

RED BEAR ARTIFICIAL INTELLIGENCE

ABU DHABI, UNITED ARAB EMIRATES

Breaking Down Silos

Reading the relationships between groups from aggregated collaboration metadata, never content, and turning a low reading into a bridge that two named owners adopt, with a lever and a sunset

Every organisation of more than one unit has a boundary that work falls through: the hand-off nobody owns, the plan two teams made separately, the escalation that reached the other side too late. The literature has a name for the cure, bridging, and a warning about the usual way of finding where it is needed: mapping who talks to whom is the most intrusive thing a workplace instrument can do, and the organisations that did it covertly lost the trust the map was meant to repair. Red Bear: Enterprise Culture Evolution reads the relationship between groups, never between people: interaction density, responsiveness and shared deliverables as unit-level counts, above the floor, from headers the connector has already stripped of every name. Where a pair reads low it proposes a bridge from the catalogue, addressed to

Summary

A silo is a relationship, and a relationship between two groups can be read without reading anyone in them. Westrum places *bridging* among the six dimensions on which a pathological culture differs from a generative one: in the first, bridging is discouraged; in the last, it is rewarded (Westrum, *A typology of organisational cultures*; ECE-RN-01 §1). DORA's operational guidance for the generative type says the same in three verbs, train messengers, share risk, reward bridging, and names *ignoring the wider organisation* as one of the three ways a culture programme fails (DORA, *Generative organizational culture*; ECE-RN-01 §3, ECE-RN-04 §4). The Culture 500 lists collaboration among its Big 9 values (Sull et al., *Measuring culture in leading companies*; ECE-RN-01 §1). The evidence that boundaries matter is not in dispute. What is disputed is how to see them, because the instrument the market offers, passive organisational network analysis over calendar, email and chat metadata, is warned against by its own advocates: its ethical, legal and trust risks are considerably larger than a survey's, covert use destroys psychological safety, and metadata measures contact, not the quality of contact or trust (ECE-RN-02 §1). The sociometric badge, which mapped face-to-face interaction and never content, was discontinued for commercial use because the felt intrusion was the sensor, not the schema (ECE-RN-04 §1).

Red Bear: Enterprise Culture Evolution takes the finding and refuses the instrument. The analysis engine reports the relationship between two groups above the floor as three unit-level counts with a trend, interaction density, responsiveness and shared deliverables, computed from collaboration headers that the connector has reduced to counts, timestamps and the unit of sender and recipients, and from project outcomes (RBP FR-WA-07, FR-PA-02). It never reads who within a group interacts with whom, offers no drill below the group, and holds no structure in which a person could appear (RBP FR-WA-10; ECE-FSD-01 FR-FND-03). Where a pair's density or responsiveness is low, the evolution engine proposes a bridge: joint practices from the catalogue entries *Collaboration across boundaries* and *Silos*, addressed to both groups' dial owners as a question, never as a verdict on either (RBP FR-WE-06, FR-WE-16). A bridge becomes a programme item only when both owners record it, sits on dials that each carry a lever, and is retired automatically after two review cycles without movement unless a sponsor renews it with a reason (ECE-FSD-01 FR-PRG-06, FR-PRG-07; RBP FR-WE-11, FR-WE-12). This paper sets out the evidence, the failure mode of the federated organisation that the design answers, the rules and the platform requirements behind them, the two screens, and what the product will not claim about a relationship it can only count.

WHO SHOULD READ THIS

- Group chief executives and chief operating officers of holding companies, federations and multi-subsidiary groups
- Chief people officers and culture programme leads who have heard *silos* in every engagement survey and have no next step
- Data-protection officers and workers' representatives asked what a *network* view of the organisation reads
- Managers of units whose work depends on a unit they do not lead

WHAT YOU WILL BE ABLE TO DO AFTERWARDS

- Say what the product reads about a pair of groups, from which source families, and what it discards before reading
- Explain why the relationship view has no drill below the group and why that is a property of the schema
- Describe how a bridge is proposed, adopted, carried and retired, and who decides at each step
- State what the product does and does not claim about trust between two groups

1 What it is

Bridge building, as Red Bear builds it, is the reading of relationships between groups, never between people, and the proposal of joint practices to the two named owners of a pair that reads low. Four properties define it.

It reads groups, not networks. The Workplace Culture Analysis engine reports, for pairs of groups above the floor, cross-unit interaction density, responsiveness and shared deliverables, from unit-level collaboration counts and project outcomes, with a trend (RBP FR-WA-07). The unit of the reading is the pair; there is no node for a person, no edge between people, and no broker, hub or isolate, because the privacy service has aggregated every signal to a group before the engine reads it and the engine has no data structure keyed by an individual (RBP FR-WA-04, FR-PA-03).

It reads headers, never content. Collaboration signals enter as counts, timestamps and the unit of sender and recipients; subject lines, bodies, attachments and individual identifiers are discarded at the connector (RBP FR-PA-02; ECE-CF-01 §5.1). The posture is Viva Insights', headers never bodies, and it is stated in the staff notice and the consultation view from the same configuration that drives the connector (Microsoft, *Viva Insights privacy*; ECE-RN-02 §1; ECE-FSD-01 FR-SIG-09).

It proposes a bridge to two owners. Where two groups' density or responsiveness is low, the Workplace Culture Evolution engine proposes joint practices from the catalogue entries P-14 *Collaboration across boundaries* and T-12 *Silos*, cross-functional planning, co-located planning, multi-owner decision records for cross-unit questions, and raises the proposal to both groups' dial owners about the interaction, without identifying who reported what (RBP FR-WE-06; ECE-CF-01 §4). The proposal is framed as a question about the pair, never as a finding against either group (RBP FR-WE-16).

It is a programme element with a lever and a sunset. A bridge accepted from the relationship view becomes one joint item on both groups' programme plans, with both owners named, one review date and a communication drafted for both; it is live only when each owner has adopted it for their own group (ECE-FSD-01 FR-PRG-06). It sits on dials that each carry a lever, the incentive or decision right the dial depends on, and it is retired automatically after two review cycles without movement unless a sponsor renews it with a recorded reason (RBP FR-WE-11, FR-WE-12; ECE-CF-01 §3.6).

The relationship view is the one place in the product where a reading concerns two groups at once, and the design question it answers is how to make that reading useful to two managers without making either of them, or anyone beneath them, visible to the other.

KEY POINTS

- The unit of the reading is a pair of groups above the floor; there is no person, edge, broker or drill below the group
- Three unit-level counts from headers and project outcomes, with a trend; content is discarded at the connector
- A bridge is a proposal to two named owners, live only when both adopt it, carried on dials with a lever and retired if it does not move them

2 Why it matters

Westrum's typology is the evidence that boundaries are cultural, not only structural. Across six dimensions a pathological culture discourages bridging, a bureaucratic one tolerates it, and a generative one rewards it, alongside

how it treats messengers, responsibility, failure and novelty (Westrum, *A typology of organisational cultures*; ECE-RN-01 §1). DORA operationalises the six as behaviourally worded items measured at team level and finds that the generative type predicts delivery and organisational performance; its implementation guidance is the nearest thing to a playbook for the generative type, and its named failure modes include ignoring the wider organisation (DORA, *Generative organizational culture*; ECE-RN-01 §3, ECE-RN-04 §4). The Culture 500 places collaboration among the nine values most often praised in more than a million reviews, and Sull's toxic-culture work adds the mirror image: cutthroat behaviour, colleagues undermining each other to get ahead, is one of the five attributes that predict attrition more strongly than pay (Sull et al., *Measuring culture in leading companies*; Sull and Sull, *Why every leader needs to worry about toxic culture*; ECE-RN-01 §1). Denison's *Consistency* trait, the coordination of units to shared goals, is one of the four the framework uses as a coverage check (Denison and Mishra, *Toward a theory of organizational culture and effectiveness*; ECE-RN-01 §1).

The Red Bear Culture Framework carries this evidence as an *alignment* family of four positive aspects, customer focus, meaning and purpose, collaboration across boundaries and coordination and alignment, with a single toxic counterpart, T-12 *Silos*, whose rise lowers P-14 (ECE-CF-01 §2.3, §4). The catalogue's signals for the pair are the ones this paper is about: cross-unit meeting and thread density, shared deliverables across units and multi-owner decisions on the positive side; few cross-unit interactions, hand-off failures and single-unit decisions with cross-unit impact on the toxic side (ECE-CF-01 §4, P-14 and T-12).

The reason the reading has to be made without individuals is in the same literature. Passive organisational network analysis, mining calendar, email and chat metadata to map brokers, silos and collaboration overload, is continuous and survey-free, and the source that advocates it warns that its ethical, legal and trust risks are considerably larger than a survey's and that covert use destroys psychological safety (ECE-RN-02 §1). The sociometric badge measured face-to-face interaction frequency, duration, tone and movement, never content; coverage carried *Big Brother* in the headline, consent was opt-out at best, and the badge was discontinued for commercial use (ECE-RN-04 §1). A relationship reading that staff experience as a map of themselves is the most direct way to turn a culture instrument into the surveillance product the framework is built never to be (ECE-CF-01 CST-02, CST-03). Red Bear's position is that the boundary between two units is a fact about the organisation and can be read as one; the path a message took between two people is a fact about them and is not read at all.

3 The challenges

This section names what goes wrong when organisations try to see and repair their silos, drawn from Red Bear's research notes on measurement and on the programmes that failed (ECE-RN-02 §1, §3, §4; ECE-RN-04 §1, §2, §3). The grouping and the reading of the federated case are Red Bear's own.

3.1 The map is the intrusion

Active network analysis asks people whom they go to; passive analysis reads the metadata and draws the map (ECE-RN-02 §1). Both produce a picture with names on it, and the picture is the harm: Microsoft's Productivity Score put per-user counts of days emailing and chatting beside a name, and the stated intent that it "was never designed to score individual users" did not survive the interface (GeekWire, *Microsoft will remove user names from Productivity Score*; ECE-RN-02 §3, ECE-RN-04 §1). The badge that recorded nothing sensitive was still a sensor on the body (ECE-RN-04 §1). *Mechanism.* The employee's model of the tool is set by its most intrusive feature, and a network map with a person on it is the most intrusive feature a culture product can have (ECE-RN-04 §3, mechanism 1).

3.2 Contact is not trust

Metadata measures contact, not the quality of contact or trust (ECE-RN-02 §1). Two units that exchange a hundred messages a week may be escalating a dispute; two that exchange ten may have a working agreement that needs no traffic. Message counts and meeting volume are also the cheapest signals to perform: the bossware literature documents mouse jigglers and deliberate slowdowns as the response to activity monitoring (CSCW 2025, bossware study; ECE-RN-02 §3). *Mechanism.* A relationship reading built on traffic alone is a hypothesis; a target set on traffic is an invitation to generate it (ECE-CF-01 CST-14, CST-15).

3.3 The federated organisation

A group of subsidiaries, a federation of agencies, a holding with operating companies: each unit has its own leadership, scorecard, planning cycle and often its own systems, and the boundary between them is where DORA's *wider organisation* is most easily ignored (DORA, *Generative organizational culture*; ECE-RN-04 §4). Wells Fargo shows the structural form of the problem: a values booklet that said customers came first while each branch's scorecard rewarded eight accounts per customer, and the scorecard won (ECE-RN-04 §2). Two units whose scorecards point in different directions will not bridge, whatever the programme says, because the dial cannot move while the incentive points the other way (ECE-RN-04 §3, mechanism 8). *Mechanism.* In a federated organisation a silo is usually a pair of levers pointing apart, and a bridge proposed without a lever on each side is a communications item. This reading is Red Bear's own.

3.4 The silo is somebody's fault

A finding that names a unit as the cause of a hand-off failure is defended, delegated or gamed. Once a manager can say the algorithm flagged it, the manager has stopped owning the pattern (ECE-RN-04 §3, mechanism 5). Between two managers the effect doubles: each has a reason to read the finding as the other's problem. Uber's engineers read a rewritten value statement as cosmetic because nothing visible changed for the people who embodied the old one (ECE-RN-04 §2). *Mechanism.* A relationship reading delivered to one side as a verdict on the other produces a dispute about the reading, not a change in the relationship.

3.5 The bridge outlives its usefulness

Joint committees, liaison roles and standing cross-unit meetings are the standard repair, and they are rarely retired. Humu's ninety-behaviour nudge library and IBM's Watson Talent claims ran for years without evidence that anything had moved, and the wellness programmes recruited the people who least needed them (ECE-RN-04 §1, §2). *Mechanism.* A programme element with no review date is a permanent cost with no evidence; the more a bridge is a meeting, the more it needs a sunset (ECE-CF-01 §3.6, CST-17).

3.6 The small unit leaks

A pair reading is a reading of two groups, and the smaller group is the exposure. A team of six whose interaction with another unit is shown weekly leaks the person who changed their behaviour; a parent unit minus a suppressed child gives the child; *almost none* of a small team's traffic with another unit is a statement about the one person who does talk to them. The listening platforms answer each hole separately: complement suppression, hiding the next-smallest group, and differential privacy on manager views (Microsoft, *Viva Glint confidentiality thresholds*; Microsoft, *Viva Insights differential privacy*; Culture Amp, *Confidentiality protections in reporting*; ECE-RN-02 §4). *Mechanism.* A relationship view multiplies the ways a small group can be read by elimination, and every one of them must be closed in the data layer.

KEY POINTS

- The map of who talks to whom is the intrusion; the product draws no such map
- Traffic measures contact, not trust; a reading built on it alone is a hypothesis and never a target
- In a federated organisation a silo is usually two levers pointing apart; a bridge needs a lever on each side and a date on which it is retired

4 How Red Bear: Enterprise Culture Evolution helps

Each mechanism in section 3 has a rule in the product, and each rule has a platform requirement that enforces it. The rules are the Red Bear Culture Framework's signal handling and constraints (ECE-CF-01 §3.4, §5, CST-02 to CST-04, CST-14 to CST-17), its catalogue entries for the alignment family (§4), and the platform's Workplace Culture Analysis, Workplace Culture Evolution and privacy modules (Red Bear Platform, *Platform Functional Specification*, v0.3).

What goes wrong elsewhere	What Red Bear does	Rule
A network map with people on it	The engine reports relationships between groups above the floor as unit-level counts and never reads who within a group interacts with whom; there is no node, edge, broker or drill below the group, because no structure keyed by a person exists after the connector	RBP FR-WA-07, FR-WA-04, FR-WA-10, FR-PA-03; ECE-FSD-01 FR-FND-03; ECE-CF-01 CST-02
Content read to map the relationship	Collaboration signals are headers only: counts, timestamps, unit of sender and recipients; subject lines, bodies and attachments are discarded at the connector; what is read and discarded is shown to staff and representatives from the same configuration	RBP FR-PA-02, FR-WA-13; ECE-FSD-01 FR-SIG-09; ECE-CF-01 CST-03
Contact mistaken for trust	Three measures, density, responsiveness and shared deliverables, are shown together with a trend; shared deliverables and multi-owner decisions, which are costly to fake, outweigh traffic; collaboration metadata never scores participation; a reading from one family is a hypothesis band	RBP FR-WA-12, FR-WA-05; ECE-CF-01 §3.4, CST-14, CST-15
The silo as somebody's fault	A bridge is proposed to both owners as a question about the pair, in the fixed form with no verdict word; nothing may cite the engine as the finder of a fact about either group; neither owner sees the other's dials	RBP FR-WE-06, FR-WE-16; ECE-FSD-01 FR-FND-06; ECE-CF-01 CR-03, CR-09
Two levers pointing apart	A bridge is carried on the dials of both groups, and every dial has a lever named by its sponsor at creation; the target review asks first whether the lever was pulled	RBP FR-WE-11, FR-WE-09; ECE-FSD-01 FR-PRI-02, FR-PRI-06; ECE-CF-01 §3.6, CST-16
The standing committee that never ends	Every bridge carries a review date set from the dial's trailing window; one that has not moved its dial after two consecutive cycles is retired automatically and logged; a sponsor may renew it with a reason recorded as a decision	RBP FR-WE-12; ECE-FSD-01 FR-PRG-07; ECE-CF-01 §3.6, CST-17
The small unit read by elimination	Floors of five and ten, complement suppression, the next-smallest group hidden, time-window coarsening, and distribution masking on any manager-facing collaboration view near the floor; a pair with either group below the floor shows *suppressed*	RBP FR-PA-01, FR-PA-06, FR-PA-07; ECE-FSD-01 FR-FND-05, FR-FND-07; ECE-CF-01 §5.3, CST-04

What goes wrong elsewhere	What Red Bear does	Rule
A bridge adopted by one side	A bridge is one joint item with both owners, one review date and one communication; each owner adopts it for their own group and it is live only when both have; an item adopted by one stays a proposal on the other's plan	ECE-FSD-01 FR-PRG-06, FR-PRG-01; RBP FR-WE-02

4.1 Three measures, one pair

The relationship between two groups is read as three unit-level measures, each with a trend over the trailing window (RBP FR-WA-07; ECE-FSD-01 FR-FND-03). **Interaction density** is the rate of cross-unit meetings, threads and calls between the two groups, per head per period, from collaboration headers reduced to unit-level counts. **Responsiveness** is the share of cross-unit exchanges answered within a stated interval, from timestamps alone. **Shared deliverables** is the count of project outcomes the two groups delivered jointly in the period, from the project-outcomes family, with multi-owner decision records from the decision-records family as corroboration (ECE-CF-01 §4, P-14 signals). The first two come from the collaboration-metadata family and are cheap; the third comes from outcomes and is costly to fake, and the engine weights it accordingly (RBP FR-WA-12; ECE-CF-01 CST-14).

A pair is read only where both groups are above the floor, and the reading concerns the pair, not either group's internal working; a group's own density, the spread of participation within it, belongs to other aspects and other screens and is never shown on the relationship view. Where a pair's density or responsiveness is low against the organisation's own distribution the engine marks a bridge as proposed (RBP FR-WE-06). The threshold is relative to the tenant, because the product has no site evidence that a density that is low in one organisation is low in another, and a site in its calibration period raises no proposal (ECE-FSD-01 FR-COA-09; ECE-CF-01 CR-17).

4.2 What a relationship reading does not say

> **WHAT THE VIEW CANNOT SHOW**
>
> The relationship view shows groups, never people. It has no drill below the group, no reading of who within a group interacts with whom, no broker, hub or isolate, no sub-network membership and no pairing of individuals; the platform offers no call, schema or connector by which any of these could be computed (RBP FR-WA-07, FR-WA-10, FR-PA-08; ECE-FSD-01 FR-FND-03, FR-HLT-06).

Two further absences are deliberate. The view does not say *why* two groups read low: a reorganisation, a system boundary, a contract dispute or a working agreement that needs no traffic all read the same, and the annotation a dial owner attaches in their own words is the only place a reason is recorded (ECE-FSD-01 FR-PRI-10). And it does not say that the relationship is *bad*: the proposal to both owners is stored as a question in the fixed form, *the reading for [pair] on [aspect] moved [direction] over [period]; what did you expect?*, and a programme item, decision record or communication cannot cite the engine as the finder of a fact about either group (RBP FR-WE-16; ECE-FSD-01 FR-FND-06).

4.3 Trust, honestly

The subtitle of this paper names trust, and the product is careful about what it reads under that word. Metadata measures contact, not trust (ECE-RN-02 §1). The product therefore never derives a trust reading from collaboration headers. What it can read is whether the calibration family and the story family corroborate a low relationship reading: the DORA Westrum items on cooperation and bridging, issued quarterly through the calibration pulse and aggregated above the floor, and the coded prevalence of hand-off, *nobody told us* and duplicated-work narratives in the story,

mailbox and public-page families for the two groups (ECE-CF-01 §3.4, §4, T-10 and T-12 signals; RBP FR-WA-14). Where those families agree with the counts the finding for P-14 or T-12 carries a confidence band that says so; where they do not, or where the site has not yet validated its story dictionaries, the reading is a hypothesis band and raises no trigger (RBP FR-WA-05; ECE-FSD-01 FR-FND-08). Trust between two groups, in this product, is a triangulated pattern with a stated confidence, never a number computed from traffic (ECE-CF-01 CST-15).

4.4 The bridge as a programme element

A bridge is not a finding with advice attached; it is a proposal that becomes a programme element only through two decisions. The evolution engine proposes joint practices from the catalogue: for P-14, cross-functional teams and co-located planning, and rewarding bridging explicitly; for T-12, cross-functional planning and multi-owner decision records for cross-unit questions (ECE-CF-01 §4; DORA, *Generative organizational culture*; Westrum, *A typology of organisational cultures*). The proposal names its catalogue entry and its source, as every programme item does (RBP FR-WE-02). Each owner adopts it for their own group by recording it with their name and date; the item is live only when both have, and an item adopted by one owner stays a proposal on the other's plan (ECE-FSD-01 FR-PRG-06, FR-PRG-01). The joint item carries one review date, one action owner per side, and a communication drafted for both groups in the tenant's voice and both languages, routed to a named approver and sent only on a recorded approval (ECE-FSD-01 FR-PRG-04, FR-PRG-05).

The lever. A bridge lives on dials, and no dial exists without a lever: the scorecard item, reward criterion, approval right or budget line that points the same way as the principle, named by the sponsor when the dial was created (RBP FR-WE-11; ECE-FSD-01 FR-PRI-02; ECE-CF-01 CST-16). In the federated case this is the substance of the repair: a bridge between two subsidiaries whose scorecards reward different things needs a scorecard item, or a shared delivery criterion, on each side, and the target review asks first whether that lever was pulled before it asks what happened (ECE-FSD-01 FR-PRI-06). A bridge proposed for a pair whose dials have no lever pointing across the boundary is the product's signal to the sponsor that the lever, not the meeting, is the missing element; this reading is Red Bear's own.

The sunset. Every bridge carries a review date set from the dial's trailing window. One that has not moved its dial after two consecutive review cycles is retired automatically, the retirement is logged with the readings that justified it, and the sponsor is told; the sponsor may renew it with a reason recorded as a decision, and the renewal carries its own review date (RBP FR-WE-12; ECE-FSD-01 FR-PRG-07; ECE-CF-01 §3.6, CST-17). A standing cross-unit committee that has changed nothing in two quarters is retired by the product, not by an argument.

> **STANDING RULE**
>
> AI proposes, a named person decides. The engine proposes a relationship reading and a bridge; two named owners each decide whether to adopt it, a named sponsor decides whether to renew it, and a named approver decides whether a communication about it is sent. No role can edit a reading, and nothing the engine observes becomes a record until a person puts it there in their own words (RBP FR-WE-16, FR-DC-10; ECE-CF-01 CST-13).

5 How it is used

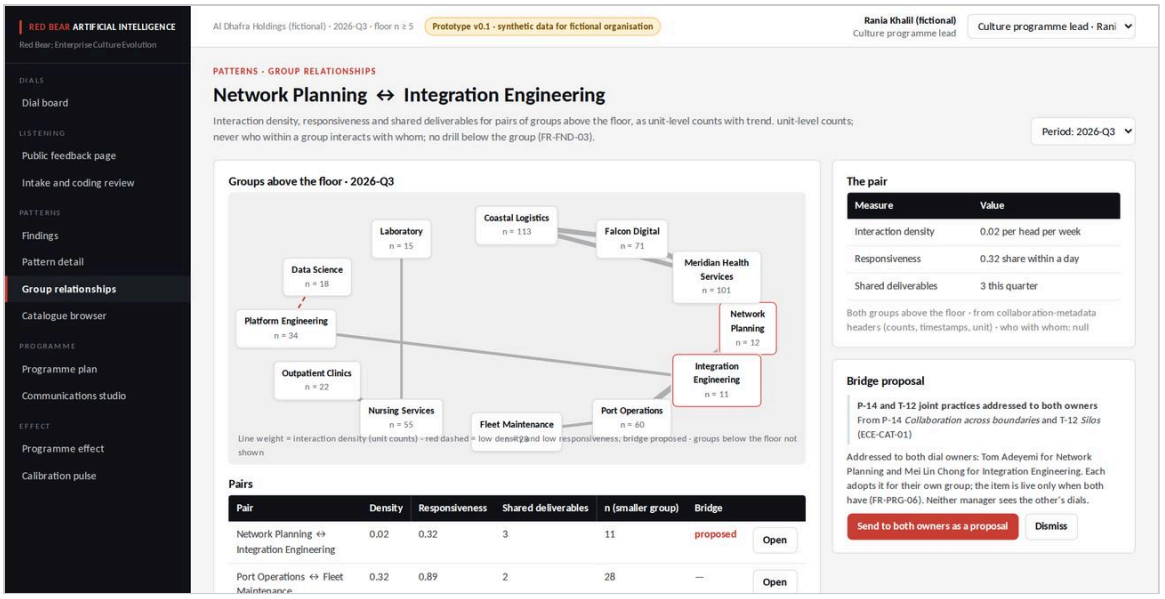
The bridge flow runs from a pair reading to a joint practice, and at no step does a person's name attach to a signal.

Step	Who	What happens
1 Read the pair	Programme lead	Group relationships (S-11) shows pairs of groups above the floor with density, responsiveness and shared deliverables as unit-level counts with trend; a pair with either group below the floor shows *suppressed* and no count (ECE-FSD-01 FR-FND-03, FR-FND-05)
2 The bridge is proposed	WE engine	Where a pair's density or responsiveness is low the engine marks a bridge as proposed: joint practices from P-14 and T-12, addressed to both groups' dial owners, framed as a question about the pair (RBP FR-WE-06, FR-WE-16)
3 Send to both owners	Programme lead	The lead sends the proposal to both owners, or dismisses it with the dismissal logged; the lead cannot adopt it for either group (ECE-FSD-01 FR-PRG-01)
4 Adopt, twice	Each dial owner	Each owner adopts the item for their own group on Programme plan (S-17), recording their name and date; the item is live only when both have; neither sees the other's dials (ECE-FSD-01 FR-PRG-06; RBP FR-WE-08)
5 Coach, if invited	Each dial owner	A low reading for two consecutive windows raises a coaching invitation to each owner within their monthly budget, framed as a question and opening on the owner's own expectation; a decline is not recorded against anyone (ECE-FSD-01 FR-COA-01; RBP FR-WE-03, FR-DC-13)
6 Communicate	Programme lead; named approver	One communication for both groups in the tenant's voice and both languages, free of readings and names, approved by a named person before anything is sent (ECE-FSD-01 FR-PRG-04, FR-PRG-05)
7 Review the lever	Dial owner	At the target review the first question is whether the lever was pulled; the owner records the outcome and the lesson in their own words (ECE-FSD-01 FR-PRI-06; RBP FR-WE-09)
8 Retire or renew	WE engine; sponsor	After two review cycles without movement the bridge is retired automatically and logged; the sponsor may renew it with a reason recorded as a decision (ECE-FSD-01 FR-PRG-07; RBP FR-WE-12)

Who sees a relationship. The programme lead sees pairs across granted scopes; the sponsor sees the organisation's pairs as an unordered pattern; a dial owner sees the pairs that include their own groups and never another manager's dials; an employee sees no relationship view; the system administrator sees connector health and counts and no reading (ECE-FSD-01 §2.3, FR-SIG-08). No view sorts pairs by density or responsiveness into a ranking of units, and the product offers no such sort control (ECE-FSD-01 FR-PRI-09; RBP FR-WE-08).

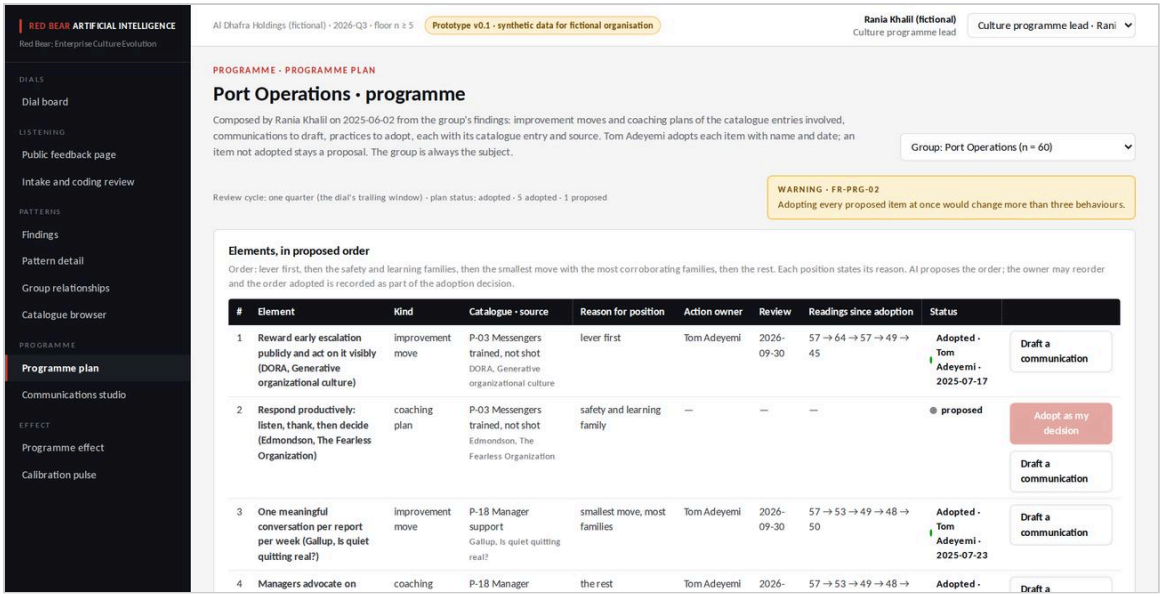
6 The user experience

Two screens carry the bridge flow; both are shown as the prototype renders them, on synthetic data for a fictional organisation, Al Dhafra Holdings, an Abu Dhabi group with three subsidiaries and every group above the floor by construction.



S-11 Group relationships: S-11 Group relationships. The programme lead's view of the groups above the floor and the pairs between them: line weight is interaction density as unit counts, a red dashed line marks low density and low responsiveness with a bridge proposed, and groups below the floor are not drawn. The pair opened, a planning team and an integration team in two subsidiaries, shows density, responsiveness and shared deliverables as three counts, with the source stated beneath: collaboration-metadata headers, who with whom null. The bridge proposal names P-14 and T-12, is addressed to both dial owners by name, and can only be sent as a proposal or dismissed. Prototype render on synthetic data for fictional entities.

The screen answers the question *where does work fall through?* at the level of the pair and refuses the next question. There is no control that opens a group, no filter on any attribute of a person, and the panel beneath the counts states on every visit what the reading is made of and what it is not (ECE-FSD-01 FR-FND-03, FR-FND-07).



S-17 Programme plan: S-17 Programme plan. One group's programme as the dial owner sees it: every element with its catalogue entry and source, its reason for position (lever first, then the safety and learning families, then the smallest move with the most corroborating families), its action owner, review date, readings since adoption and status. An item still marked proposed can be adopted only by the owner, as their own decision. Beneath, the pilot design the sponsor recorded, with the extension refused until the pilot's measures are on the record, and the evidence panel of findings above the floor, each framed as a question. A bridge adopted here appears as one joint item with both owners on both plans. Prototype render on synthetic data for fictional entities.

The programme plan is where a bridge becomes real or stays a proposal. The warning at the top of the screen, that adopting every proposed item at once would change more than three behaviours, is Katzenbach's critical-few finding

applied to the group (Katzenbach, *Getting to the critical few behaviors*; ECE-FSD-01 FR-PRG-02), and it applies to a bridge as to any other element: a pair that adopts three joint practices in one quarter will not know which one moved the dial.

7 Where the data comes from, and how it is checked

The table gives, per source family, what the relationship reading takes and what the connector discards, so that the reader can see what each family contributes to a pair and what it cannot.

Source family	What the pair reading takes, above the floor	Measure	What the connector discards
collaboration-metadata	Cross-unit meeting, thread and call counts per head per period; share of cross-unit exchanges answered within the interval	Interaction density; responsiveness	Subject lines, bodies, attachments, individual identifiers, which become unit-level counts at the connector
project-outcomes	Deliverables owned jointly by the two groups; hand-off failures per project	Shared deliverables; corroboration for T-12	Post-mortem text; names of participants
decision-records	Decisions with more than one owning unit; single-unit decisions with recorded cross-unit impact	Corroboration for P-14 and T-12	Decision content, unless the owner opens it to a session
stories, mailbox, public-page	Coded prevalence of hand-off, *nobody told us* and duplicated-work narratives for the two groups	Story-derived corroboration; hypothesis until the dictionary is validated	Text after coding; author, replaced by unit and period, or never received
calibration pulse	The DORA Westrum items on cooperation and bridging, quarterly, aggregated above the floor	Survey-calibration reference	Individual responses, aggregated before any reading

7.1 How it is checked

- **Refusal tests on every pipeline run.** The below-floor read of a pair is attempted under all seven personas, the tenant administrator, the Red Bear operator and the hosting administrator, and must return *suppressed*; a query for any structure below the group has no call to land in; content refusal is tested for the collaboration family. The last run's result and date are shown on the source configuration screen and the consultation view (RBP NFR-03; ECE-FSD-01 NFR-01, FR-SIG-09).
- **Noise near the floor.** Any manager-facing view of collaboration metadata for a group near the floor is distribution-masked so that *almost all* and *almost none* cannot be read; the masking is recorded on the view and is never applied in a way a person could use to read their own team member by elimination (RBP FR-PA-07).
- **Time windows.** No pair series is shown at a granularity where a period would fall below the floor for either group; the privacy service coarsens the window until every period clears it, and a series that cannot is not shown (RBP FR-PA-06).
- **One configuration, three documents.** What the collaboration family reads and discards is generated from the configuration that drives the connector, into the consultation view and the staff notice, so representatives are shown what the connector does (RBP FR-WA-13; ECE-FSD-01 FR-SIG-09).
- **Query logging.** Every query against pair aggregates is logged with role, scope, filters, group sizes returned and time, holds no content, and is summarised on the consultation view (RBP FR-PA-10).

7.2 What is never read

Who within a group interacts with whom. Message bodies, subject lines or attachments from any channel. Any individual's response latency, meeting attendance or after-hours pattern. Sub-network membership, brokers, isolates or the pairing of any two people. Any attribute of a person. The platform offers no call, schema or connector for any of these, so the relationship view cannot show them even by mistake (RBP FR-PA-08, FR-WA-07, FR-WA-10; ECE-CF-01 CST-02, CST-03).

8 Benefits realised

Bridge building is judged on whether the pair's dials move and whether the joint practice is applied, never on how many bridges were proposed or how much traffic crossed the boundary. The measures are the framework's, each with a *Never* clause (ECE-CF-01 §9.1).

Benefit	Measured by	Never
Boundaries that work falls through are found before the hand-off fails	Pair readings above the floor with trend; hand-off failures per project from the outcomes family, corroborated by the pulse	A count of bridges proposed; a target on interaction density, which is a target on traffic
Bridges move the dials they sit on	ECE-CF-01 KPI-01 dial movement: share of chosen dials, P-14 and T-12's counterpart among them, that moved towards target over the programme window	A mean position across dials; per manager; a target-met verdict, which the owner records
Joint practices are applied, not minuted	ECE-CF-01 KPI-04 lesson application: share of recorded lessons from bridge sessions applied to a later cross-unit decision, in aggregate	A score of either manager's learning; shown with fewer than ten lessons in the set
Bridges that do nothing are retired	Elements retired after two cycles without movement, and renewals with a recorded reason, from the audit trail	A bridge kept because it is a meeting people attend

What is explicitly not claimed. The product does not claim to measure trust between two groups from their traffic; it reads contact and responsiveness from headers and treats trust as a triangulated pattern from the calibration and story families with a stated confidence (ECE-RN-02 §1; ECE-CF-01 CST-15). It does not claim to know why a pair reads low, and the annotation an owner attaches is the only reason on record (ECE-FSD-01 FR-PRI-10). It does not claim that a joint practice from the catalogue will work for a given pair; the pilot design and the one-to-two-point prior apply to a bridge as to any programme element, and a claimed effect above the prior is flagged for measurement review (ECE-FSD-01 FR-PRG-03; ECE-CF-01 §9.3). And it does not claim any of the network science that a map of individuals would support: it draws no such map.

The honest reading. A pair of groups above the floor that reads low on density and responsiveness for two windows, with hand-off failures rising in the outcomes family and the pulse's bridging items agreeing, has a boundary that work is falling through. Which people on either side of it are the reason is a question the product is built never to answer, and which lever will move it is a question only the two owners and their sponsor can.

9 Risks managed

Residual risk	Mitigation
A manager reads a small partner group's traffic by elimination	Floors of five and ten, complement suppression, the next-smallest group hidden, time-window coarsening, and distribution masking on manager-facing collaboration views near the floor; a pair with either group below the floor shows *suppressed* (RBP FR-PA-01, FR-PA-06, FR-PA-07; ECE-FSD-01 FR-FND-05)
Interaction density becomes a target and traffic is generated to hit it	A dial used as a target outside the programme is flagged for a Campbell's-law review that asks first which signal families are cheap to move; collaboration metadata never scores participation; outcomes outweigh traffic (RBP FR-WE-15, FR-WA-12; ECE-FSD-01 FR-MEA-04; ECE-CF-01 §9.4, CST-14)
A bridge is read as a verdict on one group by the other	The proposal is addressed to both owners as a question about the pair in the fixed form; neither sees the other's dials; nothing may cite the engine as the finder of a fact about either group (RBP FR-WE-16, FR-WE-08; ECE-FSD-01 FR-FND-06)
The bridge is adopted on one side and blamed on the other	An item is live only when both owners have adopted it; an item adopted by one stays a proposal on the other's plan and raises nothing (ECE-FSD-01 FR-PRG-06)
Two subsidiaries' scorecards still point apart	Every dial carries a lever named by its sponsor; the target review asks first whether it was pulled; a bridge whose dials have no lever across the boundary is the sponsor's signal that the lever is the missing element (RBP FR-WE-11, FR-WE-09; ECE-FSD-01 FR-PRI-02, FR-PRI-06)
A standing joint meeting runs for years with no effect	Automatic retirement after two review cycles without movement, logged, with renewal only by a sponsor's recorded reason (RBP FR-WE-12; ECE-FSD-01 FR-PRG-07)
A Gulf site's cross-unit traffic is read against thresholds set elsewhere	Thresholds are relative to the tenant; a site in its calibration period raises no proposal; the product says it has no site evidence yet (ECE-FSD-01 FR-COA-09; ECE-CF-01 CR-17)
A tenant asks for the network map	The platform offers no call, schema or connector that reads who interacts with whom, holds no structure keyed by a person, and Red Bear sells no companion product that does (RBP FR-PA-08, FR-WA-07; ECE-CF-01 CST-20)

What Red Bear will not build, even if asked. No map of individuals, brokers, hubs or isolates. No reading of who within a group interacts with whom. No per-person response latency, meeting attendance or after-hours pattern. No trust score computed from traffic. A customer whose requirement is any of these has described a monitoring product, and Red Bear says so before the pilot (RBP FR-PA-08; ECE-CF-01 CST-02, CST-03, CST-20).

Sources

Every claim attributed to a source in this paper names it in the text in the form *author*, *work*, *section*; the full reference and URL for each is held in the product's research notes, which are the citation source for the product. Statements without a citation are Red Bear's own position, developed for Red Bear: Enterprise Culture Evolution. Quotations are limited to fifteen words.

Cited as	Source	Authority
ECE-RN-01; ECE-RN-02; ECE-RN-04	Red Bear research notes: *Culture frameworks, aspects and interventions*; *Continuous culture measurement: techniques, law, failures and design constraints*; *Why AI culture coaching has failed: cases and lessons* (research/frameworks.md, monitoring-and-law.md, failures.md)	Red Bear research notes
ECE-CF-01; ECE-FSD-01; Platform FSD	Red Bear, *The Red Bear Culture Framework* v0.2 (§2 to §5, §9); Red Bear, *Functional Specification* ECE-FSD-01 v0.1 (modules PRI, FND, PRG, MEA); Red Bear Platform, *Platform Functional Specification* RBP-FSD-01 v0.3 (modules WA, WE, PA)	Red Bear standard
Westrum; DORA	R. Westrum, *A typology of organisational cultures*; DORA, *Generative organizational culture*	Academic and industry reference
Sull et al.	Sull, Turco et al., *Measuring culture in leading companies* (MIT SMR/Glassdoor Culture 500); Sull and Sull, *Why every leader needs to worry about toxic culture*; Sull et al., *How to fix a toxic culture*, MIT Sloan Management Review	Academic reference
Denison and Mishra	*Toward a theory of organizational culture and effectiveness*	Academic reference
Katzenbach	J. Katzenbach, *Getting to the critical few behaviors*	Advisory
Passive workforce analytics	The organisational-network-analysis source read in ECE-RN-02 §1, on brokers, silos, collaboration overload and the trust risk of covert use	Practitioner commentary
Sociometric badges; Humanyze	Boston Globe and New York Review of Books coverage of sociometric badges; Humanyze, as read in ECE-RN-04 §1	Press reporting
Productivity Score; bossware	GeekWire, *Microsoft will remove user names from Productivity Score* (2020); CSCW 2025 bossware study	Press reporting; academic reference
Wells Fargo; Uber	Bernoff, Ethical Systems and Wikipedia on the Wells Fargo cross-selling scandal; CNBC and BuzzFeed News on Uber and the Holder report, as read in ECE-RN-04 §2	Press reporting; case commentary
Humu; IBM Watson Talent; wellness programmes	Bersin, *Perceptyx acquires Humu*; SHRM and Bersin on IBM Watson Talent; Song and Baicker, workplace wellness cluster RCT, as read in ECE-RN-04 §1, §2	Industry commentary; academic reference
Microsoft; Culture Amp	*Viva Insights privacy*; *Viva Insights differential privacy*; *Viva Glint confidentiality thresholds*; Culture Amp, *Confidentiality protections in reporting*	Vendor reference

Glossary

Term	Meaning in this paper
Pair	Two groups above the floor whose relationship is read; the unit of the relationship view, never a person

Term	Meaning in this paper
Interaction density	Cross-unit meetings, threads and calls between two groups per head per period, from collaboration headers reduced to unit-level counts
Responsiveness	The share of cross-unit exchanges between two groups answered within a stated interval, from timestamps alone
Shared deliverables	Project outcomes delivered jointly by two groups in the period, from the project-outcomes family; the measure costly to fake
Bridge	A proposal of joint practices from the catalogue entries P-14 and T-12, addressed to both groups' dial owners, live only when both adopt it
Lever	The incentive or decision right a dial depends on, named by its sponsor at creation; a dial without one is refused
Sunset	The automatic retirement of a programme element that has not moved its dial after two consecutive review cycles, unless a sponsor renews it with a reason
Federated organisation	A group of subsidiaries, agencies or operating companies each with its own leadership, scorecard and planning cycle; where a silo is usually two levers pointing apart
Floor	The minimum group size below which nothing is shown: five for scores, ten for free text; raisable, never lowerable after launch

The series

This paper is the fourth of five on Red Bear: Enterprise Culture Evolution. Each stands alone and each follows the same nine sections, so a reader who knows one knows where to look in the next.

Paper	Title	Theme	Status
ECE-WP-01	Culture Coaching Without Surveillance	What a decade of failed culture technology taught us	Draft
ECE-WP-02	Culture Analysis Without Individuals	Reading a culture from seven source families, above the floor	Draft
ECE-WP-03	Privacy, Trust and No-Attribution	The schema, the gate and the consultation view	Draft
ECE-WP-04	Breaking Down Silos	Inter-group relationships and bridge building (this paper)	Draft
ECE-WP-05	Culture Dials: Measuring What Leaders Choose	Principles, targets, levers and the honest measure of a programme	Draft

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