



Winter 2020 – Summer 2021 Culture Approach



	What it means	Central efforts	What each of us can do
The goal	Belonging Everyone here feels it's <i>their</i> Hope. Together we celebrate diversity and together we share in defining Hope.	Stronger hiring and onboarding. Stronger mentoring and rewards for it. More and stronger employee resource and other community-building groups. Servant leadership is expected.	Build community. Celebrate peer accomplishments. Make a home for others. Get past your usual social patterns. Ask for what you need.
The way	Understanding Even when we don't agree, we work to understand each other better and move forward. We disagree well. We can respectfully discuss emotional and consequential issues.	Forums, fishbowls, and training to encourage real connection and dialogue. Training for facilitators to support pairs or groups who want the help. Outside support for groups engaging change. Support for leaders to hear and work with multiple viewpoints. Inter-department engagement.	Focus on relationships. Where you have disagreement, low trust, or unresolved conflict, start a dialogue. Name tough issues and ask hard questions that others won't. Resolve disagreements face to face. Get skilled in difficult conversations. Work on self-awareness. Be transparent in decisions and actions. Participate in IGD training. Invite someone you disagree with to coffee . . . and listen.
The start	Grace We extend our best to each other and we believe the best of one another. Our culture is free from threat, intimidation, and gossip. Power and privilege do not invoke fear or retaliation. People always have someone they can turn to for help.	An ombudsman. A hotline or email address for concerns. A robust strategy to protect whistleblowers. Our leadership receives written standards and training for empathetic and welcoming listening. Performance management addresses interpersonal impact.	Offer a grace-filled environment with the freedom and safety to fail, disagree, and learn. Recognize those who might not feel safe, and offer listening, support and options. Be curious and courageous. Know where to get support for self or peers when behavioral standards are breached.