

Mission Statements Are Marketing. Culture Is Operations.

A practical canvas for turning values into behaviors your people can see, coach, reinforce, and measure.

The question that started this work: If feedback is important enough to train, where is it reinforced?

Many people know what they are expected to deliver before they know how they are expected to show up, collaborate, and contribute. Culture becomes real when expectations become observable, coached, reinforced, and built into the way work gets done.

The ALIGNS™ Culture Enablement Sequence



Culture Operations Canvas

Choose one value. Translate it until HR, leaders, and employees can recognize it, act on it, and reinforce it.

1 Value or principle What do we say matters? 	2 Observable success behavior What would someone actually see or hear?
3 Role or level expectation How does it change for individual contributors, managers, and senior leaders? 	4 Reinforcement point Where does it show up - 1:1s, meetings, onboarding, hiring, performance?
5 Coaching or feedback prompt What question helps people practice it in real conversations? 	6 Leading indicator What evidence shows the behavior is becoming normal?

Bring one value to the session. We will use this canvas to move from aspirational language to operational culture.

Where Should Your Organization Start?

Most organizations enter this work through Grow - training, coaching, and leadership development. Behavior change sticks when that growth is reinforced by the operating system.

Why this model exists

Training often reveals the system gap: leaders are asked to practice feedback, coaching, accountability, or collaboration without a clear standard for what those behaviors should look like in that organization.

Start with Grow

Leadership Training + Coaching

- Feedback training for managers
- Coaching skills for leaders
- Conflict and difficult conversations
- Psychological safety
- Emotional intelligence and resilience
- Executive and team coaching

Best when: the pain is visible in manager inconsistency, avoided conversations, weak accountability, or change fatigue.

Start with Articulate + Localize

Behavior + Culture Architecture

- Values-to-behaviors translation
- Leadership expectation maps
- Role and level behavior guides
- Functional / job-family examples
- Culture language for communication

Best when: values are known, but "what good looks like" is not clear enough to coach.

Start with Normalize + Sustain

People-System Integration

- Manager conversation guides
- Hiring and onboarding prompts
- Performance integration roadmap
- Feedback and reflection item banks
- 90-day sustainment rhythms

Best when: training has happened, but the behavior is not sticking in daily leadership practice.

Continue the work

Scan for culture operations resources, leadership training, executive coaching, team coaching, and ALIGNS™ Culture Enablement.

humessence.com/culture-operations

