

CULTURE *Revolution* AT WORK

Empowering individuals. Engaging teams. Elevating organizations.

★★★★★
"Genuine"
→

★★★★★
"Spot-on!"
→

★★★★★
"Inspiring"
→

The background features a world map in a dark blue hue. In the center, a large red silhouette of a woman and a dark blue silhouette of a man in a suit stand facing each other, holding a large, glowing compass. Both figures have a bright, multi-pointed starburst on their chests. Behind them, several smaller silhouettes of people are arranged in groups, each also featuring a glowing starburst on their chest. The overall color palette is dominated by dark blues, reds, and yellows.

MORGAN BORG



"I like The Human Culture program® – it feels genuine. Starting with the individual and their self-esteem and security is essential for creating a well-functioning team. I have found these exercises with Morgan very educational. They have also helped us get to know each other better as a management team."

CATHARINA MODAL NILSSON,

HEAD OF GPM & MEMBER OF THE EXECUTIVE BOARD (OF TRATON)



"I'm completely sold. This is without a doubt Morgan's best book yet. Spot-on title, great flow and impossible to put down. I can feel "Morgan" on every page. A clear, engaging guide to the kind of human leadership that will define the future."

PATRIC JUUL, MANAGING CONSULTANT,
SOURCIAN PARTNER



"This book is an inspiring and powerful guide to creating a world-class workplace culture. Through Morgan's personal stories, it reveals the power of personal empowerment and collective contribution. It is a compelling reminder that success is driven by people, and everyone has a vital role to play!"

JOY LAUMANN, HR DIRECTOR &
ORGANIZATIONAL AND TRANSFORMATION
CONSULTANT, BRIDGE POINTS GMBH



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Also, by Morgan Borg:
The Power of the Inner Compass:
A Philosophy of Change (2014)
The Inner Compass—How to
Navigate with People (2015)

For more information, visit:
thehumanculture.com and
joyfulgroup.se

INTRODUCTION

The Culture Revolution at Work® is about leadership, but maybe not in the way you usually think. No matter what position you hold in the workplace, you have the power and ability to lead yourself. Self-leadership and self-regulation will help you to foster a world class culture at your workplace.

Have you ever reflected on why some teams seem to overcome every difficulty and deliver the expected results, while others struggle to handle even the smallest challenge? I invite you to explore what it takes to create a human culture in which people can thrive. What will make teams effective and the culture empowering.

You the leader of employees can empower your team members, your managers and everyone who works for the company. You can bring out the best in everyone by giving them praise—when they deserve it. Don't be shy—be direct with your positive feedback. This may sound simple and logical, but why do we so often do the opposite in our workplaces? In our private lives, it seems that we are more generous with praise and compliments. What are we afraid of when it comes to our relationships at work?

Unfortunately, gossip and rumors about others can easily become part of the culture. In a political game, there are often winners and losers. However, what is often overlooked is that we can all be winners if we trust each other and speak the truth. When we speak our truth openly, we will also receive more information about the bigger truth through feedback. Because your truth may not be the only truth and reality. It may be a part of a bigger truth, so if you don't understand what's going on at work, be curious and ask questions. Challenge the status quo when no one else dares to speak up. You can learn how to use your inner compass to challenge your own beliefs and those of others. The aim is to add value to the company and to yourself. When there is a lack of openness, questions are usually not being answered for one reason or another. Curiosity is a good thing. Dare to ask question!

Changing a company's culture is usually difficult and time-consuming, requiring dedication and commitment from everyone involved. However, what has surprised me most in various change processes is the significant impact that small things can have on the outcome. Small changes and adaptations are often underestimated. It is often the accumulation of small changes that results in big changes.

The small things that people usually fear are often the things that foster cooperation and develop culture. You will learn more about the small things you can do to challenge the status quo and start a cultural revolution at work.

People often hesitate to be open because they fear it may reveal that they are not as competent as they wish to appear, which could challenge their ideal self-image. However, being open is crucial for building engagement, making work more enjoyable, developing new skills and boosting self-esteem. As a leader, it is important to be present throughout the entire process of cultural change.

Having the courage to connect with people on a psychological level fosters trust and drives meaningful, lasting change. Stay approachable and lead with empathy and warmth, even under pressure. As Rutger Bregman writes in *Humankind: A Hopeful History*, 'Empathy and cooperation are in our nature. This is our true superpower'. When leaders embrace this view of human nature, they create environments in which people feel safe, valued and empowered to grow.

Through this book I hope to inspire you, the reader, to take control of your life journey. Most importantly, dare to make a difference in your workplace and have a positive influence on the culture. Dare to stand up and say no to ignorance and prejudice, too.

I wrote this book to encourage good work ethics among employees. It is a cultural revolution that begins with a humane workplace. Ultimately, it's about giving businesses a purpose that benefits our planet. Believe that you can make a difference by improving your performance at work.

The Human Culture program® has been supporting changes in various companies. The program has found its form over the past twenty years through assignments from companies such as Volvo Cars, Electrolux in Germany and pharmaceutical companies such as Pfizer Health AB. But also work within various fast-growing companies that are seeking to develop a world class culture. The insight is that it is people who create value in a company. Without people, there is no value. So, I truly believe that company culture is crucial for success.

Since autumn 2022, *The Human Culture program*® has been a strategic initiative to strengthen the TRATON GPM organization during the ongoing integration process within the TRATON group.

A detailed overview of this cultural journey can be found in the appendix on page 237, featuring an interview with Catharina Modahl Nilsson, Head of GPM & Member of the Executive Board (of TRATON). Her words offer exciting insights into the challenges and opportunities that this integration process provides.

The Human Culture program® fosters an empowering culture of magnetic collaboration where everyone follows rules and regulations, takes responsibility for results and is engaged at work. There is certainly scope for growth within our organizations, as

well as for personal development. *The Human Culture program*® benefits both companies and individuals.

This book aims to show you how to develop a human-centered workplace culture. In an ever-changing world, the ability to adapt is crucial. This applies whether you are responsible for the business at a strategic level or are part of a lower-level team. You are accountable for your contribution to the culture.

This book will guide you through understanding what an empowering human culture is and how you can contribute to it. You will gain a clearer vision of how to work with others to build collective self-esteem. Self-esteem is the foundation of positive personal energy and effectiveness at work.

*So, let's start
the culture revolution
at work now!*

You may be wondering how we can achieve this.

Let's find out together.

Chapter 1

CULTURE REVOLUTION AT WORK

A recent issue that multiple companies currently face is that they are challenged when it comes to the DEI policies, which they use not only for marketing and employer branding strategies, but is also as a central part of their business strategy. Some organizations are currently facing challenges in deploying a centralized DEI policy. Usually, an important part of their company culture.

These are values that are held dear by most people in multicultural societies. In my most recent cultural development assignment for a global company, I realized that our differences are a great asset. We all grow up in different environments that shape us as individuals. When we come together in different work contexts, we gain a broader perspective on how to develop the business.

However, if we insist on employing people who are like us in terms of cultural background, skin color and outlook on life, the perspective becomes much narrower in my opinion.

However, some people disagree with this view. I have met several high-level managers that argue that “a team of people of the same ethnicity, color and gender will perform at the highest level”.

From my experience, I would say this can be true, but only for a limited project with clear objectives and content. However, when it comes to the long-term development of a company, such a setup will not be competitive. This is simply because they have a narrower perspective of reality than a broader one. In our complex world this narrative no longer remains valid.

We might think that the Germans excel at creating work structures. The Swedes, however, excel at creating world-class inclusive cultures. I have learned that Americans can excel at challenging the status quo. Of course, these are just stereotypes. If you want to get to know your colleagues, you must go deeper than the cultural veneer. However, there may be some truth in my interpretation. Culture nurtures us.

This book explores the importance of creating an empowering workplace culture. This requires self-awareness but also focus on diversity, equality and inclusion.

A collaborative culture is highly beneficial and a necessity for companies in our fast-paced and complex world. However, it must be guided by clear regulations and norms. A regulated and collaborative work environment is essential to prevent misunderstandings and conflicts. By establishing shared values and norms, organizations can foster diverse and cohesive teams that thrive together, enhancing employee potential and engagement. Let's call them "magnetic"!

Gallup's latest insights from their 2024 "State of the Global Workplace" report offer a rather somber deep dive into the current state of employee experiences worldwide. According to Gallup Studie global employee engagement remains low at 23% and has stagnated. While this is obviously bad news for employees, it's also bad news for economies. Gallup estimates that low employee engagement costs the global economy \$8.9 trillion, or 9% of global GDP.

Although Gallup's methods of evaluating employee and manager engagement data can be the subject of some scrutiny, there is plenty to evidence that underscores this sentiment. There are other studies that have shown significantly higher levels of engagement than Gallup's findings. While the results are disputed, the potential for increasing engagement is not.

Companies with high engagement consistently outperform those with low engagement in almost every critical business area

and the business case for improving engagement continues to strengthen.

20% of the world's employees experience loneliness daily, a figure that is slightly higher for those under the age of 35 (22%). Employees who work entirely remotely report significantly higher levels of loneliness (25%) than those who work entirely on-site (16%).

However, the good news is that the results show loud and clear that focusing on delivering a great experience that unlocks engagement can make all the difference. So why is only 23% of the world's population engaged? And why are we struggling to improve this figure? We have spent many years trying to develop managers to create the right conditions for employees.

How do we increase employee engagement when the traditional approach to leadership development is insufficient?

I believe that engagement comes from within the individual. Although leaders can create the right conditions for engagement, ultimately it is the individual who chooses whether to be engaged or not.

I have dedicated much of my working life to fostering world-class cultures within multicultural organizations. I have experience in leadership training, team development and individual coaching.

However, I have found that these have a limited impact on culture.

I have found that the most effective way to boost engagement at work is to enhance self-esteem, both your own and that of your colleagues. In my experience, boosting self-esteem within an organization is the quickest and most effective way to affect a cultural shift. As you work through this book, you will have the opportunity to learn more about raising your own self-esteem. Not to mention the positive effect this will have on the organization's culture.

This book includes questions and reflection exercises after each section. I encourage you to take the time to consider how these questions and reflections might affect you. Without a humane culture, people have no inner compass. This is a culture where empathy is absent and unimportant. A culture where research and science are unimportant. We need empathy and science to navigate our in a human way.

When you start putting the ideas in this book into practice with your colleagues, I know from experience that your commitment to your work will increase. Even if employee engagement increased by just a few per cent overall, the company's well-being and value would increase exponentially. Ultimately, what matters is what you achieve together in the workplace every day. Once we have created a critical mass of people committed to how to

collaborate within an empowering culture, I promise you that everyone, both inside and outside your company, will feel the impact. The most effective way to create a world-class culture is to have a critical mass of people who are self-aware and committed to the business's purpose.

THE BEST PLACE TO BE

The meaning of a good life can vary from person to person. Consider how much time you spend at work. Your workplace should be a place where you feel engaged and have a sense of purpose. Outside your inner circle of family, it should be the best place to be.

This requires a different approach to developing culture and engaging people.

It's all about you!



Reflection

Are you engaged at work? Do your colleagues support your professional development?

Does your work make you feel as though you are part of something greater?

How do you feel when you leave work: energized or drained?
Do you feel you can flourish at work? Do you enjoy your work?
If not, why are you there?

The price of avoiding conflict

As a young, inexperienced entrepreneur, now long time ago I started a business with a few employees. After about a year, an older partner joined the company. This person was a highly paid manager who had been waiting for the right time to leave his job.

We had built up a good financial base in the early years of the company, which allowed this manager to come on board. We all looked up to him and saw his arrival as a strong reinforcement for us. We felt honored that such an important and competent person wanted to work with us. Almost immediately, the new partner began discussing what a fair salary would be. He felt that, as a partner in the firm, he was entitled to a salary backdated to the start of the firm. It had to be fair, he thought. The fact that he himself had worked full time and received a salary from another source for the same period was not relevant to the issue (a salary that was far higher than the salaries of the rest of us in the firm).

I later realized that the perception of justice is subjective. In my naivety and lack of experience, I agreed to give the new partner the retroactive pay he requested. As conflict averse as I was at the time and unable to maintain the integrity of the firm, this was devastating to the culture. But it was also devastating to the way we worked together. Colleagues left one by one because they lost

confidence in the way we handled disagreements. We managed to run the company together for a few more years, but there was always an uneasy feeling that gnawed at me.

A sense of being treated unfairly.

When the partner repeated the pattern after a few years, it was the final straw that ended our relationship. Our financial investigation revealed that he was not earning any money, even though he was out of the office. It turned out that he had a full-time job with a government organization while receiving a full salary from our joint company. The betrayal was obvious and it took years to remove the sense of injustice from the company.

Of course, there is no such thing as absolute justice, no matter how you slice it. My idea of justice is certainly very different from my former partner's. Probably one's view of justice can be traced back to the personal passive values that have shaped a person. The partnership was a costly affair for our company. But the good thing was that I learned a lesson that has served me well. It is not to judge people by what they say, but by what they do. "Five ants are worth four elephants" was a popular children's program in the seventies that taught children to read. In this case, it was one elephant talking and five worker ants doing the work. Today, our work in the company would be valued in a very different way. The contribution of the collective is always greater than that of the individual. I learned a costly but very important lesson and today I can be thankful for the lesson I got.

After my partner left the company, I started thinking about how I had contributed to the situation. My former partner tried to stop me from looking at the accounts. He said, “You don’t know anything about math’s, so why don’t you leave the numbers to me?” He knew this was an important part of my self-image. I was not good at math’s. The feeling of not being good in math never really went away. It started in primary school, when a teacher told me that I was bad at math’s. Then I went to college and did well in the math I was taught. But I still felt that I wasn’t good at math’s. Even I graduated as top student in my class in math. My former teacher and partner really hurt my self-esteem. But if I had been more self-aware, I am sure I would have handled the situation better.

So, make sure **YOU ARE CLEAR ABOUT
YOUR SELF-IMAGE TODAY
AND UPDATE IT IF NECESSARY.**



ABOUT THE AUTHOR:

A LIFELONG JOURNEY IN HUMAN CULTURE

MORGAN BORG is a Swedish author, consultant and entrepreneur with more than thirty years of experience in leadership and cultural transformation. As founder and CEO of Joyful Group AB, he has worked with global organizations in the automotive, transport, pharmaceutical, legal and financial industries. His career has consistently demonstrated that culture is not a “soft” add-on—it is a decisive factor for performance, innovation and long-term success.

Morgan’s journey spans roles as CEO, consultant and leadership developer. At **PFIZER**, his work on cultural integration after the Pharmacia acquisition helped secure new strategic investments in Sweden. For **VOLVO CARS** he designed and led one of the company’s deepest leadership programs, training more than 130 managers.

His client list also includes **ELECTROLUX GERMANY, BOMBARDIER, PERMOBIL, THERMO FISHER, PHADIA** and **LÄNSFÖRSÄKRINGAR**.

At the heart of his philosophy lies a simple but powerful conviction:

*People embrace change
when they feel trust and joy,
not fear.*

Through *The Human Culture® Program*, Morgan helps leaders and teams build psychological safety, strengthen collaboration and unleash creativity. The program is also available digitally, extending its reach to a global audience.

As an author, Morgan has traced the evolution of his thinking in a series of books:

- *The Inner Compass: A Philosophy of Change* (2014) / *Den inre kompassens makt*
- *The Power of the Collective Brain* (2018) / *Den kollektiva hjärnans kraft*
- *Culture Revolution at Work* (2025)—his most comprehensive work, uniting diversity, inclusion and sustainability with human leadership
- *Hitta din inre kompass* (forthcoming 2025)—a youth edition of *The Inner Compass* for the next generation

Through his writing, consulting and speaking, Morgan continues to inspire leaders and teams to build cultures that attract competence, foster creativity and prepare organizations for the future. His guiding principles—**PRESENCE, RESPECT AND COMPASSION**—remain the foundation of everything he does.

In today's complex and fast-paced world, real transformation doesn't begin with strategy – **IT BEGINS WITH CULTURE.**

This book introduces a bold leadership philosophy called **THE HUMAN CULTURE.** It is built on two key principles: empowering culture, where self-awareness and shared purpose drive performance and magnetic teams, where trust, feedback, and responsibility fuel collaboration.

In *Culture Revolution at Work*®, leadership is not defined by your title, but by your ability to lead yourself and support the growth of others. With practical tools and real-world insights, **MORGAN BORG** shows how strong self-esteem, supportive feedback, and shared responsibility help build a culture where people grow and real change can happen.

You'll learn how to:

- ➡ Build teams that self-regulate and share responsibility
- ➡ Strengthen trust through feedback that inspires, not blames
- ➡ Lead change by growing people – starting with yourself
- ➡ Foster a culture where small shifts create lasting impact

THIS BOOK IS YOUR GUIDE to creating a workplace where individuals flourish, teams align, and results follow.

The revolution starts with you.

Read more about the book
and the author on
www.thehumanculture.com

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