

# Governance, Culture, and Leadership Framework

	DIMENSIONS OF CULTURE	BLIND OBEDIENCE	INFORMED ACQUIESCENCE	SELF-GOVERNANCE
<b>HOW WE KNOW</b>	Use of Information	Hoarding	Need-to-Know Basis	Transparent
<b>HOW WE BEHAVE</b>	Organizational Structure	Silos and Fiefdoms	Division of Expertise and Functions	Integration with High Trust
	Source of Behavior	Autocratic Leadership	Rules Based	Values and Principle Based
	Reason for Behavior	Coercive	Motivated by Individual Self-Interest	Inspired for Greater Good
	Responsibility for Own and Others' Behavior	Central Policing Authority	Individual Organizational Units	Universal Vigilance
	Source of Authority (Who Gets to Decide)	Power Figure — Arbitrary	Power Figure — Consistent with Rules	Individual — Values Based
	Magnitude of Authority	Authority without Recourse	Top-Down Decision-Making	Empowerment and Individual Accountability
	Source of Regulation	Externally Imposed	Voluntarily Adhered to Internal and External	Act on Shared Beliefs
<b>HOW WE RELATE</b>	Roles and Types of Skills	Follower and Worker	Manager	Leader
	Personnel Development	Rote Learning	Training	Education
	Level of Trust	Heavy Inspection and Limited Delegation	Checks and Balances, Contracts	High Trust and Verify
	Rules versus Values	Minimal Adherence — Loopholes	Compliance with Requirements	Guided by What Is Right to Do
	Nature of Relationships (Employees)	Suspicion and Penalty Based	Honorable Work — Pay and Reward	Social Contract — Committed to Growth
	Nature of Relationships (Customers)	Suspicion and Close Monitoring	Price It Fairly and Get Paid in Return	Add Value Beyond Expectation
	Nature of Relationships (Suppliers/Third Parties)	Arm's Length — Transactional	Contractual, Fair, Impartial with Continuity	Mutual Collaboration — Make Each Other Better
<b>HOW WE RECOGNIZE</b>	Rewards and Recognition	Conformity and/or Obedience	Rewards for Personal and Organizational Success	Satisfaction in Achieving Mission and Significance
	Penalties and Discipline	Supervisor Determined — Fear	Established Structures and Procedures	Guilt from Self — Peer Pressure and Sanctions
<b>HOW WE PURSUE</b>	Time Orientation	Short Term	Short-Term and Long-Term Goals	Driven by Legacy and Endurance for the Enterprise
	Mission and Purpose for Existence	Survival — Coerced to Participate	Success-Oriented — Reward for Achievement	Mission, Promise, and Significance
	Determination and Definition of Significance	Significance Not a Concern, Human Doing	Journey of Success	Journey of Significance
	Attention to Regulatory and Legal Requirements	Emphasis on Enforcement	Controlled by Rewards and Penalties	Proactive and Preventive
	Attention to Market and Public Dynamics	Superficial Attention — Game the System	Highly Responsive and Reactionary	Lead and Transcend the Markets