warning, preparing, or

sharing) is expensive for the American corporation. Each organization has a certain capacity in terms of knowledge, skills, talents, et cetera. It can be compared to one's health or fitness level. The organization has a fitness level, too. (GE Vitality Charts, 1999)

The costly nature of replacing talent (DeMarco, 1996), re-training, losing knowledge, and reducing competitive advantage may place business leaders in the position of addressing their retention and sustenance of their knowledge capacity (Leonard-Barton, 1998), just like other leadership decisions. Understanding this phenomenon and the connection to what the researcher defines as hopefulness is believed to be critical now since businesses must find new and creative ways of creating market share and maintaining their profit and operating margins.

Does hopefulness have anything to do with it? Is hopefulness an escape mechanism to somehow reduce the realities associated with everyday life? Are the paths to hopefulness or hope leading first through despair? If so, could an American corporate organization find ways to create hopefulness to reduce mobility or knowledge capacity loss? Or, could an American corporation find ways to reduce the knowledge loss associated with mobility and thereby create a more hopeful future for itself? Additionally, can leaders project hopefulness to professionals, gaining their belief that hopefulness exists—even, when in reality there may actually be none at all?

Jean Giono (1995) considered hopefulness an individual, active journey for the pursuer. The story he shared showed the impact one person in pursuit of his lifetime goal can have on other people and events in life. The message was so powerful that the researcher continued to recall this passage when examining people in corporate structures, reviewing the impact of people who leave an institution or organization, and in understanding the professional's decision methodology. Was hopefulness involved?

Norma L. Goodrich in the Afterword wrote about Jean Giono and his life and stated,

Hopefulness must spring, he decided, from literature and the profession of poetry. Authors only write. So, to be fair about it, they have an obligation to profess *hopefulness*... The poet's mission is to remind us of beauty, of trees swaying in the breeze, or pines groaning under snow in the mountain passes, of wild white horses galloping across the surf. You know, Giono said to me, there are also times in life when a person has to *rush off in pursuit of hopefulness*. (Goodrich, p. 50-51)

Through the process of reflection about this passage the researcher was motivated to learn more about “rushing off in pursuit” or more specifically the construct of “exit” as it applies to the American corporate organization and focus on the knowledge capacity issue she observed in her corporate organization. Does one’s decision to exit or focus on another alternative or alternatives have anything to do with a pursuit of something? Once the exit decision is activated, what is the impact on the organization’s knowledge capacity?

Hirschman philosophically preferred a non-accusatory view of “exit” unlike his counterpart, Friedman who viewed “exit” as “the direct way of expressing one’s unfavorable views of an organization.” (Hirschman, p. 17) Hirschman pointed out this bias toward “exit” and stated, “Rather than as merely ineffective or ‘cumbrous,’ exit has often been branded criminal, for it has been labeled desertion, defection, and treason.” (p. 17) Was it so easily labeled or had the changing view of mobility affected the way society viewed “exit?”

The researcher has attempted to pursue a deeper understanding of “exit” and apply this understanding to the American corporate organization from a humanistic perspective, while pragmatically noting the affects of knowledge loss (when exit occurs) on competitive advantage. According to research, (Bion, 1959; Alderfer and Guzzo, 1979; Argyris, 1986, 1991; Bridges, 1991; Drucker, 1994; Barger and Kirby, 1995) there are numerous internal and external influences that affect an American professional and the

nature of working in the United States. In this chapter, the researcher will highlight the organization's and society's changing requirements and discuss whether these influences affect "exit."

Workplace Transformations

The changing nature of jobs and work, expectations about work, and the work requirements placed on individuals and organizations in society will be thoroughly examined, specifically: the stimulation of an active work orientation for American professionals; an active, adaptive requirement placed on corporations; the basic instincts of preservation; the changing of talent composition within the organization, leaders' recognition of retention issues (in terms of "exit"), the focus on the human element, and any potential shifts in thinking about loyalty, mobility, knowledge capacity, corporate responsibility, grief, and competitive advantage.

The world of work is "changing faster than ever before" (Handy, p. 8), and the "meaning of having a job has changed forever." (Bridges, Job Shift, p. 2) With these "kaleidoscopic dynamics" (Amidon, p. 15) the requirement for the professional to behave in an entrepreneurial manner within a corporate environment has changed the previously held thoughts that (1) a job has a narrowly-defined scope of responsibility; and (2) one's right was to work and contribute knowledge in one's corporate setting for a lifetime. (Kanter, 1995) With these ideas modified, coupled with the changing forces affecting organizations across the United States (globalization, faster inventory turns,

decreased cycle times), the result is an evolution of the corporate organization to a different form, and an ambiguous elasticity of the unit known as a job. The complexity continues with many corporations' decisions to either downsize, outsource, or flatten, thus requiring individuals to be more active or adaptive, and to "reinvent their work life." (Bridges, Job Shift, pp. 59-60) In an Internet business overview on "Embracing Complexity," James Park in collaboration with Ernst and Young and the Bios Group stated,

We believe in today's increasingly global, connected economy business doesn't follow the rules of the industrial-age. The traditional focus on planning and efficiency must now be complemented by better capabilities of innovation and adaptation—the basis for competition today.

(james.park@ey.com) (1998)

In addition to this push within the corporation at the unit of job and individual, there is also tremendous pressures affecting the corporation in terms of harnessing knowledge. In a recent international management forum on the Internet (1998), Alec Reed, Professor of Enterprise and Innovation Strategy, (<http://www.usembassy.org.uk/confbios.html>) stated,

In the few short years since 1990, global competition, the IT revolution, the deregulation of the labour market, and new forms of corporate organization have challenged my old assumptions...the harnessing of brain workers which we are seeing today could bring an even greater revolution.

It appears that corporations are challenged to keep the talent they currently have or devise mechanisms to keep the knowledge.

While all of this is occurring around the country, employees are told in an article, "The Tempting of America," that "This is the future. Its message is this: You are on your own." (Morrow, pp. 40-41) The American professional in a corporate setting is operating within a system affected by economic, social, and political influences. "Under any economic, social, or political system, business firms or organizations in general are subject to 'lapses from efficient, rational, or functional behavior.'" (Hirschman, p. 1)

This analysis of content will concentrate on the individual and not on the economic forces in action. The researcher is aware that the deterioration in a firm's performance may result in shifts of supply and demand; however, the focus will remain humanistic rather than moralistic, political, or economic.

American corporate organization's seemingly potential fostering of an adaptive, individualistic, and activist orientation on the part of the professional in America is the area of focus. This phenomenon itself appears to be placing a requirement on professionals to "do something." This physically-active orientation can be found in our common culture in America. For example, the popular Nike shoe advertisement that states, "Just do it" is only one example that demonstrates a "call" for a behaviorally-active mode of operation or response.

Whether or not American society actually calls for the externalizing of outward behaviors is a debate that deconstructionists only dream of having. This research focuses on the individual's decision methodology, noting that external economic factors may be at play (but not analyzing them) and provides external factors that the research discovers.

What affects an individual to take action? For professional employees, possible actions could include: sell their skills to their current employer, attain additional knowledge and skills, invent new relationships with employer (who must constantly adapt and "do things" to survive), or find new opportunities with other employers. (Caplan and Teese, pp. 2-10)

As a result of this infliction of action from either society or elsewhere, and the increased pace of change itself, an individual has at least two choices: stay or leave. Bion (1959) discussed these constructs in his fight or flight reactions observed in connection to how individuals dealt with stress. (p. 63) Either an individual chooses to stay and "fight" (from whatever perspective they employ, noting "fight" in this instance could be either positive or negative) or to leave or flee (from the situation, which could also be either positive or negative). Bion's contributions can be attributed to his work with groups in which he was the observer. Bion noted his role because he did not know what affect his observation had on the reaction of the groups he analyzed. Another approach that might be useful in understanding flight response is exit interviews. The cautionary issue, however, is that exit interviews may provide

artificial, superficial, “teflon” or “plastic” responses for similar reasons as found in Bion’s analysis. However, through research and observation, two responses in organizational settings are the result—staying or leaving.

In addition to an individual’s response, “The disappearance of jobs is really a symptom of a deeper socioeconomic change.” (Bridges, p. 3) This change Bridges explained as the nature of work itself which has motivated corporations to satisfy “what needs to be done” (Bridges, p. 1) rather than what should or could be done. This tendency might also be present in the way organizations view knowledge management, change initiatives, or transformation efforts *now*—focusing only on what needs to be done at this time. Organizations striving for competitive advantage and survival may find, (research supports this premise) that as we enter another revolution with the Internet and electronic commerce, knowledge management and intellectual capacity issues may surface to the top of the “what needs to be done” list. (See Appendix A: Internet references)

The inference here is that corporations have the goal of making a profit. This factor along with research, indicates that it is becoming increasingly more competitive in the world of work. The research supports that the working unit in the United States to satisfy this competitive world of work has changed from that of the 1980’s, (Bridges, Job Shift, p. 8) and that organizations or corporations are required themselves to be active. To satisfy the changing requirements, the solution that has arisen is not a bounded one but a more elastic, loosely-defined, unit of work or “job.” Realities (such as transformation

of work, “informating” the workplace, demise of the office, delocalizing work) (Bridges, p. 10) have become more blurred.

The scope of change is far-reaching inside companies. There are and will be profound changes in organizational structures and shapes, whether one talks about Charles Handy’s ‘shamrock’ or ‘doughnut’ (1992), Jack Welch’s ‘boundaryless company’ (Tichy, 1993), or William Bridges’ ‘dejobbed workplace’ (1994). And employees must not only survive but adapt and thrive in the midst of all these changes. (Caplan and Teese, p. 2)

Whether the changes to work are a result of societal forces or the demands the organization is placing on the performance of the workers such as the flattening of hierarchical structures, the speed of production of goods and services, the unburdening of slow-moving inventories, the increased involvement of suppliers, the need for quicker decision making, technology, the effects of globalization, or are attributed to something else, it appears accurate that the paradigm of “job” has changed significantly over the years, but also the idea of active renewal for the purpose of proving value and meeting increasingly-higher goals.

With all these changes including speed of change upon workers and organizations coupled with economic needs of workers to work as well as the workers’ sense of pride, self worth, and contribution, still experienced professionals are resigning from viable positions or roles. As Caplan and Teese, 1997 attest:

From newspaper headlines like ‘The Ones Who Got Away,’ to managers and human resources professionals lamenting the loss of their best people, to employees themselves saying ‘yes’ to severance packages never intended for them, all signs are pointing to a new phenomenon: Survivors...are voluntarily leaving their organization.” (p. 1)

Why? Could the reason be anthropological in nature? An individual’s sociological or psychological needs may contribute to the reason for exit.

These elements may contribute to this mobility, however, a prescription to control anthropological instincts or forces (Estes, pp. 5-7) or innate behaviors or characteristics (Meyer’s Briggs: tertiary and inferior responses) is not the outcome of this research. The research will, however, deepen society’s understanding of whether a professional reported to be influenced by intrinsic or extrinsic motivations, or a combination of both as the major ways of interpreting their decision methodology after reflecting about it.

The Individual’s Role and Hidden Opportunity

Reed (1998) in his discussion of “peoplism” on the Internet stated, Nowadays it is people that make the difference...The right people and the right combinations of people are very hard to develop...Good people, unlike buildings and bank loans, are difficult to replace.

People's knowledge and cohesiveness may be more like capacity than a solid asset that is owned by the corporation. Capacity in this respect is defined as "the potential or suitability for holding, storing, or accommodating; competency or fitness." (Webster's Collegiate Dictionary, 1998, p. 168) The great manager today may be the one who can build a strong or "fit" team that works together effectively to make things happen, share knowledge, and produce results.

Survivorship in a corporation has provided this researcher with the painful experience of layoffs, disintegration of strong teams through downsizing or "rightsizing," corporate ladder unsteadiness, glass ceiling realization, and voluntary turnover—"movement unprecedented, more costly, and harder to replace than any other time in history." (Pasternack, 1996). This research effort will center on one's individual voluntary decision to exit an organization which Scott Adams in the *Dilbert* comic strip refers to as "brightsizing." (p. 249)

The direct costs (there are hidden costs as well) associated with turnover include: "recruitment, selection, and training." (Caplan and Reese, p. 4) They also stated,

Tom DeMarco, a management consultant, noted for one of his clients, bringing a new engineer up to speed takes a bit more than one work year, including all costs, salary, and overhead. In this example, the dollar cost is \$150,000...before the investment begins to pay off. (p. 5)

The weary eyes of a survivor (one who stays or is permitted to stay within a corporate organization) notices voluntary mobility of colleagues and

team members, and the voluntary nature of this mobility itself creates an urge for understanding about the perspective of the individual who leaves the organization. Again, the researcher is concentrating more on the humanistic reasoning of the experienced worker and is attempting to not make judgments from a moralistic or political perspective.

Because the mobility can be an issue for companies, companies have performed surveys that report reasons for leaving and prescriptions for rewarding employees to accomplish the corporation's goal of talent retention. (Microsoft, 1998; General Electric Company, 1998).

Upper management's decisions to lay off personnel are controlled and are generally performed with either some analysis regarding individuals' employability and contribution, or through some financial analysis. Therefore, individuals directly affected by lay off decisions will not be included in this study. However, the individual decision of the experienced career professional who makes the choice to leave a corporate environment, changing the mix of knowledge capacity within that environment, warrants further analysis as organizations enter the close of this century.

"Applied researchers take the findings, understandings, and explanations of basic science and apply them to real-world problems and experiences." (Patton, The Nature of Research, p. 8) This applied research study will attempt a humanistic understanding of this phenomenon and provide insights for American business leaders. Already there are indications from leaders in corporate organizations that they are beginning to recognize the impact and cost of losing learning and knowledge. Some see these as determining factors for success, as evidenced by statements like: "Our

ultimate competitive advantage lies in our ability to learn rapidly and transform that learning into action.” (Welch, Value Management, p.3)

In addition to the transformation of knowledge, competitive advantage in today’s world requires that a firm have strong globalization strategies. Therefore, another influence on corporations for an active orientation of improvement is in the expansion of business in the global arena which requires more skills from an individual’s toolbox (knowledge of diversity, other cultures, and other languages). People’s knowledge and skills are critical to successful globalization strategies. Figure 1 depicts people as a central variable to the success of these strategies.

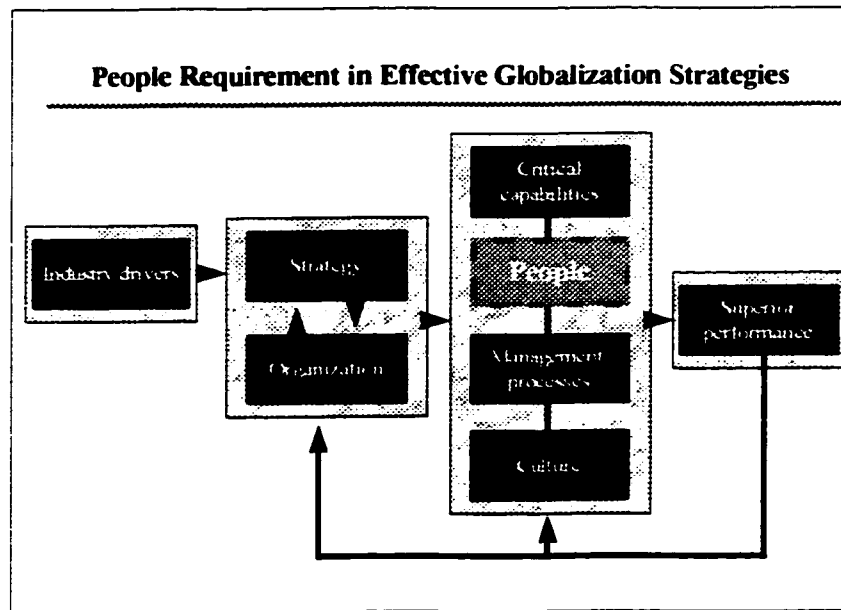


Figure 1: A.T. Kearney, Inc. (1996)

The Changing Business Initiatives

To demonstrate the need for globalization, A.T. Kearney, Inc. (1996) conducted an executive research study of 778 European and North American companies, and they reported,

The global nature of customer service needs will increase 82% over a ten-year span, while the local and regional aspects of that driver will change only 26% and 52% respectively. Likewise, global competitive threats will increase 52%, while on a local basis , they will change only 11% and regionally 28%. Recent surveys identify globalization as the factor that will most affect the future of major companies. Half of 146 respondents in an American Management Association survey selected globalization as having the greatest impact on business in the coming years.

If globalization is a strong determinant of American business success, and people are a strong determinant of globalization success, then understanding mobility may be critical to a company's survival because people's continual turnover in their positions could potentially negatively affect globalization strategies by inhibiting processes and interrupting progress.

A multitude of articles are currently appearing on the Internet addressing the topics of people's knowledge, people's application of their knowledge, and intellectual capacity retention. See Appendix A: Internet sites

Associated with Knowledge. The net result of the research is a reinforcement of the notion that movement of professionals is an issue for corporations.

The Microsoft company has produced a presentation, The People Fundamentals at Microsoft, (1998). They reported their major business issue as keeping talented professionals. Also, at GE Aircraft Engines, leaders are wondering why they are losing tremendous talent. (Herzner, Meeting with Minority Professional Organization, National Association of Chemical and Mechanical Engineers, October 9, 1998). Some leaders who view it as a long-term problem are stepping back and trying to understand the reasons and how to develop and market new strategies to prevent the erosion. (Juracek, Kinney, Pierce, Herzner, Advanced Engineering Program Issues, October, 1998).

The Human Factor

The workplace has become the place where most people spend a majority of their lives. Wheatley (1996) discussed the importance of one's human values to work and society and a societal shift referred to in her idea about motivation theory and how those in the American culture are now analyzing intrinsic motivators that spring from work. Due to her differing perspective on this topic, the researcher was stimulated to analyze the findings from a humanistic perspective. She stated, "We are beginning to look at the strong emotions that are part of being human." (Wheatley, p. 12)

Somewhere along the line, the U.S. culture and work (Bridges, p. 38) began to change, in particular, the way we look at organizations and our

expectations about life and work. (Kanter, 1995) Some are more concerned than others. Some were not concerned at all. Those individuals like Tom Peters reported Morrow to be a “hand-wringer” on the topic of people leaving the organization. (Bridges, p. 39) Peters followed up by writing an article on creating self-reliant business professionals which was a premise that the worker need not be a victim but responsible for his or her own career. By providing growth and creating “take charge” individuals, they may leave an organization. There are some risks associated with developing people.

Whether or not one’s expectations of work have changed or not, there is some indication in the literature that resource issues are apparent due to the intensity of work requirements. Cooper and Sawaf (1996) found that survey respondents reported that they felt “overworked and undervalued.” (pp. 56-61) Their study analyzed the difference emotional intelligence made in critical success factors in a career and organization, including: decision-making, leadership, strategic and technical breakthroughs, communication, relationships, loyalty, creativity, and innovation (p. xii) They concluded that the recognition factor may be just as important to the decision to exit as the growth or development of a “take charge” attitude.

The human factor or more specifically the human’s contribution within a role within an organization has not been a large focus area until recently according to Drucker, editor of Mary Parker Follett’s biography. This study centers on the human factor, and directs the focus to the one’s decision methodology which includes how one interprets their circumstances.

Mary Parker Follett (even in the 1920's) was a professor who "refused to displace the human element from the focus of her political or her management theory." (Graham, p. 286) Kanter in her synopsis in this book believes that Follett's dismissal by academia was due to her gender and possibly that she was before her time and not relevant within her time. Drucker's account of Follett (Graham, p. 9) was that she was "the prophet of management" and discussed in the introduction of Graham's work her unfortunate elimination as a thought leader of management principles and theories in academic circles, until recently. His view was that it was not gender-related. Because the human element's decision methodology is so powerful, it will be a central theme to this research, and consistent with the goal of analyzing the data from a humanistic perspective, valid in the 1920's as well as today.

Loyalty

In terms of how an individual views the organization and makes decisions about his or her career, some constructs other than human needs require exploration. Both company loyalty and career mobility are critical constructs that have evolved over the years. In the translator's view of Sun Tzu's, The Art of War,

Loyalty is not so much a moral standard in
itself but a product of social relations within
the organization based on other professional

and ethical standards. The quality of the relationship between the leaders and the troops is what cements loyalty. (Tzu, Translator: Giles, p. 35)

Hirschman discussed loyalty in terms of exit and voice. He stated, “As a rule, then, loyalty holds exit at bay and activates voice. It is true that, in the face of discontent with the way things are going in an organization, an individual member can remain loyal without being influential himself, but hardly without the expectation that someone will act or something will happen to improve matters.” (p. 78)

Kanter (1995) in an Internet article summarizing her book, Learning Organizations, stated, “Organizations want flexibility to restructure, to move in and out of businesses, as circumstances change. In response, employees express less loyalty and less commitment than they did ten years ago.” Additionally, as one looks at the issue of “hard work,” one finds “The promise of continued employment in exchange for loyalty and hard work has been broken—severed.” (Caplan and Teese, p. 3) Hirschman provided an additional insight when he stated,

Loyalty is a key concept in the battle between exit and voice not only because as a result of it, members may

be locked into their organizations a little longer and thus use the voice option with greater determination and resourcefulness that would otherwise be the case. It is helpful also because it implies the possibility of disloyalty, that is, exit. Just as it would be impossible to be good in a world without evil, so it makes no sense to speak of being loyal to a firm, a party, or an organization with an unbreakable monopoly. While loyalty postpones exit, its very existence is predicated on the possibility of exit.

(p. 82)

In addition to one's feelings of loyalty, experienced workers will note that younger and younger employees continue to enter the market and bring with them their own work ethics, paradigms, knowledge, and so forth. "Gold collar workers are getting salaries and perks that would make a baby-boomer's hair stand on end. Brats? Perhaps, but hey, they're not the ones that tore up the old employment contract." (Munk, p. 63)

What effects does the "new generation" of workers have on thinking or loyalty? The destruction of the employee-employer contract may have

produced less loyalty in workers as expectations were not managed or met. Downsizing and outsourcing may have also affected the “loyalty paradigm” of the American worker since these are common practices in many organizations. These actions according to Caplan and Teese have not only taken their toll on corporate survivors, but also are generally controlled by upper management or leadership and may have financial or restructuring motives behind them. Downsizing and outsourcing, even though they have produced an unknown effect on an individual’s construct of loyalty, these decisions by leadership may produce emotions that have an effect on an individual’s decisions to stay or leave.

Focus of the Study

As mentioned, downsizing and outsourcing may produce reasons for leaving; however, participants of the survey **will not be individuals who were downsized or products of outsourcing**. The loss of professionals who choose to leave or rid their current organization of their intellectual capacity talents themselves is the area that the study pinpoints because these resources were recognizable talent contributors (either through innovation, return on investment, technical skill/competence, network viability, creativity, knowledge of existing/future markets, or product knowledge).

This researcher believes that headcount alone or the retention of an actual body does not constitute knowledge capacity. Additionally, not all workers produce returns, and the study took painstaking care in finding professionals who were recognized as contributors. To provide the reader

with more clarity regarding the study, intellectual capacity defined as the knowledge contributing to return on investment for the American Corporation. Therefore, highly-valued employees that were known for their contribution and who made the decision themselves to exit are the subjects of this study.

Grief

From the change in society's constructs of loyalty and mobility, corporate survivors may have experienced not only the loss of friendship, but also there is a high probability that they've experienced the frustration of not being able to get something accomplished now that their team member has exited the organization. Survivor team members may experience grief from the departure of a friend or co-worker. Colin Murray Parke's proclaimed in his about grief:

Willingness to look at the problems of grief and grieving instead of turning away from them is the key to successful grief work in the sufferer, the helper, the planner, and the research worker...We may choose to deal with our fear by turning away from its source...But each time we do this we only add to the fear, perpetuate the problems, and miss an opportunity to prepare ourselves for the changes that are inevitable in a changing

world. (Roszak, Gomes, and Kanner, p.
144)

Grief is mentioned to ensure a thorough literature review. Analysis of grief will not be analyzed in the study; however, any specific references will be mentioned. The loss of individual talent that is unplanned and unexpected plagues other knowledge workers, teams, and organizations every day in subtle ways—ways that may not be totally understood in terms of hidden costs that could potentially decrease one's competitive advantage. The researcher did not want to eliminate this element due to the researcher's observations and beliefs that grief does occur in work settings among professionals who experience loss.

Martin Holdgate in discussing grief of ecologists poignantly reminded us that the aspect of grief can be quite lasting and consequences of it may be hidden when he stated:

In all strict logic, the loss of a species of bird on some small remote island matters little to the future of the world. Even the irreversible loss of soil and vegetation from some eroded African hillside is a small thing. Yet people grieve...These feelings cannot be embodied in the hard and brittle logic of science, but they may have truth of another kind, for all that." (Roszak, Gomes, Kanner, p. 140)

In summary, loss is loss, and this study attempts to address why individuals decide to leave organizations. The research will provide more understanding about: (1) whether individuals rate their **top reason for leaving** as stemming from intrinsic or extrinsic motivation, or both; (2) whether experienced professionals report there was a **trigger or last straw** associated with their exit; (3) if the individual reports a **lack of hopefulness** in his or her previous organization in which they left; and (4) the **insights and recommendations** an individual provides about what would have kept them in their organization. Recognition and compensation will also be examined. The researcher will report any references to any intrinsic factors, extrinsic influences, loyalty, mobility, and grief.

The humanistic perspective is viewed by this researcher as an appropriate means to understand and encompass the variety of issues involved, the complex scope of the issues, and the complicated nature surrounding the determination of exit. The motivation theories that best align with this study are Need-Motive-Value Theories and Cognitive Choice Theories which emphasize values as a basis for behavioral variability and cognitive processes involved in decision making (Dunnette and Hough, 1990, p. 81) After thorough quantitative and qualitative analysis, the researcher will share any questions that the survey results highlight. Future research and implications are provided.

Statement of the Problem/Assessment of Concerns

Premium talent with vast experience and precious knowledge is leaving American Corporate organizations. (Drucker, 1996) This “exit,” especially of the experienced career professional, is many times unplanned, unexpected by customers, suppliers, and organizational leadership, severely missed, and very expensive to replace. (Caplan and Teese, p. 5) **The major concern is that with the “exit,” some corporations are losing precious knowledge, relationships, and competitive advantage.** This phenomenon has major implications to the way we as a culture view individual career mobility and corporate responsibility. Peter Drucker (1998) warns,

..just as an orchestra can sabotage even the ablest conductor—especially even the most autocratic one—a knowledge organization can easily sabotage even the ablest, especially most autocratic, superior. What this means is that even full-time employees have to be managed as if they were volunteers. (Forbes, October 5, 1998)

Note: An operational definition of terms for this study has been provided in Chapter 3: Research Methodology.

Purpose and Objectives of the Study

The fundamental purpose of this study was to assess why experienced professionals leave corporate organizations, if they report a trigger to this decision, and if they experienced a loss of hopefulness.

This researcher's initial premise was changed because it focused on helping solve what the researcher erroneously thought was a problem. At first this researcher thought that if organizations understood why experienced and talented professionals were leaving them, they could help them by creating and putting in mechanisms that would result in sustaining and retaining them. This premise unfortunately, placed the experienced professional in the role of patient needing to get well, rather than promoting good health or fitness for a contributor in a relationship in flux. Additionally, the initial foundation centered in more of a moralistic viewpoint. This research focuses on the experienced professional's decision methodology and the organization's own needs, while simultaneously addressing the needs of the experienced professional.

Significance

In the Industrial Age, management could readily see the results of the output when an employee ran a machine tool. (Drucker, lecture, 1994) In the 1990's and as the "old" Millennium comes to an end, the results of professionals' work are not always tangible and can take the form of thoughts, relationships, customer loyalties, ideas, processes, and scientific/technological advances. Historic learning and

experience are tremendous guides that help people in organizations to avoid mistakes, and can create innovative learning.

Wheatley described organizations as adaptive organisms in a Quantum Age (pp. 1-45) and stated, "Organizations are conscious entities, possessing many of the properties of living systems" (p. 13). Both social and political factors have affected the organization, and the literature review will heighten the reader's awareness about these topics.

On the one hand, there is the scientific realm focusing on the human element and on the other is the pragmatic pull from business leaders who want to reduce talent loss. Business professionals claim to want a return for their assets. Strong leaders know that what was considered theoretical, strategic, or visionary only a few years ago is now considered fundamental to the survival of today's enterprises. "We live in a world in which the application of new ideas may be the primary competitive advantage." (Amidon, p. 3)

In contradiction to the idea that some individuals do not contribute to the organization and valuing differences to the point of reducing total emphasis on the "bottom line," Margaret Wheatley compared leadership with the realm of science, and from her observations, suggested that space is not empty. She stated that business needs to concentrate on "embracing the invisible." (Wheatley, p. 57) This idea surmises that the substance of anything at all can be something we cannot see or witness. Amidon stressed that every individual holds knowledge within the organization. Intellectual capacity or the talents of our knowledge workers are

sometimes not easily identifiable on the surface, and to the naked eye, may be disguised, masked, or hidden.

It is becoming increasingly apparent that in Western culture, specifically in American culture, the American corporation has fallen victim to significant talent loss which has associated with it direct as well as hidden costs. (Munk, p. 64; Caplan and Teese, p. 4-6)

The Desire for Retention of Talent/Knowledge

Pasternack (1996) quotes a Conference Board study in which 43% of the companies surveyed reported that they had trouble keeping high-quality workers. Obviously, some of these losses experienced, corporations around the country have encouraged themselves (through downsizing or rightsizing), and some they wish they could control. (Herzner, 1998)

The high-quality worker is in great demand, and keeping this talent and knowledge capacity is the most cost-effective measure as well as maintaining group continuity and progress. Trying to retain talent, according to General Electric's Chief Information Officer, Gary Reiner, (1998), at a company Information Management meeting lamented that "It takes at least an additional \$100,000 to find an information management professional in today's market." If organizations lose their information management talent which is just one group that is highly marketable, hiring will cost many more thousands of dollars than salaries of the people being replaced. In addition to the \$100,000 estimate, one must include the knowledge the organization lost.

Caplan and Teese report locating or finding an MIS professional, "runs about \$3,000 if

someone is referred to us to over \$25,000 if we use a search firm to find a top candidate, and that doesn't include the cost of people's time spent looking at resumes, interviewing candidates, the testing, et cetera." (p. 4) Additionally, this example only includes getting a person in place, not getting them productive. (Demarco's \$150,000 minimum estimate and one year's time to attain productivity is another example.) There are also advantages of using a "satisfied" workforce to help recruit other talented and skilled professionals. This natural way of attracting people is an immeasurable opportunity that has an unknown dollar value attached to it.

Through the media, in the form of books, the Internet/Intranet, magazines, news shows, and newspapers, experts continually report the issue of employee turnover as one of the big detriments to Corporate America. It is estimated by experts in the field to add up to hundreds of thousands of dollars in lost productivity. The People Fundamentals at Microsoft (1998) report stated, "Microsoft has a \$250 Billion market capitalization value, and people are the key to our continued success." The cost of lost opportunity was not mentioned. However, this estimate in today's world where there is such a reliance on computers not to mention corporations' reliance on Microsoft's vision and direction.

In many instances, retention is reported in a clinical encapsulation as if the corporation were simply benignly affected with the loss of a physical body. (People CTQ dashboards—GE, 1998) The loss of the physical body is not the main issue, although it is quite apparent and can send significant shock waves through an organization—especially to employees who choose to stay. "The major element of an impacting nature to corporations and to industry at large is the loss of intellectual

capacity; the talents that contribute heavily to the company's profits." (Greenes, Corporate Innovation Through Knowledge Management Conference Report, 1998)

Examples of knowledge lost found in research include: decrease in rate of introduction of quality products (Microsoft, 1998), loss in quality product introductions, (Boeing), and loss in crucial relationships affecting sales margins (IBM).

For many years, loss of talent was more focused on retention research.

Dickter and Roznowski, Department of Psychology at Ohio State University (1996) concluded in their research efforts that "The actual event of quitting is merely the final act following some series of mechanisms that lead to an intent and decision to resign." The mechanisms they refer to are influence factors that contribute to the decision to exit the organization. Every attempt has been made to address these known factors in the survey instrument for this study.

Talent loss can add up to major dollars when innovation is affected. From personal observation, decreased morale of individuals within organizational settings can also negatively affect creativity and innovative strategies due to fear of risk taking, time pressures, grief, et cetera. Since new ideas stem from creativity, it is important to understand how knowledge loss can affect innovation. Dr. Carl Rogers (1961) discussed the conditions for constructive creativity which could potentially lead to innovative thinking in his book, On Becoming a Person. He stated,

It is permission to be free, which also means that one is responsible. The individual is as free to be afraid of a new venture as to be eager for it; free to bear the consequences of his mistakes as well as of his

achievements. It is this type of freedom responsibility to be oneself which fosters the development of a secure locus of evaluation within oneself, and hence tends to bring about the inner conditions of constructive creativity. (p. 192)

Significant talent loss may hinder creativity and produce an environment where knowledge seeps out the door and is not used to generate innovative solutions (Eustis, Xavier University). In a seminar on Creativity by Dr. Andrew Eustis, (October, 1995), provided eleven examples of obstacles. They included:

people's resistance to change, *the movement of people in and out of organizations*, people's view that innovation will threaten current successes, corporate hierarchies, product/market boundaries, separation of power, politics, emphasis on short-run efficiency, simplistic management training, excitement for only large projects, marketing departments that follow and not lead, and viewing growth as only through acquisition. (class notes) People play a role in all of these obstacles and may create/foster even more confusion when talented individuals with strong networks and capabilities change roles within the organization or when an individual leaves the organization altogether without warning or preparation. Also, from the professional's lens, the experienced career professional choosing to leave is also as free to be afraid of the new venture as to be eager (or hopeful) for it.

He or she is also free to bear the consequences. Amidon reported, Mechanisms for measuring the flow of knowledge from idea creation to commercialization or deployment are not widely utilized because few have made the innovation process—as it relates to intellectual capital—explicit. The nature of the process to date has been linear, service-delivery models. The systems-dynamic constructs of the future are complex and multi-directional. Not only does the ability (and hear) become important, the ability to learn and share learnings becomes paramount in an organization that leverages intellectual capital. (p. 87)

Assumptions and Delineations

This study focusing on why experienced professionals decide to leave a corporate organization is both quantitative and qualitative (see Creswell, 1994) As mentioned in the introduction, the assumptions upon which the study is based span both constructs. Methodological assumptions are quantitative in nature while axiological assumptions are strongly qualitative in nature.

In specific detail, the assumptions involved in this study are that respondents of the survey, who have made the decision to leave a corporate organization, will have at least two years' experience and will answer the questions on the survey honestly and openly. In fact, the researcher believes respondents had no reason to deceive or obfuscate as evidenced by the very nature of survey responses to questions and descriptive comments provided.

Another key portion of this research depended on the individual who has made the decision himself or herself, not the leadership.

The sample population provided valid general insights to understanding of the decision process of an experienced professional, not retention solutions for all corporations.

The study in no way attempted claim at being representative of the entire Western or global culture.

Validity was assured by surveys being mailed back directly to the researcher with confidentiality both mandated in the research methodology as well as marked appropriately on the instrument.

Reliability of the survey was considered an important outcome of its design; therefore, numerous individuals and professionals were involved in the survey process including piloting of it prior to submittal. Extensive work was invested to ensure linkage to hypotheses.

Summary

Chapter One is an introduction to the study. In this chapter the researcher describes the scope of the study and explains the current situation in Corporate America and posits that talent is exiting the corporate organization. The purpose of the study is to attain an understanding of experienced professionals' reported reasons for leaving corporate organizations. The study's overall goal was to assess why experienced professionals report to leave and apply these insights where appropriate within

American corporate organizations, from the humanistic perspective, focusing on both the individual's decision methodology and the corporation's needs.

To establish significance, knowledge loss in the form of experienced professionals exiting the organization may affect the corporation and its profits and cost opportunities short and long term. Knowledge loss may also affect society in our inability as a nation to solve existing, debilitating and devastating problems either on the large scale –economic, social, political or on a small scale as we deepen our understanding of how individuals either grow or stagnate within corporate environments.

The knowledge of why experienced professionals choose to exit will serve as information to potentially reduce or prevent knowledge loss and increase capacity for innovative thinking, creative problem solving, and collaboration.

The literature review in Chapter 2 will highlight the current relevance of knowledge capacity and current thought as the topics relate to retention.

With a thorough analysis of literature and survey data, corporations will have additional insights about turnover and talent retention. The significance of this study can be found in talent retention for competitive advantage, return on investment savings for corporations, and in individual knowledge and understanding. There are major implications to U.S. corporations and workers. From the data, corporations can apply transitional or transformational strategies where appropriate. A bold, additional outcome may be in either providing more hopefulness for survivors or having everyone

**in the organization involved in the vision of sustaining hopefulness and
knowledge capacity fitness.**

Chapter 2: Review of Related Literature

“Stability itself is nothing else than a more sluggish motion.”

*Michel de Montaigne, French Philosopher, quoted by William Bridges, in his book
Transitions (p. 75)*

Introduction

Change has become the major invisible thread weaving through American corporations. (Drucker, lecture, 1994; Kanter, Internet, 1996) Gates, CEO of software producer, Microsoft, recently claimed, “There’s not a single line of [computer] code here today [at Microsoft] that will have value, say, in four or five years’ time.” (Stross, p. 36) Not only has the corporation’s pace of change increased over the years, but also society has changed as well requiring more emphasis on knowledge and linking that knowledge to either a company’s or countries’ competitiveness. (Bell, 1976; Block, 1990; Jameson, 1991).

In a lecture entitled Knowledge Work and Knowledge Society, The Social Transformation of this Century, May 4, 1994, Drucker spoke to a gathering of psychologists, psychiatrists, and social scientists about a group of

people who have essentially changed the American culture forever. His construct as well as Kanter's was that change will never stop affecting the business world. In his lecture he described the group that has changed the American organization. He stated,

What is even more astonishing and even less preceded is the rise of the group which is fast replacing both history's traditional groups and the groups of industrial society; the group which is fast becoming the center of gravity of the working population; the group incidentally, which is fast becoming the largest single group (though by no means a majority) in the workforce and population of post-industrial society and in every developed country: *knowledge workers*. (lecture, 1994)

It is Drucker's premise that the knowledge worker owns the tools to production—his or her knowledge.

Richard L. Nolan and David Croson (1995, p. 3) in their book, Creative Destruction provided an historical account of the workforce distribution moving from the Agrarian and Industrial to Informational economy (see Figure 2). From this model, one can immediately see the reliance and dependence on information and knowledge, and therefore, an increase in the dependence on the knowledge worker.

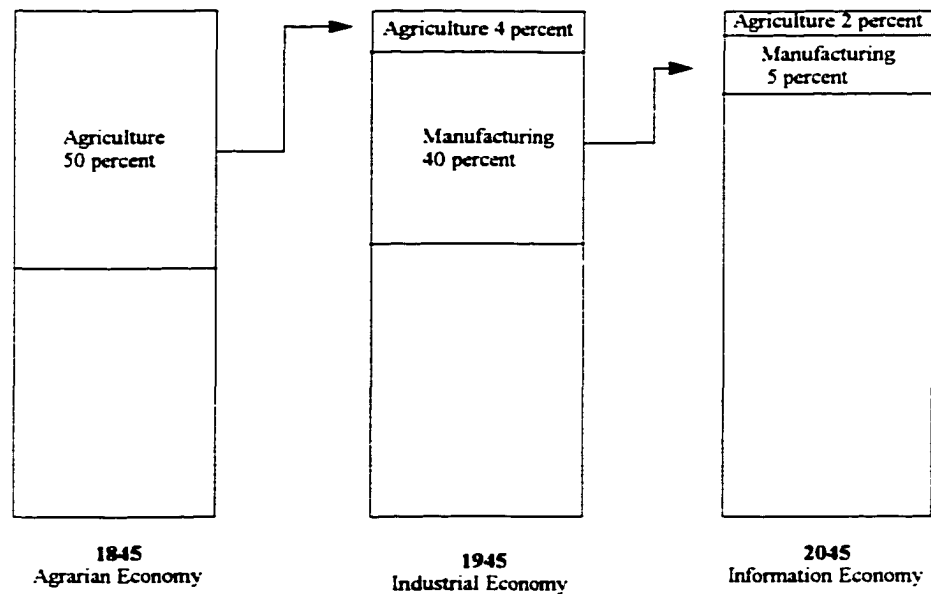


Figure 2. Percentage Increase In the Information Economy, 1845—2045

The major theme of Curry’s (1998) research “is to avoid treating knowledge so much as a thing and instead move towards considering it as a process and stressing that the new knowledge economy has deep roots in the historically extant categories of capitalism.” The true investment in the knowledge society is in the knowledge (or knowledges as Drucker stated in Post-Capitalist Society, pp. 45-47) of the employees. Without it, machines no matter how advanced, are unproductive. Knowledge has begun to be viewed from a process perspective and becomes the source for competition. (Welch, Value Management, 1996, p. 3)

Drucker further commented,

Developed societies have already become infinitely more competitive for the individual than were the

societies of the early Twentieth Century let alone earlier societies, those of the Nineteenth or Eighteenth centuries. Then, most people had no opportunity to rise out of the class into which they were born, with most individuals following their fathers in their work and their stations in life.

(Lecture, May, 1994)

From major paradigm shifts about the nature of work to societal changes, the individual or knowledge worker resides within the organizational structure within America, makes decisions every day that affect the organization's future, and is responsible for "top-line" growth and/or "bottom-line" results. At the present, much societal focus is on knowledge and increased competitiveness by corporations for knowledge.

Nancy Bertaux, professor of economics and human resources at Xavier University (1995) provided an explanation as to the paradigm shift that occurred in this country in relation to the first organization--the family farm. She stated:

Before the Industrial Revolution, the home was the family economy, where both men and women worked outside of the home to support a family enterprise—usually a family farm. With the

Industrial Revolution, “work” and “home” became divided. (p.7)

From changed ideas of work and home (which has implications to American families) to constant change and movement in the workplace, the corporation of today has rid itself of some past ideas or what Joel Barker referred to as “paradigms” (“originally coined by Thomas Kuhn in 1962,” Drucker, Post-Capitalist Society, p. 52). Organizations are currently creating different ones, including: “shorter product life cycles, more intensive competition, faster technological change, more specialized markets, inter-firm agreements, value-added partnerships, global strategic partnerships, more collaboration, knowledge-based tutors, and knowledge/data warehouses.”
(http://infosys.king.ac.uk/isschool/staff/b.roberts/Info_Exchange.html)
(<http://www.cs.umass.edu/tmurray/papers/JLSEon/JLS96.html>)

Three major categories of literature have provided an understanding of the factors influencing the organization in American corporations as well as the individual knowledge worker. The researcher has segmented the extensive review into categories so that an understanding of influence on the individual is analyzed from historic, academic, theoretical, and societal perspectives.

A Brief Summary of Historic Influences

A brief examination in light of the historic influences affecting the American corporation is warranted. Culturgrams (1996) summarizes the history and culture affecting organizations in America:

The U.S. corporation sits in a culture within a government characterized as a democracy. The U.S. is a democratic federal republic in which the individual states hold sovereignty over their territory and have rights that are not reserved or restricted by the federal government. The population of the U.S. is about 264 million and is the third largest in the world, following China and India. Seventy-three percent of the population is White, 12% is African American, 9% is Hispanic, 3% is Asian, and 1% is Native American. The literacy rate of the U.S. is 99%, although functional illiteracy is a problem for many adults. Life expectancy is 73-80 years. Infant

mortality is 8 per 1,000. European settlers displaced Native Americans. There were British Colonies on the East Coast who were among the first to organize. In 1776, the American Revolution led to independence from Britain and a loose confederacy of states. The Constitution established the basic form of government, and its existence is over 200 years old. Explorers headed West, and in 1861 the Civil War broke out between the Northern states (Union) and the Southern Confederate states. The reasons for the war included slavery, secession, and economic differences. Union forces under President Abraham Lincoln defeated the Confederates in 1865 and reunited the country... In World War I, American troops also went to war, and Americans were also involved as a major Combatant in WWII. In the 1970's, after Viet Nam, American prominence declined in that other nations did not look at us as a protector, but the trend reversed toward the beginning of the 1990's. (p. 273-276)

The historic element has been provided only for the reader to understand the governing factors applied to corporations in

America. In addition to laws, each corporation has its own culture with policies and procedures that affect the organization.

Drucker (1996) in Post-Capitalist Society, provided some additional information about the current state of knowledge sustenance for people within organizations. He stated,

All developed countries spend something like a fifth of the GNP on the production and dissemination of knowledge. Employing organizations spend another 5 percent of GNP on continuing education of their employees—it may be more. And 3 to 5 percent of GNP is spent on research and development—on the production of new knowledge.

(p.186)

Literature Relating to Academic/Theoretical Influences that Affect Organizations

The following are the academic and theoretical influences, attained through extensive research effort, that have either made significant contributions to organizations or have provided insights of impact to individuals as judged by the researcher. These have been reported as theories, insights, studies, and models to grapple with the task of summarizing literature that could possibly affect one's decision methodology.

In 1913, industrial psychologists studied the physical arrangement of work and compared differing aptitudes to determine proficiency. (Lawrence Organizational Behavior, handout, pp. 1-9)

Elton Mayo (1928) contributed to the organization in his application of the famous Hawthorne Studies--a first proof that social science could have a major impact on organizations.

Emphasis on creating a workforce with high morale that led to the human relations approach can be found in the works of Munsterberg, Mayo (1930s and 1940s) McGregor, Argyris and Likert (1950s and 1960s).

In Mayo's (1949), "The Social Problems of an Industrial Civilization," he stated,

In modern large-scale industry, the three persistent problems of management are: (1) the application of science and technical skill to some material good or product; (2) the systematic ordering of operations; and (3) the organization of teamwork—that is of sustained cooperation. (Pugh, p.345)

Pugh (1990) in his editing of Mayo's work at the Western Electric Company stated in Organization Theory, (moving from an adaptive order to a social order), "No longer does the supervisor work with a team of persons that he has known for many years or perhaps a lifetime; he is a leader of a group that forms and disappears almost as he watches it." (p. 346)

Lewin (1943) conducted group climate experiments (with Lippit and White) in which he identifies three leadership styles that surface in leaders: “autocratic, democratic, and laissez-faire.” (Lawrence, pp. 1-9) In the mid 1940’s, Lewin’s Action Research Model involved, “studying a social system by attempting to change its operations, usually working in active collaboration with its members.” (Segal, p. 280)

Bavela and Leaitt (1950) conducted experiments on the impact of organization network designs on outcomes high- and low-task complexity. Also in 1950, Homan established the prevailing methodology for analyzing group behavior in organizations. (Lawrence, handout)

Abraham Maslow (1954) (Born in 1908; died in 1970) wrote Motivation and Personality in which he conveyed that individuals are motivated by fulfilling a “hierarchy of needs”. This research project’s entire foundation draws upon Maslow’s work (see Figure 3).



Figure 3. Maslow's Hierarchy of Needs. Stages Toward Self-Actualization

Bryan (1987), commented on Maslow's credentials, and stated:

Few individuals have had anything approaching Maslow's impact on human-relations training. Maslow is regarded as the founder of humanistic psychology, a branch distinct from Freudian psychology and from the behaviorist school associated with B.F. Skinner. The hierarchy proposes a rank order of needs beginning with basic physiological requirements and progressing upward toward 'self actualization'. Higher-ranking needs do not become concerns, Maslow suggested, until lower-ranking needs have been satisfied. (p. 616)

Fiedler's (1958) Leadership Attitudes and Group Effectiveness

established the relationship between contextual factors and effective leadership styles.

March and Simon analyzed job turnover as problem (1958) stated, "Under nearly all conditions, the most accurate single predictor of labor turnover is the state of the economy." They argued that the push of dissatisfaction coupled with the pull of an attractive alternative job are reasons for turnover. (Dunnette and Hough, p. 450).

Other models developed to explain talent loss include: organizational turnover (March and Simon, 1958; Mobley, 1977), behavioral commitment (Salancik, 1977), and satisfaction (March and Simon, 1958; Smith, Kendall, & Hulin, 1969; Vroom, 1964). (Dunnette and Hough, Handbook of Industrial and Organizational Psychology, p. 446)

Dunnette and Hough (1991) further explained,

Organizational persistence, commitment, and withdrawal are hypothesized as attitudinal and behavioral responses comprised by what is referred to as organizational adaptation. Different manifestations of the adaptation construct, both behavioral and attitudinal, have been intensely researched by organizational researchers for the past three decades. (p. 446)

Herzberg's, The Motivation to Work, (1959) which he co-authored with Mausner and Snyderman provided five factors that stand out as strong determiners of job satisfaction which may have an effect on retention. These included: "achievement, recognition, work itself, responsibility, and advancement with the last three being of greater importance for lasting change of attitudes."

According to Pugh (1990) Herzberg's work hinted on worker satisfaction, and he found that these factors were separate and distinct from the factors that led to job dissatisfaction. He described dissatisfier factors as hygiene or maintenance factors. The satisfier factors were classified as motivators. These motivators were effective in motivating the individual to superior performance. When describing Herzberg's theories, Pugh (1990) wrote,

The factors that led to satisfaction: achievement, recognition, work itself, responsibility, and advancement are mainly unipolar—they contribute very little to job dissatisfaction. Conversely, the dissatisfiers: company, policy, administration, supervision, interpersonal relations, working conditions, and salary contribute very little to job satisfaction. (p.345)

In an article entitled, "From Whence The Theory?" Training and Development, Bryan (1987) stated,

Herzberg is universally recognized as a behavioral scientist who has profoundly influenced management thinking on the motivation of workers; but he probably would prefer to be called a humanistic scientist rather than a behaviorist. He challenged previous views on motivation maintaining that as well as economic needs, human beings have psychological needs for autonomy and development which have to be satisfied in work. His major contribution was the advocacy of the enrichment of jobs through additional responsibility and authority in order to promote better performance of the worker while increasing his mental health. (p. 616)

W.R. Bion (1959) started group relations training and conducted officer selection during World War II. One of his contributions included his famous Experiences in Groups which included his analysis of several groups from a psycho-therapist's perspective. Specifically his contributions include: group/self preservation techniques: fight or flight (p. 63), basic assumptions of groups, pairing, and dependency.

Another contributor, Douglas McGregor (1960) (born 1906, died 1964) influenced management's thinking with his Theory X and Theory Y. Theory X, according to McGregor, is considered to be a less effective

autocratic management approach than Theory Y (the participative management approach). His theories promoted the belief that every managerial decision or action is based on assumptions about human nature. This reference is brought to the attention of the reader due to the current thought that Microsoft has purported in their report that management has the power to help retain people. Their presentation stressed to managers within the company that the direct leader is the single most important factor in retaining people.

When one looks into the leadership theory area, one can go back as far as Machiavelli (1468-1527) or even farther back to Suntsu (Sixth Century BC) or to the architects of the first pyramid (Second Century BC). The leadership involved in creating and surviving war or the construction of the pyramids was amazing. Machiavelli contributed techniques for manipulation and staying in power which included “deceit, bribery, and murder,” (Pugh, p. 489) Sir Thomas More (1478-1535) was a contemporary to Machiavelli who could distinguish between countries in terms of cultural differences even in the Sixteenth Century. According to Pugh, the English More described in Utopia a state based on consensus as a ‘model’ to criticize the political situation of his day.” (p. 489) Unfortunately, he was executed for his beliefs and principles.

In the United States, several modern day leadership theories developed that probably drew on the initial constructs of leaders like More and others. Some of the best known were created by McGregor. In McGregor’s book, The Human Side of Enterprise, he (who was highly influenced by the work of

Frederick Taylor' scientific management) presented the following assumptions of human behavior which he believed were held by Theory X managers:

1. The average human being has an inherent dislike of work and will avoid it if he can.
2. Most people must be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all. (Pugh, p. 358)

In terms of Taylor, most of the human side of Taylor's work was never implemented. His critics did not recognize the human parts of his theory, and communicated only the pieces of his theory that managers used. McGregor believed (like Maslow) that human needs were organized in a series of levels—a hierarchy of importance. He stated, "Unless there are opportunities at work to satisfy the higher level needs, people will be deprived; and their behavior will reflect this deprivation." (Pugh, p. 363) Therefore, his theory postulates that the better an organization treats its people, the harder they will work to perform better.

McGregor also outlined the assumptions associated with Theory Y managers, he described this type of manager as believing the following about their workers:

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives.
3. Man will exercise self control in the service of objectives to which he is committed.
4. Commitment to objectives is a function of the rewards associated with their achievement.
5. The average human being learns, under proper conditions, not only to accept but to seek responsibility. (Pugh, p. 359)

In the 1950's and 1960's, many managers were punitive, and this opposite direction may be due to the workplace issues of that time.

Rensis Likert's Numbered Systems Theory (1961) came into existence. He founded the University of Michigan Institute of Social Research, and his background included work with the OSS during WWII where he helped select spies. In his book, New Patterns of Management he summarized his Likert

Scale which is based on his statistical work. (Lawrence, pp. 1-9) Likert's (1961) Linking Pin Theory of Organizations argued that organizations consist of families that are tied together through shared members who act as linking pins. (Triandis, Dunnette, Hough, 1994, p. 616; Schermerhorn, Hunt, Osborn, 1997, p. 177)

T. Burns and G.M. Stalker (1961) described mechanistic and organic organization forms. Mechanistic systems are what they term the "rational bureaucracy," and this form provided an ordered world of work where there is a stable constellation of jobs, skills, specialized knowledge, and sectional responsibilities. Wheatley referred to this ordered, bounded phenomenon as "Newtonian." (p. 28) Burns and Stalker outlined their research in their book, Organization for Innovation (1961). They further explained that organismic systems are adapted to unstable conditions when new and unfamiliar problems cannot be broken down and distributed to specialists within an organization. Jobs began to lose much of their formal definition.

Robert R. Blake and Jane S. Moulton (1964) produced the Managerial Grid theory of leadership and organizational climates. Their theory advocated participation in the manager's decisions by his/her subordinates (Pugh, p. 490); however, the energy directed toward participation is supposed to be taken by the manager.

D. Katz and R. L. Kahn's (1966) The Social Psychology of Organizations consolidates systems thinking and the use of the role theory.

Katz and Kahn are largely responsible for bringing the socio-technical mode of thinking (initially from members of the Tavistock Institute: Emery and Trist, 1960; Miller and Rice, 1967; Trist and Bamforth, 1951) to the broad field of industrial and organizational psychology. They enumerated the properties of open systems as follows:

...the importation of energy from the environment, the throughput or transformation of the imported energy into some product form that is characteristic of the system, the exporting of that product into the environment, and the reenergizing of the system from sources in the environment. (Triandis, Dunnette, and Hough p. 18)

One of their contributions included the summation that open systems are not at rest but tend toward differentiation and elaboration because of subsystem dynamics and because of their relationship between growth and survival.

P.R. Lawrence and J.W. Lorsch (1967) summarized in their book, Organization and Environment, the question of what types of organizations are most effective under different environmental conditions. In their study, they compared three high-performing organizations, consolidate contingency theory, and identify integration states and processes in organizations. According to their work, it is clear that managers can no longer be concerned with the one best way to organize. Rather, their research gave the manager a

conceptual framework to design organizations according to the tasks they are trying to perform.

Edwin A. Locke's (1968) Toward a Theory of Task Motivation and Incentives, stressed the importance of goals to motivate individuals within the organization. Specifically, he found in his study about job satisfaction that research has not provided significant understanding of job satisfaction in the last 30 years. Triandis, Dunnette, and Hough explained that several theorists: used cognitive models of individual motivation for investigating organizational membership and task performance: Hackman and Porter, 1968; Lawler, 1971; Locke, 1975, 1976; Porter and Lawler, 1968; Staw, 1977; Vroom, 1964." (p. 243)

In 1969, Weick's (1969) The Social Psychology of Organizing defined the organizational enactment process and the loose coupling of organizations.

R. J. House (1971) wrote a "Path-Goal Theory of Leader Effectiveness, Administrative Science Quarterly, in which he applied expectancy theory to leadership with impressive results.

Janu's (1972) Victims of Groupthink created the term "groupthink" famous. The work essentially called attention to the negative impact that the appearance of agreement can have on the groups' processes, i.e.: decision-making.

V. H. Vroom (1973) with the help of colleague, Philip Yetton designed a model to regulate rational choices among managerial decision

processes. They formulated a strong set of outcomes and applied rules to the process of decision-making. A manager can gain value from the model by comparing his/her past or intended behavior in concrete decisions with that prescribed by the model and by seeing what rules they violate. The model provided a concrete mechanism for a manager to analyze the circumstances he faces and what decisions are realistic and feasible.

Mintzberg's The Nature of Managerial Work, (1973), focused attention on understanding what managers actually do. In a Harvard Business Review article in July-August, 1975, time frame he continued his communication of his study by addressing four common folklores of management and provided contradicting facts backed by previous studies.

In the late 1970's Kanter's books and contributions brought her into much attention in regard to power, diversity (*A Tale of "O"*), and organizational change. Her first work on women in the organization was a critical piece on role entrapment for the feminist movement and a first attack on the "pink ghetto" and "glass ceiling." Her article, "Power Failure in Management Circuits," Harvard Business Review, July-August, 1979, identified where power originated from and the potential corruption from powerlessness.

Throughout the 1970's, research on group dynamics surged, and began the gradual transition in the literature from the term "group" to that of "team." This transition is at a surface level at first. Kanter (1979) discussed

the food analogies of the Europeans and the sports analogies of the U.S., which explained the term “team player.”

Mitchell and Beach (1975) in their research on expectancy theory, decision theory, and occupational preference and choice found that providing people with accurate information about jobs and job outcomes facilitated adjustment and reduced turnover. The expectancy theory and expected value models provide solid, explicit ways in which people might use the information, their values and expectations about the future to make the best possible choices.

In 1978 J. Pfeffer and G.R. Salancik wrote in The External Control of Organizations: A Resource Dependence Perspective, and contributed the design of scanning systems, designs for loosening dependencies, designs for managing conflicting demands and constraints, and designs of chief executive positions.

Levinson (1978) saw the life’s transitions “as a series of transactions occurring throughout adulthood that resembles a series of rolling hills in its alternating periods of stability and change.” Corlett and Millner discussed midlife transitions as an opportunity to achieve Jung’s individuation stage, “referring to both the goal and the lifelong process through which each of us becomes a separate, unique individual.” (p. 47) According to Murray Stein, midlife required us to move through three stages: rite of separation, rite of liminality, and rite of reintegration before moving to Jung’s stage of

individuation (see Figure 4). This theory is developmental in nature suggesting various stages that individuals grow through to become their “own person.”

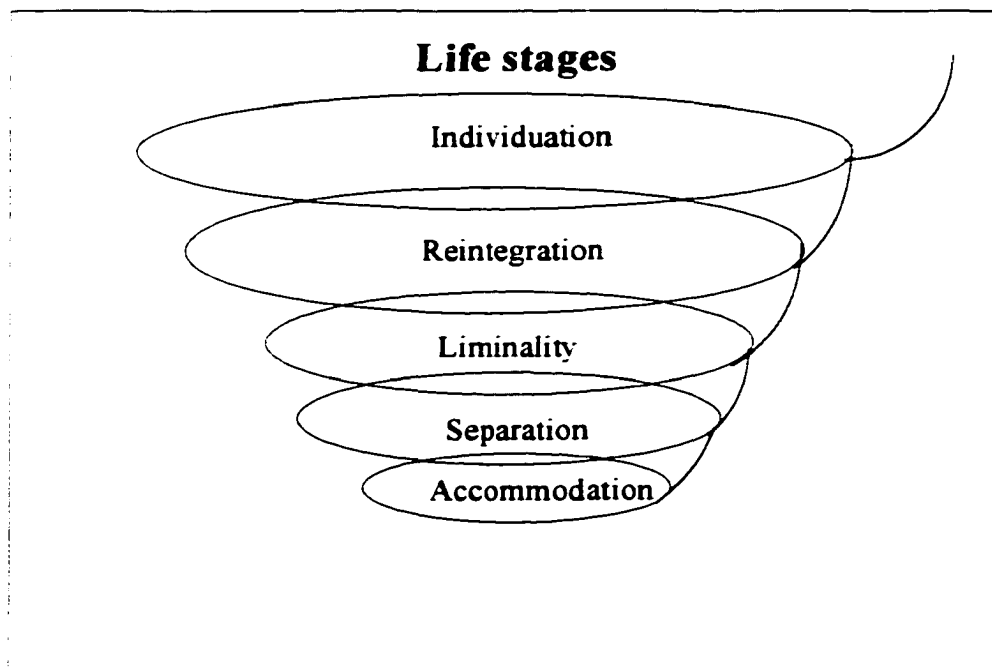


Figure 4. Life Growths at Midlife Showing Accommodation Through Individuation

Mobley, Horner and Hollingworth (1978) developed a multistep process model of organizational turnover (see Figure 5) that began with an evaluation of one’s current job, and given that the evaluation results in dissatisfaction, proceeds step by step through thinking of quitting, intentions to search for alternative positions, intentions to quit or stay, and eventually to quitting or staying. (Dunnette and Hough, p. 466)

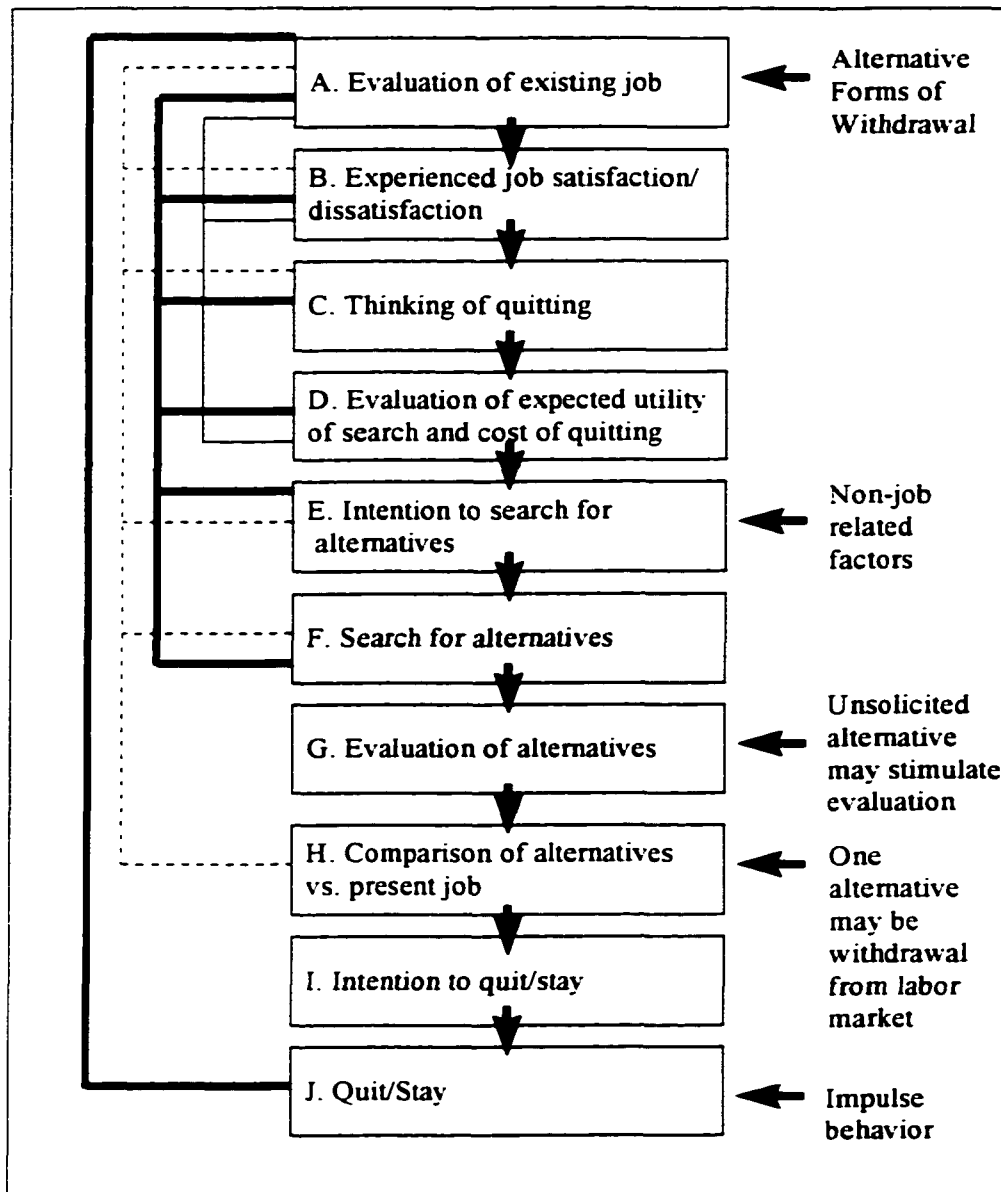


Figure 5. Mobley's Multi-step Process Flow of Turnover from Dissatisfaction to Exit

Mobley, Griffith, Hand, and Meglino (1979) included occupational and personal characteristics (e.g. aptitude, tenure) as determinants of labor market perceptions.

Clayton P. Alderfer and Richard A. Guzzo (1979) in their study, "Life Experiences and Adults' Enduring Strength of Desires in Organizations," reported on and assessed the construct validity of new measures of strength of enduring desires for existence in the form of pay, relatedness with the group and with supervisors, and growth in one's job.

In addition to studies, the organization's composition changed as well, and in the late 1980s, Charles Handy's book, The Age of Unreason, (1989), disintegrated the paradigm of the 1950's and 1960's company man. His view of the organization he described as "a shamrock: the core workers, the contractual fringe, and the flexible labor force." Handy (1989) admitted that a fourth leaf may be the customer. In his book, The Age of Paradox, he proposed--companies must transform while they are successful, not when they reach the point of decline (see Figure 6) which provides a compelling image of how organizations transform at "Point A." "When enterprises are on the decline and reach "Point B," it is too late." (Amidon, p. 6)

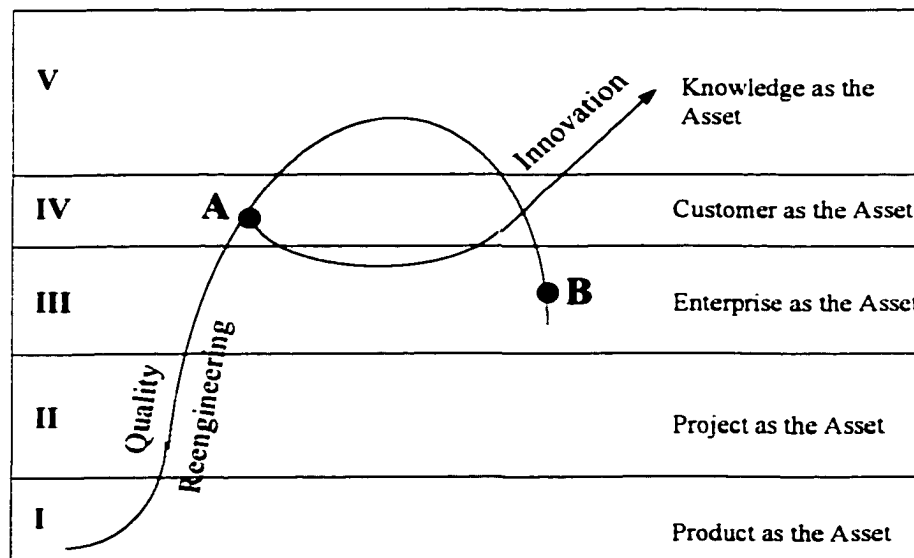


Figure 6. Charles Handy's Sigmoid Curve

The significance of Handy's work crystallized that there is a point of no return for an organization, and that innovation is the way of pulling out of a declining state.

In 1982, Dr. W. Edwards Deming, an internationally renowned consultant whose work led Japanese industry into new principles of management revolutionized their quality and productivity. His fourteen points of management (see Figure 7) were introduced to industries in both productive and "declining states" in the United States, and educated U.S. corporations on potential capabilities as well as Japanese success. (Scherkenbach, pp. 9-143) Deming's principles had a major impact on corporations raising awareness about the need for measuring quality and the pursuit for profound knowledge. His focus complimented the earlier quality circles and focused employees on the possibilities that could be achieved through statistical process control. The experience of Deming's "culture change" in the workplace was, from the researcher's perspective, a re-invention of the corporation for the latter part of the 1980's.

Condensation of the 14 points for Management

1	Create constancy of purpose toward improvement of product and service, with the aim to become competitive and to stay in business, and to provide jobs
2	Adopt the new philosophy. We are in a new economic age. Western management must awaken to the challenge, must learn their responsibilities, and take on leadership for change.
3	Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.
4	End the practice of awarding business on the basis of price tag. Instead, minimize total cost. Move toward a single supplier for any one item, on a long-term relationship of loyalty and trust.
5	Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.
6	Institute training on the job.
7	Institute leadership. The aim of supervision should be to help people and machines and gadgets to do a better job. Supervision of management is in need of overhaul, as well as supervision of production workers.
8	Drive out fear, so that everyone may work effectively for the company.
9	Break down barriers between departments. People in research, design, sales, and production must work as a team, to foresee problems of production and in use that may be encountered with the product or service.
10	Eliminate slogans, exhortations, and targets for the work force asking for zero defects and new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the cause of low quality and low productivity belong to the system and thus lie beyond the power of the work force.
11	A) Eliminate work standards (quotas) on the factory floor. Substitute leadership. B) Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.
12	A) Remove barriers that rob the hourly worker of his right to pride of workmanship. The responsibility of supervisors must be changed from sheer numbers to quality. B) Remove barriers that rob people in management and in engineering of their right to pride of workmanship. This means, <i>inter alia</i> , abolishment of the annual or merit rating and of management by objective.
13	Institute a vigorous program of education and self-improvement.
14	Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

Figure 7. W. Edwards Deming's 14 Points of Management To Achieve Profound Knowledge

Tokihiko Enomoto (1996) stated,

The quality circle idea was first propounded by an American management expert and the zero-defect movement is based on the work of the American statistician, W. E. Deming. We recognize his valuable contribution to our business renewal and growth through the Deming Award, the annual quality control award for which companies compete ruthlessly. (p. 240)

Oldham and Kulik (1983) conducted their study on motivation enhancement through work redesign. They examined the possibility of redesigning the work experiences of faculty members in an effort to enhance their motivation, productivity, and personal and work satisfaction. (Lawrence, Handout, pp. 1-9)

In the early eighties, several researchers found that respective jobs could influence levels of negative affectivity over a long period of time. Richard L. Hughes (1983) conducted a quasi-field experiment and reported successful results regarding a process intervention that positively influenced both climate and performance variables for lasting improvement in organizational effectiveness. Group and Organization Studies, ERIC Microfiche, Document no.: EJ286429.

Marvin Minsky (1986) stated that a basic task of management is coping with uncertainty. He cited studies that support this premise. These included: Burns and Stalker (1961); Cyert and March (1963/1992); Lawrence and Lorsch (1967); Thompson (1967); Galbraith (1973); and Weick (1979).

Carsten and Spector (1987) found that “job dissatisfaction was more likely to translate into turnover when the unemployment rate was low.” Various studies also cited skills and aptitudes as influences to individual opportunities and perceived ease of movement (Hulin et al., 1985; Mobley et al., 1979).

Katzell and Thompson (1988) developed an integrative model (see Figure 8) of attitudes, motivation, and performance which was useful as a

framework for “determining the performance implications of various motivational deficits and for predicting the likely impact of various organizational interventions.” (Dunnette and Hough, 2nd Edition, Vol. 1 p. 140) Their work essentially proved the validity of making interventions and producing impact through those interventions within an organizational culture.

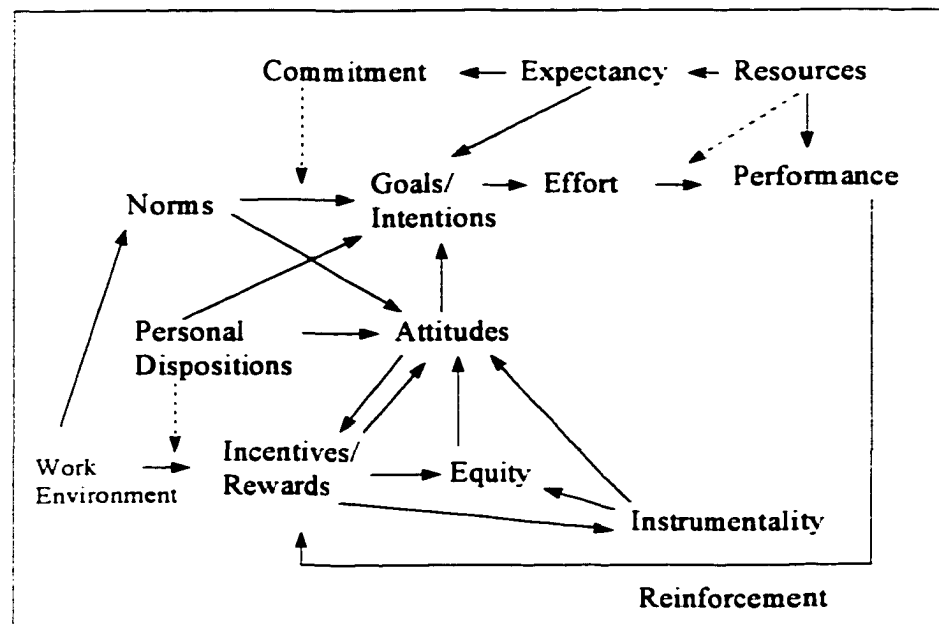


Figure 8. Katzell and Thompson’s Integrative Model of Predictor Intervention Variables

O’Connor and Wolfe (1990) performed their study on paradigm shifting and found that those who sought to loosen the grip of the demands and rhythms of the external world and to find more “inner directedness” were more likely to be involved in and follow through on the work of a major paradigm shift.

Gattiker and Larwood (1988) found in their study, "Predictors for Managers' Career Mobility and Satisfaction," that the best predictor sets of a person's objective career success, mobility, and satisfaction are demographics and success criteria. (p. 569)

Gerhart (1990) found that despite poor general labor market conditions,

An employee may perceive ease of movement to be high, which contributes to the employee's intention to quit. Yet, the employee may not actually quit because the unfavorable general labor market conditions act to limit the number of alternative job openings. (pp. 467-476)

In the 1990's there was an emphasis on ecopsychology (Roszak, Gomes, and Kanner, 1995), reengineering the organization (Hammer and Champy, 1992), job shifting the nature of work (Bridges, 1994), Culture and globalization (cultural orientations, 1994) (see Figure 9), the learning organization (utilizing the works of Argyris, 1978; Senge/Dixon, 1995; 1997), five disciplines, systems thinking, and organizational learning disabilities (Senge, 1998), executive quotient, emotional intelligence (Cooper and Sawaf, 1996), corporate cultures (Deal and Kennedy, 1982). These were theories used by some corporations to improve in areas of believed deficiency. Some areas that organizations considered were: job scope issues, talent retention, organizational learning issues, diversity, globalization, and so forth. Many of

the theories are external to the individual and may impact structural elements of the organization which could potentially affect the individual's decision methodology.

Another interesting phenomenon at the present time is that companies are suing each other, as in the case with Borland versus Symantec, who alleged that a former Borland Vice President e-mailed his Symantec suitors such "goodies" as Borland's marketing and recruitment plans. (Slater, p. 1) Similar battles will rage on in a world where companies increasingly recruit their competitors' employees, and employees peddle their wares to the highest bidder. Again, this "boundaryless culture" shed some support to the notion of things not being "black and white" but various shades of gray.

Summary of Academic and Theoretical Models

The academic and theoretical studies and models have affected the organization of today. The works this researcher has chosen to cite are from the larger influences of the particular period in history that affect organizational psychology issues, and are somewhat resonate inside some organizations today. The scientists of the early 1900s have had an effect on our ways of thinking that can be filtered to looking at the organization as a "system."

Additionally, much work has been done on values and motivation theory of people. This research stems from task motivation , cognitive theory, and behavioral theories. In some ways the theories upon reflection are

integrative in nature. In each of the theories, society's issues seem to be at the grass roots of the theories themselves.

Themes Surrounding the Research

There are some current themes that are revolving around and lingering inside the organization of today. These include: organizational culture issues, changing processes within cultures for improvement or reengineering, motivation of workers, retention of talent and knowledge, teams and spirit, and learning. These influences are inside, outside and all around which makes the literature review more complex to manage.

Each organization has a culture which is unique. It would not be accurate to suggest that a "one size fits all" academic theory could fit every organizational culture. Each culture consists of various segments within it.

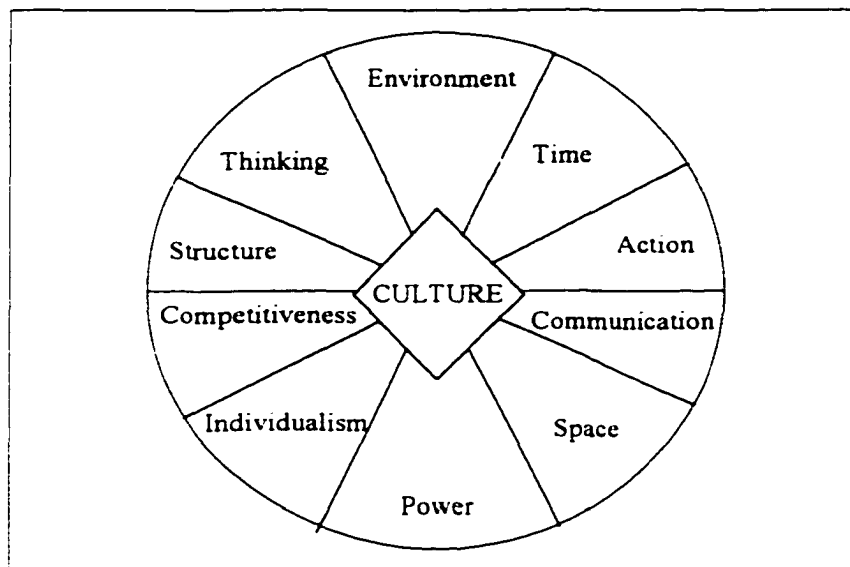


Figure 9. Cultural Orientation's Aspects of Culture Wheel

Each corporate culture can essentially be different as evidenced by the existence, degree, or interoperability of several variables, including environment, power, space, individualism, thinking, structure, competitiveness, time, and action. Corporate cultures may play a role in or affect the decision methodology of the American professional. Corporate value systems also exist (Deal and Kennedy, p. 33). It is not known to what extent this occurs. Some organizations have made corporate culture business profilers in an effort to better understand specific business cultures—of their suppliers, competitors, and themselves. They include variables such as “pacing, time, action, communications, competitiveness, perspective, and other.” (Webb, GE Human Resources, 1998)

Hall, a renowned anthropologist stated in his book, The Silent Language, “...culture is more than mere custom that can be shed or changed like a suit of clothes.” (p. 23) The concept of culture is complicated with three levels of awareness or consciousness that exists: “formal, informal, and technical.” (Hall, p. 28) Schein’s artifacts, espoused values, and underlying assumptions complement the idea that cultures are complicated.

Michael Hammer and James Champy who have since modified their initial constructs on reengineering are “also having to come to terms with their influence as companies struggle with the full practical ramifications of their particular manifesto.” Some elements of reengineering did not “pan out.”

(Crainer (1998), p. 1; <http://www.strategy-business.com/books/96499/>).

These two provided their theories of reengineering and focused the corporation on reviewing and remolding business processes for improvements.

Each organization has different ways of motivating people according to Kanfer. In her review of motivation theories, Kanfer (1991) categorizes need and expectancy theories under the heading of “Need-Motive-Value Approaches.” These approaches stem from internal tension or arousal and view person-based factors as a major determinant of behavior. (Triandis, Dunnette, and Hough, p. 243) In Kanfer’s study she stated, “Individual differences in needs and values, as well as activation of commonly-held intrinsic motives, are posited to influence the mediating cognitive processes that result in behavioral variability.” (p. 83) Individuals are motivated to take action in a culture where action is necessary for survival.

Drucker (1993) described the concept of the knowledge worker, which was an idea generated about forty years ago in the NASA Space Program. Emphasis was placed by corporations as early as the nineteen hundreds on the issue of retention; however, Drucker’s contribution was in his creating awareness about why retention was important. He did this by introducing the knowledge worker, flexible workforce issues, and society’s historic transformational stages.

The focus on individuals has moved to teams, and not stationary teams but virtual ones. The concept of “team” began to be changed from that of “group,” taking an almost more-evolved meaning that depicted teams as going

through stages of development just as humans tend to do—“forming, storming, norming, performing, adjourning”. (Newstrom, Scannell, 1998, xii)

Teams began to focus on task, process, and spirit. Bion (1959) mentioned “good group spirit” which he attributed to: “common purpose, common recognition, capacity to absorb new members, freedom from subgroups, each member’s contribution value, capacity to face discontent, and a minimum size of three members.” (pp.25-26)

Ives (1993) discusses the importance of virtual teams in his article, “Education: A Sustainable National Competitive Advantage” stated, “Knowledge age workers will be valued for their creativity and adaptability. Virtual teams will manage change over short cycle times while turning to information systems or low cost labor markets.”

Virtual teams and the use of the team’s and individual’s knowledge became important to companies. Nonaka and Takeuchi (1995) discussed four basic patterns for creating knowledge. It is important to understand these four categories to better understand talent retention, knowledge sharing, mobility affects on knowledge capacity, and knowledge management for the organization. Their works are highly researched, and they go back as far as Plato and Aristotle to discuss their construct of knowledge. Through their business experience in Japanese culture, they provide four categories of knowledge and apply these to the American organization. Their four categories of knowledge include: (1) From tacit to tacit; (2) From explicit to explicit; (3) From tacit to explicit; and (4) From explicit to tacit. (pp. 56-90)

Nonaka and Takeuchi discussed information as a flow of messages, while knowledge is created by that very flow of information anchored in the beliefs and commitment of its holder. Both are context specific. They stated, “Knowledge is essentially related to human action.” (pp. 58-59)

In addition to teams and knowledge preservation, organizational learning became an area for understanding. What are organizations teaching individuals within them? How does this affect culture, teams, and motivation of employees? Robert McGrath, Jr. (1994) wrote an article entitled, “Organizationally-Induced Helplessness: The Antithesis of Empowerment” which he expanded on the works of D.S. Hiroto (1974). McGrath stated, “The concept of learned helplessness is very costly to individuals and organizations. When people feel helpless, they are likely to stop trying what they perceive to be impossible.” (p. 89)

Does the feeling of helplessness control job satisfaction? Dickter and Rosznowski (1996) reported in The Journal of Applied Psychology the findings of a study that tracked 1,026 workers holding a variety of positions ranging from machine operator to clerical worker to manager over a ten-year span. The findings of this study concluded that effectively whether one is satisfied or not is not the reason for someone to leave an organization. They found “job satisfaction becomes less significant over time—workers over time who are satisfied with their jobs, are just as likely to leave them as people who aren’t.” (p. 705)

Summary

The major themes that continue to arise in researching this effort include: organizational cultures, process improvement, motivation, talent and knowledge retention, teams and spirit, and organizational learning. The ideas and theorists are many, and their works do not fit neatly into an organized pattern of review. However, this researcher has attempted to describe the current themes observed throughout history and today.

The next segment of the literature review will focus on social, economic, and current literature.

Social/Economic/Current Literature Review

There has also been a social transformation in this country that has had an impact on the organization (Drucker, lecture, 1994). From demographic indicators that hint at an aging workforce to societal realizations of theories that did not work exactly as planned (reengineering), there is evidence of the social changes on the organization and its members. The following highlights social, economic, and current information that may or may not have an impact on the decision methodology of an American professional. These are brought to the reader's attention to provide as much detail as possible to describe both intrinsic and extrinsic factors affecting the experienced professional's decision methodology today.

Loden and Rosener (1991) discussed aging workforce issues in their book, Workforce America! This book made corporate leaders more aware of the five areas of diversity (age, gender, race, physical capability, sexual orientation).

Drucker (1994) depicted how society has changed, especially with the increase of production and the decrease in the blue collar worker:

The Twentieth Century has had to its credit radical changes. At first, change was so slow (up to the

first World War) society in all developed countries, even in the most highly industrialized ones such as in the U.K. or Belgium was pretty much what it had been since the first humans became farmers and settlers on the land some five thousand years earlier. Now farmers make up about 3% of the population of the United States. Live-in servants are practically extinct. Tradesman and craftsmen are less than half of what they were 80 years ago. The blue collar worker was the first real member of the term organization, though the term did not exist. The term (organization) dates back no further than WWII. The blue collar worker grew in the first half of the Century. By the mid 1950's, blue collar workers became an actual majority of the working population. During the last 40 years, the blue collar worker has declined rapidly, and by the end of this century will have shrunk to 1/8th of the working forces, yet industrial production is growing faster than ever. (Drucker, lecture, 1994)

Alan Webber (1993) in his article, “What’s So New About the New Economy?” discussed a familiar menu of corporate change that included total quality management, continuous improvement, downsizing, outsourcing, business process reengineering, the focus on core competencies and capabilities—he stated,

...the same set of programs which are proliferating at nearly every company. The most important work in the new economy is creating conversations. Dialogue is crucial to success of the knowledge worker. Dialogue is the way knowledge workers discover what they know, share it with their colleagues, and in the process create new knowledge for the organization. (p. 19)

Drucker reminded business leaders in Post-Capitalist Society, that “Knowledge is always embodied in a person; carried by a person; applied by a person; taught and passed on by a person; used or misused by a person. The shift to knowledge society puts the person in the center.” (p. 210)

Employee/Employer contracts were a source of change to the loyalty, paradigm and were fueled by the economic side. Unfortunately,

in these days of downsizing and belt tightening, the employee/employer contract has been torn up, and this action no longer fosters loyalty to the company. To economically survive, the American professional may be turning a roving eye to other opportunities. The action of “ripping up the contract” severed a workforce mindset and helped create the entrepreneurial mindset that we have today where employees are marketing their talents to a variety of companies in the marketplace.

Companies from research that have addressed the issue of retention of knowledge capacity of the American worker included: Corning, Deloitte and Touche, Hallmark, the Downers Grove, and Texas Instruments. Others found in the literature review who have either addressed knowledge or trying to build what Peter Senge referred to as learning organizations include: “Boeing’s product development process, British Petroleum’s post project appraisal, Arthur D. Little’s focus on past successes, Digital Equipment Corporation’s contextual inquiry, AT&T’s benchmarking processes, General Motors’ specialized tours, Time Life Books’ shifting of talent, GTE’s Competitive Edge Program, Xerox’s problem solving techniques, and GE’s boundarylessness.” (Garvin, pp. 78-91)

Morrow (1993) wrote, “America has entered the age of the contingent worker or temporary worker, of the consultant and subcontractor, of the just-in-time workforce—fluid, flexible, disposable.” (p. 41)

Drucker (1993) wrote Post-Capitalist Society discussed knowledge and incorporated the theme that knowledge is a truly meaningful resource today. He explored social transformations and the history of organization.

Marvin (1994) addressed in his book entitled, From Turnover to Teamwork, considered turnover to be just a symptom of the problem where the real reasons your good people leave can probably be traced to a blind s

Bridges (1994) explained in his book, Job Shift, that even the unit of the job itself and its specific requirements are changing which affect workers. Bridges described the composition of the organization which was derived from the works of Charles Handy. (see Figure 10)

Employees Within the Organization	
Core Employees	Vendors & Subcontractors
Customers/Clients	Temporary/Term Hires

Figure 10. Bridge's Composition of the Organization

Bridges (1994) provided a pictorial view of the shape of today's organization. Individuals move from one category to another or out into another completely different quartered square. His thoughts were that individuals are businesses themselves; each contributor is his or her own

entrepreneurial enterprise. Another one of his major contributions was in the explanation he provided of “transition” which he described as different from “change” and highlighted that individuals who make changes experience “transition.”

Theorists centered on new ideas of spirituality and finding meaning within corporations in the middle to later 1990s. Examples included: Heermann’s Team Spirit, (1994); Drexler’s Team Performance Model, (1997); Vaill’s Managing as a Performing Art, (1996); and Newstrom and Scannell’s Teambuilding Games, (1998). These models provide ideas for renewing or sustaining the “spirit” or soul of the team.

Heermann’s model (1994) suggested that finding meaning was a valid construct. His Team Spirit Spiral, referenced in his Team Spirit Guide includes: “Initiating, visioning, claiming, celebrating purpose, and letting go.” (p. 7-8) Bion (1959) made mention of “good group spirit” which he attributed to: “common purpose, common recognition, capacity to absorb new members, freedom from subgroups, members valued for contribution, capacity to face discontent, and a minimum size of three members.” (pp.25-26)

Barbara Shipka (1993) in Pat Barrentine’s When the Canary Stops Singing—Women’s Perspectives on Transforming Business discussed the intrinsic side of business when she relayed, “In many corporations, poverty also exists. It is spiritual poverty at its starkest.” (Heermann, p. 9)

It has been proposed that if an organization’s employees have a place

to move within their organization, they have an option to stay with that firm versus going to work for a competitor. There are numerous factors that affect movement, including power. Professor Linda Hill (1995) discussed power dynamics in organizations in which she provided insight about individuals who leave due to their frustrations of lacking power. She stated, “Their feelings of frustration prompt many to look for greener pastures of opportunity in other companies.”

Kanter (1995) in her book, Learning Organizations, Developing Cultures for Tomorrow’s Workplace, she stated, “There used to be an implicit contract between employees and their employer that over the long term people would get all of their needs met—but perhaps not directly related to the contributions they made today.”(Internet)

In addition to the tremendous pace of change and the changing of mindsets, a general perception existed among the public about mobility that it wasn’t that pronounced. In February, 1996, the Employee Benefit Research Institute (EBRI) analyzed data concerning mobility from the Bureau of Labor statistics and the Bureau of the Census. Their analysis indicated that such perceptions of mobility proved true for males but not true for female workers.

In their report entitled, “1996 Data on the Mobility of American Workers, Males More Mobile, Females Stable,” The data showed that over the past five years, median tenure levels of prime aged (25-64) males fell. From

the data, this continued a trend that began in 1983 (with the exception of males aged 25-34).

For all but the youngest group, tenure levels rose to historical highs in 1983 and have declined since then (see Figure 11). According to this data, the situation for prime aged (25-64) females was slightly different. Tenure levels for this group remained relatively constant over the period 1983-1996. Tenure levels of the 1980's and 1990's compared favorably with those of earlier decades.

Median Years With Current Employer, Selected Years (1951-1996)									
SEX/ AGE	1951	1963	1966	1973	1978	1983	1987	1991	1996
Male									
25-34	2.8	3.5	2.7	3.2	2.7	3.4	3.7	3.7	3.0
35-44	4.5	7.6	6.0	6.7	6.9	7.6	7.6	7.2	6.0
45-54	7.6	11.4	8.8	11.5	11.0	13.4	12.3	12.2	10.0
55-64	9.3	14.7	13.0	14.5	14.6	17.0	15.7	15.5	12.0
Female									
25-34	1.8	2.0	1.9	2.2	1.6	3.1	3.1	3.0	2.7
35-44	3.1	3.6	3.5	3.6	3.6	4.6	4.9	5.0	5.0
45-54	4.0	6.1	5.7	5.9	5.9	6.9	7.0	7.3	7.0
55-64	4.5	7.8	9.0	8.8	8.5	10.5	10.3	10.4	10.0

Figure 11. Employee Benefit Research Institute (EBRI), Bureau of Labor Statistics

Although some mobility can be explained as a result of involuntary terminations, a trend has been established, especially for males in the United States. The phenomenon of decreasing tenure levels over such an extended period of time for a segment of the workforce is without precedent, according to the report.

Herman (1996) claimed that the available pool of skilled and qualified workers was shrinking, and projected to continue to do so, and the company that holds onto its best employees will have a decided advantage over its competitors.”

Marianne Broadbent (1996), Associate Professor (Management of Information Systems) at the Melbourne Business School, University of Melbourne stated,

Your greatest competitive resource as a firm is the knowledge of your people. But if you can't leverage that knowledge, your competitive advantage is undercut. If it remains trapped in individual minds or work teams, scarcely used—it is barely an asset at all.” (Vol. 46, Issue 1)

Ken Blanchard (1996) in a seminar on competitive advantage explained four principles that are absolutely necessary to create a world class organization. These include, “(1) Sales exceeding expenses; (2) Aggressive

collection of bills; (3) Taking care of customers better than anyone else; and (4) Taking care of your people (see Figure 12).

Characteristics of World Class Organizations

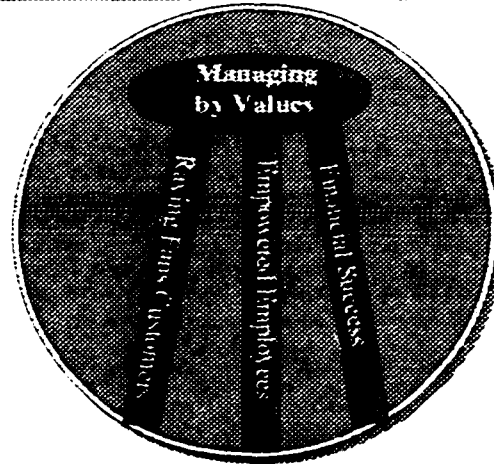


Figure 12. Blanchard's Managing by Values to Create World Class Organizations

In addition to Shipka, many writers focused on the soul of business and the spirit of the organization. Thomas Moore (1996) concentrated on the depth of sacredness in everyday life for individuals by using reflection as a tool to combat the fast-paced society of change.

Adaptability was again mentioned when according to William E. Halal (1997) in his article on "Organizational Intelligence" states, "Roughly half of corporate performance may be attributed to a company's capability for responding to change and complexity intelligently, with the rest being determined by dynamic factors: leadership, strategy, and environmental conditions."

Norton and Fox (1997) reported a shift in the way men and women will give of themselves when they stated, “Men and women are no longer willing, or able, to sacrifice everything for the good of the company regardless of the cost that may be extracted from the quality of their family life.” (p. 49) In their book, The Change Equation, Capitalizing on Diversity for Effective Organizational Change, they continued:

American businesses are faced with a human resource challenge that is virtually unprecedented. They must maintain or enhance productivity with fewer workers who differ more from their predecessors and from each other in terms of their values, work ethics, expectations, motives, racio-ethnic, socio-cultural, and professional backgrounds. (p.61)

Research theorist, Bruce Pasternack, (1997) reported that there is a change relationship between the company and its people. He stated, “There is no dimension changing faster than this dynamic (mobility) because people are mobile and have the knowledge.”

The Price Waterhouse Change Integration Team (1997) published Better Change, Best Practices for Transforming Your Organization which provided not only real-life examples of companies that implemented successful employee involvement programs but also gave specific checklists on reengineering key processes within the corporation. Examples included “motivating stakeholders, communicating honestly, empowering people,

operating across borders, and measuring performance.” Figure 13 characterizes the stages of a professional’s work life in terms of age and contribution. This information was provided from the Internet summarizing the work of Karl Erik Sveiby (1997). Admittedly, somewhat controversial in nature, the model suggested that as an individual progresses through their career within a corporation, the salary is not commensurate with the contribution level.

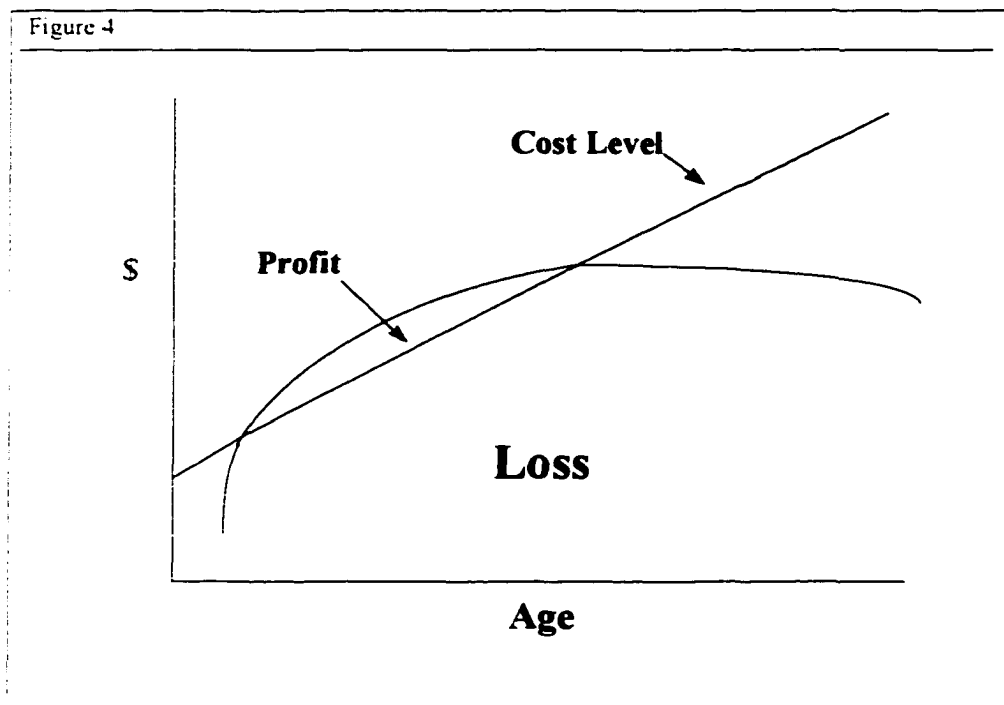


Figure 13. Karl Erik Sveiby (1997), Contribution Level as Professionals Age

Bob Corcoran (1996) GE Corporate Human Resource Manager, Stamford, Connecticut, cautioned about “career tucks” as individuals remain in corporate environments, suggesting that the bar is continuously being raised in

corporate settings requiring individuals to continually do more with less resources (see Figure 14). The message is that employees of today need to be continuously prepared for the challenges presented to them.

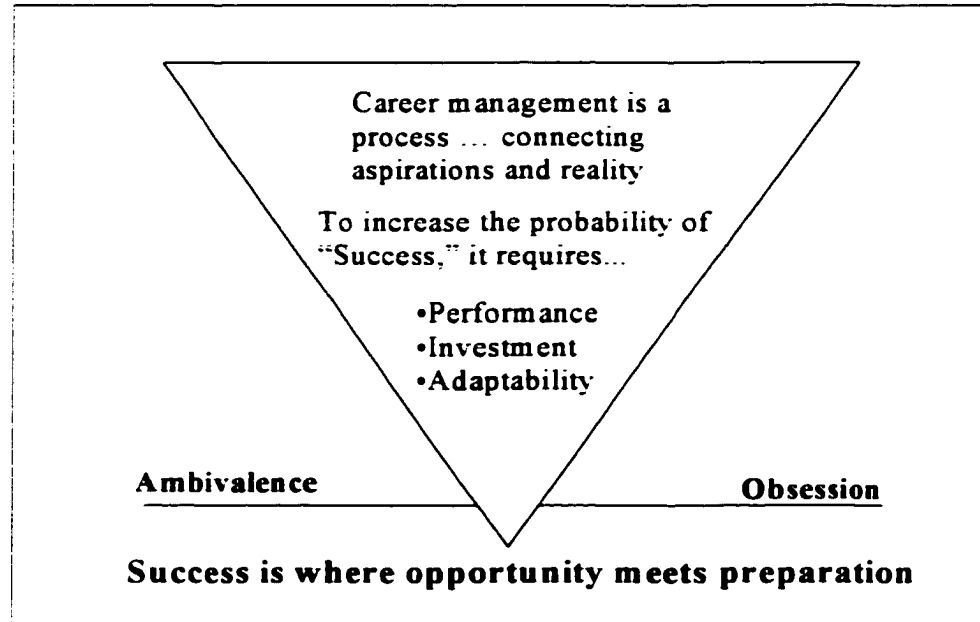


Figure 14. General Electric Presentation, Career Development at General Electric. Corcoran

Nolan and Croson (1995) reported that transformation (see Figure 14) of the organization was imperative as the U.S. moved beyond the year 2000. It was their premise that, "Competing in the information economy demands a revolutionary transformation of the organization—a creative destruction of the old, hierarchical, functional entity and its replacement by a new, flexible IT-enabled network."

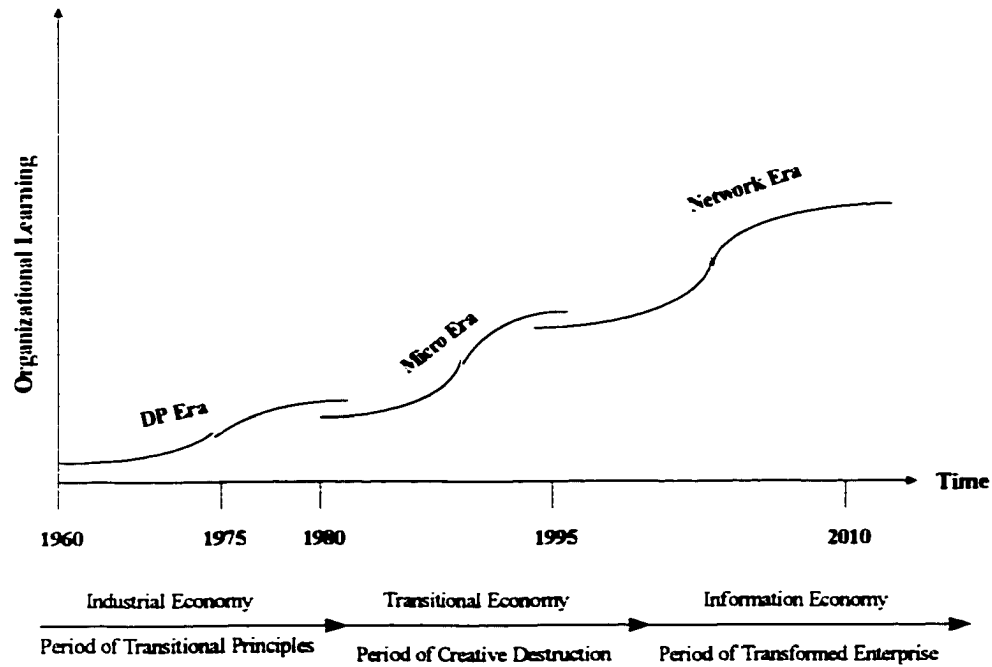


Figure 15. Organizational Learning Highlighting DP Era, Micro Era, and Network Era

The focus toward the latter part of the 1990's has been on knowledge management and measuring our knowledge assets. Bert Minne (1997) cited Romer (1990) and Grossman and Helpman (1991) Model of a Knowledge Producing Industry and reported that the U.S. National Academy developed the following dimensions of knowledge: “creating knowledge, acquiring knowledge, assimilating knowledge, using knowledge, disseminating knowledge.” (Research Paper)

Linda Morris, director of Industry Services, Ernst and Young (1996), stated:

Music is such a rich, prevalent part of our lives that we barely remember that before there was musical notation, there were no symphonies. Once we

created a system of letters and symbols, we could not only hear music but also see it and compose and record beautiful, intricate music—and so it is in organizations. When we explore new dimensions of measures of intellectual capital, we are seeking names and symbols to represent what is happening in our companies.

(<http://www.cica.ca/new/pal/explore/explore.htm>)

People measurements and organizational transformation became a focus at the General Electric Company (1998) where much emphasis is placed on rating employees as either “A, B, or C players.” Dashboards reflect the status of the organization at any point in time and sigma levels relating to retention are provided on a monthly basis. Sigma values measure whether talent leaves and whether “C players” stay. The dashboard is a visual picture to customers, clients, and the organization as to where the organization stands at any moment in time in relation to the organization’s vitality. See Appendix B: GE People Dashboards.

The Fulcrum Solutions In Action Homepage on the Internet, June 4, 1998, cited the following companies as implementing their knowledge management system to effectively leverage their most important asset—its collective knowledge and expertise of its people:

Charles Schwab, Parsons Brinckerhoff, AMEC Process
and Engery, Disclosure, Banca di Roma, Abby National,

the Investext Group, Nabisco, Nestle, Jetform, Human Resources and Development—Canada, the Australian Department of Parliamentary Reporting Staff (DPRS), Statistics Canada, Novell, Connect, Interleaf, The Bibliotheque nationale de France, and Portland General Electric. (Internet, Fulcrum Homepage)

Some literature was encountered on finding effective and creative solutions and the effective use of knowledge. James Kowalick, President of Renaissance Leadership Institute, Oregon House, CA, examined the four basic human functions: (1) instinctive; (2) moving; (3) emotional; and (4) intellectual (see Figure 16). He examined intellectual functions related to different levels of thinking and the attention necessary for each level. He found that regarding problem solving and creativity, the higher levels of human functions were far more effective and productive in rapidly achieving the best solutions. This model provided the business leader with a stronger understanding of the intellectual function and that if true innovative and creative solutions are to be the result of employee's contributions, then attention has to be maintained. [Http://www.triz.journal.com/archives/98](http://www.triz.journal.com/archives/98) may

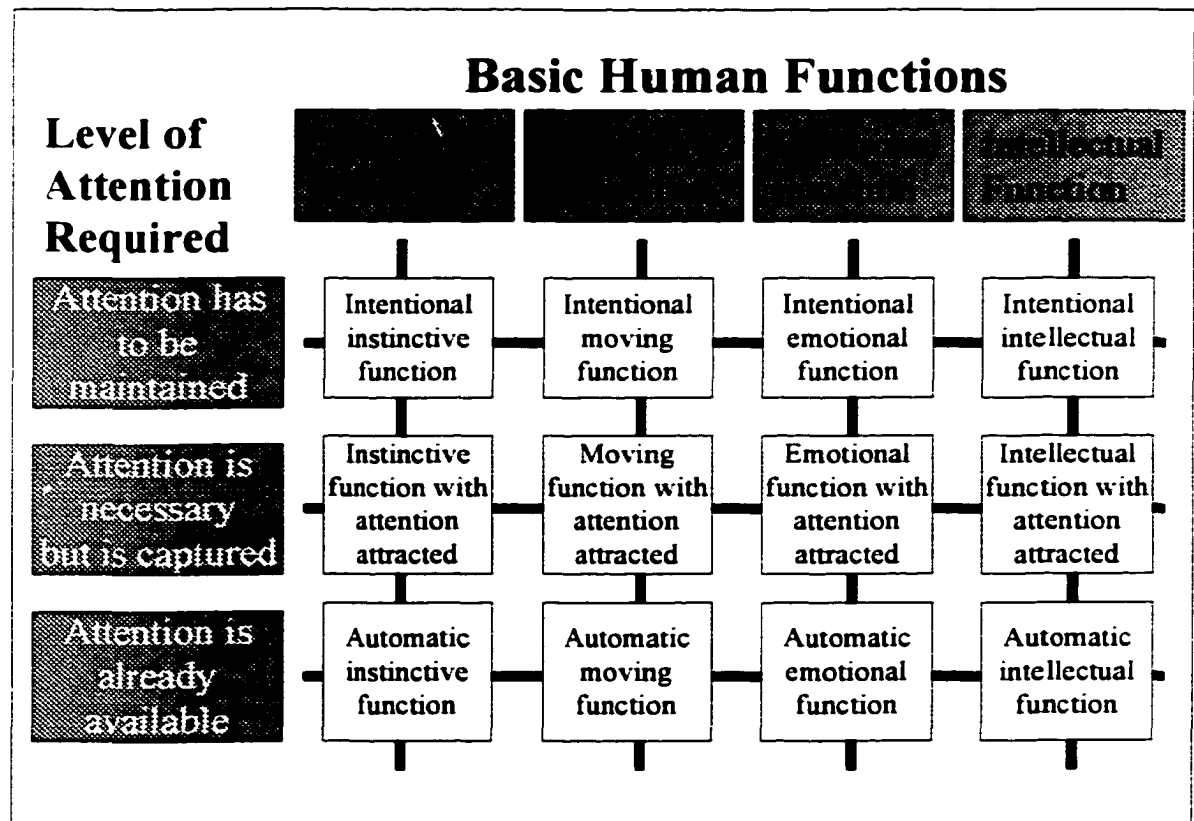


Figure 16. Level of Attention Required to Establish Intellectual Function for Innovation

Munk in her article, “Organization Man” (1998) clearly substantiated that employees are in control, not employers. This is in direct contrast to the Price Waterhouse Integration Team who provided checklists that managers use to prevent employee dissention and help gain a competitive advantage (http://www.pw.com.au/ca/LHP_DW.html).

Lowy (1998) in her book, *Jack Welch Speaks* quoted Chairman Welch as saying, “Our behavior is driven by a fundamental core belief: the desire, and the ability, of an organization to continuously learn from any source anywhere; and to rapidly convert that learning into action is its ultimate competitive advantage.” (p. 152) The competitor that applies the knowledge faster may be

the one to win the financial awards. Therefore, retention of current knowledge capacity could be an advantage for a company.

Riel Miller, Knowledge Management consultant and author (1998) stated, "Efforts are under way across many sectors to develop methods for evaluating and validating what people know. Businesses are evaluating human capital to improve efficiency and direct further investment in training."

(Lecture, 1998)

Human Resources Research Organization (1998) cited productivity, absenteeism, retention, recruitment, job performance, organization, morale, and cohesion as critical challenges that confront organizations today.

Thomas A. Stewart's (1998), "A New Way to Think About Employees" stated,

companies should not confuse human beings with human capital at all. People are not assets in the same way their desks and chairs are assets or that factories and bank balances are. It's more useful to think of employees in a new way: not as assets but as investors." (p. 169)

Shareholders invest money in our companies; employees invest time, energy, and intelligence. In his view (which is financial in nature) he further commented:

The corporate stock of human capital is created when the employee's investment, plus the

investments of other employees, plus the company's other intangible assets (such as processes, intellectual property, and customers) plus the financial capital provided by shareholders, combine to become a source of wealth. (p. 169-170)

He further stated that "Many knowledge workers need little more gear than a laptop and a phone. Technology has influenced the way the American accomplishes daily work." (p. 170).

Just to show the effects, William Gurley reported in his article where he warns that the American worker needs to get ready for hyperlinks and interactive forms and, "Over the next two years, the number of electronic mailboxes could double, from 75 million to over 150 million." (p. 146). GE reported on April 13, 1999, that "There are now 272,136 directly interconnected users within the GE Company using Microsoft Exchange, legacy electronic mail systems, and other non-company related mailboxes." (Casagrande, e-mail)(<http://web.02.corporate.ge.com/exchange>)

Stewart (1998) validated the claim that intellectual assets or intellectual investments are necessary to a company's competitive advantage when he stated,

A research chemist or an investment banker puts in brains, schooling, and training, creativity. Such

investments might produce the knowledge equivalent of a machine tool or some other piece of capital equipment: a molecule, say, or a financial product, or a methodology that can be used again and again to make money.” (p. 170)

Stewart’s main point was that employees are not simply human capital or company assets. They are investing themselves in an enterprise, and that means they should expect an equitable return.

Lyon (1998) discussed knowledge management from the system’s perspective. She stated,

If you come at it from the information professional’s point of view, there is a tendency to see knowledge management as structured information management taken a bit further. But actually its central concept is that knowledge resides with people: A distinction is drawn between explicit knowledge and tacit knowledge, and knowledge management systems are about trying to bring the two together.” (p. 1)

(<http://www.infotoday.com/mls/dec/story.htm>)

David Coleman, Managing Director of Collaborative Strategies, a San Francisco-based consulting firm focused on electronic collaboration and knowledge management (see Figure 14) cited his research on “The Evolution

of Sustainable Value-Added Communities.” He stated, “As people collaborate, they generate new knowledge.” Collaboration can occur through face-to-face interaction or through electronic mail. Coleman reported that in 1999 “over 100 million people worldwide use e-mail.”

(http://www.collaborate.com/hot_tip/tip1097.html)

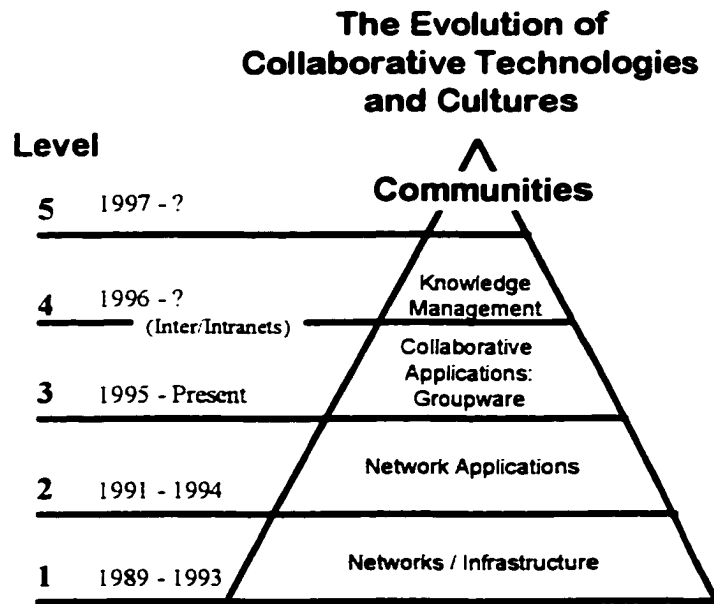


Figure 17. Evolution of Collaborative Cultures, from Networks to Communities

The emphasis began to focus on doing what it takes to keep the knowledge and implement strategies to effectively share knowledge. (GE Best Practices, 1996-1998, Motorola Six Sigma, 1995, Internet-based Knowledge Asset Conferences, 1998). Learning communities (Senge) and dialoguing (Senge) in organizations to foster learning are seen as essential for innovative thinking and problem solving.

Assessment of Concerns

Based on a review of the literature, three major areas of concern affecting retention become evident. These can be explained as:

-Individual values (intra level) as these relate to motivation, cognitive strategies, and expectancy issues;

-Organizational knowledge and relationships (inter level) as these relate to information sharing and networking;

and

-Organizational Issues (group level) as these relate to retention knowledge sharing, innovative problem solving, and -bottom line dollars.

In an organization that requires teamwork, emphasis on flexibility and cohesiveness may arise due to mobility of key or talented people.

The organization's makeup has changed drastically creating issues for teams, employee development, and customer interaction. Bridges' work on transition (1995) highlighted these issues and focused on methods to transition employees who have been affected in their changing roles. It was his premise that the company's relationships, knowledge assets, and ultimate success depended on how well individuals applied their knowledge and how well organizations allow them to share knowledge.

Lowe (1998) discussed competitive advantage when she talked about applying knowledge quickly. This discussion simply echoed the change in corporate cultures over the latter part of the nineties. Gardenswartz and Rowe (1998) depicted their view on cultural change (see Figure 18) that combined individual's attitudes and beliefs with management skills, and organizational values.

Achieving cultural change through the interplay of attitudes, beliefs, skills, and practices

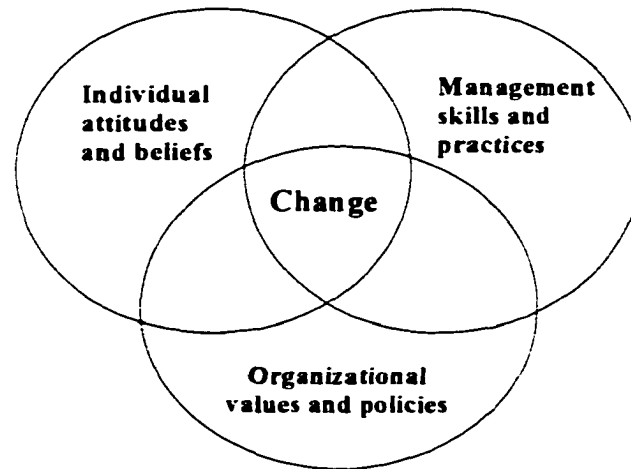


Figure 18. Cultural Change Highlighting the Interplay of Beliefs, Practices and Organizational Policies

Individual's concerns of "fight" and "flight" (Bion, 1959), hopefulness (Giono), and employee growth and development have been mentioned to view the issue from the employee's perspective.

Many groups have initiated conferences on upsizing and knowledge management in an effort to understand this dynamic and get at the root of the problem. Wes Anderson of the National Center for Creativity, Inc., when discussing the issue of knowledge management and employee retention provided the analogy of a plant,

The Upsizing conference focuses on the roots of the tree. How do we provide the rich soil, nutrients, and water to nurture a stronger, deeper root system?

The deeper and stronger the root system, the greater

is the potential for the plant to grow, produce fruit,
live longer, and reach higher.

Summary of Literature Review

In this chapter, the related or recurrent concepts pertinent to the study are presented. The literature brought forward historical, theoretical/academic models affecting the research study. Additionally, this researcher described observable themes that surround and/or encompass the organization of today. Additionally, social/economic, influence factors on organizations as well as current thought on retention, knowledge assets, human capital, intrinsic and extrinsic factors that could potentially affect an individual's decision methodology were discussed in detail.

This literature review supports the researcher's purpose of the study to assess the decision methodology involved in leaving a corporate organization from the experienced professional's perspective. The review provides literature associated with intrinsic and extrinsic influences affecting organizations from academic, theoretical, political, and social vantages. A thorough understanding of needs and expectancy theories, relevant models, employee perceptions, and organizational issues have arisen from this review. Chapter Three will review the methodology and procedures used in this study.

Chapter 3: Research Methodology and Procedures

The government ministries are very keen on amassing statistics. They collect them, raise them to the nth power, take the cube root, and prepare wonderful diagrams. But you must never forget that every one of these figures comes in the first place from the village watchman, who just puts down what he damn well pleases.

Sir Josiah Stamp, 1911, English economist, (1880-1941)

Dr. Michael Patton, Utilization Focused Evaluation, (p. 251)

Introduction

This chapter presents the methodology used in this study, including (1) problem analysis, (2) purpose, (3) operational definition of terms, (4) objectives, (5) population and quantitative method of survey, (6) hypotheses, (7) description of the sample, (8) description of the assessment instruments used, (9) limitations of the study, and (10) summary.

Research was conducted about various studies that have occurred in the past associated with cognitive theory and motivation theory with emphasis on need and expectancy theory. From this knowledge, the researcher attempted to conduct an effective study from a humanistic perspective as derived from motivation theory. The researcher's knowledge coupled with the

changing business world of the late 1990's solidified in the researcher's mind the worth of this particular area of study.

From the beginning of the study, extreme care was exercised to ensure the viability and applicability of the results by providing ample time for review with committee members (over a period of several months) and reworking the survey several times, making certain to address all issues of each committee member, prior to submittal. The survey design itself took approximately six months in time, with several rework cycles included within that time frame. The issues the researcher focused on included: conceptual clarity, question creation, specific wording, tone of instrument, artistic presentation of instrument, participant recruitment, data collection and analysis. In every instance, modifications were made to reflect feedback given. At no time was any feedback omitted. Experts were contacted in regard to survey creation and modification. (Penwell, Webb, Polesky, Geglain, and Human Resource Development) A pilot group was used to gather feedback prior to survey submittal. Confidentiality was mandated.

Problem Analysis

Premium talent with an abundance of experience and precious knowledge is leaving the American Corporate organization. This mobility, especially of the experienced professional, is many times unplanned, unexpected, severely missed, and expensive to replace. **The major concerns**

are that with the mobility, corporations are losing precious knowledge, relationships, and competitive advantage. Do corporations understand why individuals leave them for other organizations, maybe even for their competitors? Is there a trigger or major event that one can point to? Does hopefulness have anything to do with this phenomenon? Are professionals in pursuit of hopefulness? Can anything be done to either curtail mobility or manage knowledge capacity? This phenomenon has major implications to the way the American organizational culture views individual career mobility and corporate responsibility.

Purpose and Objectives of the Study

The study's purpose is to provide the answers as to why experienced employees report to leave their corporate organizations as indicated by a forced ranking scale of their values provided by a survey instrument. Likert introduced a five-point rating scale in 1932 which is a foundation for this instrument; however, the instrument itself cannot claim adherence to strict Likert methodology. (Dunnette, and Hough, 2nd Edition, Vol. 2, p. 841) The survey was designed using the empirical method (Strong, 1943) in which item selection and item scoring are based on the analysis of response data. Strong's basic discovery was, "Samples from different occupations could be differentiated dependably—reliably and validly—on the basis of their responses to a structured questionnaire." (p. 841) Additionally, both the Campbell's Organizational Survey (which monitors the organization's employee satisfaction) (<http://www.ncs.com/cds/cos.htm>) and the

Kilmann's Organizational Belief Survey (which is an assessment of whether people believe they can control their surroundings) were used to aid in design of the survey instrument. Campbell's has 13 scales and an overall satisfaction index. Kilmann's has 30 questions that are rated using a five-point scale. The survey answers are categorized in three areas that coincide directly with the design in this research effort. These include: (1) Internal Control (coincides with Intrinsic Interpretability Factor); (2) External Control (coincides with Extrinsic Interpretability Factor); and (3) Mixed Control (coincides with Intrinsic/Extrinsic Interpretability Factor). Drs. Polesky, Penwell, and Belford provided invaluable counsel and recommendations in the "design phase" of the instrument.

The survey results will be reported so that corporations may attempt to gain a better understanding of why people report to exit their organizations.

Operational Definition of Terms

These ideas have been provided to facilitate understanding. When the researcher refers to them, the following definitions apply:

Creativity

The internal process
by which an idea is sparked

Extrinsic Interpretability

Category this study uses
to define specific questions that

a respondent could interpret to originate outside the person, an external factor, not from an internal motivation; what is distinctly outside

Hopefulness

The on-going ability to generate hope (a wish or desire supported by some confidence of its fulfillment)

Influence

The exercise of power to change the behavior, attitudes, and/or values of that individual or group

Interpretability Factor

An assessment made by the researcher as to the potential way a respondent deciphers the meaning of a question and whether the force behind that meaning emanates in

an intrinsic, extrinsic, or
intrinsic/extrinsic valuation

Intrinsic Interpretability

Category this study uses to describe questions that a respondent could interpret as belonging to one's essential nature; originating or due to causes from within a person

Intrinsic/Extrinsic Interpretability

Category this study uses to define questions that a respondent could interpret as belonging to one's essential nature *and/or* originating outside the person

Intellectual Capacity

The knowledge an individual brings with him or her that contributes to the company's return on investment

Intellectual Capital

A company's patents,
copyrighted documents and
employee experience and brain
power

[http://www.cio.com/archive/enterprise
021598_strategy_content.html](http://www.cio.com/archive/enterprise021598_strategy_content.html)

Knowledge

Information effective in action;
information focused on results
(Drucker, p. 46)

Knowledge ecosystem

A complex, adaptive system of
people in communities co-located
in the same space, physical and/or
virtual, in which they cultivate
relationships, tools and practices
for creating, integrating, sharing
and using knowledge. (Por,
Community Intelligence Labs
1997)

[http://www.co-i-l.com/coil/knowledge-
garden/dkescop/kecas.shtml](http://www.co-i-l.com/coil/knowledge-garden/dkescop/kecas.shtml)

Experienced Professional

Professional individual with at least two years of experience in a corporate or professional work environment

Globalization Strategies

How organizations build, reinforce, and lead their organization to gain and maintain a competitive position based on their distinctive strengths across selected global markets

Mobility

Refers to an individual's severing of tenure in one organization for a totally different work environment

Organization

A human group composed of specialists and focused on a common task
(Drucker, p. 48)

**Organizational
Intelligence**

The capacity of an organization to create knowledge and use it to strategically adapt to its environment or marketplace.

Power

The potential of an individual or group to influence another individual or group

**Survey Participant
Survey Respondent**

A professional individual who provided knowledge to the corporation, holds some experience (at least two years) and made the decision to leave an organization

Soul

An intangible energy force within a living being

Transition

An ending of something,
a neutral zone, and the
beginning of something new
(Bridges, Transitions, p.18)

Trigger

A final straw or factor that
aided in making a decision to
leave

Objectives of the Study

On the basis of the results of the study, the following will be provided:

- A forced ranking **survey instrument** given to a sample population. (Appendix C: Former Employee Survey)
- **General insights and information** reported to scientific community on results of the sample population.
- A **comparison** of ratings and rankings within the population sampled, highlighting results from intrinsic factors, extrinsic factors, and/or intrinsic/extrinsic factors, reported lack of hopefulness, reported trigger(s), and whether valuing knowledge was viewed as an important determinant of retention.
- **Suggestions** for business leaders for addressing exit issues
- Description of **barriers** to successful implementation within the American corporate organization.

Population and Quantitative Method of Survey

Prior to developing the quantitative survey instrument, two conferences were attended—one on human resource issues in Bal Harbour, Florida (April, 1996) and one specifically on retention in Atlanta, Georgia (February, 1998). During the Conference in Florida, the issue of employee retention surfaced. During the Atlanta Conference, general knowledge was shared about retention of talent with thirty-seven different businesses in differing industries. The end result was heightened sensitivities surrounding the topic of retention and knowledge capacity as well as an understanding that each business was not alone and shared similar loss stories and concerns about the problem. From the experience in Georgia, the researcher came in contact with two individuals who were trying to compile a survey for their respective businesses.

A conference call with these two individuals who were examining their retention issues (one in Trenton, New Jersey and the other in Stamford, Connecticut) was completed by the researcher. From general knowledge from the conference call, knowledge from the Georgia and Florida conferences, a thorough review from research of the negative affectivity study to determine survey design, including a review of the following: the General Electric Financial Management Program Survey (1996), the General Electric Corporate Information Management Leadership Program Survey (1998), the Campbell's Organizational Survey (1998), and the Kilmann's Organizational Belief Survey (1991). The researcher also gained additional knowledge about

survey design from reviewing the Handbook of Industrial and Organizational Psychology. From this knowledge attained and the researcher's analysis, the researcher compiled a lengthy four-page survey drawing upon the knowledge she received from the conference calls and research.

The four-page survey questions were shared with five experts in organizational development, management, training, and human resources. These individuals included: Dr. Mary Jo Wetterich, Dr. Michael Webb, Dr. Gerald Polesky, Lynn Sorci, Education Consultant, and John Kinney, Manager of Global Marketing Programs at General Electric Aircraft Engines. Dr. Larry Penwell was e-mailed a copy of the survey in which he analyzed the type of questions, checking with the researcher for clarity, question viability. The major outcomes of these efforts was clearer focus and stronger hypothesis linkage.

In terms of face validity and reliability, the survey was modified to include additional questions, and the tone of the survey was changed to indicate a more positive tone to the overall questioning strategy. At first, some comments came back about the lengthiness of the survey, and whether or not true linkage was occurring. The researcher agreed with this feedback and attempted to address the bias in her approach by analyzing the questions in greater detail. Bias can be a statistical term that denotes systematic over- or underestimation of a population parameter. In this case, the over-estimation was occurring with a negative flavor to most of the questions. To eliminate

any unfairness (which is in the use of the instrument), the researcher reworked the questions.

After the suggestions were incorporated, the survey was again resubmitted to Dr. Gerald Polesky who added final changes to its content. His major concern was that the initial survey was too long and may preclude individuals from filling it out properly or fully. The danger was considered to be decreased participation. The researcher verified Dr. Penwell's feedback and Dr. Polesky's suggestions by explaining their concerns in several consultations with Master Black Belts and Black Belts at Aircraft Engines who agreed that an entire re-write needed to occur that (1) was easier to fill out; and (2) was linking directly to the study's hypotheses. From these consultations, the researcher again attempted to rework the survey, creating questions that would fit the hypotheses and reducing the number of questions that were essentially being asked more than once.

After again reworking the survey to condense, clarify, and remove questions, using the knowledge from Human Resource Development professionals, Six Sigma Professionals, Dr. Penwell, Dr. Polesky, Dr. Wetterich, and Lynn Sorci, Cie Geglein, business analyst, consulted with the researcher on necessary changes, adding input from Dr. Penwell et. al. She then converted the survey from word processing to a suitable Excel file for a more artistic format coupled with a mechanism for more complete entering of the results. This amounted to a spreadsheet format versus a word processing

document format. After this was completed, a meeting occurred between Thanh Pham and the researcher to discuss the writing and logic of a computer program to enter the spreadsheet and calculate responses. This program took approximately one week to write and test, and then one set of sample data was provided to conduct the final test prior to running the program on all the data. The requirements for the program included: that the program would run against all the data, and that the data could be imported into the statistical package, Minitab.

Since the researcher needed to accomplish the objective of importing an Excel file into the statistical package, the word processing document format was not an effective medium that could stand up to the rigor of these types of statistical analyses, which included standard deviation measures, confidence factors, and detail charting.

After the survey was completed and electronically mailed back to the researcher, a visual review of the survey was conducted by Eric Schwab and Lynn Sorci, both accomplished at assessing technical feasibility as well as marketing appeal.

A field test of the survey was conducted using a small set of people who could provide information as to its ability to provide meaningful answers. The following individuals were used for this test: Lynn Sorci, Dr. Gerald Polesky, and Dr. Mary Jo Wetterich, and Eric Schwab, Holly Hicks, Ashley Barron, Thanh Pham, and Tom Carmichael. In addition to performing a field test of the survey, additional discussions on retention and selection strategies

were discussed with Carla Fischer at General Electric Corporate offices to make certain any elements were not omitted.

The survey was updated and individual names were placed on a list of potential participants. The names of potential respondents were received from individuals who knew of people who had left organizations, professional placement office personnel who knew of people who left, and word of mouth when respondents provided other people's names to survey. The following organizations were surveyed in this study:

Keane Consulting, Allison Corporation, Oracle, Price Waterhouse, the Data Bank, GE Aircraft Engines, General Electric Corporate, General Electric Appliances, Champion International, Digital Computers, Ernst and Young, University of Cincinnati, Firmco, GE Capital, Enlingua, JenTech, The Vineyard, BankOne, Ryder Trucking, Cummins International, Southwest Local School District, Fairfield City Schools, Middletown University Hospital, Xavier University, The Davis Group, CBIS, ChoiceCare, Wright Patterson Airforce Base, Wronski Associates, Procter and Gamble, and Arthur Andersen Consulting.

After the field test, experts reviewed the survey and provided feedback. The survey was administered in a closed-door session to 12 participants who provided their feedback on ease of understanding, the questions themselves, the "look" of the survey, and any other items that were apparent in their taking the survey. From the session, changes were made to modify the survey.

After the survey was modified and marked “confidential” (Appendix C), the survey was distributed to the participants with a cover letter (Appendix D) describing the survey and giving them a two-week response time. As time went on, more time was permitted on the responses. Additionally, a Human Data Consent form (Appendix E) was created to protect the researcher and provided the respondent’s agreement to grant permission to the researcher to utilize the data in the findings report without future implications or ramifications.

In addition to word of mouth (including working with Jan Rue, Manager Change Management, et. al.) in getting survey participants, the researcher contacted SSI, GE’s outsourced vendor, and GE’s professional placement office to attain additional survey participants meeting the defined criteria. Everyone who was chosen to be a survey participant signed the Human Data Consent form.

After the researcher selected the participants, mailed out the letter, consent form, and survey, a two-week response time was given to the participants. As time went on, more time was provided to allow for better survey return. Surveys were returned in an enclosed, stamped, self-addressed (to researcher’s home) envelope which was marked “confidential”. The letter made mention of confidentiality which was mandated throughout the survey. Data from the survey results were placed in several types of Pareto charts, pie charts, and graphs. Statistical analyses were conducted on every question in the survey. In addition, exit data from a small company in the paper industry,

GE Aircraft Engines, and Microsoft Corporation was used for additional insight. Information from the Department of Psychology, Ohio State University was also incorporated.

The data gathered from this study was analyzed using Excel version 7.0 (for Windows95) and Minitab release 12.1. Between these two programs, a complete array of statistical graphics options were available for both categorical and non-categorical data. Each question/reason was analyzed for the calculated average (mean). Correlation testing was also conducted to test for respondents' "lack of respect for leadership" and "lacking hopefulness." Findings are reported in Chapter 4.

Hypotheses

There are four hypotheses addressed in this study. They center around personal value decision methodology, internal/external trigger(s) that aided in an experienced career professional's decision to leave, lack of hopefulness, and knowledge utilization and value perception. The following hypotheses are addressed in the survey:

Hypothesis One:

A majority of experienced career professionals leaving a corporate environment will leave for a variety of reasons, but when asked to rank their top value driving the decision, they will rank **an intrinsic value higher or more important than an extrinsic value.**

Null Hypothesis:

A majority of experienced career professionals leaving a corporate environment will leave for a variety of reasons, but when asked to rank their top value driving the decision, they will not rank an intrinsic value higher than an extrinsic value.

Hypothesis Two:

A majority of experienced career professionals who have left a corporate environment will **report there to be a trigger, final circumstance, or event** that made up their minds.

Null Hypothesis:

A majority experienced career professionals who have left a corporate environment will report that there was no trigger or final circumstance or event that made up their minds.

Hypothesis Three:

A majority of experienced career professionals will report that in their opinion, they lacked hopefulness in their previous organization.

Null Hypothesis:

A majority of experienced career professionals will report that in their opinion, they did not lack hopefulness in their previous organization.

Hypothesis Four:

A majority of experienced career professionals will report that if their knowledge in their previous organization was utilized or valued they would have stayed.

Null Hypothesis:

Experienced career professionals will not report that if their knowledge in the previous organization was utilized and valued they would have stayed.

The hypotheses were evaluated by administering the quantitative instrument and analyzing the results from all respondents. The surveys were mailed to 150 experienced professionals, with 48 returned responses, a return rate of 32%. This portion of the study was quantitative in nature, and addressed the question “Why did you leave your previous organization?” Individuals were provided a mechanism for reflecting without fear of reprisal.

Additional qualitative information was accumulated from 102 exit interviews conducted by the Human Resource Department, Professional Placement, at General Electric Aircraft Engines at the time of an

individual's decision to leave within the period of January, 1998 through April, 1999. Judy Lacey, Professional Placement Manager, provided extensive information to this effort. Formulation of suggestions and barriers in conclusion to the data are a culmination of both quantitative and qualitative findings of this research. Additionally 51 exit interviews in 1997 and 114 exit interviews in 1998 conducted by Caryn Borland, Human Resource Manager of a small corporation in the paper industry (prefers to maintain confidentiality) were provided to the researcher. The researcher discussed the findings and interviewed both individuals to ensure reliability. Again, every effort was made to maintain confidentiality of the information provided. For additional understanding, Mary Rosznowski, Ohio State University, was contacted and interviewed about her study, "Temporal Tempering: An Event History Analysis of the Process of Voluntary Turnover," Journal of Applied Psychology.

Description of the Sample

The sample consisted of experienced professionals with at least two years' experience who made the decision to leave their corporate organization voluntarily. Specifically, the survey participants were systems analysts, business analysts, marketing professionals, entrepreneurs, organizational development specialists, middle managers, technical specialists, human resource representatives, lawyers, public relations personnel, superintendents, principals, and college professors who were at one time in the corporate setting. Surveys

were mailed to 150 professionals (55% female; 45% male) who had left a variety of organizations in various geographic locations in the United States. Both executive level (15%) and below executive level (85%) were included. Respondents returned them in an enclosed, self-addressed, stamped envelope to the researcher's home where she alone picked up the mail and opened the envelopes. Each respondent filled out their Human Data Consent Form (Appendix E) and also provided this in the return envelope. Immediately, the consent form and stamped letter was removed from the survey and placed in a blue folder, while the survey was placed in a red folder. Therefore, the researcher would also not recognize the source of the data. On a given day, as many as six responses came in the mail. The respondent demographics included: 86% Caucasian, 6% African American, 2% Asian, and 6% Other, 62% Female, 38% Male; 17% Executive Level Female, 33% Executive Level Male.

The demographics of the exit interviews at the small corporation in the paper industry include for 1997: 53% Caucasian Male, 33% Caucasian Female, 8% African American Male, 4% African American Female, 2% Asian. For 1998: 51% Caucasian Male, 34% Caucasian Female, 6% African American Female, 5% African American Male, 3% Asian, and 1% Hispanic.

The demographics of the data from exit interviews at Aircraft Engines include: In 1998, there were 75 % Caucasian Male, 8% Caucasian Female, 1% Hispanic Male, 4% African American Female, 7% African American Male, 1.5% Asian Female, and 2% Asian Male. In

1999, there were 83% Caucasian Male, 7% Caucasian Female, 7% Asian Male, and 3% Hispanic Male who exited the company.

These data were analyzed with focus on the reasons they reported to exit interviewers upon their leaving. Therefore, the study represents a combination of reflecting and real-time answers to the research question.

Mary Rosznowski at the Ohio State University was interviewed to understand her research on retention, which encompassed 1,026 surveys which took into account 10 years of extensive research efforts. General knowledge from her findings have been incorporated into the conclusions in Chapter 5.

Description of Assessment Instruments Used

The assessment instrument (survey) contained two pages. The first page had at the top of it a “confidential marking” and a thank-you message to the participant. These were provided for two reasons: (1) to provide the survey respondent a level of comfort about taking the survey; (2) to encourage the filling out of the survey and response back to the researcher. Again, the instrument had been reduced from four pages to two pages in hopes of accomplishing a higher return rate.

The researcher’s name, address, and Ph.D. candidate status were provided at the very top of the instrument in case someone lost their return envelope. A note to return the completed survey in **the enclosed, self-addressed stamped, confidential** envelope was provided to again make the survey as easy to fill out and return as possible, as well as again note the confidential nature of the research.

The first major portion of the survey was a rating and ranking of responses to the question, “Why did you leave your previous organization?” The rating scale was as follows:

5- Extremely Important

4- Very Important

3- Moderately Important

2- Slightly Important

1- Not Important

There were 34 questions on the first page that are to be rated. Additionally, the second page continued with an “Other Reasons category” that provided four blank lines to the respondent to describe other reasons that have not been provided on the survey instrument or have different reasons than the ones currently listed.

In addition the survey respondent was asked to rank his/her top 5 reasons after rating all of the 34 including any additions that the respondent may have. The scale for this ranking was:

5- Most Important to 1- Least Important

This section was the only part of the instrument where a forced ranking is required of the participant. There were also four lines provided on the top of the second page for the respondent to add any additional ideas that contributed to the decision.

The next section on page 2 asked the respondent to tell about himself/herself. This section covers the age of the individual when they left the organization, the years of working experience in that organization upon leaving, and the years since that individual left. Additionally, the

survey respondent was to rate how satisfied their work experience was in their previous company. The following categories are provided:

Very Satisfied

Satisfied

Neither Satisfied nor Dissatisfied

Dissatisfied

Very Dissatisfied

A yes/no question then followed asking the respondent the question of whether or not he/she would consider returning to their previous organization. A line was provided that asked the respondent “Why?”. The next question was a yes/no question that asked the respondent if there was a last straw or trigger to their decision to leave, and two blank lines are provided for the respondent to explain their answer. The final question stated, “I lacked hopefulness in my previous company?” and a true and false answer option was provided with two lines for explanation.

The next section asked the respondent about the recruiting process of the previous company. The respondent was provided the following categories for either fill-in or check-mark:

A search firm contacted me

I contacted a search firm

I responded to an ad

A friend or co-worker referred me

Job posting or Internet

Other

The next question asked the respondent to list the changes that the previous company could have made to retain them, and two lines are provided. The next question asked the respondent, "Do you feel your new company provides more hopefulness? If yes, how?" Two lines were provided.

The last segment of the survey on the bottom on the second page asked the respondent to fill out information regarding his or her demographics (sex, career band, service, age, EEO status (optional).

The word "CONFIDENTIAL" was marked on the bottom of both pages of the survey.

The exit interview data was provided in two formats. The small company in the paper industry provided the researcher with pie charts that explained in detail the following: exits by department, demographics, cooperating and training, by supervisor, by workload, opportunities for advancement, company benefits, reasons why they left, like most, and like least.

GE Aircraft Engines provided the researcher with two spreadsheets of the 102 exit interviews from January, 1998 to April, 1999. The categories on the spreadsheet included: job titles, level, date, type, resignation reason, new

company, satisfaction level (with a 1-5 coding), service date, race, sex, % differential in salary, and whether the organization considered the person to be a hiring miss. Hiring miss was defined as someone who did not stay eighteen months with the company.

Limitations of the Study

The study examined the experienced career professional from a decision methodology focusing on intrinsic, extrinsic, and intrinsic/extrinsic interpretability factors associated with a 34 question survey. This method was chosen due to research findings that stated, “the intrinsic-extrinsic model seems to best incorporate the general thrust of data in organizational values research.” (Triandis, Dunnette, and Hough, p. 246)

Their research concluded that needs transcend immediate job occupancy, and this factor could have affected the individual’s response to the survey instrument. “Job satisfaction is modified by the perceptions of the immediate job circumstance, conditions, or situation. Further, investigation of needs could be clouded by an individual’s compensatory processes.” (Deci, 1971, pp. 105-115)

The findings, although every effort was made to attain comprehensive information, need to be tempered with actual reality. Individuals may or may not have reported their reasoning honestly (for any number of reasons). However, it was made clear to all respondents

that the information would remain anonymous and that the survey was not being completed as part of a work goal or business initiative but rather for completion of a research project to attain a doctorate in Organizational Development. The data from the exit interviews were analyzed and interpreted from the researcher's perspective.

Because the sample was narrowly focused, and included individuals who made the decision to leave on their own volition, and were essentially contributors in an organization, and in the "professional category" the difficult task was to find individuals within this narrow scope. It is believed that everyone that took the survey was in fact in this category. However, the possibility may exist that someone did not choose their own exit, and this could affect responses from that individual, as well as overall survey evaluation. Therefore, data from this study needs to be understood as comprehensive within the sub-group as described. It cannot be used to effectively understand other workforce subgroups, i.e.: new hires, union workers or non-exempt workers in a corporate setting. Nor can it be effectively used to describe people who were either fired, downsized, or outsourced. The researcher does not make the claim that the findings of the study are world representative or United States' representative, for that matter. The researcher admits that there is a strong East Coast and Midwest bias in that the majority of responses came from those geographic locations.

Each corporate culture is different, and the researcher surveyed people in small firms as well as in larger entities. This factor is mentioned to again restate the limitation that corporate and organizational cultures are all different, and may have an unknown effect on answers.

The developmental curve for the new hire is strong, and these individuals were not surveyed. One individual was mistakenly given the survey, and returned it; however, when the researcher noticed that the respondent was essentially a new hire, who lacked the two years' experience, this survey was discarded and not used. The new hire group has had much previous research directed to it, and for the most part, the result is that 50% of the new hire (right out of college) leaves the organization.

Additionally, the group surveyed consisted of professionals with specific issues and needs stemming from professional jobs. It is not known as to whether or not information gained from this research would apply to union, non-professional, or non-exempt employees—they were simply not a part of this study. Therefore, in an effort to streamline the focus, the data pertain to the *professional* employee with at least two years' experience who has left a corporate organization on his or her own volition, which is admittedly a more narrow definition. The non-exempt, non-professional, union, and new hire subgroups are potential areas for further research and consideration.

The study focused on questions that asked people to respond about their previous corporate environment. The concepts of validity (both construct and content) have been applied to the entire research effort (which has taken approximately three years to complete in terms of design, analysis, data reporting, and evaluation) and not just the data gathering portion of the study. Courses directed to research were taken, including a seminar on research in Minneapolis, Minnesota, with Dr. Michael Patton, and a course in Cincinnati, Ohio, with Dr. Gerald Polesky. With consultations at the seminar and course, the research effort was focused in a more appropriate manner so that “boiling the ocean” did not occur. The literature review is thorough and contains a wealth of information that highlights the complexity surrounding this phenomenon.

Noting this, a threat to validity of the study may be the level of memory of the individual when asked to recall thoughts from years ago, however, none of the participants have indicated a memory problem with the event of leaving. It may, however, be in reality a recollection in which the person remembers something differently than it actually occurred. The researcher grappled with this threat as well as the threat of the researcher’s negative bias when developing the survey questions. To attempt to address this issue, questions were modified after e-mails from Dr. Penwell to reflect his knowledge of survey design.

In addition to validity, the study’s total reliance is on the honesty of the individual and his or her ability to capture and communicate that

honesty from the questions provided. The language of the survey was considered, so abbreviations were removed, and wording was carefully changed to reduce potential emotional responses that could be potentially derived from a question. It is not known how successful the effort was since these types of questions may incite reactions due to the level of pain the respondent may have experienced in the transition.

Another limitation of the study may stem from the researcher's perceptions, as the results were assimilated from her frame of thinking, Myers-Briggs type, or organizational paradigms derived from the corporate culture she resides in. These factors may have influenced study conclusions and interpretations. To lessen this problem, Michael Webb's article, "Cross-Cultural Awareness: A Framework for Interaction," was again read to increase sensitivity of the researcher's "own values and socialization." (Webb, p. 498) Every effort was made to reduce value misinterpretations with a more streamlined survey, close awareness of Myers-Briggs perception biases, a confidential element, and a gauge repeatability and reliability factor. This gauge included the assessment of values with colleague, Lynn Sorci, who discussed survey responses and aided in the definition of intrinsic, extrinsic, and intrinsic/extrinsic. Additionally, reliability measures employed were: areas added to the survey for the respondent to explain results reported exactly as given to the researcher, and monitoring interpretability factors through the researcher's mindset as well as another person's.

Summary

A discussion of the research problem analysis, definition of terms, objectives, population and qualitative method of survey, hypotheses, description of the sample, description of assessment instruments, and limitations of the study are presented in this chapter. Chapter four contains a detailed presentation and analysis of the research findings obtained during the course of study.

Chapter 4: Analysis of the Data

T*ake some more tea," the March Hare said to Alice, very earnestly.*

"I've had nothing yet," Alice replied in an offended tone.

"So I can't take more."

"You mean you can't take less," said the Hatter.

"It's very easy to take more than nothing."

Lewis Carroll, quoted in Michael Patton's Qualitative Designs and Data Collection, p. 149

Introduction

Chapter four contains a presentation of the research findings from the applied research study which employed a utilization-focused evaluation (Patton, 1990, p. 19). The purpose of the study was to determine reasons for experienced professionals to leave corporate organizations. It was accepted a priori that there were a number of influence factors that affect the decision of the experienced professional to leave their corporate organization (Dickter, Rosznowski, p. 705). So analysis of responses that influenced the decision methodology provided a key measure of reasoning with regard to the respondent of the survey.

A secondary intent was for the information to be used by CEOs, company presidents, line managers, supervisors, human resource professionals, management trainers, organizational development consultants, ombudspersons, independent consultants, outplacement firm consultants, mental health professionals, employee assistance providers, and other professionals who recognize the correlation between and importance of understanding any leadership-associated issues with this phenomenon and achieving bottom-line results.

The findings of this study encompass: (1) an overall discussion of the effectiveness of the study methodology; (2) descriptive data showing breakdowns of the respondents; (3) an analysis of the ratings and rankings of the 34+ questions; (4) associated rankings of individual values, (5) summaries of written responses to survey questions, (4) a demographics analysis, (6) a thorough analysis of findings and relevance to the four hypotheses, and (7) major learning acquired through the study process, including information from interviews, benchmarked at two companies, and related research studies.

The data was collected by the researcher using a survey instrument developed by the researcher with the help from experts. Pilot group feedback provided information, and gauge reliability and repeatability were stressed throughout the research study.

Additionally, due to the nature of the instrument, assessment of whether a value reported was intrinsic, extrinsic, or intrinsic/extrinsic was a decision of the researcher coupled with thorough discussion with Lynn Sorci, education consultant. This discussion occurred to increase gauge reliability and repeatability in the analysis of the data.

The reasoning classification or interpretability factor for intrinsic, extrinsic, and intrinsic/extrinsic was thoroughly discussed and carefully-worded definitions were formulated. Again, the design uses previous research from the Kilmann's Organizational Belief Survey (1991). When discussion of intrinsic, extrinsic, or intrinsic/extrinsic occurred, the meanings were referenced in the Operational Definition of Terms, Webster's Collegiate Dictionary, and Campbell's Organizational assessment, carefully read, and each response was classified as either intrinsic, extrinsic, or both.

The researcher modified the instrument to reflect the comments of the various committee members, organizational development consultants, training experts, and professionals who reviewed the survey.

Prior to administering, the Survey (Appendix C) was analyzed for content as well as for visual layout. This process took approximately six months in development as well as another three months in review/modifications. Every effort was expended to ensure that the instrument would address the four hypotheses of the research.

Overall Discussion of Effectiveness of the Study Process

The process of collecting thoughts and feelings from an experienced or “seasoned” professional who has left a corporate organization is dependent on the accuracy and completeness of four elements:

- (1) the survey itself and qualitative assessment of the exit interviews;
- (2) the responses of the professional, their ability to communicate, remember, or be honest;
- (3) the diligence of the researcher in reporting, defining, and understanding; and
- (4) the biases or paradigms of the researcher.

In terms of the survey, the effectiveness was dependent on the content of the questions that were asked. It is believed that the instrument did a good job with the exception of one question that was repeated on the survey: “A search firm contacted me” and the vague nature of two other questions that referenced “family obligations” in one instance and “family responsibility” in another.

When analysis of the data occurred, the question involving search firms was taken into account to prevent double reporting and to ensure accurate representation of the data. The second issue was more vague for the researcher, and the researcher believes it be a “fault” in the research instrument, but not one that dramatically affected the hypotheses.

Every effort was made in survey preparation, implementation, and follow-up to not only create an effective instrument, but also to administer the instrument with little to no corruption in the process. In terms of administration of the instrument, the researcher feels that there was no problems. The evaluation was also conducted with this risk in mind. To abate this risk, several controls were put into place to accomplish the evaluation in a professional and fair manner. These include: making the survey confidential; not accepting surveys by hand or over the fax machine; all returned responses received at researcher's private home address where mail was received on a daily basis and opened only by the researcher; and providing a statement at the top of the survey in which the researcher asks the respondent to fill it out in a relaxed environment at a time that is conducive to reflecting about their decision.

The reflection element was a decision that was made due to the hectic nature of work schedules, et cetera, and the motive behind this element was to gain the true reflection of the individual who was responding. This methodology appears to be an effective means of attaining truthful responses. The letter and consent form both mention this as the appropriate way to fill out the survey.

Upon gaining final editing comments and implementing these, a formal letter was developed (Appendix D) which stressed the purpose of the study, confidentiality of responses, and how data were to be used. Additionally, each participant was sent (as an enclosure to the letter) a consent form (Appendix E) which each person also returned in the self-addressed, stamped envelope to the researcher's home along with their survey responses. This was an effective way to

gain release from any liability that may be associated with the outcomes of this study. The researcher has not encountered any legal ramifications from this work, and due to preparation and confidentiality does not anticipate any future issues.

Participant response results are dependent on the day, time, and interpretability of the question. Again, questions were reviewed with experts and pilot groups. Modifications were made to reduce error; however, error may potentially surface if respondents experienced emotion from the wording of a question from something that the question might have triggered from a past recollection.

The process of this study, admittedly, may have variability based on the above-mentioned factors. It is believed that the study effectively provides answers to the research question: “Why do experienced professionals report that they left their previous organization?” The survey was designed with flexibility of the respondent to add reasons for leaving beyond the 34 standard questions. These are qualitatively analyzed in the study.

In terms of applicability, the survey does not attempt to claim to be “world representative.” The population sampled was deliberately narrow to determine why experience decides to exit.

The response rate of the survey may reflect the nature of the questionnaire or any number of factors not known by the researcher. In terms of response, this rate was good (N = 48; 32%) and somewhat typical for surveys; and the researcher’s goal of at least 25% was met. Potential reasons that may have

precluded survey return may have been: (1) survey layout still seemed either too lengthy (time issue) or confusing to the respondent; (2) potential desire of sample to not psychologically “re-live” that portion of their lives; (3) the deadline of the survey was reached, and the respondent discarded the survey; (4) the survey stirred up potential emotion(s) that either angered or precluded respondent into not returning the survey, or (5) lack of interest. Other factors are not known.

The researcher finds that the knowledge gained from this research has been well worth the extensive efforts. Therefore, the researcher believes the study to be successful, and the findings able to be applied in understanding voluntary mobility decisions of experienced professionals.

The outcome of understanding mobility is in maintaining knowledge capacity in an organization. Leaders may benefit from understanding this to determine if it is possible to implement strategies that will help them maintain competitive advantage or are other mechanisms needed to ensure knowledge transfer if and when the professional decides to exit.

Descriptive Data

The sample distribution is depicted in Figure 19—showing respondents’ demographic categories. From this information, one can immediately notice a bias toward the Caucasian classification. Sixty-two percent of the population is female (see Figure 20). The survey was distributed to both executive level managers and

individual contributors who left organizations. Therefore, Figure 21 depicts the breakdown between these two categories. With this information in mind, the survey seems slanted to the Caucasian Female, below executive level category.

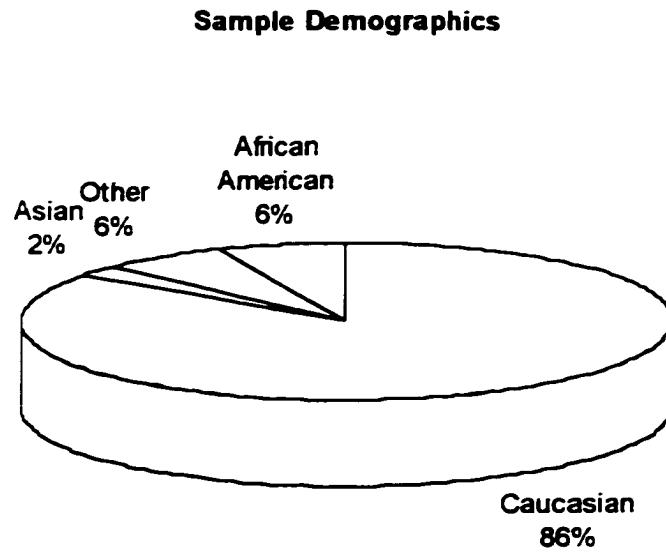


Figure 19. Sample Demographics

Gender Categories of Sample

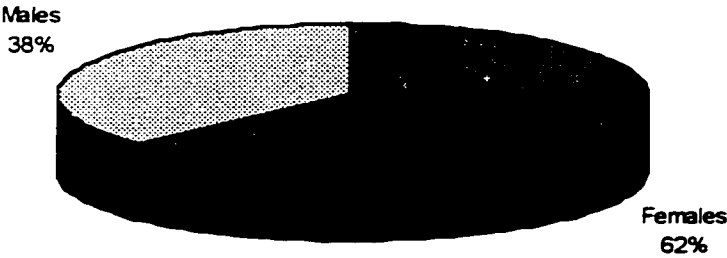


Figure20. Demographics of Sample

Female Demographics (EB vs. Non EB)

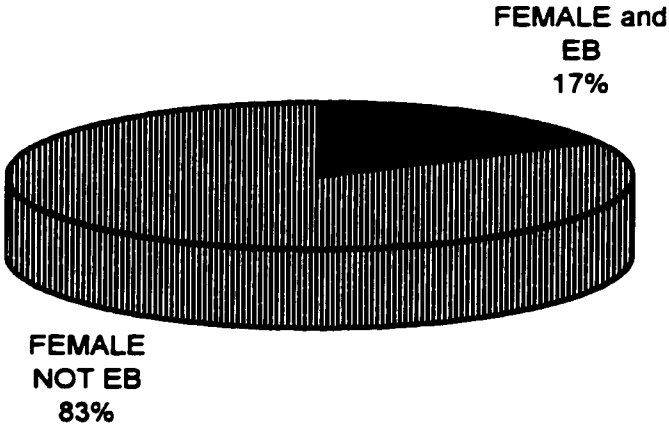


Figure 21. Female Demographics

In terms of the male population, the sixty-seven percent reported that they were not at the executive level. See Figure 22.

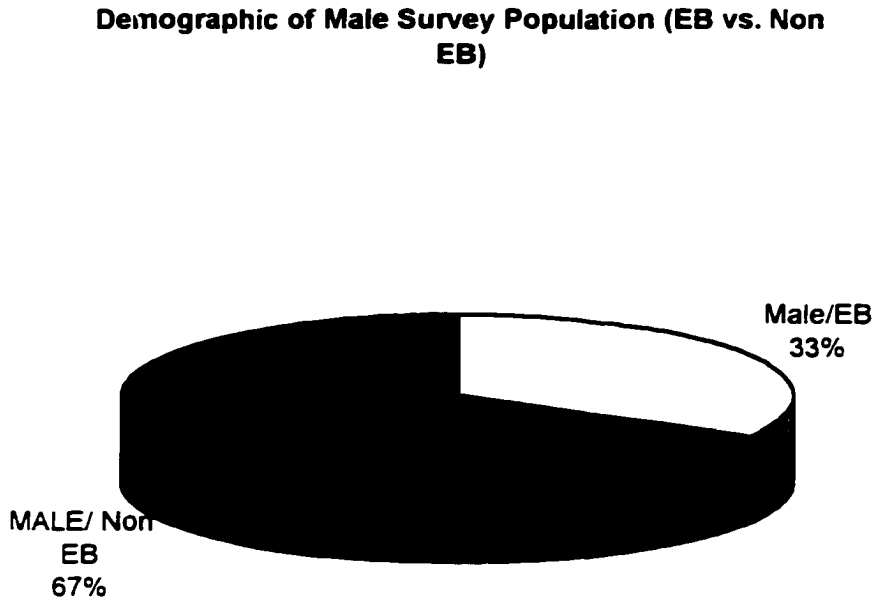


Figure 22. Demographic of Male Survey Population (EB vs. Non EB)

The sample population, N=48 is slanted toward females in the 30-39 age category at 71%. This percentage is the same in the 40-49 age category. In the over 50 age category, the percentage of males is the majority at 83%. In all categories, there are more female respondents-- accept the over 50, which is more male. The researcher has gone back to

the total population and found that 55% of the total population was female. This may be the reason there were more female respondents. However, this could also be a reflection on interest level. Females may have a motive to make a difference in this area and may have felt that responding to the survey could potentially have an impact on career development. This premise is not founded in fact. However, the researcher mentions it due to some of the comments on the surveys from females and from the qualitative assessment information from the exit interviews. More information will be provided about these qualitative statements later in this chapter.

The following pages provide an analytical review of the responses of the 34 standard questions provided in the instrument. The primary statistical tools utilized in this segment of the analysis are a calculation of percentages of respondents who rated the questions according to the following scale: 5=Extremely important; 4=Very Important; 3=Moderately Important; 2=Slightly Important; and 1=Not Important.

The highest rated reason was Question #2 “Better Opportunity to be Recognized”. Over 35% of the respondents rated this question as extremely important. Over 25% of the respondents rated it moderately important. Over 15% rated it as Very Important. A little less than 10% rated this question as not important to them in their decision methodology. It is clear from Figure 23 that recognition for the work one is doing is

viewed as important with the possible potentiality that visibility will result with a reward of some kind. Age demographics (see Figure 24) have been provided to further analyze the responses to this question.

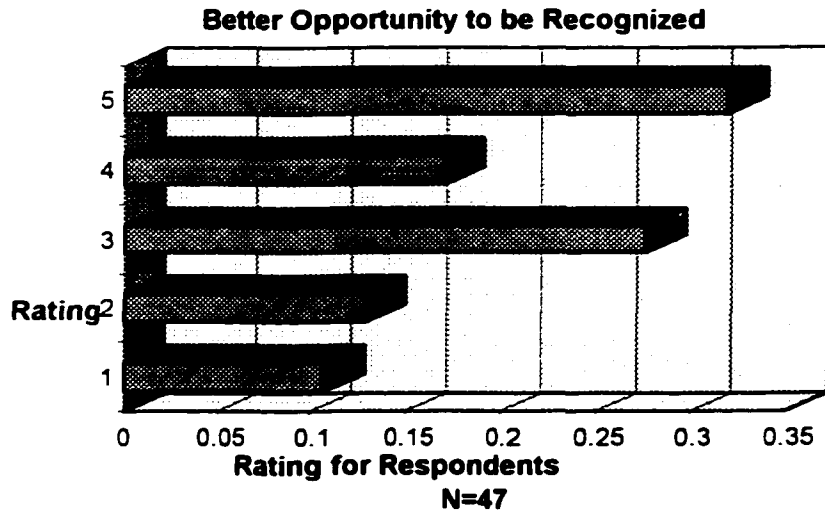


Figure 23. Ratings of Opportunity to be Recognized

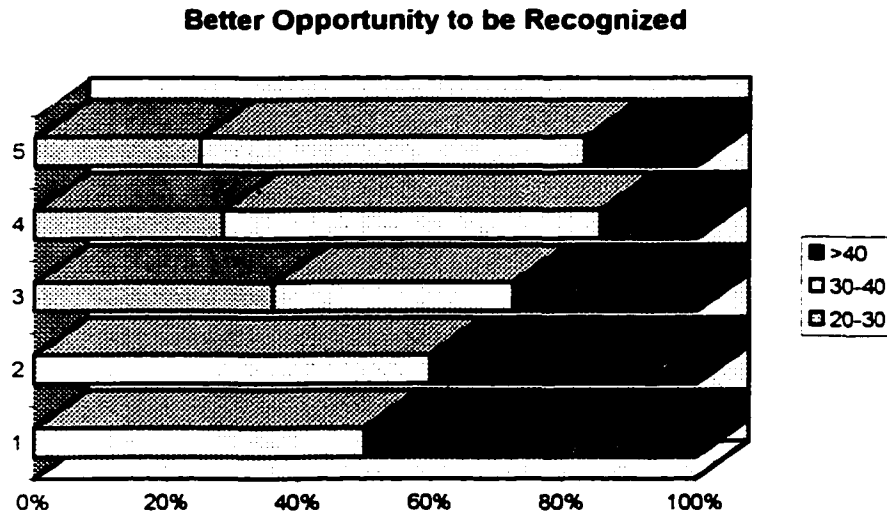


Figure 24. Ratings of Age Categories of Opportunities to be Recognized

The level of complication to the analysis can best be described in this question. First, the reason ranked the highest of all 34 questions presented. This ranking suggested that opportunities and recognition are important in the decision methodology of an experienced professional who chooses to exit. The reason the issue is complicated is that the question needs to be analyzed from an interpretation that is not the researcher's.

Recognition for some people may be totally extrinsic, while others may have interpreted the question from a more intrinsic viewpoint. It is believed by the researcher that this is more extrinsic in nature; however, after interviews with colleagues, the researcher has modified her initial construct. All questions were defined and labeled prior to the results of the study. This question was deemed to be an intrinsic/extrinsic question because of the potential variability of interpretations one can derive from it. Hence, the top-ranked reason was assigned an intrinsic/extrinsic interpretability factor, and did not prove the first hypothesis true. Again, the level of complication or "grayness" to this phenomenon is present.

The second-highest rated reason on the survey was, “I lost respect for my organization’s leadership.” Over 25% of the respondents to the survey reported that it was Extremely Important to them in their decision methodology for leaving. An additional 20% rated it as Very Important in their decision methodology. This chart depicts a potential loss of hope in their leadership’s abilities and competence. This has major implications, noting that in this survey 85% said it had an either Slightly Important effect on their decision methodology to an Extremely Important effect (see Figure 25). These data substantiate Microsoft’s study which formed the conclusion that direct managers have the most control over retention. Specific information regarding the age breakdown has been provided (see Figure 26).

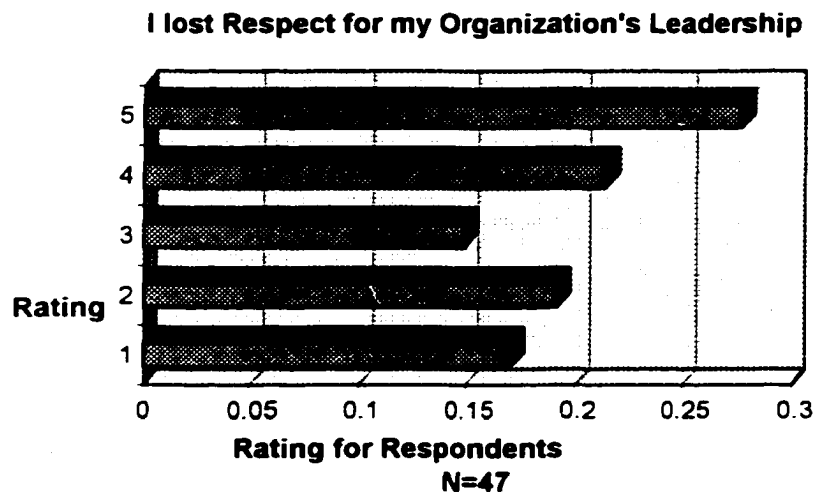


Figure 25.

This reason was determined was assigned an intrinsic interpretability factor.

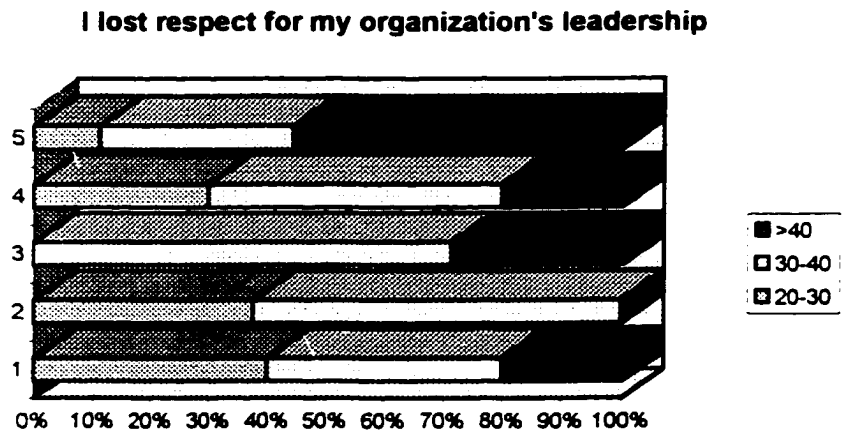


Figure 26. Ratings for Age Categories for Loss of Respect

The third-highest rated reason was “The Environment Provided Little Satisfaction.” The interesting findings from this question are that almost 35% of the respondents reported this to be Very Important to the decision methodology (see Figure 27). Sixty percent of the “5” ratings were in the over 40 age category (see Figure 28).

In terms of satisfaction level, an additional question asked the respondents to report their satisfaction level in terms of work experience at the previous

organization. The findings are showing 51% of the respondents reported that in terms of their work experience they were either Satisfied or Very Satisfied (13 females and 11 males). Six respondents reported Neither Satisfied nor Dissatisfied (4 females and 2 males). Even though the sample is smaller, these findings coincide with Dickter and Rosznowski's research study that concluded that even if one is satisfied with their work experience, professionals may still exit the organization.

In terms of the exit interviews at the small company in the paper industry: in the "Least Liked" category in 1997, the "job and work experience" were at the top of the list. After significant downsizing and restructuring, in 1998, the work experience and job content responses went down dramatically on the list.

The satisfaction levels at GE Aircraft Engines over the two-year time frame consisted of mainly "2s" and "3s" ratings, Satisfied or Neither Satisfied nor Dissatisfied. 35% of the 1999 satisfaction levels reported were Very Satisfied with the work experience. In 1998, only 13% rated their level of satisfaction to be Very Satisfied. See Table 1.

Table 1

Least Liked			
As Reported in Exit Interview			
Small Company in Paper Industry			
1997 and 1998 Data			
	1997		1998
Work/Job	11	Company's direction/future	22
No Advancement	8	Management	18
Culture	6	Restructuring/Outsourcing	10
Lack of Diversity	4	Politics	8
Company Stability	3	Travel	6
Pay	3	Other	20
Location	2	On-Call/Overtime	5
Management	2	Performance	5
Organization	2	Technology/Training	5
Politics	2	Culture	5
Travel	2	Analysis Paralysis	4
No Opinion	7	Differential Treatment	4
		Job Description/Ops.	4
		No opinion	31

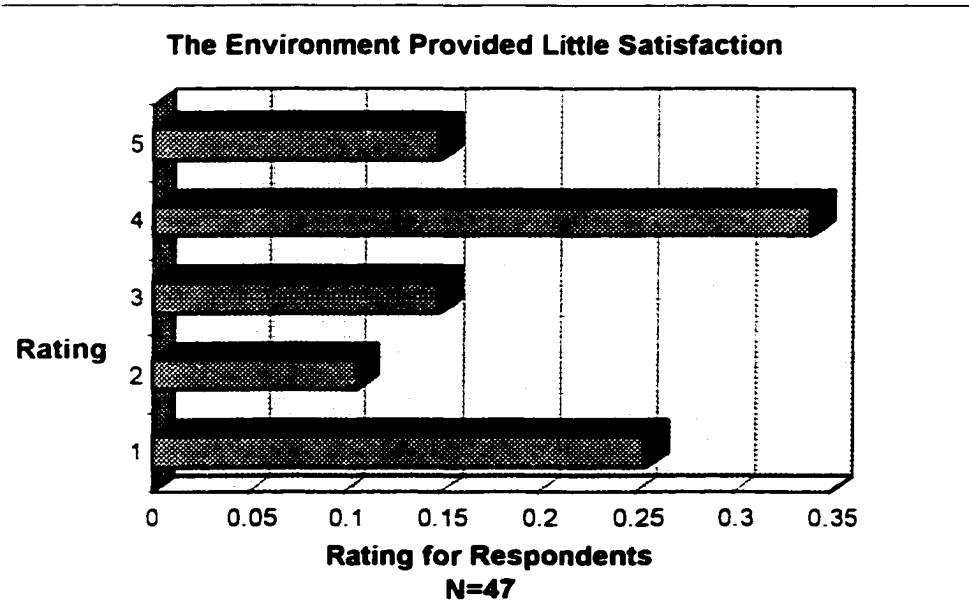


Figure 27. Ratings for Environment Provided Little Satisfaction

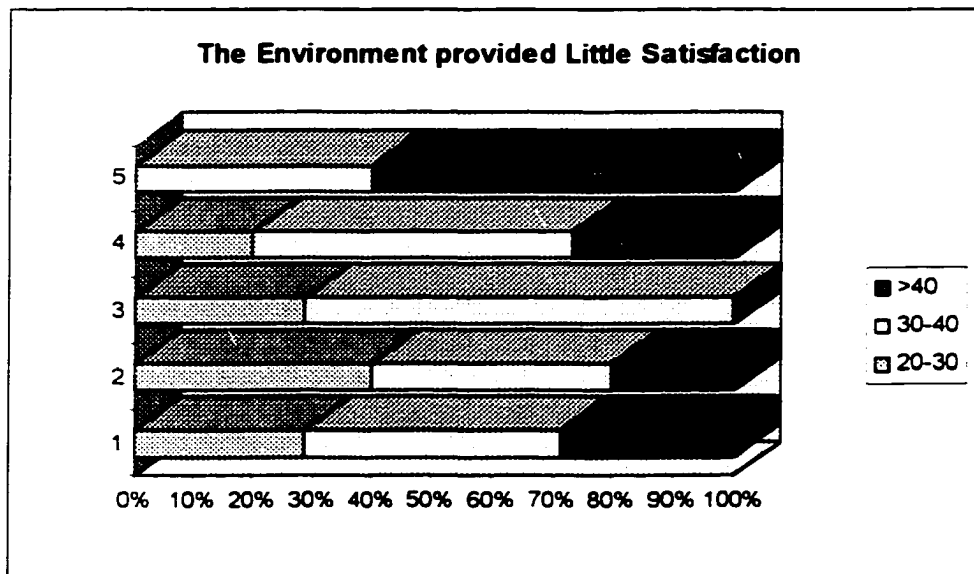


Figure 28. Ratings for Age Categories for Environment Provided Little Satisfaction

The fourth-highest rated question was “Advancement Opportunities were limited.” Number “4,” Very Important was chosen over 25% of the time by respondents. Almost 20% found this factor to be Extremely Important. Therefore, 65% of the respondents reported this to be a factor which provides some conclusion that the American professional who decided to exit in this sample reported that they could not see or knew that advancement opportunities were somewhat constrained within their scope. (see Figure 29). In the research from GE, 41.5% of the reasons provided for exit to the exit interviewer in 1998 were for advancement opportunity. In each case, except for one, the % of differential increase in salary ranged from 5%-100%. The age demographics have been provided in Figure30.

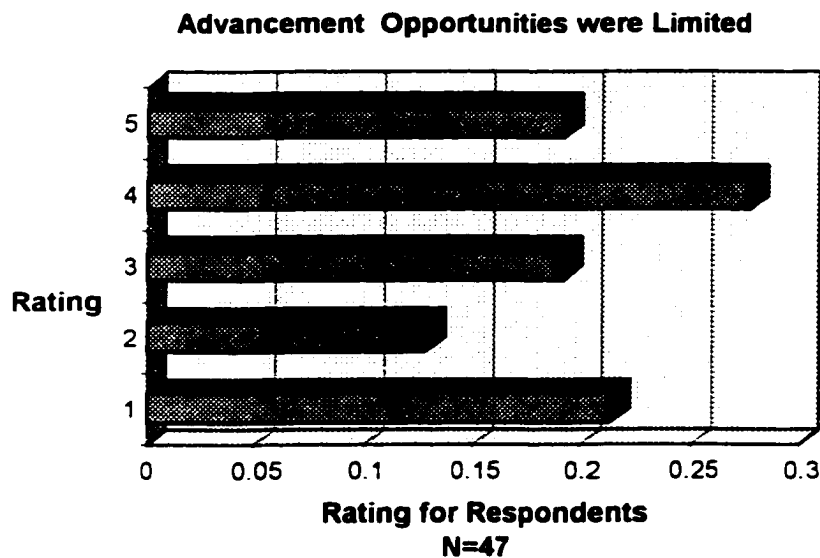


Figure 29. Ratings for Advanced Opportunities Were Limited

Advancement Opportunities Were Limited

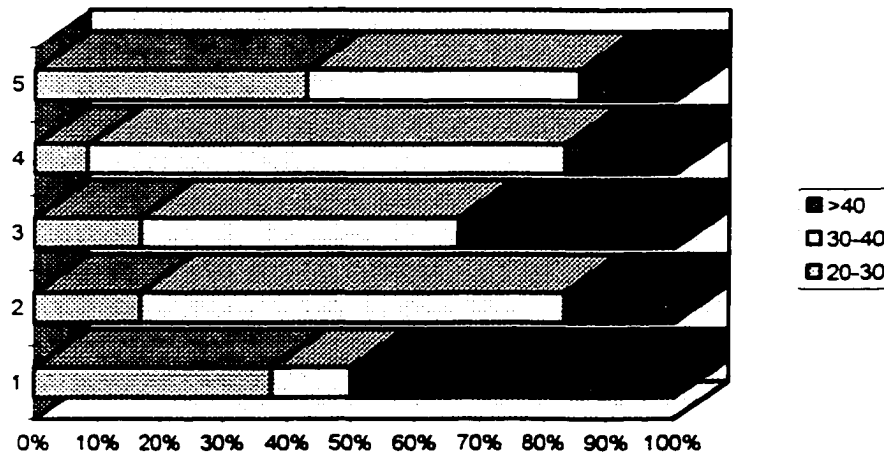


Figure 30. Age Categories for Advanced Opportunities Were Limited

The fifth-highest rated question was “I simply got a far more attractive offer from another employer.” In the analysis of this question, one finds that the major categorical response was number “1,” Not Important. The data on this question is somewhat split with 70% of the respondents reporting Slightly to Extremely Important, while approximately 30% reported it to be not important in their decision methodology (see Figure 31). Figure 32 shows the age categories broken down into ratings.

I simply got a far more attractive offer from another employer

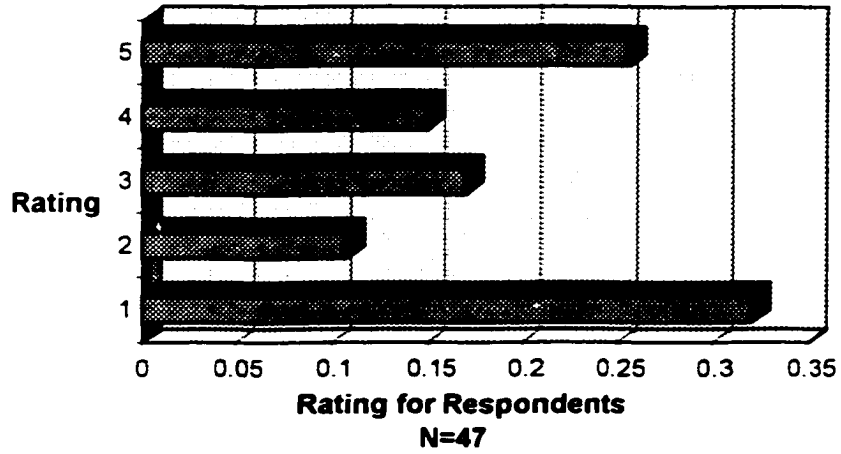


Figure 31. Ratings for Simply Got a More Attractive Offer

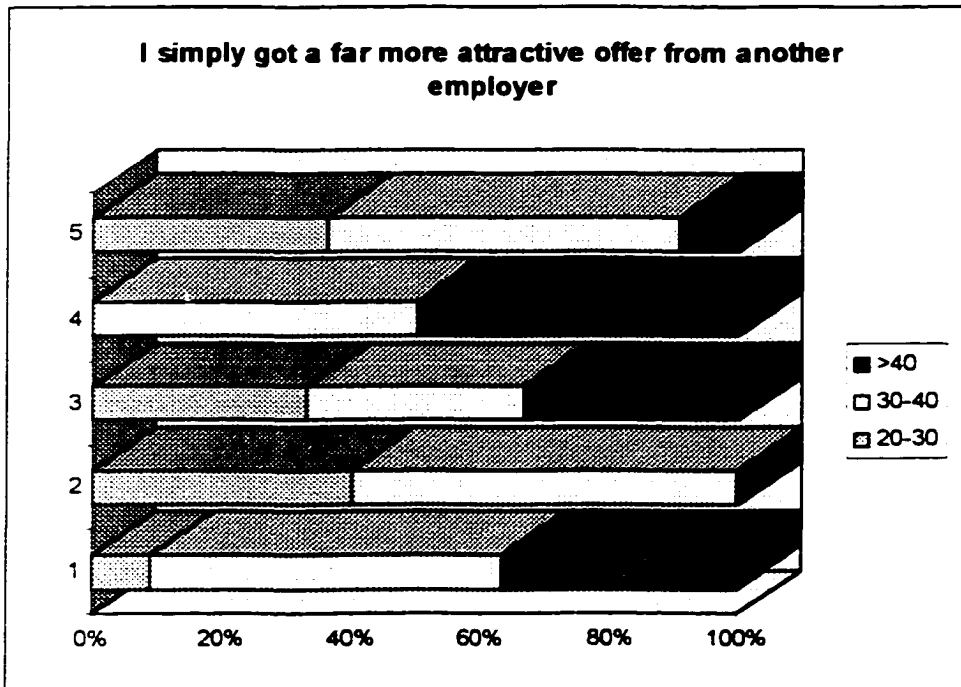


Figure 32. Age Categories for Simply Got A More Attractive Offer

Other questions that produced notable results include the question, "I did not have Opportunities for Long Range Professional Development." Twenty percent of the respondents rated this Extremely Important. However, 30% of the respondents did not feel that long range professional development was important to their decision at all (see Figure 33).

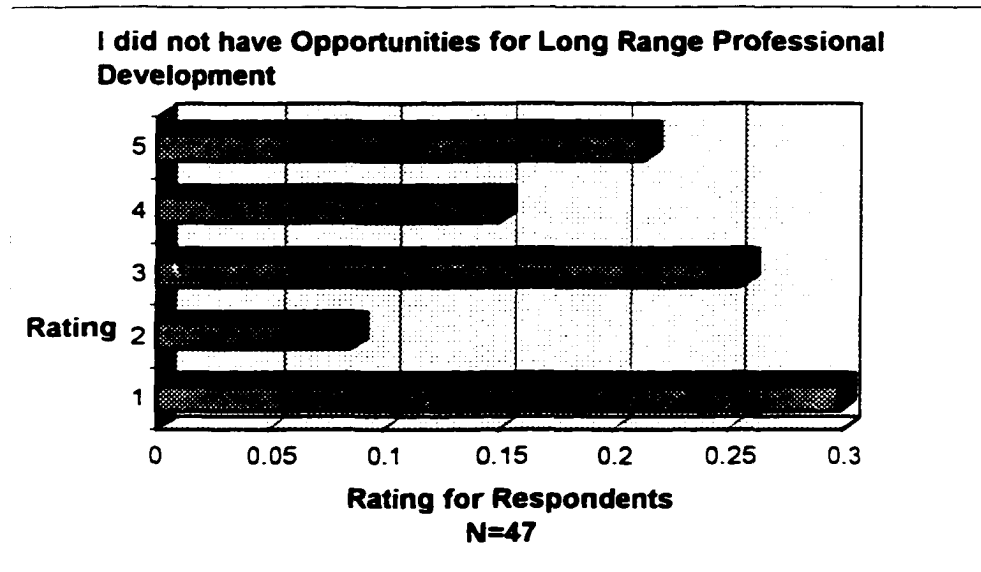


Figure 33. Ratings for I did not Have Opportunities for Long-Range Professional Development

The level of contribution was also examined, and respondents were scattered with the results. It is not known exactly if the recognition referred to in the responses is from an internal or external perspective on the part of the respondent. See Figure 34.

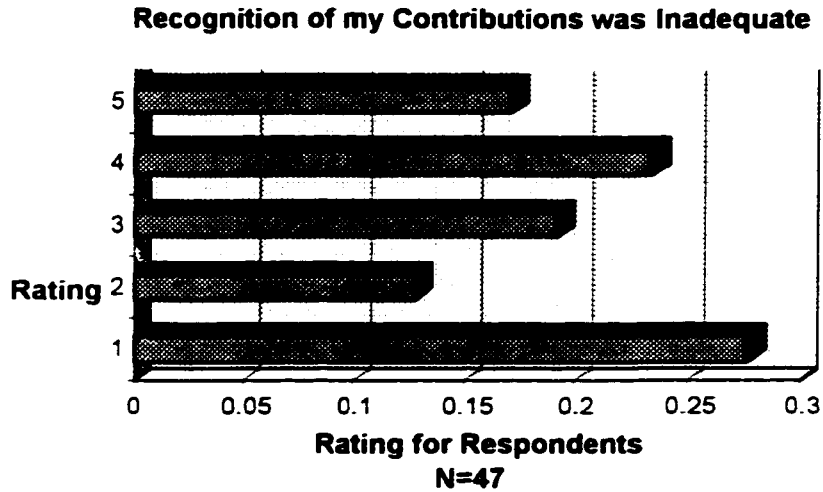


Figure 34. Ratings for Recognition of My Contribution was Inadequate

In terms of politics, the major category chosen by respondents was Ranking “3”, Moderately Important. A close second is Ranking “1” which is Not Important. See Figure 35.

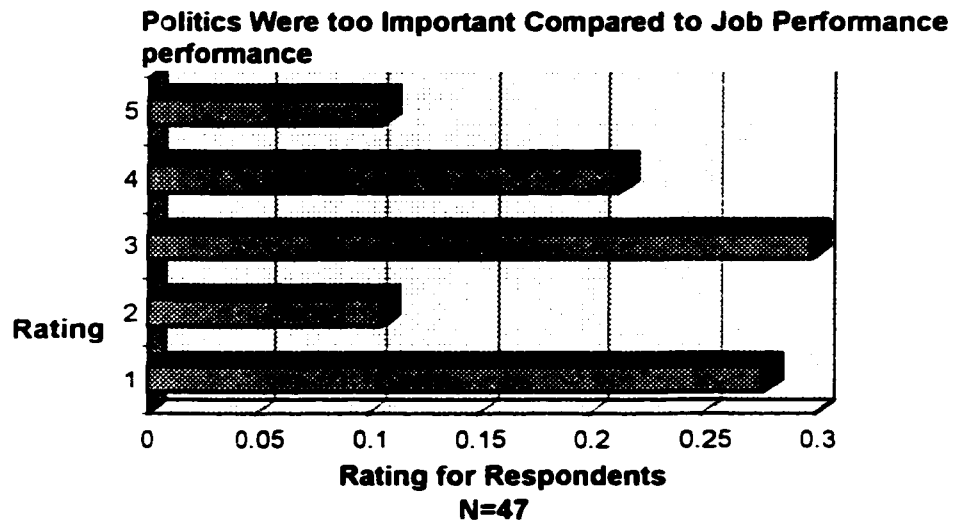


Figure 35. Ratings for Politics Were Important Compared to Job Performance

Over thirty-five percent of the respondents reported Ranking “1” which is the major category for the question/reason, “My job is not challenging enough.” This indicates that 60% use this as somewhat of a basis; however, almost 40% of the respondents do not. This may or may not be enough motivation for someone to make the exit decision. See Figure 36.

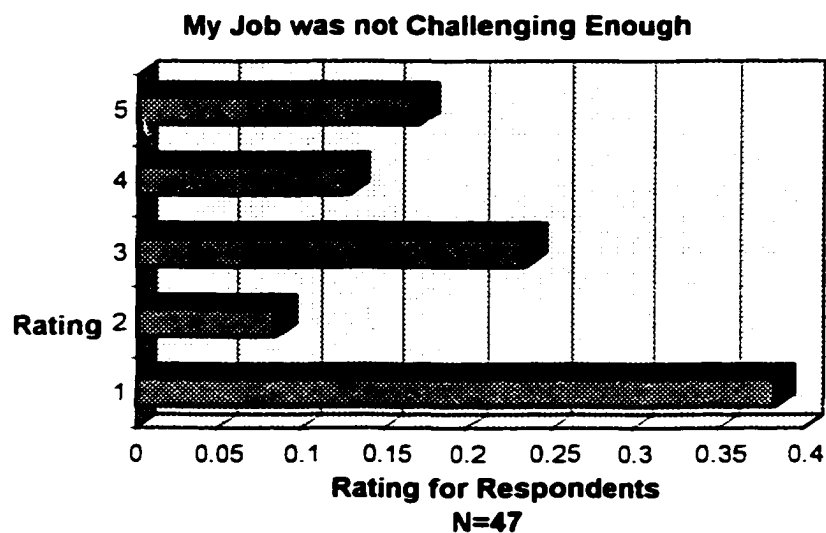


Figure 36. Ratings for my Job was not Challenging Enough

“Time to do something else” was considered by only 15% of the population to be an Extremely Important factor in making a decision to exit. The researcher has questioned the interpretability of this question using the following logic. When reading the question, did the survey participant interpret the question to mean “it is time to do something else” or “I need the time to do something else?” Both of these are distinctively different. The first has career directional implications while the second may

have identity or self preservations motives behind it in some way. This issue may be one reason for the low response to this question. Another interpretation may be that these people read it to be the second meaning; however, they are goal oriented and do not need to change paths at this time in their lives. See Figure 37.

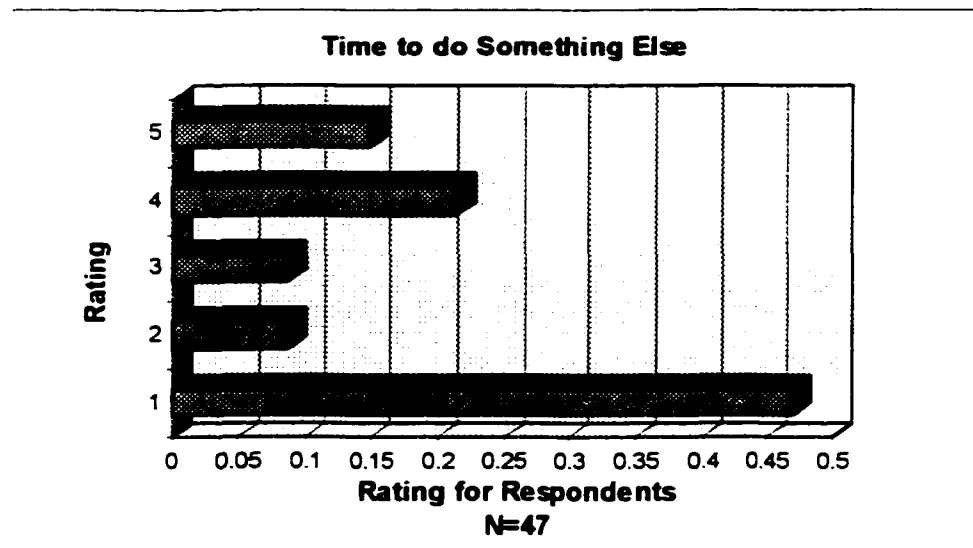


Figure 37. Ratings For Time To Do Something Else

The “stress in the workplace” question/reason provided some interesting results. The high rating was provided by 20% of the population sampled (Rating 4). The interesting figure is the Rating 1, Not Important which was rated by 45% of the respondents. For the most part, the results reflect a moderate flavor on this topic. See Figure 38.

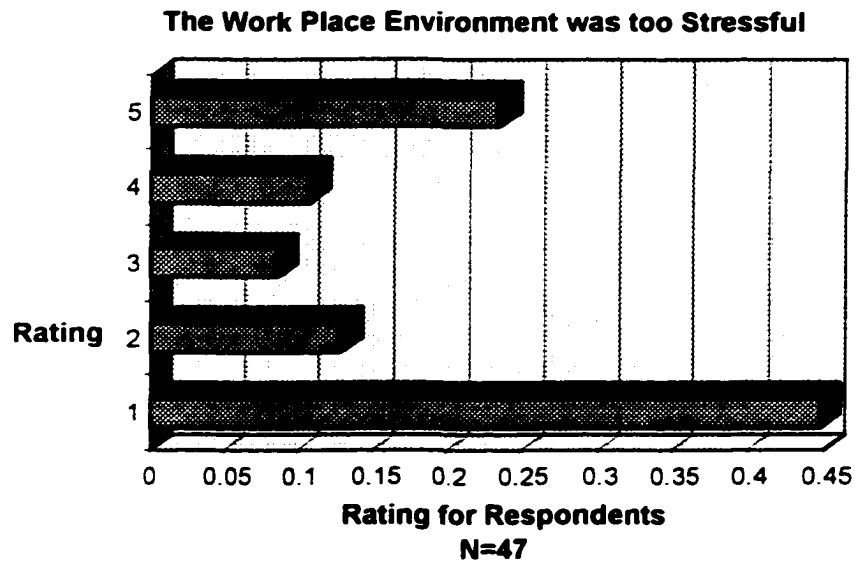


Figure 38. Ratings For the Whole Workplace Environment Was Too Stressful

The change in career direction was rated Not Important by 45% of the respondents. This change in career direction has within it a multitude of factors like disappointment within an industry, individual skill set gaps, or any number of issues. See Figure 39.

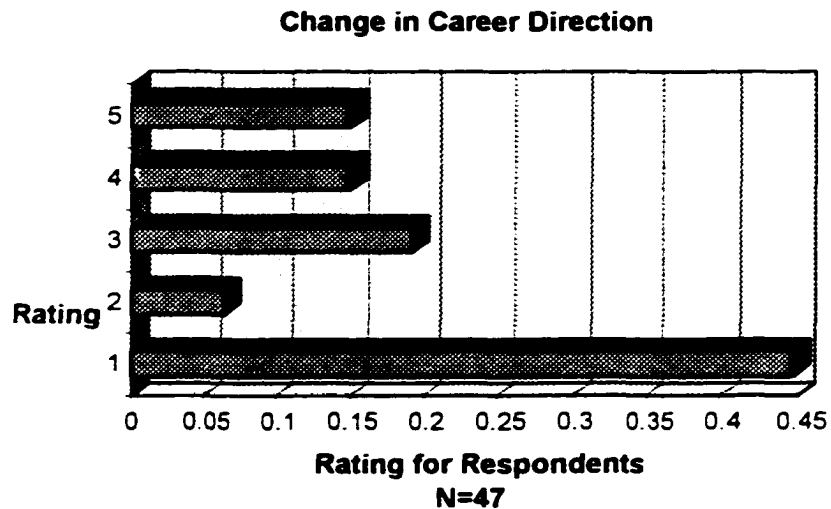


Figure 39. Ratings for Change in Career Direction

The coaching and feedback question provides some interesting information in that Rating “1,” Not Important, was given by 40% of the respondents. This is not a driving force in the decision methodology of the sample. This entire area of coaching and feedback may be indicative of respondents who do not know what they missed due to a lack of qualified or valuable advice in their past. So, 40% of the respondents may not realize the impact. See Figure 40.

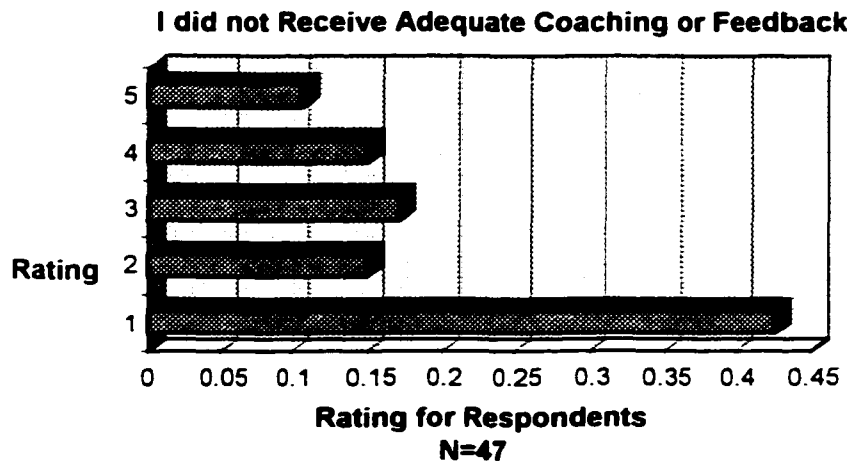


Figure 40. Ratings for I Did Not Receive Adequate Coaching or Feedback

The sample population showed that 60% respondents viewed this question a range from Slightly to Extremely Important, while 40% reported it to have no importance in their decision to leave their previous organization. It may mean that certain career professionals know their value in the marketplace. It may be that in some cases, however, that the compensation is out of line with the marketplace, and people reported this reason as Extremely Important because they do not feel they are being compensated at the appropriate levels. See Figure 41.

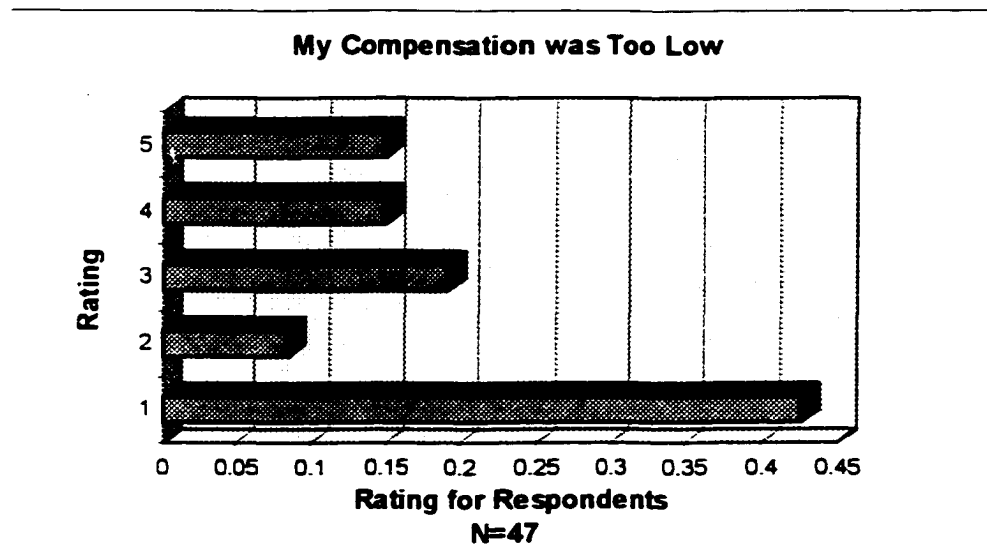


Figure 41. Ratings for My Compensation Was Too Low

At the major corporation in the paper industry in 1997, 16 people left and reported the reason to be compensation related. In 1998, after a major restructuring effort within the company, pay still continues to be double-digits—18 people. Seventy-nine people who voluntarily exited cited restructuring as the reason. The validity of this data is questionable due to the method of data gathering. These data are captured at a time possibly when little or no reflection has been provided, and the element of honesty is at issue due to people’s desires to maintain relationships after exit. See Table 2.

Table 2.: Reasons Provided for Exit, Small Company in Paper Industry

1997		1998	
Better job	30	Restructuring	79
Type of work	21	Better job	42
Pay	16	Pay	18
Family	11	Type of work	16
Commute	6	Family	9
Restructuring	5	Supervision	8
Supervision	5	Retire	7
Other	7	Commute	4
		Other	3

Additionally, when one tracks the decisions of the respondents at this company as reported from year to year, unless a dramatic event (like a restructuring or downsizing) occurs, the responses are fairly consistent from 1997 to 1998 (see Figure 42).

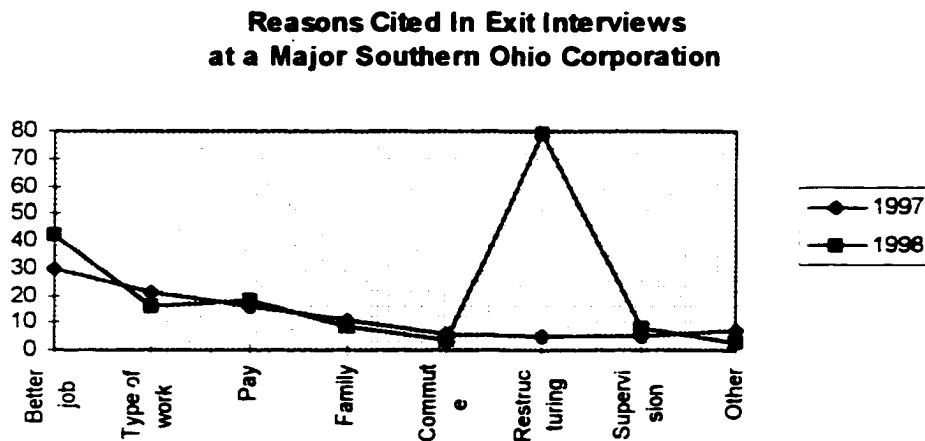


Figure 42. Ratings Cited in Exit Interviews at a Major Southern Ohio Corporation

There is no solid evidence from the survey respondents that age directly correlates to rating bureaucracy as an influence factor for an experienced professional's exit decision methodology. The interesting question is whether or

not a professional's tenure with an organization would provide more opportunity for frustration (see Figure 43).

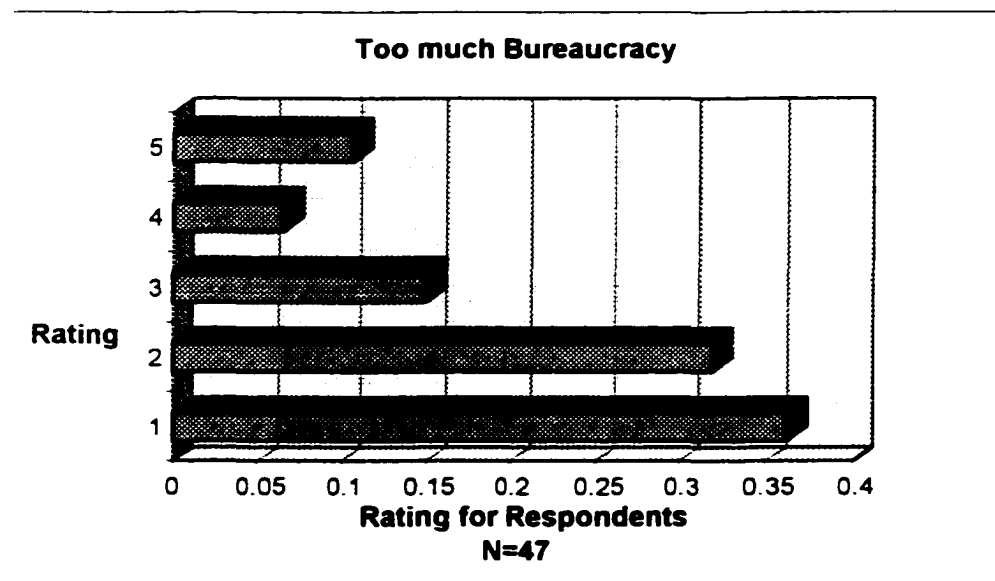


Figure 43. Ratings For Too Much Bureaucracy

Further analysis does not demonstrate a correlation between time on job as reported by respondents and the importance of bureaucracy in decision methodology associated with exit. The correlation of both variables equaled .116 with a P-Value = .481.

The researcher found an even split in regard to age category in the ratings associated with training opportunities. The data in this category is scattered. Maybe a potential reason is the assumption that training will also be provided in the new environment; however, this is not conclusive. See Figure 44.

I did not have Training Opportunities to keep my Skills Current

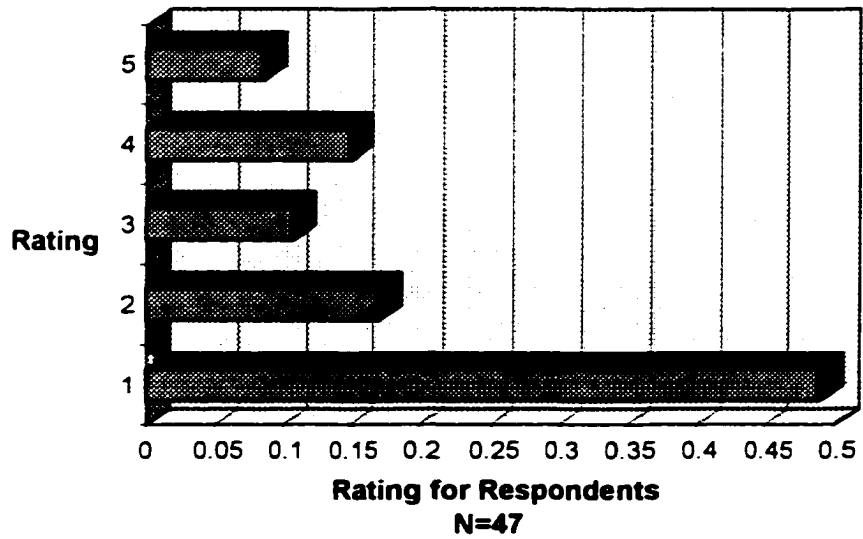


Figure 44. Ratings for I did Not Have Training Opportunities to Keep My Skills Current

In terms of resources, the data were evenly distributed between respondents reporting a Slightly to Extremely Important (50%) influence to Not Important (50%). See Figure 45.

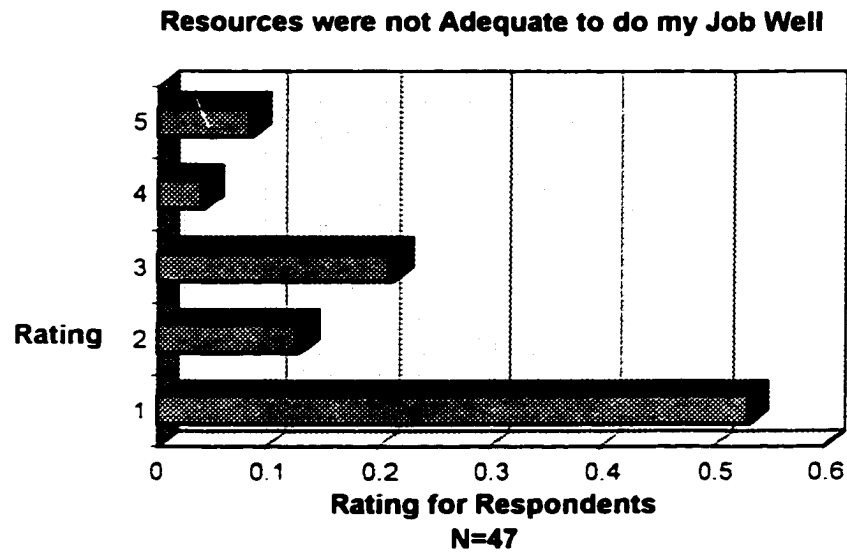


Figure 45. Ratings for Resources Were Not Adequate to do my Job Well

The question, “I wanted to work in another industry,” for the most was rated by respondents as Not Important to their decision methodology. Further analysis discovers that eight people rated this a “4.” The following ages were associated with this rating: 28, 30, 34, 36, 38, 40, 42, and 44. The question here is whether this is a function of the questioning process associated with midlife issues. This is inconclusive. See Figure 46.

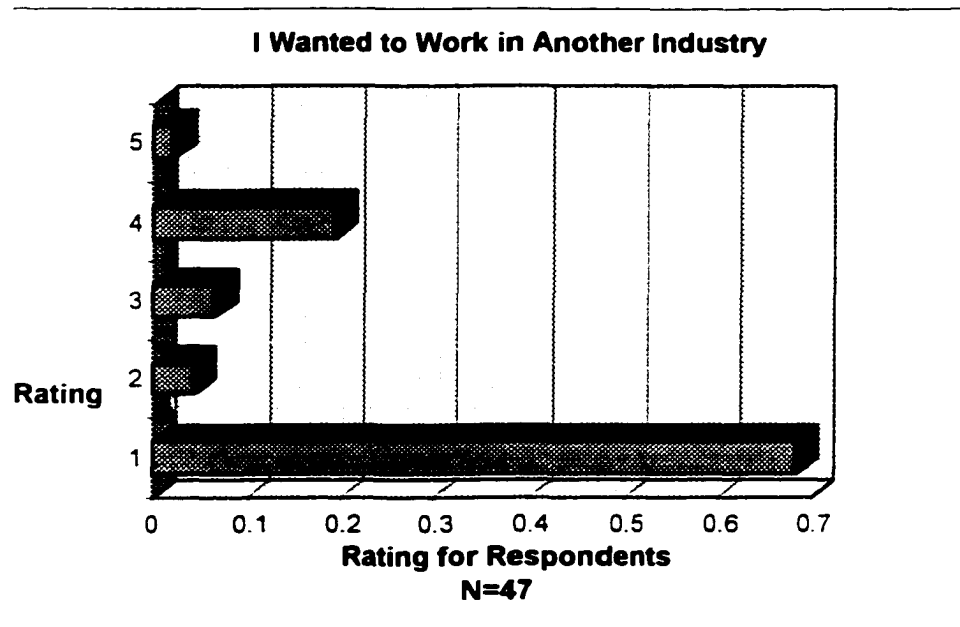


Figure 46. Ratings for I wanted to Work In Another Industry

On the question, "I was expected to work too many hours," most respondents (55%) reported that this was not a consideration in their decision methodology. See Figure 47.

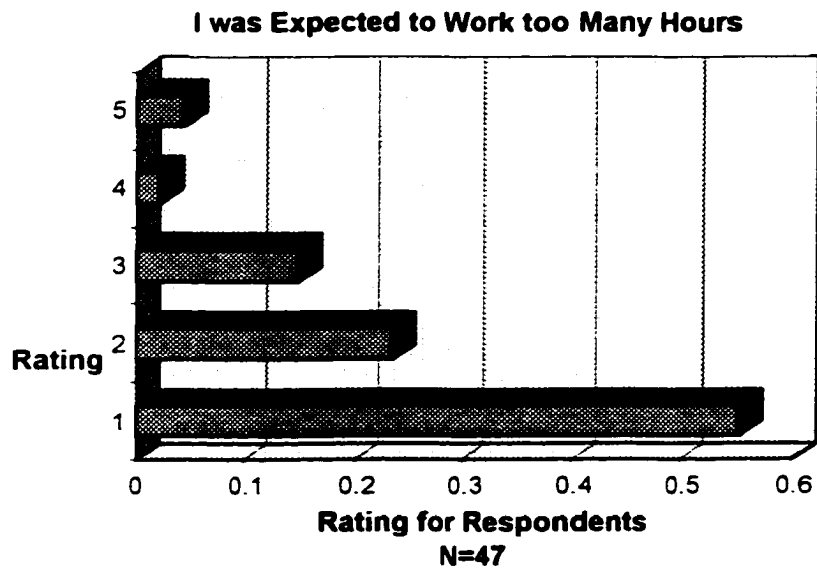


Figure 47. Ratings for I was Expected to Work too Many Hours

The question, “It was too difficult to balance my work and personal life,” showed that 65% of the respondents reported that it was Not Important to their decision methodology. Further analysis occurs later about family obligations and family responsibilities. See Figure 48

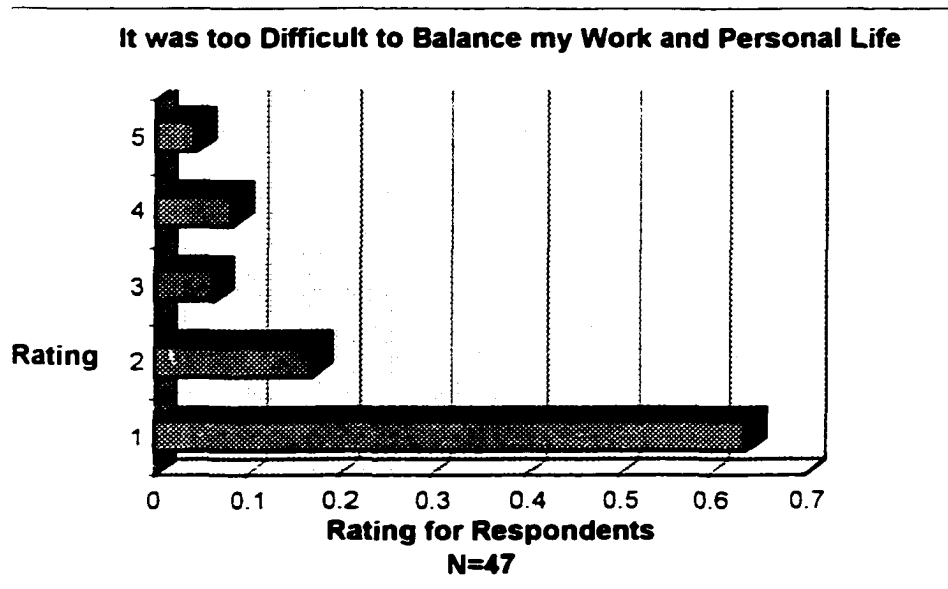


Figure 48. Ratings for It Was too Difficult to Balance my Work and Personal Life

In the question about unacceptable ethical compromises, rating 5 received over 10% of the respondents. This result may indicate that an individual's value system was compromised. This question cannot be answered with the available data. The question that can be answered is that if an individual rated this question a "5," then did they also respond that they lacked hopefulness? Further research found that 100% of the individuals who rated this reason a "5" also lacked hopefulness, and 75% were for intrinsic reasons. See Figure 49.

Unacceptable Ethical Compromises were Made in the Business

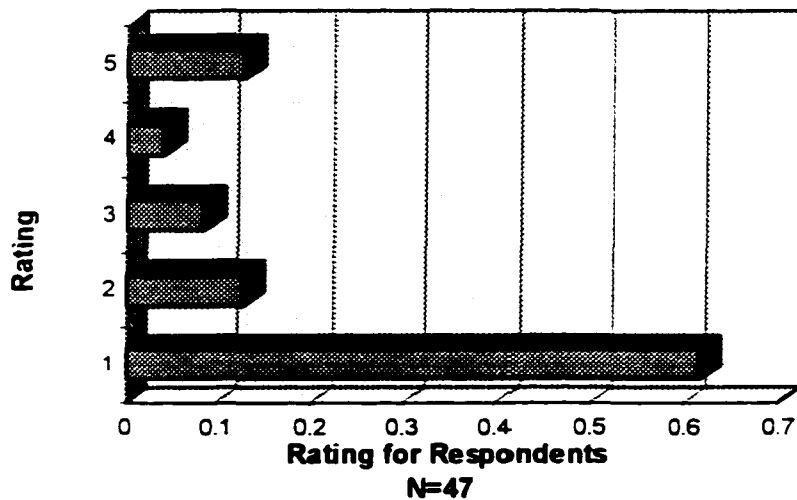


Figure 49. Ratings for Unacceptable Ethical Compromises were Made in the Business

Sixty-five percent of the respondents felt that their diversity category was of no importance in their decision methodology to exit their organization. Of “4” and “5” ratings, there were 2 Caucasian men and 3 Caucasian women responding respectively. In terms of age, in response to this question, the “5” ratings consisted of one Caucasian 38 year-old male and 1 Caucasian 57 year-old male.

One weakness of the study in terms of sample data, is that the survey is limited by the lower return rate of minorities. Therefore, this data is inconclusive in terms of representing a cross-section of the minority workforce (see Figure 50).

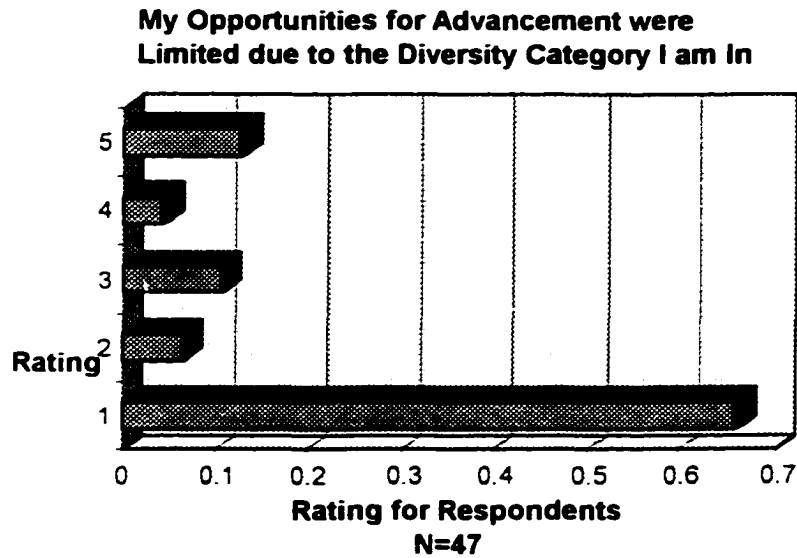


Figure 50. Ratings for My Opportunities for Advancement were Limited due to the Diversity Category I am In.

The researcher was surprised by the results of the question, “I did not get along with my manager.” The researcher’s expectations were that a higher percentage of the people would respond that this was an important issue in their decision methodology. Of the professionals who reported that they did not get along with their manager, 100% also reported a lack of hopefulness in the organization in which they left. Out of seven data points, all seven reported to both not get along with their manager and also the lack of hopefulness, indicating a positive correlation. Six of seven of these surveys rated that they did not receive adequate coaching and feedback. See Figure 51.

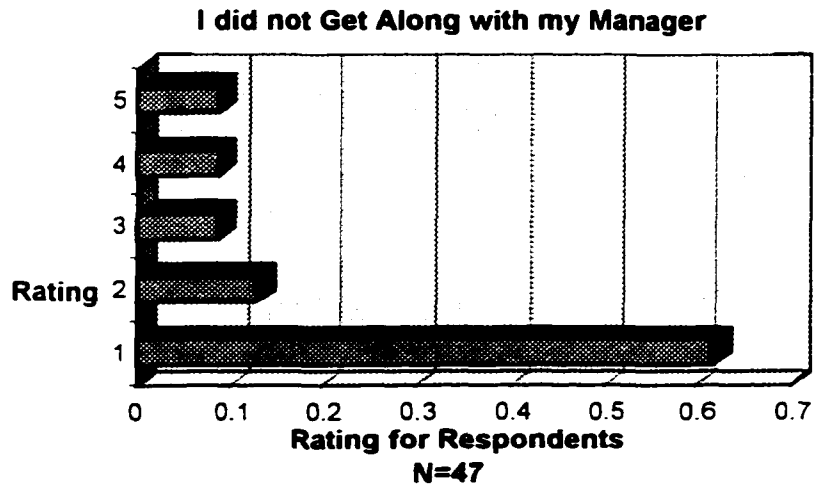


Figure 51. Ratings for I did not Get Along With My Manager

Only one individual rated the question, “I had trouble getting information I needed to do my job,” as a “5”—a 32 year-old Caucasian female. Over 60% of the respondents felt that this question was Not Important (see Figure 52).

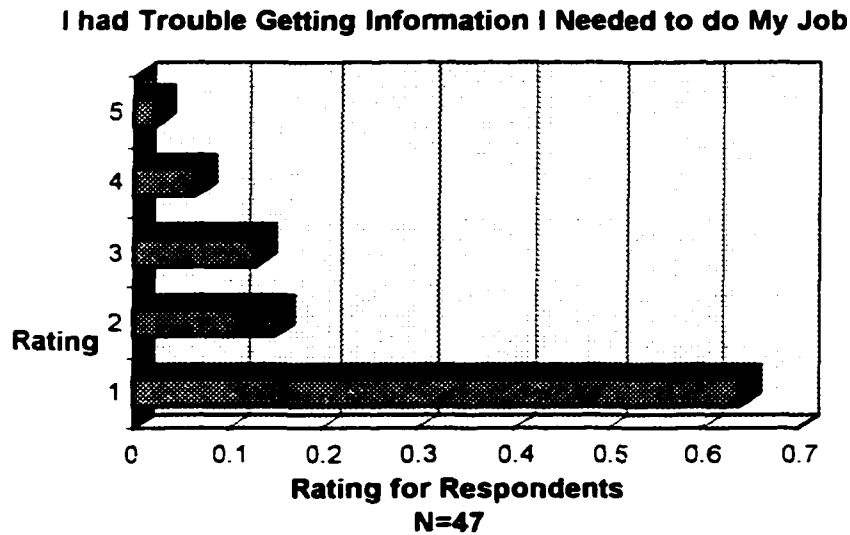


Figure 52. Ratings for I had Trouble Getting Information to do My Job

Over 75% of the respondents felt that their company's approach to outsourcing was not an important consideration in their decision to exit. See Figure 53.

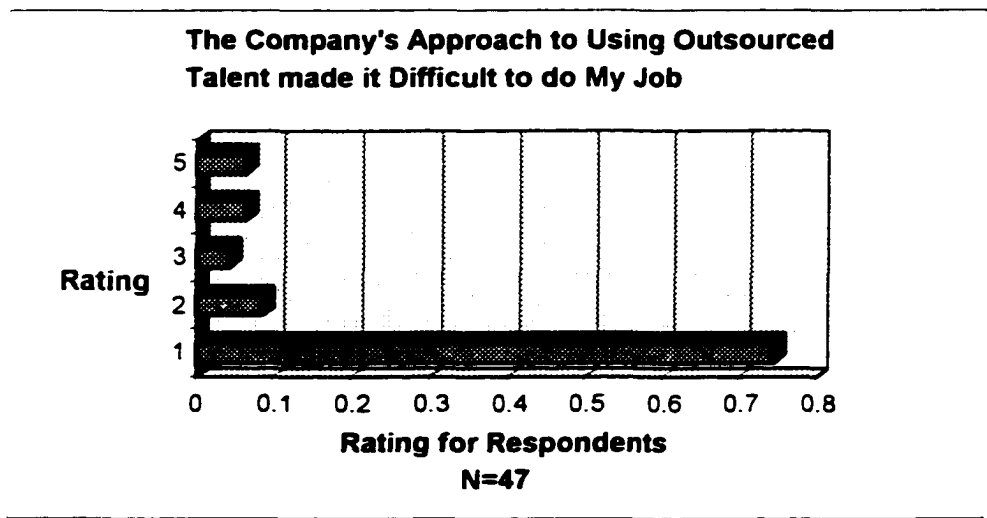


Figure 53. Ratings for The Company's Approach to Using Outsourced Talent Made it Difficult to do My Job

Over 75% of the respondents reported that returning to school had little to no influence on their decision to exit. An Asian female rated this a "5" and ranked it a "5." See Figure 54.

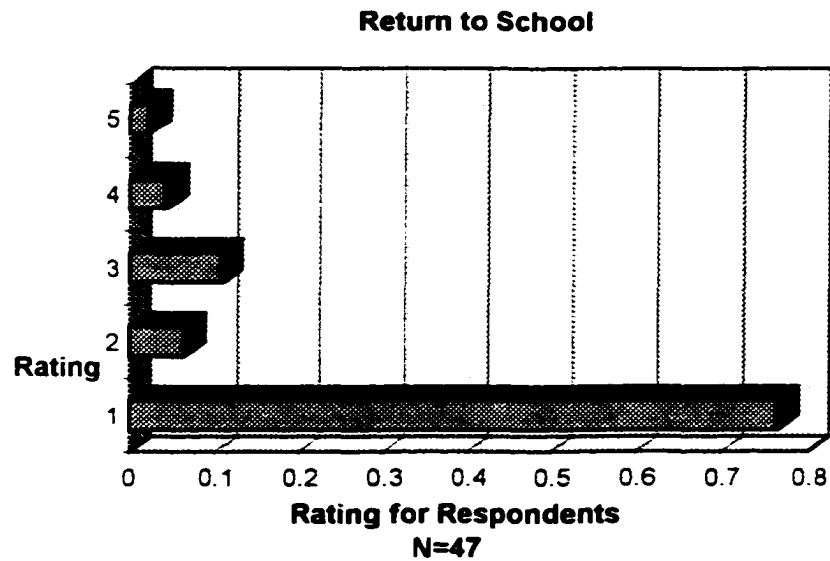


Figure 54. Rating for Return to School

Seventy-five percent of the respondents reported no influence in regard to geographic location of the company's businesses to their decision methodology to exit. See Figure 55.

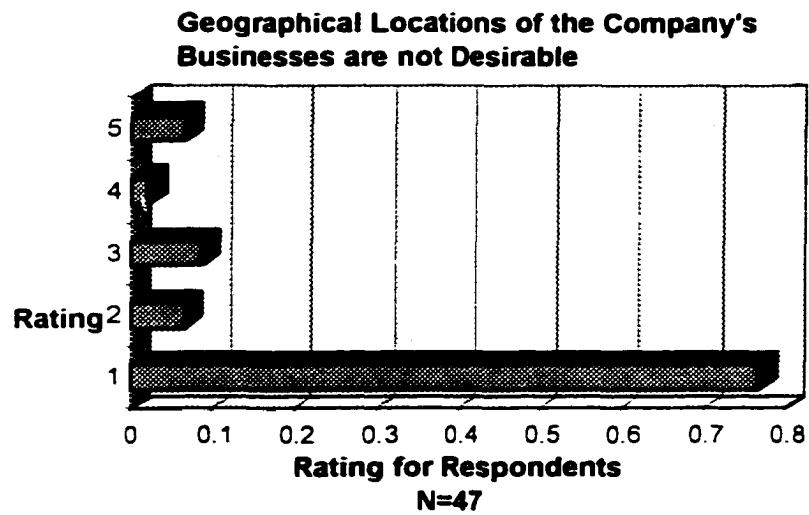


Figure 55. Ratings for Geographical Locations of the Company's
Businesses are not Desirable

In terms of traveling, no one reported it to be an extremely important factor in the decision process to exit. The "4" ratings comprised of both men and women respondents. Further research would be required to determine if respondents were actually answering the type or amount of travel. See Figure 56.

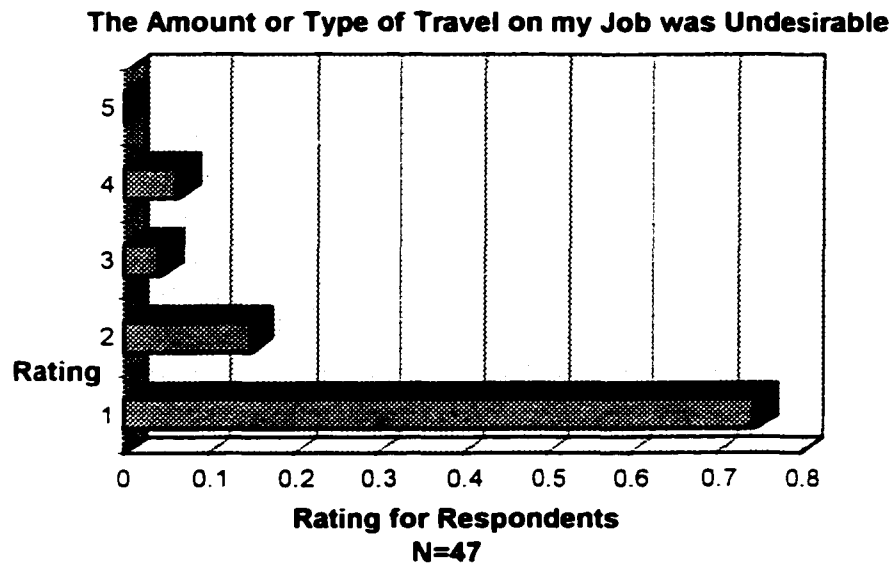


Figure 56. Ratings for The Amount or Type of Travel on my Job was Undesirable

Family responsibilities and family obligations have been placed together in this analyses. The reasoning behind this is that the statements provided did not actually define responsibility versus obligation. Therefore, the researcher believes this to be a “fault” of the survey instrument. The findings are interesting in that they are somewhat consistent. The question on family obligations was considered the fifth lowest-rated overall category.

Further research about these two questions indicate that 80% of the respondents to the “family responsibilities” question were in the 20-30 year-old category. There is a positive correlation between the ratings associated with the “family responsibilities” question and the “family obligations” question. These two questions were compared to the “difficulty balancing my work and personal life” question, and the findings

conclude that there were six additional respondents who reported no issue with family responsibilities or obligations, but reported balancing work and family life to be either Slightly to Extremely Important to their decision to exit their previous organization.

In the family obligation question, 30% or the total population of 40+ rated this to be a “1”. See Figures: 57, 58, 59a, and 59b.

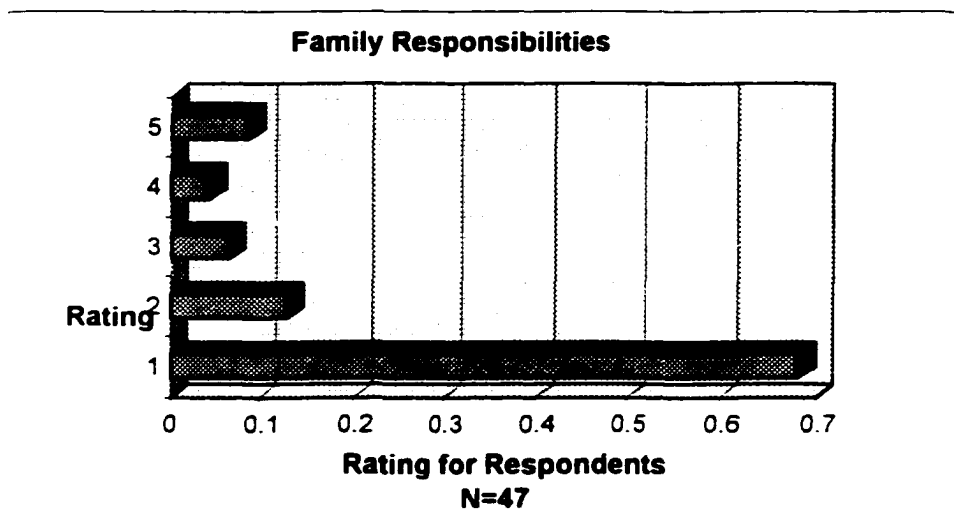


Figure 57. Ratings for Family Responsibilities

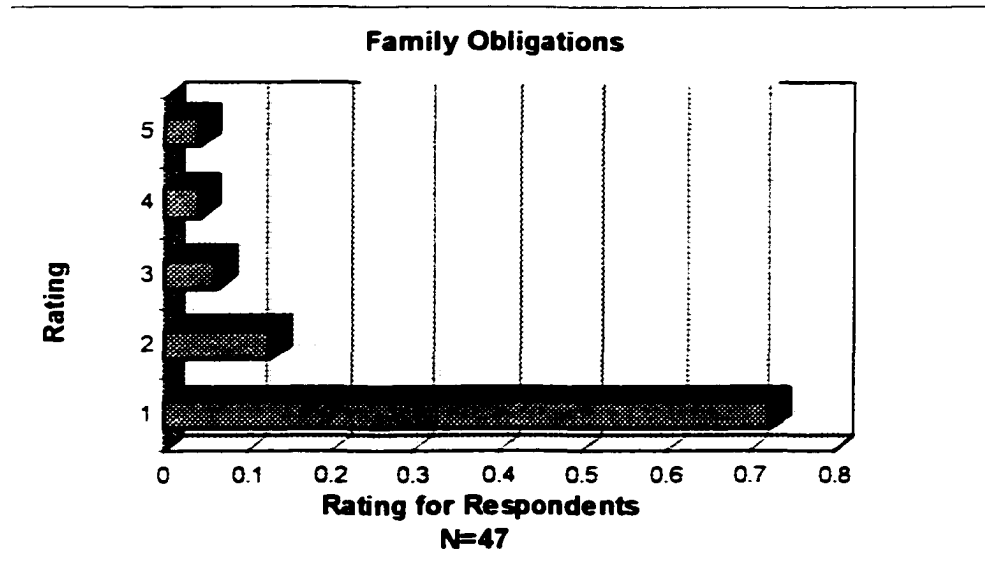


Figure 58. Ratings for Family Obligations

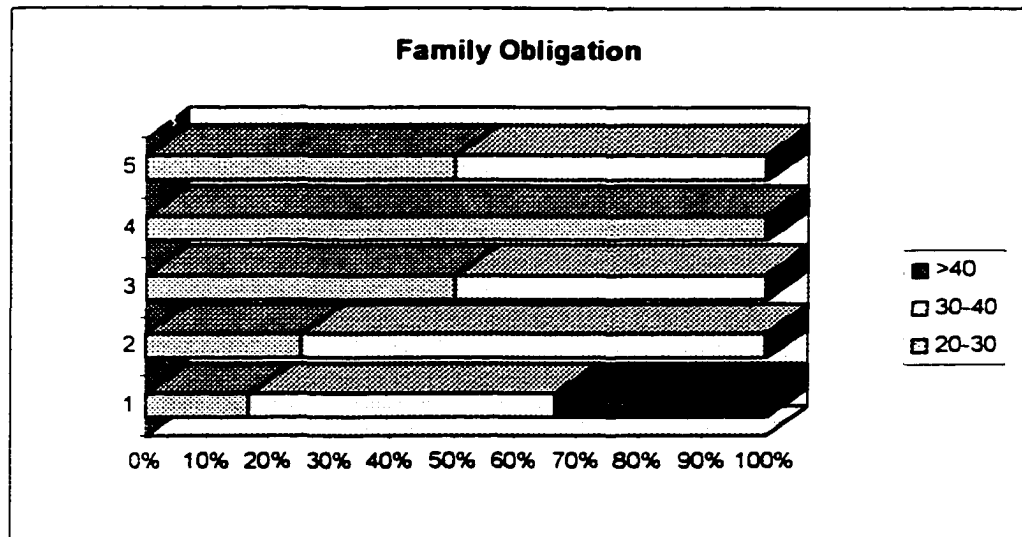


Figure 59a. Age Categories for Family Obligation

Eighty percent of the respondents rated the question, “I was located too far from the people essential to my work,” to be Not Important to the decision to exit. These results mirror some of the societal changes of virtual office, Internet, e-mail, and flexible working environments; however it is not known to what extent. See Figures: 60 and 61.

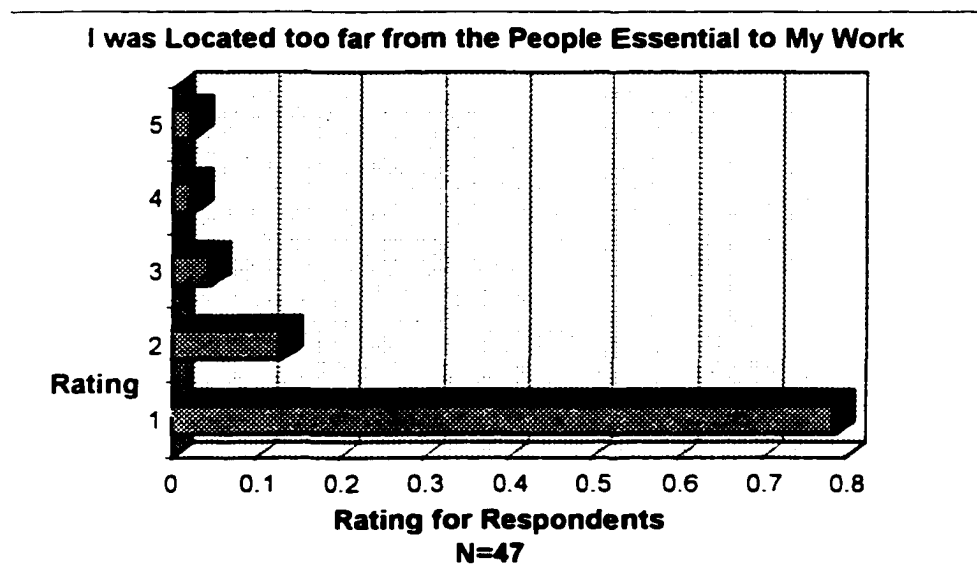


Figure 59b. Ratings for I was located too far from the People

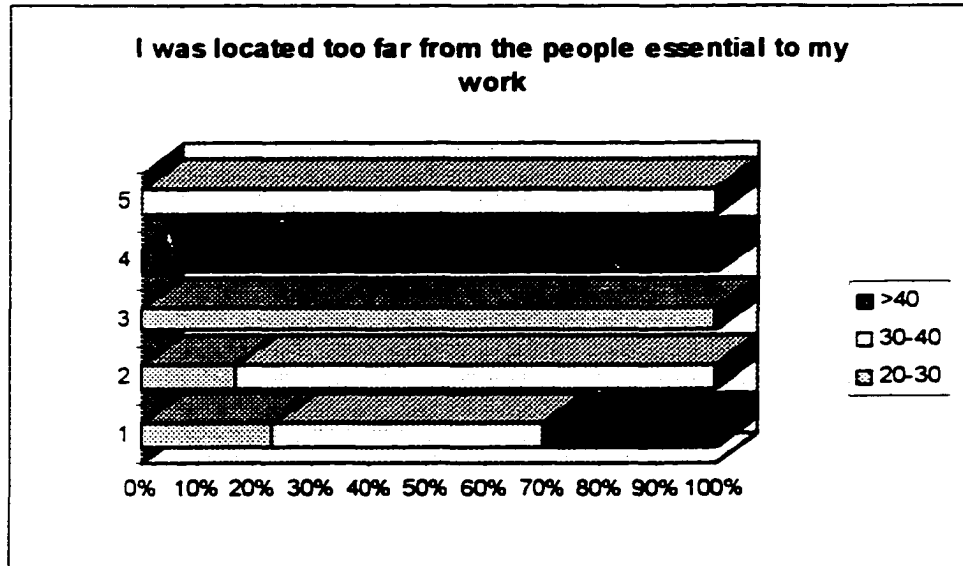


Figure 60. Age Categories for I was located too far from the people essential to my work

The last three questions which were ranked lowest: “It was too difficult to balance my career and my spouse’s career;” “ spouse’s transfer to another location;” and “change in geographic location.” At least eighty percent of respondents reported that each of these were Not Important to the decision to exit. The question, “change in geographic location” was rated by 92% as Not Important. Of the 13 respondents that reported either “4,” “3,” or “2,” four were males (50% of those males also indicated that they had family obligations and responsibilities), out of the 9 females (one

third indicated that they had family obligations and responsibilities). See Figures 61, 62, 63, 64, 65, and 66.

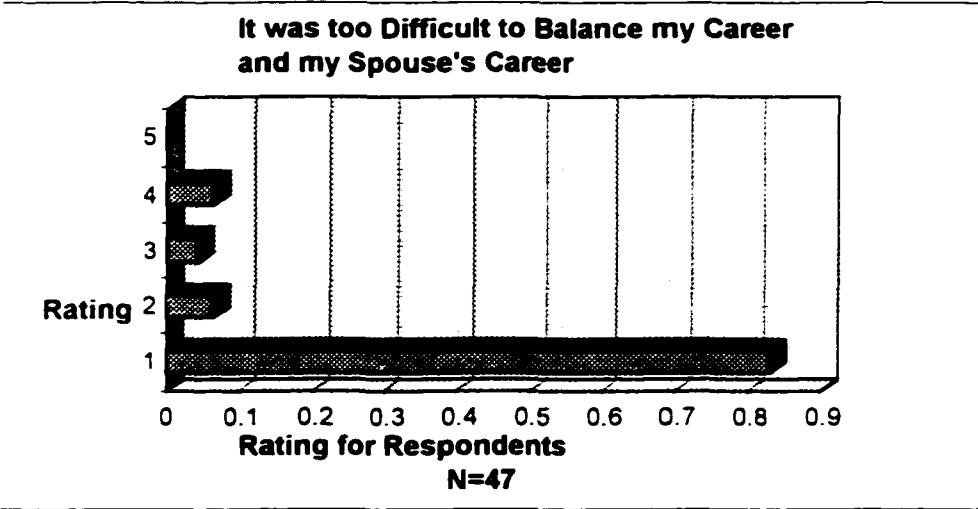
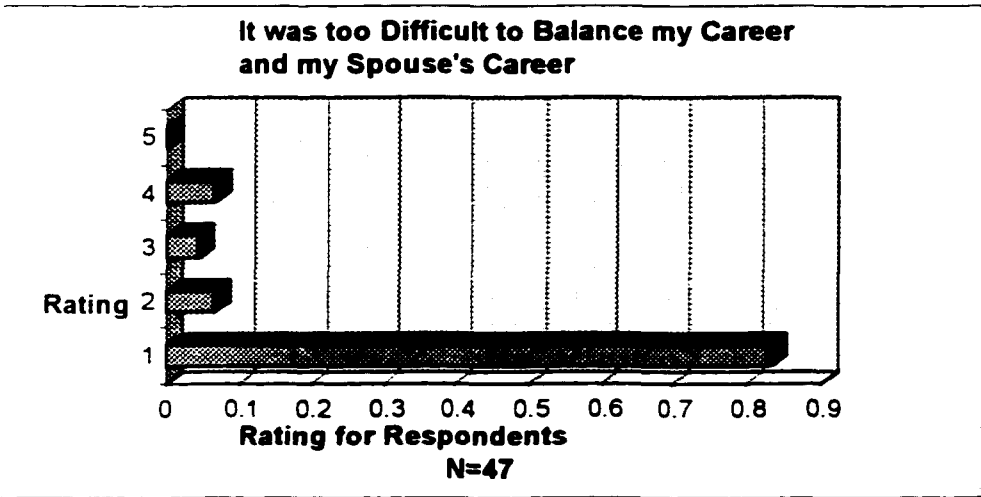


Figure 61. Ratings for It was too Difficult to Balance My Career and my Spouse's Career

Figure 6.2 Age Categories for It Was Too Difficult to Balance My Career and my Spouse's Career



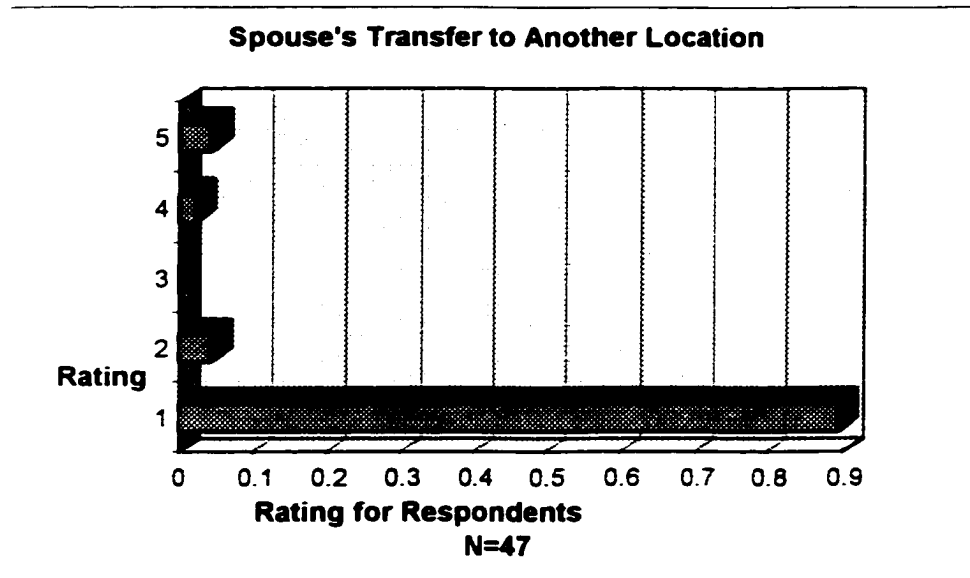


Figure 63. Ratings for Spouse's Transfer to Another Location

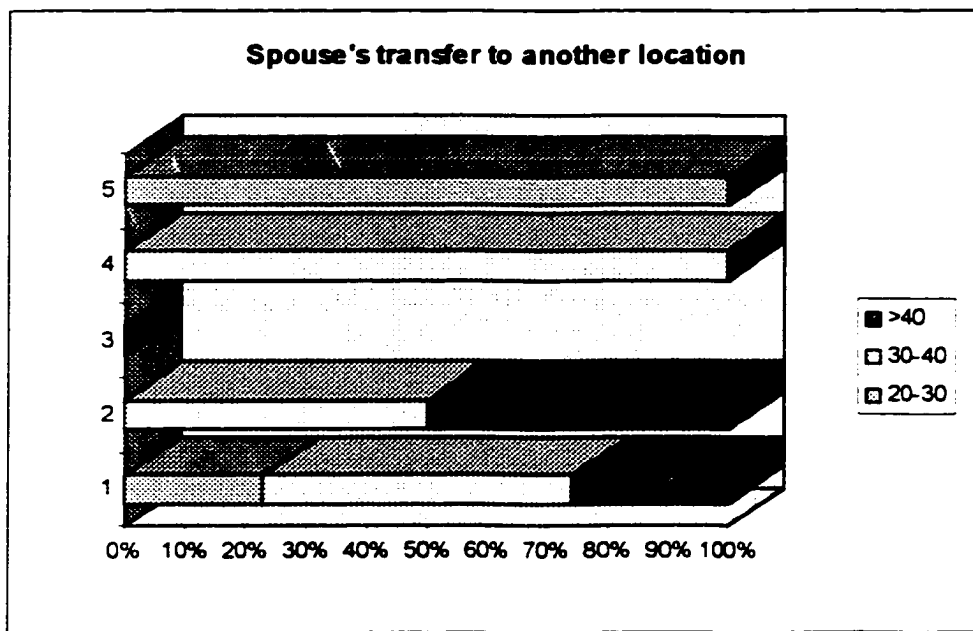


Figure 64. Age Categories for Spouse's Transfer to Another Location

Change in Geographic Location (Preparation for Retirement)

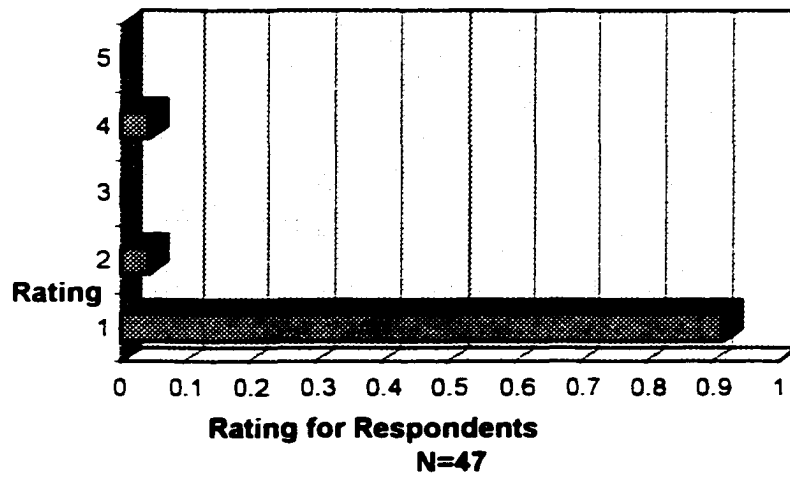


Figure 65. Ratings for Change In Geographic Location (Preparation for Retirement)

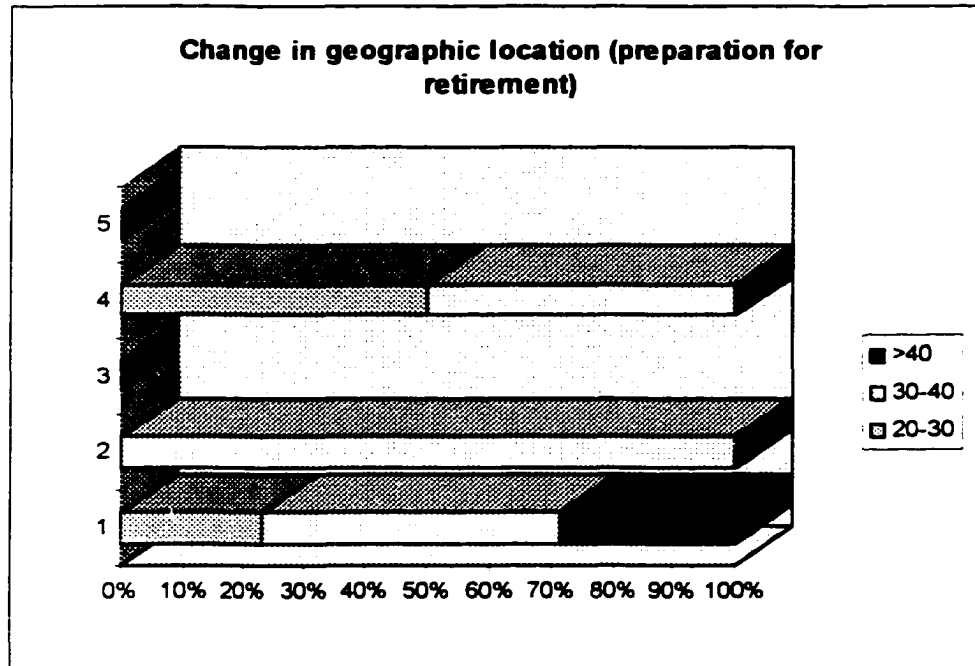


Figure 66. Age Categories for Change in Geographic Location

Using a weighted-average of the ratings, the following questions surfaced to the top according to respondents to influence their decision methodology to exit an organization. To get the highest rankings, each response was multiplied by a weighted factor according to the response. An example would be each time a individual rated a "1" the factor applied was "1," and each time an individual rated a "5" the factor applied was "5" for the highest. For the lowest, the opposite was applied. Each time an individual rated the question/reason a "1," the factor applied was "5," et cetera. When one applies this methodology, five areas surface to the top as indicated. These include: opportunities to be recognized, respect for one's leadership, satisfaction level, advancement opportunities, and more attractive offers. See Table 3.

Table 3 Questions /Reason Weighted for Importance

Ratings Using Weighted Average	LEAST	HIGHEST
Better opportunity to be recognized	119	163
I lost respect for my organization's leadership.	130	152
The environment provided little satisfaction	140	142
Advancement opportunities were limited	136	146
I simply got a far more attractive offer from another employer	145	137
I did not have opportunities for long range professional development	146	136
Recognition of my contributions was inadequate	146	136
Politics were too important compared to job perform	152	130
My job was not challenging enough	159	123
Time to do something else	165	117
The work place environment was too stressful	162	120
Change in Career Direction	165	117
I did not receive adequate coaching or feedback	171	111
My compensation was too low	164	118
Too much bureaucracy	177	105
I did not have training opportunities to keep my skills current	180	102

Resources were not adequate to do my job well	187	95
I wanted to work in another industry	196	86
I was expected to work too many hours	199	83
It was too difficult to balance my work and personal life	201	81
Unacceptable ethical compromises were made in the business	191	91
My opportunities for advancement were limited due to the diversity category I am in	192	90
I did not get along with my manager	193	89
I had trouble getting information I needed to do my job	203	79
Family responsibilities	201	81
The company's approach to using out-sourced talent made it difficult to do my job	206	76
Return to school	212	70
Geographical locations of the company's businesses are not desirable	209	73
The amount of type of travel on my job was undesirable	215	67
Family obligations	209	73
I was located too far from the people essential to my work	218	64
It was too difficult to balance my career and my spouse's career	219	63
Spouse's transfer to another location	222	60
Change in geographic location (preparation for retirement)	227	55

In terms of respondents, the data was broken down to show the number of individuals who selected each ranking. See Table 4.

Table 4 5 Highest Ranked Questions per Number of Respondents

5 Highest Ranked Questions Per # of Respondents	#1	#2	#3	#4	#5
Better opportunity to be recognized	5	6	13	8	15
I lost respect for my organization's leadership.	8	9	7	10	13
The environment provided little satisfaction	12	5	7	16	7
Advancement opportunities were limited	10	6	9	13	9
I simply got a far more attractive offer from another employer	15	5	8	7	12

Each question was thoroughly analyzed to determine if it were an intrinsic, intrinsic/extrinsic, or an extrinsic-only question. Table 5 depicts

the questions/reasons and their associated interpretability factor assigned. In order to determine whether or not the hypotheses could be proved, it was necessary to determine the meanings of the questions and assign an interpretability factor to the meaning. Some were easy to determine and fell into the strictly intrinsic or extrinsic category while some were more ambiguous and may have elicited responses from either an intrinsic or extrinsic viewpoint. This element of the study was reviewed by the researcher and the education staff in the Compliance and Organizational Development organization to accomplish a sufficient gauge repeatability and reliability that was used with each question in adherence to the rules established, relying heavily on the defined meanings (Webster's Collegiate Dictionary) of intrinsic and extrinsic, and where there were interpretability issues, the question was defined as intrinsic/extrinsic.

Table 5: Interpretability Factors Assigned to Survey

Intrinsic	Intrinsic/Extrinsic	Extrinsic
Return to school	Better opportunity to be recognized	The environment provided little satisfaction
Change in Career Direction	Too much bureaucracy	Opportunities were limited due to the diversity category I am in
My job was not challenging enough	Not enough coaching/feedback	Advancement ops. were limited
Did not have opportunities for long-range prof. dev.	Did not get along with my manager	My compensation was too low
I did not have training opportunities to keep my skills	I was expected to work too many hours	I was located too far from the people
Too difficult to balance work and	Recognition of my contribution was inadequate	The company's approach to using out-

family life		sourced talent made it difficult to do my job
Family obligations	Difficult to balance my career and spouse's career	Amount of travel
Time to do something else	The workplace environment was too stressful	Change in geographic location
I wanted to work in another industry	Simply got a far more attractive offer	Trouble getting information
Unacceptable, unethical compromises were made		Politics were too important as compared to job performance
Family responsibilities		Resources were not adequate to do my job
I lost respect for my organization's leadership		Spouse's transfer
		Geographic location

From this categorization, the following were concluded:

Reason	Interpretability Factor
Better opportunity to be recognized	Intrinsic/Extrinsic
I lost respect for my organization's leadership	Intrinsic
The environment provided little satisfaction	Extrinsic
Advancement Opportunities were limited	Extrinsic
I simply got a far-more attractive offer	Extrinsic

Therefore, only one of the top five was considered (after weighting the averages) to be totally intrinsic, and it happened to be the second-

highest on the scale. If one examines the raw data, one may interpret the support of the hypothesis that a majority of experienced American corporate professionals will choose an intrinsic reason for exiting over an extrinsic (Table 6). However, this is not the case when the weighted values are examined.

Table 6 5 Lowest Ranked Questions Per Number of Respondents

5 Lowest Ranked Questions Per # of Respondents	#1	#2	#3	#4	#5
Family obligations	34	6	3	2	2
I was located too far from the people essential to my work	37	6	2	1	1
It was too difficult to balance my career and my spouse's career	39	3	2	3	0
Spouse's transfer to another location	42	2	0	1	2
Change in geographic location (preparation for retirement)	43	2	0	2	0

If one further examines the means of each of the categories, one finds that the average mean is higher for the question, "Better opportunity to be recognized." This question was felt to be categorized as an intrinsic/extrinsic question that had both possibilities of intrinsic and extrinsic characteristics associated with it. In other words, respondents could have interpreted the question to mean an opportunity that arose outside of one's personal values. Also it could have been interpreted as

intrinsic. However, due to this ambiguity (which is reality) the researcher cannot ethically be so bold as to contend that the respondent interpreted this question to be intrinsic; therefore, the null hypothesis applies.

The researcher notes that this is not the case for the respondents over 40 whose highest ranked question was, "I lost respect for my organization's leadership," and this questions was given an intrinsic interpretability factor, Additionally, their mean was higher than the other age groups. Therefore, for the over 40 age group, Hypothesis One has been proven, however, not for the overall sample. See Tables 7 and 8.

Table 7 Mean Scores of Top Ranks of the Reasons

Age Group	Top Ranks	Mean
20 - 30	Better opportunity to be recognized	3.8
	Simply got a better offer	3.44
	Change in career directions	3.22
30 - 40	Better opportunity to be recognized	3.55
	Advancement opportunities were limited	3.45
	I did not have the opportunities for long range professional development	3.22
	The environment provided little satisfaction	3.2
40+	I lost respect for my organizations leadership	4
	The environment provided little satisfaction	3.5
	Politics were too important compared to my job performance	3.2
	Recognition of my contributions was inadequate	3.2
	Better opportunity to be recognized	2.9

Table 8: Calculated Means of Each Rating Category in the Sample

Ratings	1	2	3	4	5	MEAN
Better opportunity to be recognized	0.1064	0.1277	0.2766	0.1702	0.3191	3.4881
I lost respect for my organization's leadership.	0.1702	0.1915	0.1489	0.2128	0.2766	3.234
The environment provided little satisfaction	0.2553	0.1064	0.1489	0.3404	0.1489	3.0213
Advancement opportunities were limited	0.2128	0.1277	0.1915	0.2766	0.1915	3.1064
I simply got a far more attractive offer from another employer	0.3191	0.1064	0.1702	0.1489	0.2553	2.9149
I did not have opportunities for long range professional development	0.2979	0.0851	0.2553	0.1489	0.2128	2.8936
Recognition of my contributions was inadequate	0.2766	0.1277	0.1915	0.234	0.1702	2.8936
Politics were too important compared to job perform	0.2766	0.1084	0.2979	0.2128	0.1064	2.766
My job was not challenging enough	0.383	0.0851	0.234	0.1277	0.1702	2.617
Time to do something else	0.4681	0.0851	0.0851	0.2128	0.1489	2.4894
The work place environment was too stressful	0.4468	0.1277	0.0851	0.1064	0.234	2.5532
Change in Career Direction	0.4468	0.0638	0.1915	0.1489	0.1489	2.4894
I did not receive adequate coaching or feedback	0.4255	0.1489	0.1702	0.1489	0.1064	2.3617
My compensation was too low	0.4255	0.0851	0.1915	0.1489	0.1489	2.5108
Too much bureaucracy	0.3617	0.3191	0.1489	0.0638	0.1064	2.234
I did not have training opportunities to keep my skills current	0.4894	0.1702	0.1064	0.1489	0.0851	2.1702
Resources were not adequate to do my job well	0.5319	0.1277	0.2128	0.0426	0.0851	2.0213
I wanted to work in another industry	0.8809	0.0426	0.0638	0.1915	0.0213	1.8298
I was expected to work too many hours	0.5532	0.234	0.1489	0.0213	0.0426	1.766
It was too difficult to balance my work and personal life	0.6383	0.1702	0.0638	0.0851	0.0426	1.7234
Unacceptable ethical compromises were made in the business	0.817	0.1277	0.0851	0.0426	0.1277	1.9362
My opportunities for advancement were limited due to the diversity category I am in	0.6596	0.0638	0.1064	0.0426	0.1277	1.9149
I did not get along with my manager	0.817	0.1277	0.0851	0.0851	0.0851	1.8936
I had trouble getting information I needed to do my job	0.6383	0.1489	0.1277	0.0638	0.0213	1.6809
Family responsibilities	0.8809	0.1277	0.0638	0.0426	0.0851	1.7234
The company's approach to using out-source talent made it difficult to do my job	0.7447	0.0851	0.0426	0.0638	0.0638	1.617
Return to school	0.766	0.0638	0.1064	0.0426	0.0213	1.4894
Geographical locations of the company's businesses are not desirable	0.766	0.0638	0.0851	0.0213	0.0638	1.5532
The amount of type of travel on my job was undesirable	0.7447	0.1489	0.0426	0.0638	0	1.4255
Family obligations	0.7234	0.1277	0.0638	0.0426	0.0426	1.5532
I was located too far from my work	0.7872	0.1277	0.0426	0.0213	0.0213	1.3617
It was too difficult to balance spouse's career	0.8298	0.0638	0.0426	0.0638	0	1.3404

Spouse's transfer to another location	0.8936	0.0426	0	0.0213	0.0426	1.2766
Change in geographic location (retirement)	0.9149	0.0426	0	0.0426	0	1.1702

The ratings and qualitative responses in addition to the 34 standard questions/reasons follow. In terms of rating and ranking 5=Extremely Important, 4=Very Important; 3=Moderately Important; 2=Slightly Important; and 1=Not Important.

The responses represent a multitude of additional items; however, these can be grouped into three major factors that appear: losing faith in management, fear of downsizing or losing job, and better compensation or advancement opportunities. All of the responses were rated; however, some did not choose to rank them as within their "top 5" ranking.

From Actual Respondents:

*ISMP graduation-Executive indicated that if you wanted to stay technical you would have to leave GE. (rated 5; ranked 1)

*Lay-offs and Downsizing (rated 5, ranked 2)

***Had a relationship with someone in the company. (rated 5, ranked 5)**

***Knowledge of new manager's commitment to build quality product (rated 5)**

***Opportunity to be among corporate stars (rated 5)**

***Ability to earn an unlimited amount based on my ideas. (rated 5)**

***Always wanted to have my own business. (rated 5)**

***Income not tied to some percent increase authorized by people who did not know me. (rated 5)**

***Change of ownership of previous company. (rated 5, ranked 3)**

***Benefit erosion as a result of ownership change. (rated 5, ranked 4)**

***I did not see a future. (rated 5)**

- *I knew I could do much better for myself. (rated 5)**
- *Increased skills and capabilities not utilized. (rated 4)**
- *More responsibility and control over how to accomplish goals. (rated 5, ranked 5)**
- *Personal growth through new challenges. (rated 5, ranked 1)**
- *Commitment to quality and six sigma. (rated 5, ranked 2)**
- *A general disregard for the value of their most important resource. (rated 5)**
- *Opportunity (at current position) to work with a known, exceptional team that I was familiar with, thought like, and achieved with before. (rated 5)**
- *The business was not ready to accept the project I was hire to do. (rated 5, 5)**
- *I had matrix reporting responsibilities that created confusion. (rated 4)**
- *I was not consulted on key strategic projects/decisions. (rated 5, ranked 4)**
- *I had a dreadful commute. (rated 4)**

***The people that I worked with did not function as a team.**

Work was not “fun!” (rated 5, ranked 1)

***Cross-functional moves/growth stifled. (rated 5, ranked 4)**

***Management structure too heavy (too many chiefs, too few Indians!) (rated 4)**

***Did not feel management was adequate for the job. (rated 5)**

***Job was as stepping stone but required 90-mile weekly commute. (rated 5, ranked 4)**

***Expenses of maintaining two residences. (rated 5, ranked 5)**

***Company sold our group and facility to a very young owner accompanied by a very young management team, which I felt were overly confident without enough experience. The business was dangerous and a stressful environment. I am glad I left as a worker was killed in an accident within the year. (rated 5, ranked 5)**

***I felt I had an opportunity to work for a large corporation, with an energetic, motivating manager with whom I could**

be an open communicator, while making a contribution.

(rated 5, ranked 5)

***I had to work with a plant manager who was verbally loud and abusive and appeared physically threatening to me.**

(rated 5, ranked 5)

***General low morale amongst co-workers. (rated 3)**

***Must put in time or be connected to be promoted. (rated 5, ranked 5)**

***Fear of downsizing. (rated 5)**

***The workplace environment was too dirty, dingy, basement. (rated 5)**

***Lack of company value in information technology— perception.**

(rated 5)

***Lack of company funding for information technology projects yet high demands for output from department.**

(rated 5)

***Move up to principal's position. (rated 5, ranked 5)**

***Career advancement. (rated 5)**

***New environment was compatible. (rated 4)**

***General morale of people/employees was very low. (rated 5)**

***Management had little respect for employees feelings, or thoughts, or ideas. (rated 3)**

***I worked for and got along with my manager, and was offered a promotion (offered first woman sales position in company.) I witnessed my manager denigrating moderate-performing members of staff and did not feel he would be capable of supporting me during rough times, if they arose. (rated 5, ranked 5)**

Hypothesis Two is that experienced American professionals will report a lack of hopefulness in their previous organization that they left. After examination of the data, there is evidence that this hypothesis is true for the sample studied. Eighty-nine percent of the sample reported there to be a lack of hopefulness in their previous organization. The reasons were assessed and provided intrinsic and extrinsic interpretability factors. See Figure 67.

Previous Company's Lack of Hopefulness and Intrinsic vs. Extrinsic Value

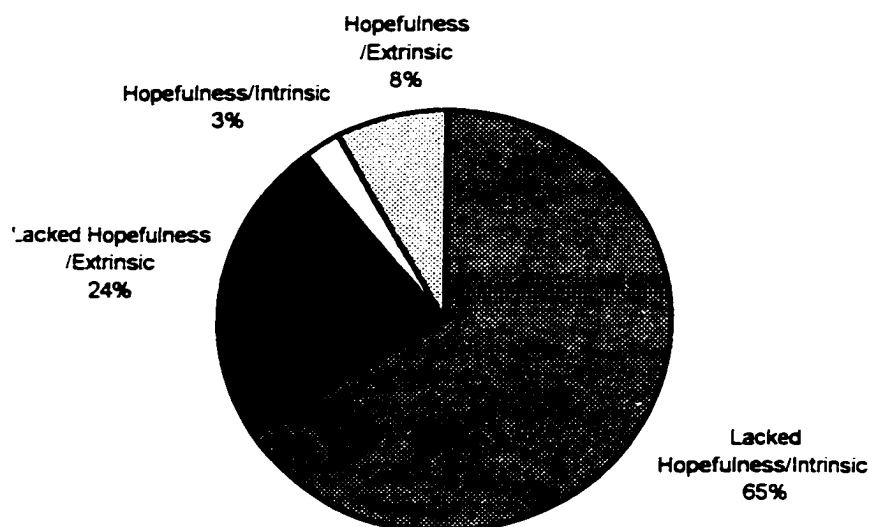


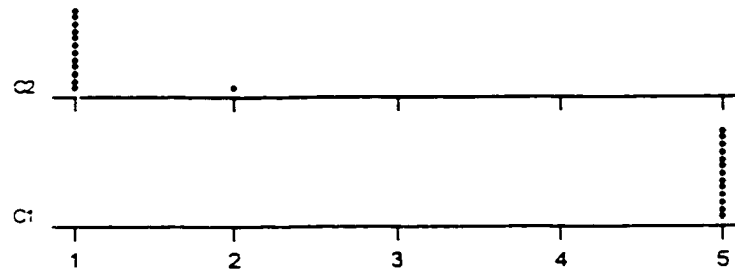
Figure 67. Previous Company's Lack of Hopefulness/Intrinsic vs. Extrinsic

The researcher examined the question about “losing respect for one’s leadership,” and wanted to determine if there was a correlation between this factor and lacking hopefulness as reported by the respondents. The following dot plot depicts that out of everyone that lost respect for their organization’s leadership (rated “5” which is the Extremely Important category), all but one data point reported that they lacked hopefulness but did not lose respect for the organization’s leadership. This shows a correlation between these variables with a confidence level of 95% and a P-Value of 0.0000 where $P < .05$ which shows statistical significance. One

respondent did not answer the question, and was removed from the T-Test.

See Figure 68.

Dotplot for C1-C2



Variable	N	Mean	Median	TrMean
C1	13	5.0000	5.0000	5.0000
StDev				
C1				0.0000
C2	13	1.0769	1.0000	1.0000
SE Mean				
C2				0.2774
Variable	Minimum	Maximum	Q1	Q3
C1	5.0000	5.0000	5.0000	5.0000
C2	1.0000	2.0000	1.0000	1.0000

Two Sample T-Test and Confidence Interval

Two sample T for C1 vs C2

	N	Mean	StDev	SE Mean
C1	47	3.28	1.47	0.21

C2 47 1.234 0.428 0.062

95% CI for mu C1 - mu C2: (1.59, 2.490)

T-Test mu C1 = mu C2 (vs not =): T = 9.15 P = 0.0000 DF = 53

Figure 68. Statistical Dot Plot For Loss of Respect for Leadership Correlation to Hopefulness

The following are qualitative responses to the question, “I lacked hopefulness in my previous organization.” All of these respondents in the survey answered “True” to this question. From the researcher’s perspective, the following demonstrate directional issues, trust issues, expectations issues, appreciation and value issues, restructuring issues, and leadership issues. The comments respondents gave to the hopefulness question include:

From Actual Responses

*Although I did not have problems with my manager, due to his verbal abuse to weaker staff member, I could not trust him and felt he would not be supportive to me if I ran into a problem in my job. (White Female)

*The job was going nowhere. (White Male)

*I did not feel the business leaders had any respect or appreciation for what role MIS played in the business. We were seen as overhead, so I felt the layoffs and cost-cutting would just continue indiscriminately. (White Female)

*Outsourcing and layoffs, more work, less people, friends leaving, IT management constantly changing, no one looking out for individuals and their worth or careers. (White Female)

*The job was infringing on my personal life and my personal growth was being compromised. (African American Female)

*It became apparent that bringing a newcomer to the industry that I would be overlooked (White Female)

***A combination of layoffs and outsourcing left the job very difficult for non-management. There was a clear discrepancy between management knowledge of the tasks performed in the organization and the actual duties and obstacles. (White Female)**

***Originally, family-owned business, went into bankruptcy, then brought in over-paid mavericks to run company and interface with financial institutions and attract buyers. (White Female)**

***Opportunities for advancement were limited without moving to San Francisco. (White Female)**

***Probably true, but don't think I realized it on the conscious level. (White female)**

***I did not have hope of advancement within the company. I did not feel valued. (White female)**

***It seemed that IT had changed its course for the sake of earning more profits. (Male)**

***Too many downsizings made it obvious that advancement was not possible. Eventually lateral moves became limited. (White Female)**

***I gave up on the job when I heard my manager dropped her commitment. (White Female)**

***Previous company was an outsource consulting firm. My client had outsourced its entire IT department to us. We were used to support existing legacy work. There was not strategic work going on at the client. Hope for strategic, more challenging work in that geographic area was slim. (White Female)**

***The job I was doing. That would be my job period. I did not see any change. (White Male)**

***Not a clear career path. (White Male)**

***I saw no hope of change from current dissatisfaction in my job. (White Male)**

***A general feeling that long-time employees were not valued and that we were not capable of doing anything more than what we did. (White Female)**

***For about six years, I was reluctant to buy a home or establish "roots" due to geographic transfers and a round of layoffs in the early 1990s. (White Female)**

*At that time, they were “know-it-alls.” Being number 1 breeds arrogance. Competition has changed that. (White Male)

*A once bright future, for no reason—stagnated. (White Male)

*Human resources totally mishandled a promotion—mishap. (White Female)

*It wasn't clear how Anderson Consulting was going to be structured or how they could be effective. (White Male)

*Confusion about strategic direction of company. (White Male)

*Problems came up everyday, not related to building software. (White Female)

*The leader was so negative that I felt he had no vision of hope. Morale was terrible, and I did not want to come to work every day. (Female)

*Looking for a promotion. (White Female)

*Was not located in corporate headquarters. Limited opportunities for advancement. (White Female)

*I could not see a future for me. (White Female)

*The company was headed for trouble and lacked the managerial skills and leadership vision that was credible. (African American Male)

*Layoffs and not getting on corporate audit staff left me uncertain about my future with GE. (African American Male)

*I saw too many people suffer because of bad management. (White Male)

*Company did not seem to care about the customer or the employees. (White Male)

Examining hopefulness further, 93% of the respondents reported that their new company provided hopefulness. This is an interesting phenomenon in that the researcher questioned whether they answered the question from their reality or

from their need to have made a decision that was better for them. This information is inconclusive.

The interesting part, however, is that 56% of the respondents reported the reason for hopefulness to be for the most part due to the new organization's ability to use their knowledge and skills more effectively. See Figure 69.

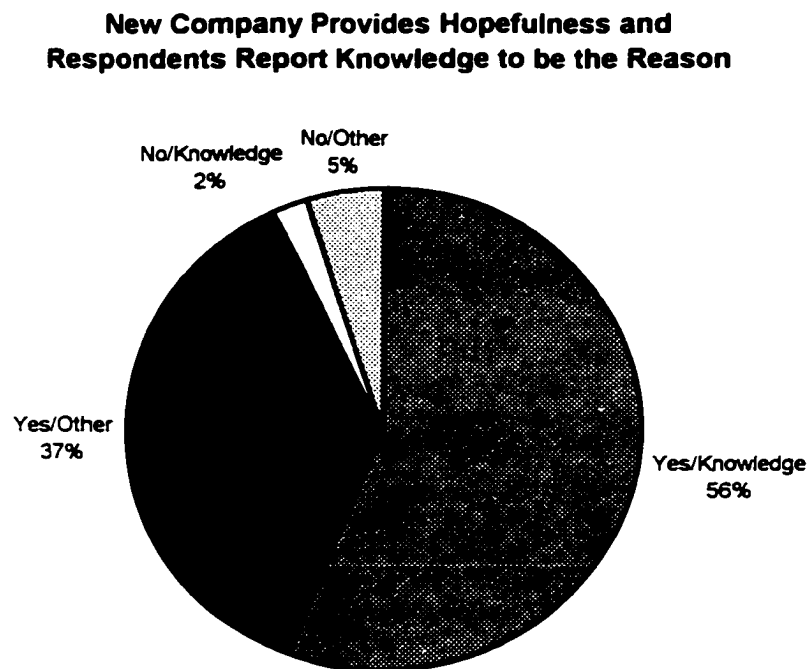


Figure 69. Pie Chart of New Company Provided Hopefulness and Respondents Report Knowledge to be the Reason

Thirty-three percent of the respondents reported knowledge or valuing the individual's skills, knowledge, or competence of the individual to be a major factor for staying with the company. Since only a third mentioned

knowledge and skills, other reasons included: better management, better compensation and less hours, provide opportunities, less politics, more stability, leadership, international job responsibilities, elimination of two residences, better technology, commitment to diversity, relocation assistance, strategic vision, keeping jobs in U.S., flexibility with school and work, respect, trust, change in top management's attitude. See Figure 70.

**Recommendations for Retention
at Previous Company**

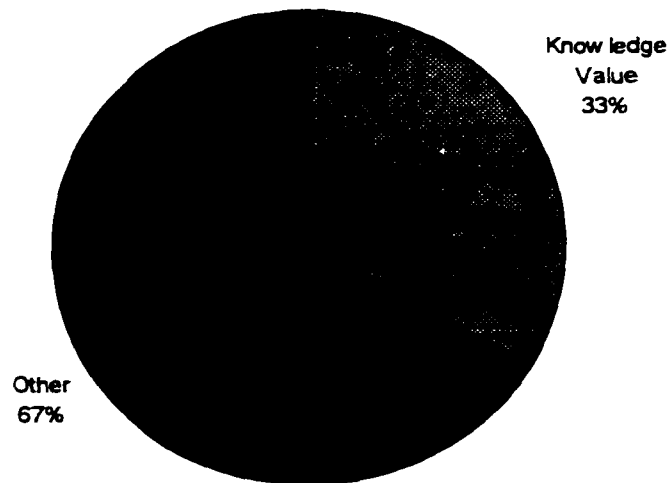


Figure 70. Pie Chart of Recommendations for Retention at Previous Company

Hypothesis Three is that experienced professionals will report there to be a final straw or trigger that was associated with their decision to leave or exit their organization. From the data, eighty-eight percent of the sample reported that they experienced a trigger or final event that brought about (possibly with other factors) a decision to exit the organization. These data were assessed and provided an intrinsic or extrinsic interpretability factor. As in the other examples, if the reasoning was not purely from within, the response was not considered intrinsic. See Figure 71.

Occurrence of Trigger and Intrinsic vs. Extrinsic

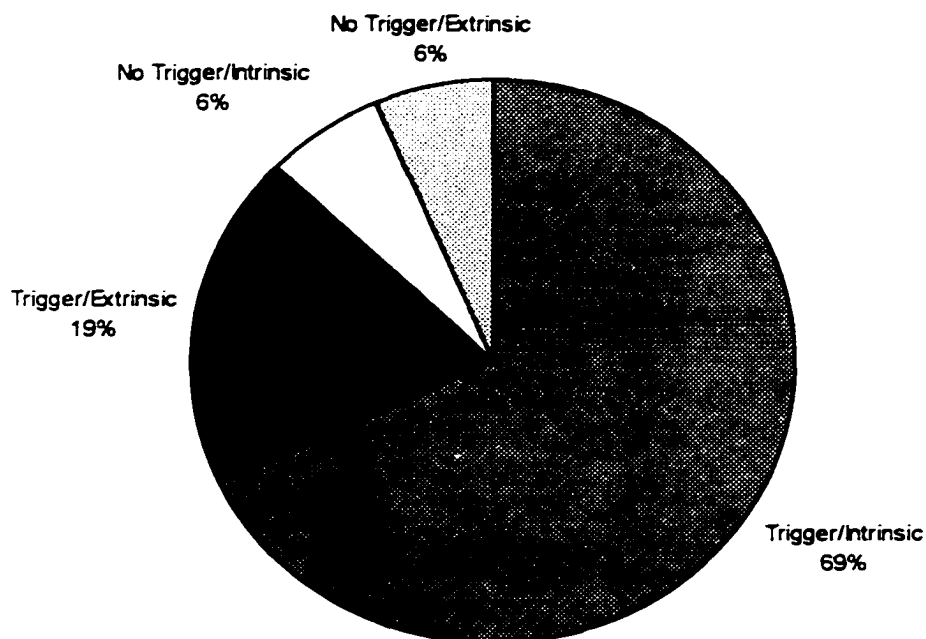


Figure 71. Pie Chart of Occurrence of Trigger and Intrinsic vs. Extrinsic

The following are qualitative responses to the question, “I lacked hopefulness in my previous organization.” All of these respondents in the survey answered “True” to this question. From the researcher’s perspective, the following demonstrate directional issues, trust issues, expectations issues, appreciation and value issues, restructuring issues, and leadership issues. The comments respondents gave to the hopefulness question include:

From Actual Respondents:

- *Was on “A” promotion list one week, put on “B” for no valid reason. (White Female)**
- *Moved to another city due to spouse. (White Female)**
- *Change in leadership and how it was handled. (White Female)**
- *Felt forced to. (White Male)**
- *I did not receive a position that I applied for within the company. It would have been a promotion for me, and I was disappointed by the explanation I was given. (White Female)**
- *The job required that it be the number 1 priority in my life. My son being born superseded this, making the job unmanageable. (White Male)**
- *Asked to operate in an unethical manner to obtain customers. (Male)**
- *My manager had been in the process of hiring two people to give some relief. She dropped the ball, did not explain, and did not tell us anything. Had no time to expand role to make more interesting or to create opportunities for future growth. (White Female)**
- *In the month of January, I had 26 meetings scheduled with managers in the business. Only four took place. The rest were ignored, canceled, or rescheduled. I had documented this in my Franklin Planner. (White Female)**
- *A layoff in September 1997 and decision to outsource many services— followed by internal job postings that could have been filled by people who had been let go. (White Female)**
- *The company decided to consolidate the business in CA, and I did not want to move to an area with extremely high costs of housing. (White Female)**
- *Boss’s boss assessed my skills from 600 miles away, and felt I wasn’t ready for more challenging job. (White Male)**
- *CIO-VP potential candidate was fired. No future at previous employer and great opportunity at new company. (White Male)**
- *Was offered a promotion by local leadership team. Corporate officer overruled local president and VPs. (White Female)**

- *Outsourced systems to Anderson Consulting. (White Male)
- *Good opportunity presented itself at new company. (White Male)
- *Management's non-commitment for staff training to be funded by company. (White Female)
- *Manager berated me in front of my team, and I felt he did not recognize my contribution. (White Female)
- *Great performance appraisal; no money! (White Female)
- *I received the lowest raise of my professional life which insulted my self-worth and the value I contributed to the business' bottom line. I endured a lot of crap to be successful. (African American Male)
- *Layoffs and not getting on Corporate Audit staff left me uncertain about my future with the company. (African American Male)
- *Seventy-five percent of my experienced sales force was removed at one time. (White Male)

In summary, Chapter 4 has provided a thorough analyses of the data in the applied research study. The data from the research study cannot support the hypothesis of individuals choosing intrinsic values over extrinsic values. This was only true in one category which was the over 40 year old category.

Secondly, the respondents did, however, report that they experienced a lack of hopefulness in their previous organization. Further research indicates that of those that did not find a lack of hopefulness, these were people who were leaving due to advancement or wrote "promotional opportunity" in the comment field. So, any additional conclusions cannot be drawn. There was also found to be a high correlation between a professional's reported loss of respect for leadership

and a lack of hopefulness. Both quantitative and qualitative descriptions were provided.

Third, experienced professionals reported there to be a last straw or trigger that affected their decision to leave. Quantitative and qualitative descriptions were provided.

When individuals were asked to explain recommendations that might have precluded their leaving, the responses are varied. Knowledge and their being valued and appreciated for that knowledge were mentioned in about a third of the responses. Therefore, Hypothesis 4 cannot be proven. Qualitative descriptions have been provided on other categories mentioned by respondents.

Reflecting upon the entire process of the study leads the researcher to remember Dr. Chamberlain's P.D.E. when he told Dr. Seuss' story, "Too Many Daves," which occurs in the collection titled Sneetches. (Patton, 1996; Chamberlain, 1999). The story is about Mrs. McCave who had twenty-three sons, and she named them all Dave. Raw data of the world is the world of too many Daves." If one does not ask the right questions to segment the data properly, or provide distinguishing ways of getting to meaning, then in the final analysis, it is essentially too late to do so. Much of what we do in research is dividing up the world, classifying, and categorizing things (as the researcher has done in this study). This attempt was made where the data support such an approach; but, in a few areas, they do not. In those cases, the researcher has offered no analysis from

which spurious conclusions might be drawn leading to a questionable extrapolation of the data.

Chapter 5: Conclusions, Summary, Discussions, and Implications

“Charlie Chaplin, the British-born film actor, once entered a Charlie Chaplin look-alike contest. He came in third. Which raises an important issue: How well do you actually know yourself, and let others know you? And how openly and honestly do you listen to and respect what you intuitively sense and feel?”

(Cooper and Sawaf, Executive EQ, 1997, p. 3.)

Introduction

This chapter summarizes the research study, the purpose of the study, the importance of the study, followed by the research methodology learnings, findings, strategies and barriers, implications, and suggestions for future research. The latter portion of this chapter concludes with researchers insights and observations.

Executive Overview

The purpose of this study was to provide answers to why experienced professionals leave corporate organizations. Precious talent and knowledge leaves an organization, creating potential knowledge capacity issues for that organization. After thorough research and analyses, the researcher has determined that experienced professionals

leave for a variety of reasons (interpreted to be from an intrinsic, extrinsic or mixed valuation). The researcher believes experienced talent chooses exit for two reasons: **a general lack of hopefulness experienced within the environment and a specific trigger event** that serves as the determining factor to leave.

Results of the Hypotheses Tests:

Hypothesis One:

***A majority of experienced career professionals leaving a corporate environment will leave for a variety of reasons, but when asked to rank their top value driving the decision, they will rank an intrinsic value higher or more important than an extrinsic value.**

Null Hypothesis:

A majority of experienced career professionals leaving a corporate environment will leave for a variety of reasons, but when asked to rank their top value driving the decision, they will not rank an intrinsic value higher than an extrinsic value.

The research could not prove that experienced professionals would rank an intrinsic value higher than an extrinsic value. However, in one age

category (over 40), there was a tendency of individuals to rank intrinsic values higher than extrinsic values. Since this was only one category and the other categories are still experienced professionals (20-29, and 30-39), and the over 40 category was only 10 people, the conclusion substantiates the null hypothesis. Therefore, for this test, the researcher accepts the Null Hypotheses (HO).

The researcher found this to be multi-faceted influenced decision. Some of the difficulty encountered was in determining what was meant by each question and whether or not the respondent would interpret the question from an intrinsic, extrinsic, or mixed perception, which is a recognized limitation of this study. The researcher abated this risk by using Campbell's Organizational Scale and Kilmann's Belief Survey as gauges to reliability and repeatability control. Another control for reliability was in working with the staff at the Compliance and Organizational Development office and attaining consensus on labeling questions/answers as intrinsic, extrinsic, or intrinsic/extrinsic (mixed).

Hypothesis Two:

*A majority of experienced career professionals who have left a corporate environment will **report there to be trigger or final circumstance or event** that made up their minds.

Null Hypothesis:

A majority of experienced career professionals who have left a corporate environment will report that there was no trigger or final circumstance or event that made up their minds.

The research supports the Hypothesis (HA) that a trigger or final circumstance will be reported by a majority of the professionals to help them make the decision to leave or exit. Eighty-eight percent of the respondents answered “True” to this question. Qualitative descriptions provided more insight here with major focus on **leadership, trust, value, and opportunities**. In terms of intrinsic responses to this question, 69% provided reasons that were judged to be intrinsic, while 19% reported their reasons considered to be extrinsic using the controls established. The researcher accepts the Hypothesis (HA) as true.

Hypothesis Three:

***A majority of experienced career professionals will report that in their opinion, they lacked hopefulness in their previous organization.**

Null Hypothesis:

A majority of experienced career professionals will report that in their opinion, they did not lack hopefulness in their previous organization.

The research supports the Hypothesis (HA) that a majority of experienced professionals who exit corporation will report that in their opinion, they lacked hopefulness in their previous organization. A vast majority of 89% of the population sampled reported there to be a lack of hopefulness in their previous organization.

Respondents reported an inability to visualize in many aspects their future, their growth, their contribution, their value, their direction, and leadership's commitment. A correlation test was run on the predictor variable individual's loss of respect for their leadership and their lack of hopefulness, and findings support a positive correlation with lack of respect for leadership being a predictor variable. These findings are aligned with Microsoft's study of 10,000 professionals which found that the direct leader has the most control over retention Dickter and Rosznowski found in their study of 1,026 respondents that satisfaction as a predictor of staying decreases as one matures in the organization or their career. The inability to visualize a future over time may be cumulative potentially, thus affecting the decision to leave, even if one is satisfied. Additionally, the

experienced professional may network, have confidence in their experience, believe that they can contribute anywhere, and may potentially have only one thing that can affect their satisfaction level and/or the trigger to exit.

When the researcher asked the question, “Do you feel that your new organization provides more hopefulness?,” the researcher found that 56% answered “yes” to this question and reported the organization valued their knowledge, contribution, skills, and talents. In examining this question further, it may mean that individuals who answered this question “yes” may have sought positions that were fulfilling their unmet needs (filling a void). This is inconclusive at this time.

Hypothesis Four:

*A majority of experienced career professionals will report that if their knowledge in their previous organization was utilized or valued to the fullest extent, they would have stayed.

Null Hypothesis:

A majority of experienced career professionals will not report that if their knowledge in the previous organization was utilized and valued to the fullest extent, they would have stayed.

The research did not support the hypothesis that experienced career would have stayed if their knowledge was utilized and valued. Thirty-three percent supported the null; however, there were tremendous other ideas that were mentioned that contribute to a person’s staying with management

commitment and leadership being the top ones. This coincides with Microsoft's findings regarding leadership's strong role in retention.

A company may need at this time, due to external factors affecting competitive advantage, to keep their talents and knowledge capacity, but these findings conclude that knowledge and value alone may not keep a professional because the decision is integrated with many other factors.

The researcher accepts the Null Hypothesis (HO) as True.

Suggestions

The organization is a living organism made up of knowledge contributors who have the capabilities to foster competitive advantage. Noting each organization is different and has its own culture, the following recommendations have been provided that adhere to that premise of uniqueness.

First, each leader and organization may benefit from conducting an organizational survey somewhat like the one described in this research effort. It is recommended that the group have the time for reflection and participation in this process. Leaders may wish to do this in a retreat-type format (Time to Think) in a location that is off-site to determine what questions need to be asked that would best describe their particular situation or organizational culture. This could be done in either a half-day session or a full day depending on the discussion that occurs. To foster complete reflection, methods that some organizations have found helpful are in employing employee coaches, wellness programs, or mentoring options.

Cautions for manager and leaders are that (1) time needs to be provided; (2) ample discussion needs to occur without fear of reprisal; and (3) survey design needs to include write-in categories for more descriptive responses.

The survey design needs to focus on why individuals would possibly leave this organization (or it could be based on a past organization that they left) The process is highly collaborative. Both leaders and individuals take the survey to determine their organizational group fitness or capacity (in terms of confidence in the organization). The survey specifically addresses why individuals report that they would leave (or left). When the results are analyzed, then the top reasons that surface need to be explored further.

These categories, then, are labeled at the top of the following chart to be given to the organization (see Figure 72). This chart depicts a hopefulness or confidence gauge for each and every top reason that was provided (when the weightings are applied). The scale is a “color-in” box that an individual fills out as it relates to the question topic. This is a visual display to the leader of the individuals within the organization and can serve as the beginning of a true dialogue with that individual. The leader’s goal is to help the individual see what the company is doing for the individual. Ideas can then be generated to address any misconceptions or reality-based obstacles.

For example, in this research study, the top question was “Opportunities to be recognized.” In this case, if a leader finds out that an individual rates this category low on hopefulness, a dialogue can begin. Again, managers cannot use this mechanism for retaliation upon individuals when they have been honest. This simple test is like a stress test to measure the “beat” of the organization.

An example may prove useful. In this example the organizational development consultant created a plan of continual education and essentially is attempting to building a hopefulness awareness and culture. This is an effort to retain needed institutional knowledge as well as “strategic forgetfulness” to encourage innovation. (Peters, Circle of Innovation, 1999). A dialogue ensues to attain a better understanding. An example of a potential intervention that the organization may make follows in Figure 73.

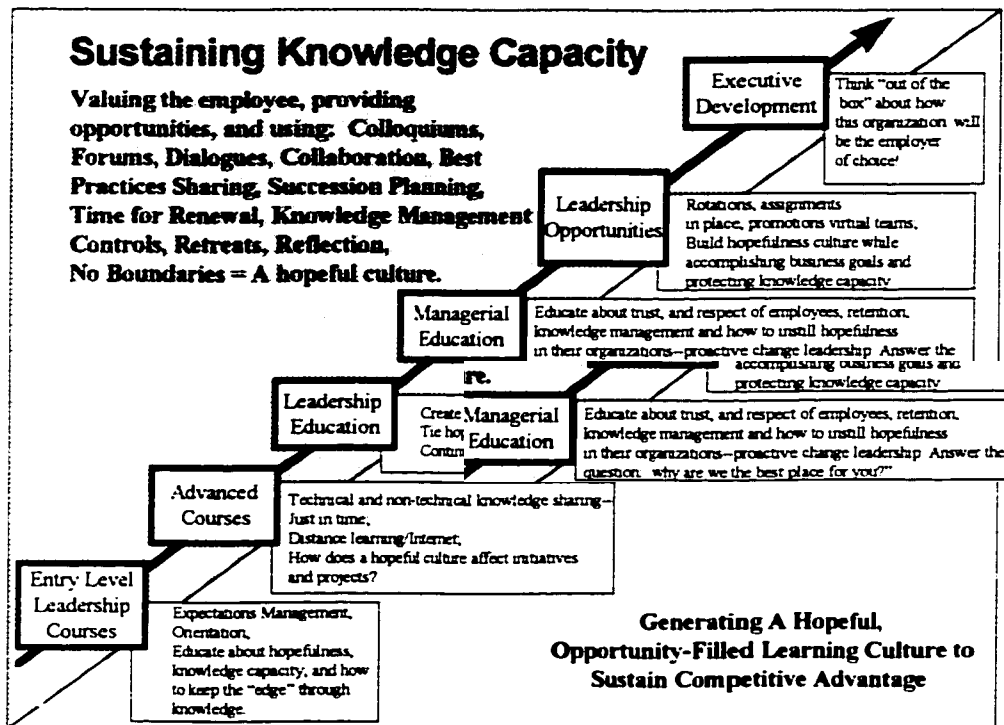


Figure 73. Opportunity-Filled Learning Culture

The potential for an individual to experience a trigger is still a possibility at any point in time. The continual “temperature checks” of the individual with the manager may build a relationship that encourages the individual to share any issues or update the leader. There may be a hidden, tertiary impact of economics on the trigger that a leader cannot address. Possibly with the continual dialogue, professionals may share their frustrations and “hint” at incidences that point to a potential trigger.

Many companies have pension plans that are designed using a straight line calculation with a balloon payment at the end of someone’s tenure. These incentives encourage people to remain due to the financial ramifications and can create frustrations. Some of these frustrations may surface as professionals report how hopeful they are, or if they feel trapped. Because of this reasoning of making

someone feel trapped, some organizations, are changing to portable pension plans which may foster the mobility issue. Also, the researcher is aware that a person may leave and not consider the pension issue at all. However, if one examines the data, one finds that the “over 40” category chose an intrinsic-rated reason over an extrinsic, and leaders may wish to remember this if they have an outstanding professional over the age of 40.

Importance of the Study and Implications

The study proved to be important for the following reasons: (1) it furthered the research on employees’ decision methodology associated with exit and continued valuable research that has been conducted on retention throughout the later 1990’s and into the new Millennium; (2) it challenged the retention paradigm focusing the researcher on retaining knowledge for competitive advantage; (3) it made the researcher more aware that professionals are now “activated or in charge” of their careers which has major implications for the American professional and the corporate organization; (4) it highlighted the needs for an intelligent organization who recognizes talents, provides opportunities, and maintains leadership respect; (5) it provided employers with potential ideas for intervention and sustenance of critical employees; (6) it provided employers not only reasons for leaving, but also what changes employees recommend; (7) it provided experienced career professionals results of peers and a reflection upon their decision to leave their corporate organization, furthering their own growth; and (8) it posits a new paradigm of hopefulness for the American corporation.

Employers who are depending on knowledge and possibly a host of other things (relationships, networks, teams, etc.) may benefit from understanding why professionals reported to a non-biased researcher (one not associated with their company) reasons for their departure from organizations. Additionally data were used from exit interviews from three major companies and a study conducted at Ohio State University to determine trends and consolidate findings.

Methodology

The researcher chose to employ an applied research evaluation with intended users of the data to be American corporations and professionals working within the domestic U.S. The methodology included the administering of a survey which was mailed out to experienced professionals with at least two years' business experience. Additional qualitative data were analyzed from Fortune 500 and smaller companies.

Recommendations and Barriers

The pace of change, the mobility of the workforce, the knowledge-intensity of services, the growth in organizational scope, staff attrition, and information technology are all forces leading business leaders to more formal knowledge and retention management.

There is a trend of workforce mobility in the United States. Experienced professionals want opportunities to be recognized. Workers may have lost their

respect for their leadership. The knowledge base is in constant danger of erosion, and a firm's knowledge base must be protected, cultivated, and shared.

The American Productivity and Quality Center (Houston) reported that Chevron saved \$140 million a year by sharing best practices among facilities. Texas Instruments saved \$500 million by combining knowledge in several facilities to build a virtual chip plant, thereby quickly expanding capacity. Hoffmann-LaRoche knowledge management made a difference for the creation of Invirase™ which is widely used by thousands of HIV-positive patients who are experiencing fewer negative side effects than with former treatments.

The success of an organization depends on: what it knows, how it uses what it knows, and how fast it can know something new and apply it. If organizations lose resources without preparation, knowledge will slow down all three of the above processes.

Instilling a culture of hopefulness is a transformation process which may take a considerable length of time. Change demands leadership. Leaders need to establish a sense of urgency and tell people both intrinsically and extrinsically that they need them. The goal here is to gain a powerful coalition through collaboration. The leader needs a vision that is simple and useful. What can the leader do to achieve this transformation? The following are some ideas:

- *Hour-by-hour incorporation of the message into the organization's bigger initiative
- *Walking the talk and believing in an organization of hopefulness
- *Removing obstacles where they exist

- *Making sure next generation lives the approach**
- *Continually looking for ways to provide hopefulness within the organization (get a coalition to help)**
- *Anchoring changes in the culture with short-term “wins” and process improvements**
- *Transferring knowledge and insights (Garvin, 1993), learning from past mistakes**
- *Treating employees more like volunteers (Drucker, 1996; Stewart, 1998)**

There are several barriers to successfully attaining an organizational culture filled with hopefulness. The first may be that leaders may not see the need for employee assessment. Another barrier may be that leaders feel that they already know the answer and do a quick two-step (problem-answer) and implement interventions that are not based in data. The assessment needs to be done, and the organization needs to be included to create the instrument.

Another barrier is time. Some organizations feel that they have no time to do this type of assessment. The leader needs to take a strong position and find the time. A related barrier is that organizations sometimes wait until a crisis and then begin to operate in a reactive mode. This assessment is not recommended to be completed while in a crisis mode of operation.

A barrier to this entire process is the effective communications to the organization of how the data will be used. If trust is not there, it may be difficult to gain accurate responses or cooperation.

If an organization does not complete the hopefulness assessment, an organization may not understand their unfinished business, tangible or intangible.

The barrier of nonalignment of messages such as rewards and recognition, compensation, systems, individual rewards versus team awards could arise and curtail the implementation. Leaders need to be aware of these supporting structures and align them with their transformation efforts.

Future Study Opportunities

It is recommended that a study of human subjects be conducted to determine (1) any definable differences between cultural groups, industries, or jobs; (2) any correlations that may be defined by Myers-Briggs Type Indicator; (3) whether employees of smaller firms report different reasons than employees who left larger institutions; (4) whether firms have actually began the process of putting together knowledge management strategies—including barriers and impacts; (5) specific study of the responses of the racial minority American population to determine potential differences from the majority population; and (6) study directed to generational approaches in terms of triggers and hopefulness.

The researcher would encourage her successors to consider the following areas to expand upon and branch off for further research:

--meaning versus fulfillment (Wetterich, 1998)

--work and family balance issues (Norton and Fox, 1998)

--tapping an individual's value for increase in organizational capacity

Concluding Remarks

There is evidence that organizational mobility is occurring and will continue to occur at a faster rate than ever before. Organizations may be losing competitive advantage which may endanger their survival. The sooner American Corporate leaders understand and provide dialogues containing hopeful outlooks and implementing changes culminating in meaning for American knowledge workers, the better the organization will be able to leverage its most precious resource, knowledge.

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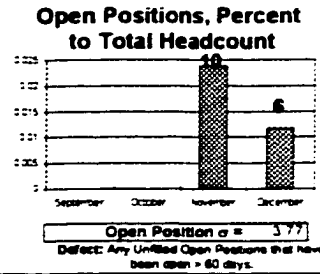
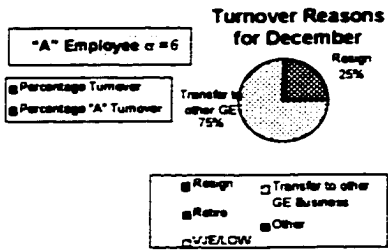
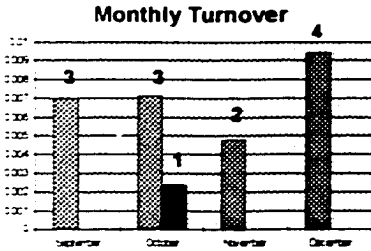
Appendix A

Internet sites Associated with Knowledge

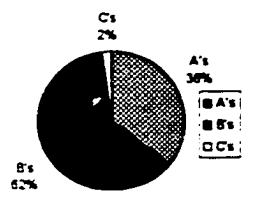
- 1) <http://www.knowledgeinc.com/>
Stuart Haggard - Department of Veteran Affairs - benchmarking
- 2) <http://www.parshift.com/>
Rick Dove - Paradigm Shift - Knowledge Management and Ability
- 3) <http://www.smartskills.com/>
Bob Wiele - Center for High Performance - Thinking Styles
- 4) <http://www.skyrme.com/>
David Skyrme Associates - Knowledge Connections
- 5) <http://www.entovation.com/info/trilogy.htm>
Debra M. Amidon - The Knowledge Economy
- 6) <http://www.virtual-organization.net>
Virtual Organizations Research Network (VoNet)
- 7) <http://www.business-intelligence.co.uk>
Turning Intellectual Capital into a Strategic Asset
- 8) <http://www.linkageinc.com>
Knowledge Management in Practice Forum
- 9) <http://www.online-work.com>
Benefits of Teleworking, Collaborating and Trading Electronically
- 10) <http://www.ikon-km.com>
Knowledge Management in Practice
- 11) <http://knowledge.org.uk>
Knowledge Management Conference
- 12) <http://www.knowledgejobs.com>
Knowledge & Innovation Specialists

Appendix B GE Dashboards

People $\sigma = 443$

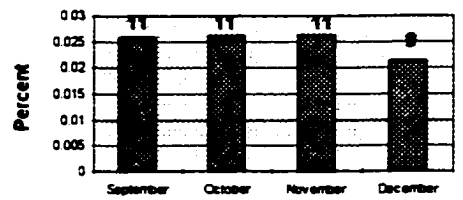


Current Employees



"C" Employee $\alpha = 353$

Percent "C" Employees



Gauge R & R

Our Measurement System Analysis for employee classification is not 100% accurate due to interpretability of A, B, and C types, which was managed by

- Standard definitions of A, B, and C employees
- "Expert" Re-evaluation is used to determine the category of employee – All reviews are evaluated by GM, ITSD and HR Manager assigned to ITSD
- In our expert re-evaluation process, there are less than 10% errors from the initial evaluations

Appendix C

Survey

CONFIDENTIAL

Former Employee Survey

- Thank you for agreeing to complete the confidential survey below.
- Please take the survey in a relaxed environment, when you have time for reflection.
- Please return your completed survey in the enclosed self-addressed, stamped, confidential envelope to:

Marquette H. Carmichael, Ph.D. Candidate
49 Remington Court
Hamilton, OH 45011

Why did you leave your previous organization? <i>Directions:</i> Please rate how important each of the following was in your decision to leave your previous organization. When you are done rating the reasons below, please select five of your Extremely important or highest rated reasons and rank those five from 5 (Most Important) to 1 (Least Important) by placing the ranking to the right of your selections	Extremely Important	Very Important	Moderately Important	Slightly Important	Not Important	Please Rate FIVE MOST Important
1 The environment provided little satisfaction.	5	4	3	2	1	
2 Better opportunity to be recognized in new organization.	5	4	3	2	1	
3 Return to school.	5	4	3	2	1	
4 My opportunities for advancement were limited due to the diversity category I am in.	5	4	3	2	1	
5 Too much bureaucracy.	5	4	3	2	1	
6 Change in career direction.	5	4	3	2	1	
7 Advancement opportunities were limited.	5	4	3	2	1	
8 My job was not challenging enough.	5	4	3	2	1	
9 I did not have opportunities for long-range professional development	5	4	3	2	1	
10 I did not have training opportunities to keep my skills current.	5	4	3	2	1	
11 I did not receive adequate coaching or feedback.	5	4	3	2	1	
12 I did not get along with my manager.	5	4	3	2	1	
13 My compensation was too low.	5	4	3	2	1	
14 I was expected to work too many hours.	5	4	3	2	1	
15 Recognition of my contributions was inadequate.	5	4	3	2	1	
16 I was located too far from the people essential to my work.	5	4	3	2	1	
17 The company's approach to using outsourced talent made it difficult to do my job.	5	4	3	2	1	
18 The amount or type of travel on my job was undesirable.	5	4	3	2	1	
19 It was too difficult to balance my work and personal life.	5	4	3	2	1	
20 Family obligations.	5	4	3	2	1	
21 Time to do something else.	5	4	3	2	1	
22 It was too difficult to balance my career and my spouse's career.	5	4	3	2	1	
23 Change in geographic location (preparation for retirement).	5	4	3	2	1	
24 I wanted to work in another industry.	5	4	3	2	1	
25 The work place environment was too stressful.	5	4	3	2	1	
26 I had trouble getting information I needed to do my job.	5	4	3	2	1	
27 Politics were too important compared to job performance.	5	4	3	2	1	
28 Unacceptable ethical compromises were made in the business.	5	4	3	2	1	
29 Resources were not adequate to do my job well.	5	4	3	2	1	
30 Geographic locations of the company's businesses are not desirable.	5	4	3	2	1	
31 I simply got a far more attractive offer from another employer.	5	4	3	2	1	
32 I lost respect for my organization's leadership.	5	4	3	2	1	
33 Family responsibilities.	5	4	3	2	1	
34 Spouse's transfer to another location.	5	4	3	2	1	

Former Employee Survey

Other Reasons Please list and rank

_____	5	4	3	2	1	_____
_____	5	4	3	2	1	_____
_____	5	4	3	2	1	_____
_____	5	4	3	2	1	_____

Tell us about yourself:

What was your age when you left your previous organization? _____

How many years had you worked for your previous organization? _____

How many years has it been since you left your previous organization? _____

Overall, how satisfied were you with your work experience at your previous company?

Very Satisfied Satisfied Neither satisfied nor dissatisfied Dissatisfied Very Dissatisfied

Would you consider returning to your previous organization? YES NO

Why? _____

Was there a last straw or a trigger that helped you make the decision to leave? YES NO

Please explain _____

I lacked hopefulness in my previous company? _____

T F

Please explain _____

Former Employee Survey

How did you learn about your new employer?

- A search firm contacted me A friend or co-worker referred me
 I contacted a search firm Job Posting on Internet
 I responded to an ad A search firm contacted me Other

What changes would have encouraged you to remain at your previous company?

Do you feel that your new company provides more hopefulness? If yes, how:

Please tell us more about yourself:

Sex	Your Service with Company	Age	EEO Status (Optional)
1) Male 2) Female	1) <1 year 2) 1-4 years 3) 5-9 years 4) 10-14 years 5) 15+ years	1) <25 2) 25-29 3) 30-39 4) 40-49 5) 50+	1) African American 2) Asian 3) Caucasian 4) Hispanic 5) Native American Indian 6) Pacific Islander 7) Other
Career Band			
1) Exec. Band 2) Below E.B.			

Appendix D

Cover Letter

January 4, 1999

Subject: **Doctorate Research**
 Marquette H. Carmichael, Ph.D. Candidate
 The Sustenance and Retention of Knowledge Assets
 within the American Corporate Organization

Dear Survey Participant:

Because you have much business experience and have in the past made a decision to leave a corporate environment, you have been selected to help address the question of why professionals leave an American Corporate organization.

This study will mandate confidentiality of all survey answers and be used in a manner to further knowledge retention with American corporations.

Please fill out the enclosed confidential survey to the best of your ability and if possible, in a comfortable, relaxed setting. Upon completion, please use the addressed, stamped envelope to return:

- 1) your Consent Authorization Form, and,**
- 2) your Confidential Survey Form.**

Results of this survey will be produced in the project demonstrating excellence in partial fulfillment of attaining the degree of Doctorate in Philosophy.

I will only accept "mailed in" responses via the U.S. Postal Service. After compilation of the data, all responses will be destroyed. All responses must be received by April 15, 1999.

Thank you for your support.

Sincerely,

Marquette H. Carmichael, Ph.D. Candidate
513-870-9697

Appendix E

Human Data Consent Form

Consent Authorization Form: Human Subject Data Collection

TO WHOM IT MAY CONCERN:

It is necessary that anyone providing data in response to a survey for research purposes fill out an authorization so information may be utilized without future implications as well as to advance understanding in the field. Please fill out the information below and include in the self-addressed, stamped envelope provided.

I, _____, hereby acknowledge
(please print your name)

that I am a participant in the confidential study: *The Sustenance and Retention of Knowledge Assets within the American Corporate Organization*. I agree to allow my responses to the survey questions to be used in the final project demonstrating excellence. Confidentiality of specific data is a critical success factor of the study. I agree to complete the survey and authorize data to be compiled in the project demonstrating excellence to be submitted in partial fulfillment of the degree of Doctor of Philosophy.

Signature

Date

I agree to hold all data confidential.

Signature

Date