Exhibit 8.1 A High-Performance Work System that Supports Relational Coordination

Organizational Structures

Select & Train for Teamwork
Relational Job Design
Shared Accountability & Rewards
Shared Conflict Resolution
Boundary Spanner Roles
Relational Leadership
Shared Meetings & Huddles
Shared Protocols
Shared Information Systems
Shared Space

Relational Coordination

Frequent
Timely
Accurate
Problem-Solving
Communication

Shared Goals
Shared Knowledge
Mutual Respect

Performance Outcomes

Quality & Safety

Efficiency & Finance

Learning & Innovation

Worker Well-Being