Change Readiness

Change Marketing™ at work

The Challenge

In 2021, dentsu consolidated more than 150 creative agencies into seven brands as part of the company's transformation to reduce complexity. Given the size of the organizational change, dentsu wanted to evaluate change readiness and employee sentiment.

Our Audience

With over 45,000 employees impacted by the change, denstu approached the work regionally. Our primary focus was North America, understanding employee sentiment in the USA and Canada.

Key Insight

dentsu's culture is diverse and evolving —a culture of many cultures —but all grounded in a shared commitment to teamwork, clients, and meaningful problem-solving. However, the operation gap between the transformation vision and its execution heavily impacted employee sentiment and support of the transformation.

Our Story

Change works best when people feel grounded. By focusing on shared values across our businesses and streamlining how we work together, we'll help everyone feel more prepared and supported in adapting to what's next.

Creative Craft

Executive-ready presentation covering insights across key areas: culture, values, engagement, change readiness, communication preferences, and perceptions of the transformation

Researching organizational readiness for change and employee sentiment

Change Readiness Report

August 2021



dentsu

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Interview Guide | Audience #1: Key Stakeholders & Sponsors

What we're here to do:

As denstu employees settle into the "new normal" after the re-org, we're
evaluating the current organizational culture to identify opportunities to
increase employee engagement, cultivate belonging, and strengthen the
cultural connection.

What we're hoping to learn:

- Existing cultural climate and ways of working
- Impact of change on the organization and the culture
- Barriers and gaps to change adoption, and employee engagement
- Level of understanding of dentsu's priorities across the organization
- Existing perception around the employee's WIIFM (what's in it for me?).

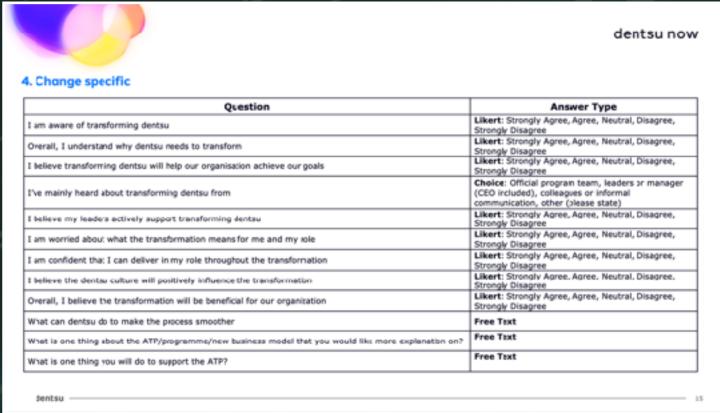
Interview agenda:

- 5 min | Introductions
 Who we are, what we're here to do, and what we're hoping to learn.
- 25 min | Q&A Included below

Interview questions:

- · Tell us about your role at denstu
- · What's your favorite part about coming to work every day?
- · Let's talk about denstu's culture.
 - What part of the dentsu culture motivates you most?
 - If you could snap your fingers and fix 3 things about the denstu culture, what would you change?
 - How would you describe the cultures of the different service lines?
 What about the brands within each service line?
 - Fast forward to a year from now, what's on your wish list for dentsu's culture? How do you hope it would have changed?
- · Let's talk about vulnerability and trust across the organization.
 - How often do people talk about their weaknesses or mistakes they've made? How often does leadership share mistakes or failures made?
 - How much trust do you see and feel between employees and leadership?
 - How would you describe the hierarchical structure of the organization?
 (rigid, flat, dynamic) Can you give an example of what that looks like on

dentsu now



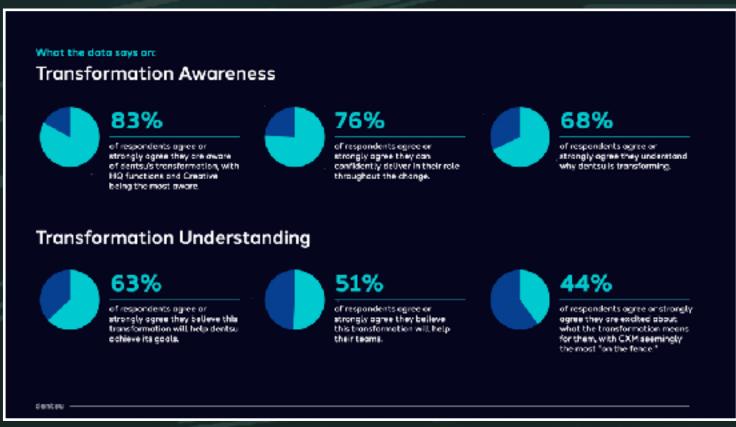
Interviews & Focus Groups

Facilitated org-wide stakeholder interviews and employee focus groups, talking to 91 employees and leaders across the business to understand change readiness and employee sentiment.

Survey Development & Analysis

Conducted an org-wide change and culture survey and analyzed 1,459 survey responses to evaluate employees' perceptions of change, culture, values, communication needs, and general engagement.





Research Report

Analyzed quantitative and qualitative data to identify themes and audience segments. Distilled key insights to diagnose gaps, barriers, and opportunities that could be leveraged to increase change readiness and employee engagement