

# Glossary of Terms

The following terms are organized into groups based on the overarching Culture Partners model that they are most related to.

## CULTURE OVERVIEW

**Culture** – the way people **think** and **act** to get results.

**Case for Change** – a persuasive justification for why something in the organization needs to be different. It typically includes a description of the current state, it's shortcomings, the risk of inaction, and the desired future state and the benefits of achieving it.

**The Results Equation™ Formula** – this formula says that Purpose + Strategy + Culture produces your results.

$$\text{Purpose} + \text{Strategy} + \text{Culture} = \text{Results}$$

**The Results Equation™** – Culture Partners model demonstrating how the combination of purpose, strategy and culture is how an organization achieves desired results. Comprised of Purpose, R2 Vision, Key Results, Strategic Drivers, and Cultural Beliefs®.

**Purpose** – we describe your purpose as your WHY. Why does the organization exist?

**R2/Vision** - the 5-year outlook for your organization; a clear, achievable category and metric that helps your organization know you are living and fulfilling your purpose.

**Key Results** – specific categories and metrics that measure how well you are focusing your organization's mindshare, time, energy, and resources on your path to achieving R2. Key Results should be measurable, meaningful, and memorable. See example.

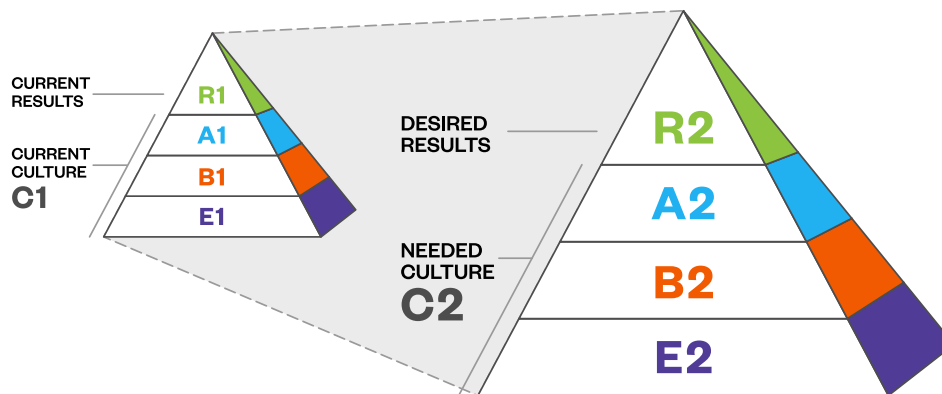
CATEGORY	METRIC
Employee Engagement	75% or higher
Operating Cost	-5%
Revenue	\$40M

**Strategic Drivers** – the long-term priorities of the organization to drive organizational success and achieve R2/Vision.

**Cultural Belief** – a belief prioritized as key to how we need to think and act to achieve desired results.

THE RESULTS PYRAMID®

**The Results Pyramid** – Culture Partners model demonstrating that experiences people have shape the beliefs they hold which influence the actions they take that impact the results the organization achieves.



**C1** – the current culture of an organization that produces R1.

**R1** – current results for the organization.

**A1** – actions people are currently taking that lead to current results.

**B1** – beliefs people currently hold that lead to current actions and results.

**E1** – current and past experiences that are the basis for currently held beliefs.

**C2** – the culture an organization needs to achieve its desired results.

**R2** – desired results for the organization.

**A2** – actions we need to start taking to achieve desired results.

**B2** – the new beliefs we want people to hold.

**E2** – the new experiences we need to create to foster the desired beliefs.

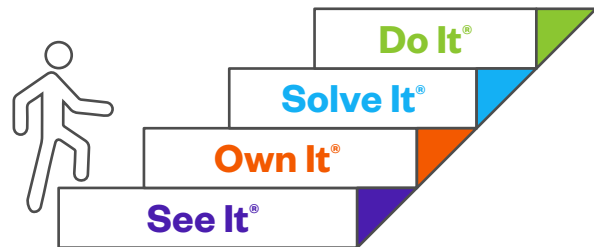
## ACCOUNTABILITY

**Accountability** – a personal choice to rise above one’s circumstances and demonstrate the ownership necessary for achieving Key Results.

**Steps to Accountability**® – Culture Partners model for how individuals can embody accountability in their organization. This model consists of two parts separated by a line in the middle: Above the Line® and Below the Line®.

**Above the Line**® – actions that demonstrate you are taking accountability for your organization’s Key Results; to See It, Own It, Solve It, Do It (SOSD®).

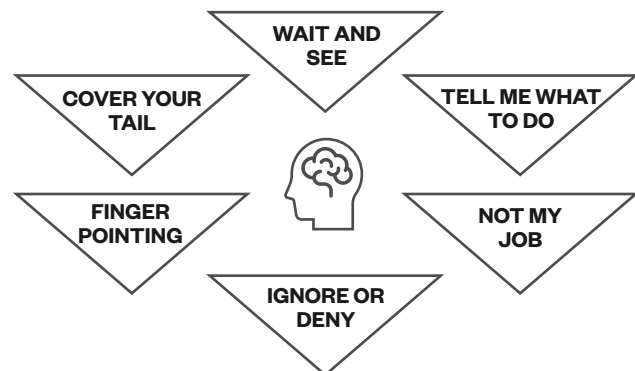
- **See It**® – the willingness to acknowledge the reality of the situation.
- **Own It**® – the choice to be engaged, involved, and explore how I am contributing to the problem and/or solution.
- **Solve It**® – demonstrated commitment to keep asking, “What else can I do?” until the desired results are achieved.
- **Do It**® – choice to follow through and execute on commitments made.



**ABOVE THE LINE**®

**BELOW THE LINE**®

**Below the Line**® – actions that demonstrate a lack of accountability for your organization’s Key Results.

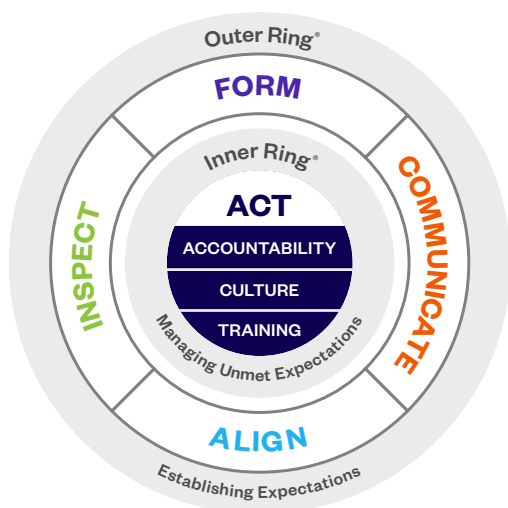


**The 16 Accountability Best Practices** – Culture Partners 16 practices aligned to each step in the Steps to Accountability® to explain how to embody accountability in that step.

See It®	Own It®	Solve It®	Do It®
<ul style="list-style-type: none"> <li>- Obtaining the perspectives of others</li> <li>- Communicating openly and candidly</li> <li>- Asking for and offering feedback</li> <li>- Hearing and saying the hard things to see reality</li> </ul>	<ul style="list-style-type: none"> <li>- Being personally invested</li> <li>- Learning from both successes and failures</li> <li>- Ensuring my work is aligned with Key Results</li> <li>- Acting on the feedback that I receive</li> </ul>	<ul style="list-style-type: none"> <li>- Constantly asking, "What else can I do?"</li> <li>- Collaborating across functional boundaries</li> <li>- Creatively dealing with obstacles</li> <li>- Taking necessary risks</li> </ul>	<ul style="list-style-type: none"> <li>- Doing the things I say I'll do</li> <li>- Staying Above The Line</li> <li>- by not blaming others</li> <li>- Tracking progress with proactive, transparent reporting</li> <li>- Building an environment of trust</li> </ul>

**LIFT** – a coaching model to help a leader get Above the Line.

- L** **Listen** for obstacles.  
"What are the obstacles getting in the way of making progress?"
- I** **Identify** the obstacles you can influence.  
"Which of these obstacles do you most need to overcome, and why?"
- F** **Facilitate** the Solve It® question.  
"What else can you do?"
- T** **Test** for movement.  
"What actions are you going to take?"



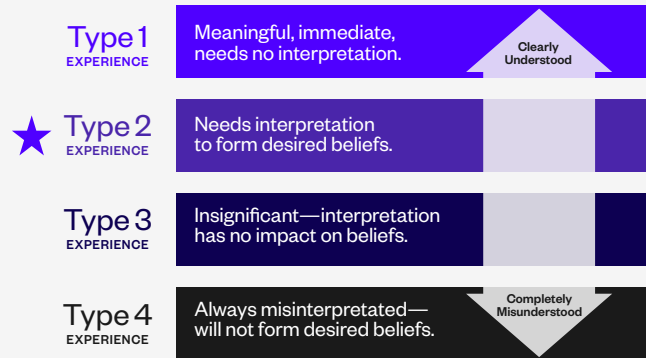
**Accountability Sequence®** – a model consisting of two parts:

**The Outer Ring®** - a four-step process for establishing expectations that includes Form, Communicate, Align, and Inspect.

**The Inner Ring®** - a three-part guide for leaders managing unmet expectations that includes Accountability, Culture, and Training.

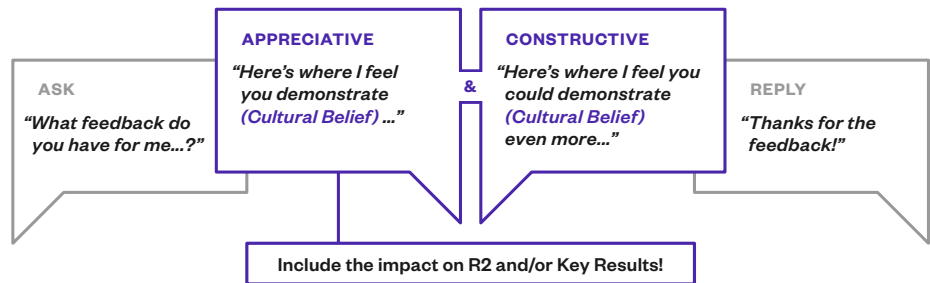
### EXPERIENCE TYPES

**Experience Types** – the different kinds of experiences that can be created for people. On a scale of how well they are understood from Clearly Understood (Type 1, or T1) to Completely Misunderstood (Type 4, or T4).

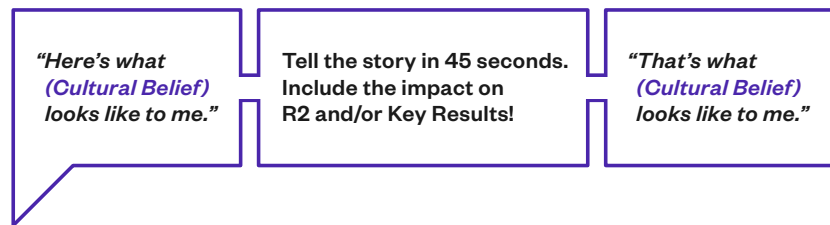


### CULTURE MANAGEMENT TOOLS

**Focused Feedback®** – specific feedback that identifies how someone has demonstrated an organizational Cultural Belief and is connected to Key Results and/or R2; should be appreciative and constructive.



**Focused Storytelling®** – a story, told in about 45 seconds, that describes an action someone took that exemplifies what a Cultural Belief looks like to you and includes the impact of that action on a Key Result and/or R2.



## Focused Recognition

I want to recognize  for demonstrating

Cultural Belief

in the following manner:

By doing this, you have positively impacted our **Key Result(s)** and/or **R2** of:

Issued by:  Date:

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**Focused Recognition®** – the practice of providing public recognition to a colleague, team member or leader for demonstrating a Cultural Belief that results in movement toward a Key Result or R2.

## CULTURE TRANSFORMATION ROLES AND PROCESSES

**Culture Alignment** – the process of an organization aligning around the way they need to think and act to achieve their Key Results and reach their R2.

**Culture Assessment** – a survey to determine where the strengths and opportunities for improvement are within your organization's culture.

**Culture Champion** – individuals who are ambassadors of the culture transformation. They help to align the culture throughout the organization by facilitating learning, modeling the Cultural Beliefs, and coaching others to do the same.

**Culture Committee** – a collection of people from across the organization who work to create and sustain cultural shifts that align with the organization's strategic vision and the results they want to achieve.

**Culture Lead** – a leader within the organization who is responsible for leading the company's culture transformation.

**Results Map™** – a unique visual representation of your Results Equation that supports an activity where participants begin to connect to and better understand the important role they play in helping deliver needed results.

**Integration Meeting** – meetings designed to improve leaders' skills in culture management by applying Culture Management models and tools, while also building on the concepts introduced in earlier workshops.

**Quarterly Culture Review** – a quarterly Business Review with Executive Leadership to ensure movement toward Key Results and R2/Vision and ensure the partnership remains aligned to the needs of the business.

**Train the Champion (TTC)/Train the Facilitator (TTF)** – a 2-day training event to prepare your Culture Champions to facilitate workshops and follow up learning sessions, and effectively use the models and tools to coach others.

**Weekly Integration Plan** – weekly plan to integrate culture activation into your daily work. Comprised of "3-2-1", which stands for:

- Send 3 Focused Recognition® Cards
- Have 2 Focused Feedback® exchanges
- Find 1 opportunity for Focused Storytelling®.