

STRATEGIC LEADERSHIP CULTURE PLAYBOOK

BY ALEXIA GEORGHIOU

**LEAD STRATEGY THROUGH
CULTURE WITH THE
V.A.L.U.E.S. FRAMEWORK
BY ALEXIA GEORGHIOU**



STRATEGIC CULTURE PLAYBOOK

**BUILD A VALUES-DRIVEN CULTURE THAT ACCELERATES
STRATEGY AND PERFORMANCE**



WWW.KNOXVILLEHAPPINESSCOALITION.COM

© Knoxville Happiness Coalition

Alexia Georghiou, Founder

<https://www.knoxvillehappinesscoalition.com>

Introduction: V.A.L.U.E.S. FRAMEWORK	5
WHY THIS MATTERS NOW	9
90 DAY CULTURE SHIFT PLAN	19
References	22
Resources	23
About the Author	25

1.

INTRODUCTION: V.A.L.U.E.S. FRAMEWORK

In every organization, culture is the invisible force shaping performance, engagement, and adaptability. The **V.A.L.U.E.S. Framework** provides leaders with a psychologically grounded, research-based method to intentionally shape culture, align people with purpose, and drive lasting results (Seligman, 2000; Fredrickson, 2001, 2009).

V.A.L.U.E.S. stands for:

- **Vision** – Unite employees behind a shared purpose that drives strategy.
- **Action** – Turn purpose into clear, measurable steps that leverage strengths and deliver results.

- **Leadership** – Develop leaders at every level to inspire, empower, and model trust.
- **Unity** – Build cohesive, high-performing teams grounded in respect and shared values.
- **Engagement** – Sustain motivation, commitment, and innovation over time.
- **Synthesis** – Integrate all insights into a unified organizational transformation plan.

Grounded in the science of positive psychology (Seligman, 2000; Fredrickson, 2001, 2009) and supported by transformational leadership and team-building research, the framework taps into the power of meaning, positive emotion, and accomplishment to broaden thinking, strengthen collaboration, and build resilience.

V

VISION

Creating a shared purpose
that inspires action

A

ACTION

Implementing strategies that
align strengths with roles

L

LEADERSHIP

Developing collaborative
leadership at all levels

U

UNITY

Building cohesive teams
through shared values

E

ENGAGEMENT

Maintaining motivation
and long-term commitment

S

SYNTHESIS

Integrating all elements to
create sustainable success

A systematic approach to enhancing organizational effectiveness

2.

WHY THIS MATTERS NOW

Today's leaders face compounded challenges:

- **Uncertainty & Change Fatigue** – Rapid market shifts and restructuring leave teams anxious and disengaged.
- **Siloed Thinking** – Departments operate independently, missing opportunities for synergy.
- **Burnout & Low Engagement** – High workloads, limited recognition, and unclear purpose drain morale.
- **Shallow Culture Efforts** – Efforts focus only on visible behaviors without addressing underlying values.
- **Leadership Gaps** – Managers promoted for technical skills often lack people- and change-leadership capabilities.

The Opportunity: Culture is not a side project—it is the strategy. Leaders who align values with business goals can accelerate execution, improve retention, and inspire innovation.

The V.A.L.U.E.S. Framework for Culture-Driven Strategy

1. Vision – Anchor in Purpose

Goal: Align every person’s role with the organization’s mission and long-term goals.

Pain Point: Disconnection between daily work and big-picture strategy.

Leader Actions:

- Craft and communicate a compelling purpose that connects to real-world impact.
- Share “line-of-sight” stories showing how individual efforts contribute to organizational success.

- Involve teams in shaping future goals for greater ownership.
- Use future-casting sessions to visualize the organization's 3–5 year destination.

Why It Works: When employees understand why they work, motivation becomes intrinsic, and decision-making aligns naturally with strategy (Seligman, 2000).

2. Action – Translate Vision into Tangible Steps

Goal: Move from inspiration to measurable progress.

Pain Point: Ideas without follow-through; strategy existing only “on paper.”

Leader Actions:

- Set SMART goals tied to strategic priorities.
- Identify and remove process bottlenecks.
- Assign clear ownership for every initiative.

- Track and celebrate quick wins to build momentum.

Why It Works: Action planning bridges the gap between intent and impact, making strategy a lived reality.

3. Leadership – Influence at Every Level

Goal: Create a culture where leadership is a shared responsibility, not a title.

Pain Point: Over-reliance on top management for direction.

Leader Actions:

- Develop leadership skills at all levels through mentoring and stretch assignments.
- Practice empathy-based leadership, balancing accountability with understanding.
- Model transparency in decision-making.
- Equip teams to resolve conflict constructively.

Why It Works: Distributed leadership accelerates change and builds organizational resilience (Fredrickson, 2009).

4. Unity – Build Collaboration Across Boundaries

Goal: Break down silos and strengthen cross-team trust.

Pain Point: Miscommunication, territorial thinking, and fragmented efforts.

Leader Actions:

- Form cross-functional project teams for key initiatives.
- Facilitate “strength mapping” to leverage diverse skills.
- Establish shared norms for communication and decision-making.
- Recognize collaborative wins as equally important as individual achievements.

Why It Works: Unity fosters innovation by combining diverse perspectives into better solutions (Fredrickson, 2001).

5. Engagement – Sustain Energy and Commitment

Goal: Keep people motivated, valued, and growing.

Pain Point: Declining morale, low participation, and high turnover.

Leader Actions:

- Implement personalized recognition practices.
- Provide meaningful growth opportunities.
- Create feedback loops with visible follow-through.
- Monitor workload balance to prevent burnout.

Why It Works: Engaged employees perform better, advocate for the organization, and strengthen its reputation (Seligman, 2000).

6. Synthesis – Integrate Culture and Strategy

Goal: Merge all V.A.L.U.E.S. elements into a cohesive transformation blueprint.

Pain Point: Culture initiatives that are isolated, short-term events rather than systemic change.

Leader Actions (Based on Synthesis Cards):

Vision Alignment

- Review all Vision Zone insights to create a unified vision statement.
- Identify three ways to communicate it effectively across the organization.

Strategic Action Plan

- Combine all action strategies into a prioritized roadmap.
- Create a 90-day action plan with milestones, owners, and success metrics.

Leadership Development

- Identify needed leadership capabilities.

- Design a development initiative including mentoring, training, and practical application.

Team Cohesion Framework

- Establish collaboration protocols, trust-building practices, and cross-department touch points.

Engagement Strategy

- Build a comprehensive engagement plan covering recognition, development, and feedback systems.

Organizational Transformation Blueprint

- Map interconnections between all elements.
- Assign champions for each pillar.
- Develop a full implementation timeline with success metrics.

Why It Works: Synthesis ensures culture is embedded into operations and strategy, transforming it from an abstract idea into a measurable driver of performance.

3.

90 DAY CULTURE SHIFT PLAN

Practical 90-Day Culture Shift Plan

90-Day Culture Shift Plan

Turn insight into action and embed culture into strategy.

Weeks 1–2 — Diagnose

- Use the Iceberg Model to identify visible behaviors & hidden values.
- Gather employee insights via surveys & focus groups.

Weeks 3–4 — Vision

- Align personal and organizational purpose.

- Share “line of sight” stories linking daily work to big-picture strategy.

Weeks 5–6 — Action

- Set 3–5 clear priorities tied to strategy.
- Remove bottlenecks and assign ownership.

Weeks 7–8 — Leadership

- Launch micro-leadership initiatives for all levels.
- Model transparency and empathy in decision-making.

Weeks 9–10 — Unity

- Host cross-team collaboration workshops.
- Recognize and reward collaborative wins.

Weeks 11–12 — Engagement

- Introduce consistent recognition & feedback loops.
- Create visible progress dashboards to sustain momentum.

Week 13 — Synthesis

- Combine insights into a Culture Blueprint.
- Set metrics for the next 90 days to track impact.

The Strategic Payoff

- **Better Strategy Execution** – Aligned culture removes friction from implementation.
- **Higher Retention & Morale** – Employees feel connected, recognized, and supported.
- **Faster Adaptability** – Distributed leadership and unity speed change adoption.
- **Sustainable Performance** – Engagement fuels results without burnout.

REFERENCES

Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218–226. <https://doi.org/10.1037/0003-066X.56.3.218>

Fredrickson, B. L. (2009). *Positivity: Top-notch research reveals the upward spiral that will change your life*. New York, NY: Crown.

Seligman, M. E. P. (2000). *Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment*. New York, NY: Free Press.

RESOURCES

Take the Next Step: Strategic Leadership Online Module Course

You now have the tools to begin shaping culture—but true transformation requires practice, accountability, and deeper learning. Our **Strategic Leadership course** equips you to **create the culture you need to manage change with confidence.**

In this course, you'll:

- Learn frameworks to **align culture with business strategy.**
- Gain practical tools to **lead change with vision and resilience.**
- Build the leadership skills to **engage, retain, and inspire teams.**

Bonus: This course is approved for **2.5 SHRM PDCs**—helping SHRM-CP and SHRM-SCP professionals meet recertification requirements while building real-world impact.

Preview—Strategic Leadership: How to Create the Culture You Need to Manage all of the Changes—and enroll [**HERE**](#)



ABOUT THE AUTHOR

Alexia Georghiou is the founder of the Knoxville Happiness Coalition-SHRM Recertification Provider-and author of [The Future of Work is Human](#) and [The Future of Success is Happiness](#). She is a recognized leadership and organizational development consultant who partners with executives to implement values-driven strategies that strengthen culture, enhance performance, and sustain organizational resilience.

<https://www.knoxvillehappinesscoalition.com>