



The Intelligent Organization

Capability Guide: People Culture

Trust Determines What People Will Try.

Table of Contents

1. Executive Brief	5. Outputs, Evidence, and Measures
2. The Problem This Capability Solves	6. Maturity: 0 to 5
3. What this Capability Is	7. How to Build and Mature the Capability
4. How the Capability Works	8. TSLA Support and First Moves
Appendix A. Source Note	

How to use this guide

Read Sections 1 through 3 for the executive view. Use Sections 4 through 7 to build and mature the capability. Use Section 8 to decide what to do next Monday morning.

01 Executive Brief

Culture is the organization's ability to create the habits, norms, trust, and leadership behavior that help people learn, adapt, speak up, and use AI, automation, data, and technology responsibly.

Culture is the fifth People capability. Change prepares. Adoption proves. Skills enable. Roles clarify. Culture sustains.

A mature Culture capability does not rely on slogans. It shows up in what leaders reward, what managers permit, what people feel safe to raise, what teams are willing to try, and how the organization responds when work changes.

Field	TIO Culture answer
Domain	People
Capability ID	P5 - Culture
Plain-English test	Do people trust the organization enough to learn, try, question, report issues, share useful practices, and adapt as work changes?
Core point	Trust determines what people will try.
Three outputs	Culture Signals Map; Leadership Behavior Commitments; Learning and Speak-Up Rhythm
First move	Ask one practical question across leaders and teams: what would make people more willing to try, question, and safely use new ways of working?

2026.08 ALIGNMENT | Culture in the refreshed TIO system

Primary outcome contribution: All three outcomes

- Build a culture in which people use intelligence responsibly, redesign work, challenge automation, share learning, and surface failures early.
- Protect psychological safety, privacy, fairness, professional judgment, accountability, and constructive skepticism.
- Reward evidence, learning, responsible stopping, and capability transfer rather than tool enthusiasm or activity.

Evidence at managed maturity: Culture is defined, owned, applied consistently, measured in operation, reviewed through evidence, and improved without weakening trust, accountability, or Enterprise Autonomy.

First refresh move: Ask teams to surface one unsafe workaround, one useful AI practice, and one process that should stop rather than be automated.

02

The Problem This Capability Solves

Many organizations treat culture as a soft topic. In the age of AI and AI and automation, it is not soft. It determines whether people will tell the truth, learn new ways of working, use approved tools, challenge bad outputs, report risks, and share what is working.

- People stay quiet because they are unsure whether AI use is encouraged, tolerated, or dangerous.
- Teams hide experiments because they fear punishment or embarrassment.
- Leaders say they want innovation, but reward only short-term delivery and risk avoidance.
- Employees assume automation is mainly a headcount tool, even when leaders intend to improve work.
- People use approved tools only when watched, then return to old habits when pressure rises.
- Near-misses, poor AI outputs, data issues, and process problems are hidden instead of used for learning.
- Different teams develop different norms, which creates uneven trust, uneven adoption, and uneven risk.

Weak Culture slows TIO quietly. Strong Culture gives people permission to learn, responsibility to use judgment, and confidence to raise what is not working.

03 What the Capability Is

Culture is not a poster, statement, or campaign. It is the repeated behavior that teaches people what the organization really values.

In TIO, Culture means the organization can shape the conditions that make safe, useful, honest adaptation more likely. It connects leadership behavior, trust, learning, accountability, psychological safety, and practical experimentation.

The five Culture behaviors

Behavior	What it means
Signal	Make the desired norms visible through leadership behavior, messages, choices, and rewards.
Listen	Create safe ways for people to raise concerns, confusion, ideas, near-misses, and lessons.
Learn	Turn experiments, failures, exceptions, and successful use into shared learning.
Reinforce	Align recognition, management attention, performance expectations, and team routines with the desired culture.
Adapt	Update norms as the organization learns what creates value, trust, and better work.

Boundary rule

Change explains what is changing. Adoption proves people are using the new way. Skills builds confidence. Roles clarifies responsibility. Culture sustains the habits, trust, and leadership behavior that make all four work over time.

04 How the Capability Works

Culture works through signals. People watch what leaders do more than what leaders say. They notice what gets funded, what gets stopped, who gets promoted, what gets praised, what gets punished, and what gets ignored.

Culture is what people believe will happen if they tell the truth.

A practical Culture flow is:

- Name the culture needed for the work ahead: learning, responsible use, candor, customer trust, value focus, and human judgment.
- Map current signals: what leaders reward, what managers measure, what teams avoid, and what people believe is safe or unsafe to say.
- Set leadership behavior commitments: visible behaviors leaders and managers will practice consistently.
- Create learning and speak-up rhythms: practical forums for lessons, concerns, near-misses, examples, and questions.
- Reinforce the desired culture: connect norms to recognition, coaching, performance, governance, risk learning, and team routines.
- Review and adapt: check whether the culture is helping people learn, adopt, protect trust, and improve work.

A simple example

A team launches an AI assistant to support customer-service staff. Adoption is low. The problem is not only the tool or training. Staff believe mistakes will be blamed on them, so they avoid using the assistant. A Culture response would make safe use clear, create a way to report poor answers, reward useful feedback, and show managers how to treat early issues as learning. That changes what people are willing to try.

05 Outputs, Evidence, and Measures

The Culture capability should produce three practical outputs.

Output	Purpose	Evidence of quality
Culture Signals Map	Shows the current signals people receive about learning, risk, AI use, automation, candor, trust, and work change.	Employee listening themes; manager feedback; adoption barriers; hidden fear points; conflicting incentives; examples of what is rewarded or avoided.
Leadership Behavior Commitments	Defines the few visible behaviors leaders and managers will practice to support the desired culture.	Clear commitments; owner group; manager expectations; examples of behavior; link to communication, decisions, recognition, and consequences.
Learning and Speak-Up Rhythm	Creates practical ways to share lessons, ask questions, report concerns, and improve norms over time.	Team forums; show-and-tells; near-miss reviews; questions log; lessons learned; issues closed; visible improvements from feedback.

Evidence that Culture is real

Evidence type	What to look for
Existence evidence	Culture signals map, leadership commitments, listening rhythm, speak-up channels, learning forums, manager guidance.
Use evidence	People ask questions, raise issues, report near-misses, share examples, participate in learning, and managers respond consistently.
Value evidence	Improved adoption, faster learning, fewer hidden issues, better risk reporting, stronger trust, and better use of AI, automation, data, and technology.

Useful measures

- Employee confidence to use approved tools and raise concerns.
- Number and quality of questions, near-misses, lessons, and improvement ideas raised.
- Participation in learning forums, show-and-tells, and team reviews.
- Manager consistency in explaining the change and supporting new behaviors.
- Adoption barriers linked to fear, confusion, incentives, or trust.
- Time from issue raised to response or improvement.
- Evidence that lessons are reused across teams.

06

Maturity: 0 to 5

Level	What it looks like	Next move
0 Absent	Culture is unmanaged. People guess what is safe, hide issues, and wait for direction.	Start listening. Ask what people are afraid to try, say, or question.
1 Initial / Ad-Hoc	Some leaders encourage learning, but norms depend on personalities and local teams.	Name the desired culture and identify the signals helping or blocking it.
2 Repeatable	Basic listening, learning forums, and manager messages exist for priority changes.	Create leadership behavior commitments and a simple speak-up rhythm.
3 Defined	Culture expectations are documented, owned, communicated, and connected to change, adoption, skills, roles, governance, and risk.	Use measures and feedback to see where trust and learning are weak.
4 Managed	Culture is measured and actively managed through listening, adoption evidence, risk reporting, leadership behavior, and team routines.	Use culture evidence to adjust incentives, management routines, and transformation plans.
5 Optimized	The culture helps the organization adapt faster. People learn, speak up, use judgment, share lessons, and protect trust as normal work.	Keep refreshing norms as work, technology, AI, and stakeholder expectations change.

07**How to Build and Mature the Capability**

Culture is built through repeated leadership behavior and management routines. It is not built by announcing values once.

Minimum viable Culture capability

- A named executive sponsor for the people side of transformation.
- A simple statement of the culture needed for safe and useful AI, automation, data, and technology use.
- A short Culture Signals Map for one priority change or workstream.
- A few visible leadership behavior commitments.
- A learning and speak-up rhythm where people can raise questions, examples, concerns, and near-misses.
- A way to show people that feedback changes decisions, rules, training, or support.

First 30 days

- Choose one priority transformation or AI Use Case where people response matters.
- Ask leaders, managers, and frontline staff what they believe is safe to try, safe to question, and safe to report.
- Identify three culture signals that help and three that block the desired behavior.
- Define the leadership behaviors needed now.
- Start one practical learning rhythm: questions, lessons, examples, and near-misses.

First 90 days

- Connect culture signals to Change, Adoption, Skills, and Roles plans.
- Train managers on how to respond to questions, resistance, mistakes, and early tool issues.
- Use show-and-tells and near-miss reviews to normalize learning.
- Recognize teams that use judgment, improve work, and protect trust.
- Review adoption barriers and adjust communication, support, incentives, or rules.

First 12 months

- Integrate Culture evidence into transformation reviews.
- Use employee listening, adoption evidence, and incident learning to update leadership practices.
- Align recognition, performance expectations, and manager routines with the desired culture.
- Scale learning across teams so each group does not have to discover the same lessons alone.

08 TSLA Support and First Moves

The organization must own its culture. TSLA can help leaders make culture practical, visible, and connected to the work that is changing.

TSLA support area	How it helps
Culture Signals Review	Identifies the visible and hidden signals shaping trust, learning, adoption, and speak-up behavior.
Leadership Behavior Workshop	Helps leaders define the few behaviors that will make the transformation credible.
Manager Enablement	Equips managers to explain change, respond to fear, support adoption, and treat early issues as learning.
Learning Rhythm Design	Creates practical forums for questions, lessons, near-misses, show-and-tells, and feedback.
TIO Thought-Partnership	Supports leaders as they sustain trust, adapt the change, and keep people engaged over time.

What to do Monday morning

- Ask leaders: what culture do we need for people to use AI, automation, data, and technology responsibly?
- Ask employees: what would make it safer to try, question, and report issues?
- Identify the top three signals that currently block trust or learning.
- Choose one leadership behavior that must become visible immediately.
- Start one learning rhythm where real examples, concerns, and near-misses can be discussed without blame.
- Show people one thing that changed because they spoke up.

Culture sustains TIO when people trust the change enough to help shape it.

A**Source Note**

This guide is part of the TIO Library. It is aligned to the TIO Framework, the TIO People Capability Domain Master, the TIO Capability Model and Maturity Assessment Tool, and the approved 8-section Capability Guide structure used across the TIO Library. It translates the People Culture capability into practical guidance for leaders and practitioners.

It is written as a practical executive guide. It is not a technical implementation standard, legal opinion, privacy assessment, cybersecurity review, or professional assurance report. Organizations should apply their own policies, obligations, accountabilities, and professional review where required.