



sample company desired workplace culture

We define our desired culture with a purposeful set of aspirational values, preferred behaviors, and felt experiences.

1. Sample Company's Three Core Values

Values define what is most important to us in terms of how we relate with each other. When we're truly working in alignment with these values, we think about them often and use them to guide our daily actions, especially when we are uncertain, emotionally triggered, or facing a difficult decision. Working in alignment with core values requires clarity, prioritization, and sacrifice.

Value	Definition
Inclusion	We do our best to ensure our thinking, behaviors, policies, and processes increase the chances that others will feel valued and appreciated for who they authentically are.
Collaboration	We work together openly, leveraging diverse perspectives and skills to achieve shared goals.
Grit	We persist through challenges and willingly embrace deliberate practice to learn and improve along the way.



2. Supportive and Undermining Behaviors

In order to create further clarity and alignment on what these three core values mean in daily practice, we operationalize them with specific priority behaviors. We identify supportive behaviors related to each value that we commit to demonstrating and rewarding more. We identify undermining behaviors we commit to minimizing and discouraging. While the list of potential behaviors we could focus on is long, we choose to focus our energy now on these.

Value	Supportive Behaviors	Undermining Behaviors
	These behaviors demonstrate us working <i>in alignment</i> with our values, even when it's hard. We do our Me Work and We Work so we can more frequently demonstrate these ourselves and reward them in each other.	These behaviors demonstrate us working <i>out of alignment</i> with our values. We do our Me Work and We Work to minimize the behaviors, holding ourselves and others to a higher standard.
Inclusion	1. Listen with the intention to learn and connect. 2. Invite and consider input from people from diverse roles or background. 3. When we observe behaviors, policies, or processes that may make people feel excluded, share our concerns candidly with care.	1. Listen with the intention to prove or protect. 2. For input and feedback, go first and most frequently to people we are most familiar or aligned with. 3. When we observe behaviors, policies, or processes that may make people feel excluded, talk <i>about</i> people behind their back instead of speaking directly to them.
Collaboration	1. Share information freely when it is ours to share. 2. Invite input early rather than at the end of a project. 3. Practice reducing Identity Friction so Idea Friction can be fully leveraged.	1. Withhold information that others need. 2. Make important decisions in isolation. 3. Take things personally or resist others' ideas when they trigger Identity Friction.
Grit	1. Practice emotional regulation strategies to stay resilient under pressure or after setbacks. 2. Actively seek support from others during hard times. 3. Admit mistakes and share learnings publicly.	1. React aggressively towards others or emotionally shut down in high pressure situations or after setbacks. 2. Navigate difficult situations in isolation. 3. Stay quiet about mistakes and challenges.



3. Employee Experiences

While we wish for a wide variety of positive experiences for all our employees, we prioritize those we feel are *most important* to employees and the organization at this point in our journey. We'll know we're working in alignment with our desired culture when more employees report these experiences consistently:

1. I feel that my leader values and appreciates me for who I authentically am.
2. I feel that the majority of the colleagues on my team value and appreciate me for who I authentically am.
3. I feel safe asking my leader for help when I don't know something.
4. I feel safe asking the majority of my colleagues for help when I don't know something.
5. I feel safe admitting mistakes to my leader.
6. I feel safe admitting mistakes to the majority of my colleagues.
7. I feel I can contribute my ideas, skills, and strengths as fully as I want to on this team.
8. I feel proud of the way our work team collaborates with each other.
9. I feel proud of the way our team collaborates with other teams in the organization.
10. With my leader, I feel safe offering a dissenting opinion or challenging the status quo.
11. With the majority of the colleagues on my team, I feel safe offering a dissenting opinion or challenging the status quo.
12. On my team, I observe people from different backgrounds working together effectively.
13. I feel proud of the persistence and creativity my leader demonstrates when things get tough.
14. I feel proud of the persistence and creativity the majority of my colleagues demonstrate when things get tough.
15. I feel proud to work here.