RED BEAR: ENTERPRISE CULTURE EVOLUTION · DATA SHEET · F · HEALTH MONITORING

A year before the exit interview

Toxic patterns and burnout are found in exit interviews, a year late. The health monitor reads them per unit, above the floor, whether or not leadership chose to look, and proposes attention to a named owner.

KEY POINTS

- The Toxic Five and the burnout indicators, read per unit above the floor in the same shape as a dial: pattern, trend, confidence, group size, proposed to a named person
- Computed for every unit whatever principles were chosen; the tenant cannot switch the monitor off, and the sponsor sees every unit as an unordered pattern
- Abuse and harassment go to the HR partner as a proposal with category trends above the floor, never to a coaching session; HR decides and the product holds no investigation
- No drill below the unit, no list of people, no pairing, no narrative, no diagnosis, no licensed burnout instrument, and no question put to anyone about whether they are burned out

What it is

The Health monitor shows the sponsor, and each dial owner for their own units, the health indicators the engine computes: disrespect, non-inclusion, unethical conduct, cutthroat competition, abuse and harassment, and the burnout aspects of unfair treatment, workload and time pressure, unclear expectations and lack of support. Each is a pattern, a trend, a confidence band and a group size, with the source families behind it and the positive counterpart it lowers. The reading is a proposal for attention, addressed to the unit's dial owner, with the improvement plans of the aspects involved.

Burnout is read against the WHO definition of an occupational phenomenon and Gallup's five causes, from after-hours share, sick-leave category trends, narrative prevalence, one-to-one cadence and falling interaction within a group. The Maslach Burnout Inventory is never reproduced and nothing is diagnosed.

The pain point

Toxic culture is the strongest documented predictor of attrition, more than ten times as predictive as compensation, and abuse, though rare, has the largest effect (Sull, Sull and Zweig, *Toxic culture is driving the Great Resignation*). By the time it reaches an exit interview the people who could have named it have left. The obvious answer, an early-warning system that flags people, is the one that fails: Amazon Pivot, Bridgewater and Coinbase showed that when a signal can land on a person, people manage the signal rather than the work, and the product becomes the investigation tool a works council will stop.

So the monitor reads patterns per unit and nothing below. It states the ambiguity on every reading: low case volume may mean health or silence, and rising volume may mean confidence in speaking up rather than worse conduct, so volume is read beside the speak-up items of the calibration pulse before anything is proposed. And a proposal about abuse or harassment goes to HR, under the organisation's own process, with the product holding no party, no narrative and no evidence.

How it works

Indicators for every unit. The indicators are computed and shown for every unit above the floor regardless of which principles were chosen, and the tenant cannot disable the monitor. The sponsor sees every unit's indicators as an unordered pattern; each dial owner sees their own. A rising indicator for two consecutive windows raises a coaching invitation to the unit's dial owner, framed as a question and within the owner's budget (FR-HLT-01, FR-HLT-02).

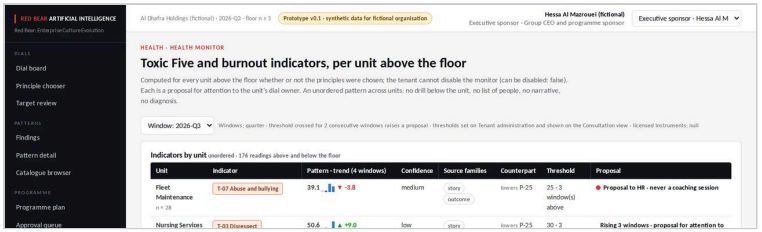
Abuse and harassment. A rise in T-07 or T-08 above the threshold for two consecutive windows opens a proposal on Risk pattern detail to the HR partner, not a coaching session: the unit, the window, the case-category volume, cycle time and outcome trend, the coded narrative prevalence and attrition by unit cohort, all above the floor. The HR partner records a decision with their name and date, to look into it under the organisation's own process, to monitor, or to close with a reason. The sponsor is told that a proposal was made and decided, not its content (FR-HLT-03). Surfacing these patterns supports the employer's duty under UAE Labour Law Art. 14 and is a purpose recorded in the impact assessment; it does not make the product an investigation tool.

Thresholds and limits. Each indicator's threshold and window are set by the tenant within the floors, shown on the monitor and on the consultation view, and cannot be lowered after launch; a site in its calibration period shows *calibrating* and raises no proposal (FR-HLT-04). Every case-category reading states the ambiguity and shows the paired speak-up movement beside the volume (FR-HLT-05). The screens have no drill below the unit, no list of people, no pairing of individuals, no sub-network membership, no narrative text and no reading presented as a diagnosis; a unit below the floor shows *suppressed* (FR-HLT-06).

What you get

Capability	What it does	Requirements
Health monitor	The Toxic Five and burnout indicators per unit above the floor; pattern, trend, confidence, group size; proposals with improvement plans	FR-HLT-01
Reported whether or not chosen	Every unit, every indicator, unordered; cannot be disabled; a rising indicator invites the owner to coaching	FR-HLT-02
Risk pattern detail	A T-07 or T-08 proposal to HR with category trends above the floor; HR records the decision; no investigation held	FR-HLT-03
Thresholds and windows	Set per tenant within the floors, visible to representatives, never lowered after launch; calibrating sites raise nothing	FR-HLT-04
Ambiguity stated	Volume read beside the speak-up items; silence and confidence named as alternative readings	FR-HLT-05
What is never shown	No person, pair, sub-network, narrative, diagnosis, licensed item or question to an individual	FR-HLT-06

Screens



S-20 Health monitor: The Health monitor: the Toxic Five and the burnout indicators per unit above the floor, each with trend, confidence and group size, the ambiguity of case volume stated, and a proposal for attention to the unit's owner. Prototype render on synthetic data for fictional entities.

RETURN ON INVESTMENT

Two measures carry this pillar (ECE-CF-01 KPI-02 and KPI-06): **toxic pattern decline**, the change in prevalence of the toxic aspects by family across units above the floor; and **speak-up balance**, case-category volume read together with the speak-up calibration items, never alone and never as a claim that conduct improved or worsened without the paired items. What the monitor makes possible is a leader who hears about a toxic pattern or a burnout pattern while the people in it are still there; an HR partner who receives a proposal with category trends instead of a rumour; and a duty of care evidenced in the impact assessment rather than discovered in litigation. None of this is a per-person early warning, by design, because that is the version that gets switched off.

Platform engines

Health monitoring consumes the Red Bear Platform's Workplace Culture Analysis engine for the indicators and the prohibition on emotion inference (RBP FR-WA-06, FR-WA-08), the Workplace Culture Evolution engine for proposals and triggers to a named owner (RBP FR-WE-03, FR-WE-05), and the Privacy and aggregation service (RBP FR-PA-08). Platform behaviour is specified in the platform functional specification, not here.