

**MAKE
CHANGE
HAPPEN**



**NORTH
HIGHLAND**

**CHANGEMAKERS:
THE PEOPLE
EDITION**

FOREWORD

THE POWER OF A CONTINUOUS CHANGE MINDSET

When your people adopt a continuous change mindset, they embrace new ways of working, put processes into action, and develop the necessary skills to enable transformation and bring your vision to life, forging an essential link across strategic aspirations, action, and outcome.¹

What makes a successful transformation? In a restaurant, the ingredients and cooking supplies are important, but it's the chef who transforms a great meal into a work of art. Similarly, in an organization, your technology and processes are crucial, but it's your people who make or break your ability to transform.

Why are we talking about transformation? Because today's business landscape is ruled by it. The organizations that are continuously evolving—with their people at the forefront of change—are staying on top.

When your people possess a continuous change mindset, you have in your hands one of the most powerful differentiators—the kind that moves markets, redefines industries, and progresses your business toward its shared vision and "North Star." With this mentality, your people will embrace new ways of working, put processes into action, and develop the critical skills to drive transformation and bring your vision to life.

That's because those who embrace a continuous change mindset no longer think of transformation as a set of milestones, products, or initiatives that must be implemented "on time" or "on budget." Instead, they view transformation as an ongoing journey—something that's here, now, and "always on," not just an event that will occur in the future. They start to see change as an opportunity to learn, grow, and reach their highest potential, as individuals and as part of the collective organization. Transformation becomes something people can get excited about, because it means they are moving forward, competing, and excelling.

¹ "Continuous Transformation Calls for a Courageous Culture," North Highland, 2020.

But continuous change mindsets are not built overnight. For people to adopt this mentality, leaders must focus on understanding what transformation means for employee experience (EX). They need to design the kind of EX that creates opportunities for people to learn, contribute, and become part of the organization's purpose as the business evolves.

No single leader can build a successful transformation alone, and no change initiative can be successful without the active participation of your people. To maximize the value of your transformation efforts by unleashing the power of your people, today's leaders must:

CHAPTER 01

Prioritize employee experience

CHAPTER 02

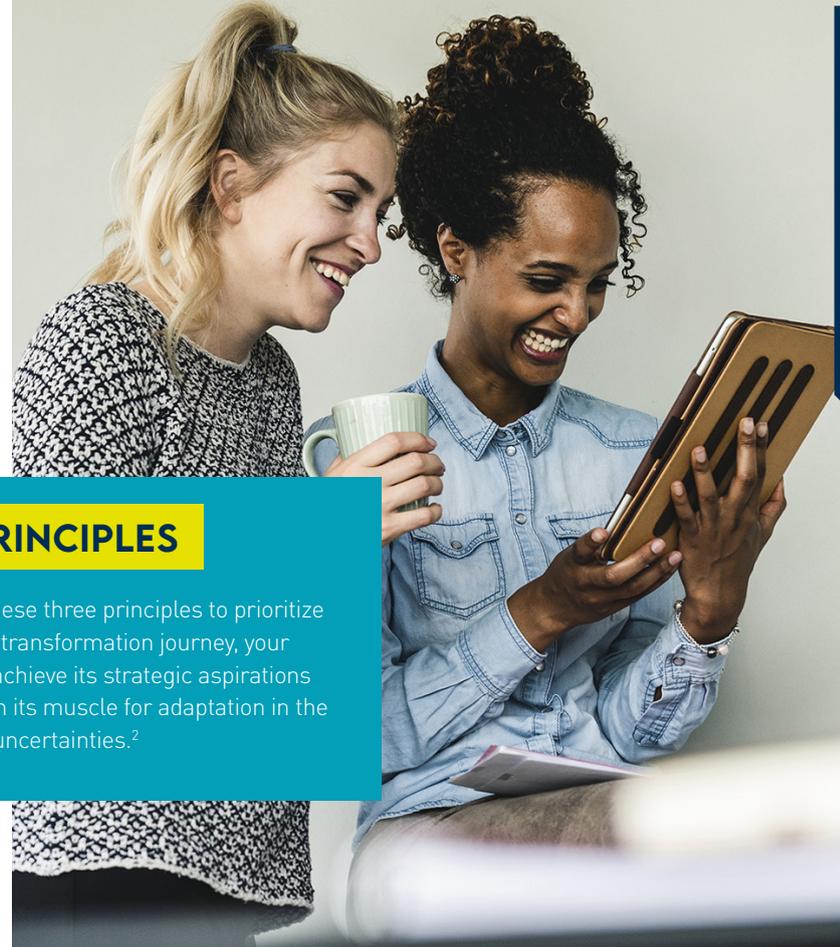
Reimagine leadership

CHAPTER 03

Build future-proof skills

▶ THE 3 PRINCIPLES

By following these three principles to prioritize people in your transformation journey, your business can achieve its strategic aspirations and strengthen its muscle for adaptation in the face of future uncertainties.²



² Ibid

CHAPTER 1:

PRIORITIZE EMPLOYEE EXPERIENCE

What can you count on when change happens? That, regardless of its size, over time it will disrupt your employees' day-to-day work. When this disruption happens, it's up to leaders to help their employees navigate the change.

In executing and achieving your transformation plans, you need to first understand how the transformation will impact EX. You'll then be able to establish how best to support and inspire employees along your transformation journey.

For instance, consider how your organization might roll out a new program, system, or function as part of your transformation efforts. It's not sufficient to just create something that gets launched to the company. Before introducing change, ask yourself:

What is our vision—and how does it link to our business purpose?

Starting with your vision gives you a solid understanding of what you're trying to achieve with your transformation. After all, individuals aren't motivated to change without a reason; your people need to see a defined picture of the future with them in it, as well as a connection between your objectives and purpose. You'll need to tie transformation initiatives to the bigger picture of how change benefits both your people and society.

What are the incremental changes our employees will feel?

You must consider what will be asked of your employees and how the transformation will ultimately change their everyday experience. It's important to note that different groups of employees may experience the change in different ways, so you should develop a nuanced understanding of the impact across each subset. Think about the structures, processes, training, coaching, communications, and additional support your people may need during the transformation journey. Make it a priority to provide for these requirements so that your people can more

easily adapt to new ways of working and build continuous change mindsets.

Once you have a clear vision and understanding of the overall impact on employees to achieve the vision, you'll be well-positioned to design a more detailed EX for your transformation.

► ARTICULATE THE "WHY"

For employees to embrace transformation, they need to understand how your vision aligns with their idea of success in the future. They must also appreciate the purpose of the transformation, how it benefits them, and the value it will deliver—also known as the "why." It's critical to communicate the "why" consistently, articulating how the contributions of your people connect to the whole. This will give them the "North Star" they need to stay inspired, focused, and motivated.

HOW TO PUT EX FIRST

Below are a few key action steps to create the right level of engagement.

1. COLLECT EMPLOYEE INSIGHTS

This will help you view change more holistically and better understand your employees' needs, wants, preferences, fears, behaviors, and the perceived impacts of change.

Be intentional about the types of insights you gather

Make sure the information you collect is actionable, representative, and valuable. Many organizations make the mistake of seeking quantity over quality. Instead, you should identify a smaller selection of high-quality data points that will enable you to manage change effectively. Consider what demographic information will help you to understand how attitudes and opinions vary across different groups, so that you can identify trends or important topics within a subset of employees. Equipped with this data, you'll be able to design more targeted, impactful interventions that address specific needs, concerns, and preferences.



HOW TO PUT EX FIRST

Tap into insights around change saturation

Change saturation happens if there is a high volume of change happening throughout an organization, or when there is a change that significantly impacts employees. It can result in fatigue, disengagement, and attrition for leaders and employees alike. And because change is now the norm, it's critical for leaders to proactively gather insights around change saturation to understand how employees are experiencing change as well as their capacity for it.³ This data will help you order changes by priority, so that you can make space for employees to adopt them. This, in turn, helps organizations maximize the value of those changes. You'll be able to create a transformation strategy that inspires your people to embrace change and develop a positive relationship with it.

To take it a step further, leaders can leverage tools like Change Pulse, which allow you to easily gather and view such insights in a visual, intuitive format.

You'll be able to understand the magnitude and severity of change impacting your people, along with the value drivers of each employee group.

Identify the real drivers of value

When it comes to change, leaders often pinpoint the programs, systems, or initiatives that they believe will drive value. But they don't always consider what the business will need to go through (what their employees will need to experience) to bring change to life. They fail to see that their course of action might not be the next best step for the organization or its people. Our Change Economics solution is designed to help organizations avoid this common pitfall.

Change Economics equips leaders with qualitative and quantitative data about value drivers for both your business and your people, helping you prioritize your investments accordingly.

For example, your internal value drivers might be experience, engagement, satisfaction, retention, and productivity.

When you understand what is most important to your people on the transformation journey, you can begin to craft a transformation strategy that aligns with their needs. You can then identify the people-related activities—such as reskilling, upskilling, adaptive workforce models, leadership development, career paths, and competencies—that will drive business value and improve the change experience.

³ "How Much Change is Too Much Change," North Highland, 2020.

HOW TO PUT EX FIRST

2. BUILD TRANSFORMATION MOMENTUM

Once you've established which people-related transformation activities to pursue first, you must implement them in a way that generates lasting transformation value and results. This will require you to manage change systematically. Instead of attempting to orchestrate one-off transformation activities, you should take a structured approach that builds an ecosystem around transformation. It's helpful here to establish responsive governance structures, like a Transformation Value Office (TVO).

Structure your approach with a TVO

The TVO blends a project management and change management architecture—a Change Management Office (CMO)—that helps leaders manage change delivery across the entire transformation.

This comprehensive approach reduces organizational friction, helps establish enterprise-wide best practices, and strengthens employees' ability to help achieve the ultimate vision.

With a TVO outlining exactly what's required of your employees, you'll be better equipped to manage change for those involved in implementing the transformation on a daily basis. You can then help these key players create the capacity to carry out change and take on the necessary new skills, processes, mindsets, ways of working, and attitudes that will fuel the transformation.

The CMO provides another foundation for a more united change experience within your organization. The function uses common methodology and language around change. It identifies similar and aligned experiences that will help employees understand the specific changes affecting them and showcase how they can support the transformation vision.⁴



HOW TO PUT EX FIRST

3. CREATIVELY CO-CREATE

Ninety-three percent of organizations say involving their people in the design of change solutions—what we call co-creation—leads to higher levels of adoption. By co-creating your transformation strategy, you'll also be involving employees in the design of their experience. There are many ways you can do this, like looping them into design thinking sessions.

Discover how co-creation works in practice

We supported a global investment bank in designing a change program that's focused on improving digital skills and capabilities across their business. We carried out a series of workshops with business stakeholders to generate ideas for creative change interventions that would excite, inspire, and engage employees. Selecting, iterating, testing, and refining each idea together helped us design high-quality, user-centric interventions that met the needs of the bank's employees.

Understand the benefits of co-creation

Regardless of the format, it's critical to gain a collective opinion to ensure both the change and the experience of your people resonate. By obtaining input from groups of employees at every level in your organization, you'll be able to champion diversity, equity, and inclusion.

Co-creation not only helps secure employee buy-in, but it also serves as a predictive indicator of change. It will help you spot potential issues or friction points, and validate your thinking early, ensuring that you don't invest time, effort, and resources exploring ideas that won't have the right impact. In this way, involving your people at the ideation stage can accelerate your progress rather than hinder it. To avoid co-creation becoming a drawn-out process, you'll want to be clear on who the decision makers are from the outset, and promote a consistent message around how employee insights will help inform the wider change design approach.

▶ CO-CREATION IN PRACTICE

The shift in our way of working due to COVID-19 has led to the mass adoption of collaborative platforms such as Mural, Slack, and Asana. This has led to more organic opportunities for co-creation, enabling businesses to gain a range of contributions from individuals at all levels. For example, when working remotely, we use tools like Mural and Miro to rapidly crowdsource as many ideas as possible, from a wide range of employee groups, before refining and scoping the best ones. What you might see in smaller teams or programs now could be opened up to a wider audience, so that they can add their opinions in a way that isn't time-consuming.

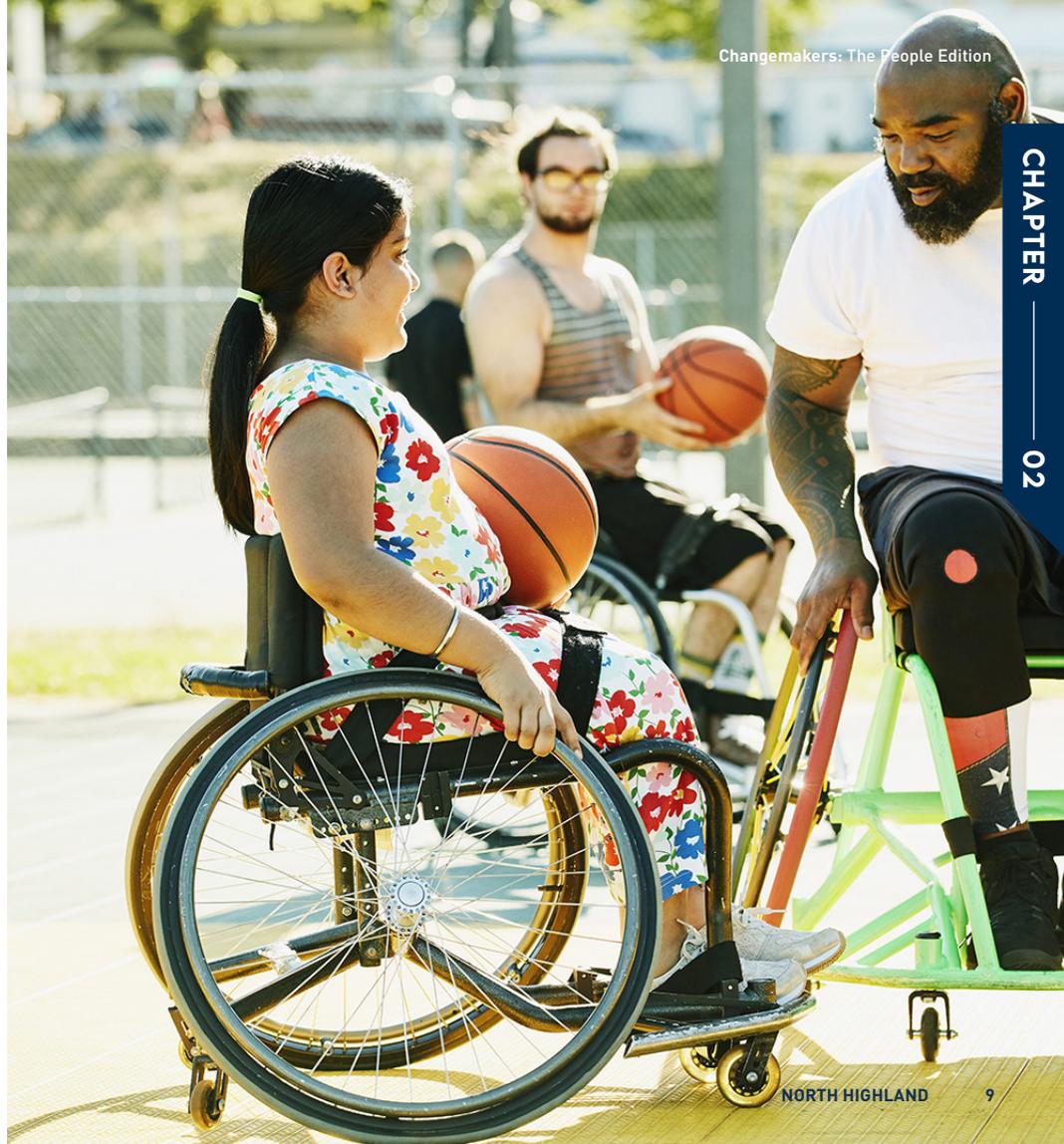
In the next chapter, we'll explore why today's leaders must show up in new ways for employees—not simply more frequently but also with more flexibility, emotional intelligence, and empathy.

CHAPTER 2:

REIMAGINE LEADERSHIP

Ninety-five percent of leaders agree that the workforce has grown in complexity since 2018, and COVID-19-related dynamics and global societal events have accelerated this trend.⁵ With workplace complexity on the rise, today's leaders must show up for employees in new ways to address new challenges. This is especially true as organizations seek to navigate always-on transformation.

If organizations are to meet the goals of today and tomorrow, leaders must leave old practices behind. They must reimagine leadership, which means developing fresh ways of thinking and behaving. It's about understanding and, in some cases, changing the way they interact with their employees.



⁵ "February 2020 North Highland-sponsored survey of > 400 employees at organizations with annual revenues > \$1B and that are headquartered in the U.S. or U.K." North Highland, 2020.

WE BELIEVE THE MOST EFFECTIVE LEADERS HAVE THE FOLLOWING QUALITIES:

Flexibility and responsiveness

This isn't just a responsiveness to marketplace changes, but also to the dynamic needs of the workforce. The best leaders are able to adapt to new conditions and understand the importance of constant development. They're attuned to their people's shifting needs and preferences, and they can flex to provide the support they require to embrace and drive change. Remaining in sync with the workforce also helps leaders stay ahead of productivity fluctuations, burnout, or other impacts that often accompany change.

Motivation in the face of uncertainty

In today's rapidly changing environment, it's not enough for leaders to just deliver high-quality performance. They must guide their teams to anticipate, navigate, and succeed among evolving unknowns. Leaders can do this by promoting courage as a core value. When courage becomes part of a business' culture and is rewarded when demonstrated, it becomes a key enabler of change and innovation.⁶ That's because employees with courage are likely to push through ambiguity to further a compelling shared purpose "rather than clinging to the way things have always been done."⁷

The future of work remains ambiguous, and leaders will need to model the strength and flexibility required with go-forward ways of working.

Empathy

Empathy is intentionally seeking to understand and share others' feelings, needs, and challenges so that leaders can become more accepting of their perspectives. It is a critical leadership quality in times of change and growth because it helps you understand if you've connected with people or not. It drives collaboration, cooperation, innovation, and change, and helps with making group decisions that lead teams towards a common goal.

In the case of transformation, empathy ensures that leaders consider employees' sentiments and understand how change will impact them. They'll then be able to create more engaging experiences, build consensus, communicate effectively, and gain support for change.

⁶ "Continuous Transformation Calls for a Courageous Culture," North Highland, 2020.

⁷ Lerner, Harriet Goldhor. *The Dance of Fear: Rising above Anxiety, Fear, and Shame to Be Your Best and Bravest Self*. New York: Perennial Currents, 2005.

To put empathy into practice, leaders need to know how to first put things into perspective, consider others' points of view, and acknowledge the emotions behind what they're saying through active listening and paying attention to subtle social cues. Importantly, they must ensure that empathy extends to all individuals in the business and that everyone is heard. Different groups of employees will likely experience change in different ways, so leaders must carefully consider the most effective governance or processes.

EMPATHY IS A CRITICAL LEADERSHIP COMPETENCY

A study by research firm DDI found that empathy is one of the most important drivers of overall performance amongst managers, but only 40 percent of business leaders exhibit proficient or strong empathy skills.

Source: "Leadership Skills Research: Insights to Predict Leader Success." DDI World, 2016.



40%



HOW TO LOOK AT LEADERSHIP IN A NEW LIGHT

Being a good leader today isn't as easy as it used to be. It requires more than just knowing your way around a corporate ladder—making phone calls, giving orders, and following up isn't enough anymore. You need to look at leadership in a new light. It's about making an impact on your team and understanding and empowering others, which involves understanding the principles of empathy and flexibility. By looking at leadership with fresh eyes, you can make the necessary changes to become a better leader in the modern world.

How are organizations priming their leaders to embrace change and show up for people in new ways? Many are investing in leadership development as a key initiative. Leadership development programs equip leaders with the tools and information needed to show up differently and effectively manage teams through transition and change. Individuals can discover how to model vulnerability, practice empathy, and demonstrate self-awareness,

courage, strategic thinking, emotional intelligence, and learning agility (more on learning agility in the final chapter).

Plus, they learn how to move forward strategically even when they don't have all the answers or when the path ahead is unclear.

If this is an avenue you wish to explore, it's important that you align your leadership development program with your business strategy. Tying it to your goals, developing it with a clear and supported business case, and focusing on driving positive outcomes will unlock the promise of your people.⁸

In the final chapter of this e-book, we'll share a crucial step that leaders should take to prepare their people when it comes to responding to and fueling transformation.



Companies are investing in leadership development as a key initiative. In fact, 94 percent plan to increase or maintain their level of investment.

Source: Chief Learning Officer Business Intelligence survey

⁸ "Building a Successful Leadership Development Program," North Highland.

CHAPTER 3: BUILD FUTURE- PROOF SKILLS

Today's leaders face another critical challenge: building more adaptive workforces that can power continuous transformation and growth. Most businesses have the "right stuff" to survive mild disruptions and emerge stronger at the other end—that's true. However, the rapid and continual pace of transformation these days requires businesses to proactively and intentionally evaluate their capabilities, and position their talent to meet the needs of a dynamic business environment.

Seventy-two percent of business leaders state that knowledge and skills have the most significant impact on their business's level of preparation to tackle strategic priorities.

This is no small task, and it's not an easy one either. So how do you go about nurturing your talent to respond to and thrive in the face of volatility?

We believe there's one critical action step to achieve this: build the **skills of the future**.⁹ These include:

- **Cognitive flexibility**, to help process multiple concepts simultaneously.
- **Creativity**, to innovate and think in new ways.
- **Digital fluency**, to harness technology to improve business outcomes.
- **Learning agility**, to quickly study a new problem and make sense of the information—often described as "knowing what to do when you don't know what to do."



► PRIORITIZING SOFT SKILLS

Digital disruption has made organizations experts in "re-tooling" the workforce, but many overlook the "soft" skills required to constantly adapt.

⁹ North Highland's Skills of the Future Talent Assessment Placemat.

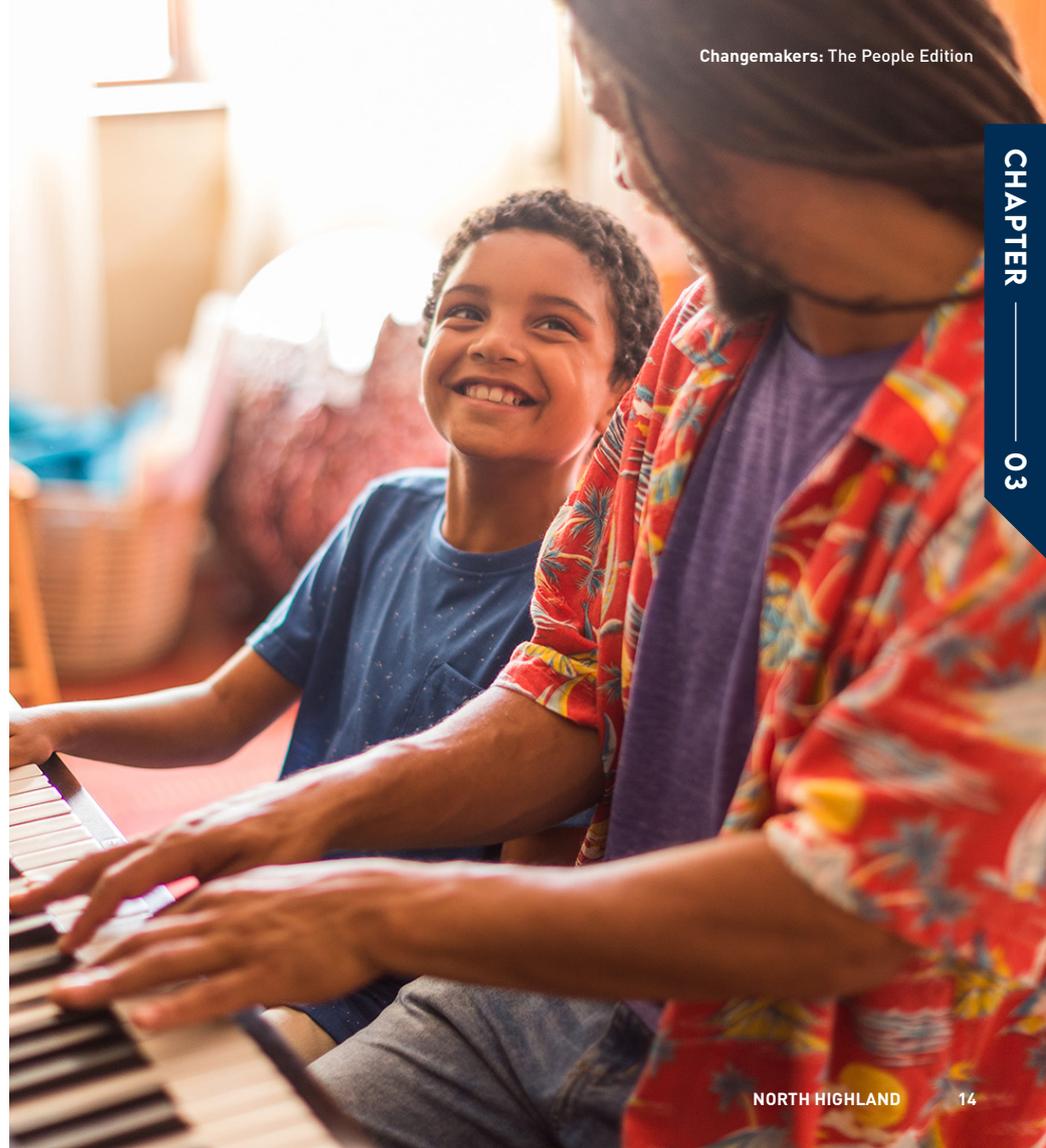
HOW TO BUILD THE SKILLS OF THE FUTURE

Establishing these important future-proof skills must be a central component of your strategic workforce planning. To build them among your people:

1. Commit to skill-building through reskilling and upskilling

Reskilling is all about learning a fresh skill set for a *new* position, whereas upskilling is focused on expanding a skill set to enhance capabilities and performance for a current role. Both are critical for survival and progression in the modern working world, and they lay the foundation for transformation success and enterprise resilience.

In fact, the World Economic Forum predicts that at least 54 percent of all employees will require reskilling and upskilling by 2022, in order to respond to changing work demands. It is surprising, then, that so few businesses have truly established—let alone perfected—their approach to reskilling and upskilling in their Learning & Development (L&D) programs.



HOW TO BUILD THE SKILLS OF THE FUTURE

While each organization is unique in its culture and level of skill-building maturity, we've identified a few key steps that any company can take to build a strategy that adapts, evolves, and equips employees to keep up with the pace of change:

Craft a compelling story

An important first step is to assess your workforce and skills in the context of your business strategy to uncover gaps in your current skills mix. These skills should then be made a priority in your L&D program. Otherwise, they may prevent your business from achieving its strategic aspirations. You can use this business case to create a compelling reason for reskilling and upskilling.

Start talking about skills

The traditional L&D approach has been focused on preparing the workforce for a new role. But today's "future jobs" are partly defined by technological advances, so new skills are far more important to tackle. It's time to switch from talking about roles to talking about building skills more holistically.

Make skill-building a daily activity

Gone are the days when L&D teams had to battle the business for time to learn. Learning in the flow of work is becoming the norm. Leaders can embed always-on learning by creating more frequent learning opportunities, sharing success stories of their own reskilling and upskilling journeys, and openly modeling skill-building every day. This is a quick way to promote continuous change mindsets that propel growth.



HOW TO BUILD THE SKILLS OF THE FUTURE

Revisit KPIs and individual performance frameworks

Align your key performance indicators (KPIs) and performance frameworks to your reskilling and upskilling targets. Be sure to reflect the commitment to skills within performance frameworks. You'll also want to move away from encouraging course-based learning at the expense of on-the-job skill-building.

Test reskilling and upskilling across employee segments

As the workforce becomes increasingly multigenerational and diverse, it's vital to consider the needs and values of all of your employees when addressing skill-building.¹¹ Ensure you take into account how each subset may vary in their learning styles or preferences—your support structures may need to change as a result.

► RETHINK RESKILLING

Reskilling in the age of continuous transformation brings a new set of realities and complexities:

- Reskilling efforts may initially be uncomfortable for employees.
- Leaders must model an anti-fragile, perpetual growth mindset for all employees.
- There are opportunities to strengthen resiliency through reskilling efforts.
- More accountability and ownership must shift to the employee in reskilling efforts.
- Employees crave reskilling opportunities and a safe setting in which to reskill.
- Multidisciplinary skillsets will be fundamental to reskilling efforts.
- Reskilling through hiring and firing alone is not a sustainable strategy.

Source: "Winning at Reskilling." North Highland, 2020.

¹¹ "Innovation Requires Risk and Resilience." North Highland, 2020.



HOW TO BUILD THE SKILLS OF THE FUTURE

2. Make it a priority to learn how to learn

New technologies are driving businesses to leave the comfort of their traditions behind and embrace the challenges ahead. As work and business models are reshaped, skills like learning agility are quickly becoming the secret to success in the workplace.

There are various definitions of learning agility, including “a set of qualities and attributes that allow an individual to stay flexible, grow from mistakes, and rise to a diverse array of challenges.”¹² It’s also defined as “a mind-set and corresponding collection of practices that allow leaders to continually develop, grow, and utilize new strategies that will equip them for the increasingly complex problems they face in their organizations”.¹³ Put simply, learning agility is an individual’s ability to learn, adapt, unlearn, and relearn to keep up with dynamic conditions.

Agile learners support continuous transformation by:

- Being comfortable in otherwise uncomfortable situations
- Adapting and being resilient and open to thinking in new ways
- Managing the stress triggered by ambiguity and adapting quickly to it
- Navigating uncertain situations by drawing on past and present experiences
- Having a growth mindset that keeps them open to new ideas and ways of working
- Showing a constant willingness to learn, and learn quickly, to prepare themselves for any future situations¹⁴

LEARNING AGILITY SUPPORTS TRANSFORMATION

Agile learners “deal with unfamiliarity and uncertainty confidently rather than shy away from new and strange situations.”

Source: “Learning Agility: What It Is and How to Assess It.” Harver, March 31, 2021.



“Learning agile organizations are more flexible, more adaptable, better able to respond to business volatility, and therefore more competitive in the face of unprecedented challenges.”

Source: “Improve Your Ability to Learn.” Harvard Business Review, June 8, 2015.

¹² Flaum, J.P., and Winkler, Becky. “Improve Your Ability To Learn”. Harvard Business Review, June 2015.

¹³ Ibid.

¹⁴ “Learning Agility: What It Is and How to Assess It.” Harver, March 31, 2021.

In today's world, learning agility should be a core part of every organization's L&D program. Why? Because you cannot transform if your people cannot learn quickly and efficiently. So, how can leaders nurture agile learners?

Recognize the importance of learning agility

First, you must acknowledge this critical skill so that you can focus on developing it in others. The "what" of day-to-day work is constantly changing, meaning it's critical to invest in teaching teams the skills to figure out the "how."

Develop and model learning agility

This is the most effective way of building learning agility into your business. You should be curious, seek to understand multiple perspectives, take educated risks, perform after-action reviews, and debate trends and patterns.

Carry out learning agility assessments

Leverage aggregate assessment data to identify team member preferences and habits in relation to learning agility, as well as key development areas.

Provide coaching and training to current employees

Developing learning agility is fundamentally experiential, and it's best enhanced by stretch opportunities involving discomfort, ambiguity, and uncertainty. It is these moments that will provide deep learning about how to make sense of available information and take action, even when you're uncertain about the outcome.

▶ SPOTLIGHTING A CHANGEMAKER

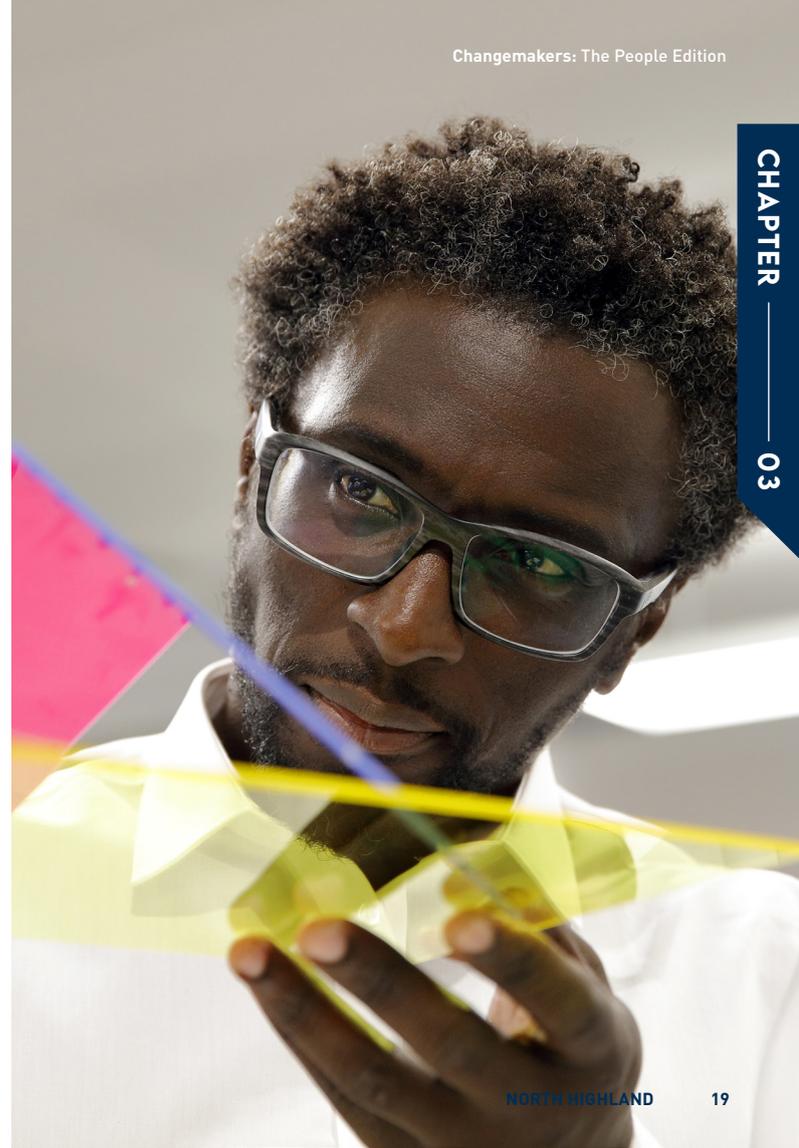
Forging a link between emotional intelligence and learning agility

Researchers Peter Salovey and John D. Meyer called the connection between emotional intelligence and learning agility "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions."

"Learning agility is central to the first part of the task—the ability to monitor and manage one's own emotions. And since that leads naturally to an increased ability to listen, it is reasonable to suggest that learning-agile people might be more skillful at monitoring and responding to others' emotions as well."

Source: Flaum, J.P., and Becky Winkler. "Improve Your Ability to Learn." Harvard Business Review, June 8, 2015.

As we've explored in this e-book, transformation is inherently about your people: their mindsets, behaviors, skills, and capabilities. By putting your people first—a deliberate focus on your workforce throughout the transformation journey—you can maximize the value of your efforts and make your transformation strategy an unstoppable force.



ABOUT NORTH HIGHLAND

North Highland makes change happen, helping businesses transform by placing people at the heart of every decision. It's how lasting progress is made. With our blend of workforce, customer and operational expertise, we're the world's leading transformation consultancy. We break new ground today, so tomorrow is easier to navigate.

Founded in 1992, North Highland is an employee-owned firm - regularly named one of the best places to work. We have more than 5,000 consultants worldwide and 65+ offices around the globe. Meanwhile, we're a proud member of Cordence Worldwide (www.cordence.com), an international consulting alliance.

For more information, visit www.northhighland.com or connect with us on [LinkedIn](#), [Twitter](#) and [Facebook](#).

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LET'S CONTINUE THE CONVERSATION

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