



# CULTURE PLAYBOOK



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# PRINCIPLES

A conceptual image showing a hand holding a mound of dark soil. An inverted lightbulb is placed on top of the soil, with a small green plant with two leaves growing out of the bulb's opening. The entire scene is set against a blurred background of green foliage, and the image has a blue color overlay.

# 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

4

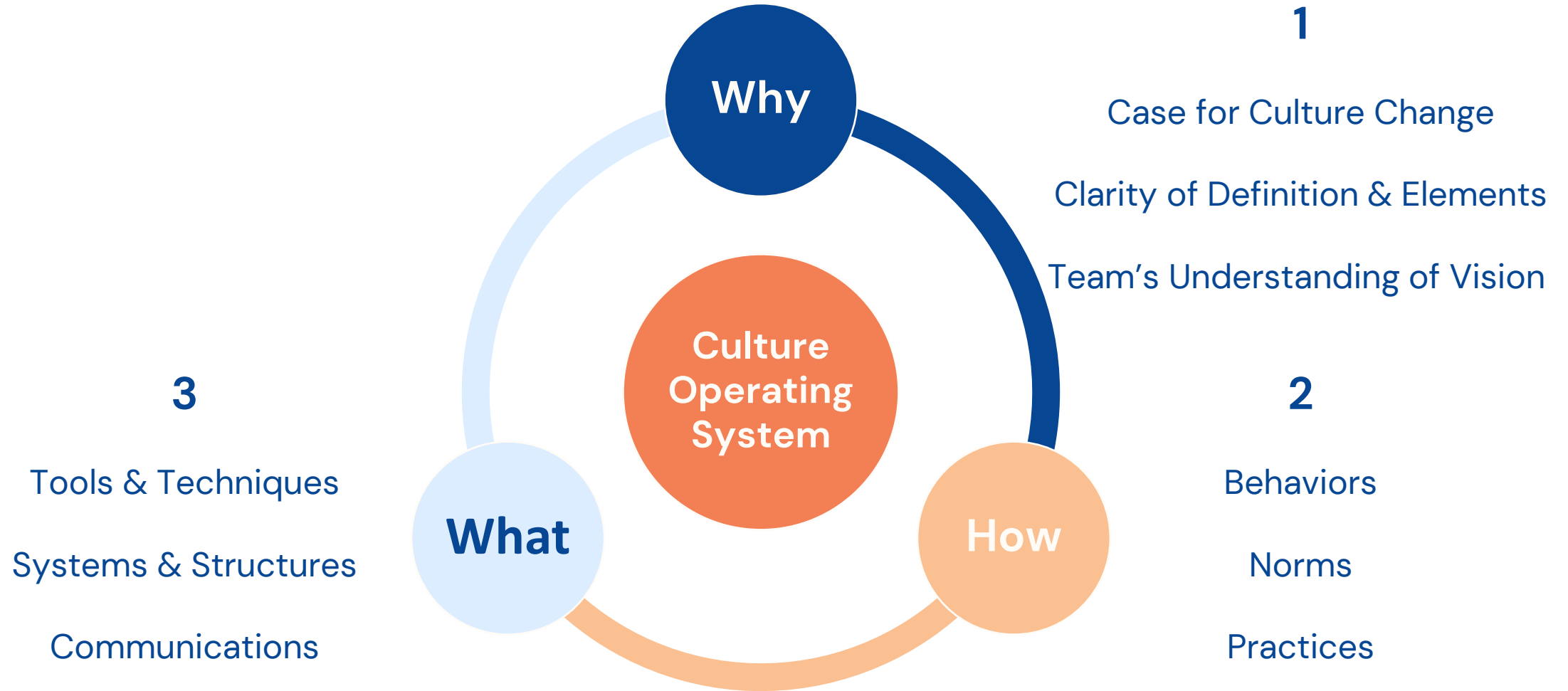
## Systems Reinforce Behaviors

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

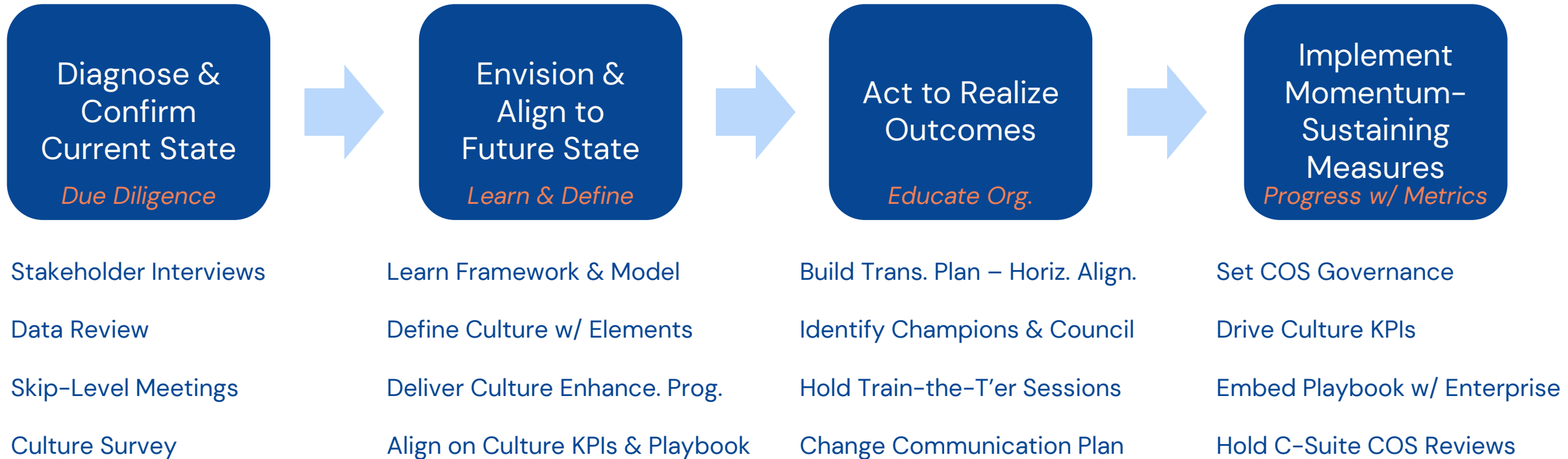
# CULTURE ENHANCEMENT PROCESS

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# 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

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# 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

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# 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

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# 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

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# LEADERSHIP & ACCOUNTABILITY



# Leadership & Accountability Framework

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



# ABOUT CONNECTED APPROACH

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# **Purpose for Connected Approach**

**To Enhance Workplace Cultures**

**Through Human-Centered Leadership**

**Programs, Coaching, and Experiences**

# Contact Information

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LET'S CONNECT!  
GET 2 CONNECT!





# CONNECTED APPROACH

Unleashing Potential. Cultivating Success.