
AMBULANCE
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Repeated experience shaped what Bob expected

Leaders made him prove it

Each disclosure became a test: could he still do the work?

Systems made him repeat it

Every new partner meant re-explaining his limits and accommodations.

Coworkers had to understand

Success depended on coworkers and first responders knowing his needs.

Culture forms through three reinforcing systems

01 CONSISTENT SIGNALS

Leaders, policies and consequences reinforce one message.

RISK Mixed messages make rules feel optional.

02 MANAGER TRANSLATION

Managers get clear scripts, boundaries and escalation paths.

RISK One policy becomes many local interpretations.

03 SAFE FOLLOW-THROUGH

Decisions use credible information, clear reasons and protected privacy.

RISK Disclosure starts to feel costly.

Culture becomes predictable when all three align.

Evidence anchors: Bowen & Ostroff (2004); Birken et al. (2018); Frazier et al. (2017).

Leadership behaviours that facilitate culture change

CLARIFY

Define the change, who owns it and what success looks like.

LISTEN

Invite lived experience, questions and challenge.

EXPLAIN

Make the evidence, reasoning and decision process visible.

ALIGN

Align words, decisions, resources and consequences.

FOLLOW THROUGH

Deliver, measure, repair failures and share learning.

Stockdale (2018) and LIFT (Stockdale, 2025).