Embracing Change

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.

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Questions and exercises for improving change management practices by focusing on people (covered on pages 12–37 of the 2024 Global Culture Report).

Change is an intrinsic part of organizational growth, but its management requires both retrospection and foresight. As a leader, you're pivotal in navigating this dynamic landscape.

This worksheet will help you:

- **Delve deep into your organization's past initiatives to understand the effectiveness of traditional and people-centric strategies**

- **Explore the nuances of how change affects individuals, ensuring no employee feels left behind**

- **Analyze previous change management plans and discover ways to enhance transparency, inclusivity, and communication**

- **Consider how best to implement people-centric recommendations that align with your organization's vision**

By the end, expect a consolidated understanding of your organization's change culture, insightful reflections on past experiences, and a more precise roadmap for future initiatives. Engage, reflect, and embrace the journey of change.

Reflect on your organization's past change initiatives. This section prompts you to delve into experiences, evaluate change strategies, and assess their effectiveness.

When did you feel traditional change management practices failed in your organization?

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In what ways has your organization tried to put people at the center of its change management strategies?

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How many significant organizational changes can you recall happening in the past year?

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List a few of these changes in your organization (both planned and unplanned). Next to each, assess how effectively your organization navigated the change and how employees responded.

CHANGE	EFFECTIVENESS	EMPLOYEE RESPONSE
Change Example 1	*Fairly Effective*	*Employees bought in*
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How do you know these changes were effective (or ineffective)? What measures of success do you use? How do these measures reflect the employee perspective on change?

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Change impacts everyone differently. Here, we examine the experiences of those who may have felt overlooked during transitions and how the organization addressed their needs.

On average, which groups of employees might your organization leave behind when navigating change? What does that look like? Why are they left behind?

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What happens to these employees?

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How might we better incorporate their needs?

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Dive into the details of a past change management plan. Analyze its strengths, understand its gaps, and explore areas for improved inclusivity and communication.

Review a change management plan from one of the changes you listed above.

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How does this plan ensure honest, transparent, and effective communication? Where might the communication plan have gaps? How can you incorporate more transparent and inclusive communication in future change initiatives?

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How does this plan account for individual differences among employees?

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How does this plan create opportunities for employees to voice their opinions, concerns, and feedback on the change initiative?

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How does this plan adapt to employee voice?

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How does this plan empower leaders to personalize change to individuals?

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As you reflect on your answers above, what have you learned about change management at your organization?

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Is change management traditional? People-centric? Somewhere in between?

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Looking ahead, identify strategies that resonate with your organization's vision. Chart a course for more people-centric change initiatives in the future.

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

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For the next organizational change you lead or contribute to, which component of people-centric change will you focus on? How will you focus on it? How will you measure the effectiveness?

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Consolidate your reflections. As a leader, consider the overarching lessons learned and their potential impact on the organization's change culture.

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

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How will a people-centric approach to change affect your workplace culture and employee experience?

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ADDITIONAL NOTES

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O.C.TANNER