RED BEAR: ENTERPRISE CULTURE EVOLUTION · DATA SHEET · A · PRINCIPLES AND CULTURE DIALS

Choose five. Choose three. Give each a lever.

Leaders name values nobody can measure, and every team hears a different five. A Culture Dial is a principle a named person chose, with a target, a reading, and the incentive it depends on.

KEY POINTS

- The C-level chooses and orders up to five principles from fifty catalogue aspects; each manager chooses up to three within them, so a team's dial is the manager's own choice, not a cascaded metric
- Seven parts: principle, target, position, trend, confidence, group size and lever; the engine proposes position and trend, a named person sets target and lever
- A dial without a lever is refused: the scorecard item, approval right, budget line or reward that points the same way as the principle
- Never per person, never a league table, never a verdict; below the floor a dial shows *suppressed* and no position

What it is

A Culture Dial is the product's unit of work and the one thing every other cluster reads from or writes to. It starts as a choice: the sponsor, a named C-level person, picks up to five principles at family or aspect level, orders them and records a rationale for each. Each manager then picks up to three of those five for each team they lead. The numbers come from Katzenbach's critical few and from the failure he documents, changing too much at once; the two-level form is Red Bear's own, and it is what makes the team dial the manager's rather than a metric handed down.

Each choice becomes a dial with seven parts. The engine proposes the position from three signal families and the trend over the trailing window. The owner sets the target, as a direction of travel with a date and a reason, and names the lever. The privacy service sets the group size, and where the group is below the floor there is no position to show.

The pain point

Values statements fail in two ways, and the product is built against both. The first is measurement: a value with no reading is a poster, and a reading with no owner becomes a score, and a score becomes a league table of managers that changes the next reading. The second is structural: Wells Fargo's values booklet said honesty was essential while the branch scorecard rewarded eight accounts per customer, and the scorecard won. A programme that leaves incentives and decision rights untouched is a communications programme.

So a dial is never created without a lever, is never shown for a person, is never sorted across managers, and is never a verdict. It shows position with trend, because feedback that shows velocity works and feedback that shows a level invites comparison and defensiveness (Kluger and DeNisi, *The effects of feedback interventions on performance*). And it shows confidence and group size on every reading, because a dial built from one signal family is a hypothesis, and the product says so.

How it works

Choosing. The Principle chooser shows the sponsor the eight families and the twenty-five positive aspects with their definitions and sources. The product proposes nothing about which to choose; on request it shows which aspects the calibration pulse and the health monitor already read. A sixth choice is refused with the rule stated, and a sponsor field that names a function, a committee or a mailbox is refused: the sponsor is a person (FR-PRI-01). On Team dials a manager sees the ordered five and chooses up to three per team, with their own target and lever; an organisation target is shown for reference and never cascades (FR-PRI-04).

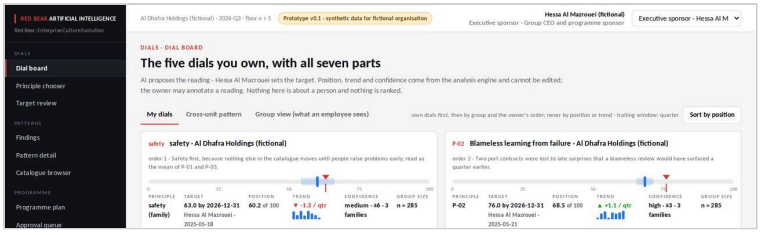
The lever. When a dial is created, its owner names the lever: a type, a description and the named person who controls it. A team dial may name its own lever within the manager's decision rights or reference an organisation lever. The lever is recorded on the target decision and may be changed only by the dial's sponsor as a decision (FR-PRI-02). At target review the first question is whether the lever was pulled.

Reading and reviewing. The Dial board shows every dial the person owns or may read with all seven parts. A dial with one signal family shows a hypothesis band; a site in its calibration period shows *calibrating* and raises no trigger; a dial under a Campbell's-law review shows its *used as a target* marker and a widened band (FR-PRI-05). An owner may annotate a reading with a dated note in their words and may never edit it (FR-PRI-10). When a target date arrives, or the position reaches or misses the target, the product proposes a review: lever first, then what happened against the expectation, then what the owner will do; the owner records the outcome and the lesson, and the product never records that a target was met (FR-PRI-06). The review also lists every programme element on the dial and marks those that have not moved it for two cycles as due for retirement; renewal needs a reason (FR-PRI-07).

What you get

Capability	What it does	Requirements
Principle chooser	Up to five, ordered, with a rationale each; catalogue definitions and sources beside the choice; a person as sponsor	FR-PRI-01
Lever per dial	Type, description and controlling person named at creation; a dial without one is refused	FR-PRI-02
Target by a named person	Position wanted, date and reason, recorded as a decision; no default, no engine-set target, never confirmed met	FR-PRI-03
Team dials	Three within the five per team, ordered, with own target and lever; nothing cascades	FR-PRI-04
Dial board	Seven parts on every dial; hypothesis, calibrating, suppressed and used-as-a-target states	FR-PRI-05, FR-PRI-10
Target review and sunset	Lever first, outcome, lesson; elements due for retirement with the readings that justify it	FR-PRI-06, FR-PRI-07
Employee group view	The dials of the groups a person belongs to, read-only; nothing about the employee	FR-PRI-08
Never per person, never a league table	No sort on position or trend; no filter that isolates a person; no export below the floor	FR-PRI-09

Screens



S-01 Dial board: The Dial board: each dial the sponsor owns with principle, target, position, trend, confidence band, group size and lever, as an unordered pattern across units. Prototype render on synthetic data for fictional entities.

RETURN ON INVESTMENT

The measure this pillar carries is **dial movement** (ECE-CF-01 KPI-01): the share of chosen dials that moved towards target over the programme window, read on the pilot against its comparison, never as a mean and never per manager. The framework's prior on any effect is one to two points on a dial's scale. What the dials make possible is a small, ordered set of principles every team can name; a lever behind each, so the scorecard and the principle point the same way; a reading with stated confidence instead of a survey number; and a review at which the owner, not the product, says what happened.

Platform engines

Dials consume the Red Bear Platform's Workplace Culture Evolution engine (the dial, choose-five-choose-three, ownership and the sunset rule, RBP FR-WE-01, FR-WE-07, FR-WE-11, FR-WE-12, FR-WE-13), the Workplace Culture Analysis engine for position and trend (RBP FR-WA-05), and the Decision Intelligence engine for the target decision (RBP FR-DI-01). Platform behaviour is specified in the platform functional specification, not here.