

## Appendix A: Organization Authorization Letter

The following is the text of the letter was sent to organizations that expressed a desire to participate in the research to seek permission to contact their members as potential individual participants:

To Whom It May Concern:

I am a doctoral candidate at the Ontario Institute for Studies in Education of the University of Toronto in Canada, under the supervision of Dr. Marilyn Laiken. I am currently conducting research into the nature and characteristics of organizational relationships, both within and outside of organizational boundaries, as they are changing through the effects of instantaneous, multi-way communications. Specifically, I am seeking to develop a model and descriptive vocabulary of what one might call, “the organization of the future,” based on information coming from the lived experiences of people in organizations of various kinds and sizes. The ultimate product of this research may assist organizations to adapt to changing conditions throughout society, and better serve its employees, customers, suppliers, and the community at large.

If your organization agrees to participate in the research, I will plan to conduct one or two interviews with each of two to three people. Ideally, the people will come from different hierarchical levels in your organization, from relatively lower to relatively higher.

Of course, you are under no obligation to participate, or even respond to this correspondence. The name of your organization and all individual participants will be kept confidential, unless you (and they) explicitly give permission for identities to be revealed.

If you would like to see the detailed information about the research and the proposed interviews, I can send it to you either in hard-copy by post, or as a PDF file by email. If you would prefer to receive the information in hard-copy, please provide me with your mailing address in your response. Should you decide that your organization is willing to participate in the research, I ask that you complete and sign the attached authorization form. Please keep one copy for your files, and return one copy to me.

Thank you for your consideration.

## Appendix B: Individual Informed Consent Letter

The following is the text of the letter sent to potential individual participants as part of the informed consent process. For certain organizations, it was tailored somewhat to conform to specific confidentiality terms to which I agreed as a condition of the organization's participation.

Thank you for considering participating in and contributing to my research project. As I noted in our first contact, I am currently undertaking research at the Ontario Institute for Studies in Education of the University of Toronto that will contribute to my doctoral thesis.

The purpose of this letter is to provide you with information that you will need to understand what I am doing, and to decide whether or not you choose to participate. Participation is complete voluntary and, should you decide to participate, you are free to withdraw at any time. Should you have any concerns about the research, you may at any time contact my supervisor, Dr. Marilyn Laiken at (416) 978-xxxx or me, at 416-978-xxxx (office) or 416-xxx-xxxx (mobile).

The name of this research project is, "A Valence Theory of Organization."

The purpose of this research is to investigate participants' lived experiences within their respective organization, and to encourage them to describe that experience in terms of interpersonal and intra-organizational relationships, rather than in functional, operational, hierarchical, or bureaucratic terms.

What, essentially, I am doing is conducting either telephone or face-to-face interviews with two or three individuals from each of four to six different organizations. Each selected individual will participate in at least one initial in-depth interview that is expected to last between one and two hours, and optionally, another in-depth interview or group conversation together with others from the same organization shortly thereafter. In certain circumstances, there may be both a second individual interview and a group conversation, depending on the information that emerges from the initial interviews. During these interviews, which will be much like a dialogue or conversation, we will be discussing your own organizational relationships and interactions with other individuals, workgroups, and organizational units. We will

explore decision-making processes, anticipations of outcomes, attachments within and among workgroups, teams, departments and other organizations, and the nature of exchanges of value, knowledge, personal and workgroup identification, organizational culture, and ecological values.

I will be recording each interview, and then either fully or partially transcribing and analyzing the conversation. I will then check back with each participant, and you will have an opportunity to review the transcription. At any time during the interview, you may request that audio taping be suspended to discuss any particularly sensitive matters.

Your part in the research, if you agree, is to take part in the initial, informal interview that will last for approximately one to two hours, at a time that is convenient for both of us. A short time after the interview, I will send you a transcript of our conversation, and I will ask you to send me your feedback and comments. I may ask you to participate in a second interview to ask some follow-up questions, or a group conversation with other participants from your organization, or both, approximately four to six weeks after the initial interview.

I am taking specific steps to protect your anonymity, unless you specifically and explicitly give me permission to reveal your identity. For example, you may wish to be explicitly associated with the nature of the organizational relationships in your company or organization. The original or raw data will be stored under lock and key in my locked office, which is located in a University of Toronto building that has 24-hour security. Only I and my research supervisor, Dr. Marilyn Laiken will ever have access to this raw data. In the transcripts, names and other identifying information about you or your organization will be systematically disguised. Identifying codes that could connect you or your organization with the disguised names will also be kept under lock and key. Additionally, any transcripts or other identifying information that are stored on my personal computer will be encrypted, and only I will know the decrypting code. The timing for the destruction of the tapes and/or the raw data is five years after completion of the research or sooner.

Should you choose to remain anonymous, potential limitations in my ability to guarantee anonymity are that my supervisor, Dr. Marilyn Laiken, may need to know the source of certain information; and there is a very small chance that someone reading the research findings may be able to recognize you from some detail, even though I will make every attempt to make any identifying specifics mentioned in the

interview anonymous. Your organization will remain anonymous in the research.

As an interviewee, you will receive a copy of the transcript of your interview(s). Any section which you request to have deleted from the transcript(s) of your interview(s) will be deleted. You are free to withdraw from the study at any time, and you may request that the entire transcript of your interview be destroyed. Additionally, you may choose not to answer any question. I will be sharing major aspects of my preliminary analysis with you by providing you with a two to five page summary of the analysis, either by post or email according to your preference, and asking you to provide your comments and feedback. I may provide you with several specific questions regarding the overall analysis, although you are under no obligation to answer them; you may provide feedback however you wish, or not at all. If you have given permission for your identity to be revealed, you may withdraw that permission up to thirty days after receiving the preliminary analysis for review.

Potential benefits which you might derive from participating include the possibility of gaining a new insight into your own organizational interactions that may assist you in your career, and the knowledge that you have contributed to research that may improve our future understanding of interpersonal workplace dynamics, thereby helping many employees. Additionally, the organization itself may gain a better overall understanding into its organizational behaviour and thereby become more effective.

Potential harm, if any, is that you may be disappointed in the findings, or that you may realize something unpleasant about your own work situation, of which you were previously unaware. Although this represents a very small risk of anxiety or mental stress – and certainly no more than might be experienced in typical forms of relatively minor organizational change – you may gain an insight to remedy what may have been a long-standing and troublesome problem.

Additionally, I should inform you that I plan to use the information discovered in this research as part of my doctoral thesis, and may include it in a future article or book. Regardless of my use of the information, your identity will be protected through the use of pseudonyms, and changing identifying details, unless you specifically and explicitly give me permission to reveal your identity on the enclosed permission form.

Thank you for your consideration.

## Appendix C: Participant Organizations and Individuals

	Interview 1 Date	Length (mins)	Interview 2 Date	Length (mins)
<b>Organization A</b>				
Adam	03 Jan 2008	78	17 Sep 2008	54
Frank	12 Dec 2007	91	17 Sep 2008	55
Karen	04 Mar 2008	118	18 Aug 2008	92
Robert	11 Jan 2008	88	N/A	
Roxanne	22 Jan 2008	90	23 Sep 2008	54
<b>Organization F</b>				
Matt	17 Jan 2008	83	N/A	
Aaron	01 Nov 2007	118	14 Aug 2008	71
Jeff	01 Nov 2007	121	14 Aug 2008	52
<b>Inter Pares</b>				
Jean	30 Jan 2008	66	N/A	
Samantha ("Sam")	30 Jan 2008	104	N/A	
<b>Organization M</b>				
Mary	12 Jun 2008	152	N/A	
Mina	09 Jun 2008	77	N/A	
Sean	11 Jun 2008	90	N/A	
Stan	20 Jun 2008	108	N/A	
<b>Unit 7</b>				
Cindy	16 Jan 2008	78	08 Apr 2008	50
Frances	20 Dec 2007	85	31 Mar 2008	61
Loreen	20 Dec 2007	78	08 Apr 2008	53
Roger	26 Jan 2008	82	31 Mar 2008	51
<b>Summary</b>				
Organizations		5		
Male Participants		9		
Female Participants		9		
Interviews		28		
Shortest		50		
Longest		152		
Average		82		
Total (Hours)		38.3		

## Appendix D: Summary of Keywords, Codes, and Themes

### Belonging, Membership & Boundary

#### *Ascribed identification*

Assuming or inheriting status, class, or other attributes by virtue of one's membership in the organization. Creating the impression, either in one's own mind or in the minds of others, that s/he is endowed with unique or rare attributes because of that membership.

#### *Collective benefit*

Seeking benefit for "the greater good," or collectively for a larger group, especially in the circumstance where the individual him/herself may not directly benefit, from an event, circumstance, or change.

#### *Creating social network*

Activities, actions and processes that serve to create and strengthen social networks within the organization that are outside of the regular workflow or typical job expectations.

#### *Effects of depersonalized environment*

Effects that emerge from a workplace environment that is primarily instrumental, with minimal humanizing elements.

#### *Emotional detachment*

Becoming somewhat detached, or not vested in the outcome of one's work, to emotionally protect oneself from the work not being approved or proceeding to be implemented.

#### *Emotional involvement*

Becoming emotionally (affectively) attached to one's work, and especially the outcomes and the effects of one's contribution; feeling one's stake in those outcomes and effects.

#### *Geographic location*

Pertaining to geographic proximity or dispersion among people who are nominally either members of the same team or workgroup, or otherwise collaborating with each other.

#### *Inner/outer orientation*

Individual decision processes that indicate whether the person's standpoint is inside the organization (thinking first of the organization's needs) or outside the organization (thinking first of how the organization is perceived, or the effects the organization will have among those with which it is in relation).

***Organizational boundary issues***

Relating to feeling restricted or bounded in the scope of work an individual or group is able to assume, or being able to identify such boundaries.

***Personal benefit***

Seeking personal benefit from an event, circumstance or change.

***Personal identification***

How an individual constructs their sense of identity relative to the organization (workgroup, team, larger organization, or external organization).

***Specialization***

The degree to which an individual or organization focuses extensively or exclusively on one area of competence or expertise.

***Turnover***

Issues relating to individual members leaving the organization, either voluntarily or not.

**Change*****Changing organizational cultures***

Description of interactions and effects after a change in corporate culture, as a result of a merger or other major organizational change that results in a significant cultural change.

***Comparison among precursor companies***

Comparing behaviours, policies and cultures among precursor or predecessor organizations in a merged or transformed organization.

***Creating hierarchy***

Explicitly creating a new hierarchical structure, or reinforcing an existing structure, in response to a change, event, or circumstance.

***Disrupting bureaucracy***

Actions or decision processes that disrupt the existing or expected bureaucracy.

***Eliminating hierarchy, class, status***

Actions that tend to diminish the class/status associated with hierarchical position.

***Eliminating organizational boundaries***

Actions that minimize or eliminate traditional boundaries among organizational groups, or constituencies traditionally thought of as being outside the organization.

***Encouraging continuous emergence***

Actions, decisions, and processes that create conditions for continual emergence of new realizations and changes, through facilitating change in perspectives, contexts, and how meaning is made in the organization.

***Reaction to change***

Individual or group reaction to organizational change.

***Scaling the organization***

Issues relating to how the organization structures scale with significant growth.

***Scaling to opposite***

An action taken by an individual manager that is reflected as opposite to the official policy taken at a mass level throughout the large organization. e.g. an individual manager allows an employee to telecommute, despite the corporate policy forbidding telecommuting.

**Coordination*****Bureaucratic/administrative/hierarchical assumption***

The assumption that actions will “naturally” occur, or that procedures will be followed, by virtue of the consequences of bureaucratic and administrative theories, or the extant class/status hierarchy, or both.

***Communicating within***

Communicating within an organization, or among team or group members.

***Communication with “the outside”***

Processes and methods through which the organization communicates with its customers, clients, or other “outside” actors.

***Creating engagement***

Actions and processes that enable people to become completely engaged with their contribution to the organization and its total environment.

***Efficiency and expediency***

Actions that are justified through increasing efficiency or being expedient, especially with respect to accomplishing explicitly assigned or agreed-to objectives or achieving predetermined outcomes.

***Encouraging collaboration***

Circumstances or situations that encourage collaborating among people, irrespective of their individual or collective goals or objectives.

***Following-up a decision***

The process of verifying whether a given decision had the intended outcome or effect.



***Functional decomposition***

In which an overall task or process is decomposed into its functional component parts, without (much) regard for the human connection or relationships implications.

***Involving people***

Circumstances under which other people are involved or invited into a process, or not.

***Knowing what to do***

Based on a common understanding of the organization's intentions, the individual (or small, relatively autonomous group) initiating a task or activity that supports those intentions, with or without the discovery of that task having been delegated from above. (In a comparatively more *ba* space, there is less formal delegation of this discovery from above.) Also referred to more casually as "Giving-a-Damn."

***Legitimated delegation / workflow***

Delegation of a task, usually through a formal procedure, that follows the legitimate hierarchical organizational structure, or a predetermined, legitimate workflow process.

***New employee orientation***

The activities in which a new member of the organization engages to become familiarized with the role, and acculturated to the environment.

***Passing information***

As the primary component of an individual's role, the individual shepherds information from one part of an organization to another.

***Structured procedures and processes***

Descriptions of a highly structured, pre-defined, specified way of doing things in the organization that are generally immutable, even in cases where change or deviation might be appropriate.

***Teamwork***

Working together towards a common objective and/or sharing information among a group of individuals.

**Evaluation*****Credentialism***

Similar to "ascribed identification," but specific to official degrees or other credentials awarded by a legitimizing organization (e.g., university degree, standards body, etc.) Conferring legitimacy to one's knowledge or skill by such an independent organization. (Note that the term "independent" in this context can be problematized in terms of conflict of (status) interest.)

***Customer service, support, understanding and empathy***

Approaches and attitudes used with respect to providing service and support to customers, and in some cases, creating an even stronger connection with customers beyond the simple transaction.

***Employee evaluation***

The process through which individual employees are evaluated.

***Hiring process***

Description of the process used to hire new staff.

***Quantifying outcomes***

Measuring attainment of objectives through quantitative measures, irrespective of whether the actual intent was accomplished.

**General*****Ecological issues***

Issues related to ecological concerns, including “greening” initiatives, pollution and waste reduction, awareness campaigns, and similar.

**Impetus*****Conflict between individual and organizational values***

Instances in which there is a conflict between one’s personal values and beliefs and those of the organization.

***Consistent values***

Explicit recognition of the alignment of personal and organizational values. (cf. alignment of personal and organizational goals/objectives in traditional organizations).

***Creating opportunity***

Creating a business or career opportunity for an organization, an individual, or both.

***Decision process***

Descriptions of aspects of the internal decision-making process.

***Defining one’s role***

The process through which an individual’s, or organization’s, role is determined.

***Developing goals and objectives***

The process of developing goals and objectives for the organization, either in part or as a whole.

***Engaging outside advisors***

The process of consulting with, and seeking advice from, trusted individuals who are not directly involved with managing the organization. This would be akin to role of a board of directors, but not necessarily formally constituted.

***Leadership model***

Examples of how an organizational leader enacts their leadership role, especially in decision-making.

***Objective or instrumental choice***

Making a choice among alternatives based on “objectively” determined merit.

***Organizational isomorphism***

Creating a model of organization that is structurally similar to, or matched with, another organization, irrespective of whether the analogue contextually fits.

***Organizational structure***

A description of the management structure of the organization.

***Personal motivation***

Expressions of what motivates the individual.

***Planning for the future***

Activities, interactions and processes that anticipate future needs and directions for the organization.

***Realigning goals and objectives***

Changing an organization’s goals and objectives in reaction to circumstances, events, or other influences.

**Metadata*****Mark’s reflections***

My on-the-spot reflections based on the conversation in progress.

***Organization Identification***

Organization A, Organization F, Organization I, Organization M, Organization U.

**Power Dynamics*****Autocratic non-collaboration***

A decision taken by a person with hierarchical or legitimate power, who appears to consult or collaborate, but is, at best, seeking to convince others of his/her point of view before making the preconceived decision.

***Concertive control***

Control usually delegated by more senior management to the workers, who exert mutual control via consensus values (which are typically more akin to objectives and outcomes, rather than values), those values usually imposed from above rather than from more authentic shared value creation.

***Convincing someone***

Taking actions that will convince someone of one's point-of-view, without seriously reflecting on one's own. An action usually taken by someone with legitimate or coercive power (e.g. relatively higher in a hierarchy) without wanting to appear arbitrary, or explicitly exercising that power.

***Creating status and class***

Organizational methods and structures that create a social hierarchy of status and class, often (but not necessarily) related to income.

***Defensive measure***

An action taken by someone who perceives their position to be threatened by another person, or an event or circumstance.

***Discouraging collaboration or teamwork***

Actions, decisions or policies that discourage collaboration or teamwork by creating rivalrous situations, or other mechanisms that threaten an employee's livelihood.

***Elites benefit***

Benefits observed to be taken by an elite group within the larger organization, typically located relatively higher in a class/status hierarchy.

***Encouraging autonomy and agency***

Actions and processes that encourage individuals and organizations to take initiative and act with little direction or intervention by management. This presumes considerable trust, and relinquishing traditional managerial control.

***Ignoring hierarchy***

In an otherwise hierarchical organization, ignoring the relative hierarchical ranks in favour of other value. In an explicitly non-hierarchical organization, examples of how class and status hierarchy is eliminated or bypassed.

***Imposed expectation***

Tasks assigned in a somewhat passive-aggressive manner. The specific task is not explicitly assigned, but there is little actual choice about the expectation that more senior management holds about what should be done.

***Justifying a decision***

The process through which a decision to be taken is justified and given approval by the organization.

***Power and empowerment***

Issues and analysis related to nominal or actual empowerment of individuals, and relations of power within the organization.

***Seeking authorization***

Seeking legitimation from the hierarchical chain of command when an individual or small, relatively autonomous group discovers something that should be undertaken.

***Systemic disempowerment***

The ways in which a system or set of processes have been designed to disempower individuals, or otherwise discourage taking initiative for reviewing or questioning those processes.

**Sense-making*****Assimilating diverse thinking***

The processes used to encourage, solicit, hear, and incorporate diverse thinking among organization members, especially in circumstances affecting strategic or long-term decision-making.

***Balancing between polarities***

Issues and circumstances relating to finding an appropriate balance between polarity tensions, as opposed to giving exclusive preference to one or the other polarity.

***Effects of diverse environment***

Observations and experiences in an environment that is culturally diverse, referring either to ethnic or racial diversity, or corporate-culture diversity.

***Espoused theory***

Actions, decisions and processes that are described in response to a hypothetical situation or circumstance, imagining the course that would be taken in the particular situation.

***Handling diverse opinions***

The mechanisms for resolving diversity of opinions on direction, decisions and actions among organization members.

***In-use theory***

Actions, decisions and processes that are actually enacted in response to a situation or circumstance, sometimes differing from espoused theory.

***Instrumental rationalization***

Rationalizing an otherwise unpleasant realization, or objectionable situation based on instrumentality, or the fungible connection to an organization (e.g., "I'm getting paid to do it").

***Interconnected effects***

Indication of the complexity of organizations that are interconnected to one another, via indirect, feedback and feedforward effects.

***Reaching consensus***

Mechanisms used in an attempt to reach a consensus among people with diverse opinions on how to proceed with a particular decision or organizational direction.

***Resolving conflict***

Issues related to how conflict is resolved in the organization when agreement or consensus cannot reasonably be reached.

***Shared or consensus vision***

The process through which a “shared vision” or common understanding of direction is jointly created for the organization. This is different than developing specific goals or objectives, and different again from a vision or direction developed at the top of a hierarchy and disseminated throughout the organization.

***Things more important than money***

Individual or organizational decisions that are made for which economic considerations are either not predominant, or the decision appears to be counter to the direct economic interest of the organization.

***Unexpected outcome***

A non-deterministic outcome of a circumstance or situation, unpredictable from the situation itself.

***Work/life balance***

Personal reflection or expression of the relationship between one’s life, and what one does for economic compensation.

**Valence Forms*****ba***

The form of a valence relationship that creates shared volition, common identification, tacit shared understanding, and a shared sense of belonging.

***Fungible***

The form of a valence relationship that involves a commodified or instrumental exchange.

**Valences*****Ecological***

Relationships involving exchanges of energy and engagement in physical space.

***Economic***

Relationships involving exchange of value.

***Identity***

Relationships involving construction of identity.

***Knowledge***

Relationships involving exchanges of information, experiences, expertise, or opportunity.

***Socio-psychological***

Relationships that create affective connections.

**View of People*****Humanizing the workplace***

Interactions among people that create a more personal and caring work environment. “Co-workers” are seen as individuals, with rich lives outside of work, and those lives are germane to the work environment.

***I am part of the purpose of my group***

The individual identifies him/herself with the purpose or objective of the group, department, or program of which they are collectively a part. This is in contrast with self-identification according to their specific function or specific knowledge.

***I am what I do***

The person identifies him/herself with the organization by what they do.

***I am what I know***

The person identifies him/herself with the organization by virtue of the knowledge or experience they contribute.

***Instrumental view of people***

Viewing people as functional commodities, or “assets” based almost exclusively on their fungible worth.

***Relational view of people***

Viewing people as in relation first and foremost, with their instrumental purpose secondary to their humanity and being in connection.