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Et YS-forbund

Searching for Leadership

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En Rapport for Negotia om Tillitsvalgte Opplevelser av Ledelse og Samarbeid

A Report for Negotia on Unions Representatives' Experiences of Leadership and Collaboration

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Sammendrag

Våren 2019 engasjerte Negotia Searching for Leadership og NTNU for å undersøke og forske på den nåværende situasjonen for relasjonene mellom tillitsvalgte og ledelse i virksomheter der Negotia er tilstede. Prosjektet innebar bruk av en metode kalt «sensemaking». Fokus for undersøkelsen var ledelse og samarbeid, og deltakerne (tillitsvalgte) registrerte sine egenopplevde erfaringer knyttet til disse temaene i en webapplikasjon. Etter at datainnsamlingen var ferdigstilt, ble det foretatt en kvantitativ mønsteranalyse for å kartlegge situasjonen relatert til ledelse og samarbeid.

I tillegg ble det gjennomført en litteraturstudie om hvordan kvaliteten på ledelse påvirker samarbeid og prestasjoner i organisasjoner.

Sammendraget av litteraturstudien indikerte følgende:

- Effektiv ledelse har en betydelig innvirkning på det å skape resultater.
- Effektiv ledelse krever velutviklet ferdigheter innen menneskelig atferd og tankemønstre.
- Effektene av dette er tydelige der man har velfungerende samarbeidsformer

I løpet av april 2019 ga et panel av Negotia-medlemmer (tillitsvalgte) og Negotia-ledere innspill som ble brukt til å utforme hovedelementene i undersøkelsen. Searching for Leadership og NTNU designet deretter en prosess for datainnsamling, samt forberedte en avansert web-applikasjon. I mai 2019 ble Negotia-medlemmer invitert til å beskrive sine erfaringer relatert til Ledelse og Samarbeid. 157 registreringer ble logget. I juni 2019 ble dataene fra undersøkelsen presentert for styret i Negotia. Et panel med Negotia-medlemmer var også med på å tolke og analysere de registrerte data.

Analyse av dataene gjort av dette panelet ble brukt av NTNU til å identifisere et sett med sentrale temaer. Funn viser sterke statistiske sammenhenger mellom den rapporterte, generelle emosjonelle tonen og graden av;

- anerkjennelse av fagforeningsarbeid i organisasjon
- tillit
- respekt for fagforeningsarbeid i organisasjon
- åpenhet for endring

Videre indikerer den kvalitative dataanalysen at positive opplevelser overveiende er preget av tilstedeværelsen av;

- ærlighet
- aktivt engasjement i dialoger
- vilje til samarbeid

Resultatene viser at flere positive erfaringer enn negative ble registrert, men positive erfaringer ble funnet å være mindre vanlige enn de negative. Det er viktig å merke seg at i

sammenheng med en andel generelle negative opplevelser, rapporterte respondenter følelser som motivasjon, entusiasme, optimisme og håp. Dette henger sammen med registrerte erfaringer der deltakere opplevde eksempelvis å lykkes i vanskelige samtaler, gjennomføre tøffe organisasjonsprosesser og representere medlemmer på måter som er spesifikke for rollen som tillitsvalgt.

Negative opplevelser er ofte relatert til opplevelser av;

- skjulte agendaer
- mangel på tillit eller respekt
- ubalansert fokus på ledelsens perspektiver
- mangel på konstruktive dialoger
- mangel på informasjon og engasjement generelt.

Denne typen opplevelser viser seg å vekke sterke negative følelser, blant dem maktesløshet, frustrasjon og sinne.

Anbefalingene inkluderer behovet for å støtte tillitsvalgte i å utvikle kompetanse mht å bygge uformelle samarbeidsformer med ledelsen gjennom opplæring av relasjonell- og dialogkompetanse.

Tillitsvalgte har fått opplæring i f.eks forhandlinger og tilbakemeldingene har vært gode. Fortellingene fra denne undersøkelsen indikerer at det er behov for ytterligere mellommenneskelige ferdigheter for å forbedre forholdet til selskapets ledelse. Fra de positive erfaringene delt i undersøkelsen, fremkommer det et tydelig bilde av at en konstruktiv dialog mellom tillitsvalgte og ledelse skaper en plattform av tillit som igjen gjør det mulig å håndtere vanskelige og komplekse saker konstruktivt. Ferdighetene som trengs for å holde disse dialogene er intuitive eller lært av noen, men for de fleste er dette en kompetanse som må bygges gjennom erfaringsbasert læring.

Det anbefales derfor at Negotia utvikler et program for å lære relasjonsferdigheter til tillitsvalgte og også åpne for deltakelse fra ledere fra selskaper der Negotia er til stede. Et slikt initiativ bør utformes som småskalaeksperimenter, og eventuell større utrulling av de mindre eksperimentene som viser seg å være vellykkede.

Hovedfunn

Kontinuerlig endring i våre omgivelser er en kilde til økende kompleksitet. Kompleksitet som igjen innebærer uforutsigbarhet, som betyr mangel på årsakssammenheng, enkle forklaringer eller åpenbare løsninger. Å lykkes med å navigere i komplekse omstendigheter og å lære om tendenser og mønstre i et i system, er nøkkelen for at beslutningstakere klare utfordringene. Som en konsekvens av det, blir tillitsvalgte og ansattes kunnskap og innsikt i den kontekst de befinner seg i stadig viktigere.

Metoden som brukes i dette prosjektet er spesielt designet for å utnytte de ansattes kunnskap og innsikt (også kalt distribuert erkjennelse), og er basert på prinsipper som er nyskapende mht involvering av ansatte i organisasjoner.

Alle detaljer om funnene presentert i dette avsnittet er inkludert i vedlegg D.

Som tidligere nevnt har dataanalyse resultert i funn som viser sterke statistiske sammenhenger mellom den rapporterte generelle emosjonelle tonen og det observerte nivået av;

- anerkjennelse av fagforeningsarbeid i organisasjon
- tillit
- respekt for fagforeningsarbeid i organisasjon
- åpenhet for endring

Disse funnene indikerer at positive eller veldig positive opplevelser er direkte relatert til høy skåre på faktorene listet over. Negative eller veldig negative opplevelser er direkte relatert til lav skåre på de samme faktorene. Dette betyr at positive og veldig positive opplevelser totalt sett er preget av høye skårer på alle de ovennevnte. (Figur 1-4, vedlegg D).

Videre er det klare statistiske trender, som indikerer positive korrelasjoner mellom veldig positive opplevelser og følelser av motivasjon, lykke, inspirasjon og tilfredshet knyttet til opplevelsen. Positive erfaringer er positivt korrelert med følelser av optimisme, involvering og tilfredshet. (Figur 5 og 6, vedlegg D).

Beskrivelsene av erfaringer knyttet til relasjonene mellom tillitsvalgte og ledelsen, som rapporteres å være svært positive, inneholder beretninger om;

- å bli godt ivaretatt av organisasjonen,
- å være involvert og lyttet til i prosesser i organisasjoner, ledelse som støtter og oppmuntrer fagforeningsmedlemskap.

Hovedtendenser til innhold av veldig positive og positive opplevelser kan oppsummeres i følgende kategorier;

- ærlighet
- vilje til samarbeid
- konstruktiv problemløsning
- god dialog / kommunikasjon

Analyse av negative og veldig negative opplevelser, viser klare statistiske trender, som indikerer en sterk sammenheng mellom disse opplevelsenr og følelser av maktesløshet, frustrasjon, irritasjon og desillusjon i forhold til den rapporterte opplevelsen. Negative og veldig negative erfaringer er nært knyttet til disse følelsene. (Figur 17 og 18, vedlegg D).

Hovedtendenser til innhold av veldig negative og negative opplevelser kan oppsummeres i følgende kategorier / beretning om temaer;

- skjulte agendaer
- mangel på tillit og respekt
- fokus på ledelsens agenda
- mangel på dialog
- enveis informasjon
- styringsretten benyttes

Positive erfaringer skaper nye positive erfaringer!

Anbefalinger

Funnene i litteraturstudien (vedlegg A), viser at ledelse har en betydelig innvirkning på det å skape resultater gjennom bedriftsprestasjoner.

Forskningen som er gjennomgått i sammenheng med litteraturstudien, viser at det som differensierer ineffektiv og effektiv ledelse er sterke dialog- og relasjonsferdigheter. Spesifikke typer lederkompetanser knyttet til mennesker, skaper ledereffektivitet på en måte som har betydelig innvirkning på bunnlinjen i organisasjoner. I denne sammenhengen skilles effektivt lederskap som inkluderer å lytte, utvikle andre og styrke teammedlemmer, fra ineffektiv ledelse preget av reaktivitet, fryktdrevne handlinger, høy grad av kontroll, arroganse eller kritisk oppførsel (som fremmedgjør andre og svekker team).

Zenger og Folkman (2009) identifiserte sammenhengen mellom effektivt lederskap og ansattes tilfredshet og engasjement, bevaring av talent og tilfredshet med lønn. Like viktig er det at faktorene knyttet til effektivt lederskap også er kritiske for enhver innsats for vellykket samarbeid. Vår karakter og mellommenneskelige ferdigheter har innvirkning på kvaliteten og dybden av samtaler som er mulige.

Golemans (2006) forskning på emosjonell intelligens bringer fram ytterligere nøkkelkomponenter for effektivt lederskap, nemlig emosjonell bevissthet og sosial intelligens. Allen et al. (Sommer 2016) beskriver emosjonell intelligens ved hjelp av tre fasetter; "Bevissthet om meg selv, andres bevissthet og bevissthet om kontekst" (s. 81), og konkluderer med at praksis for økt bevissthet er nødvendig for å bygge kompetanse som understøtter effektiv ledelse og samarbeid. Den kritiske viktigheten av selvbevissthet hos ledere for økt organisatorisk effektivitet, har blitt poengtert av en lang rekke eksperter innen moderne lederutvikling.

Ferdighetene som ligger til grunn for effektivt lederskap, er som beskrevet over også kritiske for velykkede samarbeid. Dette innebærer at det utvikle og styrke de omtalte ferdighetene, er hensiktsmessig for medlemmer på alle nivå i organisasjoner.

Basert på litteraturstudien og dataanalysen i sammenheng med dette prosjektet, er følgende anbefalinger utarbeidet:

Godt samarbeid mellom ledere og Tillitsvalgte er en uvurderlig styrke for firmaet.
Hvordan påvirke samarbeidsklima?

- Motivere ledere som skeptiske til Fagforeninger
- Utvide samarbeid med de ledere som er positive innstilt

Hvordan kan jeg være mer støttende til tillitsvalgte?

- Opplæring i konstruktiv dialog
- Være tettere på positive erfaringer, skape læring
- Gi støtte til de tillitsvalgte som er i vanskelige situasjoner
- Tillitsvalg kan ta større rolle i dialogen med virksomheter

Norsk og internasjonal forskning viser at det blir større behov for vilje og kompetanse til samarbeid i årene som kommer:

- Må læres, improvisasjon vil ikke være godt nok
- Komplekse lederutfordringer krever andre tilnærminger enn det som har vært vanlig hittil
- Tillitsvalgte har en unik rolle mellom ansatte og ledelsen
- Egeninnsikt hos ledere og tillitsvalgte må styrkes for å kunne adressere samarbeidsutfordringer
- Nye kompetanser mht samarbeid må læres aktivt, ikke via forelesninger

Evne og kunnskap om samarbeid er avgjørende
Proaktiv holdning skaper muligheter

- Trygg på seg selv i vanskelige situasjoner
- Positiv tilbakekobling når man oppnår gode løsninger
- Begge parter må ta en kalkulert risiko
- «Dette får vi til» er en viktig holdning

Research Method Overview

A basic principle of the method used in this project, is to avoid assumptions based on “expert” perspectives. This means that the range of themes in the collected data and its analysis, were guided by individuals who know the context from which the data were collected in.

Thus, the initial work to prepare the data collection was conducted in advance, by having a reference group consisting of nine union representatives as advisors on relevant challenges and issues in their respective contexts. As outsiders to the context of union representative employer relations, the project team also utilized the insight and knowledge of the reference group in the analysis of the qualitative data.

In early stages of the analysis phase, the overarching results of quantitative and qualitative data was presented to the reference group during a workshop. Divided into pairs, the reference group participants were asked to systematically explore various parts of the data set through a customized visualization tool. (This was a password protected online dashboard where participants could explore the data collected for themselves).

The following is an account of the main themes and findings from the analysis workshop, derived from facilitated group discussions throughout the workshop.

Data Analysis Workshop

One of the main purposes of the survey is to uncover essential components of individuals’ subjective understandings of their experiences in relation to union representative employer relations. The method used aimed at eliciting motivations, perspectives, behaviors, feelings and identities to better understand how these relationships are experienced. A summarized review of the basis of the approach is included in Appendix B.

There is a symbiotic relationship between the qualitative and quantitative data in this method. For the purposes of enabling participants to make sense of the data, they were instructed to navigate in the online dashboard of survey results using specific quantitative filters to isolate data that survey takers interpreted in particular ways (e.g. positive or negative, seldom occurring or frequent). From there, they read qualitative data, actual stories from survey takers, describing their actual experiences with union management relations, that met these filter criteria. Finally, they summarized or identified themes common in those experiences to report back to the project team and larger group.

Reference group members interactions with the data material, commonly resulted in responses related to recognition and empathy, based/linked on/to experiences from their own contexts. Group members familiarity with themes or patterns present in the data set, can be seen as a natural consequence of their familiarity with union representative-management relations in the contexts they belong in. Nonetheless, their continued inquisitiveness in exploring the data set throughout the analysis workshop, gave room for the rich and in-depth discussions summarized here.

Iteratively engaging this process enabled a set of themes to emerge.

Through the process of group exercises followed by discussions, communication/dialog was a recurring theme. Explorations of experiences that were reported to be positive or very positive, led the group to pinpoint positive and well-functioning collaboration between union

representatives and management as a common theme. Deliberated on as an obvious ideal, where being a union representative is “an easy job”, also led the discussions to involve sub themes based on reviews of the data;

- recognition of the need to consistently/not just annually maintain relations and well-functioning communication/dialog
- experiences of how relations developed beyond professional roles, had strengthened communication and collaboration in the workplace
- the basics for nurturing a give-and-take mentality

Moving on to experiences that were reported to be negative or very negative, the discussion evolved based on a group members interpretation of a common theme, again related to communication. “I get the impression they [union representatives and management] need to find other ways to communicate. Not being so harsh, and where they try to understand one another as people,” was an interpretation shared by a panel member.

The discussion that followed this involved sub themes related to;

- the necessity of starting with basic building blocks - mutual intention (of collaboration)
- learning how to communicate in beneficial ways
- how to appropriately handle relations not allowing for collaboration
- the need for facilitation of conditions that allows for well-functioning dialog and collaboration
- experiences of management mainly focusing on the bottom line

Repeatedly through the session with the panel, both implicit and explicit references were made, which can be understood as perceived aspects of identity or role as a union representative. Specifically (but not exclusively) the feeling of motivation was discussed as an internal individual characteristic/attribute of union representatives in general, less dependent on the circumstances of a context. In continuation, “being motivated” was talked about as more of a constant characteristic of union representatives. Discussions involved panel members personal experiences of motivation, shedding light on motivation primarily driven by wishes to make changes in their context. Phrases used like “keep on making an effort”, “we cannot give up” and discussions on enforcing rights, brings forward associations to boxing. Similarly, in discussions in the bigger group, union representatives actively engaging in their role was characterized as having optimism. The distribution of feelings related to the overall emotional tone (Figure 18-22, appendix D) shows tendencies that can support these observations. The chart shows unexpected distribution of feelings based on the overall emotional tone of an experience, e.g. for feeling of motivation, optimism and involvement.

Identity and values tied to specific roles, work as compasses for how we perceive the world and how we act in it, which makes grounds for viewing identity as a constraint on adaptive capacity.

Appendix A - Literature Review

The following is a summary of the literature surveyed for this research project, focused on how the quality of leadership impacts collaboration and performance in organizations. It begins with a more global view of relevant research, before narrowing in on relevant Norwegian studies of this topic.

Anderson (2006) conducted research on the link between leadership effectiveness and business performance. He found that 37.6% of the variation in business performance could be explained by leadership effectiveness. Thus, while factors such as market conditions, regulatory issues and other factors also had an impact on business performance, *leadership effectiveness contributed over a third of the impact.*

To better understand what specific leader behaviors contributed most to leadership effectiveness, Anderson and Adams' (2019) conducted new research, based on a complex analysis of written 360 feedback about leaders' behaviors that were either effective or ineffective. *They identified that the number one differentiator of effective leaders is strong people skills*. In addition, six out of ten of their top strengths were related to these people skills, such as listening, developing others and empowering team members. In contrast, ineffective leaders were reactive, operating from fear and displaying highly directive, controlling, arrogant or critical behaviors that alienated others and disempowered teams.

This research (along with other similar research) points to a clear line, beginning with specific types of leader competencies in the area of people skills, how these create leadership effectiveness, all the way to having a very significant impact on the bottom line of business performance.

As a further example of corroborating research, Zenger and Folkman (2009) identified relationships between leadership effectiveness and employee satisfaction and commitment, retention of talent and satisfaction with pay. They showed how these factors then impacted return on investments, noting that "poor leaders lose money, good leaders make profit, and extraordinary leaders more than double profits in comparison" (p. 32). Of the main competencies displayed by effective leaders, character and interpersonal skills were key factors. These factors are also critical to any efforts at successful collaboration, as the impact our character and interpersonal skills have on the quality and depth of conversation that is possible.

Goleman's (2006) research on emotional intelligence provides another key component of leadership effectiveness. He notes the importance of emotional awareness and social intelligence, citing recent neuroscience research into mirror neurons saying that "whatever the supposed business at hand, we continually transmit emotions, making another feel better or worse" (p. 78). Allen et al. (Summer 2016) broaden the range of emotional intelligence models, saying that it encompasses three facets; "consciousness of self, consciousness of others, and consciousness of context" (p. 81) and conclude that deliberate practice is necessary to gain expertise in collaborative leadership skills.

Central to building these skills is self-awareness, which is a construct in leadership research is approached by many theorists. Fusco, Palmer, and O'Riodran (2011) note that "self-awareness … is the first of the four constructs shown to underpin authentic leadership" (p. 130). Ashley

and Reiter-Palmon (2012) note that “empirical support is mounting suggesting that self-awareness is related to leadership such that leaders higher in self-awareness tend to get better outcomes than those with lower levels of self-awareness” (p. 2). Axelrod (2012) likewise says that “the critical importance of executive self-awareness for organizational effectiveness has been frequently noted by a wide array of modern leadership development experts” (p. 340).

In a Norwegian study, Willumsen (2006) focused on leadership and collaboration; “managers described their leadership and collaboration as interlinked” (p. 408) and that it was difficult to distinguish between the two processes. More recently, Duncan (2019) noted that “collaboration is essential to change efforts and results” (p. 10) and that it requires safety and trust in relationships among stakeholders. Leonard and Leonard (1999) found that inherent for a culture of collaboration is that “informal collaboration is more effective in terms of leadership” (p. 237) and noted that “in its purest form, collaboration should first and foremost be spontaneous, voluntary and founded in a shared commitment to the task at hand” (p. 241).

From this summary of an extensive body of literature, it is clear that:

- Leadership has a significant impact on business performance.
- Effective leadership requires well developed people skills.
- Where these come together is in collaboration.

The Norwegian Context

Turning more specifically to issues of labor relations in Norway, the tripartite “Norwegian model,” or close cooperation between labor, management and government, today faces a number of pressures and challenges to union representatives and management relations. Various factors in the modern age, e.g. foreign ownership, globalization of markets, etc., create pressures on the democratic and participatory values of these relationships, their degree of influence and legitimacy (Aasprong & Rolfsen, 2015).

Historically the tripartite collaboration model has also had a fourth influential factor – Norwegian (contemporary) social research closely oriented to practice fields of Norwegian industries. In the post-war period and up to the point where laws and regulations of our work life had found its basic form at the beginning of the 1980’s, work life initiatives and social research have been closely connected (Levin, 2012). This is not to say it has not been that way after the 1980’s, however, the main pillars of work legislation from this period are still regulating the work life we know today.

Yet there are pressures on the Norwegian model. Recent research from Drange et al. (2019) notes “that union representatives experience a lower degree of influence on the management and organization of the business than they did in 2009. This also applies to managers with personnel responsibility” (p. 32). They also indicate that "in businesses where the largest owner is foreign, it has experienced the influence on their own work situation lower than in businesses where the largest owner is Norwegian. This difference between Norwegian and foreign owned enterprises is greater in 2018 than it was in 2016. (The foreign-owned enterprises seem to steer the businesses more with standardization and control than what the Norwegian-owned enterprises do, and this can explain some of the difference in the perceived influence of the workers)” (p. 57). Another trend they note is that “standardization and control

is the steering and management form that seems to be more dominant, in line with ongoing digitization in many industries" (p. 60).

These are examples of modern trends pressing on the ability of the Norwegian model to sustain itself. Based on the review of a growing body of research on Employee-organization relationships, Kuvaas & Dysvik (2016) note that increased use of control and the employer governance law (styringretten), all tend to decrease employee's autonomy, trust, productive motivation and attitudes. Consequently, they advocate an evidence-based management approach, which is about more than using the best possible evidence in organizational practice. It is also a way of thinking that includes reflecting more consciously on what we know and what we do not know, and thus dispense invalid assumptions and beliefs about good practice.

Kuvaas & Dysvik (2016) also indicate that a key aim is to support an employee perception of being in a social exchange relation rather than an economic exchange relation, and thus advise against more control and formal authority being exerted by management.

Kuvaas (2008) explains "[...]why individuals express loyalty to organizations and engage in behaviors that are neither formally rewarded nor contractually enforceable" (p.2) through contemporary research on social exchange. Employees who experience a social relationship with their organization, are more motivated and delivers better results than employees with an economical exchange relationship. The former is socio-emotional as opposed to transactional and developed through the employee's experiences of organizational support and affective commitment (often developed through closest leader) (Kuvaas and Dysvik, 2016; Buch, Dysvik & Kuvaas, 2016; Kuvaas, 2008).

The effects of organizational change projects on employee-organization relationships (EOR) is relevant in this context. In a study among 102 Norwegian business leaders, Meier, Hermansen & Holsen (2003, in Amundsen & Kongsvik, 2016), found that leaders who had experienced anger and frustration during a change project, had weaker affective commitment than those who had not experienced the same emotions. These results are explained by leaders weakened identification with the organization's goals and values through the change project.

Through their research in large Norwegian organizations (and multinationals), Amundsen & Kongsvik (2016) have pinpointed further adverse effects of initiated change in organization. With a focus on employees' experiences of organizational change, they have identified a broadly represented and recurring phenomenon referred to as change cynicism.

Employees who are exposed to repeated organizational change initiatives, can develop destructive patterns of reaction and behavior in relation to change processes in general. The state of change cynicism involves feelings of frustration, hopelessness, disillusionment and distrust, and more overall results in a negative attitude related to the ability of being able to influence any planned change process in a constructive or positive way (Amundsen & Kongsvik, 2016, p.30).

Repeated experiences of change processes where there is not any visible change or where the results are not made visible, all sources of potential change cynicism. These include change projects that are;

- recycled versions of previous change projects (that did not end with success),
- too abstract to be relevant for core activities,
- initiated because change is the "norm" and it is thought to increase the organizations legitimacy from the surroundings, and
- where processes are characterized by the lack of any real involvement from employees.

Furthermore, these kinds of experiences are thought to negatively affect aspects of employee's experience of social exchange relationships with the organization. (Amundsen & Kongsvik, 2016).

In the following quote, Amundsen & Kongsvik (2016) illustrate an employee's experience of repeated change projects as a nuisance, initiated because it is thought to be expected of the organization rather than it having a purpose. "There is always something going on, that is just how it has become. Sometimes I wonder if they make something new just to make something new. In practice, there are no changes anyway" (p. 48). An expectation that any new change projects initiated in the organization will not lead to any tangible changes or result, leaves few reasons for positively contributing or making an effort.

Turning attention to what can support productive change in these relations, Aasprong and Rolfsen's (2015) recent research in the Norwegian context studied *informal representative cooperation* "a term describing the cooperation between formally elected union representatives and management which goes beyond that which is regulated by shared agreements" (p. 1). This research examined the impact of multinational corporations with subsidiaries operating in Norway and focused on cooperation between union representatives and management occurring outside of formalized or regulated areas like collective bargaining. By focusing on the informal aspects of these relationships, they aimed to "uncover tacit knowledge which will be of importance for unions" (p. 8) as well as management.

One framing for these relationships is the use of two metaphors; *boxing* and *dancing* (Huzzard, Gregory, & Scott, 2004). Boxing refers to the adversarial approach to bargaining, while dancing refers to the cooperative partnership. It is seen that partnership can also be helpful in bargaining, but that there is a tension between gaining a high level of influence and maintaining the legitimacy of the members. It is also noted that in order to attain a well-functioning social partnership, mutual trust, which functions by reducing complexity and uncertainty, is essential.

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Appendix B - Sensemaking as a Method

Sensemaking has evolved over recent decades as a method for understanding the dynamics of complex adaptive systems. It emphasizes a holistic understanding of human beings and how we navigate the contexts we are part of. To understand human behavior in teams, organizations and in other societal groups, human sensemaking processes have proved to be of great importance.

Mapping the domains of human experience, Dave Snowden's Cynefin framework challenges linear, rational cognitive frameworks and assumptions of order or control. This framework supports decision-making through approaches that help recognizing the domain in which we are operating; ordered, complicated, complex, chaotic or disorder. The complex domain is characterized by unpredictability, non-linearity and ambiguity. Applying methods based on assumptions of linearity and control in the complex domain can have potentially catastrophic consequences.

To address these and other issues, another method for gathering data is necessary. Common approaches arising in the complicated domain simply capture opinions through surveys, typically through Likert scales. However, due to the subjective and partly subconscious nature of sensemaking processes, as well as various psychological mechanisms, methods of direct inquiry fall short in capturing the deeper components of meaning. The sensemaking method is designed to capture not only behaviors, but also motivations, perspectives and feelings, helping us learn about why we behave as we do in a complex environment. Use of this kind of data lets us monitor and evaluate systems, detecting trends and weak signals.

The sensemaking method developed by Snowden and his colleagues at Cognitive Edge utilizes open micro-narrative captures to start with actual experience. The invitation to reflect on experience through structured prompts can reveal tacit aspects of the sensemaking process relevant to an individual's experience. The combination of qualitative narrative data and quantitative data related to the tacit dimensions of experience can reveal rich information useful for designing interventions and navigating complex systems.

Appendix C - Demographics and Quantitative Data

Sample size: 157

Gender distribution

Gender	Percent	Count
Female	44.1%	60
Male	55.9%	76

Figure 1: Showing gender distribution of the participant of the survey in percent and count.

Age distribution

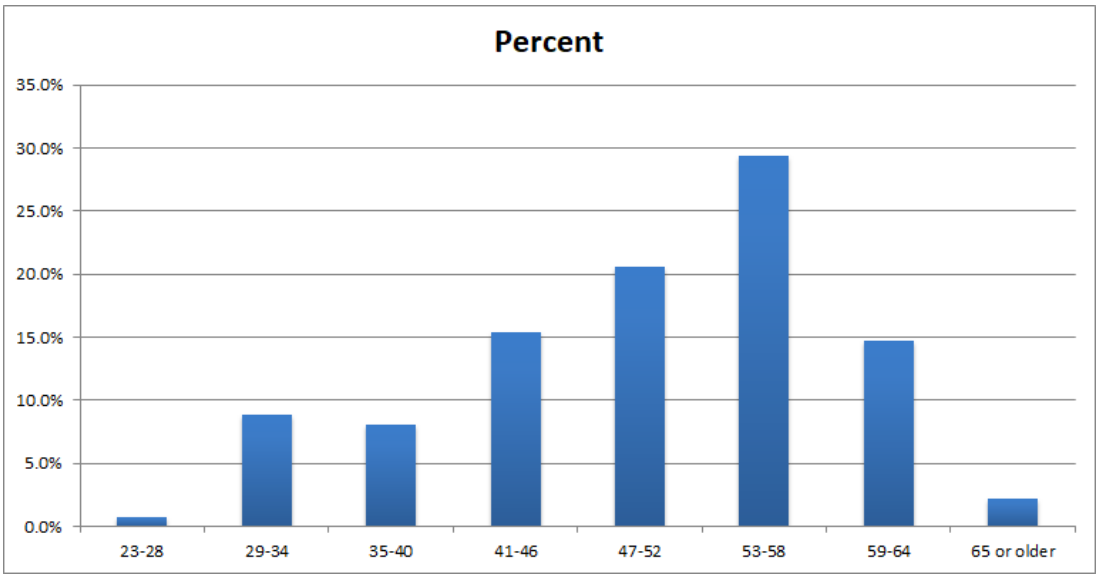


Figure 2: Showing age distribution of participants of the survey in percent.

Number of employees

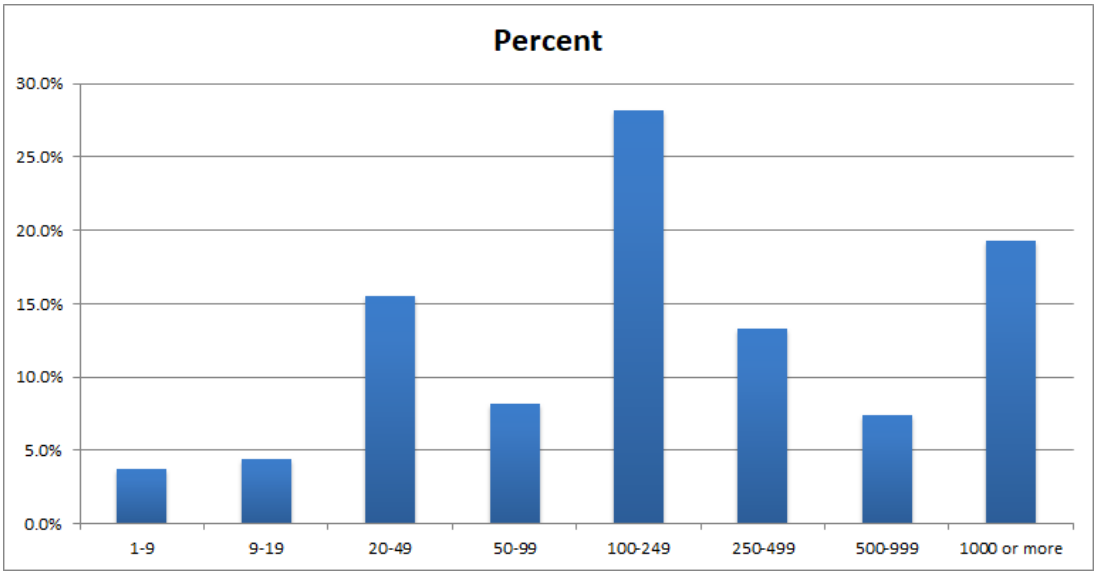


Figure 3: Showing distribution of number of employees in participants organization.

Negotia members in organization

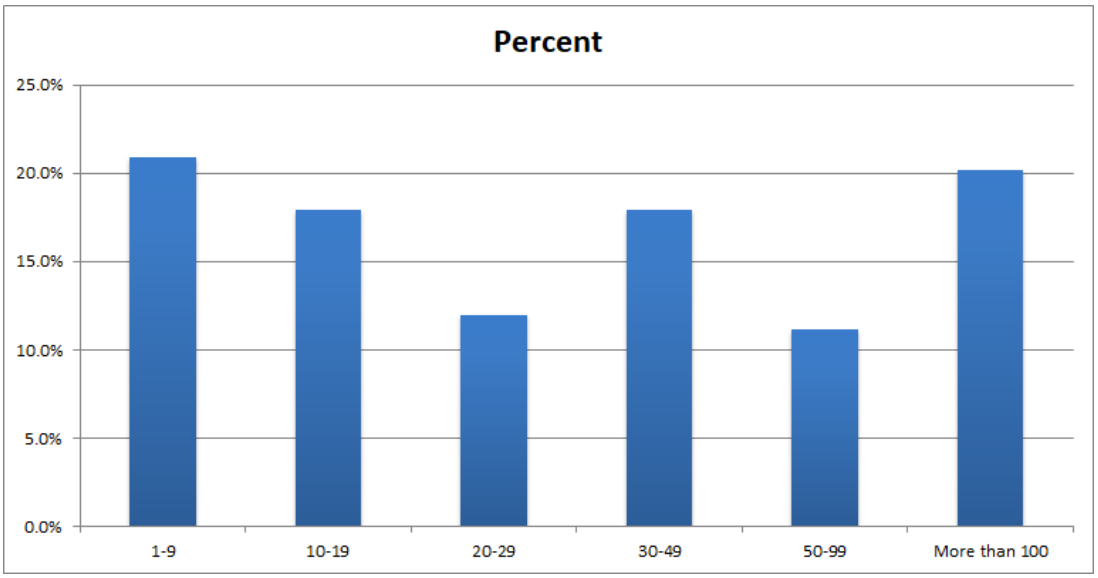


Figure 4: Showing distribution of number of Negotia members in participants organizations.

Number of years as union representative

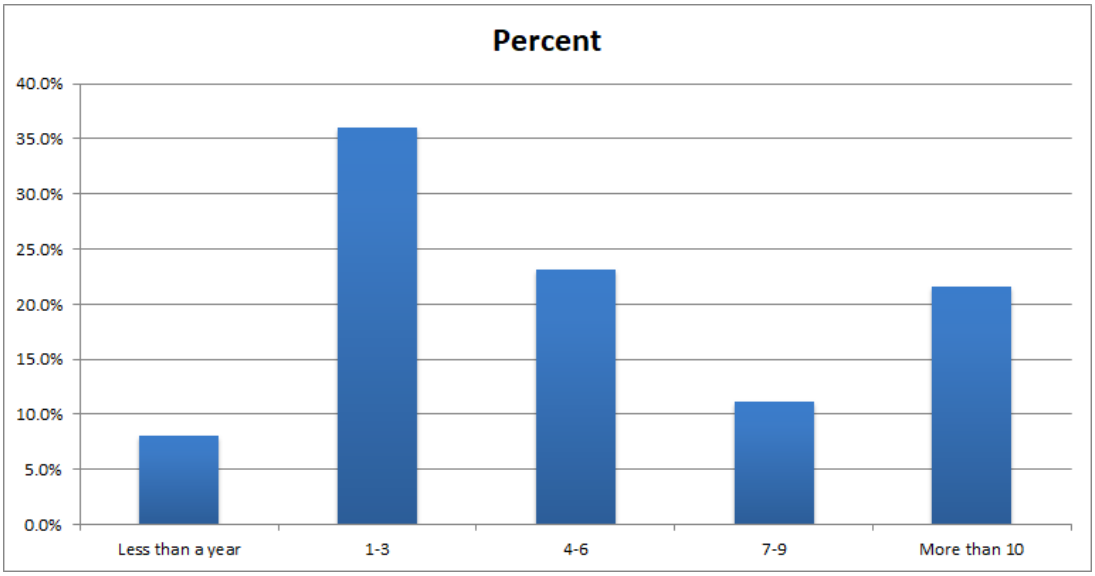


Figure 5: Showing distribution of number of years as union representative.

Industry of employment

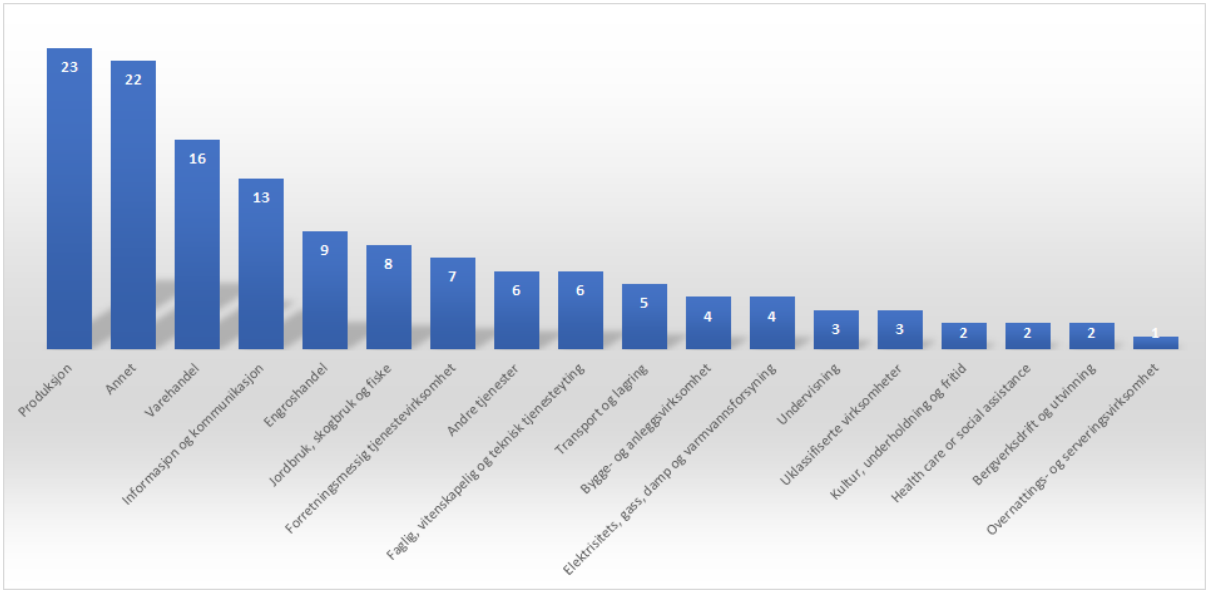


Figure 6: Showing distributed count of employment in industry.

Other worker organizations represented at workplace

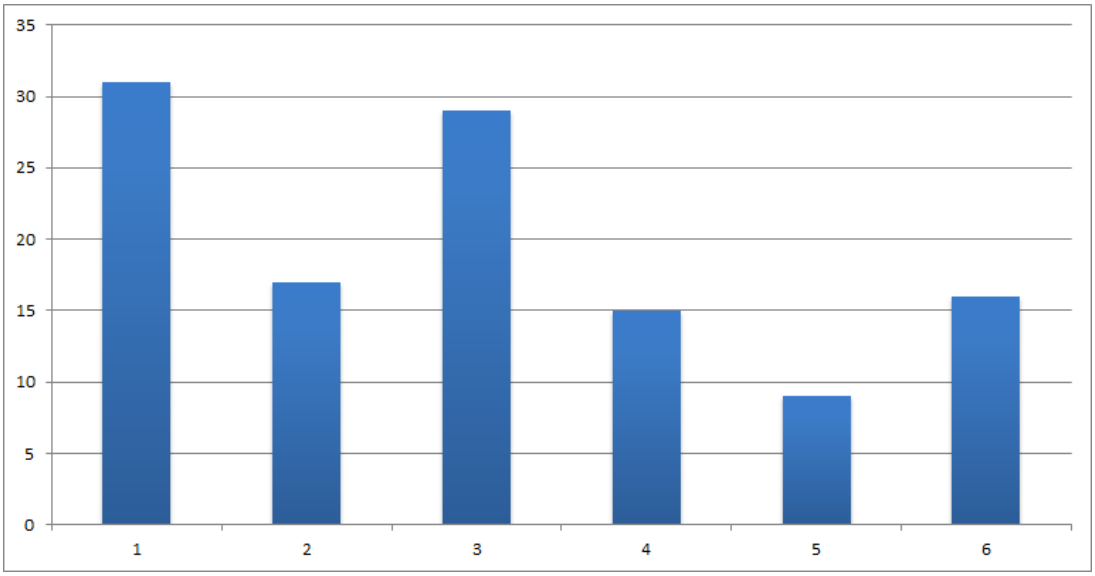


Figure 7: Showing number of (other than Negotia) worker organizations represented at workplace.

Emotional tone

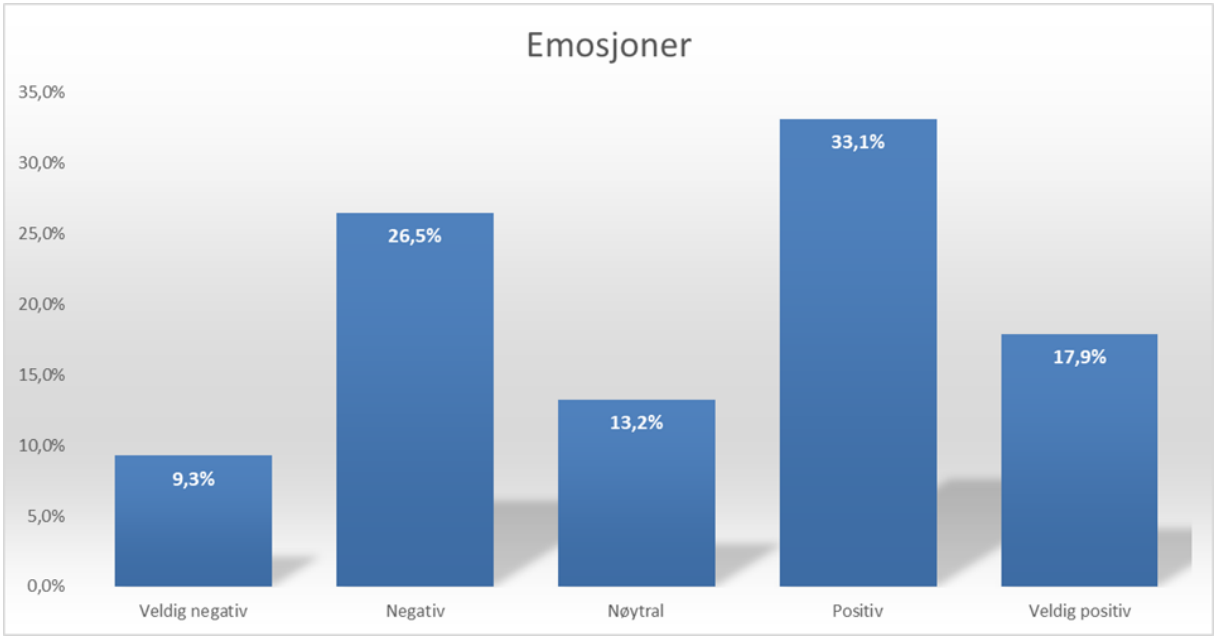


Figure 8: Showing distribution in percent of overall emotional tone of experience.

Overall emotional tone by frequency

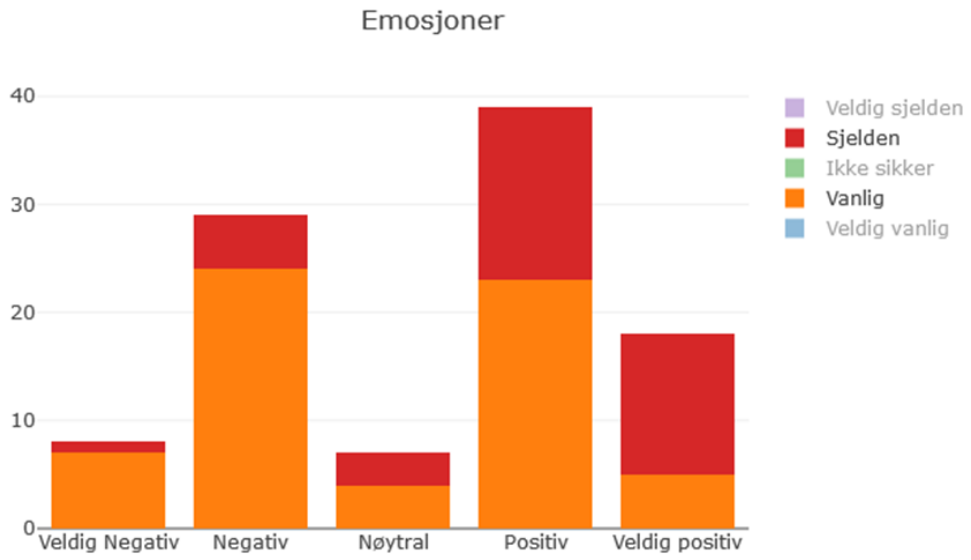


Figure 9: Shows overall emotional tone filtered on; very negative and negative, and frequency; common and seldom.

The chart in figure 9 shows 84% of very negative and negative experiences are interpreted as common, the remaining 16% in the same categories are interpreted as seldom. Of positive and very positive experiences, 49% are interpreted as common, while 51% are interpreted as seldom.

Feeling

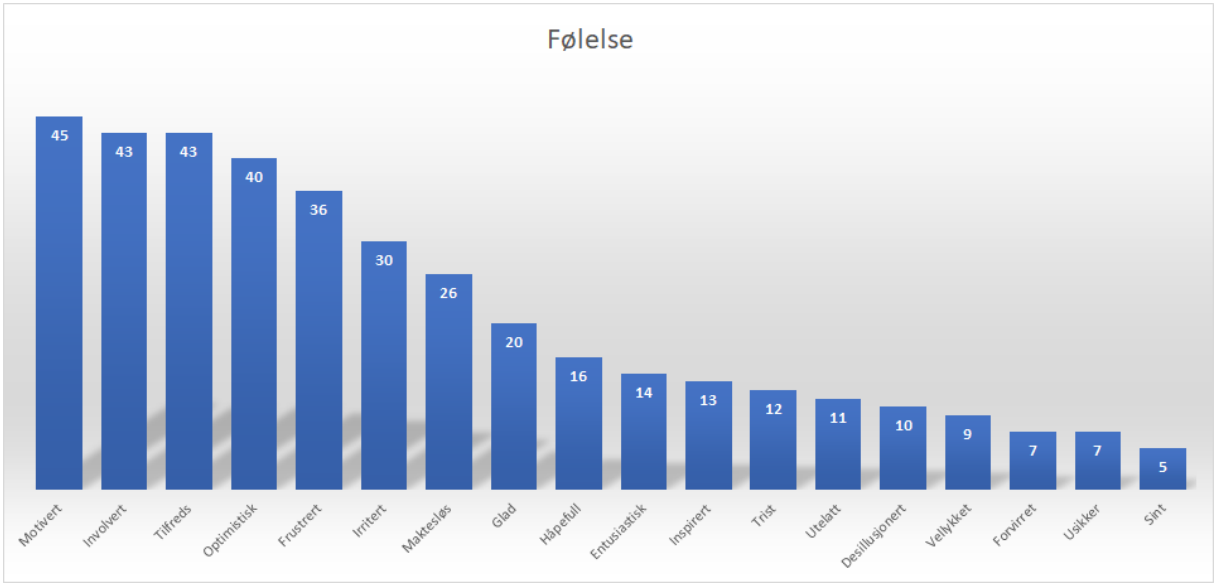


Figure 10: Shows distribution of feeling in count.

Appendix D - Detailed Analytical Findings

The correlational analysis between emotional tone and level of recognition, shows a statistically significant positive relationship/ positive correlation.

P-Value	< 0.00001
Effect Size	0,676

There is a strong statistically significant relationship between

Q3.3: Emosjoner and **Q4.1_1: Anerkjennelse**

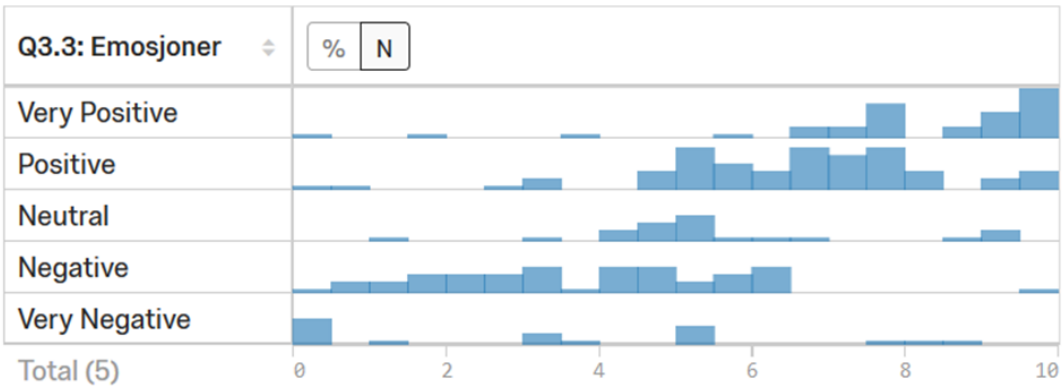


Figure 11: Result of correlational analysis of emotional tone and level of recognition.

The correlational analysis between emotional tone and level of trust, shows a statistically significant positive relationship.

P-Value	< 0.00001
Effect Size	0,775

There is a strong statistically significant relationship between

Q3.3: Emosjoner and **Q4.2_1: Tillit**

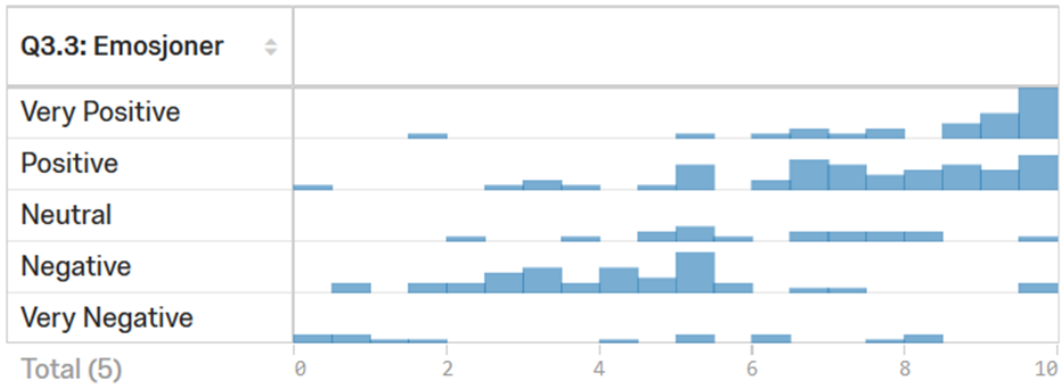


Figure 12: Result of correlational analysis of emotional tone and level of trust.

The correlational analysis between emotional tone and level of respect for union work, shows a statistically significant positive relationship.

P-Value	< 0.00001
Effect Size	0,916

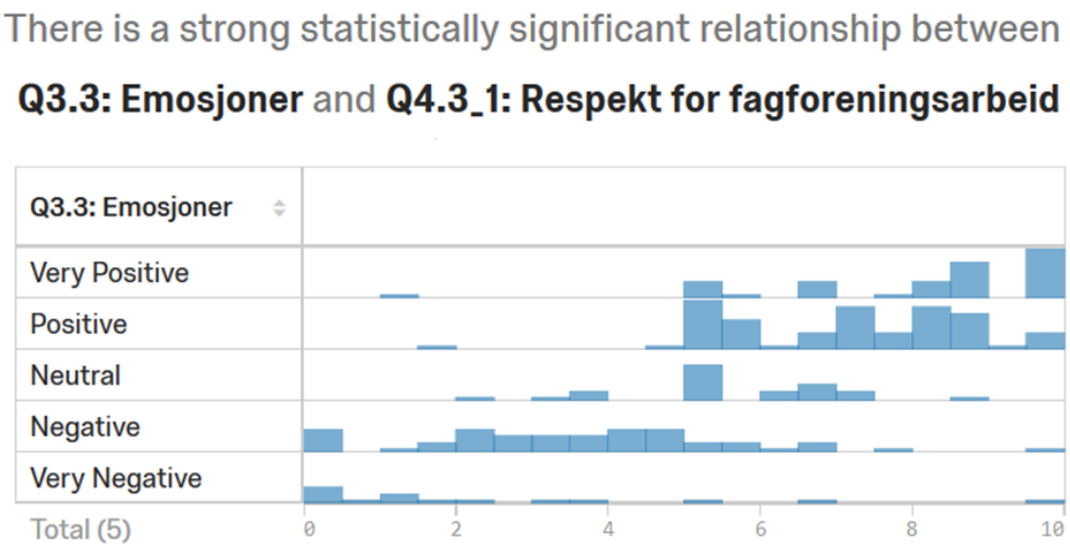


Figure 13: Result of correlational analysis of emotional tone and level of respect for union work.

The correlational analysis between emotional tone and level of openness for change, shows a statistically significant positive relationship.

P-Value	< 0.00001
Effect Size	0,629

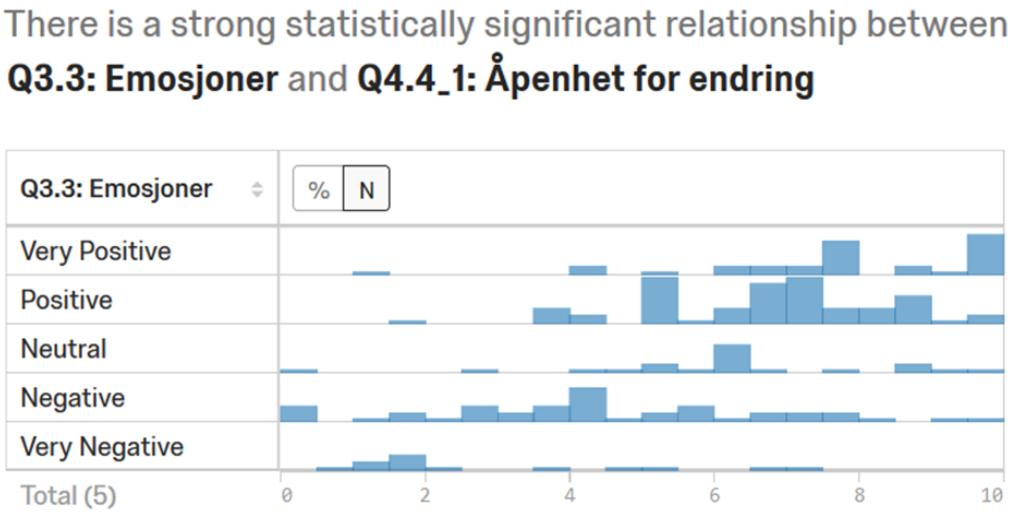
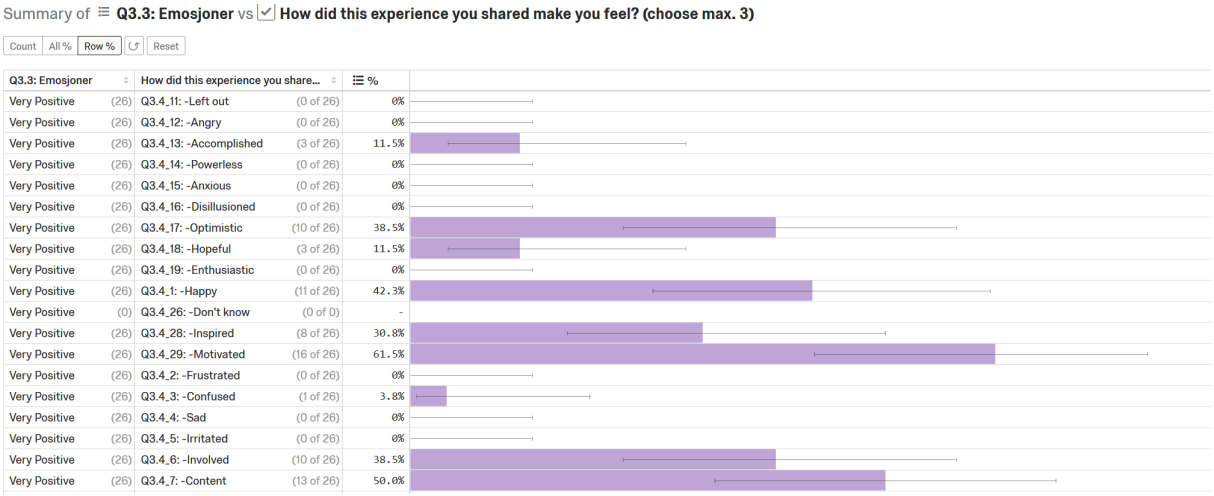


Figure 14: Result of correlational analysis of emotional tone and level of openness to change.

Overall emotional tone, very positive related to feeling.

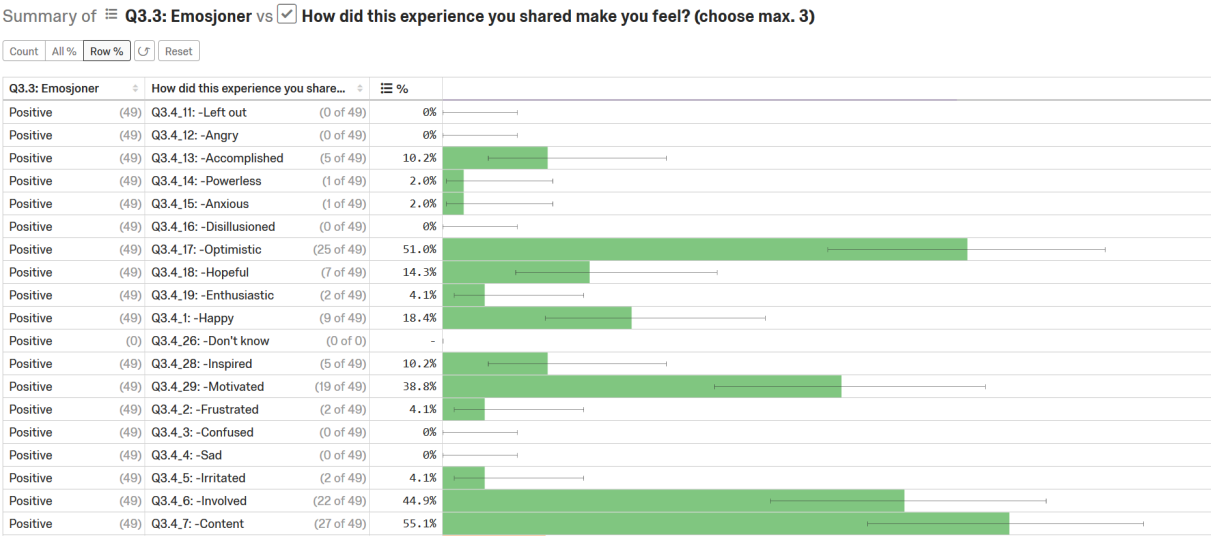


Q3.3: Emosjoner		How did this experience you share...		%
Very Positive	(26)	Q3.4_11: -Left out	(0 of 26)	0%
Very Positive	(26)	Q3.4_12: -Angry	(0 of 26)	0%
Very Positive	(26)	Q3.4_13: -Accomplished	(3 of 26)	11.5%
Very Positive	(26)	Q3.4_14: -Powerless	(0 of 26)	0%
Very Positive	(26)	Q3.4_15: -Anxious	(0 of 26)	0%
Very Positive	(26)	Q3.4_16: -Disillusioned	(0 of 26)	0%
Very Positive	(26)	Q3.4_17: -Optimistic	(10 of 26)	38.5%
Very Positive	(26)	Q3.4_18: -Hopeful	(3 of 26)	11.5%
Very Positive	(26)	Q3.4_19: -Enthusiastic	(0 of 26)	0%
Very Positive	(26)	Q3.4_1: -Happy	(11 of 26)	42.3%
Very Positive	(0)	Q3.4_26: -Don't know	(0 of 0)	-
Very Positive	(26)	Q3.4_28: -Inspired	(8 of 26)	30.8%
Very Positive	(26)	Q3.4_29: -Motivated	(16 of 26)	61.5%
Very Positive	(26)	Q3.4_2: -Frustrated	(0 of 26)	0%
Very Positive	(26)	Q3.4_3: -Confused	(1 of 26)	3.8%
Very Positive	(26)	Q3.4_4: -Sad	(0 of 26)	0%
Very Positive	(26)	Q3.4_5: -Irritated	(0 of 26)	0%
Very Positive	(26)	Q3.4_6: -Involved	(10 of 26)	38.5%
Very Positive	(26)	Q3.4_7: -Content	(13 of 26)	50.0%

Figure 15: Category of very positive experiences related to feeling.

There is a very clear statistically significant trend of experiences interpreted as very positive that are also interpreted as related to feelings of motivation, contentment, happiness and inspiration. Figure 15 shows, of experiences interpreted as very positive, 61,5% of very positive experiences have elicited feelings of motivation, 50% feelings of contentment, 42,3% feelings of happiness and 30,8% feelings of inspiration.

Overall emotional tone, positive related to feeling.

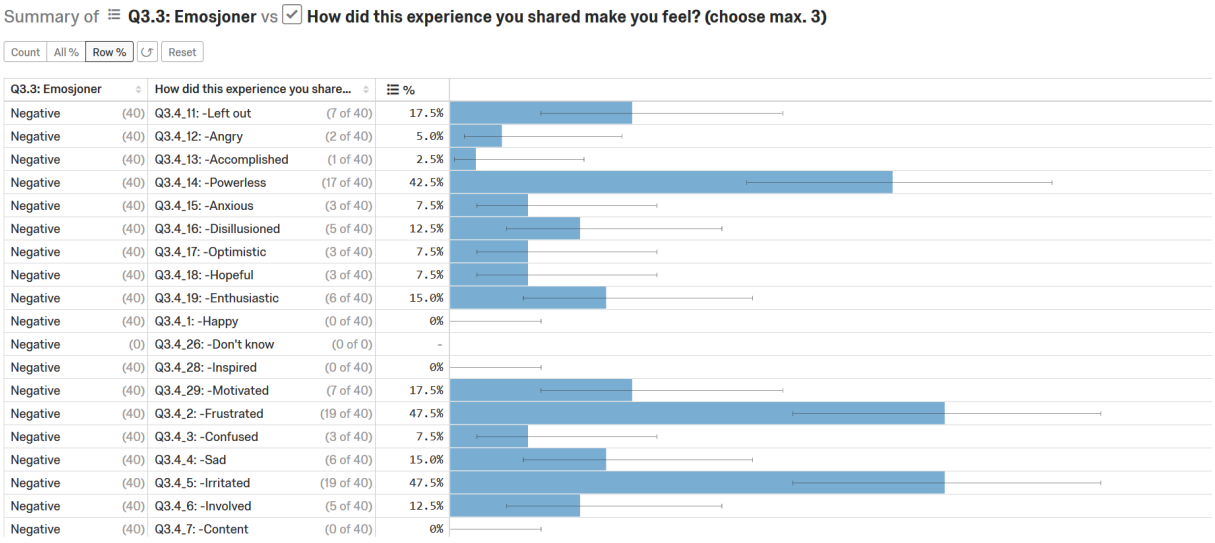


Q3.3: Emosjoner		How did this experience you share...		%
Positive	(49)	Q3.4_11: -Left out	(0 of 49)	0%
Positive	(49)	Q3.4_12: -Angry	(0 of 49)	0%
Positive	(49)	Q3.4_13: -Accomplished	(5 of 49)	10.2%
Positive	(49)	Q3.4_14: -Powerless	(1 of 49)	2.0%
Positive	(49)	Q3.4_15: -Anxious	(1 of 49)	2.0%
Positive	(49)	Q3.4_16: -Disillusioned	(0 of 49)	0%
Positive	(49)	Q3.4_17: -Optimistic	(25 of 49)	51.0%
Positive	(49)	Q3.4_18: -Hopeful	(7 of 49)	14.3%
Positive	(49)	Q3.4_19: -Enthusiastic	(2 of 49)	4.1%
Positive	(49)	Q3.4_1: -Happy	(9 of 49)	18.4%
Positive	(0)	Q3.4_26: -Don't know	(0 of 0)	-
Positive	(49)	Q3.4_28: -Inspired	(5 of 49)	10.2%
Positive	(49)	Q3.4_29: -Motivated	(19 of 49)	38.8%
Positive	(49)	Q3.4_2: -Frustrated	(2 of 49)	4.1%
Positive	(49)	Q3.4_3: -Confused	(0 of 49)	0%
Positive	(49)	Q3.4_4: -Sad	(0 of 49)	0%
Positive	(49)	Q3.4_5: -Irritated	(2 of 49)	4.1%
Positive	(49)	Q3.4_6: -Involved	(22 of 49)	44.9%
Positive	(49)	Q3.4_7: -Content	(27 of 49)	55.1%

Figure 16: Category of positive experiences related to feeling.

There is a very clearly statistically significant trend of experiences interpreted as positive that are also interpreted as related to feelings of contentment, optimism, involvement and motivation. Figure 16 shows, of experiences interpreted as positive, 55,1% of positive experiences have elicited feelings of contentment, 51% feelings of optimism, 44,9% feelings of involvement and 38,8% feelings of motivation.

Overall emotional tone, negative related to feeling.

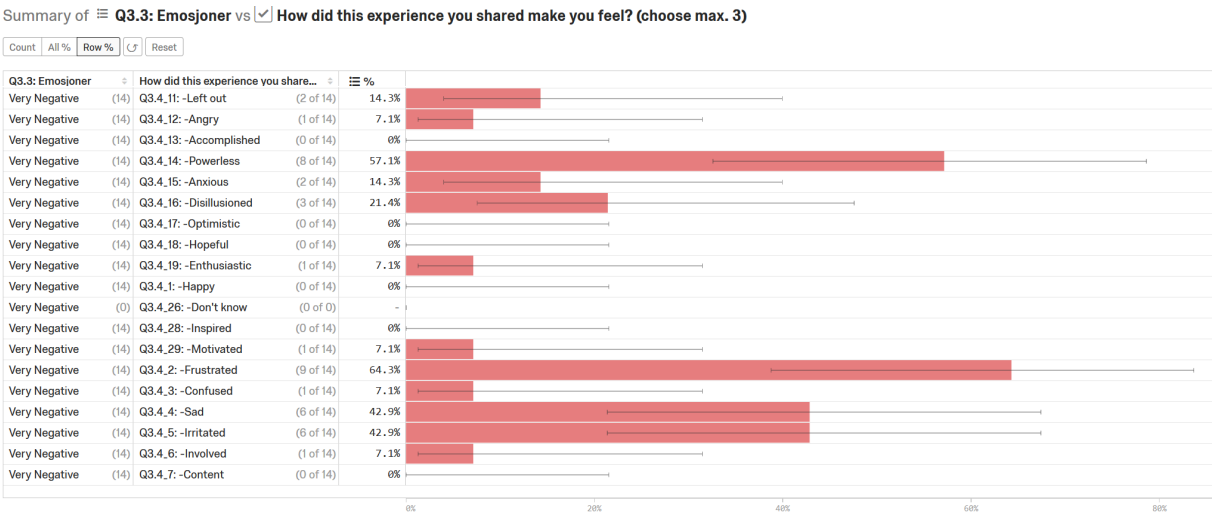


Q3.3: Emosjoner		How did this experience you share...		%
Negative	(40)	Q3.4_11: -Left out	(7 of 40)	17.5%
Negative	(40)	Q3.4_12: -Angry	(2 of 40)	5.0%
Negative	(40)	Q3.4_13: -Accomplished	(1 of 40)	2.5%
Negative	(40)	Q3.4_14: -Powerless	(17 of 40)	42.5%
Negative	(40)	Q3.4_15: -Anxious	(3 of 40)	7.5%
Negative	(40)	Q3.4_16: -Disillusioned	(5 of 40)	12.5%
Negative	(40)	Q3.4_17: -Optimistic	(3 of 40)	7.5%
Negative	(40)	Q3.4_18: -Hopeful	(3 of 40)	7.5%
Negative	(40)	Q3.4_19: -Enthusiastic	(6 of 40)	15.0%
Negative	(40)	Q3.4_1: -Happy	(0 of 40)	0%
Negative	(0)	Q3.4_26: -Don't know	(0 of 0)	-
Negative	(40)	Q3.4_28: -Inspired	(0 of 40)	0%
Negative	(40)	Q3.4_29: -Motivated	(7 of 40)	17.5%
Negative	(40)	Q3.4_2: -Frustrated	(19 of 40)	47.5%
Negative	(40)	Q3.4_3: -Confused	(3 of 40)	7.5%
Negative	(40)	Q3.4_4: -Sad	(6 of 40)	15.0%
Negative	(40)	Q3.4_5: -Irritated	(19 of 40)	47.5%
Negative	(40)	Q3.4_6: -Involved	(5 of 40)	12.5%
Negative	(40)	Q3.4_7: -Content	(0 of 40)	0%

Figure 17: Category of negative experiences related to feeling.

There is a very clearly statistically significant trend of experiences interpreted as negative that are also interpreted as related to feelings of irritation, frustration and powerlessness. Figure 17 shows, of experiences interpreted as negative, 47,5% of negative experiences have elicited feelings of irritation, 47,5% feelings of frustration and 42,5% feelings of powerlessness.

Overall emotional tone, very negative related to feeling



Q3.3: Emosjoner		How did this experience you share...		%
Very Negative	(14)	Q3.4_11: -Left out	(2 of 14)	14.3%
Very Negative	(14)	Q3.4_12: -Angry	(1 of 14)	7.1%
Very Negative	(14)	Q3.4_13: -Accomplished	(0 of 14)	0%
Very Negative	(14)	Q3.4_14: -Powerless	(8 of 14)	57.1%
Very Negative	(14)	Q3.4_15: -Anxious	(2 of 14)	14.3%
Very Negative	(14)	Q3.4_16: -Disillusioned	(3 of 14)	21.4%
Very Negative	(14)	Q3.4_17: -Optimistic	(0 of 14)	0%
Very Negative	(14)	Q3.4_18: -Hopeful	(0 of 14)	0%
Very Negative	(14)	Q3.4_19: -Enthusiastic	(1 of 14)	7.1%
Very Negative	(14)	Q3.4_1: -Happy	(0 of 14)	0%
Very Negative	(0)	Q3.4_26: -Don't know	(0 of 0)	-
Very Negative	(14)	Q3.4_28: -Inspired	(0 of 14)	0%
Very Negative	(14)	Q3.4_29: -Motivated	(1 of 14)	7.1%
Very Negative	(14)	Q3.4_2: -Frustrated	(9 of 14)	64.3%
Very Negative	(14)	Q3.4_3: -Confused	(1 of 14)	7.1%
Very Negative	(14)	Q3.4_4: -Sad	(6 of 14)	42.9%
Very Negative	(14)	Q3.4_5: -Irritated	(6 of 14)	42.9%
Very Negative	(14)	Q3.4_6: -Involved	(1 of 14)	7.1%
Very Negative	(14)	Q3.4_7: -Content	(0 of 14)	0%

Figure 18: Category of very negative experiences related to feeling.

There is a very clearly statistically significant trend of experiences interpreted as very negative that are also interpreted as related to feelings of frustration, powerlessness, sadness and irritation. Figure 18 shows, of experiences interpreted as very negative, 64,3% of very negative experiences have elicited feelings of frustration, 57,1% feelings of powerlessness, 42,9% feelings of sadness and 42,9% feelings of irritation.

Distribution of feelings happy, involved, content and accomplished on overall emotional tone.

Q3.3: Emosjoner	Happy	Involved	Content	Accomplished
Very Positive	55.0%	23.3%	30.2%	33.3%
Positive	45.0%	51.2%	62.8%	55.6%
Neutral	0%	11.6%	7.0%	0%
Negative	0%	11.6%	0%	11.1%
Very Negative	0%	2.3%	0%	0%
Total	100%	100%	100%	100%

Figure 19: Distribution of feelings happy, involved, content and accomplished on overall emotional tone.

Figure 19 shows that the feeling of involvement is distributed across all categories of overall emotional tone. 11,1% felt accomplished even though the overall emotional tone was reported to be negative.

Distribution of feelings inspired, motivated, enthusiastic and content on overall emotional tone.

Q3.3: Emosjoner	Inspired	Motivated	Enthusiastic	Content
Very Positive	61.5%	35.6%	0%	30.2%
Positive	38.5%	42.2%	14.3%	62.8%
Neutral	0%	4.4%	35.7%	7.0%
Negative	0%	15.6%	42.9%	0%
Very Negative	0%	2.2%	7.1%	0%
Total	100%	100%	100%	100%

Figure 20: Distribution of feelings inspired, motivated, enthusiastic and content on overall emotional tone.

Figure 20 shows that the feeling of motivation is distributed across all categories of overall emotional tone. Enthusiasm is distributed across all categories except very positive.

Distribution of feelings frustrated, confused, sad and irritated on overall emotional tone

Q3.3: Emosjoner	Frustrated	Confused	Sad	Irritated
Very Positive	0%	14.3%	0%	0%
Positive	5.6%	0%	0%	6.7%
Neutral	16.7%	28.6%	0%	10.0%
Negative	52.8%	42.9%	50.0%	63.3%
Very Negative	25.0%	14.3%	50.0%	20.0%
Total	100%	100%	100%	100%

Figure 21: Distribution of feelings frustrated, confused, sad and irritated on overall emotional tone.

Distribution of feelings powerless, left out, angry and anxious on overall emotional tone.

Q3.3: Emosjoner	Powerless	Left out	Angry	Anxious
Very Positive	0%	0%	0%	0%
Positive	3.8%	0%	0%	14.3%
Neutral	0%	18.2%	40.0%	14.3%
Negative	65.4%	63.6%	40.0%	42.9%
Very Negative	30.8%	18.2%	20.0%	28.6%
Total	100%	100%	100%	100%

Figure 22: Distribution of feelings powerless, left out, angry and anxious on overall emotional tone.

Distribution of feelings disillusioned, optimistic and hopeful on overall emotional tone-

Q3.3: Emosjoner	Disillusioned	Optimistic	Hopeful
Very Positive	0%	25.0%	18.8%
Positive	0%	62.5%	43.8%
Neutral	20.0%	5.0%	18.8%
Negative	50.0%	7.5%	18.8%
Very Negative	30.0%	0%	0%
Total	100%	100%	100%

Figure 23: Distribution of feelings disillusioned, optimistic and hopeful on overall emotional tone.

Figure 23 shows feelings optimistic and hopeful being distributed across all categories of overall emotional tone except very negative.