

CULTURE IS KING



**BUILDING A CULTURE
THAT ELEVATES
PRETRIAL SYSTEM
ADVANCEMENT**



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WEBINAR OUTLINE

- **The Pretrial Context**
- **How and Why Culture Rules**
- **What is Culture?**
- ***Control Culture versus Commitment Culture***
- **Mindset as a lever for culture change**
- **Psychological and Organizational Safety**
- **Collective Well Being and Leadership Modeling**
- **Culture and Implementation**
- **Call to Action**

CULTURE IS ALWAYS UPSTREAM



- **From strategy, practice, and outcomes**
- **The system has its own culture**
- **The organizations have their cultures (and subcultures)**
- **Culture is King**

Pretrial Reform: Navigating System-Wide Change



Aligning Stakeholders Across the Justice System



PRETRIAL CONTEXT



- Pretrial reform represents a system-wide cultural change
- Stakeholders across every intercept of the justice system must be aligned
- Pretrial release agencies operate at the nexus of multiple (often competing) system priorities

WHAT ABOUT YOU?

1. What is one cultural strength in your pretrial system?
2. What is one cultural friction point?



WHAT IS CULTURE?

*Culture is Upstream from All
Strategy*

ACADEMIC PERSPECTIVE

A widely cited, research-based definition of organizational culture comes from Edgar H. Schein, one of the foundational modern scholars in the field:

"Organizational culture is the pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."

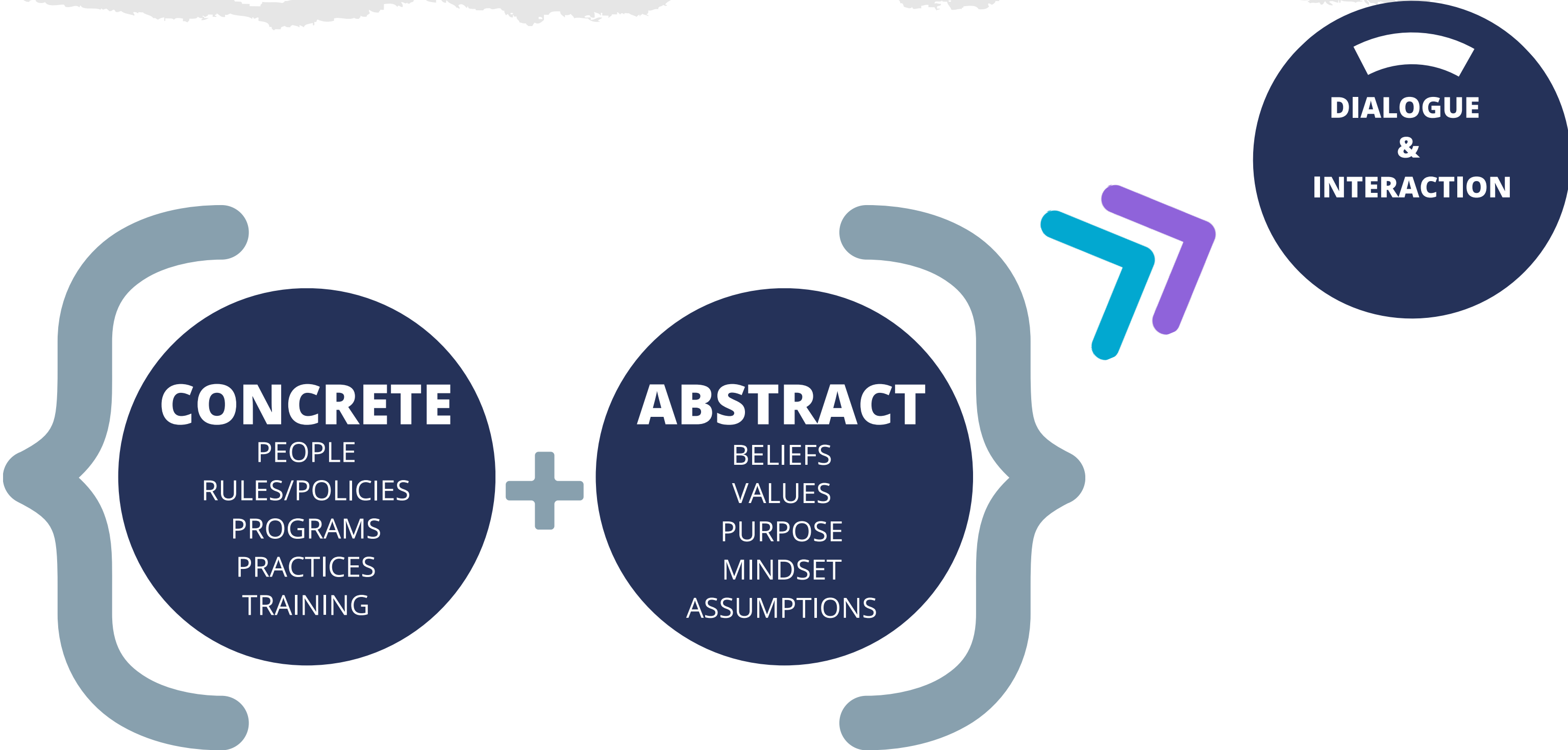
— Schein, E.H. (2010). *Organizational Culture and Leadership* (4th ed.). San Francisco: Jossey-Bass.

ACADEMIC PERSPECTIVE

Key Elements of Schein's Definition

- **It's a pattern** - Culture is a habit that forms (and reforms) gradually over time
- **Shared Basic Assumptions** – Culture operates at a deep, often unconscious level, shaping how people interpret events and make decisions.
- **Learned Over Time** – Culture develops through repeated problem-solving and adaptation experiences.
- **Validated Through Success** – Practices and beliefs become embedded because they have historically worked well.
- **Taught to New Members** – Culture perpetuates itself by being passed down as “the right way” to think and act in the organization.

ORGANIZATIONAL CULTURE AS AN EQUATION



**VISIBLE &
CONCRETE**

**Behavior & Habits
Policies & Practices
Rules & Priorities
Jobs & Roles**

Surface
Level

**INVISIBLE &
ABSTRACT**

**Values & Assumptions
Beliefs & Perceptions
Emotions & Thought Norms
Feelings of Safety/Trust
Collective Mindsets
Myths & Stories
Traumas & Incidents
Rituals & Traditions**

Subconscious
Level

Cultural Roots



HOW
Things are Done

Behavior & Habits
Policies & Practices
Rules & Priorities
Jobs & Roles

Surface
Level

WHY
Things are Done

Values & Assumptions
Beliefs & Perceptions
Emotions & Thought Norms
Feelings of Safety/Trust
Collective Mindsets
Myths & Stories
Traumas & Incidents
Rituals & Traditions

Subconscious
Level

Cultural Roots

ACJI

CULTURE IN ASSESSMENT DOMAINS

STRUCTURES &
BEHAVIORS

OCAI

INTERNAL/MINDSETS

ADAPTIVE
MINDSET

APPRECIATIVE
MINDSET

INFINITE
MINDSET

**CURRENT &
DESIRED
CULTURE**

EXTERNAL/ENVIRONMENTAL

PSYCHOLOGICAL
SAFETY

ORGANIZATIONAL
SAFETY

COLLECTIVE
WELL
BEING

LEADERSHIP
CLIMATE
CONTROL



COMPLIANCE CULTURE

*Culture is Upstream from All
Strategy*

FROM GOOD TO GREAT

If the journey from bad to good were 1 mile long...

...then the journey from good to great is 5 miles long

And GOOD is the enemy of GREAT

*Culture is Upstream from All
Strategy*

FROM GOOD TO GREAT

COMPLIANCE CULTURE

- **Compliance means for one person to do the work required by another**
- **Usually means doing the MINIMUM to avoid a consequence**
- **The “consequence” can be perceived or real**

COMPLIANCE CULTURE

YOU KNOW WHEN YOU SEE IT

- **Control heavy and heierarchical**
- **Rigid and fixed with strong structures in place**
- **Very little individual autonomy**
- **People are guided by rules over purpose**
- **Power dynamics are strong**
- **Top-down change**
- **Not everyone has a voice**
- **Language is most often about risks to avoid, rules to follow, and worst-case scenario**
- **Perceived consequences can be stronger than actual ones**
- **Heavy focus on solving day-to-day problems with quick solutions**

Shifting Pretrial Culture

From Compliance to Commitment



COMMITMENT CULTURE

YOU KNOW WHEN YOU SEE IT

- Innovation and reform focused
- Invites healthy risks
- People have a real voice and real input
- People apply “discretionary effort” beyond the minimum
- Guided by future ideal state and not problem-of-the-day
- Infinite mindset
- Growth mindset
- Rewarded vulnerability among leaders
- Leaders are highly self aware and humble yet effective
- Psychological safety is strong and growing

Shifting Organizational Culture

From Compliance to Commitment



ENERGY-NEGATIVE

COMPLIANCE CULTURE

DRAINED & DE-ENERGIZED

- ❗ Drains Energy, Fatigue & Resentment
- ❗ Makes People Feel Limited & Constrained
- ❗ Operates Through Fear, Pressure & Command
- ❗ Scant Psychological Safety & Collaboration



COOPERATION

ENERGY-POSITIVE

COMMITMENT CULTURE

MOTIVATED & ENERGIZED

- ✔ Energizes People Through a Real Voice
- ✔ Inspires People to Bring Their Best Selves
- ✔ Operates Through Trust, Purpose & Vision
- ✔ Promotes Psychological Safety & Co-Elevation



CO-ELEVATION

PRETRIAL CONTEXT

**CONCURRENT
CULTURES**



CONCURRENT CULTURES

Internal Agency Culture

- Mission and Vision
- Best Practices
- Staff Values & Expectations
- Decision Making
- Leadership
- Learning Environment
- Trauma-Informed Approaches
- Client-centered

Jurisdictional, Stakeholder, System Culture

- Shared beliefs about risk and safety
- Trust in data, evidence, research
- Collaboration
- Communication and Information Exchange
- Openness to innovation and reform
- Political and media drivers
- Community focus and expectations
- Historical practices



Pretrial Executive / Director

Court Expectations
Public Safety Pressure
Stakeholder Demands

DESCRIBE YOUR AGENCY CULTURE?

Poll

1) Heavy Control

2) Moderate Control

3) Moderate Commitment

4) Heavy Commitment

WORK ON THE ORGANIZATION
WORK ON THE CULTURE



(NOT JUST INSIDE OF IT)



MINDSET AS A LEVER FOR CHANGE

*Culture is Upstream from All
Strategy*

HOW MINDSET SHAPES CULTURE

DEEP ASSUMPTIONS DRIVE VISIBLE BEHAVIOR.

Classic culture theory holds that shared, **taken-for-granted assumptions—the deepest layer of “mindset”**—become the lens through which members perceive, think, and feel, and over time solidify into norms, routines, and artifacts.

Thus, mindset is not adjacent to culture; it constitutes its core and guides what is taught to newcomers as “the right way.”

MINDSET AS A LEVER FOR CULTURE CHANGE

LEADERSHIP MINDSET IS THE CONTAGION

- Leaders' beliefs about people and performance cascade into norms for voice, risk-taking, and learning.

PSYCHOLOGICAL SAFETY

- A mindset-inflected climate that enables learning.

BELIEFS SHAPE MOMENTUM FOR CHANGE

- Employees' belief that speaking up is welcome and efficacious (vs. "pseudo-silence") strongly depends on leadership behavior; when leaders solicit and act on input, voice rises and adaptive norms consolidate.



ADAPTIVE MINDSET

- An adaptive mindset reflects the ability to respond to complexity with flexibility, learning, and continuous adjustment rather than rigid control.
- It treats challenges as opportunities to evolve (Senge, 1990)
- Failure is our teacher - not our obstacle to avoid

- **MOTTO:** We expect change and adjust as we learn. We stay flexible, we experiment and try new approaches, and we ultimately improve based on what is happening around us.

COMPARISON

ADAPTIVE CULTURE

LEADERSHIP

Mobilizes people, embraces uncertainty, encourages experimentation

MINDSET

Sees challenges as opportunities for growth, values diverse input

CULTURE

Learning-oriented, psychologically safe, collaborative

TIME HORIZON

Long-term sustainability and purpose

TECHNICAL CULTURE

Provides directives, applies existing expertise, enforces compliance

Reduces problems to simple fixes, resists ambiguity

Rule-bound, compliance-driven, punitive toward mistakes

Short-term performance and quick wins

APPRECIATIVE MINDSET

- An appreciative mindset centers on identifying strengths, positive experiences, and generative possibilities to drive engagement, performance, and well-being. It shifts attention from fixing problems to amplifying what works
- **MOTTO:** We focus on what is working and build from it. We look for strengths, learn from success, and create more of what works well.

COMPARISON

APPRECIATIVE CULTURE

LEADERSHIP

Invites input, shares power, recognizes contributions

MINDSET

Searches for strengths and possibilities, hopeful, solution focused

CULTURE

Collaboration, open dialogue, learning from successes and setbacks

TIME HORIZON

Long-term future focused and transformation yet short term wins

DEPRECIATIVE CULTURE

Issues orders, focuses on control, overlooks staff efforts

Scans for problems and errors and risks, skeptical, deficit-focused

Compliance driven, blame, pseudo-silence, “how it is always done”

Short-term fixes and stuck on today’s problems and crises

INFINITE MINDSET

- **An infinite mindset emphasizes long-term purpose, adaptability, and sustainability, where success is defined by ongoing contribution, learning, and alignment with a just cause rather than finite outcomes (Sinek, 2019).**
- **MOTTO: We are here for the long term. We focus on purpose, learning, and staying in the work over time, not just short-term wins.**

COMPARISON

INFINITE MINDSET

TIME
HORIZON

No endpoint: goal is long term purpose and sustainability

FOCUS

Purpose driven towards a just cause

ON RIVALS

Worthy sources of learning and collaboration

LEADERSHIP

Courageous, principled, willing to sacrifice comfort now for long-term good

CULTURE

Trust, adaptability, agility, psychological safety

IF A GAME

Players and rules evolve; goal is to perpetuate the game

FINITE MINDSET

Fixed endpoint with a goal to win

Achievement of short term metrics

Enemies to be beaten

Pragmatic, transactional, focused on immediate results

Control, compliance, rigid structures

Fixed players, rules, winners, losers

COMMON TRAPS



PRETRIAL CULTURE



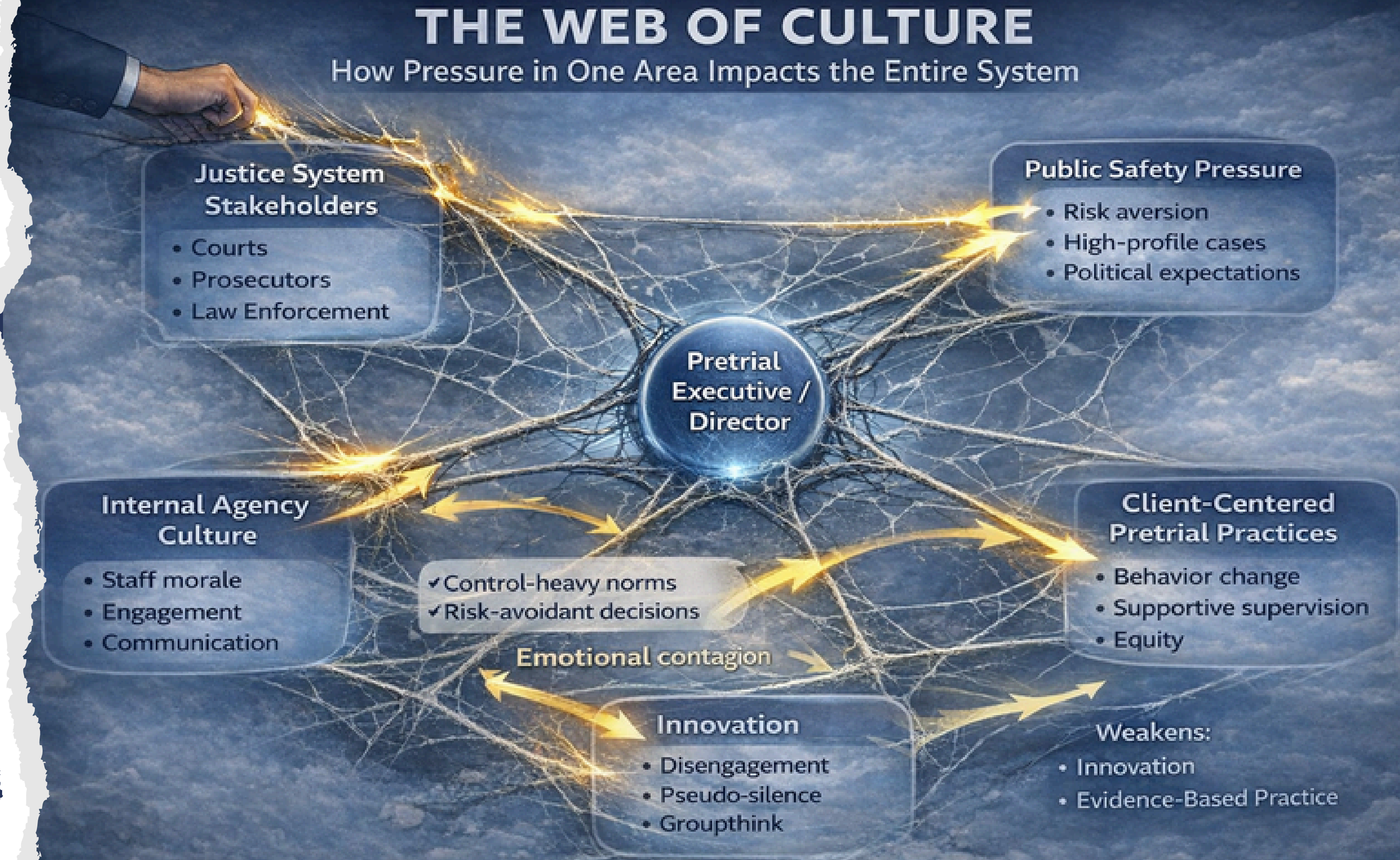
PRETRIAL CULTURE



- **Control-heavy norms**
- **Deficit-based problem-solving**
- **Pseudo-silence, group think and disengagement**
- **Compliance without commitment**

THE WEB OF CULTURE

How Pressure in One Area Impacts the Entire System



RESEARCH: LEADERSHIP VULNERABILITY

Humble Leadership Drives Innovation

- **Leaders who show openness, admit limits, and value others' ideas boost employee innovation.**
 - Innovation is driven by internal motivation, not just direction.
- **Employees innovate more when they want to, not just when they are told to.**
- **Two key drivers explain why this works:**
 - **Felt responsibility:** employees take ownership to improve things
 - **Work meaningfulness:** employees see purpose in what they do
- **Both drivers work independently and together.**
 - People innovate because they feel responsible, because their work matters, or both

RESEARCH: LEADERSHIP VULNERABILITY

Humble Leadership Drives Innovation

- **Psychological needs fuel innovation.**
 - When leaders support autonomy, purpose, and respect, employees become more proactive and creative.
- **Humility builds psychological safety and trust.**
 - Employees are more willing to share ideas, take risks, and learn from mistakes.
- **Hierarchy does not block this effect.**
 - Even in structured environments, humble leadership increases engagement and innovation.
- **Bottom line for organizations:**
 - If you want innovation, develop leaders who create meaning, share power, and invite contribution

HOLDING UP THE MIRROR

As a Leader..

I AM Culture



Poll

- 1) Adaptive Mindset
- 2) Appreciative Mindset
- 3) Infinite Mindset
- 4) Control Mindset/Culture

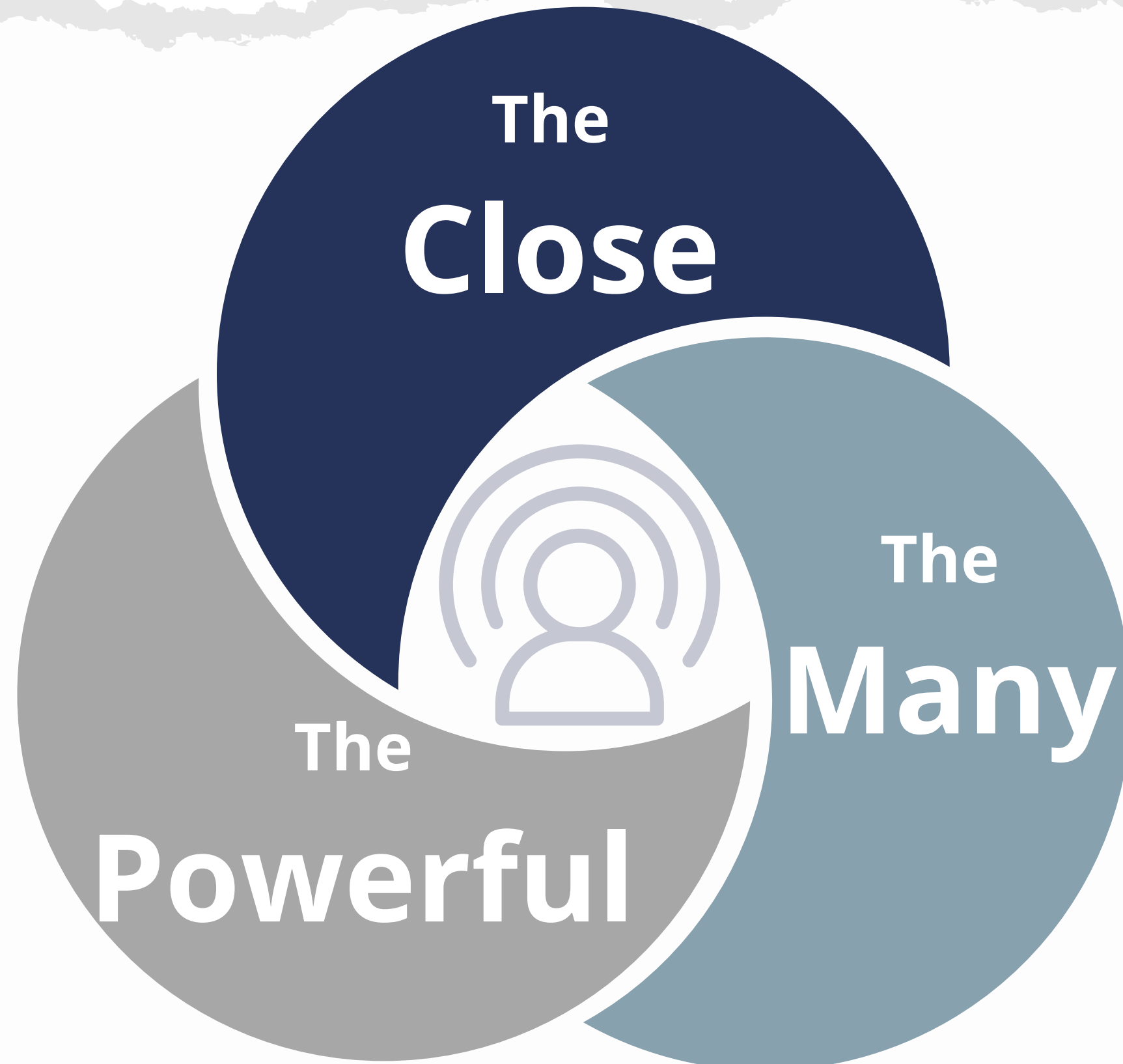
**WHAT DAILY LEADERSHIP
BEHAVIOR OF MINE
SHOULD MOST OFTEN
SHAPE OUR CULTURE?**



ENVIRONMENTAL ASPECTS OF CULTURE

*Culture is Upstream from All
Strategy*

Who and What We Model



ENVIRONMENTAL ASPECTS

- **Psychological Safety**
- **Organizational Trauma and Safety**
- **Collective Well Being**
- **Leadership Climate Control**



GROUP **THINK &**
PSEUDO **SILENCE**

**THE INHIBITORS TO A CULTURE
OF AUTONOMY AND BELONGING**

GROUPTHINK

AS AN INHIBITOR

- **Groupthink occurs when members of a group strive for consensus at the expense of realistically appraising alternative courses of action (Janis, 1982).**
- **It is most common in cohesive groups with strong leadership influence, where dissent is discouraged.**

GROUP THINK

AS AN INHIBITOR

How It Inhibits Decision-Making

- **Suppression of Dissent:** Members may avoid raising objections to preserve harmony.
- **Illusion of Unanimity:** Silence is interpreted as agreement, producing false consensus.
- **Failure to Explore Alternatives:** Groups may reject innovative or controversial solutions, defaulting to safer, less effective choices.
- **Moral Blind Spots:** Groups may rationalize ethically risky decisions when they align with group norms.

A horizontal line of torn paper separates a dark blue top section from a white bottom section.

PSEUDOSILENCE

Getting Unstuck

A dark blue line representing a path or road curves upwards from the bottom right towards the center of the page. The ACJI logo is positioned on a light gray background in the lower right corner.

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PSEUDOSILENCE

- **When individuals or teams appear to be engaged, communicative, or compliant on the surface BUT**
- **Are actually withholding concerns, dissent, or critical feedback due to fear, mistrust, or cultural norms within the organization.**
- **In the context of psychological safety, pseudosilence is a behavioral defense mechanism that undermines authenticity, innovation, and ethical decision-making.**
- **The organization misinterprets silence as consensus or effectiveness, further embedding the problem into culture.**

PSEUDOSILENCE: What it looks like

- **Nod in agreement during meetings but privately disagree with leadership decisions**
- **Avoid reporting mistakes or misconduct for fear of blame or retaliation**
- **Say what they think others want to hear rather than what they truly believe**
- **Participate in change initiatives only superficially, avoiding meaningful input**
- **Withhold emotional responses or trauma exposure to maintain a “strong” or “compliant” image**

PSEUDOSILENCE: When it Arises

Pseudosilence often arises in cultures with punitive leadership, hierarchical rigidity, or a history of unaddressed trauma—all of which contribute to a lack of psychological safety.

(Edmondson, 1999; Morrison & Milliken, 2000).

PSEUDOSILENCE: Why it Matters

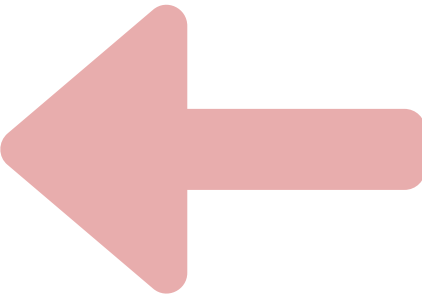
- **It creates a false sense of consensus**, hindering effective leadership and well being.
- **It erodes trust**, as staff feel they must “perform” safety and cooperation without being genuine.
- **It contributes to burnout, moral injury, and emotional disengagement, especially in justice settings where staff may suppress concern for fear of being labeled “difficult” or “disloyal.”**

THE PSYCHOLOGICAL SAFETY PARADOX

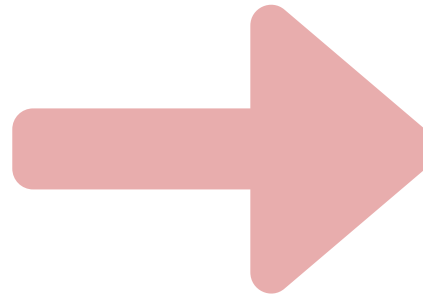
AUTONOMY



Full Autonomy
No Belonging



TENSION



Full Belonging
No Autonomy

BELONGING

**Autonomy
+ Belonging
= Connection**



"People don't want to be punished for what makes them human"
(Edgar H Schein, Warren G Bennis, 1964)



RESEARCH

**PSYCHOLOGICAL SAFETY TEAM
& ORGANIZATIONAL CULTURE**

Project Aristotle

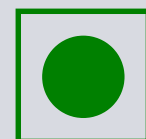
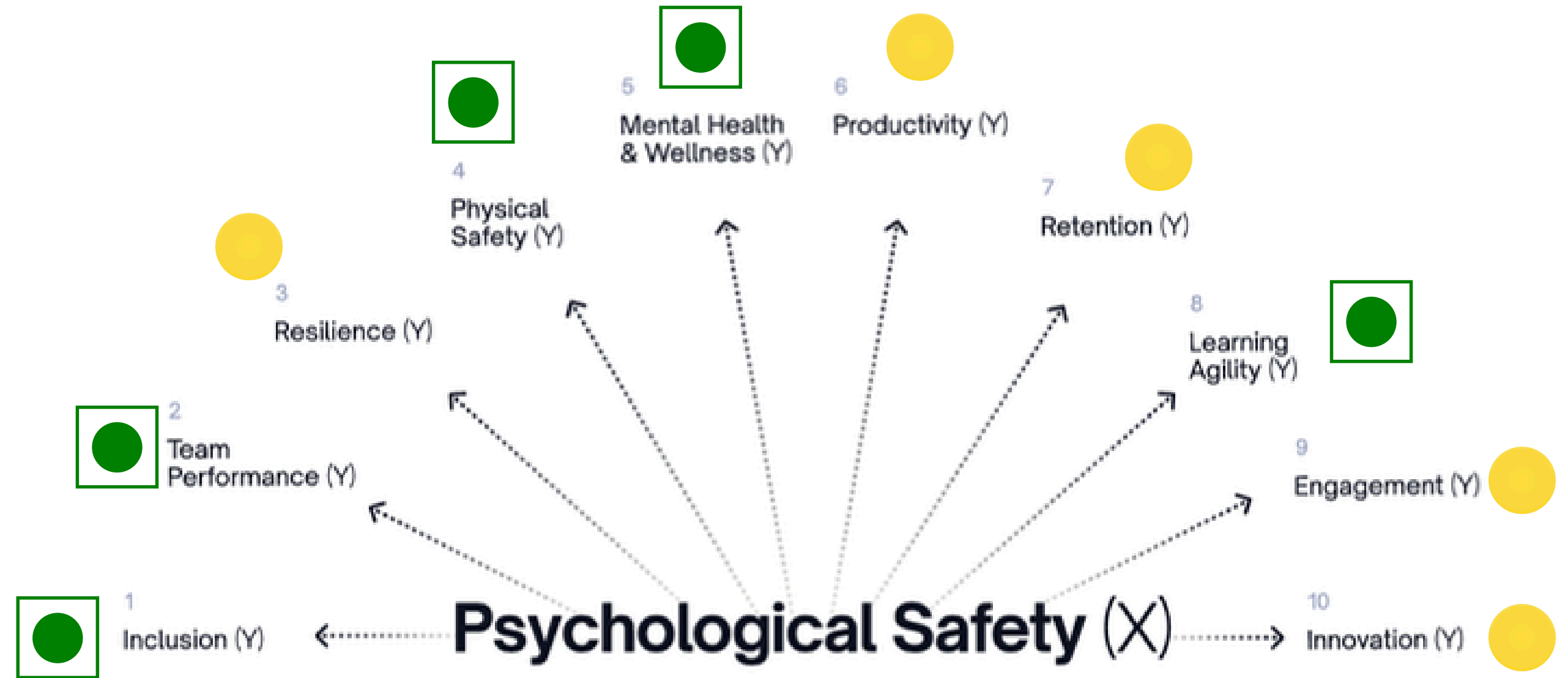
- Psychological Safety is the **most important factor in high-performing teams.**
- High-performing teams demonstrate trust, open communication, equal turn-taking, and the freedom to take risks **without fear of judgment.**
- Ensuring **all voices are heard through balanced speaking opportunities** boosts team performance and creativity.

What the Science Says

The 10 Outcomes of Psychological Safety

Why Psychological Safety is the Biggest Breakthrough in the Study of Organizational Culture in the Last Century

by Timothy R. Clark, PhD, LeaderFactor



Strong and Significant Impact



Moderate but Significant Impact

**IT IS NOT JUST
THE ABSENCE OF A THREAT**

**BUT ALSO THE
PRESENCE OF A
CONNECTION**



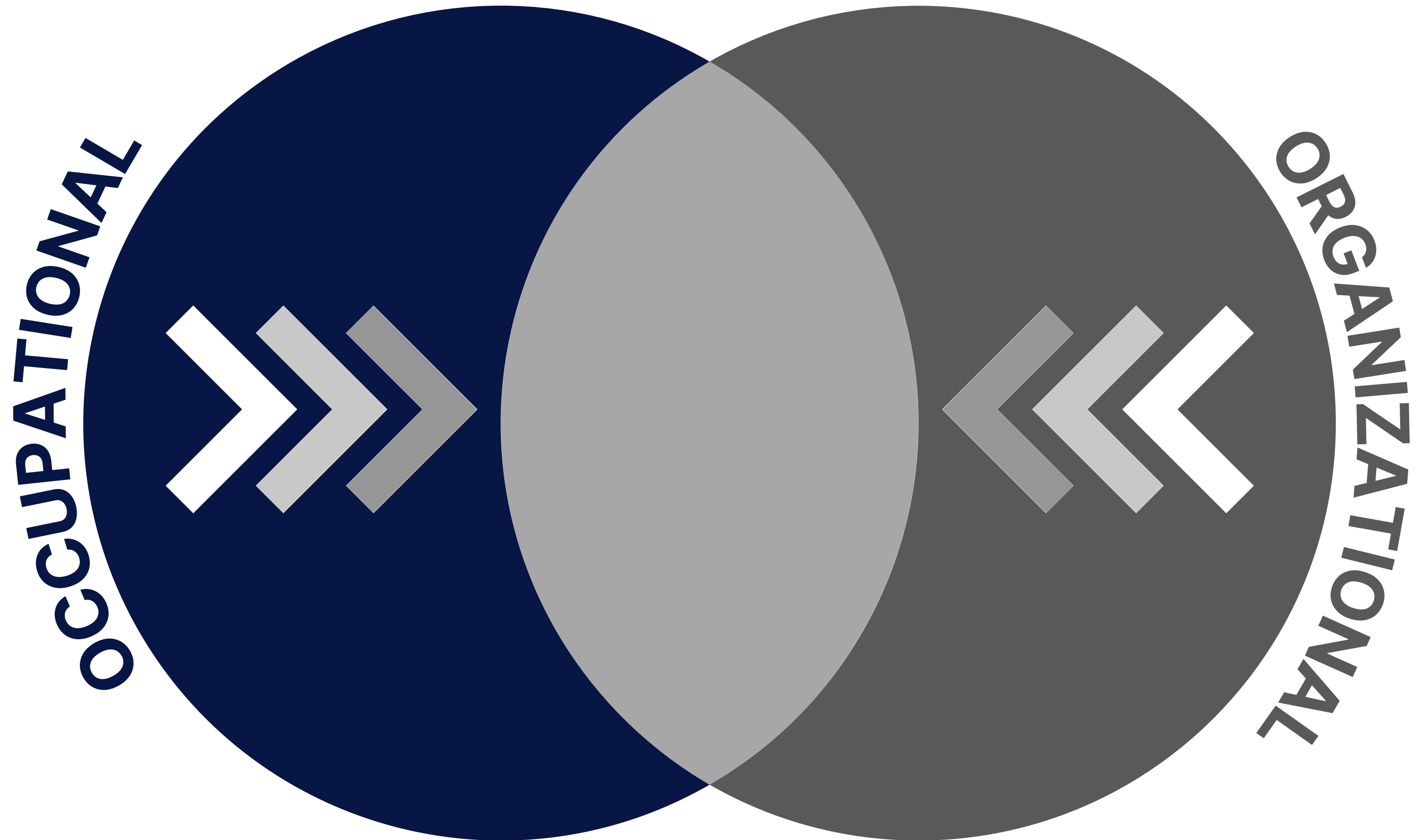


ORGANIZATIONAL

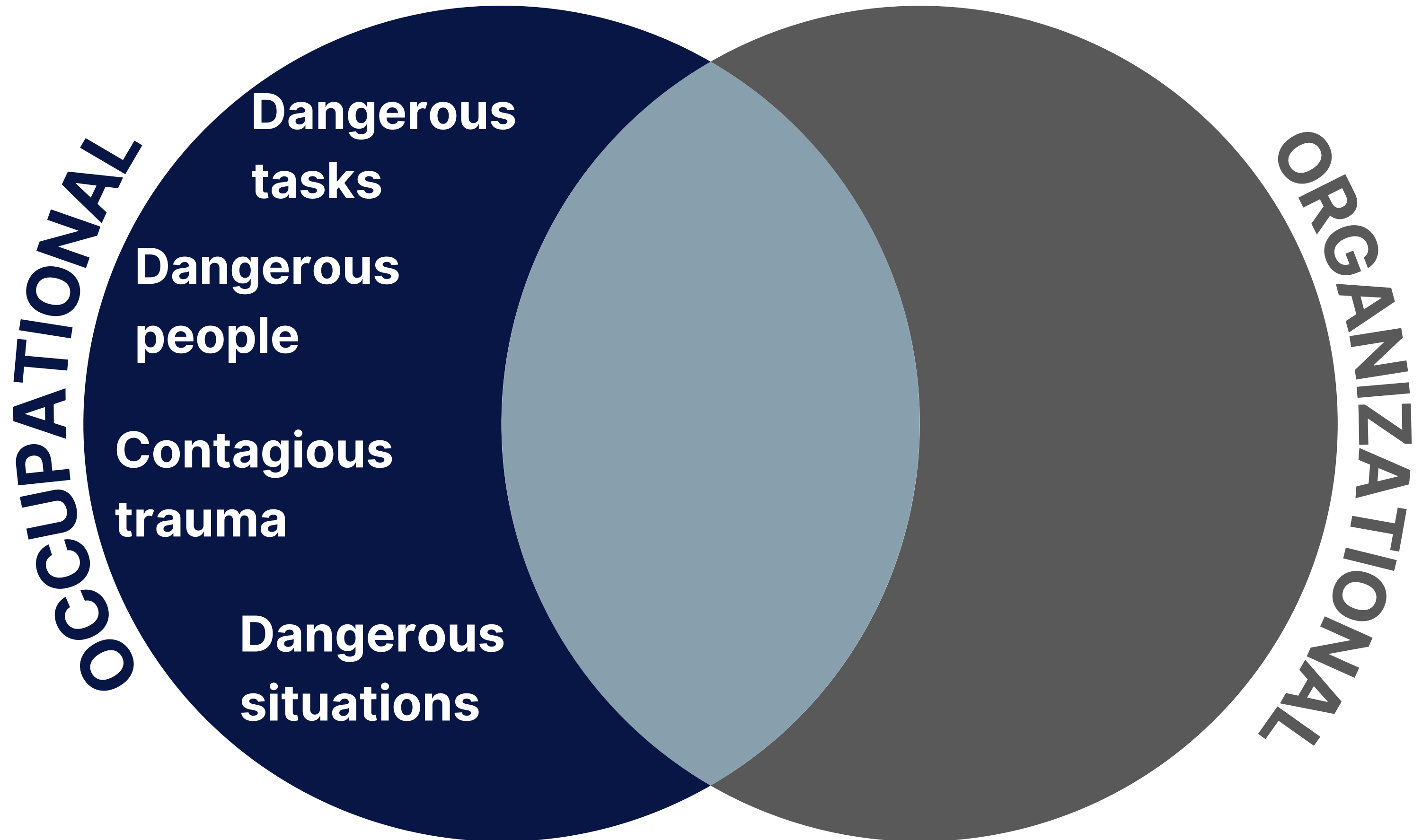
SAFETY & TRAUMA

The Very Basics

2 SOURCES: WORKPLACE TENSION



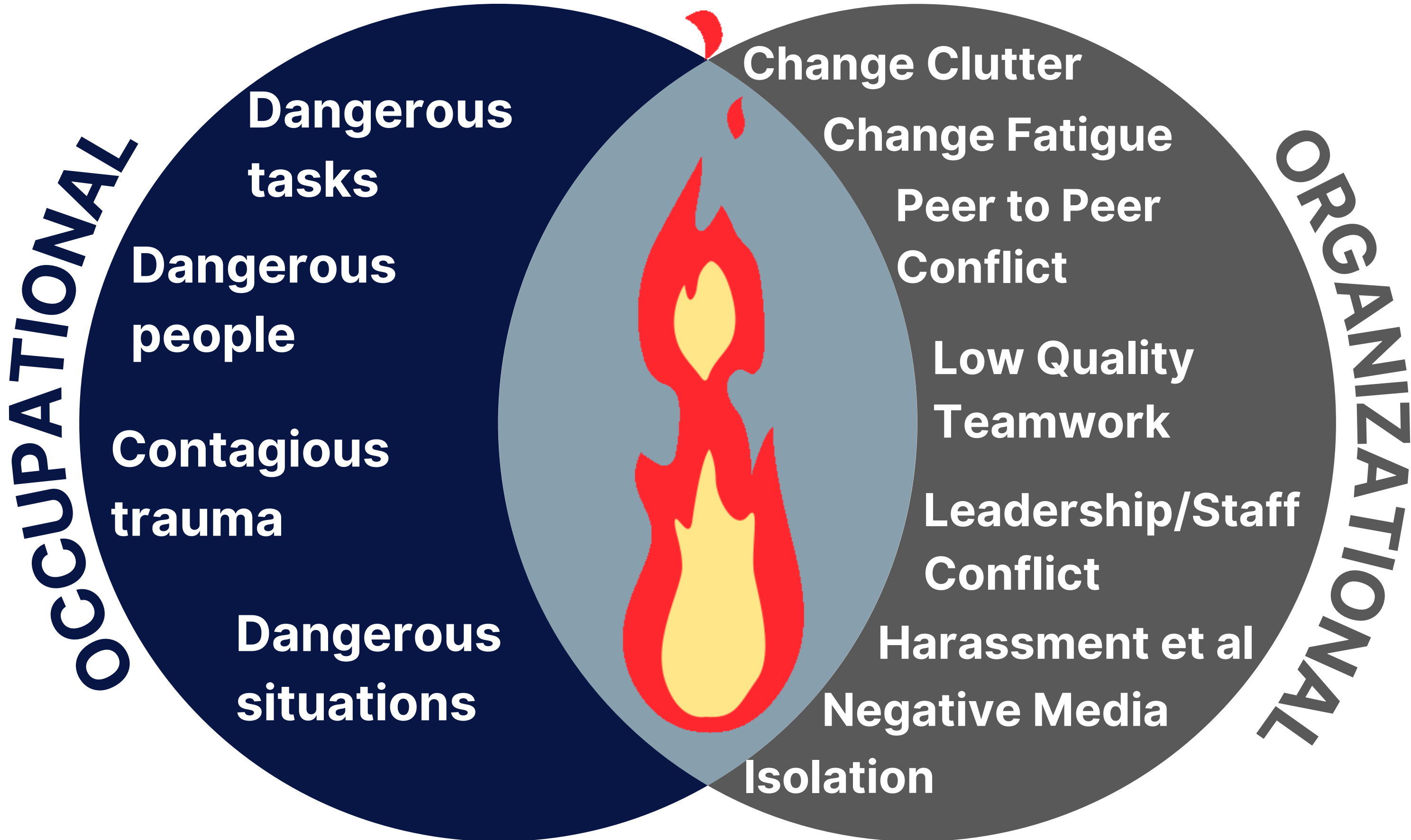
2 SOURCES: WORKPLACE TENSION



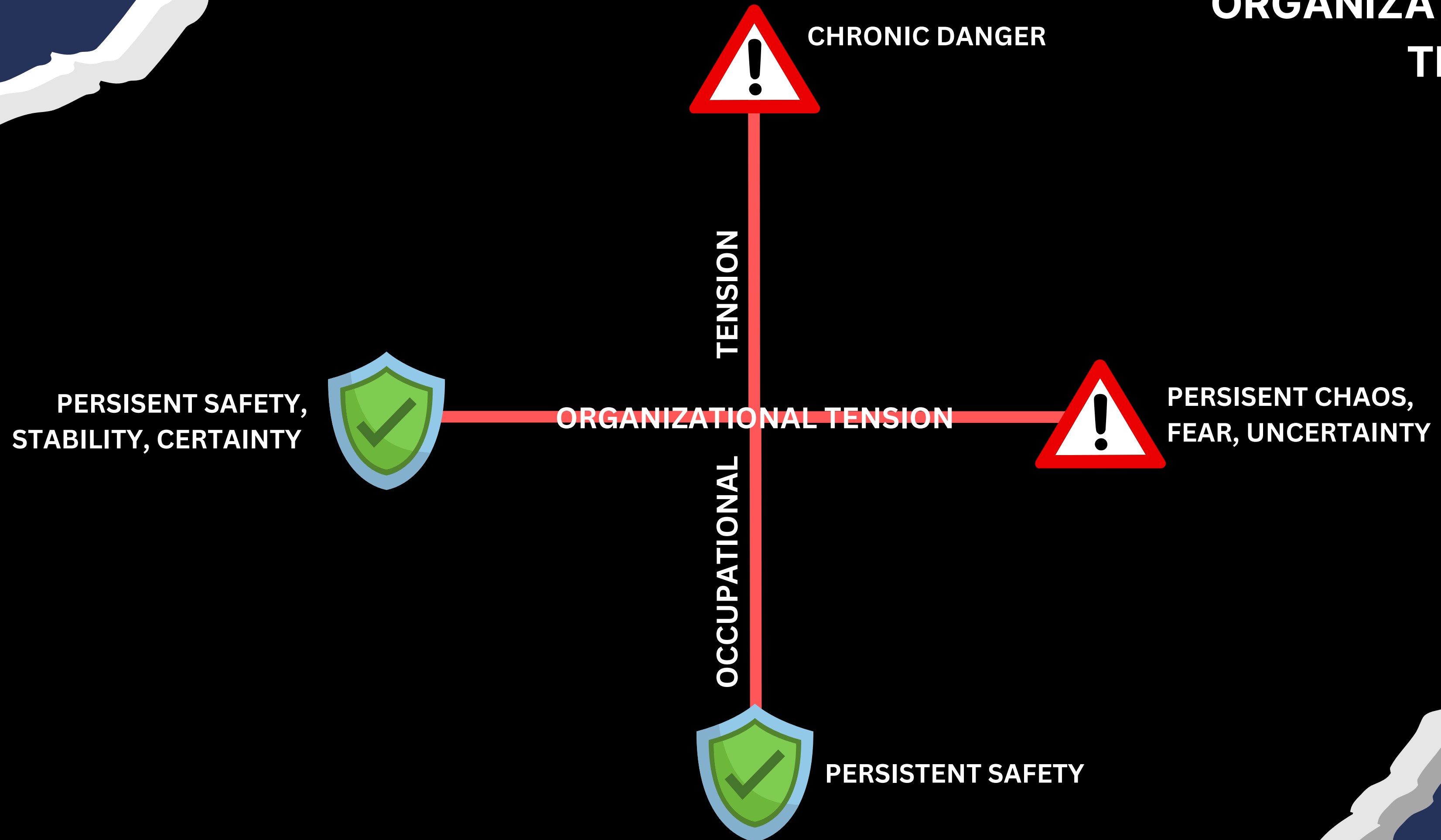
2 SOURCES: WORKPLACE TENSION



2 SOURCES: WORKPLACE TENSION



SOURCES OF ORGANIZATIONAL TRAUMA




SOURCES OF ORGANIZATIONAL TRAUMA



GENERAL SOURCES OF ORGANIZATIONAL TRAUMA

- **Single catastrophic event**
- **Ongoing wounding events**
- **Redemptive nature of the work**
- **Empathic nature of the work**
- **Harassment, discrimination, or toxic workplace culture**
- **Long-term exposure to an intense stressor**
- **Secondary trauma**
- **Cumulative from long-standing patterns and the nature of the work**

- 
- **Cumulative discouragement**
 - **Constant state of high alert**
 - **Cyclical burnout of staff and leaders**
 - **Anxiety-based conversations & decisions**
 - **Ongoing instability (personal & professional)**
 - **Regularity of re-traumatizing triggers**
 - **Inadequate emotional containment & extreme thoughts**
 - **Continuing lack of trust**
 - **Despair, loss of hope, prolonged anxiety**
 - **Worldview and identity erosion**
 - **Personality changes & dysfunctional beliefs and mindset**
 - **Health erosion and addiction**

PRETRIAL CULTURE

- Current political narratives
- Executive orders
- Adverse media
- High stakes cases going wrong
- Efforts to align stakeholders conflating ideologies at key decision points

ALL can place significant emotional and operational strain on leadership and staff



COLLECTIVE

WELL BEING



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MORALE

- Temporary
- Seasonal or Daily Climate
- Events & Tasks
- Focus: Work Attitude

VS

WELLBEING

- Ongoing
- Sustained in Culture
- Habits & Norms
- Focus: the Whole Person

COLLECTIVE WELL-BEING MODEL

ΔCJI



**Well Being is Beyond
Morale Building**



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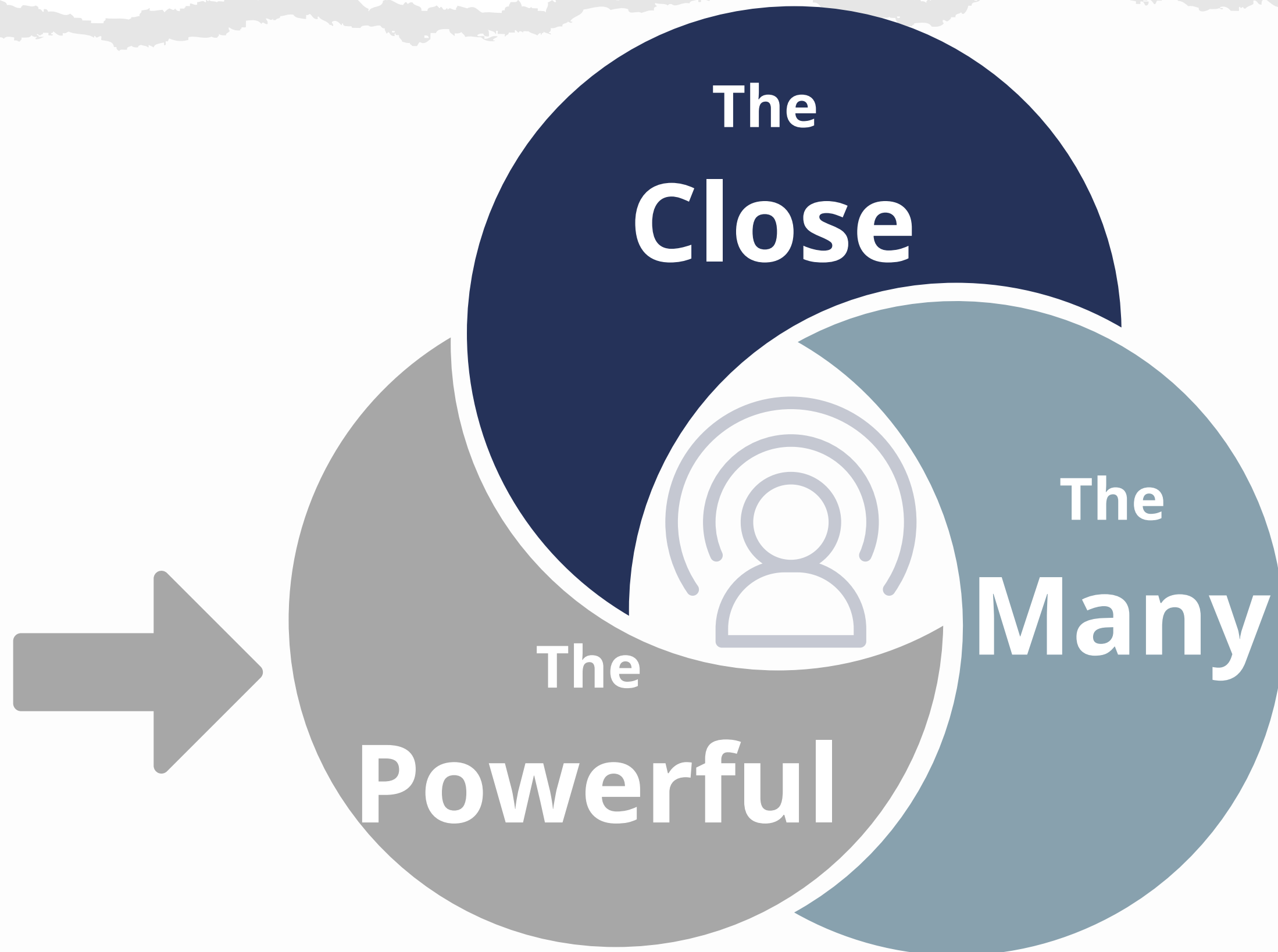
LEADERSHIP

CLIMATE CONTROL

A stylized logo consisting of a dark blue line that curves upwards and to the right, ending in a grey, jagged shape resembling a mountain peak or a torn edge. The letters 'ACJI' are positioned within this grey shape.

ACJI

Who and What We Model

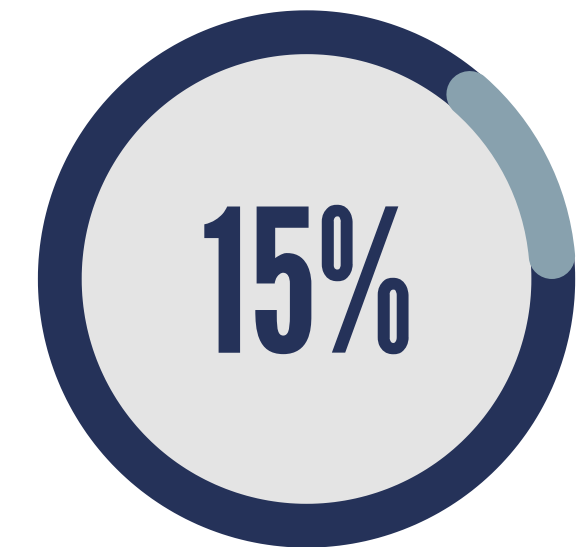


EMOTIONAL INTELLIGENCE RESEARCH

Believe they are self aware



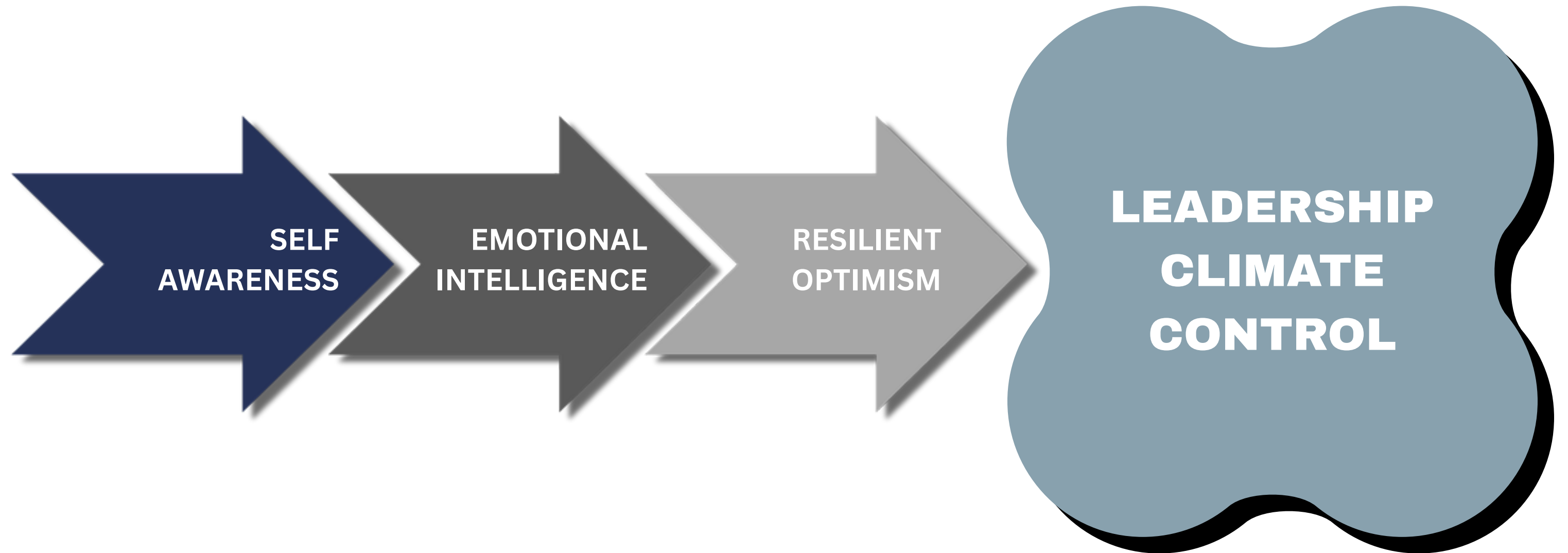
Actually are



Eurich, Tasha. (2018 and 2017)

LEADERSHIP CLIMATE CONTROL

IN CONCEPT



HOLDING UP THE MIRROR

As a Leader..

I AM Culture



Poll

1) Psychological Safety

2) Organizational Trauma

3) Collective Well Being

4) Leadership Climate Control

**WHICH ENVIRONMENTAL
FACTOR MOST IMPACTS
YOUR CULTURE?**

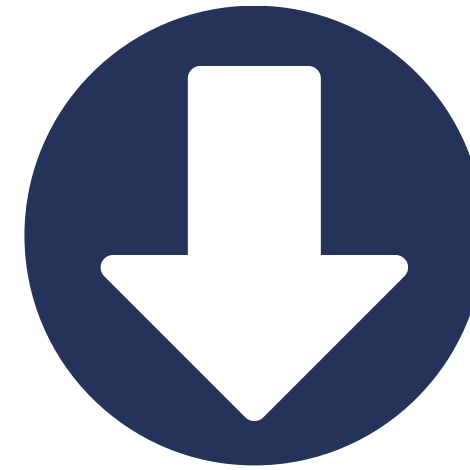
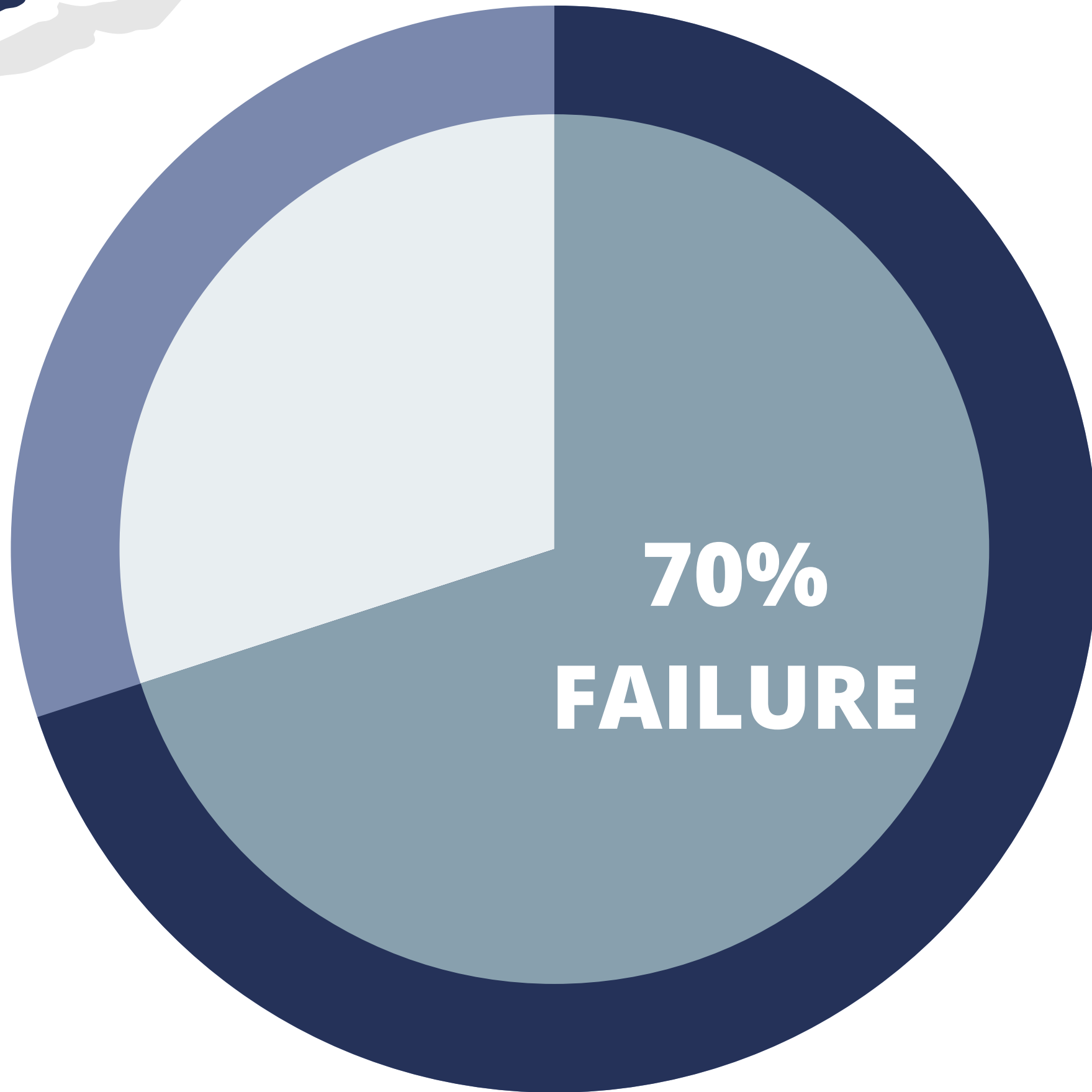


CULTURE KING?

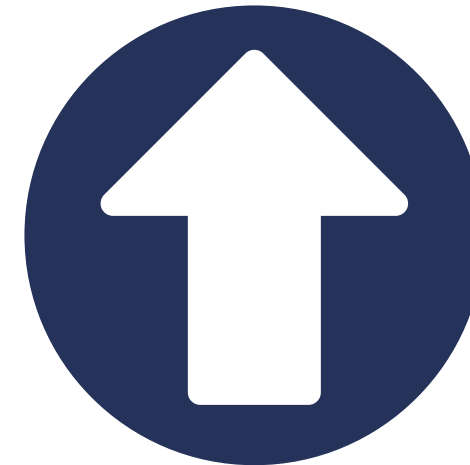
HOW?

WHY?

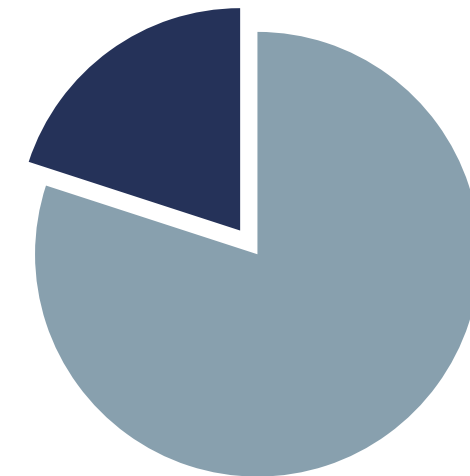
*Culture is Upstream from All
Strategy*



TOP DOWN
(THEORY E)



BOTTOM UP
(THEORY O)



CRITICAL MASS

IMPLEMENTATION RESEARCH

National Implementation Research Network (Balas and Boren, 2000:65)

Experimental data show, when used alone, these methods are insufficient to effect long-term change:

- Diffusion/Dissemination of Information
- Classroom Training
- Passing Laws, Mandates, Regulations
- Providing Funding Incentives
- Reorganization

FAILURE

85

95

ONLY 5% TO 15%

REALIZE THEIR INTENDED OUTCOMES

IMPLEMENTATION RESEARCH

Without guided and directed implementation, only **14%** of new scientific discoveries (EBP's) enter day-to-day practice

FAILURE

86

ROGERS, 2002

IMPLEMENTATION RESEARCH

80-90% of people-dependent innovations never get fully implemented beyond initial stages (installation)

FAILURE

80

90

CHANGE CLUTTER

When the volume of change overcomes the internal bandwidth to change

When so much change creates unwanted **NOISE** rather the desired **TONE** (results)

Over-saturation with change

Systemic overload



The GAPS





CULTURE CHANGE?

*Culture is Upstream from All
Strategy*

WHAT IS “GOOD” CULTURE

STRUCTURE & BEHAVIOR

Less Healthy Culture

- OCAI - Very Dominant Single Profile
- (e.g. Rigid/Hierarchy/Control)

More Healthy Culture

- OCAI - Balanced/Fluid on all Domains
- (e.g. symmetrical across all 4 types)

MINDSET

- Technical Leadership / Mindset
- Depreciative Leadership / Mindset
- Fixed / Finite Mindset

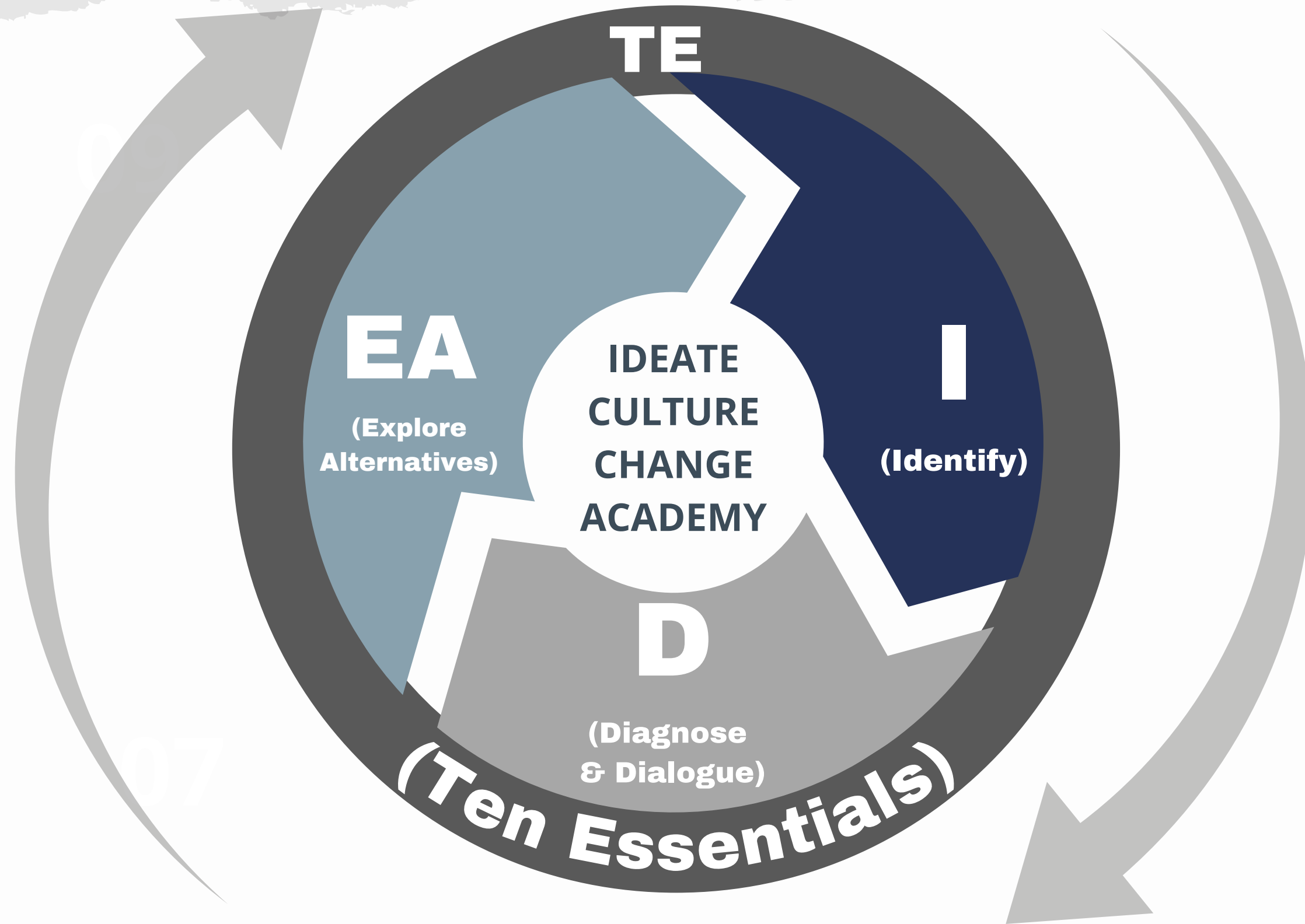
- Adaptive Leadership / Mindset
- Appreciative Leadership / Mindset
- Growth + Infinite Mindset (e.g Learning Organization)

ENVIRONMENT

- Pseudo-Silence | Group Think | Threats to Self/Others
- Organizational Trauma
- Martyrdom or “Self Care” mentality
- Leaders: inaccurate assessment of self and averse to feedback

- Psychologically Safe with Autonomy & Belonging
- Organizational Well Being
- “Collective Care” Mentality
- Leaders: Self aware, vulnerable, seek feedback

THE IDEATE FRAMEWORK



ACJI CULTURE ACADEMY

10 Week Content

POWER OF ATOMIC CHANGE

- Starting small but central
- 1% gains over time
- The atomic mindset
- Change Clutter & Competing Priorities
- Impact/Feasibility Mapping and Implementation Science

LEADERSHIP CLIMATE CONTROL

- Using the Mirror as a Change Leader
- One's Personal Impact on the Collective Impact (Culture)
- Research on Leadership Self Awareness
- Leaders as Culture

COLLECTIVE WELL-BEING

- Self-Care vs Collective Care
- ACJI Org Well Being Model
- Morale v Well Being
- 8 Elements of Well Being
- Culture Norms on Well Being

ORGANIZATIONAL SAFETY & TRAUMA

- Occupational Trauma
- Organizational Trauma
- The 4th Gap (Safety Gap)
- Research on Org Trauma
- Signs and Symptoms of Org Trauma

DEEP INTO PSYCHOLOGICAL SAFETY

- Assessment on Psych Safety
- Elements of ACJI Model
- Impacts of Being Stuck in Silence
- Research on Autonomy, Belonging and Equal Turn Taking

ASSESS & VISUALIZE CULTURE: PART I

- Structural Culture (OCAI - Gap in Current/Desired Culture)
- Mindset Domains**
- Adaptive Mindset and Leadership
 - Appreciative Mindset
 - Infinite Mindset

ASSESS & VISUALIZE CULTURE: PART II

Environmental Domains

- Psychological Safety
- Organizational Safety/Trauma
- Collective Care & Organizational Well-Being
- Leadership Climate Control

DEEP INTO ADAPTIVE MINDSET

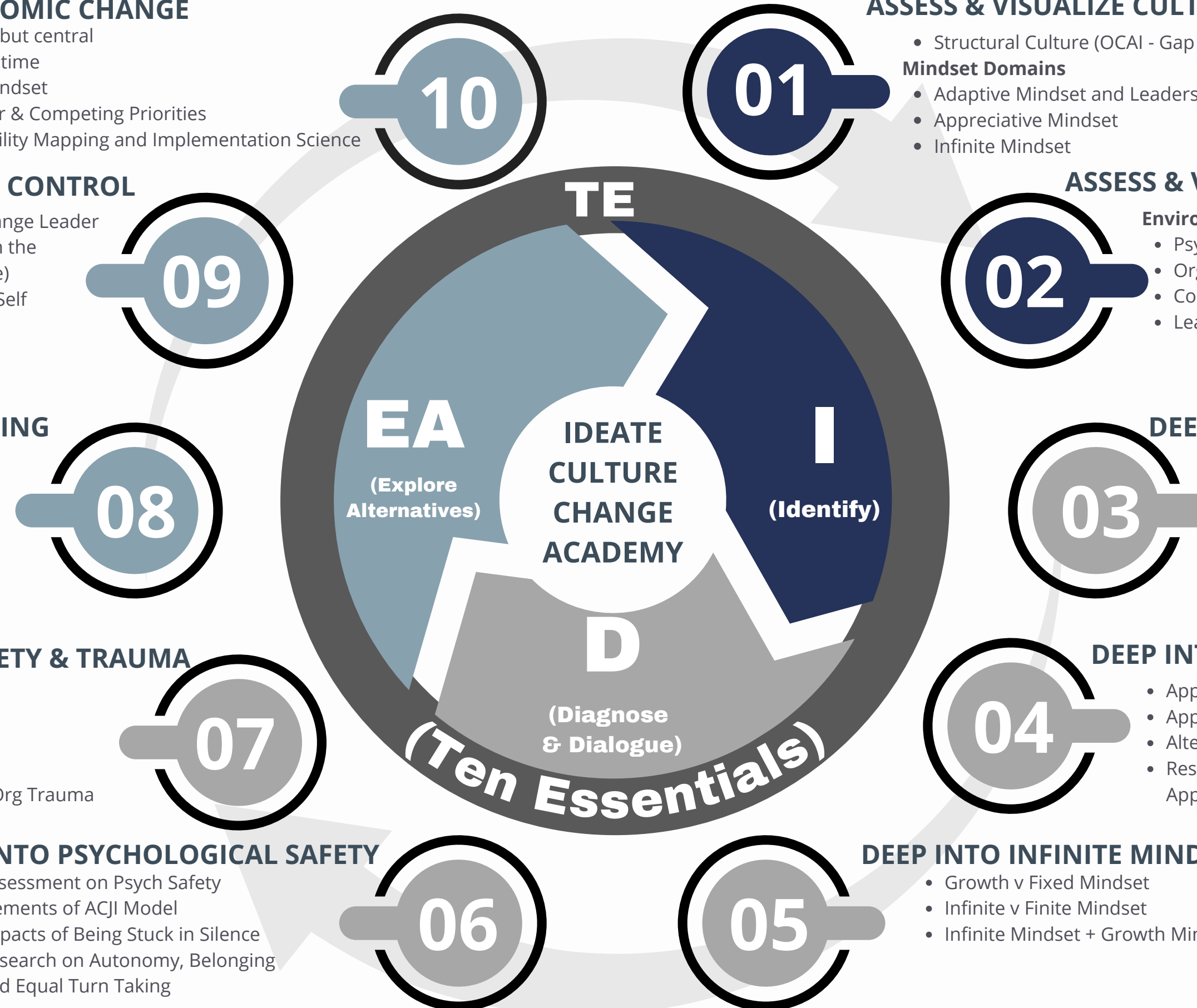
- Mindset Traps - Top 6 and other Traps
- Technical vs Adaptive Mindset to Culture Change
- Adaptive Problem Solving

DEEP INTO APPRECIATIVE MINDSET

- Appreciative thinking 101
- Appreciative Inquiry techniques
- Alternatives to Mindset Traps
- Research on Positive Psychology and Appreciative Inquiry

DEEP INTO INFINITE MINDSET

- Growth v Fixed Mindset
- Infinite v Finite Mindset
- Infinite Mindset + Growth Mindset as a Learning Organization



EXPLORE THE CULTURE ACADEMY

acji.org/product/culture/



CLOSING THOUGHTS

- Culture shapes outcomes more powerfully than policy alone
- Mindset is a primary lever for culture change
- Psychological safety drives engagement and adaptive capacity
- Leaders create culture through daily behavior – I AM CULTURE

CLOSING THOUGHTS

- Pretrial systems thrive when leaders intentionally shape culture.
- Culture is not abstract. It is modeled, reinforced, and experienced every day.
- When leaders accept responsibility for the culture they create, systems move from survival toward sustainable advancement

CLOSING THOUGHTS

- **Compliance culture gets us from bad to good**
- **Commitment culture gets us from good to great**

CALL TO ACTION

1. One mindset shift you will practice
2. One behavior you will model
3. One cultural risk they will address



ΔCJI

GRATITUDE



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