

**TSC24**

# Adapting Culture in Times of Change

**ClearCo.**



**Angie Wideman-Powell**

**SVP, People & Culture**  
ClearCompany

Don't Zipline Naked 🤪



## The Evolution of Workplace Culture



Taylorism  
Early 20th  
Century

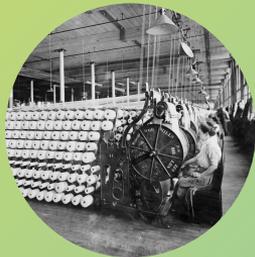


Innovation &  
Entrepreneurship  
1970s - 1980s



Modern Workplace  
2010s

Late 18th -  
19th Century  
Industrial Revolution



1940s - 1960s  
Corporate America



1990s - 2000s  
Digital Age & Culture  
Transformation



## The Evolution of Workplace Culture



The Rise of Remote Work

2021



The Employee Experience

2023



AI & Upskilling

2025 and beyond

2020

COVID-19 & DEIB

2022

The Great Resignation

2024

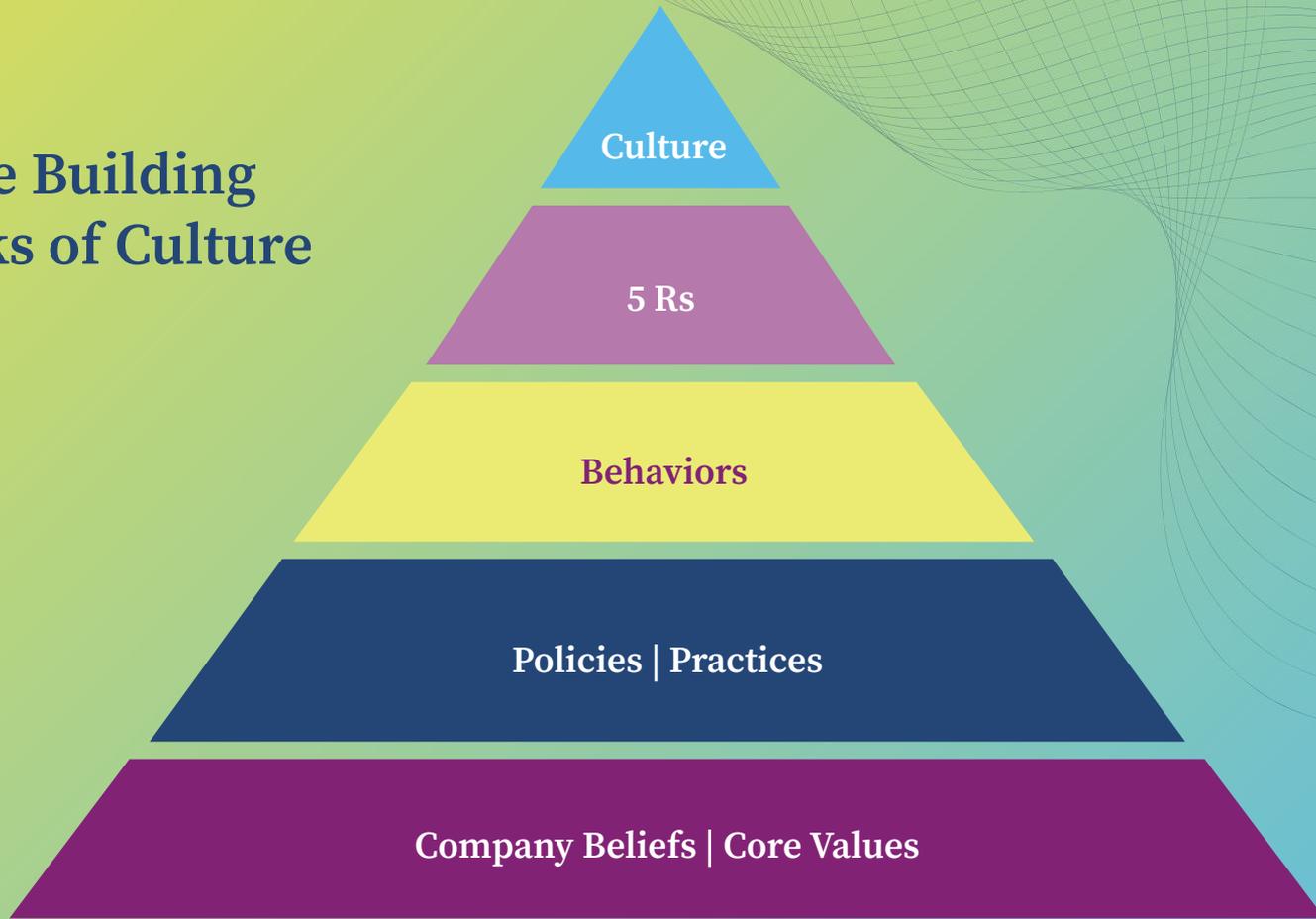
AI Everywhere  
RTO



Since 2020, what has been the most challenging cultural shift you've had to navigate?

- COVID policies and safety
- The Great Resignation
- DEIB (diversity, equity, inclusion & belonging)
- RTO (return to office)
- Pay Transparency

# The Building Blocks of Culture



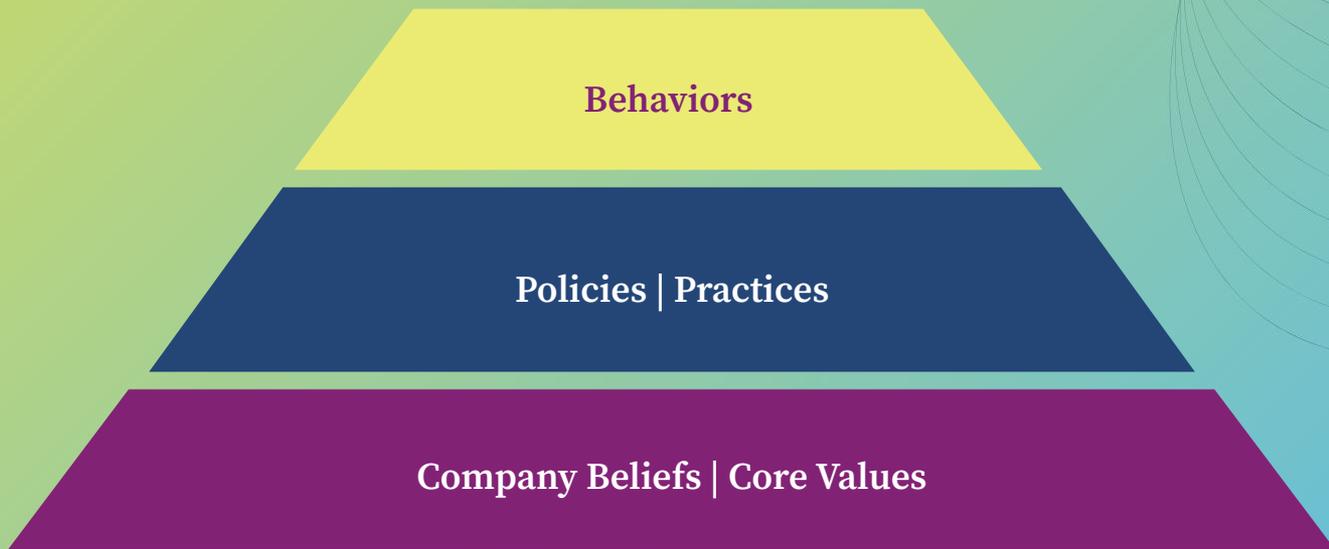


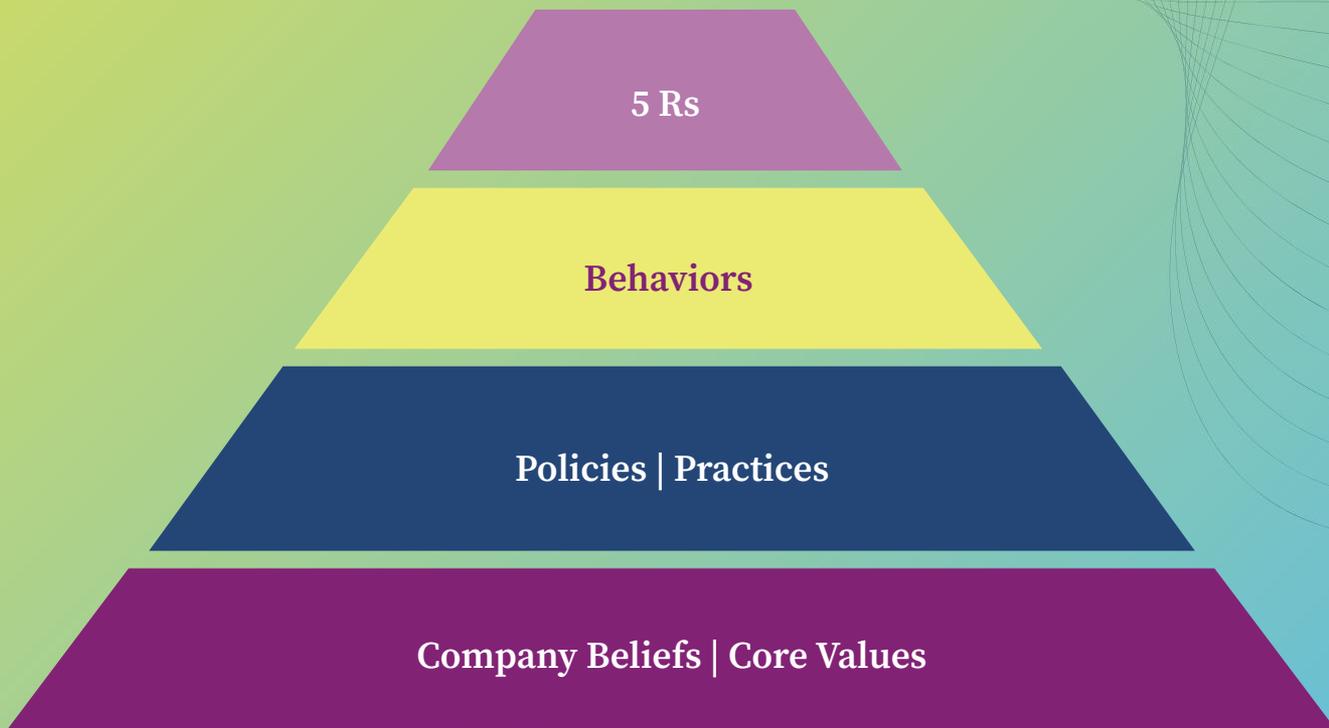
## Company Beliefs | Core Values



Policies | Practices

Company Beliefs | Core Values





# The Five Rs



5 Rs

# Recruit

Assess **company values fit**  
AND **culture add** during your  
recruitment process.



5 Rs

# Recognize

Publicly (and privately) **recognize the behaviors** and actions of employees that **demonstrate your organization's values.**



5 Rs

# Reward

Compensate (reward) employees on business results that **support and build** upon your organization's **values and culture**.



5 Rs

# Retain

Be **thoughtful** about who you **retain** through advancement, “saves,” and RIFs.

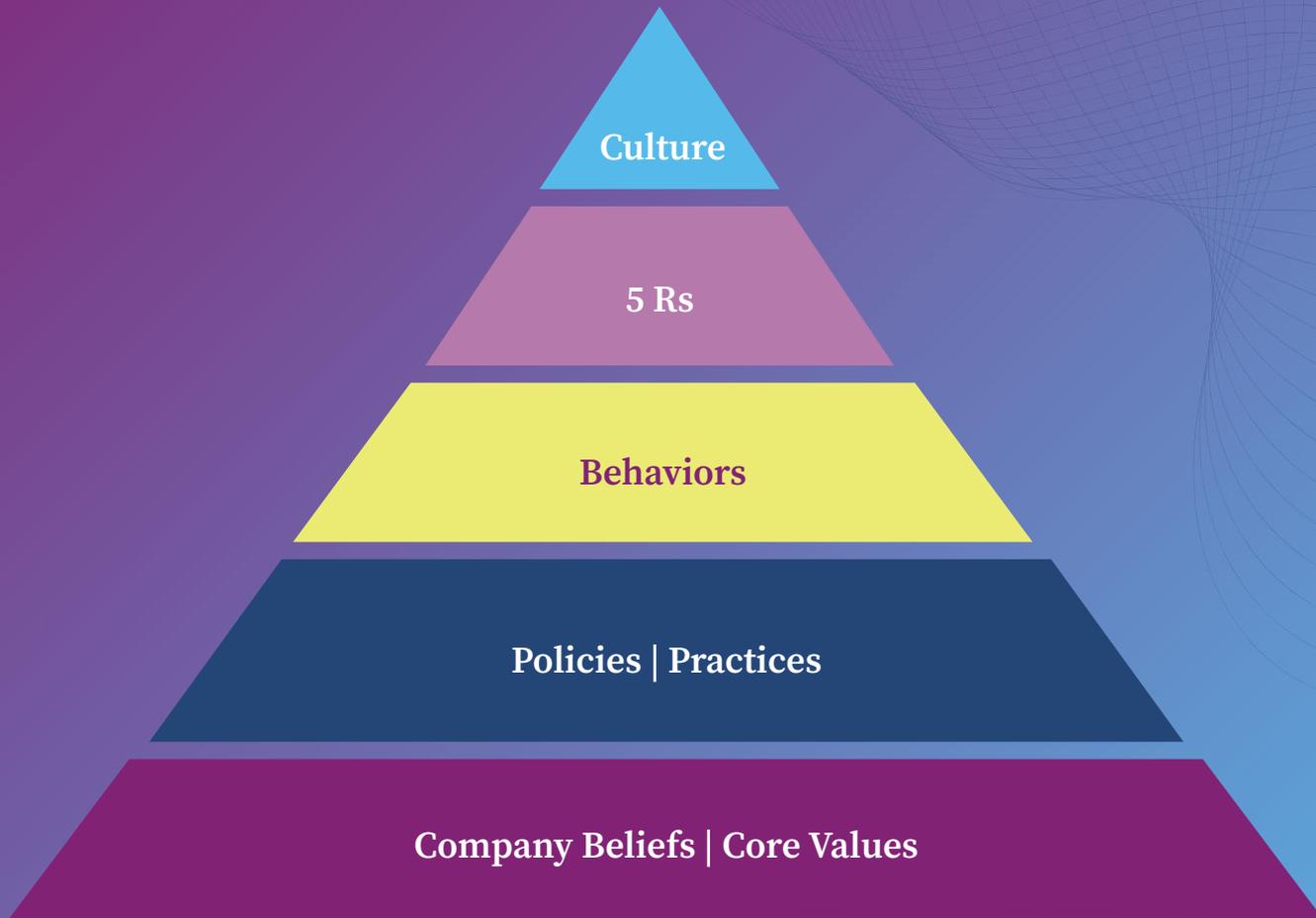


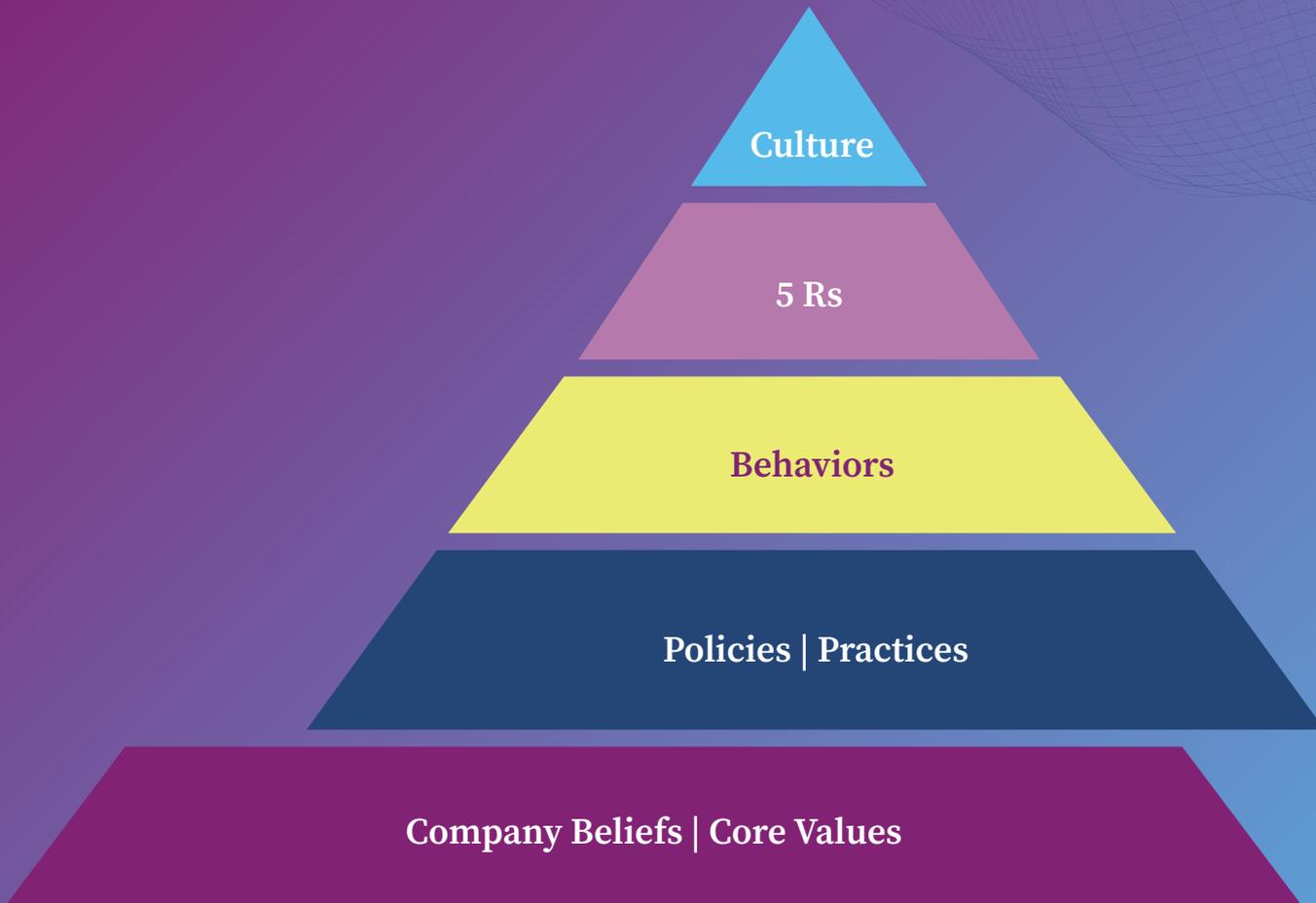
5 Rs

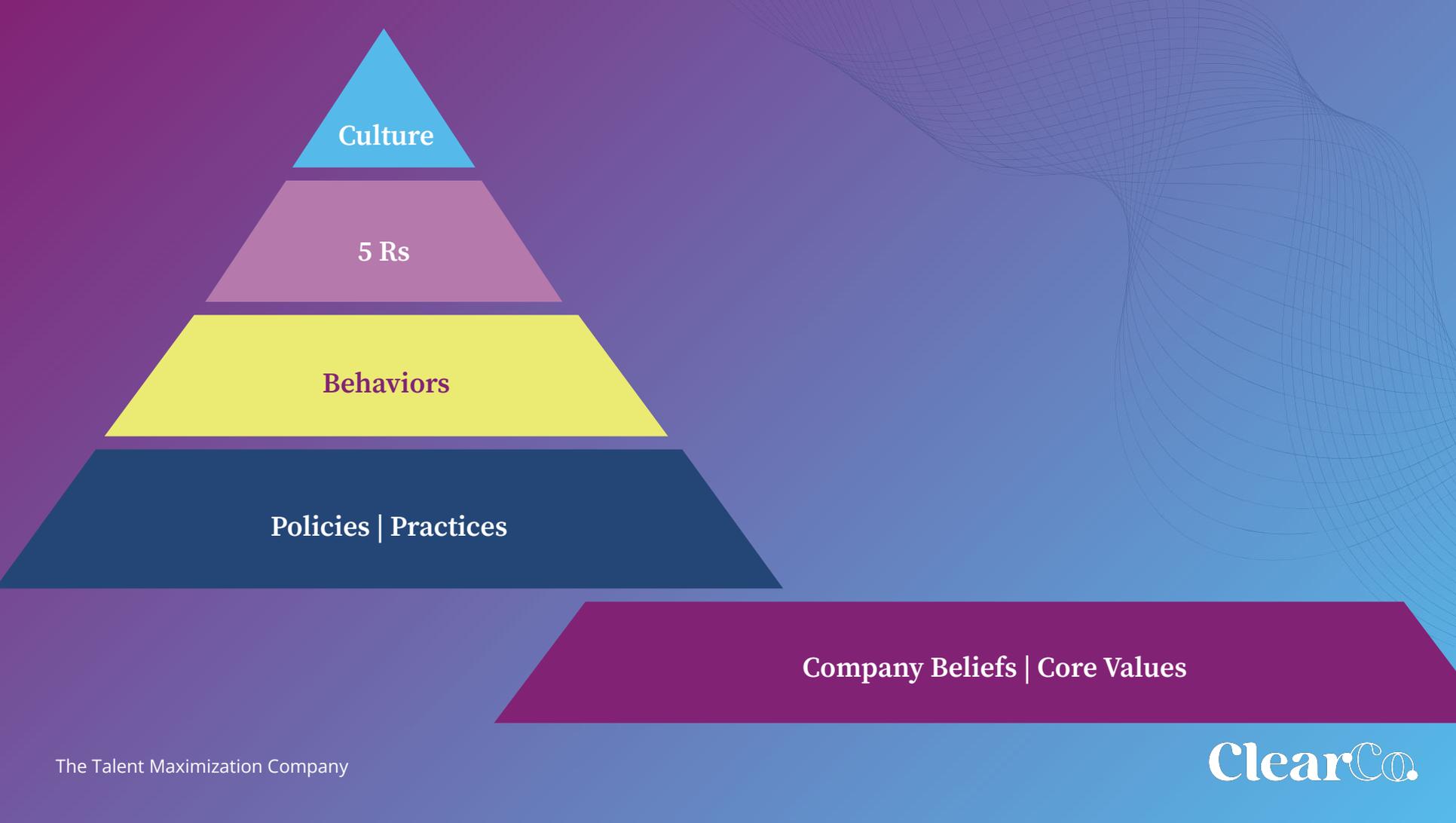
# Reskill

Engage and motivate employees by equipping them with **new skills** that help your business grow.









# Changes HR Navigates

- Mergers & Acquisitions
- Leadership Changes
- Digital Transformation
- Rapid Growth | Global Expansion
- Current Events | Civil Unrest |
- Remote | Hybrid | Return to Office

# Fostering an Intentional Culture

1

Assess

2

Recommend  
& Align

3

Implement &  
Foster

4

Measure  
& Adjust



# Assess

- Surveys
- Focus Groups
- Stay Interviews
- Observation



## Recommend & Align

- Craft recommendations for change with assessment feedback
- Ensure recommendations that could impact culture are still aligned with company values



# Implement & Foster

- Introduce cultural enhancements with clear expectations
- Foster adoption through leading by example



# Measure & Adjust

- Reassess (can be a scaled-back version)
- Make adjustments accordingly

# Supporting Culture as an HR Professional

(While maintaining your  
own sanity)



# Practical tips for transitioning and upholding company culture



## Be Real

- Use real talk. Avoid jargon or acronyms when talking to employees.
- Strike a balance between being positive and being realistic.



## Assume Good Intent

- Prepare for difficult employee discussions thoughtfully.
- Give employees the benefit of the doubt.



## Great Service w/ Kindness

- It's your 100th time answering a question, but it's employees' first time asking.
- Go the extra mile — make the extra effort.



## Uphold Company, Champion People

- Recognize when an exception or special circumstance exists or it's time for change.
- Advocate for your people.



Thank You.