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Behavioural Risk Leadership

Course workbook

Strategic leadership in security culture: driving change at scale.

Build Behaviour. Build Culture. Build Resilience.

This workbook belongs to

Organisation and role

The strategic challenge I am working on

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BEFORE YOU START

How to use this workbook

Foundations gave you the science and In Practice the one-team toolkit. This course is about leading change at the scale of a region, a function or a whole organisation, and this workbook holds the strategic instruments the videos refer to: the business case, the roadmap, the board paper, the federated model, the measurement framework and the advisor's own plan. It follows the nine videos in order. Each module section gives you the key ideas, the templates, a worked example from Amara, and the five Reflect & Apply questions with room to write.

Five ways to get the most from it

1. **Move at your own pace.** Strategic thinking needs space between the modules.
2. **Bring one strategic challenge.** A real culture problem at the scale you work at. Each section has a "Your strategic challenge" box. By module 5 you will have a strategy, a board paper and an evidence plan.
3. **Use the templates on real people.** The audience lens matrix wants the names of your actual executives. The network map wants real colleagues. Blank templates teach nothing.
4. **Apply as you go.** Reframe one conversation this week. Draft one board paragraph. Map one network.
5. **Bring a human lens, at every level.** Senior leaders are people under pressure too.

The course at a glance

Module	Title	Tools in this workbook
0	Welcome	Your strategic challenge; meet Amara.
1	Framing Human Risk for Strategic Impact	Narrative reframe; business case builder; audience lens matrix; positioning statement.
2	Designing Long-Term Behavioural Strategies	Behaviour change plan; APEASE strategic filter; cultural diagnostic question set; network mapping sheet; four-phase roadmap.
3	Engaging Senior Leaders and Boards	Thirty-second message; behavioural evidence swap; one-page board paper; the four board questions.
4	Scaling Culture Across Complex Organisations	Spine card; federated model canvas; readiness and sequencing map; same behaviour, three framings; embedding map.
5	Strategic Measurement and Behavioural KPIs	Output-to-outcome swap; habit tracker; measurement framework; quarterly board view.
6	Leading Secure Culture Through Organisational Psychology	Leadership signal audit; psychological safety audit; identity statement builder; three-levels diagnostic.
7	Becoming a Trusted Culture Advisor	Trust ledger; strategic conversation reframes; sensitive-issue question set; breach-moment checklist; twelve-month advisor plan.
8	Close	Seven ideas; one thing this quarter; glossary; further reading.

Three lines you will hear again

Frame it for impact. · Design for scale. · Lead through trust.

WORKED EXAMPLE

Meet Amara

Amara is the newly appointed Head of Security Culture at a financial services group of 14,000 people across nine countries, three business lines and four languages, with two recent acquisitions that still feel like separate companies. She reports to the CISO. A competitor has just been breached through a help-desk phone call, and the board has asked: "Could it happen here?" The honest answer is yes. The expected answer is "we will run more training".

Where the course takes it
Module 1: she reframes the answer as a process, a behaviour and an exposure, and leaves with sixty days and a sponsor.
Module 2: a climate pulse in nine countries, forty interviews, a network survey that finds 23 trusted voices (19 not managers), and a three-year, four-phase roadmap with three target behaviours.
Module 3: a one-page board paper in five boxes, presented in twelve minutes; the quarterly dashboard becomes a standing item.
Module 4: a spine on one card in four languages, a federated model, pilots where readiness exists, the acquisitions last; verification built into the reset tool in month seven.
Module 5: the page the board sees every quarter, including the habit check in the quarter the reminders were switched off.
Module 6: a near miss, and the thirty minutes that turned "unacceptable" into a message that tripled reporting.
Module 7: eighteen months in, a real incident; the CEO's first call is "how do I talk about this?"

Use Amara as a mirror

Each time an Amara card appears, ask: what is the equivalent at my scale? What is my "could it happen here?" question, who is my sponsor, which unit is my acquisition, and what would my board page say this quarter?

MODULE 1

Framing Human Risk for Strategic Impact

Key ideas from the video

- "People are the weakest link" narrows thinking: fix the individual, focus on compliance, treat culture as a side project. Reframe behaviour as a business-critical performance issue.
- Hesitating before a link is risk management; reporting early is business continuity; asking the hard question is resilience.
- The business cares about cost, continuity, reputation, performance and compliance. Translate behaviour into those terms and drop "awareness uplift".
- Same intervention, different framing: cost avoidance for finance, friction and reliability for operations, reputational and regulatory posture for the board.
- Position yourself as a partner, not a policy owner: listen first, add value, translate complexity into clarity.

Template: the narrative reframe

How human risk is framed here today (quotes, phrases, where it appears)	The story that needs to be told next

Template: business case builder

Secure behaviour	What it protects (cost, continuity, reputation, performance, compliance)	The business outcome, in one sentence	The jargon you will stop using
Report a phishing email within two minutes	Cost, continuity	Reduced impact cost and exposure window	"Awareness uplift"

Template: audience lens matrix

Use the real names of your executives. Not all leaders care about security; all of them care about outcomes.

Leader	What they care about	How they describe success	The same intervention, framed for them	A story or number they would recognise
CFO	Cost			
COO	Continuity			
CMO	Brand and trust			
Board	Impact, liability, regulation			

Template: positioning statement

How people describe my role today	How I want them to describe it in a year	Three questions I will ask instead of stating rules

Amara's reframe

Expected: "Yes, so we will roll out mandatory social-engineering training to all staff."

Instead: "Yes. Our help desk resets about 900 credentials a week under time pressure, and the process rewards speed over verification. The competitor's loss was continuity and trust: two days of outage and a regulator's letter. The behaviour that protects us is a verified call-back before any privileged reset; today it happens about half the time. I can give you a baseline in thirty days and a plan in sixty."

Result: sixty days and a sponsor, not a training budget.

Your strategic challenge

Write your strategic challenge as a first draft: the behaviour, where it fails, and what that costs in the board's terms. You will sharpen it in module 3.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **How is human risk currently framed in your organisation, and what needs to change?**

2. **Which business priorities (cost, trust, performance, continuity) connect to secure behaviour?**

3. **What language or examples would resonate with your leadership?**

4. **How do you want others to perceive your role and value?**

5. **What story can you start telling that shifts the security narrative?**

MODULE 2

Designing Long-Term Behavioural Strategies

Key ideas from the video

- The campaign mindset raises awareness and fades. Culture change is reinforced through systems, leaders, language and rituals; it measures change, not completion.
- At scale the Behaviour Change Wheel is the shared design language, not a toolbox for one behaviour. APEASE is the filter that keeps strategy real and explains your choices.
- The six-step plan: define, diagnose, choose functions, filter, define outcomes, assign actions.
- Cultural diagnostics read the security climate: safe to report? rewarded or slowing things down? identity or someone else's job? Listen for what is not said.
- Formal hierarchy is not real influence. Map connectors, hubs, brokers and trusted voices, and launch where momentum exists.
- The roadmap has four phases: discovery and diagnosis; design; delivery and communication; embedding and adaptation.

Template: behaviour change plan

Step	Your entry
1. Define the behaviour (who, what, when, where)	
2. Diagnose with COM-B (capability / opportunity / motivation; dominant barrier)	
3. Intervention functions chosen, and why	
4. APEASE: what passed, what was ruled out	
5. Outcomes (behaviour, not compliance)	
6. Actions: who, how embedded, how measured, how maintained	

Template: APEASE strategic filter

Option	Affordable	Practicable	Effective	Acceptable	Safe	Equitable	Decision

Option	Affordable	Practicable	Effective	Acceptable	Safe	Equitable	Decision

Template: cultural diagnostic question set

Six questions for a climate pulse, repeated quarterly, anonymous, per unit. Score each one to five and track the trend, not the absolute.

1. If I reported a security concern that turned out to be nothing, I would be thanked rather than embarrassed.
2. When something goes wrong here, the first question is "what happened?" not "who did it?"
3. My manager visibly does the secure thing, even when it slows them down.
4. Secure behaviour is treated as part of doing the job well, not as an interruption.
5. I know who to tell when something feels off, and it takes under a minute.
6. People in my team remind each other about security without being asked.

Interview prompts (open, no blame)	What to observe
"Tell me about the last time something felt risky here. What happened next?"	What happens when something goes wrong?
"What do people say about security when the security team is not in the room?"	Who speaks up in meetings, and who stays silent?
"If you could change one thing about how security works here, what would it be?"	Which workarounds have become normal?

Template: network mapping sheet

One survey question does most of the work: "Who do you go to when you are not sure whether something is a security risk?" Count the names.

Name (role, unit)	Connector / hub / broker / trusted voice	Named by how many	Readiness of their unit	Role in the roadmap

Name (role, unit)	Connector / hub / broker / trusted voice	Named by how many	Readiness of their unit	Role in the roadmap

Template: four-phase roadmap

Phase	What happens	Units and people	By when	Evidence of done
1. Discovery and diagnosis				
2. Design and intervention planning				
3. Delivery and communication				
4. Embedding and adaptation				

Amara's discovery and roadmap

Climate pulse: reporting feels safe in three countries, risky in four, "not my job" in two.

Forty interviews: the acquisitions still use their old help-desk scripts; nobody told them.

Network survey: 23 trusted voices, 19 not managers. Observation: the call-back is skipped most on Monday mornings.

Three behaviours: verified call-back before privileged resets; one-hour reporting; manager response without blame.

Year one pilots in the three ready countries, help desk first. Year two scale through regional leads, acquisitions onto group scripts, quarterly KPIs to the board. Year three embed and retire the campaigns.

Your strategic challenge

Fill the plan for your challenge, then write the roadmap in four lines. Which phase are you actually in today?

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **What behaviours are you trying to change at scale, and why?**

2. **What is really stopping those behaviours, and how do you know?**

3. **Which intervention functions will work best, and are they APEASE-ready?**

4. **Who are the real connectors and trusted voices in your organisation?**

5. **What does your behavioural strategy roadmap look like, phase by phase?**

MODULE 3

Engaging Senior Leaders and Boards

Key ideas from the video

- Senior leaders care about brand, continuity, value and exposure. "Reporting hesitation" is heard as delayed incident response; "culture of silence" as brand vulnerability.
- The message that lands: relevance, risk, story, way forward, in thirty seconds, calm and business-minded.
- Behavioural data earns credibility: "only 30% who completed the training could spot a real attempt", not "95% completed".
- The one-page board paper: exposure, evidence, plan, ask, measure. Boards ask: better than last quarter? how do we compare? what do you need? what would you stop?
- In the room: calm clarity, impact not activity, partner not messenger. Lead with "here is what we are seeing and why it matters", then listen.

Template: the thirty-second message

Relevance: the problem, and why it matters to them	Risk: the behavioural gap and its cost or exposure	Story: something real and human	Way forward: what we are doing, and the outcome it supports

Template: behavioural evidence swap

Compliance statement you use today	Behavioural evidence you could use instead	The story that goes with it
"95% of staff completed security training."	"Only 30% of those could identify a real phishing attempt in the follow-up test."	"Reporting spiked after we simplified the process."

Template: the one-page board paper

1. The exposure: which behaviour, how often it fails today, what that costs in the board's terms

2. The evidence: two behavioural numbers with a baseline, and one quote	3. The plan: what changes, where first, by when

4. The ask: sponsorship, a decision, a resource (one sentence)	5. The measure: what they will see next quarter, and what "better" looks like

The four questions	My answer, prepared
Are we better than last quarter?	
How do we compare with peers?	
What do you need from us?	
What would you stop doing?	

Amara's page, day sixty

Exposure: privileged resets without a verified call-back, 48% of the time; the peer's equivalent cost two days of outage and a regulator's letter.

Evidence: 11% report within an hour; reporting feels risky in four of nine countries; "On Mondays the queue decides, not the script."

Plan: three behaviours, three pilot countries, help desk first; group scripts for the acquisitions; a quarterly behavioural dashboard.

Ask: the COO sponsors the help-desk process change; two regional culture leads funded.

Stop: the annual all-staff awareness module, replaced by role-based practice.

Twelve minutes. Sponsor secured. Dashboard a standing item.

Your strategic challenge

Write your board page for your challenge. If a box is empty, that is the work to do before the meeting, not a box to leave out.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **How is human risk currently positioned in your leadership conversations?**

2. **What language connects behaviour with the priorities your leaders already own?**

3. **What behavioural data could support your next strategic conversation?**

4. **How will you tailor the message to meet different leaders where they are?**

5. **What would stepping into the next leadership conversation with confidence look like?**

MODULE 4

Scaling Culture Across Complex Organisations

Key ideas from the video

- Scale breaks programmes through translation, context, maturity and ownership. A single global campaign is the easiest thing to launch and the least likely to change anything.
- Spine and edges: hold a small core tightly (behaviours, measures, language, the no-blame principle) and let everything else be local.
- Federated model: central enablement, regional and functional culture leads, Champions in every unit, leaders modelling at every layer. The centre serves; it is not the hero.
- Sequence by readiness: pilot where momentum exists, turn pilots into proof, build trust before targets in low-safety units, let units pull.
- Same behaviour, three framings: frontline, technical, executive, each bias-aware. Embed into onboarding, platforms, rituals, shared language, incident reviews and recognition.

Template: the spine card

If it does not fit on an index card, it is not a spine.

Target behaviours (3 to 5, stated the same way everywhere)	Core measures (defined once)	Shared language (the phrases)	The principle

Template: federated model canvas

Layer	Who (names or roles)	Owns	Time committed	How they hear what changed
Central enablement		Spine, measures, toolkit, evidence		
Regional / functional culture leads		Adaptation and delivery in their patch		
Champions in every unit		Carrying the culture in their team		

Layer	Who (names or roles)	Owns	Time committed	How they hear what changed
Leaders at every layer		Modelling the spine behaviours		

Template: readiness and sequencing map

Unit	Readiness (awareness / alignment / advocacy)	Trusted voices in place?	Manager who will model it?	Wave (1, 2, 3) and why

Template: same behaviour, three framings

The spine behaviour:

Audience	The line	Where it appears	Who says it	Bias it meets
Frontline				
Technical teams				
Executives				

Template: embedding map

Where it can live	The change	Owner	Done by
Onboarding, week one			
Platforms and defaults			
Rituals (stand-ups, retros, briefings)			
Shared language			
Incident reviews			
Recognition			

How Amara scaled it

Spine: three behaviours, four measures, three phrases, one principle, on one card in four languages.

Federated: a central team of three; a culture lead per region (two part-time); a Champion in every help-desk and branch team.

Sequence: pilots in the three ready countries; acquisitions last, with trust-building first. The Nordic team used the morning huddle; the Iberian team a WhatsApp group.

Embedded: verification built into the reset tool in month seven. Verified call-backs 52% to 94%; the laggard was a staffing problem, not a messaging one. Two regions asked for it before it reached them.

Your strategic challenge

Write your spine card, then name the first three units in your sequence and why.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Where has a programme that worked in one place failed in another, and why?**

2. **What belongs in your central spine, and what should be local?**

3. **Who would be your regional or functional culture leads, and your Champions?**

4. **Which units are ready now, and which need trust built first?**

5. **What is one thing you will embed into a system or ritual rather than communicate?**

MODULE 5

Strategic Measurement and Behavioural KPIs

Key ideas from the video

- Completion, attendance and policy acceptance measure output. Compliance tells you who showed up; behavioural metrics tell you who showed change.
- Track habit formation: frequency and consistency, behaviour without reminders (drop-off after a campaign is the honest test), behaviour tied to triggers, substitution of risky habits.
- Numbers tell you what; stories tell you why. Put quotes in the board pack.
- The framework has six parts: behavioural KPIs, habit indicators, qualitative insight, cultural signals, risk alignment, APEASE filters on the indicators themselves.
- The quarterly board view: spine behaviours trended, one climate signal, one story, one risk link. Same page, every quarter.

Template: output to outcome

What we report today (output)	The behaviour it is supposed to indicate	The behavioural measure we could use (outcome)	Source
98% completed awareness training	Can spot a real attempt under pressure	Share who identify a real attempt in follow-up; time to report	Simulation follow-up, mail logs

Template: habit tracker

Behaviour	Cue	Frequency now vs 90 days ago	Held when reminders stopped?	Substituting a risky habit?	Source

Behaviour	Cue	Frequency now vs 90 days ago	Held when reminders stopped?	Substituting a risky habit?	Source

Template: behavioural measurement framework

Part	What we will track	Baseline	Cadence	Owner
Behavioural KPIs				
Habit indicators				
Qualitative insight				
Cultural signals				
Risk alignment				
APEASE check on the indicators				

Template: the quarterly board view

Spine behaviours, trended against baseline

One climate signal	One story (with permission)	One risk link

Measured at team level, never to surveil individuals. Nothing about a named person appears on this page.

Amara's quarterly view

Verified call-backs 52% to 94%; one-hour reporting 11% to 38%; manager no-blame response up in seven of nine countries.

Habit check: call-back rate held at 93% in the quarter the reminders were switched off.

Climate: reporting feels safe in seven countries, up from three.

Story: a branch cashier who stopped a fraudulent transfer because "something felt off", and said so.

Risk link: three executive impersonation attempts stopped at the help desk; zero unverified privileged resets since month seven.

Left off: training completion, click rates as a headline, anything about a named individual.

Your strategic challenge

Draft the board view for your challenge with today's numbers, even if the baseline is embarrassing. The trend is the story.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **What are you currently measuring, and is it behaviour or activity?**

2. **Which secure behaviours matter most in your organisation, and do they have a baseline?**

3. **How could you track habit strength, not just occurrence, over time?**

4. **What story does your data tell, and what is missing from the numbers?**

5. **What is one change you will make to your measurement approach next quarter?**

MODULE 6

Leading Secure Culture Through Organisational Psychology

Key ideas from the video

- Secure behaviour is social, emotional and situational. Culture is formed by repetition, reward and meaning.
- Teams copy behaviour, not policies. What leaders model, allow and reinforce becomes the norm, and the reverse is just as true.
- Psychological safety is infrastructure. Leaders set the tone by how they respond to failure; teams reinforce it; systems support it.
- People act in line with who they believe they are. Build identity through language, stories, symbols and rituals, and alignment with existing roles.
- Schein's three levels: artefacts, espoused values, underlying assumptions. When they disagree, assumptions win. Work two levels down.

Template: leadership signal audit

Leader (role)	What they visibly model	What they visibly tolerate or skip	The norm their team has learned	One ask of them

Template: psychological safety audit

Signal	What we observe	Strong / mixed / weak
What happened the last time someone admitted a mistake		

Signal	What we observe	Strong / mixed / weak
How a report that turned out to be nothing was received		
Whether people ask before they click send		
Whether near misses are shared so others learn		
Whether reporting is easy, anonymous when needed, and visibly valued		

Template: identity statement builder

Who this team already believes it is (their words)	The secure behaviour, framed as part of that identity	A story that shows it	A symbol or ritual that reinforces it
"We protect customers' money every day."	"Verifying a reset is part of that care."		

Template: three-levels diagnostic

Level	What is there today	What it says about security here
Artefacts (posters, policies, dashboards, habits you can see)		
Espoused values (what the organisation says it believes)		
Underlying assumptions (what people actually believe, unspoken)		

Amara and the near miss

An agent reset a password for a caller claiming to be a regional director, with the call-back to the number the caller gave. She realised twenty minutes later and reported it herself.

The director's first draft: "This is exactly what the training was for. Unacceptable." Amara asked for thirty minutes.

Sent instead: thanks to the reporter by name; the lesson as a process, not a person; the tool changed so it cannot happen; the identity line: "We protect customers' money every day. This is part of that."

Reports from that centre tripled the following month.

Your strategic challenge

Pick one leader in your challenge. What do they model, what do they tolerate, and what is the one ask?

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **How are leaders modelling, or unintentionally undermining, secure behaviour?**

2. **What social norms exist around security in your organisation, and who sets them?**

3. **Is psychological safety present, and how do you know?**

4. **How can you make secure behaviour part of people's identity, not just their tasks?**

5. **What is one leadership-driven cultural lever you will act on in the next month?**

MODULE 7

Becoming a Trusted Culture Advisor

Key ideas from the video

- Trust starts with consistency, deepens through empathy, and becomes credibility when human insight connects to real outcomes. Great advisors are trusted questioners.
- Speak to the problems already on the table: service disruption, customer trust, legal exposure, brand. Translate behaviour into those outcomes.
- Culture risks are subtle: fear of speaking up, cynicism, unspoken rules, performative compliance. Ask what is really happening and what people need (protection, permission, perspective) before prescribing.
- In a breach: protect the reporter, shape the language, coach what leaders model, separate learning from blame, capture the story while it is true.
- Influence is built through presence, not intensity. From doer to advisor. You are the message.

Template: trust ledger

Person	Trust today (low / building / strong)	Last time I delivered something they could use	What they need from me next	When

Template: strategic conversation reframes

Sounds like awareness	Sounds like strategy
"We need to train employees on secure messaging."	"Recent social-engineering attempts have targeted frontline staff. Strengthening message framing and decision-point nudges will directly reduce our exposure."

Sounds like awareness	Sounds like strategy

Template: sensitive-issue question set

- What is really happening beneath the behaviour?
- What do people need in this moment: protection, permission, or perspective?
- How do we respond without blame, and move forward with clarity?
- Who needs to feel seen before anyone proposes a solution?
- What would we want the story of this moment to be in a year?

Checklist: the first twenty-four hours of a breach

Keep this where you can find it at two in the morning. The incident team handles the technology. You advise on the humans.

Action	Done	Notes
Protect the reporter: named as the reason it was caught, publicly and immediately, with their permission		
Shape the language of every internal message: a process failed, not a person; facts, next steps, no adjectives		
Coach what leaders model: calm, curious, present; help write the CEO's first sentence		
Separate learning from blame: the review asks what helped and what got in the way; discipline is a different room		
Capture the story while it is true: the no-blame narrative written within a week		

Template: twelve-month advisor plan

Quarter	One conversation I will reframe	One relationship I will build	One piece of evidence I will bring	One thing I will stop
Q1				
Q2				
Q3				
Q4				

Amara, eighteen months in

A supplier's compromised mailbox sent an invoice change to treasury in one of the acquisitions. The analyst paused, used the verification step, and reported it in eleven minutes. Three other group companies had the same email; two had not noticed.

The CEO's first call, before the incident bridge, was to Amara: "How do I talk about this?" Her answer was four sentences and started with the analyst's name, with her permission.

The no-blame narrative was written by Thursday and told by the CEO. Two more group companies asked to join the pilot early.

Your strategic challenge

Who would call you first today, and who would you want to? Write the gap, and the first thing you will do about it.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Where do you already have influence, and how are you using it?**

2. **Who do you need to build trust with next?**

3. **How will you translate human insight into strategic value?**

4. **What will you do to stay relevant and connected over the long term?**

5. **How will you lead with integrity, curiosity and care?**

COURSE SUMMARY

Close

Seven ideas to carry forward

1. **Frame it for impact.** Human risk is a business performance issue. The story you tell decides the investment you get.
2. **Design for scale, not for a campaign.** Diagnostics, network mapping, APEASE, a four-phase roadmap.
3. **Earn the room.** Thirty seconds, behavioural evidence, one page, and the four questions boards ask.
4. **A spine you can hold, edges you let go.** Federated ownership, sequenced by readiness, embedded in systems.
5. **Measure change, not activity.** Habit indicators, stories, risk links; the same page every quarter.
6. **Work two levels down.** Leaders, norms, psychological safety, identity. Assumptions win.
7. **Be the one they call first.** Consistency, empathy, credibility, and presence over intensity.

The closing line

Culture doesn't change when people are told what to do. It changes when someone shows what's possible.

One thing this quarter

Not the whole transformation. One thing: reframe one leadership conversation, write one board page, map one network, protect one reporter. Write it here, with a date, and tell one other person.

Glossary

Term	Meaning
Framing	How the same facts are presented. "Weakest link" versus "business performance issue" leads to different investment and different trust.
Security climate	The shared beliefs, attitudes and unspoken rules that govern how people act around security when no one is watching.
Cultural diagnostics	Interviews, climate pulses, observation and reporting patterns used to read the climate before designing change.
Social network mapping	Finding connectors, hubs, brokers and trusted voices through whom culture actually spreads. Formal hierarchy is not real influence.
APEASE	Affordability, Practicability, Effectiveness, Acceptability, Safety, Equity: the strategic filter for interventions, and for indicators.
Spine and edges	A small non-negotiable core (behaviours, measures, language, principle) held centrally; channels, messengers, examples and timing adapted locally.
Federated model	Central enablement, regional and functional culture leads, Champions in every unit, leaders modelling at every layer.
Readiness	A unit's stage (awareness, alignment, advocacy), used to sequence delivery. Build trust before targets in low-safety units.
Behavioural KPI	A measure of what people do (time to report, verified call-backs), as opposed to activity (completion). Measured at team level.
Habit indicator	Evidence a behaviour has become automatic: frequency, consistency, holding without reminders, tied to triggers.
Psychological safety	The belief that you can speak up, ask, report or admit a mistake without fear of embarrassment, punishment or shame. In security, infrastructure.
Identity-driven change	Aligning secure behaviour with who people believe they are: "we protect our customers' money; this is part of that."
Schein's three levels	Artefacts, espoused values, underlying assumptions. Behaviour is decided at the third level.
Trusted culture advisor	The person leaders call first when the conversation turns to people, risk and behaviour. Earned through consistency, empathy, credibility and presence.

Further reading

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Notes