

University of Wisconsin-Madison  
Days of Listening & Discovery  
1-2 May 2003

**Individual Themes**

Individual themes appear below recorded by session and, to protect privacy, by a participant code (session number + Agizmo@ number). Personally identifying characteristics have been removed. These themes relate to a positive experience in the learning environment/classroom or workplace. When participants labeled their themes as Alearning@ or Aworkplace@ related, this information appears in parentheses to the right of the participant code. Each participant was asked to share a single theme with others at his or her table. Where marked (e.g., with an asterisk, arrow, circle), the number of the theme sent forward also appears in parentheses to the right of the participant code.

**Session 1**

1101 (Workplace)

Conference - appreciation from listener

1102 (Workplace, 1)

Felt like he made a difference

Workplace makes collective effort to solve problems

Visible backing from leadership

1103 (Workplace)

I felt that within my workplace I was consulted and valued for my professional input

I felt enthusiastic about being a part of this professional team

I felt encouragement to pursue professional/intellectual development

1104 (Workplace)

Students value me [as advisor]

I have formed the best relationships

It improves my creativity and openness, value as a member of the campus community

1105 (Workplace, 1)

I was supported in a difficult situation so that it became a growth experience and more positive than negative

Valuing this university as a place and appreciating and sharing its history

Enjoying the complexity of this campus as challenging and stimulating

1106 (Workplace, 1)

Using my skills is gratifying

Recognition from my peers is important

Being involved in my workplace is important

1107 (Workplace, 1)

Independence and authority to do job

Appreciation by customers when doing difficult work

Recognition of expertise and ability to do job

1108 (Workplace, 1)

Felt supported and empowered

Find and accentuate the positives

Learning new things

1109 (Workplace)

In a committee process, I both contributed to and learned about my colleagues=  
important and vital work

I felt that we all worked together to create a process that was fair and  
democratic

I felt proud of my role in the process and proud of the work that is being  
done on this campus

1110 (Workplace)

One on one service to a student with special needs

Felt valued, felt trusted

Long-term relationship; Pride in seeing the student=s growing success;

Satisfaction in especially helping through an almost life-ending failure to  
a successful career

1111

Classroom experience

I felt comfortable doing so (role-playing)

Felt I was listened to and contributed important ideas to my senior seminar  
class; It was fun

1112 (Workplace, 1)

Received grant and successfully used it to invite speakers here to do a series  
for advisors and it not only turned out successfully, but they discovered  
some of the best speakers were right at UW all along!

1113

Worked on reshaping her division as academic staff - felt she made a major  
contribution

1114 (1)

Has a meaningful and valued role to play - her work translates into policy  
(Academic Staff governance)

Looked to as a Key Knowledge area person

1115

During graduate studies, she felt it was a supportive learning environment

During same time, her fellow students were helpful and supportive

1116 (Workplace)

My skills, knowledge appreciated

Given opportunities due to my attitudes and can-do spirit

Meeting people; Making a real contribution

1117 (Workplace, 3)

Used depth of knowledge - satisfied with performance

Felt respected by faculty

Had trust of faculty

1118 (Learning/Workplace, 1)

Classroom - As a graduate student - positive interactions with faculty

Work - Feel strongly that contributions are effective despite lack of support  
from administrators

1119 (1)

Expression of gratitude and recognition for contributions/good work

Appreciated being recognized as valuable - just as valuable as faculty

1120 (1)

A workplace situation where colleagues were very supportive and gladly  
contributed to shared effort

A feeling of Agoodwill@ and accomplishment

1122 (Learning, 2)

Limitless opportunities - learning about self

Very supportive network and encouragement to survive and thrive from faculty and staff

Interaction (and discovery) with people of all ages and backgrounds with whom you may not usually interact

1123 (Workplace, 3)

I am respected; My contribution/input counts

Supervisor pushed me to do my best

I am valued; I look forward to the friendly work environment

1124 (2)

Gratitude for opportunities available; Pride in initiative taken; Encouraged

by support received; Networking opportunities at jobs and throughout UW and various partners (i.e., UW Extension, Division of Continuing Studies, etc.)

Encouragement and support received

1125 (2)

Being a minority, he appreciated being in school and accepted by others and

this led to self empowerment - He took responsibility for himself and others

Empowerment

1126

Shared accountability/responsibility

Division of labor; Non-competitive, collaborative environment

Check on goals - more realistic goals

1127

Faculty and student interaction - outside of classroom - willingness to discuss and share - good dialogue

Persistence/determination to achieve a goal

Voluntary, energetic interaction

1128 (2)

As a trainer had positive feedback from an individual he had trained

He appreciated having positive reinforcement about his work in educating another individual

Look forward to helping, educating and training new staff

1129

Open dialogue - understanding

There to learn about each other

Providing personal viewpoints in a safe environment

1130 (1)

Given room for growth and self-improvement

Able to see a process from start to finish (accomplishment)

1131

Valued by myself and others

Chance to share/teach

Feels good/worthwhile; Personal enjoyment

1132 (3)

Importance of trust

Relationships were valued

Importance of service to the university

1133

Supportive colleagues - my colleagues at work supported me  
My judgment is trusted by co-workers

1134 (Learning, 1)

My research continues to be validated by students  
Value my impact on research activity  
Value learning about others= achievements

1135 (2)

Value of your contribution was affirmed  
A leader who trusted and supported you

1136 (1)

Being appreciated  
Experiencing assessments of colleagues outside job  
Mentoring

1138 (2)

Welcome as new faculty member  
Engagement in university and faculty  
Evolutionary nature of university environment

1139 (1)

Respect - being heard, listened to  
Being valued for personality and skills  
Cooperative, not competitive or argument-oriented

1140 (Learning)

Small class size (15 students) - a communal, encouraging and stimulating,  
informal experience; More of a support network than competitive class  
Professor spent time with students, gave feedback so student felt supported  
and in turn, more confident  
Graduate students in class - enjoyed that intermixing

1142 (2)

No faculty of color as undergraduate, 50% faculty of color as graduate student  
Felt happy to be welcomed as part of a diverse community  
Felt personal experiences were valued by all

1143 (Workplace)

My boss created a good environment where people could achieve their goals  
Staff meetings evolved based on needs of group

1144

Respect - input welcomed from everyone  
Balance between focusing on issues and encouraging positive energy and  
interactions; Good leadership  
Feeling heard makes a difference - fosters confidence; Good leadership

1145

After 2.5 years on the job finally felt empowered, part of group with shared  
values on the job to accomplish

1146

As an office manager at UW-Madison, suggestions adopted  
Feel motivated and inspired because of positive feedback from students, staff,  
and faculty

1147 (Workplace)

Voice was heard - everyone=s voice was heard in identifying basic principles for unit  
Focus on systems, not people

1148 (Workplace)

Welcoming work environment; Trust among co-workers; Empowerment  
Teamwork/collaborative; Focused on improvement/positive; Director was positive  
Friendly co-workers; Helping people/helping environment

1149 (Workplace, 2)

Friendly people who know each other personally  
Feel valued and recognized and get awarded for good work  
Having opportunities for personal and professional development

1150

Felt I was contributing to solving a problem  
Interaction with partner was collaborative  
Made a positive contribution

1151

Student highly values proactive, action-oriented approach to school  
She expects to have to go out and get what she wants from university

1152 (Learning )

I felt like my needs - however off the beaten track - were considered and appreciated  
I felt like a world of possibilities had opened up to me

1153 (Workplace)

Everyone had a voice in developing values  
Very supported in professional development  
Valued and respected as a new staff person

1154

The ability to make a difference in a bureaucracy  
Ability to make a difference in someone=s life

1155

To walk that extra mile to help a person

1156

Validation  
Encouragement  
Cooperation/collaboration

1157

Classroom experience of intimacy gave more accountability and motivation for hard work  
Feels valued in intimate settings that promote critical thinking and represent diversity in people, ideas, etc.  
People in intimate setting very involved and encouraging and engaged, got to know each other well

1191 (1)

My initiatives changed thinking at the institution  
Effective administration, faculty relations  
Recognition of work

1192 (1)  
Others valued my contribution  
Valued colleagues= commitment to university

## **Session 2**

2130 (1)  
People listened and accepted; All learners were encouraged to contribute  
Physical structure encouraged everyone to contribute

2158 (3)  
Respectful collaboration  
Working together to produce the best outcome  
Opinions were valued and respected

2163  
Students achieving their potential, showing effort, using my guidance and exceeding my expectations

2171 (3)  
Interest in students  
Caring, motivation  
Ideas honored/respected

2173 (1)  
Good working interaction in the training sessions - where the trainees express/communicate appreciation  
People help each other on a daily basis

2174 (2)  
Is a very caring person  
Really appreciates the mixture of people on campus

2182  
People=s voices were heard and valued  
Energy - able to use my energy to create positive, life-giving experiences for others

2193 (Learning)  
Appreciates the commitment of nontraditional students and cultivating relationships with them that often persist after program

2194  
Health, illness, and recovery are part of all our lives - work/learning environment needs to accept and accommodate that reality

2197  
Felt appreciated and in the right place helping the students with technology

2198  
Work environment is very important when colleagues and students exhibited caring and interest - it was validating and highly motivating  
Respect for campus and others is important

## **Session 3**

3101  
Getting people involved - helping people to improve their educational opportunities

3102 (Workplace, 3)  
I was involved in discussion and project responsibility

I felt valued and encouraged, respected  
People were allowed to do their work - trusted, valued, mentored

3103 (Learning)

Learning environment - she was taken seriously and her desire to learn was respected and enabled

Authenticity of commitment - live what you believe - people feel free to speak what matters to them - feel safe to speak views

3104 (Workplace, 1)

Ability to share themes and have everyone contribute

Ideas taken seriously

Everyone listened to

3105 (1)

Focus on relationships - connections - support, mentor

Responsibility/accountability

Competent

3106 (Workplace)

Valued

Respected

Flexibility

3107

Being part of team, especially if not required

Encouraging others

Being enthusiastic

3108 (Workplace)

Being able to effect change in the work environment

3109

Ability to participate in decision-making on campus

Access to campus-wide events

3110

Importance to self - view of the ability to positively impact the environment in which we live/work

3111 (3)

Satisfaction of academic achievement

Appreciated opportunities

Appreciated support opportunities

3112 (2)

Appreciation

Satisfaction - job satisfaction

Recognition

3113 (1)

Supervisor saw her as a whole person: respectful, non-invasive, caring, open-door policy, supportive, affirmative

3114 (1)

Very positive support in personal experience in life - baby shower

AI matter@ in what I contribute

3115

Use projects to draw specific people into the group to learn more about them through sharing experiences

3116 (2)

Inclusivity (others in group made an effort to be welcoming, shared ideas)  
Opportunity to learn/exposure to new ideas (others in group trained me and provided structure)

3117

Work groups should be diverse, welcoming, helpful  
Such groups are friendly in non-work settings as well as work settings  
Such groups are successful in tackling difficult projects (inclusive and effective)

3118

Works towards the greater good for the state=s citizens - including seeing students as individuals

3119

He is interested in social justice and in helping others  
He values his work and students who are most vulnerable and in need; He wants success for students  
His feelings of accomplishment are based on the advancement of others

3122 (Workplace, 3)

Getting involved with the students  
Working hours  
Co-workers= attention

3123 (Workplace, 2)

Felt welcome prior to arrival at new job  
Safe forum to disagree with colleagues, challenge them but move on with nothing taken personally  
Voice was heard

3124 (2)

Feels very valued for her knowledge of computers  
When helped a faculty member outside of department, she was highly complimented  
Faculty help create a supportive environment

3125 (3)

Communication  
Working together  
Learning from each other

3126 (3)

Support  
Respect  
Latitude/Flexibility

3127 (3)

Encouragement - trust the other to learn (basic, key skills)/can learn  
Confidence (in co-workers) show it and say it  
Say thank you

3128 (Workplace, 1)

Setting the tone - taking initiative - working with others  
Appreciation (for great school, opportunity)

3130 (3)  
Hard work is valued and recognized  
Get the job done  
Hard work is its own reward - self-value

3131 (Workplace, 1)  
Helping others  
Nurturing of each group/person she comes in contact/works with

3132 (1)  
An environment that functions from a basis of respect and civility  
People achieve professional goals and are honored and respected for their contributions  
People connect with one another at a real level so that true learning and growth occur (this is in both classroom environment and the larger campus community)

3133  
Welcomed/appreciated  
Enough funding for office space and equipment  
Opportunities for professional development/intellectual development

3134 (Workplace, 3)  
Enjoys everyone=s creativity and love of the university (very creative, intellectual and stimulating atmosphere)  
Would like more job security for academic staff and more office space (frustrated with lack of job security - depends on soft money, NSF funding)  
Provide better job security for academic staff

3135 (Workplace)  
Ability to help student organization is an outlet for sharing experiences  
Positive interaction and respect for ideas  
Working with a diversity of people and purposes

3136  
Work with and bring in diverse student body; Volunteer environment  
Work with broad groups of people on campus to bring in students of color  
Linking alumni/students to learn from one another; Working with diversity of people and purpose

3137 (1)  
Recognition  
Responsibility

3138 (Workplace, 3)  
Provide good student service  
Recognition  
Diversity - campus

3139  
The importance of recognition and appreciation  
Importance of collaboration and teamwork to institutional success  
The opportunity to play positive role in students= lives and development

3140  
The ability to work in an open, honest environment where expression is valued  
Being positive; Feedback  
Culture of providing assistance

3141 (Workplace, 3)

Sense of being valued and taken care of  
Working together as a group or team  
Mutual respect among co-workers

3142 (Workplace, 3)

Work experience - person=s gifts were utilized in an organization where the  
focus, mission and purpose were intentional  
Always changing, never boring  
Potential for anything if will is there

3143 (Learning, 3)

Sense of community developed, guiding  
Safe environment in which to share ideas - Leadership  
Met and interacted with women different from self and enjoyed it

3144 (Learning/Workplace)

Classroom: Learning to think, getting to interact with instructors and  
students in sociology class  
Workplace: feeling comfortable and appreciated, having competence recognized

3145 (2)

Dynamic group involvement  
Student/participant excitement  
Listened and applied what was learned

3146 (Workplace, 3)

Small, everyone knew each other - felt needed; Skill that=s valued  
Empowered to learn and take on more, make choices  
Mutual respect - regardless of roles (role modeled by chair)

3147 (Workplace)

Values diversity, life-long learning, higher education  
Humor, passion, work ethic, work hard - play hard, forgiving environment  
Team approach, collaboration and partnerships, allow for mistakes, open  
communication, have fun, latitude from employer; Embrace diversity

3148 (Workplace, 1)

Change is embraced and welcomed  
Decision-makers are key to setting the tone and making the environment  
welcoming  
It is hard to be supportive if you are not supported in your environment; Give  
employees autonomy to make decisions

3149 (Workplace, 2)

Lack of stress  
Smooth interpersonal interaction  
Recognition of job well done

3150 (Workplace, 3)

Teamwork  
Value job and employee, whoever they are  
Continue learning for everyone

#### Session 4

4101 (1)

Receiving positive feedback from students in classroom  
Recognized by colleagues for my teaching  
The better I teach, the more motivated I am to do my research

4102

Support from higher levels/administration

4104

Team developed - voices of men and women involved  
Participating in the process of change

4105 (2)

Recognized - be heard  
Feeling needed  
Complimented

4106

Recognition of individual and community contributions

4112

Group setting - framework is created  
Group is diverse  
All voices heard and valued

4113

A gifted and experienced leader in workplace who is challenging and enlightening to this person  
This leader is a model of humanity despite bureaucratic role, and makes an effort to value differences and the contribution they make to the workplace  
A boss who makes me want to work

4114 (2)

The climate for women on campus isn't great, but the Committee on Women on campus is one way to address this, and even to go beyond the issue of women and to learn to listen to the ideas and opinions of all  
It's important to listen to everyone and value everyone's input

4115 (1)

Recognized for work well done  
To feel needed  
To be comfortable in her job

4116 (2)

Women in leadership positions, natural progression - encouraged and supported  
Everyone made a special effort to connect with her - from paid staff to chairs of different committees and co-workers  
She was motivated and effective through her own efforts and encouragement of others

4122 (2)

Opportunity to meet challenges of facilitating informational, decision-making sessions AND to receive positive feedback from supervisor, peer co-workers, and those working for me (but especially supervisor)  
Opportunity to provide focused reports of info sessions/meetings (in form of minutes, notes, proposals, policies) that allow sense of accomplishment for self and others in meetings (so not sense of wasting time in meetings)  
Opportunity to facilitate positive dialogues in meetings so as to move projects forward

4123 (1)

Positive teamwork, valued member of well-defined, diverse team  
Personal development: self-confidence, refinement, communication skills  
Helpful direction and training from supervisory figure; End-users valued work efforts

4124

Importance of being with others who have obvious things in common: people of color, shared sexuality  
Environments free of intimidation and fear  
Being with people who value social justice

4125

Mutual respect; Positive work environment  
Success of one was success for all  
Able to contribute

4126 (1)

Adding value daily/daily impact on improving the organization  
Inclusion in the emerging issues and direction of campus  
Trust in performance and work, support for and appreciation of the work

4127 (3)

Supportive, engaged supervision  
Learning organization  
Cross-connections, networking

4133

Two-way communication and so participation, inclusion in discussions  
Team learning environment  
Consciously involved in making people feel confident

4134 (1)

Managers and co-workers get along and all work together; Work and opinions acknowledged, sought after, valued expressly, encouragement expressed  
Motivates her to want to come to work, do her best, get things done, do better, self-improvement; Everyone sets the tone - managers and co-workers

4135 (3)

Given opportunity and support to be creative in developing a major to benefit students  
Environment was one of purpose, trust, support and fun  
Opportunity to identify and develop strengths and to learn from others

4136 (3)

Academic staff committee - connection with campus to change policies  
Meeting with academics from different areas in a respectful way  
People working together and being acknowledged and valued for their work

4137

Connecting and sharing with other people on campus (from all types and levels of positions) to get better sense of common struggles and to see the bigger picture

4138 (1)

Support from fellow team members and upper management, even during challenging times  
Enjoyment of what you are doing and who you are working with  
Understanding each person's roles and expectations of project

4145 (2)  
Listened to  
Valued  
Planning

4146 (2)  
Leadership  
Collaboration  
Determination

4147 (1)  
Affirmation (everyone brings something to the table and values the range of experience/knowledge)  
Supportive Environment (helping each other to reach goals)  
Respect (members respect each other and what they each bring to effort)

4148 (1)  
Safe community of mutual respect, support, encouragement, affirmation  
Diverse experience was valued, enriched the community  
The result was thriving, enjoying, succeeding

4149 (2)  
Positive  
Inclusive  
Valued

4150 (3)  
Leadership/Partnership  
Teamwork  
Independence

#### **Session 5**

5101  
At work enjoys high degree of competency of boss and co-workers and long standing in the community enabling high ability to help clientele

5102  
Enthusiastic, supportive leadership that was responsive to needs and concerns of students and student teachers  
Collaboration between college and community  
Great student participation

5103  
True collaboration across faculty and staff  
A deeper understanding of what students grapple with in all areas of their lives (a holistic understanding of students)  
Collaboration where all voices are respected and valued regardless of position in terms of power

5104  
Non-judgmental  
Valued and affirmed  
Made a connection (guest and graduate school experience)

5105  
Recognized expertise (in workplace)

5106 (Learning )

Challenged and absorbed in learning  
Recognized for work - accomplishment  
Respected; Supported by others

5107

Interdisciplinary projects - effectively bring together many people,  
perspectives, points of view  
Opportunities to be creative in bringing together many ideas and perspectives  
Making connections between people and ideas; Working with others

5108 (Workplace, 1)

Valued by fellow committee members; Always showed appreciation for her work  
Strong chair - set tone; Actually accomplished things  
Got to meet a lot of people

5109 (2)

Has a one-on-one work relationship with a person who appreciates her work  
Her director and other staff trust her and ask her for help  
The welcoming and inclusive tone is set by the director

5110 (Workplace, 2)

Trust from person in leadership position to take on challenging and perhaps  
risky task  
Supportive but Ahands off@ supervision  
Praise and credit for work done

5111 (Workplace)

Recognition for what you do and how you do it  
Being valued, being appreciated  
Feeling re-invigorated, being recognized

5112 (Workplace)

Leadership Institute - accepted and supported  
Non-judgmental environment  
Connecting based on honesty and being respectful

5113

Change in technology in the work environment that affected a larger client  
base  
Team worked interactively with end-users and listened and met their needs when  
possible  
Recognized for positive changes and meeting end-users= needs

5114 (Workplace, 2)

Freedom to try new ideas/approaches  
Empowerment through participation  
Satisfaction in seeing needs met

5115

The fact that my employer did not look at negative things and only cared about  
my potential - he had a positive outlook

5116 (2)

Acceptance of others= views  
Interaction/Exchange of ideas  
Leadership/Modeling behavior

5117 (2)  
Connecting science and social justice issues  
Assisting learners to become empowered to learn

5118 (Workplace)  
Feeling supported in articulating ideas; Creativity is supported  
New staff members are valued  
Demonstrative support for ideas in meetings; Having a place to make ideas  
happen; All of the above is part of the workplace culture

5119  
Doing work that helps people on campus, students in particular

5122 (3)  
For everyone to be heard (respect with different levels)  
Supportive environment even in difficulty - different perspectives shared  
Sharing the good experience which leads to creating other good experiences

5123 (Workplace)  
Turning a negative work environment into a valued and positive work  
environment  
Benefit to students by turning around a negative school district into a  
positive environment  
Benefits of positive management team made everything possible

5124 (Workplace)  
Being treated with respect in the workplace builds a foundation for staff to  
take initiative, and ability to do what needs to be done

5125 (Workplace)  
Training - disseminating useful information  
Implementing new, valuable programs  
Validation of purpose

5126 (Workplace, 3)  
Respect - being respectful and giving feedback  
Source of expertise helping people, streamlining processes  
Collaboration/teamwork with co-workers and other campus offices

5127 (3)  
Self starting/directing  
Listened to  
Comfortable worksite

5129 (1)  
Being accepted by a group  
Opportunity to help make an improvement  
Extra-curricular opportunities

5130  
Working as a part of a team with positive results  
Receiving positive feedback and support from subordinate, superiors and  
community

5131 (1)  
Genuine desire to help students in the classroom  
Excited to go to class because TA was competent and excellent instructor  
Respect for TA

5132

Positive feedback for a job well done - two way street  
Recognized as a resource and gets to share her knowledge  
Helping others

5137 (Learning)

The situation was in the classroom where the student felt valued and appreciated by the instructor

5139

Take advantage of opportunities in contact with other people to get ideas accepted

5140

Practical contribution to helping student make decisions which affect their course choices here and, ultimately, their life and career

5141 (1)

Complete support and trust by supervisor

5142 (1)

Positive verbal feedback  
Mentor/mentee relationship  
Affirmed ability to train new advisors

5143 (2)

Well connected  
Want professors who want to teach to teach her  
Everything you want is available

5144 (Workplace)

Respect

5145 (2)

Did what others didn't want to do, led to office manager position  
Office became a team because of willingness to take on work others didn't want

5146 (Workplace )

Participation in decision-making

5147 (Workplace, 1)

Enjoy helping people reach their goals and trying different things

5148 (Workplace, 3)

Trust from management; Support from management  
Encouragement of innovation; Allowed to pursue talents and interests; Given opportunity to develop strong competence in a specific area  
Doing work that mattered

5149 (Workplace)

Value of diversity training - diversity of culture, ideas, academic background

5150 (Workplace, 2\*)

Trust from management; Support from management  
Innovation was encouraged\*; Allowed to pursue talents and interests; Developed competence which allowed to instill value in self  
Doing work that mattered