

ESOURCE NEWSLETTER

The Role of Employee Belonging in Organizational Transformation

Imagine you have been working for an organization for about six years. It's not your favorite thing, but you don't mind going to this job because you feel a sense of purpose. Over time, however, you start to notice there are some cracks in the system. You have some ideas — a better operating system, opportunities to build a more inclusive culture — and you go to the senior team with your thoughts.

You present the ideas and try to show off the benefits and costs. Maybe you even have a plan already for how to make the change. The manager or supervisor looks at your idea and says they will consider it, and then you don't hear much after that. The problem you identified still exists and is still not solved. The issue is bringing down workplace morale; everybody feels burned out, overworking themselves or competing for specific roles. You start to lose your motivation, become less engaged, and lose your sense of purpose because you feel like you have no voice. You feel powerless.

Unfortunately, this situation happens worldwide inside organizations and companies; but why exactly does this happen? In this article, we are looking into the necessary changes needed to achieve organizational transformation — starting with creating the kind of inclusive culture that supports change.



So, how exactly do leaders and staff implement changes to achieve organizational transformation and include employee voices from multiple generations in the workforce to reach its goals?

Cultivating a Sense of Belonging Within Your Organization

A comprehensive definition of this is “a sense of belonging.”

“We cannot separate the importance of a sense of belonging from our physical and mental health. The social ties that accompany a sense of belonging are a protective factor helping us to manage stress and other behavioral issues”.

“Organizational transformation first relies on everyone in the organization having the sense that they belong there and are part of the group.”

(Continued, Page 2)

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It goes beyond mere presence. Jeanine Stewart, senior consultant with the Neuroleadership Institute, said, “Being surrounded by other human beings doesn’t guarantee a sense of belonging. Belonging actually has to do with identification as a member of a group and the higher-quality interactions that come from that. It’s the interactions over time which are supportive of us as full, authentic human beings.”

A sense of belonging also helps to combat or head off the rise of stereotypes and identity threats within an organization — forces that prevent the kind of “in it together” response that is necessary for organizational change.

The Role of Leadership in Organizational Transformation

To accomplish organizational transformations, organizations themselves must consider the role of leadership and what is needed for a leader to implement change. For change to happen, leaders need to recognize that change is continuous work, not just an objective or a task.

You Must Be the Agent of Change.

Authors Hussain et al. (2018) — who used Kurt Lewin’s change model to study organizational change processes — identified leadership as a change agent to “unfreeze” organizations and recognized “organizational change as a feature of organizational life for strategic and operational level, so there is no doubt about the importance of change in the organization”.

Organizational change should not be something that happens only when there is a problem or as a response to changes in the environment.

Instead, healthy organizations include change, growth, and adaptation as a part of the organization’s life cycle. Graetz & Smith (2010) confront the classical, linear approach to organizational change, namely, the underlying assumption to urge a multi-philosophy approach that applies an interactive mix of continuity and changes.

Adaptability is the Name of the Game. As changes in your environment arise, organizations and their leaders must be flexible and adapt to ambivalent situations.

Hear All of Your Staff. Leaders must also consider a diversity of voices and adopt a willingness to reconsider important decisions through dialogue. Graetz & Smith (2010) expand further to take a strong stance “that understanding change as part of a continuing work in progress calls for a much broader canvas that seeks out competing voices, and works with the resulting ambiguities, contradictions and tensions of messy reality” and advocates a multi-philosophy approach.

It is our hope that this research can inspire organizations to ask what they can do to build community and make an environment where people can thrive in the workplace, no matter their level of role or responsibilities, to have open communication about personal and group pressures and contribute to the overall health and success of our teams.



FEATURED SPEAKERS: 2026 IMEA ANNUAL BUSINESS MEETING & VENDOR EXPO



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- Past & Present Regulatory Requirements & Environment
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2026 IMEA Annual Business Meeting & Vendor Expo

REGISTRATION IS AVAILABLE !

IMEA Annual Business Meeting & Vendor Expo provides an opportunity to learn from industry experts and network with peers. It attracts all levels of the Indiana utility professionals and staff from member communities, as well as IMEA staff.

The conference features educational sessions on technical programs focused on the utility industry. It also provides an opportunity to collaborate with other utilities one on one during the IMEA business meeting.

In order to make sure that all guest are provided hotel room availability we ask that you reserve your room ahead of time. This way we are able to keep track of quantity and increase the group block if needed.

We need your voice to be heard & your experience of the Public Power Industry to share with others during the IMEA Annual Business meeting.

We Look Forward to Your Participation!



13 - 15 October, 2026



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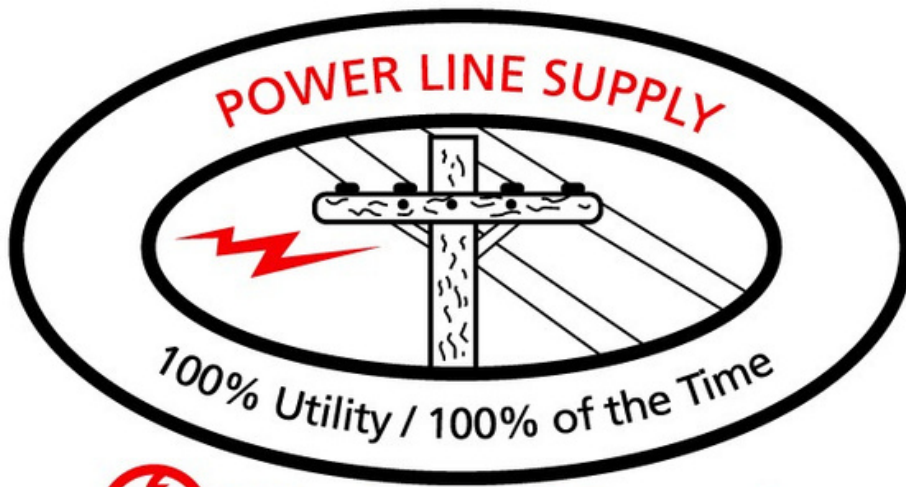
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WHY YOU SHOULD CHOOSE IMEA LINEMAN TRAINING INSTITUTE

- Better Student-to-Instructor Ratio at 10:1 versus larger schools
- Each lineman instructor has at least 20+ years of experience
- Diverse instructor staff. Many of our linemen have not only over 30 years' experience but are well versed in substation, overhead distribution, underground utility construction, and transmission.
- Our instructors are patient, knowledgeable, constructive, and collaborative with students-not adversarial.
- In-house FULL CDL training and testing facilities. This cannot be emphasized enough as obtaining a CDL is critical to job placement, and IMEA makes obtaining a CDL very easy and affordable versus other programs. MOST schools will help you only obtain the permit versus earning the entire CDL. We do ALL of the training and TESTING in-house, on-site.
- Job placement services and career planning services.
- IMEA is a Non-Profit Organization, unlike other schools so we can provide the same training at a significantly lower cost.
- On-site lodging.

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*Enrollment packages
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Students will learn about safety working procedures and personal protection equipment.



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Students will learn the basics of the entire electrical system from generation through transmission, distribution, and conversion.



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Students will learn how and why transformers are used, banked, energized and the various configurations of both Delta and Wye.



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Students will learn how and why companies work on transmission and distribution lines as well as all equipment and methods used when working.



Rigging And Knot Tying

Students will learn how to tie specific knots, splice rope and learn the proper use of various ropes, slings, block and tackle.

Why Us?

Are You Ready To Begin Your Career Ahead Of Your Competitors?

Our lineman school program will allow you to begin your career ahead of all the rest. Our students have experience performing the jobs of a lineworker, as well as obtaining professional knowledge of the industry while they proceed through our program. Our students are well equipped to stand out from the interview to the actual job. Our program will provide an outlet for electric companies to search for new qualified applicants.

Our students will be able to enter the industry with the technical skills that their employers can't pass up!

Do you want to learn from Experienced and Knowledgeable Linemen?

The lineman school instructors at IMEA Lineman Training Institute have extensive real-world experience in power generation, transmission and distribution. Their exceptional understanding of the industry and what companies are looking for makes our program a cut above other school. Our students will have hands-on experience in the trade and be coached in problem-solving skills in order to help them excel in their work.

Do you want to be able to graduate and have the opportunities for immediate positions anywhere? Then this trade is the right career for you. IMEA Lineman Training Institute provides its lineman school graduates with a listing of municipalities that will be useful in your search. Our instructor's connections with the leaders of the trade will also give the students of IMEA Lineman Training Institute the upper hand at finding a career. Our students will be trained, not only to look for the job, but to find jobs. A career planning class is required to help our students create a resume and learn to find their own jobs.

So is it what you're looking for?



Indiana Municipal Electric Association IMEA Lineman Training Institute

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