



**People Solutions  
for the 21<sup>st</sup> Century**

## **Survey Results – *Overall***

# **Impact of September 11<sup>th</sup> on the American Workplace**

***Conducted by:***

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**October 17, 2001**

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## INTRODUCTION & METHODOLOGY

During the week of September 24, 2001, *GHR Training Solutions* emailed a 33-factor survey to the approximately 2,000 subscribers to its electronic newsletter, *The Grimme Report*. In addition, during the week of October 1, 2001, printed survey forms were distributed to the 150 attendees of two workshops conducted at the *American Society for Industrial Security's* Annual International Seminar & Expo [at presentations by Sheryl & Don Grimme and by Coleen Widell & Rick Naylor of the *American Institute on Domestic Violence*].

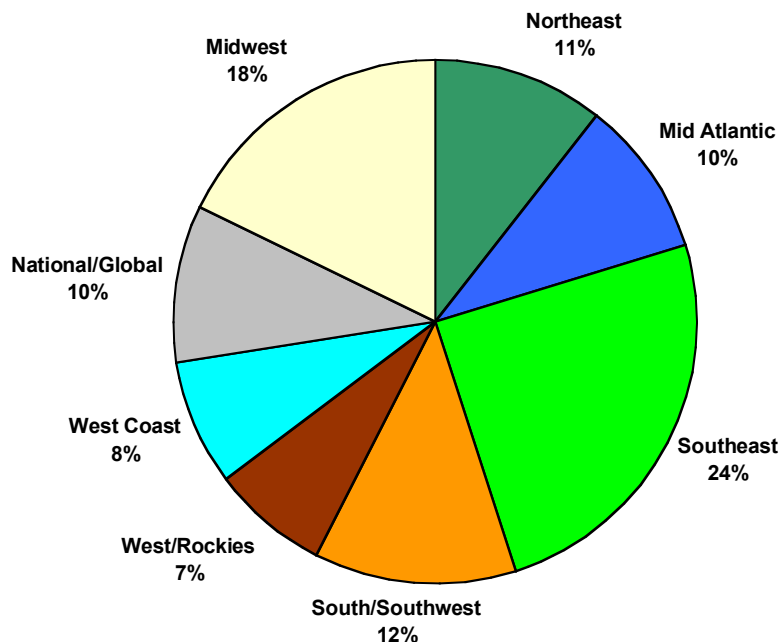
A total of 113 surveys were completed and returned during the period September 24 through October 13, 2001.

Most of the individuals responding hold executive or management positions in Human Resources or Security...or are the leaders of national/regional associations or small businesses.

## DEMOGRAPHICS

Participating organizations spanned the breadth of the United States. Survey respondents were asked to indicate their general location. *Chart 1* on this page shows the **Regions** represented.

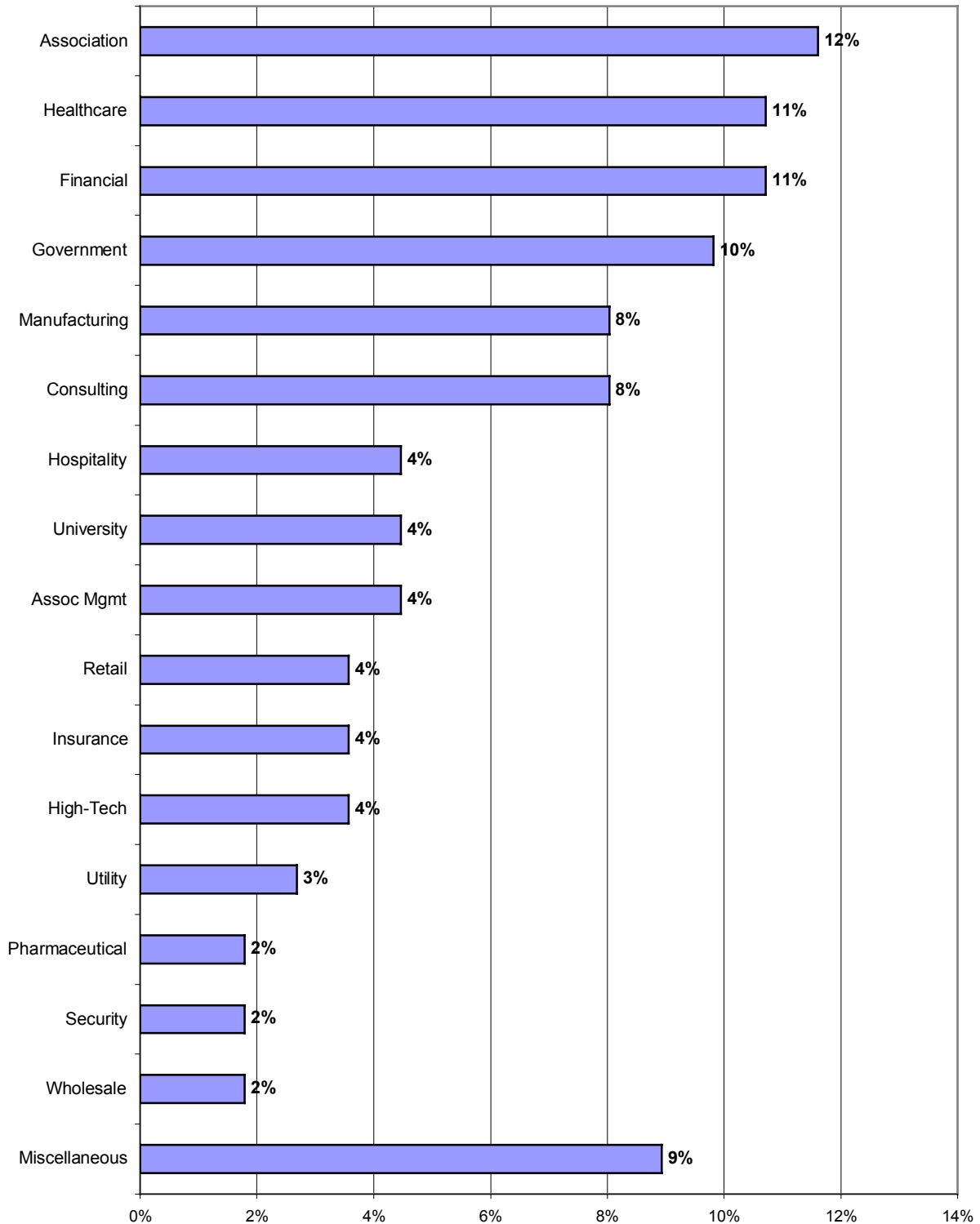
**Chart 1: U.S. Regions of Participating Organizations**



Considering the focal points of the events of September 11<sup>th</sup>, it is relevant to point out that 3 of the 12 (11%) *Northeast* organizations are in New York City...and 6 of the 11 (10%) *Mid Atlantic* organizations are in the greater Washington, DC area.

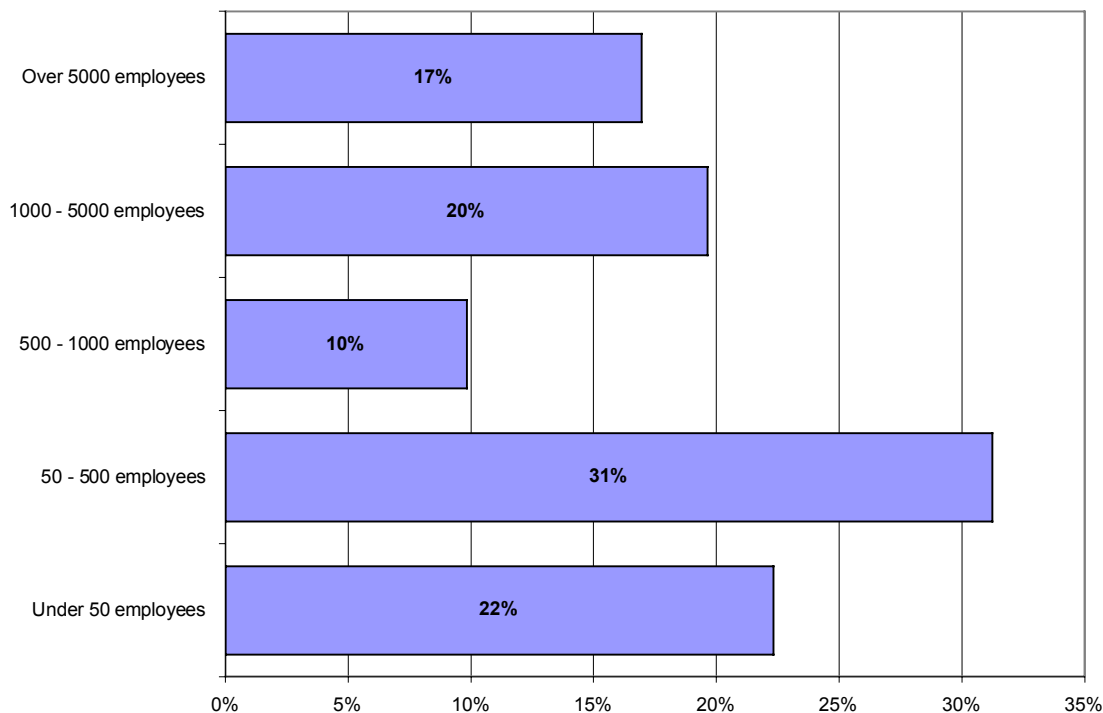
Chart 2 on this page shows the wide range of **Industry** groups represented. [*Miscellaneous* includes one organization each from: Business Services, Charter Airlines, Construction, Legal Services, Property Management, Publishing, Real Estate, Social Services, Theaters, and Zoos.] Of special note are the *Associations* and *Consulting* – that provide a valuable broad overview of the many employers they represent.

**Chart 2: Industries of Participating Organizations**



The final demographic that respondents were asked to provide was **Size** (i.e., number of employees) – as shown on *Chart 3* on this page.

**Chart 3: Size of Participating Organizations**



Note the broad range included – from small firms to large corporations, institutions and government agencies. A clarification on the “size” of some of the organizations represented: most of the *Associations* have a relatively small number of actual employees. The total employees of their **member** organizations, however, can number in the millions.

[Results by Industry, Region or Size are not included in this *Overall* report. Such analyses are underway, and will be shared with the survey participants...in response to media requests...and in a booklet to be published.]

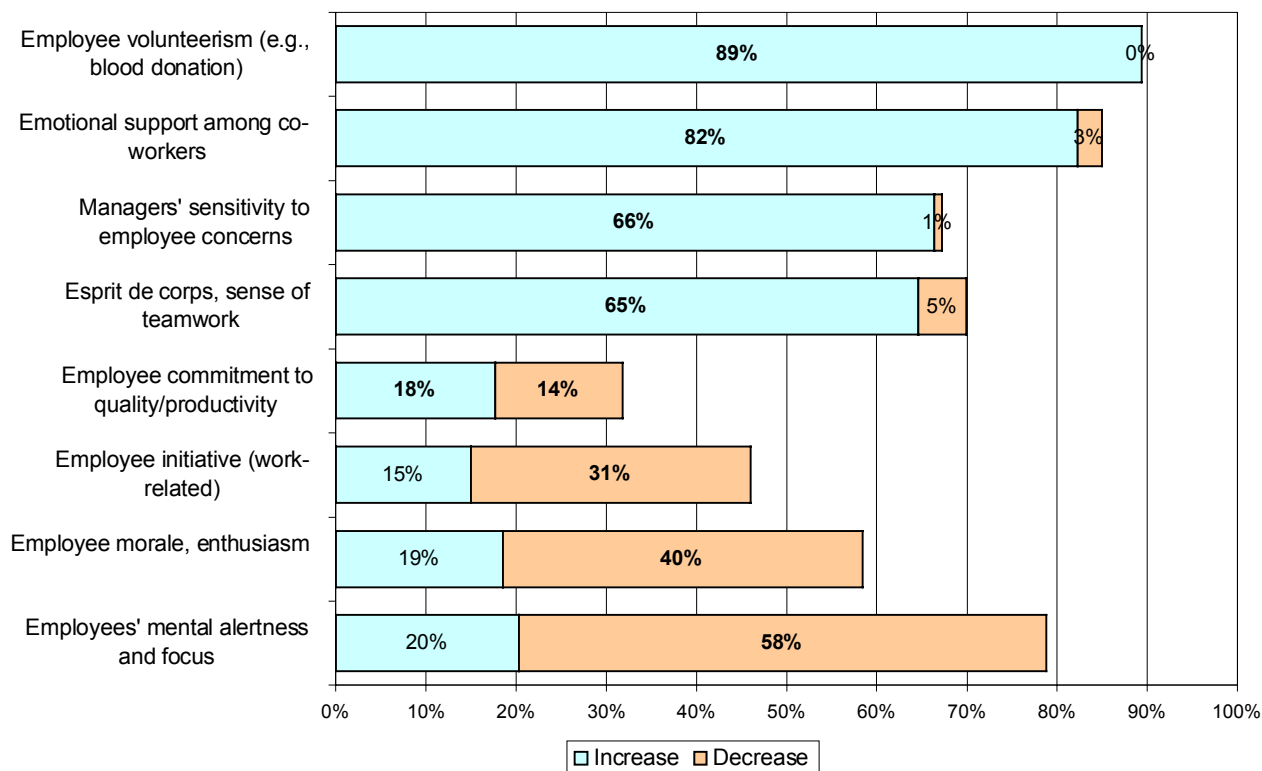
### THE 33 FACTORS

The body of the survey questionnaire consisted of 33 workplace emotional or behavioral characteristics, which **GHR Training Solutions** thought might have been impacted (for better or worse) by the tragic events of September 11<sup>th</sup>. For each factor, participants were asked to indicate whether they had noticed an *Increase*, a *Decrease* or *No Change* (“Same” or “Not Applicable”) since 9/11/01.

Item #34 on the questionnaire invited participants to provide their “own observations or comments.” Examples of those narrative remarks, which relate to a specific factor, are included in the relevant portion of this section. The remaining remarks – including additional issues not addressed in the 33 factors – follow in the next section of this report.

The first 8 factors were “positive” in nature. That is, an Increase typically would be regarded as “better”; a Decrease as “worse.” The results for these 8 “positive” factors are displayed in *Chart 4* on this page. [NOTE: Though not labeled as such, *No Change* responses are represented – in this and all the following charts – by the **un**-plotted portion of the stacked bar, e.g., 68% of respondents reported *No Change* in *Employee commitment to quality/productivity*.]

**Chart 4: The 8 “Positive” Factors**



The results for the first four factors shown are very encouraging.

The vast majority reported an increase in *volunteerism* and *coworker emotional support*:

“People are making more of an effort to connect with each other. Although stress may be on the rise, so are the efforts to help each other deal with stress.”

“[We are] caring for each other – friends, family, and the volunteers we work with in our client organizations.”

“Employees seem to be more tolerant of each other and have been providing each other support.”

Two-thirds of participants observed an increase in *management’s sensitivity to employee concerns* and a general *sense of teamwork*:

“Management awareness to potential problems arising has negated adverse effects.”

“This was very important in our case - we were given plenty of time to ‘process’ the whole thing in the workplace.”

“At this time, employees need a light touch and understanding. We've given our staff the opportunity to take time to watch the TV coverage, including the observances at the National Cathedral. They have radios on and take time out of their work day to discuss what's going on. Because of this, they feel that management has treated them well and there appears to be an increased sense of community.”

[See also 'Organizational Support of Employees' on page 14.]

“More of a team effort in doing the job.”

“In general a sense of teamwork, working for the common goal and what can I do to help attitude has emerged.”

“The tragedy seems to have bonded everyone together and given a sense of common purpose and focus.”

“We have labor negotiations coming up and what may have previously been a difficult time for everyone, is now more participative and our interest is in getting it accomplished is a short period of time.”

Though not surprising, the remaining four factors are more discouraging. Most participants observed (and experienced themselves) a decrease in *mental alertness and focus*. And more organizations reported a decrease than did an increase in *employee morale* and *initiative*.

“I have a general sense of a malaise, lack of concentration and lack of productivity in the workplace.”

“I found it very difficult to work and concentrate during that time.”

“Many of my colleagues and I pretty much just shut down the week of the terrorist attack...it's been very hard to concentrate and focus. I had hoped work would become a welcome distraction but it was not. It's getting better now.”

*On the other hand:*

“In the military sector...I see more focus, a ‘get the job done’ attitude.”

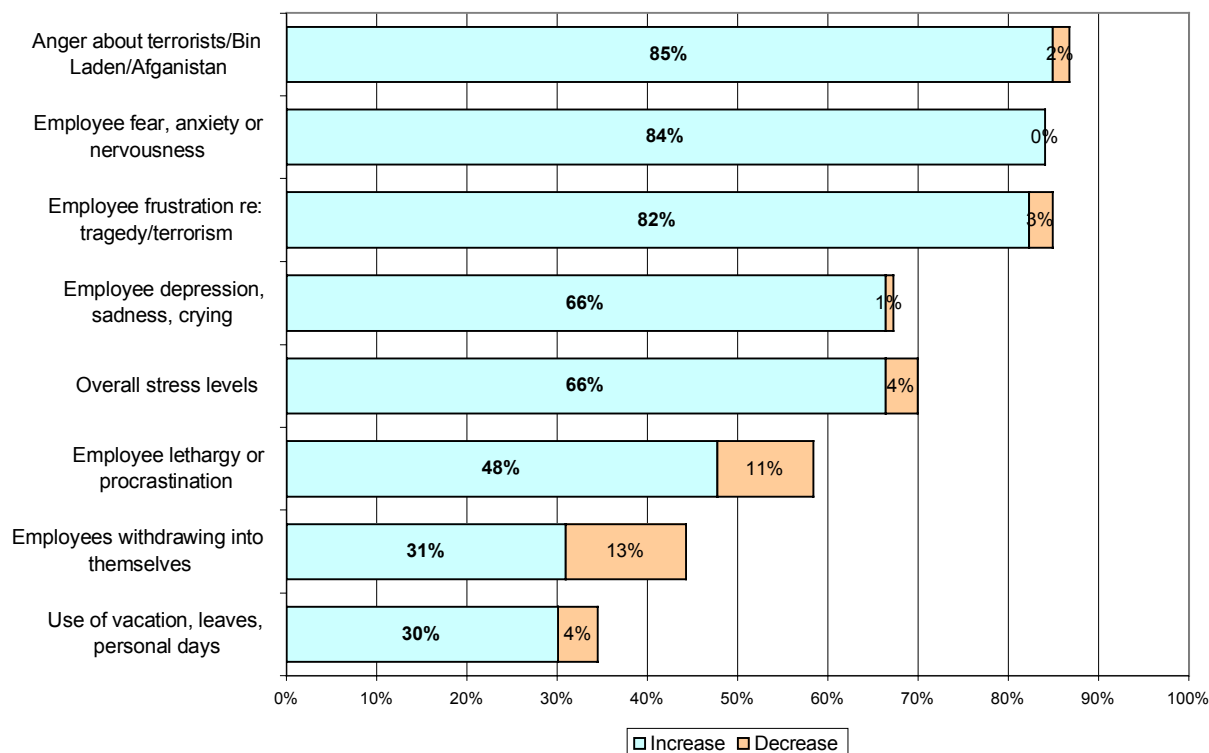
“Employees sought refuge in their work ... we are a healthcare system and the work must go on in terms of taking care of patients and providing service to the individuals and communities we serve so our mission does drive individual, team, and organizational behavior.”

[The mixed results for *quality and productivity* will be commented on when discussing a chart for this and other factors with mixed results.]

The remaining 25 factors were “negative” (or, in one case, neutral) in nature. That is, an Increase typically would be regarded as “worse;” a Decrease as “better”.

The results for the 8 “negative” factors with the greatest Increase are graphed in *Chart 5* on the next page.

**Chart 5: The “Negative” Factors with Greatest Increase**



The “negative” factor with the greatest increase is the exception, i.e., most Americans would regard *anger about the terrorists* as appropriate...and not negative:

“The anger seems to be directed in the right direction (the terrorists).”

The remaining 7 factors shown, however, are clearly undesirable (though not surprising).

The vast majority reported an increase in *fear* and *frustration*:

“There are signs of depression and fear among workers.”

“Thunder scares people.”

“The past two weeks have served to bring out the fears and anxieties some people would have but would not normally demonstrate in the workplace.”

“I’m now more cautious about travel, have already cancelled 3 trips and am hoping to do more teleconferencing and work via other online means.”

“There is frustration over inability to do something to improve situation.”

“Inability to plan and act is creating frustration and I am hearing ‘what are they waiting for?’ types of statements.”

Two-thirds of participants observed an increase in *sadness* and *stress*:

“There is an overwhelming feeling of sadness and loss of hope.”

“People are sad. There is not as much ‘fun’ and enjoyment in the workplace.”

“Many are angry, and some are sad.”

“Employees are mostly working with raw emotions very close to the surface whether they are sadness or anger.”

“There are tears.”

“Caring for each other...pushes aside the work that needs to be done to keep everything on track, creating a lot of stress.”

On the other hand (from a respondent reporting a **decrease** in stress):

“I think everyone is more focused on the important things in life and not letting the little things bug them, at least for now. I hope it lasts”

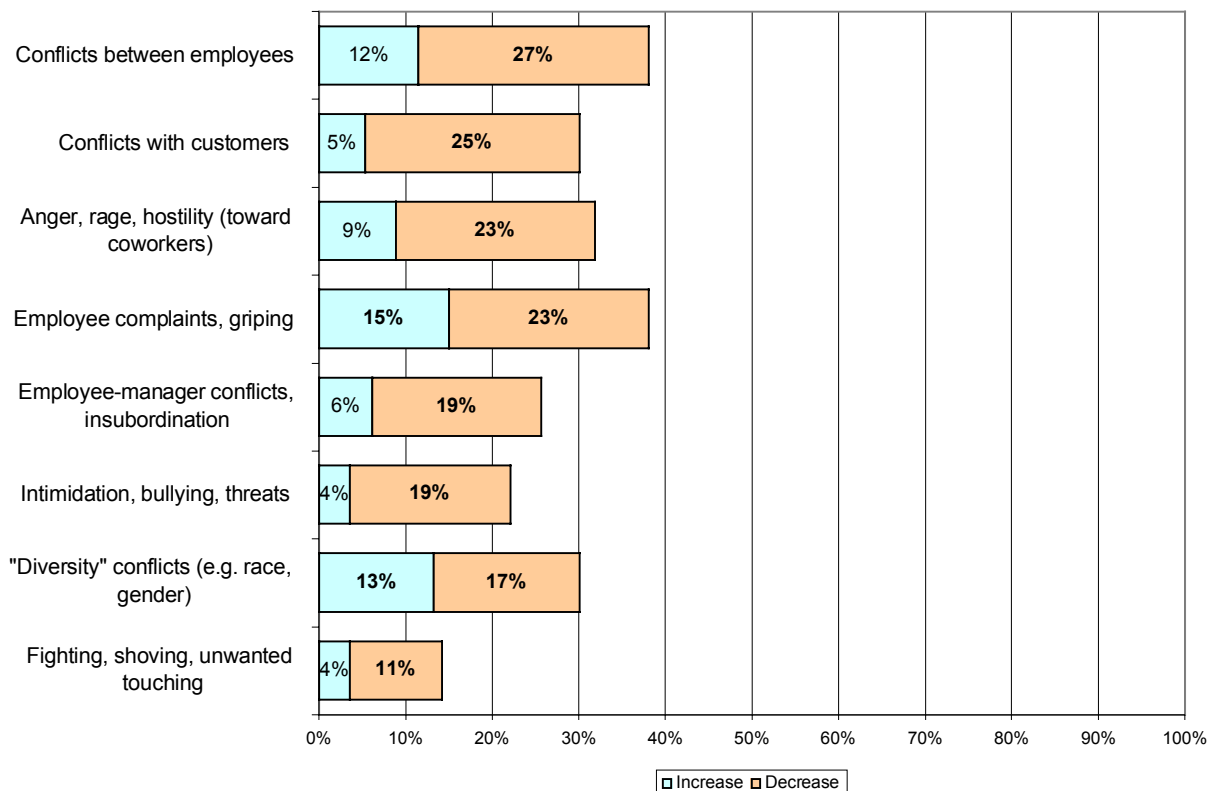
Almost half those surveyed reported an increase in *lethargy or procrastination* – consistent with the decreases reported for *alertness, initiative and enthusiasm* (from the previous chart):

“The Lethargy and procrastination is severe. We might as well have missed two weeks entirely.”

Approximately 30% of organizations observed *employees withdrawing into themselves* and an increase in the *use of vacation, leaves or personal days*.

The results for the 8 “negative” factors with the greatest *Decrease* (i.e., improvement) are graphed in *Chart 6* on this page.

**Chart 6: The “Negative” Factors with Greatest *Decrease***



Some good news here. A quarter of the respondents reported a decrease in *conflict* (with *fellow employees* and with *customers*), coworker *hostility* and *complaints* – consistent with the dramatic increases reported for *coworker emotional support* and *esprit de corps* (from *Chart 4*).

“It seems that the focus of frustration and anger outward toward the terrorists has actually reduced conflict within the organization. Customer outbursts of frustration and reports of potential links to terrorist activity have been our greatest issues.”

Even the *No Change* responses to these factors – by two-thirds of the organizations – is positive under the circumstances. [NOTE: We’ll comment further on the 15% reporting an **increase** in *complaints* when discussing the *mixed* results chart.]

About a fifth of participants observed decreases in *employee-manager conflicts*, *intimidation* and “*Diversity*” *conflicts*. However, the 13% **increase** in that “*Diversity*” conflict factor is disturbing. It also will be included under *mixed* results...and in a final chart on other trends.

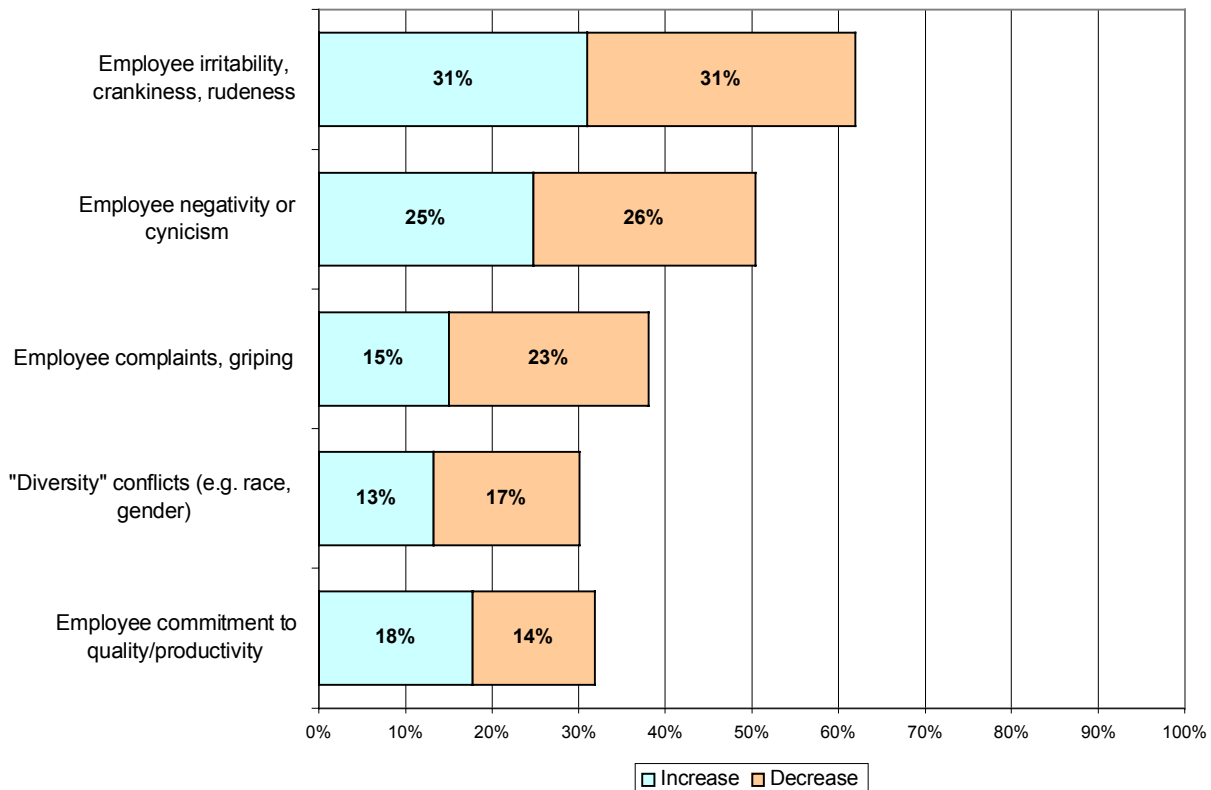
Although several organizations reported a decrease in *physical violence* – and the vast majority reported no change (or not applicable) – there were 4 organizations that reported an **increase**.

“I do not see more violence where I am, but I hear people who are responding to political positioning with energy.”

“You can cut the tension with a knife. Seems potentially explosive.”

Here now are the 5 factors with *Mixed* results – displayed in *Chart 7* on this page.

**Chart 7: Factors with Dramatically Mixed Results**



Roughly one-third of the organizations reported an increase – and another third a decrease – in employee *irritability, crankiness and rudeness*. Similarly, one quarter each reported increases and decreases in employee *negativity/cynicism*. And there were mixed – though uneven – results for *complaints/gripping* and “*Diversity*” *conflicts*:

“There is heightened sensitivity, awareness and overall negativism that was not present before 9/11.”

“A few instances in the immediate office I work in include examples where people are “short” with others or are complaining/ overly sensitive and reluctant to take on new tasks.”

“Programs, decisions or processes that typically do not raise a great deal of anger seem to get a greater degree of negative response than before. It appears that people are looking to find something (not someone) to be angry with. I’ve received more program complaints than ever (e.g., comments, notes, e-mails or letters about disagreement with incentive plan goals, or dislike of benefit procedures, or referral program specifics, or other program details).”

“Never in nine years have we had such intolerance, gripes, complaints, etc. It is just hard to believe that it could be at this level so quickly.”

What explains such variation? We think the relatively small size of most of the organizations reporting either increase or decrease is a clue. And the following comments are illuminating:

“Some of these questions can not be answered with one answer.”

“In order to handle the emotional aspects of this horrendous event, some of us have tried to focus on our work more; others are very distracted.”

“My observations include that people react any a myriad of ways to horrible, tragic events. Support needs to vary by individual. Many people have an initial reaction - others are much delayed and may seem to be unconnected to the events of Sept. 11.”

In fact, these are issues in which we would expect a great deal of *individual* variability. *Some* people react to crisis/stress situations with irritability, negativity, griping and stereotyping. Others are mobilized to take positive action (or to withdraw into passivity). In larger organizations, these person-to-person variations blend together for a *No Change* response. [NOTE: We’ll revisit the “*Diversity*” *conflicts*, when we comment on the results for *Arab/Muslim-directed conflicts* included in *Chart 8*.]

And – though we have no actual data – some of the variation **may** be explained by regional or educational level differences:

“On the East Coast, the reaction is different than here on the west coast.”

“60% of our workforce are PhD’s. Ann Arbor is one of the most liberal areas around. Many of your questions do not compute in our workforce.”

“Many of the factors you mentioned are simply not issues where I work. We have had no violence, racial problems, etc. It seems those who are mildly unhappy at work remain mildly unhappy at work. Interestingly, a majority of our employees (80%) are college graduates. Not that grads don’t get angry but they seem more likely to know their options, use our open door policy if necessary, leave the company for other opportunities, or realize whatever is bothering them at the moment – this too shall pass.”

Similar observations can be made about the mixed results for *employee commitment to quality/productivity* (one of the 8 “positive” factors). In this case, however, we think the phrasing of the factor left too much open for different interpretations. We suspect that some respondents were thinking of the decreases in *mental alertness* and *morale* when reporting a decrease here. Others probably focused on the increases in *esprit de corps* and *sense of teamwork* when reporting an increase.

Clearly, in the two to three weeks following the national tragedy, most Americans have *wanted* to make a positive contribution...*and* have felt disheartened and somewhat out of focus:

“For the most part employees and volunteers are trying their best to do their jobs. We are caregivers.”

“Caring for each other...pushes aside the work that needs to be done to keep everything on track”

“In terms of productivity, most assn members are indicating that the majority of their day is spent discussing and recovering rather than accomplishing tasks at hand.”

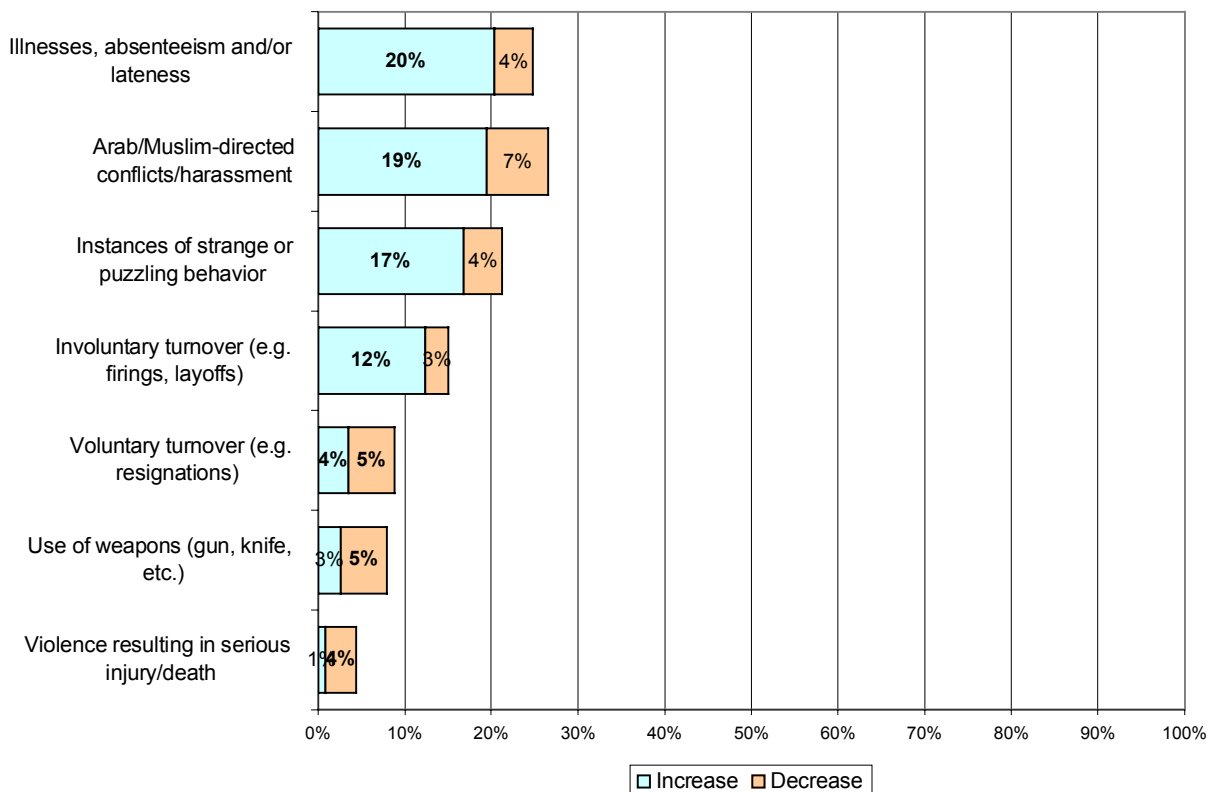
“On September 11 and in the week that followed, we (all of us) took the time we needed at work to watch the news, talk about it, support each other. Pretty much nothing got done.”

“For the first week following the attack, I and others were focused on the event, rather than completely on work.”

“Other than the temporary loss of productivity (which is just about over)...”

*Chart 8* on the next page displays the results for the remaining “negative” factors – i.e., those with only modest increase or decrease.

Chart 8: The Remaining “Negative” Factors



Some increase in *illnesses/absenteeism/lateness* and in instances of *strange or puzzling behavior*.

The most disturbing factor here is the increase reported in *Arab/Muslim-directed conflicts/harassments* – consistent with a national undercurrent reported in the media...and with the 13% reporting an increase in “*Diversity*” *conflicts* [see Chart 7]:

“Acts of Arab/Muslim directed conflicts have increased.”

“People of different ethnic heritage express concern about other's fear of them, as people move away in public places because they ‘look’ of unknown ethnic descent. There have been incidents of racial hate crimes.”

*On the other hand:*

“Immediately, there was recognition of the difference between Islam and the terrorists. We all deplore any attack upon Muslims because they are Muslims.”

“Sensitivity to diversity is at a new high in a positive manner.”

Though some organizations reported an increase in *turnover*, some commented that it was too soon to observe a pattern in such matters:

“I think it is too soon to identify patterns related specifically to this event, especially in the areas of sick leave usage, etc. Maybe in another month, we can look at this.”

We certainly are pleased to see virtually no increase in *serious violence* (and a slight decrease), as shown in the last two factors. However, there were 3 organizations reporting an increase in the use of *weapons* and one that reported *violence resulting in serious injury/death*.

“We had a **bomb threat** by an employee that I feel was directly related. This has greatly impacted the organization negatively.”

### ADDITIONAL ISSUES & NARRATIVE COMMENTS

In the final item #34 on the questionnaire, participants were invited to provide their “own observations or comments” including “what factor(s) did we neglect to include?” These comments are organized here in ten categories:

1. Organizational Support of Employees
2. Organizational Communication
3. Focus On Core Values & Family
4. Patriotism
5. Religion
6. Differences Over Time
7. Financial Concerns (Business and Personal)
8. Concern for the Future
9. Heightened Security...and Reactions to It
10. Employees, Family or Friends Directly Affected

#### 1. Organizational Support of Employees

“You didn't ask if the workplace is doing anything to influence employee behavior such as moments of silence, special training, or time off for prayer meetings.”

“Would also be interesting to try and track the increase (if any) in utilization of EAPs, and how many employers provided information to employees on stress management.”

“lots of support available in the workplace.”

“... Company's efforts to display the flag, support volunteerism, etc.”

“Management response to show support for reservists called to active duty”

“Our workplace has been very supportive and everyone has been supportive to each other. On September 11 and in the week that followed, we (all of us) took the time we needed at work to watch the news, talk about it, support each other.”

“We are providing our employees support through weekly, voluntary meditation times.”

“We try to have a TV available for employees in our cafeteria, and individuals who never knew one another before are speaking.”

“Creative response. Organization staff has donated time to help out.”

The following examples of organizational support were provided by **Ohio Savings Bank** – in response to our special request (following up on comments they made in the survey)...and are included here with their permission:

“Here are a few things that Ohio Savings Bank is doing to expand our employee support and programming as well as our continuing support of our country!

- Offer discussion groups for employees who wish to share their feelings about the events of 9/11 and the ensuing impacts
- Provide a session for employees who want assistance with how to handle communications with their children regarding the events
- Offer one-on-one confidential session with an LSW [Licensed Social Worker] for individuals who feel they are in need of assistance; the LSW is able to offer information as to other resources that the person can pursue as well
- Provide special information sessions led by Executive and Senior Managers (one per month) to hear from employees and to also provide information as to the "state of the company" and the company's ongoing support of our nation; our President is kicking off the first session on 10/3 with the title "United We Stand"
- The company is donating [a generous check] to the relief effort and most importantly is giving EVERY employee the opportunity to "vote" as to which fund out of 8 funds listed on [www.helping.org](http://www.helping.org) they wish the donation to be made
- For every personal contribution that an employee makes to one of the 8 funds on [www.helping.org](http://www.helping.org), the Bank will match the contribution.
- The Bank has provided every employee with an American flag lapel pin and has adopted this symbol as our corporate identifier (i.e. in the Banking industry many Banks have employee lapel pins that employees wear daily, with the Bank name on it; instead of the Bank name, we are using the American flag)”

*On the other hand:*

“Management has not been very proactive in acknowledging concerns or providing methods to deal with them other than to donate to victims.”

“I thought top level two people should have shown more concern for employees. We worked straight through everything while most government employees were let go.”

## 2. Organizational Communication

“Company communication has been incredible - keeping staff informed about what's happening to our colleagues in NY, reminders about increased availability of EAP, what the company is doing for relief efforts and how employees can help”

*On the other hand:*

“We had none and I believe the staff needed some support during this trying time.”

“Lots of internal communications here and at national level could have been better.”

### **3. Focus On Core Values & Family**

“We all seem to be more focused on our core values, family, religion, patriotism.”

“A major affect has been to cause people to focus more on what is really important in their lives, to be more introspective and realize how fragile life is, and the importance of our faith in helping us get through tough times.”

“I think everyone is more focused on the important things in life and not letting the little things bug them, at least for now.”

“People are putting their lives into perspective and family and friends seem to have taken on new and enhanced meaning in the lives of our employees.”

“Individuals are bring in more pictures of their families to share with one another.”

“Employees seem to want to go home and spend time with friends/families. After-hours get-togethers have decreased.”

### **4. Patriotism**

“Increase in patriotism”

“Marked increase in patriotism, support of government leadership.”

“Support of the President! Proud to be Americans. Huge display of Americana.”

“But on the other hand I am thrilled that I can now see that the American Patriotism Fire that resides in every REAL TRUE AMERICAN was alive and well and it has not been Forgotten.”

“Increase in patriotism both at workplace and home.”

“There has been an increased sense of patriotism with many employees wearing red/white/blue, three-color ribbons, etc.”

“Many of our employees are wearing patriotic colors - we have had an additional interest in politics, and discussions about national issues vs. gossiping about one another.”

“Support for the President and his planned response is universal; I have heard no dissenting voices among a very diverse work group.”

“National support and patriotism is high among employees.”

*On the other hand:*

“Here [on the West Coast] ... Some people offended by flags and patriotism for example.”

*[NOTE: We are certain that the above observation does not reflect the point of view of most “West Coast” survey participants...or readers of this report.]*

## **5. Religion**

“marked increased in talk about religion and priorities.”

“It has been amazing how people have turned to freely invoking the name of God and praying publicly without fear of condemnation from others.”

“Outward demonstrations of patriotism and religious/spiritual feelings (i.e. prayer, talk about these feelings) have definitely increased.”

“We've had a number of ecumenical prayer services where employees are invited to just stop in and share their thoughts.”

“[We have] seen...an increased spirituality.”

## **6. Differences Over Time**

“Things seem to be getting better with each passing day. The first week was the hardest.”

“It took 3-4 days for the immensity of the tragedy to set in.”

“Here in **Oklahoma City** we have an outlook that may not be the same as others. We have been there only, this is terrorism multiplied many times over. Those directly affected will never be totally healed. But scar tissue will grow over the most sensitive spots and life will go on and you will know just how important each moment is and how precious your freedom and way of life are.”

“in some ways, two weeks after the event, we are in limbo.”

“Many people have an initial reaction - others are much delayed and may seem to be unconnected to the events of Sept. 11, 2001.”

## **7. Financial Concerns (Business and Personal)**

“Some concern over future business prospects”

“We're depressed. We're part of the travel/hospitality industry - we're lost a lot of business.”

“People seem to be more concerned with long term economic effects on their personal finances and the organization's financial stability, than outrage over the attack itself.”

“As of yet, tensions have not escalated regarding layoffs caused by more uncertainty in the economy.”

“Concern of the business future country and personal business.”

“People are concerned about two things: their safety and their income.”

“There is also an increased fear of losing their jobs with the downturn in the economy.”

“Increased concern about job security and how all of the layoffs are affecting the average employee. Financial concerns, we are getting questions about 401K and 403b's and what should they do about their retirement monies.”

“I have noticed an increase in business uncertainty, meetings postponed, surveys delayed, products on hold, etc. Some have been due to the acts of 9/11 and some/most are due to economic climate...which is in a downward spiral, which was accelerated by acts on 9/11.”

“Others are distressed about loss of stock portfolios.”

## **8. Concern for the Future**

“Most are concerned for our children and children's children and what they may face in the future. I have hope that this may be the start of a new world that removes fear everywhere, vs. placing us in a world of fear.”

“Overall, my employees seem worried about what the future may bring”

“People are much more cautious.”

“Feels like something precious has been lost and can never be recovered. That daily life in the US has irrevocably changed, that there will be a dark cloud overhead as long as I live.”

“People are more concerned about their future - how increased security, military buildup, economic downturn Financial are going to affect them both short- and long-term. They are uneasy because we don't really know what all this means, how our government is going to react, what the personal changes are going to need to be.”

## **9. Heightened Security...and Reactions to It**

“High sense of security.”

“Security on heightened level of awareness.”

“At a nuclear facility, we are reminded daily of the change in our lives due to the increased security.”

“[I] saw employees who had always worked together snippy about increased needs for security versus personal freedoms. Some people wanted more, some less.”

““Others are distressed about...increased security and loss of privacy.”

## **10. Employees, Family or Friends Directly Affected**

“I had friends in buildings within spitting distance of the WTC when it was hit. Fortunately they got out alive.”

“Personally, our receptionist had a friend who lost a friend; and, I knew someone in our congregation at church that was killed at the Pentagon, leaving three young children and a wife.”

“Things are a little crazy here as we determine the impact on AAA [American Ambulance Association] members in NY from the disaster in NYC. As of now, we are aware that 13 AAA members in NY have or are providing EMS support on-site. So far, one Brooklyn member has lost a long-time medic there, and another member from Inwood, NY, has one medic severely injured and another missing and presumed dead. Of course, the FDNY is an AAA Associate member and the number of EMS personnel that they may have lost is great. Please pray for all affected by yesterday's disasters.”

“Working in Lower Manhattan is an unique experience these days – stress levels are very high here (1/4 mile from WTC). Our building was closed for a week and many people were injured from smoke and debris. Nevertheless given the situation (we still don't have air conditioning in the building and some people here lost relatives and friends) people have survived this incident but they are still a bit fragile. We are getting back to a normal operation each day.”

“While we are far removed we still have family and friends in those areas.”

“Employees fear for safety of their families in Pakistan.”

“On the east coast it is much closer to home, much less academic. The trains can't get people to work. The commutes are longer, sometimes four and five hours. Communities are dealing with funerals and many losses. Every neighborhood in New Jersey and Long Island is missing folks. Most people in Boston and Connecticut know people affected.”

## CONCLUSION

We are indebted to all those who participated in this survey. It is apparent from the breadth and depth of the preceding narrative comments and additional issues, that respondents invested a great deal of thought, caring...and wisdom.

If we could, we would acknowledge these participants by listing them as individuals and the organizations they represent. However, we have an even greater obligation to honor our pledge of confidentiality – which enabled their candor. Know that these 113 respondents represent some of the most prestigious corporations, government agencies, institutions and associations – and distinguished smaller firms and consultants – in the nation.

We believe this study has reconfirmed what we've come to know about the American character. A crisis brings out the very best in the vast majority of Americans. Not only the visible heroes, e.g., the rescue workers at “Ground Zero.” But also the “unsung” heroes in America's workplaces – at all levels. They struggle in a balancing act to “do their jobs” – while caring for their families...and reaching out to assist others in need.

All that this vast majority needs is time to adjust...and some guidance and wisdom – both from “experts” and from their colleagues in other organizations (e.g., the participants in this survey). Some of these colleagues have “been there” (e.g., note the comments by the Oklahoma City employer).

However, there also is a negative minority undercurrent. [NOTE: We are **not** speaking of racial/ethnic/religious minorities.] Those emotionally immature – even unbalanced – individuals and groups (including *some* managers), who (at best) are blind to their own and their coworkers' needs as human beings. At worst, they are the perpetrators of violent/hurtful acts...as they lash out from misdirected anger and unresolved personal trauma.

Just as our nation has dedicated itself to root out all forms of *organized* terrorism, we urge that America's employers root out all forms of *workplace* "terrorism" – the harassers, bullies, saboteurs, and mean-spirited. Even "crankiness" should not be tolerated. The *method*, which that "rooting out" must take, however, is not bombs, jails...or even, necessarily, termination of employment. Such "softer" techniques as Employee Assistance Programs, coaching, counseling, training...and just sound people management practices – are the "weapons" of choice.

As for ourselves, we hope this study will assist other organizations as they continue to come to grips with this ongoing crisis.

***"It was the best of times. It was the worst of times."***

– Charles Dickens, *Tale of Two Cities* \*

\* [However, unlike Dickens' contrast between two different cities and nations – this statement now characterizes **one** city (as a focal point) and **one** nation.]

*Sheryl & Don Grimme*

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