A Quasi-Longitudinal Examination of the Cube One Framework

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This paper begins by explaining the nature and premises undergirding the Cube One Framework, insofar as the authors assume that most readers have never heard of it. The Framework is multi- dimensional, focusing on the interests of employees, customers, and the enterprise, and it is also based on multiple fields of inquiry. i.e., Organizational Behavior, Marketing, Operations Management, etc. The present research is the first study to obtain repeated measure data pertinent to the Cube One Framework. Practices prior to the onset of COVID (before March 2020) were obtained retrospectively in addition to practices in the Fall 2022. Because data were obtained at one point in time, the present undertaking is characterized as employing a quasi-longitudinal design. Although three static hypotheses were supported, the cross-lagged panel analysis was not because (only) the relatively new 5-item behavior-based measure, indicated that there was a significant decline in Organizational Performance ($t = -3.59$; $p < .001$).

WHAT IS THE CUBE ONE FRAMEWORK?

The Cube One Framework is a model that is useful for explaining, predicting, diagnosing, and, potentially, improving organizational performance. The model is based on the premise that successful organizations do not simply work; rather as Tsoukas and Chia (2012) put it in their *Organization Science* article *"they are made to work*" (emphasis in original). According to the Cube One Framework, organizations are made to work by the enactment of practices pertinent to three central stakeholders: providers of capital (investors/lenders in the for-profit sector, or taxpayers/donors in the government/nonprofit sectors who seek a fair return on their investment); customers who provide a stream of revenues that support the enterprise in exchange for desirable goods/services; and employees who contribute their time, effort, knowledge and skills to create desirable goods/services in exchange for fair wages and respectful treatment. These three sets of practices have been identified as Enterprise-, Customer- and Employee-Directed practices.

To be sure, a multiple stakeholder approach is not new, but much of the extant multiple stakeholder research consists of case studies, or in-depth studies of a single organization. The Cube One Framework is unique in that it is a strictly empirical undertaking that permits comparisons across organizations and over time; and for which there are established norms for the three sets of practices and rated organizational performance. In contrast, most theories and prescriptive approaches toward improving organizational performance typically invoke espoused policies, mission statements, delineations of core values, or leadership philosophies. Enacted practices, in contrast, are observable phenomena that can be shown to reflect high inter-rater agreement and can be ascertained across organizations and over time.

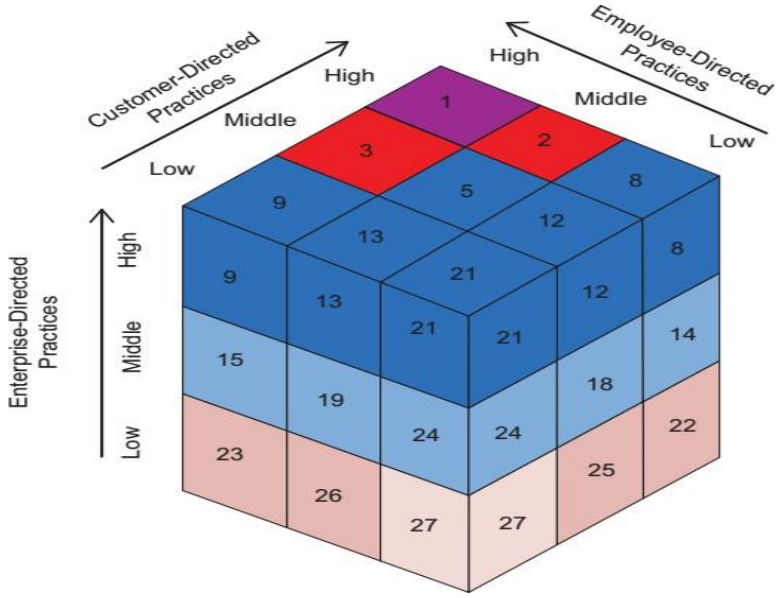
Another unique facet of the Cube One Framework is the incorporation of findings from multiple disciplinary fields of study. Enterprise-Directed practices are often the purview of Industrial Psychology, Operations Management, Management Science, and Operations Research. And within these fields of study there are numerous techniques that have been examined such as goal setting, incentives, supply chain management, and queueing theory. Customer-Directed practices have frequently been addressed within the fields of Marketing, Consumer Behavior, Quality Management, and have led to research on such techniques as focus groups, big data, and Net Provider Scores. Practices pertinent to employees are often the province of such fields as Human Resource Management, Organizational Behavior, and Leadership, which in turn examine techniques associated with mitigating work/family conflict, increasing work team cohesion, and enhancing respectful treatment of employees.

HOW IS THE CUBE ONE FRAMEWORK OPERATIONALIZED?

The cube One Framework permits categorization of the frequency of enactment of the three sets of practices into High, Middle, and Low levels. Organizations that enact High levels of all three sets of practices (H, H, H) are classified in Cube One. Organizations that enact low levels of the three sets of practices (L, L, L) are seen as falling into Cube 27. A schematic presentation of this model is provided below. In simplest terms, the following "bottom line" result has emerged from survey research. The rated performance of organizations in Cube One is greater than the performance of organizations in Cube 27 to the extent of 14.2 Sigma. The hallmark of excellence in quality developed by Motorola is the famous Six Sigma metric, which corresponds to about 3 observations in a million cases (0.000034). In terms of quality control, Six Sigma refers to the likelihood of a defect being three occurrences in a million observations.

Fourteen Sigma adds another five zeros and indicates a probability of occurrence due to chance alone of about one in 50 billion.

FIGURE 1
A SCHEMATIC REPRESENTATION OF THE CUBE ONE FRAMEWORK



Validity Evidence for the Cube One Framework

The aforementioned difference in rated organizational performance has been published in an academic journal (Kopelman & Prottas, 2012). To date there have been five survey research studies that have been conducted in three countries (the US, Brazil, Singapore, see Kopelman & Prottas, 2017). Research centered on US respondents has been authored by Letzler and Kopelman (2008) and by Kopelman and Augugliaro (2022).

A somewhat surprising finding from survey research studies is that validity evidence in support of the Cube One Framework has been slightly stronger among nonprofit/governmental organizations than among for-profit companies. This evidence is reported in Kopelman and Prottas (2012).

Validity evidence has also been examined that has relied on financial metrics using data from America's Most Admired Companies as described by *Fortune* Magazine. Published research includes articles authored by Massimino and Kopelman (2012), and by Kopelman (2012).

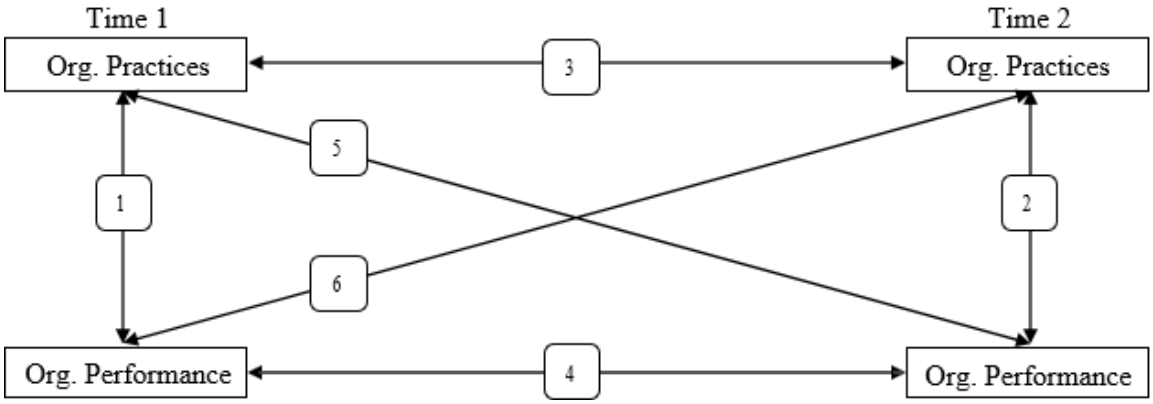
Several case studies have been published that are supportive of the Cube One Framework. For instance, a comparison of two pioneers in the Internet search space—AltaVista and Google—illustrates that the remarkable success of Google can be interpreted in terms of the Enterprise- Customer-, and Employee-Directed practices enacted by Google (Kopelman & Chiou, 2010). Published case studies have interpreted the success of three remarkably customer- centric organizations (Zappos! Four Seasons, and Nordstrom) in terms of their extensive use of Enterprise- and Employee-Directed practices as well as their extraordinary Customer-Directed practices (Kopelman, Chiou, Lipani, & Zhu, 2012) Case studies have also interpreted the remarkable turnaround at Continental Airlines, (Kopelman & Chiou, 2011) as well as the unparalleled success of The Mayo Clinic (Massimino, Joseph, & Kopelman, 2015). A more detailed description of the validity evidence is provided in the text, *Improving Organizational Performance: The Cube One Framework* (Kopelman, 2020).

What Has Not Been Researched in Connection with the Cube One Framework

To date no survey research has examined the validity of the Cube One Framework over more than one time period. Hence, to date it has not been possible to conduct a cross-lagged panel analysis to discern if Organizational Practices at Time 1 are more associated with Organizational Performance at Time 2, or, in

contrast, whether Organizational Performance at Time 1 is more predictive of Organizational Practices at Time 2. A schematic of this type of analysis is provided below.

FIGURE 2
CORRELATIONS COMPRISING A CROSS-LAGGED PANEL ANALYSIS



METHODOLOGY

Surveys were completed by undergraduate and graduate students in Fall 2022 on a voluntary and anonymous basis. The survey focused on practices experienced "prior to the pandemic (before March 2020)" and "during the pandemic (March 2020 and beyond)." Per the introductory material above, respondents were asked to report the frequency of enactment of three sets of practices: Enterprise-, Customer-, and Employee-Directed. The following prompt was provided: "The purpose of this section is to ascertain the actual practices (as distinct from stated or printed policies) in the organization for which you worked. If you work in a subsidiary of a larger organization, focus on the local organization where you work (or worked)."

Note that the Cube One Framework assumes that practices can be substitutable as new techniques emerge (such as Big Data or the Net Provider Score); and such practices can be incorporated in the survey over time (the academic term for this property is equifinality). Hence, no list of best practices can be created that will provide a perpetually enduring ideal set of practices—there are no "silver bullets." The three sets of practices incorporated in the present research appear in Figure 1-3. These are the independent variables in the present research.

Two performance measures were incorporated in the survey. The first is the 3-item measure used in all prior studies using the three sets of practices. The three items are on a 10- point scale and the (1) the extent to which the organization has been successful in accomplishing its mission and goals (1 = completely unsuccessful; 10 = completely successful; (2) How the organization's performance compares with similar, or competitive, organizations (1 = extremely poor lower performance than all others and 10 = outstanding higher performance than all others; (3) Overall, what percentage of maximum potential performance (the maximum being 100%) is the organization now achieving (1 = 0 to 10% vast improvement potential and 10 = 100% potential is now virtually fulfilled).

The second measure of organizational performance is a 5-item behavior-based organizational performance measure that is an abbreviated version of the performance scale developed by Griffin, Neal, and Parker (2007). Sample items include initiating better ways of accomplishing key tasks, improved methods of internal communication, and improved collaboration among departments. It might be noted that in the one prior study that incorporated both the 3-item measure of perceived organizational performance and the 5-item behavior-based measure of organizational performance, the latter measure yielded consistently higher correlations with Enterprise-, Customer-, and Employee-Directed Practices. Specifically, the correlations with Enterprise-, Customer-, and Employee-Directed practices, respectively,

were r = .37 and .46; r = .36 and .47; and r = .42 and .52 (Kopelman & Prottas, 2017). The initial sample was comprised of 265 respondents. But the present research only included people who were employed both before and after COVID, and who were employed by the same organization. This reduced the sample size to n = 70. Employing organizations for both periods reported identical sectors, reported identical industries and organizations had relatively similar numbers of employees.

HYPOTHESES

Based on the theoretical model undergirding the Cube One Framework we deduced four hypotheses. Hypothesis I is that during the period before COVID (up through March 2020) there would be a positive correlation between Enterprise-Directed Practices and Organizational Performance, as measured with the previously used 3-item measure OP1 and with the 5-item behavior-based measure, OP2. We also predicted a positive correlation between Enterprise- Directed Practices during the period after the onset of COVID (after March 2020) with the two measures of Organizational Performance, OP1 and OP2. We denote these predictions as Hyp.1 before OP1, OP2. There are also the two correlations associated with Hyp.1 after the onset of COVID (Hyp.1 after, OP1, OP2).

Similarly, Hypothesis 2 posited a positive relationship been Customer-Directed Practices and OP1 and OP2 during both the periods before and after the onset of COVID (Hyp.2b, OP1, OP2; Hyp.2a, OP1, OP2).

We also expected to find positive associations between Employee-Directed Practices and the two measures of Organizational Performance, both before and after the onset of COVID (Hyp.3b, OP1, OP2; Hyp.3a, OP1, OP2).

Hypothesis 4 predicted that there would be a stronger association between each of the sets of practices as reported before COVID, and subsequent Organizational Performance (Org. Perf OP1 and OP2) than would be the association between initial levels of Org. Perf. (OP1 and OP2) and subsequent levels of the enactment of Enterprise-, Customer-, and Employee-directed Practices. For this hypothesis to be borne out, pre-COVID practices should have remained influential, notwithstanding the onset of COVID. To recap, Hypotheses 4a, 4b, and 4c pertained to Enterprise-, Customer-, and Employee-Directed Practices, respectively.

RESULTS

Although not included as hypotheses, it was found (post facto) that levels of enactment for two of the three sets of practices were not consistently unchanged. As can be seen in Table 1, the mean level of Enterprise-Directed Practices, on a retrospective basis (pre-COVID) was 33.99 and post-COVID it was 33.48. (t = .68. ns). There was also no difference in levels of enacted Customer-Directed Practices with means of 30.96 and 30.98 (t = .28, ns). However, it appears that enacted Employee-Directed Practices were heightened after COVID with means of 33.21 and 34.42 (t = 1.95; $p < .05$, one-tailed.). While it might be reasoned that as a result of COVID there might be some cutbacks in a few Enterprise- and Customer-Directed Practices such as training programs and customer satisfaction surveys, it is likely that organizations were more tolerant of work-family conflicts and provided more flexibility of work schedule\les. These post hoc findings are discussed in detail further below.

It was also found post facto that Organizational Performance was unchanged using the conventional 3-item measure (OP1) but declined appreciably using the 5-item behavior-based measure (OP2), the change being t = -3.59; $p < .001$.

Hypothesis 1 predicted that there would be a positive association between Enterprise- Directed Practices both before COVID and after the onset. Retrospective and current responses are supportive. The correlations in the before condition were: r = .34 ($p < .01$); and r = .60 ($p < .01$), respectively. Corresponding correlations in the after COVID time period were r = .47 ($p < .01$); and r = .61 ($p < .01$), Data for this and the remaining hypotheses are presented in Table 2.

Hypothesis 2 predicted significant positive associations between Customer-Directed Practices both before and after the onset of COVID. Respective correlations were r = .16 (ns, two-tailed) and r = .44 ($p <$

.01), respectively. Corresponding correlations on a current basis (after COVID) were $r = .27$ ($p < .05$) and $r = .50$ ($p < .01$).

Hypothesis 3 predicted positive associations between Employee-Directed Practices and two measures of Organizational Performance in the retrospective before-COVID period.

Correlations with OP1 and OP2 were $r = .46$ ($p < .01$) and $r = .66$ ($p < .01$), respectively. Corresponding correlations in the post-COVID period were $r = .51$ ($p < .01$) and $r = .66$ ($p < .01$), respectively.

Hypothesis 4 advanced the notion that earlier levels of Enterprise-, Customer-, and Employee-directed Practices would have a stronger association with subsequent measures of Organizational Performance than would be the case with regard to earlier levels of Organizational Performance and subsequent levels of the three sets of practices. With respect to Enterprise-Directed Practices, the correlations were r = .36 ($p < .01$) and $r = .47$ ($p < .01$), for Org. Perf. 1 and Org. Perf. 2, respectively. For the reverse-ordered correlations the results were $r = .31$ ($p < .01$) and r = .46 ($p < .01$). Hence there was no appreciable difference.

With regard to Customer-Directed Practices, the correlations between prior practices and subsequent levels of Org. Perf. 1 and Org. Perf. 2 were $r = .18$ (ns), and $r = .38$ ($p < .01$).

Reversing the order of variables, the correlations with OP1 and OP2, respectively were $r = .16$ (ns), and $r = .37$ ($p < .01$), Again, there was no appreciable difference.

Finally, with respect to Employee-Directed Practices, the correlation between prior levels of enacted practices and subsequent Organizational Performance (OP1 and OP2) were $r = .36$ ($p < .01$), and with OP2, $r = .49$ (p < .01). Using the reverse ordering, the correlations were $r = .48$, and .54. The larger reverse correlations can be explained by the decline in Organizational Performance using the 5-item behavior-based measure.

DISCUSSION

A few observations might be made at the outset. First the correlational results in the present research are generally high, several exceeding the Large effect size ($r = .50$) posited by Cohen (1992). During the pre-COVID period the median correlation (using retrospective data) was r = .40; during the post-COVID period the median correlation was r = .50.

Additionally, there are sizable intercorrelations among the predictor variables at both points in time. Median correlation in the pre- and post-COVID periods were $r = .66$ and $r = .75$. The best explanation for this phenomenon is that well-run organizations tend to enact high levels of effective Enterprise-, Customer-. And Employee-Directed Practices. And poorly performing enterprises tend to enact low levels. Further, in prior survey research using the Cube One Framework, conceptually unrelated variables were also included—specifically self-esteem and benign world view. The conceptually unrelated variables have been consistently uncorrelated with conceptually related variables with an average association of $r = .04$ (c.f. Kopelman and Prottas, 2012; Kopelman and Prottas 2017). These low correlations provide evidence of discriminant validity. Therefore, the high correlations among conceptually related variables (i.e., convergent validity) are not an artifact of common method bias.

Turning to the results of the present inquiry, Hypothesis 1 predicted a high association between Enterprise-Directed Practices and Organizational Performance. Using the 3-item measure of Organizational Performance that has been previously employed (OP1) correlations were $r = .34$ during the prior to COVID period and $r = .60$ during the post-COVID period. The behavior-based measure of performance (Org. Perf. 2) yielded higher correlations with $r = .60$ and $r = .61$.

Hypothesis 2, pertinent to Customer-Directed Practices was partly supported with before correlations of $r = .16$ and .44 with Org. Perf. 1 and Org. Perf. 2, respectively. After the onset of COVID correlations were $r = .31$. and .46.

Hypothesis 3, which focused on Employee-Directed Practices was fully supported at both time periods: $r = .46$ and .66 (using Org. Perf. 1 and 2, respectively) during the before period and $r = .51$ and .66 during the post-COVID period.

Hypotheses 4a, 4b, and 4c were not supported. For Hypothesis 4a the key correlations using OP1 were $r = .36$ and .47 for Org. Perf. 2. The respective reverse-ordered correlations were $r = .31$ and .46---essentially

no difference. With respect to Hyp.4b the correlations using Org. Perf. 1 and Org. Perf. 2 were r = .18 and .38; and using reverse ordering, the correlations were r = .16 and .37—again no difference. Regarding Hypothesis. 4c, correlations between initial levels of Employee-Directed Practices and subsequent Org. Perf. 1 and Org. Perf. 2 were r = .36 and .49 versus r = .48 and .54, slightly higher in the reverse direction. This slight difference is explained below.

That organizational practices enacted prior to March 2020 had a relatively modest association with Organizational Performance during the Fall 2022 can be interpreted in terms of two factors. First, although Customer-Directed Practices did not change appreciably, three Employee-Directed Practices were enhanced, two significantly. There was a reduction in differences between hierarchical ranks and status symbols (e.g., executive dining rooms, and other perks such as preferred parking spots). The reduction was sizable and significant (t = 2.54; p = .013, 2-tailed). Work-family conflicts were increasingly mitigated by adopting flexible work hours, providing day-care assistance, and encouraging managerial tolerance (t = 3.29; p = .002, 2-tailed). Respondents also reported that managerial integrity was enhanced as demonstrated by giving all employees the same information and promises being kept (t = 1.76, p = .083, 2-tailed).

There was one significant reduction in Enterprise-Directed Practice, namely that individuals received specific performance feedback that was useful for improving their performance (t = 2.44; p =.017, 2-tailed).

Second, in addition to discovering that there was an impact of COVID on management practices, to put it drolly, an important finding was the extent to which a behavior-based measure of performance is superior as a criterion measure. Cube One Framework predictions were consistently stronger using a behavior-based measure of organizational performance.

Importantly, there were sizable decreases in four of the five items that comprise Organizational Performance 2.—all results reflecting 2-tailed probabilities since no direction predictions were advanced.

(1) The extent to which your organization has initiated better ways of accomplishing key tasks (t = 2.33; p = .023).
(2) The extent to which your organization has improved collaboration among departments (t = 4.29; p < .001).
(3) The extent to which your organization has improved methods of internal communication (t = 3.02; p = .004).
(4) The extent to which your organization has acquired new ways to adapt to environmental changes (t = 3.45; p < .001)

In short, the 3-item conventionally used measure of Organizational Performance showed no changes between before and after COVID. In contrast the 5-item behavior-based measure of performance showed a sizable decline (t = -3.59; p < .001). That Organizational Performance declined in terms of the behavior-based measure explains why prior levels of practices were only modestly related to subsequent performance. The authors are fortunate to have measured performance at two points in time, and that we included both the conventional measure of Organizational Performance and the behavior-based model.

TABLE 1
DESCRIPTIVE STATISTICS

VARIABLES	N	MINIMUM	MAXIMUM	MEAN	STD. DEVIATION
Ent Before Sum	70	16	50	33.71	7.608
Cust Before Sum	70	10	50	30.63	9.596
Emp Before Sum	70	10	50	32.94	8.689
OP1 Before	70	10	30	19.39	5.306
Perf2B	70	6	25	14.86	3.909
Ent After Sum	70	14	50	33.31	7.961
Cust After Sum	70	10	50	30.77	9.673
Emp After Sum	70	16	50	34.40	8.537
OP1after	70	5	30	19.21	5.813
Perf2A	70	6	25	16.49	4.523

TABLE 2
INTERCORRELATION MATRIX

VARIABLES	ENT BEFORE SUM	CUST BEFORE SUM	EMP BEFORE SUM	PERF B SUM	PERF 2B	ENT AFTER SUM	CUST AFTER SUM	EMP AFTER SUM	PERF A SUM	PERF 2A
Ent Before Sum	(.83)									
Cust Before Sum	0.705**	(.91)								
Emp Before Sum	0.662**	0.541**	(.90)							
Perf B Sum	0.343**	0.155	0.456**	(.91)						
Perf2B	0.600**	0.444**	0.655**	0.499**	(.85)					
Ent After Sum	0.800**	0.656**	0.484**	0.307**	0.462**	(.83)				
Cust After Sum	0.612**	0.901**	0.378**	0.164	0.367**	0.758**	(.91)			
Emp After Sum	0.692**	0.531**	0.738**	0.483**	0.535**	0.754**	0.581**	(.89) 1		
Perf A Sum	0.356**	0.175	0.359**	0.722**	0.353**	0.473**	0.268*	0.508**	(.93)	
Perf2A	0.467**	0.380**	0.490**	0.427**	0.604**	0.608**	0.497**	0.657**	0.496**	(.88)

VARIABLES	ENT BEFORE SUM	CUST BEFORE SUM	EMP BEFORE SUM	PERF B SUM	PERF 2B	ENT AFTER SUM	CUST AFTER SUM	EMP AFTER SUM	PERF A SUM	PERF 2A
Ent Before Sum	(.83)									
Cust Before Sum	0.705**	(.91)								
Emp Before Sum	0.662**	0.541**	(.90)							
Perf B Sum	0.343**	0.155	0.456**	(.91)						
Perf2B	0.600**	0.444**	0.655**	0.499**	(.85)					
Ent After Sum	0.800**	0.656**	0.484**	0.307**	0.462**	(.83)				
Cust After Sum	0.612**	0.901**	0.378**	0.164	0.367**	0.758**	(.91)			
Emp After Sum	0.692**	0.531**	0.738**	0.483**	0.535**	0.754**	0.581**	(.89) 1		
Perf A Sum	0.356**	0.175	0.359**	0.722**	0.353**	0.473**	0.268*	0.508**	(.93)	
Perf2A	0.467**	0.380**	0.490**	0.427**	0.604**	0.608**	0.497**	0.657**	0.496**	(.88)

FIGURE 3A
ENTERPRISE-DIRECTED PRACTICES

Actual Practices

The purpose of this section is to ascertain the actual practices (as distinct from stated or printed policies) in the organization for which you currently work (or most recently worked). If you work in a subsidiary of a larger organization, focus on the local organization where you work (or worked). Please use the following scale to record your responses to the twenty statements that follow:

1=Never or Almost Never (or Not Applicable)
2=Infrequently
3=Occasionally or Sometimes
4=Frequently
5=Always or Almost Always

1) Individuals are held accountable for accomplishing specific (quantifiable) goals.
2) Individuals receive specific performance feedback that is useful for improving their performance.
3) Where possible, the performance of individuals and groups is quantifiably measured and monitored over time.
4) Salary increases (e.g., raises, bonuses) are proportionate to an individual's job performance.
5) Promotions are based almost entirely on job performance.
6) Individuals are selected for employment based on objective criteria (e.g., written tests, performance tests, work samples, etc.).
7) Training is provided for employees who need to upgrade their knowledge and skills.
8) Organizational performance improvement is financially rewarded by a group incentive plan (e.g., gainsharing, profit-sharing, etc.).
9) Management encourages the delegation of decision-making authority to lower-level employees (i.e., real empowerment).
10) Individuals are encouraged to perform a wide variety of tasks whenever possible.

FIGURE 3B
CUSTOMER-DIRECTED PRACTICES

11) Customers are Surveyed. Customers are regularly surveyed using an effective format such as "Would you recommend?" to ascertain delight, not mere satisfaction.
12) In-Depth Analyses are Conducted. Practices such as focus groups, and/or opt-in data bases are used to gain a fuller understanding of customer preferences.
13) Consistent High Quality. The quality of products/services is consistently of high quality, yielding a trusted brand, and lapses are responded to effectively.
14) Adopting Best Practices. The best practices of competitors are studied and adopted, or improved upon, where possible (i.e., benchmarking).
15) Customer Satisfaction Drives Operations**.** The goal of customer satisfaction importantly influences operational decisions at all organization levels.
16) Price Consciousness**.** Prices of goods/services are continually reviewed to improve the organization's competitive position.
17) Customer Satisfaction Drives Rewards**.** Customer satisfaction is an important factor in determining pay increases and other rewards of individuals or departments.
18) Employee Latitude**.** Employees are granted wide latitude to use their own judgment in order to satisfy customers.
19) Innovation is Encouraged. New products/services are introduced.
20) Multiple Ways Used to Reach Customers. Big Data is used, and/or the use of targeted, individualized offerings, and/or use of multichannel marketing.

FIGURE 3C
EMPLOYEE-DIRECTED PRACTICES

21) Open, two-way communication is employed. All employees are informed about new developments and encouraged to express their ideas and complaints.
22) Distinctions between hierarchical ranks are minimized. Management downplays status symbols (e.g., executive dining rooms and other perks).
23) Employee layoffs are avoided where possible, by first attempting to place employees in other jobs within the organization.
24) Employee growth is encouraged by providing in-house training and/or reimbursements for outside training/educational programs.
25) Work-family conflicts are minimized by adopting such policies as flexible work hours, day care assistance, and encouraging managerial tolerance.
26) The organization responds to employee concerns by taking appropriate actions, not just by words.
27) Managerial integrity is demonstrated in dealing with employees. All employees are given the same information; promises are kept.
28) Employees are treated with respect and as mature adults. Communications are straight- forward, not condescending or patronizing.
29) Employees know they can make (a few) mistakes. Management attempts to minimize the role of punishment and fear.
30) Management encourages employees to feel that they are part of a team.

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