



MOSAIC
Performance
Framework

Culture Mosaic Report



Prepared for

Sample Organization

May 2026

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Mosaic Performance Framework



Sustainable organizational performance is dependent on a multitude of factors—a mosaic—that must be carefully managed, balanced, and adapted to best meet the challenges presented both in the external environment and internal context.

Founded in the theoretical model, the [Competing Values Framework](#)¹, the Mosaic Performance Framework provides organizations with the ability to understand how their culture, leadership, and workforce capability create a dynamic that either supports or derails their ability to achieve their goals.

Each mosaic is comprised of a series of factors, or tiles, that are assessed and managed over time. These tiles have been identified

through exhaustive research over decades and have been shown to be empirically linked to performance.

The Mosaic battery of assessments are designed to be used in conjunction with each other, over time, to provide leaders with the insight they need to proactively shape their performance.

The Culture Mosaic

The Culture Mosaic is comprised of four key dimensions, each assessed by three subcomponents. These dimensions and subcomponents have been shown to drive organizational performance on a wide variety of performance outcomes.

ADAPT

Capable of adapting to the needs of the market, customer, and community in which we operate.

INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.

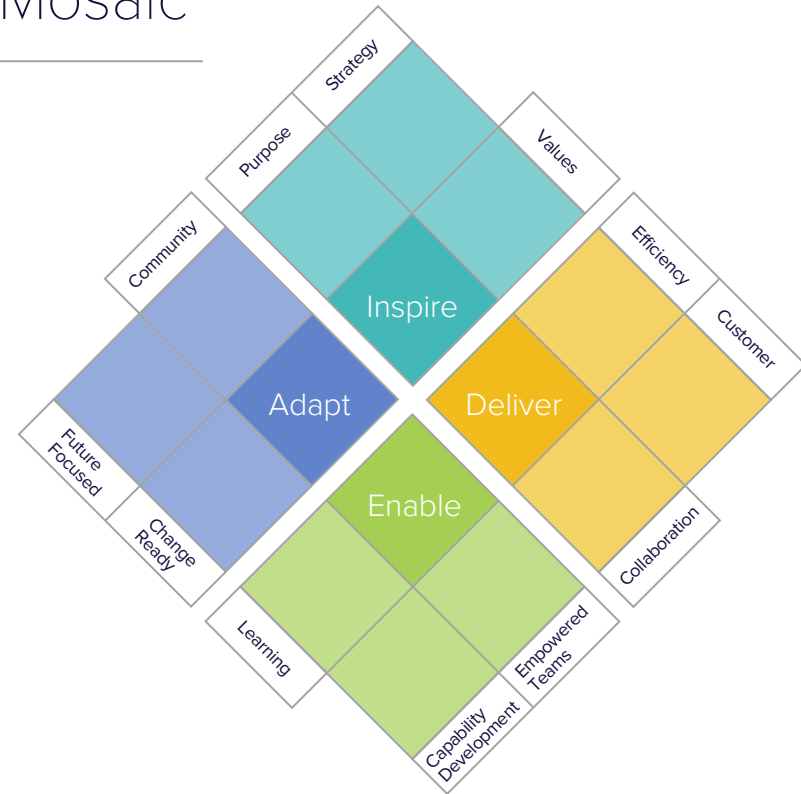
ENABLE

People and teams are empowered and capable to work at high standards.

The Culture Mosaic

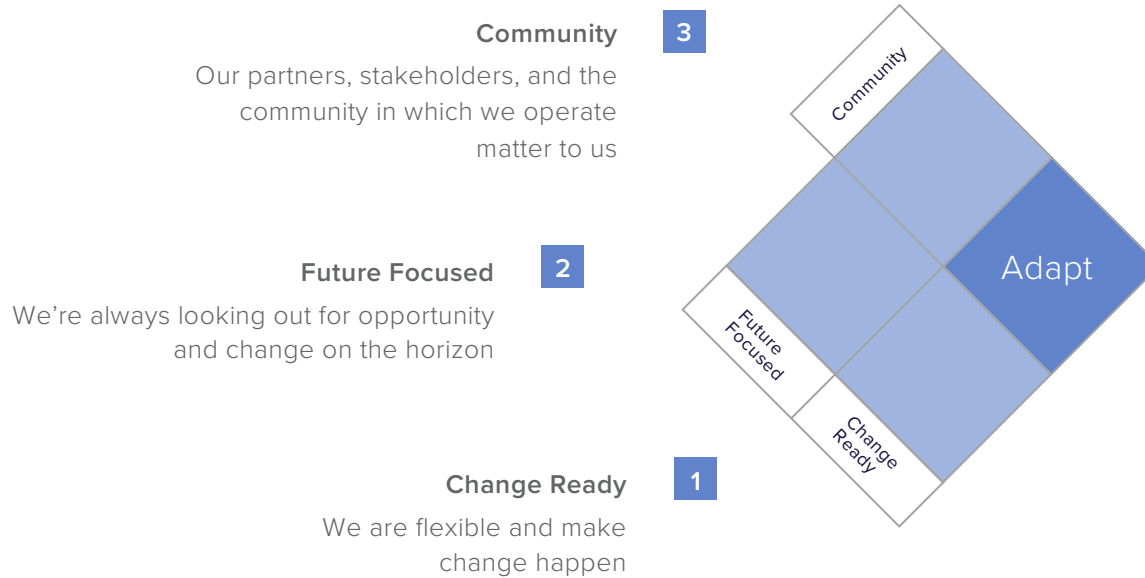
Each Culture Mosaic report is oriented in a diamond with subcomponents, or “tiles”, oriented around the perimeter.

Varying scores will be depicted numerically and via different size “tiles” to allow easy comparison with other reports.



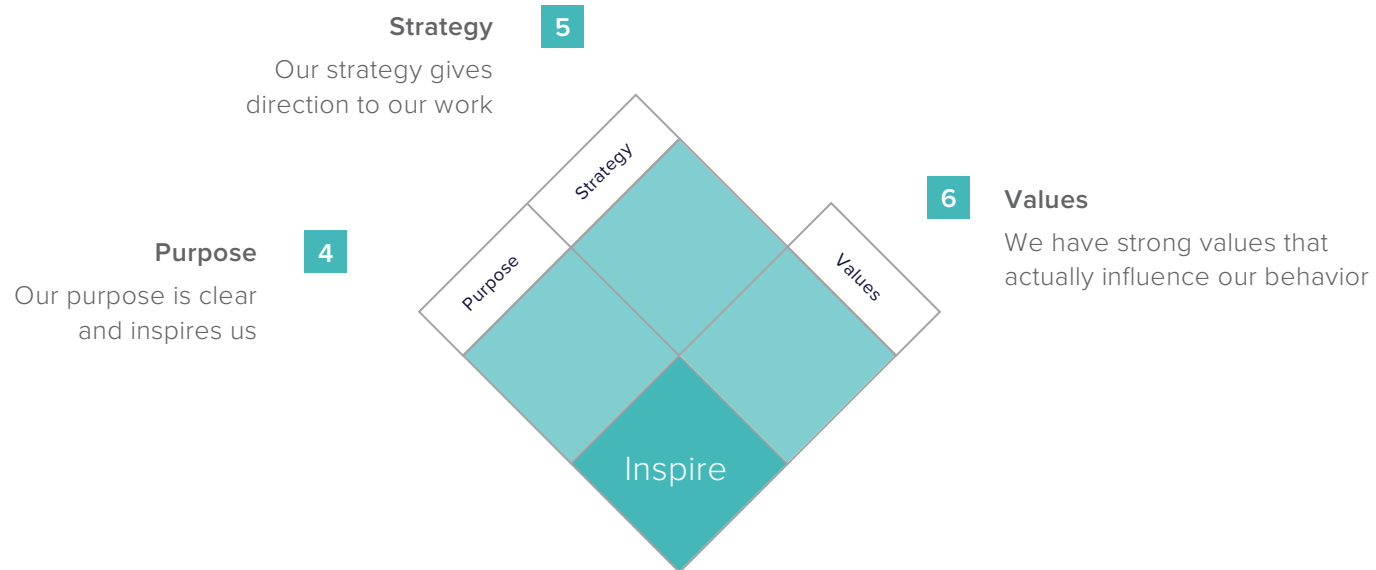
ADAPT

Capable of adapting to the needs of the market, customer, and community in which we operate.



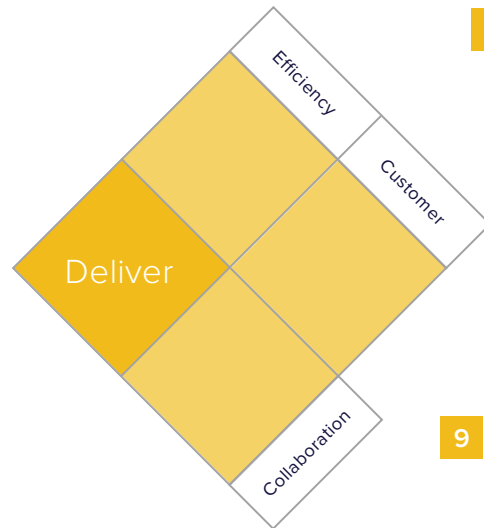
INSPIRE

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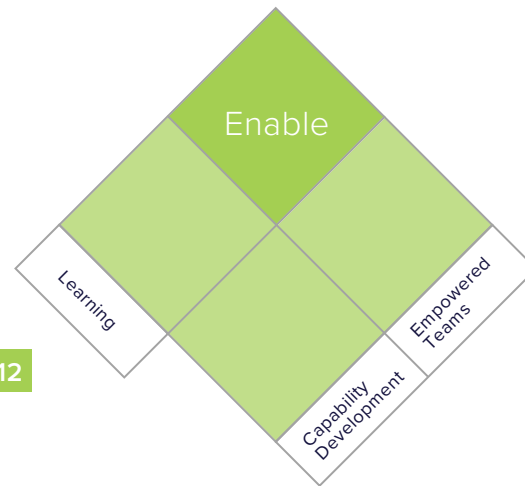
7 **Efficiency**
We excel at delivering great outcomes

8 **Customer**
We really understand our customers and deliver for them

9 **Collaboration**
Collaborating in teams and across our business is the norm

ENABLE

People and teams are empowered and capable to work at high standards.



Learning
We are always learning on the job, from experience and from others

12

10

Empowered Teams

Our people are supported to do their best work, and expected to do it too

11

Capability Development

Our superstars are not just born, they're made

ADAPT | Capable of adapting to the needs of the market, customer, and the community in which we operate.

- Change Ready**
We are flexible and make change happen
- Future Focused**
We're always looking out for opportunity and change on the horizon
- Community**
Our partners, stakeholders, and community matter to us

INSPIRE | Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.

- Purpose**
Our purpose is clear and inspires us
- Strategy**
Our strategy gives direction to our work
- Values**
We have strong values that actually influence our behavior

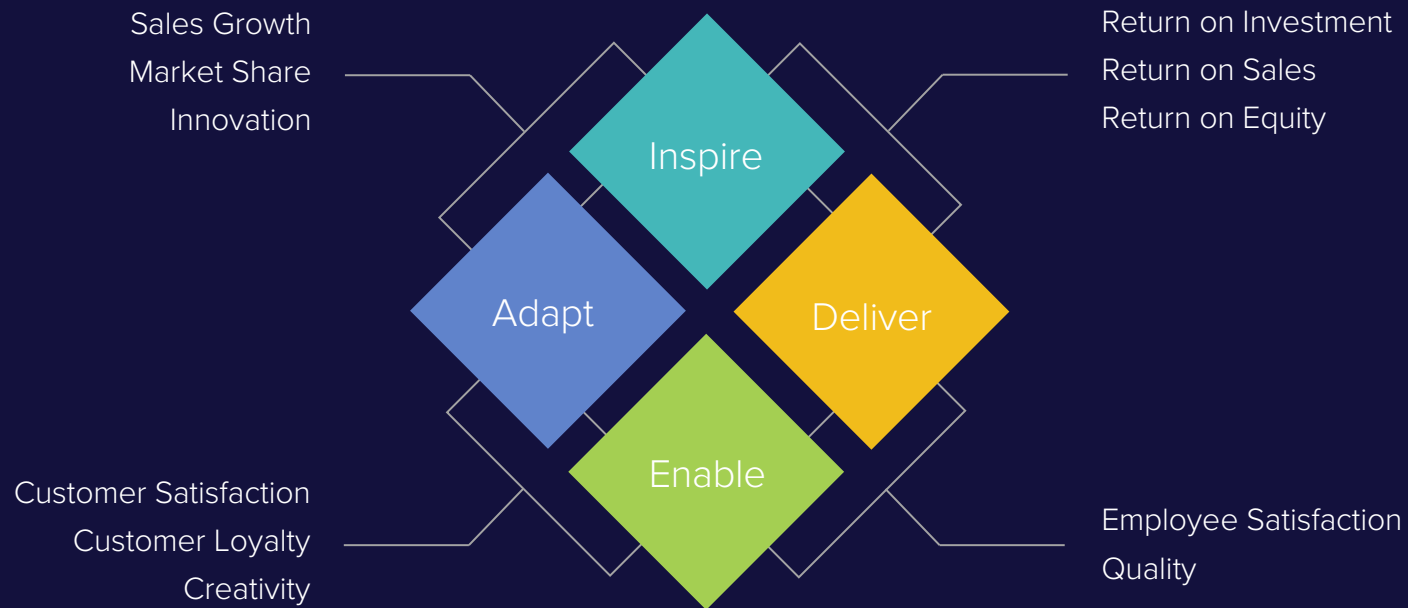
DELIVER | Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.

- Efficiency**
We excel at delivering great outcomes
- Customer**
We really understand our customers and deliver for them
- Collaboration**
Collaborating in teams and across our business is the norm

ENABLE | People and teams are empowered and capable to work at high standards.

- Empowered Teams**
Our people are supported to do their best work, and expected to do it too
- Capability Development**
Our superstars are not just born, they're made
- Learning**
We are always learning on the job, from experience and from others

Mosaic Links to Performance



WELCOME

to *your* Culture Mosaic.

The Mosaic Performance Framework is grounded in the belief that achieving and sustaining a high level of performance is dependent on a variety of key behaviors across an organization.

These behaviors, in turn, are driven by the underlying beliefs and assumptions that exist within that organization about "how business should be done".

Each organization, over time, learns to survive and thrive in their own unique operating environment. Through these successes and failures, groups develop a certain philosophy about what

"right" looks like and these ways of doing things have a massive impact on future behavior within the group.

Your Culture Mosaic, provides you with an in-depth analysis of your organization's maturity on a variety of components that have been empirically linked to sustained organizational performance.

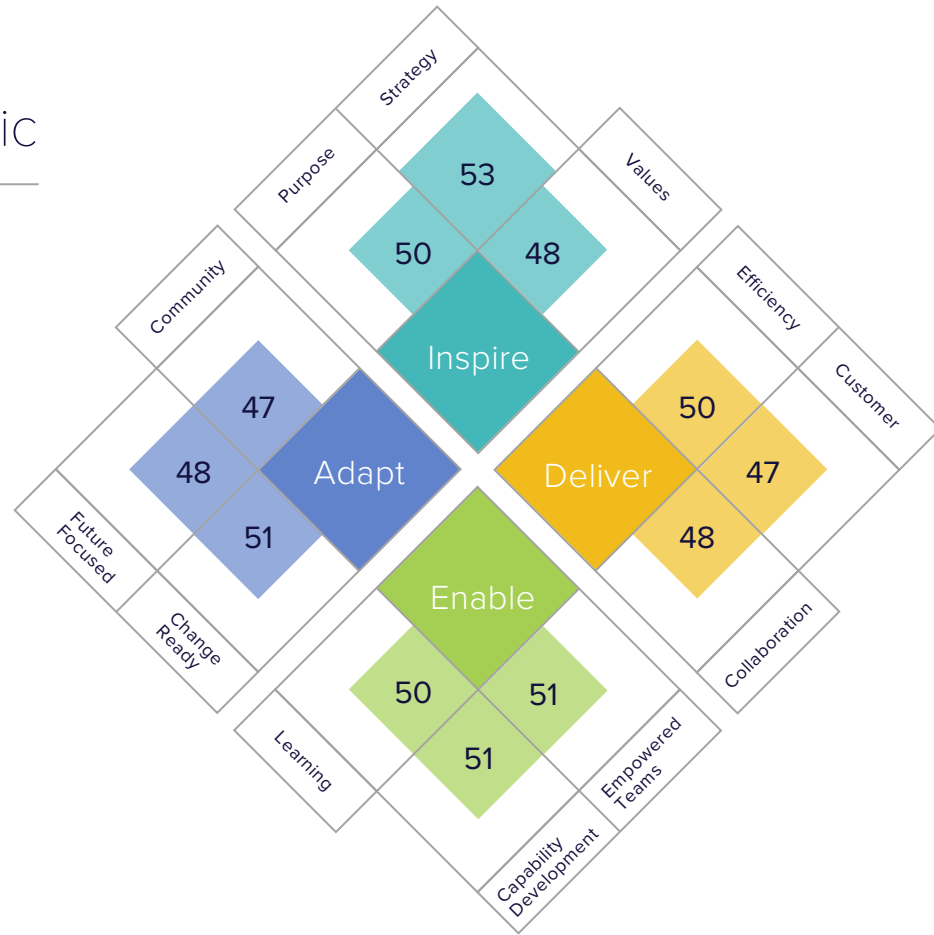
gothamCulture's Culture Mosaic

Research Methodology

Invited: 100
 Responded: 100
 Response Rate: 100%
 Sampling Methodology: Census

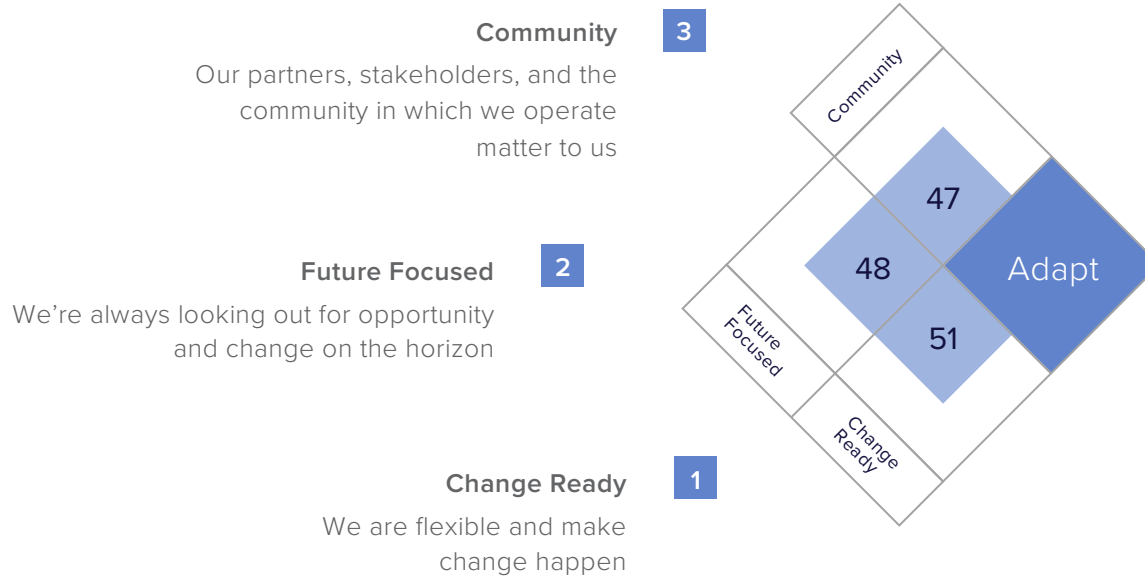
Survey Components

Culture Mosaic
 Culture Mosaic Leader-only Items
 Psychological Safety Index



ADAPT

Capable of adapting to the needs of the market, customer, and community in which we operate.





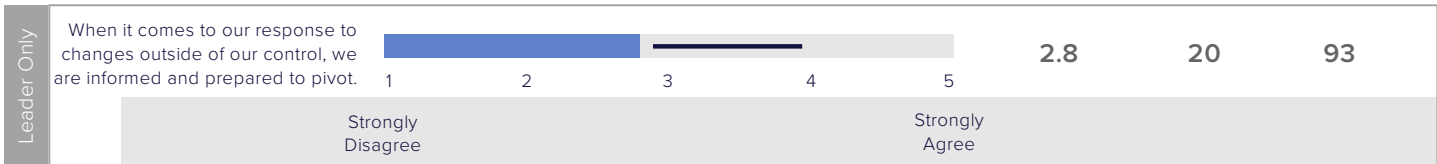
ADAPT

1

Change Ready

We are flexible and make change happen.

 Your Score
 Typical Scores of Others





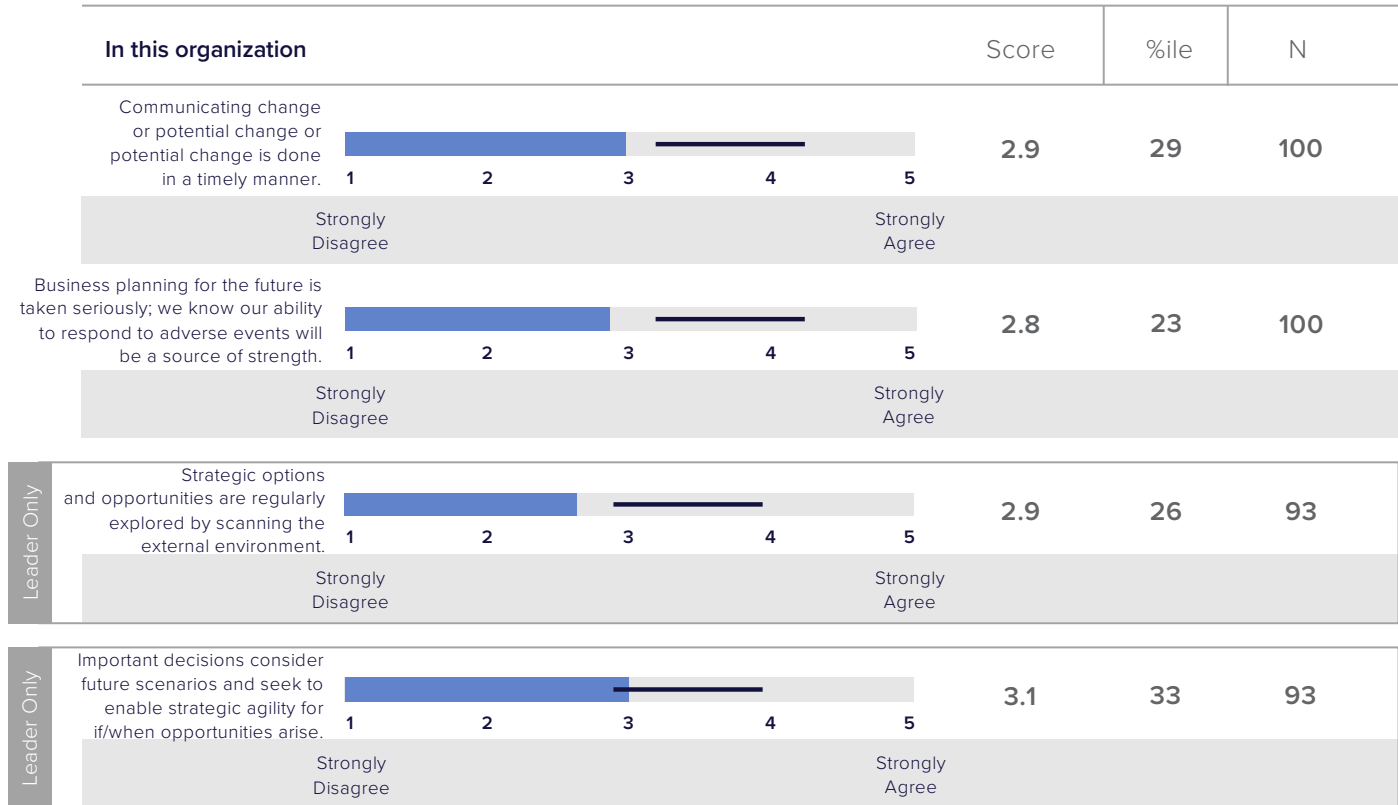
ADAPT

2

Future Focused

We are always looking out for opportunity and change on the horizon.

 Your Score
 Typical Scores of Others





ADAPT

3

Community

Our partners, stakeholders, and the community in which we operate matter to us.

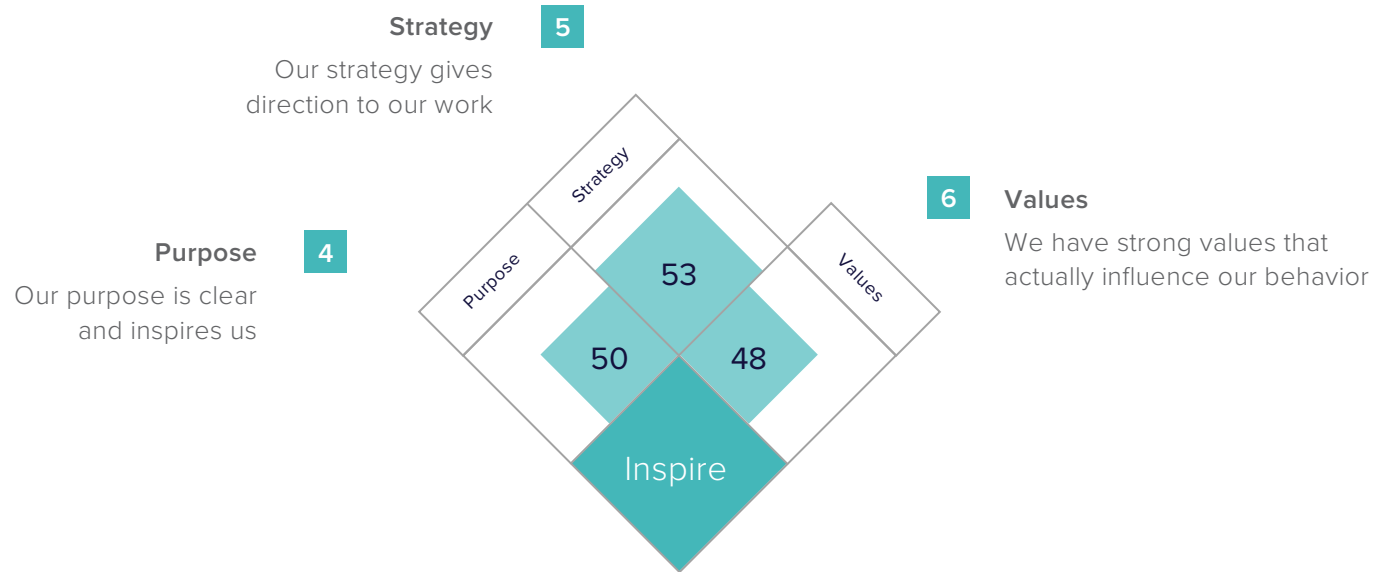
 Your Score
 Typical Scores of Others



Leader Only

INSPIRE

Aligned purpose, strategy, and values provide clarity on organizational direction and how to get there.





INSPIRE

4

Purpose

Our purpose is clear and inspires us.

 Your Score
 Typical Scores of Others





INSPIRE

5

Strategy

Our strategy gives direction to our work.

 Your Score
 Typical Scores of Others

In this organization	Score	%ile	N
Our organizational strategy makes our priorities and objectives clear.	3.1	29	100
Employees are <i>not</i> very involved in helping to link strategy to day-to-day tasks.*	3.2	37	100
Progress against strategic goals is regularly monitored and shared broadly.	3.3	46	100
Immediate business needs are almost always complimentary to our longer-term strategy.	3.1	31	100
Our plan for achieving our strategy is competitive relative to our peers.	2.9	26	100



* Indicates a reverse-scored item.
 A higher score indicates a more positive condition.

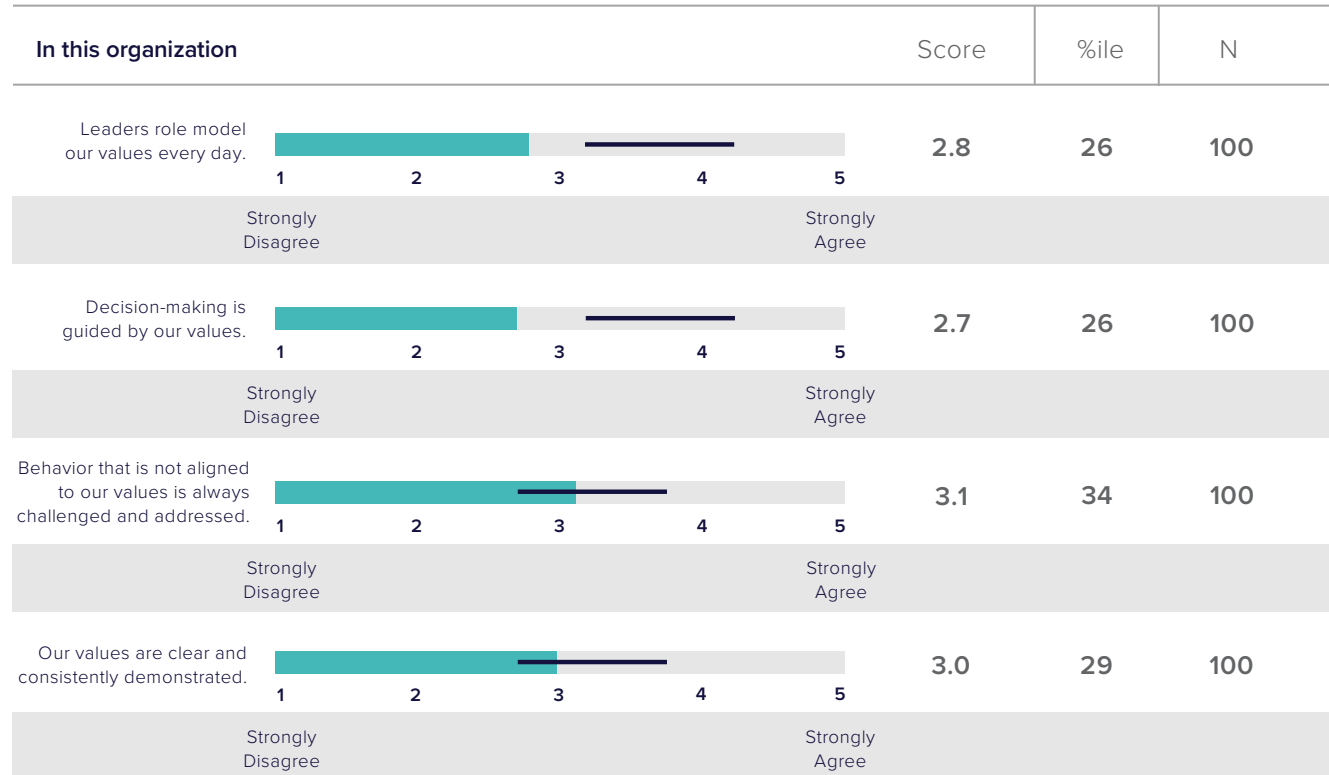
INSPIRE

6

Values

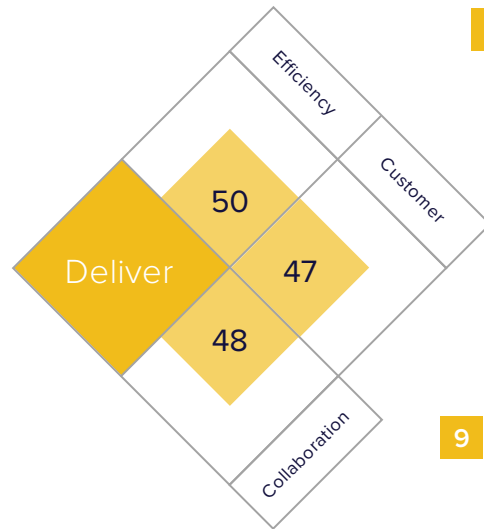
We have strong values that actually influence our behavior.

 Your Score
 Typical Scores of Others



DELIVER

Execution enabled by effective collaboration and a focus on efficiency, improvement, and the customer.



7

Efficiency

We excel at delivering great outcomes

8

Customer

We really understand our customers and deliver for them

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Collaboration



Collaborating in teams and across our business is the norm


DELIVER

7

Efficiency

We excel at delivering great outcomes.

 Your Score
 Typical Scores of Others



In this organization	Score	%ile	N
Decision-making is always supported by data and insights. 	3.0	29	100
Strongly Disagree			Strongly Agree
Our process to make decisions is transparent, consistent, and effective. 	2.9	26	100
Strongly Disagree			Strongly Agree
Resolved decisions reflect commitments that are swiftly acted on. 	3.0	29	100
Strongly Disagree			Strongly Agree
Inefficient processes/practices are explored and improved. 	3.0	34	100
Strongly Disagree			Strongly Agree
Risks are identified and managed transparently through effective processes. 	3.0	29	100
Strongly Disagree			Strongly Agree


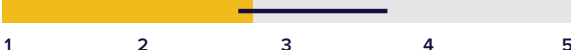



DELIVER

8

Customer

We really understand our customers and deliver for them.

 Your Score
 Typical Scores of Others



In this organization	Score	%ile	N
<p>What customers want and value is very well understood here.</p>  <p>1 2 3 4 5</p> <p>Strongly Disagree Strongly Agree</p>	3.2	37	100
<p>Gathering customer feedback is a priority and happens regularly.</p>  <p>1 2 3 4 5</p> <p>Strongly Disagree Strongly Agree</p>	2.8	20	100
<p>Customer feedback often results in changes or additions to our services and products.</p>  <p>1 2 3 4 5</p> <p>Strongly Disagree Strongly Agree</p>	2.8	20	100
<p>We invest in our customers even in the absence of short-term benefit to our organization.</p>  <p>1 2 3 4 5</p> <p>Strongly Disagree Strongly Agree</p>	2.9	26	100
<p>Customer outcomes always inform our decision-making.</p>  <p>1 2 3 4 5</p> <p>Strongly Disagree Strongly Agree</p>	2.8	20	100

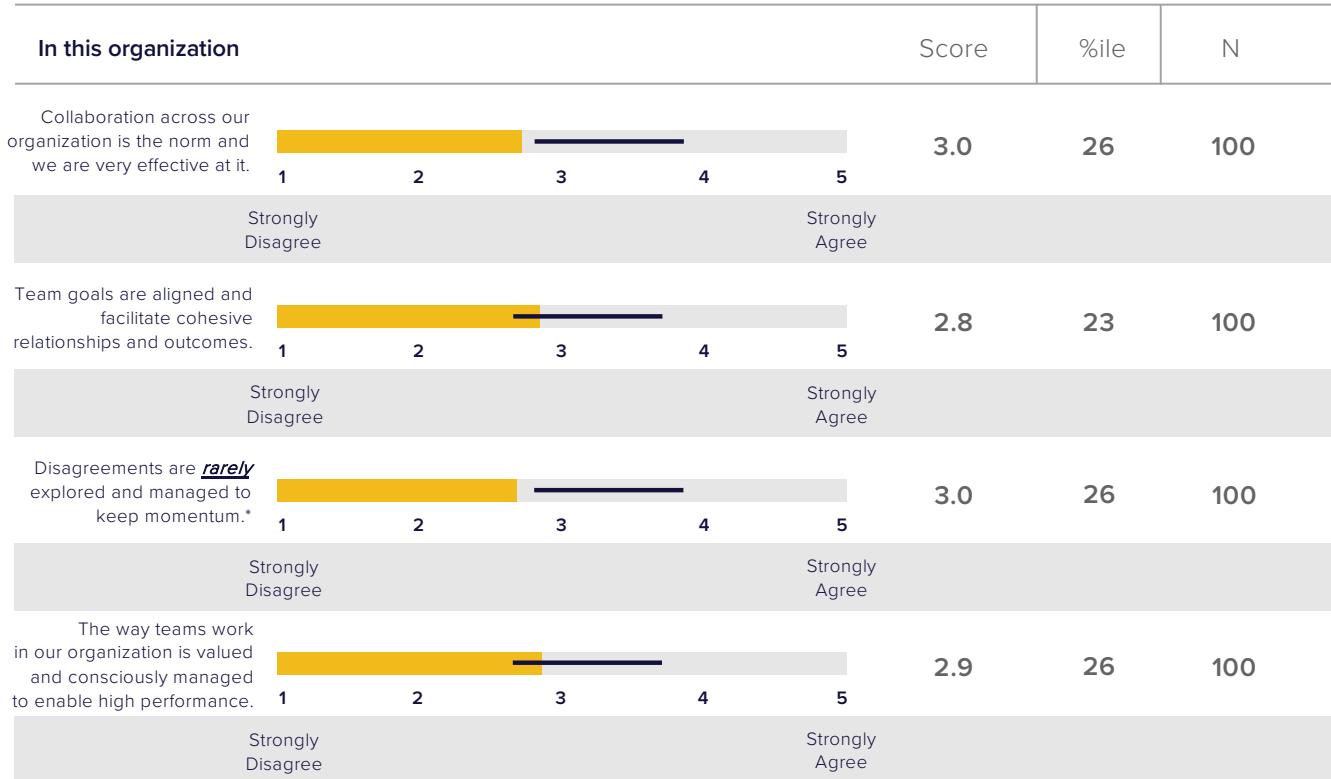
DELIVER

9

Collaboration

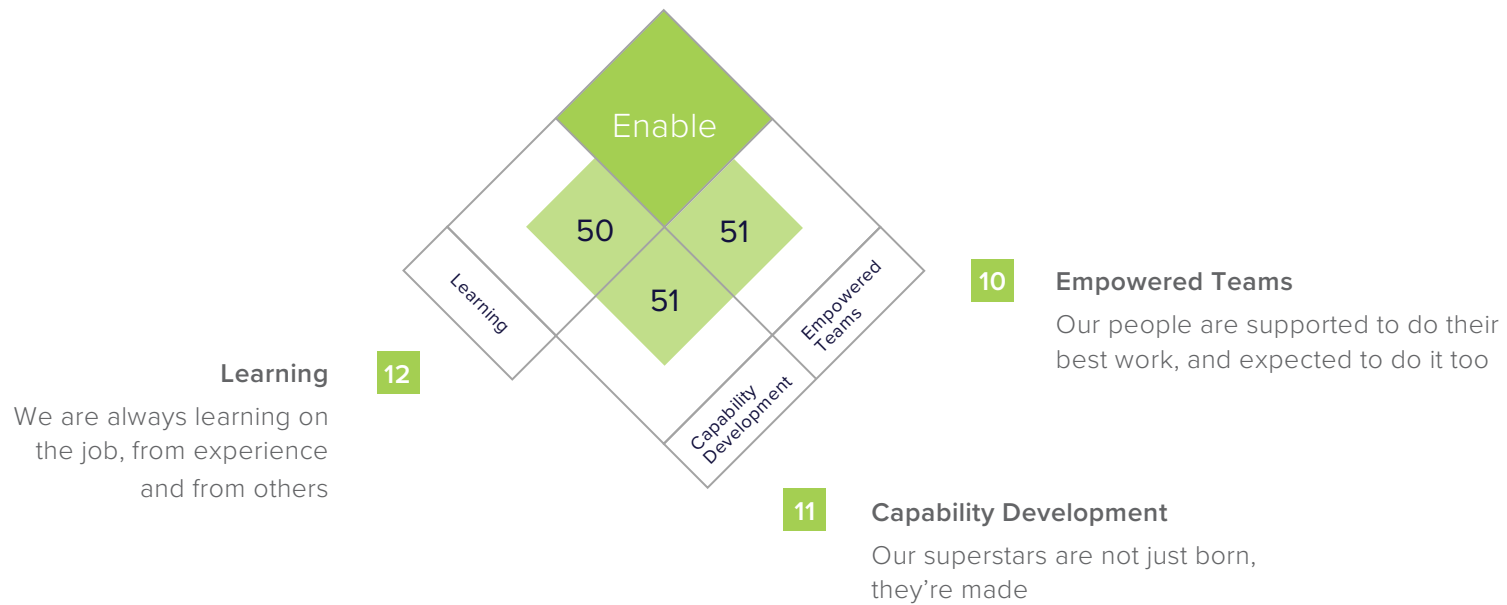
Collaborating in teams and across our business is the norm.

 Your Score
 Typical Scores of Others



ENABLE

People and teams are empowered and capable to work at high standards.





ENABLE

10

Empowered Teams

Our people are supported to do their best work, and expected to do it too.

 Your Score
 Typical Scores of Others



In this organization	Score	%ile	N
Roles and responsibilities are explicit and everyone is held accountable to them.	3.0	26	100
Individual and team success is enabled through planning, resourcing, and guidance.	3.0	26	100
Decision-making rests with those closest to the work.	3.0	26	100
Speaking up is done regularly by people at all levels, even on difficult topics.	2.8	23	100
Opportunities to contribute and progress...	3.4	51	100

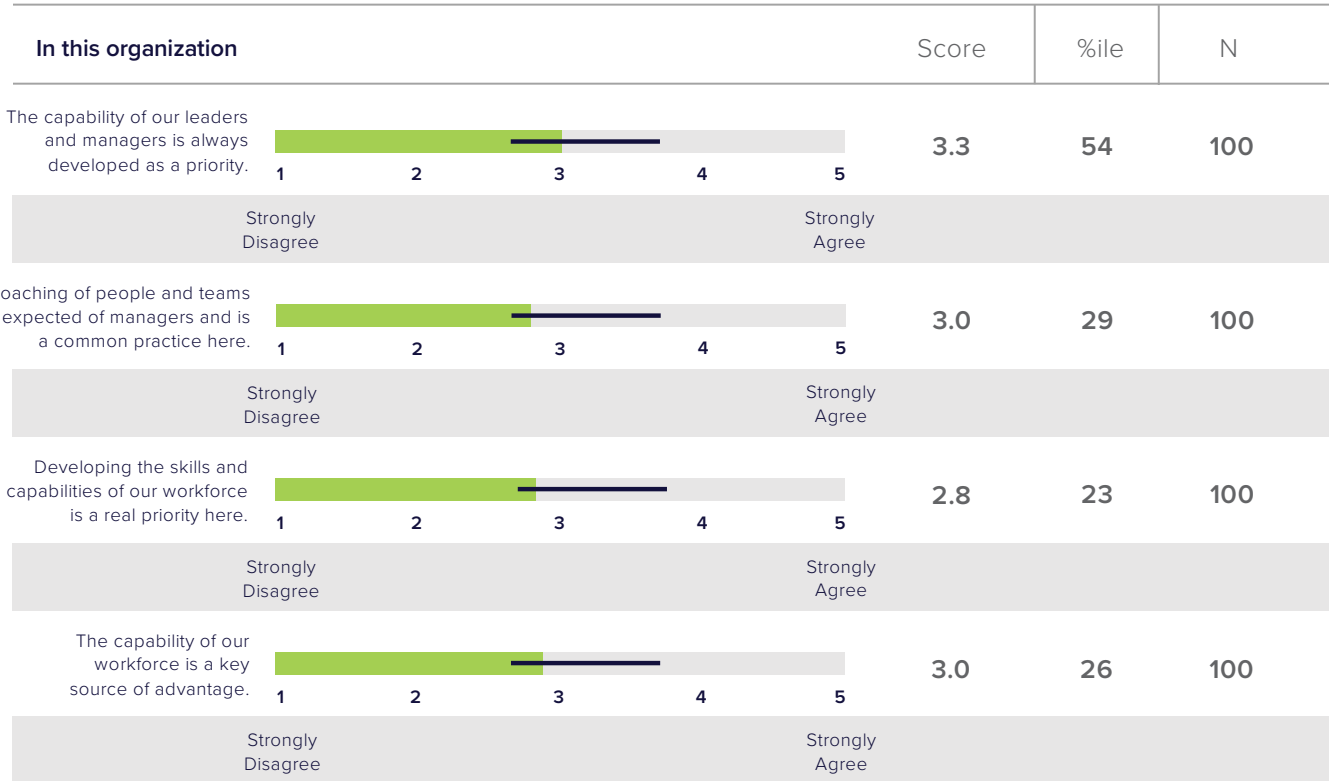
ENABLE

11

Capability Development

Our superstars are not just born, they're made.

 Your Score
 Typical Scores of Others





ENABLE

12

Learning

We are always learning on the job, from experience and from others

 Your Score
 Typical Scores of Others

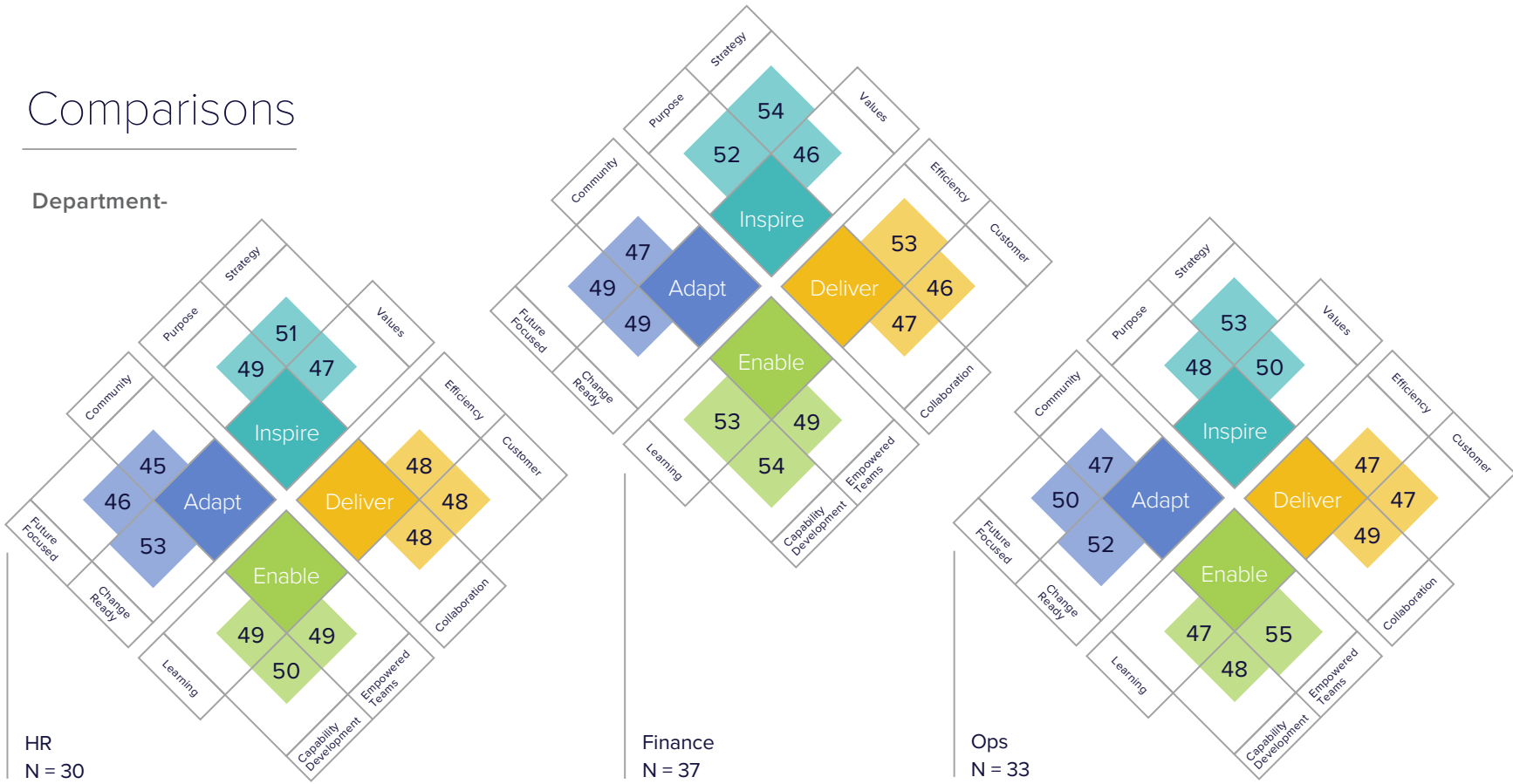


Culture Mosaic Comparison Reports



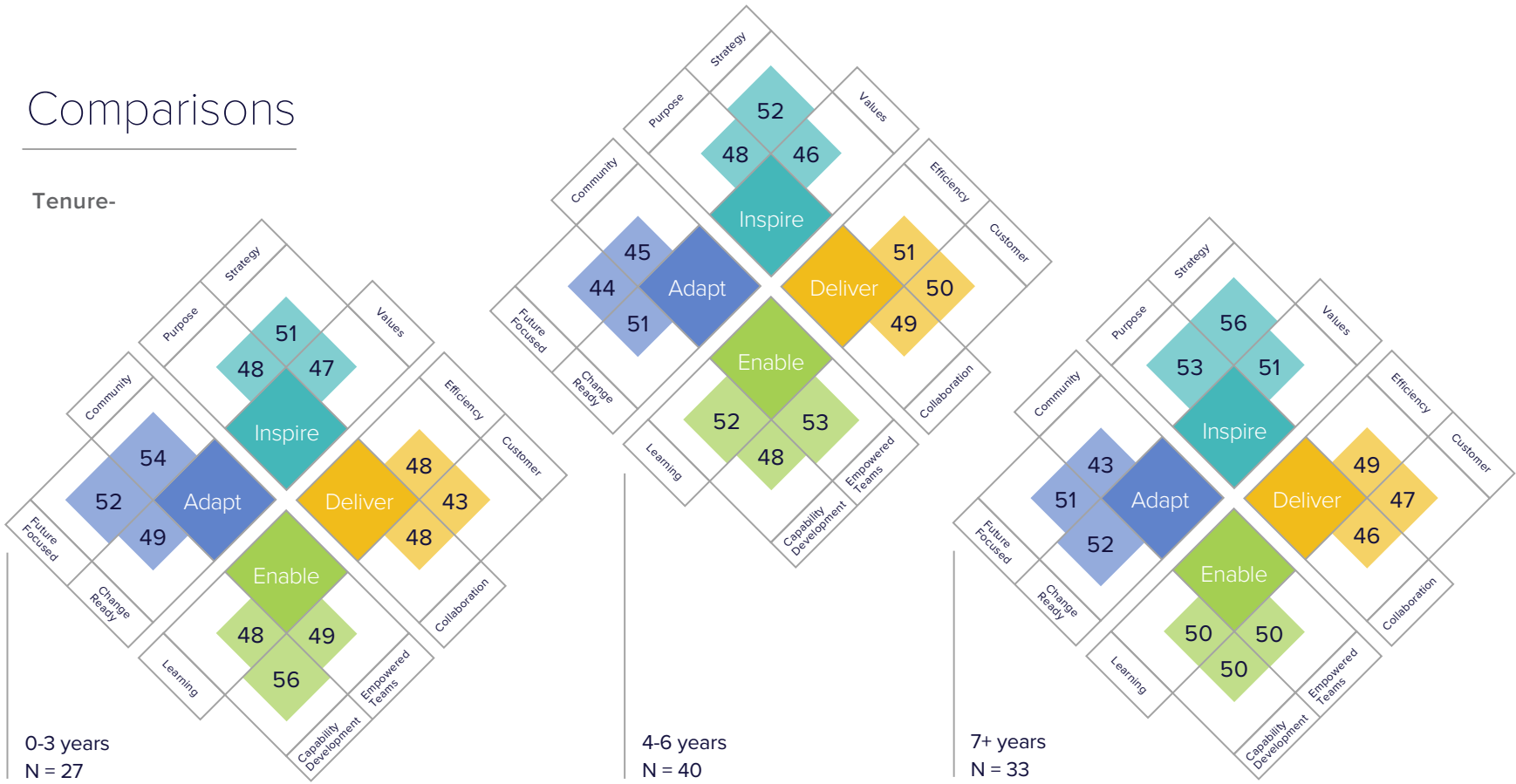
Comparisons

Department-



Comparisons

Tenure-



Comparisons

Location-



Comparisons

Gender-

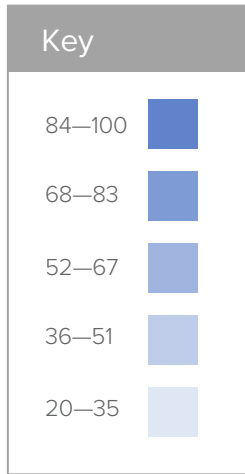


Male
N = 51



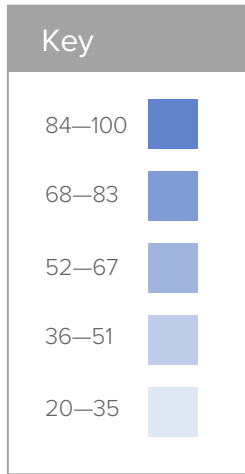
Female
N = 49

Comparisons



Change Ready	53	49	52	49	51	52	—	51
Future Focused	46	49	50	52	44	51	—	48
Community	45	47	47	54	45	43	—	47
Purpose	49	52	48	48	48	53	—	50
Strategy	51	54	53	51	52	56	—	53
Values	47	46	50	47	46	51	—	48
Efficiency	48	53	47	48	51	49	—	50
Customer	48	46	47	43	50	47	—	47
Collaboration	48	47	49	48	49	46	—	48
Empowered Teams	49	49	55	49	53	50	—	51
Capability Development	50	54	48	56	48	50	—	51
Learning	49	53	47	48	52	50	—	50
	HR	Finance	Ops	0-3 y	4-6 y	7+ y		OVERALL

Comparisons



	NY	WI	Male	Female				OVERALL
Change Ready	50	52	52	50	–	–	–	51
Future Focused	47	49	52	44	–	–	–	48
Community	48	46	47	47	–	–	–	47
Purpose	50	49	47	53	–	–	–	50
Strategy	55	51	55	51	–	–	–	53
Values	50	46	49	46	–	–	–	48
Efficiency	51	48	49	50	–	–	–	50
Customer	46	49	48	46	–	–	–	47
Collaboration	46	49	48	48	–	–	–	48
Empowered Teams	52	50	52	50	–	–	–	51
Capability Development	51	51	50	52	–	–	–	51
Learning	47	52	51	49	–	–	–	50

Free Response Questions



What aspects of our culture and ways of working will continue to serve us well in the future?

100 of 100 respondents shared a response. A thematic summary will be drafted by the AI; a few representative voices are below as starting material.

- "I had a very positive experience overall. The process was smooth and efficient, and I felt well-supported throughout. I would definitely recommend this to others looking for a similar solution."
- "I think there is significant room for improvement. The communication could be more timely, and some of the processes felt unnecessarily complicated. That said, the end result was acceptable."
- "The quality exceeded my expectations in several ways. I particularly appreciated the attention to detail and the personalized approach. This is exactly what I was looking for."

Free Response Questions



When it comes to our culture and ways of working together, what are our biggest areas of opportunity to improve?

100 of 100 respondents shared a response. A thematic summary will be drafted by the AI; a few representative voices are below as starting material.

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- "The quality exceeded my expectations in several ways. I particularly appreciated the attention to detail and the personalized approach. This is exactly what I was looking for."

Psychological Safety



The highest performing teams have one thing in common—they create a sense of psychological safety amongst the members of their organizations where people feel that they will not be punished for making mistakes. Breakthroughs can only be achieved when team members feel safe enough to speak their minds, take smart risks, and engage in creative thinking.

Psychological Safety



Score 3.0

The level of psychological safety in your organization is acceptable to attempt to create change in your organization but presents a risk to success. You may want to first focus on improving psychological safety prior to focusing on other change efforts.

Nip negativity in the bud.

Avoid the blame game.

Demonstrate your understanding.

Show that you're engaged.

Welcome curiosity.

Promote healthy conflict.

Practice self-awareness.

Include your team in decisions.

Open yourself up to feedback.

Be the champion your people need.