

USE THIS WHEN ASSESSING YOUR CULTURE — CHAPTER 14

The Empty Room Test

Culture is what people do when nobody has to. This test helps you see whether the standards you've set belong to you — or to the team.

THE CENTRAL QUESTION

What does your team do when nobody has to?

Not what they should do — what do they actually do when there's no audience, no audit, and nobody is checking?

CULTURE

Standards the team own without me

RULES

Only holds under supervision

THE HONEST READ

What does the right-hand column tell you about where your culture is still rules rather than values?

NEXT STEP

Pick one standard from the right.

What's the conversation that would move it from a rule to a value? Who needs to have it — and when?

REMEMBER

Culture is what people do when nobody has to. The strongest standards are the ones your team enforce without you — and the culture you've built reveals itself in the moments you don't see.