



TEN WAYS OF SEEING

The HQ Mindset

Ten convictions, one lens. The way of seeing your company the way the people inside it do, before any tool, program, or fix.

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| <p>1 There is a gap.
Every owner casts one. The ones most certain they don't cast the longest.</p> <hr/> | <p>6 Performative culture is detrimental, not neutral.
A value your building contradicts isn't zero. It's negative, and it compounds.</p> <hr/> |
| <p>2 The frontline's Tuesday is the truth.
Not the boardroom, not the report, not the good day. The ordinary one.</p> <hr/> | <p>7 Purpose, vision, values are uncovered, not invented.
You cannot brainstorm your way to what you already are.</p> <hr/> |
| <p>3 Culture is countable.
"You can't measure that" usually guards a number someone would rather not see.</p> <hr/> | <p>8 Belonging is built in small rooms.
You cannot feel at home in a space large enough to disappear in.</p> <hr/> |
| <p>4 The distortion starts with you.
Before you conclude the problem is your people, rule out that it's your lens.</p> <hr/> | <p>9 This is practice, not a fix.
A fix has an end date. A practice has a rhythm.</p> <hr/> |
| <p>5 Model, then merit.
You cannot reward a behavior nobody has seen. The order is everything.</p> | <p>10 Use the tool, develop the people.
The tool was never the point. The person always was.</p> |

There is a gap between what management thinks is happening and what your people are actually living.
The HQ Mindset is the way of seeing it. The HQ Method is the way of closing the gap.