

# Supplemental Slides: Agenda for Meaning Makers

# [ *THE why OF* **work** ]

How Leaders Create Value Through **Meaning**



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# HR Agenda (Menu) for Meaning Making

Targets of Meaning				
		Individual (self)	Organization (systems)	Customer (service)
<b>Drivers (principles, languages, levers) of Meaning</b>	Identity	1	2	3
	Purpose	4	5	6
	Relationships	7	8	9
	Environment (culture)	10	11	12
	Challenges (Work itself)	13	14	15
	Learning/ Resilience	16	17	18
	Delight	19	20	21

# Agenda for Meaning Making: Identity (1)

	Question	Actions
<b>1 Identity Self</b>	What strengths do I want to be known for?	<ul style="list-style-type: none"><li>•Do a personal strengths audit</li><li>•Plan to develop and use my strengths to strengthen others</li></ul>
<b>2 Identity organization</b>	What are the things we are good at (capabilities) within our organization?	<ul style="list-style-type: none"><li>•Do an organizational capability audit</li><li>•Create organization (HR) practices to deliver capabilities</li></ul>
<b>3 Identity Customer</b>	What is our organization identity (brand) in the mind of best customers?	<ul style="list-style-type: none"><li>•Assess alignment of our organization culture and customer expectations</li><li>•Invest in internal organization (HR) practices that meet customer expectations</li></ul>

# Agenda for Meaning Making: Purpose (2)

	Question	Actions
<b>4 Purpose Self</b>	What purposes motivate me?	<ul style="list-style-type: none"><li>•Assess what purposes energize me</li><li>•Find the right balance of how I direct my energy</li></ul>
<b>5 Purpose Organization</b>	What purposes inspire our organization?	<ul style="list-style-type: none"><li>•Assess what energizes those I work with</li><li>•Match person and position</li></ul>
<b>6 Purpose Customer</b>	Which of our purposes inspire our target customers?	<ul style="list-style-type: none"><li>•Assess expectations of targeted customers</li><li>•Align organization purposes and practices to those expectations</li></ul>

# Agenda for Meaning Making: Relationship (3)

	Question	Actions
<b>7 Relationship Self</b>	How do I build my relationship skills?	<ul style="list-style-type: none"><li>•Assess my relationship skills</li><li>•Invest in having a best friend at work</li></ul>
<b>8 Relationship Organization</b>	How do we create high-performing, high-relating teams?	<ul style="list-style-type: none"><li>•Assess effectiveness of our team</li><li>•Invest in encouraging relationships and developing relational skills of teams</li></ul>
<b>9 Relationship customer</b>	How do we build relationships of trust with customers?	<ul style="list-style-type: none"><li>•Assess how easy it is for customers to do business with us</li><li>•Invest in building trusting relationships with customers</li></ul>

# Agenda for Meaning Making: Environment (4)

	Question	Actions
<b>10 Environment Self</b>	What work settings/ culture help me be most productive?	<ul style="list-style-type: none"><li>•Assess my current work setting on ten dimensions</li><li>•Invest in improving dimensions that matter most to me</li></ul>
<b>11 Environment Organization</b>	How would we characterize our organization's culture?	<ul style="list-style-type: none"><li>•Assess the extent to which our organization has a positive work setting or culture</li><li>•Prioritize aspects of our work setting or culture that we need to invest in improving</li></ul>
<b>12 Environment customer</b>	What aspects of our company's culture matter most to customers?	<ul style="list-style-type: none"><li>•Assess how customers feel when they enter our place of business</li><li>•Invest in improving the customer experience with our company</li></ul>

# Agenda for Meaning Making: Challenges (5)

	Question	Actions
<b>13 Challenges Self</b>	What about my job is easy, energizing, enjoyable to me?	<ul style="list-style-type: none"><li>•Do a calendar test – identify activities that are meaningful to me</li><li>•Structure in routines and actions that help me be productive</li></ul>
<b>14 Challenges Organization</b>	How do we customize jobs to the unique interests or needs of employees?	<ul style="list-style-type: none"><li>•Design jobs to enrich employee productivity</li><li>•Customize what, how and where work is done to meet employee preferences</li></ul>
<b>15 Challenges Customer</b>	How do we customize solutions/offerings to customers?	<ul style="list-style-type: none"><li>•Assess what products and services we excel at creating that matter to targeted customers</li><li>•Ensure that those products and services are accessible to targeted customers</li></ul>

## Agenda for Meaning Making: Learning/resilience (6)

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	Question	Actions
<b>16</b> <b>Learning/resilience</b> <b>self</b>	How do I respond to change or setbacks?	<ul style="list-style-type: none"><li>•Assess my learning agility to become more self-aware</li><li>•Make systematic effort to learn from and respond positively to change</li></ul>
<b>17</b> <b>Learning/resilience</b> <b>Organization</b>	How resilient is our organization?	<ul style="list-style-type: none"><li>•Generate new ideas</li><li>•Generalize them throughout the organization</li></ul>
<b>18</b> <b>Learning/resilience</b> <b>customer</b>	How well are we changing in response to customer changes?	<ul style="list-style-type: none"><li>•Anticipate customer trends</li><li>•Invest in organizational changes to respond to foreseen changes in customer trends</li></ul>

# Agenda for Meaning Making: Delight (7)

	Question	Actions
<b>19 Delight Self</b>	What brings me pleasure and delight?	<ul style="list-style-type: none"><li>•Develop appreciation, humor, playfulness, and creativity at work</li><li>•Practice civility</li></ul>
<b>20 Delight Organization</b>	How can we invest the organization with positive energy?	<ul style="list-style-type: none"><li>•Invest in bringing these qualities into every aspect of the organization</li><li>•Model and encourage civility and delight</li></ul>
<b>21 Delight customer</b>	What would delight our customers as they interact with us?	<ul style="list-style-type: none"><li>•Have fun with customers</li><li>•Respond to customers with civility and appreciation</li></ul>