

# CULTURE

## *Listening and Activation Framework (CALF)*

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*How leaders respond to the truth of a diagnosis is where culture is truly shaped.*

**Dr Ruwayne Kock**

*Founder & CEO, Authentic Organisations | Pan-African Leadership  
Scholar & Practitioner*



**AUTHENTIC  
ORGANISATIONS**

*Helping you to be your best self*

*The moment  
most culture  
frameworks  
skip.*

*The diagnostic told the truth.*

*The leader looked away.*

*The intervention landed on  
nothing.*

# The Culture Problem Nobody Names

01

**The diagnostic told the truth.**

*Organisations invest in culture research. The findings resonate. They name what everyone already felt but could never say.*

02

**The leader looked away.**

*In the space between revelation and response, leaders encounter what their culture actually is — and decide, consciously or not, what to do with it. This is where most culture work dies.*

03

**The intervention landed on nothing.**

*Without working through leadership response, even the best activation runs on unstable ground. Values on walls. Behaviours without ownership. Change without root.*

# The Framework: Three Sequential Processes

*Culture work moves from truth outward – through listening, through response, through activation.*

## LISTEN

*The Diagnostic*

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*What is the organisation  
actually experiencing?  
Not what it says – what it  
lives.*

***The diagnostic holds up a mirror.  
What leaders do next is the work.***

## RESPOND

*Leadership Response Mapping*

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*How leaders engage with  
what the diagnostic reveals  
is where culture is truly  
shaped – or lost.*

***No other approach names this  
moment. It is where most culture  
work dies.***

## ACTIVATE

*Social Compact, Behaviours &  
Capability*

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*How do values become  
commitments? What do we  
owe each other – and how  
will we know?*

***Not a values launch. A mutual  
agreement – specific, witnessed,  
reviewed.***

# RESPOND — The Leadership Response Archetypes

*How leaders engage with what the diagnostic reveals is where culture is truly shaped — or lost.*

**E**

## The Exit

*When the Mirror Is Too Much*

The leader buries the findings. In contexts where external moral authority has already eroded, this silence confirms that speaking up changes nothing. The organisation forfeits its moral authority with its own people.

**P**

## The Pragmatist

*Learning in Layers*

Defaults to structural fixes. Single-loop learning — tactics change, governing assumptions do not. In African contexts, people read the gap between espoused values and enacted decisions immediately and adjust accordingly.

**L**

## The Lone Wolf

*Doing It Alone, and the Cost*

Acts without distributed ownership. A facade of conformity consolidates — people perform alignment while privately disengaged. Culture cannot be owned by one person. It lives in relationship or it does not live.

**R**

## The Rebuilder

*Holding the Work in Progress*

Looks and acts — consistently, visibly, over time. Makes decisions that are costly to self in order to honour the compact. These moments are noticed, narrated, and become the organisation's own evidence of its integrity.

# ACTIVATE — From Truth to Social Compact

*“Values are not content to be communicated. They are commitments to be kept — specific, witnessed, and tested against the hardest decisions, not the easiest ones.”*

## Values Contextualisation

Each value translated into the specific language and reality of each division, team or department — what ‘integrity’ demands in this team, in this sector, with these power dynamics

Values-to-behaviour mapping: what observable decisions demonstrate each value when it is costly to do so

## The Social Compact

A witnessed agreement in front of peers specifies commitments, like ‘We will share diagnostic findings with our full team within 30 days.’ In contrast, vague statements like ‘We value transparency’ are not commitments.

Reviewed at six months. The same leaders return and name what was honoured, what was broken, and what the gap reveals about where power still overrides values

## Capability & Culture Playbook

Leadership behaviour framework: what each value looks like in practice at senior, people manager, and team member level — grounded in the diagnostic, not imported from elsewhere

The Culture Playbook holds the compact. A standing question in every leadership meeting: what have we done this month that contradicts what we said we stand for?

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*Diagnostics are not the culture  
change.  
They are an invitation.*

*The real question is:  
who will lead differently, now  
that the truth has been seen?*

*— Dr Ruwayne Kock  
Founder & CEO, Authentic Organisations*

# Why Authentic Organisations?

## Grounded in African practice, not imported theory

Our approach is built on decades of culture work across South Africa and the African continent. Ubuntu is not decoration. It is the epistemological foundation — the understanding that the community's health is the measure of leadership.

## Qualitative diagnostics that reach root causes

We do not report themes. We apply behavioural science and work psychology to name the identity, relational, and systemic dynamics that surfaced. That is what makes activation possible.

## We work across the full system

From diagnostic to values activation to the Culture Playbook. We do not hand you a framework and leave. The measure of success is that you no longer need us in the room.

# Contact us

*AO has developed leaders and cultures across the continent, in organisations, universities, and the public sector, grounded in African humanist values and decades of rigorous applied practice.*

Consulting • Coaching • Development

## Start the conversation.

*A 30-minute diagnostic call. No commitment.  
We listen to where you are, share what we see, and explore what culture renewal could look like.*

## Book an appointment with Dr Ruwayne Kock

[30-minute Diagnostic Call](#)

Email us at:

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