RED BEAR: ENTERPRISE CULTURE EVOLUTION · DATA SHEET · C · FINDINGS AND PATTERNS

What is behind the reading, framed as a question

The survey says 3.7 and nobody knows what to do on Monday. A finding names the group, the aspect, the period, the evidence and the catalogue plan, and asks its owner what they expected.

KEY POINTS

- A finding is a pattern for a group, aspect and period: direction of travel, the signal families behind it, a confidence band, a group size and the catalogue entry it matches
- Every headline is a question to the owner, *the reading moved; what did you expect?*, never a verdict word about a group and never a name
- Below the floor the product shows the word *suppressed* and the rule that applies, to every role including the sponsor and the administrator
- A finding with one signal family, or a story dictionary not yet validated by the calibration pulse, is a hypothesis with a band and no position, and raises no coaching trigger

What it is

A dial says where a group is on a principle. A finding says what is behind it. The Findings view lists, for the scopes a person is granted, each pattern the engine has produced: group, aspect or family, period, the size and direction of the movement, the confidence band, the group size, the signal families behind it and how much data each held, and the catalogue version applied. Pattern detail opens one finding with its catalogue entry, definition, family, framework source and counterpart, the evidence classes behind it, the trend over the trailing window, and the improvement and coaching plans the catalogue holds for that aspect.

The catalogue is the fifty aspects of the Red Bear Culture Framework, twenty-five positive and twenty-five toxic, each with its definition, sources, signals by source family and plans. It is read-only for every role and changes only through the framework's change control.

The pain point

An engagement score tells a leader that something is wrong and nothing about what. Worse, a finding delivered as a verdict, *this team is at risk*, invites the two failures the research documents: the manager defends, or the manager blames the tool. Once a manager can say *the algorithm flagged it*, the manager has stopped owning the pattern, which is what Boeing's and Uber's staff showed.

The product therefore stores every finding as a question asked of its owner, in a fixed form: the reading for this group on this aspect moved in this direction over this period; what did you expect? No headline uses a verdict word, none names a person, and no programme item, decision record or export can cite the product as the finder of a fact about anyone. And where the numbers would fall below the floor, the product says *suppressed* rather than hiding the gap, so that an absence is never mistaken for a reading.

How it works

Findings and detail. Findings can be filtered by group, principle, period and source family and by nothing else; the product offers no filter on any attribute of a person and holds none (FR-FND-01, FR-FND-07). A combination that would isolate a group of one hides the next-smallest group as well, and a period below the floor is coarsened until every period clears it. From Pattern detail the owner may open a coaching session or propose a programme item; the detail shows no row below the unit (FR-FND-02).

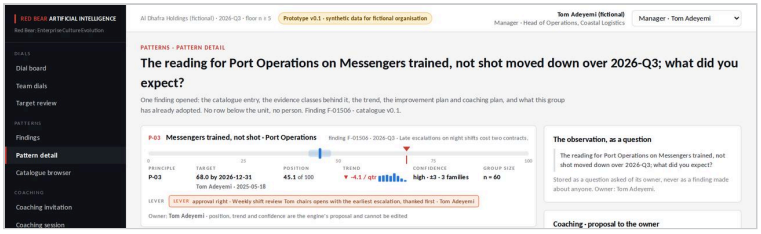
Between groups. Group relationships shows, for pairs of groups above the floor, interaction density, responsiveness and shared deliverables as unit-level counts with their trend. Where density or responsiveness is low the product proposes a bridge, joint practices from the catalogue entries for cross-boundary collaboration and silos, addressed to both groups' dial owners. The view never shows who within a group interacts with whom (FR-FND-03).

Confidence and suppression. A finding supported by one signal family, or whose story evidence rests on a dictionary the calibration pulse has not validated for that aspect, is shown as a hypothesis with a band and no position, and raises no trigger; where a tenant runs no pulse, every story-derived finding stays a hypothesis and the dial says so (FR-FND-08). Wherever a count would fall below the floor, for any role, the product shows *suppressed* with the rule that applied, and logs the query that caused it (FR-FND-05). Every headline is written in the words the platform fixes, as a question (FR-FND-06).

What you get

Capability	What it does	Requirements
Findings	Per group, principle and period; strength, direction, confidence, group size, families and data held; filters on group, principle, period, family only	FR-FND-01, FR-FND-07
Pattern detail	Catalogue entry, evidence classes, trend, improvement and coaching plans, adopted elements; open a session or propose an item	FR-FND-02
Group relationships	Density, responsiveness and shared deliverables between groups above the floor; bridge proposals to both owners	FR-FND-03
Catalogue browser	Fifty aspects by family with definitions, sources, signals, plans, counterparts and what is chosen; read-only	FR-FND-04
Suppression shown	*Suppressed* and the rule, for every role; no number, range or hint; every suppression logged	FR-FND-05
Framed as a question	The fixed headline form; no verdict words; the finding stored as a question asked of its owner	FR-FND-06
Hypothesis until validated	One family or an unvalidated dictionary gives a band and no position, and no trigger	FR-FND-08

Screens



S-10 Pattern detail: Pattern detail: one finding with its catalogue entry, the evidence classes behind it, the trend over the trailing window and the plans the catalogue holds; a session or a programme item one action away. Prototype render on synthetic data for fictional entities.

RETURN ON INVESTMENT

The measure this pillar feeds is **toxic pattern decline** (ECE-CF-01 KPI-02): the change in prevalence of the toxic aspects, by family, across units above the floor, corroborated by the calibration family and never attributed to an intervention without the owner's recorded review. What findings make possible is a leader who knows on Monday which aspect moved, in which group, on what evidence, and which catalogue move addresses it; a coaching session that opens on a pattern rather than a score; and a programme built from findings instead of from a values poster. The honest prior on any effect is one to two points, established on a pilot before anything scales.

Platform engines

Findings consume the Red Bear Platform's Workplace Culture Analysis engine for the catalogue, findings, inter-group relationships and suppression in the data layer (RBP FR-WA-01, FR-WA-02, FR-WA-05, FR-WA-07, FR-WA-11, FR-WA-14), the Workplace Culture Evolution engine for bridge proposals and the question form (RBP FR-WE-06, FR-WE-16), and the Privacy and aggregation service (RBP FR-PA-01, FR-PA-06, FR-PA-10). Platform behaviour is specified in the platform functional specification, not here.