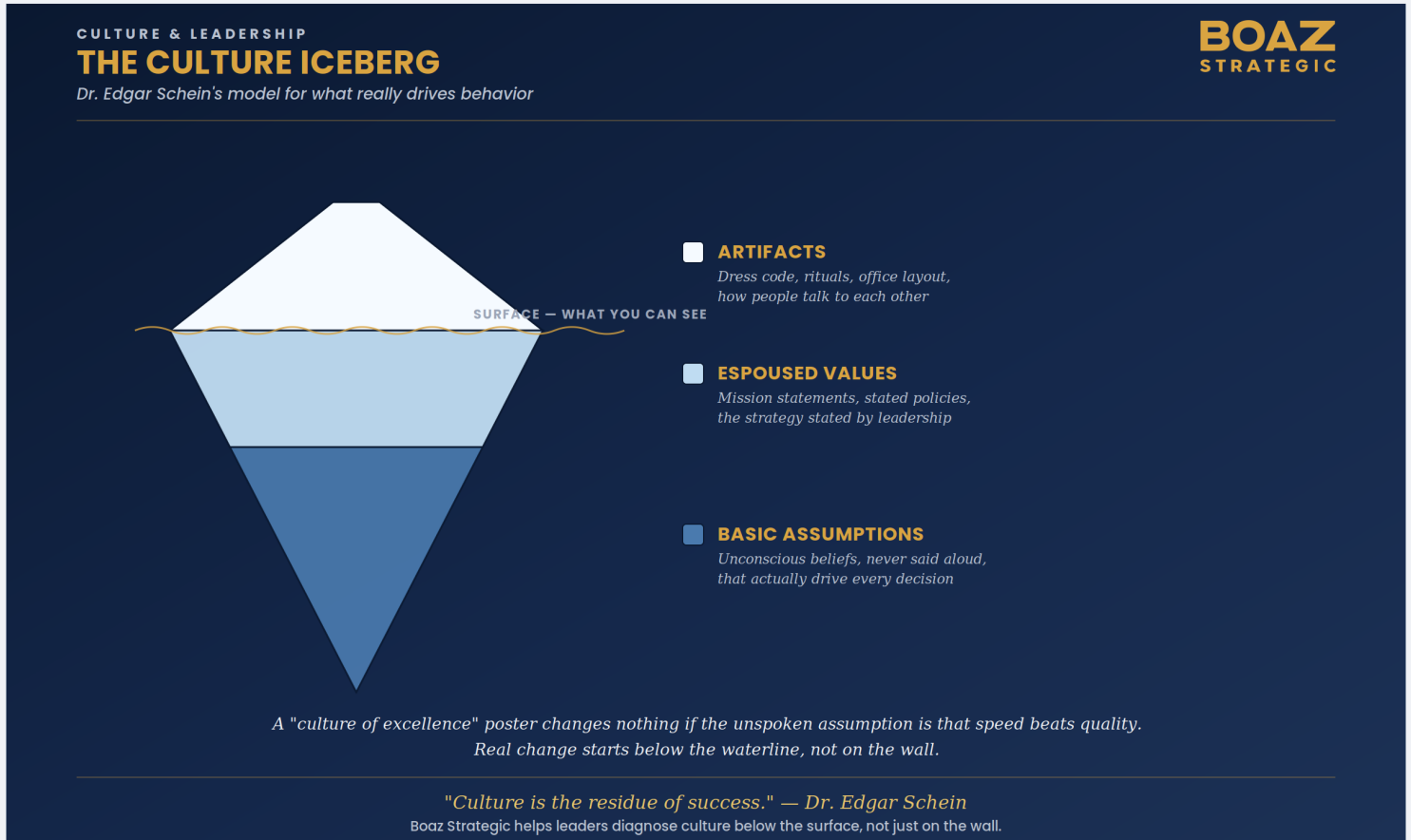




Is your culture on the wall, or *below* it?

“ Culture is the residue of success.
— Dr. Edgar Schein

Dr. Edgar Schein spent decades at MIT Sloan studying why culture change efforts so often fail to change anything real.

Most leaders only manage the top of the iceberg.

Artifacts are everything you can observe on a walk-through: the dress code, the office layout, how people greet each other, which stories get told in the break room. Easy to see, hard to read.

Espoused values are what the organization says it believes — the mission statement, the values on the wall, the strategy stated by leadership.

Basic assumptions are the part no one states out loud, because no one thinks to. They're the unconscious beliefs about how things really work here — and they're what drives behavior.

Our co-founder has seen it in company after company: no matter how strong the leadership, there's always a “rest of the story” — as Paul Harvey would say — found within the ranks of the team, or on the front line.

That's why we built the Engagement Pulse and New Eyes, New Truths — free in our Resource Center.