



ITA GROUP EBOOK

How to Build a Resilient Organizational Culture

Your Guide to Boosting Your Organization's Success in the Face of Change

A blue-tinted photograph of a wooden surface. On the left, a lit lightbulb glows. On the right, a broken lightbulb lies on its side, with its glass shattered into several pieces. The background is a dark, textured wood grain.

In the past three years, the typical organization has undertaken five major changes. And in the next three years, nearly 75% of organizations expect to surpass that rate of change.

Yet half of change initiatives fail.

—Gartner

Table of Contents

Why a Resilient Culture Matters	3
Does Your Culture Need a Boost?	4
Your Culture Impacts EX. A Lot.	7
Disruptions Could Be the Spark to Propel Your Organization Forward.....	8
A Formula For Success.....	9
Disruption Is a Catalyst for Culture Challenges	11
Assembling Your Resilient Culture	12
Benefits of a Resilient Culture	18

Why a Resilient Culture Matters

Employees are at the heart of an organization. They're why—and how—organizations achieve success. Yet, when disruption occurs, employees are often left dealing with feelings of fear and uncertainty that impact their engagement, productivity and service levels.

How can you successfully enable your organization and employees through the challenges that comes from times of change?

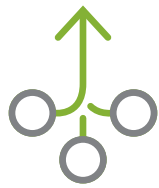
Foster a culture that values resilience by supporting behaviors that embrace change throughout your employee experience.

Doing so will ensure your team members are prepared to carefully, strategically and confidently recover from disruptions.



Does Your Culture Need a Boost?

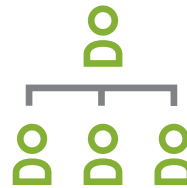
If your company is faced with challenges or changes, chances are your culture does need a boost. Do any of these sound familiar?



MERGERS & ACQUISITIONS



RAPID GROWTH



ORGANIZATIONAL RESTRUCTURING



MARKET ADJUSTMENTS

A hand is shown in silhouette, holding a paper airplane. The background is a solid blue color. The paper airplane is white with a blue circular detail on its side. The hand is positioned on the left side of the frame, with the fingers gripping the body of the airplane. The airplane is angled upwards and to the right, suggesting it is about to be launched.

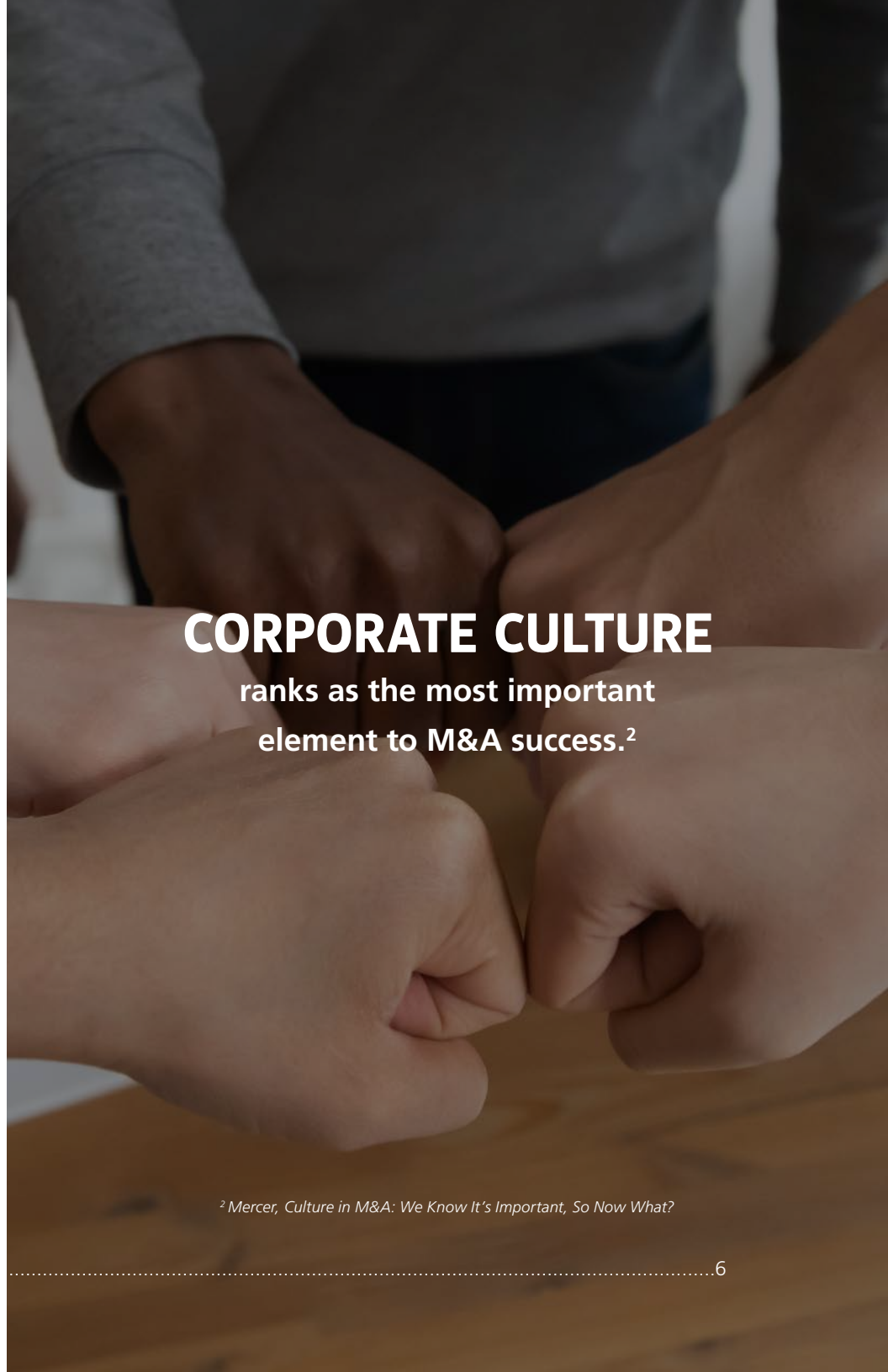
A Resilient Culture Is the Power Behind Successfully Navigating Change



CULTURAL ATTITUDES

are the number one barrier to successful strategy implementation.¹

¹ Economist Intelligence Unit, *Closing the Gap: Designing and Delivering a Strategy that Works*



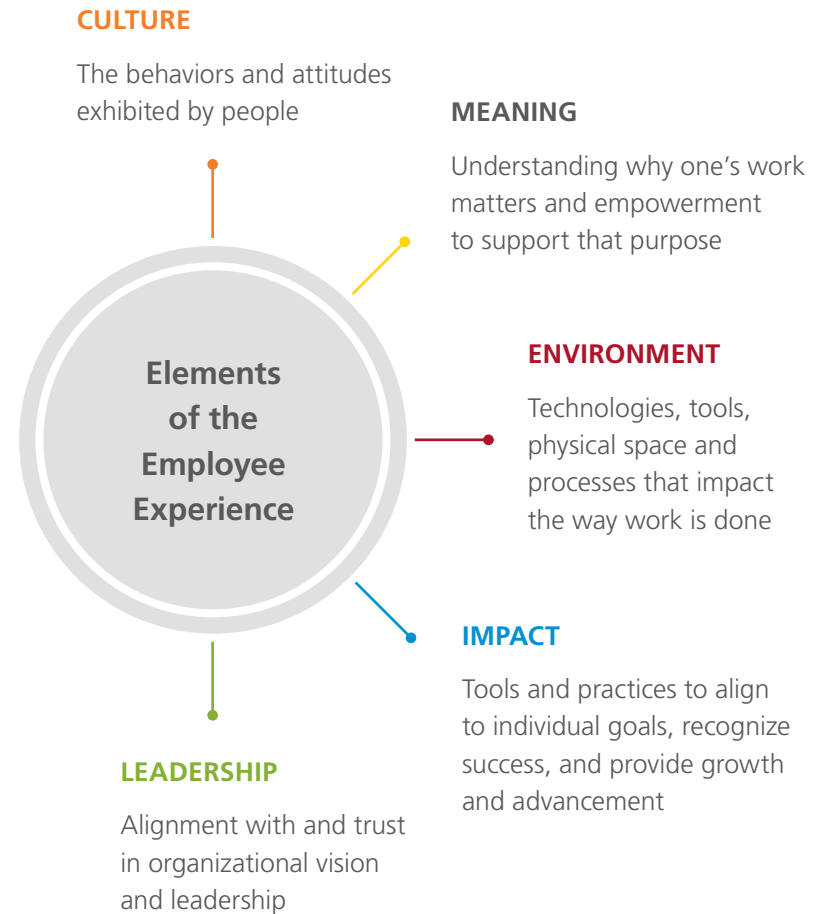
CORPORATE CULTURE

ranks as the most important element to M&A success.²

² Mercer, *Culture in M&A: We Know It's Important, So Now What?*

Your Culture Impacts EX. A Lot.

All organizations have an employee experience (EX). It's the way an organization supports and interacts with each of its team members at every point on their employee journey. When the EX is positive, employees are happier, more engaged and more likely to stay with the organization.

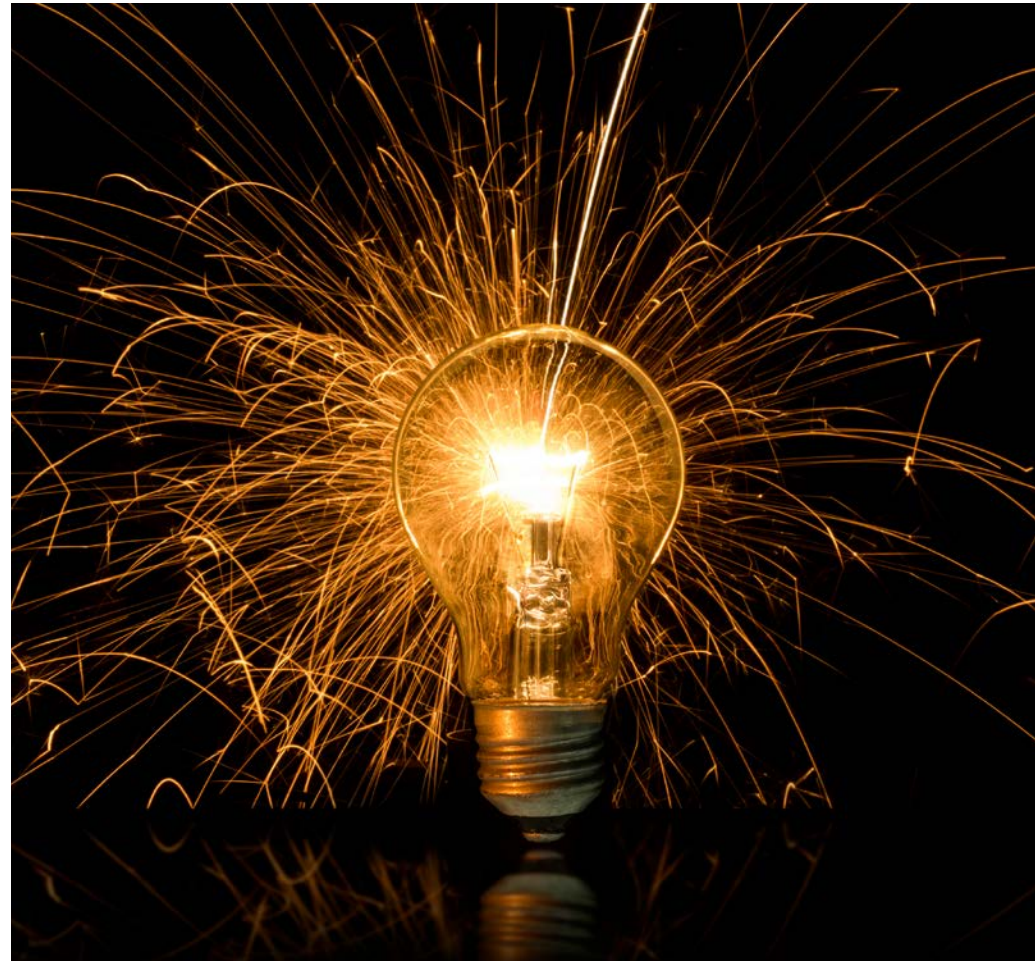


The disruption of organizational change can—and does—impact each of these elements. However, the impact of culture on an organization's ability to successfully navigate those changes is undeniable.

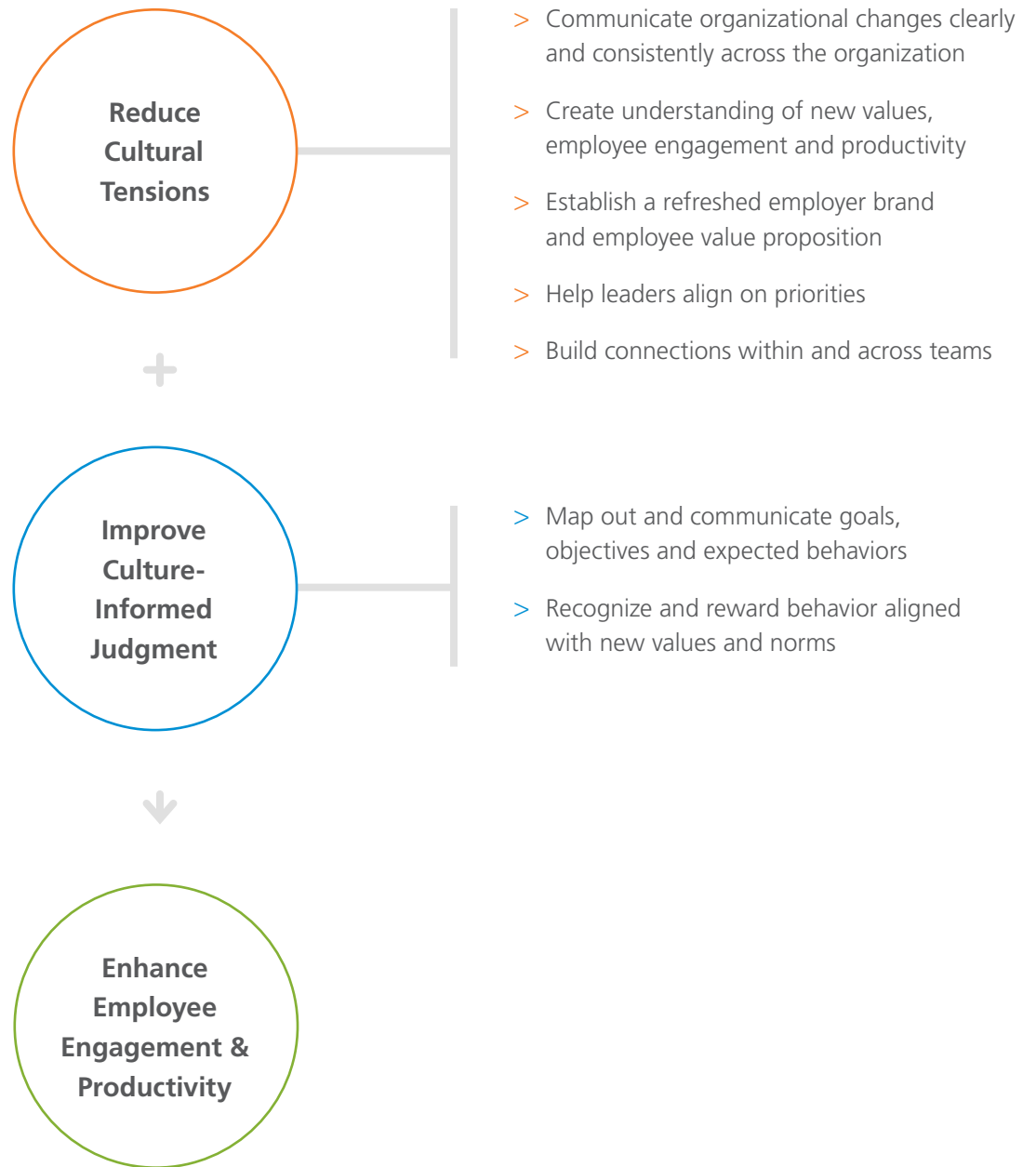
Disruptions Could Be the Spark to Propel Your Organization Forward

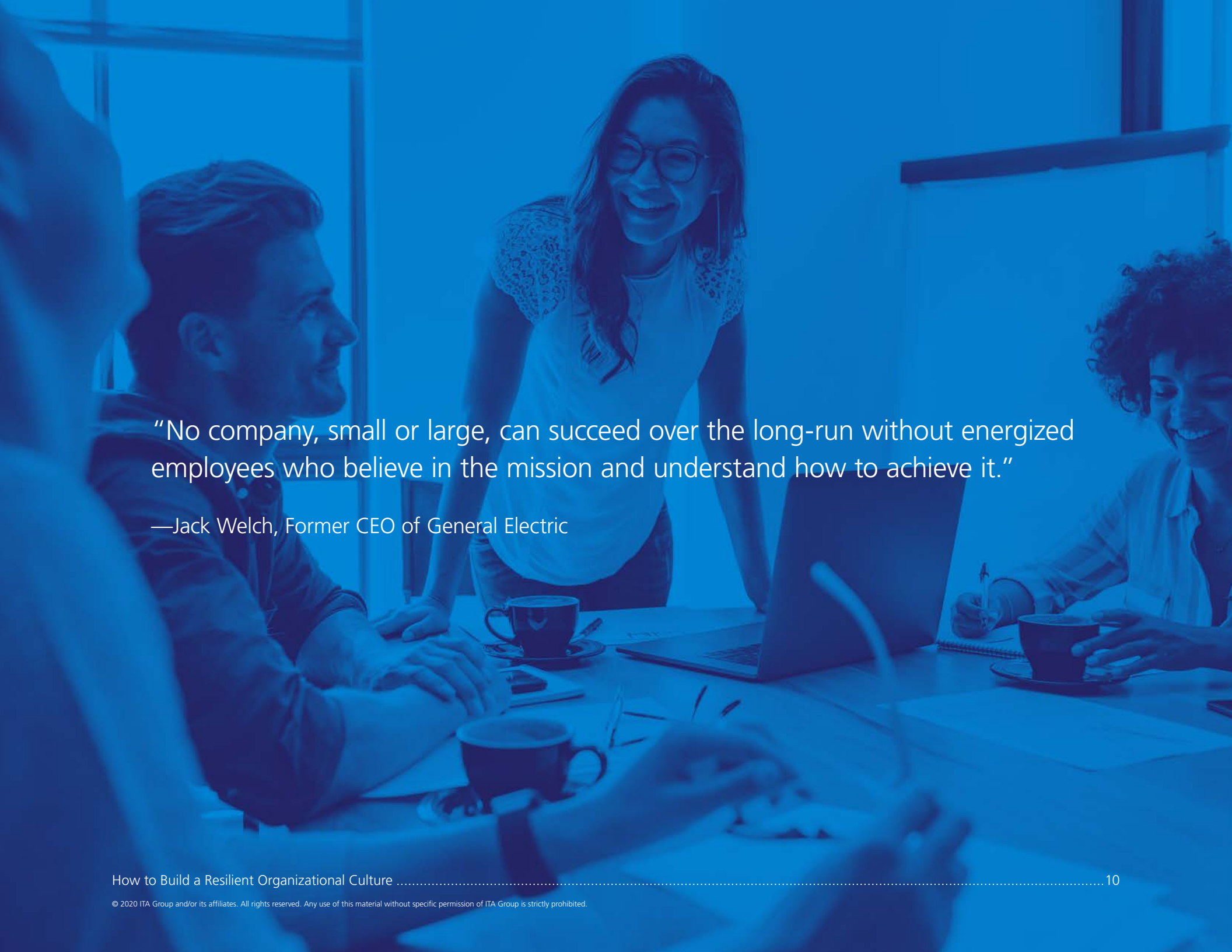
Regardless of the type of disruption, an employee's alignment with organizational identity and corporate objectives is most at stake during times of change. Not providing employees with a thorough understanding of the company's current and future states can significantly diminish employee performance and corporate culture for months or years to come.

To reduce the risk of disruption negatively impacting your culture, it's important to proactively reduce cultural tensions and improve culture-informed judgment. Laying this foundation for your team members not only increases organizational resilience, it will improve employee engagement and productivity, too.



A Formula For Success





“No company, small or large, can succeed over the long-run without energized employees who believe in the mission and understand how to achieve it.”

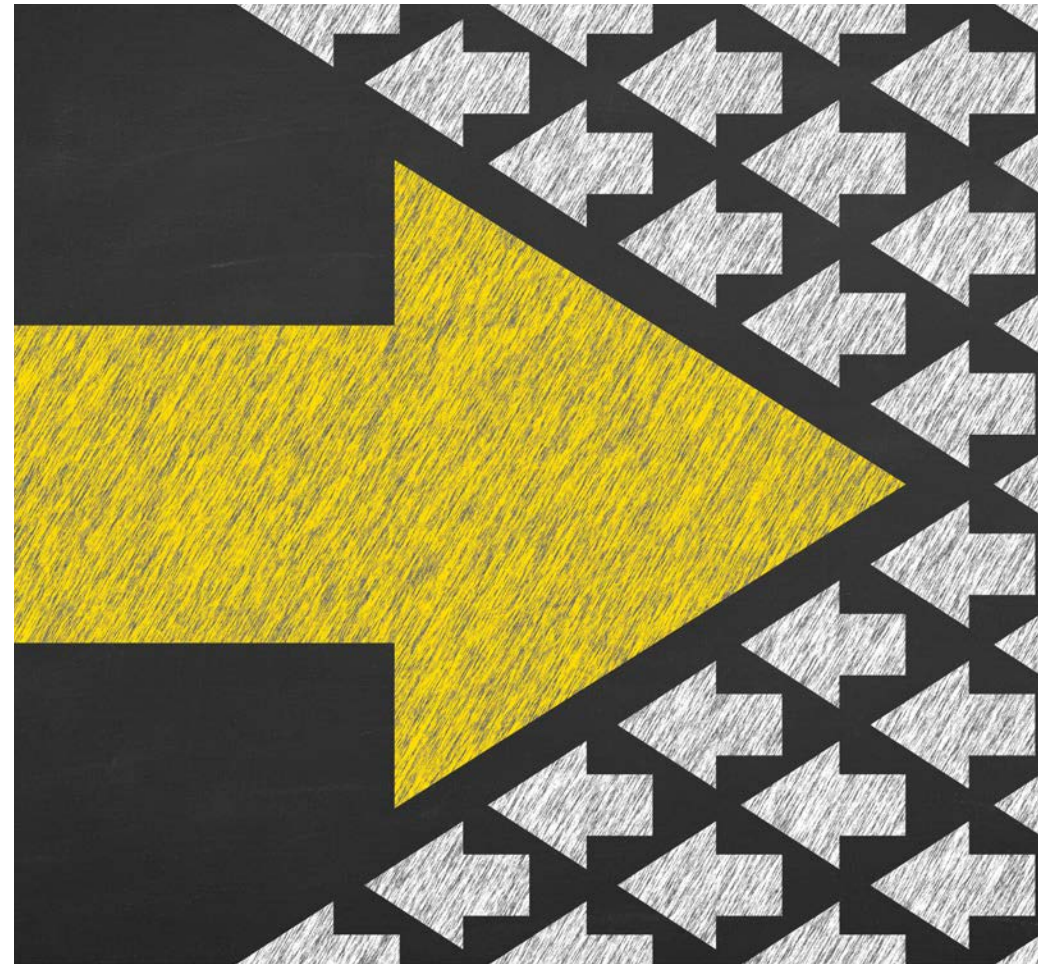
—Jack Welch, Former CEO of General Electric

Disruption Is a Catalyst for Culture Challenges

Without proper care for organizational culture, employees may become disengaged and stressed during disruption, and the organization as a whole may suffer—lost profits, turnover and more can result.

That’s why solidifying a successful, resilient corporate culture before a planned disruption is crucial to creating greater value in both steady and uncertain times. But without a sound strategy for building and branding that culture, organizations will struggle, not only to compete in today’s evolving market but to regain footing after a disruption.

When your culture is designed to engage, motivate and align employees to embrace change and work in tandem through a shared purpose, identity and intent your people can withstand anything. Even in the face of change and disruption.



ASSEMBLING YOUR RESILIENT CULTURE

It's imperative to continually fuel a spirit of resilience within your culture as you proactively plan for the future.

Team members want to be communicated with, they want their voices heard as change occurs and they want confidence in knowing what each change means to them within their respective roles.

Whether you're preparing for change or have been weathering it for years, here are five key steps that will enable your organization to propel forward:





LISTEN TO YOUR EMPLOYEES

ASSEMBLING YOUR RESILIENT CULTURE

Before you can craft an authentic narrative around your organizational changes—either historical or upcoming—you first need to know what’s in the hearts and minds of your employees. A strategic assessment will uncover resiliency gaps that may exist and clarify how specific changes will impact employees.

During this time, evaluate employee engagement levels with a survey and seek out candid feedback through both quantitative and qualitative research methods, asking questions like:

What are situations that challenge employees in choosing between two priorities?

Who is experiencing tension? Why and how often?

How are tensions impacting employee’s perceptions of the employee experience?

What is the perceived culture and employee experience today across different employee segments?

How effectively are you meeting employee’s cultural identification needs?

Curious to learn more? Check out our [research](#) on Psychological Benefits and how [EngageFx](#), our diagnostic tool, can identify ways to improve cultural identification in your organization.



ASSEMBLING YOUR RESILIENT CULTURE

Nearly every organization today has identified core values intended to clarify the behaviors and cultural norms considered core to the brand. But how often are those values reevaluated to ensure they’re aligned with reality?

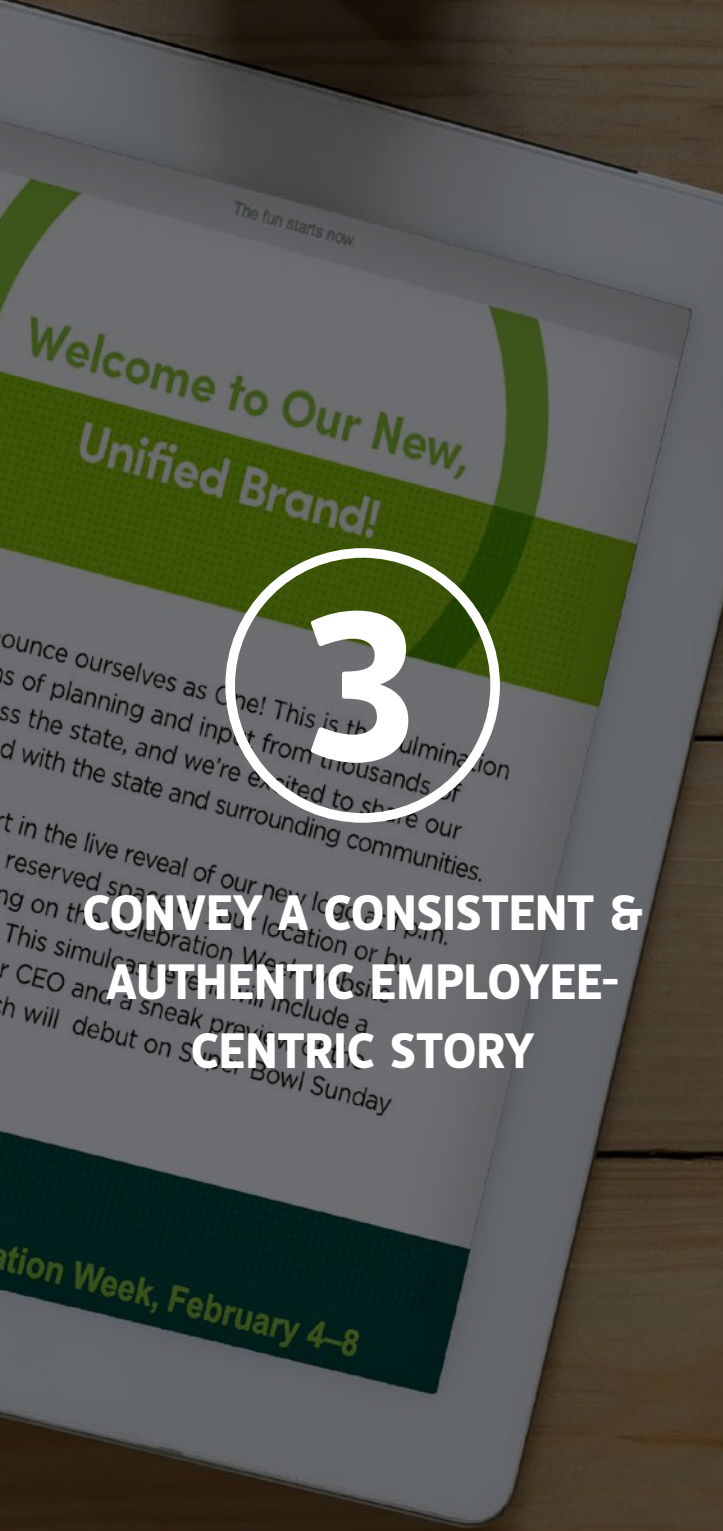
Be true to your organization with clearly articulated values. If a change is in order, don’t be afraid to make one. Knowing who you are (or who you want to be) as a corporate brand will allow you to clearly draw connections between reality today and the aspirational goals of tomorrow.

Define the specific behaviors you want to drive in your organization.

Determine if your values and norms need to evolve.

Confirm how you communicate values and norms with employees.

Identify tactics to help employees internalize what the values mean to them in their unique roles.



ASSEMBLING YOUR RESILIENT CULTURE

Core values are only one piece of the larger message. Align your team members to live out your culture by connecting your values to a larger, aspirational message including your unique employee value proposition and employer brand.

Your message needs to be true to who you are, what you do and how you do it as seen through the eyes of your employees.

Discover your employee-centric story to engage and align your team members.

Define your employee value proposition (EVP).

Create your strategy to reinforce your desired culture through your employer brand message and EVP.

Activate these messages to ensure team members internalize them.



4

**MEANINGFULLY
COMMUNICATE & CONNECT
WITH EMPLOYEES**

ASSEMBLING YOUR RESILIENT CULTURE

One and done messaging—no matter how compelling— isn’t enough to ensure your team members understand and internalize your brand messages.

Clearly and consistently meet your team members where they are with effective communications that resonate. Regularly reinforcing your corporate values, employer brand message, EVP and desired behaviors will enable you to nurture true, sustainable commitment to attitudes of resiliency in the face of change.

Evaluate how brand messages can be carried through the environment at your organization.

Leverage a cross-media approach that captivates all types of learners.

Continually reinforce brand messages at various points in the employee journey to create cohesion.



5

RECOGNIZE & REWARD POSITIVE BEHAVIORS

ASSEMBLING YOUR RESILIENT CULTURE

Knowing what motivates your team members and including the feedback that connects to desired behaviors will launch your resilient culture into orbit. Make sure recognition and rewards are personalized to employees, aligned with your desired culture and reflect your organization's employer brand promises.

Show appreciation for employee efforts to align to organizational priorities.

Recognize achievements that support organizational goals.

Offer celebrations to highlight special awards, top performers and ambassadors going above and beyond to live your brand.

Create ways to reward employees who share innovative ideas to reinforce willingness of change.

Benefits of a Resilient Culture



Increased motivation and alignment in both steady and challenging times.



Heightened support for planned change initiatives.



Improved individual and organizational performance.



Enhanced ability to attract and retain top talent as an employer of choice.



Greater synergy and blending of ideas, value and continuity to drive innovation.

Prepare Your Organization to Blast Off— Even During Times of Disruption & Change

When every employee—no matter their role or tenure—is aligned, engaged and feels supported by your organization, they will show up each day more productive and inspired.

Proactively prepare today for the uncertainty of the future. How? By fueling team member resiliency and fostering a culture that embraces change.

Want to learn more about how we can help? **Let's talk.**

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