



VALUES: WHAT WE BELIEVE IN

MISSION-DRIVEN WORK: To make the greatest impact on our community, society, and the world, we focus on partnering with clients that have meaningful missions.

IMPACT: We strive daily to make an impact on our clients' goals and objectives. We add value, going above and beyond, and provide unparalleled client service and measurable results.

TEAM MATTERS: We believe in "we" before "me" and foster a collaborative, supportive atmosphere/environment where everyone's contributions are expected, appreciated, and valued. We honor our team members, paying close attention to what matters most to them.

VULNERABILITY & HUMILITY: We are all responsible for candidly acknowledging our errors and shortcomings and fostering a belief that they do not define us. They provide opportunities for growth and learning. We focus on progress rather than perfection.

DIVERSITY & COMPASSION: We celebrate diversity in all forms and seek to embrace our differences rather than resist them. We place understanding (our clients, colleagues, and our community) as a top priority.

CANDOR & AUTHENTICITY: Candor is not cruel, it does not destroy, it's built on empathy. Therefore, we do not shy away from uncomfortable conversations that can help our colleagues. We provide direct, honest, and candid client counsel, too. Our client relationships are based on integrity, shared values, and hard work.

WORK-LIFE BALANCE: We are high-achievers, not workaholics. We trust team members to do what needs to be done to wow our clients and take care of themselves.

GROWTH: We champion professional growth of ourselves, our colleagues, and the firm - prioritizing innovation and new and expanded capabilities. We encourage team members to have active work-life experience - not passive ones.

PASSIONATE & CREATIVE: We believe creativity is a team sport and that originality is fragile, so we must nurture it. We encourage and celebrate intellectual curiosity, creativity, and resourcefulness.

OWNERSHIP MINDSET & THINKING PARTNER: We have a strong entrepreneurial spirit and roll up our sleeves to do what needs to be done. We all have a vested interest in client outcomes and performing the work as though our teams are one - as a "thinking partner."

RESILIENT & TENACIOUS: We push ourselves and our teammates to never give up, to be resourceful and creative, and to embrace challenges and obstacles as they lead to opportunity.

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AGENCY ESSENTIALS & DIFFERENTIATORS

FOCUS ON CLIENTS' GOALS AND OBJECTIVES : Our work centers on impacting our client's goals, objectives, and strategic imperatives.

INTEGRATED & STRATEGIC

PR/MARKETING/COMMUNICATIONS: We create and execute integrated and strategic PR programs fusing media relations with our clients' content marketing, SEO, stakeholder communications, social media marketing, thought leadership development, online reputation management, fundraising, and tradeshow/conference marketing efforts.

PROACTIVE & ORGANIZED: Plan the work and work the plan. Document it and keep the trains running ahead of schedule. Continually suggest and create systems for efficiency and results.

WORK SMART: Work proactively to know our clients': goals/imperatives; differentiators; news; industries; competitors; and all the media we can go after on their behalf. Also, modify the plan sooner, rather than later, if it's not working.

MEASURE IMPACT: Know what's important to clients, work towards addressing that, and measure the impact of our work against pre-determined objectives.

ALWAYS ADD VALUE: Wow, surprise, and delight our clients! Go above and beyond simply delivering earned media results. Show clients how to use earned media to achieve their marketing/fundraising/organizational objectives.

SUPPORT & MENTOR: Help each other grow and find fulfillment.

TEAM & CULTURAL FIT EVEN OVER CURRENT SKILLSETS: We look at applications beyond the skills on the resume. We look at the potential that each individual has.

AGENCY PRINCIPLES: Are hands on with every account and constantly strive to add strategic value.



NORMS & RULES: HOW WE CLARIFY EXPECTATIONS WITHOUT HINDERING AUTONOMY

- Annual formal reviews and periodic informal reviews
- Avoid perfectionism and be vulnerable
- Mentor relationships and coaching (team members drive this, ask for mentors, ask for help/feedback)
- Onboarding / employee handbook
- Processes: We implement processes that unlock creativity, reduce frustration, and enable staff to deliver excellent work
- Read / research to proactively produce strategic ideas
- Taking good notes (this produces great work)
- Team members to proactively share their goals with managers (ask for the growth you seek)
- Tough conversations are encouraged
- Trusting someone means trusting them even when they make mistakes
- We take good ideas and together make them great

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MEETINGS: HOW/WHY WE CONVENE & COLLAB

MEETING IMPERATIVES :

- Agenda-led with clear goals
- Engaged participation: attentive, aware, inquisitive
- Enjoy learning and collaboration; we value and prioritize co-creation and collaboration
- Outcome oriented - all on a tracker with responsibilities, roles, and deadlines
- Technology as a tool - not a replacement for collaboration and communication

WHY WE MEET:

- Accountability, access and share information
- Advance client goals and agency outcomes; share best practices; brainstorm; to mentor; for professional development and team building
- Provide context (remove the burden of "interpretation" of text, email, chat)
- We do our best work when we do it together (make good ideas great - together)
- Celebrate our wins
- Debriefs and Key learning



BEHAVIORS: THOSE WE ENCOURAGE

- Authenticity
- Being proactive
- Candor & Real-time feedback
- Collaboration
- Curiosity
- Entrepreneurial attitude
- Forgiveness
- Humility
- Intentionality
- Kindness
- Persistence
- Positive impact
- Strong work ethic
- Teach -explain rationale
- Transparency
- Trust
- Willingness to learn and teach



BEHAVIORS: THOSE THAT ARE UNACCEPTABLE

- Being reactive (vs. proactive)
- Complacency
- Disrespect
- Ego and power plays
- Flying solo
- Lying
- Manufactured drama
- Mediocrity - don't settle
- Micromanaging
- Politics (internal politics and pushing political beliefs)
- Racism
- Sexism
- Unhealthy competitiveness with colleagues
- Unreliability
- Unpredictability
- Uncommunicative

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FEEDBACK: HOW WE HELP EACH OTHER LEARN & GROW

- Both structured (annual reviews) and informal (day-to-day engagement)
- Clear is kind
- Constructive feedback is not personal; we can all learn from it
- Don't be afraid to play "devil's advocate"
- Everyone needs to keep their side of the street clean and own their mistakes (to honor themselves and others)
- Feedback is celebrated at all levels from all levels (do not fear the redline!)
- Managers need feedback too to be more effective
- Progress over perfection
- The Socratic Method is used in tandem with empathetic questions and team guidance
- Use feedback as a launchpad for growth
- We welcome everyone's ideas



DECISION MAKING

- Everyone is empowered to share feedback and influence agency decisions
- Make decisions quickly and continuously evaluate
- Perspectives are valued, respected, and sought after
- Spend time thinking and researching, then present your ideas (without being married to them)
- Supported autonomy within a team environment



PSYCHOLOGICAL SAFETY: HOW WE ENCOURAGE EVERYONE TO SPEAK UP & PROMOTE PARTICIPATION

- Diversity, Equity, and Inclusion
- All questions are valid / important
- Check in with managers to ensure your priorities are aligned and that you don't have unanswered questions
- Chris is ALWAYS available to hear your concerns, aspirations, issues
- Giving slack and freedom with a clear line back to help / support / guide
- Help people establish roles that align their skills, passions, and interests
- Mentor relationships
- No hidden agendas
- Safe Harbor: We watch out for each other personally and professionally
- Space to share individual / team "red flags"



RITUALS: HOW WE CELEBRATE OUR PEOPLE

- Annual staff retreat
- Awards/Kudos
- Giving back
- Holiday Zoom gatherings
- Milestone celebrations (work & personal)
- Shared meals
- Spot bonuses

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