

Neglect then sit in. The attendant neglects that patient.

Meals being hurried, sanitary needs being attended to in a haphazard manner.

The spiral of neglect gathers momentum as it is pushed by the neglect of information-giving. Everyone neglected to tell the attendant or there is fear that the one who did tell the attendant "something" told her only what to do! (Not why.) Or there is fear that the "why" was dressed up merely to get work out of the attendant. Or from the supervisor's point of view, the doctor neglects to tell her, or neglects to give her the records and she fears that her status and authority will be challenged if it is discovered how little she really know.

And from inside the ~~xxx~~ hospital, if the patient is brought over by an attendant he is merely for fetch and carry. Hee too has been neglected. No one has told hi what the real trouble is with the patient. He fears to give his own observation or his unlearned opinion. He is just the attendant and no one tells him anything!

Because of the nature of the patient, all are his agent and if anyone neglects to speak for him or to collaborate for him, his need for help is delayed if not neglected. Thus fear begets neglect and neglect begets fear. All of this accumulates into poor human relationships. Human relationships are the mainstay of the delivery system of patient care.

Any responsible person can stop the cycle of this condition, and many do. Contrarily, all are significant, thereby any one of them can start this spiral. It is our contention that in a climate of fear and neglect, these attributes become ends within themselves: excuses, coping mechanisms, rationalizations, objective documentation, whatever is needed to support fear or explain neglect.

This is an atmosphere most conducive to spawning the derivatives of fear--jealousy.

"It is rampant, bordering on paranoia." Also everyone else is seen as together,

*Willainbrook*

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forming a group, a group in conspiracy against the lonely, defenseless loner.

Our goal is to change this atmosphere to one of meaningful collaboration whereby the quality of decisions and action are influenced. Where the aim is not eenie, meenie, minie--now you, now him, now me of power equilization, but rather "power generation" or "power proliferation." Not the concept of power as a fixed amount, but rather as a regenerative component that increases with the sharing of power. "It is by organizing experience that we transfer experience into power, and that is what experience is for, to be made into power, says Follett. "More power, not division of power, should always be our aim.

See this fear surface as poor work habits or poor race relations--the black attendant says to the white superior "you do it" in response to....

This is not a collaborative atmosphere. There has not been a promotion of self-reliance.

Another descriptive factor of this Willowbrook culture is that the time perspective and change perspective are at variance. There is little hope that change can take place. Their years of experiencing the persistent ~~xxxx~~ problem and the tenacity of the same grievance has taught them not to expect change. Yet, in trying to ignite a spark of appreciation for leadership, for change agents in others and in its development in themselves, the time frame is NOW. A leader who is a worthy leader, an organization or (formal or ~~ix~~ informal) group deserving of respect for influencing a situation, clarifying policies, or bringing about a solution, must do it NOW. Before, the next meeting! There is a short view of change. Individuals lose their self-confidence, gumption or self-reliance;

groups lose (or never attain) their credibility if they are unable to ordain momentous changes immediately. For those who are students of organizational change, this shortened time perspective bespeaks also ~~fx~~ of a lack of a sense of strategy. This time table says something about the long incubation of hopelessness and individual frustration when it is recognized that the range of service for attendants is \_\_\_\_\_ years with mean years at Willowbrook being \_\_\_\_\_ years; and for supervisors the range is \_\_\_\_\_ years with a mean of \_\_\_\_\_ years. These are long periods to most for the coming of the messiah, who is to bring about changes NOW. This is the climate into which Fielder and Associates are working.

Also, change is intertwined with the personal ego needs of the participants in a win/lose culture. "The man" is the enemy. "The supervisor," "the authority," the one on top is the target. Conditions, situations, policies may prescribe the problem, ~~but~~ but real victory is seeing "the top" crumble, "the man" look foolish management ridiculed, etc. The egocentric battle, the shadow boxing with "the man"--"the system" is often the conscious, if not unequivocally the unconscious task ~~task~~ at hand. Much of the subtle emotional warfare gets articulated in humor and in fantasy. Bringing the unconscious reward-system to the surface, dealing with it for what it is--racial, feelings of powerlessness, accumulation of old hurts and injustices, a struggle for selfhood and manliness, whatever--must be handled for the health of the participants. A win/lose strategy is too risky, too high a price to pay. They need help in planning, long-range planning.

Thus the game is to manipulate the other fellow. This leads to pettiness, distrust, ~~mutual~~ mutual disdain and disrespect.

The transition from a highly rigid m\_\_\_\_\_ structure to a more human, communicative, supportive culture must be undertaken with great care and

thoughtfulness. We propose that the transition be done both in stages and in sections. Stages being from the traditional model to the Human Relations model to the Human Resource Model (give examples)

By sections being, if one building or informal group of attendants, supervisor or even doctors want to develop themselves or even part of their work force into a team, that this is the start. ~~Thus~~ our proposal is developmental through time and developmental with the structure. The preparation of leader-types is to man the different group edges within the structure to change the institution into a culture of \_\_\_\_\_.

Confusion <sup>heightened</sup> ~~being?~~ by no-way-out feeling. The table of organization is too narrow a single step. Employees up and down the line express a feeling of no way out. This hemmed in, do-or die atmosphere <sup>is strengthened</sup> ~~may be due to~~ a lack of clarity on policies. Information is hoarded. Decisions are handed down. There is the feeling that they are not involved in the decision making. This kind of culture gradually depersonalizes people. They begin to feel as impersonal cogs for custodial care in the institutional machine. This fear of doing something wrong leads to not doing it at all, particularly if it means making a decision. The attitude of play-it-safe goes hand in hand with "let George do it". As for supervisors, if you don't make a decision you can't make a wrong one. This means that many routine decisions go begging and many minor but annoying problems become chronic.