



CULTURE BY DESIGN

BUILDING A HIGH-PERFORMANCE INCLUSIVE ORGANIZATION

High performance and inclusion are not competing goals — they are co-drivers of innovation and resilience



November 2025

COMMUNITY AGREEMENTS

- ✔ Maintain confidentiality
- ✔ Assume good will
- ✔ Use 'I' statements
- ✔ Make space for all voices
- ✔ Don't freeze people in time
- ✔ No shame, no blame, no guilt
- ✔ Just because it isn't your experience, it doesn't mean that it doesn't exist



THE QUESTION WE'RE HERE TO ANSWER



How do we intentionally design a culture that drives performance and belonging — not by chance, but by choice?

This session is about intentional leadership — building systems and habits that make inclusion and performance inseparable.





CULTURE HAPPENS- BY DEFAULT OR BY DESIGN

Intentional culture is a leadership strategy, not an HR initiative.

CULTURE BY DEFAULT	CULTURE BY DESIGN
Reactive	Intentional
Individual-driven	System-driven
Personality-based	Values-based
Variable	Sustainable

CULTURE BY DEFAULT VS. CULTURE BY DESIGN

Small choices signal whether culture is intentional or accidental

CULTURE BY DEFAULT	CULTURE BY DESIGN
Only extroverts speak in meetings	Structured round-robin ensures equal voice
Decisions happen in informal side-conversations	Decision-making includes clear roles & diverse input
Feedback is unstructured and inconsistent	Feedback routines are predictable and supportive
People stay silent when unsure or uncomfortable	Psychological safety is intentionally reinforced
Processes emerge without intentional design	Processes align with values & performance goals

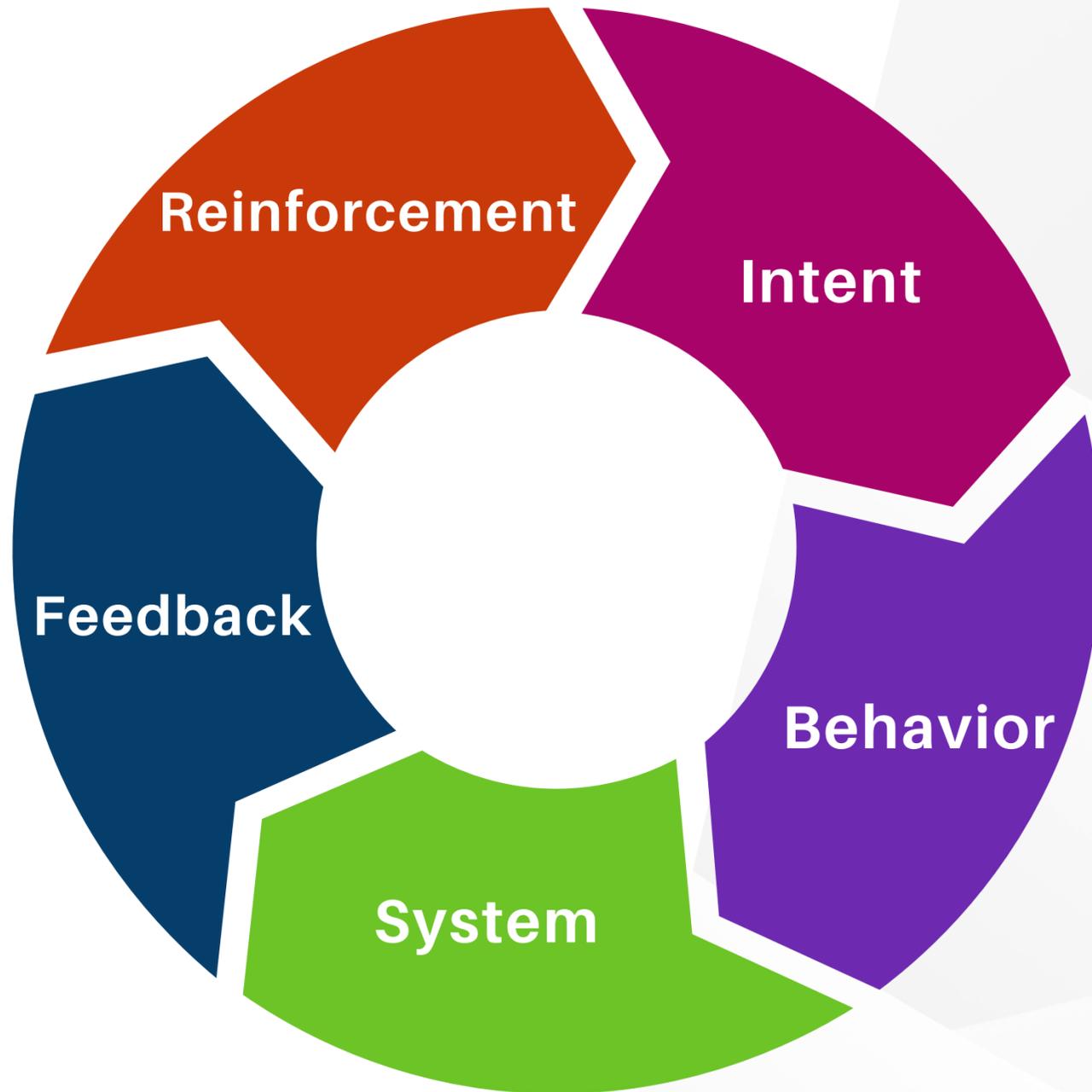
Default = What happens when we don't choose.

Design = What happens when we choose with intention.

Intentional culture isn't created by one big initiative — it's built through consistent choices.

*Adapted from Dr. Martin Seligman: well-being as a driver of performance

HOW CULTURE GETS DESIGNED EVERY DAY



INTENT

What do we say we value?



BEHAVIOR

What do we reward, model, or tolerate?



SYSTEM

What policies, processes, or rituals reinforce that behavior?



FEEDBACK

What data, dialogue, or signals tell us how we're doing?



REINFORCEMENT

How do we sustain and evolve it?

THE THREE PARTS OF TODAY'S EXPERIENCE

1



Reframe Culture

Redefining
inclusion +
performance
(The Why)

2



Design the Conditions

Motivation, trust,
and safety
(The How)

3

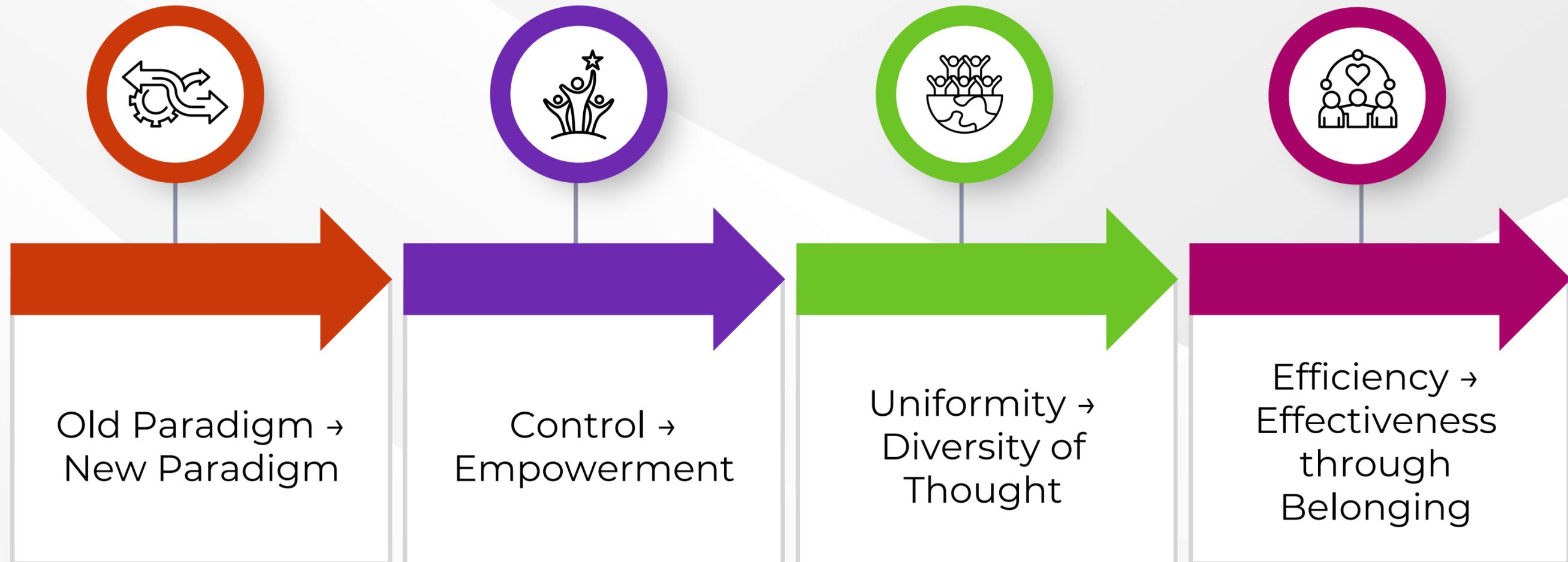


Lead the Change

Everyday
leadership
behaviors
**(The What
Now)**

THE EVOLUTION OF LEADERSHIP: FROM CONTROL TO CONNECTION

Performance today is powered by inclusion, trust, and adaptability.



The shift isn't about being softer — it's about being smarter.



WHAT INCLUSIVE LEADERSHIP LOOKS LIKE

Designing Behaviors That Drive Belonging and Performance

“Inclusion isn’t what happens when everyone’s invited, it’s what happens when everyone’s considered in the design.”

- Israel Greene

The Three Design Principles of Inclusive Leadership



VALUE DIFFERENCE

See, hear, and leverage diverse perspectives to fuel innovation.



CREATE SAFETY

Enable candor, learning, and trust through curiosity and courage.



DRIVE PERFORMANCE

Connect inclusion to results — belonging drives engagement and accountability.

THE BUSINESS IMPACT OF INCLUSION BY DESIGN

RISKS	REWARDS
Disengagement	Trust & Collaboration
Turnover	Innovation
Silence	Retention
Missed Innovation	High Performance

WHY IT MATTERS — THE BUSINESS OF BELONGING

When Inclusion Is Absent

-  Low trust, siloed teams
-  Turnover and quiet quitting
-  Risk avoidance

When Inclusion Is Designed

-  High engagement, collaboration
-  Retention and discretionary effort
-  Innovation and resilience

WHEN GOOD INTENTIONS HIT HIDDEN BARRIERS

Awareness Creates the Opportunity for Design

ASSUMPTIONS

The belief that if you aren't actively being exclusive, that you are automatically being inclusive.

THREATENING

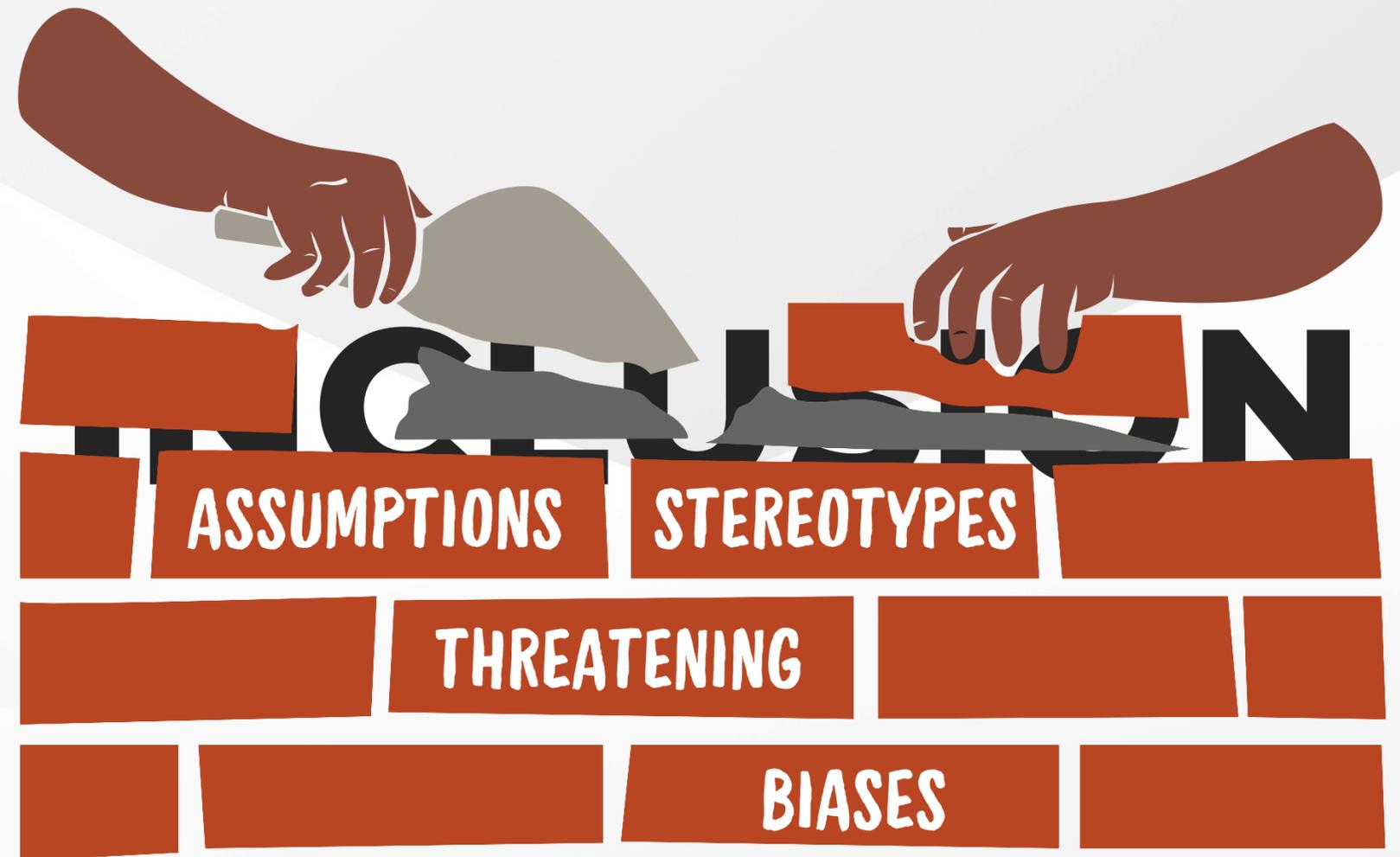
The belief that that the individual will be a threat to your position or opportunities.

STEREOTYPES

Having a belief about an individual or group that the group will all act the same.

BIASES

Focusing on those that look like and think like us.



THE INCLUSIVE LEADERSHIP MINDSET

Inclusive Leadership Starts with Intent

Mindset is the foundation;
systems and behaviors are how
that mindset becomes visible



PSYCHOLOGICAL SAFETY: THE BRIDGE BETWEEN INCLUSION AND PERFORMANCE

Where trust, candor, and belonging fuel innovation and results.



CULTURE BY DESIGN REFLECTION

Where in your world is culture designed, and where is it happening by default?

BY DEFAULT	BY DESIGN
Reactive responses	Intentional actions
Unspoken norms	Clear expectations
Comfort over challenge	Inclusion by choice
Habits drive behavior	Systems reinforce values



DEFAULT VS. DESIGN AUDIT

Breakout:

“Choose an area: meetings, recognition, or decision-making.

- Where is it happening by default?
- What would it look like by design?”



10 minutes



Tables of 4–6



BREAK

FROM INCLUSION TO PERFORMANCE

Designing the Conditions for People and Results to Thrive



INCLUSION

SAFETY



ENGAGEMENT



PERFORMANCE



BUILDING A MOTIVATIONAL AND INCLUSIVE ENVIRONMENT

Leaders don't motivate people, they design environments where people are self-motivated



Purpose:

People thrive when work matters.



Connection:

People engage when they feel seen.

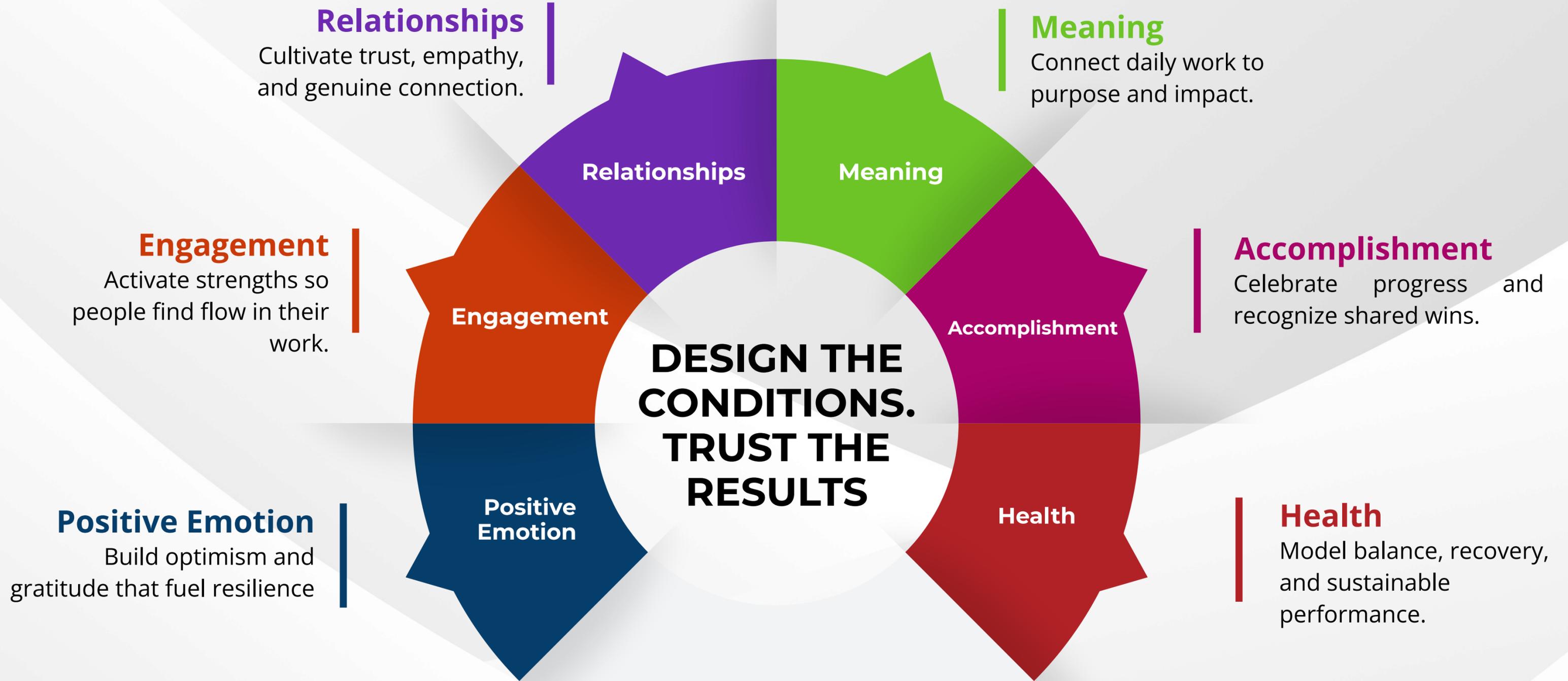


Safety:

People perform when they feel trusted.



THE PERMAH FRAMEWORK: SIX KEYS TO THRIVING TEAMS



*Adapted from Dr. Martin Seligman: well-being as a driver of performance

WHAT DRIVES HIGH PERFORMANCE



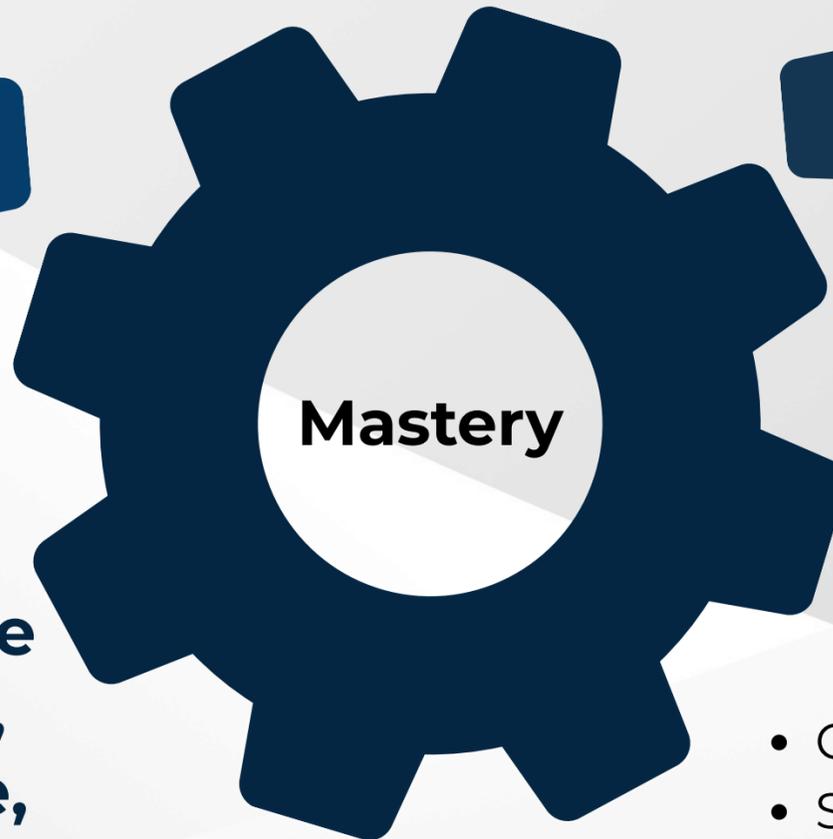
The science of intrinsic motivation: autonomy, mastery, and purpose

Give people space to shape how the work gets done.

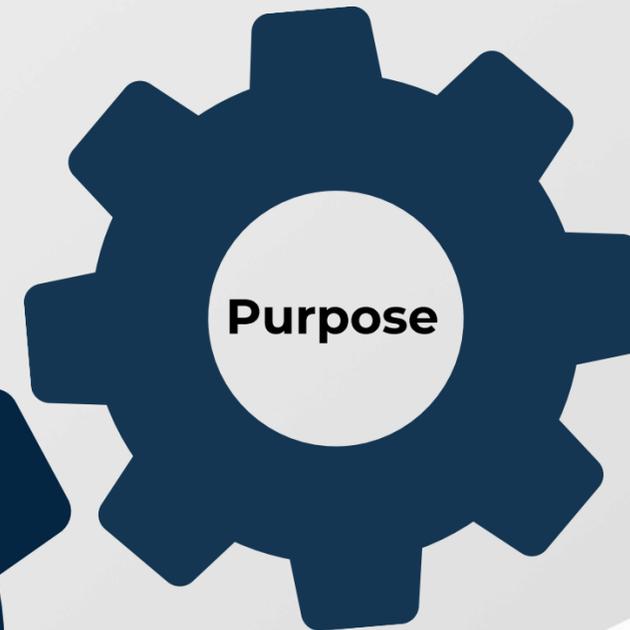
- Choice
- Flexibility
- Ownership



Help people grow skills, confidence, and capability.



- Coaching
- Stretch
- Feedback



Connect work to meaning, mission, and impact.

- Why it matters
- Who it serves
- What it moves forward

When these gears turn together, engagement and innovation accelerate.

REFLECT & ASSESS: DESIGNING MOTIVATION AND INCLUSION

What am I designing? What is my team experiencing?

My Leadership

How am I designing the conditions?

- How do I create choice (autonomy)?
- How do I develop people (mastery)?
- How do I connect work to meaning (purpose)?
- What leadership habits do I model that influence culture (action)?

My Team Culture

What conditions are actually being experienced?

- Where does my team feel empowered — and where do they feel constrained?
- Where do they experience growth — and where are development gaps?
- Do they understand the “why” behind their work?
- What behaviors or norms signal safety or risk?

BUILDING TRUST THROUGH PSYCHOLOGICAL SAFETY

Safety makes inclusion sustainable — and performance repeatable.

4 Pillars Under a Roof



WHAT PSYCHOLOGICAL SAFETY SOUNDS LIKE

INVITE INPUT



“Before I decide, what perspectives haven’t we heard yet?”

VULNERABILITY



“If you disagree, say more — I want the whole picture.”

CURIOSITY OVER BLAME



“Walk me through your thinking — what can we learn from this?”

RESPECTFUL DISSENT



“Here’s what I don’t know yet — let’s figure it out together.”



WHERE DOES SAFETY SHOW UP IN YOUR TEAM?

A quick diagnostic — no judgment, just awareness.

STRENGTHS

- Where do people feel free to share ideas?
- Where do we recover from mistakes well?

OPPORTUNITIES

- Where is dissent avoided?
- Where do people edit themselves too much?



PSYCH SAFETY MICRO-SCENARIOS

Breakout:

- “In your groups, choose one scenario. Redesign the leader’s response using the 4 pillars.”
- Micro-Scenario Samples I can build for you. Let me know if you want them now or after workbook creation.



10–12 minutes



**DESIGN CREATES THE CONDITIONS
— LEADERSHIP SUSTAINS THEM**

Now, let's explore the habits that make inclusive cultures last.

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THE WORK OF INCLUSIVE LEADERSHIP

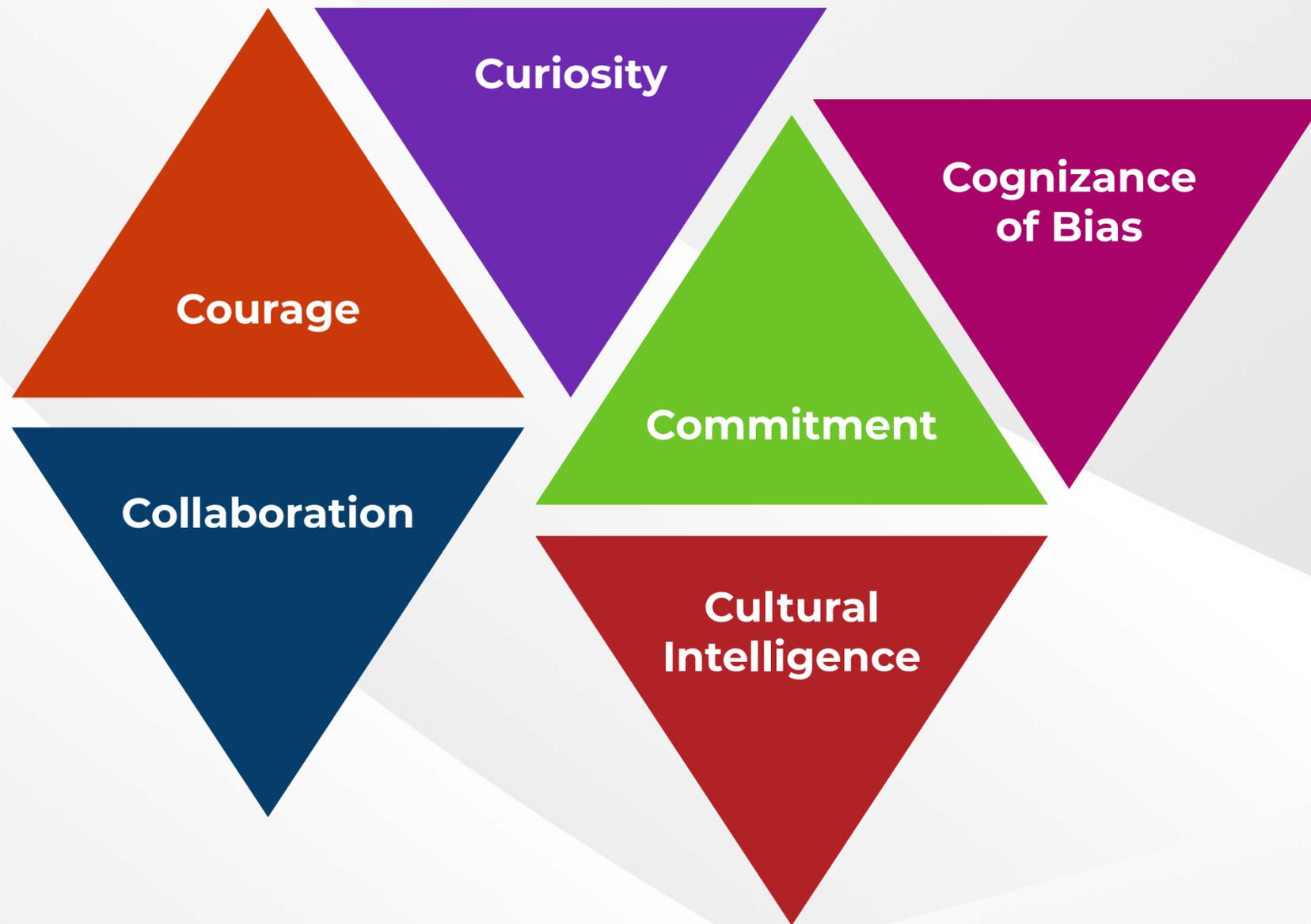
Culture is shaped in moments —
and reinforced through habits.



WHAT DRIVES HIGH PERFORMANCE



The science of intrinsic motivation: autonomy, mastery, and purpose



- **Courage** — Making tough decisions with fairness
- **Curiosity** — Asking before assuming
- **Commitment** — Keeping inclusion intentional, not episodic
- **Cognizance of Bias** — Seeing blind spots before they shape behavior
- **Collaboration** — Designing processes that invite shared ownership
- **Cultural Intelligence** — Flexing your style across differences

“These are the daily disciplines of leadership by design.”

INCLUSIVE DECISION- MAKING FRAMEWORK

A simple way to balance speed and collaboration.

1. INPUT

- Whose voices matter for this decision?
- Inputs, perspectives, data.

2. INQUIRE

- What questions haven't we asked yet?
- Challenge assumptions, seek dissent.

3. INTEGRATE

- What themes, risks, and insights now matter most?
- Synthesize.

4. IMPLEMENT

- Communicate the decision and the “why.”
- Clarity + transparency.



WHAT INCLUSIVE DECISIONS SOUND LIKE

INPUT:



“Before we finalize, who will this impact the most?”

INTEGRATE:

“Here’s what we learned — and here’s how it shaped the decision.”



INQUIRE:



“What’s the dissenting perspective we haven’t heard yet?”

IMPLEMENT:

“Here’s the decision, and here’s the ‘why’ behind it.”





DECISION-MAKING SPRINT

Breakout Sprint Prompt:

- Hypothetical: “Should we pause, shift, or move forward with a major change initiative when the team is already experiencing change fatigue?”
- Teams run through:
Input → Inquire → Integrate → Implement



12–15 minutes

DESIGN YOUR LEADERSHIP COMMITMENTS

**Small behaviors practiced consistently
shift culture.**

1. One Behavior

What's one Inclusive Leadership Habit you will practice more intentionally?

2. One System

What's one team ritual, process, or meeting you can redesign?

3. One Moment

Which "moment that matters" will you shift (feedback, meetings, decisions)?

LEADING AT SCALE: INSIGHTS FROM THE TOP

Setting the stage for our Executive Q&A

“We’ve explored culture by design from the lens of behavior and systems. Now we’ll hear from someone who has led through complexity, change, and growth — and who understands what it means to design culture at scale.”



EXECUTIVE FIRESIDE CHAT

Leadership | Culture | Belonging | Performance

RICH MURPHY

Vice Chairman & Chief Lending Officer



CULTURE BY DESIGN STARTS WITH YOU

Small, intentional actions — practiced consistently — shape high-performance, inclusive cultures.



INTENTION

ACTION

IMPACT

What's one leadership action you'll take this week to design the culture you want?

“Leaders write culture with their behavior. When we design it with intention, we give people a story worth sharing.” - Israel Greene