RED BEAR: ENTERPRISE CULTURE EVOLUTION · SUITE DATA SHEET

From a blame culture to a learning culture

Culture Dials for the principles leaders choose, pattern analysis from aggregated signals, and Socratic coaching for the owner of a pattern. **Patterns, never individuals.**

KEY POINTS

- The C-level chooses up to five principles from a catalogue of fifty culture aspects; each manager chooses up to three within them; every choice becomes a Culture Dial with seven parts
- A dial is read from three signal families, always with its confidence and group size, and is refused without a lever: the incentive or decision right it depends on
- Coaching goes to the named owner of a dial or a decision, about a group, when something has happened, at most twice a month; nobody is coached about themselves
- Every signal is aggregated above a minimum group size before analysis, message content is never stored, and no role, including the administrator, can reach a row below the floor
- AI proposes; a named person sets the target, adopts the programme, approves the communication and records the lesson

What it is

A blame culture is one where the answer to failure is a person. A learning culture is one where the answer is a change to the system, owned by a named person. Edmondson showed that teams which believe interpersonal risk is safe report their errors and learn; Westrum placed whole organisations on a line from pathological to generative; DORA showed the generative end predicts performance. Red Bear: Enterprise Culture Evolution moves an organisation along that line.

It does so in four moves. Leaders choose the few principles that matter and each becomes a Culture Dial with a target, a lever and an owner. The product reads the dials from stories staff choose to share, from outcomes that are hard to game, and from a quarterly calibration on open instruments. It analyses the patterns behind each reading and invites the pattern's owner to a private Socratic session. And it composes a programme per group, drafts the communications, watches for toxic patterns and burnout, and measures whether anything moved.

The pain point

Leaders name values nobody can measure, and every team hears a different five. The survey says 3.7 and nobody knows what to do on Monday. Feedback arrives as a verdict, so managers defend instead of learn. Culture change is a poster campaign with no plan behind it, and toxic patterns are found in exit interviews a year late. Nobody can say whether the programme moved anything, so it is cut.

Underneath these sits one condition: **information stops moving when people are afraid of what it will be used for.** Every attempt to fix that with software has left a case file: a dashboard withdrawn within days, a desk-time trial ended by a staff revolt, a fine for per-worker tracking, a chatbot rated well until users learned a machine wrote it, and a controlled trial of AI coaching for senior leaders that found no effect. Red Bear read that file before writing a line of code (ECE-WP-01).

How it works

Eight pillars, one per function cluster, on the Red Bear Platform. Each has its own data sheet.

- **Principles and Culture Dials** (ECE-DS-01). Choose five, choose three; the dial with seven parts; the lever; target review and sunset.
- **Signal intake** (ECE-DS-02). Stories, a monitored mailbox and a public page coded to aspects on arrival, text discarded; four families of categories and metadata; floors set per source.
- **Findings and patterns** (ECE-DS-03). What is behind a dial, framed as a question to its owner; the catalogue; suppression shown as *suppressed* for every role.
- **Coaching** (ECE-DS-04). A disclosed Socratic session for the owner of a pattern, within a monthly budget, with a named human one request away and only the lesson kept.
- **Programme and communications** (ECE-DS-05). A programme per group from the catalogue, a pilot with a comparison before scale, drafts in the tenant's voice, and nothing sent unapproved.
- **Health monitoring** (ECE-DS-06). The Toxic Five and burnout indicators per unit above the floor; abuse and harassment go to HR as a proposal, never to a coaching session.
- **Measuring the programme** (ECE-DS-07). Six measures with a *Never* clause each, the pilot against its comparison, and a Campbell's-law review when a dial is used as a target.

- **Governance, consultation and administration** (ECE-DS-08). A live consultation view, a bilingual staff notice, the DPIA and the go-live gate no connector can pass until they exist.

The dial with seven parts. A Culture Dial is a principle, a target, a position, a trend, a confidence band, a group size and a lever. The engine proposes position and trend; a named person sets target and lever; the privacy service sets the group size, and below the floor there is no position at all. A dial is never shown for a person, is never ranked across managers, and is never a verdict: whether the organisation is *good* on a principle is a judgement for its owner (FR-PRI-05, FR-PRI-09). The lever is the seventh part because a programme that leaves incentives and decision rights untouched is a communications programme; a dial whose sponsor cannot name one is refused (FR-PRI-02).

Patterns, never individuals. Signals are aggregated above a minimum group size in the data layer, five for scores and ten for free text, with complement suppression and time-window minimums, before any analysis runs. Submitted text is coded to catalogue aspects on arrival and discarded; collaboration data is headers and counts, never bodies. No screen, export or API names a person against a signal, including the person themselves, and no role can read below the floor because no such row exists after the connector (FR-FND-05, FR-FND-07, FR-GOV-06; RBP FR-WA-11, FR-PA-08). Coaching therefore goes to leaders about groups, and the product holds no score for anyone.

How you adopt it

Consultation first, then five principles, then evidence, then scale. Each stage is a leadership decision, not a delivery milestone.

- **Consult.** Workers' representatives review what the product will read, aggregate and retain; the impact assessment and the plain-language staff notice are written. No connector ingests anything until all three exist (FR-GOV-08). *You have* a programme staff were told about before it started.
- **Choose five.** The sponsor, a named C-level person, chooses and orders up to five principles, names a lever for each, and sets a direction of travel; managers choose three within them (FR-PRI-01, FR-PRI-04). *You have* a small set of dials with owners, not a values poster.
- **Pilot on evidence.** The programme runs first on matched units or a stepped-wedge rollout, with the dial outcomes recorded before it starts and a prior of one to two points on any effect (FR-PRG-03). *You have* a comparison, which is what a programme needs to survive its first sponsor change.
- **Scale.** Extension beyond the pilot is a sponsor decision, taken only when dial movement and toxic-pattern decline for the pilot against its comparison are on the record. Elements that do not move a dial are retired after two review cycles (FR-PRG-07). *You have* a programme that grows on what worked and sheds what did not.

RETURN ON INVESTMENT

The programme is judged on the six measures of the Red Bear Culture Framework (ECE-CF-01 KPI-01 to KPI-06), each baselined before the pilot and read against the comparison. **None carries a target in this document, and usage is not one of them.** The framework's honest prior on any effect is one to two points on a dial's scale; a pilot that claims more is read as a measurement problem first.

- **Dial movement.** Share of chosen dials that moved towards target over the window; never a mean, never per manager.
- **Toxic pattern decline.** Change in prevalence of the toxic aspects by family across units above the floor.
- **Lesson rate.** Share of coaching triggers that end in a recorded lesson, in aggregate.
- **Lesson application.** Share of lessons applied to a later decision whose outcome met expectation.
- **Signal trust.** Participation in the pulse and in story submission; never a target for managers to drive.
- **Speak-up balance.** Case volume read only with the speak-up items, because low volume may mean silence.

The mechanisms are what the evidence supports: toxic culture is the strongest documented predictor of attrition (Sull, Sull and Zweig, *Toxic culture is driving the Great Resignation*); a team that believes risk is safe reports errors and learns (Edmondson); and a programme with a comparison group is the one that keeps its budget.

What we will not build

No per-person score, ranking, flag or nudge, including to the person themselves. No emotion, personality or mental-state inference from any signal, and no biometric input. No storage of message content. No identify-the-individual mode, investigation tool, eDiscovery mode or export of identifiable rows for any role. No league table of managers. No scheduled, quota or campaign coaching prompt. No streaks, badges, persona or bonding cues on the coaching agent. No licensed instrument administered or imitated. And no companion product that does any of these (ECE-CF-01 CST-01, CST-02, CST-03, CST-12, CST-20).

Platform engines

Built on the Red Bear Platform, whose FSD specifies the Workplace Culture Analysis, Workplace Culture Evolution, Decision Feedback Coaching, Organisation Information Gathering, Decision Learning and Research engines and the shared identity, connector, provenance, AI gateway, privacy, audit and hosting services this product consumes.