

/interpreting-culture-index

Source: `~/ .claude/skills/tob-culture-index/skills/interpreting-culture-index/SKILL.md`

name: interpreting-culture-index

description: Use when interpreting Culture Index surveys, CI profiles, behavioral assessments, or personality data. Supports individual interpretation, team composition (gas/brake/glue), burnout detection, profile comparison, hiring profiles, manager coaching, interview transcript analysis for trait prediction, candidate debrief, onboarding planning, and conflict mediation. Handles PDF vision or JSON input.

<essential_principles>

Culture Index measures behavioral traits, not intelligence or skills. There is no "good" or "bad" profile.

****Never compare absolute trait values between people.****

The 0-10 scale is just a ruler. What matters is **distance from the red arrow** (population mean at 50th percentile). The arrow position varies between surveys based on EU.

Why the arrow moves: Higher EU scores cause the arrow to plot further right; lower EU causes it to plot further left. This does not affect validity—we always measure distance from wherever the arrow lands.

Wrong: "Dan has higher autonomy than Jim because his A is 8 vs 5" **Right:** "Dan is +3 centiles from his arrow; Jim is +1 from his arrow"

Always ask: Where is the arrow, and how far is the dot from it?

****Survey = who you ARE. Job = who you're TRYING TO BE.****

“You can't send a duck to Eagle school.” Traits are hardwired—you can only modify behaviors temporarily, at the cost of energy.

- **Top graph (Survey Traits):** Hardwired by age 12-16. Does not change. Writing with your dominant hand.
- **Bottom graph (Job Behaviors):** Adaptive behavior at work. Can change. Writing with your non-dominant hand.

Large differences between graphs indicate behavior modification, which drains energy and causes burnout if sustained 3-6+ months.

****Distance from arrow determines trait strength.****

Distance	Label	Percentile	Interpretation
On arrow	Normative	50th	Flexible, situational
±1 centile	Tendency	~67th	Easier to modify
±2 centiles	Pronounced	~84th	Noticeable difference
±4+ centiles	Extreme	~98th	Hardwired, compulsive, predictable

Key insight: Every 2 centiles of distance = 1 standard deviation.

Extreme traits drive extreme results but are harder to modify and less relatable to average people.

****L (Logic) and I (Ingenuity) use absolute values.****

Unlike A, B, C, D, you CAN compare L and I scores directly between people:

- Logic 8 means "High Logic" regardless of arrow position
- Ingenuity 2 means "Low Ingenuity" for anyone

Only these two traits break the "no absolute comparison" rule.

</essential_principles>

<input_formats>

JSON (Use if available)

If JSON data is already extracted, use it directly:

```
import json
with open("person_name.json") as f:
    profile = json.load(f)
```

JSON format:

```
{
  "name": "Person Name",
  "archetype": "Architect",
  "survey": {
    "eu": 21,
    "arrow": 2.3,
    "a": [5, 2.7],
    "b": [0, -2.3],
    "c": [1, -1.3],
    "d": [3, 0.7],
    "logic": [5, null],
    "ingenuity": [2, null]
  },
  "job": { "...": "same structure as survey" },
  "analysis": {
    "energy_utilization": 148,
    "status": "stress"
  }
}
```

Note: Trait values are `[absolute, relative_to_arrow]` tuples. Use the relative value for interpretation.

Check same directory as PDF for matching `.json` file, or ask user if they have extracted JSON.

PDF Input (MUST EXTRACT FIRST)

⚠ **NEVER use visual estimation for trait values.** Visual estimation has 20-30% error rate.

When given a PDF:

1. Check if JSON already exists (same directory as PDF, or ask user)
2. If not, run extraction with verification:

```
uv run {baseDir}/scripts/extract_pdf.py --verify /path/to/file.pdf [output.json]
```

3. Visually confirm the verification summary matches the PDF
4. Use the extracted JSON for interpretation

If uv is not installed: Stop and instruct user to install it (`brew install uv` or `pip install uv`). Do NOT fall back to vision.

PDF Vision (Reference Only)

Vision may be used ONLY to verify extracted values look reasonable, NOT to extract trait scores.

</input_formats>

Step 0: Do you have JSON or PDF?

1. **If JSON provided or found:** Use it directly (skip extraction)
 - Check same directory as PDF for `.json` file with matching name
 - Check if user provided JSON path
2. **If only PDF:** Run extraction script with `--verify` flag

```
uv run {baseDir}/scripts/extract_pdf.py --verify /path/to/file.pdf [output.json]
```

3. **If extraction fails:** Report error, do NOT fall back to vision

Step 1: What data do you have?

- **CI Survey JSON** → Proceed to Step 2
- **CI Survey PDF** → Extract first (Step 0), then proceed to Step 2
- **Interview transcript only** → Go to option 8 (predict traits from interview)
- **No data yet** → "Please provide Culture Index profile (PDF or JSON) or interview transcript"

Step 2: What would you like to do?

Profile Analysis:

1. **Interpret an individual profile** - Understand one person's traits, strengths, and challenges
2. **Analyze team composition** - Assess gas/brake/glue balance, identify gaps
3. **Detect burnout signals** - Compare Survey vs Job, flag stress/frustration
4. **Compare multiple profiles** - Understand compatibility, collaboration dynamics
5. **Get motivator recommendations** - Learn how to engage and retain someone

Hiring & Candidates: 6. **Define hiring profile** - Determine ideal CI traits for a role 7. **Coach manager on direct report** - Adjust management style based on both profiles 8. **Predict traits from interview** - Analyze interview transcript to estimate CI traits 9. **Interview debrief** - Assess candidate fit based on predicted traits

Team Development: 10. **Plan onboarding** - Design first 90 days based on new hire and team profiles 11. **Mediate conflict** - Understand friction between two people using their profiles

Provide the profile data (JSON or PDF) and select an option, or describe what you need.

Response	Workflow
"extract", "parse pdf", "convert pdf", "get json from pdf"	workflows/extract-from-pdf.md
1, "individual", "interpret", "understand", "analyze one", "single profile"	workflows/interpret-individual.md
2, "team", "composition", "gaps", "balance", "gas brake glue"	workflows/analyze-team.md
3, "burnout", "stress", "frustration", "survey vs job", "energy", "flight risk"	workflows/detect-burnout.md
4, "compare", "compatibility", "collaboration", "multiple", "two profiles"	workflows/compare-profiles.md
5, "motivate", "engage", "retain", "communicate"	Read references/motivators.md directly
6, "hire", "hiring profile", "role profile", "recruit", "what profile for"	workflows/define-hiring-profile.md
7, "manage", "coach", "1:1", "direct report", "manager"	workflows/coach-manager.md
8, "transcript", "interview", "predict traits", "guess", "estimate", "recording"	workflows/predict-from-interview.md
9, "debrief", "should we hire", "candidate fit", "proceed", "offer"	workflows/interview-debrief.md
10, "onboard", "new hire", "integrate", "starting", "first 90 days"	workflows/plan-onboarding.md
11, "conflict", "friction", "mediate", "not working together", "clash"	workflows/mediate-conflict.md
"conversation starters", "how to talk to", "engage with"	Read references/conversation-starters.md directly

After reading the workflow, follow it exactly.

<verification_loop>

After every interpretation, verify:

1. **Did you use relative positions?** Never stated "A is 8" without context
2. **Did you reference the arrow?** All trait interpretations relative to arrow
3. **Did you compare Survey vs Job?** Identified any behavior modification
4. **Did you avoid value judgments?** No traits called "good" or "bad"
5. **Did you check EU?** Energy utilization calculated if both graphs present

Report to user:

- "Interpretation complete"
- Key findings (2-3 bullet points)
- Recommended actions

</verification_loop>

<reference_index>

Domain Knowledge (in `references/`):

Primary Traits:

- `primary-traits.md` - A (Autonomy), B (Social), C (Pace), D (Conformity)

Secondary Traits:

- `secondary-traits.md` - EU (Energy Units), L (Logic), I (Ingenuity)

Patterns:

- `patterns-archetypes.md` - Behavioral patterns, trait combinations, archetypes

Application:

- `motivators.md` - How to motivate each trait type
- `team-composition.md` - Gas, brake, glue framework
- `anti-patterns.md` - Common interpretation mistakes
- `conversation-starters.md` - How to engage each pattern and trait type
- `interview-trait-signals.md` - Signals for predicting traits from interviews

</reference_index>

<workflows_index>

Workflows (in `workflows/`):

File	Purpose
extract-from-pdf.md	Extract profile data from Culture Index PDF to JSON format
interpret-individual.md	Analyze single profile, identify archetype, summarize strengths/challenges
analyze-team.md	Assess team balance (gas/brake/glue), identify gaps, recommend hires
detect-burnout.md	Compare Survey vs Job, calculate EU utilization, flag risk signals
compare-profiles.md	Compare multiple profiles, assess compatibility, collaboration dynamics
define-hiring-profile.md	Define ideal CI traits for a role, identify acceptable patterns and red flags
coach-manager.md	Help managers adjust their style for specific direct reports
predict-from-interview.md	Analyze interview transcripts to predict CI traits before survey
interview-debrief.md	Assess candidate fit using predicted traits from transcript analysis
plan-onboarding.md	Design first 90 days based on new hire profile and team composition
mediate-conflict.md	Understand and address friction between team members using their profiles

</workflows_index>

<quick_reference>

Trait Colors:

Trait	Color	Measures
A	Maroon	Autonomy, initiative, self-confidence
B	Yellow	Social ability, need for interaction
C	Blue	Pace/Patience, urgency level
D	Green	Conformity, attention to detail
L	Purple	Logic, emotional processing
I	Cyan	Ingenuity, inventiveness

Energy Utilization Formula:

$$\text{Utilization} = (\text{Job EU} / \text{Survey EU}) \times 100$$

70-130% = Healthy

>130% = STRESS (burnout risk)

<70% = FRUSTRATION (flight risk)

Gas/Brake/Glue:

Role	Trait	Function
Gas	High A	Growth, risk-taking, driving results
Brake	High D	Quality control, risk aversion, finishing
Glue	High B	Relationships, morale, culture

Score Precision:

Value	Precision	Example
Traits (A,B,C,D,L,I)	Integer 0-10	0, 1, 2, ... 10
Arrow position	Tenths	0.4, 2.2, 3.8
Energy Units (EU)	Integer	11, 31, 45

</quick_reference>

<success_criteria>

A well-interpreted Culture Index profile:

- Uses relative positions (distance from arrow), never absolute values alone
- Identifies the archetype/pattern correctly
- Highlights 2-3 key strengths based on leading traits
- Notes 2-3 challenges or development areas
- Compares Survey vs Job if both are available
- Provides actionable recommendations
- Avoids value judgments ("good"/"bad")
- Acknowledges Culture Index is one data point, not a complete picture

</success_criteria>

Revision #4

Created 2026-02-18 08:40:05 UTC by John

Updated 2026-05-31 20:01:47 UTC by John