



## **Attachment in the Workplace**

Attachment during induction and probation

A partnership research project

An Interim Report

July 2012

## Thanks

Huge thanks are due to all participants in this study, to the respective coordinators at Alternative Futures Group and Dimensions, to Judith Ward the efficient, thoughtful and thorough researcher, to tMLF staff but most of all to Neil and David, the ceos at the time of the commissioning whose foresight and generosity made this study possible.

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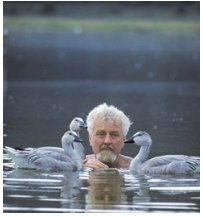
## 1 Background and History of the Study

- 1.1 The Mindful Leadership Foundation (tMLF) has been keen to bring the rich research and practice of the Attachment community into the world of work. Its Director Duncan Fraser has published on the subject (2007, 2012) and wanted to explore possible ways of creating secure attachment during induction and probation by researching what if any impact Attachment styles of thinking, feeling and behaving can have during induction and probation.
- 1.2 After discussing aspects of the ideas with colleagues in the attachment community, Neil Campbell, (CEO, Alternative Futures Group) and David Wolverson, (then CEO of Dimensions) were interested in general in Attachment and in particular in ways in which its models might be practically applied to help new starters.
- 1.3 The outline was produced in autumn 2010 and agreed by both organisations who were part funders.
- 1.4 This was to be tMLF's first research project which, it was hoped, would, along with other projects, create practical outcomes for participants. Less therefore the scientific and academic approach and more the phenomenological exploration of key themes which might have practical application.
- 1.5 Knowing as we do the many and rigorous applications of Attachment theory in parenting and more recently, in romantic attachments there was an assumption that there was something of merit in applying this knowledge and practice in the broader work-based environment.

## 2 Introduction to Attachment Theory

- 2.1 John Bowlby (1907 - 1990) and his successors revolutionised our understanding of the impact of our first few years on our thoughts, feelings and actions. His attachment theory, (1969, 1973, 1979, 1980) unlike its psychoanalytic antecedents observed that we are programmed to be physically close to our primary caregiver not only to get our basic physiological needs met but also our psychological and emotional ones too. We get close not only for food, comfort and affection but also, critically, for safety and security. When we are secure we feel bold enough to move away to explore, learn and grow until we feel insecure from a perceived threat and then we return again to the source of security. In order to achieve a secure attachment as babies we simply need someone consistently, empathically and rapidly to respond to our anxiety or crying and someone who will gratuitously and appropriately engage in social interaction or play.
- 2.2 We are born believing that we are the world. We are our primary caregiver and that we are the centre of it all - the world is there for us. In our first year we become aware that we are separate. Our first existential crisis ensues - the end of the healthy narcissism. We are born needing to be cared for in order that our brains can grow - our skulls would be too big for birth otherwise. Empathy and attunement (Erkine 1998, Gerhard 2004) are the ways in which the mirror neurons trigger the neuro chemistry we need to stimulate and grow the brain.
- 2.3 'John Bowlby regarded attachment as a biological instinct of the vulnerable young' (Prior and Glaser 2006). An 'affectional bond' forms between the baby and the primary caregiver and the attachment behaviour is instinctual. 'The theory proposes that children attach to carers instinctively, for the purpose of survival and, ultimately, genetic replication'. (Prior and Glaser. Op Cit p15). 'The biological aim is survival and the psychological aim is security'. (Schaffer R (2007)
- 2.4 However primary caregivers are human. They have needs. They may have other children to look after. They may have anxieties, addictions, concerns, in other words they are human. They may not always meet the child's attachment needs. The baby then has to make sense of the world. Expecting the perfect caregiver, as opposed to Winnicott's 'good-enough mother' there is disappointment. But in this relational duet there forms an understanding of how to be safe, sane and well in the world. The baby is constantly adapting and creating a 'mental model' (Fonagy 2001) of how their world is.
- 2.5 These attachments provide a relationship in which the infant will:
- 1 seek proximity to the attachment figure;
  - 2 have a sense of a safe haven—in which when s/he is upset the attachment figure will soothe her/his distress; and
  - 3 develop an 'internal working model of a secure base' — an internal schema of the self with the other, self-with-attachment-figure — that will provide him with a security enabling him to explore the world, have a sense of well-being, and to soothe himself in times of distress in the future (Siegel D 1999, Cassidy & Shaver, 1999, Bowlby, 1969)

2.6 Bowlby's ideas were informed by:



**Konrad Lorenz** (1903-1989) the Austrian zoologist, ethologist and ornithologist who famously demonstrated that any living thing, (Lorenz himself in his wellingtons!), could imprint as a caregiver onto ducklings.



**Harry Harlow** (1905-1981) the American psychologist best known for his maternal-separation and social isolation experiments on rhesus monkeys, which demonstrated the importance of care-giving and companionship in social and cognitive development. He conducted most of his research at the University of Wisconsin-Madison, where humanistic psychologist Abraham Maslow worked for a time with him. The monkeys always chose the wire 'caregiver' with the soft covering, even if the other had the food.



2.7 **John Bowlby** (1907-1990) was a British psychoanalytic psychiatrist who was asked by the WHO to look at maternal deprivation of '32 young thieves' (1944). This landmark study, which effectively alienated Bowlby from his psychoanalytic community, observed that the concerns and issues of the young men in question arose from maternal physical separation rather than intrapsychic problems in the Freud tradition.

Bowlby formulated in his three groundbreaking books, Attachment, Separation and Loss (1969, 1973, 1980) different attachment styles, characterised then as Secure, Insecure Avoidant and Insecure Ambivalent (see below).

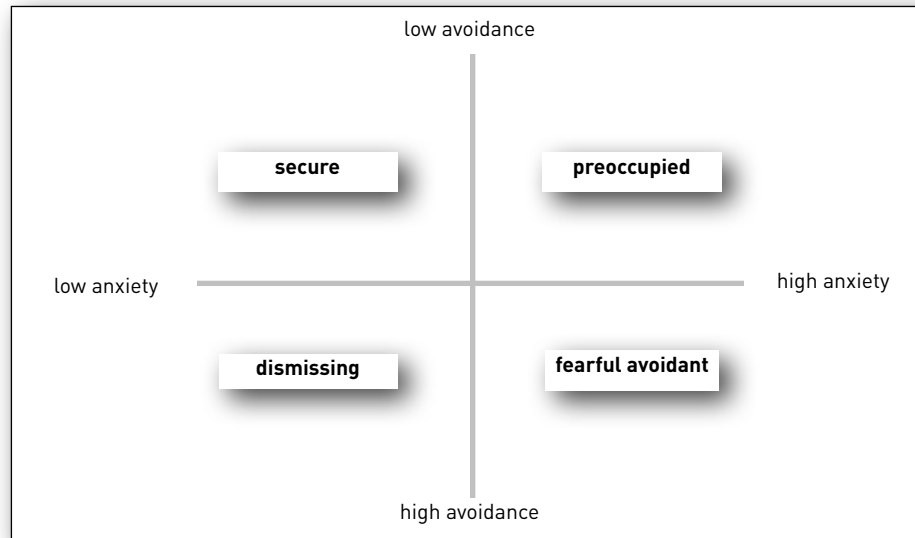


2.8 **Mary Ainsworth** (1913-1999), a Canadian developmental psychologist, worked with Bowlby to develop the theory and pioneered "The Strange Situation" a powerful and elegant observational tool for identifying attachment patterns in infants. She also made important observations about attachment styles being non-culture specific.



2.9 **Mary Main** (1943- ) is a researcher at the University of California, Berkeley who, with colleagues, identified and empiricised a fourth attachment style in children, namely **insecure disorganized** attachment. It can be characterized by a lack of a coherent 'organised' behavioral strategy for dealing with the stresses during the Strange Situation.

2.10 This research and observation, has, over the last thirty years led to a formulation of attachment styles which can be described as relationships between avoidance and anxiety



2.11 The Four styles are summarised by the following (including the different names given to the patterns by different authors):

	<b>Secure</b>	<b>Insecure: Ambivalent/preoccupied/ clinger/entangled</b>	<b>Insecure: Avoidant/Dismissing</b>	<b>Insecure: Disorganised/unresolved/ wobbler</b>
<b>% of population</b>	55	8	23	15
<b>Descriptor</b>	It is relatively easy for me to become emotionally close to others. I am comfortable depending on others and having others depend on me. I don't worry about being alone or having others not accept me.	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 them.	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	I am somewhat 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 sometimes worry that I will be hurt if I allow myself to become too close to others

2.12 The Four styles, as demonstrated in the Strange Situation are summarised by the following (including the different names given to the patterns by different authors):

### **Secure**

Caregiver	Responds appropriately, promptly and consistently to needs. Caregiver has successfully formed a secure parental attachment bond to the child
Child	Uses caregiver as a secure base for exploration. Protests caregiver's departure and seeks proximity and is comforted on return, returning to exploration. May be comforted by the stranger but shows clear preference for the caregiver

### **Avoidant**

Caregiver	Little or no response to the distressed child. Discourages crying and encourages independence
Child	Little affective sharing in play. Little or no distress on departure, little or no visible response to return, ignoring or turning away with no effort to maintain contact if picked up. Treats the stranger similarly to the caregiver. The child feels that there is no attachment; therefore, the child is rebellious and has a lower self-image and self-esteem

### **Amibivalent / Resistant / Preoccupied**

Caregiver	Inconsistent between appropriate and neglectful responses. Generally will only respond after increased attachment behavior from the infant
Child	Unable to use caregiver as a secure base, seeking proximity before separation occurs. Distressed on separation with ambivalence, anger, reluctance to warm to caregiver and return to play on return. Preoccupied with caregiver's availability, seeking contact but resisting angrily when it is achieved. Not easily calmed by stranger. In this relationship, the child always feels anxious because the caregiver's availability is never consistent

### **Disorganised**

Caregiver	Frightened or frightening behaviour, intrusiveness, withdrawal, negativity, role confusion, affective communication errors and maltreatment. Very often associated with many forms of abuse towards the child
Child	Stereotypes on return such as freezing or rocking. Lack of coherent attachment strategy show by contradictory, disoriented behaviours such as approaching but with the back turned.

2.13 The Characteristics of Attachment are:

- Safe Haven:** When the child feels threatened or afraid, he or she can return to the caregiver for comfort and soothing
- Secure Base:** The caregiver provides a secure and dependable base for the child to explore the world
- Proximity Maintenance:** The child strives to stay near the caregiver, thus keeping the child safe
- Separation Distress:** When separated from the caregiver, the child will become upset and distressed

2.14 The resulting models of self and others are:

	Model of self : +ve	Model of self : -ve
Model of other : +ve	<p><b>Secure</b> comfortable with intimacy and autonomy</p>	<p><b>Preoccupied</b> Preoccupied with relationships</p>
Model of other : -ve	<p><b>Dismissing</b> Dismissing of intimacy Counter-dependent</p>	<p><b>Fearful</b> Fearful of intimacy Socially Avoidant</p>

- 2.15 Appendix 1 gives considerable detail on each pattern and was used as part of the two workshops (see below).
- 2.16 Attachment is crucial to our physical, emotional, relational, social and psychological development. Initiated by our relationship with our primary caregiver, it is critically formed before language and is therefore embedded somatically in our sense of who we are and how we need to be in the world with authority figures. We will have many such relationships, other familial relationships, teachers, head teachers, bosses and I would argue, God, for those of faith.
- 2.17 The trigger for attachment behaviours is anxiety. The psycho-physiological fight and flight mechanism, triggered in the workplace by an unexpected challenge, a new task, the arrival or departure of a significant other was laid down in these early months.
- 2.18 Over the last 30 years there has been an enormous amount of attachment research, some transgenerational (Sroufe, Egeland, Carlston, Collins 2009) which had focused mainly on parenting and more recently on romantic attachment. But there has been a dearth of research into the implications of attachment behaviour in the workplace. (Miscignagna 2005). There has been research and writing on personality adaptations, psychopathology and individual psychology at work (Furnham 2005, 2009, 2010, Kets De Vries 2003, 2006, 2011, Lubit 2003).

### 3 Research Methodology

#### 3.1 Aim of the research

The original intention was to see how attachment styles played out in the workplace in times when attachment behaviours were most likely triggered: beginnings (induction and probation or joining new teams) or endings (redundancy, retirement).

We decided to begin at the beginning and focus on 'In what way, if any, do our attachment patterns inform our behaviour during our induction / probation period in a new job / new organisation'?

We were interested in finding ways to increase secure attachment, a strong and effective bond, between 'employer and employee' during this early phase.

Using knowledge from secure attachment parenting, Duncan Fraser had devised a Secure Induction Model which was to be used as part of the methodology.

The aim was to notice if and how the behaviours played out, how security could be achieved and what implications this might have for creating appropriate induction and probationary procedures for the commissioners and others.

#### 3.2 Steering Group

##### **Alternative Futures Group (AFG)**

Angela Boyle	Assistant Director of Operations
Neil Campbell	Chief Executive
Peter Flynn	HR Director

##### **Dimensions**

Rashmi Becker	Executive Director & Marketing Business Development
Stella Cheetham	Executive Director of HR
Lisa Hopkins	Director of Specialist Development
Steve Scown	Chief Executive;

##### **the Mindful Leadership Foundation (tMLF)**

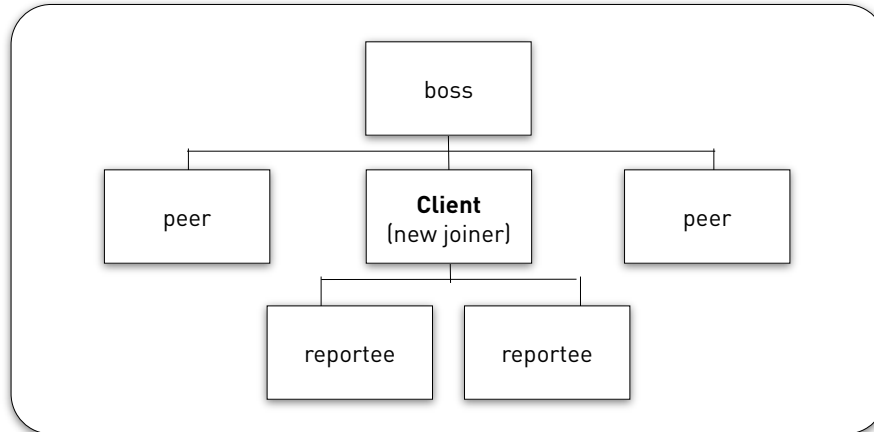
Duncan Fraser	Director
Jo Keown	Project Coordinator/PA
Susanna Wright	Business Development

External

Beth Neustadt	Adult Questionnaire (AQ)
Judith Ward	Researcher

### 3.3 Project Design

The design was ideally to find new joiners (clients) to both organisations whose attachment style could be identified by questionnaire (AQ - See Appendix 2.1 ), post-appointment and pre-induction joining a hoped for workgroup constellation comprising:



The plan was that there should be 6 such constellations in each of the two organisations, half of which would act as a control group (Group A)

All other members of the constellation were to have their attachment style identified by the AQ.

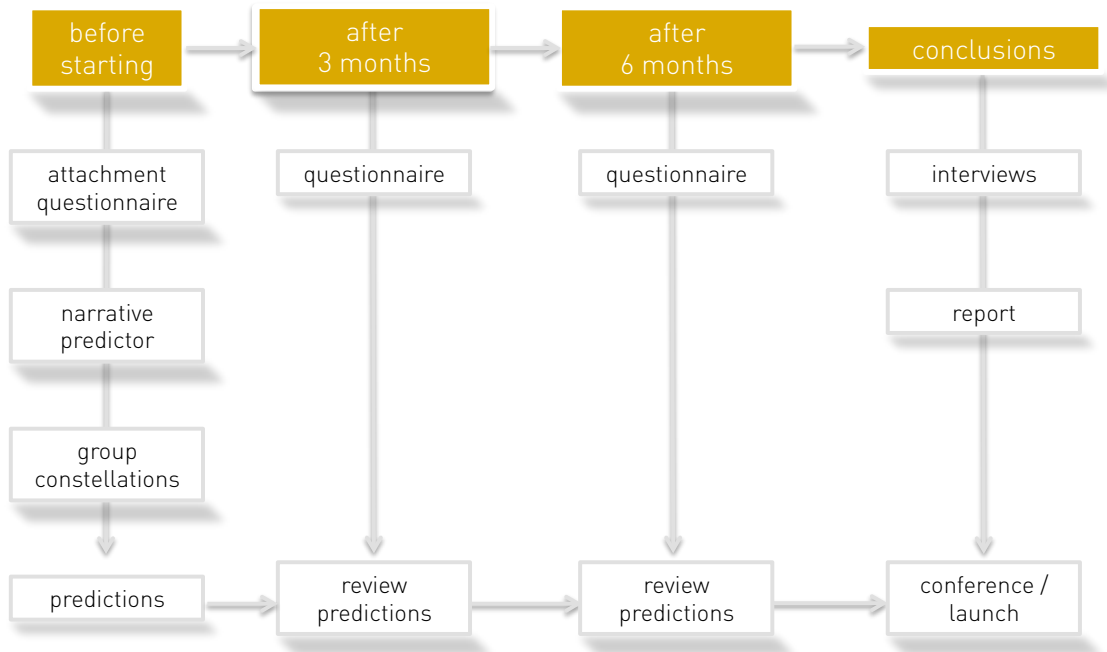
Additionally we created a Narrative Predictor (NP - See Appendix 2.2) which formed the basis of reviews for Group B (the non control half of the overall research population). The results of the AQ and the NP were summarised to make predictions for likely behaviours during the research period.

There were to be various interventions for Group B:

- a workshop for the 'bosses' outlining the background to attachment theory and looking at the particular attachment styles of all within each work-group and the predicted outcomes, before 'Clients' joined in order to inform the induction
- a workshop for all employees in Group B after induction had begun

Questionnaires were completed at 3 months (3Q Appendix 2.3) by Group B and 6 months (6Q Appendix 2.4), by Group A and B and these compared against the predictions from the summary of the NP.

Structured Interviews were carried out with the 'clients'.



### 3.4 Project detail

Phase	Activity	Tool	Date
1	Agree Project Outline and Scope		March
2	Agree Timeline and budget		May
3	Appoint Researcher		April
4	Produce briefing paper for all involved and questionnaires (other than AQ)		May
5	<ul style="list-style-type: none"> <li>identify two groups of six new employees in each organisation</li> <li>Group A comprises 3 from Alternatives and 3 from Dimensions and is the control group</li> <li>Group B comprises 3 from Alternatives and 3 from Dimensions and is the group with whom we work</li> <li>Individuals from both groups when appointed, but before starting, complete an Attachment Questionnaire (AQ) to establish their Attachment Pattern.</li> </ul>	AQ	June Ongoing
6	<ul style="list-style-type: none"> <li>All 12 new employees capture their concerns about joining the team and describe what good relations would look like in 6 months, with their boss, peers, subordinates and the organisation in general as a narrative predictor (NP)</li> </ul>	NP	Aug

Phase	Activity	Tool	Date
7	<ul style="list-style-type: none"> <li>Individual bosses, 2 peers and 2 subordinates of all 12 of the new employees complete the Attachment Questionnaire (AQ). If 5 + new employee in each group, then 72 total questionnaires.</li> <li>All 72 members of the 12 work groups capture their concerns about the new team and describe what good relations would look like in 6 months, listing what behaviours they can show to ensure delivery of these good outcomes, collected as a narrative predictor and list of behaviours (NP)</li> </ul>	AQ  NP	Aug
8	<ul style="list-style-type: none"> <li>produce an Attachment Constellation Profile (ACP) of each new employee's work group (12 groups in total)</li> <li>attach to each group the NPs for that group</li> <li>predict likely behaviours for each work group from AQ and NP</li> </ul>	ACP  NP AQ/ NP	Aug
9	Group A the control group have no interventions (see below)		
10	<ul style="list-style-type: none"> <li>Bosses of Group B's new employees (6 in total) come to a 1 day workshop in advance of the employee starting:</li> <li>to be briefed on Attachment theory</li> <li>to explore the Mindful Secure Attachment Model (using the 17 guidelines)</li> <li>to inform their own Induction Programme based on the group constellations</li> <li>from AQ and NP</li> </ul>	17 Induction AQ/NP	Nov 3
11	<ul style="list-style-type: none"> <li>Once the employee has started, a facilitated 1 day workshop at both employers with the 3 work groups in each employer Group B to include:</li> <li>briefing on Attachment theory</li> <li>exploring the Mindful Secure Attachment Model (using the 17 guidelines)</li> <li>exploring the particular Attachment constellation of each work group</li> <li>how each believes they can work to create secure attachment</li> </ul>		30/31 Jan 2012
12	3 month review of progress for all 6 work groups by completion of narrative questionnaire (NQ3)	NQ3	
13	6 month devised questionnaire to analyse behaviours against those predicted from Attachment Patterns of group (NQ6)	NQ6	
14	In depth interview with each of the 12 employees, 1 hour each (using twag's 6 Golden Questions sent in advance)	Interview	
15	Analysis of questionnaires NQ3, NQ6 and Interviews against NP Summary of tools and behaviours used as against NP (anonymised) Production of 1st draft report	AFG Dims	
16	Meeting of Steering Group	NQ3	January
17	Production of Mindful Induction and Probation Programme	NQ6	April
18	Final Report	Interview	April
19	Dissemination of Report, Conference		

### 3.5 Realities encountered during the research phases

3.5.1 We were concerned in advance that there might be a possibility that in the wrong hands the attachment patterns and relating language might be used to psychopathologise participants of this study and other workers in the future - we were therefore keen to emphasis the strengths of each pattern of behaving.

3.5.2 In spite of consultation and research we were not able to find a satisfactory questionnaire based assessment of the 4 attachment styles. The most rigorous and comprehensive of the methods is the Adult Attachment Interview (AAI), which can take several hours to complete and code, requires considerable training and is therefore costly to pursue. It might also raise issues for participants (not least in the control group) who were not going to receive any appropriate support afterward. We chose the Beth Neustadt questionnaire which is still in development and does not include the disorganised pattern. Indeed it gives general observations of preferred style without using Attachment language, sensitive as it is to creating concern for participant. This is a real issue and possible barrier to other doing workplace research as it is unlikely and possibly undesirable to do the AAI for most.

As the information was limited from the AQ, we used the author's Attachment spreadsheet in the workshops and the standard descriptors (at 2.11) as self report with Group B, as we didn't meet the control group we relied on the AQ. There was some discrepancy between the identifications of style.

3.5.3 As with all workplace research with humans there were challenges to the neat project design which can be summarised as:

	phenomenon	impact on research
3.5.4	Identification of suitable participants/ groups took some time, especially ensuring they started closely enough together to coordinate research stages across both organisations	Delayed start of the research phase until September
3.5.5	The "real" teams constellations did not match the theoretical model: 1) no peers at AFG 2) no reportees at Dimensions 3) >1 new joiner in AFG constellations 4) Dimensions, some people new to team but not organisation	fewer participants - smaller research data set smaller constellations than anticipated non standard formations
3.5.6	Bosses managed more than one new joiner and belonged to more than one constellation	Unequal number of constellations in Groups A&B at AFG to avoid bosses in control/non control groups Small number of bosses involved (2 @ Dimensions, 3 @ AFG)
3.5.7	Staggered start dates of new joiners, esp at Dimensions where 1 person pulled out of recruitment phase	difficult to impose one meaningful return date for 1st questionnaires delay in 1st questionnaires coming back impact on commissioning researchers' time

	<b>phenomenon</b>	<b>impact on research</b>
3.5.8	Needed to establish "virtual teams" to best meet research criteria - especially at Dimensions	Noticeable at workshop stage, to what extent did these people actually work together in reality?
3.5.9	Some (not all) new joiners did not engage easily in research before joining organisation	did not complete AQ and NPC before joining. Hard to chase from people still outside organin
3.5.10	Participants did not fully understand or buy into the project until the workshop stage	delay in 1st questionnaires coming back impact on commissioning researchers' time
3.5.11	Took time to "get it" when communicating project details especially what groups needed to be	Groups needed re-jigging, best-fitting. An initial briefing meeting felt over-the-top but might have helped.
3.5.12	unpredictable resolution of response delays "they have promised to send them but..." smaller than expected data-set dissuaded against imposing cut off dates too early.	Coordinating and commissioning researchers problematic. Needed more contingency time in time-table. Crossed over with other project demands - pressure on small team.
3.5.13	Different ethical viewpoints around confidentiality, sensitivity and appropriate terminology for research output in a workplace setting. Lack of agreement/control over output of research.	Impacted Researcher 2 and group facilitators. Tighter brief/contract?
3.5.14	AFG liaison changed mid-way.	Some handover gaps
3.5.15	Some bosses felt they needed to be "research ambassadors" to encourage team to take part/engage	Did this impact on them being research participants?
3.5.16	Feedback from bosses on questionnaire filling - people avoided it, needed support, explanation.	Any link to attachment patterns of relating?
3.5.17	Depth of workshops was emotionally stirring.	Some support needed/offered afterwards.
3.5.18	One boss went on maternity leave half way through. Her replacement was a constellation member.	Luckily they were both in the control group.
3.5.19	One peer moved to another team and from control to non-control group	Did not invite her to attend workshop day.
3.5.20	One participant did not fill AQ out in detail - ticked middle option. They replied that they chose "do not know" response as the team had not yet formed so he didn't know!	Did not analyse the form, so participant had limited feedback at the workshop.

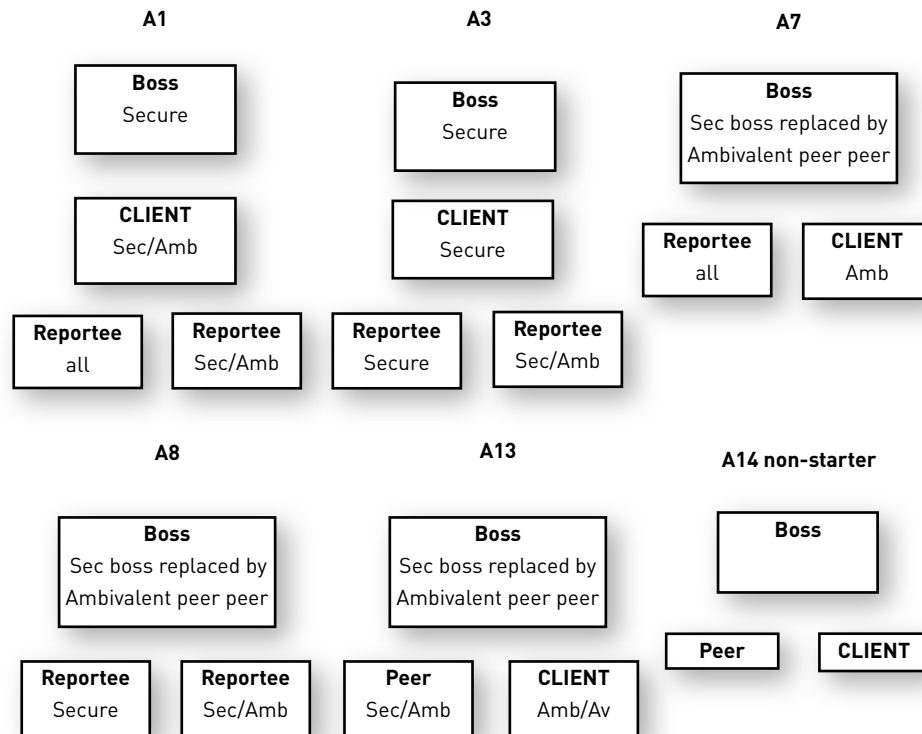
	phenomenon	impact on research
3.5.21	2 participants, both reportees from the same constellation, went on long-term sick leave.	They did not attend workshop or complete 3/6CT's. The client did attend but did not have team members present. What will be the impact? Part of the research.
3.5.22	Workshops focused differently in each organisation. Different cultures, different size groups, degree to which people knew each other, worked together	Similar enough intervention.
3.5.23	forms filled out inconsistently - NPC/Ts	similar but different questions asked

- 3.6 The context for both organisations was dynamic, both, dealing as they were many changes, harmonisation of new terms and conditions and all this in a difficult and challenging economic climate. restructuring, new IT projects, absences, change of work role all had an impact on the research.
- 3.7 The nature of the material was stimulating and raised some personal issues in the workshops

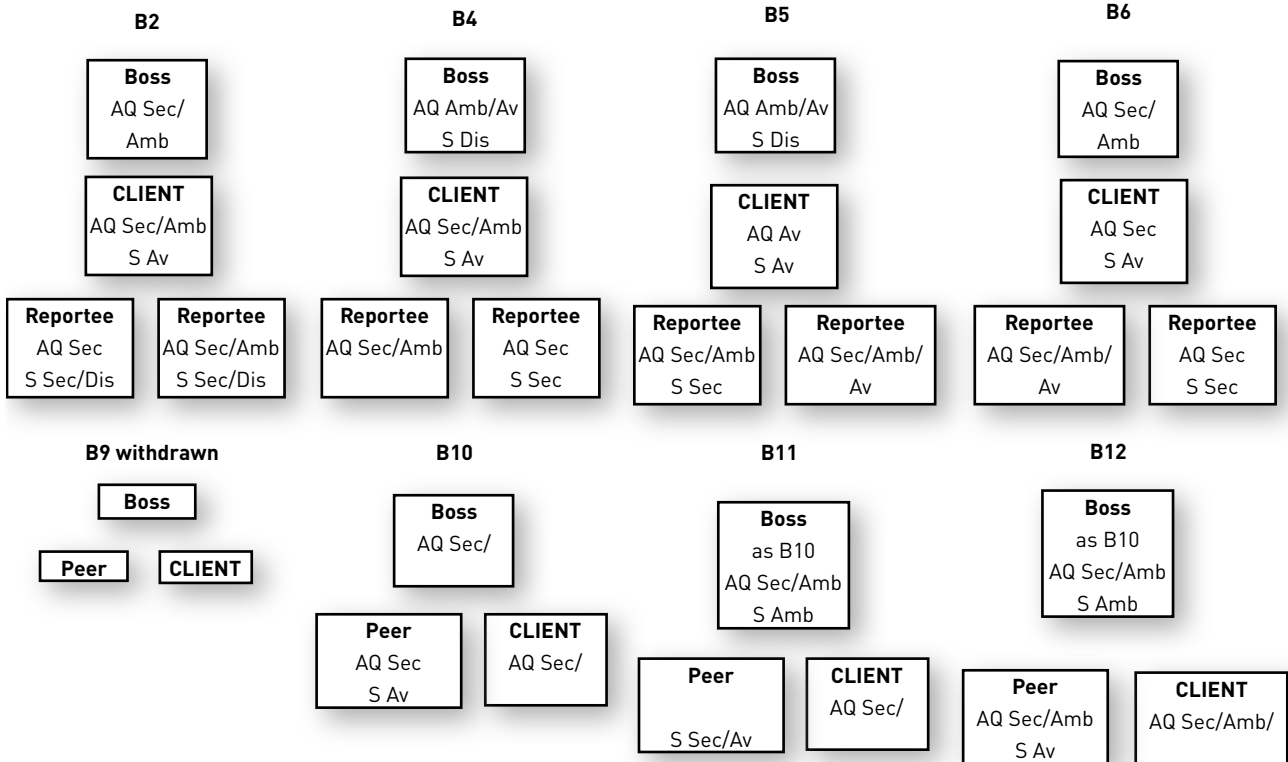
## 4 Research Findings

4.1 The overall structure which should have looked like 12 times the constellation at 3.3 actually looked like:

### Control Group



Group B



#### 4.2 Predictions and 6 month outcomes for all constellations

What follows is the initial predictions about likely issues, behaviours and key difficulties for each constellation, based on the AQ, the NP and the observations and knowledge of the researcher, set beside what the 6 month data (6Q and interview) reveals about the areas highlighted in these predictions, and about the climate of these constellations in general.

There are several important points to make, first about the way the methodology influences the way we are able to make these comparisons, and second about what the data seems reveals overall.

On methodology, the B group constellations at 6 months had questionnaires from all members and interview data with the client, and the A group constellations have only client interview data. It is also usual that people talk about "group", "team" "peers" "colleagues" in relation to the whole group in that role rather than to the specific constellation we were looking at in the data. This means that in order to get some read across between the two groups the analysis has focussed mainly on the client data and especially the rich data from the interview which is included in extensive detail. A brief taste of the manager perspective from group B is incorporated by including an extract from the manager's 6 month questionnaire - each filled in only a single questionnaire (despite being given the choice to complete one per client) which means their answers are quite generalised as each boss relates to more than one client. Importantly, this resulted in a decision being made by us to draw the comparison in all the constellations from the client's viewpoint - it may look rather different from the boss or peer/report perspective. It is important to remember at this point that attachment is very much a subjective and relational concept - attachment style informs viewpoint.

Further, the constellations which were identified have very unique characteristics which come from each being confined to a single role (Compliance Auditor for Dimensions and Area Manager for AFG) which raises some interesting lines of questioning (which go beyond the scope of this work) about whether attachment styles, predictions and outcomes relate to the type of role which is being occupied, the qualities and training required to undertake it, how new or established it is, the way it is placed, managed and viewed within the organisation and so on.

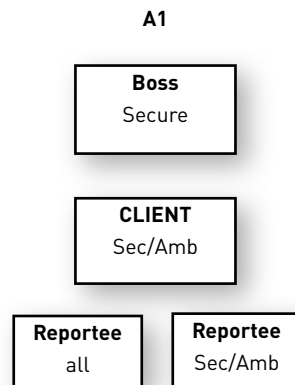
On outcome, what the detailed comparison within each constellation tells us first is that there is a close match between initial predictions and outcomes. Attachment style does seem to influence the subsequent experience of constellation members, at least from the client perspective. We are not saying attachment style is deterministic in this sense; unpredictable or less predictable things happened too. But the tone, atmosphere or flavour of the client experience recounted in the interview seems to fit with the predictions in a broad way.

Also, there is little difference which we can determine between group A client reports and group B client reports. In all but two cases, the attachment intervention which group B constellations received was not reported without prompting in the interview. And the intervention itself seems to make no discernible difference to how closely prediction and outcome compare.

All A groups had no intervention.

**Control Group**

**Constellation A1 (4 members)**



**Starting Data - Potential Issues and Behaviours**

Overall this group described themselves as **less secure** in work relationships, with all except the boss in the group having mixed feelings about how much they are able to or want to rely on colleagues, and 1 (reportee) sometimes uncomfortable relying on colleagues. There was a desire expressed by all for clarity of expectations about what is expected of the team.

The picture was similarly mixed for individuals' feelings of being **recognised and appreciated** for what they do. Although the boss feels generally that work colleagues recognise and appreciate what he does, the other 3 of this group (client and reportees) feel that although sometimes work colleagues do this they are equally sometimes unsure that their contribution is understood and valued .

- Key **concerns** about joining a new team now or in the past for this group included
- Having drains in the team who demotivate others
  - Being "new" and getting to know the way the organisation works
  - The workload being high and maybe not having enough time to do what is needed
  - Team dynamics as people find their own role and purpose
  - Lack of clarity causing problems
  - Level of current change making it hard to create a settled team

**Overall** concerns in this group about "joining" were fairly congruent – with the theme of being able to get stability, security and clarity finding common support from most.

The main **difficulty** apparent for this constellation seemed more to be related to the external environment of change it imagines it will face, rather than any internal difficulties. The boss showed a sensitivity to concerns about the team which was also expressed by others, and the client showed an awareness of the need to provide the kinds of support (such as clarity) which are important to the reportees.

### **6 month outcome data – did predicted issues arise & what was different**

**Overall** things seem to have gone well for this constellation and the congruence in concerns about joining around stability, security and clarity appear to have been acted on according to the client's account. These concerns are picked up as having been satisfied in various ways by the client who reports a 9½ satisfaction with their decision to have taken the role.

The picture of the client's experience is one of a challenging but well supported 6 months, with appreciation expressed towards the boss and the direct reports and a strong emphasis on relatedness in the account. The **difficulties** which have arisen seem relatively few, and to relate to challenges with external partners pace of change and to the challenge of taking staff into a new way of working and the need to provide appropriate support to staff in leading this change shows up again in a richer and more emphatic form.

### **Selected data from 6 month client interview**

#### ***Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

My hope was to advance my career – I really wanted to move up the career path. I feel I can get my teeth into things here – I have fantastic team leaders too. And I really enjoy the challenges.

I was a bit concerned about being out of my depth. The people at the assessment centre seemed older and more experienced than me. Would I be able to deal with it was the question. Also, was what the organisation saying it was actually true.

#### ***2. Tell me about this role***

*Most satisfying (M), least satisfying (L), relational talk*

M. It's a job I've really enjoyed – especially making the changes I've been making.

L. Really there's nothing much I don't enjoy.

Auditing, looking at quality – some I enjoy some is really beneficial but some is just doing things for their own sake.

You'd like to see things changing very rapidly but the council we deal with is very slow to change.

[Boss] is quite hands off – he's there if I need him but doesn't interfere which suits me well.

Although people have been challenged by me, the reaction is generally positive that I am here and very present and leading by example. It is important to me the way that we treat people – can be hard to move people away from old practices but when you support people with positivity and treat them as you would like to be treated it helps.

#### ***3. How would you say the 1st 6 months has gone?***

Really positive, it's flown by – I feel like I've been here for ever. I've fallen on my feet!

#### ***4. How has starting things been for you in life?***

Anticipation and nerves as normal [for everyone] when starting things new – I didn't start many

things new through my early life really, it was all quite stable. But I wasn't homesick at uni [first big "new" thing], I enjoyed myself.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

Really well, but I really enjoyed it so I would say that. [recruitment] was very well done and very well organised – when they said they would send us information they did and promises on timing were kept.

Uncertainty isn't good for me so that was good.

The first few weeks you don't know what you're doing, but the induction was great because you got to know colleagues. It was an intensive but worthwhile process.

[Boss] had also organised one to one time with some people which was useful.

It wasn't related directly to some aspects of job roles and some was over our heads or not directly relevant.

Would have been good to have some more role specific stuff – everyone who started had the same training.

The first few weeks were tricky, I just got going and then had time out for the induction.

In previous role I was given a lever arch file and told to read it! There was no real induction.

What was harder for me was that in the first month the old managers were still there [in my patch] – it would have been nice to be able to get to grips with things and get on straight away but that made it hard for me.

I was really apprehensive about leaving my old role – I'd been in it ten years – I felt I would miss the old relationships – I still got invited to the christmas party.

I'm also the kind of person that likes to know everything! Here there is a lot of very good, very supportive infrastructure from people and they are trained specifically to help you so very reliable.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

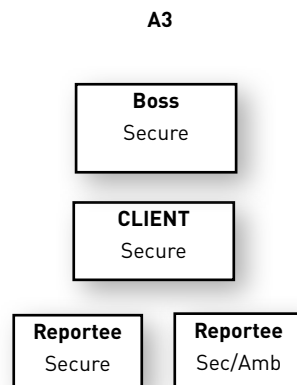
9 ½

I love it and feel like I've been here forever. I get support and freedom from my manager. I love my job! No matter what the challenges "moving forward" is my mantra!

**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

It's been a really positive experience. There are always challenges, but that is why you come to work. I would personally recommend [the organisation] to others – the value they put in the staff. Also the way they allow you to focus on your responsibility rather than being pulled in different directions – there is a lot of thought given to how we work, [the org] wants people to do their jobs well and properly.

### Constellation A3 (4 members)



#### Starting Data - Potential Issues and Behaviours

Overall this group described themselves as **relatively secure** in work relationships, with boss and client at ease with working interdependently, although reportees had mixed feelings about this and express some unease about lack of visible leadership during a time of change.

There was a similar picture on individuals' feelings of being **recognised and appreciated** for what they do. Again, reportees were more often unsure that their contributions are fully understood and valued, with one in particular concerned that their usual good standard of work will not be recognised because the starting point for the service is so poor. The boss and client felt generally recognised and appreciated for what they do and showed confidence in this area.

Key **concerns** about joining a new team now or in the past for this group included

Making sure that team members with a wide range of experience can provide good support to each other

Having a shared understanding

People not working together or having a maverick style

Level of change making it hard to establish a settled team

Team dynamics as people find their own role if there is insufficient clarity

Lack of motivation

Lack of staff

No leadership at present

Can my influence improve performance and will the team work with me

Can I achieve improvements to a good standard when the starting point is so low

Low staff morale

Lack of management

**Overall** the boss and the client in this group showed themselves well aware of the need to pay attention to supporting the team during a time of change. The client had a particular emphasis on providing a good balance between being positive and supportive and providing clear and honest feedback, and they appeared to be a good match between their concerns and the reportees and boss.

The main **difficulty** which might arise in this constellation was likely to be that the reportees feel very affected by change in the service, and a little unsure about their ability to influence a positive future direction. However both client and boss showed great sensitivity to these concerns which if it is harnessed should provide the leadership and recognition which the reportees are looking for.

### **6 month outcome data – did predicted issues arise & what was different**

**Overall** this constellation seems to have had a very challenging time with service changes as predicted, but to have achieved improvements in amongst the busyness and challenge. The reportee's concerns in this area highlighted at the outset show up in the client's account which includes frequent references to the support they have needed to provide to their staff and the clarity of expectations they have been able to establish with their boss. Their uncertainty with their own ability to influence a positive future direction seems to have been in the background throughout. They report a 7/10 on satisfaction with their decision to take the role and say "I don't feel swamped but I think that it has taken a while for senior managers to realise how big a challenge things are in my patch – I can see an end now and I can get through it."

The picture of the client's experience is one of a challenging but appropriately supported 6 months, with their emphasis on working with the daily "firefighting" in their role and bringing together their team to achieve some real successes after some slow progress. The **difficulties** which have arisen appear to have been in dealing with an environment where reportees had a strong need for support during a time of change, but the client is confident that things are now heading in the right direction "I am most pleased about the way the team leaders have developed after I moved them around – I am pleased with how ... we have come to work with each other – its been a real success."

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

When I was made redundant I really thought hard about what I wanted – I wanted to use my law degree but decided I like being part of the day to day chaos [of an operational role]. I had worked here before – so decided to reapply.

Hopes – systems seemed to have overgrown the organisation in my previous contact with it – I hoped that this would be taken away and we could go back to focussing on service users.

Concerns – none – if I had been unhappy in my role here before then there might have been.

#### ***2. Tell me about this role***

*Most satisfying (M), least satisfying (L), relational talk*

M. For me its difficult – I'd have to say that I am doing a lot of firefighting. But I am most pleased about the way the team leaders have developed after I moved them around – I am pleased with how they've developed and we have come to work with each other – its been a real success.

L. The firefighting – we really need to batten down the hatches. What I struggle most with is when people aren't on the same song sheet – I just don't see how they don't "get it".

#### ***3. How would you say the 1st 6 months has gone?***

Very fast! And good. Only frustration was when we had team leaders it was based on how many staff they had, rather than how many people they support but people are generally very responsive.

#### ***4. How has starting things been for you in life?***

I quite enjoy it. I do get restless – I like to get some variety and it gives me something to think differently about.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

I wondered how it would work – it set a bit of quite good context of how the role would BE in the new organisation. I feel I had all I needed to do the job.

I had loyalty to some of the previous organisational structure being here before and this helped me understand more – the induction made us closer as a group of peers and broke down some of the potential barriers.

Some things were a bit superfluous – general health and safety for example.

There was a lot about being in line with the vision – not much of an oversight of planning etc. in the organisation. That balance could have been better.

I don't get a lot of contact with my manager. "don't let things come as a surprise" is his motto, but he gives me support when I need it and it works fine for me. We had conversations at the start about what was needed and expected by him and me in the way of behaviour with each other.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

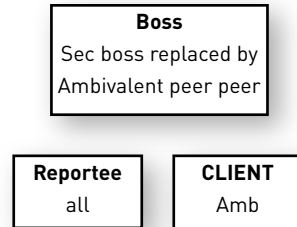
About 7. I don't feel swamped but I think that it has taken a while for senior managers to realise how big a challenge things are in my patch – I can see an end now and I can get through it.

**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

If I am still in the organisation after all this time it must be OK! Sometimes you are a bit isolated. But I have a good relationship with [another peer] and so that is supportive.

### Constellation A7 (3 members)

A7



### Starting Data - Potential Issues and Behaviours

Overall this group described themselves as **less secure** in work relationships, with only the boss at ease with working interdependently. In particular the client sometimes is uncomfortable relying on their colleagues and looks forward to being able to be more independent. The peer feels that being able to work more independently and on their own will be a marker for the success of the team as a whole, although they are also paradoxically concerned about feeling isolated.

Both boss and client however do feel generally **recognised and appreciated** for what they do, although the client expresses fears about unrealistic workloads and unfair pay for the size of job role. The peer is less certain on this count and in particular expresses concerns about relationships with colleagues being difficult to build in a dispersed team.

Key **concerns** about joining a new team now or in the past for this group included

- Dispersed team meaning emails and calls are the only way to support each other and relationships will take longer to build
- Not having the knowledge to do the job well
- Relationships with colleagues when entering an existing team which is cliquy
- Unrealistic workload while the team is training
- Unfair pay for job role
- Getting to know the way people work
- Making sure people understand my strengths weaknesses and motivations

**Overall** the boss in this group showed a focus both on the need for the team to support each other as well as as on meeting targets and developing understanding. However there is no apparent awareness of some of the other concerns expressed by client and peer – the boss seems quite “matter of fact” and raises no explicit concerns about the team even though for example both client and the peer express discomfort with the fairness of distribution of workload and geographical distance in the team.

The main **difficulty** which might arise in this constellation was likely to be the difficulty of creating an appropriate balance between the closeness of support and dialogue which is needed for the team to develop, and for individuals to feel understood and not isolated, and for the boss to understand and deal with concerns of team members, and the independence which is expressed as a need by both client and peer.

### **6 month outcome data – did predicted issues arise & what was different**

*Boss left Jan 2012 and was replaced by Amanda Backhouse (41) previously peer in this constellation*

**Overall** there is a sense of remoteness and distance in the picture painted of this constellation. This is coloured by the strong need for independence which is valued by the client and commented on as a positive aspect of the role. It is hard to draw conclusions about the boss/client relationship because of the boss leaving temporarily and being replaced by a peer. The peer and client both have similar needs in this area creating a good match, but little sense of relatedness.

The main **difficulties** which have been experienced are due to the client's ambivalent feelings towards the role and the organisation, which seem to come in part from personal style and in part from their previous history with the organisation and their current feelings about the role. They give a rating of 5/10 for satisfaction with their decision and feelings of misunderstanding and isolation do come through in their account

### **Selected data from 6 month client interview**

#### **1. Tell me about how you came to this role.**

*Hopes, Concerns & relational aspects of the job raised*

I was involved [2 years ago] in what was a kind of "pilot" [in a particular geographical area] which proved the kind of approach to quality audit which was formalised in these roles. I was managed nationally and really worked on instinct to set something up which worked. It has been a difficult transition for me to this role – there was a lot of indecision in the early stages and I trained the people who then managed me. I have had to learn not to get overinvolved.

I love not being micromanaged – its a bit like being self employed.  
I get a lot of independence and lack of hierarchy and that works for me.  
I enjoy seeing progress and the big difference we can make.

The move was badly managed for me. I knew I would have to shadow and teach people to be my managers who I had been auditing previously.

#### **2. Tell me about this role**

*Most satisfying (M), least satisfying (L), relational talk*

M. Seeing good practice – making it clear to managers what's required and making a difference to people.

L. Banging my head against a brick wall sometimes and being set a task that's not achievable. Not being able to recommend things to fix problems in services from my auditor role [not considered appropriate in role/governance definition]

The role is very independent – we all have a schedule and we get to prioritise. People are there at the end of the phone if we need them. Things are quite stretched capacity wise – there is a lot of pressure for us as a group and it's hard to schedule in a way that allows for travel time.

#### **3. How would you say the 1st 6 months has gone?**

Using the tool and progress in the team getting going has gone well. Personally I feel I could do so

much more and I need more now for myself in the way of challenge and interest.

**4. How has starting things been for you in life?**

I like to know everything and I like getting my sleeves rolled up and doing it.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

It was useful in parts. It could have been done slightly differently.

The basics seemed to be missing and there was something more ethereal in there instead – I do prefer to dive in and get to grips with things.

It would be good to have a standard induction structure so that people know something about [the organisation]. Then the basics of what the audit is about – it seemed almost to be covered as an afterthought. Finance wasn't done in a black and white enough way.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

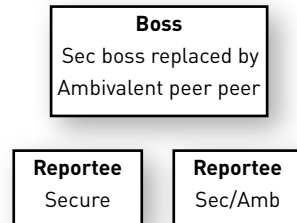
5. There need to be certain changes and I need some new challenge either here or elsewhere.

**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

Induction here is very woolly and grey, and is lacking in consistency. This reflects a lack of consistency elsewhere which could be improved eg. Documents are not consistently scanned, central records not consistent and the lack of consistency makes things tricky when you are auditing.

### Constellation A8 (3 members)

A8



### Starting Data - Potential Issues and Behaviours

Overall this group described themselves as **relatively secure** in work relationships, with both boss and client at ease with working interdependently, although the peer does have some mixed feelings about how much they are able to rely on colleagues and expresses a fear of feeling isolated if there is insufficient communication.

There was a more consistent picture on individuals' feelings of being **recognised and appreciated** for what they do, with all feeling that work colleagues generally do this.

Key **concerns** about joining a new team now or in the past for this group included

- Getting to know the way people work
- Making sure people understand my strengths, weaknesses and motivations
- Isolation
- Lack of communication
- Getting it right
- Prior job role creating a feel that I may be a bit of a threat
- Less opportunities to build relationships as a homeworker
- Always anticipation as to whether you will "fit in" until you get to know each other in a team

**Overall** the boss in this group showed a focus both on the need for the team to support each other as well as as on meeting targets and developing understanding. The client in this group appears experienced in working in the virtual way they feel the team will require of them and expresses a very considered, detailed and well thought out series of requirements to make the team work well and for them to get what they need. There was a good balance of self awareness and self reliance with an understanding of what will require from others, and a strong desire for being able to participate in an active way in building a team which functions well, with a sensitivity to the pressures that will be at play in balancing working and relating.

It was hard to see where **difficulties** might arise in this constellation. It might be that the difference in the way the questionnaires have been approached, with the expressiveness of the client and relative terseness of the boss and peer will show up in some difficulties in working or relating style, but this is a bit of a stretch.

### **6 month outcome data – did predicted issues arise & what was different**

**Overall** this constellation appears to have had a positive 6 months, with the client expressing a very positive, balanced and nuanced picture of how it has been joining and getting to grips with their role. The change of manager does not seem to have produced major disturbances but is commented on as having been “not ideal”.

The main **difficulties** which have been experienced are minor issues and largely relate to the newness of the set up of this function in the organisation and to some of the potential downsides which come from working in a “virtual” team. The client expresses a general 9/10 satisfaction rating with their choice, with some caveats on that relating to whether or not it will satisfy their needs for a career longer term having them opt for a second rating of 6 or 7/10

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

Both the organisation and the role were in the mix for me when I saw the advert. I felt the ethos of the organisation and its intentions for the future were motivating for me.

The recruitment process felt a bit rushed in some respects and there was quite a gap from applying to hearing. A few other things which weren't great at giving a good first impression – discrepancies like wrong salary in the offer letter. The structure of the interviews was good – one of the best I've been to for setting out their expectations and testing out whether or not people met them.

Hopes- I needed a change – I felt refreshed by the interview and thought I wanted to be part of it, and hoped what was on offer would be made real.

Concerns - the salary scale and expenses were not made clear at the time.  
I think I'm adaptable and so felt I could make it work though.

#### ***2. Tell me about this role***

*Most satisfying (M), least satisfying (L), relational aspects*

M. Meeting different people, variety and identifying where there are concerns then action being taken.

I feel that my audits are taken seriously and steps taken to fix this.

Managers have all been very welcoming and accommodating even though its new.

L. Its a virtual organisation and the day can carry on and on. You can come back from an audit and still work long into the evening. Potentially this all is taking longer than anticipated.  
There may be a revisit needed on expectations of workload.

#### ***3. How would you say the 1st 6 months has gone?***

In summary, refreshing! I didn't realise that the people with high level support needs were getting this 24 hour care of this quality and that good support outweighed the poor.

I have loved the opportunity to contribute and put forward suggestions and have them listened to and acted on/thought through.

**4. How has starting things been for you in life?**

I view myself as being fairly calm – I don't recall being anxious ever when starting things and I tend to think if it doesn't work out then fine – you didn't know in advance and that's just how it goes.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

It was well structured and overall very positive – we were given good information. I was not satisfied with a particular trainer – the quality of that session was poor.

There was an email survey to review the induction which was a great idea.

It would have been useful to have a recap later, or do the induction again now!! Some bits would mean more with some experience under our belts.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

Two scores from me **9**. in that it was completely the right move at that time. **6/7** in that I am not sure it completely fulfils me and my skills.

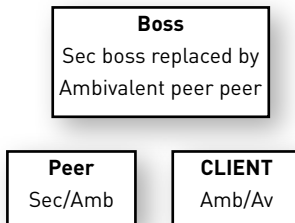
**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

I do have some concerns about whether having the North and South teams is creating some inconsistency across the service. In my own team we all get to email each other and keep in touch. The change of manager part way is not ideal so it is hard to talk about how well that relationship has gone overall.

I think I have fitted in well overall. I have picked up any extra stuff I need through my objectives – that's up to me . You can lose on the ability to contact others in a virtual organisation because we can be so absorbed in our own roles.

### Constellation A13 (3 members)

A13



### Starting Data - Potential Issues and Behaviours

Overall this group described themselves as **less secure** in work relationships, with only the boss at ease with working interdependently. The peer had mixed feelings about this, and the client is sometimes uncomfortable with having to rely on colleagues.

There was a similar picture on individuals' feelings of being **recognised and appreciated** for what they do. Again, the boss feels secure in this area, the peer has more mixed feelings, and the client rarely feels in tune with work colleagues. This is expressed by the client as a concern about not fitting in in the past, and especially a concern about not having the same levels of knowledge as others, whilst for the peer this is expressed as about not sharing the same values. It would be difficult to guess from the questionnaire that the client has these concerns (they say they have no concerns about joining this team).

Key **concerns** about joining a new team now or in the past for this group included

Team members having the same values as myself

Changes to job role which are not clear

Getting to know the way people work

Making sure people understand my strengths, weaknesses and motivations

Not having the same knowledge as others

Not fitting in

Making the position one which isn't viewed in a negative light by operations

**Overall** the boss in this group showed a focus both on the need for the team to support each other as well as on meeting targets and developing understanding. The client and peer have an emphasis on effectiveness, efficiency, structure, good scheduling and clear communication, with clear feedback and communication from the manager. There appears to be a good match between their concerns and the boss.

Given their mutual desire for efficiency, structure and so forth the main **difficulties** which might arise in this constellation would come if it were difficult to provide for these needs. As the client does not seem particularly expressive about her feelings of rarely feeling in tune with work colleagues, it may be difficult for her boss or peers to identify her concerns and act on them. However as all members of the constellation, including the boss appear in tune with the same basic requirements for the team to work well there seems a good chance that the creating the correct kind of team environment for members to thrive will be possible.

### **6 month outcome data – did predicted issues arise & what was different**

*Boss left Jan 2012 and was replaced by Amanda Backhouse (41) previously peer in constellation 7*

**Overall** the client reports a very positive experience within this constellation. The main issue which has provided a challenge has been getting to grips with the detail of what is expected in the role, and the desire for efficiency, structure, good scheduling and so forth expressed at the outset is a strong theme in the 6 month account. Areas of criticism relate to places where there was not enough of this, but on the whole the clients needs have been met and they are feeling securely established in the role.

There are few **difficulties**. The change of manager does not appear to have caused any problems. The client reports that worries about not fitting in or being in tune with colleagues at the outset came from being made to feel an outsider in an earlier team, and they feel that being one of many new starts in this role has meant the same difficulty did not arise for them here. They rate their satisfaction with the role 9/10

### **Selected data from 6 month client interview**

#### **1. Tell me about how you came to this role.**

*Hopes, Concerns & relational aspects of the job raised*

I worked in this organisation already and saw a presentation by the team leader about these roles which inspired me.

I hoped it would be a varied role, that I could make a difference in improving standards and supporting people in doing that.

Concerns were people being negative and feeling criticised – I hoped I would be able to be compassionate because I understand how it is for people delivering a service.

#### **2. Tell me about this role**

*Most satisfying (M), least satisfying (L), relational talk*

M. Doing an observation and seeing staff using active support really well.

L. Going into services and finding a lot of concerns. Mainly because of the level of support not being as I would like someone to get.

Sometimes its hard to be criticising without being able to offer solutions [boundaries of the role].

It can seem a “lonely” job but it suits me working on my own and I can get contact with [peers] when I need it.

#### **3. How would you say the 1st 6 months has gone?**

Really good – I really enjoy the role. I’m looking forward to going back and seeing the improvements. Some people might struggle with the isolation but I don’t.

#### **4. How has starting things been for you in life?**

I usually worry about new things, new experiences. I like to see an example of things – so shadowing another auditor was good.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

It would have been useful to have a manual or something! Shadowing another auditor was good. The training in Birmingham was useful and it was really good to meet everyone.

It would have been better if we had done more coaching each other and sharing things – people forget to speak to each other and tell each other what's working and what not – people do tell each other if they're struggling though – they text each other!

I already knew [boss] and felt very comfortable with her. My first audit with her it was nerve wracking giving the feedback but I'm getting used to it and try to stay positive.

The training around the audit tool was not very good. It would have been good to do a practice run. Training on finance was poor – a couple of people were falling asleep. The person didn't teach me anything I didn't know already.

The best part of induction for me was being able to play around with the audit tool before using it. I think the auditors should have the same induction as the operational people – more training on the operational side would be really useful for us.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

9. I have a lot to learn yet but its been a good move.

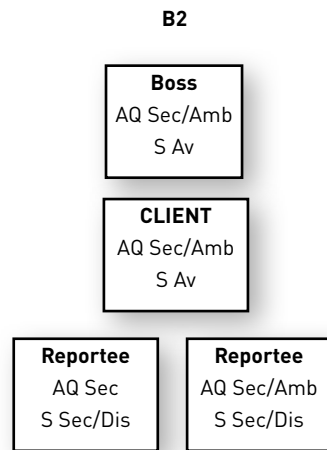
**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

It would be good to have more training and in depth discussion at team meetings – especially on new policies so that there is a consistent approach. I'd like something more in depth on active support and also the new support plan. It would be good to have more knowledge to make judgements which are more informed and consistent.

I was worried about fitting in because when I joined [the organisation] I felt like an outsider in the team I went into and didn't want to repeat that. But I have fitted in to audit really well. Its partly been because it is a new role and we are all new together.

**Non Control group**

**Constellation B2 (4 members)**



**Starting Data - Potential Issues and Behaviours**

Overall this group described themselves as **relatively secure** in work relationships, and were all at ease with working interdependently. However 3 of the group, while generally feeling able to rely on their colleagues did have some mixed feelings about this and there was a cautious air to their thinking about the future team with each having conditions requiring to be met to ensure a positive future. There was a general preoccupation with the importance of setting clear goals and expectations of each other and some wondering about whether other people will meet individuals' needs and expectations.

There was a less consistent picture on individuals' feelings of being **recognised and appreciated** for what they do. 2 of this group (client and reportee) felt that work colleagues generally do this, although one of these (client) was sometimes a little unsure that their contribution is fully understood and valued. The other 2 (boss and reportee) were more often unsure that this is the case; they emphasised the importance of sticking with a person-centred approach in the team's work and it is likely that they also want this to apply within the team.

Key **concerns** about joining a new team now or in the past for this group included

- Fitting in
- Getting to know new people
- Whether everyone will walk the talk and act from what they say their values are
- Respect for personal values and valuing of individual contribution
- Time to develop new relationships vs busyness and pressing issues
- Bringing together new people from outside with existing people from inside
- Working with people who might be inflexible to change

**Overall** the boss in this group showed themselves well aware of the need to pay attention to the interpersonal needs of those in the team as it forms - there was a sensitivity to the pressures that will be at play in balancing working and relating. The client had a particular emphasis on values and on feedback to and from others - in particular making sure that they understand and are understood and "seen" by others. There appeared to be a good match between their concerns and the reportees and boss.

The main **difficulty** which might arise in this constellation was likely to be that all members, but especially the client, will become more anxious if their needs for a degree of intimacy and personal relatedness are not met, if there is insufficient time for members to spend getting to know each other, their strengths and weaknesses as well as their expectations of each other. In particular it was important that that the boss and client take enough time over this.

**Overall** things seem to have gone well for this constellation, particularly in the boss and organisation's ability to provide a climate of warmth and personal relatedness which meets the client's needs. The client's account includes frequent references to the support they have received from organisation and boss, the way they feel valued for their unique contribution and the way that their competence has been valued. The client who, reports an 8/10 satisfaction with their decision to have taken the role and says "I love that there is a genuine commitment to and interest in you as a person. My manager especially is very accomodating of what I need." The boss refers to the level of support between team members and their coming together under a strong group identity.

The picture of the client's experience is one of a challenging but well supported 6 months, with their need for a challenging and exciting opportunity having been met and a strong emphasis on being related to as a unique and competent individual in the account. The **difficulties** which have arisen seem relatively few, and the clients account shows that there has been an appropriate emphasis for them on building relationships, with the boss saying that the group is "very clearly supporting each other and really clear what is expected of them and what they expect of each other".

### **Boss's 6 month questionnaire**

#### ***What has gone well***

Clear identity as a group – really starting to perform individually and also as a group. Very clearly supporting each other and really clear what is expected of them and what they expect of each other. Identify with the organisation and our mission

#### ***What has gone less well***

One remote group member does identify more closely with the group with which she is co-located and does, at times, feel isolated from our group.

#### ***What part has the new member of the team played***

Very honest and open about their support needs and development needs.  
Exceptionally committed and enthusiastic  
Eager to support their peers.

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

In [previous role in private sector org] I found the belief system of the managers and mine were not the same.

I believe people who work for you should be trained up to work with you in a way that allows them to move into your role too.

I went for some Director roles but wasn't convinced I wanted them because of work/life balance issue

An organisation has at least to be aiming to do the right thing and be prepared to admit it when they are getting things wrong. I felt the way the passionate message [of the organisation] was put across through the recruitment and the induction process really made me feel I would fit well here.

Concerns – weighing up how I would manage the drop in responsibility and size of the patch [from previous role]. It was all very clear though – no ambiguity about what was on offer.

## **2. Tell me about this role**

*Most satisfying (M), least satisfying (L), relational talk*

M. Seeing the changes for people's lives who we support – particularly in [one area] they weren't being fully met.

Being able to have an articulate argument with commissioners about this and it having made a big impact

Being able to challenge and make changes at organisational level.

L. Not a very "papery" person, so that is not something I enjoy spending time on!

## **3. How would you say the 1st 6 months has gone?**

Really well – I've really enjoyed it. I think I've had frustrations but I've been able to express them and then walk away feeling OK. You fit and are valued for what you bring – your competence is celebrated. I like working for them although I know there are very mixed feelings about the organisation in different places/levels within it.

## **4. How has starting things been for you in life?**

Slightly cautious about where will I fit in, will I be the sort of person they're looking for. Part of that is about excitement – suggesting we do things which others maybe aren't ready for. Previously I would have been more "excited" and less concerned about whether that would be OK [but my experience has tempered this].

## **5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

Was a very well thought out process – a month overlap with the prior manager, quite a bit of training - it did create quite an odd period [of limbo] but it was a good investment.

A surreal amount of training and a great opportunity to know the other [peers] to know who was who and how they affected me (in mood), who brought what to the table and so forth.

The expectations of us as leaders were set out very clearly. There is a lot of passion in the organisation and it is catching but doesn't always turn into support. I like the willingness to self-reflect though, with the aim of then acting.

Could have added – beliefs, leadership etc. were there but it would have been good to have some clear expectations of the role. So adding "what are you going to achieve".

Could have shortened the month maybe, or split it into 2 chunks. There was also quite a lot missing about what you actually have to do in the role. Maybe it would have been better to schedule in some of what was done early on part way through the 6 months of probation.

I love that there is a genuine commitment to and interest in you as a person. My manager especially is very accommodating of what I need.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

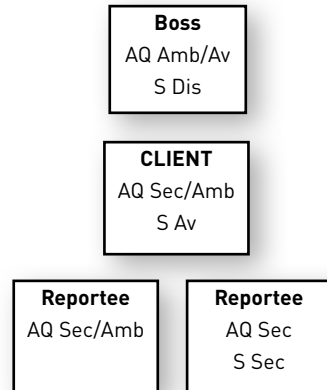
8. I don't rule anything out [in terms of moving on or staying]. But I actually like working here and I see so much opportunity and excitement here and I have an investment in this area, I really want to see it change and grow so I have an even greater satisfaction.

**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

I think your experience in [the organisation] is very much about who you are and where you've come from.

**Constellation B4 (4 members)**

**B4**



**Starting Data - Potential Issues and Behaviours**

Overall this group described themselves as **less secure** in work relationships, and in particular 2 of the group (boss and client) had mixed feelings about how much they were able to or wanted to rely on colleagues. There was a cautious air to their thinking about the future team with each having conditions requiring to be met to ensure a positive future, although the reportees showed themselves more secure in this context, with a very specific desire for support and guidance from the client.

The picture was similarly mixed for individuals' feelings of being **recognised and appreciated** for what they do. 3 of this group (client and reportees) felt that work colleagues generally did this, although one of these (reportee) was sometimes a little unsure that their contribution is understood and valued. Boss was more often unsure that this is the case.

Key **concerns** about joining a new team now or in the past for this group included

Specific concerns about standards on use of language in work and on IT

Quantity of paperwork

Ability to fulfil role and lead team to meet required expectations

Living up to people's expectations

Being accepted

Finding a place in the group

Having equal knowledge and experience as others in the group

Being in tune with manager and being in a supportive work environment

Lack of support and motivation

Negativity from others

**Overall** there were a wide range of concerns in this group about "joining" with some mismatch between those who feel that the main concerns are practical ones about knowledge, information, infrastructure and policies, and the anxieties about fitting in and being seen and supported by others. In particular client and boss's concerns and needs were not well matched.

The main **difficulty** which might arise in this constellation was likely to be that the boss has much stronger needs to be "in tune" with work colleagues, and more anxieties about this than the client, who wants "support at a distance" from their boss. This combines with the strong emphasis on lack

of motivation and support as concerns from reportees to provide a picture of a group which will need to pay careful attention to the way it builds relationships which meet everybody's needs appropriately.

Two of the group were on long-term sick leave and two didn't have the workshop.

### **6 month outcome data – did predicted issues arise & what was different**

**Overall** this constellation had a challenging start, but has managed to find a way through to a more settled position now. Both reportees spent some time off sick during the early part of the constellation's life but things are now moving on in a positive way with the boss reporting the team having built support, respect and common purpose as successes to date. In particular the climate painted in the client's account shows the way that the need for support in the reportees provided major challenge at the beginning when the client had to be absent because of the induction structure and their needs were not being fully met.

The picture of the client's experience is one of a challenging 6 months, where their own needs for independence have been met and where they have also been able to meet the boss's needs for a closer and more warm relationship. The client shows sensitivity to this including the mismatch between the two of them, and rates their satisfaction with their decision to take the job 8/10. The **difficulties** which could have arisen in the area of the boss client relationship have been seen and mitigated. The client shows a strong awareness of the difficulty created by their not being able to meet the strong needs for support and motivation in the reportees at the beginning.

### **Boss's 6 month questionnaire**

#### ***What has gone well***

Team have built good respect for each other  
Agreed a common purpose  
Share the same values  
Enjoy being together

#### ***What has gone less well***

Workload – new systems difficult to navigate  
Insecurity of some team members around lack of knowledge  
Other factors in AFG – ie review of support worker role

#### **What part has the new member of the team played**

Adapted  
Shown commitment  
Eager to learn and achieve

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

The promise is what did it for me in the advert – it epitomised what for me is a critical thread in my career.

A not for profit was also an attractive thing for me.

The thing that most concerned me when I had started here was the quality of the training. I know I can be critical [because of a professional background in that area] about this and I try not to show this in a way which is not constructive.

I am also disturbed by a lack of professionalism in language in some places – swearing etc. and use of language I consider inappropriate including comments that might be seen as discriminatory I find hard to tolerate.

## **2. Tell me about this role**

*Most satisfying (M), least satisfying (L), relational talk*

M. When there is a move towards the real way we would like staff to operate – I feel I am making real progress with eg. Support workers.

L. Auditing role – I can't be bothered! [some of it seems pointless in terms of what we are really here to do although I understand it is part of the role].

The IT is also a nuisance and causes frustration – connectivity and a lack of knowledge amongst the staff providing support.

## **3. How would you say the 1st 6 months has gone?**

Because of my skills, knowledge and experience it has been an easy process – although without that, it might have been difficult.

## **4. How has starting things been for you in life?**

Easy. I don't need emotional support from a job, or to "fit in". I am insular in a way and that has worked for me – my team always care for me more than I do for them [that is, on a personal and emotional level]. I don't carry work relationships over in to the social and I like to keep my roles separate.

## **5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

Very detrimental was [the structure of the induction meant ] that my team started on a Monday, then I went on training, then they did, so they were "cast adrift" and it was hard and took a long time to restore the relationship. It meant a couple of months where people did not relate to each other in the team. They were overwhelmed by the experience. I know they would trust me now (maybe over-trust me). But the training had been set up and it felt like a bandwagon that we were rolling on that couldn't stop.

Information given seemed at too low a level possibly for [me and peers role] which did surprise and frustrate me.

Very senior people contributing was very good – we also had a month of being together as a group of managers.

People generally aren't very good at inducting managers. I am quite nosy, and so I tend to look for a lot of information myself – a self- induction! There are plenty of resources to do this here.

My relationship with my manager was helped by us taking part together in the team leader selection process early on. I had worked out before the attachment day that they needed certain social things in our relationship that I don't and I do my best to meet these and the relationship works. The downside is I suspect they think because I do these things I also need them!

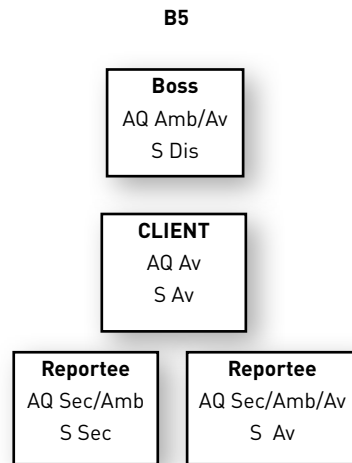
**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

**8.** If it stays as it is then I am satisfied. If I get bored then I will do something else outside rather than look for another opportunity in the organisation.

**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

Being with [my manager] on the attachment day was useful – it would have been helpful for my team to be part of the day but logistics didn't allow it. I don't like being "done to" so a bit of information up front before it would have been good – also I didn't like the lack of being able to make a choice about attending something like that.

### Constellation B5 (4 members)



### Starting Data - Potential Issues and Behaviours

Overall this group described themselves as **less secure** in work relationships. 1 (reportee) is at ease with interdependent working, but 2 of the group (boss and reportee) have mixed feelings about how much they are able to or want to rely on colleagues and 1 (the client) is uncomfortable relying on colleagues, although they understand that they need to. There were very mixed concerns, needs and expectations expressed within the group

The picture was similarly mixed for individuals' feelings of being **recognised and appreciated** for what they do. Only 1 of this group (reportee) feels that work colleagues generally do this, although is sometimes a little unsure that their contribution is understood and valued. 2 (boss and reportee) are sometimes unsure, and rarely feel that they and colleagues are in tune. 1 (client) rarely feels in tune with work colleagues.

Key **concerns** about joining a new team now or in the past for this group included

- Getting right people
- Getting right info
- Being trained properly
- Living up to peoples expectations
- Being accepted
- Finding a place in the group
- Having equal knowledge and experience as others in the group
- Commitment and support
- Knowledge on PC and paperwork

**Overall** there was a less coherent and more distanced feel about this group in relation to joining issues - anxiety about being good enough and being included from some, and cool, single word answers from others with less nuanced thinking about issues of relatedness. In the anxiety of joining, some may seek reassurance and closeness to others more, others are likely to withdraw from this and seek out ways of acting independently

The main **difficulties** which might arise in this constellation were likely to be that the boss and the client feel that they are rarely "in tune" with work colleagues, but that the boss may seek to reassure themselves through getting closer and seeking more relationship, and the client by

distancing themselves and seeking more information. In addition there was a mismatch between client and one reportee who expressed strong needs for intimacy and closeness, and to feel listened to, safe and happy, and important in the team, needs which the client may feel unable or unwilling to meet in any significant way.

### **6 month outcome data – did predicted issues arise & what was different**

**Overall** this constellation seems to have had a positive 6 months. Because the client's brevity and the way that the slightly distanced feel of their answers which was noted in the outset data continued through the interview, it is hard to get a rich picture of what happened. There is little nuance to the report in terms of relatedness although the client does report more warmly that their greatest satisfaction comes from "seeing how well our staff support people – staff really care and really live up to the promise. As a team we have all really gelled."

The **difficulties** which could have arisen in the area of the boss client relationship do not seem to have arisen, and the client does not comment specifically on the relationship with the boss. However there is a feeling that the new thinking which the client has developed through training on person centredness and its potential for use as a leader within the team and not just with clients has been particularly picked up and valued by the client. The client reports 8/10 satisfaction with their choice. The boss's report that the team is working well together and the lack of negativity in the 6 month reportee questionnaires suggest that concerns about relatedness in the outset data were not realised.

### **Boss's 6 month questionnaire**

#### ***What has gone well***

Team have built good respect for each other  
Agreed a common purpose  
Share the same values  
Enjoy being together

#### ***What has gone less well***

Workload – new systems difficult to navigate  
Insecurity of some team members around lack of knowledge  
Other factors in AFG – ie review of support worker role

#### ***What part has the new member of the team played***

Adapted  
Shown commitment  
Eager to learn and achieve

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

The job description was very similar to my other role and the organisation seemed a good company and person centred. I was a bit suspicious about whether it would deliver what it promised and nearly didn't apply. But as I was being made redundant I did!

On the concerns side, it was really just practical - I did wonder about the location and whether it

would work for me.

**2. Tell me about this role**

*Most satisfying (M), least satisfying (L), relational talk*

M. Seeing how well our staff support people – staff really care and really live up to the promise. As a team we have all really gelled. There was a staggered start and some had been in the organisation before.

L. Quantity of work – PACE dashboard, audits, timescales – a lot of this also falls to the team leaders and it can be tricky to manage it all.

**3. How would you say the 1st 6 months has gone?**

Because of my skills, knowledge and experience it has been an easy process – although without that, it might have been difficult.

**4. How has starting things been for you in life?**

I'm quite used to change and everything was reorganised in old jobs too. Change is fine, a new job and a bit of newness is OK if I have support.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

A very thorough induction – lots of various topics, some very basic.

The training at the start was good – all about being a person centred manager and I hadn't had that kind of training before and found it was really good – you started to bond with the organisation. Sessions using person centred tools were very good. They get you more away from the organisational systems and towards values and are about the staff as well as the client group. Generally I like to learn new stuff so all the new things were good for me.

When it was training on systems that we were using we could have perhaps had it later when we had been using them.

It might have been nice to have a bit of a break rather than having it all together.

The basic stuff took a long time!

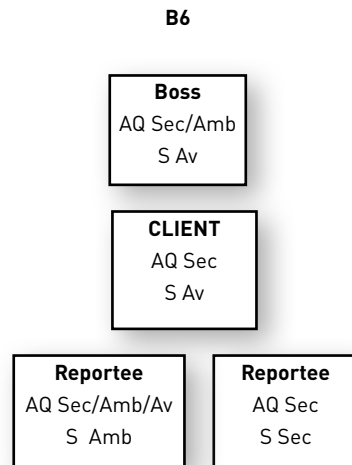
**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

8. The only thing which is daunting is the sheer weight of stuff that has to be done and also that is needed for things to develop.

**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

It has been very thorough. I do think it[promises and suggestions we fed back] has all been rolled out subsequently. The organisation is great like that – they think of things and are willing to change – proactive. I can't believe I have been here for nearly 8 months now!

### Constellation B6 (4 members)



### Starting Data - Potential Issues and Behaviours

Overall this group described themselves as **relatively secure** in work relationships, and are all at ease with working interdependently. However 2 (boss and reportee) while generally feeling able to rely on their colleagues do have some mixed feelings about this. There was a generally a relaxed air about people's thoughts on joining, with a good balance between thoughts about relatedness and about the tasks and infrastructure.

The picture was more mixed for individuals' feelings of being **recognised and appreciated** for what they do. 2 of this group (client and reportee) feel that work colleagues generally do this. However 2 (boss and reportee), are sometimes unsure that their contribution is understood and valued, with 1 (reportee) rarely feeling "in tune" with work colleagues.

Key **concerns** about joining a new team now or in the past for this group included

- Not being fully aware of the organisation's direction
- Time to develop new relationships vs busyness and pressing issues
- Bringing together new people from outside with existing people from inside
- Dealing with incidents
- Dealing with service user incidents especially when we don't know each other
- Getting self familiar with paperwork and policies
- Some trepidation being out of comfort zone
- Being accepted
- Starting from scratch again

**Overall** the boss in this group showed themselves well aware of the need to pay attention to the interpersonal needs of those in the team as it forms - there is a sensitivity to the pressures that will be at play in balancing working and relating. The client had few concerns about joining generally. The reportees were looking for continued support and guidance in areas they find difficult but have few concerns about the team itself.

The main **difficulty** which might arise in this constellation was likely to be that the boss has a concern with, and a fluency with thinking and speaking about relatedness which the client does not show in their narrative. If it is the case that the client is not so familiar thinking about these issues

the boss will need to provide clear expectations and mentoring support to help the client to work at the level they expect in this area.

#### **6 month outcome data – did predicted issues arise & what was different**

**Overall** this constellation seems to have had a very positive 6 months. The client reports satisfaction with the way things are progressing, with some achievement already there and a clear picture of what is still to be achieved. There is a strong emphasis in the client's account on achievement and clarity of expectation, with some frustration expressed about the amount of time spent at induction on person centred approaches and other values related rather than expectations related topics.

Any **difficulties** which could have arisen in the area of the boss client relationship are not apparent. The client reports 7½ /10 satisfaction with their choice and says "[Boss] and I are both based together and it helps get an understanding of each other. I was really clear with him how I wanted things to work and I think that has been positive." The boss reports that clients have been "very honest and open about their support and development needs".

#### **Boss's 6 month questionnaire**

##### ***What has gone well***

Clear identity as a group – really starting to perform individually and also as a group. Very clearly supporting each other and really clear what is expected of them and what they expect of each other. Identify with the organisation and our mission

##### ***What has gone less well***

One remote group member does identify more closely with the group with which she is co-located and does, at times, feel isolated from our group.

##### ***What part has the new member of the team played***

Very honest and open about their support needs and development needs.  
Exceptionally committed and enthusiastic  
Eager to support their peers.

#### **Selected data from 6 month client interview**

##### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

I wasn't looking but was aware of [the organisation]. I was wanting a change and a challenge – there were more responsibilities and a sideways move in this role.

It was purely the money that had me move – the responsibility was about equivalent but I knew there was scope for development. The size of my former organisation held me back from development and I felt there was more room to grow here.

I had no real concerns at the time.

The recruitment process suited me and the way they were testing things – I felt I could impress but when I came to the interviews I realised the others had a lot of experience. I thought the assessment centre was a great process though and really allowed me to show my best.

**2. Tell me about this role**

*Most satisfying (M), least satisfying (L), relational talk*

M. Increase in quality outcomes for service users but that's 12 to 18 months away. I enjoy seeing some of my direct reports being proactive and taking responsibility – relationships with commissioners improving would be a great next step.

L. Frustration of having clear goals but issues which are one offs deflecting and needing to be dealt with. Also systems – I love systems but they can thwart your objectives!

[Boss] and I are both based together and it helps get an understanding of each other. I was really clear with him how I wanted things to work and I think that has been positive.

**3. How would you say the 1st 6 months has gone?**

Brilliantly – I have never thought it was the wrong decision.

**4. How has starting things been for you in life?**

Exciting for me – I recognise that things always improve from how they are at the very beginning.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

It was too intense and focussed on the wrong things. The person centred aspect was the thread that ran through it. It was frustrating not to hear more about expectations of you in your role and some of the specific day to day aspects of the job you would need to deal with.

It was great to be with lots of other people at the same time.

More job specific stuff would have improved it.

The focus was on vision, mission and values but it would have been good to know who the senior people were, flowcharts and structures.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

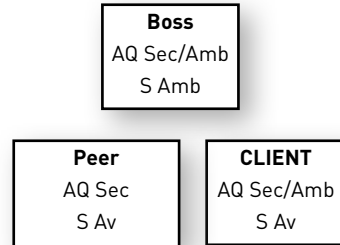
7 ½. No real urge to move on but I can see there's room to achieve what I wanted to. The ideas and thoughts I had at the start about broader involvement in the organisation and the ability to develop and progress haven't been disappointed.

**7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

Nothing else.

### Constellation 10 (3 members)

#### B10



#### Starting Data - Potential Issues and Behaviours

Overall this group described themselves as **relatively secure** in work relationships, and are all at ease with working interdependently. However all while generally feeling able to rely on their colleagues do have some mixed feelings about this.

The group also felt that they are generally **recognised and appreciated** for what they do. All members of this group feel that work colleagues generally do this.

Key **concerns** about joining a new team now or in the past for this group included

- Location of team members across country
- Need to support sense of belonging and competence through dialogue and rapport
- Will I have the competence to do a good job
- The team's function being seen as negative rather than supportive by others
- Team dynamics and working relationships
- Being left to own devices and not supported to make changes in ways of working
- Everyone getting used to different ways of working
- Understanding the key legislation sufficiently well
- Communication across all levels within the team

**Overall** the boss in this group showed themselves well aware of the need to pay attention to the interpersonal needs of those in the team as it forms - there was a sensitivity to the pressures that will be at play in balancing working and relating. Team members and boss were focussed and optimistic about their future as a team. There was a good match between the reportees and boss's thoughts about the new team and the work it will need to do in finding its place in the organisation and making a difference.

The main **difficulty** which may arise for this team was less likely to come from within its membership as there is a good match between expectations and ways of thinking about relatedness. It is more likely that difficulties would come from a mismatch between the positive role which the team sees for itself and the way the organisation might view its function – a difficulty which all in the team seem aware of and prepared to meet .

### **6 month outcome data – did predicted issues arise & what was different**

**Overall** the client draws a picture of a positive experience within this constellation during the first 6 months with the focussed and optimistic perspective apparent at the outset still very much in evidence. The client has equally enjoyed the rapport in the team and the independence the role gives them in organising and working. They are highly satisfied with their choice and score this 8/10. They say "I have no regrets at all in having taken the job – it's probably the best one I've had and meets my expectations."

The **difficulties** which have been experienced are minor, but seem to be in the potential for isolation which is inherent in the role (reported by boss as well as client). Overall any difficulty in introducing the function to the organisation seems to have been handled satisfactorily.

### **Boss's 6 month questionnaire**

#### ***What has gone well***

Recognising the different stages of development of team members and adapting my input and continuing with buddying up with peers.

Competence of team

#### ***What has gone less well***

By letting go of the auditors to work with more autonomy, areas where they have struggled/areas of support have been less easily identified

Senior manager cancelling scheduled team meetings which has meant team members have not had opportunity to network with peers and has left them feeling isolated at times.

#### ***What part has the new member of the team played***

Networking with peers

Willingness to adapt and grow both in their competence and also as a function in the organisation.

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

First time I came across the organisation was when I saw the advert.

Hopes - I liked the general ethos of the organisation and thought that the role brought together aspects of my previous experience well. I hoped it would help me find a new career direction.

I had no concerns – I just wanted some clarification on what it would be like and got that as part of the recruitment process – I generally like to get plenty of information about things. The recruitment process was long and pretty thorough – it helped me gauge more about the role and the organisation.

#### ***2. Tell me about this role***

*Most satisfying (M), least satisfying (L), relational talk*

M. I enjoy the independence – organising my time to be my own.  
Seeing positives in services and improvements.  
Rapport between the team is great – we are very aware of each other and don't forget each other.

L. once in a while I find the nature of the job [audit/criticising others] can be tough, but I am quite tough in that respect so its not a major thing.  
Travelling long distances.  
It can be a bit isolating. Even though we are part of a team we do work alone a lot.

**3. How would you say the 1st 6 months has gone?**

I have no regrets at all in having taken the job – it's probably the best one I've had and meets my expectations.

**4. How has starting things been for you in life?**

I'm enthusiastic when I start and want to get everything correct. With this one I had to learn on the job – we were all experiencing new things. As time's gone by I have got more confidence as I believe I've improved. It's a bit daunting at first – I think the induction process overcame this for me.

**5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

It was great in getting us prepared for what we had to do. Practically we did have to learn a lot by ourselves when we were out working and you can learn from your mistakes too, but maybe we could have been eased in a bit better.

The induction sessions were great, but it was mainly what my manager did that helped – I didn't feel any pressure not to contact her when I needed to. It is down to her and also others in the team that I feel confident now – we contact each other regularly about problems and the manager is aware of all of us.

To improve, I could probably have been paired with someone more experienced in the shadowing for a bit longer – that would have helped me.

This was the best induction I have been through – we had a lot of input as well as practical experience. In other ones it was a bit "read the manual and get on".

I think it is hard to compare between different jobs/professions and the kind of organisation influences things.

**6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

8. I'm feeling pretty confident. It's probably the best job I've had. I like being independent and having the confidence to go out and do something on my own.

There's not so much pressure on me to do the job unsupported and doing it well makes me feel less pressurised!

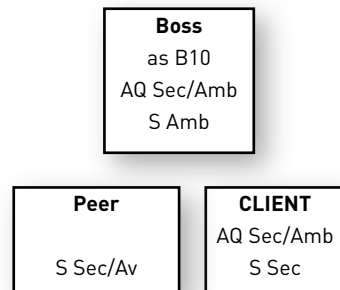
**7. Is there anything else you would like to tell me about that you think I need to get a full picture of**

*your experience?*

Nothing else really – I think the organisation is a good one and everyone's working to achieve the same things. There are no airs and graces and everyone's on a par – I don't feel there is a distance between us.

**Constellation B11 (3 members)**

**B11**



**Starting Data - Potential Issues and Behaviours**

Overall this group described themselves as **relatively secure** in work relationships, with both client and boss feeling able to rely on colleagues but having some mixed feelings about this.

The group also felt that they are generally **recognised and appreciated** for what they do although 1 (client) is sometimes a little unsure that their contributions are understood and valued.

Key **concerns** about joining a new team now or in the past for this group included  
 Location of team members across country  
 Need to support sense of belonging and competence through dialogue and rapport  
 Will I have the competence to do a good job  
 Not fitting in to the team  
 Others in the organisation not understanding or appreciating the function of the team

**Overall** the boss in this group showed themselves well aware of the need to pay attention to the interpersonal needs of those in the team as it forms - there is a sensitivity to the pressures that will be at play in balancing working and relating. There was a good match between the client and boss's thoughts about the new team and the work it will need to do in finding its place in the organisation.

Without the peer questionnaire it was hard to see where any **difficulty** may arise - there is a fluency with language about relatedness in both questionnaires and an openness to building relationships. The main difficulty seemed to be more about how to do this over the distances involved in a geographically spread out team and both were aware of this.

**6 month outcome data – did predicted issues arise & what was different**

**Overall** this constellation seems to have had a largely positive 6 months. The issue of geographical isolation inherent in the way the team is set up is raised as at the outset by both client and boss, and has clearly been a difficulty, although this is being addressed. The client also expresses a desire for there to have been more clarity about "how to do" aspects of the job and a feeling of being scared about being plunged into the role so immediately on joining.

The main **difficulty** other than isolation for the client has been the geographical move they have made to take up the role and the additional pressure which this has created for them in settling in. The client reports 7/10 satisfaction with their choice but if they include the consideration of having relocated take this to 5/10. They express appreciation for their manager's support "the relationship with my boss and having an open dialogue has worked really well for me."

### **Boss's 6 month questionnaire**

#### ***What has gone well***

Recognising the different stages of development of team members and adapting my input and continuing with buddying up with peers.  
Competence of team

#### ***What has gone less well***

By letting go of the auditors to work with more autonomy, areas where they have struggled/areas of support have been less easily identified  
Senior manager cancelling scheduled team meetings which has meant team members have not had opportunity to network with peers and has left them feeling isolated at times.

#### **What part has the new member of the team played**

Networking with peers  
Willingness to adapt and grow both in their competence and also as a function in the organisation.

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

I am "picky" and I know what I like. I did a lot of research on the company.

The ethics part was important.

On the role, this was something I was always told I was good at – I am thorough – it can be a bit of a mixed blessing!

The salary was partly what I was looking for.

Clarity about the role was a bit lacking and that was a concern – I didn't quite realise the isolation of the role. I left the 1st induction day not feeling very clear.

#### ***2. Tell me about this role***

*Most satisfying (M), least satisfying (L), relational talk*

M. improving services for the people we support – seeing the change that we can make and the progressive improvements.

L. Isolation of the role.

The IT system crashing and losing work is frustrating.

People are feeling a bit isolated too – we are going to start meeting monthly in order to counteract that. I have always worked in an environment where team was important and I had hoped to have more contact with others – that is to do with my personal wellbeing. I have had to adjust.

#### ***3. How would you say the 1st 6 months has gone?***

It hasn't gone too badly – I enjoy doing it. "Thorough" is a strength – it might be a weakness in that it

can make an audit longer though. I have high standards – if my name's on it I want to make sure I've covered everything.

It is hard to separate out the fact I've moved down to London for the first time to do the job, so how I feel about that influences how I feel about the job.

#### **4. How has starting things been for you in life?**

It depends on what I am starting. In this case there was an urgency to get out and do the role and that helped – I had researched well before I joined too so that was good.

#### **5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

Having an intense induction worked quite well, as did having a full day recruitment process. [The latter] worked well because it gave me such a good feel for the organisation from the start. I left positive because I felt I had acquitted myself well.

Induction gave me some knowledge about the role, but left me with questions, left me a bit scared. It would also have been better not to have been plunged into it on the start date. There was a lack of communication leading up to induction and I felt quite vulnerable – wondered if I should have known more. It did create a good learning experience in the end though.

I feel as if we are still missing the other half of what we need in the induction – we had the basics but there maybe needs still to be some more about the role and expectations of it?

The attachment day was nice to have everyone back together again – we can have quite open dialogue as a team, and the day enhanced it. It would have been good to have team meetings started earlier as there have been some big gaps there.

The relationship with my boss and having an open dialogue has worked really well for me. I have been really open about what I has worked.

#### **6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

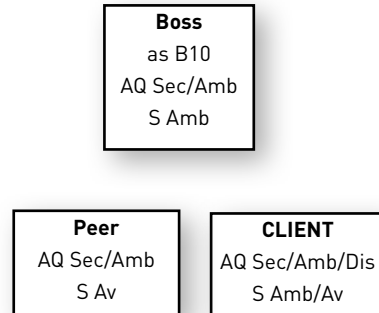
Sitting in the middle on this just now. **7** for the role. But including having made the move to London would make it a **5** just now overall.

#### **7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?**

Its been relatively smooth. Its had ups and downs though – I get on and do the role I'm employed to do. It's good to have had some positive feedback from managers.

**Constellation B12 (3 members)**

**B12**



**Starting Data - Potential Issues and Behaviours**

Overall this group described themselves as **relatively secure** in work relationships, and are at ease with working interdependently. However both all three while generally feeling able to rely on their colleagues do have some mixed feelings about this.

The picture was more mixed for individuals' feelings of being **recognised and appreciated** for what they do. Although the boss feels that work colleagues generally do this, 1 (peer) is sometimes unsure that their contributions are understood and valued and 1 (client) is sometimes unsure, and rarely feel that they and colleagues are in tune. There are a range of views about how closely the team needs to work together, from a strong desire for arms-length autonomy in the client, to a desire to build a close sense of a related, working team from the boss.

- Key **concerns** about joining a new team now or in the past for this group included
- Location of team members across country
  - Need to support sense of belonging and competence through dialogue and rapport
  - Will I have the competence to do a good job
  - Not being respected by others
  - Not being allowed autonomy without constant reporting and checking
  - Not having enough clear guidance to establish operating parameters creating fear of mistakes

**Overall** the boss in this group showed themselves well aware of the need to pay attention to the interpersonal needs of those in the team as it forms - there is a sensitivity to the pressures that will be at play in balancing working and relating.

The main **difficulty** which may arise was if the balance between a strong desire for arms-length autonomy along with a tendency towards feeling misunderstood or undervalued in the client and the desire to build a close sense of a related, working team from the boss are not well matched. Careful conversations about expectations in this area will be critical to the team working well.

**6 month outcome data – did predicted issues arise & what was different**

**Overall** the client draws a less than positive picture of working within this constellation during the first 6 months with the tendency towards feeling misunderstood or undervalued which was evident in the outset data providing the keynote for their report at 6 months. The client is critical of the organisation in a number of regards, and although they report their direct boss as being responsive, they do not regard them as quite responsive enough. The boss's report does not show these difficulties to be significant to them in the same

way.

The **difficulties** which have been experienced are related to the relationship between the client and the organisation in regard to some practical issues. In addition the client feels there has been a lack of clarity about a variety of things within the role which has coloured his overall experience. The client reports overall satisfaction at 3/10 because of some of the practical issues which are causing dissatisfaction – although they rate their experience of doing the job itself at 7/8.

### **Boss's 6 month questionnaire**

#### ***What has gone well***

Recognising the different stages of development of team members and adapting my input and continuing with buddying up with peers.

Competence of team

#### ***What has gone less well***

By letting go of the auditors to work with more autonomy, areas where they have struggled/areas of support have been less easily identified

Senior manager cancelling scheduled team meetings which has meant team members have not had opportunity to network with peers and has left them feeling isolated at times.

#### ***What part has the new member of the team played***

Networking with peers

Willingness to adapt and grow both in their competence and also as a function in the organisation.

### **Selected data from 6 month client interview**

#### ***1. Tell me about how you came to this role.***

*Hopes, Concerns & relational aspects of the job raised*

I had contact with [the organisation] in a previous role and it was positive – I liked their ethos, I knew the salaries weren't great.

I really liked the idea of auditing – recognising links between my previous experience and the role. The role fits well with my home life and other interests – it is potentially more isolated but brings a sense of completion. There is a lot of freedom and not too much micromanaging and presenteeism.

I didn't necessarily want to leave my previous role [but I had some difficulties in that organisation and redundancy was potentially coming up].

It has taken till now to get clarity about the patches, and I have found the travel very tiring. It was not clear at interview exactly what areas were covered in the role.

There has been a lack of clear communication about salary banding from the start and I feel it is unfair and also I would have expected things to be more clear and better communicated.

Auditors are expected to travel [more than would be expected for the money in the commercial sector] and then do 5 hours audit.

#### ***2. Tell me about this role***

*Most satisfying (M), least satisfying (L), relational talk*

M. When you do the job well, making a difference for people who are being supported.  
When the reports come together well – I am getting good at this now!

L. M25! Travelling generally, which I took to [boss] as it was causing health problems. This has been balanced out. I have reworked a work schedule but have not had any feedback so far about this which is irritating – my other commitments mean I need to be organised and planful quite far in advance.

[boss] has been very responsive. More senior managers are much more distant.

### **3. How would you say the 1st 6 months has gone**

As a job not bad at all.

There has been an undercurrent of area and salary issues causing a bitter taste. I don't think I am a money grabber – it's about recognition. Early on I felt I was being told not to rock the boat too early in the job.

### **4. How has starting things been for you in life?**

Overall OK. It was better starting here than in many companies.

### **5. How was the induction period?**

*How was it handled by organisation, by you, what could have been better, high and low spots, comparisons to other inductions, relational*

Overall equipment was in place and the induction was good – much better than previous experience in other companies. This is the closest to a good induction that I've seen!

Some sessions seemed pitched quite low, or dealt with auditing issues in a low level way – there was a lot of woolliness and a lot of assumptions about prior knowledge. Not knowing [organisation] processes well seemed a handicap.

It would have been useful to go through the tool itself – I got a lot of that from my mentoring/shadowing process. It was great to have those sessions but the timing and scheduling weren't so good – it could have run for longer. It was frustrating having to get sign off on everything from [boss].

There was a lot of woolliness that could have been worked out. I wanted things to have more "bite". There wasn't enough that made me think "I didn't know that". Also the location wasn't great – Birmingham's not the greatest venue.

It was great to meet the North team during the induction – we need to do more of that as there isn't a lot of crossover.

### **6. How satisfied on a 1-10 are you with the choice you made in joining? (where 1 is "I am looking for another role" and 10 is "I can see myself being here for years")**

3. if I take into account the salary and travel issues. I do still look at jobs.

7/8 as a job overall. I might feel differently if there was a willingness to develop our career or progress us. I'm not quite sure what to do at this point – the attitude seems to be "you should feel lucky you've got a job"

***7. Is there anything else you would like to tell me about that you think I need to get a full picture of your experience?***

Clarity (or lack of it) has been a big theme for me overall.

I am interested in how, strategically, we will structure audit. We might need to think ahead about this to how it will look in future and what we would need to do to develop people to cover this. Having an internal audit team of this kind is unique and a fantastic development.

It would have been good to have had this interview as a telephone interview because of the travelling.

## 5 General Observations

- 5.1 There is a huge amount of data here which emanates from a dynamic period of change for both organisations and highlights the anxieties which can play out during induction and probation. there is some organisation specific feedback which will be reported separately.
- 5.2 The questionnaires lack a clarity of attachment style and then there was some discrepancy between the AQ and the informal self-report which rendered the strict correlation between the specific behaviours of the different styles almost impossible.
- 5.3 The number of variables was huge. A possible alternative design might simply have tested the dyad relationship between the joiner and their boss.
- 5.4 What is clear is that attachment behaviour does play out in induction and probation from the clients and the 'bosses'. There is a high level of prediction of behaviours from all concerned. People knew how their beginnings had gone elsewhere and demonstrated in their language the kind of concerns that the respective patterns would be anxious about.
- 5.5 What wasn't really measurable was the impact, if any, the awareness of attachment had on the formation of the induction programmes and it was a design flaw not to interview the bosses. Originally this was as there were to be 12 bosses - as the constellations played out there were only a small number who could have been questioned.
- 5.6 There are more factors at play than we could encompass in the straight study of attachment styles. This was not a qualitative evaluation of the respective induction programmes of the organisations.
- 5.7 The model, based as it is on knowledge of Attachment will be useful in the formulation of induction and probation programmes to bring to awareness likely concerns and resulting behaviours.
- 5.8 Attachment parenting, or attachment therapy takes time and life-long patterns of insecure attachment cannot reasonably be countered in either a one off workshop or a cursory understanding of the theory. This needs to be borne in mind when interventions are designed for the future.
- 5.9 There is far more work to do to look at the relationships between the different styles (Keller 2003)

boss	reportee
secure	secure
secure	ambivalent
secure	avoidant
secure	disorganised
ambivalent	secure
ambivalent	ambivalent

boss	reportee
ambivalent	avoidant
ambivalent	disorganised
avoidant	secure
avoidant	ambivalent
avoidant	avoidant
avoidant	disorganised
disorganised	secure
disorganised	ambivalent
disorganised	avoidant
disorganised	disorganised

- 5.10 The underlying question is 'how do you help people when they are anxious in a new job?' How can you help them to be mindful, present, in the moment and not acting from these old scripts/ How can you minimise anxious, paranoid, avoidant patterns of behaviour, thinking and feeling? How can you avoid infantilising the new joiner? How can you work to remove the fearful projections onto the new boss?
- 5.11 There was considerable caution and concern from all researchers on the use of the ideas and the language of Attachment in the workplace as it could so easily become a short cut to judgement using language like 'insecure, avoidant, disorganised' which might mean something quite different in the attachment literature to it might on the 'shop floor'. We were also mindful that this shouldn't be kept as the domain of a professional minority - there are good and rich ideas which need simplifying. Much of the romantic attachment literature and to an extent the attachment parenting literature has managed to simplify the ideas whilst respecting the origins and history of the work. What is needed is a new safe language. And a new way of describing the patterns, their strengths and challenges.
- 5.12 Other uses of the ideas contained within the Attachment field:
- how was our organisation 'parented' when it was created?
  - how do we 'parent' new project teams?
  - how do we create security for ourselves and those we lead in an often highly pressured and insecure environment in the public and third sectors?
  - how do we create satisfactory endings for those we lead at the end of a project, retirement or redundancy?

## 6 Towards a Mindful Induction Programme

- 6.1 Much of our existing work enables leaders at all levels in the third and public sectors to begin to assess the impacts of their own attachment patterns in the workplace using psychological models as a background to understanding relations to authority figures (Transactional Analysis), to managing anxiety, the fight/flight mechanism and ways to use empathy to build strong bonds. tMLF also often works with clients to minimise the impact of the corrosive cortisol triggered by modern day work stressors learned during our early years.
- 6.2 The Mindful Induction model used in the research was:
- 1 model Mindful Leadership with the new employee and be mindful of their attachment pattern - noting their needs
  - 2 be consistently available to questions and anxieties
  - 3 ensure there is social time - get to know them - use your Free Child and theirs
  - 4 give them rich and diverse experiences in the first week
  - 5 engage with their meaning, purpose and values
  - 6 engage them with your own and your organisation's meaning, values and purpose, by modelling them
  - 7 set clear goals for their role whilst encouraging their development
  - 8 show compassion, unconditional positive regard, love and respect for them as individuals, having voted with their feet and time to come to your organisation
  - 9 show gratitude
  - 10 give immediate feedback and strokes, conditional and unconditional
  - 11 ask them for the same for yourself - their first impressions are really useful as that is what most people get
  - 12 enable them to do something well very early on
  - 13 give them a challenge
  - 14 enable them to develop ownership of something quickly
  - 15 ensure there are rewarding tasks
  - 16 listen hard at all levels and with all intelligences
  - 17 be with their anxiety

6.3 This is full of tMLF language and needs to be simplified and made practical

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