



Shift Hearts & Minds to Transform Culture

Katie Sandoe, D.Ed. |  LIGHT ECHO CO.



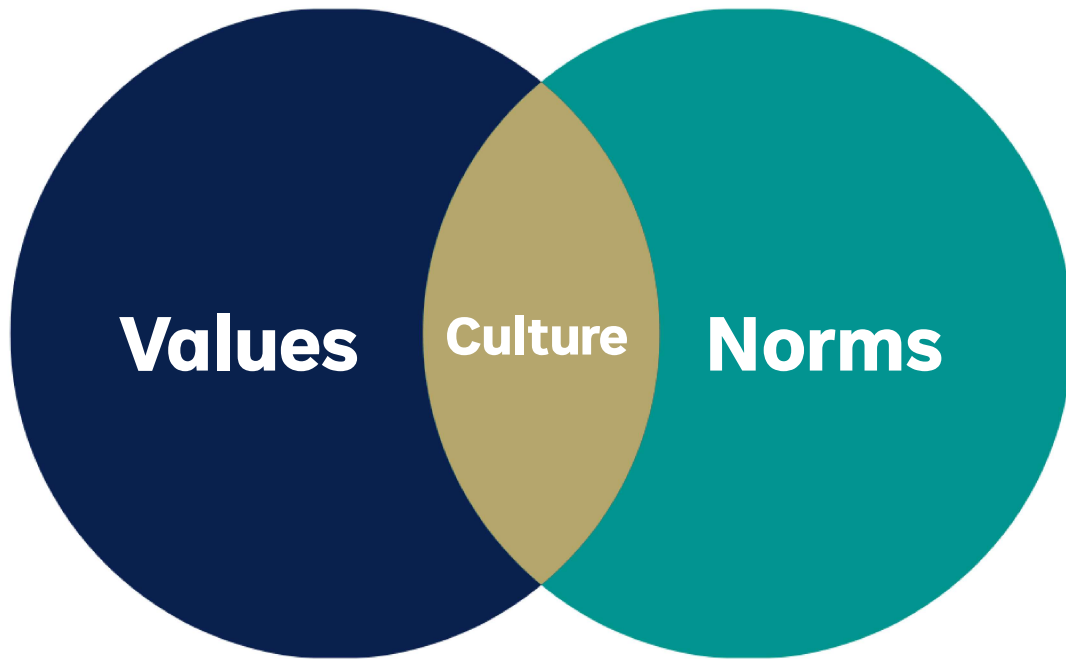
What is your greatest challenge at this moment?

- **Company Culture**
- **Generations**

A large, bright yellow smiley face balloon is the central focus, set against a background of several other similar balloons. A white rectangular text box is overlaid on the right side of the balloon, containing the title text. The background is a textured, greyish surface.

The Side Effects of Your Company

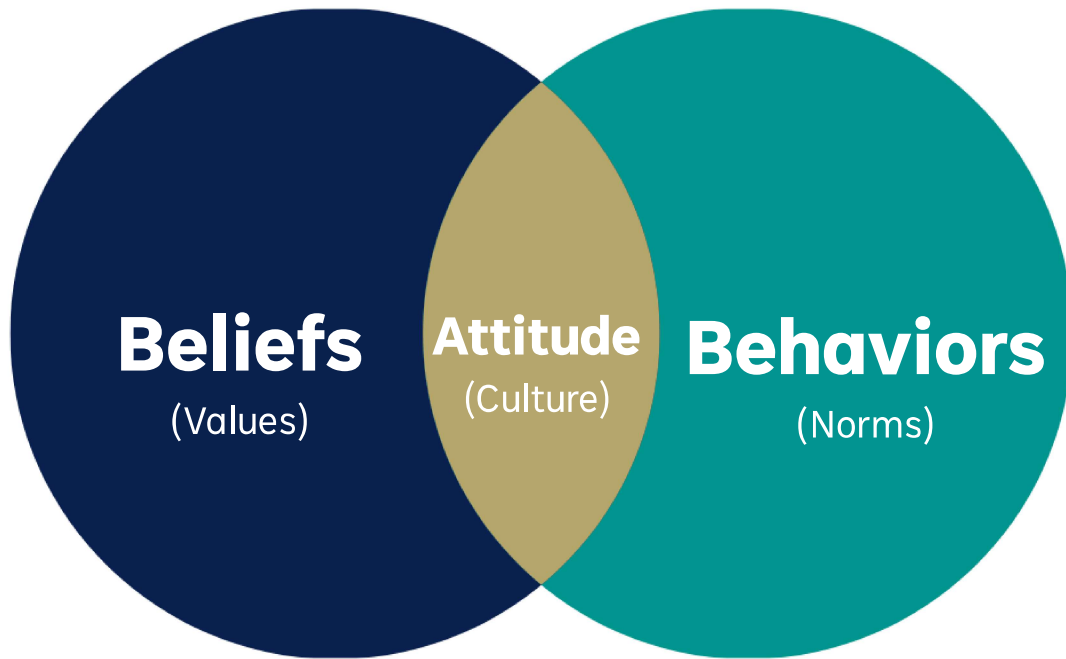




**How is
culture
made?**

Culture Change Model

- **Priorities** – raising awareness so people care
- **Habits** – influencing the behaviors we desire
- **Systems** – addressing company structures



From Group to Individual

Making Transformation Stick

- **Align with Purpose** – make it about something greater
- **Lead By Example** – senior leaders model the behaviors
- **Skill Building** – develop the whole person
- **Experience** – align systems, processes, and incentives



Small Group Discussion

What is a key take away from your reflections?



Generational Side Effects



Defining the Generations

- **Baby Boomers** (1946 – 1964)
- **Gen X** (1965 – 1980)
- **Millennials** (1981 – 1996)
- **Gen Z** (after 1997)

Bridging the Generations

- Get over assumptions/myths.
- Create workplace traditions.
- Foster intentional connection.
- Communicate appreciation.
- Be open, curious, and flexible to individual experience.

Challenging Generational Myths

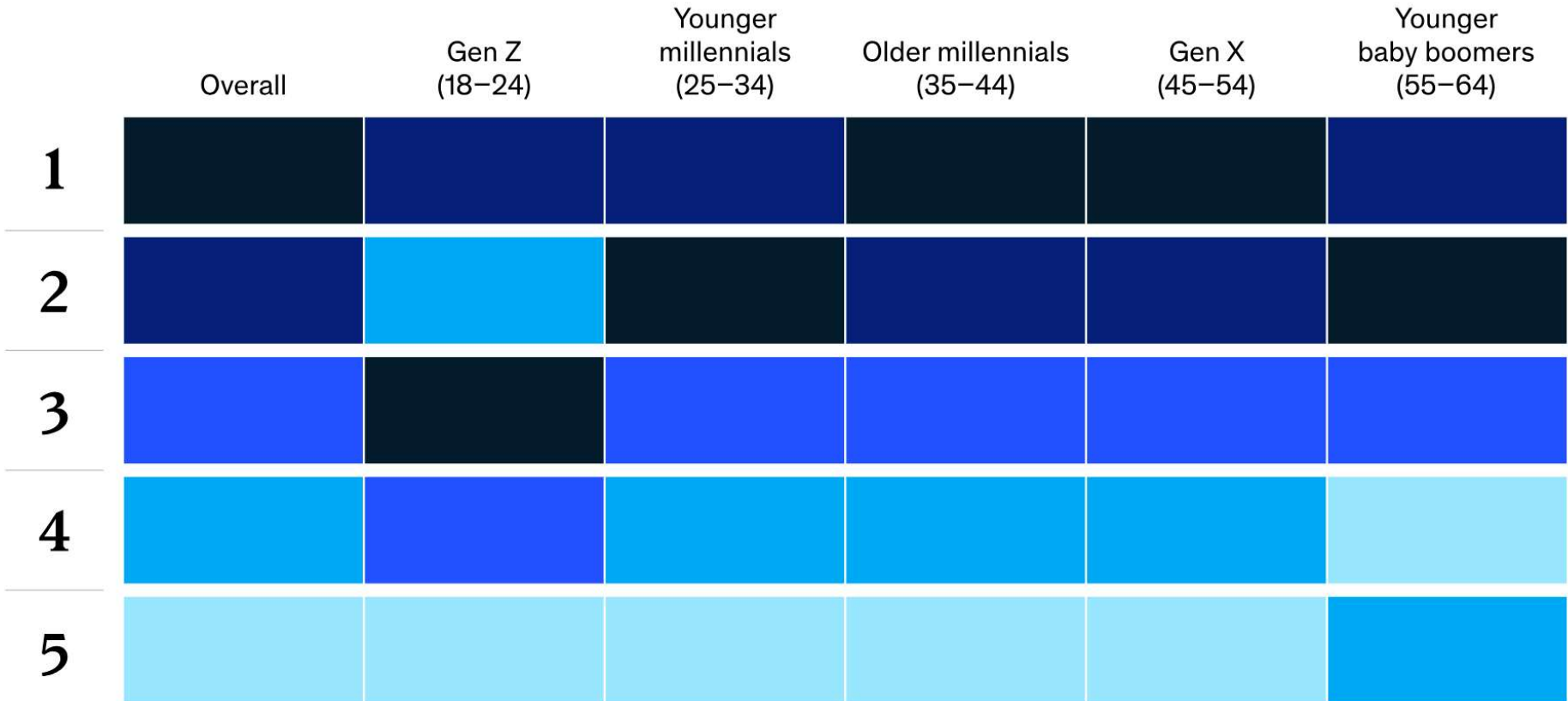
- **MYTH #1:** Generations think differently about work and the workplace.
- **MYTH #2:** Younger generations are less motivated.
- **MYTH #3:** Company strategies to improve culture must be consistent and equal.



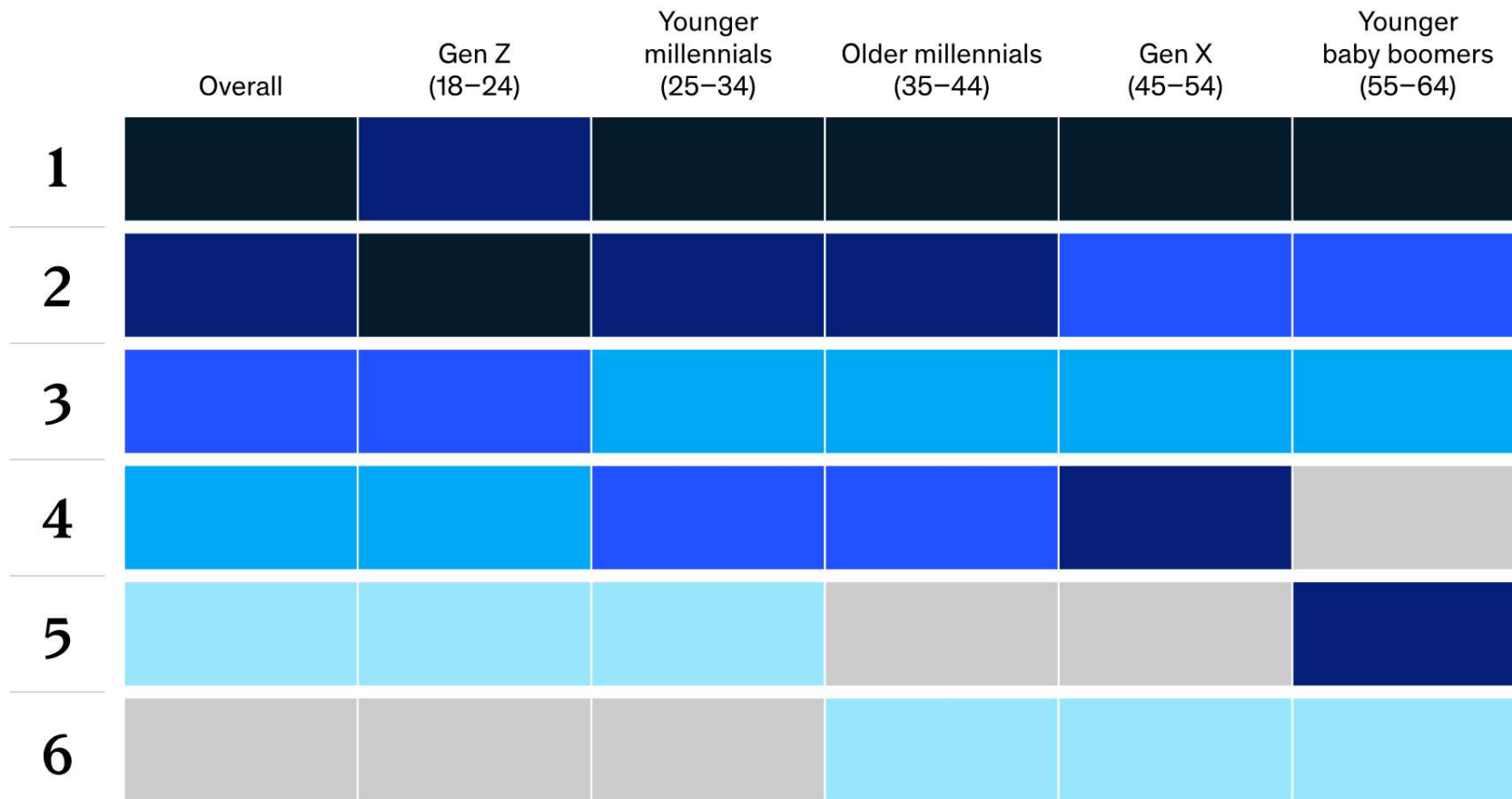
Myth #1

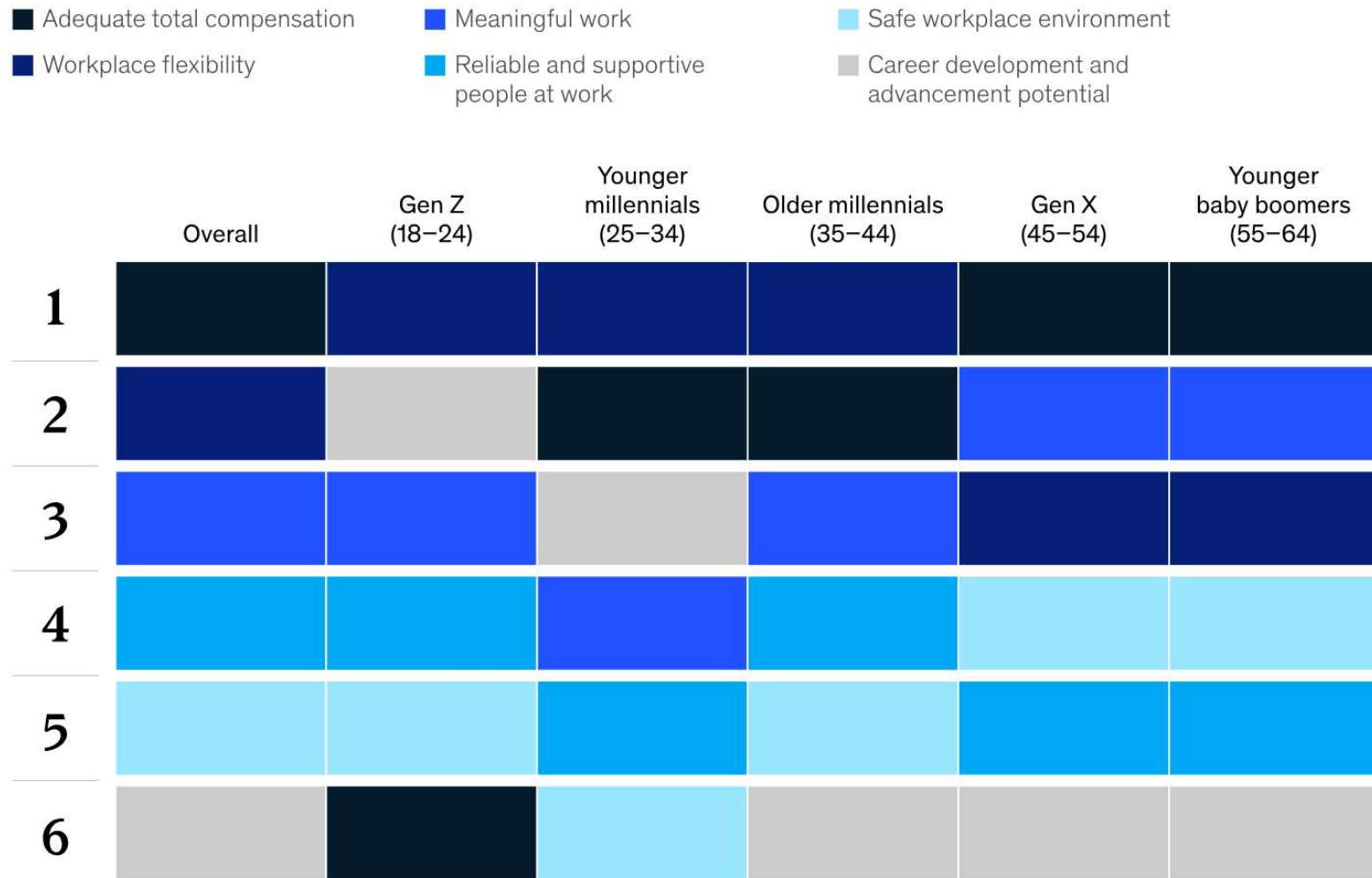
**Generations Think
Differently About Work**

- Inadequate total compensation
- Lack of career development and advancement potential
- Uncaring and uninspiring leaders
- Lack of meaningful work
- Unsustainable work performance expectations



- Adequate total compensation
- Career development and advancement potential
- Meaningful work
- Workplace flexibility
- Reliable and supportive people at work
- Safe workplace environment







Myth #2

**Younger Generations
are Less Motivated**

Engaged Actively Disengaged

— Baby Boomers (1946-1964) — Gen X (1965-1979) ··· Older Millennials (1980-1988)
- - - Gen Z & Young Millennials (1989 or after)



Engaged **Actively Disengaged**

— Baby Boomers (1946-1964) — Gen X (1965-1979) ··· Older Millennials (1980-1988) - - Gen Z & Young Millennials (1989 or after)



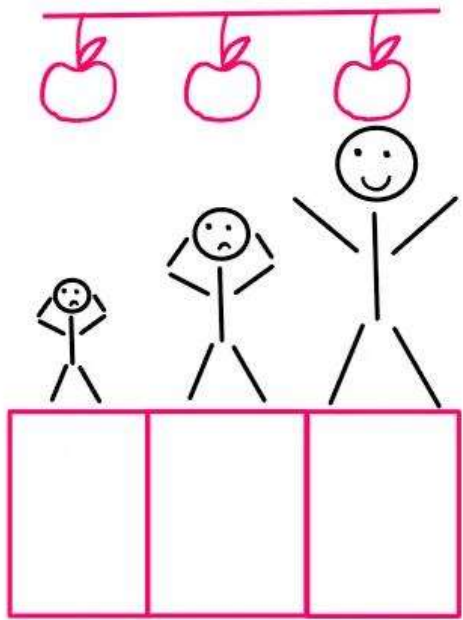
12 Employee Needs

1. Clear expectations.
2. Adequate resources to do the job.
3. Apply their best (natural) self at work.
4. Recognition for work/contributions.
5. Valued as a person.
6. Potential for career growth.
7. Believes their voice matters.
8. Finds purpose in/at work.
9. Shared commitment.
10. Close working relationship(s).
11. Understands their work performance.
12. Opportunity to learn and grow.

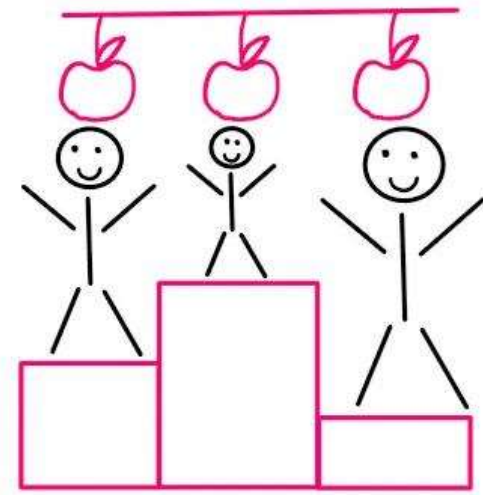


Myth #3

**Culture Strategies Must
Be Consistent & Equal**



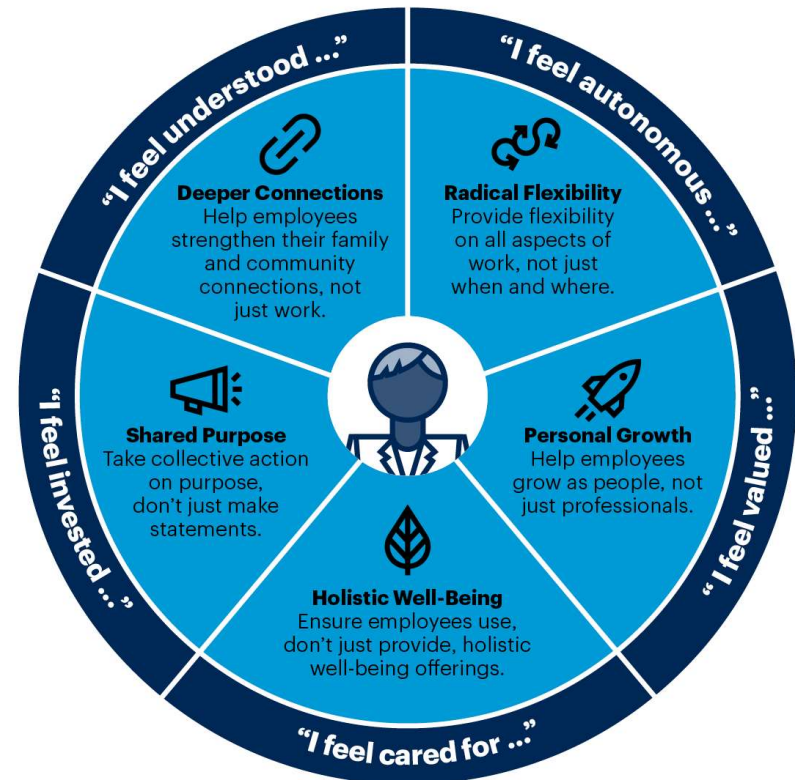
EQUALITY



EQUITY

Culture is collectively built, but individually experienced.

The Human Deal Framework



gartner.com

Source: Gartner
© 2023 Gartner, Inc. All rights reserved. CM_GBS_2237685

Gartner

Rethinking Work for the Individual

- **Where:** in-person, remote, hybrid
- **When:** flexible schedule
- **Why:** purposeful in/at work and presence, compensation
- **What:** individual contributor vs. collaboration
- **How:** individual pacing of workload, AI usage



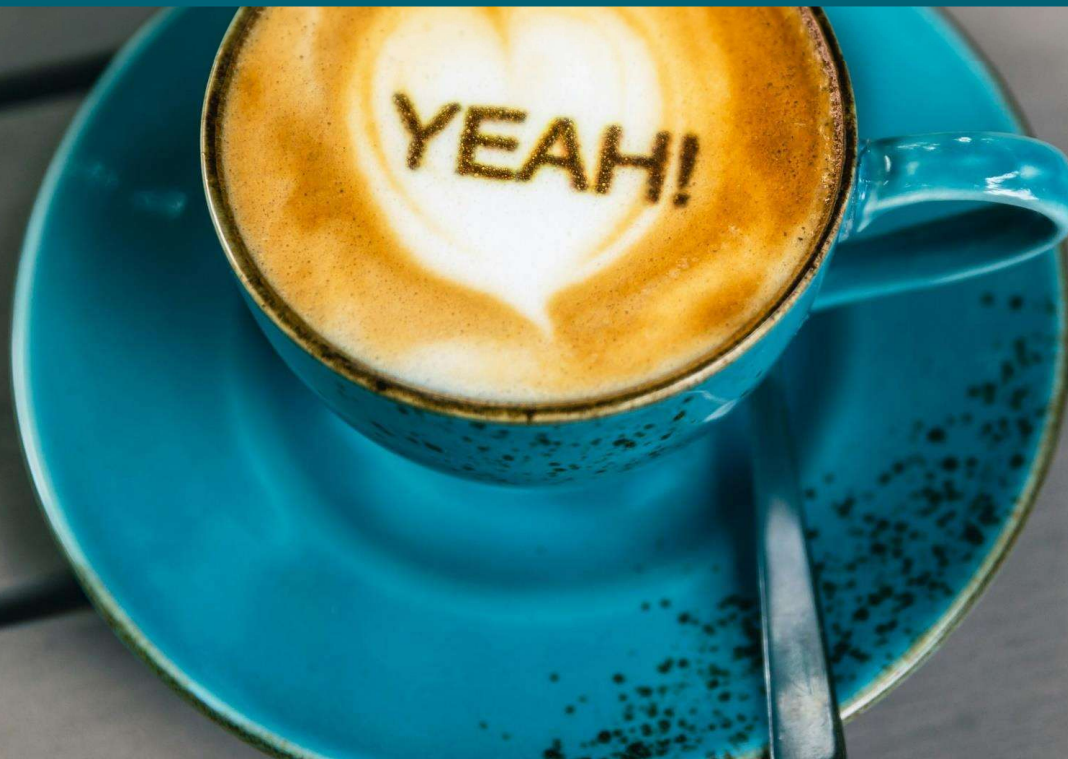
Small Group Discussion

What is a key take away from your reflections?



Build a Culture Movement

**Changing culture requires a
MOVEMENT, not a mandate.**



Build a **MOVEMENT** for Change

- Start small. Start with the heart.
- Leverage leaders and influencers.
- Show progress, not just promises.
- Foster connection and trusted spaces.
- Embrace symbols – create a shared identity.



Small Group Discussion

What is a key take away from your reflections?



Let's Connect

Dr. Katie, The Sparkologist™