Case Study #3

Fostering a Culture of Continuous Improvement and Ethical Behavior

Andres, Maverick Danielle

Beltran, Danelle Marie

Cadavez, Monica

Dorado, Stephany

Gamboa, Silas

Gonzales, Danilo

Munsod, Adrianne

Mutya, Eireen

Palabrica, Ian Emmanuel

Reyes, Melody

BSIT – 3B

IT 110: Social and Professional Issues

Mr. Federico G. Nueva

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CASE STUDY 3:

Fostering a Culture of Continuous Improvement and Ethical Behavior

Case Background

A manufacturing company experiences low productivity and high employee turnover. Exit interviews reveal that employees feel unheard, unmotivated, and unclear about ethical expectations. Management is open to implementing a culture shift.

Task of the Group:

Develop a program or framework to build a culture of continuous improvement and ethical behavior. The solution must:

- Include strategies like Kaizen, suggestion systems, or recognition programs
- Integrate a code of ethics and regular ethics training
- Involve all employee levels (from staff to executives)
- Be supported by real examples and measurable KPIs (e.g., innovation rates, ethical violation reports)

I. Introduction

Every organization wants to thrive, but what happens when productivity dips, employees walk away, and no one feels heard? This is the reality facing our manufacturing company. The symptoms- low output, high turnover, and unclear ethical boundaries- point to deeper cultural issues.

Creating a workplace where employees feel valued, listened to, and clear about expectations isn't just a professional imperative-it's a human one. This action plan aims to reset the company culture by introducing meaningful change, grounded in the principles of continuous improvement and ethical behavior.

Our scope? A company-wide cultural shift that touches every individual, from the factory floor to the executive boardroom. We introduce the CIRCLE (Continuous Improvement & Responsible Conduct for Long-term Excellence) Framework, a structured approach that promotes continuous improvement and ethical behavior across all levels of the organization. It incorporates proven strategies such as Kaizen, employee suggestion systems, and recognition programs to encourage innovation, boost morale, and enhance performance.

These initiatives empower employees to take part in process improvements while fostering a sense of ownership and engagement. The framework also emphasizes the importance of a clear and enforceable Code of Ethics, supported by regular training and an anonymous reporting system to ensure ethical alignment and accountability. Through cross-level communication, leadership involvement, and measurable KPIs, the CIRCLE Framework creates a sustainable, law-compliant, and values-driven culture where integrity and continuous growth are embedded in everyday operations.

II. Background and Context

Description of the Issue

Low productivity in manufacturing environments often leads to missed deadlines, poor product quality, and diminished client satisfaction. According to Inquiro (2024), Employee attrition is a significant concern for employers in the Philippines, with the country having one of the highest turnover rates in Southeast Asia at an average of 18% annually. This trend caused substantial financial losses and negatively impacted company morale and productivity. Moreover, BusinessWorld (2024), states that the Philippines Employers must consider their job offers amid high voluntary turnover (which is estimated to increase up to more than 15.9%).

In this case, exit interviews provided qualitative data that underscore deep-rooted issues:

- Employees do not feel heard, indicating weak feedback loops and top-down communication.
- A sense of low motivation suggests an absence of recognition, career development, or engagement initiatives.
- Unclear ethical expectations point to a lack of formalized codes of conduct or insufficient communication regarding workplace behavior and values.

Impact of the Issue

On the Organization:

The most immediate impact is on operational efficiency. Low productivity reduces output, increases operational costs, and affects delivery schedules, ultimately harming the company's competitive edge. Moreover, frequent turnover increases recruitment and training costs, while also disrupting team cohesion and knowledge continuity.

On Employees:

A lack of motivation and unclear values contributes to burnout and dissatisfaction. Employees may feel disconnected from the company's mission, leading to lower morale and a transactional relationship with their work—further exacerbating retention issues. In addition, Ian, one of our groupmates, had a first hand experience of this issue on his previous part-time job wherein the company's operation does not align with their values leading him to be low morale and burnout. According to him, it has never been easy to be working in a company with low value to their employees.

On the Broader Community:

The manufacturing company likely plays a key economic role in its community. High turnover can lead to job instability and a perception that the company is an undesirable employer. This may hinder local employment opportunities and reduce trust between the business and the community.

Previous Efforts and Outcomes

The company may have taken limited action to address these cultural issues, primarily focusing on short-term fixes like salary increases or temporary incentives. While these approaches can have modest immediate effects, they have not resulted in sustainable improvements in engagement or retention. Attempts to introduce employee suggestion boxes or feedback surveys were largely ignored, as employees doubted whether their input would lead to change, demonstrating a lack of trust in leadership follow-through.

Real-World Examples

1. Toyota Production System (TPS): Toyota famously improved productivity and morale by adopting the Kaizen principle, empowering workers at all levels to suggest and implement changes. This cultural shift helped Toyota build a reputation for both innovation and employee satisfaction.

2. Google's Project Aristotle: Google studied its own teams and found that psychological safety, the feeling that one can speak up without punishment, was the most critical factor in high-performing teams. This finding supports the importance of employees feeling heard and respected.

3. The Johnson & Johnson Credo: This document clearly defines the company's ethical responsibilities to customers, employees, and the community. It serves as a model for how clearly articulated values can guide behavior and decision-making across a large organization.

III. Goals and Objectives

Goal 1: Increase Employee Productivity

Objectives:

Identify and eliminate productivity bottlenecks through workflow analysis by Q3.

Implement employee performance tracking tools and set departmental KPIs by Q4.

Offer skill development training sessions quarterly, starting next quarter.

Alignment with Mission and Values:

Enhancing productivity supports the organization's mission of operational excellence and aligns with values of continuous improvement and accountability.

Goal 2: Reduce Employee Turnover Rate

Objectives:

Launch a quarterly employee engagement survey to gather actionable feedback, starting in Quarter 2.

Establish a recognition and reward program by Quarter 3 to acknowledge employee contributions.

Conduct stay interviews annually to understand and address employee concerns proactively.

Alignment with Mission and Values:

Reducing turnover upholds the organization's commitment to valuing its people, promoting a supportive and inclusive culture.

Goal 3: Achieve 100% Participation in Quarterly Ethics Training Across All Levels

Objectives:

Develop and roll out a mandatory ethics training module by the beginning of Q3.

Track and report participation rates with 100% compliance as the benchmark.

Include scenario-based learning and assessments to reinforce understanding.

Alignment with Mission and Values:

A strong ethical foundation reinforces the organization's integrity, legal compliance, and trustworthiness, core to its identity and public responsibility.

Goal 4: Implement a Suggestion System

Objectives:

Design and launch a digital platform for employee suggestions by the end of Q2.

Review and respond to all submitted ideas within a two-week timeframe.

Recognize and implement at least one employee-generated improvement per quarter.

Alignment with Mission and Values:

This initiative empowers employees, encouraging innovation and reinforcing the value of shared ownership and participation.

Goal 5: Reduce Reported Ethical Violations

Objectives:

Publish a revised and accessible Code of Ethics by Q3.

Establish anonymous reporting channels and publicize their availability by Q2.

Create a cross-functional Ethics Review Committee to handle reports and publish quarterly summaries (without compromising confidentiality).

Alignment with Mission and Values:

Fostering a transparent and accountable culture is essential to maintaining ethical integrity and fulfilling the organization's duty to its stakeholders.

IV. Stakeholder Analysis

When addressing workplace issues like low productivity and high employee turnover, it's essential to recognize the people who are most affected and those who can help drive meaningful change. In this case, several key stakeholders play a crucial role in both understanding the root of the problem and shaping a solution that works for everyone.

Key Stakeholders

Employees (Factory Workers and Administrative Staff)

These are the individuals directly experiencing the problem. Their feelings of being unheard, unmotivated, and unclear about ethical standards are at the core of the issue. They are not only stakeholders—they're also the heart of the company.

Management (Supervisors, Department Heads, Executives)

Managers are responsible for shaping the work environment. While they may not have been fully aware of the depth of the issues, their willingness to support a cultural shift positions them as critical agents of change.

Human Resources (HR)

HR is responsible for recruitment, training, and employee relations. They are instrumental in setting policies, supporting culture-building efforts, and gathering feedback from staff.

Customers

While customers may not be directly involved in internal operations, they are indirectly affected by productivity and quality issues. Delays, inconsistent product quality, or poor customer service can erode trust and satisfaction.

Local Community

The company likely provides jobs and economic stability for families in the surrounding area. High turnover and instability can have ripple effects beyond the factory walls, impacting the broader community.

Roles and Responsibilities in the Action Plan

Employees

Will participate in surveys, focus groups, and feedback sessions. Their honest input is vital to identifying pain points and testing proposed solutions. They also play a key role in shaping the new culture through their day-to-day actions.

Management

Will lead by example in demonstrating openness, active listening, and ethical behavior. They are responsible for implementing new communication structures, accountability measures, and training programs that reinforce the desired cultural values.

HR

Will design and coordinate the implementation of feedback tools (like engagement surveys), update policies to reflect new ethical standards, and facilitate workshops or team-building sessions.

Customers

May not be involved directly but should be informed of changes if they impact delivery timelines or service standards. Their continued satisfaction is a measure of success.

Community Representatives

Could be involved through town halls or community feedback loops to ensure the company remains aligned with its local responsibilities and reputation.

Gathering and Incorporating Stakeholder Feedback

To ensure everyone's voice is heard, a variety of methods will be used:

Anonymous employee surveys to identify trends in morale, motivation, and clarity of values.

- Small group discussions and focus groups to dive deeper into employee experiences. This will be facilitated by supervisors assigned to small groups of the company.
- Regular town hall meetings where leadership can share updates and employees can ask questions directly.
- Suggestion boxes and digital feedback platforms for ongoing input.

Feedback won't just be collected, it will be acted upon. Summaries of input will be shared transparently, and decisions will be discussed so employees see the connection between their voice and company actions.

Importance of Stakeholder Engagement

Change efforts often fail not because of poor planning, but because people don't feel involved or respected in the process. Engaging stakeholders isn't just a courtesy—it's a necessity. When employees feel their input shapes the workplace, they become more invested. When managers lead with empathy and transparency, they build trust. And when communities and customers see a company working to improve, loyalty strengthens.

In short, lasting cultural change can't be imposed from the top down, it must be co-created. That's why meaningful engagement at every level is the foundation of this plan's success.

V. Action Steps

Step 1: Conduct a Needs Assessment

We will begin by gaining a clear understanding of what's driving employee dissatisfaction, disengagement, and confusion about ethical expectations.

- We will roll out an anonymous employee engagement survey that includes both scaled and open-ended questions. Topics will include communication with leadership, clarity of responsibilities, workplace morale, and awareness of ethical standards.
  - Example question: "How often do you feel your ideas or concerns are acknowledged by your supervisor?"

- We will hold employee focus group sessions across different departments and shifts, led by neutral facilitators. These sessions will encourage open conversations about workplace culture, motivation, and day-to-day challenges.
- We will also conduct in-depth exit interviews with recently departed staff to better understand the reasons behind turnover. Their feedback will be compiled and compared with current employee insights.
- We will analyze existing data such as turnover rates, absenteeism, and productivity reports to identify trends and gaps between employee experience and organizational performance.

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Step 2: Develop Policies and Procedures

With insights from our assessment, we will improve our policies to ensure expectations are clear, fair, and aligned with ethical practices.

- We will form a Policy Review Taskforce—a diverse team including HR, managers, and employee representatives—to update our Code of Conduct and related workplace policies.

Fostering a Culture of Continuous Improvement and Ethical Behavior

- We will develop a clear Code of Conduct that outlines respectful behavior, professional standards, and transparent reporting procedures. This document will include real-world examples relevant to our manufacturing environment.
- We will create a Performance Feedback Policy that ensures every employee receives monthly one-on-one check-ins with their supervisor, focusing on progress, concerns, and development.
- All updated policies will be translated (if needed), simplified, and made accessible via printed manuals, digital files, and bulletin board postings in work areas.

Step 3: Training and Education

We will build understanding and skills across the company to support a culture of ethics, engagement, and continuous improvement through a well-structured, inclusive training program.

- We will provide a mandatory ethics and culture workshop for all employees. These interactive sessions will explore ethical dilemmas, respectful communication, and shared accountability, aligned with our CIRCLE framework.
- We will launch a Leadership Communication Bootcamp for all team leads and supervisors. This training will focus on active listening, empathy, motivating teams, and conducting meaningful feedback conversations to build trust and accountability.
- We will offer monthly skill-building seminars on teamwork, stress management, and problem-solving.
- Employees who complete training milestones will be recognized through our new Learning Milestone Awards, reinforcing the value of professional growth and development.

Customized Modules for Key Stakeholder Groups

To make training relevant and impactful, we will deliver tailored ethics modules for different roles within the organization:

All Employees:

Training will cover the fundamentals of ethics, including the updated Code of Conduct, how to report misconduct, avoiding conflicts of interest, and treating others with respect and fairness.

Managers & Supervisors:

This group will receive training on ethical leadership, including managing complaints, preventing retaliation, addressing misconduct, and promoting transparency and fairness in decision-making.

Executives and Senior Leaders:

Training will emphasize strategic ethical oversight, covering risk governance, ethical business decisions, compliance with industry regulations, and the importance of setting the cultural tone at the top.

Third Parties & Vendors:

As part of our extended ethical community, they will receive clear guidance on our compliance expectations, including anti-bribery principles, confidentiality standards, and responsible business practices aligned with our company values.

Training Approach

- Interactive e-learning modules will ensure convenience and flexibility for all roles and schedules.
- Real-world scenarios and case studies will provide practical, relatable learning opportunities that reflect our daily operations.
- On-site workshops and role-plays will foster discussion and hands-on practice in responding to workplace situations.
- Pre- and post-training assessments will measure learning outcomes and reinforce accountability.
- Annual refresher sessions will be conducted to maintain awareness, update content, and strengthen our long-term commitment to ethical excellence.

Step 4: Implement a Targeted Communication Plan

All levels will be reached out through company emails and announcement posters on their offices regarding feature updates, success stories, upcoming events, and employee concern hearing.

We will host monthly all-hands town hall meetings where leadership presents progress updates, answers questions, and listens to feedback. Questions can be submitted anonymously before each meeting.

Actions regarding employees' concern will be posted on our media platform and on our designated major announcements board located at the company lobby.

We will also hold team huddles led by supervisors to reinforce key messages and gather immediate input from frontline staff.

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Step 5: Establish Support Systems

We will ensure our people feel supported, heard, and safe through assistance programs and reporting systems.

1. Employee Assistance Program (EAP)

We will launch a confidential EAP to provide professional counseling for employees and their immediate families. Services will cover:

- Stress, anxiety, and personal concerns
- Family and relationship issues
- Work-life balance and burnout
- Financial and legal guidance

The EAP will be accessible 24/7 via phone and online platforms, offered in multiple languages, and promoted in onboarding and wellness materials.

2. Peer Support Network

Supervisors as team leaders will be the first contact for concerns of their team. This network will:

- Provide emotional support in a non-clinical setting
- Guide peers to relevant resources (EAP, HR, hotline, etc.)
- Encourage a supportive, listening culture across departments.

3. What to Do and Who to Call - orientation for all employees

Purpose:

Empower employees by giving them knowledge on what to do for work cases such as harassment, unpaid working hours, management problems, etc.

- Online seminar for all employees.
- Necessary and important information and actions to be taken will be discussed

Operational Workflow:

- Mandatory 3 hours orientation every end of the month.
- Meeting details will be distributed to every department and will be facilitated by selected managers, supervisors, and HR.
- The 3 hour orientation is paid and is done after working hours. Employees that will attend this orientation will time out of work early with 1 hour and 30 mins allotment for the travel to their home. If the orientation happens to be scheduled on weekends and holidays, it will be conducted by 7 am to 10 am.

This orientation will be an empowerment to employees if there are situations that are not negotiable and needs to be addressed legally.

4. Improvement Portal – Digital Platform for Ideas and Suggestions

To promote continuous improvement and employee-driven innovation, we will launch the Improvement Portal — digital platform to hear employee's ideas and suggestions.

Key Features:

- Web and mobile access
- Categorized suggestions (e.g., workflow, safety, cost-saving, engagement)
- Anonymous or named submissions
- Real-time submission tracking
- Upvote and comment features to engage others

- Recognition points for approved and implemented ideas

Operational Flow:

- Submission – Employees submit suggestions anytime
- Review Panel – Monthly review by department heads and HR
- Implementation – Selected ideas are piloted or rolled out
- Recognition – Contributors are publicly acknowledged and rewarded

The Improvement Portal reflects our belief that the best ideas often come from those closest to the work. It aligns with the Continuous Improvement pillar of CIRCLE, giving everyone a voice in how we operate and grow.

5. Recognition Program – Tiered Acknowledgment

To help foster a more engaged and motivated workplace, we're introducing a *Recognition Program* that celebrates both everyday efforts and standout contributions. This tiered system ensures that appreciation is felt at every level, from quick shout-outs to major career milestones.

Recognition Tiers and Criteria

Game Changer Award
For transformative innovations and exceptional ethics

- Introduced a bold idea or process that made a real impact

- Demonstrated outstanding ethical leadership, especially under pressure

Manager-Led Excellence Awards
For consistently strong performance and active improvement efforts

- Regularly meets or exceeds KPIs

- Actively engages in Kaizen activities or other improvement initiatives

Peer-to-Peer Recognition
For daily support, teamwork, and integrity

- Offers help and encouragement to coworkers

- Lives the values of integrity, kindness, and positivity

Milestone & Group Recognition
For major accomplishments and service anniversaries

● Celebrates key milestones like 5, 10, or 15+ years of service

● Contributes meaningfully to successful team projects

eCards and Digital Badges
For informal, spontaneous acknowledgment

● Acts respectfully and ethically in day-to-day work

● Achieves small wins or improvements that deserve a nod

Step 6: Monitor, Evaluate, and Adjust the Plan

To ensure our action plan delivers measurable, lasting results, we will adopt a continuous monitoring and improvement cycle, guided by Kaizen principles—small, incremental changes that lead to significant, sustainable progress over time.

1. Culture Change Dashboard

We will develop a Culture Change Dashboard to track the most important indicators of success. This dashboard will be managed by the HR and Strategy teams and updated monthly.

Key Metrics Will Include:

● Employee turnover rate
● Training completion rates (by role and module)
● Employee engagement survey scores
● Number of suggestions submitted via the iThink Portal
● Ethics hotline usage and resolution timelines
● Participation in peer support and wellness programs

Target Goals (First 6 Months):

● Reduce employee turnover by 15%

- Increase employee engagement scores by 20%
- Boost suggestion box submissions by 30%

This dashboard will be shared transparently with staff via:

Monthly email newsletters

Digital displays in common areas

Regular town hall updates from leadership

2. Kaizen Review Cycles

In line with the CIRCLE Framework's continuous improvement focus, we will incorporate Kaizen principles by:

- Holding weekly huddles at the team level to gather small wins, pain points, and improvement ideas
- Conducting monthly process check-ins with department heads to identify workflow inefficiencies and possible fixes
- Empowering employees to propose improvements at any time through the iThink Portal, which feeds directly into our review cycles

These Kaizen activities ensure that improvements are driven by the people doing the work, reinforcing ownership, motivation, and practicality.

3. Quarterly Review and Adjustment Meetings

We will convene quarterly review sessions involving:

- Senior leadership
- HR representatives
- Employee committee members
- Ethics and compliance leads

During these sessions, we will:

- Analyze dashboard trends
- Discuss frontline feedback
- Identify patterns from exit interviews and hotline reports
- Evaluate the effectiveness of current policies, training, and communication strategies

Adjustments may include:

- Updating policies to address emerging issues
- Revising training content based on employee feedback

Enhancing communication tools (e.g., simplifying the Code of Conduct or adding Q&A segments to town halls)

4. Closing the Loop with Employees

- Transparency and trust are essential. After each review, we will share:
- A summary of what's changing and why
- Success stories and areas for improvement
- Next steps and how employees can continue to contribute

These updates will be distributed via email, posted on the intranet, and included in leadership briefings to ensure consistency and visibility.

VI. Timeline and Milestones

Step	Activity	Timeline	Milestones & Deliverables
1. Needs Assessment	Conduct surveys, interviews, and focus groups	Week 1–3	Needs Assessment Report submitted; Summary of employee feedback; Root causes identified
	Analyze exit interview data	Week 2–4	Exit Interview Trend Analysis completed

	Present findings to leadership	Week 4	Needs Assessment Presentation delivered
2. Develop Policies and Procedures	Revise Code of Conduct and HR policies	Week 5–7	Updated Policy Manual approved; Code of Conduct published
	Document ethical reporting and escalation procedures	Week 6–8	Reporting Procedures Document finalized
3. Training and Education	Develop role-based training modules	Week 6–9	Customized content for employees, managers, execs, vendors completed
	Launch interactive e-learning platform	Week 10	Training portal live
	Conduct company-wide training	Week 10–18	80% training completion milestone reached; Training feedback reviewed
4. Communication Plan	Create branding for initiative	Week 6–8	Initiative name, tagline, and visuals approved
	Company-wide CIRCLE Framework launch	Week 8	Kickoff email and town hall executed
	Share monthly newsletters and hold town halls	Weeks 8–24	Monthly updates sent; Two town halls completed

5. Support Systems	Launch Employee Assistance Program (EAP)	Week 9	EAP active and communicated to staff
	Organize the what to do and who to call orientation	Week 10 (will be adjusted since it will be done every end of the month)	3 hour online orientation for employees
	Launch Improvement portal	Week 10	Portal operational and promoted to employees
	Establish Peer Support Network	Week 11–13	Peer supporters selected and trained
	Recognition Program	Week 9–13	Program framework finalized Nominations open Recognitions announced
6. Monitor, Evaluate, and Adjust	Build and deploy Culture Change Dashboard	Week 9–11	Dashboard live with KPIs updated monthly
	Conduct monthly Kaizen reviews	Weeks 12, 16, 20, 24	Improvement ideas documented and acted on
	Hold quarterly review sessions	Weeks 12 and 24	Sessions held; Adjustments to training, policies, or communication
	Share progress transparently	Weeks 12–24	Company-wide updates on

			outcomes and insights
Final Review	Measure KPIs and reflect on outcomes	Week 24	Culture Impact Report completed; Next cycle planned

Table 1.1

Chart 1.1

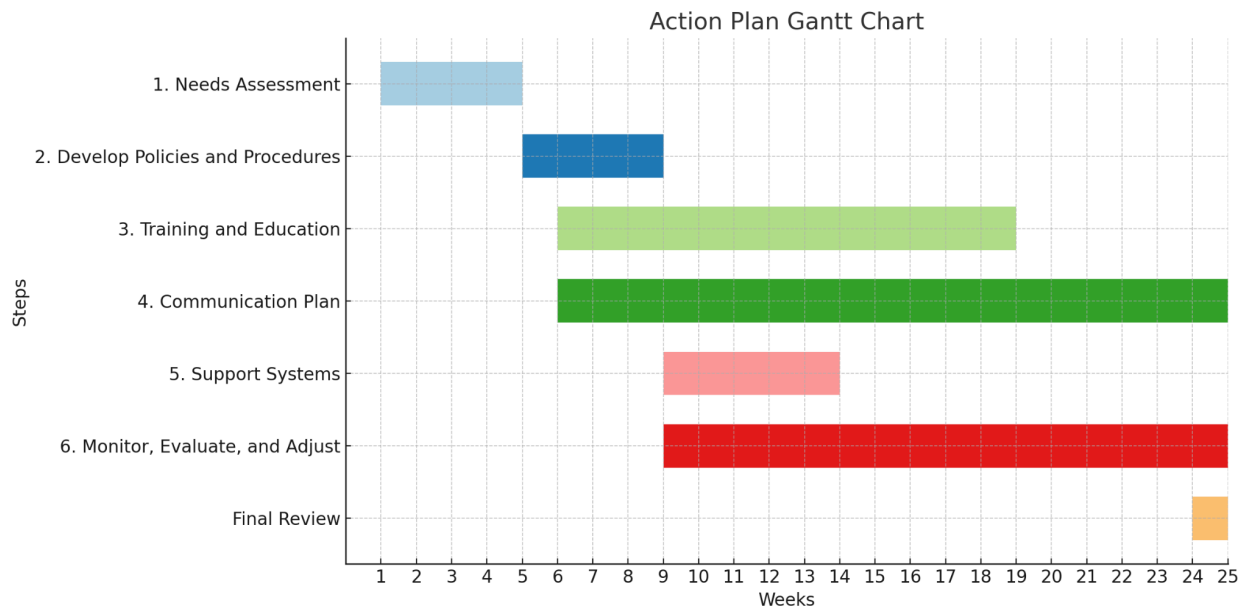# VII. Budget and Resources

Category	Estimated Cost (PHP)	Details
Employee Surveys & Assessments	100,000	External firm to design and analyze culture and engagement surveys
Policy & Procedure Development	50,000	Legal consultation and documentation

Training & Education Programs	300,000	E-learning modules, role-based ethics training, trainers' fees
Communication Campaign	80,000	Branding, internal comms materials, town halls, newsletters
What to do and who to call orientation	150,000	3 hours payment for employees who will attend the orientation.
Improvement Portal	120,000	Platform development, licensing, and IT support
Support Systems (EAP, Peer Network)	90,000	Counseling services, training for peer supporters
Monitoring Tools & Dashboard	70,000	Dashboard development and data analytics tools
Miscellaneous & Contingency (10%)	96,000	Unforeseen expenses and buffer
Total Estimated Budget	PHP 1,056,000	—

Table 1.2

2. Resources Needed

Personnel

- Project Lead (HR or Culture Transformation Officer)
- Cross-functional Team (HR, Operations, Ethics, Communications)
- External Experts (Ethics Trainer, Legal Advisor, IT Developer)

Technology

- Improvement Digital Suggestion Portal

- Real-time Culture Change Dashboard

Materials

- Role-based training modules, videos, quizzes
- Policy and ethics handbooks
- Internal branding (posters, kits, slides)

Support Services

- Employee Assistance Program (EAP) provider
- What to do and who to call orientation for employees
- Survey & analytics provider

3. Budget Allocation and Management

The HR Department will oversee the budget with Finance providing regular monitoring. Key practices include:

- Monthly budget reports to the Culture Steering Committee
- Tracking expenses against project milestones and deliverables
- Phased fund release to manage risk
- Exploring cost-saving options like internal trainers or free tools

VIII. Risk Management

Risk	Likelihood	Impact	Priority	Mitigation Strategy
Resistance to change	High	High	Critical	Awareness campaigns, manager involvement

Risk	Likelihood	Impact	Priority	Mitigation Strategy
Low employee engagement	Medium	High	High	Clear communication, recognition programs
Tech platform failure	Low	High	Medium	Vendor SLAs, IT support
Budget constraints	Medium	Medium	Medium	Budget tracking, cost-saving options
Breach of confidentiality	Low	High	High	Secure, anonymous systems and strict protocols

Table 1.3

IX. Conclusion

The organization has taken a thoughtful and honest look at its current challenges. Issues like low productivity and high employee turnover are more than just operational concerns, they reflect how employees feel in their daily work. Through this action plan, guided by the CIRCLE Framework, the company is choosing to build a culture rooted in trust, shared values, and continuous improvement.

This plan is not simply about solving problems. It is about creating an environment where every individual feels heard, motivated, and part of something meaningful. When people are supported and respected, they bring their best selves to work and help the entire organization thrive.

Success depends on the active involvement of all stakeholders. Every employee, manager, and partner plays a vital role in shaping the workplace culture. Their feedback, participation, and commitment will drive the plan forward and ensure real, lasting change.

By taking these steps together, the organization moves closer to a future where people feel valued, empowered, and proud to contribute. This is a collective journey toward a better, more human-centered workplace.

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XI. Group Collaboration

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