

HARBOR & PINE HEALTH

Sample Culture Dig 2026

Culture findings report · Wave 2

SAMPLE REPORT - EXCERPT

Harbor & Pine Health is a fictional regional health system. Every story and figure in this report is invented to show what a two-wave Culture Dig findings report looks like.

This excerpt includes the executive summary, the domain scores with their margins of error, what changed since Wave 1, the Culture Mosaic survey read alongside the dig, where to start, and the stories behind one domain. The full report runs 30 pages.

COLLECTION PERIOD

August 24, 2026 – September
18, 2026

STORIES

372 across 7 of 7 domains

FINAL

September 24, 2026

Executive summary

372

stories collected

7 of 7

domains scored

▲3

higher than Wave 1

▼1

lower than Wave 1

3no established
change

This is a sample Culture Dig report. Harbor & Pine Health is a fictional regional health system, and every story and figure in it is invented to show what a two-wave report looks like.

Harbor & Pine ran its second wave of story collection in August and September 2026, seven months after the first. 700 stories were told across the two waves, 372 of them in this one, alongside seven domain teams' fieldwork and a Culture Mosaic survey of 312 people.

The headline is that the organization got better at the things it chose to work on, and worse at one it did not. Three domains improved by more than the evidence could produce by chance: Organizational History, Stakeholder Relations, and Rituals and Rites of Passage. The stories tie each to something specific — a restructure explained in person, a patient-liaison line, a welcome week. What they share is the organization showing up in person, early, and by name.

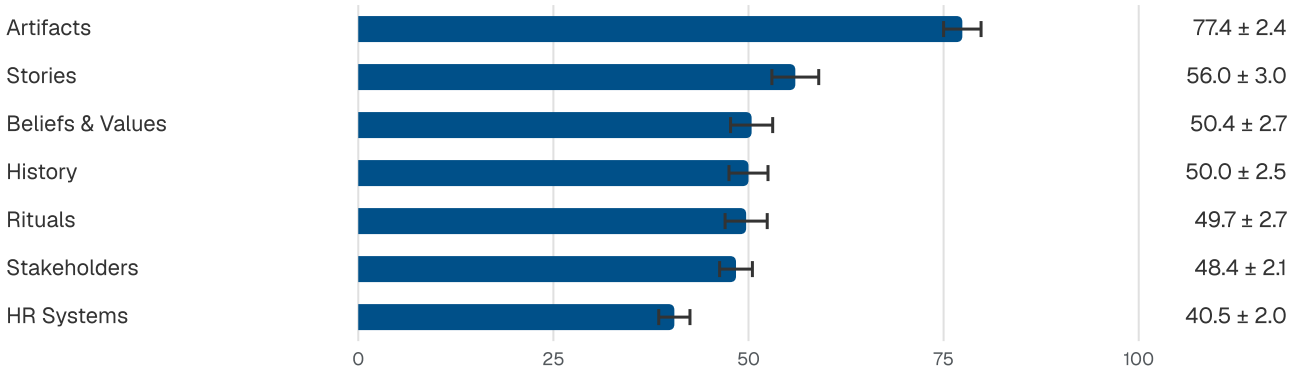
Against that, HR Management Systems and Processes declined by a margin equally outside chance. The stories place it after the new HR system and the revised rota rules: lost records, slow answers, allocation by persistence. It was a strength in wave 1; it is now the domain with the furthest to go. This is the finding the rest of the report should be read around.

The other three domains did not move. Espoused Beliefs and Values is the one to watch: the survey rates the values highly, and the stories still describe decisions made without reference to them.



Domain scores

Each score is a 0-100 index for comparing domains with each other and across waves. It is an indicator, not a measurement of culture.



Each bar is the domain's 0–100 composite. The line through it is the 95% margin of error: where two domains' lines overlap, those domains are not in a known order however far apart the bars look. A domain with no line was entered by hand, so its uncertainty is unknown rather than zero.

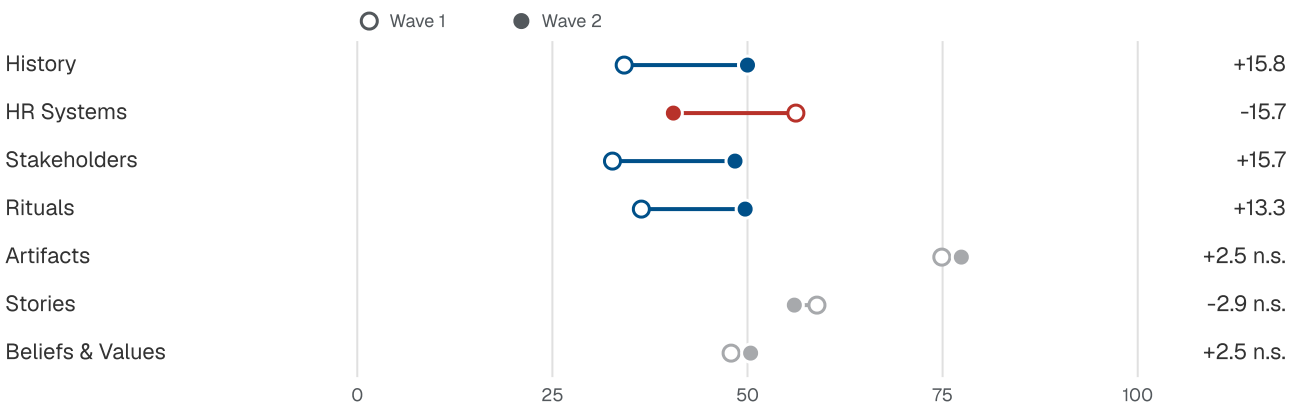
DOMAIN	STORIES	SCORE	95% RANGE
Organizational Artifacts	55	77.4 ± 2.4	75.0–79.8
Organizational Stories	50	56.0 ± 3.0	53.0–59.0
Espoused Beliefs and Values	52	50.4 ± 2.7	47.7–53.1
Organizational History	50	50.0 ± 2.5	47.5–52.5
Rituals and Rites of Passage	52	49.7 ± 2.7	47.0–52.4
Stakeholder Relations	58	48.4 ± 2.1	46.3–50.5
HR Management Systems and Processes	55	40.5 ± 2.0	38.5–42.5

The range is the 95% margin of error: repeat this wave with a different set of volunteers from the same organization and the score would be expected to land inside it nineteen times in twenty. It comes from how much the answers behind each figure disagreed with one another and how many there were, so a domain with fewer stories carries a wider range. Two domains whose ranges overlap are not in a known order, however far apart their scores look — read the difference between them as unestablished rather than small.



What changed since Wave 1

A second wave exists to answer whether anything moved, so the scores above are set beside the ones this organization was given last time. Both carry sampling error, and a move smaller than the two combined is the same wave told twice rather than a change — the threshold column is how far each score had to move before this document will call it one. It is a sharper test than the overlapping-ranges rule offered above for comparing domains: the difference between two waves carries its own error, which is smaller than the sum of theirs, so a change can be established even where the two ranges overlap.



Open circle: Wave 1. Filled circle: Wave 2. A line drawn in gray is a move the evidence cannot establish — the two waves are not distinguishable, whatever direction the dot travelled.

DOMAIN	WAVE 1	WAVE 2	CHANGE	NEEDED TO COUNT	READING
Organizational History	34.2	50.0	+15.8	± 3.1	Higher — the improvement is larger than the sampling error
HR Management Systems and Processes	56.2	40.5	-15.7	± 3.5	Lower — the decline is larger than the sampling error
Stakeholder Relations	32.7	48.4	+15.7	± 2.8	Higher — the improvement is larger than the sampling error
Rituals and Rites of Passage	36.4	49.7	+13.3	± 3.4	Higher — the improvement is larger than the sampling error
Organizational Artifacts	74.9	77.4	+2.5	± 3.4	No established change
Organizational Stories	58.9	56.0	-2.9	± 4.2	No established change
Espoused Beliefs and Values	47.9	50.4	+2.5	± 3.7	No established change

The Culture Mosaic, read with the dig

This dig is part of a wider culture study that also ran the Culture Mosaic survey, “Harbor & Pine Culture Mosaic, November 2025”. The two look at the same culture from two sides. The survey asks people to rate how things are: whether values guide the work, whether people are developed, whether change is welcome. The dig asks them what actually happened. Where a story bears out the rating, the finding rests on two kinds of evidence. Where it contradicts the rating, the gap is the finding — the difference between what an organization says about itself and what it does, which is what the dig is built to find.

312

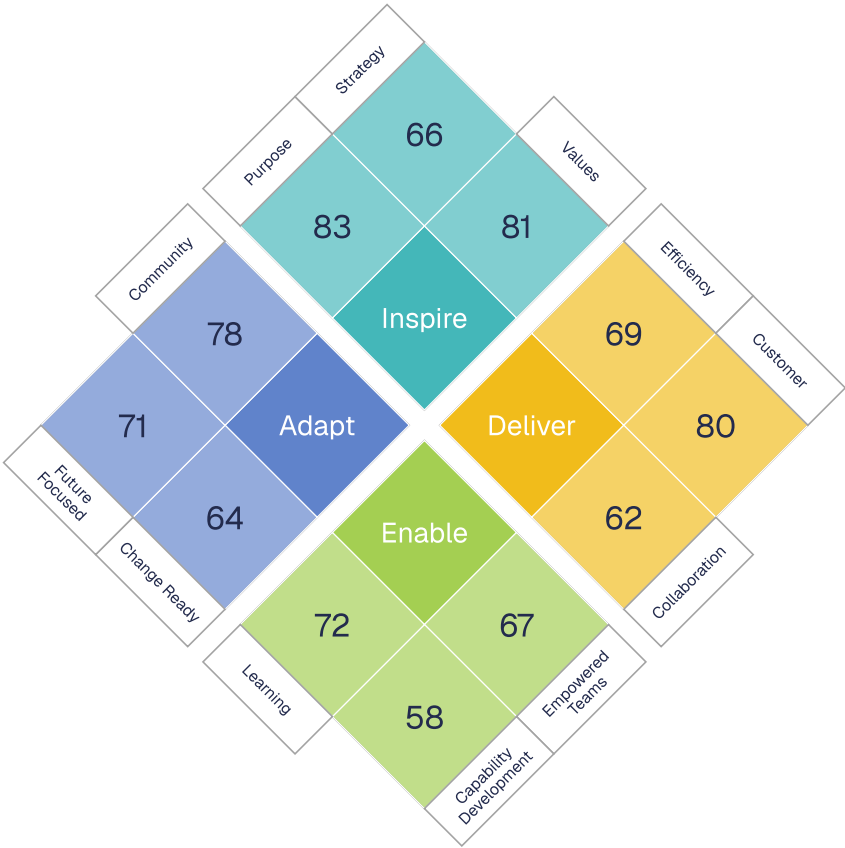
Culture Mosaic respondents

November 3, 2025 – November 21, 2025

Culture Mosaic responses received

August 24, 2026 – September 18, 2026

This dig's Wave 2 collection



Scores are 0–100, as printed in the Culture Mosaic report generated on November 28, 2025. They are shown without a margin of error because none is stored with them — which is not the same as their having none. Add-on subscales are not included here.

WHERE THE TWO MEET

Each domain of the dig, the Culture Mosaic items its stories can confirm or contradict, and what reading them together tests. Each domain's page repeats its line. Read each number within its own instrument: a survey score and a dig score are not on the same scale, and neither is “higher” than the other.

DIG DOMAIN	DIG, WAVE 2	CULTURE MOSAIC ITEMS	WHAT READING THEM TOGETHER TESTS
Espoused Beliefs and Values	50.4	Values 81 Purpose 83 Strategy 66	The survey asks whether values, purpose and strategy guide the work; the stories show whether they did when a decision was actually made.
HR Management Systems and Processes	40.5	Capability Development 58 Empowered Teams 67	The survey asks whether people are developed and supported; the stories show what the hiring, review and promotion systems actually did to them.
Organizational Artifacts	77.4	Efficiency 69 Collaboration 62	The survey asks whether work gets done well and together; the stories show whether the tools, spaces and processes people see make that easy or hard.
Organizational History	50.0	Change Ready 64 Future Focused 71	The survey asks whether the organization is ready for change; the stories show how people remember the changes it has already been through.
Organizational Stories	56.0	Values 81 Learning 72	The survey asks whether values shape behaviour and people learn from experience; the stories that get passed on show which behaviour is actually rewarded and what lesson is taken.
Rituals and Rites of Passage	49.7	Capability Development 58 Collaboration 62	The survey asks whether people grow and work together; the stories show whether joining, progressing and leaving are marked in ways that say so.
Stakeholder Relations	48.4	Customer 80 Community 78	The survey asks whether customers and partners matter; the stories show what happened when one of them needed something.

Where to start

START HERE

On the scores in this wave, the domain with the furthest to go is **HR Management Systems and Processes (40.5)**.

It scores below every other domain by more than the evidence could produce by chance.

GOING BACKWARDS

Since Wave 1: **HR Management Systems and Processes (40.5)**. A domain falling is worth attention at whatever level it sits — a slide from a good score is a live problem, not a comfortable one.

IMPROVING

Improved by more than the evidence could produce by chance since Wave 1: **Organizational History (50.0), Stakeholder Relations (48.4) and Rituals and Rites of Passage (49.7)**. Whatever was done here is the first place to look for what to repeat elsewhere.

PROTECT

Scoring highest, and worth protecting rather than acting on: **Organizational Artifacts (77.4)**.

This ordering is drawn from the scores and their margins alone — there is no separate priority index behind it, and none of it outranks what the domain teams found. It is a starting point for the conversation, not its conclusion.

ESPOUSED BELIEFS AND VALUES · CONTINUED

IN THEIR WORDS

Told in answer to “Since the winter, tell us about a time when espoused beliefs and values at Harbor & Pine showed you whether anything has changed.”

“ Colleagues are as kind to each other as ever. Decisions still arrive without reasons.

“ We had a values conversation in our team meeting. It felt genuine, but nothing changed after it.

Chosen by the Program Lead from stories told anonymously, and shortened or stripped of identifying detail where needed. A quote illustrates the figures; it is one person's account, not a finding on its own.

WHAT THIS SHOWS

No established change: 47.9 in wave 1 and 50.4 now, a move of +2.5 points inside the ± 3.7 it had to clear. The values are known, warmly held between colleagues, and still largely absent from how decisions are made and explained.

This is the sharpest gap between survey and stories in the dig. People rated “we have strong values that actually influence our behavior” at 81 and “our purpose is clear and inspires us” at 83 on the Culture Mosaic survey. The stories agree that the values are strong and describe them shaping how colleagues treat each other — and describe decisions above the ward that arrive with no reference to them at all. Staff believe the values; they do not see the organization being measured by them.

Team values conversations happened this wave and were well received, but nothing in the stories suggests they changed how a decision is made.

WHAT TO DO

- Require every service change announced to staff to say which value it serves and what it costs, in one sentence.
- Add one values-based measure to the leadership scorecard, so the values are measured where decisions are made.
- Re-measure this domain at the next wave against the same prompts, to see whether decisions start to carry the values.