

## Our values & behaviours

### April 2021 update

#### Our values

The way we work in the Lab, is underpinned by our values. These are: **ambition, collaboration, and empowerment**. Below we explore what we mean by each of these values.

**Ambition** – holding true to our transformative vision with bravery based on a fundamental commitment to learning.

- *True to transformative vision* – we never lose sight of the transformative change we are trying to create and the power relations that exist. We don't settle for change that reinforces dysfunctional power dynamics, and aim to improve social and environmental outcomes through systemic change.
- *Bravery* – we proudly stand up for our vision and values, but also embrace vulnerability and experimentation as important for achieving systems change.
- *Learning* – we take a learning approach to our strategy, leadership and organisation, actively making space to reflect, learn, evaluate, and grow.

**Collaboration** – achieving change with others who share our ambition, being accountable, and acting with humility.

- *Achieving change with others who share our ambition* - we make the space to develop strong collaborative relationships with our team, partners, and community who share our ambition.
- *Being accountable* - we are open and transparent about how we operate, what we've learned, what we've changed, and what is still to be done.
- *Acting with humility* - we know we are not the only actor for systems change in finance and that we can't transform the system alone; instead, we weave multiple change efforts together, with clarity about our contribution to change, while listening carefully to others.

**Empowerment** – acting in solidarity with those marginalised by the financial system, approaching ourselves and others with love and care, and creating spaces where everyone can participate.

- *Solidarity* – we are aware that the impacts of the financial system fall most heavily on marginalised people and groups around the world. We aim to centre the experiences and perspectives of marginalised communities in our work, and stand in solidarity against all forms of oppression.
- *Love* – we approach ourselves and others with deep care and positive regard.
- *Participation* - we create spaces and redistribute power in those spaces to enable all collaborators to contribute, have a voice, be heard and participate to their full potential.

## Behaviours

The table below illustrates our core values and the behaviours we try to exhibit or avoid in living these values. We use this as a standard to evaluate our team culture and behaviour against.

Core value	Elements	Behaviours we try to exhibit	Behaviours we try to avoid
Ambition	Transformative	<ul style="list-style-type: none"> <li>• Critically examines own thinking and behaviour</li> <li>• Compares options against our visionary outcomes.</li> <li>• Seeks out solutions alongside understanding the problem</li> <li>• Thinks big and uses imagination</li> </ul>	<ul style="list-style-type: none"> <li>• Compares options against what is easiest to achieve.</li> <li>• Gets stuck in problems, can't design solutions</li> <li>• Minimises our vision to appease the status quo</li> </ul>
	Brave	<ul style="list-style-type: none"> <li>• Stands up for ambitious outcomes with good humour and positive energy</li> <li>• Has courageous conversations and offers compassionate feedback when relationships get difficult / constructively challenging</li> <li>• Dares to be vulnerable and real with others while managing own personal boundaries</li> <li>• Willing to go into the unknown</li> </ul>	<ul style="list-style-type: none"> <li>• Becomes defensive or aggressive in attacking unambitious alternatives</li> <li>• Withdraws from relationships when things get tough</li> <li>• Wears a 'mask'</li> <li>• Unable to deal with complexity / Analysis paralysis / More focused on risk than opportunity</li> </ul>
	Learning	<ul style="list-style-type: none"> <li>• Driven by a desire to get better and better at things that matter (#mastery)</li> <li>• Treats everything as an experiment</li> <li>• Willing to adapt and change</li> </ul>	<ul style="list-style-type: none"> <li>• Moving too quickly without taking time to reflect strategically</li> <li>• Avoids or punishes 'failure' rather than understanding this is a natural part of experimentation and learning</li> <li>• Resistant to change even where the benefits of this are clear.</li> </ul>

Core value	Elements	Behaviours we try to exhibit	Behaviours we try to avoid
Collaboration	Acting with others for change	<ul style="list-style-type: none"> <li>• Seeks communities of action where we build power with those who share our vision</li> <li>• Takes time to build strong relationships of trust and create the conditions for collaboration</li> <li>• Shares power and responsibility</li> <li>• Leader as 'host': Creates the conditions for others to achieve shared purpose amidst uncertainty - Marshall Ganz</li> <li>• Recognises and draws out the potential in others</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks to achieve agreement among actors by reducing ambition (lowest common denominator)</li> <li>• Builds transactional relationships</li> <li>• Tries to do it all themselves</li> <li>• Leader as 'hero'</li> <li>• Judges others, limits their potential</li> </ul>
	Accountability	<ul style="list-style-type: none"> <li>• Acknowledges and accepts own responsibilities - to our work, the team, and our culture - and where these responsibilities are not clear, works to bring clarity</li> <li>• Admits when we don't know, when we've made mistakes</li> <li>• willing to hold others to account - by 'calling in' rather than 'calling out' (similar action but done privately and with respect rather than publicly and with judgement)</li> <li>• willing to accept feedback, seeing this as an opportunity to learn and grow</li> </ul>	<ul style="list-style-type: none"> <li>• Locates problems outside of oneself</li> <li>• Does not admit when doesn't know or when has made mistakes; does not ask for help</li> <li>• Frequently misses deadlines; does not provide requested to support to other team members or other stakeholders</li> <li>• Only/mainly thinks about how to 'get my bit done'</li> </ul>
	Humility	<ul style="list-style-type: none"> <li>• Thinks about how to build collective power</li> <li>• Practices deep, radical listening</li> <li>• Acknowledges and celebrates the contribution of others</li> <li>• Knows that they are not always the expert in the room</li> <li>• Practices 'beginner's mind'</li> </ul>	<ul style="list-style-type: none"> <li>• Takes the position that 'I am always right'</li> <li>• Claims all the credit, craves recognition</li> <li>• Impatiently steps in to do the work of others rather than helping them to develop and improve</li> </ul>

Core value	Elements	Behaviours we try to exhibit	Behaviours we try to avoid
Empowerment	Solidarity	<ul style="list-style-type: none"> <li>• Demonstrates understanding of and care for how proposals and strategies will affect those with least power and resources and those facing discrimination</li> <li>• Aware of their own identity, privileges and marginalisations</li> <li>• Acknowledges own power and acts on this to correct imbalances where necessary (including giving up or own power / redistributing other resources where appropriate)</li> <li>• Actively educates self about the various systems and experiences of oppression</li> </ul>	<ul style="list-style-type: none"> <li>• Refuses to acknowledge or accept the existence and impact of differing experiences</li> <li>• Assumes a one size solutions fits all</li> <li>• Does not seek to identify own prejudices and biases, nor works to learn and improve self in these areas</li> <li>• Prioritises self-interest at expense of collective</li> <li>• Passively accepts the additional emotional labour often borne by those with marginalised identities</li> </ul>
	Love	<ul style="list-style-type: none"> <li>• Demonstrates a belief that every human being has intrinsic value</li> <li>• Sensitive to others' needs and context</li> <li>• Values themselves and what they bring to the world</li> <li>• Treats others with respect at all times</li> </ul>	<ul style="list-style-type: none"> <li>• Treats others with disregard</li> <li>• Does not make time for self care</li> <li>• Does not acknowledge specific challenges others may be facing</li> </ul>
	Enabling participation	<ul style="list-style-type: none"> <li>• Is aware of, and acts to overcome, barriers to participation including (but not limited to) physical, emotional and financial barriers</li> <li>• Asks open questions</li> <li>• Seeks out the perspectives of others</li> <li>• Creates psychological safety</li> </ul>	<ul style="list-style-type: none"> <li>• Makes minimal or no attempt to adapt practices and plans to enable participation for all</li> <li>• Doesn't display active listening skills / focussing on contributing to the detriment of listening</li> <li>• Assesses contributions as 'right' or 'wrong'</li> <li>• Does not stop to think: are the right people in the room? Which voices are missing?</li> </ul>