

# How Do Attachment and Emotion Reduce Change Risk?

Olivia (Mandy) O'Neill, Ph.D.

Victoria Grady, Ph.D.

George Mason University School of Business

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# Manage Your Emotional Culture

Olivia (Mandy) O'Neill, Ph.D.

Associate Professor of Management

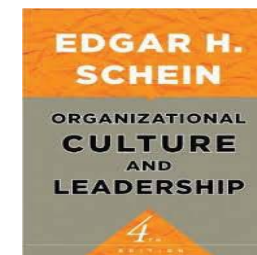
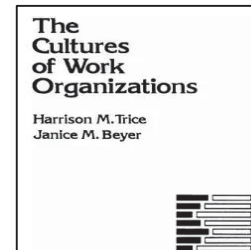
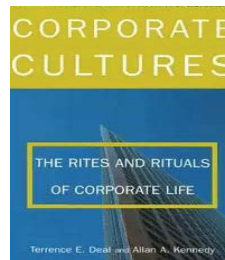
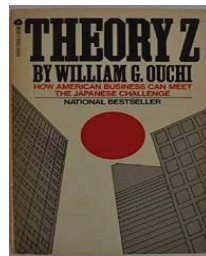
*George Mason University*

# Organizational culture

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- For the past 25 years, one of the most influential management constructs

- BUT....



- Has ignored *emotions*, focusing more on “cognitions shared by members of a social unit” (Krackhardt & Kilduff, 2002; O’Reilly, Chatman, & Caldwell, 1991; Rousseau, 1990)

# Cognitive culture values

**TABLE 1**  
Results of Factor Analysis of Individual Preferences<sup>a</sup>

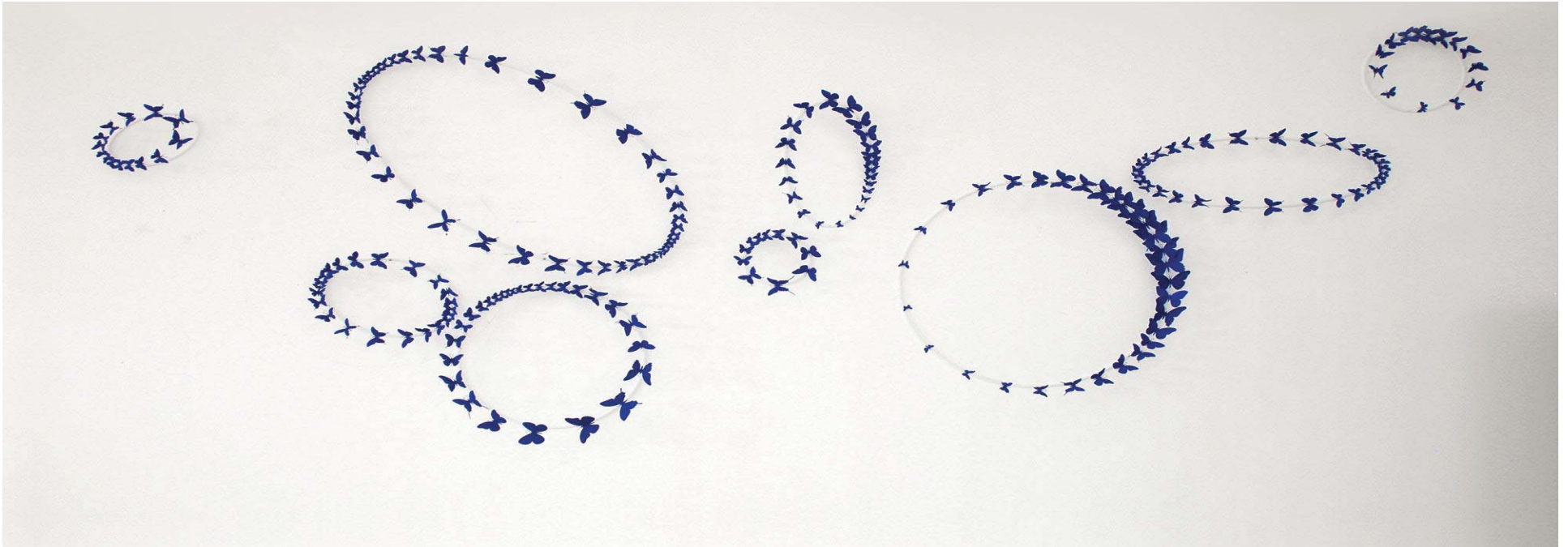
Organizational Culture Profile Item	Innovation: Factor 1	Attention to Detail: Factor 2	Outcome Orientation: Factor 3	Aggressiveness: Factor 4	Supportiveness: Factor 5	Emphasis on Rewards: Factor 6	Team Orientation: Factor 7	Decisiveness: Factor 8
Stability	-.66	.04	-.25	.04	.05	-.03	-.01	.06
Innovation	.51	-.05	-.07	.07	-.02	-.02	-.09	-.05
Experimenting	.59	-.12	-.03	-.05	-.08	-.08	-.04	-.04
Risk taking	.65	-.04	-.06	.22	-.20	-.10	-.08	-.05
Careful	-.42	.33	-.25	-.11	-.15	-.07	.06	.16
Rule oriented	-.43	.38	.06	-.04	-.16	-.02	.07	.09
Security	-.53	-.24	-.30	-.06	.10	.15	-.03	.13
Highly organized	-.47	.24	-.21	-.01	-.17	-.05	-.03	-.24
Analytical	.01	.56	.13	-.09	.01	-.03	-.03	.06
Attention to detail	-.08	.75	-.05	.02	-.06	-.06	-.03	-.08
Precise	-.09	.75	.12	.01	-.09	.01	-.05	-.11
Calm	-.16	.10	-.46	.08	-.04	.04	.00	.12
Achievement oriented	-.14	-.04	.62	.08	-.00	.25	-.03	.05
Demanding	.19	-.01	.57	.21	-.15	-.15	-.07	.02
High expectations	.12	-.03	.65	.08	-.14	-.06	.01	-.03
Results oriented	.07	-.01	.49	-.15	-.18	.20	.05	-.14
Opportunities	.17	.01	-.08	.55	-.05	.25	.04	-.10

Source: O'Reilly, Chatman, & Caldwell, 1991

# Cognitive c



Source: O'Reilly, Chatman, & Caldwell, 1991



**What is emotional culture?**

HBR.ORG

# Harvard Business Review

JANUARY-FEBRUARY 2016

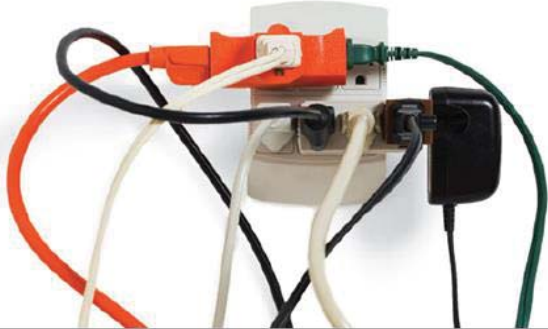
**46 The Big Idea**  
Embracing Complexity  
Martin Reeves et al.

**104 Leadership**  
Secrets of Superbosses  
Sydney Finkelstein

**94 Technology**  
The Care and Feeding of Algorithms  
Michael Luca et al.

## COLLABORATIVE OVERLOAD

YOUR MOST HELPFUL EMPLOYEES ARE BURNING OUT. HERE'S WHAT TO DO ABOUT IT.  
**PAGE 57**



SPOTLIGHT ON THE EMOTIONAL ORGANIZATION  
SPOTLIGHT

ARTWORK Paul Villalba, Orbit Series, 2010  
Aluminum (found cans), wire, plywood, vinyl paint



# MANAGE YOUR EMOTIONAL CULTURE

Most leaders focus on how employees think and behave—but feelings matter just as much. by Sigal Barsade and Olivia A. O'Neill

Harvard Business Review January-February 2016

# Emotional culture

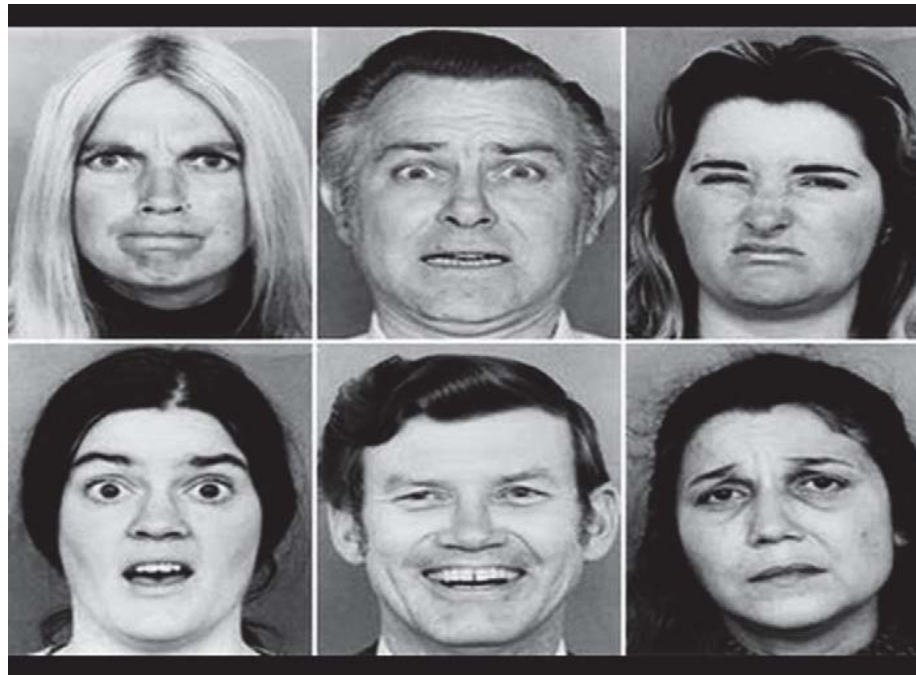
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- *Visible norms and artifacts, underlying values and assumptions, reflecting degree of perceived appropriateness and actual expression or suppression of discrete emotions within a social unit*
- Measured through depth and breadth (Jackson, 1966)
- Manifested at various levels of abstraction (Schein, 1990; Trice and Beyer, 1993; Hall et al., 1997)
- Transmitted verbally and through nonverbal behavior, such as facial expression, vocal tone, body language (Haviland, 1982)
- Can be strategic and intentional (Ekman, 1973; van Maanen, 1991; Hochschild, 1983)

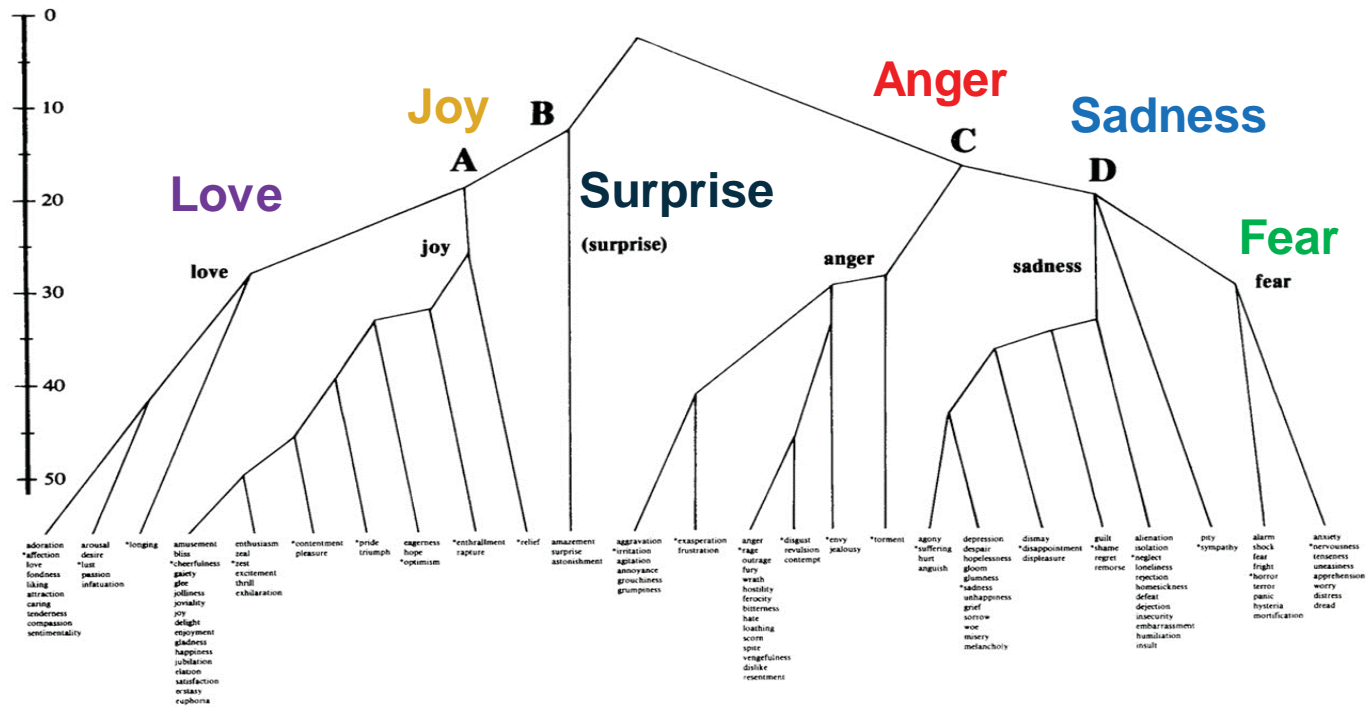


# Universal emotions

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# Emotion “prototypes”



Source: Shaver et al. (1987)

What is the relationship of emotional culture to engagement, retention, safety, health, quality, and performance?

# Study 1 – Long-term care hospital

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***Culture of love*** (i.e., affection, caring, fondness, tenderness, and compassion) impacted...

- Employee outcomes
  - Engagement
    - Teamwork
    - Satisfaction
  - Withdrawal
    - Emotional exhaustion
    - Absenteeism
- Patient outcomes
  - Satisfaction
  - Quality of Life
  - Mood
  - Health
- Patient's family outcomes
  - Satisfaction
  - Willingness to recommend facility

Source: Barsade & O'Neill (2014)

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How is a “healthy” emotional culture built and maintained in a competitive, profit-maximizing global setting?

# Study 2 – Semiconductor engineers

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- The R&D division of a publicly-held, U.S.-based manufacturer of FPGAs, CPLDs, & SPLDs
- 6 R&D sites distributed across U.S. (West Coast) and Asia (China, Philippines, India)
- Hypercompetitive industry
  - Efforts to compete with dominant players (e.g., Intel) have led to rapid consolidation, reductions in force, and increasing amounts of offshoring
- Rigorous qualitative and quantitative methods
  - 100+ semi-structured interviews at all levels, U.S. and Asia
  - On-site participant observation
  - Longitudinal surveys of 800+ employees nested in 50+ units
  - Analysis of archival HR and performance records

Source: O'Neill, in progress

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*And the reason I used the term “family” was because **we are kind of like family.** We had a great camaraderie. We were probably **like brothers and sisters**, a lot of us. Really strong core, we did a lot of things outside of work together. Till this day a lot of us still do. There is still a lot of people here that have been here that long and we still do a lot of things like that. And obviously you’ve got special bonds...it’s like brothers and sisters, because we pick on each other. We fight, but we still have a camaraderie and when the tough comes around...That’s always been something that we’ve done as a corporation. **We always seem to pull together when there is a big issue and hammer through it, work it up.***

-- D.S., Senior Staff Test Engineer, Oregon

# Involuntary turnover

	Estimate	s.e.	Wald $\chi^2$	Pr > $\chi^2$
Intercept	0.5612	0.1107	25.72	<.0001
Acquired company	-0.1615	0.029	30.97	<.0001
U.S. site	0.0001	0.0296	0	0.9971
Tenure	0.0159	0.0116	1.89	0.1687
Intel	-0.093	0.0471	3.91	0.0481
AMD	-0.0279	0.0704	0.16	0.6915
Motorola/ Freescale	-0.0031	0.0954	0	0.9739
Xilinx	0.1429	0.1058	1.83	0.1767
Having high expectations for performance	0.0059	0.011	0.29	0.5925
Having integrity	-0.0149	0.0122	1.48	0.2244
Emphasizing quality	-0.0255	0.0123	4.29	0.0382
Listening to customers	0.0141	0.0111	1.62	0.2033
Being team-oriented	-0.0206	0.0126	2.68	0.1014
Expressing affection, caring, and compassion	-0.031	0.0121	6.55	0.0105

NB: Dependent measure collected 6 weeks – 4 months later



# Job Satisfaction

	Estimate	s.e.	t	Pr >  t
Intercept	-8.1537	15.9903	-0.51	0.6109
Acquired company	7.5948	5.6517	1.34	0.1812
U.S. site	0.4679	1.4541	0.32	0.7688
Tenure	1.4558	3.9253	0.37	0.7113
Having high expectations for performance	0.9697	1.6868	0.57	0.6057
Having integrity	2.0612	1.6806	1.23	0.3075
Emphasizing quality	5.7377	1.6661	3.44	0.0411
Listening to customers	1.7951	1.5659	1.15	0.3348
Being team-oriented	-0.2178	1.6253	-0.13	0.9019
Expressing affection, caring, and compassion	4.4554	1.8883	2.36	0.0995

NB: Dependent measure collected at 15 months later

# Output requests not met on time

	Estimate	s.e.	t	Pr >  t
Intercept	21.8468	0.5647	38.69	<.0001
Acquired company	0.008466	0.2105	0.04	0.968
U.S. site	-0.04532	0.05337	-0.85	0.4582
Tenure	0.3903	0.1466	2.66	0.0087
Having high expectations for performance	-0.06735	0.05739	-1.17	0.3252
Having integrity	-0.09732	0.05594	-1.74	0.1803
Emphasizing quality	-0.1591	0.05603	-2.84	0.0657
Listening to customers	-0.02667	0.05626	-0.47	0.6678
Being team-oriented	0.04596	0.05579	0.82	0.4705
Expressing affection, caring, and compassion	-0.2296	0.06581	-3.49	0.0398

NB: Dependent measure collected at 15 months later

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How does a “negative” emotional culture  
impact the bottom line?

## **Study 3: A Fortune 100 U.S. retail chain**

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- 1,136+ employees from 21 stores surveyed at two points in time
- Archival and survey measures of safety violations, alcohol use, shrinkage/theft

Source: O'Neill et al. (2009)

# Results

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- More individual anger → greater alcohol consumption, health-related risk-taking
- Stronger culture of anger → greater inventory loss, higher turnover
- Low perceived organizational support a major cause of anger

Source: O'Neill et al. (2009)

Can negative emotions have unintended positive consequences?

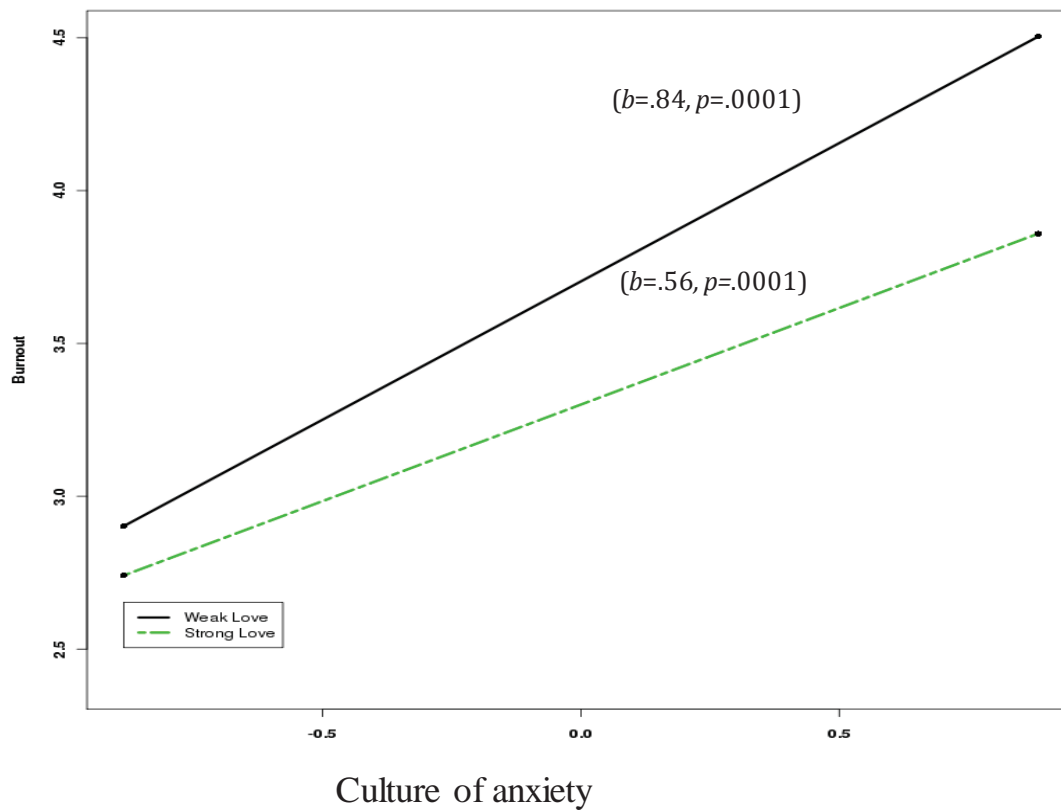
# Study 4: A city and a hospital in crisis

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- Recently ranked lowest 10<sup>th</sup> percentile for quality of care
- Located in a distressed city in the southeastern United States
- Draconian management practices
  - Punishment-based “point system” (“If you call in sick, you get a point,” “If you are one minute late for work, you get a point.”)
  - Callous management styles (“We often feel that we are liabilities to the department, as disposable as gauze”)

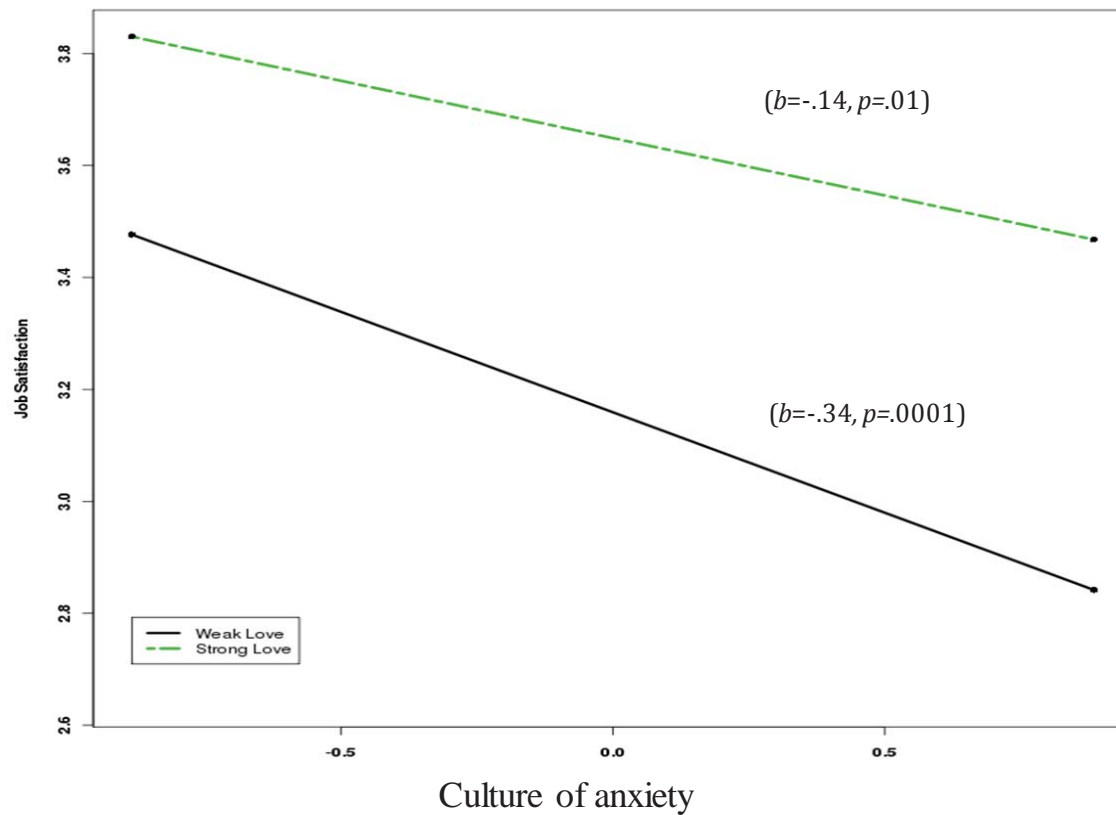
Source: O’Neill, Barsade, & Sguera, in progress

# Graph of results for burnout

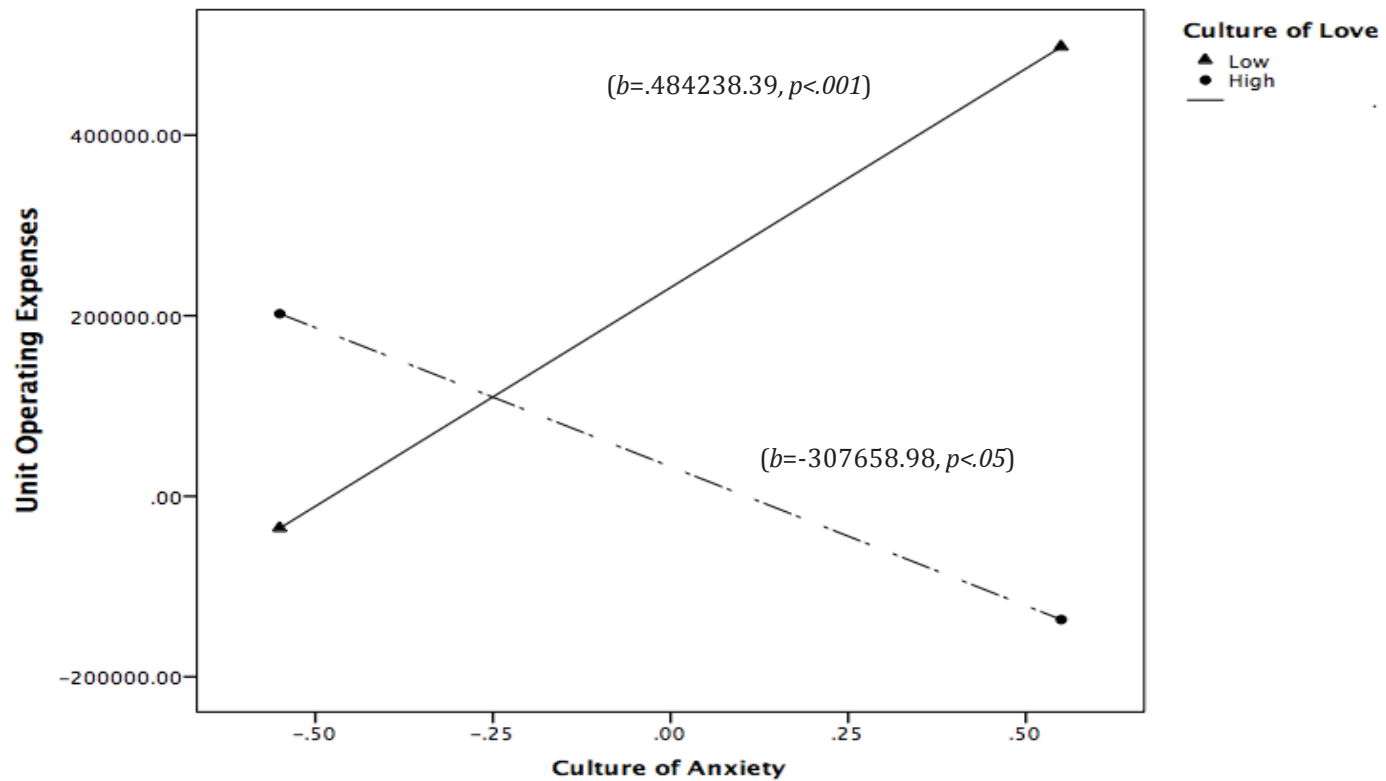




# Graph of results for job satisfaction



# Graph of operating costs results



# Take-away

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- Cultural emotions can have unintended positive (and negative) consequences, particularly in combination.
- Negative emotions are part of a company's emotional culture – they need to be managed effectively.
- Managing emotional culture can help solve current industry problems



# Problem #2: The terrorists among us

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## Majority of U.S. Employees Not Engaged Despite Gains in 2014

by Amy Adkins

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### STORY HIGHLIGHTS

- 31.5% of U.S. employees engaged in 2014
  - Engagement at its highest since 2000
  - Younger workers are least engaged
- 

WASHINGTON, D.C. -- Less than one-third (31.5%) of U.S. workers were engaged in their jobs in 2014. The average is up nearly two percentage points from 29.6% in 2013 and represents the highest reading since 2000, when Gallup first began tracking the engagement levels of the U.S. working population. However, a majority of employees, 51%, were still "not engaged" and 17.5% were "actively disengaged" in 2014.

*U.S. Employee Engagement, 2013 vs. 2014*

# Problem #3: Failure to thrive



DoD Office of Small Business Programs

Government Contracting: *the Basics*

## BASIC SMALL BUSINESS PROGRAMS

FAR PARTS 19 & 26

**SMALL BUSINESS (SB)** – Located in U.S., organized for profit, including affiliates is independently owned & operated, not dominant in field of operations in which it is bidding on Government contracts, AND meets Small Business Administration (SBA) size standards included in solicitation. Size standard is based upon the North American Industrial Classification Standard (NAICS) assigned to the specific procurement dependent upon product/service purchased.

**WOMAN-OWNED SMALL BUSINESS (WOSB)** – Small Business, at least 51% owned by ≥ 1 women, AND management & daily business operations controlled by ≥ 1 woman. **Small Disadvantaged Business (SDB)** – Small Business, unconditionally owned & controlled by ≥ 1 socially & economically disadvantaged individuals who are of good character & citizens of the U.S. AND SBA-certified.

**SMALL DISADVANTAGED BUSINESS 8(A) CERTIFIED [8(A)]** – Small Business, self-certified as a SDB, AND SBA-certified OR self-certified into the 8(a) Business Development Program for a period of 9 years.

**HISTORICALLY UNDERUTILIZED BUSINESS ZONE (HUBZONE)** – Small Business, owned & controlled ≥ 51% by U.S. citizens, SBA-certified as a HUBZone concern (principal office located in a designated HUBZone & ≥ 35% of employees live in a HUBZone).

**VETERAN-OWNED SMALL BUSINESS (VOSB)** – Small Business, veteran-owned

Spring 2002 | Vol. 44, No. 3 | REPRINT SERIES

# California Management Review

Organizational Blueprints for Success  
in High-Tech Start-Ups:  
Lessons from the Stanford Project on  
Emerging Companies

James N. Baron  
Michael T. Hannan



How do you diagnose, manage, and monitor the feelings of employees?

# How can I tell what my company's emotional culture is?

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- Employee assessments
  - Recommended: Science-based, psychometrically valid measures
  - Challenge: Employee survey fatigue
- Expert rater assessments
  - “Reading” employees’ emotion expressions
    - Facial expressions
    - Gestures, behaviors
  - Employees’ verbal statements (*“I’d like to punch him in the face”*)
  - Office cultural artifacts (e.g., décor, dress, architecture, tchotchkes)



# Manifestations of culture

Observable

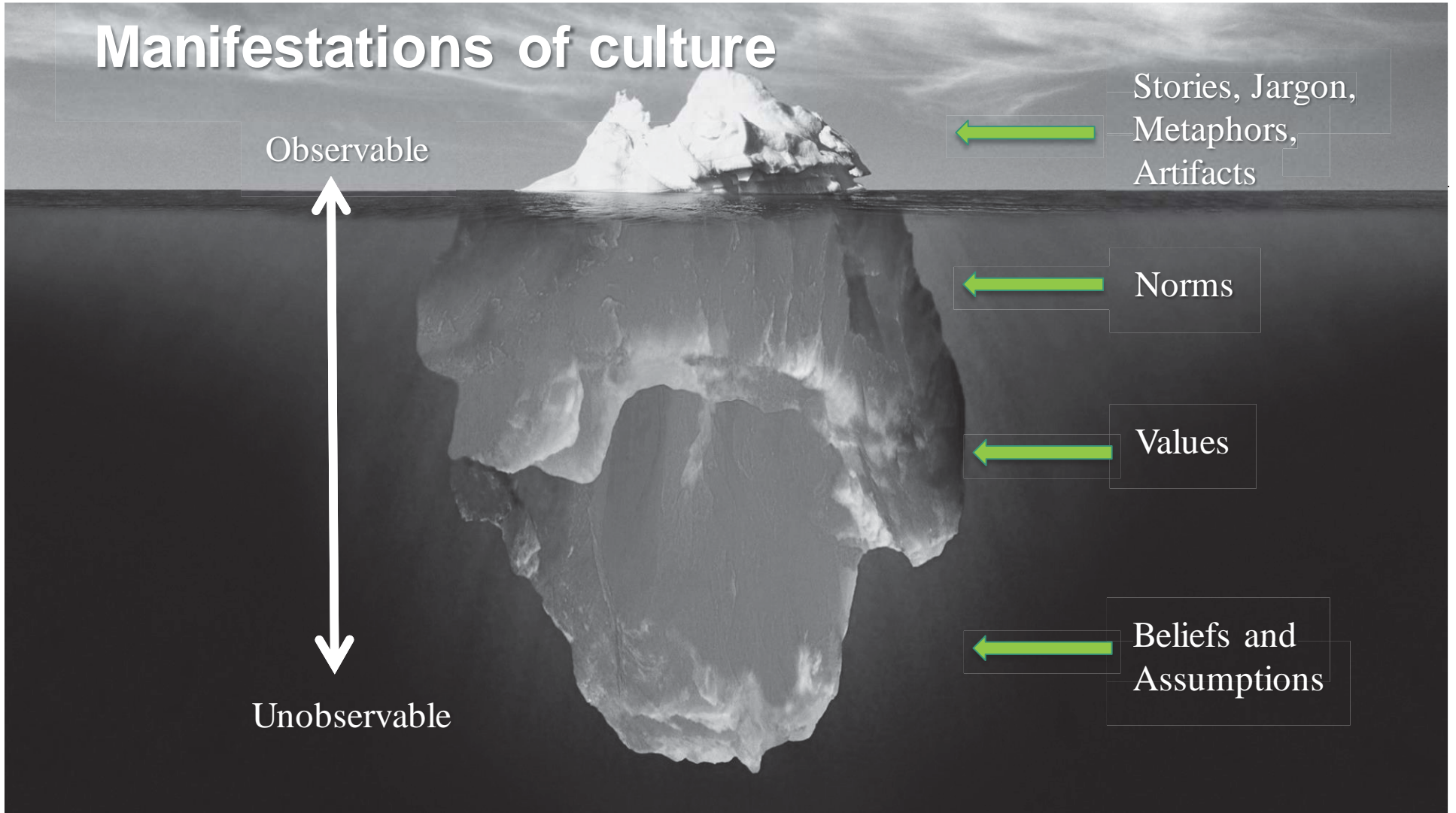
Stories, Jargon,  
Metaphors,  
Artifacts

Norms

Values

Beliefs and  
Assumptions

Unobservable

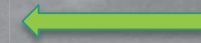


# Manifestations of culture

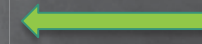
*“Family”*



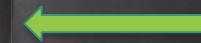
Stories, Jargon,  
Metaphors,  
Artifacts



Norms



Values



Beliefs and  
Assumptions



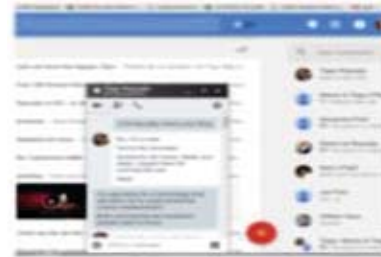
*“Results-orientation”*  
*“Rules-oriented”*  
*“Caring”*

*“Additional structure and processes often result in bureaucracy and red tape.”*  
*“If you take care of your people, you will get the best of them.”*

# Other ways to assess emotional culture

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- Emotion analysis software
  - Looks for linguistic patterns
- Emotion recognition software
- Biometric data
  - Measures emotional arousal



# How do you improve a firm's emotional culture?

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- *Top management*: Cultivate and manage emotional culture and culture change
- *Managers*: Model the behavior you want to see
  - Leaders drive rules, rituals, and practices
  - Leaders' emotions disproportionately influence the culture (e.g., through emotional contagion)
- *HR*: Hire the right people
  - Creating job interview questions that give an indication of whether prospective employees would complement or detract from desired emotional culture
- *Individual contributors*: Create desired culture through small acts (e.g., acts of compassion and caring toward coworkers)

# Questions or follow up?

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Olivia (Mandy) O'Neill, Ph.D.

George Mason University School of Business

*Tel:* +1 (703) 993-4216

*Email:* [oonNeill@gmu.edu](mailto:oonNeill@gmu.edu)

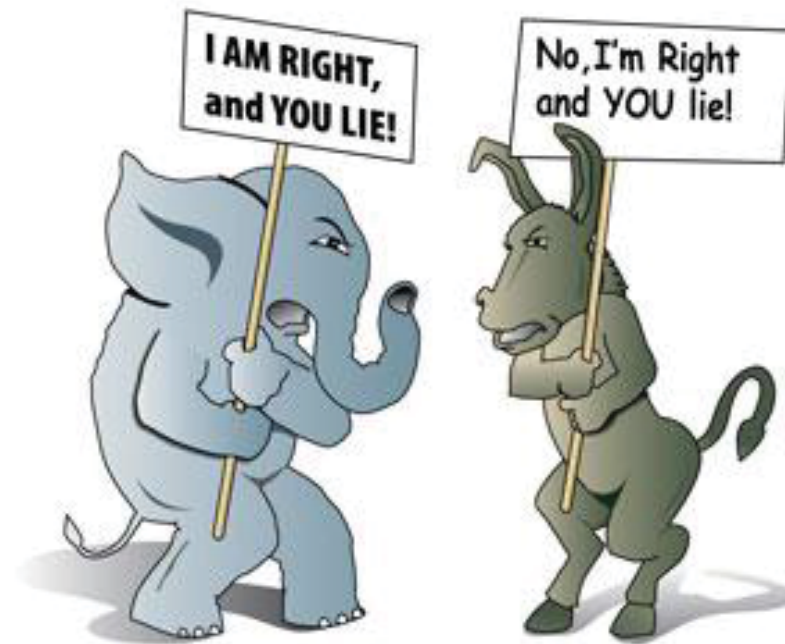
# Change in Washington DC

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*George Mason University*

## Is it this?



Source: <http://viewpoints.iu.edu/policy-briefings/2013/10/07/iu-study-cited-to-help-explain-government-shutdown/>

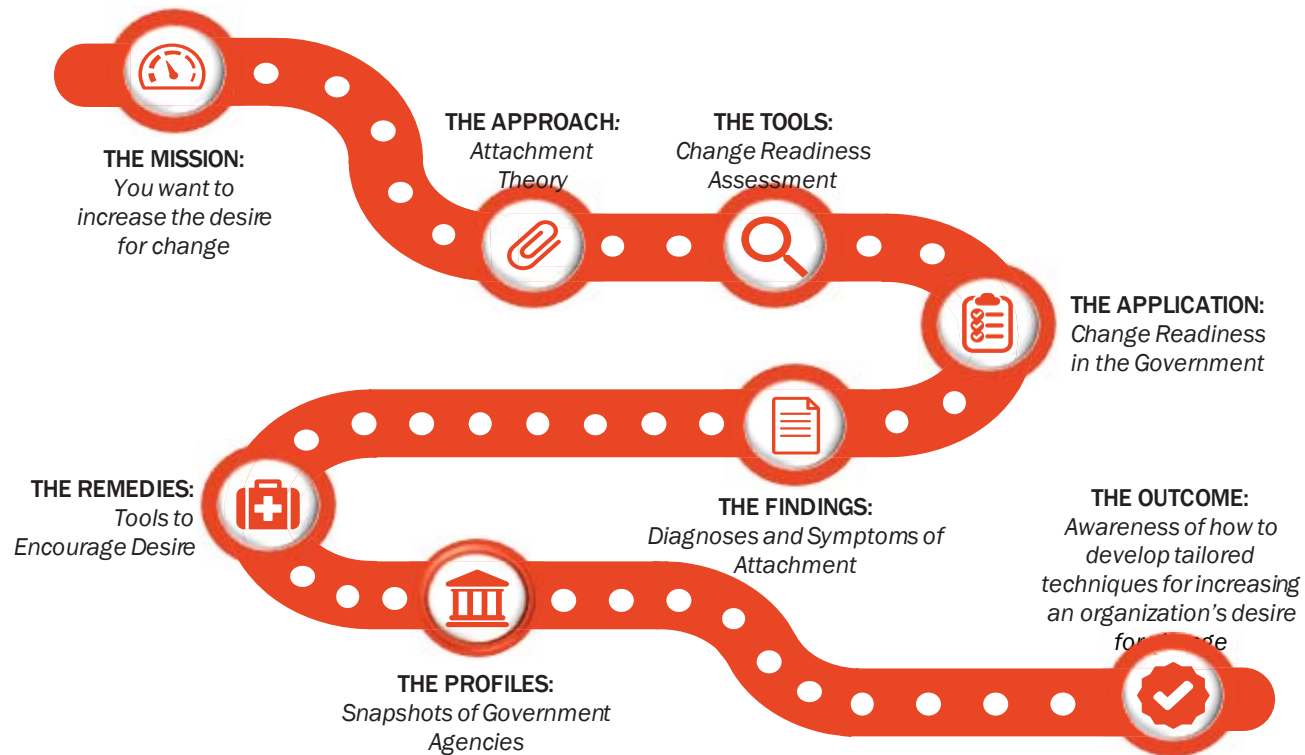
# The U.S. Federal Government is a complex organization in constant change

- The average tenure of a CEO is 9.7 years and the average Fortune 500 company has 52,000 employees
- The federal government has 4.1 million employees with \$3.7 trillion in annual expenditures
  - 1,500 political executives
  - 2.5 years is the average length of an executive appointee
- Government-wide spending on IT for the current fiscal year (FY17) is slated to be \$81.6 billion

<http://www.publicfinanceinternational.org/news/2012/04/political-appointees-american-style>  
<https://www.princeton.edu/~nmcarty/turnover041201.pdf>  
<http://www.forbes.com/sites/susanadams/2014/04/11/ceos-staying-in-their-jobs-longer/#55ee4a813d26>



# Roadmap for this Session



# We start with the Brain

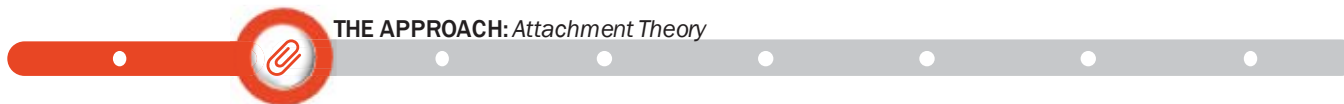


THE MISSION: *You want to increase the desire for change*



# Attachment Theory 101

- What We Know: THERE is an ABUNDANCE of literature that purports to tell us **HOW** to Change.
- What we don't Know: is **WHY** it is often challenging for employees to change.
- Critical to this discussion is why employees have such a strong connection to the current state:
  - People rely on objects, both internal and external, to successfully complete daily personal and professional tasks.
  - Relationships to those objects are based on our human instinct to “lean on” or “attach to” tangible and intangible objects, in much the same way that infants are attached to mothers and blankets (Harvey 1999).
  - When those attachments are removed, specifically in a forcible manner such as during a layoff, adults will experience predictable symptoms similar to behaviors of attachment and loss.



# Connecting Attachment to Change

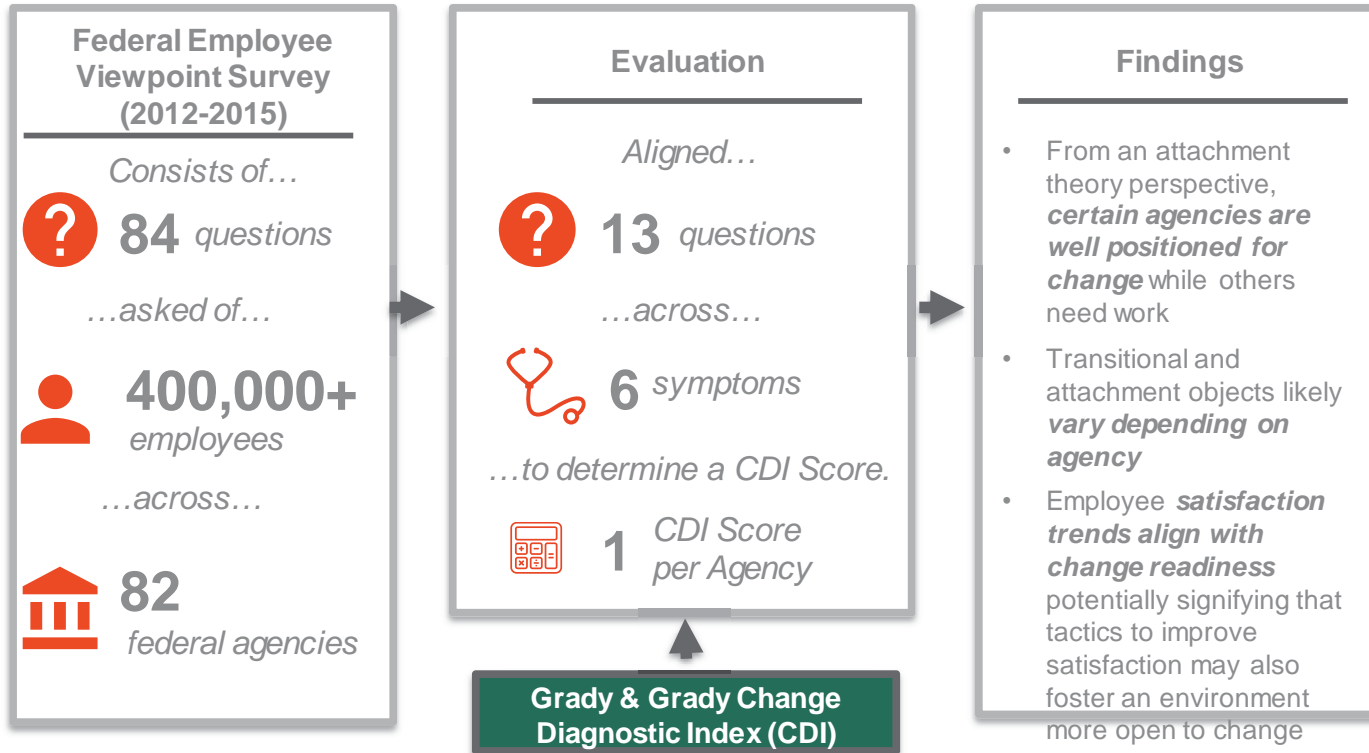
- In 2013, Grady and Grady designed the Change Diagnostic Index© (CDI) to assess the presence of the attachment “symptoms” in organizations.
- The index six patterns of thought, emotion, and behavior that will impact organizational performance.
- As shown to the right, each attachment symptom has an individual component and an organizational equivalent.

Attachment Symptoms

Loss of Workplace Attachment	Individual Symptoms	Organizational Equivalent Symptoms
Leaders	Anxiety	Reduced Morale
Authorities	Frustration	Reduced Productivity
Technology or Equipment	Retardation of Development	Reduced Motivation
Business Process(es)	Rejection of the Environment	Increased Conflict
Office Space	Refusal to Participate	Increased Absenteeism
Transportation or Commute	Withdrawal	Increased Turnover
Team or Friends or Lunch Buddies		
Ideas		



# Connecting Data to the Diagnostic

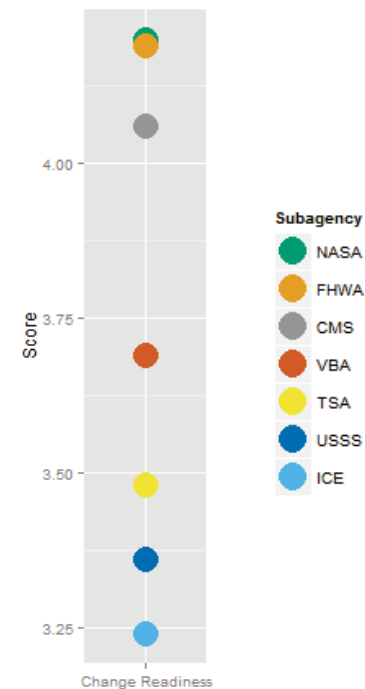


THE APPLICATION: *Change Readiness in the Government*

# Diagnosing Change Readiness

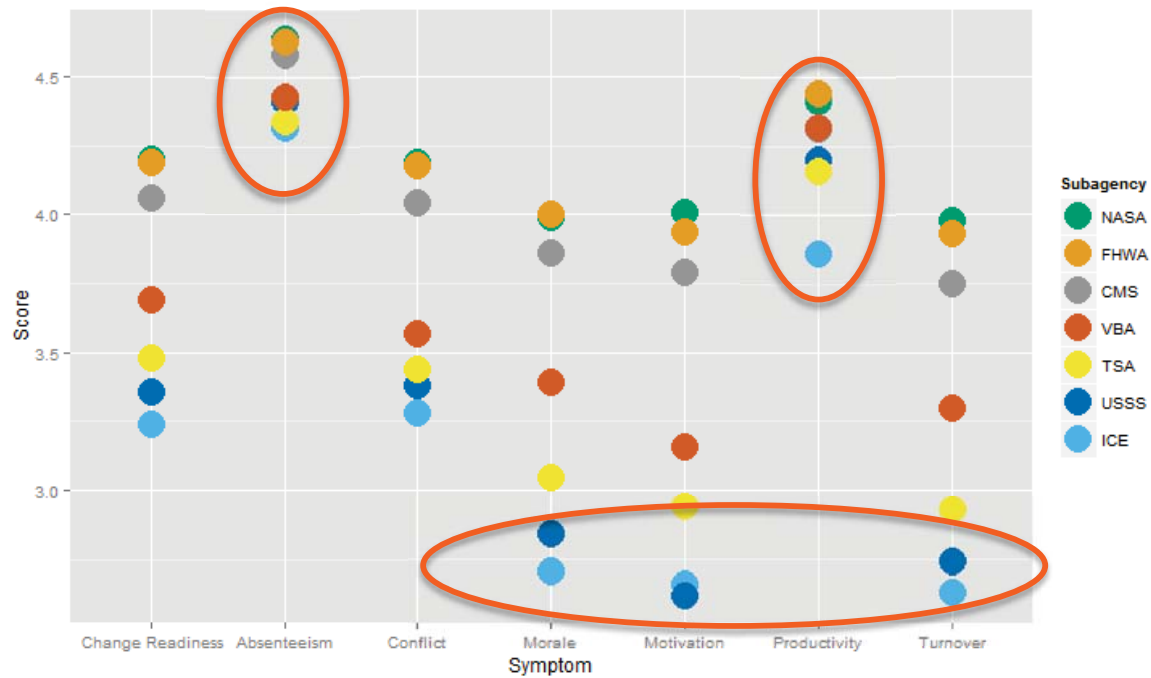
- All agencies were ranked on a 1 to 5 scale with all agencies falling between 3 and 5
- NASA scores the highest of all government agencies
- The Federal Highway Administration (FHWA) and the Centers for Medicare and Medicaid Services (CMS) also score high
- The Veterans Benefits Administration (VBA) is in the middle
- Three Homeland Security Agencies rank near the bottom: the Transportation Security Administration (TSA), the Secret Service (USSS), and Immigration and Customs Enforcement (ICE)

2015 Change Reading Scores



# Diagnosing Attachment Symptoms

2015 Change Reading Scores with Symptoms



THE FINDINGS: Diagnoses and Symptoms of Attachment



# Defining the Transitional Object



THE REMEDIES: Tools to encourage desire





# Transitional Objects for Feds



Note: Consistent with Prosci Research Findings

**THE REMEDIES:** Tools to encourage desire



# Profile 1: NASA



## Change Challenge

In 2012, NASA's Space Shuttle program ended, and the agency saw a major shift away from manned space exploration and space travel. NASA now supports commercial spaceflight development (e.g., SpaceX). Unmanned space exploration, satellites, and GIS/GPS technology are increasingly higher priority, while manned space flight timelines have been lengthened and budgets decreased.

## Profile Type: **Change Ready**

CDI and Symptoms

	2012	2015	Change
<b>Overall</b>	<b>4.12</b>	<b>4.2</b>	<b>0.08</b>
Productivity	4.34	4.41	0.07
Morale	3.92	3.99	0.07
Motivation	3.9	4.01	0.11
Conflict	4.09	4.19	0.1
Absenteeism	4.63	4.64	0.01
Turnover	3.85	3.98	0.13

Transition Objects

	2012	2015	Change
Senior Leaders	3.8	4.0	0.2
Direct Supervisors	4.2	4.3	0.1
Mission	4.1	4.3	0.2
Information	3.8	3.9	0.1
Skills	3.8	4.0	0.2



# Profile 3: CMS



## Change Challenge

From 2012-2015, The Centers for Medicare & Medicaid Services (CMS) accelerated adoption of electronic health records (EHR) and implementing Medicare and Medicaid dimensions of the Affordable Care Act (ACA). Included in this period were: the ICD-10 code conversion (2012), the turbulent healthcare.gov and state insurance exchange rollouts, which led to a public apology (2013), increased public access to data and information about medical costs and providers, and ACA compliance.

## Profile Type: **Ready and Improving**

### CDI and Symptoms

	2012	2015	Change
<b>Overall</b>	<b>3.92</b>	<b>4.06</b>	<b>0.14</b>
Productivity	4.32	4.31	-0.01
Morale	3.69	3.86	0.17
Motivation	3.57	3.79	0.22
Conflict	3.8	4.04	0.24
Absenteeism	4.52	4.58	0.06
Turnover	3.63	3.75	0.12

### Transition Objects

	2012	2015	Change
Senior Leaders	3.6	3.9	0.3
Direct Supervisors	3.9	4.2	0.3
Mission	4.0	4.1	0.1
Information	3.4	3.8	0.4
Skills	3.5	3.6	0.1



# Profile 6: Secret Service



## Change Challenge

Since 2012, US Secret Service (USSS) agents have had many major public failures resulting in serious image issues, high attrition, and high leadership turnover: the Colombian prostitute incident (2012); the WH fence jumper (2014); and several intoxication/protocol failures. A 2014 DHS review recommended USSS leadership from outside the agency. USSS FTEs have dropped 12% since 2012.

## Profile Type: **Failed Change**

### CDI and Symptoms

	2012	2015	Change
<b>Overall</b>	<b>3.78</b>	<b>3.36</b>	<b>-0.42</b>
Productivity	4.32	4.2	-0.12
Morale	3.5	2.84	-0.66
Motivation	3.18	2.62	-0.56
Conflict	3.7	3.38	-0.32
Absenteeism	4.53	4.41	-0.12
Turnover	3.43	2.74	-0.69

### Transition Objects

	2012	2015	Change
Senior Leaders	3.5	2.6	-0.9
Direct Supervisors	3.8	3.7	-0.1
Mission	4.3	3.6	-0.7
Information	3.2	2.6	-0.6
Skills	3.2	2.6	-0.6



# The Outcome...for Washington

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- The regular change in senior leadership with assignment based on political connections can limit the credibility of senior leaders during change
- Successful change is tied to strong information sharing (CMS and FHWA)
- Direct supervisors can be strong transition objects supporting change (NASA, CMS, and FHWA) or can be the only beacon of light for struggling organizations (Secret Service and TSA)
- The mission is an attachment that is strong, but when the mission changes, other attachments must be there to catch employees (TSA, Secret Service, ICE)
- Information sharing seems to stem from senior leaders in positive and negative cases

THE OUTCOME:



## The Takeaways...for You!

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- Attachment is a powerful psychological challenge that can impede your organization's *desire* to implement change
- The symptoms impact attachment within the organization and there are different ways to measure the symptoms (Do you already have an employee survey you can use?)
- Once you understand the symptoms, you can start to think about how to manage attachment and consider how to define transitional objects to support your employees during transition... *and increase desire for change!*

# Questions or follow up?

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Victoria Grady, Ph.D.

George Mason University School of Business

*Tel:* +1 (703) 993-8711

*Email:* [vgrady3@gmu.edu](mailto:vgrady3@gmu.edu)

# Questions

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# Profile 2: FHWA



## Change Challenge

The FHWA faced huge challenges due to volatile gas prices, failing infrastructure and damaging natural disasters. The Highway Trust Fund, 50% of FHWA's budget, is a stopgap funded only until June 2016; more highways, bridges, and overpasses are deemed failing each year; and the FHWA pays for 100% of highway repairs in the 180 days following a natural disaster. FHWA is implementing better financial and safety analytics, but had major leadership shakeups.

## Profile Type: **Change Ready**

### CDI and Symptoms

	2012	2015	Change
<b>Overall</b>	<b>4.13</b>	<b>4.19</b>	<b>0.06</b>
Productivity	4.53	4.44	-0.09
Morale	3.97	4.0	0.03
Motivation	3.68	3.94	0.26
Conflict	4.09	4.18	0.09
Absenteeism	4.63	4.63	0
Turnover	3.84	3.93	0.09

### Transition Objects

	2012	2015	Change
Senior Leaders	3.9	4.0	0.1
Direct Supervisors	4.2	4.2	-
Mission	4.1	4.3	0.2
Information	3.7	4.0	0.3
Skills	3.5	3.7	0.2



# Profile 4: VBA

## Change Challenge

Already facing a giant claims backlog and a slow transition to electronic claims in 2012, the Veteran's Benefit Administration (VBA) was rocked by the 2013 claims/scheduling scandal. The VBA received a 13% increase in funding for FY14 and began implementing systemic performance improvements and culture changes, but not quickly or fully enough to satisfy public opinion, and Director Shinseki was forced to resign in 2014. By 2015, the claims backlog had been reduced from a high of 600,000+ to fewer than 50,000.

## Profile Type: **Moderately Ready/Sustained**

### CDI and Symptoms

	2012	2015	Change
<b>Overall</b>	<b>3.72</b>	<b>3.69</b>	<b>-0.03</b>
Productivity	4.33	4.32	-0.01
Morale	3.48	3.39	-0.09
Motivation	3.18	3.16	-0.02
Conflict	3.55	3.57	0.02
Absenteeism	4.39	4.43	0.04
Turnover	3.4	3.3	-0.1

### Transition Objects

	2012	2015	Change
Senior Leaders	3.4	3.3	-0.1
Direct Supervisors	3.8	3.8	-
Mission	3.7	3.7	-
Information	3.2	3.2	-
Skills	3.3	3.2	-0.1



# Profile 5: TSA



## Change Challenge

The Transportation Security Administration (TSA) change its approach from universal to risk-based screening, but public scandals continued to dog TSA, including dismissals for theft and gambling (2013), increase in misconduct (2013), a groping scandal (2015), and a 95% failure rate in screening tests for prohibited items (2015). Congress intervened through Transportation Security Acquisition Reform Act (2013), which required technology-based efficiencies to be found and regular reporting to Congress.

## Profile Type: **Not Ready, but Stable**

### CDI and Symptoms

	2012	2015	Change
<b>Overall</b>	<b>3.55</b>	<b>3.48</b>	<b>-0.07</b>
Productivity	4.28	4.16	-0.12
Morale	3.19	3.05	-0.14
Motivation	2.94	2.94	0
Conflict	3.43	3.44	0.01
Absenteeism	4.4	4.34	-0.06
Turnover	3.04	2.93	-0.11

### Transition Objects

	2012	2015	Change
Senior Leaders	3.1	3.1	-
Direct Supervisors	3.6	3.6	-
Mission	3.8	3.8	-
Information	3.1	3.1	-
Skills	3.3	3.4	0.1





# Profile 7: ICE

## Change Challenge

The President's 2014 Executive Action increased relief for illegal immigrants to an estimated 48 percent of the estimated 11 million people illegally present in the U.S. This narrowed ICE's mission considerably. Changes included an immediate recalibration of ICE workforce and personnel pay structure. Resistance to the presidential directives from ICE employees has been publicly discussed in Congressional hearings. Heated political debate on immigration continues unabated beyond the bounds of ICE as an agency.

Profile Type: **Not willing and getting worse**

### CDI and Symptoms

	2012	2015	Change
<b>Overall</b>	<b>3.54</b>	<b>3.24</b>	<b>-0.3</b>
Productivity	4.13	3.86	-0.27
Morale	3.15	2.71	-0.44
Motivation	2.94	2.66	-0.28
Conflict	3.46	3.28	-0.18
Absenteeism	4.51	4.32	-0.19
Turnover	3.04	2.63	-0.41

### Transition Objects

	2012	2015	Change
Senior Leaders	3.1	2.7	-0.4
Direct Supervisors	3.7	3.5	-0.2
Mission	3.4	2.9	-0.5
Information	2.9	2.6	-0.3
Skills	3.0	2.7	-0.3

