

CHAPTER 5

What now? - Resources - Culture as Operating System: How to Activate Values into Daily Action

What	Define and Codify 3–5 Core Values With Absolute Clarity
Why	This creates the foundation for the Culture Activation Loop.
Background	The chapter states that values must be “authentic, actionable, and distinctive” and directly linked to Mission and Vision. This step forces the organisation to choose what it truly stands for.
How	Facilitate a leadership workshop to define 3–5 values. Test each value: Is it a strategic filter? Would we fire or promote based on it? Publish a one-sentence definition for each value.
What	Translate Each Value Into 3–5 Observable, Measurable Behaviors
Why	This turns values into operational standards.
Background	The chapter emphasizes: “Values without behaviors are abstract... They make the values measurable.” This step eliminates ambiguity and makes culture enforceable.
How	For each value, define 3–5 behaviors that anyone could recognize in a meeting. Use the examples provided (e.g., “We escalate problems only when we have proposed three solutions”). Validate with teams: “Would you recognize this behavior if you saw it?”
What	Embed Values Into All Meetings, Reviews, and Feedback Loops
Why	This ensures culture is practiced daily, not referenced occasionally.
Background	The chapter states: “Culture lives in the moments that matter most: meetings, performance reviews, and everyday conversations.” This step operationalizes culture into the Execution Rhythm.
How	Begin Weekly Reviews with a Cultural Check-In. Use values as decision filters in strategic discussions. Evaluate performance on both what was achieved and how it was achieved. Use behavioral language in feedback.



CHAPTER 5

What	Enforce Recognition and Consequences With Zero Exceptions
Why	This step prevents culture from collapsing under pressure.
Background	The chapter is explicit: “People pay attention to what is rewarded – and what is tolerated.” This step gives culture credibility.
How	Publicly recognize values-driven behaviors weekly. Create formal rewards tied to cultural excellence. Act immediately on misaligned behavior—even from high performers (Risk players). Terminate chronic violators to protect cultural integrity.

What	Institutionalize Culture Design and Psychological Safety Through Systems
Why	This step transforms culture into a self-reinforcing system.
Background	The chapter introduces the Culture Design Canvas and Motivation Drivers & Killers Workshop as tools to “explicitly design the invisible operating system.” This step ensures culture is continuously maintained and improved.
How	Run a Culture Design Canvas workshop to define Purpose, Values, Behaviors, Rituals, Decision-Making, Norms, and Feedback systems. Conduct the Motivation Drivers & Killers Workshop quarterly to identify friction and energy drains. Build psychological safety by requiring teams to propose three solutions before escalating problems. Integrate cultural health surveys to measure alignment.

Closing Thought It creates a living operating system that shapes behavior, protects values, and drives strategic execution.

