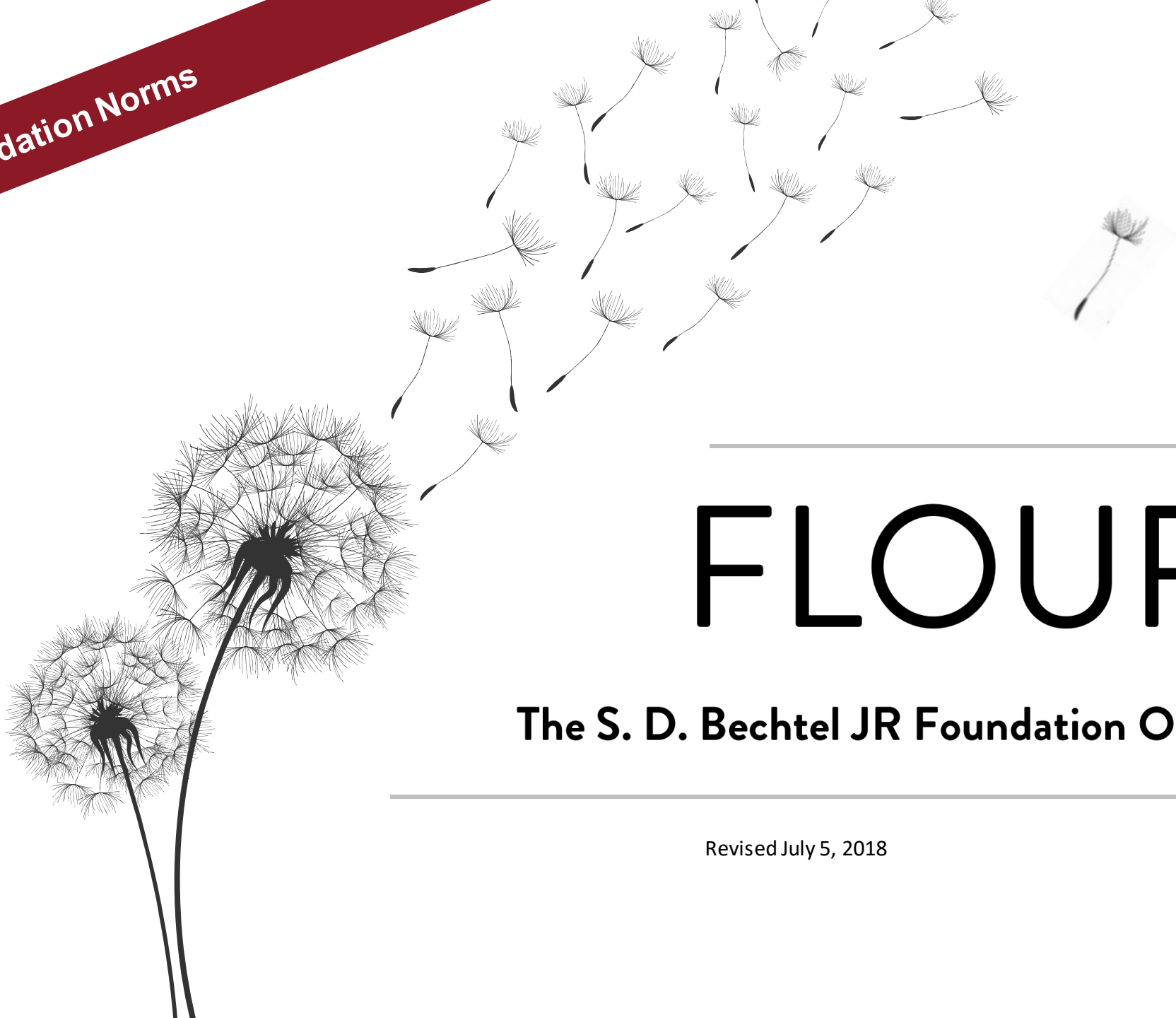




Foundation Norms



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# FLOURISH

**The S. D. Bechtel JR Foundation Off-Site** May 2018

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Revised July 5, 2018

# INTEGRITY

What we value:

## INTEGRITY

The Foundation is committed to thoughtful and prudent stewardship of relationships and resources. Staff and Board work together to inspire the trust of our grantees, partners, and each other through a combination of honesty, open-mindedness, and accountability in pursuit of our goals.

What we do at our best:

- We are transparent about our plans, processes, expectations, and challenges.
- We do what we say we are going to do.
- We bring our authentic selves to work.

Staff Retreat output:

- We offer and expect transparency.
- We provide an appropriate level of transparency around internal grantmaking processes to grantees.
- We are transparent and trustworthy in actions and stewardship.
- We are transparent with info.
- We do what we say we are going to do.
- We bring our real selves to work.
- We have civil disagreements.
- We make sure everyone is heard.
- We honor and acknowledge power dynamics.

*Note: The red text at the top is a summary of the output from the Staff Retreat (the grey text).*

# EXCELLENCE

What we value:

## EXCELLENCE

The Foundation pursues excellence in all aspects of its programs and operations, adhering to highest standards of professionalism. It maintains a central focus on a limited number of systems-change initiatives with well-defined goals and specific outcomes aimed at building knowledge, advancing solutions, and strengthening fields. The Foundation funds independent research and evaluation and is committed to sharing the results. Experienced staff engage in reflection and continuous learning to inform their work and serve the field.

What we do at our best:

- We test new approaches, embrace mistakes, learn, and adapt.
- We focus on our strengths.
- We work thoughtfully, inclusively, and collaboratively.
- We are persistent in our continuous development.

Staff Retreat output:

- We value results over polish.
- We focus on quality, and not quantity.
- We know that excellence will be the result of an inclusive, messy (not perfect) iterative process, therefore we encourage and embrace risk-taking.
- We fail forward, learn and adapt.
- We are aspirational and set a high bar.
- We keep our goals and purpose in mind during reflection.
- We allow everyone to articulate a goal that advances the Foundation's vision and feel connected and committed to it.
- We work thoughtfully and collaboratively every day to produce quality results.
- We reward and stretch everyone to learn and grow through 2020.
- We hold ourselves accountable for the quality of our work.

# OPTIMISM

What we value:

## OPTIMISM

Philanthropy is nothing if it is not about the future and faith in our collective ability to see and solve problems.

Throughout the spend-down years (2009 through 2020), the core work of the Foundation is systems-change. We strive to be realistic, and expect challenges and set-backs along the way. We are making large, multi-year investments to address complex issues, ranging from water and land management in an era of extremes to reimagining how teachers are prepared for the classrooms of the 21st century, and preparing the next generation to lead with good character and commitment to community and society.

What we do at our best:

- We assume positive intent, always.
- We know that change is possible and work relentlessly toward a better future.
- We face challenges readily, with curiosity and trust in our ability to adapt.
- We find joy in our work and celebrate progress.

Staff Retreat output:

- We assume positive intent and embrace the “error” in “trial and error.”
- We don’t walk away from a challenge.
- We trust in staff and grantees to adapt.
- We have an inspiring vision and identify milestones toward that vision that are a stretch.
- We maintain the belief that solutions can be found. “It will get done.”
- We believe we’ve made a difference.
- We find joy and celebrate growth.
- We practice both/and thinking.

# RESPECT

What we value:

## RESPECT

We value empathy, diversity, and collegiality and commit to authentic, constructive dialogue and collaboration within the Foundation and with our grantees and partners. We strive to respect and earn the respect of our grantees, other partners, and our colleagues.

What we do at our best:

- We practice empathy and humility.
- We honor other people's experiences and perspectives.
- We believe everyone has a unique contribution to make.
- We accept that we may disagree at times and believe we can disagree productively.

Staff Retreat output:

- We interact with each other with identical respect regardless of anyone's hierarchical role.
- We acknowledge power dynamics at all levels and check our privilege
- We practice empathy by putting ourselves in other shoes – and change behavior accordingly.
- We practice the platinum rule – treat others how they need to be treated.
- We recognize and explore difference and invite varied approaches.
- We allow people to be their authentic selves and value their thoughts and different approaches.
- We build trust with colleagues and partners.
- We are humble in our role.

# FOUNDATION NORMS – ACTIVATING THE VALUES

## INTEGRITY:

- We are transparent about our plans, processes, expectations, and challenges.
- We do what we say we are going to do.
- We bring our authentic selves to work.

## EXCELLENCE:

- We test new approaches, embrace mistakes, learn, and adapt.
- We focus on our strengths.
- We work thoughtfully, inclusively, and collaboratively.
- We are persistent in our continuous development.

## OPTIMISM:

- We assume positive intent, always.
- We know that change is possible and work relentlessly toward a better future.
- We face challenges readily, with curiosity and trust in our ability to adapt.
- We find joy in our work and celebrate progress.

## RESPECT:

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# CONNECTING THE DIVERSITY, EQUITY, & INCLUSION GUIDELINES TO OUR VALUES

## Guidelines For Effective Cross-Cultural Dialogue

- ◆ “Try on”
- ◆ It’s okay to disagree
- ◆ It is not okay to blame, shame, or attack, self or others
- ◆ Practice “self-focus”
- ◆ Practice “both/and” thinking
- ◆ Notice both process and content
- ◆ Confidentiality
- ◆ Be aware of intent and impact

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