RED BEAR: ENTERPRISE CULTURE EVOLUTION · DATA SHEET · E · PROGRAMME AND COMMUNICATIONS

A plan behind the poster

Culture change is a poster campaign with no plan behind it. A programme is composed per group from the catalogue, piloted against a comparison, and carried by communications a named person approved.

KEY POINTS

- A programme per group, built from the findings: improvement moves, coaching plans, communications and practices, each naming its catalogue entry, its source, a named action owner and a review date
- Nothing is adopted until the dial's owner records it, and nothing is sent until a named approver records it; the author cannot approve, and HR can neither author nor approve
- Evidence before scale: the sponsor records the pilot, its comparison and the dial outcomes it is judged on before it starts; extension is refused until the results are on the record
- Every element carries a review date; one that has not moved its dial after two cycles is retired automatically unless the sponsor renews it with a reason

What it is

The Programme plan proposes, for a group and its chosen dials, a programme built from the findings: the improvement moves and coaching plans of the catalogue entries involved, communications to draft and practices to adopt. It proposes an order and says why: lever first, then the safety and learning families where the evidence is strongest, then the smallest move with the most corroborating families, then the rest; and it warns where a programme would change more than three behaviours at once. The programme lead edits; the dial's owner adopts each item by name and date, and an item not adopted stays a proposal.

The Communications studio drafts, for an adopted item, an email, a poster or an internal-marketing piece in the tenant's own voice and brand, in English and Arabic, in the positive language of the principle, and names the approver it will go to. The Approval queue is where that person approves or returns it. Nothing is sent, printed or published until an approval is recorded.

The pain point

Most culture programmes are communications programmes. Uber's rewritten values were read as cosmetic because the people who embodied the old ones kept their jobs; the engagement surveys and diversity training that line managers were not rewarded for acting on changed nothing. And the programmes that ran for years with no evidence of movement, Humu's nudge library, IBM's talent claims, the wellness schemes, were cut at the first sponsor change, because nobody could show a comparison.

The product answers each. A programme item names the person who does it and the date it is reviewed. The order puts the lever first. A pilot with a comparison is required before anything scales, with the outcomes recorded before it starts and an honest prior of one to two points. And a draft communication never names a person, never cites a reading, never quotes a finding and never uses a toxic aspect's name, so the message carries the principle and not a judgement about the group that receives it.

How it works

Composition and adoption. Every adopted item names the action owner, a review date and a status; no item may name a person as its subject, and a programme cannot be created for a group below the floor (FR-PRG-01, FR-PRG-08). The order adopted is recorded as part of the adoption decision (FR-PRG-02). A bridge accepted between two groups becomes a joint item on both plans, live only when both owners have adopted it (FR-PRG-06).

Pilot design. Before a programme starts, the sponsor records the comparison type, matched units that start later or a stepped-wedge rollout where each wave is the comparison for the last, the pilot and comparison units, the dial outcomes the pilot is judged on, and the prior. A claimed effect above the prior is flagged for measurement review before it is shown as a result. Extension beyond the pilot units is refused until dial movement and toxic-pattern decline for the pilot against the comparison are on the record, and is a sponsor decision. A pilot may be shortened to one calibration period and never skipped (FR-PRG-03).

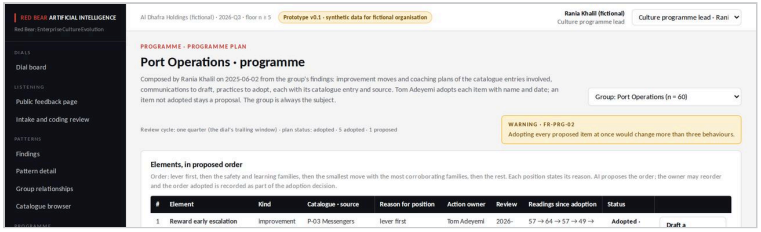
Communications and approval. A draft carries the sources it drew on; the programme lead edits and submits (FR-PRG-04). The approver, the sponsor for organisation communications and the dial owner for a team's, has two verbs, approve and return with a comment; the send is logged against the approval (FR-PRG-05).

Sunset. Every element shows its review date and the readings since adoption. When the platform retires an element after two cycles without movement, the plan shows it as retired with the readings that justified it and tells the sponsor, who may renew with a reason recorded as a decision (FR-PRG-07).

What you get

Capability	What it does	Requirements
Programme composition	Items from the catalogue per group, each with entry, source, action owner, review date; adopted by the dial owner	FR-PRG-01, FR-PRG-08
Ordering with a reason	Lever first, strongest evidence next, smallest corroborated move next; a warning above three behaviours	FR-PRG-02
Pilot design	Comparison type, units, pre-recorded dial outcomes, the prior; extension refused without results	FR-PRG-03
Communications studio	Drafts in the tenant's voice, both languages, free of readings and names, addressed to a named approver	FR-PRG-04
Approval queue	Approve or return; nothing sent unapproved; author cannot approve; HR neither authors nor approves	FR-PRG-05
Bridge practices	A joint item on both groups' plans, live when both owners adopt	FR-PRG-06
Sunset	Review dates, automatic retirement after two cycles, renewal with a reason	FR-PRG-07

Screens



S-17 Programme plan: The Programme plan: items with their catalogue entry, source, action owner and review date, the proposed order with its reason, the pilot design and the elements due for retirement. Prototype render on synthetic data for fictional entities.

RETURN ON INVESTMENT

This pillar is where **dial movement** and **toxic pattern decline** (ECE-CF-01 KPI-01 and KPI-02) are earned, and where they are read honestly: on the pilot units against their comparison, with the outcomes recorded before the programme started and a prior of one to two points on the dial's scale. The framework holds that prior because the best-evidenced nudge units moved behaviour by a fraction of what the literature promised. What the programme makes possible is a plan that names who does what by when, a pilot report the sponsor can defend to a successor, communications that carry a principle rather than a score, and a portfolio that retires what did not work instead of running it for years.

Platform engines

Programme and communications consume the Red Bear Platform's Workplace Culture Evolution engine for composition, communications, bridges, the sunset rule and the pilot (RBP FR-WE-02, FR-WE-04, FR-WE-06, FR-WE-12, FR-WE-14), the Decision Intelligence engine for adoption and approval as decisions (RBP FR-DI-01, FR-DI-05, FR-DI-07), the Research engine for sourced drafts (RBP FR-RS-05) and the Audit service (RBP FR-AU-01). Platform behaviour is specified in the platform functional specification, not here.