

**COMMUNICATIONS CODE SKELETON**

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| **PURPOSE**: ACHIEVING ORGANIZATIONAL OBJECTIVES | |
| **THIS IS A CULTURE OF OWNERSHIP** | We drive the results that are Really Most Important™ for our clients that we will take ownership of and replicate going forward. We are not spectators; we are contributors and everyone plays a role in the bigger picture. No excuses: since we work here, it is our responsibility. |
| **OUR CULTURE IS EVERYTHING** | We use culture as the lens through which we view and build our vision, client solutions, operations, and team development. We only work as well as the culture does and everyone is an influencer of the culture. We aim for autonomy, mastery, purpose, and innovation. |
| **WHEN THE BUSINESS SUCCEEDS, WE SUCCEED** | We become the best version of ourselves through the work we do and the culture we’re a part of, thereby building greater capability and impact for the organization. We focus on the win-win-win for our business, our clients, and then ourselves. |
| **WE DO INSPIRED WORK** | <Insert organizational vision here>. We bring our energy, commitment, and willingness to play. We don’t hope for change, we motivate ourselves and expect great things because we are the source of hope. |
| **WE ARE DRIVEN BY RESULTS** | We create value first, and only then do we earn the right to personal opportunity, rewards, or compensation. This is more than just a gig, a job, or a paycheck to us; it’s a lifestyle. We believe and invest in our people because our people invest and believe in us. |

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| **VALUES**: COMMUNICATING WHAT’S IMPORTANT TO US | |
| **WE TAP INTO SUCCESS** | We live and lead through True Clarity, where everyone knows what is really going on and how it relates to the results they’re paid to achieve. We continue with Aligned Accountability to build buy-in and trust. Only then can we set ourselves up for Purposeful Execution. |
| **WE LIVE WITH INTEGRITY** | We honor commitments as promises, taking responsibility for our roles, work, decisions, actions, and impact. We say what we mean, mean what we say, and do what we say we are going to do. We are committed to personal development and constant improvement. |
| **WE LEAD WITH INTENTION** | Leadership is the art of inspiring people and the science of empowering people to take ownership, make decisions, and take action towards a greater vision because they feel both privileged and obligated to do it. We don’t half-ass things; we whole-ass them. |
| **WE ARE PROFESSIONAL** | We play hurt, we don't take things personally, and we strive for a workplace free of drama, distractions, delays, and disrespect. The right attitude creates opportunity and the wrong attitude creates barriers. |
| **WE FOCUS ON PROGRESS,**  **NOT PERFECTION** | Progress is success and mistakes mean we are taking action. We commend excellent failures and make the learning bigger than the experience. All of the obstacles we face are the raw materials for our future success. We fail frequently, fail fast, but fail forward. |

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| **TEAMWORK**: ENGAGING AND STAYING ACCOUNTABLE | |
| **WE HAVE A**  **REAL GPA CULTURE** | We focus on purpose—not position, trusting everyone’s Genius to do what they’re best at, fueling our Passion to do what we love, and fulfilling Achievements to do what’s meaningful. We don’t delegate; we entrust anti-GPA activities because everyone is here for a purpose. |
| **WE HOLD OURSELVES ACCOUNTABLE** | We transform ideas into goals and then into actions. We keep our word, provide updates, and stick to (sometimes flexible) timelines. We admit when we are wrong and we don't bullshit each other. We share credit and celebrate successes together. When one of us wins, we all win. |
| **WE ARE OPEN WITH PRAISE & HONEST WITH FEEDBACK** | We praise in public and criticize in private. Slap us in the face; don’t stab us in the back. We are tough on the issue and soft on the person. Provokability motivates us. We don’t call each other out; we call each other up. |
| **WE RESPECT EACH OTHER** | We seek first to understand instead of being understood. We ask questions instead of making assumptions or stories. We listen instead of interrupting. We hold hands instead of pointing fingers. We do our best to give each other benefit *without* the doubt. |
| **WE ARE PROBLEM SOLVERS** | Professionals solve problems, amateurs create problems. We dig up the source as opposed to symptoms, we bring positivity as opposed to complaints, and we share solutions as opposed to problems. We solve problems collectively and learn from them constantly. |
| **WE USE TECH TO SIMPLIFY COMMUNICATION** | We practice clear, concise, and consistent communication (getting to the point first), details following when necessary (with targets, milestones, timeline, and costs), shared proactively with those that need it in the way they want it. Then we close all open conversation loops. |

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| **TACTICS**: MEETING DAILY OBJECTIVES | |
| **STRATEGIC, EMOTIONAL,**  **OR SENSITIVE MATTERS** | Use face-to-face or video chat for personal connection, interactive or deep discussion, and clearing the air where facial expression or tone of voice are required. An agenda or overview will be provided in advance. Texting works for confirmation, not for conversations. |
| **URGENT & IMPORTANT MATTERS** | Use phone, text, or voice memo when a response is needed immediately (before end of the day). Text to chat: send a text to request a call time. Check texts and voicemails throughout the day. |
| **NON-URGENT MATTERS**  **& FOLLOW-UPS** | Use voice memo, collaborative apps, and email with a specific subject line for non-urgent matters, conversation follow-ups, lengthy updates, and reference. Responses—or acknowledgements—are due within three business days. CC accordingly. |
| **OVERRIDING CODE** | If it can wait until the next scheduled call or meeting, let it wait. |