

Ground Rules

Communicate with Respect

- Engage in courteous, respectful communication at all times.
- Communicate often. Have staff meetings when they are needed, talk to each other face to face more often than not, and share everything you know so that everyone is fully informed.
- Before you speak about something within earshot of others, be absolutely sure the information is okay for others to hear. Refrain from delivering information in public that should be delivered in private.
- Engage in active listening. Be mindful, present and available to the speaker. It's okay to set an appointment for later, at a time when you are more able to give the speaker the time and attention they need.
- Give constructive, non-confrontational feedback that is direct and descriptive. Provide clear and specific examples of unwanted behavior, and clear specific examples of what is needed instead. Provide this feedback within 24 hours whenever possible, or let it go entirely.
- Be open to receiving constructive, non-confrontational feedback that is direct and descriptive. Ask for clear and specific examples from the speaker so you understand their needs fully.
- Stand up for each other when witnessing unethical or unprofessional behavior. Offer each other support.

Trust your Colleagues

- Trust that your colleagues know what they are doing. Micromanagement is productive for no one.
- Remember that we all make mistakes, and a mistake doesn't equate to incapability or incompetence. When someone makes a mistake, mentor or coach them into avoiding the mistake in the future.
- Be open to someone doing something differently than how you would do it. Scolding makes people feel small and undervalued.
- Know that everyone is coming to work, and to any conversation, with the best intentions.
- Be open to, and really listen to and consider, ideas from others.
- Be the slayer of all things gossip. If you hear gossip ask those involved to stop, and do not repeat what you heard to anyone.
- Remember that when someone asks a question it's because they do not know the answer. They are asking you because they respect what you have to offer.

Engage in Teamwork

- Maintain an open door policy, and mean it when someone takes you up on it. Use open body language, use a welcoming and positive tone, and respect the speaker's need to be heard.
- Regularly tell your colleagues, peers, subordinates and superiors that you value them. Provide positive feedback often; tell others what they are doing well on a regular basis. Say thank you.
- Get to know your team members. They are important to your ability to accomplish your goals.
- Treat all of your team members fairly and as equals.
- Laugh. Enjoy your work and each other, but only engage in tasteful, professional humor.
- Be mindful of your actions. If all are mindful and empathetic, we can work together to eliminate bad behaviors.
- Be accountable for your own actions.
- Maintain a calm demeanor in crisis. When stressed out, breathe, relax and avoid taking it out on others.
- Exercise humility, servitude and transparency.