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Appendix A

E-mail to colleagues soliciting participants

Dear Colleague;

I am seeking volunteers to participate in two surveys which are designed to assess the volunteer's individual psychology as well as their perceptions of their work climate.

Volunteers need to:

- 1) Be over 18 years old
- 2) Manage at least four employees
- 3) Have been in the current management position for at least 18 months
- 4) Work within the United States.

The volunteer stands to gain possible insights as well as feedback from his or her work group on their perspective of the work climate. This is a great opportunity for managers to assess their own emotional intelligence through the use of the Bar-On EQi:S™ online survey (\$25 value). The manager will also take one brief survey relating to their personal psychology, which can offer additional insights for the manager. Additionally, the manager will be asking four (or more) of the manager's direct reports to provide their views of the work climate through a brief, separate survey.

Information collected from this research will be fully confidential for the participants, and anonymous for their direct reports. It will be used only for my dissertation research to fulfill the degree requirements for my doctoral program.

If you are interested in participating please contact me at the email address provided below. If you know someone who is interested in participating please forward this request to them, and have them respond to the following e-mail address:

Contact information:

Tim Reed
(provided mailing address information for the researcher here)
(provided phone number for the researcher here)
(provided e-mail contact for the researcher here)

If you have any questions about the nature of this study, please contact me at your earliest convenience.

Sincerely,

Tim Reed
Ph.D. Candidate, Alliant International University

Appendix B

Instructions to primary participants

Hello (Participant Name),

Thank you for volunteering to participate in my doctoral dissertation study. This research project is designed to study the relationship between aspects a manager's interpersonal relationship style and the perceptions of the work environment, as understood by the manager and his or her direct reports. Through your participation I hope to better understand how a manager's personal psychology impacts the work climate.

Your Participation

At the end of this e-mail are two internet web links which will bring you to the survey sites. Please complete the surveys online. The first survey should take you about 20-30 minutes to complete, and the second should take about 25-35 minutes to complete. If you prefer a paper version of the survey, please contact me immediately.

I hope that the results of the survey will be useful for: 1) you, the manager, as this will provide you with some interesting feedback on your work group and your personal psychology; 2) other practitioners, researchers and students of organizational psychology; and 3) your work group, as the work group climate survey can lead to useful discussions about the work climate. Your individual results will be shared only with you; the summary of results will be published for access to students and researchers as well as the general public. Depending on the results of this study, the summary results may be published in an academic journal for general public access.

The results of your individual survey will only be available to you and I, and will not be shared with anyone else. When your individual results are provided you are entitled to one debriefing session with me. Should this debrief not be sufficient, or if it raises some difficult questions, I will provide you with one free session with a licensed therapist.

Your personal confidentiality will be protected through the use of the following Personal ID Code: (Personal identification code provided here). This code is to be used for all online interactions. Both survey web links are listed at the end of this letter.

There are two online surveys due to the proprietary nature of the second survey, the Bar-On EQi:S™, which is hosted by Multi-Health Systems (MHS) and will also require the use of the personal ID code. MHS will retain the Emotional-Social Intelligence survey results for my use in this study, as well as for their ongoing validation research for this survey tool.

Your Direct Reports

This study requires at least 4 direct reports to participate - voluntarily. I will send you one more e-mail with details on the direct reports participation.

Your Confidentiality

Your personal data (name, alpha-numeric code) will be saved in an encrypted file on my personal computer, which is protected from internet attacks by a hardware-based firewall. This information will be destroyed five years after the survey data has been analyzed and

published in my dissertation. The results from your surveys will be saved anonymously in a separate encrypted file on my personal computer.

Your participation is fully voluntary and there is no penalty if you do not participate. Regardless of whether you choose to participate, please let me know if you would like a summary of my findings. To receive a summary, please contact me at the following address:

Tim Reed

(provided mailing address information for the researcher here)

(provided phone number for the researcher here)

(provided e-mail contact for the researcher here)

In this project, there are no known economic, legal, physical, psychological, or social risks to participants in either immediate or long-range outcomes. It is not possible to identify all potential risks in this type of research; reasonable safeguards have been taken to minimize both the known and the potential, but unknown risks. You may withdraw your consent and discontinue your participation at any time up to the end of the data collection period. Additionally, should you experience undue stress because of this study, you will be referred to a licensed therapist at no cost to you. This will include one free telephone session with the therapist. Additionally, as mentioned above, I am available for an initial debrief session with you when the results of our group organizational climate scores are returned to you. Please contact me at the address provided above if you wish to use this consultation.

If you have any questions or concerns about completing the questionnaire or about being in this study, please contact me before you begin, and at your earliest convenience and we can discuss alternative arrangements.

Sincerely,

Tim Reed

Ph.D. Candidate, Alliant International University

Your Personal ID Code: (Personal identification code provided here)

Start Here: (Web URL address provided here)

If you are not automatically directed to the next survey, please immediately proceed to this second survey: (Web URL address provided here)

For this survey, you will need the following:

Personal ID (do not use your name): (Personal identification code provided here)

Group: 3821-001-002

Password: manager

Appendix C

Letter to direct reports of primary participants from participant

Dear _____,

I have volunteered to participate in a research project studying the relationship between personal psychology and organizational climate. I will be completing a survey as my means of participation.

This study requires the voluntary participation of my direct reports. Your help would be very much appreciated. If you choose to participate, your honest answers will both help me get a better understanding of our work group, as well as contribute to the validity of the research. *You are not required to participate in this survey in any way.* The study will provide data for the doctoral dissertation for the researcher.

The researcher, Tim Reed, has posted an organizational climate survey online for you to complete. The survey requires access to the web; the internet web address is posted at the end of this letter. When you go to this web address, please use the following ID code to indicate that you and I work together: _____. You will not be identified in any way, except to show that you work with me through the use of this code number. The survey should take you about 10-15 minutes to complete.

Your answers will be completely anonymous and confidential. That is, your name is not recorded, and I will never see your individual response to the survey. The results of the organizational climate survey will not be used unless at least four of my direct reports respond. Because you will be one of at least four respondents, I will not have a clear idea about who responded favorably or unfavorably to the survey.

I will have access to the aggregate summary results once four or more direct reports complete the organizational climate survey. You will also have access to this information, which you can request from Tim Reed directly (contact information below). I will be able to share our group organizational climate results when this research is completed. Additionally, the data collected will be destroyed five years after the survey data has been analyzed and published in Tim Reed's dissertation.

If you prefer a paper version of the survey, please contact Tim Reed immediately, at the address below:

Tim Reed
(provided mailing address information for the researcher here)
(provided phone number for the researcher here)
(provided e-mail contact for the researcher here)

The summary of results will be published for access to students and researchers as well as the general public. The summary results may be published in an academic journal for general public access.

Because this study is investigating your perspective of the work climate, I fully understand that I may not agree with the results of the work climate assessment. However, I agree that I will not take any actions against any of my direct reports in

response to these results. In the event, that any of you experience significant emotional distress, fear, or other concerns as a result of the work climate assessment you provided, Tim Reed, the researcher, has agreed to provide you with consultation with a licensed therapist at no cost to you. Additionally, Mr. Reed is available for an initial debrief session with you when the results of our group organizational climate scores are returned to you. Please contact Mr. Reed at the address provided above if you wish to use this consultation.

In this project, there are no other known economic, legal, physical, psychological, or social risks to participants in either immediate or long-range outcomes. It is not possible to identify all potential risks in this type of research; reasonable safeguards have been taken to minimize both the known and the potential, but unknown risks. You may withdraw your consent and discontinue your participation at any time up to the end of the data collection period, without reason. Additionally, should you experience undue stress because of this study, you will be referred to a licensed therapist at no cost to you. This will include one free telephone session with the licensed therapist provided by Tim Reed.

If you have any questions or concerns about completing the questionnaire or about being in this study, please contact myself or Tim Reed at your earliest convenience to discuss alternative arrangements.

Thank you,

Survey Address:
(Web URL address provided here)

Code to use for this survey: _____

Appendix D

Primary participants' web survey entry page

Primary participants' first page of the Survey Monkey web survey process

You have reached the first of two surveys related to the individual psychology and work climate research study. In order to participate you must:

- 1) Be over 18 years old
- 2) Manage at least four employees
- 3) Have been in the current management position for at least 18 months
- 4) Work within the United States.

Please indicate your acknowledgement of the known and unknown risks of participating in this study described below and proceed to the first survey.

In this project, there are no known economic, legal, physical, psychological, or social risks to participants in either immediate or long-range outcomes. It is not possible to identify all potential risks in this type of research; reasonable safeguards have been taken to minimize both the known and the potential, but unknown risks. You may withdraw your consent and discontinue your participation at any time up to the end of the data collection period. When the resulting data is provided to you, you are entitled to one debrief session with Tim Reed. Should you have additional concerns that are not addressed in the debrief, you are entitled to one free session with a licensed therapist provided by Tim Reed. If you have any questions about your participation in this research, please ask them before you begin.

Do you understand and agree to the terms of participation in this survey?

Button: Yes

Button: No

Note: When the participant selects "No", the web site directs the individual to the end of the survey, and thanks them for their time.

Appendix E

Secondary participants web survey entry page

Secondary participants' (Direct Reports) first page of the Survey Monkey web survey process

You have reached the work climate survey! In order to participate you must:

- 1) Be over 18 years old
- 2) Work within the United States.

Because this study is investigating your perspective of the work climate, your manager may not agree with the results of the study you are about to complete. There is a possibility that a manager could retaliate against the employees as a group who have provided the feedback on the work climate. In this project, there are no other known economic, legal, physical, psychological, or social risks to participants in either immediate or long-range outcomes. It is not possible to identify all potential risks in this type of research; reasonable safeguards have been taken to minimize both the known and the potential, but unknown risks.

You may withdraw your consent and discontinue your participation at any time up to the end of the data collection period. When the resulting aggregated data is provided to you, you are entitled to one debrief session with Tim Reed. Should you have additional concerns that are not addressed in the debrief, you are entitled to one free session with a licensed therapist provided by Tim Reed. If you have any questions about your participation in this research, please ask them before you begin.

Please indicate your acknowledgement of the known and unknown risks of participating in this study listed below and proceed to the survey.

Do you agree to the terms of participation in this survey?

Button: Yes Button: No

Note: When the participant selects "No", the web site directs the individual to the end of the survey, and thanks them for their time.

Appendix F

Completion e-mail from researcher

E-mail from researcher that is mailed once all surveys (primary participant and at least four direct reports) are complete.

Dear Primary Participant;

Thank you for your participation, as well as the participation of your direct reports, in my ongoing study on individual psychology and work group climate. Your individual results are available to you now. On your survey you indicated that you () did () did not want your individual results sent to you via e-mail. If you did want to have your results sent to you, you will find them at the end of this e-mail.

Your work group does have access to the results of their organizational climate surveys, and you will be copied on those results when they are sent to your direct reports. In the event you want to conduct a debrief of those results, I have attached an document that outlines how to conduct a meeting about the organizational climate results.

When all participants have completed their respective surveys, I will be compiling statistical data and writing up the results as part of my dissertation. I will have a brief summary of results available to all who request it. If you are interested in having this summary, please reply to this e-mail with the word "SUMMARY" in the subject line.

Please understand that this summary will first be reviewed by the Alliant International University Internal Review Board to ensure that the information being shared is appropriate and retains sufficient confidentiality. After the AIU IRB review this summary will be made available to those participants who request it.

Thank you,

Tim Reed
Ph.D. Candidate, Alliant International University

Appendix G

Demographic questions

Demographic and other questions for the primary participant survey

1. Please enter your unique ID: []
2. What is your gender? [button] Female [button] Female
3. How old are you? []
4. How long have you been in your current management position? (please indicate Years and Months) []
5. How much education have you completed? [] some high school [] high school/GED [] some college [] undergraduate degree [] graduate degree/Masters [] graduate degree/Doctorate [] post graduate work/degree
6. How much do you know about the concept of “Emotional Intelligence“ [] nothing at all [] I have heard of it [] I have read about it [] I have learned about it in class [] I have attended training about it
7. What general industry do you work in? (example: automotive, retail, utility/energy, technology, etc)? []
8. How long have you been in a management role prior to this one? (please indicate Years and Months) []
9. Do you want the results of your individual psychology tests sent to you by e-mail? [] Yes [] No. If yes, what e-mail address? []. *If you want them sent in the regular US Post, please contact Tim Reed directly.*
10. Please indicate the option that most closely describes your ethnicity [] White/Anglo European [] Black [] Chicano [] Hispanic [] Latino [] Puerto Rican [] Chinese [] Japanese [] Filipino [] Korean [] Other Asian [] Indian/Pakistani [] Native American [] Pacific Islander [] Other (Please specify) []
11. Are you involved in a couple relationship (dating, engaged, married, or other)? [] Yes [] No.
12. If you are currently involved in a couple relationship, how long? (please indicate Years and Months) []

Appendix H

Bartholomew and Horowitz (1991) Relationship Questionnaire

Following are four general relationship styles that people often report. Place a checkmark by clicking next to the letter corresponding to the “Style letter” that best describes you or is closest to the way you are.

____ Style A. It is easy for me to become emotionally close to others. I am comfortable depending on them and having them depend on me. I don’t worry about being alone or having others not accept me.

____ Style B. I am uncomfortable getting close to others. I want emotionally close relationships, but I find it difficult to trust others completely, or to depend on them. I worry that I will be hurt if I allow myself to become too close to others.

____ Style C. I want to be completely emotionally intimate with others, but I often find that others are reluctant to get as close as I would like. I am uncomfortable being without close relationships, but I sometimes worry that others don’t value me as much as I value them.

____ Style D. I am comfortable without close emotional relationships. It is very important to me to feel independent and self-sufficient, and I prefer not to depend on others or have others depend on me.

Now please rate each of the relationship styles above to indicate how well or poorly each description corresponds to your general relationship style. For this scale 1= Strongly DOES NOT describe your style, 7 = Strongly does describe your style.

Style A						
1	2	3	Neutral/Mixed (4)	5	6	7
Style B						
1	2	3	Neutral/Mixed (4)	5	6	7
Style C						
1	2	3	Neutral/Mixed (4)	5	6	7
Style D						
1	2	3	Neutral/Mixed (4)	5	6	7

Bartholomew, K. & Horowitz, L. (1991). Attachment styles among young adults: A test of a four-category model. *Journal of Personality and Social Psychology*, 61, 226-244.

Appendix I

Fraley, Waller & Brennan (2000) Experiences in Close Relationships - Revised

All answers are on a seven point Likert-scale: Strongly Disagree = 1, Strongly Agree = 7. The statements below concern how you feel in emotionally intimate relationships. We are interested in how you *generally* experience relationships, not just in what is happening in a current relationship. Respond to each statement by clicking a circle to indicate how much you agree or disagree with the statement.

1. I'm afraid that I will lose my partner's love.
2. I often worry that my partner will not want to stay with me.
3. I often worry that my partner doesn't really love me.
4. I worry that romantic partners won't care about me as much as I care about them.
5. I often wish that my partner's feelings for me were as strong as my feelings for him or her.
6. I worry a lot about my relationships.
7. When my partner is out of sight, I worry that he or she might become interested in someone else.
8. When I show my feelings for romantic partners, I'm afraid they will not feel the same about me.
9. I rarely worry about my partner leaving me.
10. My romantic partner makes me doubt myself.
11. I do not often worry about being abandoned.
12. I find that my partner(s) don't want to get as close as I would like.
13. Sometimes romantic partners change their feelings about me for no apparent reason.
14. My desire to be very close sometimes scares people away.
15. I'm afraid that once a romantic partner gets to know me, he or she won't like who I really am.
16. It makes me mad that I don't get the affection and support I need from my partner.
17. I worry that I won't measure up to other people.
18. My partner only seems to notice me when I'm angry.
19. I prefer not to show a partner how I feel deep down.
20. I feel comfortable sharing my private thoughts and feelings with my partner.
21. I find it difficult to allow myself to depend on romantic partners.
22. I am very comfortable being close to romantic partners.
23. I don't feel comfortable opening up to romantic partners.
24. I prefer not to be too close to romantic partners.
25. I get uncomfortable when a romantic partner wants to be very close.
26. I find it relatively easy to get close to my partner.
27. It's not difficult for me to get close to my partner.
28. I usually discuss my problems and concerns with my partner.
29. It helps to turn to my romantic partner in times of need.
30. I tell my partner just about everything.
31. I talk things over with my partner.
32. I am nervous when partners get too close to me.
33. I feel comfortable depending on romantic partners.
34. I find it easy to depend on romantic partners.
35. It's easy for me to be affectionate with my partner.

36. My partner really understands me and my needs.

Fraley, R. C., Waller, N. G., & Brennan, K. A. (2000). An item-response theory analysis of self-report measures of adult attachment. *Journal of Personality and Social Psychology*, 78, 350-365

Appendix J

Bar-On EQi:S™

51 item Emotional-Social Intelligence Assessment Instrument
(EQi:S) World-Wide-Web-based BarOn EQi:S™

Login Page

Page 1:

Welcome Please read these instructions carefully.

The BarOn EQi:S™ consists of statements that provide you with an opportunity to describe yourself by indicating the degree to which each statement is true of the way you feel, think, or act most of the time and in most situations.

- Read each statement and decide which *one* of the five possible responses best describes you.
- If a statement does not apply to you, respond in such a way that will give the best indication of how you *would* possibly feel, think, or act. Although some of the sentences may not give you all the information you would like to receive, choose the response that seems the best, even if you are not sure.
- There are no "right" or "wrong" answers and no "good" or "bad" choices. Answer openly and honestly by indicating how you actually are and *not* how you would like to be seen.
- There is no time limit, but work quickly and make sure that you respond to *every* statement.

When you are ready to begin, click Continue. [Button "Continue"]

Remainder:

Each of the following pages contain one question per page, with questions such as:

- I like helping people.
- I'm unable to express my ideas to others.
- My approach in overcoming difficulties is to move step by step.
- When faced with a difficult situation, I like to collect all the information about it that I can.
- I tend to explode with anger easily.
- When trying to solve a problem, I look at each possibility and then decide on the best way.

Each question has the following answers available to choose from:

1. Very seldom or not true of me
2. Seldom true of me
3. Sometimes true of me
4. Often true of me
5. Very often true of me or true of me

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Appendix K

Organizational Climate Exercise – II (OCEII)

“Select the number on the Definitely Disagree (1), Definitely Agree (6) scale that best describes what the climate is actually like in your work group.”

All answers are on a six point Likert-scale: Definitely Disagree = 1, Definitely Agree = 6.

Example Question

Question 8: People in this organization get recognized for doing good work.

The remaining questions are not allowed to be reproduced, according to copyright agreement with the Hay Acquisition Company, Inc.

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Appendix L

Guide for managers on how to use Organizational Climate Results

Organizational Climate Exercise II

How to read and use the results from your work groups OCE II.

What Climate Means to You: A General Interpretation

Multiple sources of research and literature indicate that organizational climate has an impact on organizational performance. Organizational climate factors help predict whether people like to work in the given work atmosphere, and whether they *will* work to the best of their ability in that work atmosphere. If people are generally happy with their work atmosphere, they will give extra effort to do their jobs well beyond the minimum requirements; if they are not, they will not feel a stake in the success or failure of their work group.

If the overall climate is low (significantly below the average identified below) the team's performance may suffer. If the work atmosphere remains poor for extended periods, morale will drop and people will not believe that things can be improved. This usually results in higher turnover, job dissatisfaction, and low productivity. One of the quickest ways to improve organizational performance is to improve the organizational climate by giving people the *flexibility* to act; the *responsibility* to take charge; high but attainable *standards* of excellence; fair and reasonable *rewards* for good performance; *clarity* in communication and understanding on all levels; and a *commitment to team* action. The results of your work group's OCE II can help point out areas for action. For example, if the flexibility score is significantly lower than the average, this may be an area to address.

The Organizational Climate Scales

- Flexibility: Employees' feelings about how easy it is to get new ideas accepted by the organization, versus feeling that there are many obstacles or bureaucratic rules, procedures, policies, and practices to which they have to conform rather than being able to do their work as they see fit.
- Responsibility: Employees' perception of the degree of freedom they have to do their jobs on their own (autonomy) and take calculated risks (risk taking) without constantly having to check with their boss..
- Standards: The emphasis that employees feel management puts on doing a good job (excellence), and the extent to which people feel that challenging goals to improve performance are set (improvement).
- Rewards: The degree to which employees feel that they are recognized and rewarded for good work (performance-based rewards and recognition) rather than only criticized and punished when something goes wrong.
- Clarity: The feeling that the organization's mission and direction are clear and that jobs, expectations, work procedures, and lines of authority are well-organized rather than disorderly, confused, or chaotic.
- Team Commitment: The feeling that management and fellow employees cooperate to get work done, that employees are willing to work especially hard when the organization needs them to, and that people are proud to be a member of the organization.

Interpreting Your Organizational Climate Profile

The Organizational Climate has been standardized based on a large sample of organizations. If you have a score on a climate dimension higher than the average score, it means your climate on this scale is higher than 5 out of 10 organizations in the sample. These norms represent years of research by the Hay Group and are based on hundreds of direct reports' assessments of their managers, in various industries around the world.

Flexibility: 8.84

Responsibility: 8.64

Standards: 7.35

Rewards: 8.62

Clarity: 7.96

Team Commitment: 18.40

You can analyze your climate profile data by looking at your results and comparing them to the norms provided. Which climate dimensions stand out as being particularly high or low? Low scores may suggest climate dimensions that should be priorities for improvement.

Acting on Climate Results

What do you do if the climate in your organization is not as good as you would like? A first step to resolving climate issues might be to hold a meeting with your direct reports and bring any concerns into the open. Guidelines for running these meetings are described below.

If several dimensions appear to require some work, addressing the issues around only one or two at first will bring the best results. Clarity is usually the best to focus on first; an organization cannot have meaningful standards and rewards if no one knows what the missions or goals of the organization are, or how individuals fit into them. Following that, emphasizing the Standards dimension is important to raise the quality of performance; once standards are established, rewards are the logical means to encourage maintenance of those standards.

Running an Organizational Improvement Meeting

If you follow the process below, you will be providing a good opportunity for climate improvement in your organization or work group.

Meeting Tone

- Invite your direct reports to be honest. It is then important not to punish them for being candid.
- Listen carefully to what they are saying, and lower your defensiveness as much as possible.
- Acknowledge their concerns and focus on the content of the conversation rather than the person who is saying it.

- Remember that as the manager, you are ultimately responsible for the organizational climate in your work group.

Meeting Logistics

1. Schedule a block of time suitable for a long discussion. The best way to improve communication is to ensure that each individual has the time and place to fully express their ideas.
2. It is a good idea to have a neutral facilitator or other third party run the meeting.
3. Encourage honesty from others by acknowledging that there is room for improvement, and that you want sincere input from the team to get that improvement.
4. Ask people for examples of both high points and low points that fit with each climate dimension as defined here. Then spend time to analyze any patterns that become evident.
5. Prioritize the most important needs for organizational climate improvement.
6. Select the three most important needs and collectively develop recommendations and action plans.
7. Thank your people for their efforts.
8. Provide a copy of the action plans to all participants.

If you have any questions about this process, please contact Tim Reed at your earliest convenience.

Tim Reed

(provided mailing address information for the researcher here)

(provided phone number for the researcher here)

(provided e-mail contact for the researcher here)

Portions of this document are based on material from:

Unknown. (1991). Organizational climate exercise II. Hay acquisition company I. Boston: Hay Group.

Napier, R., and Gershenfeld, M. (1993). Groups: Theory and experience. (5th ed). Boston, MA: Houghton.

Appendix M

Organizational Climate results notification

Text of e-mail or letter to Primary Participants: Organizational Climate results notification

DATE

PRIMARY PARTICIPANT NAME,

Thank you for your recent participation in my study on individual psychology and work climate. In this study, you and your direct reports completed a questionnaire about your perspective of the organizational climate within your work group.

The organizational climate aggregated assessment scores for your work group are the following:

	Your Work Group Score	Average Work Group Score in this study
<i>Subscale</i>		
Flexibility	X	X
Responsibility	X	X
Standards	X	X
Rewards	X	X
Clarity	X	X
Team Commitment	X	X
<i>Total Aggregated Score</i>	X	X

Attached to this [e-mail, letter] is a document entitled “***Organizational Climate Exercise II: How to read and use the results from your work groups OCE II***”. This document suggests how to conduct a conversation with your work group about the results reported above. You and your direct reports have access to the results of the organizational climate portion of this study. It is recommended that your work group take the time to review these results together.

In the event you need additional time to discuss the impact of this research on your job, or on your relationship with your employees, or you feel that the work climate has changed for the worse, I recommend that you contact me at (provided email address for researcher here). I will provide you with contact information for a therapist for you to follow up with at no cost to you. In the event that this therapist believes that you need more assistance, you may be referred to a licensed therapist or an Employee Assistance Program that entitles you to sessions with a therapist.

Thank you for your time and consideration on this study. Should you have any questions, please do not hesitate to contact me at the address below.

Regards,

Tim Reed

(provided mailing address for researcher here)

(provided phone number for researcher here)

(provided email address for researcher here)

Appendix N

Organizational Climate results notification for direct reports

Text of e-mail or letter to Secondary Participants: Organizational Climate results notification (when requested)

DATE

PRIMARY PARTICIPANT NAME,

Thank you for your request for the results of the Organizational Climate portion of a study I am conducting. Your recent participation in my study on individual psychology and work climate is greatly appreciated.

In this study, you and your peers completed a questionnaire about your perspective of the organizational climate within your work group. The organizational climate aggregated assessment scores for your work group are the following:

	Your Work Group Score	Average Work Group Score in this study	Average Work Group Score
<i>Subscale</i>			
Flexibility	X	X	8.84
Responsibility	X	X	8.64
Standards	X	X	7.35
Rewards	X	X	8.62
Clarity	X	X	7.96
Team Commitment	X	X	18.40
<i>Total Aggregated Score</i>	X	X	Not Available

You and your manager have access to the results of the organizational climate portion of this study. It is recommended that your work group take the time to review these results together.

Thank you for your time and consideration on this study. Should you have any questions, please do not hesitate to contact me at the address below.

In the event you need additional time to discuss the impact of this research on your job, or on your relationship with your manager, or you feel that the work climate has changed for the worse, I recommend that you contact me at ([provided email address for researcher here](#)). I will provide you with contact information for a therapist for you to follow up with at no cost to you.

Regards,

Tim Reed

(provided mailing address for researcher here)
(provided phone number for researcher here)
(provided email address for researcher here)

Appendix O

Attachment Orientation and EQi:S Results notification

Text of e-mail or letter to Primary Participants: Attachment Orientation results notification; includes reference to EQi:S results attached to the same e-mail.

DATE

PRIMARY PARTICIPANT NAME,

Thank you for your recent participation in my study on individual psychology and work climate. In this study, you completed three questionnaires regarding your personal psychology, and one on your perspective of the organizational climate as it pertains to your work group. The two questionnaires were combined and entitled Personal Psychology. This combined survey was gathering data on your attachment orientation.

Attachment Orientation

Attachment orientation is thought to describe the orientation from which individuals approach ongoing personal relationships in their lives. This is thought to be most relevant to the individual's personal primary relationship. Said differently, attachment orientation describes how individuals attach to their spouse, significant other, or other primary relationship.

In this study, I used two separate survey instruments to assess your attachment orientation. This double-testing process was used to clearly confirm/dis-confirm the attachment orientation of the individuals who participated in order to better allow for statistical analysis.

For the first assessment (Fraley, Waller and Brennan (2000) Experiences in Close Relationships – Revised) your answers are consistent with someone who has _____ orientation.

For the second assessment (Bartholomew & Horowitz (1991) five item attachment orientation survey) your answers are consistent with someone who has _____ orientation.

Based on the two assessments, I understand your attachment orientation to be (circled or in **Bold Highlight**):

Secure	Preoccupied	Fearful Avoidant	Dismissive Avoidant	Unable to define due to conflicting results
--------	-------------	---------------------	------------------------	--

Information on the five attachment orientation categories is immediately below. Please read descriptions for your own awareness.

Secure attachment orientation is classified as having low anxiety and low avoidance in relation to issues pertaining to attachment in adult relationships. Individuals with a secure attachment orientation tend to value attachment relationships as well as regard them as influential. Simultaneously, they appear autonomous and able to explore thoughts and

feelings freely with respect to attachment and relationships. For example, an adult with a secure orientation is more likely able to meet people and form new relationships with a significantly lower, or non-existent, sense of anxiety when engaging in and reflecting on the relationship. People with a secure orientation often use more constructive means to cope with stress, including seeking support.

Preoccupied attachment orientation is characterized as having a high anxiety and low avoidance in relation to issues pertaining to attachment. For example, an adult with a preoccupied orientation is more likely to meet people and form new relationships, then experience some sense of anxiety when reflecting on the relationship. People with a preoccupied orientation often are mentally preoccupied with the nature and dynamics of attachment in their relationships with others, and occasionally have a strong fear of rejection, as well as a strong need for closeness.

Fearful-Avoidant attachment orientation is described as having a high anxiety and high avoidance in relation to issues pertaining to attachment. Individuals with a fearful avoidant orientation are more likely to regularly avoid meeting people and forming new relationships in order to avoid the related anxiety. While they may have a close friend or family member relationship as an adult, they would experience a significantly higher level of anxiety when reflecting on relationships in general. People with a fearful-avoidant orientation are often inhibited from being able to seek out closeness, or maintain comfortable closeness.

Dismissive-Avoidant attachment orientation is described as having a low anxiety and high avoidance in relation to issues pertaining to attachment. Individuals with a dismissive-avoidant orientation are more likely to meet people and form new relationships with minimal emotional ties. The individual, while in regular contact with their family or friends, will likely be characterized as “distant” by others. Additionally, the adult with this orientation would likely have thought processes that tend to diminish the value of human relationships overall. Like the fearful-avoidant orientation, a person who is dismissive-avoidant is often less likely able to seek out or maintain close relationships as a regular strategy for managing stress. The primary difference is that the dismissive-avoidant will experience less anxiety overall with respect to the absence of close relationships versus the fearful-avoidant.

Unable to define attachment orientation is the result of having the two assessment methods used in this study result in conflicting outcomes. For a variety of reasons, this may be the result of the tools used, the individual having a mix of two orientations, or some other undefined reason.

Emotional Intelligence

The fourth questionnaire you responded to was on your emotional intelligence. Attached to this [e-mail, letter] is a standardized description of your emotional intelligence test results. This document describes how your emotional intelligence was assessed on the day of the test, and what areas were stronger or less-dominant for you. Additionally, it makes generalized recommendations for your areas of development based on your scores.

Organizational Climate

The final area researched in this study was organizational climate. Because those scores are based on the participation of members of your work group, they will be sent in a separate letter that is more appropriate to share with the group.

Thank you for your time and consideration on this study. Should you have any questions, please do not hesitate to contact me. Additionally, should you experience undue stress because of this study, contact me through the information below, and I will provide you with contact information for a therapist for you to follow up with at no cost to you.

Regards,

Tim Reed

(provided mailing address for researcher here)

(provided phone number for researcher here)

(provided email address for researcher here)