

GALLUP®

# Evolving the Culture

CPS Energy  
January 2023

*Final Summation of the 2022 Culture Audit Project*

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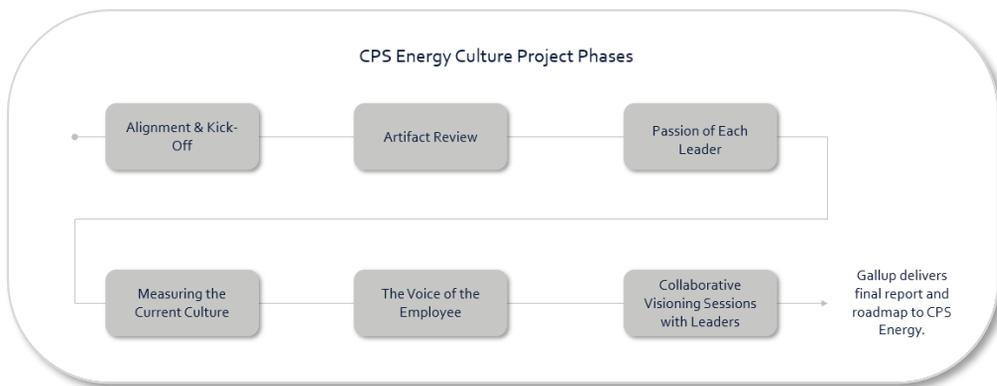
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# Executive Summary

CPS Energy partnered with Gallup in August of 2022 to review the culture and key attributes of the organization. The extensive review leveraged employee engagement, CPS Energy's prioritization of safety, and focus on training to understand employees' perspectives on leadership, decision-making and employees' opportunities to succeed and contribute to the success of the organization. It is important to note this review occurred as the organization was in a state of transition.

## Project Overview and Approach

Gallup's understanding of the current culture and employee perceptions of CPS Energy was determined based on quantitative and qualitative research, along with a two-day workshop with leaders. The project included a detailed review of 26 key artifacts that highlighted the culture and business processes of the organization. The qualitative research included in-depth interviews with the CEO and CEO's direct reports, as well as 10 focus groups with employees across various divisions in the organization. 2,362 CPS Energy employees took the opportunity to participate in the quantitative aspect of the project by responding to the company-wide culture audit survey. Lastly, Gallup led 34 CPS Energy leaders, Labor organization leaders and front-line employees through a two-day Collaborative Visioning Session — a workshop focused on defining/improving the organizational values, vision and mission. The two-day session allowed participants to review key findings and align on a way forward.



## Observations, Gaps and Opportunities

Based on the work Gallup conducted, CPS Energy has a strong customer-centric culture. While the organization has a strong set of values, employees don't feel as though their coworkers and leaders consistently and fully display the organizational values in their behavior. Gallup also found the community was not invited to share feedback on these cultural elements. This highlights the need for CPS Energy to align the organization's mission, vision and values with the workforce and community. There is an opportunity for CPS Energy to involve the community's input in the mission, vision and values, along with defining a clear vision statement and increasing employees' awareness and understanding of organizational values.

Leaders feel the tone at the top has changed and employees are more enthusiastic about the future. However, some employees reported not receiving much communication from the organization's leaders and not being as aware of big initiatives or strategic changes as they would like to be. There is a real gap when it comes to effective and consistent communication across the company. The opportunity exists for CPS Energy to upskill leaders' ability to be good storytellers, extend the reach of internal communications, and improve the collateral so it is focused and has a greater reach.

Both leaders and employees recognize a need for a change when it comes to the decision-making process. Leaders understand the process is inefficient and employees are frustrated by the delay it causes in their ability to get work done. Moving people leaders toward a coaching mindset will empower employees and restore trust between managers and their teams. There is an opportunity for leaders to create an environment that encourages accountability, optimize the performance management system to align with the right outcomes, and empower employees to make decisions.

### **Recommended Next Steps**

Based on the gaps and opportunities identified, Gallup recommends CPS Energy take several key actions listed below:

#### **❶ To align the mission, vision and values with the workforce and community:**

- Conduct a targeted employee pulse survey.
- Host Collaborative Visioning Session follow-up session.
- Conduct research with the community.
- Gather customer feedback.
- Host a community day or public work session.
- Create button/stickers/badges of values.
- Place mission, vision and values (MVV) signage.
- Have team value discussions.

## ② To improve communication within the organization:

- Conduct storytelling workshops.
- Post employee stories on the intranet.
- Share stories during townhalls.
- Audit communications.
- Start skip-level meetings.
- Set communication expectations with leaders.
- Create a communications panel.
- Roll out communications via new channels.
- Include employees in messaging.

## ③ To evolve toward a coaching mindset:

- Create a values recognition program.
- Managers must discuss expectations with team members.
- Upskill managers on performance management conversations.
- Delegate decision making.
- Launch 360s with directors and above.
- Evaluate decisions requiring executive approval.
- Audit performance management.
- Evaluate performance management measures for subjectivity.
- Launch Boss to Coach cohorts.

These activities are explained in greater detail throughout this report and have been strategically placed on a 24-month roadmap.

# Project Overview

The 2022 CPS Energy Culture Project kicked off in August 2022 and lasted through January 2023. The project consisted of six phases and took place during a time in which the organization was experiencing a great deal of transition.

## Phase 1 — Artifact Review

In September, Gallup collaborated with the CPS Energy project team to gain a holistic understanding of the ways people work within the organization. This discovery exercise informed the research themes for the qualitative and quantitative phases of the project. Gallup conducted a detailed review of 26 documents that highlighted key information about CPS Energy's onboarding orientation, training processes, culture, strategic vision and other important aspects of the business and culture.

Based on the artifacts, the Gallup team concluded CPS Energy has a culture that puts a great deal of emphasis on people. The culture is very relationship-driven, customer-centric and community-oriented. How employees treat one another, focus on customer needs and interact with the community is evident through the performance management process, core values and onboarding process. Employees are expected to be responsible and thorough in their work. During the review, however, Gallup noticed a lack of a clear vision statement in the strategic documents.

### The artifacts shared with Gallup included:

- all training and dev (non-compliance)
- core values
- critical roles job descriptions
- employee demographics
- employee survey data
- executive onboarding-orientation overview
- hiring and turnover trends
- non-executive onboarding orientation overview
- performance management process
- regulatory and compliance training
- safety training courses
- Vision 2027: An Evolving Utility

## Phase 2 — Passion of Each Leader

After the artifact review, Gallup conducted one-on-one stakeholder interviews with the CEO and the CEO's direct reports to better understand leaders' views of the culture and business. The objective was to gather input from leaders that would help Gallup understand more about the organization, its priorities and how it operates.

The Passion of Each Leader participants were Rudy Garza, Benny Ethridge, Kathy Garcia, Richard Lujan, Richard Medina, Vivian Bouet, Melissa Sorola, Shanna Rameriz, Cory Kuchinsky, DeAnna Hardwick, Loretta Kerner and Lisa Lewis.

CPS Energy leaders feel a sense of renewal and are working to build trust and transparency with employees. There is an intentional effort to focus on improving employee morale to drive performance. The leadership team is also working to increase their sense of trust with one another. Although the tone at the top of the organization has changed, leaders recognize performance is inhibited by a fear of failure and retribution. Leadership also acknowledges that it will take some time before the front line will feel the impact of the changes.

## Phase 3 — Measuring the Current Culture

Twelve survey items were added to the annual CPS Energy engagement survey to measure the different cultural attributes within CPS Energy (No. 6 and No. 9 were already included in the engagement survey). The objective was to understand how the entire organization felt about different aspects of the organization from a quantitative and qualitative perspective. These questions were added based on our understanding of the culture through the artifact review and executive interviews.

### Culture Survey Items

1. I feel connected to my organization's culture.
2. My organization's values guide the decisions I make at work.
3. My coworkers are committed to my organization's values.
4. My manager explains how my organization's values influence our work.
5. The leaders of my organization are committed to our values.
6. The mission or purpose of my organization makes me feel my job is important.
7. There is open communication throughout all levels on my organization.
8. I trust the leadership of my organization.
9. The leadership of my company makes me enthusiastic about the future.
10. In my organization, people closest to the action are trusted to make decisions.
11. If I raised a concern about ethics and integrity, I am confident my employer would do what is right.
12. My organization always delivers on the promise we make to customers.
13. I'm extremely proud of the quality of the products/services my organization offers.
14. Please list three words or phrases that best describe your company's/organization's culture.  
(open-ended)

2,362 CPS Energy employees took the time to share their opinions on the state of culture within the company.

Based on the results of the survey, it can be stated that CPS Energy has a culture that is customer-centric and highlights the importance of safety. Fifty percent of CPS Energy employees strongly agree the company's mission/purpose makes them feel their job is important and 48% strongly agree to feeling a sense of pride with respect to the quality of their services. When employees were asked to use one word or phrase to describe the culture, the number one word used was "safety." This aligned with sentiments from the employee focus groups where employees spoke to the emphasis put on following safety protocols. Additionally, 62% of employees strongly agree they feel safe in their work environment.

The survey also highlighted the fact that employees experience the culture differently across the organization. Employees feel more connected to the culture when their manager feels strongly connected to the culture. However, only 37% of managers strongly agree they feel connected to the culture. Additionally, teams with higher levels of engagement are more likely to feel connected to the culture, have higher trust in leadership, and believe their manager explains how the company's values influence their work.

#### Phase 4 — The Voice of the Employee

At the end of November, Gallup conducted employee focus groups to better understand employee's perceptions of the current culture and values, employees' knowledge of the reporting process, and effective decision-making processes.

These 10 focus groups included various demographics in order to gain perspective from all levels and employee types including:

- level: leadership vs. individual contributors
- employee type: skilled craft, salaried, tenured skill workers
- focus area: union, hard-to-fill roles and foremen

#### Employee Quote

“ We don't get a clear vision on what the future of the company looks like. We're struggling to maintain our daily work and keeping the pipes running.”

-Focus Group Participant

During the focus groups, participants highlighted key aspects of the culture from their perspective. Employees discussed the lack of direct communication with leadership. Managers do a great job of having daily meetings with their team members, but directors, vice presidents and leaders are not as present with front-line employees. Employees spoke to the emphasis on physical safety within the company. Employees feel empowered to address anyone who does not follow safety protocols but are not as comfortable reporting other issues due to fear of retribution and lack of action. Employees also discussed their pride in serving the community and the importance of keeping the lights on in San Antonio.

## Phase 5 — Collaborative Visioning Session

In January of 2023, 32 senior leaders and employees gathered for a two-day Collaborative Visioning Session to brainstorm how to update and/or enhance the current mission, vision and values. Participants spent time understanding the key findings thus far and learned the differences between mission, vision and values. The group discussed how to instill the values in the hearts and minds of CPS Energy employees and the importance of incorporating community feedback into the organization’s vision.

Participants created three different versions of a new vision statement:

- *Founded here, to serve our community and empower the lives we all want to live.*
- *We bring light and warmth to our vibrant city, helping our families, friends and neighbors live, work and play for generations to come.*
- *To keep the lights on and the gas flowing to power life’s important moments.*

### CONNECTION TO VALUES

CPS Energy Values

SAFETY & WELLBEING

ACCOUNTABILITY

INTEGRITY

ONETEAM

### Hearing From CPS Energy Employees

Employee Quote

“ We are in a position where we are trying to establish One Team concept, work out the vision. They are trying to do it ‘trickling’.”

-Focus Group Participant

Culture Audit Survey Results

I feel connected to my company's culture.

Mean Score: 3.85	Netile Rank: N/A
------------------	------------------

My coworkers are committed to my company's values.

Mean Score: 3.98	Netile Rank: N/A
------------------	------------------

My company always delivers on the promise we make customers.

4.01	44 <sup>th</sup>	39%
MEAN SCORE	MEAN RILE	% STRONGLY AGREES

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### CUSTOMER FOCUS

CPS Energy

To serve our community and deliver competitively priced services

### Hearing From CPS Energy Leaders & Employees

Employee Quote

“ I love that [CPS Energy] is committed to itself in serving the community. I know someone who works here.”

“ The people at CPS Energy are great servants...We help support disadvantaged communities with service.”

-Focus Group Participant

Culture Audit Survey Results

The leadership of my company makes me enthusiastic about the future.

Year	Mean Score	Netile Rank
2021	3.31	(21 <sup>st</sup> )
2022	3.83	(44 <sup>th</sup> )

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### BELIEF IN CHANGE

Vision 2027—An Evolving Utility

OPERATIONAL EVOLUTION

FINANCIAL STABILITY

CUSTOMER EXPERIENCE

CULTURE OF SERVICE

COMMUNITY PARTNERSHIP & GROWTH

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# Project Observations

Throughout the Culture Project, the Gallup team had the opportunity to observe and learn more about the organization through varying viewpoints. The following observations were gathered via the the Artifact Review, Passion of Each Leader, Measuring the Current Culture, Voice of the Employee and Collaborative Visioning Session phases.

## **Leadership and Communication Observations**

CPS Energy leaders feel there is a sense of renewal among their team. With leadership internally focused on improving morale, there is a focus on making sure employees feel as though they are a part of a team, versus seeing themselves as pitted against leaders. Leaders are experiencing the change but recognize it will take time before front-line employees can also feel the change. However, employees have already demonstrated an awareness of change and more employees are enthusiastic about the future of CPS Energy as a result of leadership. There is a renewed sense of hope, pride in what has been accomplished in the past year, and a general sentiment that organizational changes will help lead CPS Energy in the right direction

Despite leaders' intentional focus on communication, employees may not feel as informed about big initiatives as they are about daily work and safety precautions. This holds especially true for front-line or field roles. Employees report having regular contact with their direct managers, but may not be receiving as much communication from directors, vice presidents or the executive team.

## **Culture and Values Observations**

Based on the internal documents and qualitative feedback, it is clear that CPS Energy has a customer-centric (or community-centric) culture. Employees have a sense of pride in their work and speak to understanding the importance of their jobs and the impact their work has on their friends, family and the city of San Antonio. While CPS Energy has a strong set of values, employees don't feel their coworkers and leaders always show a commitment to the values through their behavior. Some may even have different interpretations of what those values mean to them and how they serve the organization. Employees can agree the organization is committed to creating a physically safe environment and feel confident addressing any behavior that is deemed unsafe or does not follow protocol.

## **Operational Observations**

Leaders and employees both spoke to the need for a change in how decisions are made within the organization. Employees are frustrated by the long process to get approval for rudimentary request. Leaders also recognize the inefficiency in needing multiple layers of leaders involved in decision-making because it impedes action and takes away from leaders' ability to think more strategically. Employees also noted a misalignment between the behaviors they are told are encouraged and the distribution of promotions and recognition.

# Gaps and Opportunities

As a result of the extensive work conducted in partnership with CPS Energy leaders and employees, Gallup has identified key gaps and areas of opportunity. Addressing these gaps and associated opportunities will help CPS Energy bolster the strong culture and reiterate the organization's commitment to employees and San Antonio. The proposed activities for each gap and opportunity build upon the work CPS Energy and Gallup have done thus far and should align with current initiatives.

## GAPS

1

CPS Energy needs to **align the organization's mission, vision and values with the workforce and community.**

2

Leaders must **improve communication** within the organization, so it is more effective and consistent.

3

CPS Energy people leaders need to **evolve toward a coaching mindset.**

## OPPORTUNITY AREAS

- Define a clear vision statement and optimize the mission statement.
- Incorporate community input into the organization's mission, vision and values.
- Increase employees' awareness and understanding of the values.
- Train leaders on how to be good storytellers and collect stories to reinforce desired behaviors
- Look for opportunities to extend the reach of communications from leadership to the front line.
- Make collateral brief and smart, and ensure it reaches the intended audience with a focused effort on field employees and the younger generation.
- Create an environment that encourages action with accountability.
- Optimize the performance management system to align with desired outcomes.
- Empower employees in the decision-making process.

# Recommended Next Steps

To close the gaps and address the key opportunity areas, Gallup recommends CPS Energy take a number of key actions over the next couple of years. Some of these actions may already be taking place within organization. In these cases, the recommendation is to improve the consistency.

1

CPS Energy needs to **align the organization's mission, vision and values with the workforce and community.**

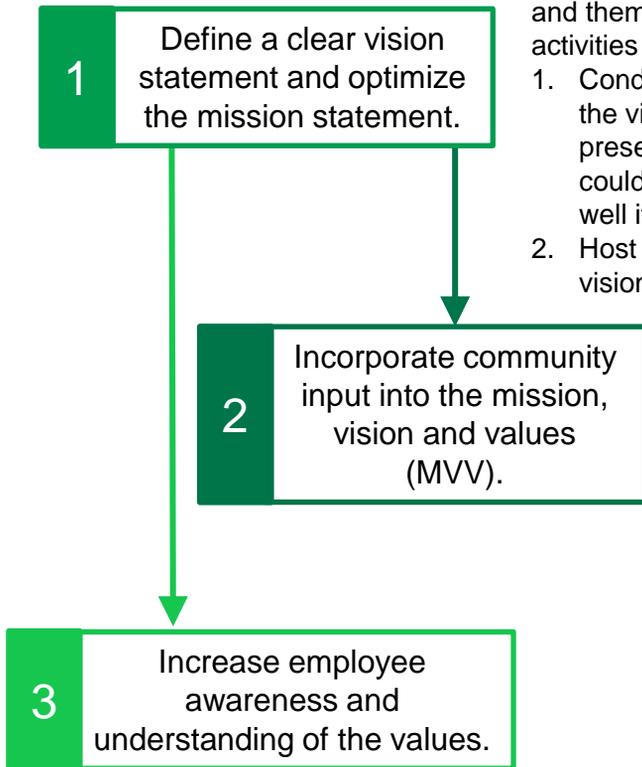
An organization's mission describes its purpose, why it exists and what it will achieve. It describes the organization's current and future business. A vision statement says what the organization wishes to be like in some years' time. Values describe the desired culture.

CPS Energy has a mission statement that states, "to serve our community through reliable, competitively priced and sustainable energy services in an equitable manner." The living core values are safety and wellbeing, transparency, one team, accountability, integrity and excellence. The mission and values are accessible to the community and workforce. At this time, the organization does not have a clearly defined vision statement.

Given the importance of these elements to the organization's brand, CPS Energy must ensure there is alignment with key stakeholders, including the workforce and the San Antonio community. CPS Energy can address this by intentionally including community input into the final versions of the organization's mission, vision and values, along with defining a clear vision statement, optimizing the mission statement, and increasing employees' awareness and understanding of the values.



## KEY ACTIVITIES



During the Collaborative Visioning Session (CVS), participants ended the vision workshop with three versions of a CPS Energy vision statement. The next step should be to reach alignment on a singular vision statement by continuing to leveraging learnings and themes from Gallup's culture research. Two follow-up activities to consider include the following:

1. Conduct a pulse survey with employee population to align on the vision/mission. All three vision statements could be presented as options. Alternatively, a singular statement could be shared with employees to gather input and see how well it resonates with employees.
2. Host a follow-up session with CPS leadership to finalize a vision statement and refine the mission statement.

Given CPS Energy's integration within the greater San Antonio metropolitan community, it is important to take the local community's input into the visioning process:

3. Conduct qualitative research (focus groups/stakeholder interviews) with community groups. Ask the community what should the vision of CPS Energy should be?
4. Ask for customer input on the MVV through customer service encounters (phone and field).
5. Host a community day/public work session at CPS Energy HQ to showcase MVV and meet with CPS employees.

A change in the culture, or the way CPS Energy operates, will require a change in behavior from employees. The first step toward making this change is to continue increasing awareness of the MVV, and then help employees understand how they contribute to the vision by living out the values in their daily interactions. The following are a few activities that can help accelerate this process:

6. Create buttons, stickers and/or badges with the company values. Have managers and leaders give them to employees who demonstrate the values.
7. Place signage with the MVV in prominent locations throughout CPS Energy locations and on the website. Make sure employees can easily access and/or recite the MVV.
8. Encouraging managers to have team value discussions where employees can discuss and share what the values mean to them and how they impact their team.

## KEY PERFORMANCE INDICATORS

Organizational leaders will know there is alignment of the mission, vision and values with the community when customer/community feedback and reviews match how CPS Energy wants to be known in the community. This should be measured through customer satisfaction surveys, or based on an evaluation of recent media coverage. Another indicator of performance will be a measured increase in employees' ability to say their coworkers and leaders are committed to the organization's values. This should be measured through focus groups and as part of a survey to ensure that employees are both aware and have a clear understanding of CPS mission, vision and values.

Leaders must **improve communication** within the organization, so it is more effective and consistent.

Clear and effective internal communication within an organization is important to ensure an organization can serve its purpose and meet the needs of its customers. Gallup research has found employees who work in an environment where communication is open, timely and accurate are more engaged and plan to stay at their companies longer. Gallup has identified six primary reasons organizations communicate with internal stakeholders. The six reasons are to: 1) define, inspire and align, 2) inform, 3) teach, 4) drive action, 5) make decisions and 6) collaborate. An organization's communication portfolio should align with its purpose and strategy.

Within CPS Energy, 38% of employees can strongly agree they are well informed about what is going on at the company. Only one in three CPS Energy employees can strongly agree there is open communication throughout all levels of the organization. During focus groups, CPS Energy employees stated they feel well-informed by their direct managers about daily expectations, but do not feel as informed about company initiatives and programs.

To ensure there is effective and consistent communication across the organization, Gallup recommends training leaders on how to be good storytellers and leverage stories, making sure communications extend from leaders to front-line employees, and creating collateral that is brief, smart and inclusive of field employees and the younger generation.



## KEY ACTIVITIES

Stories can help bring communications to life in a relatable way. They are also more effective at engaging listeners, and most importantly, make the information being delivered more memorable. Consider the following activities to help build storytelling capabilities:

9. Conduct storytelling workshops to train managers to be better storytellers.
10. Post stories of employees living out company values on company intranet and social media.
11. Share stories during townhalls and other large company forums to highlight instances of employees demonstrating CPS Energy values and vision.

1

Train leaders on how to be better storytellers and collect stories to reinforce desired behaviors.

2

Look for opportunities to extend the reach of communications from leadership to the front line.

One common theme that emerged regarding communications was how some populations of employees, especially those in front line or field roles, feel there is a lack of consistent communication from leadership. To address this concern, consider the following activities:

12. Conduct a communication audit to understand which channels employees are most likely to engage in. Ensure all employees have a way to receive all organization-wide communications.
13. Have leaders schedule quarterly skip-level meetings to reiterate key information to employees and answer questions.
14. Be direct with leaders and managers about what should be communicated with teams and check with front-line employees to hold them accountable.

3

Make communications brief, intentional and ensure it reaches the intended audience.

Employees are constantly being bombarded with information. Lengthy, complex communications can quickly be disregarded; so, consider the following techniques to improve delivery:

15. Create a panel of employees from different levels and areas of CPS Energy to provide feedback on important communications. Consider creating a communications rubric with this team to evaluate and increase consistency over time.
16. Leverage alternative channels, such as short-form videos and/or social media to reach different populations that may not have easy access to computers.
17. Include employees in the delivery of communications and allow paraphrasing to help messages resonate when practical.

## KEY PERFORMANCE INDICATORS

Organizational leaders will know communication has improved when more employees strongly agree there is open communication throughout all levels of organization (survey question). A few additional KPIs that could be leveraged include intranet page views/click-through rates, open rate of company-wide emails, and/or social media views/likes. This can also be done qualitatively when leaders are conducting skip-level meetings or through the communications panel.

People leaders are essential to the employee experience and team performance. Managers are responsible for 70% of the variance in employee engagement, and the conversations employees have with their managers define their employee experience. The best managers know how to motivate and coach their individual team members to excellence in a way that leverages the employee's strengths and helps them grow in their careers. They also know how to set expectations with their employees and keep them informed about key initiatives taking place within the organization. The best managers help their team members have confidence in the leadership of the organization.

Within CPS Energy, 37% of managers strongly agree they feel connected to the culture. Employees who report to a manager who strongly agrees to feeling connected to the culture are more likely to feel connected to the culture, compared with employees who do not have a manager who feels as connected to the culture. CPS Energy teams with top-quartile engagement are more likely to say there is open communication throughout CPS Energy and more likely to have trust in leadership to do the right thing. Furthermore, during the Collaborative Visioning Session, there was much discussion around the equities of pay based on performance. There is a sentiment that top performers are not compensated enough for their discretionary effort, while bottom performers may be over-rewarded for below-average performance.

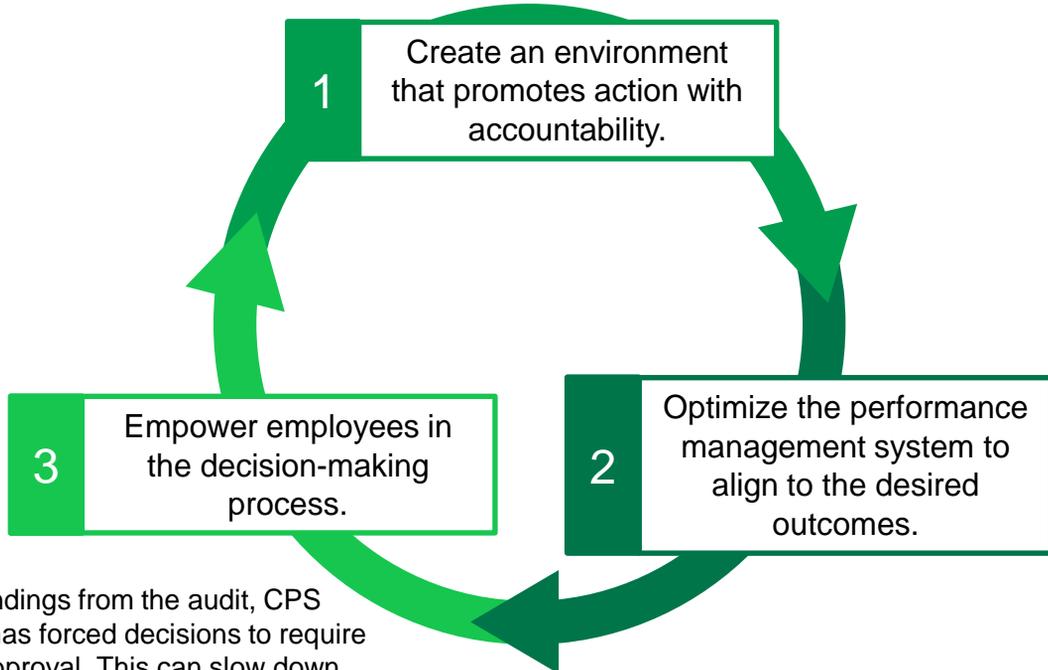
To optimize the employee experience via managers with a coaching mindset, CPS Energy needs to create an environment that encourages action with accountability, optimizes the current performance management system to align to the desired outcomes, and empowers employees in the decision-making process.



## KEY ACTIVITIES

When employees are tasked with work, the activities should be completed quickly. Employees should react quickly and efficiently, while providing high-quality service and products. As such, action must be balanced with accountability.

18. Measure and reward success by creating feedback loops, using recognition to help promote behaviors that demonstrate values.
19. Make sure managers meet with employees to discuss their ability to meet expectations and remove obstacles preventing success.
20. Be intentional about sharing critical feedback. Employees who receive critical feedback are better equipped to improve their performance than those who report to a manager who accepts mediocre performance and avoids confrontation. Focus on improving the process before assigning blame to an individual.



Based on findings from the audit, CPS historically has forced decisions to require executive approval. This can slow down processes and leave employees feeling frustrated. The following activities may help empower employees:

24. Delegate decision-making and coach employees on when they make good, vs. bad decisions. Alternatively, allow employees to provide their opinions prior to finalizing decisions.
25. Create a feedback-rich culture. One way to formalize this process is through 360 evaluations, beginning with directors and above.
26. When approval processes are put in place, help employees understand why.

The way in which an employee's performance is managed can be a deciding factor on their individual engagement and their perceptions of fairness. Some CPS employees have expressed inequities in the current performance management system, which should be evaluated with the following:

21. Begin by auditing the current system. Ensure the process is equitable (across roles), consistent (timing).
22. Balance subjective measures (like manager observations) with quantitative outcomes (like time to produce, or quantity produced).
23. Ensure managers are having dedicated conversations regarding individual performance outside of regular task related discussions. Leverage Gallup's Boss to Coach framework as an aid.

## KEY PERFORMANCE INDICATORS

CPS Energy leaders will know managers have improved in their ability to coach employees, first and foremost, through an increase in engagement measured through the existing annual employee engagement survey. Other indicators could include a reduction in turnover (especially highly talented and engaged employees), increased productivity, more high-quality action plans (by promoting accountability) and reduced time to complete regular tasks (as a result of more empowerment).

# Recommended Next Steps: 2023 Roadmap

	<i>January-March 2023</i>	<i>April-June 2023</i>	<i>July-September 2023</i>	<i>October-December 2023</i>
Mission, Vision & Values	<ul style="list-style-type: none"> <li>■ 1. Conduct employee pulse.</li> <li>■ 2. Host CVS follow-up session.</li> <li>■ 7. Place MVV signage.</li> </ul>	<ul style="list-style-type: none"> <li>■ 4. Gather customer feedback.</li> <li>■ 6. Create buttons/stickers/badges.</li> </ul>	<ul style="list-style-type: none"> <li>■ 3. Conduct research with community.</li> <li>■ 8. Have team value discussions.</li> </ul>	<ul style="list-style-type: none"> <li>■ 5. Host a community day/public work session.</li> </ul>
Improve Communication	<ul style="list-style-type: none"> <li>■ 13. Start skip-level meetings.</li> <li>■ 14. Set communication expectations.</li> </ul>	<ul style="list-style-type: none"> <li>■ 12. Audit communications.</li> </ul>	<ul style="list-style-type: none"> <li>■ 9. Conduct storytelling workshops.</li> <li>■ 15. Create comms panel.</li> </ul>	<ul style="list-style-type: none"> <li>■ 10. Post employee stories.</li> </ul>
Coaching Mindset	<ul style="list-style-type: none"> <li>■ 19. Managers discuss expectations</li> <li>■ 21. Audit performance management</li> </ul>	<ul style="list-style-type: none"> <li>■ 18. Create Values Recognition Program</li> <li>■ 25. Launch 360s</li> <li>■ 22. Evaluate Performance Management measures for subjectivity</li> </ul>	<ul style="list-style-type: none"> <li>■ 20. Upskill Managers on Performance Management Conversations</li> <li>■ 24. Delegate decision making</li> </ul>	<ul style="list-style-type: none"> <li>■ 26. Evaluate decisions requiring executive approval</li> <li>■ 23. Launch B2C cohorts</li> </ul>

■ Gallup-led ■ CPS Energy-led ■ CPS Energy-led with Gallup Support

# Recommended Next Steps: 2024 Roadmap

	<i>January-March 2024</i>	<i>April-June 2024</i>	<i>July-September 2024</i>	<i>October-December 2024</i>
Mission, Vision & Values				
Improve Communication	<ul style="list-style-type: none"> <li>■ 11. Share stories during townhalls.</li> <li>■ 16. Roll out comms via new channels.</li> </ul>	<ul style="list-style-type: none"> <li>■ 17. Include employees in messaging.</li> </ul>		
Coaching Mindset				

■ Gallup-led  
 ■ CPS Energy-led  
 ■ CPS Energy-led with Gallup Support

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