



Core Values and Domestic & Sexual Assault Organizations

December 12, 2019

Closed Captioning Transcript

>> Hello and welcome. I'm helping facilitate today's webinar before beginning to provide you with a brief overview of how our women are system works and how you can interact with today's presenters. To the right we have our chat box. Feel free to leave any questions or comments you may have here. You will find a pdf copy of today's presentation as well as additional handouts in the file box below. To access, select the file and click the download file button. A new browser window will open and once you confirm, your download will begin. You have an opportunity to complete a brief evaluation at the end for participants to stay in the room until it closes and the evaluation will pop up on your screen.

>> If you experience any technical issues you can click on the help button located at the top right of your screen. Select troubleshooting to test your collection thank you again for joining us. I'll turn over to our presenters today and we can get started.

>> Hello. My name is Mónica Arenas and we are hosting today's webinar on core values and domestic violence and sexual assault organizations. This is part of an ongoing series on organizational sustainability supported by the Department of Justice Office of Violence Against Women and Supporting Organizational Sustainability Institute. The SOS Institute was created in 2010 and offers interactive training and technical assistance for grantees to enhance their internal structure. At the end of the presentation, we will have a question and answer section. Please feel free to type questions into the chat box throughout the presentation.

>> We have two presenters today. Dr. Froswa' Booker-Drew has experience leading organizations on developing core values and Dr. Kirsten Rambo from Stand Strong is faculty of the SOS institute.

>> Please see the attached handout with their bios and I'll provide a brief overview of their background.

>> Jennifer White and I will be moderating the webinar.

>> Dr. Froswa' booker-drew has an extensive background in nonprofit management, partnerships, development, training and education. She is currently serving as a director of community affairs for the state fair of Texas. She also assists a number of

organizations as a consultant, board member, trainer or advisor. She is the author of Rules of Engagement, and Making Connections Last.

>> Dr. Kirsten Rambo is executive director of Stand Strong in San Luis Obispo. She moved to California three years ago from Atlanta, Georgia where she led a national domestic violence prevention program at the U.S. Center for Disease Control and Prevention. Previously, she worked for five years as executive director of the Georgia Commission on Family Violence. She is the author of Child Complaints, the Role of Privacy in Domestic Violence Law and Activism in the U.S.

>> As a result of this webinar, we hope you'll be better able to define core values and their impact on your organization and also apply and align core values to your organizational practice assistance and culture. As well as utilize tools and resources in utilizing core values and for this we have developed a toolkit with resources and a guide we will review at the end.

>> Please fill out this poll. [Group is being polled.]

>> Now we will have another poll. This is to find out if you have your mission statement.

>> Thank you all for being here today. I want to talk to you about core values and why this is so important to organization. So often we talk about mission statements and vision statements. We don't always bring out why core values are so critical to the work you're doing. When we think about a mission statement, they are a roadmap for the organization. Is thinking what how do we do the work day to day. Quite often we confuse mission and vision because vision is what is the end result of your organization being in existence. What is it you're trying to solve for? It's making about the future rest the mission is looking at the here and now. Core values are important in both. It is about the belief we had as an organization. Is serves as our moral compass. Core values help guide not only the organization from a level thinking about who we are, they also help us think about the way we interact with each other as a staff in our client, what are the things important to our belief system we want to relates and share. That's what we will discuss why it's so important in why you want to develop these to guide the great work you are doing. One of my favorite quotes is this one. If we don't change direction, we might end up where we are headed to. For many, we are going on this path and doing this amazing work. If we are not intentional about thinking how core values guide us, we may end up in a direction we look at later on and say this isn't where we want to go, we made great work but not think about the values that underscore the work we do. That's why it's critical to examine what your core values are in what is that you want people to know you stand for. I would like to add this. What are your core values and what do they mean to you? I think about the work of an author and she has written this book called the path. In the book she has to think about what is your personal mission statement? As important as it is to have those for our own journey, we have to think about that as well as what does it look like in our organization. What does it mean to you if you put that in the chat box, talk about your core values and why those are part. If you have

examples to offer, I would love to see those so we can share that with the group. Jennifer will, throughout the presentation, review things and we can share those I see a few are typing. We will come back to review core values we are typing and sharing. Is looking at all of these different character traits and belief we feel are important. I want to share an example of an organization and how they have used core values. If you notice, they have some traits like trust is important. As we talk about building relationships, trust is critical and the glue and building relationships. For your organization, if it is about relationships, how are you establishing trust, not only with your clients but with folks that are stakeholders in the community? Is that an important characteristic for your organization and belief? If you notice this also has respect for diversity. Making sure we include the voices balanced and not have an opportunity to present and make sure we use an equity land. How do we make sure that is a part of our core values? You notice one of the others they have is shared ownership and making sure everyone has a say in the process. You will notice the centerpiece, the customer is always first and that is their guiding principle. Core values serve as guiding principles and these are an example of what one organization has done to think about one of the things important to how they do their work.

>> Core values have a specific role for our organization in addition to providing vision, they provide purpose so why do we do what we do? They also encourage leadership because it forces us to think about how we are leading in the spaces we are in and how those values are part of it. I would challenge people to the but how do we look at that in terms of evaluation. Although sometimes I can be subjective. It's important organizations, we can focus on the functionality of a role we don't think about other key characteristics that make the workplace move and allow us to reach our goals. Core values are important. Not just have them on paper. It's about helping us think about the way in which we lead and serve others.

>> Core values help us think about how we do our work. What are the practices we implement in our work? How are those values showing up in those spaces? Making a purpose of what we do real to those we serve and lead. If we are going to say honesty is such a big part of who we are, how we make sure that's embedded in everything we do. The core values to me are an opportunity to look at our practices as organizational leaders.

>> Core values supports our vision. What is it we want for the long-term and are those in alignment with getting us to make our vision a reality. Core values also shape the culture of our organization. Organizational culture is critical. These values are ideas we want to enact. They help us not only to serve as a guide and what we do but reflect who we are and our identities as an organization how we show up, not only in the workplace but how do we show up in communities.

>> Making sure we are considering the ideas that we recognize these are things that will guide us not just for short-term but long-term impact in the way in which we operate as an organization. Here is another picture I thought was neat to look at in terms of an organization and their core values. If you notice on this picture, but they are showing is how they feel about their work and how those core values guide them. Organizations show who you are as an organization. You notice that I love they have on their board, that's the other thing, core values aren't something that should just sit in a notebook and only pull out when we get ready to do annual reports. These are things that should be up like our mission statement. The need to be up around our offices and reminders to us about what we believe in and who we are. This is a great example. If you notice, in number 3, they talk about having fun. They went to great time for that. Their core value is making sure your building strong relationships internally and externally. You notice they are taking initiative to be passionate and prideful and what you do and value and teamwork. It may not look the same for your organization but these ideas. You notice the work in the words they are using, these are active verbs.

>> It's important to consider when you create these core values, the input of others. Sometimes it's organization it's easy to operate and follow. I want to think about what are the core values? What is important to you as a staff? What does it mean to have that buy-in about those values and what is important to you for the organization? Also, we don't include the views of those people we serve and our greater community. Getting their input as to what they want and what do they need. Is there an opportunity to embrace that as well as you build those core values and think about your mission and your vision. Looking at how your clients feel about you, what are the values important to them? Who are those people and communities that are your partners? Those showing up and participating with you. What do they need on what as you develop your core value, it's so important to make sure you're taking the input of others into account. That is important if we are going to be in relationships and community how do we make sure we look at all of those part of the communities we are in and we serve.

>> Here's another organization called Donor Work. I want to show you their core values because they came up with five. Way to notice the number. You don't have to have 10 or 15. You don't want to have so many they can look at their impact in spaces. Their core values about passion their principled and doing great work. They are trying to step up. They are creating space for those who oftentimes art at the table and have a voice to speak. It's important that they are collaborative. Is not just the external partnership, their collaborative internally with one another and they are committed to striving for excellence. This is another example you can have a lot of different references to think about it. What are keywords that identify your organization and the work you do?

>> How do you align mission and value? That's important. You want to make sure they are complimentary to each other. Thinking about this beyond writing it on paper and having it in your report, how you making sure you bring on people that also see the mission but embody the value you want as an organization? This has to be a part of

your HR process. How do you make sure you include this in your employer review? You're not once again looking at the functionality the person is showing up in coming to work but how are you looking at this as part of your evaluation process. It can be a part of that. How are you enforcing these values in the culture of the organization? Is not just something that stands in isolation, it is embedded throughout the work you do. Thinking about values as a part of your staff meeting and having conversations about what does it look like and the work of your clients? Talk intentionally about what are the processes you can use to make sure these values show up in all the spaces of your organization? Use your values to think about the policies and procedures you create. If your value is one not to be oppressive and has equity lines, how is that showing up for your policies and procedures as an organization that is much as you want to have that for your client, how are you making sure that shows up for your staff as well? Values are real opportunity that can be embedded in all that you do as an organization. The other piece so important, we talk about values and mission statements and vision statements and monitoring of those. What is the process for reviewing your policies and procedures? Making sure there is a consistent opportunity to update those to make sure they are aligned for what you believe in as an organization.

>> This is a core values is a sample guide. Some organizations will use this in guiding them and thinking about being trustworthy and accountable. Thinking about ethics and integrity. What does that mean in your organization? Looking at respect and how does that show up in collaboration going forward. Not just with external partners. What does that look like within the organization? Making a difference in the work we do but also outside our workspace in the community and how organizations show up and how we look at excellence in everything we do. This is another example of keywords you can use and think about the ways core values can be a part of the work you do.

>> Core values is important to our organizational culture because culture is about the tone we set in our place. What are the values and norms that we have and some of these are things we don't even recognize. Is a wonderful book called The Artistry of Leadership. In the book, they talk about these things that show up in the workplace. One is called structure and is a structural lens of how we have policies and procedures. They also bring up another which is called symbolic in these other things that are the watercooler conversations that impact culture whether we realize it or not. Within our workspace, there are these different lenses that impact the way our organizational culture shows up and how it exists. It's important to think about that because if we don't think about those things out there that we see in the watercooler conversations in those symbolic conversations in the history of our organization, those things could begin to shape our culture which can ultimately impact our values and the direction we want to go in. Thinking about how values can shape culture is so important.

>> Once these core values are created, you want to think about how are they implemented with staff, with board members, and making sure we are giving them comfort dementia statements or having them sign ethics statements, how does the

show up in their board meetings and their interactions with the executive director and the greater community and what does that look like with our stakeholders? How are you making sure we are not just on a piece of paper, these wonderful ideas but other systems we can create, processes and policies, ways we can monitor the way these core values are showing up beyond just interaction. I want you to think about the practical application. I work with organizations and I get so frustrated and seeing them create these amazing plans and there's not the implementation and monitoring to make sure they live up to what they said they would do. This is an opportunity for you all to think about how in the creation of these values, these other entities you interact with are not only a part of and have buy-in but now they are working with you to ensure those values are real.

>> I will turn it over to Dr. Kirsten Rambo. She has done amazing work around core values and this is an opportunity for us to take a we talked about and now make it real the example from the great work of staying strong.

>> Thank you.

>> I'm happy to be part of this webinar. I'm happy for everyone who has joined to be part of this conversation. I feel fortunate that we got to participate in the SOS institute in Minneapolis in May. It was so incredibly helpful. It was one of those situations where all the stuff we want to focus on and it's difficult to feel like we have time to focus on it. I was feeling like we needed to get away for a little bit. Without other distractions and spend some dedicated time to think about these things that are important to our organization just like every organization trying to do this work. We are domestic violence organization in San Luis Obispo. As you can see we have 45 staff. Our mission statement is to support survivors and domestic violence in San Luis Obispo County. I want to talk about how we got to developing our core values. We got some homework in advance of to have core values, if not, how can you get started? So we did. We thought what's the first thing we can do here? Not all of our staff works in the same location, we decided to do something. We developed a google sheet like a shared excel spreadsheet. We asked all the staff to chime in and we gave examples of the kinds of things we were talking about. We said this is just a brainstorming phase.

>> What you think is a core value and there was another column to say, how important is it to you on a scale of 1-4. And there was another to say how well do you think we are doing? There was a way to add an asterisk so we didn't have 30 different lines.

>> We introduced it at an all staff meeting which we have twice a month. We want to work on this. We think a lot of us may share the same core values. We have that sense but let's articulate those for ourselves and each other in our organization. We talked through what this process would be and said we are going to do this initial step and then we will go to this institute and come back and share more. We did that. We had a conversation about the staff meeting so folks could understand where we were going. We did the google sheet exercise that was well-received. It's good to see what was on

people's minds. The other piece, how well are we doing? It's instructive for us moving forward and we are still figuring out exactly how to use that information. It's helpful that it's there and something on our minds going forward. People start populating this google sheet with all kinds of stuff. Kindness, respect, empathy and transparency. We took that information. I think it was as far as we got. We decided to attach this this next step which was attaching the statements about what does that value mean? What we found is maybe four-tenths of people said respect, but there may be different definitions. We had another meeting.

>> We gave folks time to weigh in and then we went away and again came back. We gave people three different options.

>> We came back, we shared a lot of what we had learned and that was held all for people to see and hear, what were you doing? With stuff we learned that we will continue on with this process.

>> We took the ones that came in through the google sheet and we picked the top 15 or maybe 20 we put those giant sticky post-it notes all over the conference room. We asked people to write down on those sheets, what does this mean to you? They meant different things to different people.

>> We gave everyone stickers. You can put a sticker next to the definitions you felt were the most important because getting this point across earlier, we didn't want to come up with an exhaustive list of every good core value we could think up. We wanted it to be long enough and short enough to be meaningful. Something we could all keep in mind. We said, we will vote on the top five or seven of these. People use their stickers and voted. In some cases, all these different definitions of the same core value. The final step was to say, that narrowed down the list. Some people underline the parts they like best. We said will take these and refine them and come up with a final version. That's what we did. They took those definitions and the parts that seem to be the most popular and resonated the most with staff and put them in final form and send them out again to the staff to say, final input on this and that kind of thing. It was a very intentionally inclusive process which for us has helped with people feeling bought into. The next challenge for us, we have them. We feel proud of them and it feels good to have them because they didn't have them before. Now, what do we do to bring them to life?

>> How do we live these? In our daily life? How do we try to make sure folks who walk through our doors feel those things?

>> There was a piece I took the core values once they were finalized with the staff. Took them to the board. It wasn't really a thing where the board was also weighing in because it felt very much like an important thing for the staff to own. I share them and said this is where we got to. These are our core values. This was a fairly new product. There is anything that seemed egregious, they would have let me know. I keep those on my executive report as a reminder this is where we are coming from.

>> How we try to move forward with incorporating those.

>> We are including them into our job descriptions on our website. We are including them also in the interview process for new employees. The question that came up that I think we asked our friends was, now that I have these, what if there is staff turnover we had in this inclusive process? What is staff turns over and the new staff feel differently? Do we need to do this whole inclusive process? Can you give examples of how you use these and things like that?

>> We had a staff retreat last month. We wanted among other things, we went to be grounded in these core values.

>> We had the core values printed out and in a little stand and influence table. We had folks reactively incorporate that throughout the day. It was woven throughout the day and also a visual reminder for folks at every table. This is where we are coming from. We have all agreed we are coming from. I think that was really helpful. Included them in our annual report that goes out not just to donors but the constituents. The thing we are doing, we are working on getting them up on the wall in our offices. We have a few different office sites and we want to make sure they are visual and visible for staff. We have paintings donated that we are thrilled about. Now that piece is done, we will get the core values up really big on the wall and our main office here and on the wall in some way or another in our satellite offices as well. That builds in accountability. It's nice reminder and way to say am I operating from a place of integrity.

>> Just a pair, these are the ones they came up with. There are seven of them. These, we did not put them, they are not in a ranked order.

>> And safety reclaim an atmosphere of emotional, verbal and physical nonviolence in our workplace and in our programs. Integrity, we act with honesty in all that we do in order to foster collaboration, trust and sustainability. Confidentiality, we believe in importance of protecting private information. We kept that intentionally simple. Survivor centered means we hold survivors, their strength and their resilience at the core of all that we do. Empowerment, we stand with our clients, we don't act or speak for them. We serve them as advocates. Diversity, we value inclusion and acknowledged that everybody is different and important. We treat every individual with respect and kindness. That is a phrase that came up in conversations. It was great. It's a great distillation. Everyone is different and important. We made sure we included that raise and treat every individual with respect. Respect, we act with professionalism, courtesy, and fairness to empower our clients, our community partners, each other, and ourselves.

>> I would love to hear your thoughts. I think we will have time for that. At this point, I will turn it over to the next piece.

>> Thank you. I want to highlight some things you set. I love the fact you were so inclusive in your process and that you had staff involved but you also presented it to the

boards and the fact that it's in your board report that you are constantly calling this out and highlighting it is also important to note. I noted about the interview process and how you make sure it's part of your hiring and bringing people on and then, making sure the core values are used for accountability there survivor centered in their trauma informed. I appreciate the work you do this so much we can learn from you about the great work you have done in your organization with core value. To tie it together, Kirsten has done an amazing job, it's important your core values are grounded in your mission. There has to be alignment in those things. Making sure if your mission is to eradicate violence. If that's the mission, what are those values that make the mission happen? Sometimes I will see organizations and they have values not in alignment with what they believe and say they do. It's important in developing that. You're conscious and cognizant about the alignments of the values and mission and the vision. Your values are the root of your organizations sustainability and impact. How to others by in to what you do if you're not clear on what that looks like. Making sure there is buy-in from everyone that is a part of the team. Everyone's voice is important and they all play a role in making sure our organization are impactful and sustainable. Thinking about what are the strategies that can be used to strengthen your organizational culture? Your mission and your values support that. What are you doing as an organization to make sure you live out core values and they show up in the organizational culture? If honesty is important work with thinking about having fun, how is that showing up? If fun is a piece, one of the things I love, we have a lot of staff. We are making sure we go bowling together and I don't bowl, I just serve as cheerleader and encourage everybody. All of us have a role to play. We are intentional about having these gatherings and get-togethers so staff knows each other well and fun is a part of your value, how are you making that part of your workday. Ensuring it's not something I just on paper. It's something you live out in your practices and you make sure it's a part of your staff retreat. You ensure their opportunities that the board is engaged. Thinking about those strategies to make sure this is a part of the culture, the organization is important. What we don't want to do is create more hypocrisy. We say something but we don't live it out. We are all responsible to changing the culture of our organization. Thinking about what is the role you play in those core values being lived out in your organization is so important. We all have a place to ensure those we serve have safe places. That we are healthy in our culture so we can model what we want our world to look like. With that being said, I would love for you to go into the group chat and this is your opportunity to reflect on what you have heard, have you had any aha moments? Jennifer is also going to chime in because you all ask questions prior to the webinar and would like to be able to have an opportunity to answer and discuss questions you presented. Now is your time to give a speed back so we can continue the conversation on the importance of core values and how you implement them.

>> Looks like we have a participant typing now. We will pause for a second to see if that comes up. If you have any questions either of our presenters today. Let us know.

>> I want to say, it has been interesting for us to see, we work as inclusive as we can because it seems so ridiculous to have a process not inclusive. If it's top-down, here is the core values now. It almost seems like an episode of the office. Being intentional about being inclusive with that project could not be more important. I want to say that. Also, it has been interesting to see how vigilant you need to be with keeping these at the forefront. I think we are still on that path of hearing that out.

>> In the job posting, all that stuff, there's more we can do. We were so happy, it was such a process to come up with these core values, we were happy to have done it and then it just sat on a shelf for me before we thought, wait a minute, there's more to do. You complete this task, it feels like getting those core values and then, if you're not vigilant, they can fall by the wayside and before you know it, it can be six months or a year later in you think, what were those again, what happened? That's a piece I'm interested in. How we keep it alive. We are on a good path but that's but I would love to hear the thoughts of others as well.

>> Deena Row is stating she likes the idea leaving the core values out and including an annual report.

>> Are there other ideas of making the core values more present and alive, we would love to hear from you.

>> We have mission and core values but two new and we need to review and refresh our understanding of them. What are the changes you have seen as result of doing this?

>> Mentioning, we are doing this because we have this core value so it would make sense. I see staff thinking through their own actions in light of and in the context of these core values which is great. There's more that could come as a result of that but it feels like a good initial step. Is in the air more, I'm hearing about it more which means I think we all keep it more on the top of our mind.

>> We are still at the beginning of our process.

>> I see two comments with reference to that that I want to highlight. Amanda Rhodes, at all of our staff meetings each month we have prime time will we take turns talking about other staff we have seen in body or values. Then, Christina we try to do a reminder each week to help guide us through the day and shareable in school to implement the values. Is a great way to utilize the values every day.

>> I want to go back to a question to talk about.

>> We have a couple answers about using it in staff meetings.

>> I was going to say had given some amazing examples about your hiring process. Could you share about how is that because you gave great insight on what that looks like for your organization.

>> Sure. Like I said, we put them in our job descriptions now. Incorporating into the interview process, asking folks to take a minute, reflect, and respond. No one will say in a job interview or at all, I disagree with this thing about respect. It's interesting to hear how people verbalize which ones stand out, which speak to them. I'm finding it's helpful to get to know and see where they are in terms of those values. It could open interesting conversations. Can you reflect on those or share your thoughts? Can you give an example of any of these and how they have been living that or how you would like to? Keeping it open-ended I think it's also not an impossible interview question.

>> The core point about staff evaluations is great. We are in that process now of revamping our staff evaluation process and using these core values as a jumping off point. We don't have that finished yet. I'm working with our HR Director on what that looks like organically. Living these values as part of evaluating.

>> I see in the evaluation team done in 360 evaluations were you ask coworkers and external stakeholders to evaluate a staff person. I have seen where values have been part of the question. When have you seen the staff person in body of value of integrity. You can get feedback from others and even allow a person when they evaluate themselves. What are areas they feel they could have improved on and there is an opportunity for them to highlight and give examples of when they have embodied those core values in their work. It allows them to reflect on that. In the 360 process you allow others, stakeholders and coworkers to give feedback as well as how that has been present in their work and their interactions with others.

>> Amanda also added, she went to highlight another input stating we set personal performance goals each year geared towards professional development and supporting the program so the goals are focused on the values. That means within a person's individual performance plan.

>> Another way to make sure utilize values in your daily work. Michelle's commenting this is helpful. She just started an organization and this is a new process.

>> There was something submitted in advance of the webinar in the registration, a problem if you have a staff person that works with you before you developed the core values or maybe you have the core values but they weren't highlighted, and you find one of your staff people and behaviors that elided you have any suggestions or how to deal with that?

>> I am a big proponent of coaching with staff. One of the things I would suggest is making sure before you start evaluation process, let people know what the expectations are and how these core values are being used to evaluate them. Sometimes, the values are done in isolation you may see that as an organizational value but as an individual, that doesn't mean I have to do that. It's making the correlation as to why this is important for your work but also letting people know expectation of this is something we will evaluate you on and where the opportunities for you to do some coaching with that individual to help them think about and give them opportunities to course correct. I was

having a conversation earlier about challenges for nonprofits. Feedback loops aren't consistent and typically are at the point of no return when we provide feedback. There's consistency back on the how the person is progressing and what are the expectations because of that wasn't an expectation before, is difficult for that person to get on board and say now, I need to do this. It's being very clear in communication. When that doesn't happen, you have the process you can enact, we have done the coaching, I have given you feedback, and training or whatever is needed. This opportunity decide how you move forward as a supervisor. It's making sure it's clear they understand, this is not just something we put up for one. This is something we embody in the work with everyone. I would love to see and hear Kirsten's experience of having to deal with that and how you have helped them move along in that space.

>> Thank you. It's very much aligned with what you just said. We are still new in this process. And has not exactly come up for us but not that overly. Part of being intentional and inclusive about coming up with the core values is for this reason. We want everyone bought in. We want everyone to have had as much opportunity as humanly possible to weigh in. Even if you missed the staff meeting or this optional chance to weigh in, we have the online version. It went on for mother to. That something we can fall back on as we coach should help folks to work through those things to say this is something we have adopted. It's not someone coming out of the blue and saying now you have to act with kindness and integrity. We all agree, we are on the same page. That's where that inclusive process comes in. It has an accountability components. I feel like that should be helpful.

>> I hope that answers. Let me know if it doesn't.

>> Here is an interesting question. It also came up in registration materials and I'll address this question at the same time, if anyone on the webinar has additional questions, please, go free to type them in and we will address them.

>> This next question, how do you know when you're off course from your core value? How do you recognize that and what are the steps you can take to adjust that? That's a tough one.

>> That's a good question. I think it goes back to the feedback loop and how are you making sure their spaces for people to feel safe to bring up if we are off course. Quite often, we notice it's usually when something really big has happened for us to say, we are in a bad situation, how did we get here? What are the spaces for feedback included in your organization? Is that during staff meetings to do check-in's to see if we are doing mission check. For a lot of nonprofits, mission creep is real. Getting those opportunities and safe places for us to have honest conversations and how are you making sure your staff meetings are at a place with status and report. How do you create space for conversations we you can have honest talks about where are we headed as an organization. How we make decisions? Are we making them in isolation and could this be great short-term solution but will it have long-term implications for us as an

organization? It's an opportunity to have those conversations so it doesn't have to be the ship has run into something and went to course correct. There these opportunities for check in and engagement with one another that we can redirect quickly if necessary.

>> Something related to that, other than if something arises through that feedback loop, is there some kind of system you want to use for when you should be checking in and making sure your core values are still the right one. Is there, should they be changed periodically or should you be accepting that periodically or how would you think about not necessarily organization not following them anymore but rather whether or not they are still the appropriate ones?

>> I have had some organizations I work with that had to do that around their mission. The mission change because of cultural environments they found themselves and or political environment. At some point, it's staying true to who you are knowing identity as an organization. If you're not clear and grounded, it's easy to change and feel like we have to go in this direction because this is the new trend. It's being clear about your identity. If there's nothing wrong periodically reviewing your mission statement, as part of that your vision and core values and if there is consensus and buy-in to think about changing that. As an organization, you have every right to do that. I think that keeping the identity at the forefront of who you are will allow you to stay grounded in this values. Again, you're not just changing every time something comes up to fit into a box or particular funding opportunity. I think that's dangerous but I also believe you should have the flexibility and the willingness to self-reflect and evaluate and not just as an organization, leaders have to create spaces for self-reflection. If you are not creating that space for yourself and your team, I just weigh in on the evaluation at the end of a program for people to tell you if this is working well or not how are you creating the spaces for self-reflection so again, if changes need to be made, it doesn't have to be because some catastrophe has happened that you have been intentional and delivered about making space for that to be a part of your culture, a culture of reflection.

>> Is there anything you wanted to add?

>> We are so new in this process, it's difficult to imagine, being that point. I would second what was said. That's how we got to where we are now. We are 40-year-old organization. It's a matter of looking and saying, let's have that flexibility to reevaluate and see where we are and that's what has led us down this path.

>> Can be helpful on giving that professional feeling. Sounds like another way to utilize your core values operationally in your daily work and interaction. Earlier, at the beginning when they asked about how people feel about the core values, one of the participants, they were eight statements the staff for quality and listed out for each. Eliminating the culture of violence, quality programs and services, understanding and respecting our diversity, advocacy for those in need, leadership in our community, integrity and in all that we do. Taking action for social change and yielding positive results. A statement for each letter. I raise that because I thought it really resonated with

me. Also, a couple questions we received in advance was around this question of how to incorporate anti-oppression work into your core values and how do you make central equality and diversity.

>> You have to call those things out. It's important to call out as an organization for what you value. There's a real opportunity to do that. Equality is important. As an opportunity to have reading sessions. We can have a valuable we don't educate on why that value is important to us and what it means. It becomes words on a paper. It's important to call it out. How do you ensure everyone is on the same page around those meetings? I remember there was a group we were talking about poverty at everyone in that room had a very different perception of what poverty met. We could all say we are anti-poverty. In terms of what that means, it will end up going in different directions to the quote we said earlier. Making sure if these ideas are important to you, how do you have a shared language and are organization to make sure everyone is on the same page. So doesn't get executed in ways you look at later and say that's not what we really meant.

>> It's great you all are looking at vetting that's make sure there's a shared language around that. People are being educated so not inapposite what we say is a value.

>> One more question I see there be a good conversation piece, something came up about whether or not, is it appropriate, doesn't make sense to incorporate a subset of core values for individual groups or teams. Is it important to have a subset of core values?

>> Are your teams doing that, Dr. Kirsten Rambo?

>> No. For us, I'm not sure how that would be useful for us. Our core values are broad enough in their specific to the entire organization. I'm always open to being convinced. Is difficult to think about how or why it would be helpful for each department to have their own separate things they are doing and ways of operating. In terms of value, the work of the legal department is different from transitional housing department. People are doing different things. Part of the point of core values, it's a foundation we all share. For the hope with a restraining order advocate for summer with the landlord, you're coming from this place of respect. That's how it strikes me.

>> I would agree, my concern, if there is not alignment, it's easy for an organization where departments move in a different direction than moving for the entire organization. It may be a lot to keep up with all that and try to monitor and evaluate with Alex like to go from that standpoint that could be quite a bit. Again, I would caution about making sure if that is something you do, how is there alignment and if you are already in alignment with the larger values, why would there be the need to have these subsets? I would caution you about alignments and the monitoring of that.

>> Now, I think I will turn it over. Do we have additional questions? I'll turn over to Mónica to provide additional information.

>> Thank you and I think everyone for all your information and resources. We want to share an additional resource and toolkit we put together on organizational mission and core values. This includes a guide for reviewing your mission statement as well as core values. Reviewing core values of developing core values including sample questions and activities as well as a good list of resources with links. One of the resources and includes a tree as an analogy for an organization that's why we have this tree listed here. Through this, we have done this through our program. It helps organizations to use an analogy to align or help align the mission and core values with the rest of infrastructure. The infrastructure, the core values and mission being the root of the organization and then the infrastructure meaning what you have in place at HR, policies and the chunk of the organization and the programs and outcomes are more the fruits of the organization. You can map what you have in place and assess how they are aligned or not. Also, in terms of resources, we have a past webinar that we did on organizational policies and how they align with your core values or not and how that can be helpful in using your core values to align incorporates into your organizational policies. We hope this was helpful for you. It is in the attached and distributed to everyone. You will see two versions of the toolkit, one with 18 points for accessibility and thank you so much for joining and taking the time for this and we hope this was helpful go please remember to fill out your evaluation we should pop up on your screen when you exit the meeting and your feedback is very important to us. Through the evaluation, you're able to request resources and ask questions and also my information is on the screen. You can also email me. Thank you so much to Dr. Froswa' Booker-Drew and Dr. Kirsten Rambo for sharing your experience. Thank you so much and have a great day. We look forward to hearing from you and participating in future webinars. Have a great rest of the week.

>>Thank you. [Event concluded]