



Reflective Insights on Workplace Trends

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Denison Global Forum

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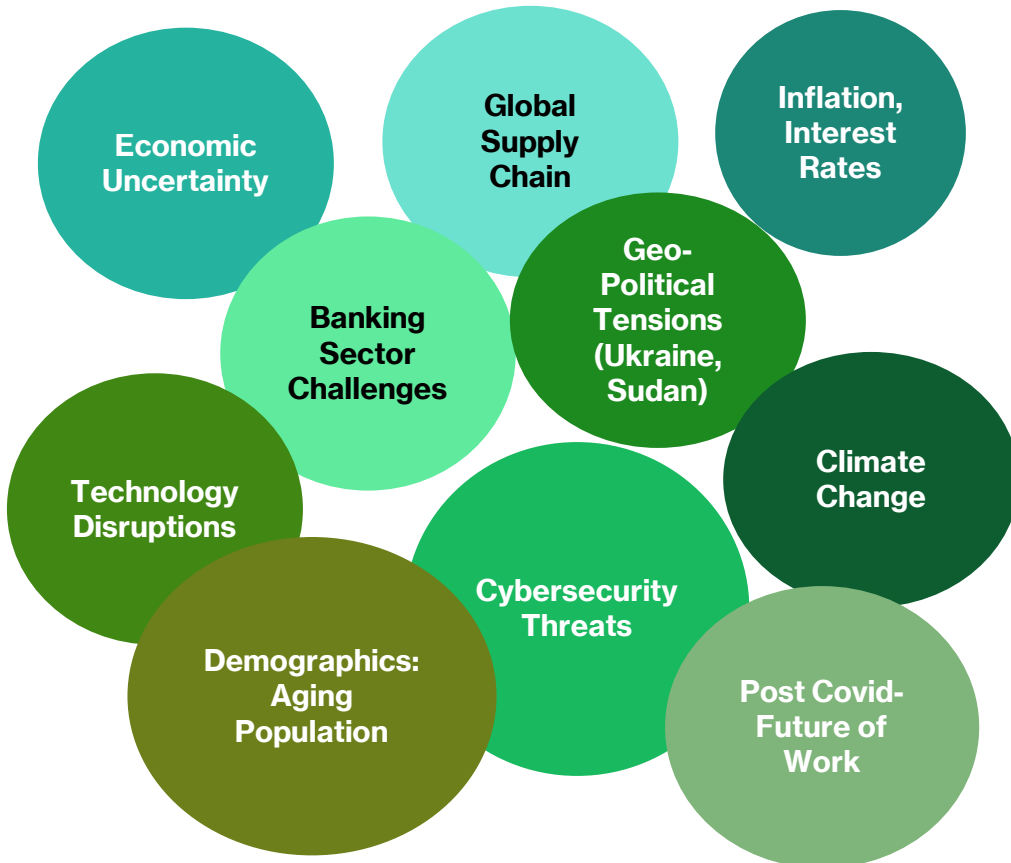
Resilient Culture Amidst Macro Factors and Micro Workplace Trends

- Macro Factors and Micro Trends Shaping Today's Workplace
- Faltering & Finding a Balance to Move Forward
 - 'Impact' as your Change Compass
 - Intentional Culture Approach (multi-prong multi-year)

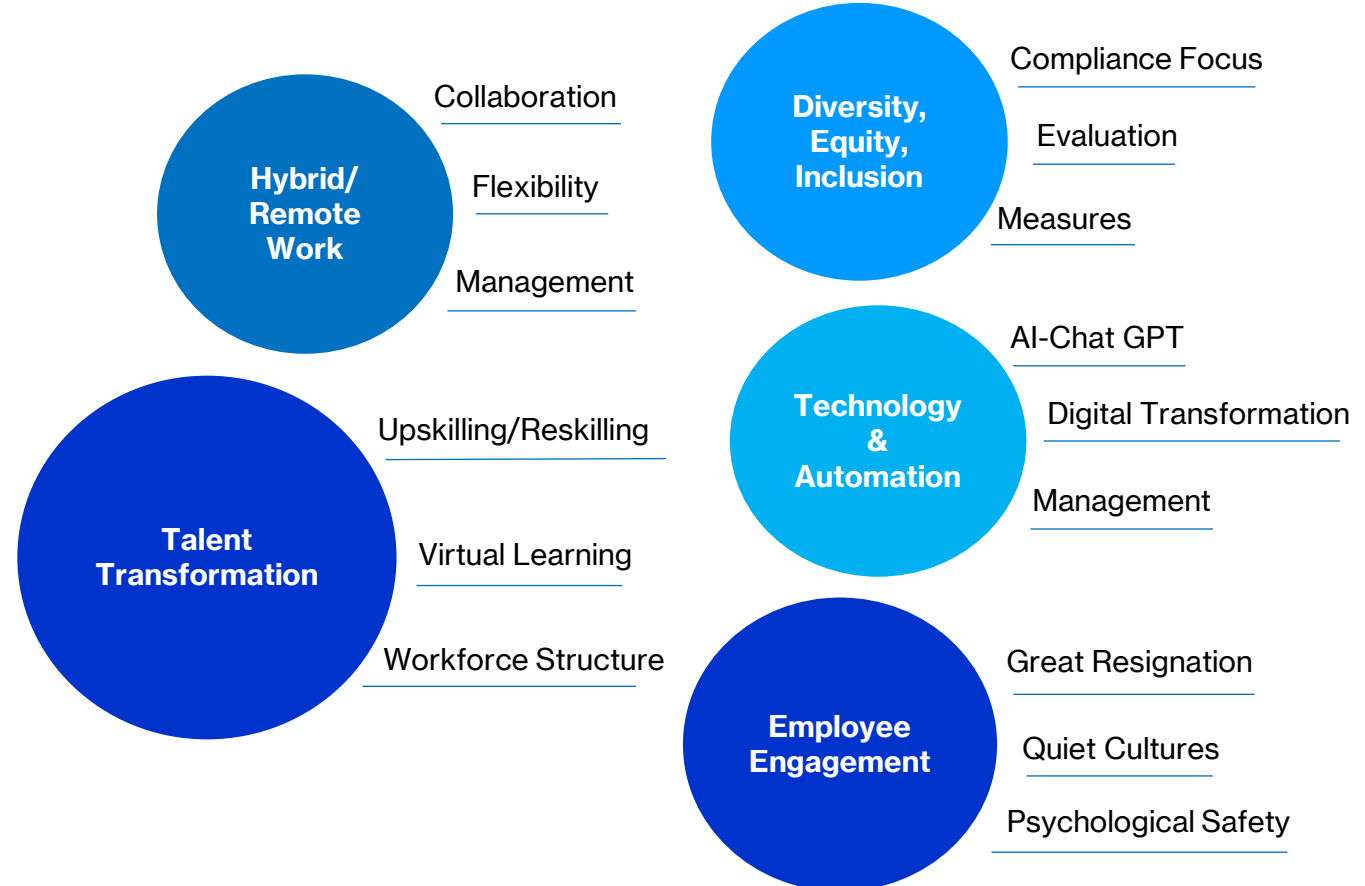


Macro Factors and Micro Trends Impacting the Workplace

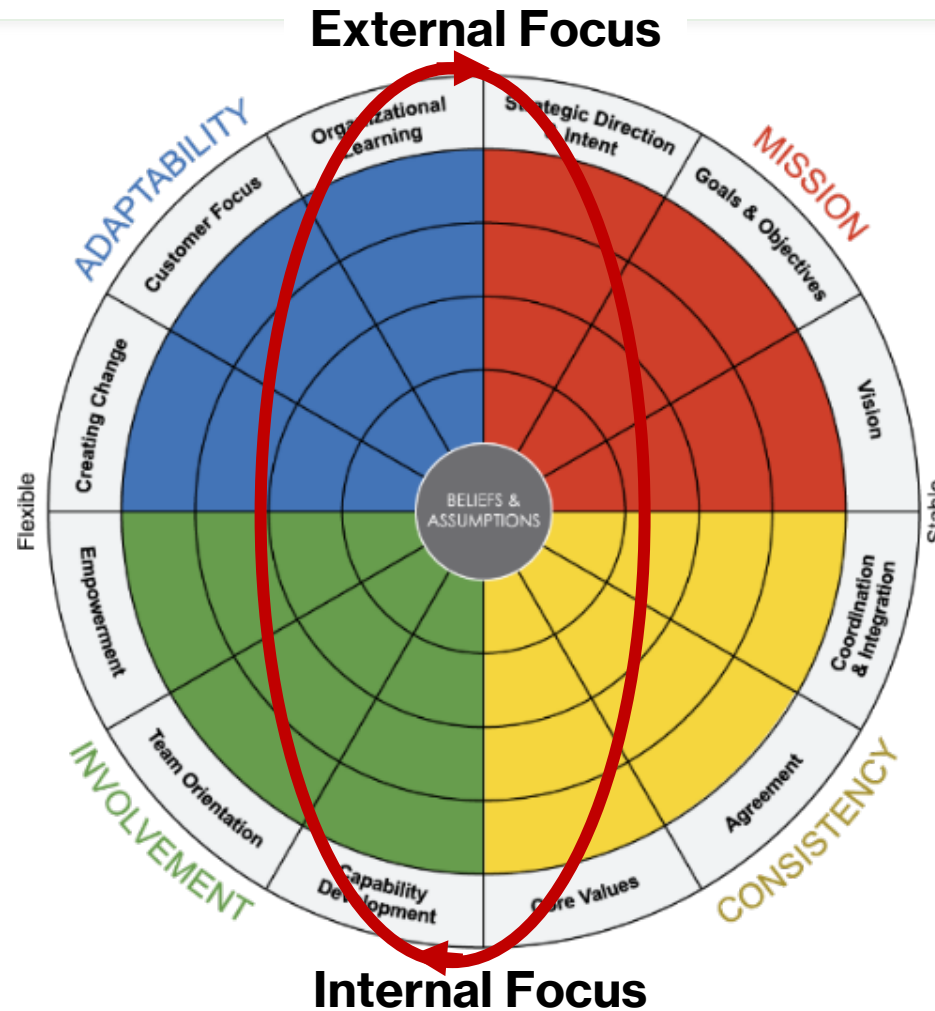
Macro Factors Shaping the Workplace, Workforce, and Work



Micro Workplace Trends

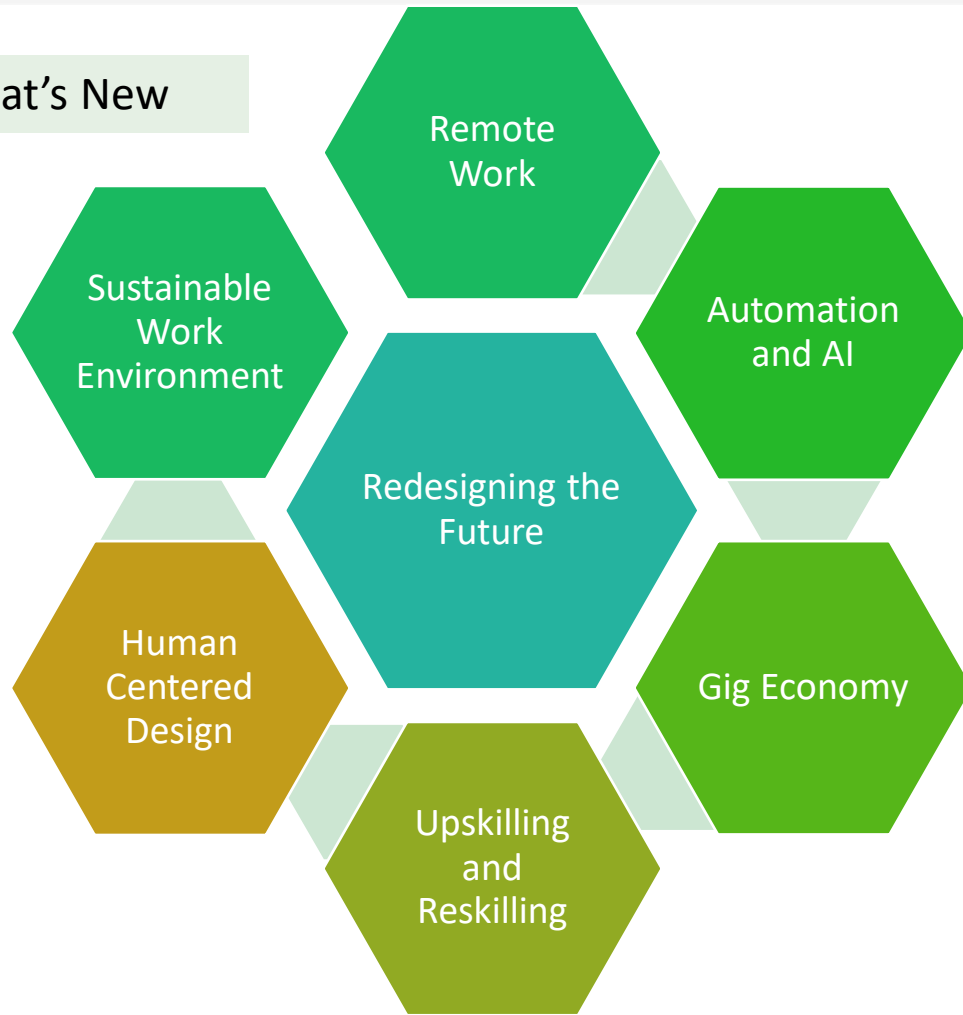


Resilient Cultures Need to Navigate External and Internal Dynamics



Future of Work: What's New, Why Now?

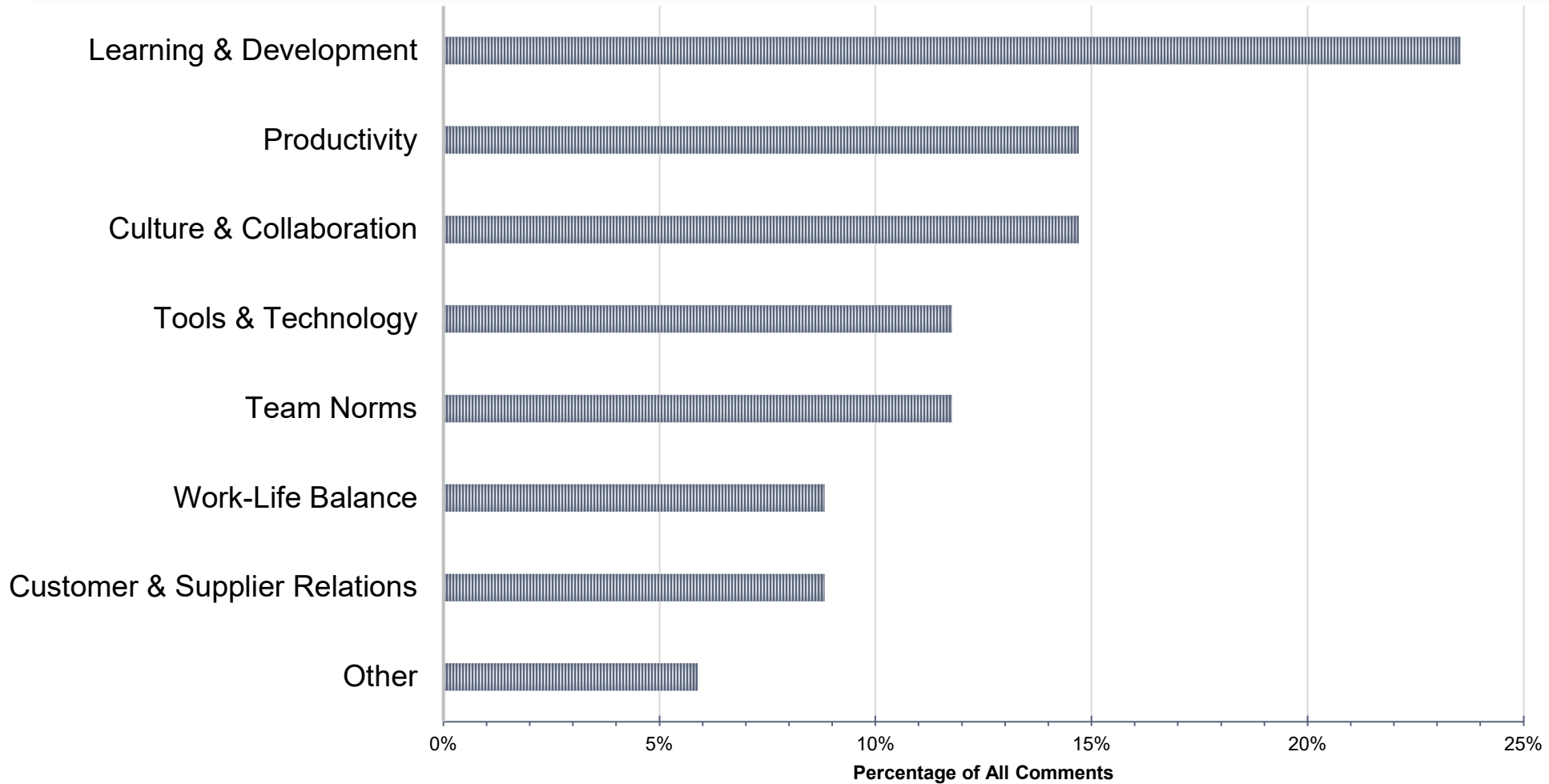
What's New



Why Now

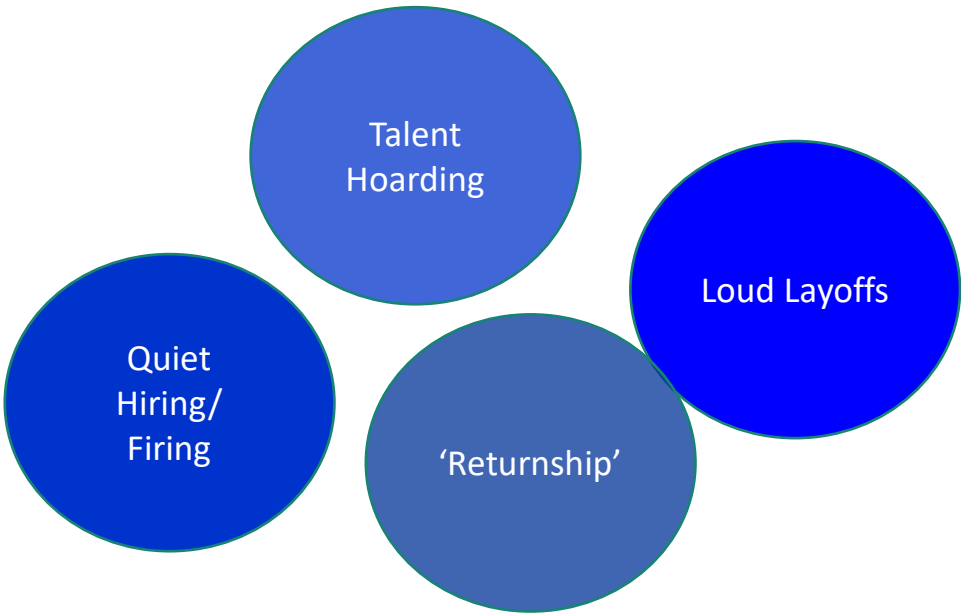
- Post-Covid adjustment
- Hybrid work opportunities and challenges
- Technology and AI disruption, transformation
- Shifting demographics implications
- Changing nature of work and workforce
- New dynamics of inequality
- Emphasis on sustainability

How We Explore Future of Work Shapes Resilient Culture

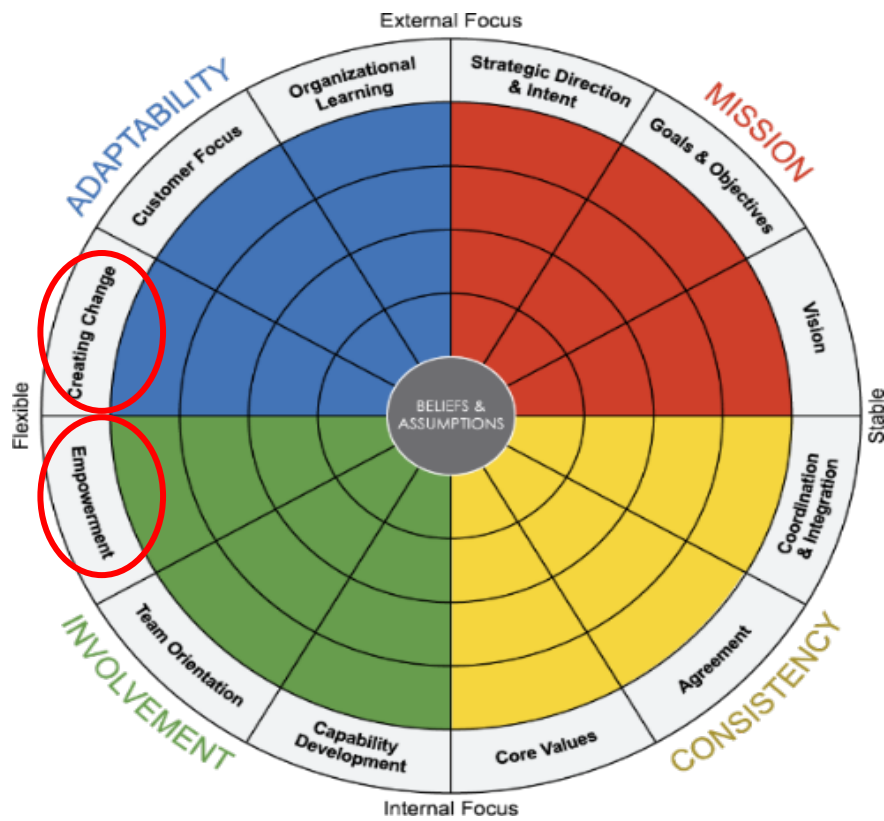


Insights from
client case study

Quiet Quitting: What's New, Why Now



What We Understand About Quiet Quitting From a Culture Perspective



Denison Model of Organizational Culture and Performance

Engagement



Commitment



Specific items are most informative about quiet quitting

Index/Focus Area	Item
Empowerment:	<i>"Everyone believes that he or she can have a positive impact."</i>
Creating Change:	<i>"The way things are done is flexible and easy to change."</i>
Engagement:	<i>"My work drives me to go the extra mile."</i>
Commitment:	<i>"I continue to work here more out of choice than necessity."</i>

Quiet Quitting: What Endures

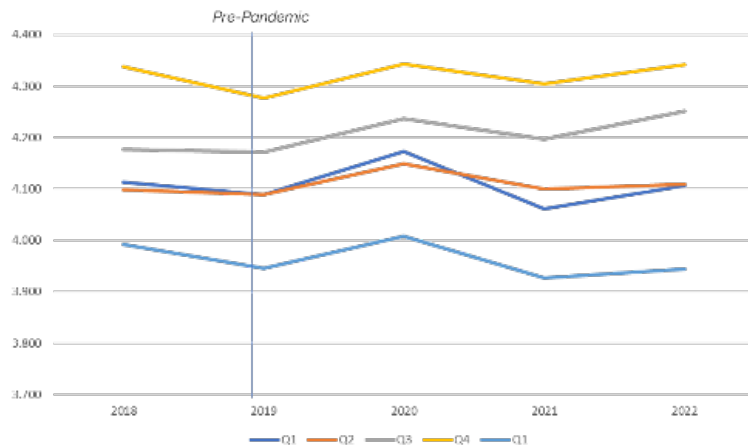
Enduring Culture Strengths of Organizational Flexibility, the Individual's Positive Impact, and Willingness to Go the Extra Mile

Empowerment, by Item



Column1	Column2
Q2	Decisions are usually made at the level where the best information is available.
Q3	Information is widely shared so that everyone can get the information he or she needs when it's needed.
Q4	Everyone believes that he or she can have a positive impact.
Q5	Business planning is ongoing and involves everyone in the process to some degree.

Engagement, by Item



Employee Engagement Items
Q1. My work drives me to go the extra mile.
Q2. I am enthusiastic about working for this organization.
Q3. I am proud to work for this organization.
Q4. I am passionate about my work.
Q5. My work energizes me.

Creating Change, by Item



Survey Item #	Survey Item
Q31	The way things are done is very flexible and easy to change.
Q32	We respond well to competitors and other changes in the business environment.
Q33	New and improved ways to do work are continually adopted.
Q35	Different parts of the organization often cooperate to create change.

Quiet Quitting: What Needs to be Adapted

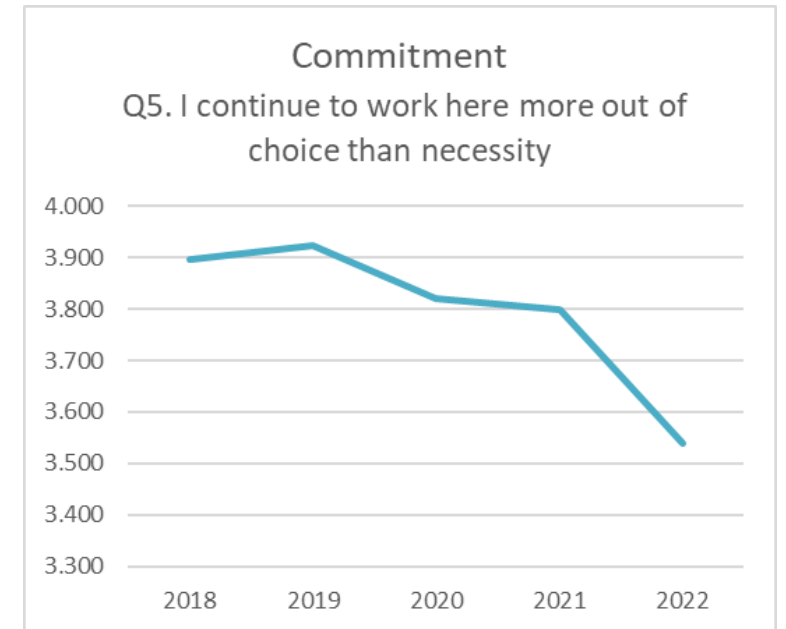
Engagement and Empowerment Are Not Closely Related Anymore.

Difference in correlation rank of item when compared with "Going the Extra Mile"		Culture Index
Rank dropped 22 places	Everyone believes that he or she can have a positive impact.	Empowerment
Rank dropped 14 places	Teamwork is used to get work done, rather than hierarchy.	Teamwork
Rank dropped 11 places	Authority is delegated so that people can act on their own.	Capability Development

“If employees aren’t being challenged to innovate and adapt; If they are not being encouraged to understand the marketplace and customers they serve; If they are not hearing a compelling purpose or vision for the future, over time for employees – not intentionally – the question becomes, why would I care?”

-Dr. Bryan Adkins

Diminished Employee Commitment



What Can We Do for Micro Trends: Thoughtful, Data-Driven Actions for Increasing Resilience

Focus on Micro Actions:

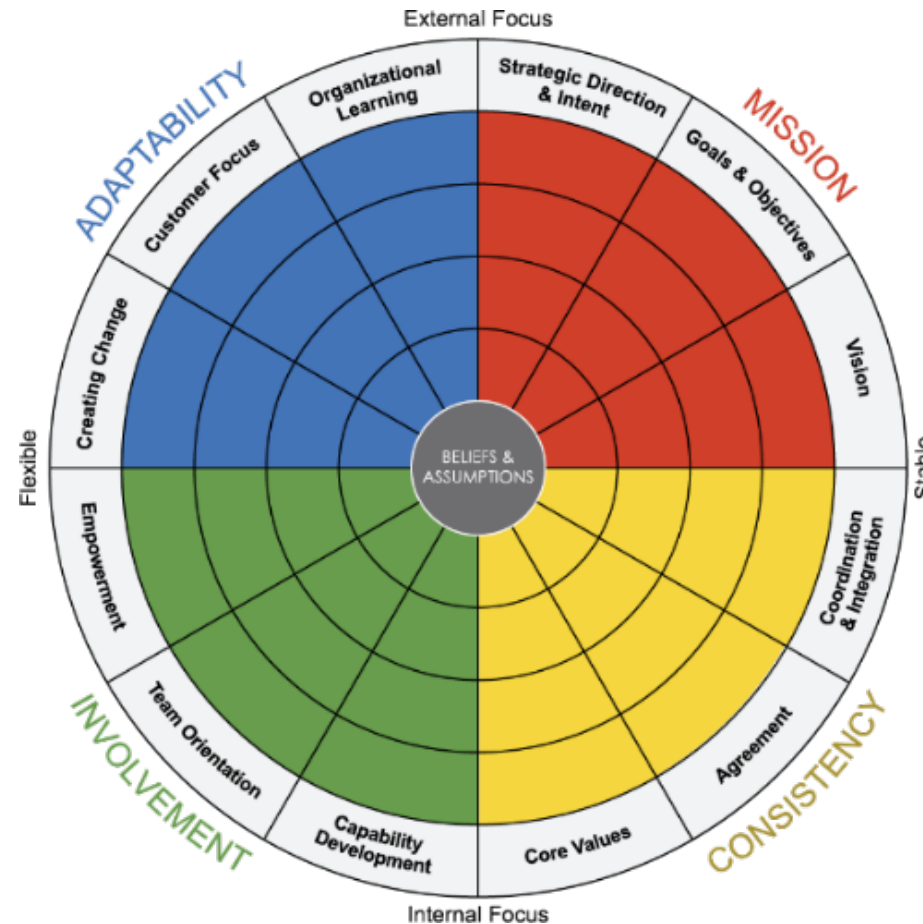
- Acknowledge, showcase, and reward 'going the extra mile'
- Redesign workplaces to encourage cross-generational collaboration
- Communicate culture strengths to build employee commitment
- Focus resources on team empowerment
- Develop managers' roles to adapt to evolving expectations
- Provide forums for discussing the shifting power dynamics between employees and organization
- Awareness of the impact of psychological safety on innovation and resilience
- Create reflection processes to learn from actions and impact along your change journey



What Can We Do for Macro Factors: Mapping Strategic Actions to Future of Work Dynamics

Building Innovative Ecosystems

Forecasting Impact: Strategic Foresight



Balancing Power Dynamics: Employee Choice and Organizational Sustainability

Re-designing Work: Rethinking Collaboration Metrics

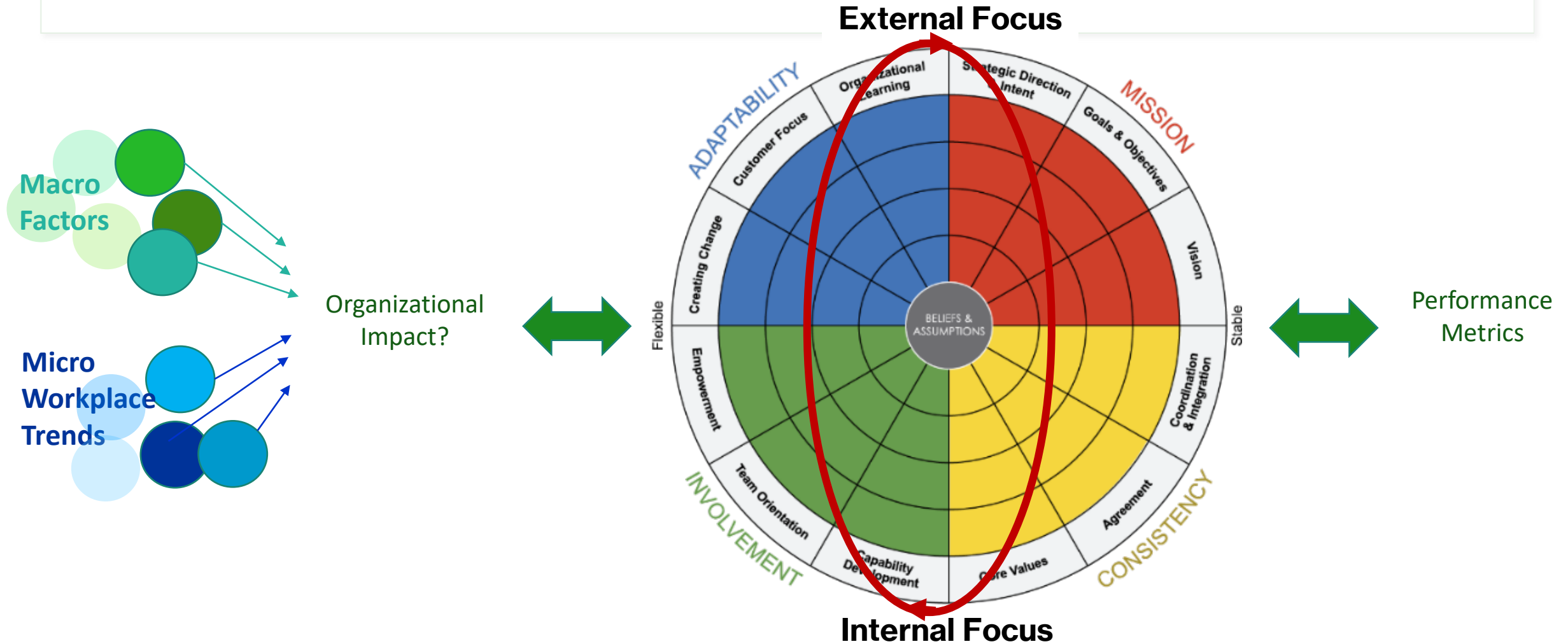


What Do We Do Next?

Faltering & Finding a Balance to Move Forward

- Use Impact as your Change Compass
- Take an Intentional Culture Approach (Multi-prong multi-year path forward)

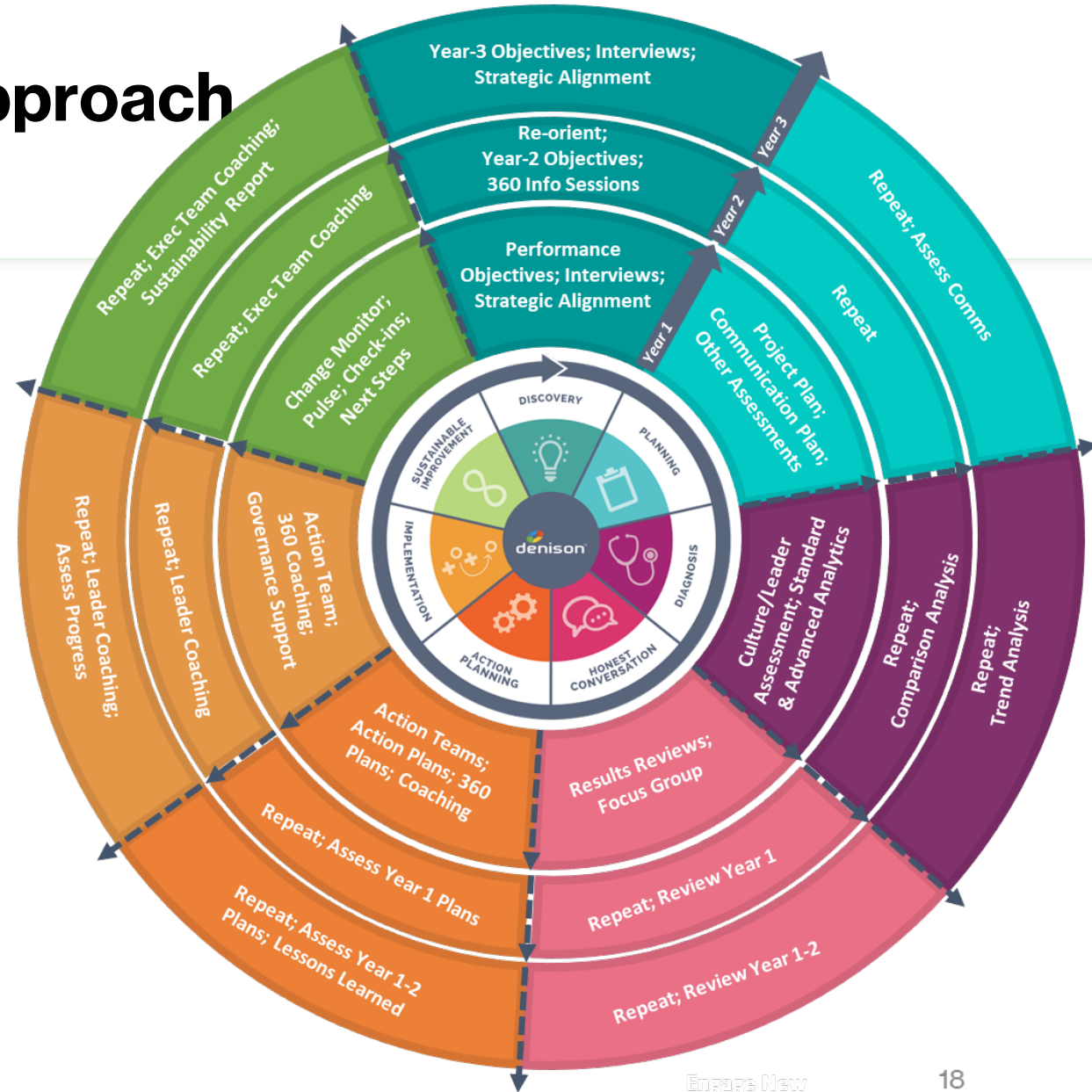
Impact Measures as a Change Compass



Multi-Prong, Multi-Year Approach

3-Year Transformation Cycle

- Intentional and explicit culture development process
- Adequate ramp-up time to launch long-term impact actions
- Evidence of impact on performance and success measures
- Sustainable improvement across relevant systems



Denison Client Sample Roadmap: Year 1

Sustainable Improvement - IMPACT

- Intentional culture change process with 3-year survey cycle
- Aligned performance metrics and annual planning process

Implementation

- Leader assessment and development
- Change roadmap (cross-organization)
- Integrate with other organizational initiatives

Discovery

- Succession Planning
- Need for Vision, Goals, Core values

Planning

- Comprehensive culture program milestones
- 3-year assessment-action cycle plan

Diagnosis

- Whole organization participated
- Identified points of leverage

Action Priorities

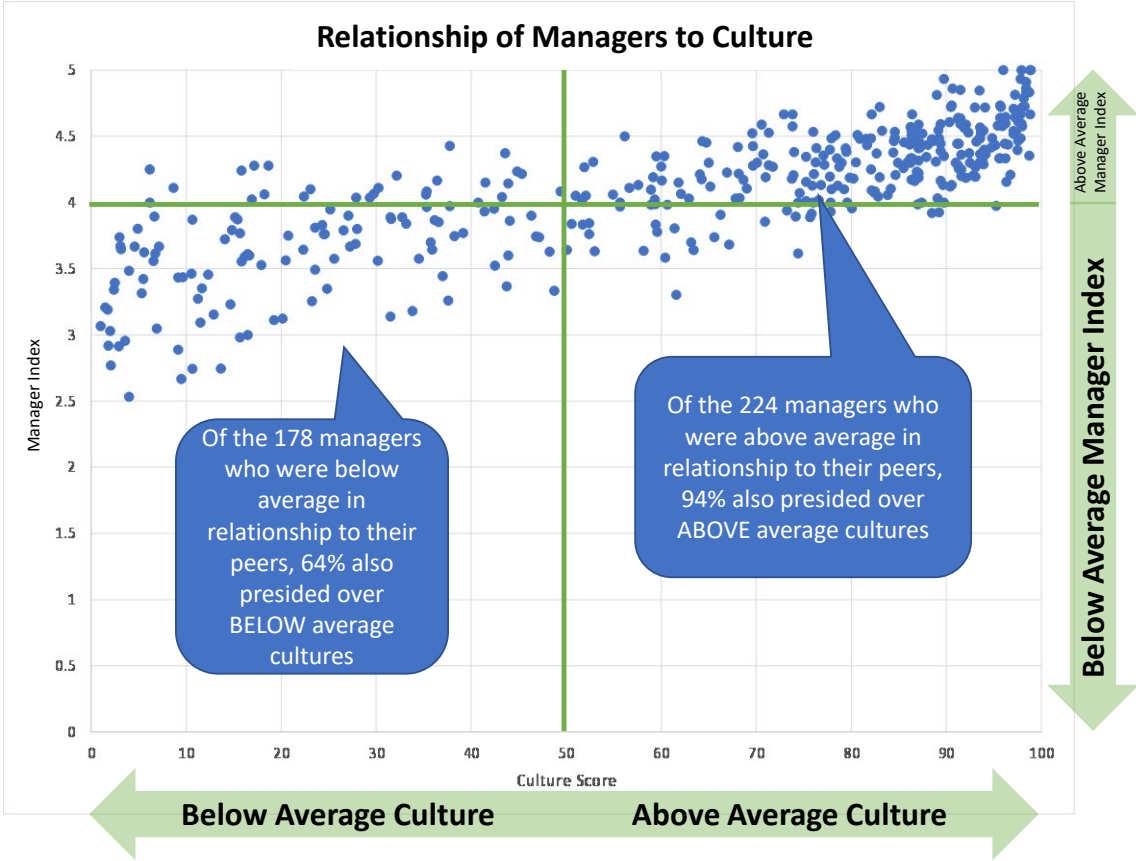
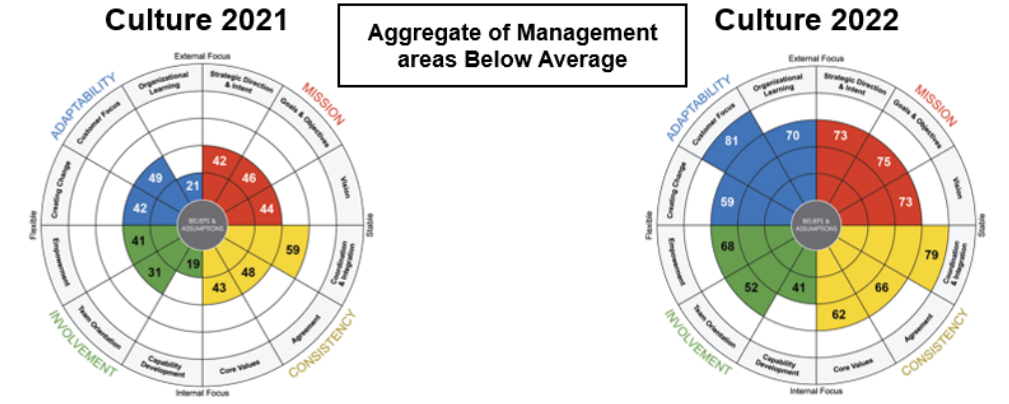
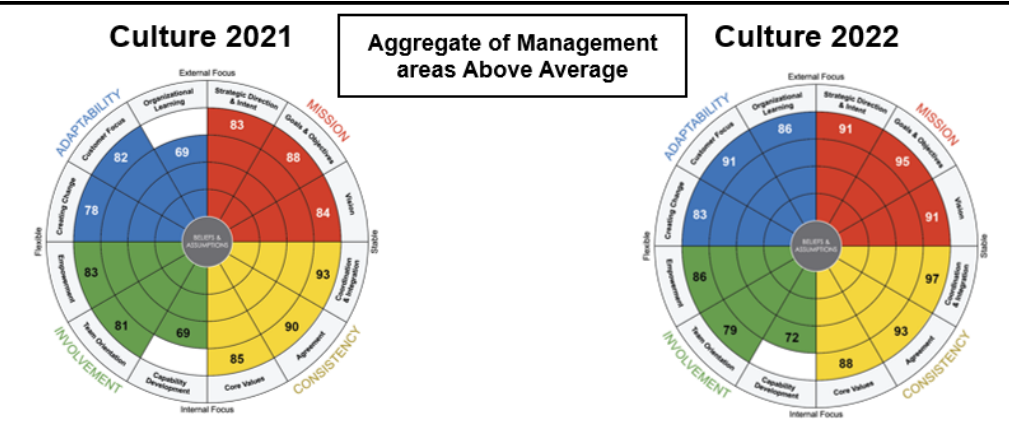
- Mission-Values program
- Priority Champions
- Leadership development workshops

Honest Conversation

- Focus on Mission, Consistency, Capability Development (Leadership Team)



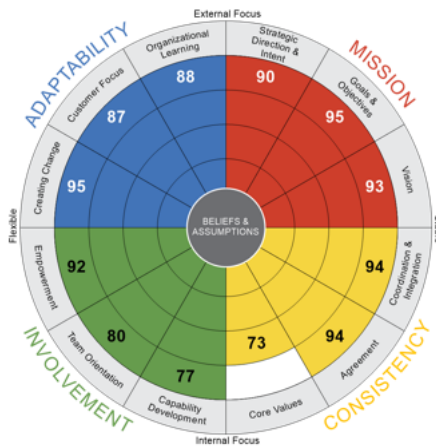
Research Connecting Culture-Context-Leaders



Research Connecting Culture-Turnover

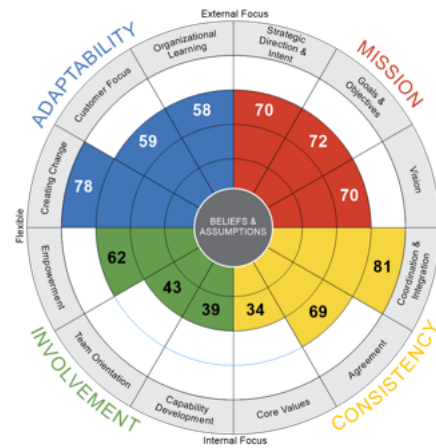
Intended Turnover: I rarely think about looking for a job with another organization

Top Quartile Organizations



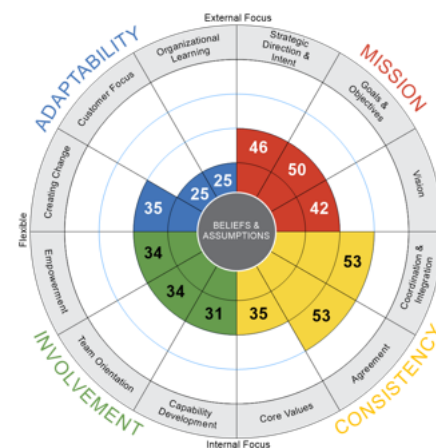
N=33

3rd Quartile Organizations



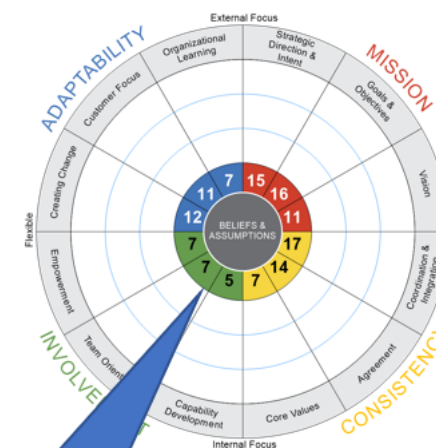
N=48

2nd Quartile Organizations



N=31

Bottom Quartile Organizations



N=38

When these figures go single digits, the turnover figure goes to 43+

15%

20%

22%

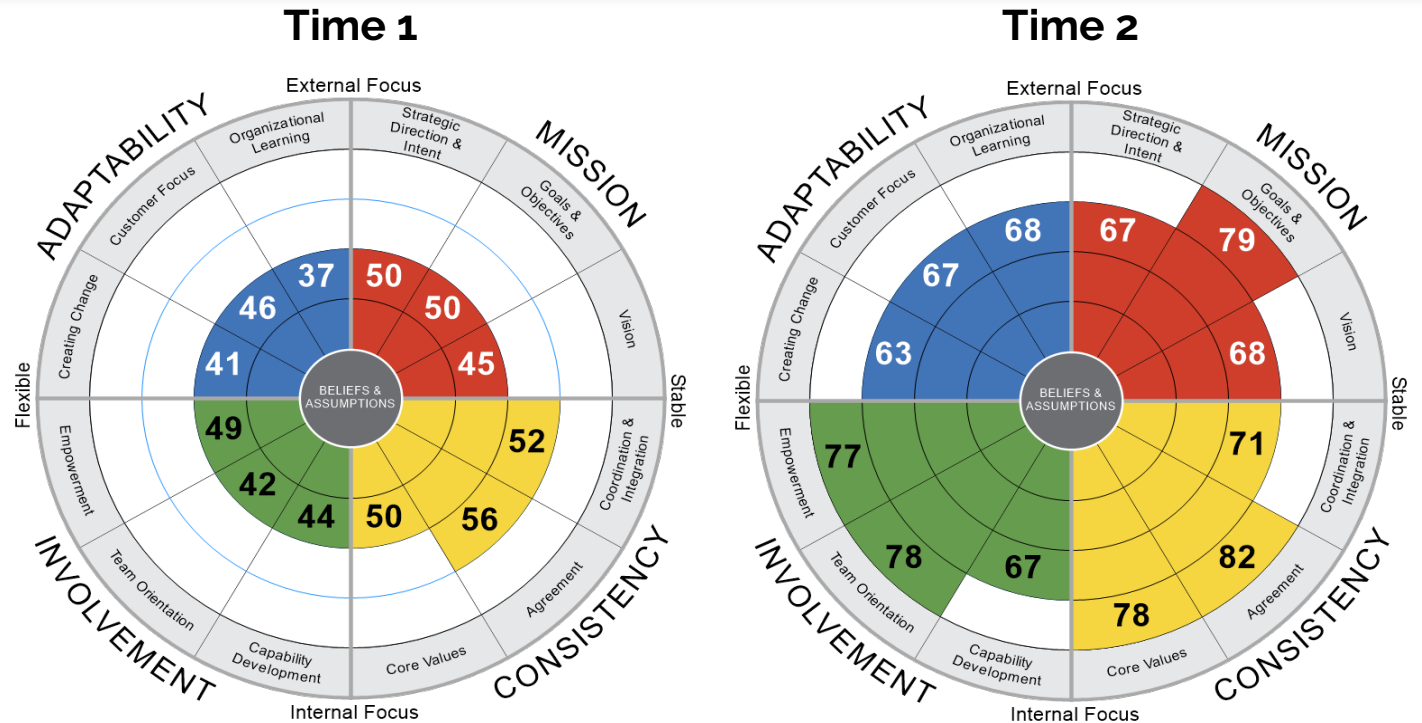
32%

Turnover Intentions

Intentional Culture Change on Trust and Confidence

Change in culture scores for large public sector organization that uses an intentional culture development process.

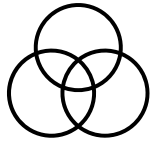
This organization also saw an increase regarding employee **trust and confidence in their managers** from 64% to 78%.



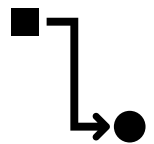
Concluding Remarks



- Define/re-define balance (internal-external, power dynamic)



- Leverage data to power change



- Understand impact and metrics