

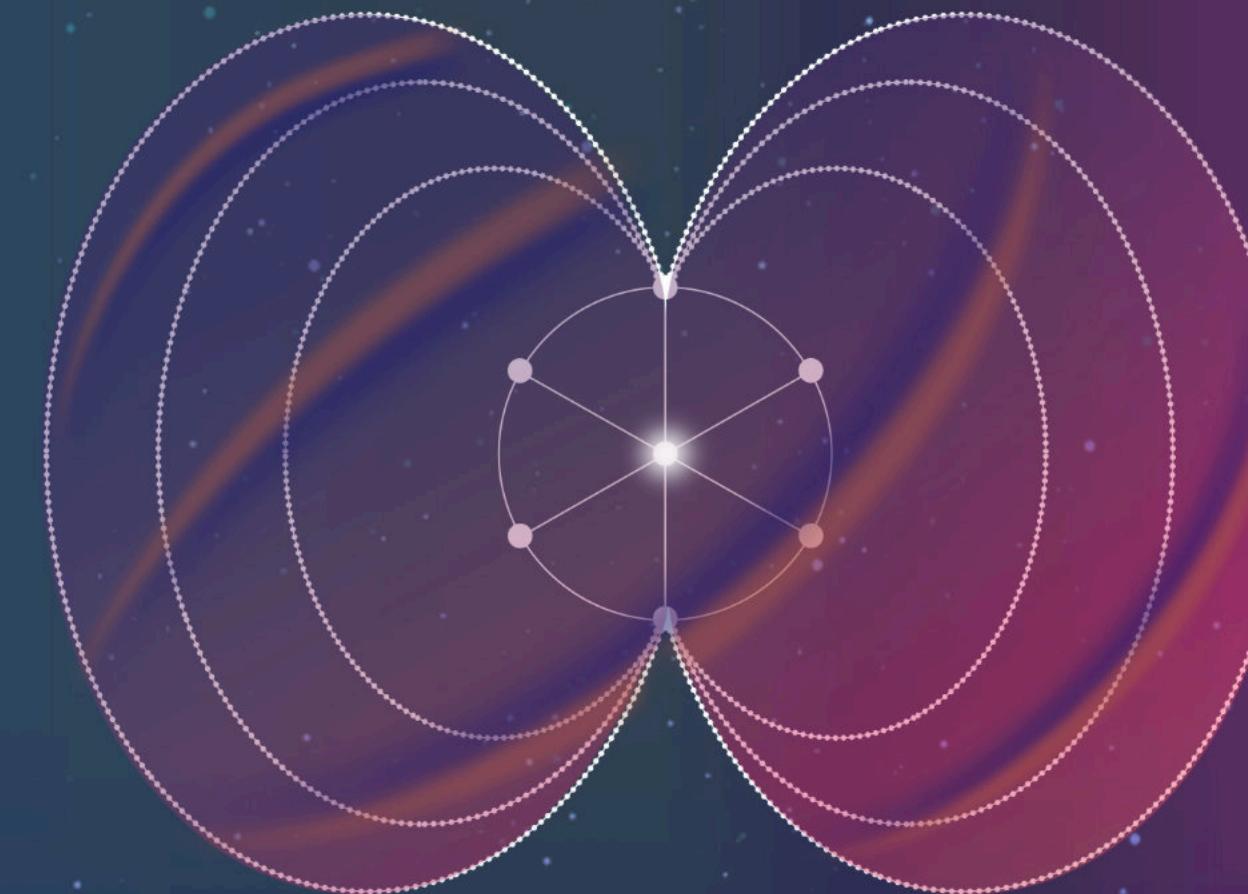
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WHERE PEOPLE AND BUSINESS THRIVE TOGETHER



synergy
holistic
energise • empower • enlighten

- CULTURAL ENERGY & WEAVES
- CO-FLOURISH ALIGNMENT
- CULTURAL THEMES & STRATEGIC LEVERS



CO-FLOURISH CULTURE AUDIT - CXO REPORT

- EXISTING CULTURE & STRAIN SIGNALS
- EXISTING VS. ASPIRATIONAL CULTURE
- STRATEGIC ACTIONS FOR CULTURAL TRANSFORMATION

ABOUT CO-FLOURISH

Co-Flourish is a culture audit designed to help organisations **see and strengthen the human and cultural forces that enables people and business to thrive together.**

In many organisations, performance and wellbeing are treated as trade-offs - one comes at the cost of the other. Co-Flourish offers a different possibility: it reveals how the cultural fabric can create synergy, enabling high performance and genuine human thriving.

By making these patterns visible, leaders can nurture cultures that are **coherent, contributive, and continuously evolving** - cultures where collective flourishing becomes a lived reality, not just an aspiration.

DISCLAIMER: This report is intended to serve as a starting point for dialogue. We encourage leadership and teams to use these insights to explore areas of strength and opportunity. The data alone does not provide solutions; rather, it highlights areas where further investigation and collaborative action may be needed.

WHY CULTURE MATTERS

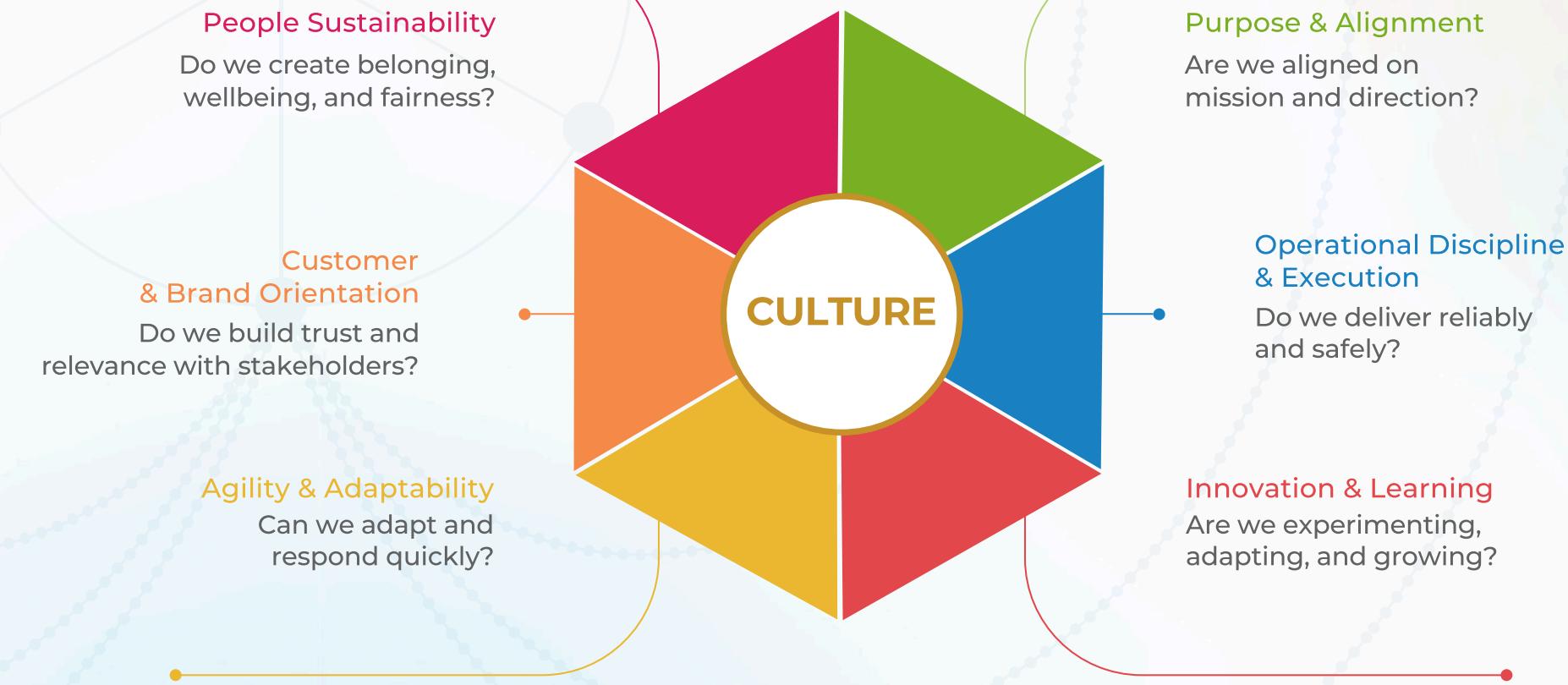
Culture shapes everything: how people **feel, think, and behave together**, and ultimately how the organisation performs, adapts, & grows.

“Culture eats strategy for breakfast.”

Peter Drucker

Culture: The Hidden Driver of Strategic Capabilities

A thriving culture is not a ‘soft’ nice-to-have - it is the **strategic engine** that drives execution, innovation, trust, and long-term resilience.



THE CULTURAL ENERGY LENS

HUMAN ENERGY RHYTHMS

Every organisation has a living cultural rhythm - a dynamic field shaped by how people think, feel, behave and work together.

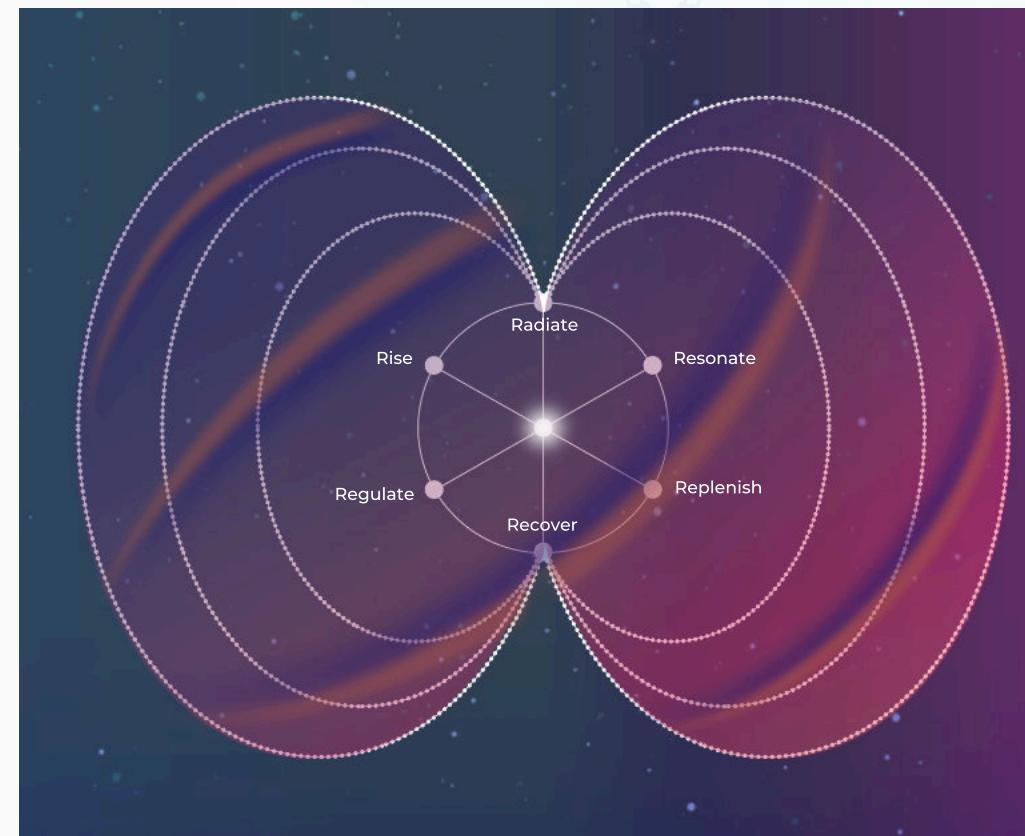
The Co-Flourish framework identifies six human energy rhythms that mirror natural patterns of collective functioning. These rhythms in flow support the organisation to stabilise its core, activate purposeful energy, and expand outward to create sustained impact.

Energy levels establish the strategic baseline for understanding the Co-Flourish Audit report by capturing the organization's current energy and mindset.

[Name of Org] has reached operational equilibrium, consistently meeting goals with a predictable, low-friction workflow. While stable, this state lacks the dynamism for peak performance. To thrive, we must shift to a proactive, growth-oriented mindset, unlocking our full potential.

Overall, [Name of Organization] is demonstrating a renewed, resilient, and decisive approach. The organization is also maintaining a baseline in areas of surface-level teamwork and partial fulfillment, which presents an opportunity for growth. However, this momentum is challenged by systemic issues that pose a stagnation risk due to unrecognized efforts and a lack of initiative, which could impact our long-term sustainability. The path forward needs to be decided, understanding the current mindset of the organization.

Ps: The Energy level data is derived from [_____]% of responses from the Co-Flourish Audit



The six Synergy rhythms reflect how human systems stabilise, activate, and evolve together. Cultural weaves flow through these rhythms to create the living fabric of the organisation.

CULTURAL WEAVES

Culture is not static - it is a living fabric woven through collective human energy.

The Co-Flourish framework maps six cultural weaves flowing through six human energy rhythms. This fabric-level view helps leaders see that cultural strengths and tensions emerge not from isolated factors, but from how these flows align - or misalign - over time.

Each weave represents a vital dimension of collective flourishing:

WEAVES



VITALITY & BALANCE :
The pulse of renewal, energy, and sustainable achievement



VOICE & EMPOWERMENT :
Psychological safety, agency, and authentic expression.



GROWTH & CO-EVOLVE :
Learning, mastery, and adaptive mindsets.



RELATIONAL SYNERGY :
Inclusion, care, fairness, and mutual trust.



PURPOSEFUL CO-CREATION :
Shared meaning, aligned direction, and collective impact.



HUMAN-CENTRED DESIGN :
Compassionate leadership and agile systems that serve people.

Together, these weaves express the cultural fabric through which people thrive and contribute as one.

These six cultural weaves express the living fabric of the organisation. Each weave is underpinned by diagnostic themes that reveal how culture is experienced day to day. On the next page, we examine these themes through the Coherence–Contribution lens to identify strengths and opportunities

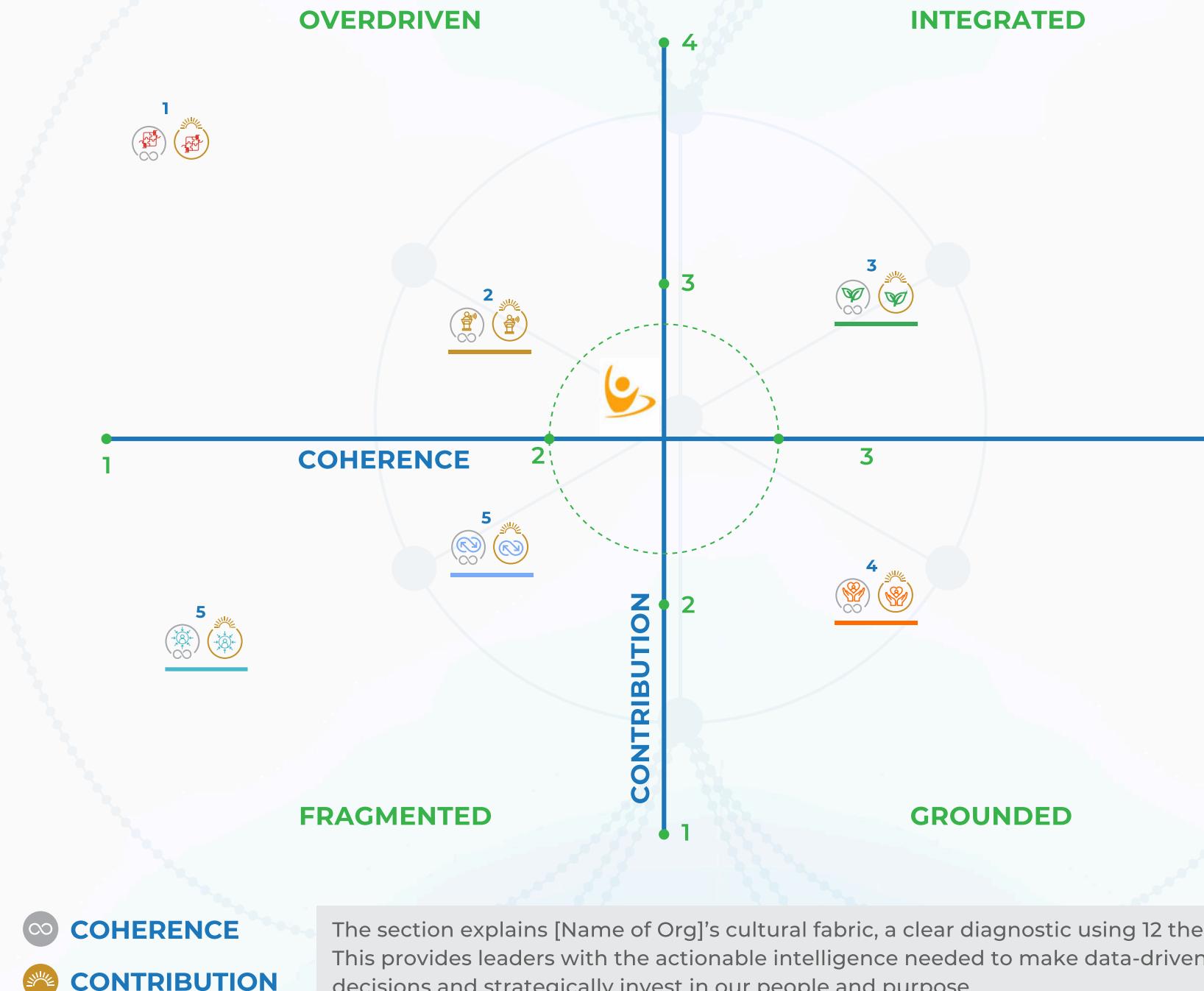
CO FLOURISH ALIGNMENT

EXECUTIVE SUMMARY

COHERENCE is a culture's internal health, anchored in a foundation of psychological safety, well-being, belonging, and renewal. **CONTRIBUTION** is the culture's ability to drive external impact and performance by empowering a sense of purpose, mastery, and innovation. Together their alignment at the existing culture indicates **that a critical juncture where future trajectory of [name of org]'s culture is fluid, and intentional navigation is essential to prevent regression and achieve sustainable growth.**

At [Org Name], while some teams are aligned, others are disengaged, creating fragmented purpose. The overall culture lacks the integration needed for true resilience. Additionally, some teams achieve results, but the organization lacks the scalable operationalization of purpose required for consistent, collective success.

This alignment highlights strengths, tensions and strategic leverage points across the culture themes.



The section explains [Name of Org]'s cultural fabric, a clear diagnostic using 12 themes. This provides leaders with the actionable intelligence needed to make data-driven decisions and strategically invest in our people and purpose.

CULTURE WEAVES & THEMES

| WEAVE | THEMES |
|------------------------|--------------------------|
| PURPOSEFUL CO-CREATION | MEANING & ALIGNMENT |
| Voice and Empowerment | DIRECTION & IMPACT |
| GROWTH & CO-EVOLVE | EXPRESSION & SAFETY |
| VITALITY & BALANCE | AUTONOMY & AGENCY |
| RELATIONAL SYNERGY | LEARNING & MINDSETS |
| HUMAN-CENTRED DESIGN | MOTIVATION & MASTERY |
| | WHOLENESS & RENEWAL |
| | ENERGY & ACHIEVEMENT |
| | INCLUSION & CARE |
| | FAIRNESS & RECIPROCITY |
| | COMPASSIONATE LEADERSHIP |
| | SYSTEM AGILITY |

Each cultural theme is further examined across four levels of organisational experience namely Individual, Job, Team, and Organisation and associated

Enablers and Demands that clearly show energy gain and drain. This targeted view turns cultural patterns into actionable leadership levers, guiding Pharco's journey towards a flourishing culture.

CULTURAL THEMES

| Weave | Themes | Score | Level | Interpretation | Lever |
|------------------------|--------------------------|--------|--------------|--|-----------------------------|
| PURPOSEFUL CO-CREATION | MEANING & ALIGNMENT | 2 ➔ | Organization | There is a partial understanding of goal but our efforts are not fully consistent | N/A |
| | DIRECTION & IMPACT | 1.7 ➔ | Organization | A lack of clear goals is causing work to be disjointed and unaligned | |
| VOICE AND EMPOWERMENT | EXPRESSION & SAFETY | 4 ➔ | Team | Teams foster a culture of open communication where every voice is heard and valued. | Psychological safety ★ |
| | AUTONOMY & AGENCY | 1.75 ➔ | Job | A lack of clear goals is causing work to be disjointed and unaligned | Lack of Control ● |
| GROWTH & CO-EVOLVE | LEARNING & MINDSETS | 2.5 ➔ | Job | Commitment to learning is strong, but a risk-averse mindset is hindering our agility. | N/A |
| | MOTIVATION & MASTERY | 2.5 ➔ | Job | Development opportunities are accessible, but underutilized. | N/A |
| VITALITY & BALANCE | WHOLENESS & RENEWAL | 2.25 ➔ | Individual | Employee's efforts to recharge are sporadic and easily derailed, leading to inconsistent energy at work. | N/A |
| | ENERGY & ACHIEVEMENT | 3 ➔ | Job | Intentional use of energy leads to consistent and sustainable performance. | Job autonomy ● |
| RELATIONAL SYNERGY | INCLUSION & CARE | 2.75 ➔ | Team | The environment has basic professional courtesy, but lacks consistent, authentic inclusion. | N/A |
| | FAIRNESS & RECIPROCITY | 1.5 ➔ | Team | A lack of transparency in team processes is eroding trust and creating a perception of unfairness. | Absence of Fairness ● |
| HUMAN-CENTRED DESIGN | COMPASSIONATE LEADERSHIP | 3.5 ➔ | Team | Sustained and supportive leadership is a key organizational strength. | Leadership role modelling ★ |
| | SYSTEM AGILITY | 1.75 ➔ | Job | The organization is inflexible and mostly works in isolated groups. | Stagnation ● |

DIAGNOSTIC LENS

This page brings the Co-Flourish diagnosis down to the **theme level**, showing where **(level)** cultural patterns manifest in the system and what primary **levers** are impacting them.

Levels

-  INDIVIDUAL - Personal experience, wellbeing, self-regulation.
-  TEAM - Psychological safety, inclusion, feedback, ways of working.
-  JOB - Clarity of goals, role design, decision rights.
-  ORGANISATION - Systems, policies, leadership norms, cultural signals.

Levers

-  ENABLER - Positive patterns that amplify coherence and contribution when strengthened.
-  DEMAND - Frictions that block healthy culture and performance until addressed.

These levers are visualised again in the layer diagrams that follow, to show how enablers and demands cluster across Core Stability, Adaptive Mastery, and Sustainable Performance.

This diagnostic view reveals where the organisation's cultural strengths and pressures are currently located across levels and types of levers.

★ Enablers signal strengths to build upon, while ● Demands highlight friction points to address.

Further, we map these patterns onto the three cultural layers to reveal how interlinked factors shape Pharco's cultural transformation journey.

EXISTING CULTURE

CULTURE LAYERS

Organizational culture is a dynamic process fuelled by its three interconnected layers. These layers navigate the capacity of the organization to thrive and sustain high performance. This Framework reveals the current state and momentum of this core system.

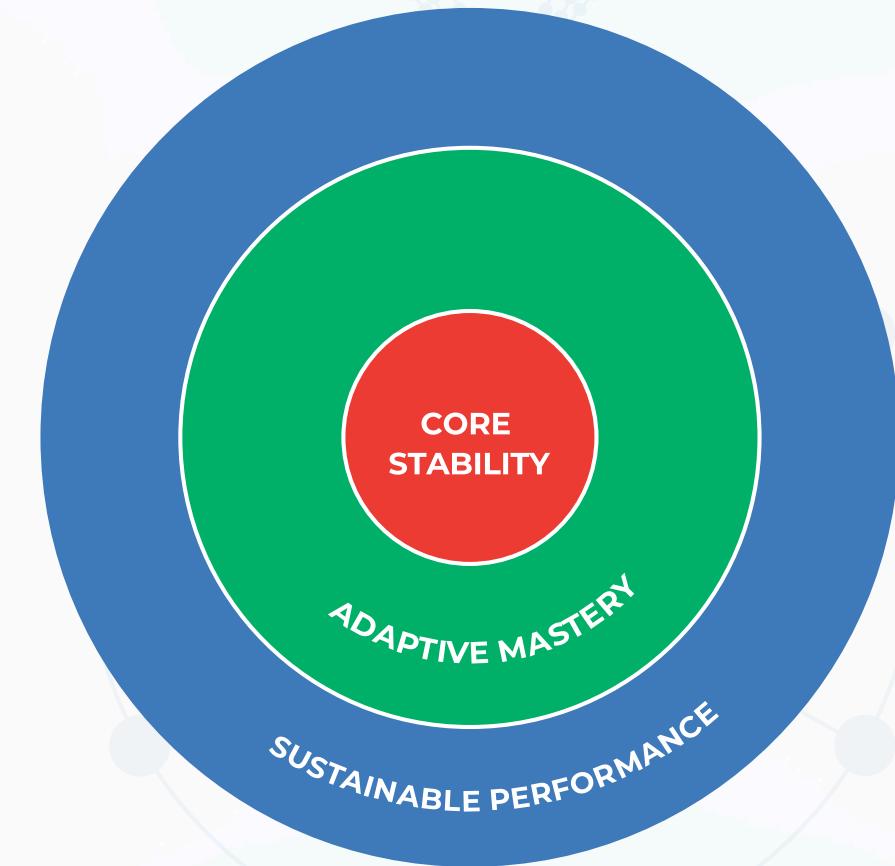
CORE STABILITY: It is a perquisite for secure culture. **[Name of organization] has a robust foundation, fostering a secure environment where employees can innovate and collaborate. This psychological safety enhances resilience and maintains focus on strategic objectives.**

ADAPTABILITY: It is a Functional state required to navigate uncertainty and evolve without breaking down. **[Name of organization] is rigid and resists change, struggling under pressure and reacting poorly to uncertainty. It lacks the creative problem-solving needed to recover from setbacks, leading to burnout and stagnation.**

SUSTAINABLE PERFORMANCE: This is the ultimate state where individual purpose, team performance, systems, and strategy are aligned. **Performance at [Name of organization] is good, but it's not consistently energizing or fully aligned with core values. A culture of renewal is emerging but isn't yet fully integrated into daily operations.**

These three layers are not separate silos - they dynamically reinforce each other.

Weakness in one layer can destabilise the others; strength in one amplifies the whole system.



CULTURAL STRAIN SIGNALS

Even in well-functioning systems, cultural strain can emerge when pressure builds faster than the organisation's capacity to renew and adapt. These early warning signals often surface in the form of stress and burnout risks, especially within core stability and adaptive mastery layers.

CHALLENGES TO EXISTING CULTURE

Chronic, unmanaged workplace stress, carries severe risks that impact not only the individual but also the entire organization.

At **[Org Name]**, **[X]**% of respondents are at risk of burnout. The burnout risk is expressed in the area of _____. These risks are further validated by items such as:

1.[Survey item]

2.[Survey item]

3.[Survey item]

These signals highlight where systemic strain may be undermining energy and resilience. By responding in a timely manner, leadership can stabilise the cultural core.

Understanding the current cultural layers and strain signals provides a clear foundation for targeted change. Further, we compare Pharco's existing culture with its collective aspirations to reveal where the greatest leverage for cultural evolution lies.

CULTURAL TRANSFORMATION

EXISTING CULTURE

is a narrative of Organization's ability to foster stability and meet demands. This section dives into our current reality, identifying the foundational patterns that enable or hinder our long-term health

ENABLERS

- ★
- ★
- ★
- ★



DEMANDS

-
-
-
-

ASPIRATIONAL CULTURE:

This section outlines the desired direction, the enablers required to cultivate stability, to build adaptability and achieve a state of sustained, long-term performance.

ENABLERS

- ★
- ★
- ★
- ★
- ★



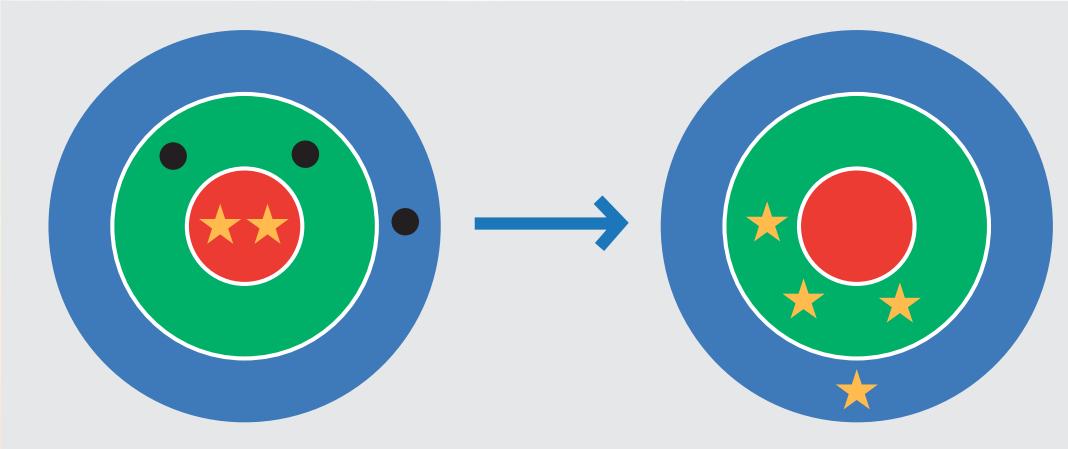
STRATEGIC LEVERS FOR CULTURAL EVOLUTION

| ENHANCING ENABLERS | | NAVIGATING DEMANDS | |
|---------------------------|---|---------------------|--|
| PSYCHOLOGICAL SAFETY | <ul style="list-style-type: none"> • Rebuild rituals that strengthen community ties. • Track early signals of isolation or exclusion. • Provide safe, neutral mediation for conflicts. | ABSENCE OF FAIRNESS | <ul style="list-style-type: none"> • Audit promotions, workloads, and rewards for equity. • Address favoritism or bias quickly. • Standardize processes to reduce inequity |
| LEADERSHIP ROLE MODELLING | <ul style="list-style-type: none"> • Train leaders in compassion practices. • Share stories of leaders showing care in action. • Hold space for leaders to reflect on relational impact. | STAGNATION | <ul style="list-style-type: none"> • Eliminate bottlenecks in decision and approval flows. • Simplify rigid processes that block responsiveness. • Rotate responsibilities to prevent rigidity. |
| | | LACK OF CONTROL | <ul style="list-style-type: none"> • Clarify decision rights to reduce bottlenecks • Empower teams with authority to act on objectives • Monitor and resolve areas of decision gridlock. |
| | | INSUFFICIENT REWARD | <ul style="list-style-type: none"> • Audit reward systems for fairness and transparency • Address gaps between effort and recognition • Ensure consistency across teams in reward practices. |

These strategic levers highlight where strengthening key enablers and relieving pressure points can accelerate Pharco's cultural transformation

FROM INSIGHTS TO PRIORITIES

REFLECTION



"These three layers work as one system - reinforcing or destabilising each other. Seeing the whole first allows smarter, more targeted action."

Reflection Prompts (with clear report references)

System Reflection (see "Existing Culture" — p. 5)

- Where do you sense strong reinforcement across layers?
- Where might strain in one layer be affecting the others?

Top Cultural Strengths (see "Co-Flourish Alignment" & "Cultural Themes & Strategic Levers" — pp. 3–4)

- Which 3 themes scored **highest** ?
- What practices, rituals, or conditions enable these strengths? What can we celebrate and scale?

Top Aspirational Enablers (see "Existing vs. Aspirational Culture" — p. 6)

- What are the **Top 4 Aspirational Enablers** (diamond)?
- How might these guide Pharco's cultural transformation journey?

Top Cultural Demands (see "Cultural Themes & Strategic Levers" — p. 4)

- Which 3 themes scored **lowest** ?
- What frictions, gaps, or pressures do they represent?

ALIGNING TO STRATEGIC CAPABILITIES

Strategic capability refers to the cultural strengths and behaviours (proposed by the Co-Flourish Audit) that fundamentally support and enable the organization's business agenda. Every strategic pillar is recommended to be built upon these specific cultural foundations.

| STRATEGIC CAPABILITY | CULTURE THEMES ANCHORED | | | |
|---|-------------------------|----------------------|----------------------|--------------------------|
| | Meaning & Alignment | Direction & Impact | | |
| PURPOSE & ALIGNMENT | | | | |
| OPERATIONAL DISCIPLINE & EXECUTION | Energy & Achievement | Fairness & Mutuality | Direction & Impact | System Agility |
| INNOVATION & LEARNING | Motivation & Mastery | Learning & Mindsets | Autonomy & Agency | |
| AGILITY & ADAPTABILITY | System Agility | Autonomy & Agency | Expression & Safety | |
| CUSTOMER & BRAND ORIENTATION | Inclusion & Care | Expression & Safety | Meaning & Alignment | |
| PEOPLE SUSTAINABILITY | Wholeness & Renewal | Inclusion & Care | Fairness & Mutuality | Compassionate Leadership |

Step 1: Review Culture Themes mapped to the chosen capability and find theme scores in "Executive Summary/Co-Flourish Fabric".

Step 2 (Pioneer): IF Score is 3.0–4.0, this is a strength; share best practices across the organization.

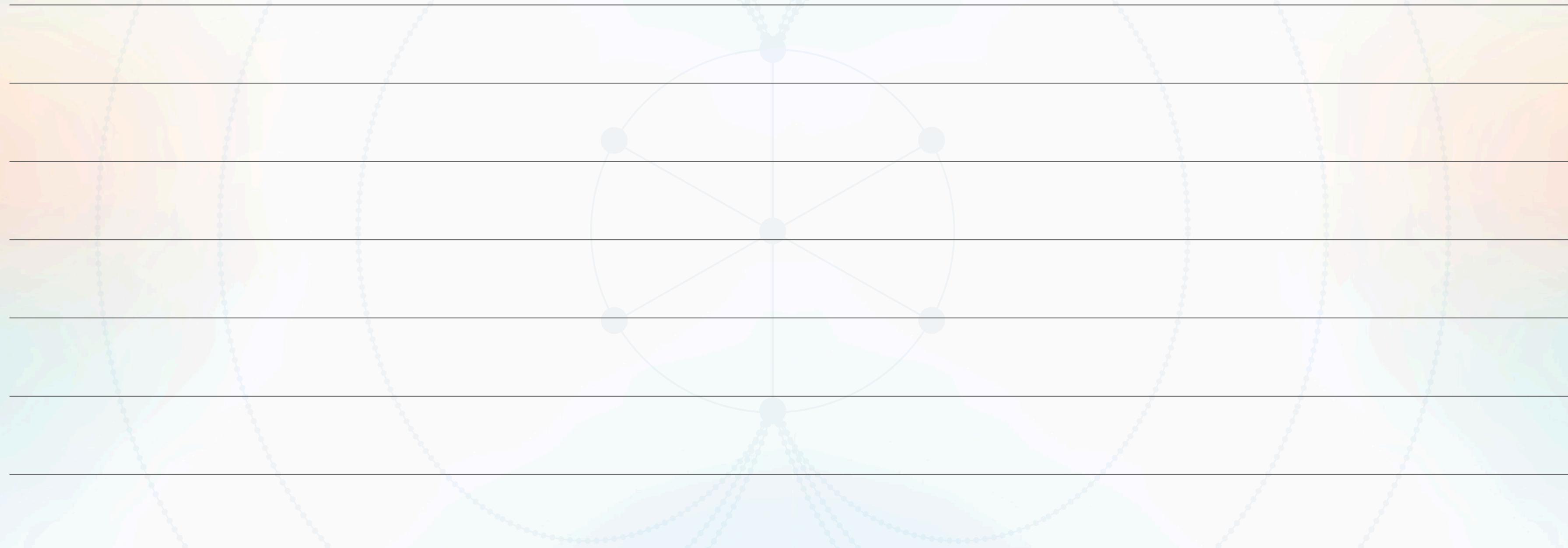
Step 3 (Developing): IF Score is 2.0–2.99, review the specific Enabler and Action Points in "Enablers and Demands" table to convert it into a strength.

Step 4 (Urgent Need): IF Score is 1.0–1.99, review the specific Demand and Action Points in "Enablers and Demands" table for urgent intervention.

PS: This mapping is currently a working framework, pending empirical validation and confirmation through performance data.

Next, We design targeted I–We–Co levers and prioritised actions to bring these cultural priorities to life.

INSIGHTS



CULTURAL PRIORITIES TO TARGETED ACTION

ACTION PLANNING FRAMEWORK

The next step is to turn insights into clear, targeted actions that strengthen Pharco's cultural system while advancing strategic priorities.

Enablers & Demands Across the System

| Level | Key Enablers | Key Demands / Pressures |
|--------------------|---|--|
| Individual (I) | <ul style="list-style-type: none"> Self-efficacy & adaptability Psychological safety Authenticity & belonging Access to health & wellbeing resources Role clarity & autonomy Person-job fit | <ul style="list-style-type: none"> Workload & time pressure Emotional exhaustion Loneliness or lack of support Low personal fit / lack of meaning Role conflict & ambiguity Work pressure & long hours |
| Job (Contribution) | <ul style="list-style-type: none"> Career growth & customization Purposeful goals Trust & inclusion Supervisor & peer support | <ul style="list-style-type: none"> Lack of learning opportunities Job insecurity Toxic behaviours / interpersonal conflict Psychological unsafety |
| Team (We) | <ul style="list-style-type: none"> Open feedback & collaboration Shared learning culture Strategic clarity & alignment Fair systems & leadership commitment | <ul style="list-style-type: none"> Low belonging Communication breakdowns Bureaucratic drag & rigidity Strategic misalignment |
| Organisation (Co) | <ul style="list-style-type: none"> Learning & agility infrastructure Culture of renewal & wellbeing | <ul style="list-style-type: none"> Resource constraints Cultural fatigue / change overload |

Enablers: Strengths that, when amplified, unlock system-wide flourishing.

Demands: Pressures that, if unaddressed, erode energy, adaptability, and performance.

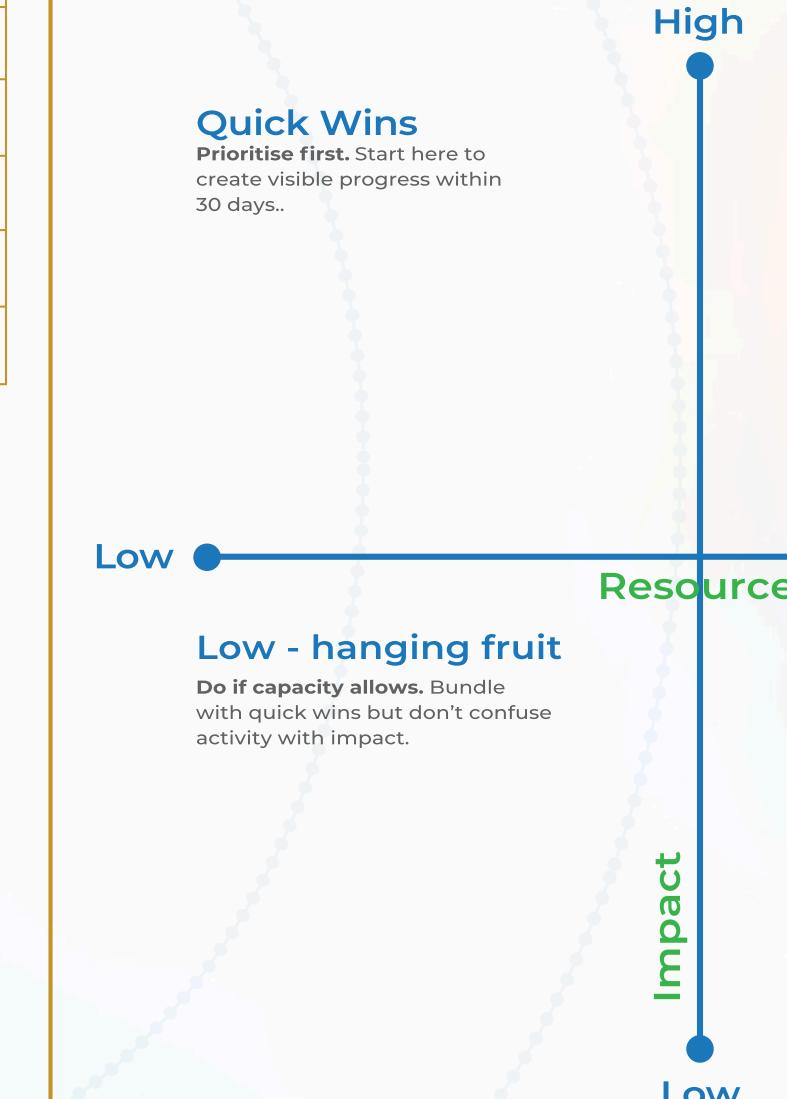
Designing actions across levels of I/JOB/WE/CO

| Core Layer | Themes | Enablers/ Demand | Level | Owner |
|-------------------------|--------|------------------|-------|-------|
| Core Stability | | | | |
| | | | | |
| | | | | |
| Adaptive Mastery | | | | |
| Sustainable Performance | | | | |

Effective culture building works like a living system: when we strengthen foundations, address pressures, and amplify enablers at multiple levels, we create sustainable shifts where **people and business thrive together**.

Strong action plans work across multiple levels while respecting the logic of the three cultural layers — starting with Core Stability, then Adaptive Mastery, and finally Sustainable Performance.

Prioritise Actions for Maximum Impact



Flourish@One Pharco

where People and Business Thrive Together

CONSCIOUS TRANSFORMATION

Pharco's cultural transformation is a shared leadership journey. The Co-Flourish audit (Pages 1–9) has illuminated cultural strengths, aspirations, and priority levers for change. This page frames how transformation happens at scale—through a clear architecture where leaders inspire shared purpose, model flourishing behaviors, grow collective capacity, and embed change through systems and rhythms.

Transformation is not linear. It is fractal, iterative, and deeply human.

I - Personal transformation, self-awareness, inner regulation.
→ Primarily Track 2.

We - Relational transformation, team coherence, shared practices.
→ Tracks 2–3.

Co - Systemic transformation, governance, cultural architecture.
→ Tracks 1 & 4.

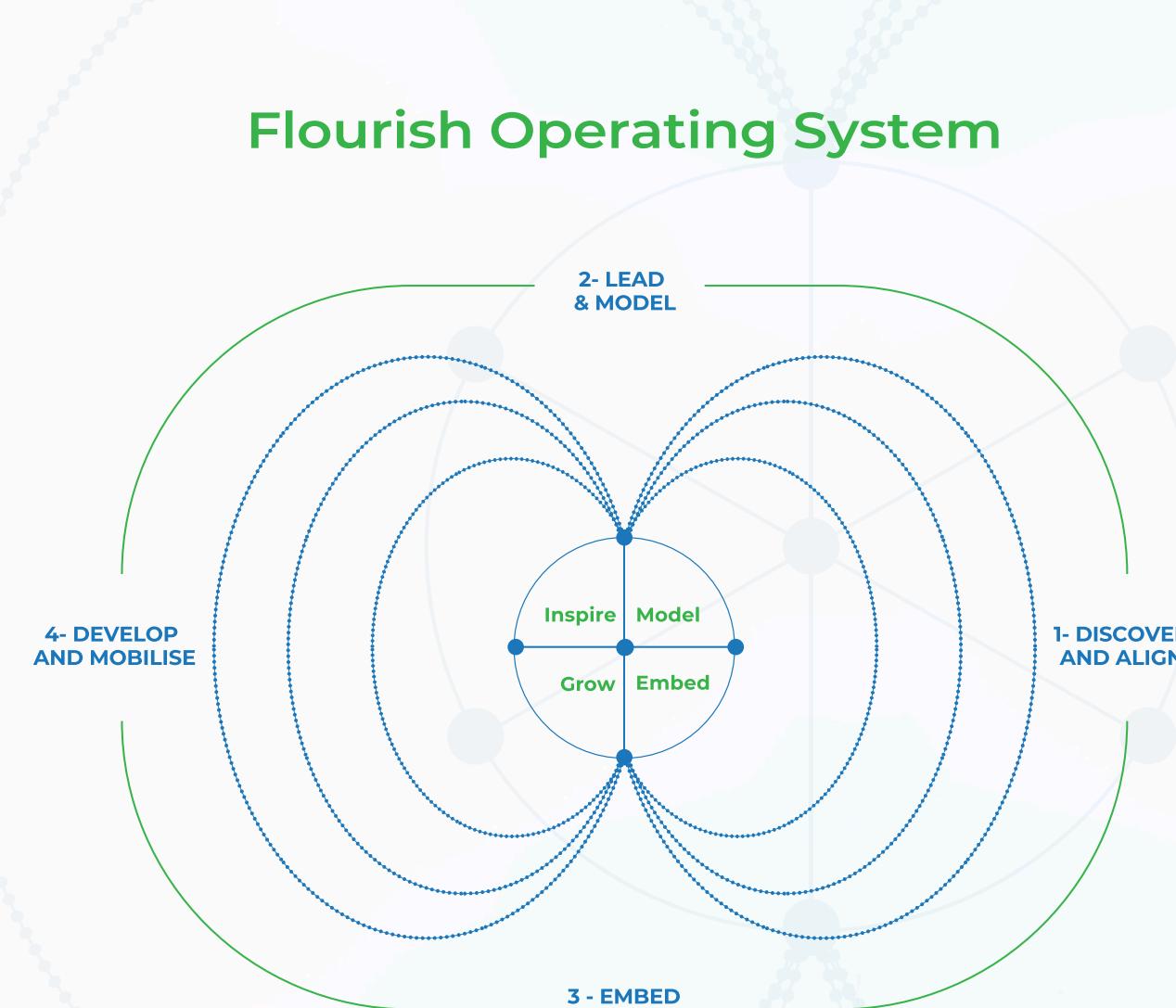
INTEGRATION LINKS

Inspire - Shared purpose, aspiration

Model - Embodied leadership behaviors

Grow - Champions, capacity, peer learning

Embed - Systems, structures, rhythms



The Flourish operating system is the heart of Pharco's transformation, manifesting the vision of people and business thriving together into a living reality.

TRANSFORMATION TRACKS

| Tracks | Purpose | Strategic Role |
|----------------------------------|---|--|
| 1) DISCOVER & ALIGN | Build shared insight, purpose, and strategic priorities | Establishes shared direction, cultural DNA, and collective "why" |
| 2) Lead & Model | Activate top leaders to embody desired culture | Leadership becomes the energetic and behavioral carrier of change |
| 3) Develop & Mobilize | Build internal capacity to spread and sustain change | Champions and teams enable distributed leadership and culture |
| 4) Embed & Scale | Institutionalize flourishing through systems & structures | Hard-wires flourishing into organizational architecture and strategy |

JOURNEY OF COLLECTIVE FLOURISHING

Flourish@One Pharco is more than a programme — it is a living operating system for transformation.

Through the four integration links — **Inspire, Model, Grow, and Embed** — Pharco's leaders activate change across the **I–We–Co fields**: personal, relational, and systemic.

The **transformation tracks** provide the rhythm: discovering shared purpose, leading by example, mobilising capacity, and embedding change in systems. This work unfolds through the **three cultural layers** — **Core Stability, Adaptive Mastery, and Sustained Performance** — continually aligning **coherence within** and **contribution without**.

Conscious evolution is the thread that weaves it all together: as leadership embodies this journey, coherence and contribution begin to reinforce each other, and a thriving culture emerges naturally.

This is the deeper promise of **Flourish@One Pharco** — a living system where **people and business truly thrive together**.