

Module 2 Assignment

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Interviews on Employee Empowerment and Psychological Safety

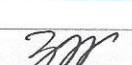
Planning and Arranging the Interviews

Identify three individuals to interview: one in healthcare and two from other fields or industries (e.g., state/local government; business). Choose family members and friends you know well that will be comfortable answering honestly. Interview each person separately, and plan for 20–30 minutes per interview. Confirm that all answers will be confidential, and each person will be identified by a pseudonym in the Assignment you submit. **Note:** You must request each person's signature to confirm the interview. Fill in the information below, print out Page 1, and obtain the signatures. Scan and submit Page 1 with your completed Assignment.

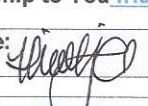
Interviewee #1 Healthcare

Name AndyMandyJob Title PharmacistYears in Position 4 yearsRelationship to You friendSignature: 

Interviewee #2 (Industry)

Name Mr. RockstarJob Title State SurveyorYears in Position 2Relationship to You familySignature: 

Interviewee #3 (Industry)

Name Dollar ManJob Title Reginal Manager of SalesYears in Position 1 yearRelationship to You friendSignature: 

Conducting the Interviews

There are five sets of questions, which are repeated below for each interview. Also develop a working definition of "employee empowerment" and "psychological safety," based on your own understanding, to anchor the interviews for you and to explain to your interviewees, as needed. Take notes on each person's responses in the spaces on the right. If you record the interviews, be sure to get each person's permission before you begin. You are still encouraged to take notes on the person's responses as a safeguard in case there is a problem with the recording.

Questions	Interview #1 Healthcare
1. What does "empowerment" mean to you as an employee? Note: Share your definition, as needed, and compare perspectives.	1: Responses It would mean that I am provided the support, the opportunities needed to complete my assigned task. In addition, I feel the responsibility to be the best employee provide the best service for the company I work for.
2. Is autonomy in your job important to you? Why, or why not? Can you provide examples of how you are able to exercise autonomy in your job? Can you provide examples of areas where you would like to have additional autonomy but are constrained at this time?	2: Responses - Autonomy is important as it helps me allows complete me freedom to complete my task in the way I want it through my creativity. Autonomy does come with responsibility. - I am able to organize by my daily workflow without being micromanaged - As long as I can get my job done - None
3. Thinking about your organization (or department, unit): Have you been asked for input/advice on organizational (or department/unit) goals or processes? - If yes, is it important to you to give your opinion on organization-wide (department/unit)	3: Responses - Yes. - Yes, Because It feels great when my opinions are value and also make me feel I am a part of the organization

issues? Why, or why not? – Can you give examples of how you have provided input, and to what extent you felt your views were taken seriously, valued, and acted upon? (Probe as needed to uncover meaning in the answers.) – If no, would you like to be consulted? Why, or why not? – (For both yes/no): Can you provide examples of input that you would like to provide but feel constrained or inhibited to do so? Why do you feel constrained?	– I have provided feedback on multiple aspects of medication handling & delivery to improve patient safety. All received great support from management team. I was finally able to make the changes – None	
4. How would you describe decision-making authority in your organization: Is it limited mainly to individuals at senior levels? Or are decisions made at multiple organizational levels?	4: Responses The decision was is made through consensus / discussion / agreement ~ management & stakeholders	
5. Do you feel comfortable making suggestions about: – How work is done in your organization (department/unit)? – The direction of the organization (department/unit)? If you see a problem, are you comfortable pointing it out?	5: Responses yes yes	

– If yes, what accounts for your comfort? – If no, what accounts for your reluctance or holding back?	Through past experience. 2 I know I am always supported
Questions	Interview #2 (Industry)
1. What does “empowerment” mean to you as an employee? Note: Share your definition, as needed, and compare perspectives.	1: Responses Empowerment is my ability to run my work at my own pace in line with the role and responsibility set forth for my job.
2. Is autonomy in your job important to you? Why, or why not? Can you provide examples of how you are able to exercise autonomy in your job? Can you provide examples of areas where you would like to have additional autonomy but are constrained at this time?	2: Responses Autonomy is important because it gives me freedom to work without outside interference. - Visiting healthcare facilities in my set-time. - Constraint in decision-making because guidance should be followed by federal & state regulations.
3. Thinking about your organization (or department, unit): Have you been asked for input/advice on organizational (or department/unit) goals or processes? – If yes, is it important to you to give your opinion on organization-wide	3: Responses No

(department/unit) issues? Why, or why not? - Can you give examples of how you have provided input, and to what extent you felt your views were taken seriously, valued, and acted upon? (Probe as needed to uncover meaning in the answers.) - If no, would you like to be consulted? Why, or why not? - (For both yes/no): Can you provide examples of input that you would like to provide but feel constrained or inhibited to do so? Why do you feel constrained?	- No input, less problem on my part. I am a passive follower, always on the safe side. Input with citing deficiencies but feel constrained because you must follow strictly federal guidelines on many areas.
4. How would you describe decision-making authority in your organization? Is it limited mainly to individuals at senior levels? Or are decisions made at multiple organizational levels?	4: Responses TEAMWORK! WE consult each other if the job is DOABLE OR NOT.
5. Do you feel comfortable making suggestions about: - How work is done in your organization (department/unit)? - The direction of the	5: Responses - I don't. work is EQUALLY distributed though. - THE SUPERVISOR gives the directions, so ^{NO} blame is on [^] me on the end.

organization (department/unit)? If you see a problem, are you comfortable pointing it out? – If yes, what accounts for your comfort? – If no, what accounts for your reluctance or holding back?	- Yes, I will point out problem that is real and sustained because it might affect me and others directly. I feel comfortable pointing problems.
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Questions	Interview #3 (Industry)
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1. What does "empowerment" mean to you as an employee? Note: Share your definition, as needed, and compare perspectives.	1: Responses As a Regional Manager of Sales in a tech start-up... Empowerment means the ability to make my own decisions and act independently.
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2. Is autonomy in your job important to you? Why or why not? Can you provide examples of how you are able to exercise autonomy in your job? Can you provide examples of areas where you would like to have additional autonomy but are constrained at this time?	2: Responses Yes, it is very important, especially in a regional management role. I was able to introduce and implement my way of doing sales. I prefer to meet with clients/customers by doing walk-ins to their business. This was not previously done in the company, but is now a primary method of meeting customers. An area that I would like to have more autonomy is in creating strategies. Right now, I have input on how to implement strategies created by the higher ups but cannot create strategies autonomously.
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3. Thinking about your organization (or department, unit): Have you been asked for input/advice on organizational (or department/unit) goals or processes? – If yes, is it important to you to give your opinion on organization-wide (department/unit) issues? Why, or why not? – Can you give examples of how you have provided input, and to what extent you felt your views were taken seriously, valued, and acted upon? (Probe as needed to uncover meaning in the answers.) – If no, would you like to be consulted? Why, or why not? – (For both yes/no): Can you provide examples of input that you would like to provide but feel constrained or inhibited to do so? Why do you feel constrained?	3: Responses As head of sales, It is important for me to be able to give my opinion on how to improve sales and adjust strategies based on current needs. Every customer / client is different and strategies need to be adjusted accordingly. Goals are constantly adjusted as time goes on, Especially since this is a start-up, and a growing industry. – I am asked by the technology side of our company to get customer feedback on our products since I am in a customer-facing role. I am able to give advice that will enhance product outcomes which will then improve sales. There are some places I feel constrained. Although we have a tech-start up - many of our customers are not tech savvy and still prefer to do business the old-fashioned way, such as by phone calls or emails. It can be hard to get the technology side of our company to understand this barrier.
4. How would you describe decision-making authority in your organization? Is it limited mainly to individuals at senior levels? Or are decisions made at multiple organizational levels?	4: Responses As a Regional Manager for sales, I do have a certain amount of authority, but it can be limited by the head of operations or the CEO or the head of technology. Different people have different decisions so it can be a tough balancing - act.

5. Do you feel comfortable making suggestions about:

– How work is done in your organization (department/unit)?

– The direction of the organization (department/unit)?

If you see a problem, are you comfortable pointing it out?

– If yes, what accounts for your comfort?

– If no, what accounts for your reluctance or holding back?

5: Responses

I do feel comfortable making suggestions and pointing out problems or issues. I am a vocal person and our company has still has a lot of growing to do. It is necessary to address issues as they come up so you do not have to try to fix a larger problem later.

Comparing and Analyzing the Interviews

When you have completed all three interviews, review each individual's responses and experiences, focusing particularly on each interviewee's sense of empowerment, engagement, and psychological safety at work. Compare and contrast the responses, with the goal of arriving at clear conclusions on how degree of employee empowerment, engagement, and psychological safety influences job performance, satisfaction, and morale.

Compare and contrast the responses of the individual who works in healthcare and your own experiences in professional practice in healthcare to the responses of your interviewees working in other areas. Consider conclusions you can make about employee empowerment, engagement, and psychological safety in healthcare compared with other professions.

Completing the Module 2 Assignment

In a separate Word document, write 4–5 pages to produce an Interviews Summary and Analysis that includes the following:

- Describe the three employees you interviewed, including their industries and job titles.
- Explain your working definitions of "employee empowerment" and "employee engagement" that are the basis of the interviews.
- Summarize how the interviewees characterized the culture of employee empowerment and engagement within their organizations.
- Analyze how employee empowerment and employee engagement within healthcare organizations compare with other industries.

- Explain your working definition of “psychological safety” that is the basis of the interviews.
- Summarize how the interviewees characterized the presence, absence, and/or degree of psychological safety within their organizations.
- Analyze how psychological safety within healthcare compares with other industries.
- Analyze how degree of psychological safety, employee empowerment, and engagement are positive or negative factors for quality care and safety issues within healthcare.
- From the position of a nurse executive, explain at least two leadership strategies you would recommend for actions to improve or sustain psychological safety, employee empowerment, and engagement within healthcare organizations. Speak generally, or specifically, to your current healthcare organization or one where you have worked in the past.

Final Submission

In two separate Word files:

- Interviews Summary and Analysis
- Interviewees Information and Confirmation Signatures (Page 1 from this document)