



CULTURE PLAYBOOK



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PRINCIPLES

Culture Playbook – Principles

1

Culture is Operational

Culture isn't separate from business operations – it is embedded in how work gets done every day

2

Every Function Owns Culture

Each function has specific responsibilities for maintaining and advancing organizational culture

3

Culture is Measured

What gets measured gets managed. Culture requires systematic tracking and accountability

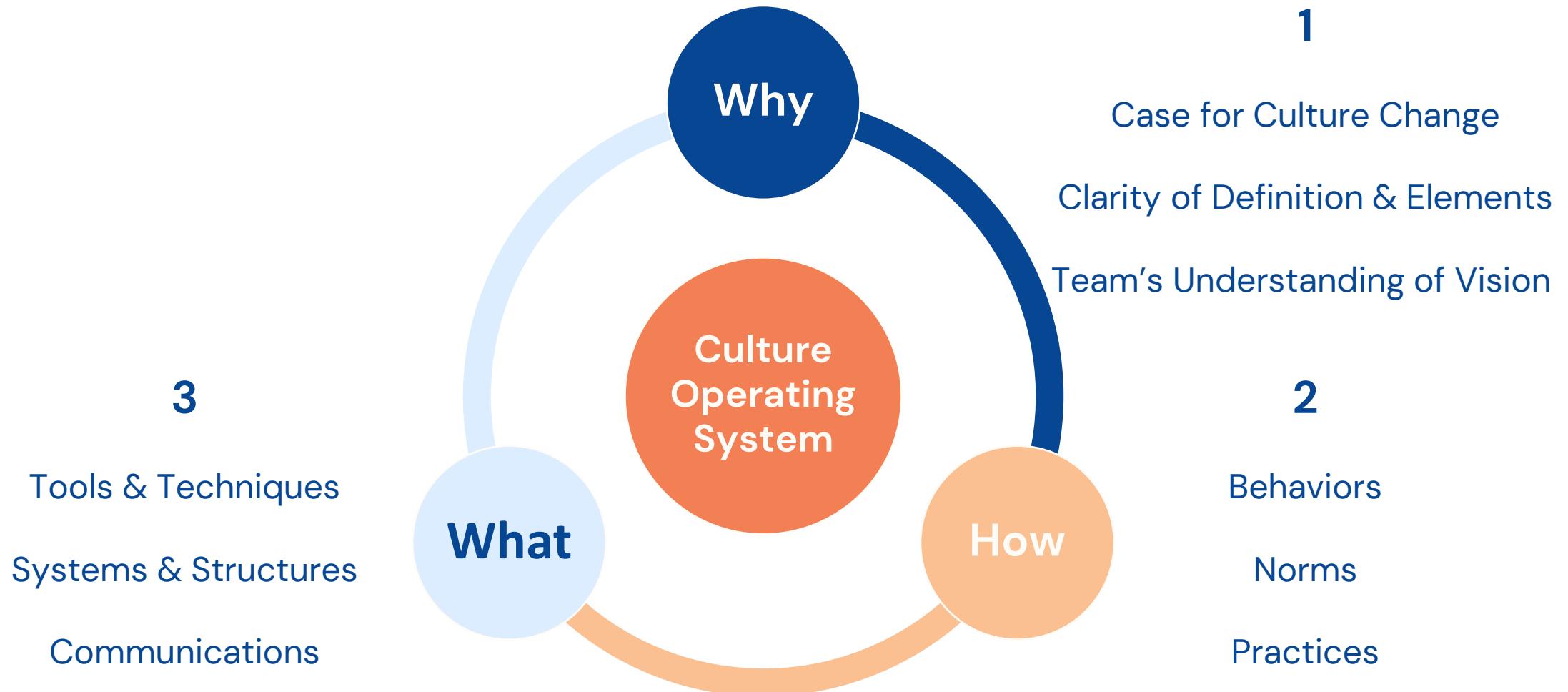
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Systems Reinforce Behaviors

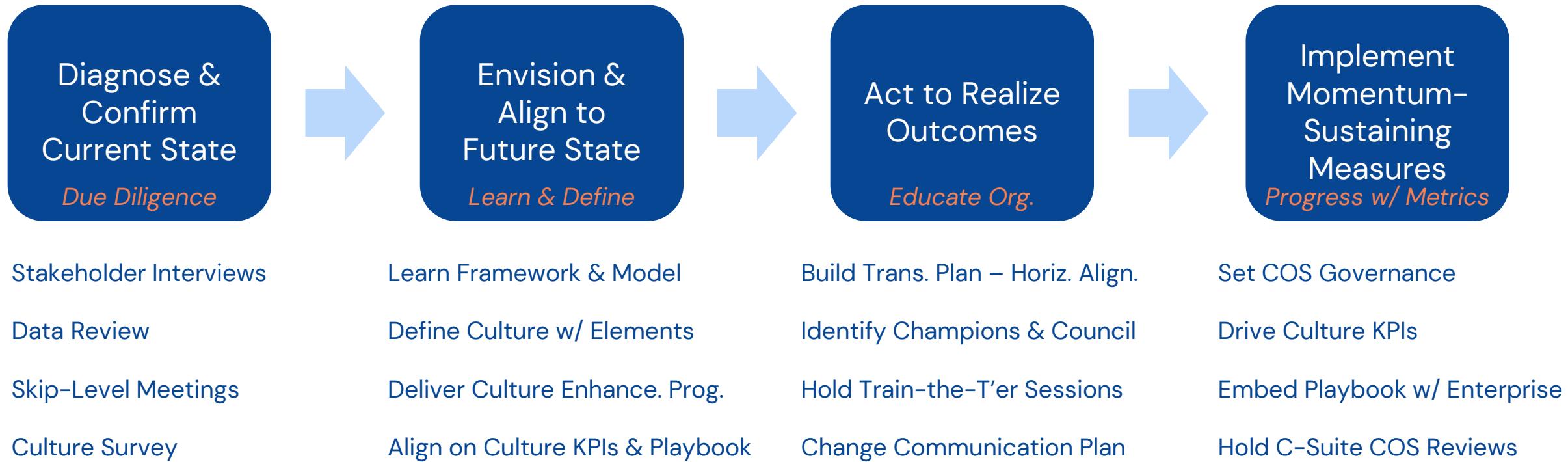
The right behaviors are reinforced by systems, tools, and leadership actions working in harmony

CULTURE ENHANCEMENT PROCESS

Must Build & Maintain Culture Infrastructure



Process for Success



Diagnose & Confirm Current State

Objective:

Baseline for where organization is on its culture journey (i.e., across the 3 elements of the Culture Operating System)

Key Actions:

Interview CEO & Leadership Team and CHRO and HR Leadership Team

Hold Culture Sensing Sessions with fair representation of employees

Conduct culture survey with employees

Review all culture-relevant information (e.g., employee survey data, current frameworks, notes from prior culture sessions)

Outcomes:

Pressure-test the definition and the required elements of organization's "leadership culture" – i.e., Culture Model

Analyze the "why" for the culture journey and people's understanding/ adoption of the "why"

Establish minimally viable product ("MVP") definition of leadership culture AND the "why" for the culture change

Envision & Align to Future State

Objective:

Set forth the guiding principles that will define the culture, support the business strategy, and deliver value to the bottom line

Key Actions:

Hold & facilitate "Articles of Culture" Session with CEO & leadership team: "Codifying What We Stand For & How We Lead"

Set forth guiding principles for Culture Operating System (COS) – via "Articles of Culture" document

Hold & facilitate "Articles in Motion" Session with CHRO & HRLT

Design COS Governance Model & KPIs for HR function

Outcomes:

Understanding of CEO & leadership team points of view on pain points, opportunities, current gaps, and need for change

Define organization's culture with elements, i.e., Culture Model, with CEO & leadership team

Align CEO & leadership team view on guiding principles and priorities for the future state COS

Draft & prepare initial version of Articles of Culture document from CEO and leadership team

Alignment on the COS Governance Model & KPIs for HR function and how it will be used to uphold/ drive the leadership culture

Act to Realize Outcomes

Objective:

Develop, finalize and launch Culture Operating System (COS) via Articles of Culture document and COS Governance Model

Key Actions:

Develop, finalize & launch Culture Operating System (COS), COS Governance Model, and COS Technology Solution Framework

Build change transformation plan for horizontal alignment across the enterprise

Identify Change Champions & Change Council and hold "Train the Trainer" sessions

Develop and begin executing on a Change Communications Plan

Outcomes:

Finalized Culture Operating System (COS) – structure, components, and associated behaviors via Articles of Culture document

COS Governance Model, defining decision rights and protocols & COS Technology Solution Assessment and Framework

Change transformation plan and execution – Change Champions, Change Council and "Train the Trainer" sessions (for "Live the Culture" sessions across the enterprise)

Change Communications Plan

Implement Momentum-Sustaining Measures

Objective:

Set forth COS Culture KPIs, COS Review cadence, Feedback Loops, and On-Going Communications Campaign

Key Actions:

Develop, finalize & launch: COS Review Cadence; COS Feedback Rhythm & Loops; and COS Communications Campaign

Outcomes:

Finalized culture KPIs at the enterprise level and for each organization, established COS Review cadence

Embedded COS that provides substantive value to the business bottom line

Feedback rhythm and loops that ensure the COS is ever-evolving to maneuver through the nuances to be successful

Communications campaign that maintains excitement, reinforces cultural pillars, and celebrates victories won through COS

Outcomes & Deliverables

Culture Operating System includes the following:

1. Culture Model: Definition of the Culture with specifically defined and refined elements
2. Behaviors, Norms & Practices that We Pursue & Honor as a Culture (& Those We Do NOT)
3. Tools & techniques that successfully support, reinforce, express and celebrate the Culture
4. "Articles of Culture": Sets forth each function/ department's responsibilities for maintaining, upholding, and progressing the Culture
5. Culture Operating System review template with Culture KPI's on the following bases:
 - Definitional element by definitional element
 - Function-by-Function/ Department-By-Department basis for the Cultural KPIs they are specifically responsible for.
6. Change Management Plan & Program for full indoctrination
7. Culture Communications Plan & Program

LEADERSHIP TEAM CULTURE DASHBOARD

Leadership Team Culture Dashboard Overview

Executive Imperative

1. Culture Integrity & Role Modeling
2. Strategic Culture Stewardship
3. Trust, Safety & Systemic Fairness
4. Talent Stewardship & Inclusion from the Top
5. Organizational Resilience & Wellbeing
6. Culture as Legacy & System

Flagship KPI

Leader Behavior-Values Alignment Index

Culture-Strategy Linkage

Psychological Safety Index

Executive Sponsorship Equity Index

Toxic Culture Prevention Index

Executive Culture Legacy Confidence Score

CULTURE KPIs - LEADERSHIP TEAM

World-Class Culture KPIs: CEO & Senior Executive Leadership Team

Organized across six executive cultural imperatives that define exceptional leadership.

Culture Integrity
&
Role Modeling

Strategic
Culture
Stewardship

Trust, Safety
&
Systemic Fairness

Talent Stewardship
&
Inclusion from the Top Culture

Organizational Resilience
&
Wellbeing

Culture As Legacy
&
System

1. Culture Integrity & Role-Modeling

Leadership behavior sets the cultural tone for the entire organization.

These metrics measure how consistently executives embody stated values.

Flagship KPI

Leader Behavior–Values Alignment Index

Percent of employees who agree "Our executives behave in ways that are consistent with our stated values."

Additional KPIs

Leader Behavior–Values Alignment Index Cultural Consistency Score

Degree of alignment in cultural experience: by hierarchy, function, & geography

CEO & ELT Culture Modeling Visibility Rate

Percent of public, internal moments where company values & humility are explicitly modeled

2. Strategic Culture Stewardship

Acting for the long term to connect culture to business outcomes.

Flagship KPI

Culture-Strategy Linkage

Percent of employees who understand how cultural behaviors support business strategy & long-term performance

Additional KPI

Purpose Activation Health

Percent of employees who believe company's purpose is real, understood, and actionable – not just marketing!

3. Trust, Safety & Systemic Fairness

These metrics track organizational confidence in fair access to growth, opportunity, recognition, and listening—regardless of background.

Flagship KPI

Psychological Safety Index

Employees reporting they feel safe to speak truth to power

Target



80%

Additional KPIs

Executive Transparency

Clear, honest communication even in complex situations



85%

Systemic Fairness

Employee confidence in fair access to growth and opportunity



90%

4. Talent Stewardship & Inclusion from the Top

Executive leadership must actively champion talent and create pathways for development.

These KPIs measure the effectiveness of senior-level sponsorship and inclusion efforts.

Flagship KPI

Executive Sponsorship Equity Index

Percent of diverse talent with access to senior mentorship and advocacy

Additional KPIs

Succession Depth & Cultural Fit

Percent of pipelines where cultural alignment is evaluated alongside competence

Leadership Diversity Rate

Percent of VP+ positions held by underrepresented groups

5. Organizational Resilience & Wellbeing

True leadership extends beyond performance metrics to encompass the sustainable wellbeing of the entire organization.

Flagship KPI

Toxic Culture Prevention Index

Percent of high-risk teams proactively flagged & supported before burnout or misconduct spikes occur

Additional KPIs

Wellbeing Advocacy Score

Percent of employees who say senior leaders genuinely advocate for sustainable work & wellbeing practices

Employee Trust in Crisis Response

Percent of employees who say "Our leaders showed character, clarity, and care" during recent disruptions

6. Culture As Legacy & System

The ultimate measure of executive cultural leadership is the systematic integration of culture into all organizational processes and the confidence in long-term cultural health.

Flagship KPI

Executive Culture Legacy Confidence Score

Percent of stakeholders who believe in the culture's long-term success and resilience

Additional KPIs

Culture Innovation

Number of new practices begun in response to healthy shifts in culture

Board Engagement

Formalized Board reviews of culture metrics on a regular basis (recommend at least quarterly)

Systems & Structures Integration

Culture reinforced in all major systems & structures as managed by each organization as functional culture KPIs

CULTURE KPIs – BOARD GOVERNANCE

Board Governance for Culture

The Board serves as the ultimate cultural compass, stewarding long-term trust, justice, ethical resilience, and stakeholder balance through systematic culture oversight.

Flagship KPI

Stakeholder Trust

Trust in Board's values-aligned decision-making

Additional KPIs

Crisis Ethics Leadership

Board-led cultural lessons learned from major events

Culture Oversight

Board-level culture agenda frequency and CEO cultural evaluation

Inclusion & Representation

Board inclusion and confidence scores

LEADERSHIP & ACCOUNTABILITY

Leadership & Accountability Framework

Leadership accountability ensures culture flows from the top through every level of management and decision-making.



ABOUT CONNECTED APPROACH

Purpose for Connected Approach

To Enhance Workplace Cultures

Through Human-Centered Leadership

Programs, Coaching, and Experiences

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CONNECTED APPROACH

Unleashing Potential. Cultivating Success.