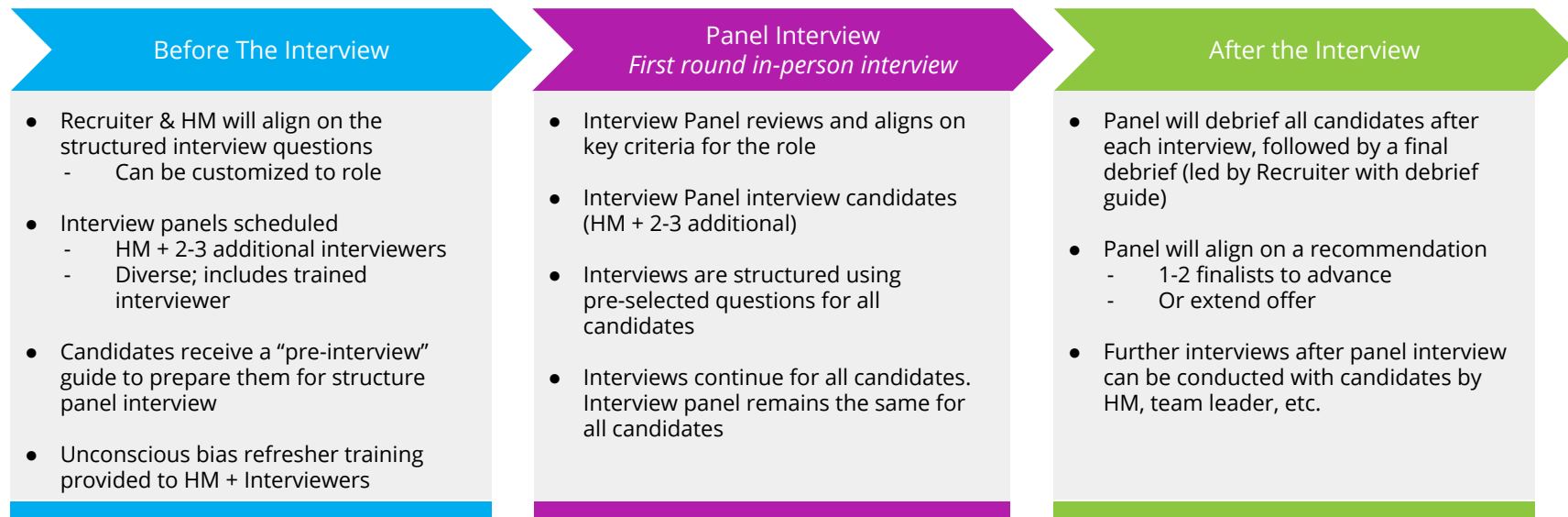


INCLUSIVE HIRING PROCESS



Structured Interview Process & Components



FROM HERE TO THERE

WHERE WE ARE

WHERE WE NEED TO BE

DENIAL

COMMITMENT

RESISTANCE

EXPERIMENTATION

DISORIENTATION

FORCE FIELD ANALYSIS

Driving

Restraining

What rational forces are driving change?

What rational forces are restraining change?

Rational

facts, data, overt

What emotional forces are driving change at GlobalTech?

What emotional forces are restraining change?

Emotional

political, cultural, covert

MODELS FOR LEADING CHANGE



UNFREEZE

Creating
Motivation

*Establish Urgency
Create a Coalition
Develop Vision & Strategy
Communicate the Change*



CHANGE

Learning New Ways

*Empower Action
Generate Short Term Wins
Make More Change*



REFREEZE

Making New Ways Normal

Anchor in the Culture

The background of the slide is a vibrant blue with a 3D, wavy, liquid-like texture. The word "nielsen" is centered in a white, lowercase, serif font. Below the letters, there are eight white dots arranged in a horizontal line, serving as a decorative underline.

nielsen

Matthew Hanzlik
Vice President, Diversity & Inclusion
Matthew.Hanzlik@nielsen.com