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Leadership Signals and Everyday Culture Shaping Training Course for Managers

2 – 6 August 2027
Milan

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Ref: 2553_97065 **Date:** 2 – 6 August 2027 **Location:** Milan **Fees:** 6200 GBP

Leadership Signals and Everyday Culture Shaping is a 1-week training course for senior and middle managers who want to see how their own behaviour, decisions and routines set the tone of an organisation, and who leave with a Leadership Signals Culture Map. Employees read culture from what leaders reward, tolerate and pay attention to, not from value statements on a wall. Jupiter Prime Training offers this course on leadership signals and culture shaping.

Why Leadership Signals and Culture Shaping Matters Now

Hybrid working has thinned the informal moments in which newcomers once absorbed how things are done, while employees and candidates compare employers openly and quickly notice when stated values and daily conduct drift apart. Restructuring and new technology add pressure, because every reorganisation sends signals about what is valued. An organisation whose leaders send consistent signals keeps trust and discretionary effort through change; one that sends mixed signals breeds cynicism, quiet withdrawal and a gap between policy and practice that no campaign can close. The course rests on practical diagnosis of observable behaviour rather than on any single theory.

Who Gains Most from Leadership Signals and Culture Shaping

- Managers who lead departments through mergers, restructures or a change of direction
- Heads of units responsible for turning organisational values into daily expectations
- Senior managers who chair recurring meetings, reviews and recognition decisions
- Leaders of people and culture functions who advise executives on behaviour and climate
- Middle managers who translate senior decisions into routines for front-line teams

A leadership team that attends together gains most, because its members can agree which signals they will change and hold each other to them.

Leadership Signals and Culture Shaping Capabilities

The outcomes focus on reading the messages a leader sends without words and deliberately redesigning them.

- Assess the current culture through artefacts, stories and observed behaviour — informing where to intervene first
- Identify the gap between espoused values and rewarded behaviour — serving leadership team priorities
- Design role-modelling commitments for personal conduct — supporting credibility with direct reports
- Align meetings, recognition and routines with intended behaviours — serving managers who run recurring forums
- Communicate the cultural meaning of difficult decisions during change — serving employees facing uncertainty
- Build a signal tracking routine with simple indicators — informing quarterly leadership reviews

Key Leadership Signals and Culture Shaping Terms

- Leadership signal — any action, decision, omission or reaction by a leader that employees interpret as a message about what truly matters.
- Espoused values — the values an organisation states publicly in documents, speeches and induction material, whether or not daily practice reflects them.
- Cultural artefact — a visible element such as office layout, dress, language or ceremonies that reveals underlying assumptions about how work is done.
- Organisational ritual — a recurring, symbolic event, such as a weekly briefing or award ceremony, that reinforces shared expectations and belonging.
- Role modelling — deliberately displaying the behaviours a leader expects from others, so that example rather than instruction sets the standard.
- Say-do gap — the distance between what leaders announce and what they reward, tolerate or do themselves, as perceived by employees.

Leadership Signals and Culture Shaping Day by Day

Day 1: Reading the Culture You Lead

- Culture Layers From Artefacts to Assumptions — Where Leaders Should Look First
- Story Collection and Narrative Analysis — Revealing Unwritten Rules Employees Follow
- Workplace Walk-Through Observation Guide — Spotting Behaviour Leaders Overlook
- Employee Climate Pulse Questions — Testing Perceptions Across Levels
- Hybrid and Remote Culture Cues — Keeping Norms Visible Without Corridors

Day 2: Values, Behaviours and the Say-Do Gap

- Values-to-Behaviour Translation Grid — Turning Statements Into Observable Conduct
- Rewarded Versus Espoused Behaviour Audit — Exposing Contradictory Incentives
- Tolerated Behaviour Inventory — Deciding Which Lapses Must Stop
- Promotion and Recognition Pattern Review — Showing Who Gets Ahead and Why
- Say-Do Gap Heat Map — Prioritising Credibility Risks for Leaders

Day 3: The Leader as Role Model

- Personal Signal Self-Audit — Checking Calendar, Attention and Reactions
- Reaction to Bad News Protocol — Shaping Candour and Speak-Up Climate
- Visible Commitment Statements — Making Leader Behaviour Changes Public
- Peer Feedback Pairs for Leaders — Sustaining Consistency Across the Team
- Decision Explanation Habits — Revealing Reasoning Behind Trade-Offs

Day 4: Rituals, Symbols and Culture in Change

- Meeting Ritual Redesign — Aligning Agendas With Intended Behaviours
- Recognition and Celebration Practices — Reinforcing Contribution Over Status
- Symbol and Space Choices — Signalling Priorities Through Physical Settings
- Change Moment Signal Planning — Protecting Trust During Restructures and Mergers
- Onboarding Culture Touchpoints — Transmitting Norms to New Joiners Early

Day 5: Practising Deliberate Culture Shaping

- Culture Diagnosis Case Clinic — Applying Layers and Stories to Live Cases
- Say-Do Gap Prioritisation Exercise — Selecting Three Signals to Change
- Role-Modelling Rehearsal With Peer Observation — Testing Commitments in Practice
- Signal Tracking Indicators and Review Rhythm — Measuring Cultural Shift Over Time
- Leadership Signals Culture Map Completion — Agreeing Actions With Accountable Owners

Applying Leadership Signals and Culture Shaping After the Course

- Run a workplace walk-through and story collection with your team to test the culture diagnosis against fresh evidence
- Redesign one recurring meeting ritual and track whether the intended behaviours appear over four sessions

Leadership Signals and Culture Shaping Questions FAQ

What is leadership signals and culture shaping, and why does it matter now?

Leadership signals and culture shaping is the deliberate management of what leaders reward, tolerate and model. It matters now because hybrid work and frequent change make employees read leader behaviour closely, and mixed signals quickly erode trust and effort.

Which roles gain most from leadership signals and culture shaping training?

Senior and middle managers who lead departments, chair recurring forums or steer change gain most. People and culture leaders who advise executives on climate also benefit, especially when a leadership team attends together and agrees shared commitments.

How does leadership signals and culture shaping differ from a culture audit or organisation development course?

Leadership signals and culture shaping focuses on the manager's own behaviour and routines. A culture audit course gathers assurance evidence for boards, while an organisation development course trains practitioners to design system-wide interventions rather than personal leadership practice.

What do you bring back from leadership signals and culture shaping training?

You bring back a Leadership Signals Culture Map showing current signals, the say-do gaps that matter most, three signals you will change, redesigned rituals and simple indicators for tracking whether behaviour in your area is shifting.

Leadership Signals and Culture Shaping: The Way Forward

The Leadership Signals Culture Map first informs which three leader behaviours a team will change in the next quarter. Managers use it with their own leadership group and people and culture partners to agree commitments and indicators. After its first review, the perspective worth revisiting is how employees actually interpreted the new signals, not how leaders intended them.