

Culture Mapping 2.1

Facilitator Training

04 March 2024



Culture Mapping

Assess your organization's culture and subcultures



**Project
Nomad**

The Workplace Culture Canvas 3.0

Team:
Date:

Number of Participants:

Results

- a. What is the impact or results of our team's work?
- b. What does a good day look like?
- c. What does a bad day look like?
- d. What are our team's strengths?
- e. What are our team's weaknesses?
- f. What are we most concerned about at work?

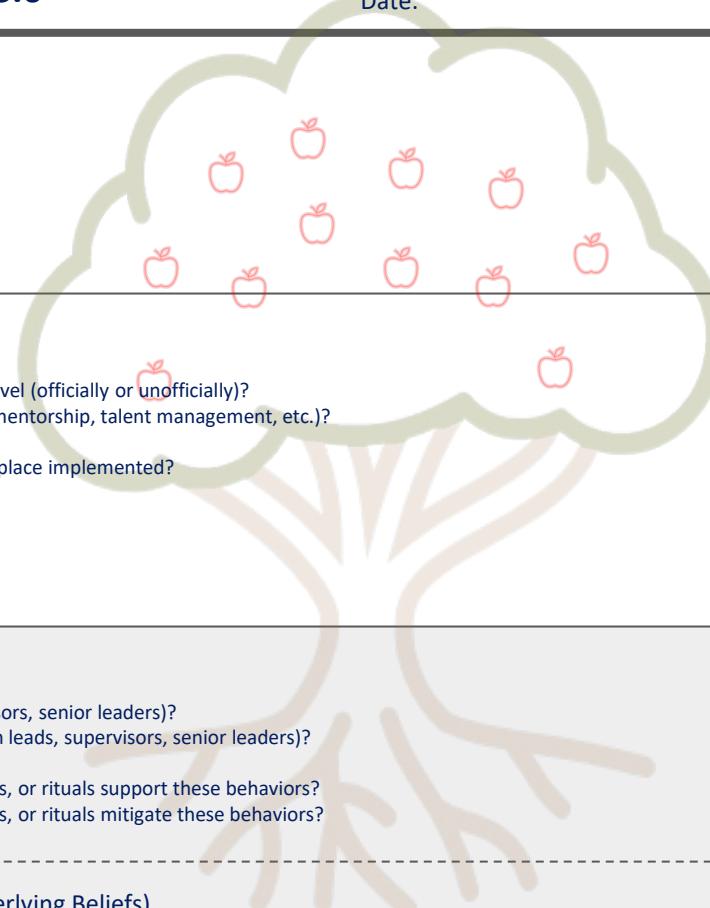
HABITS

- g. How much decision-making power do you have at your level (officially or unofficially)?
- h. How effective is your workplace development (training, mentorship, talent management, etc.)?
- i. How meaningful and rewarding is your work as a team?
- j. How are the unwritten or unspoken rules within the workplace implemented?
- k. How are disagreements handled?
- l. How are challenges or failures handled?

Contributing Factors

- m. What assumptions do leaders have (team leads, supervisors, senior leaders)?
- n. What do leaders say or do to allow these behaviors (team leads, supervisors, senior leaders)?
- o. How are these behaviors reinforced?
- p. What workplace practices, processes, procedures, policies, or rituals support these behaviors?
- q. What workplace practices, processes, procedures, policies, or rituals mitigate these behaviors?

w1-w9. Why? x9 (Explore the Lived Values & Underlying Beliefs)



Write down the titles for the 8 traits, one trait per sticky note, and then ask participants to tally vote on their top trait(s) that most directly represent their lived experience in their immediate workplace. Each member has 3 votes, all can be placed on the same sticky note, or spread out.

Growth
Open, inventive, learning and exploring

Creativity
Playful, instinctive, and fun loving

Achievement
Results driven and goal focused

Decisiveness
Bold and confident decision-making

Safety
Realistic, careful, and methodical

Efficiency
Rule abiding and procedure oriented

Caring
Warm, sincere, and relational

Collaboration
Purpose driven, idealistic, and tolerant

Purpose

We cultivate organizational cultures through systems thinking so people can thrive

Values

Serve with empathy and compassion

Be bold...strengthen people with candor

Be excellent...earn credibility



Why Project Nomad Exists



CSAF Action Order A: Airmen

3.A.2. **METHOD.** Assess the current state of personnel and talent management systems; identify attributes of the Airmen we need; determine materiel and non-materiel options to close the gap. **Synchronize culture and values-based efforts to ensure USAF organizational health.**

3.A.3. **KEY TASKS.** Conduct mission analysis of REF C and this Action Order to ensure KEYTASKS below are sufficient to achieve the mission and CSAF INTENT of this order.

3.A.3.A. Review and identify the cross-functional attributes of the Airmen we need to implement the National Defense Strategy.

3.A.3.B. Assess ability of current personnel and talent management systems to produce and support the Airmen We Need, from recruitment through separation or retirement. Propose updates based on public and private sector best practices to 1) ensure a quality future force that meets USAF needs; and 2) make the USAF an attractive career choice for Airmen and families; and 3) leverages modern IT approaches to enhance and deliver talent management solutions to leaders and Airmen.

3.A.3.C. Permeate diversity and inclusion actions with this AO to cultivate and sustain both a USAF culture and environment of excellence in which all Airmen and families can reach their full potential. Diversity and inclusion will not succeed as a standalone program.

3.A.3.D. Assess lessons from USAF response to COVID-19 pandemic. Eliminate or re-prioritize low-value activities or processes not critical to Service function and mission success. Where feasible, propose modifications to military and civilian mission execution processes to leverage expanded telework and collaborative IT tools. Capture best practices to maximize effectiveness, efficiency, and minimize redundancy.

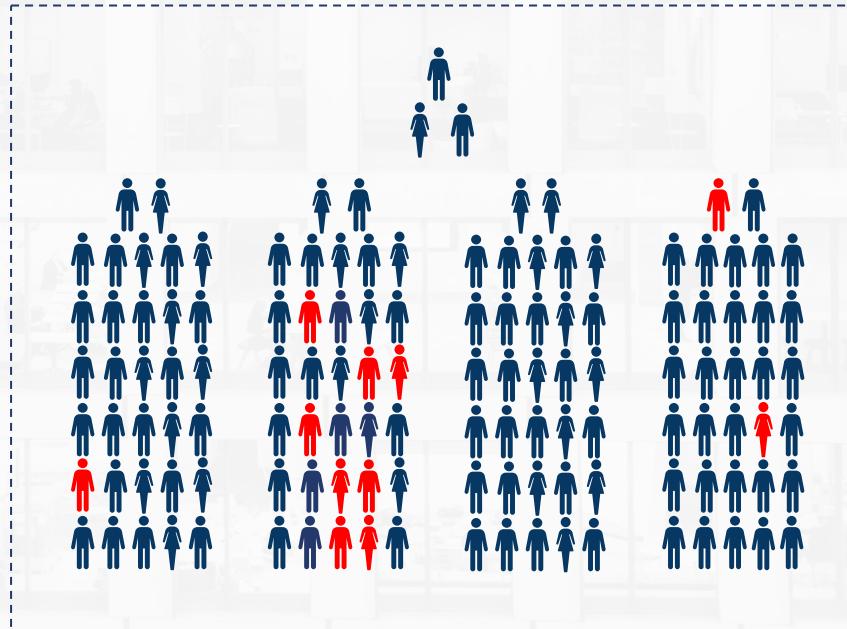
3.A.3.E. Transform the way we learn across all facets of USAF education and training curricula, including but not limited to PME, to reflect renewed emphasis on competition and warfighting.

3.A.3.F. Ensure military (and civilian, where applicable) evaluation and promotion systems measure, incentivize, and reward Airmen who possess and positively apply the attributes identified in 3.A.3.A. above to achieve mission success.

3.A.3.G. Normalize and streamline career field management across functional areas for military (officer and enlisted) and civilian employees.

3.A.4. **WAYPOINT #1.** USAF Airmen have renewed focus on preparation and readiness for the high-end fight. USAF, as an institution, has shared understanding of the challenges posed by key competitors and enhanced appreciation of how USAF intends to fight. Personnel and talent management systems produce the Airmen we need and make USAF an attractive career choice for Airmen and their families. Systems incentivize pursuit and demonstration of desired Airmen attributes when executing and delivering mission success. As work related to this AO continues beyond the initial deliverables, be prepared to adapt as conditions change or new information becomes available.

[5]



The DEOCS or Micro-Surveys say 7% of the unit feels psychologically unsafe...now what?

Root causes?
Where is it happening?
How do the 'healthy' teams grow from this data?

05. Organizational Management

Agile Culture Management: We help organizations incorporate measures of success and minimal viable solutions into operational and cultural objectives, deliberately setting waypoints where the strategy can pivot in response to the real-world environment.

Organizational Culture Coaching: Team up with a Nomad coach to help guide your organizational culture change initiative.

04. Organizational Design

"Strategy and Culture should eat breakfast together" – Melissa Daimler

Strategy through Culture Workshop:

Our 2-day workshop enables organizations to develop and shape their operational and cultural objectives together using our six cultural leverage points with representation across the entire organization and each rank tier.

Certified members are eligible for the **Organizational Strategy and Culture Advisor SEI (9IC / SC – Oct 2023)**.

01. Consultation & Training

We support organizations by providing custom-tailored services and training; training that anyone can sign up for on our website: <https://project-nomad.org>



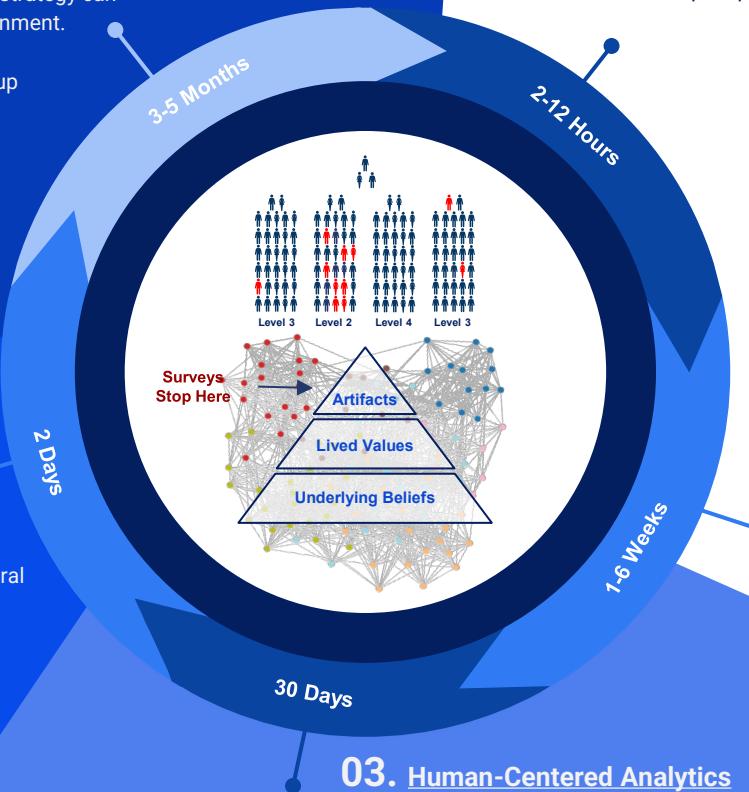
02. Organizational Assessment

Culture Mapping: Our design thinking workshops assess the shared artifacts, lived values, and underlying beliefs within an organization's various subcultures, spanning operations, administration, quality of life, and more, to identify the challenges hindering operational effectiveness. Certified members are eligible for the **Culture Mapping Facilitator SEI (9IB / SB – Oct 2024)** and the **Design Workshop Facilitator SEI (9I1 – Apr 2024)**.

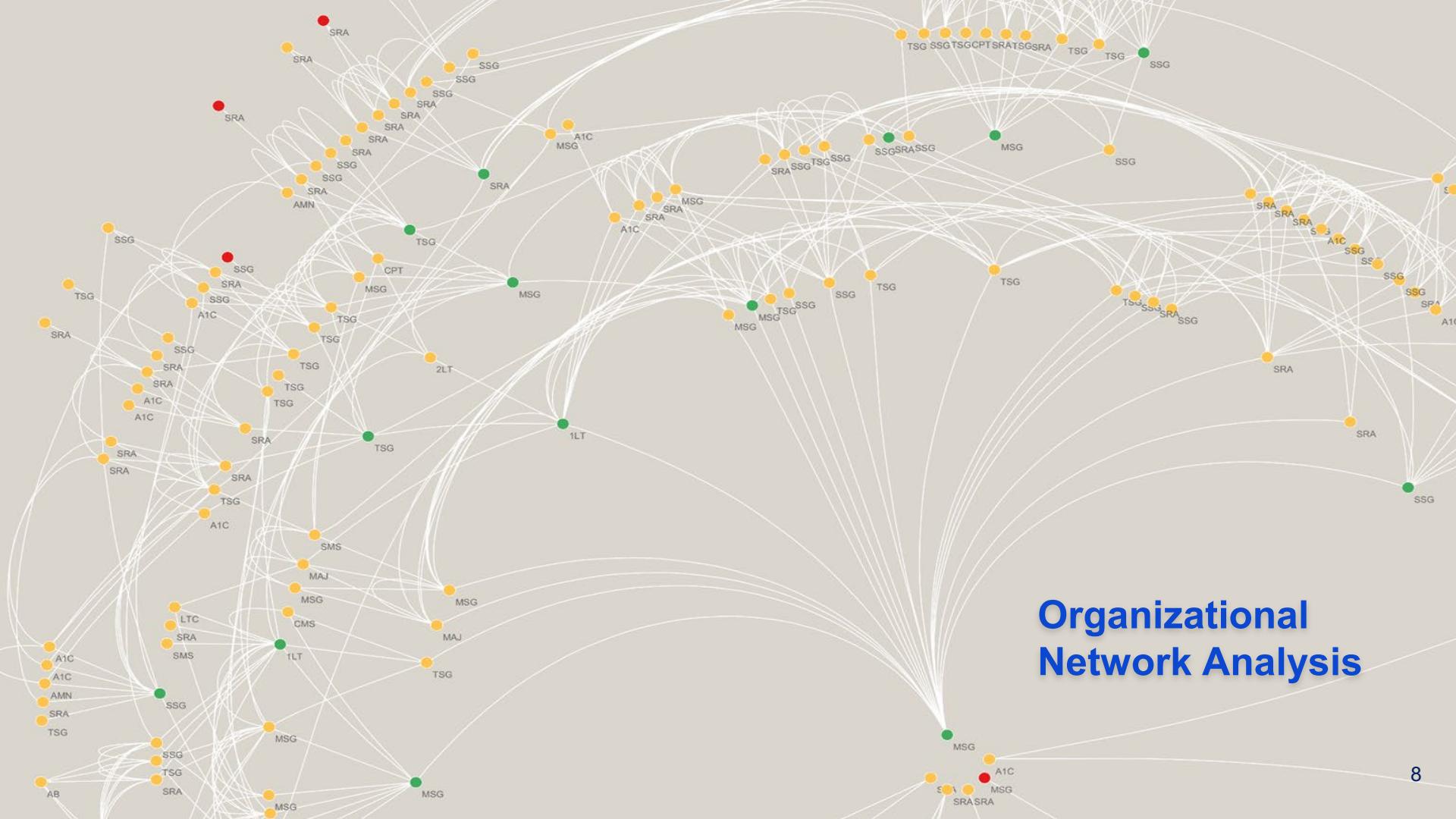
Organizational Network Analysis (ONA): Initially leveraged within the military by the Special Operations community to target terrorist networks, our custom-built ONA algorithms identify informal leaders and members with mathematically unstable workplace social structures. These tools enable organizations to engage informal leaders in change initiatives and to offer preemptive support to disconnected or isolated members.

03. Human-Centered Analytics

Our analytics and natural language processing capabilities utilize Culture Mapping and SNA data to generate the organization's Culture Map and SNA Reports.



Organizational Network Analysis



Joint Base Elmendorf-Richardson
Fort Wainwright

Wright-Patterson AFB

RAF Lakenheath

Ramstein Air Base

Oklahoma City

Grand Forks AFB

Scott AFB

Mont-de-Marsan Air Base

Joint Base McGuire-Dix-Lakehurst

Hickam AFB

Hill AFB

Dyess AFB

Joint Base San Antonio

Lajes Field

Fort Meade

Dover AFB

Langley AFB

NGA Charlottesville

Fort Eisenhower

Maxwell AFB

Goodfellow AFB

Al Udeid Air Base

Osan Air Base

Kadena Air Base

66

Orgs Supported

24

Bases Supported

19.4K

Airmen Impacted

19

Return Customers



Lines of Effort

01. Unit Support | 02. Education & Training | 03. R&D

Key Achievements Since Nov 2021:

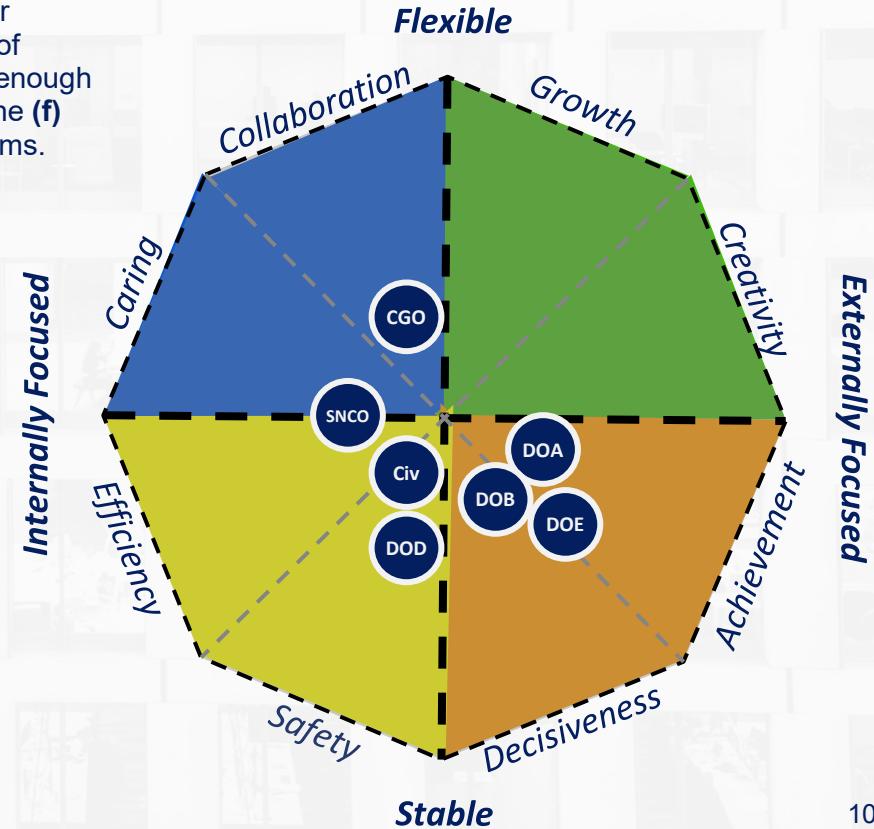
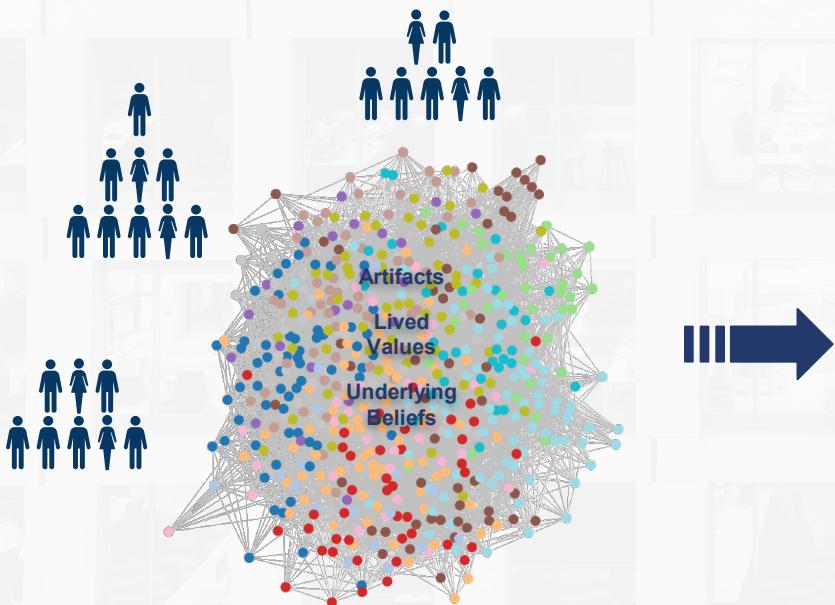
- Won \$68K from the Momentum Funds 2023 Competition
- Authored 2 SEIs for the AFOCD and AFEC
- Partnered w/HAF A1DI to connect Amn w/prof coaches
- Est. rep as team who can help units get through crisis
- Only DoD team providing consultation, coaching, and training in organizational culture, tailored to meet the unique needs and challenges faced by the units we support
- Sponsored by, and is the 2nd line of effort for, HAF A2/6's Human Capital Culture and Innovation Division

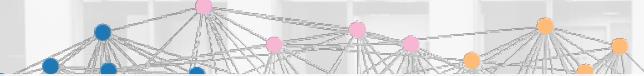
"The guidance, mentorship, and expertise Project Nomad brought to our ASOG strategy event were absolutely foundational in aligning a diverse organization on a common path. Now, 6 months after we started this journey, we're already seeing fruit borne from the seeds planted"

– Col Scott Morgan, 607th ASOG Commander

Organizational Culture Defined

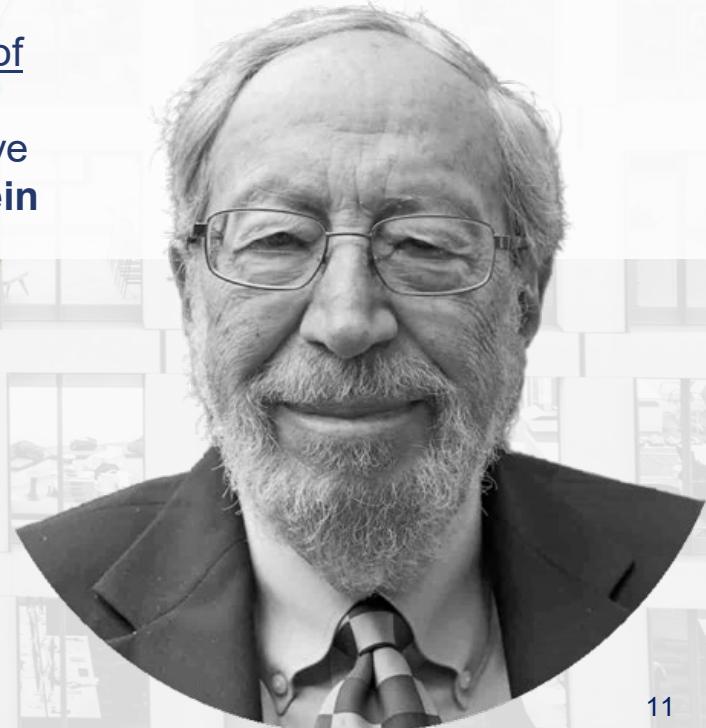
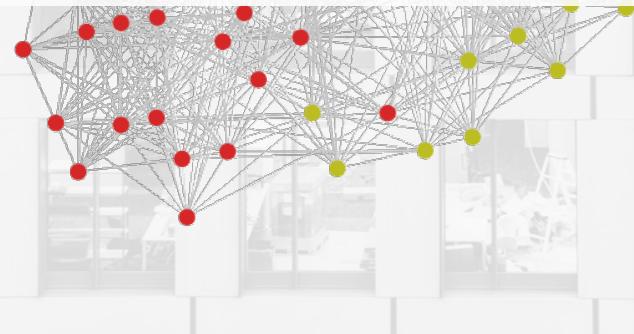
(a) A pattern of basic human assumptions (b) invented, discovered, or developed by a given group (c) as it learns to cope with its problems of external adaptation and internal integration, (d) that has worked well enough to be considered valid and, therefore (e) taught to new members as the (f) appropriate way to perceive, think, and feel in relation to those problems.

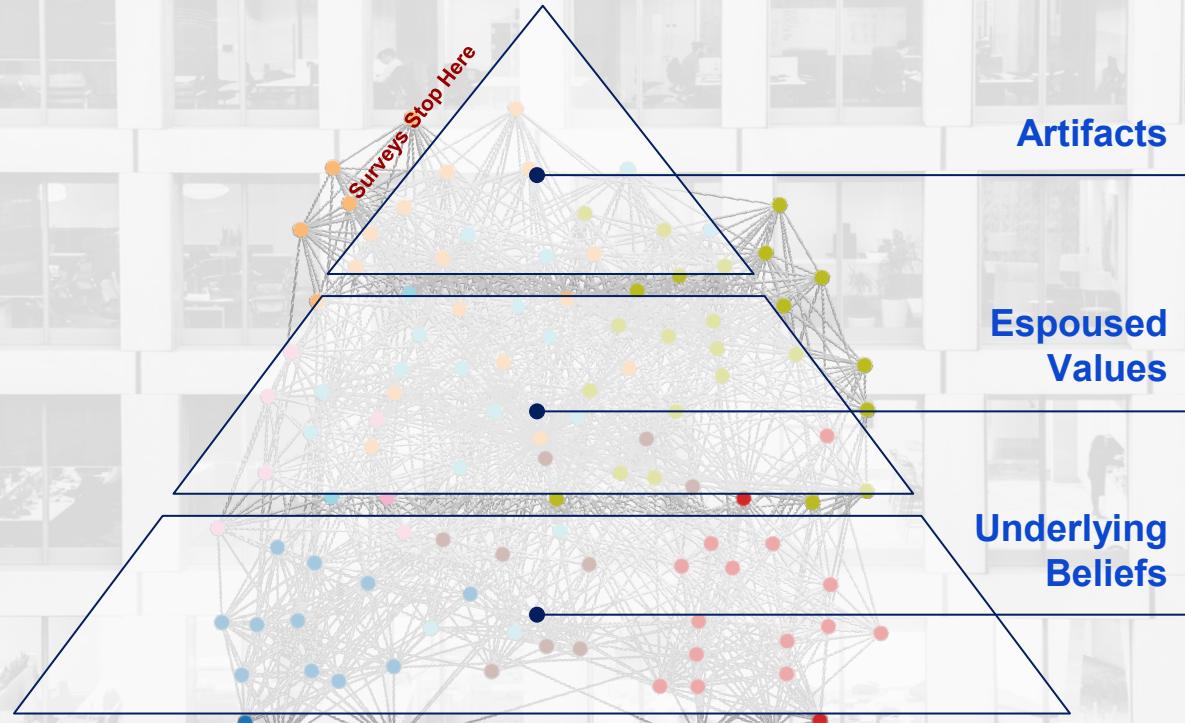




“It is not clear whether something as abstract as culture can be measured with survey instruments at all.

“If we combine insider knowledge with outsider questions, assumptions can be brought to the surface, but the process of inquiry has to be interactive, with the outsider continuing to probe until assumptions have really been teased out and have led to a feeling of greater understanding” – **Prof Edgar Schein**



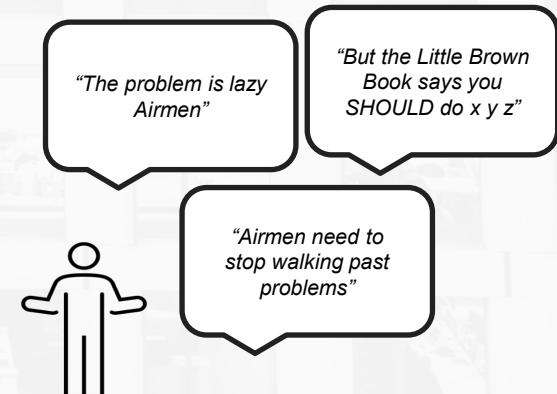


As the Culture Mapping Facilitator



Avoid the Fundamental Attribution Error: attributing people's behaviors to 'the way they are' rather than 'the situation they are in.'

Leverage Systems Thinking: a way of making sense of the complexity of the world by looking at it in terms of wholes and relationships rather than by splitting it down into its parts.



The Workplace Culture Canvas 2.0

Team:
Date:

Number of Participants:

Results



HABITS



Contributing Factors



Write down the titles for the 8 traits, one trait per sticky note, and then ask participants to tally vote on their top 3 traits most directly representing their immediate workplace

Growth

Open, inventive, learning and exploring

Creativity

Playful, instinctive, and fun loving

Achievement

Results driven and goal focused

Decisiveness

Bold and confident decision-making

Safety

Realistic, careful, and methodical

Efficiency

Rule abiding and procedure oriented

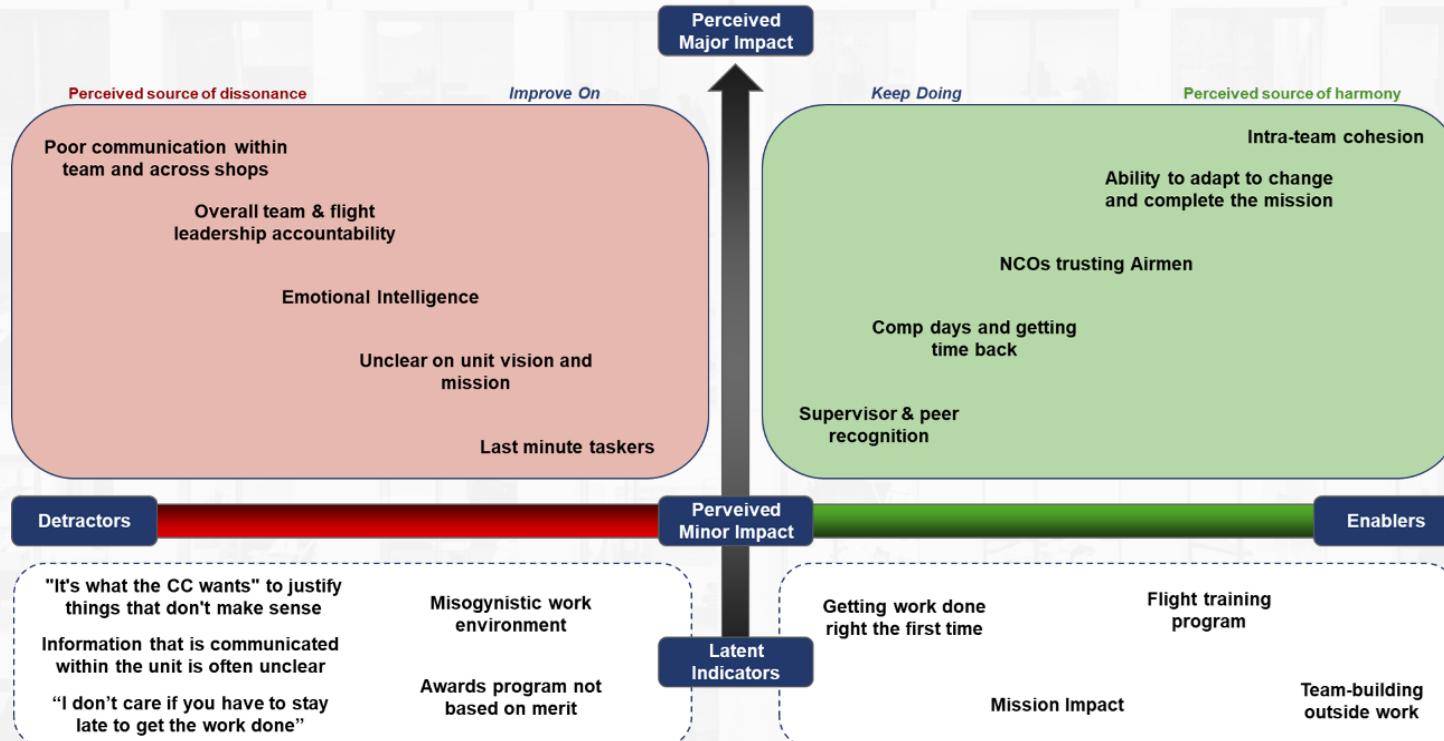
Caring

Warm, sincere, and relational

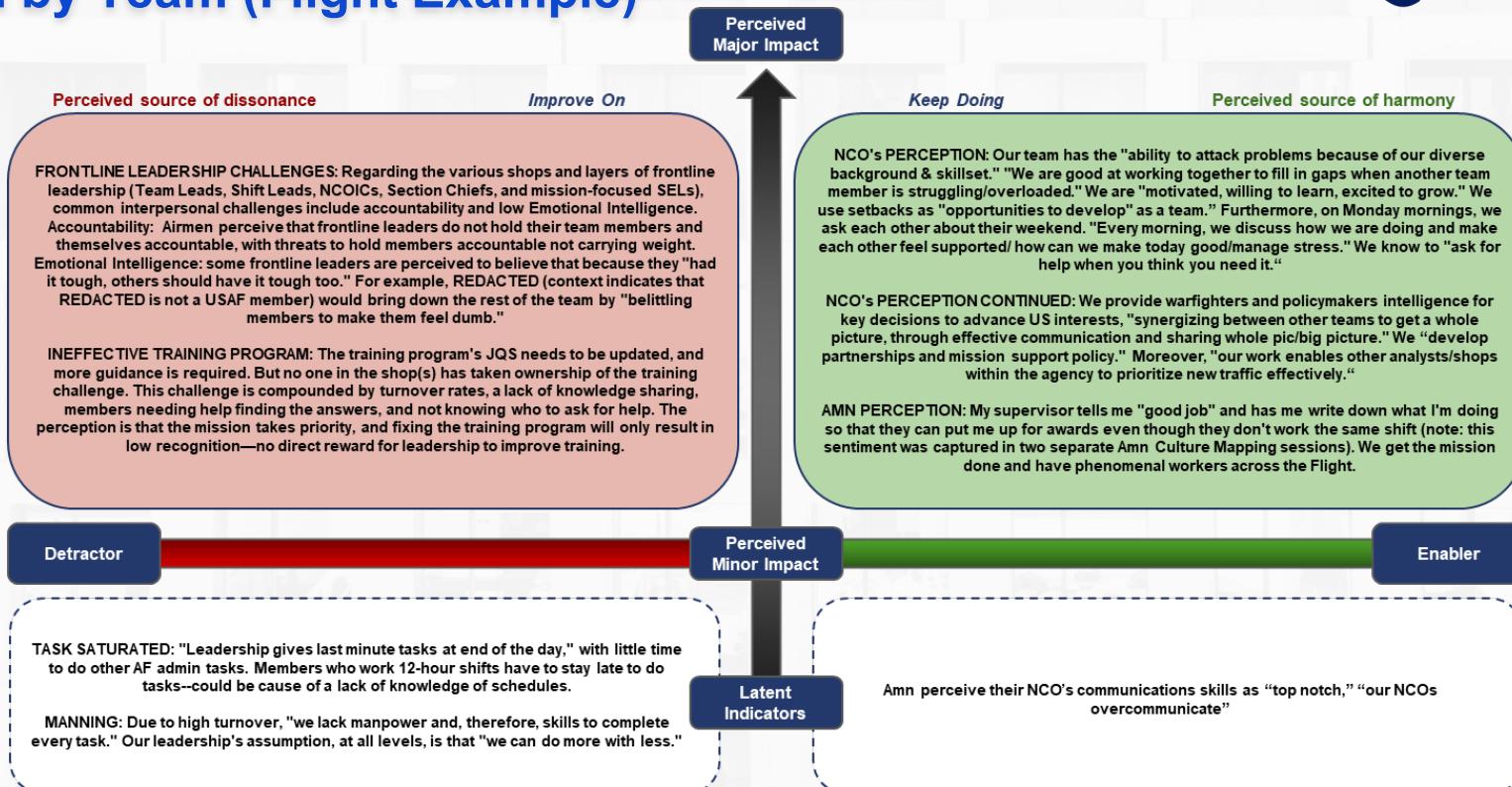
Collaboration

Purpose driven, idealistic, and tolerant

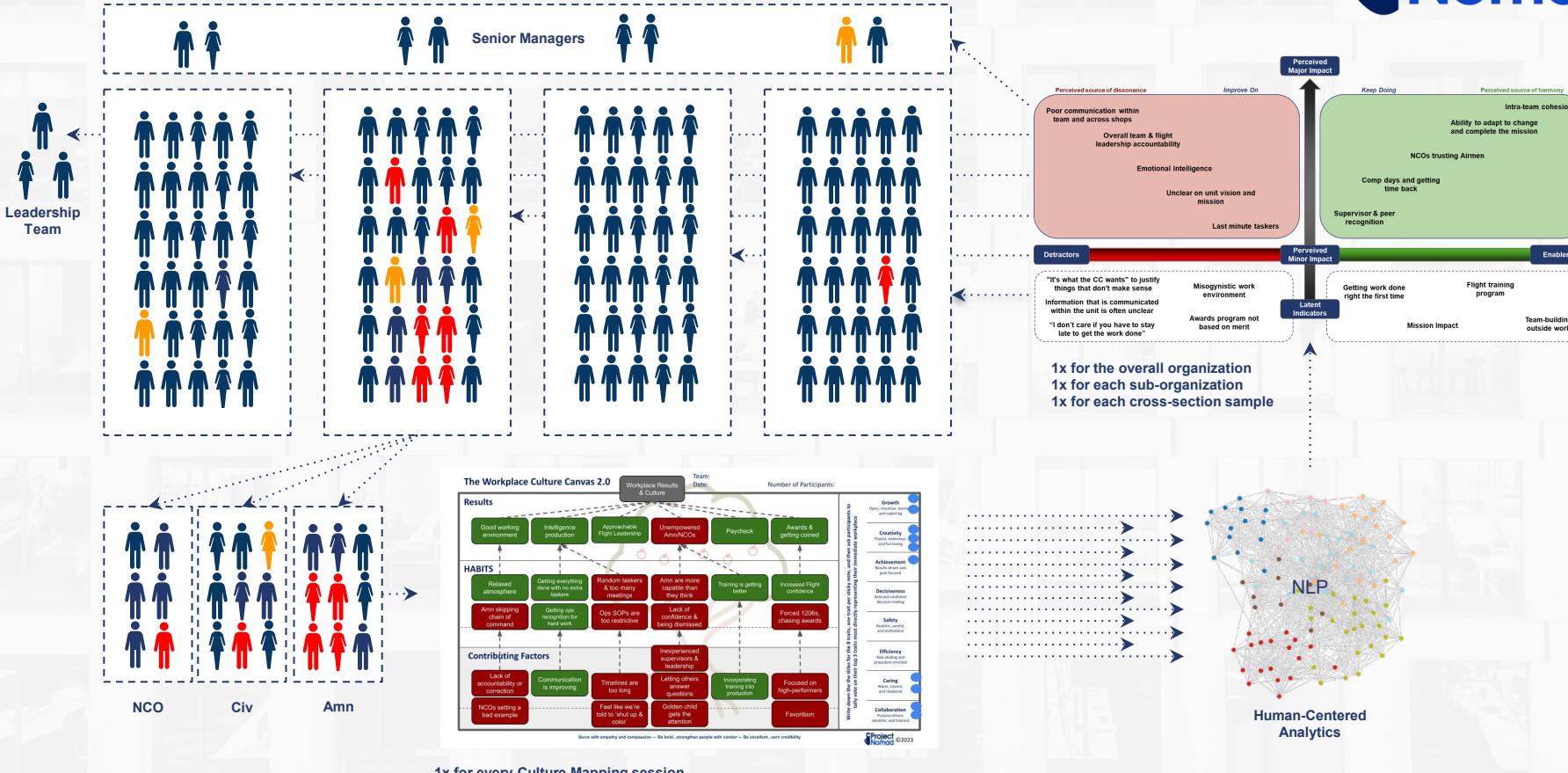
Prioritizing Tangible, Tactical-Level Targets by Impact



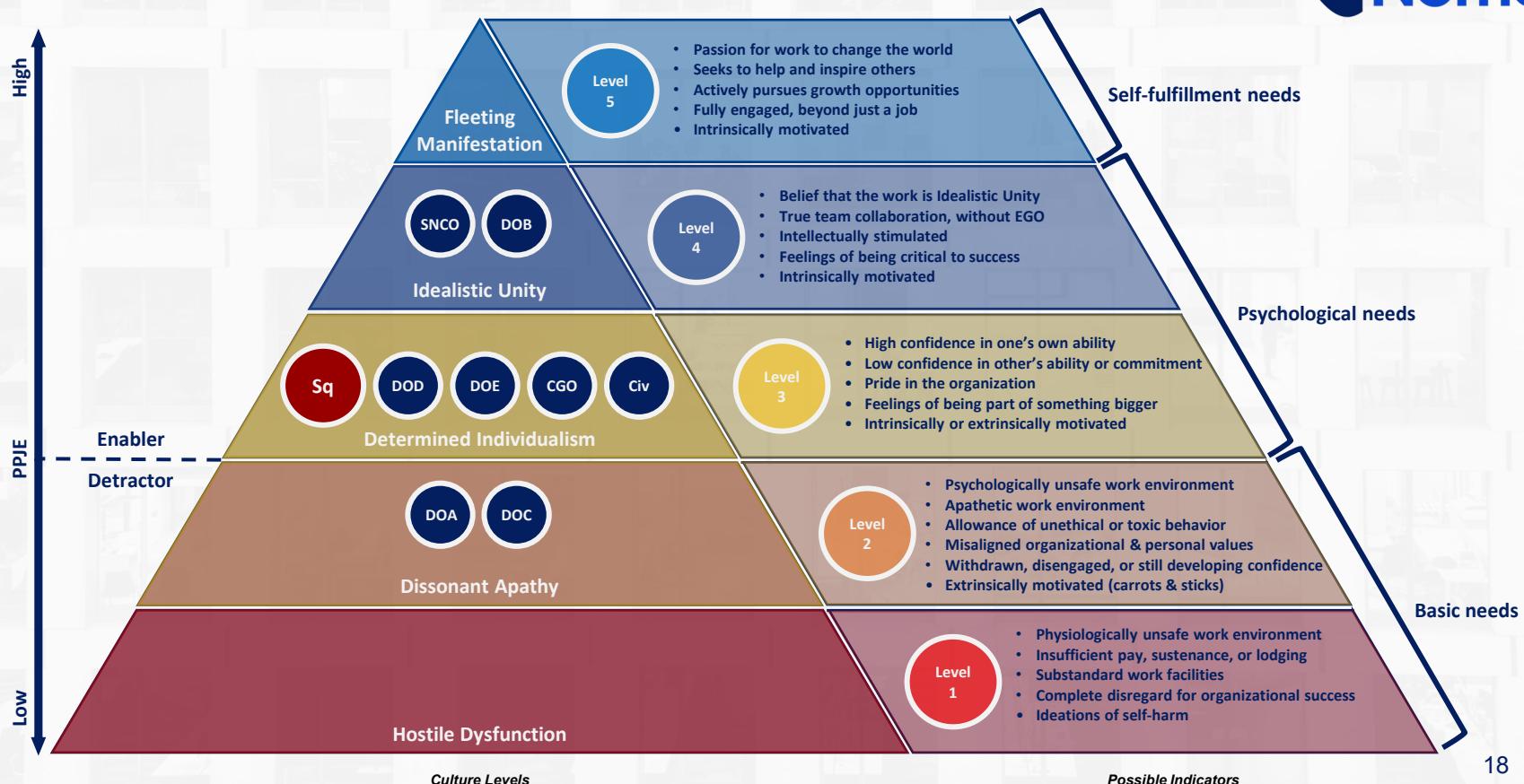
Prioritizing Tangible, Tactical-Level Targets by Impact and by Team (Flight Example)



Sequence of Events (Squadron Example)



Leveraging the right Strategies for each Culture Level



Culture Mapping Overview



05. Data Capture

Once the session is over, the facilitator(s):

1. Takes a picture(s) of the sticky notes
2. Runs the picture(s) through the provided Post-it Note App & export the Excel
3. Transcribe the Post-It Note Excel into the Excel template provided by your Project Nomad liaison
4. Sends the picture(s) & Excel back to your Project Nomad liaison within 24 hours of the session

01. Preparation

The organization's POC books venues for each Culture Mapping session needed to meet the specified sample size and the facilitator completes the 6-hour, virtual Culture Mapping Facilitation training



Culture Mapping Facilitation

**6-hrs of training
2-hrs of facilitation
30-min post-session**

04. Applied Design Thinking

The facilitator(s) runs the workshop while making sure all participants are engaged, are correctly following the procedures & formatting, & are mitigating groupthink. The key is to go slow

03. Session Inbrief

After all participants complete the Cultural Survey, the facilitator(s) briefs them on what Culture Mapping is, why it's important, & what to expect

02. Cultural Survey

As participants arrive at the Culture Mapping session, the facilitator(s) asks them to scan the provided QR code with their phones & take the 100% anonymous survey



The Workplace Culture Canvas 2.1

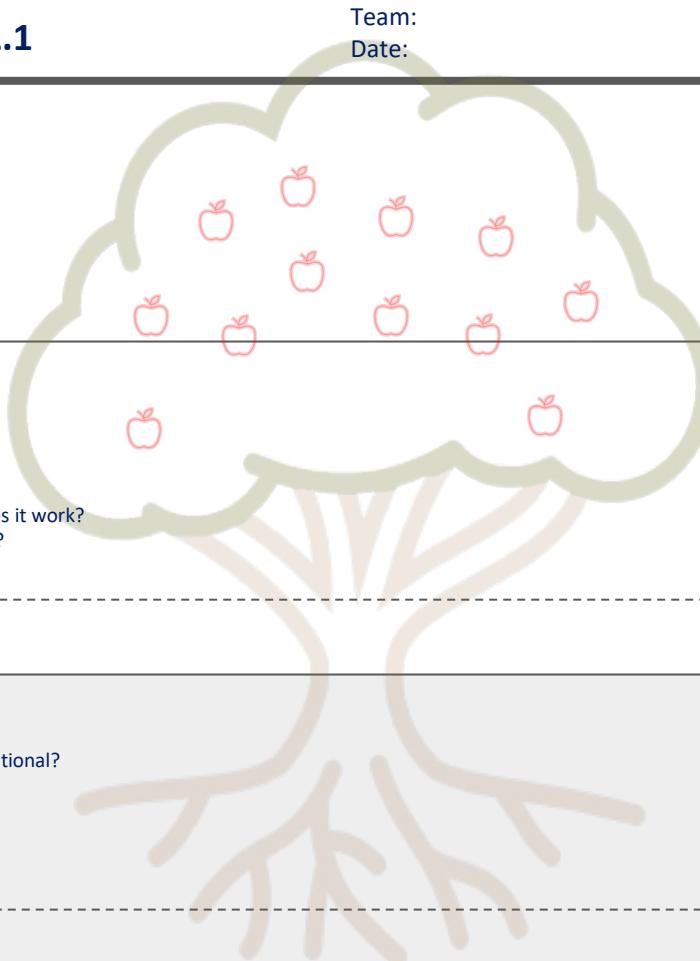
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Date:

Number of Participants:

Results

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- b. What are the results of the work we do?
- c. What is the impact of our work?
- d. How do the results of our work make us feel?
- e. When at work, what are you most concerned about?



HABITS

- f. What does a [good/bad] day look like?
- g. What behaviors lead to our [strengths/weaknesses]?
- h. What are the [written/unwritten] rules within our team?
- i. What is the "correct" way for handling disagreements...does it work?
- j. How does the [team/leaders] handle challenges or failures?

w1. Why? x5 (Uncover the Lived Values)

Contributing Factors

- k. How are members rewarded for their behaviors...is it intentional?
- l. What do leaders say or do to allow these behaviors?
- m. What assumptions do leaders have?
- n. At what level does the root cause reside?
- o. What would happen if we changed our behaviors?

z1. Why? x5 (Explore the Underlying Beliefs)

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Creativity
Playful, instinctive, and fun loving

Achievement
Results driven and goal focused

Decisiveness
Bold and confident decision-making

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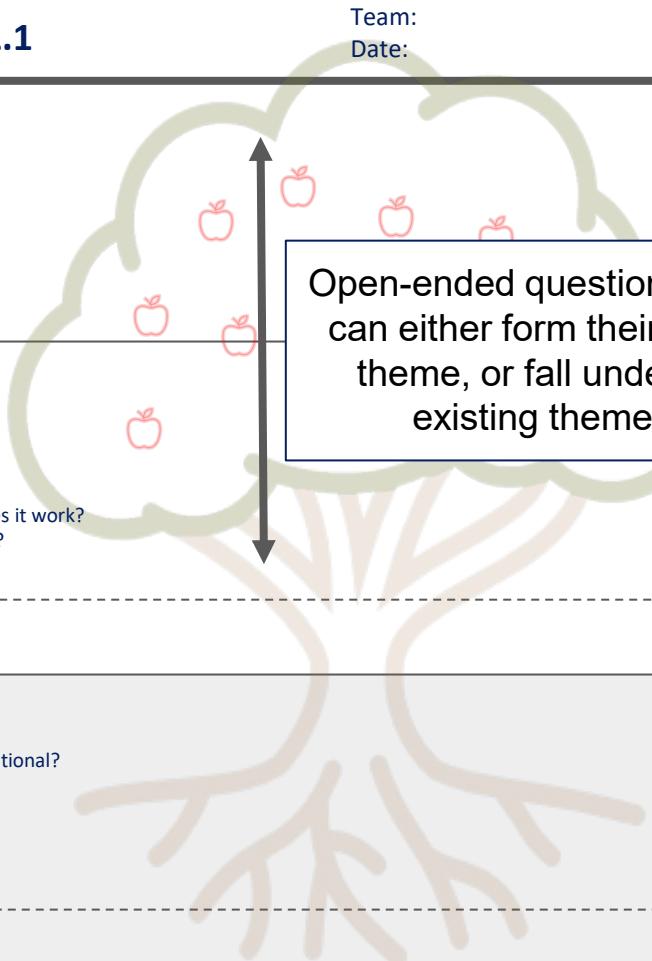
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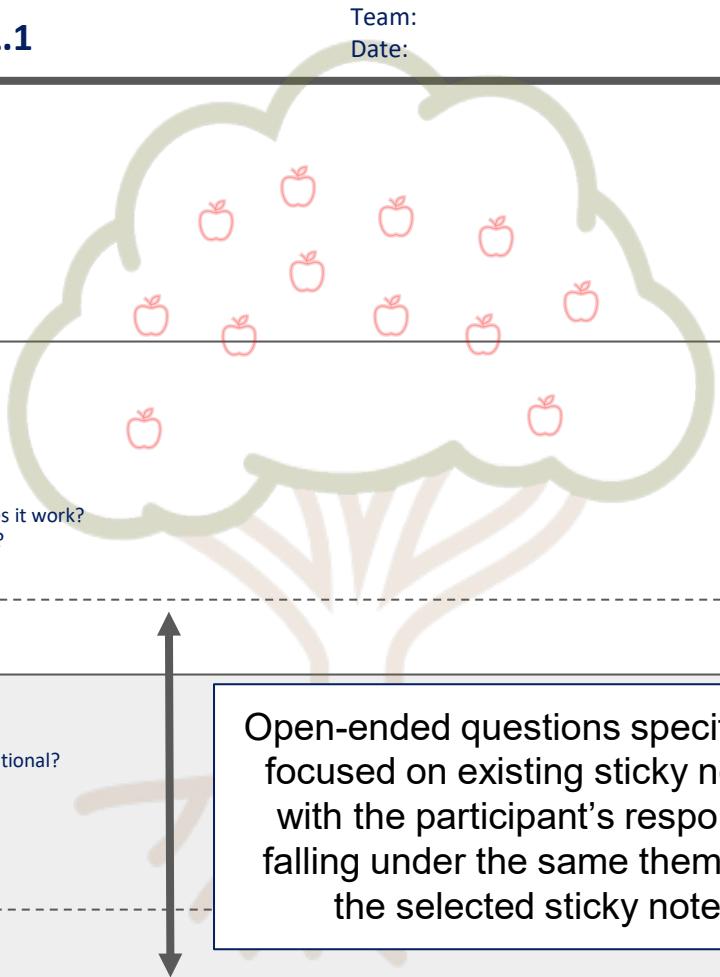
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Open-ended questions specifically focused on existing sticky notes with the participant's response falling under the same theme as the selected sticky note

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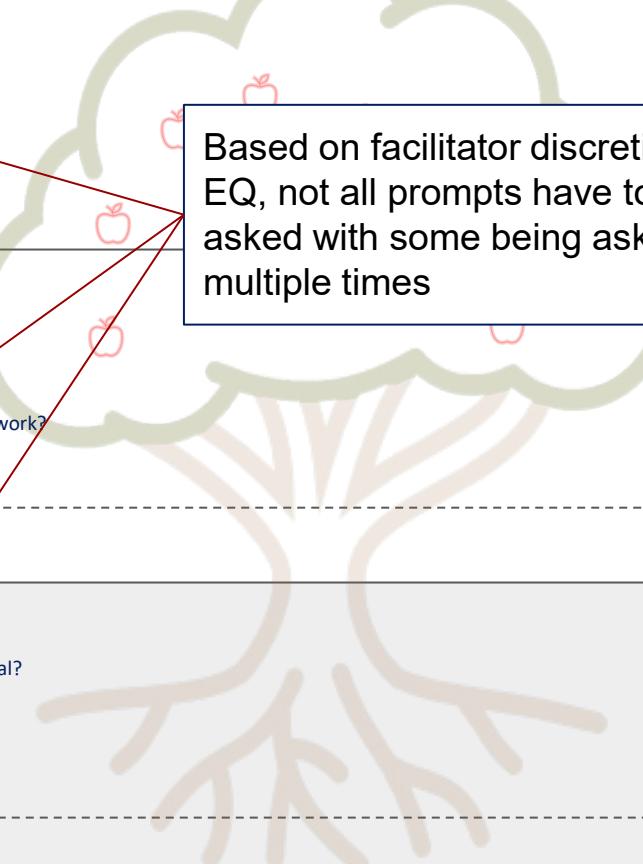
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Based on facilitator discretion & EQ, not all prompts have to be asked with some being asked multiple times



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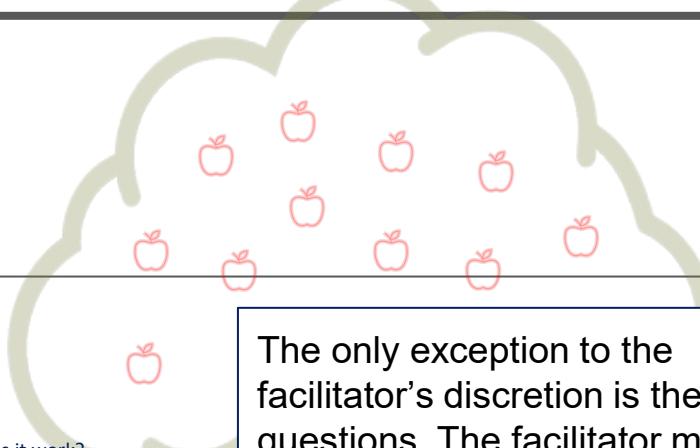
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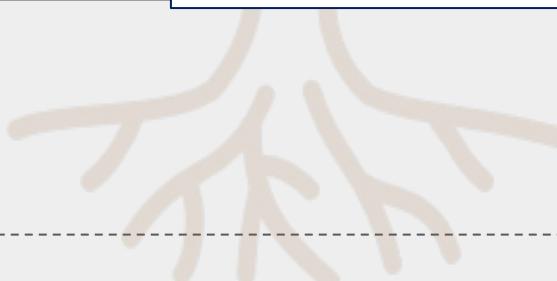
w1. Why? x5 (Uncover the Lived Values)

The only exception to the facilitator's discretion is the "why" questions. The facilitator must ask 'why' in regard to existing sticky notes a minimum of 5 times total (not per sticky) before proceeding

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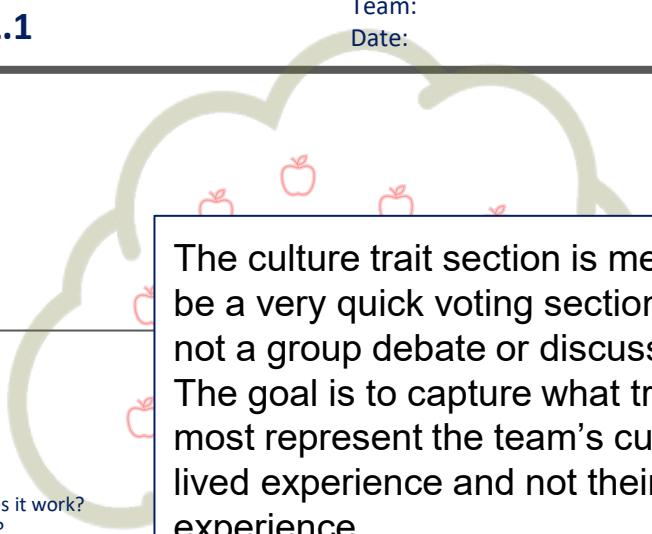
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The culture trait section is meant to be a very quick voting section and not a group debate or discussion. The goal is to capture what traits most represent the team's current lived experience and not their ideal experience.



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JOB

Job Proficiency

Demonstrates knowledge and professional skill in assigned duties, achieving positive results and impact in support of the mission.

INC

Inclusion and Teamwork

Collaborates effectively with others to achieve an inclusive climate in pursuit of a common goal or to complete a task or mission.

STE

Stewardship

Demonstrates responsible management of assigned resources, which may include time, equipment, people, funds and/or facilities.

DEC

Decision-Making

Makes well-informed, effective and timely decisions under one's control that weigh constraints, risks, and benefits.

INI

Initiative

Assesses and takes independent or directed action to complete a task or mission that influences the mission or organization.

EMO

Emotional Intelligence

Exercises self-awareness, manages their own emotions effectively; demonstrates an understanding of others' emotions, and appropriately manages relationships.

ACC

Accountability

Takes responsibility for the actions and behaviors of self and/or team; demonstrates reliability and transparency.

INN

Innovation

Thinks creatively about different ways to solve problems, implements improvements and demonstrates calculated risk-taking.

ADA

Adaptability

Adjusts to changing conditions, to include plans, information, processes, requirements and obstacles in accomplishing the mission

COM

Communication

Articulates information in a clear and timely manner, both verbally and non-verbally, through active listening and messaging tailored to the appropriate audience.

-2

-1

0

1

2

Very Negative

Neutral

Very Positive



Step 1



Step 2

Step 4



Preparation



Venue

- Quiet location that allows the use of cell phones
- Good cell phone service or wifi
- Note: Culture Mapping sessions have been held in classrooms, hallways, and even on the side of a building

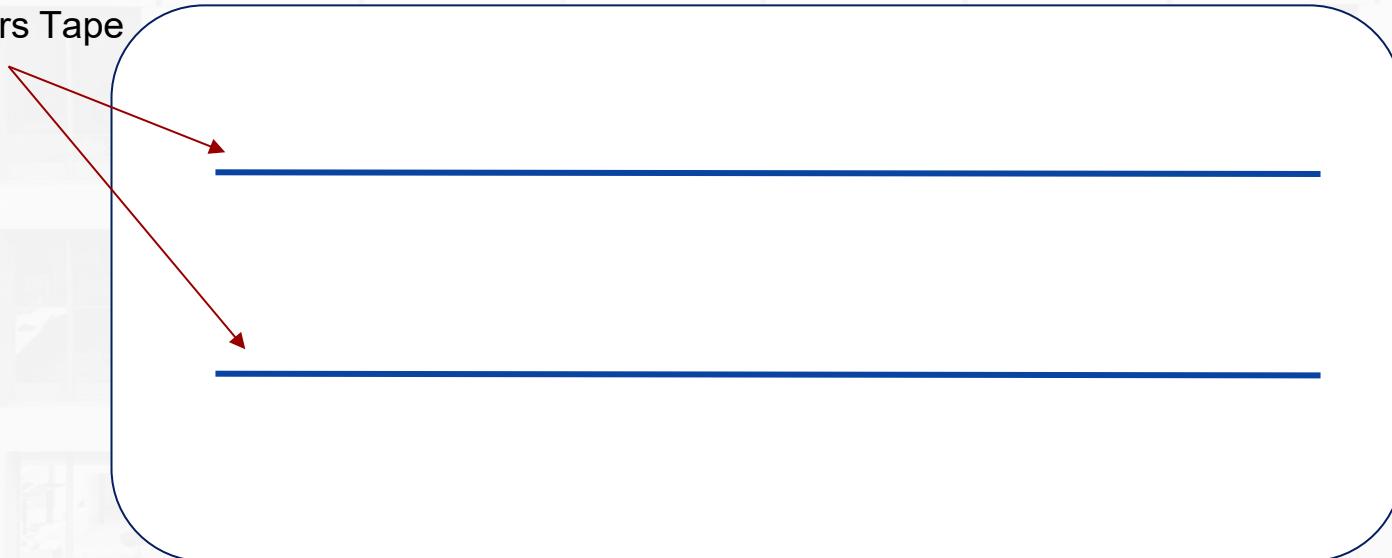
Materials

- Enough dry erase markers for each participant
- At least $\frac{1}{4}$ pad of sticky notes per participant (we recommend the Extreme Post-it Notes)
- One roll of blue painters tape
- At least one print out of the Workplace Culture Canvas 2.0
- A print out of the Participant Hand-out for each participant
- QR code for Participant Survey printed out

Setup Whiteboard or Wall Space



Painters Tape



Culture Mapping Facilitation

Pre-Survey



As participants arrive at the culture mapping session venue, ask them to sign the consent form, and scan the printed out QR code to take the 100% anonymous survey.

Note: Ensure the venue either has good cell phone service or has wifi.

In-Brief



Once all participants complete the survey, give them the Culture Mapping session in-brief. Below is a in-brief example template.

"Welcome to your Culture Mapping session, my name is [insert name] and I will be your facilitator. Culture Mapping is a design thinking methodology used to assess an organization's culture and subcultures. The purpose of assessing your organization's culture is to determine what's attributes are helping or hindering your team's performance. The insights yielded from these sessions will be used by your leadership to identify what areas they'd like to focus on improving. With that, the interactive portion of this session is only as anonymous as the person standing next to you, so please share only what you're comfortable sharing. Likewise, I am a mandatory reporter, so if we cover anything that meets the criteria for mandatory reporting then we will end the session so that I can perform my mandated duties. So again, please share only what you're comfortable sharing. Lastly, we will be asking open-ended questions that may elicit a emotional response. If you, for any reason, need to step away from the session, that is okay. You do not have to respond to every question and we do not want to force responses from anyone, so please share only what you're comfortable sharing. What questions do you have?"

Culture Mapping Instructions



Instructions: "Let's begin the session. Everyone should have a sticky note pad, dry erase marker, and a participant handout. If you look at the participant handout, on the top right hand portion of the sheet, there is a illustration of a sticky note. This example is how we will be formatting every sticky note during the Culture Mapping session. The letter in the parentheses correlates to the prompt I'm reading from, the text is your response to my prompt, the number in the bottom left is how positive or negative your response is on a scale of -2 to 2, and the three-letter code in the bottom right is the Airmen Leadership Quality that most directly contributes to your response to the prompt."

Facilitation Flow



- **Mitigate Groupthink and keep the session moving** – if there is a disagreement, then have the members place two sticky notes.
- **Encourage Participation** – If someone is sitting quietly in a corner, try to encourage them to join or offer an idea. Ask them how they feel about what someone else said and if they agree.
- **Ask for clarification if required**

Remember: Who, What, When, Where, Why?



Ask participants for more details

Strong Level of Detail

“Our leaders do not fight for a consistent work schedule. The inconsistency causes burnout”

Moderate Level of Detail

“Our inconsistent work schedule causes burnout”

Poor Level of Detail

“Schedule causes burnout”

Unacceptable Level of Detail

“Burnout”

Results

Prompt: "Please write down '(a)' on the top left corner of your sticky note."

"Within your workplace, what are your team strengths?"

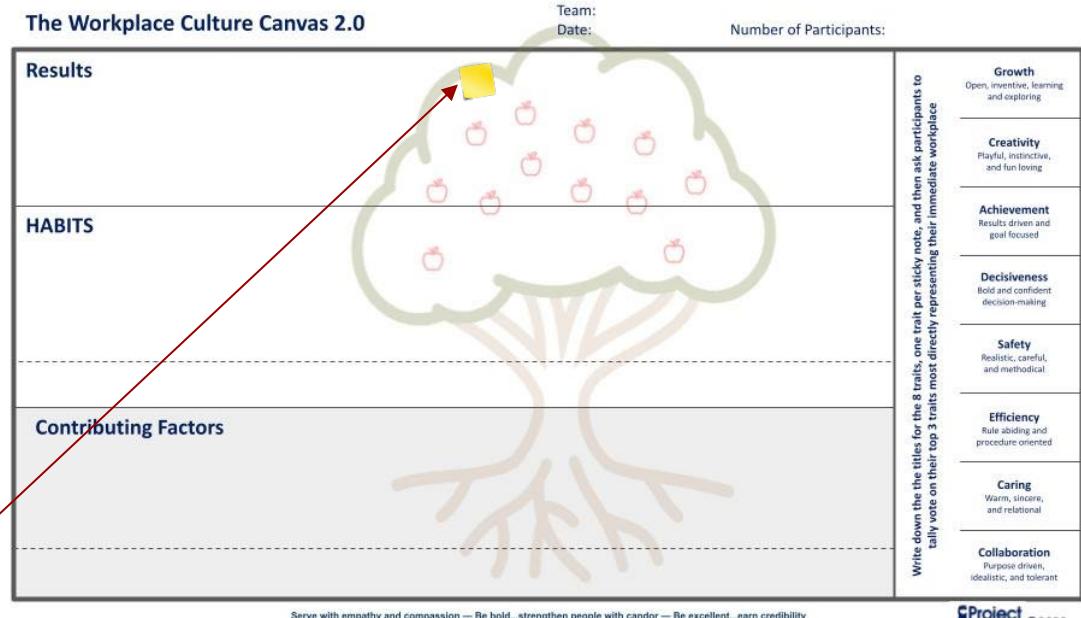


Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What Airmen Leadership Quality (ALQ) most directly contributes to this input?"

"Congratulations! This is our first sticky note, please place it anywhere within the Results row."

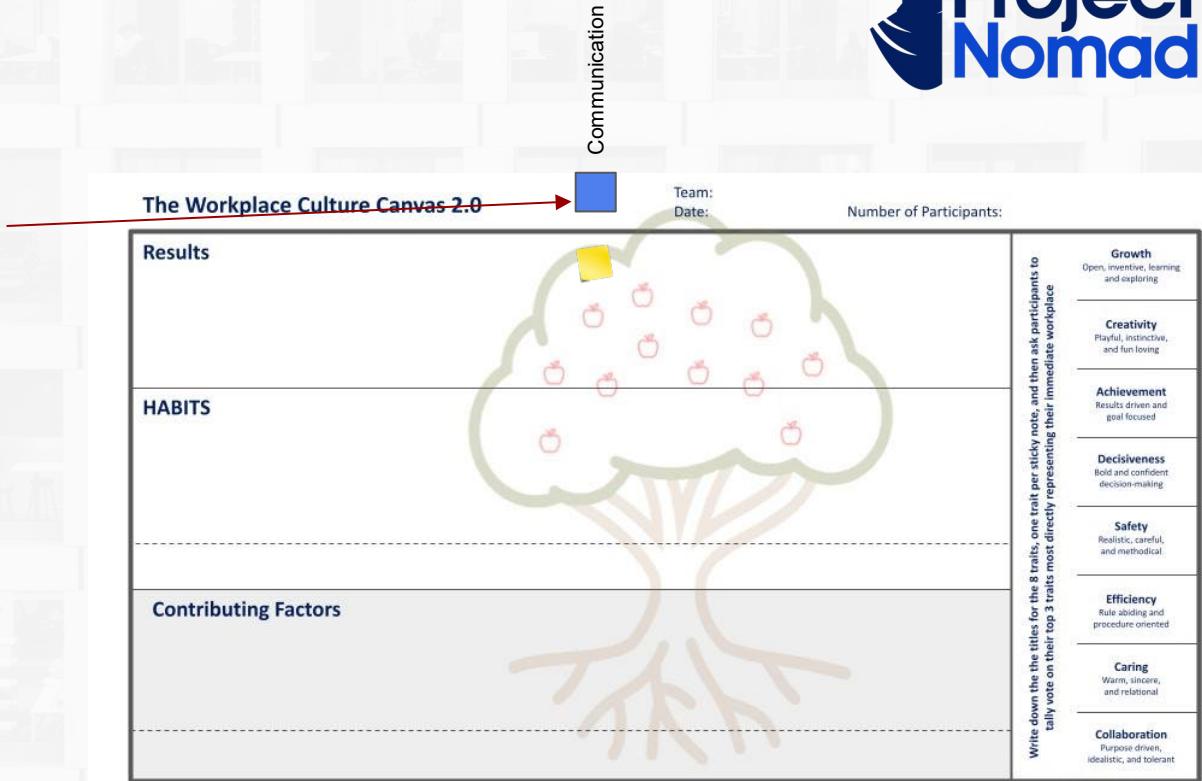
The Workplace Culture Canvas 2.0



Results

"Now that we have our first sticky note placed, what theme does this input fall within or how would we like to categorize this sticky note in one-to-two words?"

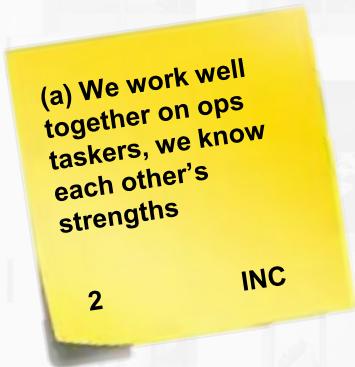
"Alright, we have labeled this theme as Communication."



Results

Prompt: "Please write down '(a)' on the top left corner of your sticky note again."

"Are there any other strengths within your workplace?"

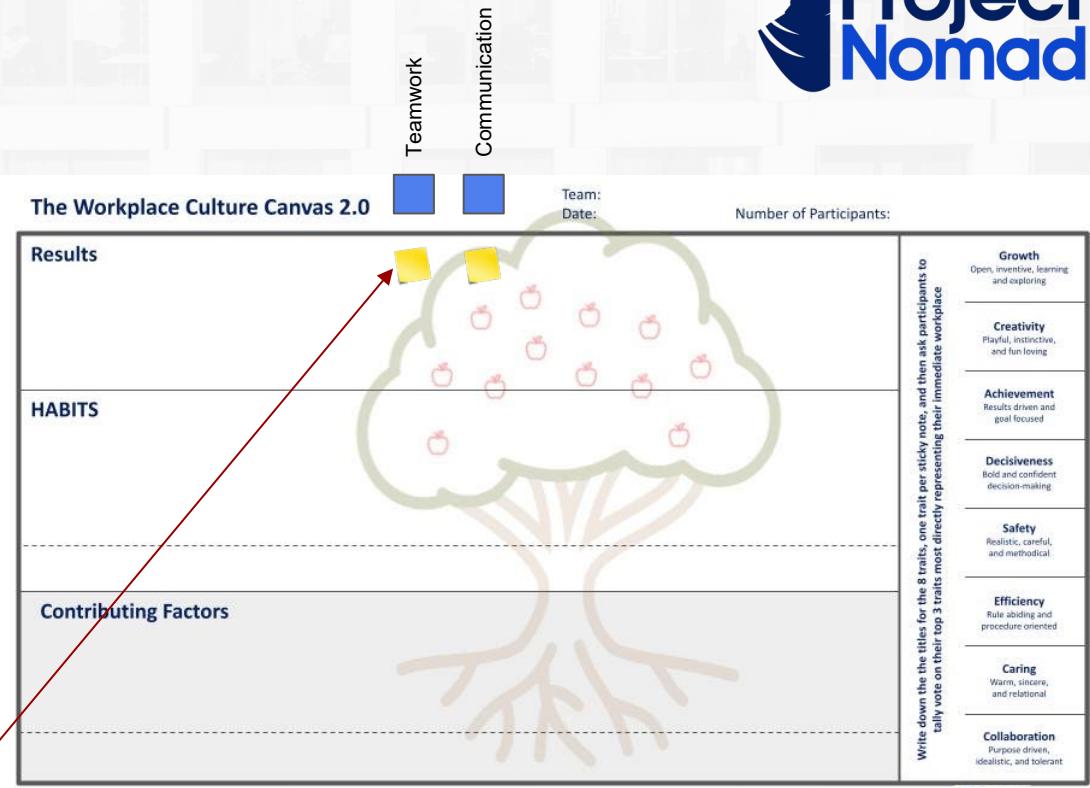


Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What Airmen Leadership Quality (ALQ) most directly contributes to this input?"

Q3: Does this input fall within an existing theme or does it form its own new theme?"

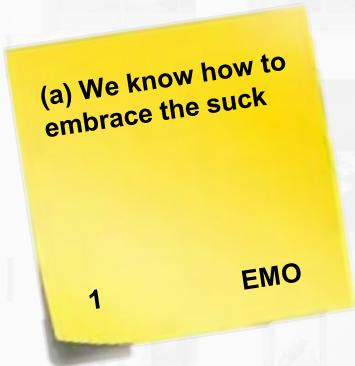
Response: "It forms its own new theme, Teamwork"



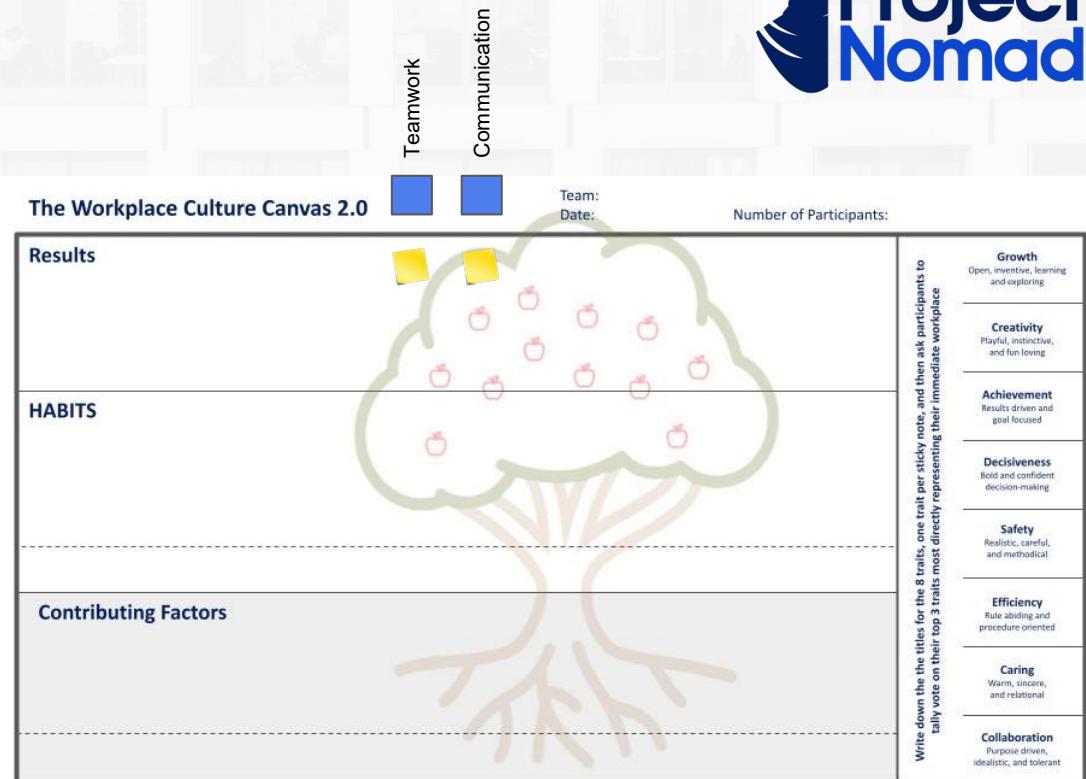
Results

Prompt: "Please write down '(a)' on the top left corner of your sticky note again."

"Are there any other strengths within your workplace?"

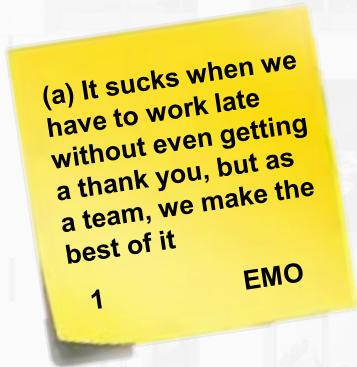


ASK FOR MORE DETAILS



Results

Ask For More Details: "If you're comfortable sharing, how would you define "The Suck" and when or how often does it occur?"

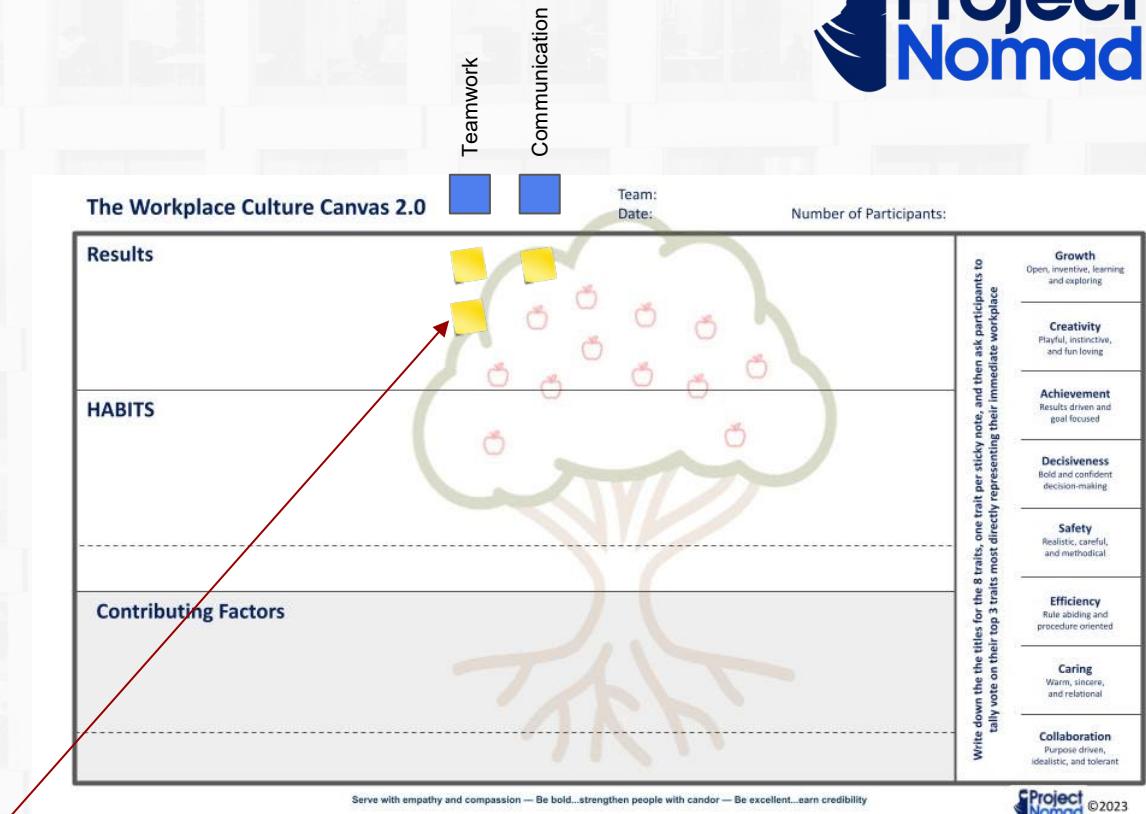


"Thank you for sharing"

Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What Airmen Leadership Quality (ALQ) most directly contributes to this input?"

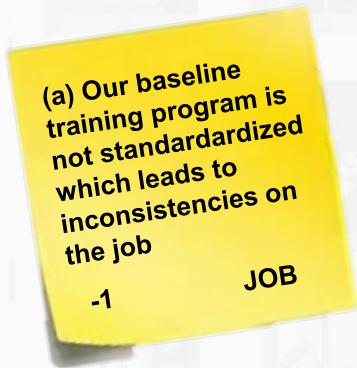
Q3: Does this input fall within an existing theme or does it form its own new theme?"



Results

Prompt: "Please write down '(a)' on the top left corner of your sticky note again."

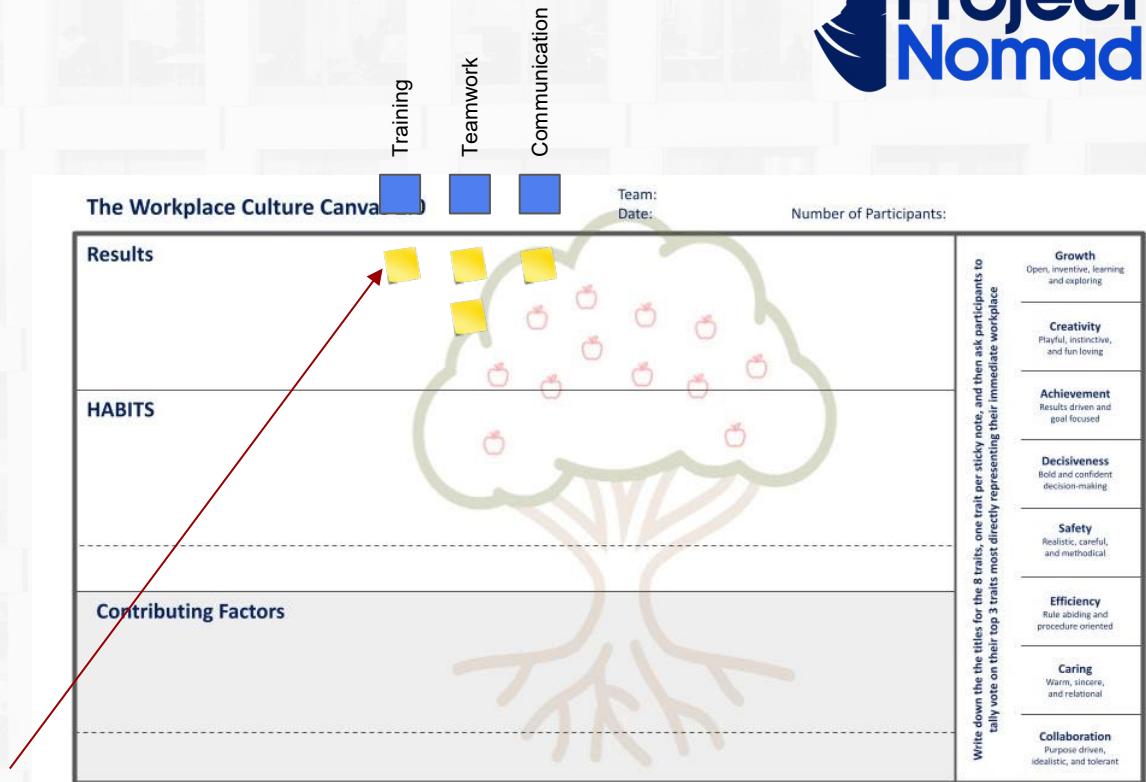
"What are our team weaknesses? What areas do we struggle with?"



Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What ALQ most directly contributes to this input?"

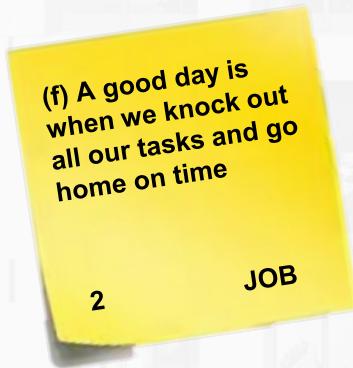
Q3: Does this input fall within an existing theme or does it form its own new theme?"



HABITS

Prompt: "Please write down '(f)' on the top left corner of your sticky note."

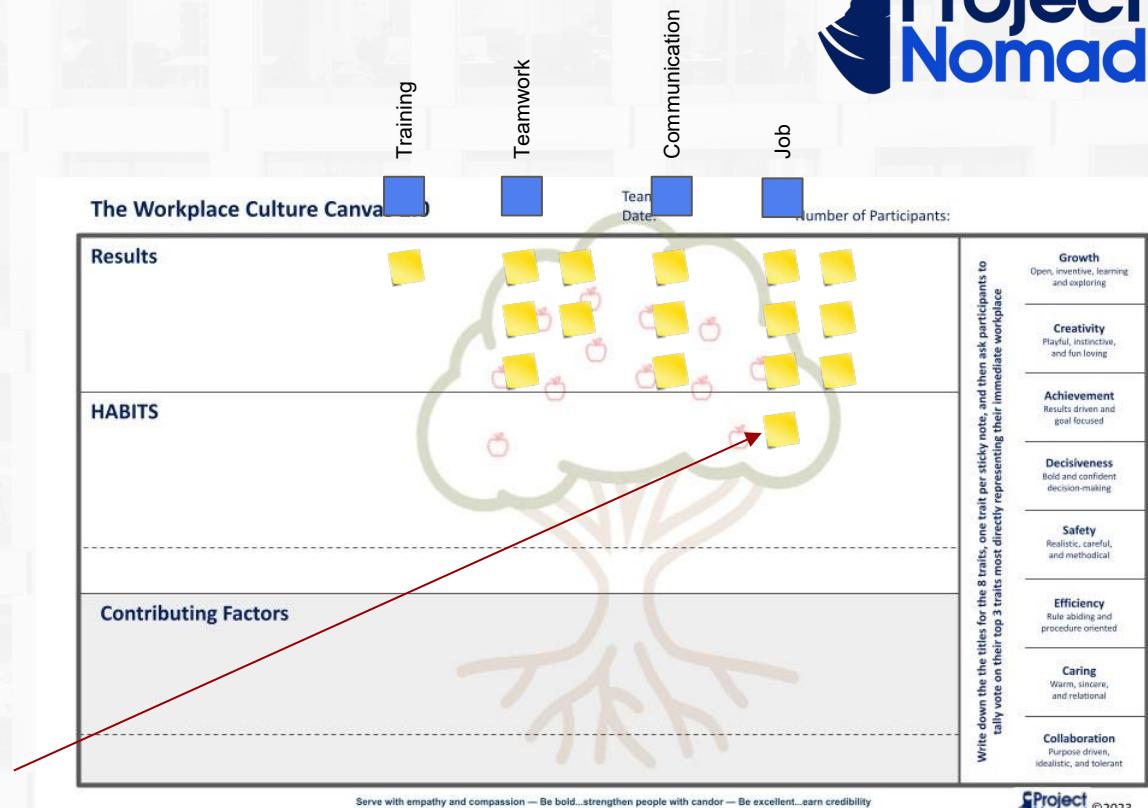
"When we come into work, what does a good day look like?"



Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What ALQ most directly contributes to this input?"

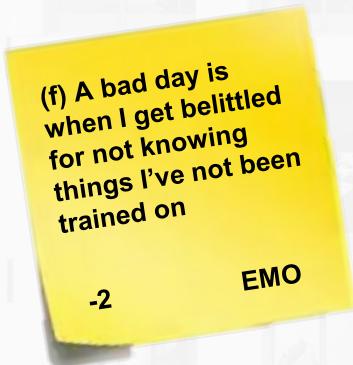
Q3: Does this input fall within an existing theme or does it form its own new theme?"



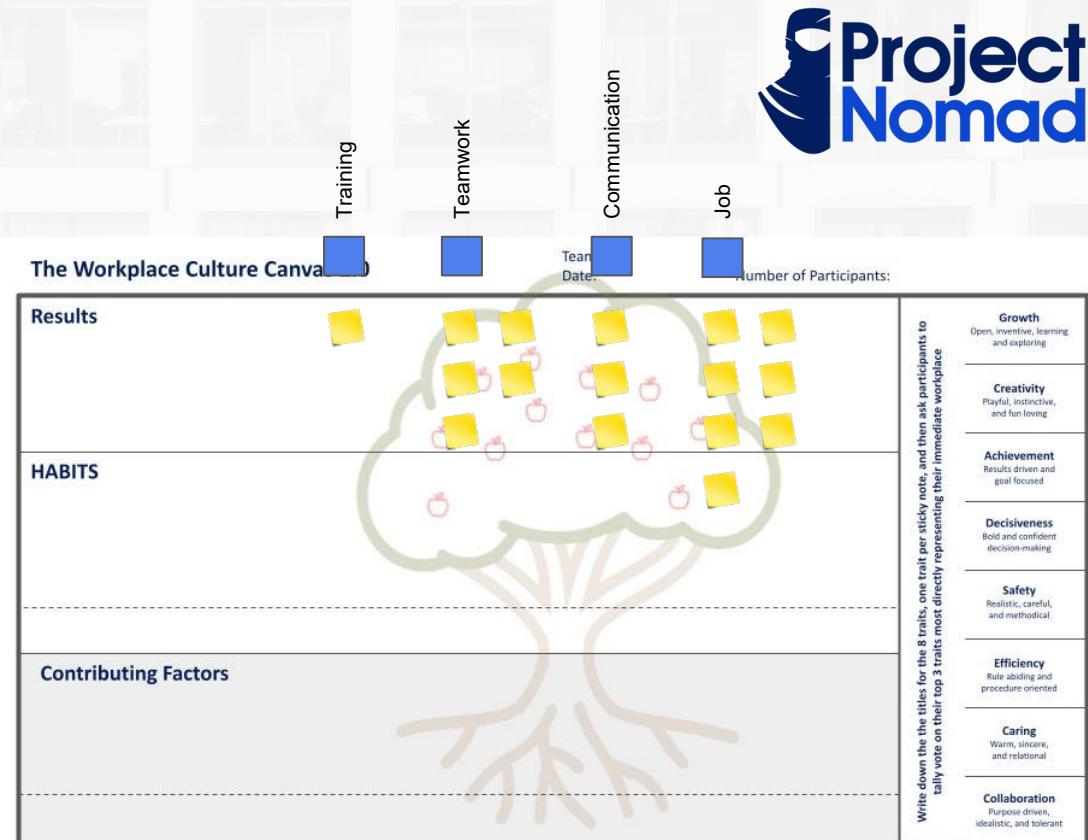
HABITS

Prompt: "Please write down '(f)' on the top left corner of your sticky note again."

"When we come into work, what does a bad day look like?"

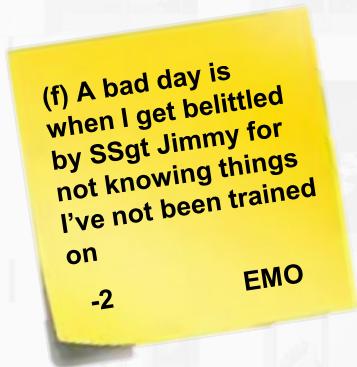


ASK FOR MORE DETAILS



HABITS

Ask For More Details: "If you're comfortable sharing, who does the belittling come from?"

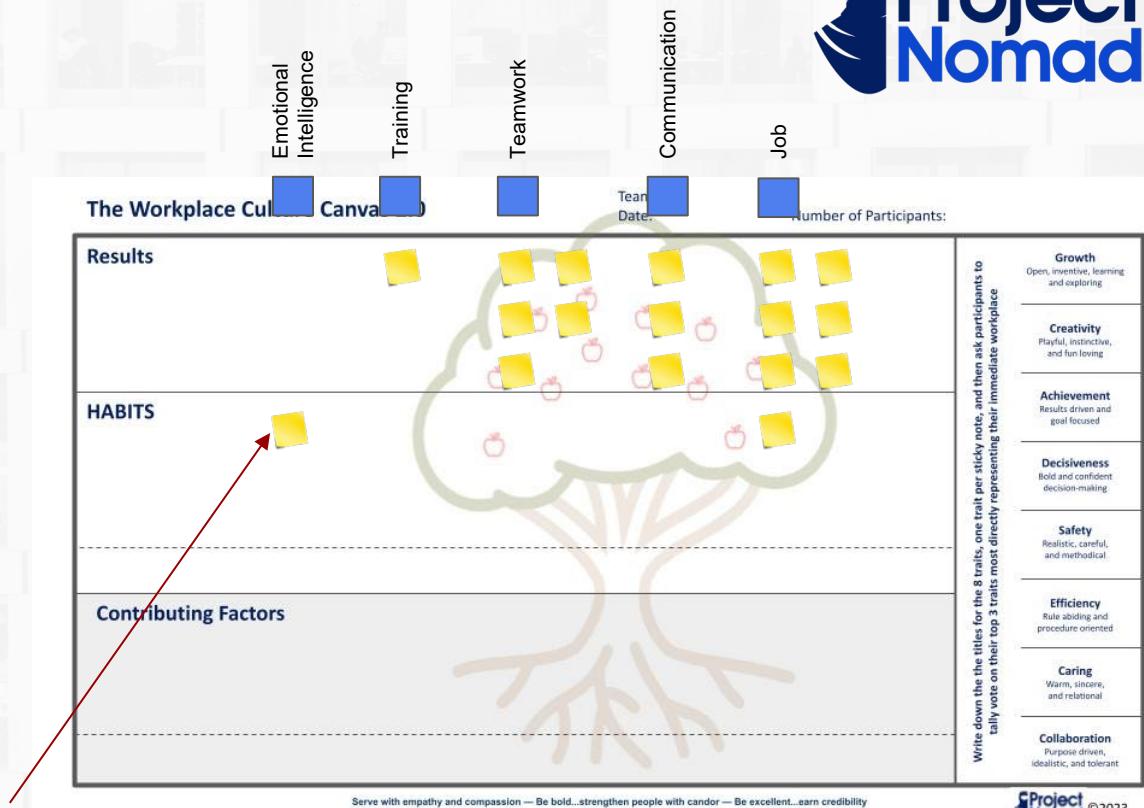


"Thank you for sharing"

Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What ALQ most directly contributes to this input?"

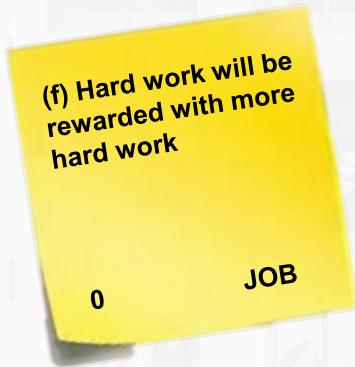
Q3: Does this input fall within an existing theme or does it form its own new theme?"



HABITS

Prompt: "Please write down '(f)' on the top left corner of your sticky note again."

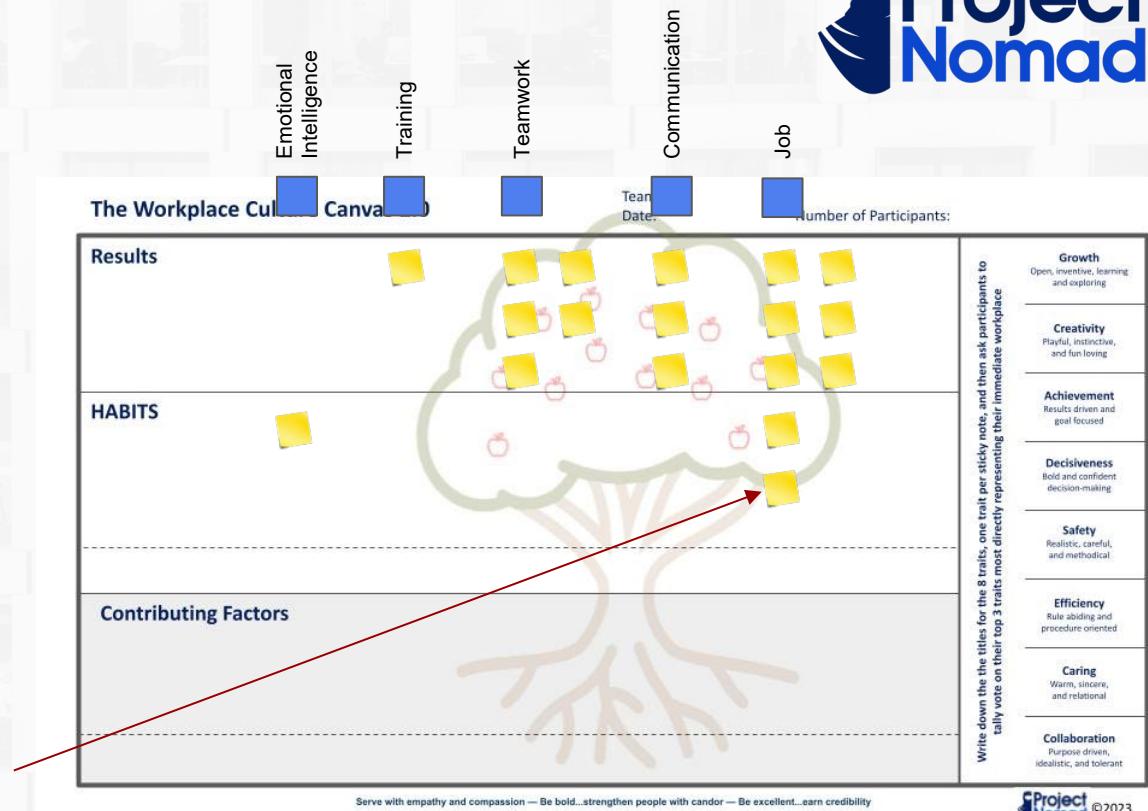
"What are the unwritten rules within the team?"



Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What ALQ most directly contributes to this input?"

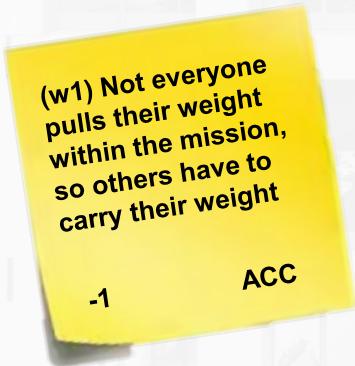
Q3: Does this input fall within an existing theme or does it form its own new theme?"



HABITS

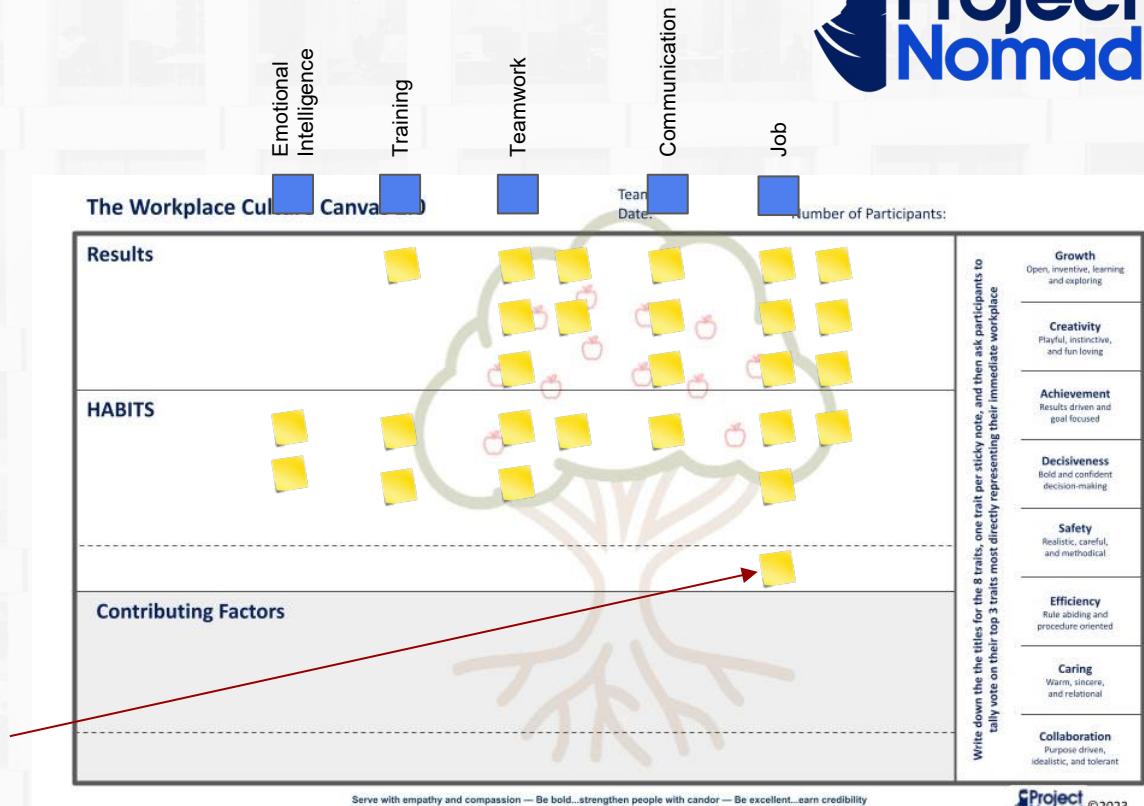
Prompt: "Please write down '(w1)' on the top left corner of your sticky note."

"Why does hard work get rewarded with more hard work?"



Q1: "On a scale of -2 to 2, how positive or negative is this input?"

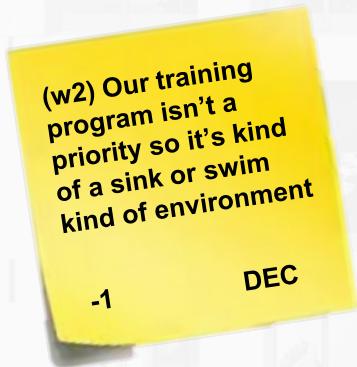
Q2: "What ALQ most directly contributes to this input?"



HABITS

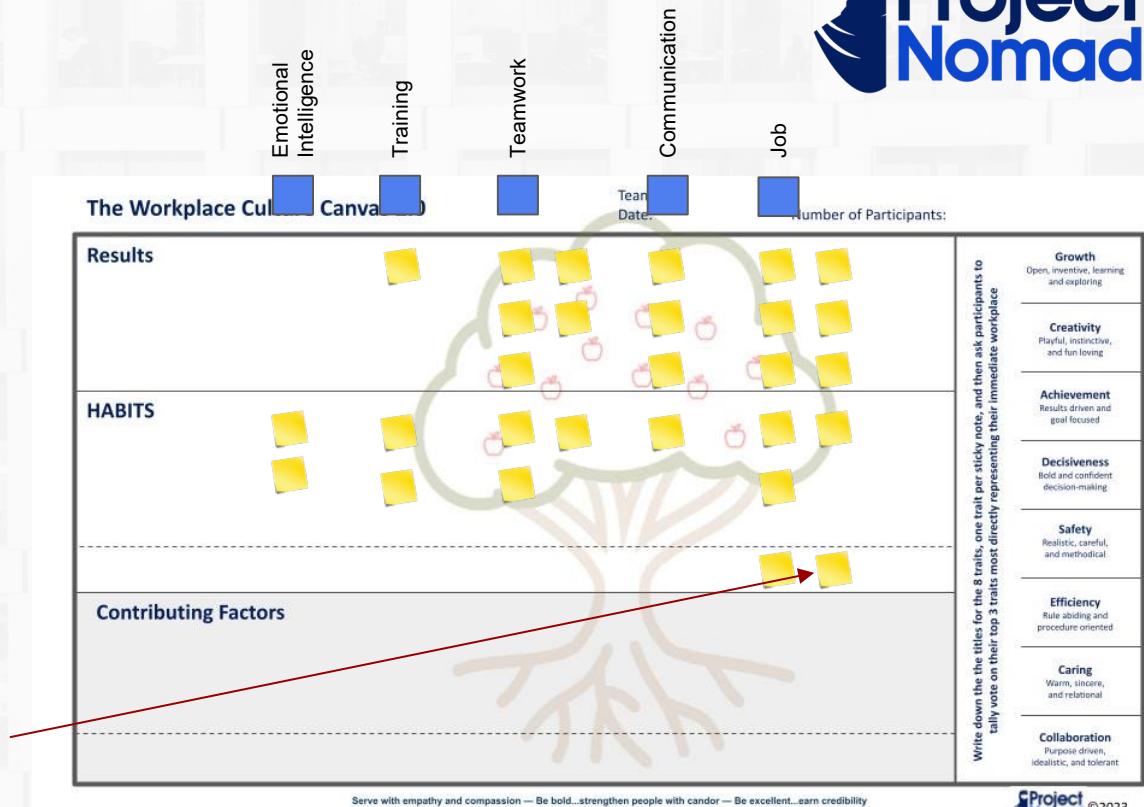
Prompt: "Please write down '(w2)' on the top left corner of your sticky note."

"Why do some members not pull their weight?"



Q1: "On a scale of -2 to 2, how positive or negative is this input?"

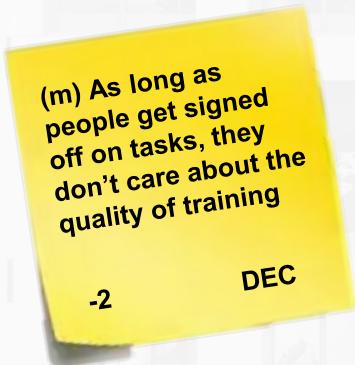
Q2: "What ALQ most directly contributes to this input?"



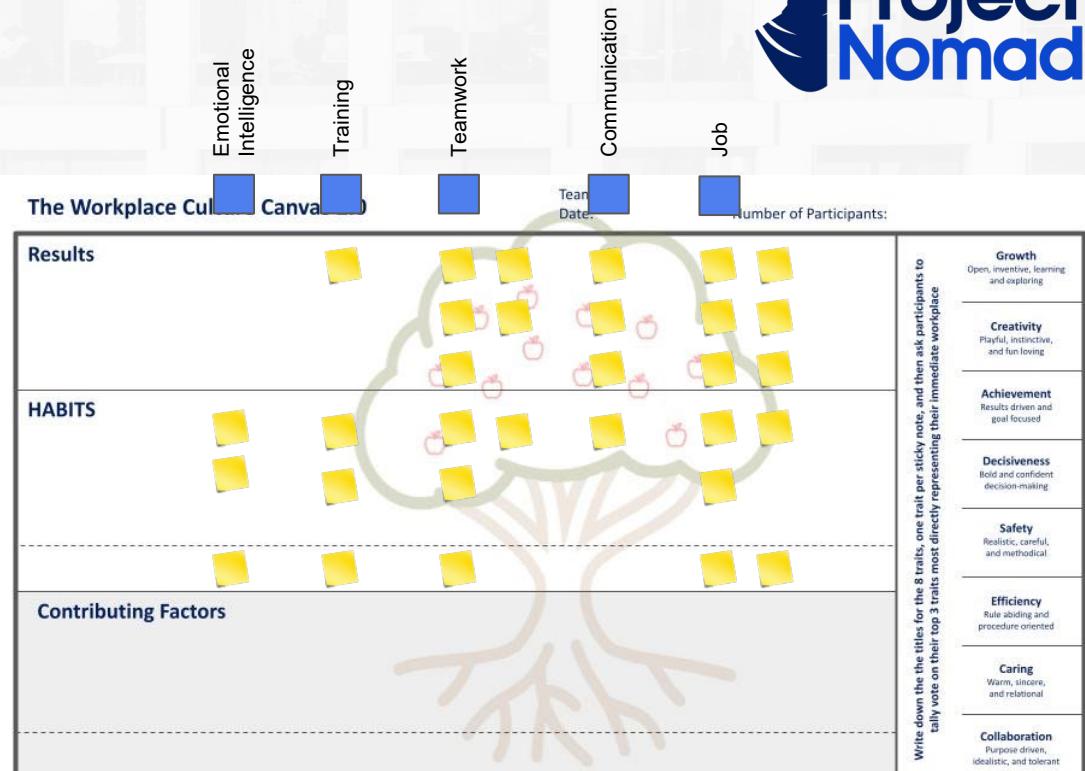
Contributing Factors

Prompt: "Please write down '(m)' on the top left corner of your sticky note."

"What assumptions do leaders have about the training program?"

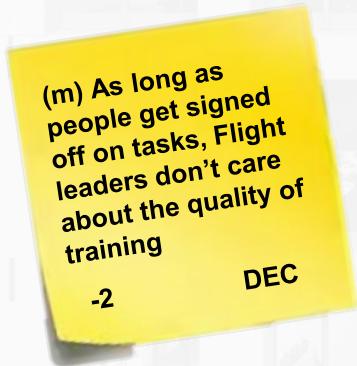


ASK FOR MORE DETAILS



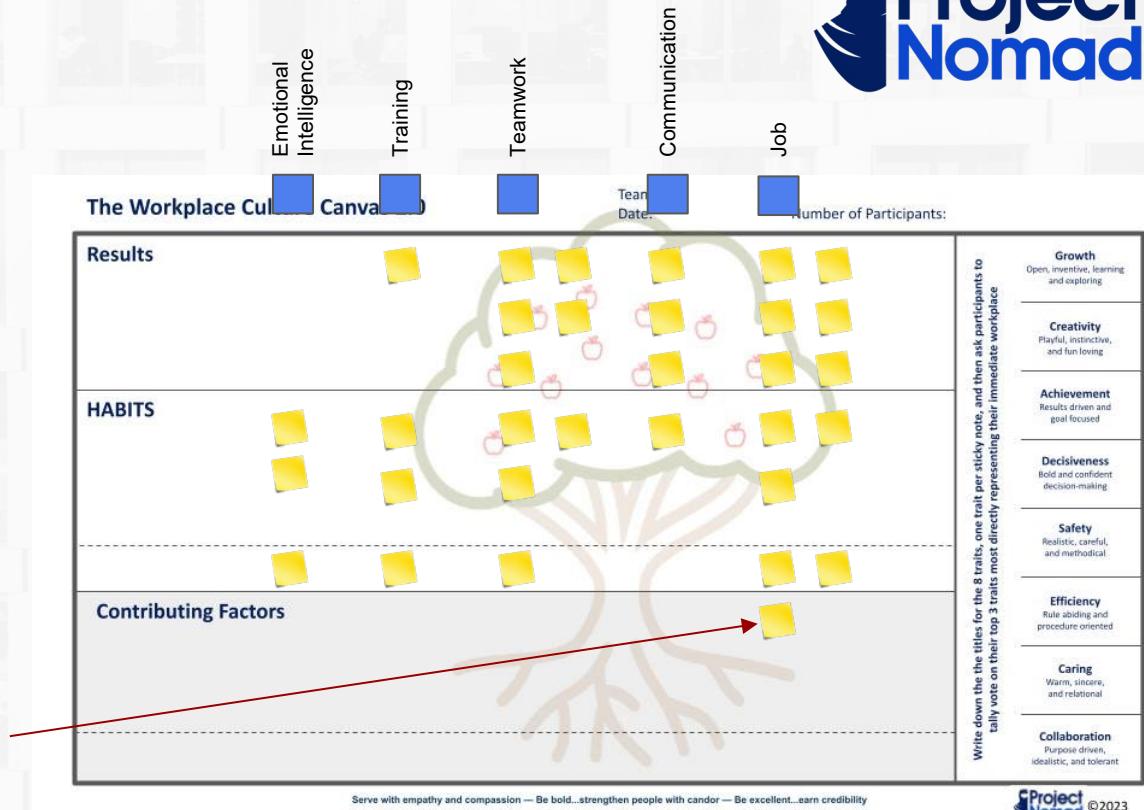
Contributing Factors

Ask For More Details: "At what level or levels of leadership are they only caring about tasks getting signed off?"



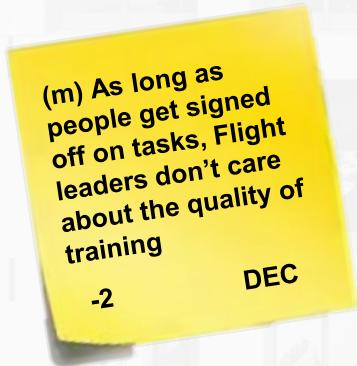
Q1: "On a scale of -2 to 2, how positive or negative is this input?"

Q2: "What ALQ most directly contributes to this input?"



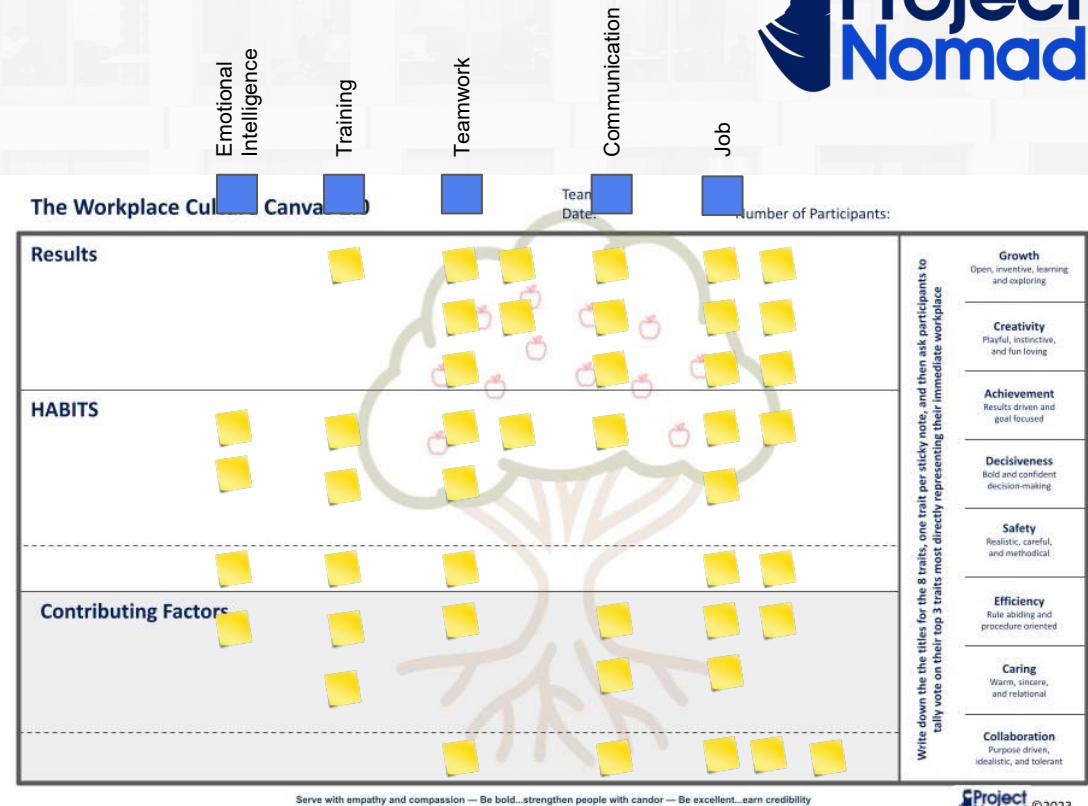
Contributing Factors

Ask For More Details: "At what level or levels of leadership are they only caring about tasks getting signed off?"



Q1: "On a scale of -2 to 2, how positive or negative is this input?

Q2: "What ALQ most directly contributes to this input?"



Culture Type Flow



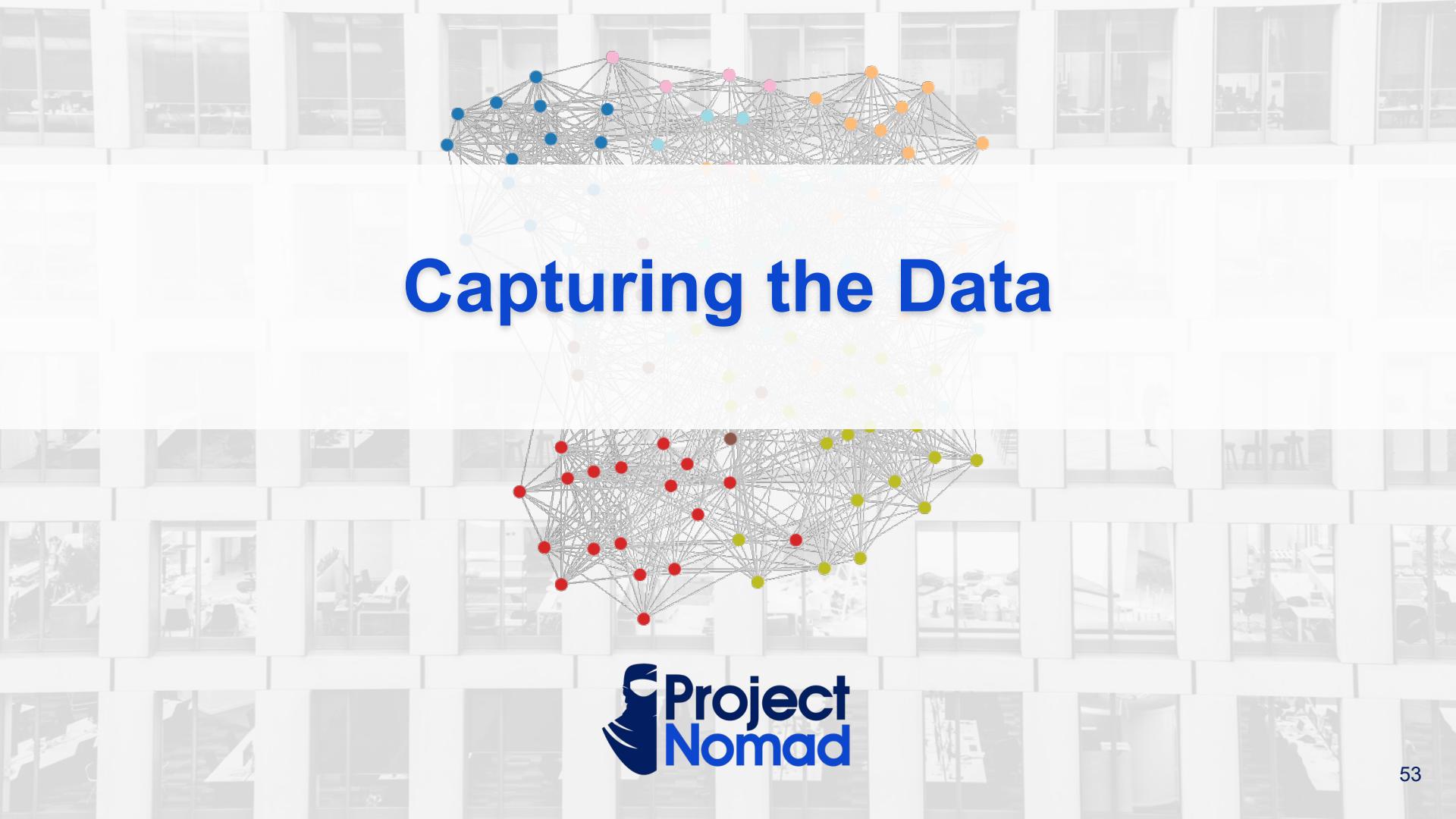
“Looking at the 8 traits on these sticky notes, think about the top 3 that best represent the lived experience within your immediate team.”

“Over the next 3 minutes, please tally vote directly onto these sticky notes for the top 3 traits best representing the lived experience within your immediate team.”

Facilitation Recommendations



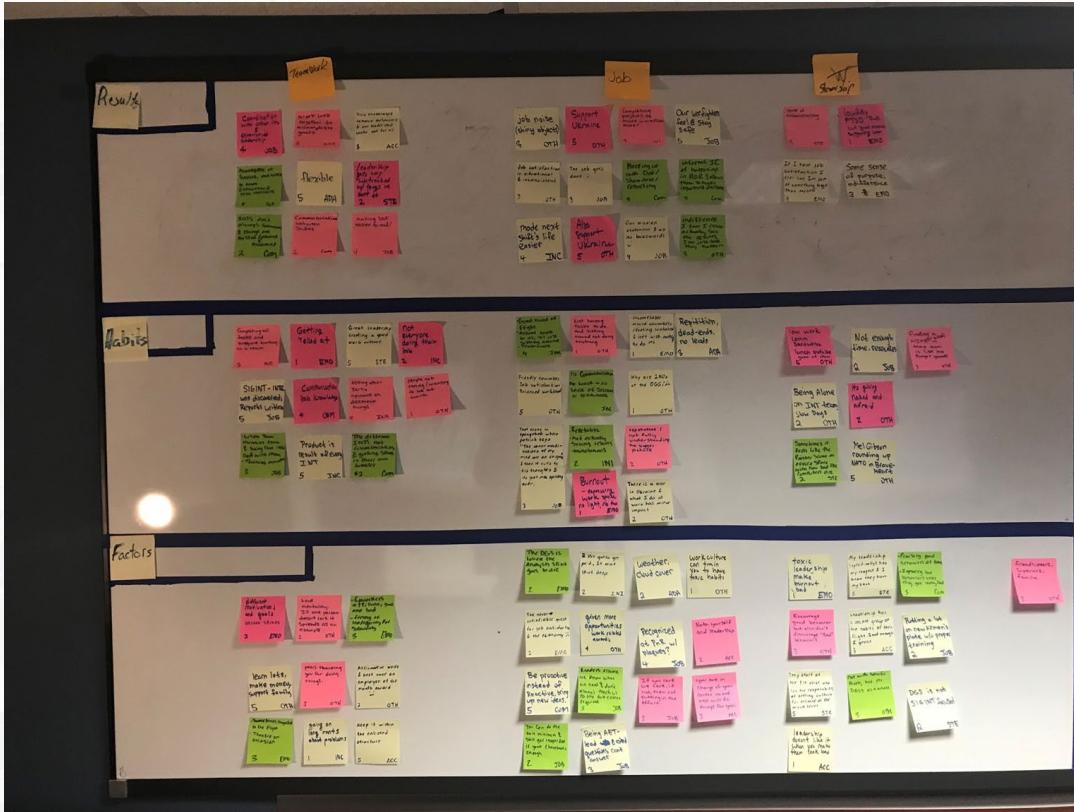
- Go slow, focus on one sticky note at a time, have the participant read their sticky note out loud, and allow for 30-60 seconds of cross-discussion
- Don't worry if a participant response to a HABIT prompt is technically a Result, what matters is getting the participants to open up and share
- The first time you facilitate, follow the flow outlined in this guide, but once you start getting comfortable with the process, feel free to deviate and formulate your own style. **But remember**, the goal is to capture the cultural artifacts, lived values, and underlying beliefs



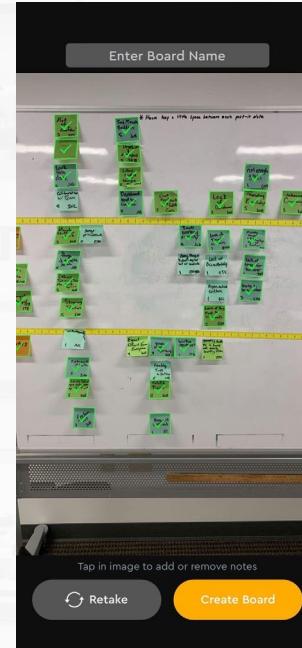
Capturing the Data



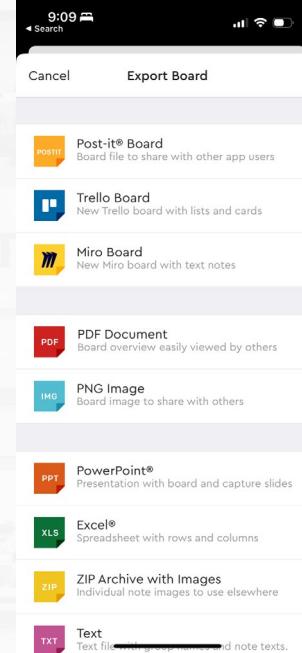
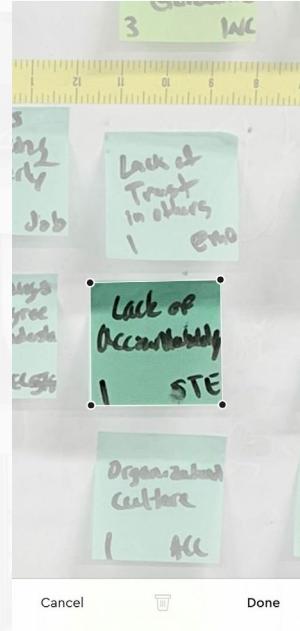
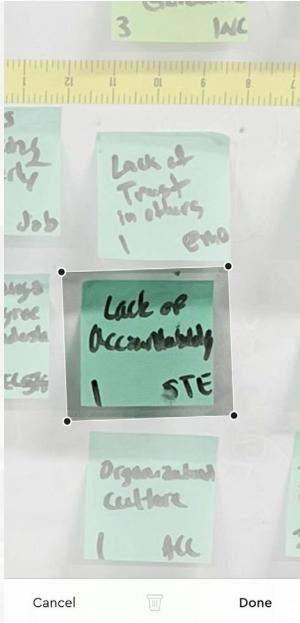
Take A Picture of the Sticky Notes



Use the Post-It Note App



Use the Post-It Note App



Transcribe the Excel



A	B
May 26, 2022	
Group A	Annotation
<p>Our team is very cohesive, willing to help each other will work or personal thys.</p> <p>5 INL</p> <p>↑ morale (this side)</p> <p>5 INL</p> <p>5 INL</p>	<p>Our team is very "Cohesive, willing to help wither wil Work or precional thys.</p>



A	B	C	D	E
1	Theme	Type of Input	Input Verbatim	ALQ
2	Leadership	Result	Continually bad leadership instant chaos	DEC ✓ -1
3	Leadership	Result	overly involved leadership	DEC ✓ -1
4	Leadership	Result	adapting to leadership change	ADA ✓ 1
5	Leadership	Result		DEC ✓ -1
6	Leadership	Result	there isn't a balance of power	JOB ✓ 0
7	Leadership	HABITS	lack of accountability people thinking they can get away with everything	ACC ✓ -2
8	Leadership	HABITS	Sam and Frodo mountain of doom	DEC ✓ -2
9	Leadership	HABITS	drinking coffee while sitting in a dumpster fire	OTF ✓ -1
10	Leadership	HABITS	not caring; negativity; lax standards	ADA ✓ 1
11	Leadership	HABITS	positivity; willing to adapt	ADA ✓ 1
12	Leadership	HABITS	sufficient training (OTF)	STE ✓ 0
13	Leadership	HABITS	toxicity, disorganized, closed minded	CON ✓ 1
14	Leadership	HABITS	leadership not being able to compromise	CON ✓ -1
15	Leadership	HABITS	lord of the rings when surron takes over	DEC ✓ -1
16	Leadership	HABITS	the office pam "they the scene pleure"	CON ✓ 0
17	Leadership	HABITS	not caring, negativity, lax standards	EMC ✓ -1
18	Leadership	HABITS	not being well informed or trained	STE ✓ -1
19	Leadership	Contributing Fact	whatever level where personal isn't actively performing the task	CON ✓ 0
20	Leadership	Contributing Fact	airmen will always be wrong	ACC ✓ -2
21	Leadership	Contributing Fact	I don't know	ACC ✓ -2
22	Leadership	Contributing Fact	not rewarded often if they are then it's a xxx thank you	ACC ✓ -1
23	Leadership	Contributing Fact	they aren't. Major lack of accountability	ACC ✓ -2
24	Leadership	Contributing Fact	people are afraid of confrontation or disciplinary actions	DEC ✓ -1
25	Leadership	Contributing Fact	don't hold anyone accountable for bad behavior / don't reward good behavior constantly	ACC ✓ -1
26	Leadership	Contributing Fact	leadership not holding anyone accountable for bad behavior and not rewarding fro good	ACC ✓ -2
27	Leadership	Contributing Fact	allows low standards	ACC ✓ -1
28	Leadership	Contributing Fact	if there are I don't know them	CON ✓ 0
29	Leadership	Contributing Fact	make sure to enforce the rules	ACC ✓ -2
30	Leadership	Contributing Fact	all airmen act the same, bad	ACC ✓ -2
31	Leadership	Contributing Fact	integrity and that everyone will do their job	ACC ✓ -2
32	Leadership	Contributing Fact	leadership doesn't put faith in their airmen/enlisted	DEC ✓ -1
33	Leadership	Contributing Fact	that personal want to be in the position they are in	OTF ✓ 0
34	Leadership	Contributing Fact	assumes everyone will complete thier responsibly	ACC ✓ 0

Don't Forget to input the Demographic Data



Email Data to Project Nomad



1. Sticky note picture(s)
 - a. File name: Org_Sub-Org_Session#_DDMMYY

1. Transcribed excel
 - a. File name: Org_Sub-Org_Session#_DDMMYY

1. Email to projectnomadculture@gmail.com
 - a. Subject: Data for Org_Sub-Org_Session#_DDMMYY

Questions?

