

**NOTHING
CHANGES
UNTIL
MINDSET
CHANGES**

THE IDEA

Culture rarely fails loudly. It drifts quietly.

Culture is not what's written on the wall.

It is what gets reinforced every day.

Most organisations are clear about what they aspire to.

The challenge is not intention.

It is what happens under pressure.

Deadlines. Risk. Uncertainty. Growth.

Under pressure, patterns emerge.

Culture Science Cards™ make those patterns visible — so teams can talk about them constructively.

THE STRUCTURE

8 Opposing Themes

80 Behaviour Cards

1 Behavioural Framework

The deck is organised into eight behavioural tensions.

Each theme includes:

- One effective thinking style
- Its less effective opposite
- Five observable behaviours on each side

This is not accidental.

Culture drifts along predictable behavioural lines.

The cards help teams see which patterns are strengthening performance — and which may be quietly undermining it.

THE EIGHT THEMES

Goal Directed	↔	Dependent
Creative	↔	Conventional
Authentic	↔	Validating
Confident	↔	Fearful
Supportive	↔	Critical
Collaborative	↔	Competitive
Empowering	↔	Controlling
Empathetic	↔	Demanding

Each pair represents a common tension in modern organisations.

The goal is not judgment.

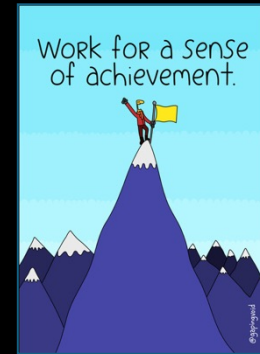
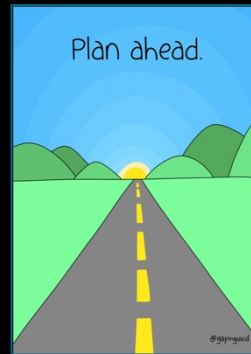
It is clarity.

EXAMPLE THEME

Goal Directed ↔ Dependent

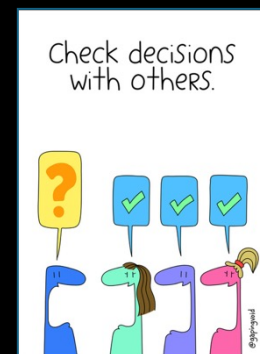
Goal Directed

- Look for opportunities
- Consider options
- Plan ahead
- Set challenging goals
- Work for achievement



Dependent

- Accept goals
- Be a good follower
- Check decisions
- Do what's expected
- Keep authority satisfied



This tension reveals:
Ownership or compliance?
Initiative or approval?

EXAMPLE THEME

Empowering ↔ Controlling

Empowering

- Help people grow
- Involve others
- Trust
- Share responsibility
- Develop capability



Controlling

- Be forceful
- Demand loyalty
- Never relinquish control
- Stay dominant
- Play politics



This tension surfaces:

Trust or micromanagement?

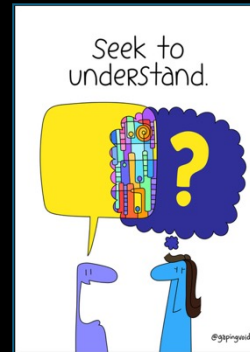
Shared power or concentrated authority?

EXAMPLE THEME

Empathetic ↔ Demanding

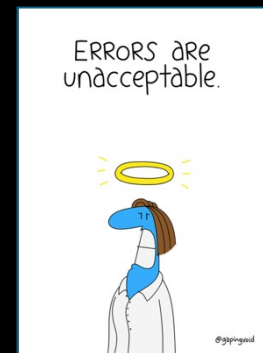
Empathetic

- Show concern
- Be open and warm
- Seek to understand
- Treat people as important
- Notice emotions



Demanding

- Work is #1 priority
- Errors are unacceptable
- Stay on top of everything
- Directly take control
- Work very long hours



This tension often reveals:

Care or pressure?

Sustainability or burnout?

HOW THEY ARE USED

Where they are used

Leadership offsites
Culture refresh sessions
Team development days
Survey debriefs

What teams actually do

Identify the tension at play
Clarify performance-strengthening behaviours
Surface intention vs reality gaps
Agree practical behavioural shifts

What makes them different

Not theory.
Not *labels*
Clear behavioural choices.

FACILITATION MATTERS

Anyone can lay out the cards.

Not everyone can hold the tension they reveal.

Left alone, culture conversations drift toward:

Agreement

Politeness

Safe conclusions

Strong facilitation keeps the discussion:

Behavioural — not personal

Honest — not defensive

Practical — not abstract

Facilitation turns clarity into commitment.

FACILITATOR TRAINING

We train leaders, HR/OD practitioners and consultants to:

- Work confidently with the 8 opposing themes
- Surface tension without escalating it
- Connect card insights to survey data
- Translate clarity into practical shifts

The aim is not dependency.

It is building internal knowledge and capability.

When facilitation is strong,
the cards become part of how culture is shaped —
not just discussed.

WHERE THEY FIT

The cards do not replace valid and reliable culture surveys.
They sit alongside them.

Diagnostics show what exists.
Strategy sets direction.
The cards focus on behaviour.

They help teams decide:

- What to strengthen
- What to stop rewarding
- What to shift under pressure

They turn insight into behavioural clarity.

They provide the behavioural bridge between understanding culture and shaping it.

CLOSING

Culture shifts when behaviour shifts.

Behaviour shifts when patterns are made visible.

The question is not whether culture is shaping performance.
It is whether you are shaping culture deliberately.

If you would like to:

- Run a pilot session
- Explore facilitator training
- Integrate the cards into your next leadership session

Let's discuss the next step.

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