

Cooperative Skill Building



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.

Cooperative Skill Building

Questions and exercises for helping employees develop skills in ways that benefit the person and the organization (covered on pages 112–133 of the 2024 Global Culture Report).

In the ever-evolving landscape of the modern workplace, embracing change is crucial. As leaders, one of our most significant roles is fostering skill-building alignment with this shifting paradigm. This worksheet has been designed to guide you through a comprehensive reflection on your organization's current skill-building endeavors, prompt deeper insights into their effectiveness, and help you envision a future where skill building is seamlessly integrated into the fabric of your organization's culture.

As you navigate the sections, you will:

- **Reflect on your organization's existing skill-building landscape and identify resonance with the chapter's insights**
- **Assess the current state of skill-building initiatives, their reach, and their impact**
- **Engage with the importance of employee feedback and voice in shaping effective skill-building opportunities**
- **Recognize skill-building achievements and analyze their alignment with employee motivation and growth**
- **Project the future of skill building in your organization, considering its profound influence on culture and potential challenges**

Embark on this introspective journey with a mindset of growth and innovation. You'll be better equipped to champion skill-building initiatives that resonate, inspire, and drive meaningful organizational change.

SKILL BUILDING REFLECTION

Begin by reflecting on your organization’s current skill-building landscape. Identify areas of resonance with the chapter’s insights and highlight any existing concerns.

How would you describe your organization’s current skill-building efforts?

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Which insights from the chapter resonate most with your organization’s approach? Why?

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Are you aware of any "quiet hiring" concerns in your organization?

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Based on feedback or informal discussions, how do employees currently view the skill-building opportunities provided by your organization?

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What is your vision for skill building in your organization in the next five years?

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CURRENT STATE OF SKILL BUILDING

Assess the present. Chart current skill-building offerings, pinpoint gaps, and evaluate their reach and effectiveness amongst employees.

In the table below, list the skill-building opportunities that your organization currently offers. For each opportunity, indicate whom it is meant for (e.g., targeted toward specific roles or open for all) and whether it's oriented to work or personal growth.

OPPORTUNITY	TARGET	ORIENTATION
<i>Excel Training</i>	<i>Open for all</i>	<i>Work-oriented</i>
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As you reflect on the table above, what gaps do you see in your skill-building strategy? Where might you improve the strategy?

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How many employees take advantage of these skill-building opportunities? Are there certain groups that take advantage of skill building more than others?

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How do employees know these opportunities are available to them? What is their feedback? How does it influence their sense of fulfillment?

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EMPLOYEE VOICE IN SKILL BUILDING

Skill building thrives on feedback. Understand the balance between organization-driven training and employee choice, ensuring that initiatives resonate with diverse learning needs.

What balance or gaps exist between required experiences and choice? How does skill building cater to individual learning needs, the available time within their current roles, and flexibility in participating in skill-building opportunities?

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What feedback loops exist to collect new ideas about employee skill building, refinement of existing programs, and ending opportunities that are not meaningful?

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How much time is currently allocated for employee skill building during working hours?

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RECOGNIZING SKILL-BUILDING ACHIEVEMENT

Recognition drives motivation. Examine your strategies in acknowledging skill-building milestones and explore how they can align more with the process and its culmination.

What programs and/or strategies exist to recognize employee skill acquisition, competency, and mastery in conjunction with skill-building opportunities?

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How do these programs and/or strategies balance recognition throughout the process as well as at completion?

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How often are employees being recognized for their skill building? How do you know? What gaps exist?

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SKILL BUILDING FOR THE FUTURE

With insights in hand, project forward. Envision skill building’s future in your organization, its influence on culture, and the challenges ahead.

Given the insights from this chapter, where do you envision the state of skill building in your organization a year from now?

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How will skill building influence your workplace culture and employee experience? What measures exist that you can track to see progress?

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What are the most common barriers to skill building? How can you overcome these barriers?

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