

WHAT A STRANGER SEES IN 5 MINUTES

The cheapest culture diagnostic is a walk. **Five stops, five minutes, alone.** You ask nobody anything: you look as if you were walking in for the first time and had to decide whether you would work here.

The rule: note what you see, not what you know. If you catch yourself explaining ("yes, but that's because..."), cut the explanation and write only what someone who doesn't know the story would have seen. Explanations are exactly what the stranger doesn't have.

1 THE ENTRANCE

Someone who comes for the first time understands on their own where to enter and what happens next.

Look at: signs, the doorbell, who greets you, how long you wait, what you see first.

WHAT I CONCRETELY SAW

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2 THE HALL OR RECEPTION

What is posted here is current and says something true about what we do.

Look at: diplomas, posters, old notices, plants, what is on show and what is hidden.

WHAT I CONCRETELY SAW

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3 THE COFFEE AREA

The place looks used by people who look after it, not left to someone in particular.

Look at: the sink, the notes on the fridge, who tidies up, what is written on them and in what tone.

WHAT I CONCRETELY SAW

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4 THE BATHROOM

The bathroom treats everyone the same and with dignity.

Look at: cleanliness, what is missing, whether there is a "better" one, who fixes it when it breaks.

WHAT I CONCRETELY SAW

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5 THE MEETING ROOM

The room looks like a place where work was done, not a place where people sat.

Look at: what was left on the flipchart, how the chairs are arranged, whether it has a "boss's" end.

WHAT I CONCRETELY SAW

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5-9

The stranger leaves with a bad impression. Nothing you noted costs much to fix, it is just that nobody has looked with these eyes for a long time.

10-15

You can tell nobody is looking. Functional, but not chosen.

16-20

Someone cares, but unevenly. That usually says who has time, not what matters.

21-25

The place says the right things about you. Check whether the rating comes from what you saw or from what you know is behind it.

Then

pick the thing from the stop with the lowest rating, the one you could photograph, and run it through the CADRU method at the next meeting.