Nimble Resilience

Organizations are a mosaic of experiences, challenges, and aspirations, where every employee adds a unique facet to the collective brilliance. This beautiful complexity means realizing the potential of our workplaces requires deep understanding, honest reflection, and decisive action.

These worksheets help leaders convert the 2024 Global Culture Report into action, ultimately elevating their workplace cultures and employee experiences. Please use them to:

1. **Gain deeper insights:** Each chapter clarifies a critical dimension of organizational culture, from understanding the 80% to forging nimble resilience. By the end, you'll have a broader perspective as well as precise tools to drive change.
2. **Conduct reflective exercises:** Thoughtful questions prompt you to both challenge and affirm your perceptions and bring clarity to your vision.
3. **Take steps:** Beyond insights and reflections, you'll find many exercises geared towards tangible action. These strategies help bridge the gaps between understanding and implementing.
4. **Create a personalized roadmap:** Components can serve as a guide to help you chart bespoke paths for your organization.

A few additional suggestions:

Explore with an open mind and approach each chapter with a spirit of discovery. Let go of preconceived notions and be ready to embrace new perspectives.

Engage consistently. The worksheets for each chapter have a cumulative impact, ensuring that the narrative unfolds seamlessly and provides a holistic view.

While introspection is powerful, reflecting with others magnifies its impact. Engage with your teams, share insights, and encourage discussions. Together, you can co-create a transformative journey.

In essence, these worksheets are more than a tool; they’re a compass guiding you toward an enriched, inclusive, and vibrant organizational culture. We invite you to embark on this transformative journey, reassured that every step you take will bring you closer to excellence.

Nimble Resilience

Questions and exercises to move from simple endurance to adaptive and proactive perseverance (covered on pages 134–153 of the 2024 Global Culture Report).

As leaders, fostering a culture of nimble resilience within organizations is crucial, making it one of the most defining roles in these challenging times. This worksheet is designed to help you deeply reflect on your organization's existing resilience framework, draw meaningful connections with the insights from this chapter, and sketch a vision where nimble resilience is an innate part of your organizational ethos.

As you journey through the sections, you will:

- **Contemplate your personal and organizational experience with challenges and understand the implications of your reactions**
- **Gauge the adaptability, proactivity, and perseverance levels across different leadership tiers, eliciting an organizational resilience profile**
- **Delve deep into the voice of your employees, understanding their perceptions, feedback mechanisms, and the ways they envision the future**
- **Identify gaps in your resilience framework and draft actionable strategies to elevate resilience as a cornerstone of your organization's identity**

You'll emerge with a strengthened perspective on resilience, ready to champion initiatives that genuinely make your organization agile, adaptable, and unyielding in the face of adversity.

REFLECTING ON NIMBLE RESILIENCE

Consider a challenging time at work. (Your response might reveal more about your resilience than you think.) Here, we explore your perceptions and experiences with challenges, diving into your definition of resilience.

Reflect on a time when you faced a challenge at work. How did you react? Were you reactive or proactive? Write down a brief account of the challenge and your response.

What does resilience mean to you?

Nimble resilience requires a shift in mindset—from seeing change and challenges as setbacks or crises to overcome to viewing them as opportunities to innovate, evolve, and improve. How does this compare to your definition of resilience?

How does your organization approach resilience? Is it more reactive? Proactive? How does this organizational approach affect your workplace culture and employee experience?

THREE KEY INGREDIENTS

Nimble resilience is guided by three core principles: adaptability, proactivity, and perseverance. (See pages 140–141 of the 2024 Global Culture Report for more details.) How do these traits show up in your organization? Let's evaluate.

When it comes to adaptability, proactivity, and perseverance, how do each of the following groups measure up? Measure each group on a scale from 1–to 10, where 1 is the worst and 10 is the best.

Employees: Adaptability ____ Proactivity ____ Perseverance ____

What do you think most about when assigning these ratings to employees?

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How would employees rate themselves?

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What cultural components might reinforce these ratings of employees?

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How could you more objectively measure the three critical ingredients of nimble resilience within your employee population?

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How might you close the gap on these three principles with employees?

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Frontline leaders: Adaptability ____ Proactivity ____ Perseverance ____

What do you think most about when assigning these ratings to frontline leaders?

How would frontline leaders rate themselves?

What cultural components might reinforce these ratings of frontline leaders?

How could you more objectively measure these three critical ingredients of nimble resilience within your frontline-leader population?

How might you close the gap on these three components with frontline leaders?

Mid-level leaders: Adaptability ____ Proactivity ____ Perseverance ____

What do you think most about when assigning these ratings to mid-level leaders?

How would mid-level leaders rate themselves?

What cultural components might reinforce these ratings of mid-level leaders?

How could you more objectively measure these three critical ingredients of nimble resilience within your mid-level leader population?

How might you close the gap on these three components with mid-level leaders?

Senior leaders: Adaptability ____ Proactivity ____ Perseverance ____

What do you think most about when assigning these ratings to senior leaders?

How would senior leaders rate themselves?

What cultural components might reinforce these ratings of senior-level leaders?

How could you more objectively measure these three critical ingredients of nimble resilience within your senior-level leader population?

How might you close the gap on these three components with senior-level leaders?

Human Resources: Adaptability ____ Proactivity ____ Perseverance ____

What do you think most about when assigning these ratings to HR?

How would HR rate themselves?

What cultural components might reinforce these ratings of HR?

How could you more objectively measure these three critical ingredients of nimble resilience within your HR population?

How might you close the gap on these three components with HR?

NIMBLE RESILIENCE IN ACTION

When faced with change, how did your organization fare? By revisiting a recent event, gauge your organization's nimbleness and resilience in action.

What was a recent significant change that your organization navigated?

How reactive was the change? How proactive was the change?

How would you rate the organization overall in each of the three critical ingredients of nimble resilience?

Adaptability ____ Proactivity ____ Perseverance ____

ADAPTABILITY

How could the organization have been more adaptable?

What outcome would have resulted from a more adaptable approach?

How might that approach have changed the employee experience?

PROACTIVITY

How could the organization have been more proactive?

What outcome would have resulted from a more proactive approach?

How might that approach have changed the employee experience?

PERSEVERANCE

How could the organization have persevered through change more effectively?

What outcome would have resulted from perseverance?

How might that approach have changed the employee experience?

EMPLOYEE VOICE

Your employees' perspectives are invaluable. Do you have effective channels to listen to? Let's assess and optimize the feedback loops within your organization.

What channels and/or feedback loops currently exist within your organization for employees to share changes and challenges they see on the horizon?

How effective are these channels in harnessing employee and leader knowledge and foresight?

What shortcomings exist?

How might you design or modify a new channel to address shortcomings and amplify employee voice?

IMPLEMENTING NIMBLE RESILIENCE

Ideas demand action. Using insights from this worksheet, chart a clear strategy to enhance resilience in your organization's operations.

Of the recommendations, which ones align best with your organization's current state and future vision?

Chart a strategy to roll out one key recommendation over the next quarter. What are the milestones, challenges, and expected outcomes?

Strategy:

Milestone 1:

Milestone 1 Challenges

Milestone 1 Outcomes

Milestone 2:

Milestone 2 Challenges

Milestone 2 Outcomes

Milestone 3:

Milestone 3 Challenges

Milestone 3 Outcomes

CONCLUDING REFLECTIONS

After navigating the contours of nimble resilience, what stands out? Reflect on your key takeaways and the ways you can champion resilience moving forward.

After going through the chapter, what's your biggest takeaway as a leader?

How can you best influence nimble resilience within your team or scope of influence today?

We appreciate the planet as well as each other. Please recycle.

O.C.TANNER

CHECK OUT
THE EXECUTIVE
SUMMARY