The 80% Experience

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.

The 80% Experience

Questions and exercises for better understanding and supporting employees in the 80% (covered on pages 62–87 of the 2024 Global Culture Report).

As organizational leaders, we must constantly evolve our understanding of all facets of our workforce, most notably employees among the often overlooked 80% of workers worldwide who lack autonomy, opportunity, and technology in their roles. This group plays a pivotal role in our day-to-day operations, and this section is designed to deepen your insights into their experiences, challenges, and aspirations.

Through a blend of introspection, reflection, and actionable exercises, you will:

- **Discover the nuances of the roles and stereotypes associated with the 80%**

- **Assess current disparities and identify opportunities for bridging the gaps**

- **Reevaluate perceptions of invisibility and inferiority, highlighting pathways to inclusivity**

- **Design recognition strategies that resonate with the needs and aspirations of the 80%**

- **Chart an actionable roadmap to transform your newfound insights into meaningful organizational initiatives**

As you delve into each section, we encourage you to approach it with an open mind, ready to challenge pre-existing notions and eager to harness the untapped potential for those in the 80% at your organization. The learnings you acquire here can enhance their workplace experience and foster a holistic, inclusive environment where everyone can thrive at work.

Discover the pivotal role of workers in the 80% within your organization and challenge pre-existing notions associated with them.

List three roles within your organization that fall within the 80%. For each role, note any generalizations or stereotypes that may exist about each.

Role 1:

Role 1 Generalizations and Stereotypes

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Role 2:

Role 2 Generalizations and Stereotypes

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Role 3:

Role 3 Generalizations and Stereotypes

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Recall a time you interacted with someone from the 80% at your workplace. How did that interaction make you feel about their role and value? How common is their experience? How do you know this?

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Reflect on the statement: "We're expendable." How does this statement resonate with the treatment of the 80% in your organization?

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ASSESSING DISPARITIES AND OPPORTUNITIES

Highlight the gaps between potential and current realities to uncover untapped opportunities for your organization's 80%.

Which statistics or findings from the report resonate the most with your organization's situation? What about these statistics or findings resonate?

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EXERCISE: MAPPING ACCESS AND ENABLEMENT

Assess Access	**Assess Enablement**
Using a scale of 1–10 (1 being lowest and 10 being highest), evaluate the level of access your 80% workforce has to:	Using the same scale, evaluate the level of autonomy, influence, and voice your 80% workforce has in:

Benefits	_____	Decision-making	_____
Technology	_____	Providing feedback	_____
Tools	_____	Shaping work environment	_____
Opportunities	_____	Improving processes	_____

Reflect on the results. Identify three significant gaps. How can they be bridged? What barriers exist in bridging these gaps?

Gap 1:	Gap 2:	Gap 3:
Gap 1 Reflection	Gap 2 Reflection	Gap 3 Reflection

Address the feelings of invisibility among the 80%, fostering an environment where every employee feels seen and valued.

How might biases towards the 80% manifest in your organization's day-to-day operations and culture?

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List at least two channels through which the 80% can provide feedback or voice concerns. How effective are these channels? How do they translate employee voice into action? How do the 80% know they have been heard?

Channel 1:

Channel 1 Reflection

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Channel 2:

Channel 2 Reflection

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Reflect on the last company event or celebration. Were the contributions of the 80% highlighted? If *yes*, how? Was it effective? How do you know? If *not*, why weren't they celebrated?

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Examine your recognition strategies tailored for the 80%. Reflect on their access, enablement, and feedback to ensure recognition truly resonates.

Brainstorm a list of potential recognition explicitly tailored for the 80%. How does this differ from your current recognition strategy? Do they have appropriate access and enablement?

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Consult a few members of the 80% for their input on your list. How do they react to the proposed recognition?

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Transform insights into actionable steps, laying a roadmap for creating a holistic workplace experience for all.

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

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Chart a strategy to roll out one key recommendation over the next quarter. What are the milestones, challenges, and expected outcomes?

Strategy:

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Milestone 1:

Milestone 1 Challenges

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Milestone 1 Outcomes

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Milestone 2:

Milestone 2 Challenges

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Milestone 2 Outcomes

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Milestone 3:

Milestone 3 Challenges

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Milestone 3 Outcomes

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CONCLUDING REFLECTIONS

Reflect on the journey through this exploration, ensuring the learnings pave the way for sustainable organizational growth.

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

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Pen down a pledge or commitment to the 80% in your organization, mapping out the initiatives you intend to prioritize?

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ADDITIONAL NOTES

O.C.TANNER