Best Practice Guidebook

Applying Change Management Tactics to Drive Strategy Implementation

Walgreens

INDUSTRY
Retail Healthcare

REVENUE (2012)
$71.6 billion USD

Walgreens is faced with increasing competition in a commoditized market and seeks to differentiate itself through a revamped value proposition. However, it lacks the capabilities and organization structure to support its new differentiator.

Walgreens engages in key change management activities that ensure the organization is aware of, and prepared to support and execute, its front-line transformation.

Solution Components

1. Engage Stakeholders »
2. Nominate Change Champions »
3. Prepare Management for Change »
4. Communicate the Change »
5. Identify and Overcome Roadblocks »

Walgreens Key Lessons Learned

- Prioritize actions based on what the organization needs to deliver.
- Overestimate the time and communications requirements at the outset.

READ MORE »

Note: Change Management refers to the application of processes, tools, and techniques for managing the people-side of initiatives to generate organizational buy-in and attain the initiative’s objectives.
Walgreens

HEADQUARTERS
Deerfield, Illinois, United States

GEOGRAPHIC FOOTPRINT
United States, District of Columbia, and Puerto Rico

OWNERSHIP
Public

EMPLOYEES (2012)
240,000

Business Results

- Business Results
- Six-fold improvement in low-performer turnover
- 7 percent increase in customer satisfaction
- 20 percent increase in employee engagement

Resources Required

- Dedicated team: senior-level, cross-functional committee to manage the implementation
- Training: change management practices and tools for management staff
- Monitoring tool: customized tool to assess and track completion of key implementation activities by individual, role, or region

Contact the Growth Team Membership™ (GTM)

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Source: Walgreens; Growth Team Membership™ research.
Walgreens builds several change management practices into its strategy implementation and monitoring processes

### Applying Change Management to Strategy Implementation

**Final Two Stages in the Strategic Planning Cycle**

**Strategy Implementation**

**Implementation Monitoring**

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**Change Management Practices**

1. **Engage Stakeholders**
   - **Objective**: Generate buy-in and encourage collaboration throughout the company
   - **Activities**:
     - Engage senior management through regular meetings
     - Employ surveys to capture baseline information on processes and roles
     - Conduct focus groups and workshops to co-develop new practices and processes

2. **Nominate Change Champions**
   - **Objective**: Identify individuals who can promote and champion the new strategy among peers
   - **Activities**:
     - Embed the strategy using a cross-functional implementation team
     - Nominate change champions to drive implementation

3. **Prepare Management for Change**
   - **Objective**: Provide managers the knowledge and tools to support employees throughout the implementation
   - **Activities**:
     - Train management on the change journey
     - Provide management with tools and techniques to overcome resistant behaviors

4. **Communicate the Change**
   - **Objective**: Speed up the adoption of new practices throughout company
   - **Activities**:
     - Train management on techniques for conducting difficult conversations
     - Communicate realistic expectations of the new strategy’s effects on each employee

5. **Identify and Overcome Roadblocks**
   - **Objective**: Build the capability to quickly identify and overcome roadblocks to strategy adoption
   - **Activities**:
     - Create a Behavior Assessment Map (BAM) to monitor the adoption of new behaviors and norms
     - Use BAM Dashboards to identify patterns in adoption
     - Create action plans to overcome region-specific roadblocks to adoption
     - Adjust the implementation plan for large-scale adoption roadblocks

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*Source: Walgreens; Growth Team Membership™ research.*
In 2008, Walgreens initiated a new corporate strategy to deliver its new vision of the company.

**Vision:** To be the first choice in health and daily living for everyone in America…and beyond.

The new strategy employs a balanced leadership model that focuses on four areas. Two areas, operational/business leadership and people leadership, are priorities of the front-line transformation.

### Why We Need to Change

**Walgreens**

In the past, Walgreens’ success was attributed to its expanding retail footprint. In 2007, Walgreens considered a shift in strategy based on changes to the competitive landscape, innovations in retail pharmacy, and increasing homogenization of retail chains.

### What We Need to Change

**Past**

Walgreens’ capabilities did not provide a differentiated value proposition:
- Real estate focus (construction and analytics)
- Command–and-control culture

**Present**

To deliver its new value proposition, Walgreens needs to change its:
- Norms and behaviors of leadership
- Organization model

### New Strategy

The transformation requires organizational and cultural shifts at every level of field operations. The front-line transformation focuses on **five key objectives** to deliver on the Walgreens vision.

#### Front-Line Transformation Key Objectives

- Talent & Leadership Models
- Roles
- Decision Rights
- Structure
- Metrics & Incentives

#### Key Behaviors

- Planning
- Performance Management
- Engagement

Note: See the Tools & Resources section for additional information on the five key objectives and key behaviors.

*Source: Walgreens; Growth Team Membership™ research.*
KEY TAKEAWAY: Tailor engagement tactics to match the purpose and target audience

Walgreens uses a series of engagement tactics (tailored to the target audience) to inform the implementation plan and engender a sense of inclusion throughout the company.

Corporate and Regional Management and Front-line Employee Engagement Tactics

<table>
<thead>
<tr>
<th>Audience</th>
<th>Purpose</th>
<th>Tactic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Management</td>
<td>Generate buy-in on the plan and gain approval for resources needed for the implementation</td>
<td>Head of the implementation team conducts ongoing weekly with the target audience to discuss the strategy and implementation plan and provide updates on the implementation’s progress</td>
</tr>
<tr>
<td>Region Management</td>
<td>Collaborate with the managers responsible for adopting and implementing the new processes and behaviors</td>
<td>Hold focus groups to collect feedback on the strategy’s tactics and workshops to co-develop new tools and processes (e.g., workshop with the MVPs to develop the Behavior Adoption Map)</td>
</tr>
<tr>
<td>Front-line Employees</td>
<td>Create a sense of inclusion among the front-line employees and collect information on current processes and roles</td>
<td>Administer a series of surveys to gather feedback on the effectiveness of current processes and roles (e.g., assistant manager role survey)</td>
</tr>
</tbody>
</table>

Source: Walgreens; Growth Team Membership™ research.
KEY TAKEAWAY: Create a shared sense of ownership for the implementation

*Change management experts and representatives of the functions most affected by the strategy comprise the implementation team*

**Strategy Implementation Team**

**Change Management Experts**
Walgreens includes a change management lead to provide expertise on and coordinate all change activities. A senior-level representative (typically the head of the function) from each of the employee support functions is also included to provide the following organizational and people skills:
- Coaching and training
- Empathy and trust-building
- Needs assessments
- Company culture acumen
- Project management
- Two-way communication

**Stakeholder Representation**
Walgreens includes a senior-level representative (typically the head of the function) from each of the functions most affected by the change and most responsible for the bulk of the transformation. This inclusion allows Walgreens to:
- Engage the function and drive implementation
- Provide two-way change communications with employees

**Weekly Meeting Agenda**
The implementation team meets for a half-day every week to:
- Report on the status of their work streams
- Discuss and plan the work streams for the week ahead
- Solve problems that arise during the implementation

**Head of the Implementation Team**
The team lead for the strategic planning committee leads the effort and is responsible for:
- Developing the detailed strategy implementation plan
- Directing execution of the strategy implementation plan
- Reporting to the executive team on the strategy and its implementation

*Source: Walgreens; Growth Team Membership™ research.*
KEY TAKEAWAY: Nominate front-line champions to drive change from the bottom up

Walgreens creates a temporary position—District Manager Change Agent—to provide support and conduct training on the change... ...and adjusts the responsibilities of its Community Leaders to serve as role models for the operational changes.

Champions for Change

The front-line imperative: The success of Walgreens, field transformation depends upon front-line employees (district and store managers) embracing the new responsibilities and behaviors. Walgreens drives change from the bottom up by designating Community Leaders and District Manager Change Agents.

Change Agents
District Manager (DMs) Change Agents are a temporary position for the duration of the implementation. These DMs lead the transformation by:
- Mentoring on and communicating changes in structure and culture
- Supporting other DMs and store managers in their transformation interactions with employees

Regional Management Hierarchy

<table>
<thead>
<tr>
<th>Role</th>
<th>Number per Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Store Manager</td>
<td>Approximately 250–325</td>
</tr>
<tr>
<td>Community Leader (CL)</td>
<td>Approximately 40</td>
</tr>
<tr>
<td>District Manager (DM)</td>
<td>Approximately 8</td>
</tr>
<tr>
<td>Market Vice President (MVP)</td>
<td>1</td>
</tr>
</tbody>
</table>

Change Role Models
Community Leaders (CLs) are store managers; they must model the required in-store and behavioral changes. This expectation, combined with their experience, positions them as highly credible peers.

Role and Responsibilities:
- 40 percent of their time managing their store
- 60 percent of their time mentoring:
  - Have partial authority over 5–8 store managers
  - Visit each store at least twice a month and send a Store Walk Report to the District Manager on the strategy implementation
  - Provide mentoring and training on store-level execution

Criteria for District Manager Change Agent and Community Leader Selection

District Manager Change Agents are appointed by their Market Vice President based on their:
- Influence—individuals who have strong networks, can communicate messages effectively, and have the trust necessary to get honest feedback
- Potential Impact—sometimes the most vocal naysayers are chosen, because by winning them over management can garner buy-in with others

The Community Leader position is also a development program for potential District Managers. Community Leaders are chosen based on their:
- Past performance
- Execution skills
- Key leadership behaviors
- Coaching and mentoring skills

Source: Walgreens; Growth Team Membership™ research.
KEY TAKEAWAY: Instill management with an in-depth understanding of the change journey

The regional HR and implementation teams conduct training sessions for all managers on the change journey...

The Five Stages of Adoption
These stages allow management to benchmark employees’ progress through change using target behaviors for each stage. For example, at the Awareness stage, employees should be able to describe the transformation in their own words.

The Emotional Journey
This journey is the sequence of emotions that occur in tandem with the adoption stages. Employees experiencing negative emotions—shock, denial and anger—tend to display resistant behaviors. These behaviors include, but are not limited to:

- Spreading negative messages
- Taking on new responsibilities but not relinquishing old ones
- Agreeing to new responsibilities but not following through
- Creating their own interpretations of the change

As employees go through the change journey, their performance steeply declines through the first three stages because of the emotional impacts of change. It is management’s job to help employees move through these first three stages as quickly as possible.

Recognizing and Addressing Emotions Influencing Behaviors

<table>
<thead>
<tr>
<th>Stage of Emotional Journey</th>
<th>Employee Feelings</th>
<th>Tactics for Addressing the Emotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shock</td>
<td>Confusion</td>
<td>Provide additional information about the change</td>
</tr>
<tr>
<td></td>
<td>Isolation</td>
<td>Find someone they can confide in</td>
</tr>
<tr>
<td>Denial</td>
<td>Business as usual</td>
<td>Provide support on expectations for operating differently</td>
</tr>
<tr>
<td></td>
<td>Been there done that</td>
<td>Provide information on how this change is different</td>
</tr>
<tr>
<td>Anger</td>
<td>Bitter</td>
<td>Coach on finding a healthy stress outlet</td>
</tr>
</tbody>
</table>

Note: See the Tools & Resources section for additional information on the target behaviors by adoption stage.

Source: Walgreens; Growth Team Membership™ research.
KEY TAKEAWAY: Prepare management to understand and overcome resistance

All managers are trained on understanding individuals’ ability to change, common resistant behaviors…

The Matrix serves two purposes:
1. Clarifies the underlying reasons for resistant behaviors
2. Stresses the variability of people to change. (For example, some people CAN’T change their behaviors immediately because they lack the necessary skills for their new role or don’t understand the need for the change, but WILL change.)

Ability to Change Matrix

<table>
<thead>
<tr>
<th>Ability to Change</th>
<th>CAN’T and WILL</th>
<th>CAN and WILL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>• Recognize importance of change • Actively support the change program • Believe in the program, without seeing the big picture • Lack the skills/behaviors required</td>
<td>• See change as a process, not an event • Focus on end goals and means • Active enthusiast for the change: enthuses others • Role model for new skills and behaviors</td>
</tr>
<tr>
<td>High</td>
<td>• Do not recognise the need to change • Show no support for the change program • Do not want to change • Lacks the skills/behaviors required</td>
<td>• Not a team player/”not invented here” • Focus on ends at expense of means • Understand the need, but is afraid to change • Will not change due to peer pressure</td>
</tr>
</tbody>
</table>

Addressing Resistance Matrix

<table>
<thead>
<tr>
<th>Ability to Change</th>
<th>CAN’T and WILL</th>
<th>CAN and WILL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>• Train • Participate • Coach</td>
<td>• Empower • Walk through • Promote • Delegate</td>
</tr>
<tr>
<td>High</td>
<td>• Counsel • Coach • Tell • Discipline</td>
<td>• Counsel • Sell • Negotiate • Discipline</td>
</tr>
</tbody>
</table>

TRAIN CHAMPIONS FOR CHANGE FIRST

The strategy implementation team first trains the CLs and DM Change Agents on change management. The CLs and DM Change Agents then attend the training a second time alongside the other DMs and Store Managers to provide support and mentoring.

PREPARE TO LEAD BY EXAMPLE

This training also helps managers deal with their own feelings and move through the stages before they engage their teams. This is important as employees look to managers to lead the way and will pick up on any resistance that their managers may have to the change.
KEY TAKEAWAY: Communicate what change will mean to each employee

Communicate the Change

DMs use a “Critical Conversation Guide” to train store managers on engaging employees during complex and sometimes difficult discussions on the transformation.

The Critical Conversation Guide includes:

- A list of potentially difficult conversations management could have (e.g., changing positions or discipline related)
- The change journey, resistant behaviors, and tips for recognizing and overcoming them
- Training on managing a difficult conversation including:
  - Cues of emotional state and signs of aggression
  - Awareness of how own reaction will affect the situation
  - Tips for resolving a hostile situation

One-on-One Discussions

Pre-Meeting Checklist

- **Evaluate Objectives**—establish intent and prepare for response
- **Schedule the Meeting**—ensure a private location and plenty of uninterrupted time
- **Inform Others**—communicate meeting plans to appropriate DM and CL
- **Review Tips**—review tips on potential reactions and how to diffuse a difficult conversation

Pre-Meeting Prep

Communicate the Change

A Day in the Life Following the Transformation

Outlines the typical daily routine of each role and how it supports the new strategy, including:

- Responsibilities
  - What will not change
  - What will be eliminated
  - What will be initiated
- Operational expectations
- Employee engagement (peer-to-peer and manager-to-employee)
- Customer engagement expectations

Source: Walgreens; Growth Team Membership™ research.
KEY TAKEAWAY: Collaborate with front-line managers to build a tool that monitors changes that matter

The strategy implementation team collaborates with the Market Vice Presidents (MVPs) to create a tool—Behavior Adoption Maps—to track the adoption of the behaviors, roles, and responsibilities of the new strategy.

Behavior Adoption Maps (BAM) Development

Create BAMs

The strategy implementation team conducts a workshop with MVPs to:

- Develop seven BAMs, one for each field management role (store managers to MVPs). Each BAM measures 5 key behaviors (including the three key behaviors and role-specific behaviors) across multiple actions.
- Determine the appropriate actions (rolled out in stages) to implement each behavior and set the thresholds to measure progress.

How the BAM Calculates Progress

The strategy implementation team then compares the point value of the behaviors against progress threshold values to determine the progress ranking. This ranking is then entered into the Behavior Assessment Map Dashboard (discussed on page 12).

How the BAM Calculates Progress of Key Behaviors

The strategy implementation team calculates each manager’s performance quarterly by:

1. Comparing each manager’s performance via the behaviors
2. Assigning a point value to each action based on a progress threshold
3. Adjusting each score using a weight system that indicates the prioritization of specific actions
4. Aggregating the point value of each action into an overall value for each behavior

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Action</th>
<th>Measurement</th>
<th>Little or No Progress (1 point)</th>
<th>Moderate Progress (2 points)</th>
<th>Excellent Progress (3 points)</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>Coach direct reports on</td>
<td>Average Store Walkthrough Score</td>
<td>Below Average</td>
<td>2</td>
<td>Above Average</td>
<td>2 × 3</td>
</tr>
<tr>
<td></td>
<td>communications tactics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Embody change leadership</td>
<td>Quarterly Employee Survey Scores</td>
<td>Below Average</td>
<td>1</td>
<td>Above Average</td>
<td>1 × 3</td>
</tr>
<tr>
<td></td>
<td>Monitor customer engagement</td>
<td>CSAT Survey Results</td>
<td>Below Average</td>
<td>2</td>
<td>Above Average</td>
<td>2 × 3</td>
</tr>
</tbody>
</table>

Source: Walgreens; Growth Team Membership™ research.
KEY TAKEAWAY: Use bottom-up monitoring to enable pattern recognition

The strategy implementation team rolls up individual BAM dashboards to monitor progress and identify adoption patterns and roadblocks by role, by region, and by Walgreens as a whole.

### Action Plans to Overcome Adoption Challenges

The strategy implementation team meets quarterly with each region’s MVP to conduct a gap analysis on the strategy’s progress for their regions. During this meeting:

1. The two teams identify 1–3 behaviors that (a) lag in adoption time, and (b) can be addressed quickly
2. The MVP then creates and enacts an action plan to address these gaps by the next quarter

### Addressing Large-Scale Roadblocks

The strategy implementation team:

1. Looks at the trend of behaviors—at region, role, or companywide levels—to identify large-scale roadblocks or potential problems with the implementation plan
2. Assesses the reports to identify the underlying cause of the roadblock
3. Adjusts the plan accordingly in its weekly meeting

For example, if all DMs are trending negatively toward Engagement, misinformation may be a root cause, notifying the team of a need to improve implementation in this area.
**Business Results**

*Walgreens’ ability to identify and remove low performers has increased six-fold...*

**Low Performer Turnover Rate**

*2009–2013 YTD (year to date), Indexed*

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**Customer Satisfaction**

*2011–2013 YTD*

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...*and employee engagement has improved by 20 percent*

**Employee Engagement**

*2011–2013 YTD*

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Source: Walgreens; Growth Team Membership™ research.
Key Lessons Learned

Profiled Company Perspective

- Work backwards from the goal: prioritize actions and base the implementation plan on what the organization needs to deliver.

- Do not underestimate the time a change management exercise takes, and what that time investment means for implementation as a whole. Overestimate the time and communications requirements at the outset.

- Understand that some people will not be able to change, no matter how hard you work to bring them along. That does not mean you should automatically assume certain people will not change, but you should go into the process giving everyone an equal chance, and do not take it personally when some people cannot change.

- Do not assume that everyone will understand the purpose and challenges of the initiative as well as you do. This requires you to communicate and work with peers across the organization to resolve issues.

- Be mindful of the effort needed to embed changes within the executive team. Senior executives tend to be resistant to new behaviors, because they have been rewarded for years based on legacy behaviors. Overcoming this resistance requires many conversations in the corporate office—particularly on driving alignment on which activities would be managed locally or by corporate—and support by the CEO.
### Talent and Leadership Models

**Designate Community Leaders**—mentors and implementation champions for each community

**Change the Norms of Leadership**—previously leadership tended to be authoritarian as the emphasis was on getting new stores up and running quickly; the new model seeks engaged leaders (supportive management that balances development and accountability in its staff).

### Decision Rights

**Move Operational Decisions**—pricing, merchandising, marketing standards (with about 5-6 subject to customization), and HR move to the corporate center. Previously, these were the responsibility of the District Managers and Store Managers, but they occupied about 15 hours of their time every week, which detracted from the time spent on their new responsibilities

**Shift Field Decisions**—local branding, consumables, seasonal items, community engagement, etc. are moved from corporate to local management

### Roles

**Change Focus of Management**—previously managers were focused on store operations, managers now prioritize employee engagement and customer experience, which includes refinement of in-store roles.

### Structure

**Decentralize Key Roles**

- **Support Functions**—when support functions (HR, Finance, Merchandising, and Market Planning) were centralized within corporate, the one-size-fits-all approach did not support variations in customer/community needs and state-by-state insurance regulations

- **Market Vice President**—relocating the Market VPs to their respective regions improves decision making, enhances understanding of their regions/markets, and provides a source of insight on the customer experience for corporate.

**Region-specific P&Ls**—creates accountability on the health of each region’s business

### Metrics & Incentives

**Diversify Performance Metrics**—performance and bonuses are assessed on three key metrics (financial results, team engagement, and customer service) that reflect the new norms/behaviors expected of leadership. A small percentage is also based on community engagement activities.

**GO BACK**

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Source: Walgreens; Growth Team Membership™ research.
Supporting Tools & Resources

Key Behaviors Defined

Planning
Manage by exception; lead for performance (store walks and community level execution)

Performance Management
Lead a high-performance culture with operational excellence, everyone adopting new roles, accountability for performance and removing low performers

Engagement
Focus on change leadership—this includes things like mentoring and employee engagement

Source: Walgreens; Growth Team Membership™ research.
Prior to the front-line transformation, the feedback from managers’ Store Walks was unstructured, which:

• Did not allow Walgreens to make comparisons across stores
• Enabled biased or subjective feedback

In addition to overcoming these limitations, the Store Walk Report is an integral part of the implementation process and Behavior Adoption Maps, because it provides monthly updates on how each store and its manager are implementing the behavioral and operational changes.

**STORE WALKS**

<table>
<thead>
<tr>
<th>Section One: Operating Statements</th>
<th>Section Two: Key Behavior Adoption</th>
<th>Section Three: Store Operations and Management</th>
<th>Section Four: Overall Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td><strong>Purpose</strong></td>
<td><strong>Purpose</strong></td>
<td><strong>Purpose</strong></td>
</tr>
<tr>
<td>Review the store manager’s identification of improvement opportunities and implementation of action plans created during the Behavior Adoption Map assessments.</td>
<td>Monitor each store’s adoption of the three key behaviors—Engagement, Planning, and Performance Management—and the tactics associated with each.</td>
<td>Evaluate management’s adherence to corporate initiatives, audit the store’s operational execution, and examine the manager’s competence.</td>
<td>Summarize any problems and generate potential solutions.</td>
</tr>
<tr>
<td><strong>Example Questions</strong></td>
<td><strong>Example Questions</strong></td>
<td><strong>Example Questions</strong></td>
<td><strong>Example Questions</strong></td>
</tr>
<tr>
<td>• What is the greatest opportunity for improvement and what is the manager’s action plan?</td>
<td>• Are team members given the opportunity to provide feedback to the store manager?</td>
<td>• Have the managers reviewed and taken action on the key initiatives for the quarter?</td>
<td>• What should we discuss during the next district team meeting?</td>
</tr>
<tr>
<td>• If this is an ongoing opportunity, what progress has the manager made against the action plan?</td>
<td>• Ask managers to describe their low and high performers.</td>
<td>• Do the managers provide people leadership (for example, encourage an atmosphere of two-way communications)?</td>
<td>• What additional comments do you have?</td>
</tr>
</tbody>
</table>
## Supporting Tools & Resources

### Target Behaviors by Adoption Stage

<table>
<thead>
<tr>
<th>Adoption Stage</th>
<th>Activities/Objectives</th>
<th>Employee Target Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>• Build awareness of “What is the transformation?”&lt;br&gt;• Identify and engage team members early</td>
<td>I can describe what the transformation is</td>
</tr>
<tr>
<td><strong>Understanding</strong></td>
<td>• Communicate the benefits of and need for change&lt;br&gt;• Provide information to help team members manage implications of change to their daily activities</td>
<td>I can explain how things will be different, when the changes will take place, and what it means to me and to the organization</td>
</tr>
<tr>
<td><strong>Acceptance</strong></td>
<td>Provide opportunities for team members to gain personal experience with new ways of working and delivering on the customer experience</td>
<td>I agree this will work and am taking steps to get more involved in integrating changes into our business</td>
</tr>
<tr>
<td><strong>Adoption</strong></td>
<td>Present evidence the change has been well vetted and will positively affect the company</td>
<td>I agree the change fits within our strategy and will integrate changes through execution to make this business as usual</td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td>Support team members in identifying and pursuing continuous improvement opportunities to drive business results, employee engagement, and customer experience</td>
<td>I am thinking about how our new ways of working in our business can improve our bottom line and I am sharing ways to make it even better</td>
</tr>
</tbody>
</table>

*Source: Walgreens; Growth Team Membership™ research.*