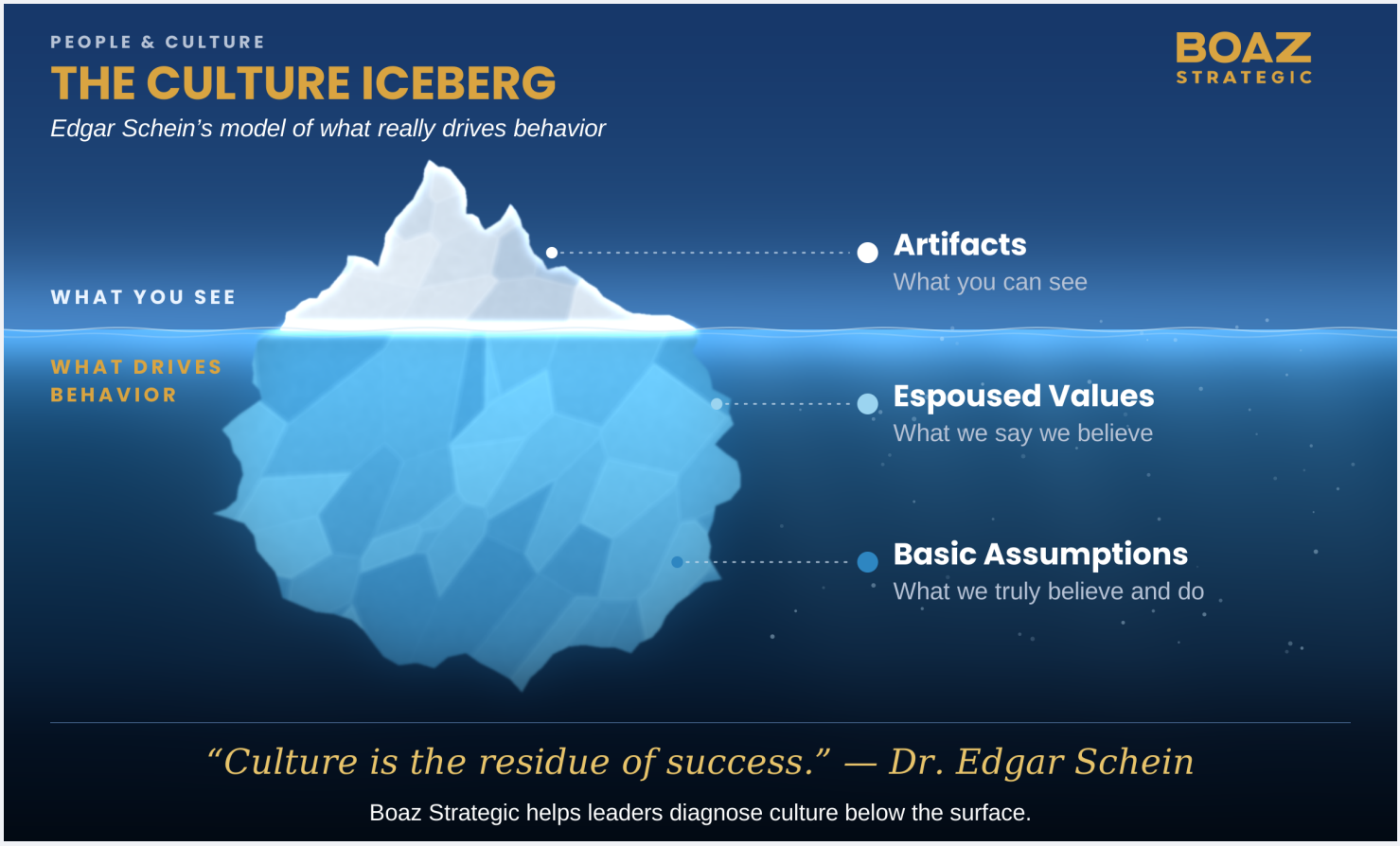


Do the values on the wall match *what's beneath the surface?*

> *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. His best-known model pictures culture as an iceberg.

Most of us only manage the tip.

Artifacts are everything you can see on a walk-through: the dress code, the office layout, how people greet each other, even the stories that get told in the break room. They're easy to spot, but hard to read.

Espoused values are what the organization says it believes. That's the mission statement, the values on the wall, and the strategy leadership has laid out.

Basic assumptions sit below the waterline, and nobody talks about them, mostly because nobody thinks to. They're the unspoken beliefs about how things really work around here, and they're what drives behavior.

A poster that says "culture of excellence" changes nothing if the unspoken assumption is that speed beats quality.

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.