

# Key Flow: Building Healthy Workforce Relations

## Core Purpose:

To create productive work environments  
 In a way that builds everyone's spirit and will  
 So that work is accomplished in the most energy-efficient manner.

## Core Process:

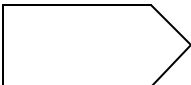








Bringing the current state of workforce relations in-line with healthy workforce beliefs (\*).

## Products:

1. Openness of dialogue
2. Trusting relationships
3. Quality of work environment
4. Purposefulness toward accomplishing work

## Key Beliefs:

1. People can create healthy environments.
2. The very way in which we create "healthy environments" must model the attributes of a "healthy environment." (Not... "The flogging will continue until morale improves.")
3. Management sets the tone for healthy working relationships.

1  Data received which could be early indication of unhealthy relations <ul style="list-style-type: none"> <li>• Overtime up</li> <li>• Grievances up</li> <li>• Downsize potential</li> </ul>	2  A decision is made to "Do Something" about it	3  Examination of the current state of relations <ul style="list-style-type: none"> <li>• upward evaluation **</li> <li>• surveys</li> <li>• talking to people</li> <li>• focus groups</li> <li>• cedac charts</li> <li>• open-space forums</li> </ul>	4  Current state is not indicative of a healthy workplace	5  Describe an "end state" vision of what good relations would look like (see <i>Key Beliefs of a Healthy Workplace</i> *)
6  Decision is made that it is important to proceed	7  Planning occurs for building a future healthy environment (using data gathered in step 3)	8  Implement plans developed in step 7	9  Determine whether the desired vision is happening.	

### \* Key Beliefs of a Healthy Workplace:

1. Inclusive relations yield better performance than exclusive relations.
2. Employees have a "voice" which will eventually find a willing ear.
3. Unfairness & favoritism create division within the workforce.
4. Inconsistent policy administration creates disparate advantage.

\*\* Ref. Upward Evaluation Document