

100% HUMAN
AT WORK 

THE B TEAM

EXPERIMENTS

COLLECTION II

MAY 2017

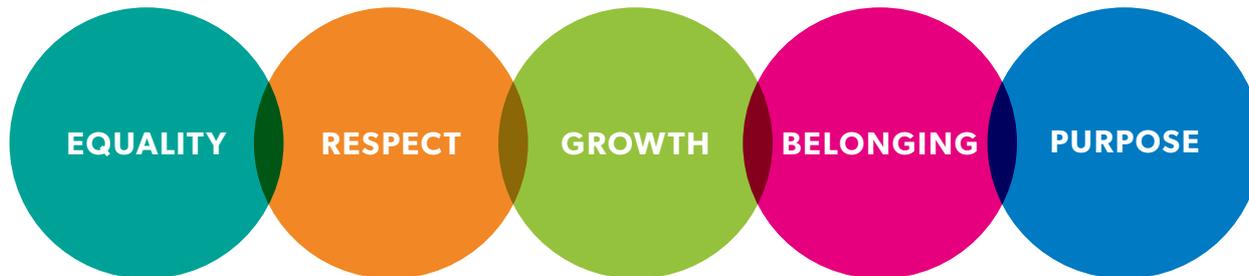


**100% HUMAN
AT WORK =**

WHY 100% HUMAN AT WORK

We believe the time has come for business to start thinking of people as human beings and not as resources. Moving away from maximizing profits and profitability to focus on how we can help people achieve their highest potential and purpose – which will naturally positively impact the bottom line.

With this fundamental concept and using the UN Principles for Business and Human Rights as a basic standard, The B Team has launched the '100% Human at Work Initiative'.



RUNNING THE EXPERIMENT

As part of this initiative we've brought together a rapidly expanding network of companies who are passionate about re-defining and changing work for good. This extraordinary group continues to innovate and change the way we think about work.

This collection is our second edition following our original experiments booklet released in November 2015. The network members continue to innovate and try amazing new things to make their workplaces more human.

We hope this inspires you to try new things and to explore new ways of working within your own organization.

YOUR JOURNEY STARTS HERE...

Please feel free to use this document as a tool to develop your own experiments. We will continue to collect and share interesting and exciting experiments; to learn from and inspire this expanding community and we would love to hear from you on how it's going.

This is just the start! You can keep in touch or find out more about joining the 100% Human network at ag@bteam.org.

We're really looking forward to having you join us for this journey to catalyse 100% human workplaces to serve humanity and the planet.

RED BULL

[10,000+ people, international]

Psychological assessments

Key to making work 100% human is having the right talent in the right role. It's both good for people and good for companies.

If people are able to understand their own strengths, limitations, and interests, they will make better career choices, enjoy their jobs more, and perform better at them. In other words, self-awareness is a critical talent enhancer, because it enables individuals to identify jobs that are congruent with their values and skillset. Remember: talent is largely personality in the right place, and most talent management problems are solved when we have the right person in the right job, but we cannot just rely on organizations to make these choices. Individuals should be empowered to make informed and data-driven decisions themselves. By doing so not only is this more cost effective for organizations as people are selecting themselves in and out, but individuals who are self-aware and developing their characteristics are better to work with.

Interestingly, for the first time there is innovation to democratize personality assessments in order to provide free career-relevant feedback to the wider public (Red Bull's www.wingfinder.com) and its also free for other companies to use for graduate recruitment. Even in our data-centric age, too many people make important career decisions without fully understanding themselves, or where they would fit best. Helping people understand their talents to be leveraged as well as shortcomings to be managed will improve not only their careers, but the effectiveness of organizations.

Good for people and good for companies.



Red Bull Wingfinder

Wingfinder is a free psychological assessment for the modern age – a visual, valid and engaging way to discover your strengths and areas where you are naturally inclined to excel, so you can develop them in pursuit of your potential. The Wingfinder model is based on thousands of scientific studies that clearly point to four areas that are more influential than any others for success in knowledge-based jobs: Connections, Creativity, Thinking and Drive. Everyone completing Wingfinder receives a personalized feedback report that provides insight around their top strengths. This is balanced with areas to watch out for, personalized coaching advice and videos from Red Bull athletes who share the same strengths.

Red Bull gives wings to people and ideas. Offering Wingfinder for free fits well with the brand by providing people with insight and self-awareness that's actionable it can help people focus on the right career path, better represent their strengths and in job interviews and perform better at work. Key to Wingfinder is that people are more likely to start and continue developing if it's an area where they have a strength and this combined with coaching feedback and advice from some of the world's best athletes encourages people to grow. Adam Yearsley and Alexandra Kuric from Red Bull have worked with an expert team of psychology professors from University College London and Columbia University New York team for over 3 years developing this innovative assessment that very tangibly gives people wings and ideas.

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ZOCDOC

[<10 people, USA]



Unsick day

Unsick Day is a day off to visit the doctor when you aren't sick. Employees can take care of the important appointments that are easy to put off when work piles up, like physicals and teeth cleanings, all with their company's support. Healthier employees means a healthier workplace. The initiative began in 2016 and thousands of employees have asked their company to give an Unsick Day.

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IGNITE GLOBAL

[<10 people, USA & Australia]



Case Study: Hunter express, the Google of the transportation industry

Challenge: Hunter Express has a great company culture, high employee engagement and low employee turnover - except in their sales roles. The sales team was a revolving door and very few consistently achieved targets.

The company's sales process is quite unique (and involves actual door knocking) and they set very high targets.

They engaged Ignite Global to help them increase the quality of candidates they were able to attract and to increase their employee retention in that area.

Solution: Ignite Global recommended Hunter use the SPOT ON method for hiring and helped them put together a job description that was:

- Strengths Based
- Purpose Filled
- Organisationally aligned
- Target Oriented

The SPOT ON methodology helps companies hire for attitude and aptitude over skills and experience — and does so in a systematic, objective way. It also emphasises the company's purpose and organisational culture AND clearly articulates expectations in the form of numerically based targets from the outset.

It is designed to magnetically attract the right candidates, while repelling the wrong ones, save organisations time and money and individuals heartbreak by accepting a role that turns out to be something that is other than advertised.

Result: The very first SPOT ON Job Description attracted only one candidate. But that candidate turned out to be one of the best hires they have ever made. He has been on board for over 6 months now and consistently overachieves his very high targets and is setting the bar higher for future hires.

Hunter employed the SPOT ON methodology for numerous roles in other areas and immediately began to attract a higher calibre of people all around. Their job ads are now attracting unsolicited applications — from potential truck drivers to state managers — who are clamouring to work them because of their inspiring vision and clear expectations.

Testimonial: *"In 25 years of owning the business I have never seen the calibre of candidates we are attracting now."*

—Mark Hunter (CEO Hunter Express)

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“JUST Capital offers 24 weeks total leave for all employees to care for a newborn child or newly adopted or foster child.”



BESPOKE HR/ KID SENSE CHILD DEVELOPMENT



[<20 people, Australia]

New operating hours

Established in 1998, Kid Sense Child Development is a leading South Australian provider of paediatric Occupational Therapy and Speech Therapy for children with disabilities and developmental challenges.

Monday mornings... Neither clients nor staff enjoyed attending the business before 12pm on Mondays and a survey of staff identified that Monday mornings were their least satisfying part of their working week. They were also experiencing a very high rate of cancelled appointments at this time, while time slots in the afternoon (after school hours) were regularly being booked out. So, as a solution, the business changed their operating hours to start at 12.30pm on Monday and slightly extend the end of day hours. Clients were no longer required to pay cancellation fees for non-attendance on a Monday morning; clients had an extra afternoon/after school appointment which was much more popular and convenient for them; staff could ease into the new week starting at 12:30pm without any loss of hours and perhaps one of the greatest benefits was that staff could also do things like banking, specialist and hair dresser appointments at the start of the week without losing any weekend quality time or stretching lunch hours. A three-way win.

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JUST CAPITAL

[<30 People, USA]



Family Leave

JUST Capital works to measure the justness of corporate behavior, based on the issues Americans care about most. At the very top of the list is the employee, with Worker Pay and Benefits and Worker Treatment accounting for about 50% of our scoring model. As a company, it's essential that our own workplace and policies reflect the priorities of the American people - that we put our money where our mouth is.

To that end, JUST Capital works to create and maintain live/work structures that account for the unique scheduling and lifestyle needs of each employee, providing a variety of flexible time off options to employees, among them a generous family leave policy.

JUST Capital offers 24 weeks total leave for all employees to care for a newborn child or newly adopted or foster child. Of those 24 weeks, the first 12 are fully paid, and the subsequent 12 provide partial pay for employees and the option to return to work part time, earning full salary pro-rata. There is no obligation to return to work part-time over the course of the 24 weeks, though the company makes that option available for employees who wish to do so. Employees also receive full continuation of benefits for all 24 weeks of leave, again helping to create a structure for staff to pursue their individual lives while being supported in the workplace.

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ENVATO

[260 people, Australia]



Flexible working

At Envato we believe that work is a thing you do, not a place you go and we want to focus on your work output rather than your input. Therefore in 2015 we started an initiative to help people fit work into life. We've created an organisation that encourages people to work where it suits them best. If that is by the beach on a deck chair, so be it. If that is at home so you can do things for your family, go for it. If that is from the office, you should do that! This has enabled people to focus on where they are their most productive and happy selves. It has also enabled people to manage illnesses, work regionally and stay active within their communities. We've set up better technology at HQ to help people work from anywhere and ensure effective output and development.

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THE DINNER PARTY

[<10 people, USA]

Life after loss in the workplace

“Since my dad died, I feel really isolated at work. No one, including my coworkers and my manager, seem to understand what I’m going through or how to even bring it up. It makes it hard to show up at work everyday, and even harder to get the job done.”

– Dinner Partier, 28

Loss In The Workplace

- Loss is having a huge impact on your organization. It’s happening all around us (2M Americans under the age of 30 lost a parent or sibling in the last two years alone) and it’s impacting the bottom line (the toll of loss on US employers is \$75B a year.)
- Social isolation is increasing. 25% of us don’t have a confidant we can go to with private matters. Twenty years ago, it was 10%. We hear constantly from Dinner Partiers that the workplace is one of the hardest places to navigate their loss, and how their employer reacts is a big make-or-break for their loyalty to their organization.
- Creating spaces for employees to be vulnerable is your secret weapon. 88% of millennials want more work life integration. Google just uncovered that the quickest path to strongest teams is creating places where we can bring our full selves, and feel psychologically safe. Enabling people to show up with their full story is great for them, and for the health of your company.

Our Vision

A day in which employers help their employees thrive at work and in life despite losses and challenges they might face: a day in which those who have experienced trauma and loss don’t feel impeded by their experience, but rather use it as a means to become better listeners and better leaders, demonstrating profound empathy, resilience, and connectedness.

Who We’re Designing For

1. Employees who’ve experienced loss
2. Teams who’ve lost a colleague
3. Leaders, managers, and culture keepers supporting employees who have experienced a loss

What We’re Developing

After hundreds of conversations with people living well after loss, employers, and HR professionals, we’ve developed the following process and offerings:

Phase 1 | Start The Conversation

Question assumptions around loss, break down the taboos.

Offerings:

- The Dinner Party Care Package to give staff a more meaningful way of reaching out than a Hallmark card

- “Life After Loss,” the talk: Debunking taboos and myths about grief, loss, and vulnerability, and sharing what lessons Dinner Partiers have learned about living well after
- Initial Consultation with Leadership: Helping leaders think through their roadmap through loss and how to create a culture of support.

Phase 2 | Equip Your Team

Preparing people with the tools to talk about loss and those who haven’t.

A series of one-off workshops for different perspectives:

- Finding What Feeds You: Inspiration and conversation around self-care following a loss (for people who’ve experienced loss)
- Being There: The nuances of how to show up for people experiencing a loss (for everyone)
- Creating a Culture of Living Well After: Do’s and don’ts, and a community of support for people in charge of having hard conversations (for managers / talent builders).



Phase 3 | Build Community

Finding the opportunity in loss as a community builder.

- Training Dinner Party Hosts: Learning the essentials of becoming a host, and build skills for community building, facilitation, and space creation
- The Dinner Party Experience: An evening run in true The Dinner Party style but with an open call to all participants, widening the aperture of conversation from death loss to the losses and challenges we've all faced. Inviting a conversation that goes deeper than the weather to questions around resilience, community support, and how we all live well.

Results So Far

While we're in the beginning phase, we're already hearing positive results from participants:

- Closer connection to colleagues
- Increased sense of hopefulness
- Better understanding of how grief and loss works and how to be there for people going through a hard time
- Ease in having hard conversations
- More equipped to support reports and team members going through loss - and for those who've experienced loss, more equipped to identify what they need, ask for what they need, and have those needs met by their team or manager
- Pilot 2017 - as we dive deeper with these organizations, we look forward to tracking long term impact within their culture.

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“Being There: The nuances of how to show up for people experiencing a loss.”



BOSTON CONSULTING GROUP

[15,000 people, International]



Continuous creative experimentation

More than a decade after its first pilot, BCG's flagship sustainability program PTO – Predictability, Teaming, and Open Communication – now drives transformative change across the global organisation. It has been rolled out to consultants in every region of the world and is an integral part of how work gets done more efficiently and effectively every day.

One key principle behind its successful global expansion and adoption is the idea of continuous creative experimentation. BCG consultants embrace PTO as an on-going work-in-progress and invest considerable time, energy, and creativity to piloting new ideas to improve and evolve the program. For example, a number of teams are currently applying Agile principles to the way they organise and prioritise work, with positive impact on their efficiency and effectiveness. As a result, the PTO of today has evolved from its roots as a work-life balance program to encompass a more holistic view of enhancing long-term career sustainability by improving the way our teams work, learn, and communicate with each other.

This broader goal reflects the realization that increasing the predictability around how consultants work is just one element that drives a sense of balance and professional satisfaction. As PTO was rolled out and piloted, BCG discovered that improving the quality and the impact of the work process and the learning experience itself was of equal importance to consultants when considering professional satisfaction. In summary, improving work-life balance was not only about making more time for life outside work, but also – and arguably more importantly – about making the working part of life better.

“If we think about what we do for our clients, we always encourage them to learn and become better versions of themselves. PTO is where we do the exact same thing: we come together as a team and figure out how to optimize the way we work.”

–BCG Consultant

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WATTSNEXT

[<20 people, Australia]



Slack channels for wellbeing

We were already using slack to share team wins such as when we win work. However we realised that we wanted to share more than just our work achievements and milestones. We wanted to know more about what is happening in the other core areas of each others lives. So we created a slack channel to share family activity such as photos on the weekend, a school graduation, a family reunion or even a home cooked meal. In addition to this we also share every Friday what we are doing on the weekend!

We also created a channel for wellbeing. As a team we have a step challenge where we all try to take 10,000 steps per day. We provided everyone with fitbits and created an internal competition. Now on the slack channel we share pictures of us working out, injuries, and fun banter around who is getting more fit! What has been awesome about this is that it has now extended to our employees families and people are sharing the goals of their sisters, boyfriends, kids and wives etc.

Finally we also have an impact channel where we share the global and community impacts we make together as a workplace. We have already made over 1300 impacts around the world to help those less fortunate than us. This is one of our favourite channels as everyone feels great knowing we are helping others who aren't as privileged as us.

Outside of social platforms we also enjoy our 'share and care' afternoon on a Friday where we come together over a cheese platter and a drink to share our biggest win and learning from the week.

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THOMSON REUTERS CORPORATION

[53,000 People, International]



D&I Index

The D&I Index ranks the top 100 publicly traded companies globally with the most diverse and inclusive workplaces, as measured by 24 metrics across four key categories: Diversity, Inclusion, People Development and News Controversies. The Index is then calculated by weighing each metric based on importance in the market and how each company compares with its peers. The D&I Index is available on Thomson Reuters Eikon, as are the underlying diversity and inclusion metrics, which can be used to gain insight and help financial professionals screen companies for long-term opportunities and risks in their investments.

The launch of the D&I Index reinforces Thomson Reuters vision of delivering news, information and analytics to the global financial and corporate communities. The index ratings are supported by Thomson Reuters environmental, social, and governance (ESG) data, designed to transparently and objectively measure the relative performance of over 5,000 companies and provide clients with differentiated insight. Index scores are calculated for each company for the Diversity, Inclusion, People Development and News Controversy pillars. Only companies with scores across all four pillars are assigned an overall score (the average of the pillar scores). The top 100 ranked companies with the best overall scores are selected for the Index.

“Diversity and inclusion is a fundamental part of our heritage,” said Patsy Doerr, Global Head of Corporate Responsibility and Inclusion at Thomson Reuters. *“Not only is diversity and inclusion a strategic objective for Thomson Reuters internally, it also represents another step forward in our commitment to partner with clients to develop best practices in this space. Diversity and inclusion mean fostering a culture where diversity of thought, style, experience and approach is valued and nurtured so innovation can thrive. The business case is clear; in order to attract and retain top talent, this must be a top priority. This new D&I Index demonstrates our central values in action.”*

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GOLDMAN SACHS

[34,000 People, International]



Black Analyst Initiative

Diversity supports and strengthens the firm’s culture of excellence and meritocracy. We must have diversity at all levels of the organization in order to continue to be leaders in the market. The Black Analyst Initiative (BAI) seeks to grow and retain our pipeline of black professionals in the Americas by investing in analysts’ professional development, enhancing connectivity to managers and providing access to a senior leader who will serve as a coach. The initiative also focuses on the role that managers play in developing the talent of the firm. Through this initiative, the analysts, their managers, and senior leader coaches work together to enhance the overall experience in the workplace. In addition, senior leaders throughout the firm serve as sponsors for the initiative to help foster relationships between the coach, manager, and the analyst. BAI provides several opportunities for participants to connect with one another and share their experiences as part of the initiative. For example, the firm hosted a panel discussion on mobility and connectivity to provide analysts, managers and coaches with insight into successful stories from BAI analysts and the managers and coaches that influence their careers. In addition, there are annual receptions in New York, Salt Lake City and Irving where new participants are welcomed into the initiative. Senior leaders provide opening remarks at each session to highlight the importance of the initiative as a continuation of the firm’s commitment to fostering an inclusive environment in which to develop all of our people.

BAI formally expanded to our offices in Europe in quarter three of 2016 as part of the firm’s Building Talent suite of offerings designed to build and retain a diverse pipeline of professionals at the firm. To assess the impact of the initiative, the firm tracks the performance, retention and promotion of the participants and solicits qualitative feedback from participants, managers, coaches and sponsors.

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AUTICON

[120 people, Germany, France & UK]

Autistic strengths in IT & compliance

Auticon is an award-winning IT and compliance consulting business. We are the first enterprise to exclusively employ autistic adults as consultants, and to deploy their strengths in clients' projects. Having both autistic and non-autistic professionals in mixed project teams opens up new perspectives and significantly improves work output.

Auticon consultants have particular abilities that set them apart from their non-autistic colleagues:

- Unique logical and analytical abilities
- Outstanding pattern recognition
- Sustained concentration
- An exceptional eye for details
- An entirely unbiased and honest approach

Those strengths particularly lend themselves to IT projects including quality management, app development, database development, Big Data or security:

Siemens Program Manager Rainer Degenhardt: *"The two Auticon Consultants on our team were able to surpass the average amount of processed test cases by almost 50% within the first week."*

Allianz Head of IT Reporting & Controlling Andrea Schulz: *"The Auticon Consultant's technical expertise is now implemented as best practice standard in our systems and processes."*

The key to success: our job coaches

In order to 'buffer' any social or communication difficulties autistic consultants may have, Auticon offers the support of specially trained job coaches. Job coaches operate as an intermediary between consultants and clients and help facilitate workplace adjustments wherever possible or needed. Job coaches are, apart from an initial meeting, not stationed on site in client projects; however, they do offer continuous advice, are a point of contact and ensure that projects run smoothly.



Auticon produces a win-win-win situation for autistic adults, clients and society.

Clients

- Competitive advantage through exceptional talents
- Bug free software and smooth processes
- Genuine CSR to create business value

Society

- Unemployed persons become tax payers
- Inclusive labour market
- Effective approach to tackling skills shortage

Autism Community

- Career trajectories
- Autism positive work environments
- Disability stigma turns into strengths-focussed approach

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EVERY BLANK CONSULTING / DIVERSITY LAB

[10 people, USA]

Women in law hackathon

Law firm leaders have been working internally in their firms for many years to solve the gender parity challenge, but despite these well-intentioned efforts, women still represent only 18% of partners in large law firms. At the same time, women have been graduating from law school in equal numbers to men for decades. In response to this slow pace of change, Diversity Lab created the inaugural Women in Law Hackathon in collaboration with Stanford Law School and Bloomberg Law to generate innovative solutions to retain and advance women in law firms. Nearly two-thirds of the Hackathon participants were managing partners, practice group chairs, or other high-level leaders in their respective firms. They worked together virtually in teams advised by talent experts for six months to devise their initiatives. In June 2016, they pitched these solutions in front of a 200+ audience to nine high-profile judges, including the General Counsel of PepsiCo and the President of Catalyst, Inc., in a “Shark Tank” style competition at Stanford Law School.

In conjunction with the Hackathon, students in the Stanford Law School (SLS) Law and Policy Lab conducted intensive research into gender inequality issues in law firms and released a white paper, Retaining and Advancing Women in National Law Firms, identifying the causes of the gender gap and recommending several steps to close it. Additionally, each Hackathon team included a female SLS student to bring fresh perspectives to solving the law firm gender gap issue.

The teams’ hard work produced concrete results: nine innovative and workable solutions focused on boosting gender diversity in firms. In addition, several important intangibles emerged from the Hackathon that have the potential to drive an ongoing shift in law firm culture at large. The “hackers” modeled superbly effective collaboration across age, gender, and seniority level. In fact, many Hackathon audience members commented on the unique energy at the pitch event, the rapport among teammates, the engagement level of the judges (who had traveled from all over the country), and



the noticeable sense of pride and commitment among the teams after months of focused work. Perhaps the most significant “win,” of the experience, however, was the partners’ prioritization of diversity and inclusion issues in their workloads - not only for the idea development period, but continuing after the Hackathon as well.

As a next step, Diversity Lab has launched a Hackathon Alliance with 36 of the Hackathon participating firms. As of Spring 2017, each firm has signed on to pilot one or more of the ideas. Several legal departments, including Walmart, 3M, and MasterCard have also agreed to partner with Diversity Lab and with the law firms participating in the Alliance to support this effort. The Alliance participants will come together in 2018 to exchange experiences and keep the momentum of the Hackathon going by continually sharing knowledge, testing assumptions, and innovating.

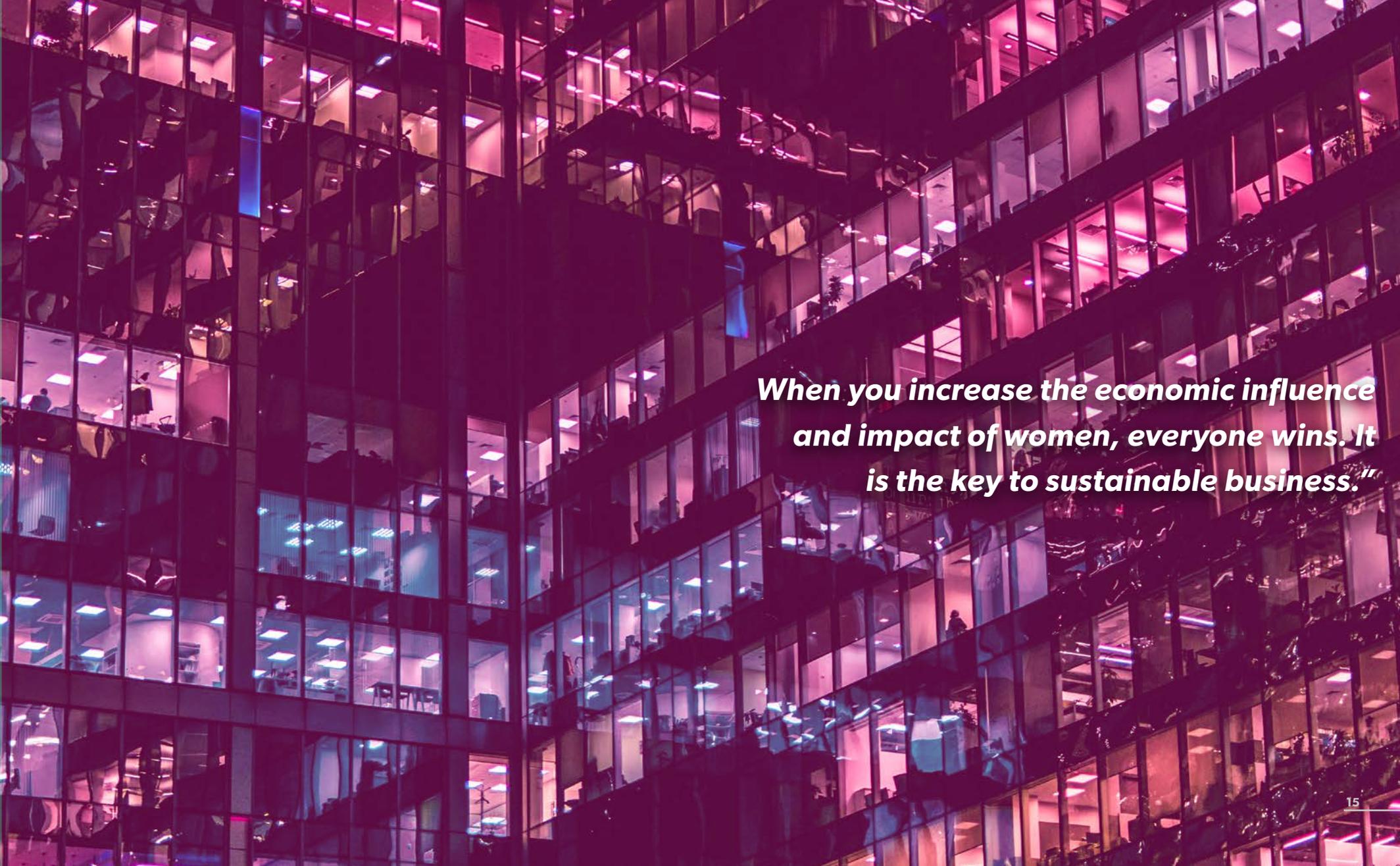
“There has never before been such a large collaborative effort in which rival law firms joined together to solve the gender parity issue. We were incredibly excited to bring together an unprecedented concentration of brainpower to tackle this issue through the Women in Law Hackathon - and we’re thrilled to be partnering with 36 firms to implement the ideas.”

–Caren Ulrich Stacy (Founder & CEO, Diversity Lab)

“To move the needle and create an equal workplace, you need to be intentional. The Women in Law Hackathon gave our team the opportunity to develop a program that would increase the power of women without making it a zero sum game. When you increase the economic influence and impact of women, everyone wins. It is the key to sustainable business.”

–Avery Blank (Impact Strategist and Expert Advisor, Women in Law Hackathon)

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When you increase the economic influence and impact of women, everyone wins. It is the key to sustainable business."

INTEX CONSTRUCTION

[500+ people, Kenya]

Intex wish experience

The Intex Wish Experience is an exciting initiative born out of a need to inspire and motivate employees to dream big. This experience was launched to build goodwill and generate positive energy throughout the company. Our desire is to connect to employees in a more personal way, over and above conventional company benefits.

Our definition of a wish is anything that inspires; and brings great joy and satisfaction. It may be something one has longed for but due to certain constraints seems impossible to obtain or out of reach.

How the initiative works

Every quarter, the Wish Team comprising of a few members of the KG Group management team invite employees to submit their wishes for shortlisting through a company-wide announcement. All employees are eligible to participate and are encouraged to apply.

Applicants describe their wish or wishes in a one-pager, indicating costs and information or background.

The wishes are then dropped into Wish Boxes that are placed in visible places at all our offices and sites with HR officers at hand to give guidance.

After the deadline, the wishes are sent to the Wish Team for shortlisting and selection. Interviews are conducted to obtain more information from the shortlisted applicants and finally a selection of the winners is done after lengthy deliberations.

Due to the sensitive nature of some of the applications, all wishes are kept confidential.



Response

We received numerous applications during the inaugural round of the experience in September 2016. The categories varied but we noticed that majority of employees requested support for higher education; help with medical-related needs; house construction, purchase of land, farming projects and many more.

It's been amazing to hear the impact stories from our beneficiaries who have shared experiences of transformation and life change not only individually but at a family level as well.

One of our beneficiaries shared that as a first Wish Experience recipient he is excited to know he can provide better care for his family. He is a widower who cared for his terminally ill wife until her death in 2011 and is now raising their three children on his own – twin boys and a girl with special needs. In November 2016, the Wish team granted his wish to learn a new trade. Now enrolled in an electronics class, this employee is inspired and driven. With his new skill to add to his plumbing credentials, he hopes to be promoted at work and take on extra jobs in his free time to increase his income and consequently provide better care and education for his three children.

We can't wait to hear more amazing stories! Our goal is to reach more employees in each round through this initiative and hopefully inspire even just one more life. We hope that this will create a ripple effect - energizing co-workers, families and communities. Reminding us that we can still dream big!

BLOOMBERG BETA



[140 people, USA]

Future founders

We know how difficult it is to start a company. Some of the inspiration for Future Founders (our program using public data to identify the top 250 people most likely to start a company) was to bring people together and provide sounding boards so starting a company wouldn't be so lonely. We also pay attention to startups that do clever things around talent and discovered a company called Donut. Donut regularly pairs up team members who don't know each other well to foster trust and collaboration across an organization. Bloomberg Beta uses Donut to build community for its Future Founders. As part of that program, we maintain a Slack instance for participants, and we used Donut's free intro bot to automate weekly introductions between them. People reported feeling a stronger bond to the program, especially since they were able to meet participants remotely. As a result, several Future Founders also started using Donut to on-board new hires at their respective companies.

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EXPERIENCED BUSINESS SOLUTIONS

[<10 people, Australia]

Team building

Some of the initiatives that we have taken on are as follows:

- Strengths testing to identify the individual strengths of team members and then strengths testing cohesion sessions to determine how we can best utilise our strengths in the workplace.

The outcome: This provides everyone with awareness around the team's individual strengths and how they might show up if dialled up too high and what may occur if they aren't utilised at all.

- Quarterly planning sessions where everyone on the team has input into the mission of the business and collectively we define and redefine where it is going and what we are trying to create. Out of these planning sessions each person takes on the number of projects for the number of days they work that they are going to complete for the upcoming quarter (ie. Max 5)

The outcome: Everyone feels like they are part of building something special.

- Annual team building retreats which will usually entail a leadership or strengths based training session as well as adopting the traffic light approach. I.e. What do we want to do more of (Green light)? What do we want to keep doing (Amber light), and what do want to do less of or stop doing (Red light).

The outcome: Connection and team building plus usually brings out and uncovers some really great insights that only come out when people are given the space and time to simply chat and connect.

- We also adopt a very open, honest and nurturing style of communication whereby every piece of feedback given from a place of service and love (both positive and negative) is received with gratitude.

The Outcome: Feedback is given readily from a place of service and betterment.

- Internal Facebook Group – whereby we post the following each Friday:
 - Something Good for the Week
 - Something Not So Good for the Week
 - Something you learned this week
 - What items you got ticked off your list of Tactical Operating Priorities (TOPs) from the week before.
 - What are your planned TOPs for next week?
 - What is your flow rating for the week (out of 10)?
 - What were the bottlenecks in your week if any?

The outcome: We are all socially held accountable for what we say we are going to do, we can also see if anyone is struggling and offer them assistance. The flow rating has been invaluable for checking in on where a person is up to in their



work. We all have low weeks from time to time but if this continues to be a pattern then the whole team knows it and we can offer assistance and troubleshooting quickly.

- Orientation Session – whereby we completely go through our values, why we do what we do, how we turn up for each other and for our clients.

The outcome: Everyone is clear from the outset of our culture and this then makes them feel part of something pretty special from the word go and they also know what our expectations are that we've got their back.

Learnings & Barriers

- Diversity is something to be cherished as we can all bring different and valuable things to the table.
- Leadership occurs in everything you do not just when you happen to have a title.
- A barrier which could also be considered a blessing is that we have a small team of 3-4.

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UPLEVEL GLOBAL

[146 people, Canada]



Daily energy bursts

Because a lot of our work is sedentary we have inserted ways to inject health and energy into the day. At first people were skeptical when we incorporated twice daily 'energy bursts' into the day - mid morning and mid afternoon an email goes out inviting all available staff to "The Burst." Everyone comes to a central location away from the wired world of phones/computers. A soundbyte of 45 seconds of high energy music blares. Everyone moves - jumps - dances - the goal is to create connection with each other and by creating movement, get our lymph systems moving which is where the science comes in. If the energy is really high as determined by our social committee we select a name from a drum - think bingo- and if that person is present and took part in the burst they spin a prize wheel and take home the prize. High fives across the board after the burst and the energy level has been completely changed with an investment of about 90 to 120 seconds.

KPIs show increased productivity across the board following the bursts. Prizes range from \$20 gift cards to actual prize items on a table to choose from to 'take an afternoon off' - to four star hotel stays etc. If the person isn't present when their name is pulled they miss their chance for a prize. This encourages people to come and participate but it is certainly optional. Unintended but positive consequence - clients who have witnessed and participated in the bursts love the idea and a number have implemented the same in their organizations.

Cost - Prize wheel, ipod dock, prizes.

Benefit - KPI's and culture are positively impacted.

[LEARN MORE >>](#)

STELLA MCCARTNEY

[500+ people, UK]



Total wellbeing

At Stella McCartney we believe that the key to fulfilment and happiness at work is through our wellbeing, and our philosophy on that is simple. We want to ensure we are offering our people a dynamic and inspiring environment, a healthy working life and rewarding and meaningful work. We know through speaking to our people that the number 1 driver of engagement is all the innovation, projects and work that we do as a company in sustainability and we wanted to enhance what we do internally too.

For a couple of years we have been delivering what we call Stella Collectives, 60-90 minute masterclasses on topics such as Mindfulness, Meditation, Stress reducing techniques, How to Achieve more Meaning & Purpose, Positive Psychology In the Workplace, all providing opportunities for moments of hedonic wellbeing, but we felt we needed to do more.

So we recently undertook a Wellbeing Assessment to look at the health of the organisation which involved conducting a series of confidential interviews and focus groups across the world which took into account several dimensions of wellbeing. Based on the results we know where we can improve and we have now developed Total Wellbeing at Stella McCartney which sets out our promises in the four areas of working life that we feel we can make a difference. Family, Time, Health & Community. Within those areas we are offering various ways that as a company we are giving to our people but also opportunities for us all to get involved or give back to ourselves and the wider communities in which we work.

We have also been holding our Global Lunch project which in support of Meat Free Mondays offers a vegan lunch to every employee across the world on the third Monday of every month. So we all know on that day that we are reducing meat consumption and having a positive effect on the planet and animals lives. It has been really popular with people from all over the world posting what they are eating on our internal communication tool!

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“Everyone moves - jumps - dances – the goal is to create connection with each other and by creating movement.”

SAFARICOM

[3000+ People, Kenya]

Diversity

The beauty of the world lies in the diversity of its people.

This rings true as evidence shows that when employees look up and see that they are in a multicultural and multifaced environment where they feel equally represented, they are empowered with hope and feel confident that they will be listened to when approaching leaders with new ideas, growth opportunities, or simply to connect.

At the end of the day, this characteristic, diverse workplace, when fully embraced by a business, fuels increased commitment which is key for innovation and the attraction and retention of team players of all types.

At Safaricom, our primary motivation to promote diversity and inclusion, to guarantee fairness and equitable treatment. We work to create an environment in which each individual feels empowered to excel with a sustainable support system.

To ensure a wholesome program, we crafted three D&I pillars to guide our efforts towards creating a more inclusive working environment namely, **Reflective of the communities we serve, Inclusive Leadership** and **Career Development**.

Gender

Supporting the advancement of women in business is not only great for women but carries immense value for society too. Inclusive cultures and organizations with gender-diversity achieve superior business outcomes — retention, productivity and profitability and this then drives action and culture change.

From a global company perspective, we have managed to retain a gender balanced workforce. However, for senior management levels the number of females remains constantly low, thus prompting the business to take some deliberate effort to bridge the gap. We note that women's needs and approaches to work are shared in entirety by other growing sectors of the workforce. In reference to the women's agenda in Kenya's Vision 2030, we have aligned with the government's strategic goal to reduce gender disparities by making fundamental changes in areas of opportunity, empowerment, capabilities and vulnerabilities.

The **Safaricom Women in Leadership** program whose objective is to consolidate the agenda for women focuses on 5 key pillars that address the deficiencies in different disciplines.

The scope covers challenges experienced in attaining fair representation of Women

- a. In the Technology space,
- b. Doing business with Safaricom,
- c. In effective Mentorship
- d. In effective Coaching as well as
- e. In boasting self-esteem through internal and external women engagement.

Men follow closely behind with their Men's mentorship program that provides a solid platform to address their individual needs. Through this forum men are empowered to raise, articulate and discuss issues and agree on solutions in a bid to optimize their potential.

Persons Living with Disability

As the quest for disability rights continues to have as much to do with adjusting attitudes and unconscious biasness as it does with overcoming physical barriers to workplaces our vision and programmes actively supports equality and full participation.

We believe that how we continue to address these issues will shape their lives and those of generations to come.



Our value proposition for persons living with disability is embodied in our resolve to provide equal opportunity to all. In this regard, the number of Safaricom employees living with disability is currently at 1.4% of our workforce and we are working towards 2% by the end of April 2017. We have embarked on a program to onboard 20 visually impaired (blind) persons with a target to achieve 5% by 2020.

As a market leader, we are aligned with global standards and trends through various programs that involve:-

- i. analyzing organizational culture and making any necessary changes,
- ii. conducting sensitization and awareness sessions that result in the adoption of global initiatives that ensure the company operates in a sustainable and responsible manner.

In order to effectively implement the above, the physical environment has also remained a key focus and we continue to ensure that our facilities are friendly, compliant and aligned with our agenda of easy access for all.

We remain conscious of the fact that every individual has different expectations at the workplace and we remain committed to improving the work ecosystem for all our staff.

We continue to explore various communication channels to ensure that we effectively and genuinely communicate with all our stakeholders. For example, we ensure that our key company events have sign language interpretation. To date, we have trained more than 350 staff on basic sign language across the company to facilitate communication with staff and customers with hearing impairment.

To enhance engagement through technology, we have launched a D&I portal to increase ease of staff interaction and the celebration of each other's diversity. This will also enable staff to remain informed of all D&I activities regardless of where they sit in the organization.

[LEARN MORE >>](#)



“The Dream Academy has no direct link to profit maximisation, rather it helps our people feel happy, healthy and cared for...”

INNERWILL

[<10 people, USA]

Better people. Braver leaders. Wiser world.

At InnerWill, we believe that we are at our best when we act in alignment with our core values. As researchers have shown us, when we are our true, authentic selves, we not only perform at higher levels, but we have greater levels of satisfaction and well-being. And perhaps more importantly, we influence others to do the same.

InnerWill, a non-profit leadership institute, was launched in late 2015 with a mission to develop better people, braver leaders, and a wiser world through the practice of Values Based Leadership. The institute was founded by Charles S. Luck, IV, Chairman and CEO of Luck Companies, as a result of the work that had been done in Luck Companies for more than a decade. Luck was inspired by the transformation he had championed and witnessed within the company – a transformation that delivered exceptionally high levels of employee engagement and strong financial results, as well as personal leadership growth for employees, creating a lasting positive impact on them, their families, and their communities. He established a mission for Luck Companies to “positively impact the lives of others around the world.” Launching InnerWill represented a significant investment of time and talent to achieving that mission.

INNERWILL

InnerWill uses a unique approach to programs and a social entrepreneurial model to accomplish its purpose as an educational institute. “One of the things that we learned as we implemented Values Based Leadership within Luck Companies,” said Dr. Thomas Epperson, InnerWill’s Executive Director “was that in order to transform individuals, you often have to transform the organizations they are a part of.” Dr. Epperson holds a doctorate in Leadership and was one of the architects of the Luck Companies transformation. As a result, InnerWill works inside organizations to transform the organization and its leaders. InnerWill does this work for businesses, charging a competitive market rate, and uses the margin from that work, along with contributions and grants, to fund its work with nonprofits, educational institutions, government agencies, and community groups.

Working with leadership teams across this diverse collection of organizations, InnerWill has found a common desire to create organizations with purpose that offer both professional and personal growth to their employees. Through consulting, workshops, coaching, and programming customized to an organizations’ unique needs, InnerWill has been able to help thousands of leaders make that desire a reality.

[LEARN MORE >>](#)

COOK

[500+ people, UK]

Dream academy

The first cohort of COOK ‘dreamers’ took part in the Dream Academy back in 2014. Inspired by a book called The Dream Manager by Matthew Kelly, the Dream Academy set out to be the catalyst to start people on the path towards realising their dreams- whether they be work related or not. This wasn’t about quick fixes or giving people the answer, but to provide support from our very own ‘Dream Manager’ to pave the way to feeling happier, more fulfilled and more productive. Three years later and 89 people have taken part from right across the business. All now have a framework to make their dreams come true, and many already have.

Steph was a shop manager who dreamed of being a comedian (in her own words ‘Go on, Laugh. No seriously, please do’). So unachievable did she think her dream, when she first attended Dream Academy she said that she was there for something else. Now she is a member of an all-female comedy collective, and with a growing fan base (many from COOK HQ) she proudly stands up and counts herself a comedian. Other dreams achieved this year have included overcoming a fear of flying; writing a children’s book; and having the confidence go back into education to train as an accountant.

The Dream Academy has no direct link to profit maximisation, rather it helps our people feel happy, healthy and cared for. Looking to the future, there’s a growing feeling of care within our community of past and present ‘dreamers’- alumni if you will- who want to help and support each other to continue to work towards their goals. And we think that’s pretty cool.

[LEARN MORE >>](#)



VIRGIN MONEY

[3000+ people, UK, South Africa & Australia]

The baby app

At Virgin Money our ambition is to build a better kind of bank, one which aims to make 'Everyone Better Off': Customers, Colleagues, Shareholders, Corporate Partners and the Communities we serve. It's a huge ambition, but one we believe we have the passion to achieve.

Virgin Money's people are the enabler to delivering business transformation and creating a better bank for customers. We treat our people in the same way we service our customers - with integrity, transparency and fairness. We want our colleagues to be "customer experience creators", in turn HR have become "colleague experience creators".

Having worked closely with HM Treasury to produce the "Empowering Productivity: Harnessing the Talents of Women in Financial Services Report" published in March 2016, we have set ourselves the ambitious target of achieving a 50:50 gender balance by 2020. If we are to achieve that target then we need to take a number of actions aimed at attracting, engaging and retaining female talent. We are aware that women can face a watershed moment in their careers during and immediately following maternity leave. This can be a time during which they begin to feel disconnected from their employer and their career. Once a disconnect sets in, it can be difficult to overcome. The Women in Finance Report identified a list of 10 positive actions for employers, number 3 on the list was to "provide technology which supports flexible working", which is where we focused our thinking.



To help us, we brought together a number of talented individuals from our Future Business Leaders Programme. We asked them to work on a project to improve the maternity and paternity journey for colleagues who were welcoming a new addition to the family. The team came from a number of different areas from across the business, so had a diverse range of knowledge, skills and experience to bring to the project.

The challenge presented an amazing opportunity to use our Future Business Leader's innovative skills to investigate the issues and barriers experienced by those taking maternity or parental leave.

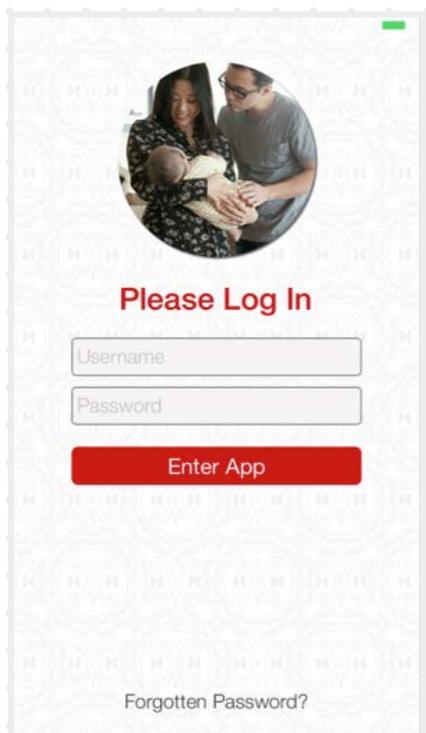
As part of the research phase of the project the team spoke to a diverse range of mums and dads via focus groups, interviews and surveys, seeking to understand their experience to date and how we could improve upon that.

The complete solution involved many new touchpoints for colleagues which included postcards, baby journals and dedicated maternity parking bays. We also identified that a key enabler for a number of the issues identified would be an "app" based solution.

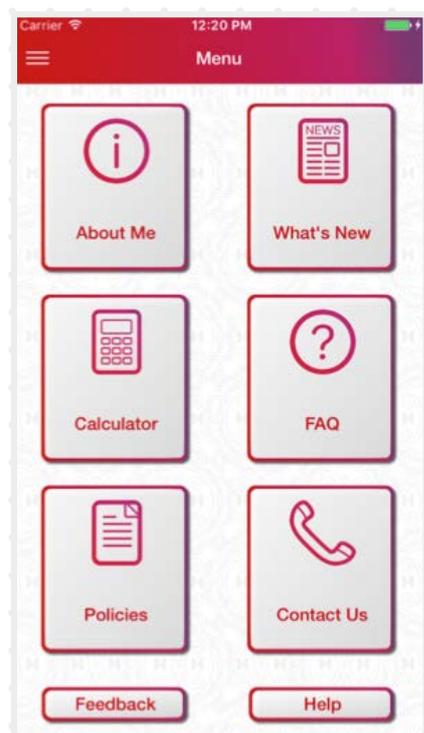
The Baby App:

The finished product was an app which is supported as a mainstream system and is routinely updated by our IT Team. Instructions and information on the app are available to all colleagues within our dedicated "Supporting Working Parents" intranet site and our HR team are always on point to manage queries.

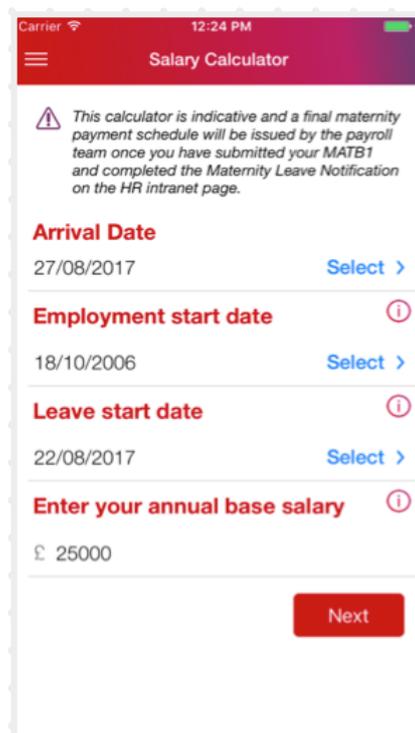
FEATURE	BENEFIT
A personalised illustration of how much leave they can take and key dates.	Enabling effective planning for the start of maternity/parental leave and their subsequent return to work.
Access to a set of key FAQ's.	Providing easy access to answers for commonly asked questions.
A pay modeller.	Enabling effective budgeting for the duration of any maternity/parental leave, planning of dates and consideration of a change in hours on return.
A button to e-mail their line managers directly with any queries and another to telephone the HR Team.	Eliminating the need to hunt around for contact details.
A link to the Virgin Group Tribe website.	Enabling colleagues to keep up to date with great offers from the Group and what's going on in the broader Virgin world.
A link to our key company communications including our CEO's weekly memo to all colleagues.	Enabling colleagues to keep up to speed with the latest news and stay informed in a way that works for them.
Links to all our policies on maternity and parental leave and flexible working.	Providing easy access to the important information they need to know, including flexible working if they are considering a change in hours on return to work.
Access to our internal jobs page.	Ensuring career opportunities are not missed whilst colleagues are absent.



As far as we are aware, no other company has produced an app for colleagues on maternity/parental leave. We believe the team have produced a cutting edge product which fits perfectly in with modern life and in so doing will aid in the attraction, engagement and retention



of our talent whilst helping us improve colleague experience. Not only is it innovative, it's sustainable – by carefully selecting what should be available based on colleague feedback. We have a resource which is extremely efficient to run – it has reduced the number of calls in



to our HR team relating to maternity pay, allowing us to improve service levels.

Feedback and uptake so far has been very positive – the app only launched in the second half of last year, but we are tracking impact and looking at whether or not it makes a difference



to retention/colleague engagement levels upon return to work. Typically our parental leave periods last 6 – 9 months so we will be tracking impact in 2017.

[LEARN MORE >>](#)

UQ POWER / LAKE MACQUARIE CITY COUNCIL

[1000-5000 people, Australia]

A more human city council

One Future, One Team

Building passion for purpose and fostering a sense of belonging among staff is at the core of the Council's organisation-wide business improvement and innovation program, Our Future, One Team.

Through Our Future, One Team, we have invited staff from all parts and levels of our organisation to work together in teams. Their mission is to generate ideas and business solutions that will help us achieve our goal of putting customers at the centre of everything we do. Project teams mix subject experts with members who volunteer to work on improvement projects outside their home business unit. We've learnt that the cross-functional composition of each team is critical for success. Every week, the teams are finding ways we can do more for our community. Humans love to be resourceful and solve problems. Our Future, One Team empowers our staff to be creative and work collaboratively to identify changes that will improve our City and the services we deliver.

A Holistic Wellbeing Framework

The Council recently launched a staff wellbeing framework to give staff tools to manage their own wellness journeys. It covers the full spectrum of wellness: physical, emotional, spiritual, intellectual, environmental, financial and occupational. Employees already enjoy access to a range of wellbeing initiatives, including a Corporate Fitness Program,

an Employee Assistance Program, a personal leave-sharing scheme, weight management and quit smoking programs, annual flu vaccinations, skin checks, and more. The framework adds a further 12 wellness initiatives, including a focus on mental health resilience.

We have learnt that employees with high levels of wellbeing live better lives and can focus on doing great things for our customers. They develop strong working relations and deliver on the commitments that we make to our community.

Cultivating Leadership

Our philosophy is that leadership is not just a role, it is a set of skills and attributes that can be taught and nurtured. Leadership is not only found in top management teams, so we have created a Leadership Development Program that means every employee can contribute to leadership, regardless of their job title.

Building leadership capability throughout our workforce is vital for us. We teach our staff leadership skills and give them opportunities to lead because we believe government needs to be flexible and adaptive to serve our communities in new ways. Some of our people practise self-leadership, while others take on informal leadership of peers. Others are working to become future leaders, or fulfilling formal leadership roles.

Supporting Courageous Conversations

Personal issues, differences of opinion, and challenging conversations with colleagues are bound to crop up occasionally at work. Depending on how we handle these situations, we can make our workplaces more respectful, or less so.

Last year, 37 employees from across the Council, including frontline staff, leaders and union representatives, collaborated to develop an Interest-based Discussion Framework to help staff quickly and positively resolve workplace issues that might feel confronting. This working group tested an early version of the framework on nine workplace scenarios which commonly call for courageous conversations. Refinements to the framework made the final version easier to use.

A supervisor who recently used the framework to talk about a request for time off with an employee with no available leave had this to say: *"The framework's principles of consultation, communication, collaboration, commitment and consistency were applied throughout our discussions and we found that made it much easier to work towards good outcomes for all people involved."*



Pathways for Young People

Lake Macquarie has limited employment opportunities for young people, who often move away for work or study. In 2015, the Council launched its Education to Employment (E2E) Program, in pursuit of our goal of a workforce comprising at least 10% apprentices, trainees and cadets.

As one of the largest employers in the Hunter region of NSW, our commitment to employing young people sets an example for other employers to provide young people with pathways to a career and future in our City. In return, we get a boost of fresh ideas and keen young people who will learn from our staff that have decades of experience in local government. For individual trainees, apprentices and cadets, E2E's benefits include receiving a living wage while studying towards a qualification, payment of course costs, gaining valuable work experience and transferable skills, and enhanced competitiveness in employment markets following qualification. In two years, the Council has created 33 E2E positions, with no increase in employee costs and no decline in productivity.



BRIDGEWAY CAPITAL MANAGEMENT & THE BRIDGEWAY FOUNDATION

[11-50 people, USA]



Personal & professional growth

Last year, we allowed for members of our team to take paid time off to pursue personal and professional growth. Our regional programs director, for example, was able to spend two months doing an immersive French language program, a goal of his that he had never been able to find the time to pursue. Not only did this time help him to fulfill a long-time personal and professional goal, but it has also greatly helped our foundation relate with our French-speaking partners in central Africa. A true win-win.

Purpose

Bridgeway has given each employee (who we refer to as 'partners') a substantial personal designation of funds to be given to their charities of choice through a donor advised fund - effectively giving each partner their own, small foundation fund. Partners control when and to whom their donations are given and are able to support charities around the world or in their own communities. This, coupled with regular service days that we schedule as a team, heightens the sense of purpose that each partner feels in the company, and we've seen the joy and motivation that this increased sense of purpose has as it plays out in daily work.

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LEARNERBLY

[<20 people, UK]



Learning opportunities

At Learnerbly we're on a mission to help everyone be their best selves at work.

Our platform helps businesses find the best learning opportunities to accelerate growth of their people.

We help find the most amazing classes, conferences, books, articles, and trainers to help you grow -- whether it's to become a better public speaker, product manager, negotiator or leader.

It's suggested that by 2025, half of the jobs we have won't exist so where do we go to continuously upskill ourselves? Despite £230bn globally spent on professional development there is a lack of a 'destination platform' such as a TripAdvisor or Booking.com to discover these opportunities. Nor is there any quality control or ways to capture the return-on-investment with Mckinsey reporting that only 13% of companies successfully manage to calculate the ROI on their learning spend.

We take a bottom up approach to learning, empowering employees to define their learning objectives, and in most cases our clients allocate a personal learning budget (ranging from £500 - £2000 per employee) to spend on their development. We curate the best experiences to ensure they spend their time and money wisely ensuring it ties back to both the employees' own professional goals and the company's strategic vision.

Our content comes from 100+ leading industry experts that connect to our client needs. We interview industry experts and practitioners who include Ajaz Ahmed, CEO and Founder of advertising agency AKQA; Sherry Coutu CBE, former LinkedIn Advisory Board Member; and are fortunate to have advisors and investors including Stephan Thoma (former Global Head of L&D at Google) and Renaud Visage (Co-Founder & CTO of Eventbrite).

We're currently working with Heads of Talent and Learning at leading creative agencies such as ustwo and IDEO as well as fast growing tech companies such as VoucherCodes to grow their people and are always looking for companies we can support in accelerating their learning.

[LEARN MORE >>](#)

A photograph of a library aisle. The shelves are filled with books, and several warm-toned pendant lights hang from the ceiling. The scene is dimly lit, with a blueish tint overall.

“We help find the most amazing classes, conferences, books, articles, and trainers to help you grow.”

ZAPPOS.COM

[1500 people, USA]



Purpose

- We seek to create an environment where employees (Zapponians) have autonomy to find the best way to find the overlap between work that fits their personal purpose, work that fits Zappos purpose, and work that is sustainable.
- We have made progress on helping people connect with their personal purpose by bringing in programs like Simon Sinek's "Why Discovery Workshop".
- We have made progress on evolving work that aligns with the Zappos purpose by continuing to implement Holacracy (a system that allows us to evolve the organizational structure).
- We have made progress on understanding which ideas are sustainable by:
 - Working on technology tools that help us to understand the value chain network that exists across the organization, such that we can make smart, quick, informed decisions about which ideas to double down on and which to let go of.
 - Creating programs to help Zapponians gain more business skills (such as understanding a P&L).

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JUST CAPITAL

[<30 people, USA]

Working environment

JUST Capital works to measure the justness of corporate behavior, based on the issues Americans care about most. At the very top of the list is the employee, with Worker Pay and Benefits and Worker Treatment accounting for about 50% of our scoring model. As a company, it's essential that our own workplace and policies reflect the priorities of the American people - that we put our money where our mouth is.

The JUST Capital office is designed as both a comfortable and enjoyable environment for employees - with various workspace options, including standing desks and couches, a generous shared fridge of healthy snacks, and open, comfortable meeting spaces. Set up to foster collaborative work and inspire thoughtful decision-making, the office is open, with teams sitting together in pods. This open format allows for teams to easily communicate while also encouraging ideas to cross-pollinate across the organization. Around the periphery of the space are six conference rooms, named for prominent thought leaders in the areas of justice and ethics - including Barbara Jordan, Margaret Mead, and Adam Smith. On conference room walls are quotes from these leaders, bringing their views into the conversations that unfold in these spaces.

Central to the organization's mission and activities is the JUST Capital Manifesto, which is written on a central office wall, placing the company's key purposes front and center in the work that individuals and teams are undertaking :



We believe in capitalism. And we believe in justness. We believe that fusing the two together creates a whole far greater than the sum of its parts -- fair and balanced markets with the power to drive growth, innovation and progress for all. We believe the American people know what is best for themselves, their families and their communities. We believe in listening to them. We believe companies can and should be measured by issues that are more durable than short-term profits. We believe they want this too.

We stand for putting justness on par with profits. We stand for fairness, for balance and access to opportunity. We stand for transparency. We stand for an economy that reflects the values of all citizens, and acts as a bastion of their rights and privileges. We stand for humanity and giving people a voice.

We are citizens. We are workers and executives. We are consumers and investors. We are the choices we make. Together, we are the invisible hand.

We are JUST Capital.

[LEARN MORE >>](#)

FLEXJOBS

[11-50 people, USA]



The Human Connection

Overall, we start from a place that acknowledges and accepts the whole person in everyone who works for our company. Their families and achievements and challenges: people shouldn't feel like they have to hide their lives at work.

In particular, here are some of the specific initiative we've started (many of which were started by individual workers who saw an area they wanted to pursue with their coworkers!) and how they've impacted the human connection at our company.

Health & Wellness Challenges

In 2016, we started a Slack channel called Challenge Group, where the goal is to get folks at the company involved in challenges that support our health and wellness. Our first challenge was a standing work challenge in November. As a group, we stood for a combined 287 working hours over a 30 day period.

Our next challenge starts in March we'll be working as a group to log miles and collectively walk/run/bike a 200+ mile trail. Since we all work remotely from around the country, this will not only support our collective health, it will also bring us together in a physical sense. In a remote environment, we don't want the lack of in-person interactions to mean we're a less human company.

Relatedly, we've offered video yoga sessions and belly dancing lessons led by teammates who pursue these activities outside of work. Two other team members also hosted a brown bag webinar on making your own natural products like spray cleaner, detergent, and skincare products.

Pay It Forward Initiative

At FlexJobs, we are committed to giving back to our communities and know that flexible work policies make it easier for people to volunteer, and it helps bring more humanity to our personal and professional lives. Every employee is given four hours of company time each month to "Pay It Forward."

Here are some of the ways our team has paid it forward:

- Being on PTA/PTO committees
- Starting community art projects
- Providing food/meals for someone in need
- Relay for Life team coordination
- Rotary service projects
- Managing social media for an NGO
- Toy collections for shelters
- Raising funds for childhood cancer research

Buddy and Mentor Connections

For people at the company who are going on parental leave or dealing with a serious illness, we've started matching them up with another person at the company who has recently experienced something similar.

These buddy and mentor connections really help people cope with the full range of life experiences that happen inside and outside of work, and allow people who've gone through something challenging to share their knowledge and experience in a way that helps their fellow coworkers.

Yammer as a Place to Share with Each Other

The online message board for companies, Yammer, has become our virtual water cooler. On this platform, we celebrate personal and company milestones (birthdays, anniversaries), and share pictures and events from our personal lives (good and challenging). It helps people who have never met to not only feel connected, but to forge friendships and shared experiences with people that they may have not met in person. Team members say they feel more connected in this virtual space than they did in jobs where they were co-located.

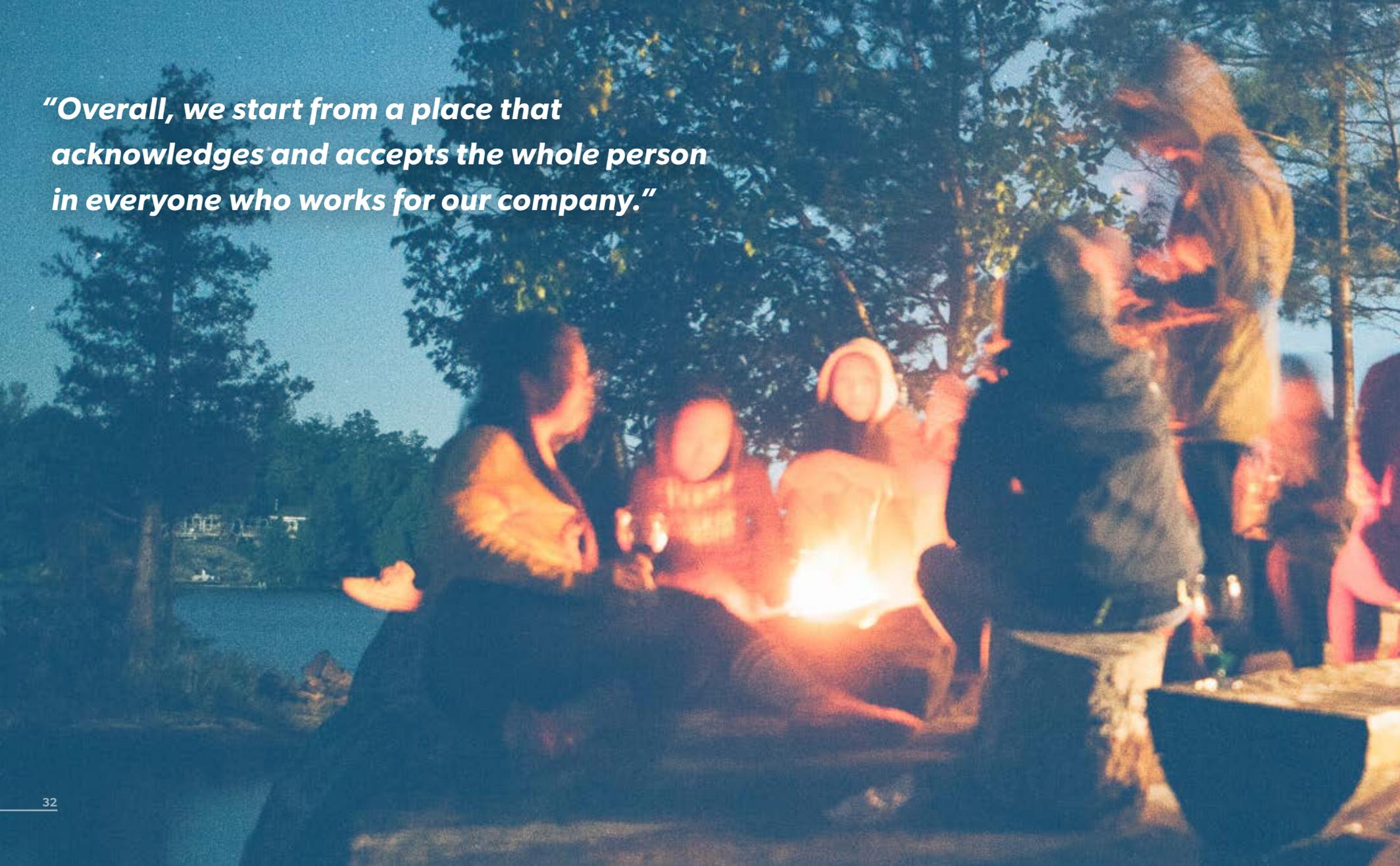
Celebrating Holidays

The holidays are a great time to create events that lead to a more human company. Last Halloween, our marketing team decided to dress up in costumes for our weekly call and turn on our laptop cameras to surprise each other. Normally we don't use video to meet, but this was a great excuse to add some face-time with our colleagues to our day.

Also, in 2016 FlexJobs started a charitable giving initiative for the end-of-year holidays. Workers at the company were able to choose a charity close to their hearts, and FlexJobs donated to each of those charities. It allowed everyone at the company to combine their charitable passions and interests with the company's mission, and let us come together to do some good in the world.

[LEARN MORE >>](#)

“Overall, we start from a place that acknowledges and accepts the whole person in everyone who works for our company.”





SAFARICOM

[3000+ people, Kenya]

Classroom to the Boardroom

As more processes are automated, we are seeing a marked emphasis on people being the key asset for companies, specifically the softer skills they are able to offer. Within the workplace, we are seeing increased emphasis on collaboration across skill sets being a critical skill for success. Safaricom understands that being a 100% human organisation is the creation of a more connected environment that allows the free sharing of ideas and learnings from their organisations which enable people to thrive.

It's about understanding the drivers that make organisations and their people tick, and identifying how to boost those that have the ability to create wide-spread change for the communities and societies in which we operate. We have gained significant insights around our Engagement Index, leadership Index, our Employer Net Promoter Score, Culture and Operational efficiency. Overall, our employee morale has remained high and employment conditions at the company are favorable which has resulted in rising employee performance and satisfaction.

At Safaricom, we have taken a "classroom-to-the-boardroom" approach as we believe it will change the narrative not just for the company, but for the country and continent. This is one of the reasons why the company has invested in initiatives such as



Employee Engagement and through continuous feedback, the organisation has rebranded the Organisation Health Survey tool and created a platform through which our employees can continuously dialogue and in so doing, we will get to understand what they would like to see maintained, improved or changed. The survey gives prominence to feedback received from staff on our leadership styles and the new climate that we are creating based on the 100% human elements of equality, respect, growth, purpose and belonging.

The outcomes of the survey will establish a baseline against which improvements will be benchmarked in our journey of transforming the Safaricom work environment. It will also provide an online action planning tool that allows our staff to monitor progress on the commitments we have made in line with our goal of becoming 100% Human at Work, therefore keeping us accountable.

Our hope is to bring the 100% human ideals to life across all areas from gender equality to human rights issues through a people innovation network that is powered by their passion and diverse experience.

[LEARN MORE >>](#)

UPLEVEL GLOBAL

[146 employees, Canada]



Hard hat award

In our call centre many awards (monetary and recognition) are presented based on hard facts - revenue numbers, conversions, first call resolution stats, quality and compliance scores, KPIs etc. These are important things to measure and the expectations set the culture and standards as well.

We realized we also wanted to reward the less tangible - the less measurable. The warmth and generosity shown to new staff, the willingness to jump in where needed, the extra time put in to get a project completed for a client, the person that went the extra mile to keep the culture intact - brought in healthy snacks etc. So we created a Hard Hat award for the person who worked the hardest or gave the most discretionary effort to their team.

Peer nominated Hard Hat awards are given monthly. The recipient keeps the actual hard hat at their desk for a month signifying the appreciation of their team and reminding others how to earn it. They sign their name with a colourful sharpie to leave their mark permanently with the history of the company. 'I was here and I am part of the legacy'. It helps keep culture in focus and it factors into part of their annual review.

Cost: A hard hat + a sharpie + some time to have peers vote and celebrate = well worth it.

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TALENT

[200+ people, International]

Finding belonging at work – second chances

At Talent, we work in the recruitment and staffing sector; a sector notorious for taking people at face-value and focusing on the qualified, perfectly vetted candidate who is the very best fit for the role. Whilst our Consultants are caring, fair-minded individuals, we wanted to ensure the staff within our business were given insight into the challenges of those who may not have been given the opportunity to experience even the small things – finding a job they are good at, feeling like they belong to a team or being shown respect. So, as a precursor to launching our foundation, Talent RISE, we decided to give some of our staff a unique experience.

With youth unemployment unacceptably high and growing numbers amongst youth at risk, Talent RISE believes one of the most powerful and rewarding opportunities employers have is to unleash the potential of young people. In particular, those in who need a second chance in life or even those who, through no fault of their own, didn't even get a first chance.

Finding respect and overcoming unconscious bias

Before placing these young people with our clients, we felt the need to experience for ourselves what it was like for these young people, with no self-belief or a feeling of purpose, to enter the workforce. We welcomed a number of young people into our business, across multiple locations, and it proved – not surprisingly for us – to be massively successful and rewarding in many ways.

For the young candidates, they took this opportunity with both hands. We saw gratitude and happiness and the return of hope. They experienced significant increases in self-esteem and general well-being with many, some for the very first time, finding a purpose and finding respect – not just for others but for themselves. For our staff the experience was profound; there was tremendous personal fulfilment but there was also an increase in self-awareness. At Talent, we pride ourselves on ensuring each and every one of our staff show a high level of compassion

and care for the candidates and clients they look after, and the insight this experience gave on the challenges that many people face in our society, and to hear their stories, further taught our staff to really look through that face-value and see people for who they really are.

Talent RISE, supported by our internal workforce, now gives hope to young people and helps them move from merely wanting to get ahead to being inspired! We believe by inspiring young people, we can help them make better choices; become more confident, and in turn, help them become better influencers of their peers.

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“Atlassians get to wear whatever they want and feel comfortable in. We encourage people to be themselves.”

BANK OF QUEENSLAND

[1900+ people, Australia]

Reviewing the employee value offer

When BOQ saw an opportunity to review their employee value offer to be more employee centric, they also saw the process as a potential learning opportunity and one to look towards the future.

They invited 6 MBA students from Tuck Business School in the US to work on a major project for them for 8 weeks, redesigning what their EVO, workplace and workforce should look like.

The students reviewed external case studies, conducted expert interviews and carried out interviews with 60 BOQ employees. They concluded that inspiring the future workforce requires innovation at every stage of the employee life cycle and identified key opportunities for BOQ in improving transparency and clarity, organisational empathy and employee empowerment.

Suggested opportunities included:

- Building long-term meaningful relationships with prospective employees
- Engaging and discovering with all employees what their career aspirations and personal pathways could look like
- Front line training for managers on how to do this
- Revisiting what compensation, rewards and incentives are based on from real feedback from employees
- Improving employee engagement through community building
- Making more of their alumni

BOQ's EVP journey continues but they've been very excited by the team's findings and have already introduced a new live culture measurement tool (Teamgage) which is available 24/7 for staff to input how they feel on a range of things including BOQ values and to report on how team members are feeling. This has been hugely welcomed by employees and managers.

The People and Culture Team have also incorporated several of the inspirational initiatives that the Tuck team proposed in the People and Culture Strategy 3 year plan. The Tuck team also were invited to present the results to the Executive Team at BOQ and several of the Leadership Teams including the Risk Group have eagerly taken up the challenge. The Group Risk team has put together a capability committee to bring to life the capability ideas of the leadership team based on seven competencies identified as critical for success. Initiatives include risk knowledge sessions, webinars, membership programs and a mentoring program which has also been well received.

BOQ People and Culture are now working with the rest of their teams to pilot initiatives in the findings and continue their journey towards building the future humanistic workplace.

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ATLASSIAN

[1700+ people, Australia]



Build with Heart Balance

Atlassian is renowned for being a values-led organisation. One of our five values is "Build with Heart Balance". This is engrained in everything we do and every decision we make.

- Atlassian donates 1% of profit, product, equity and employee time to charity, helping thousands of children in developing countries receive an education.
- In 2015, Scott Farquhar (our CEO) helped spearhead Pledge 1%, a corporate philanthropy movement dedicated to making the community a key stakeholder in every business. To date, more than 1,500 companies around the world have joined the movement.
- Every Atlassian, as part of the pledge 1% commitment, gets 5 full days of Foundation Leave - which they can use to volunteer with any NFP organisation they want.
- Atlassian is committed to diversity and inclusion in the workplace - we have a culture of acceptance and openness. In Australia, we were one of the first companies to sign the Marriage Equality register. We recently changed our building flags to Pride flags for Mardi Gras. In the U.S., we signed the Amicus Brief opposing Trump's executive order on immigration (eg. the travel ban).
- Atlassians get to wear whatever they want and feel comfortable in. We encourage people to be themselves.
- We welcome dogs in the office. Pets are family too :)
- We have flexible working policies - we know employees are people after all, with families, hobbies and all sorts of other things going on outside of "work".

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DELIVERING HAPPINESS

[20+ people, USA]



Rinse, Wash, Repeat

Over the last several years we've seen the world's appetite for culture mature from "Culture 101" to something that keeps C-level execs up at night.

Innovators of today's workplaces get it. To attract, retain and engage the people that make the biggest contribution to your company, culture is king.

But the unanswered question remains the same: How do I sustain it?

If you've been asking the same question, kudos to you. Not many are honestly asking the question, and the reality is even the Zappos, Googles, and Whole Foods of the world don't have it figured out either.

So the good news is that you're not alone. And even though no company has nailed sustainable culture, we've been able to answer the most common questions on how to get there.

1. What's the biggest challenge companies have with implementing culture?

The answer to this is also the most common mistake I've seen companies make: lack of commitment.

Those new to culture oftentimes launch a big-budget, well-intentioned initiative--thinking the rest will take care of itself--but most of the time it turns into the sound of crickets a couple quarters later.

Engagement surveys are a step in the right direction. But typically, once they're reviewed, companies lack an actionable plan to (transparently) celebrate what's going well and tackle what's not going well.

Even companies that launch with an amazing culture let it go by the wayside once other priorities take its place.

If you're serious about culture, be real about what it is (Hint: It's no longer a free massage or a foosball table in the rec room) and commit to it for the long-term. Otherwise, you might as well not have initiated anything at all.

2. How do you convince naysayers that culture (and happy employees) matter?

People sometimes associate happiness with rainbows and unicorns. Which is why it's important to define exactly what culture and happiness mean from the get-go.

For us it means:

- Having strong values that your team/talent/employees truly live by
- Being guided by metrics and science to maximize individual + team productivity
- Having a higher purpose that your employees + customers + the world (our Me/We/Community model) are inspired by

Once these things are in place and your entire company is aligned to them (that means everyone, not just your HR director or enthusiastic employees) then proof is in the positive-ROI pudding.

Studies done by HBR and The Economist all draw the same conclusion we've found--there's an economic value to happiness. No matter your company's size or

industry, happier people in the workplace amount to increased retention, sales, productivity, creativity and--ultimately--profits.

With commitment, there's really no excuse why that couldn't apply to your company as well.

By using tools, surveys and measurement, companies can start showing the correlation between happiness and productivity, engagement and profitability.

At that point, the biggest naysayer can't say nay anymore.

3. This all makes sense--but what do I do next?

Take a step back and prioritize what's most important to you and your company.

We have an exercise called "Happiness Heartbeat" that makes it simple--plot the highs and lows of your company's life. Then ask yourself: What values were there or not there; what people were present or not present?

Our belief is that sustainable happiness and successful companies don't just come from the highs--they come from the lows as well.

Once you've honestly looked at that, aligned your purpose and values across the company and created a measurable plan that you're living then...

Rinse/wash/repeat.

[LEARN MORE >>](#)

H&M GROUP

[161,000 people, international]



Place of possible

“Place of Possible” is an H&M North America campaign aimed at attracting talent interested in entering the fashion industry to support the company’s rapid expansion in the United States and the rest of the world.

- The advertising campaign spotlights over fifty H&M employees whose career trajectories at the company reflect the spirit of “Place of Possible” with personal testimonies, several which include advancing from entry-level positions to establishing a long lasting careers through the company’s internal promotion policies which seek to nurture talent, individual interests and style.
- The campaign, inspired by our employees, is the result of interviews with H&M staff and is a true testament to the brand, solely unscripted and in their voice.
- The recruiting campaign aims to attract ambitious individuals from diverse backgrounds interested in entering the fashion industry, and who want to become a part of the H&M family as the company continues its rapid growth in the United States.

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WHARTON PEOPLE ANALYTICS

[10+ people, USA]

Research insights

The People Analytics Research Centre at Wharton School uses data to advance how organisations make decisions about people, and help leaders operate based on evidence rather than intuition.

Some of the insights from their research include:

- **How customers can rally the troops**

A growing body of research shows that end users—customers, clients, patients, and others who benefit from a company’s products and services—are surprisingly effective in motivating people to work harder, smarter, and more productively.

To test the idea a scholarship recipient met with fundraisers who’d raised the money for his scholarship. The student spent five minutes describing how the callers’ work had funded his scholarship, how it had made a difference in his life, and how much he appreciated their effort. One month after this visit, the callers showed average increases of 142% in weekly time spent on the phone and 171% in money raised.

Outsourcing inspiration can have a significant, lasting effect on employees’ motivation, performance, and productivity. When customers, clients, and patients describe how a company’s products and services make a difference, they bring a leader’s vision to life in a credible, memorable way. Employees can vividly understand the impact of their work, see how their contributions

are appreciated by end users, and experience stronger concern for them. By connecting employees to end users, leaders can motivate through their actions, not only their words. Their inspirational messages become more than lip service.

- **Collaborative overload**

According to data we have collected over the past two decades, the time spent by managers and employees in collaborative activities has ballooned by 50% or more. At many companies employees spend around 80% of their time in meetings, on the phone and responding to emails, leaving little time for all the critical work they much compete on their own. Performance suffers as they are buried under an avalanche of requests for input or advice, access to resources, or attendance at a meeting. They take assignments home, and soon, according to a large body of evidence on stress, burnout and turnover become real risks.

Research we’ve done across more than 300 organizations shows that the distribution of collaborative work is often extremely lopsided. In most cases, 20% to 35% of value-added collaborations come from only 3% to 5% of employees. Those seen as the best sources of information and in highest demand as collaborators in their companies—have the lowest engagement and career satisfaction scores.

Leaders can solve this problem in two ways; by streamlining and redistributing responsibilities for collaboration and by rewarding effective contributions through:

- Redistributing the work
- Encouraging behavioural change
- Leveraging technology and physical space to make informational and social resources more accessible and transparent
- Consider structural changes
- Rewarding effective collaboration
- Creating a senior executive position dedicated to collaboration.

- **Beat generosity burnout**

Although givers are the most valuable people in organizations, they’re also at the greatest risk for burnout. When they don’t protect themselves, their investments in others can cause them to feel overloaded and fatigued, fall behind on their work goals, and face more stress and conflict at home.

Givers at the top are often called servant leaders. They selflessly put the needs of others first, and that helps drive their firms’ success but do you want everyone to be selfless? Employees who consistently demonstrate the motivation and ability to lend a hand get “rewarded”

with the bulk of requests and often find themselves drowning in meetings and emails. The result is that they are at risk of burnout or attrition, their colleagues are frustrated by a lack of access to the help they need, and other employees who could be pitching in are instead sitting idle and disengaged. Meanwhile, our research shows that across industries the people who make the most sustainable contributions to organizations — those who offer the most direct support, take the most initiative, and make the best suggestions — protect their time so that they can work on their own goals too.

Beat the burnout by:

- Giving proactively (which is energising), rather than helping reactively (exhausting)
- Pace yourself and allocate your 'giving' time wisely
- Prioritise requests and screen for sincerity – the most successful givers act like triage nurses in the emergency room.

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NEXT JUMP

[200 people, USA & UK]

OS for workplace culture

OS For Workplace Culture is our suite of programs and apps to help companies learn and adopt what we are doing. It's people-focused and used by companies to attract, retain, and develop talent. OS For Workplace Culture is designed to engage employees at a different level and enable them to be the best versions of themselves.

Next Jump apps are open sourced and available for other companies to use.

Feedback App

All of us have the ability to upgrade ourselves. Receiving candid feedback on our potential and also our impediments is crucial to growing our self awareness. Over 20 years, Next Jump created a culture of leadership development. The Feedback App is an app built by Next Jumpers to help make the process of giving and receiving feedback easier.

Three Key Elements

Anonymous



Found that attaching names leads to “comforting lies” vs truth

Transparent



Helps to reduce “water cooler” talk

Meaningful



Combination of rating plus comments helps clarify intent while giving specifics

Top 10

Great recognition programs lead to increased employee engagement, longer employee retention, and great work from your employees. By asking “who has helped you succeed?”, Top 10 shifts focus from personal success to employees that have made the largest impact on their colleagues.

Each month, all of your employees are given 1,000 WOWPoints. That's \$10. Over the course of the month, employees can give those WOWPoints out to their peers as a way of saying “thank you”.

Top10 develops a culture of humility and reinforces the core organizational value of helping others.

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WERK

[<10 people, USA]

Werk

Remote working

Werk is a new type of marketplace for ambitious job seekers looking for real opportunities—all with pre-negotiated types of flexibility. Flexibility not only provides more opportunity for women, but it's also a long-term strategic solution to reduce massive attrition and opt-out rates, helping to propel them into leadership positions over time.

At Werk, it's extremely important that we practice what we preach. We have successfully implemented our proprietary flexibility products into our own workplace. Our employees can utilize remote or partially-remote work arrangements, shift their hours depending on recurring personal obligations, and take short breaks away from their desks when unforeseen events arise—no questions asked. We want our employees to feel like an integral part of a team without having to relinquish their ability to care for themselves and others.

We've also created a unique co-CEO arrangement to help uphold our commitment to flexibility. Being co-CEOs is core to our philosophy, our company, and our relationship. We are both exceptionally ambitious, but we also want to be present parents and spend time with our kids and families. We are exceptionally good communicators with our team and with each other, and we make sure we never miss a school performance or parent's day by always coordinating around those events. Although each of us has "our" areas, we sometimes toggle back and forth to allow ourselves to not let our family lives suffer.

We like to think of our workplace as the ultimate testing ground for flexibility—and, no surprise to us, we're passing with flying colors. Our employees have continually reported feeling happier and more fulfilled than in previous work arrangements, and though our team is small, we are operating ahead of schedule on most key performance indicators. Flexibility has allowed our human employees to actually be human—and the results speak for themselves.

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THE MUSE

[100+ people, USA]

themuse

Family friendly policies

At The Muse, we offer paid parental leave -- 12 weeks paid for primary caregivers and 6 weeks paid for non-primary caregivers -- in addition to another 12 weeks of flexible or unpaid leave. Although we are still a startup and pre-profitable, it was important to us to create an environment where Musers could thrive and grow for many years, and to model what a human-centric company looks like.

In 2016, we piloted a "Bring Your Baby to Work" program which was a huge hit and has since been made permanent. We implemented it to make the transition back from parental leave easier and more flexible for parents, emotionally, logistically and financially. How it works is that a parent can bring their infant to work for 3 days a week until they are 6 months or crawling, whichever comes first. For our pilot, one of our VPs brought her daughter to work Monday, Wednesday and Friday, and worked from home Tuesday, Thursday. In the office, we have a room dedicated for pumping or breastfeeding mothers which was outfitted with a crib/changing table combo. When the baby was awake, she frequently joined her mother for internal meetings.

In addition to the impact on the parents who take advantage of this policy -- more bonding time, reduction of daycare cost, etc -- we also saw an impact on our broader team. Many people volunteered for a Baby Squad, offering to keep an eye on the sleeping or cooing infant, and embodying the proverb "it takes a village." For employees who had not had much exposure to children, it also increased empathy for working parents and the transition back from parental leave. Everyone always asks if it was disruptive to have a baby in the office, but although there's occasional crying, it's no more disruptive than having dogs in the office (or even some of our more extraverted employees).

Family friendly policies are just one part of our commitment to The Muse's company culture, and building a human-centric company. We also offer unlimited vacation, flexibility to work from home or remotely, when needed, and we set up our Diversity & Inclusion group when we crossed 100 people.

[LEARN MORE >>](#)

***“We also offer unlimited
vacation, flexibility to work
from home or remotely.”***



A photograph of a forest with sunlight filtering through the trees, creating a warm, golden glow. The sun is low in the sky, casting long shadows and illuminating the leaves. The trees are tall and thin, with some showing signs of autumn. The overall mood is peaceful and serene.

"The best way for people to grow and develop is to identify how they most naturally think, feel, and behave then proceed to build on those aspects to create strengths."

SAFARICOM

[3000+ People, Kenya]

Building employee's strengths

Indeed, the best way for people to grow and develop is to identify how they most naturally think, feel, and behave then proceed to build on those aspects to create strengths, or the ability to consistently provide near-perfect performance.

Under the 100% Human at Work program, we are focusing on how we can help our staff and our invisible workers reach their highest potential and purpose. In our experience, building employees' strengths is a far more effective approach to improving performance than trying to improve weaknesses. When employees know and use their strengths, they are more engaged and perform better.

We are aiming to create an environment that celebrates diversity and inclusion, enables talent and career growth for our people, promotes our employees well-being as well as provide equal status, rights and opportunities for all in the thriving Safaricom ecosystem.

There is a profound link between a supervisor's approach to strengths and the resulting effect on engagement because managers play a crucial role in maximizing employees' opportunities to use their strengths every day.

We have inbuilt capability to achieve this and have committed to running several experiments to build momentum and sustain this change initiative. We believe managers can empower employees to discover and develop their strengths and position them in roles where they can do what they do best every day.



TONY LEVITAN

[USA]

Hiring Effectiveness

After a concentrated year focused on hiring efficiency needed to spur 50% growth pace, the company I was working with was having an issue with attrition among employees whose tenure was less than 12 months. After analysis of their reasons for leaving, we created a "Hiring Effectiveness" initiative to both complement and modulate the efficiency. This strategic program had a dramatic positive impact on the turnover and a number of other virtuous effects: Earlier and regular feedback for both new employee (directly) and hiring manager (indirectly) that improved the lot for each and the other; increase in slope to impact; more conscious support across the company for on-boarding and integration of new colleagues.

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Moving away from a conventional "one size fits all" approach to people management, we have embarked on a new journey of an enhanced understanding of our employees through the use of non-traditional, innovative approaches of employee segmentation and the subsequent development of a customized and compelling employee value propositions overall for each segment.

We believe that work should have a purpose and that workplaces should be a place of belonging that facilitates human interaction, collaboration and creativity.

Through this innovative employee segmentation, we will develop a rational and consistent approach for addressing existing and future people management challenges, optimize talent and compensation spend. When managers succeed in these endeavors, their teams become more engaged.

Moreover, we will redesign workforce strategies towards more tailored attraction, engagement and retention that will provide a workforce that is accessible, skilled, motivated and efficiently deployed with the end goal of elevated customer experience.

Ultimately, our efforts will yield higher productivity, improve financial performance, see a surge in pro-activity, and present a comprehensive understanding of the workforce. Most importantly, it will provide a critical link between business strategy and HR, resulting in an aligned workforce and business success.

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H&M GROUP

[161,000 people, international]

The red thread

To celebrate our unique company culture and find new and creative ways to improve the way we strategically work with, and bring our values to life, a new concept was rolled out to 64 markets and 161,000 employees.

The launch of the new Values concept - The Red Thread - was officially kicked off with an event held at the Head Office in Stockholm, Sweden. Our CEO, Karl-Johan Persson and Helena Thybell, Head of Global HR, officially opened the event and declared that all brands within the H&M group share the same values and the same concept. Following the launch, 161,000 employees have engaged in value kick-offs all over the world.

Our values are not just words, they origin from when Erling Persson founded our company in 1947.

He combined a strong business idea with a value-driven way of working. Since then, our values have been brought to life by employees around the world, making us the successful global fashion company we are today.



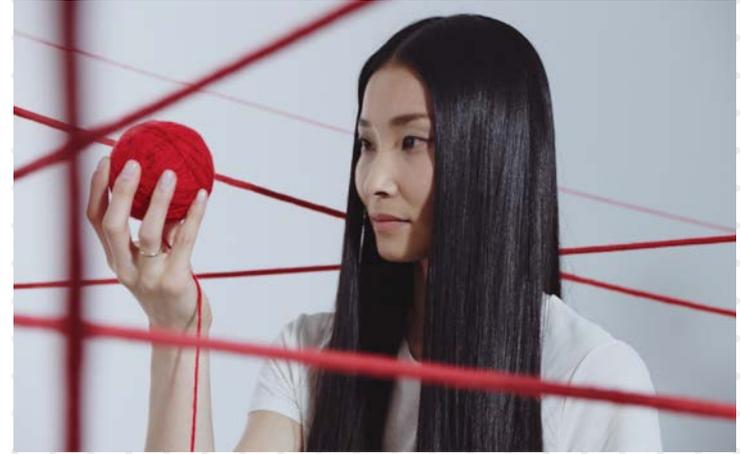
The red thread plays an important role in our new concept and an embroidery artist has hand-embroidered red thread designs onto black and white photographed posters. The posters feature our colleagues from all around the world who are true value ambassadors and represent different brands and roles.

The seven values are the same as before, but to support a common understanding of each value we have also added new definitions with a small explanatory text.

There's also a new Values film. This film will take us behind the scenes and show how the new posters were created. We consider our company ethos as our colleagues unveil the story about our values.

Our 7 values run like a red thread through our company. They form our great company culture and make people want to join and grow with us. Our values are part of who we are, what we stand for and how we act within the H&M group. They also help provide a fun, creative, and dynamic workplace where everyone should feel welcome and part of a bigger team.

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UPLEVEL GLOBAL

[146 people, Canada]

Motion initiatives

After numerous significant studies prove “sitting is the new smoking” we realized our contact management industry had been asking their greatest asset – their people - to sit all day for years on end. Knowing the cost to the people we care about, we had to make a change.

We did the research and created three different motion options. Walking tread desks in each location where people can opt to stroll while they work blended call queues and prepare reports, manage emails - just about anything. People have training and sign up initially for half hour shifts using the tread desk and if no one is signed up ‘behind’ them they can go for the full hour. KPI’s are measured and in most every case are improved after 3 sessions. ROI is looking good. Unintended consequence – our clients who are on site regularly for audits think it’s brilliant and perceive us a highly innovative for making the investment over 4 years ago.

And we also tossed out conventional meeting furniture board room tables and chairs etc. and created a beta ‘motion meeting room’. If you attend a meeting in that room you must be in motion. You can select the equipment you wish upon entering the room. You choose from a number of strolling treadmills or rebounders (small trampoline) or an exercise ball - these each face into the centre of the room. Everyone must be in some form of gentle motion. Meetings go quickly. People are moving and less entrenched in their positions. Ideas are different when people are in motion.



The strolling treads look like the base of a treadmill with no bars and are placed side by side creating a non-confrontational ‘stroll and talk’ situation vs. a traditional across the table ‘positions entrenched’ confrontational posture. All performance appraisals are now delivered this way since they are less intimidating and more collaborative. We researched the market carefully to seek and find existing motion meeting equipment and having found nothing excellent, we actually worked with 4 engineers and ergonomic specialists and have cofounded a company called Lean Motion that is manufacturing a patented, brand new piece of equipment that will change the world and will be shared with this group at launch.

We know the gift of motion equals the gift of time. One study showed that moving for only one hour a day could prolong your life by 21 minutes. Who wouldn’t love the gift of more moments on the earth? We think that’s a great gift to share. The treads are designed for office and are strolling treads so no one’s running or sweaty. Just moving. Another unintended consequence - our clients love that we show our commitment to the wellness of our employees through action and investment and not just lip service. Their view on our innovation has earned us more business and respect.

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ASKAY STYLE

[UK]



Staff clothing

Business wear or uniforms are more than an extension of a brand, they are one of the most important parts of any brand. Ask a staff member about your company logo and they may or may not have an opinion. Ask them about staff clothing and expect to get feedback in abundance.

How someone feels about what they are wearing has a very strong correlation to that individual’s sense of well being which in turn will influence their performance at work. From recognised experiments such as Enclothed Cognition to attractiveness studies, when the wearer is dressed in clothes they feel good in, they and those around them will benefit.

Reducing budgets has often meant cutting corners and staff have been required to wear ‘uniforms’ of poor quality or that do not give enough opportunity for self expression. Creating a working wardrobe that recognizes the value of happy motivated staff has seen staff turnover reduce and increase in sales or productivity.

[LEARN MORE >>](#)



***"Ideas are different when
people are in motion."***



"Our focus and mission is 'to put people first in everything we do'."

WATTSNEXT

[<20 people, Australia]



#projectfow (project future of work)

After doing many presentations and keynotes about the Future of Work and how our workplaces are likely to change in the future, I decided that perhaps we should test some of these assumptions about how our workplace will work in the future. So I implemented a very risky experiment. I looked at what the 'future of work' was apparently going to look like and implemented that into the business.

We moved the entire team out of our stable office of 5 years and rented a quarter of the desks to staff numbers in a co-working space. We made a \$50,000 investment in technology and hardware so everyone could work flexibly and remotely and we moved most of our communication online and through ZOOM.

Over 6 months we experienced a damaging impact on morale, shared learning, culture and traditions. Now whilst we all knew this was an experiment and it could either be a success or a failure, there was still an impact that affected the business results as well as the team. After 6 months of this we moved everyone back into our office and focused on what we learnt and re-engaging the things that were lost. So was it a fail? Yes, however that is not to say it couldn't work. However if workplaces are planning on 'moving with the times' they need to be very well prepared – particularly established businesses that are used to so much face to face collaboration.

[LEARN MORE >>](#)

HALEBURY

[<50 people, UK]



Lawyer engagement programme

Our focus and mission is "to put people first in everything we do", and this aim is pivotal to our model and our strategy.

We strongly believe that our team of senior in-house lawyers should be able to determine their career. This belief is in our DNA and it is central to our operating model. At Halebury, putting people first means empowering our team to determine their future and to support them to achieve it.

Our Lawyer Engagement Programme is a key part of this. This programme starts during the recruitment process, with a key question "What would you like your career to look like in 5 years time?" We also ask potential recruits to complete a Career Management Plan, which asks them to consider not just their legal career, but also their wider aims. In particular, the plan focuses on the following 4 areas:

1. What type of work do they want to undertake? For example would they like to expand their skill set, or even focus on a different industry.
2. Are they looking for greater flexibility? If they are, what would their ideal working arrangement be?
3. How much do they like to earn? We look at where they are now but also what they would like to strive for.
4. What are their goals outside of their legal career? Would they like to be a Non Executive Director, write a book or even become a business owner.

Once the lawyer joins Halebury, our management team works with the lawyer on a 1:1 basis, to help make their plans become a reality, and we monitor those plans every quarter as part of their quarterly reviews.

It is amazing to see our team achieve their aims.

"What Janvi and Denise had created under the Halebury model attracted me from day one: the ability to carve out my own legal career, work for the clients I wanted to work for and essentially create the work/life balance I had always dreamed of since starting a family."

–Sarah Batterbury (Halebury Lawyer since 2010)

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IGNITE GLOBAL

[<10 people, USA & Australia]



Case Study: Northrop Consulting Engineers Electrical Sections turns around employee retention, engagement and profitability

Challenge: When Yogesh Maharaj took over the Electrical Section of Northrop Consulting in 2012, the section had the highest employee turnover, the lowest employee engagement scores and the lowest profitability per head for the entire company.

Solution: Around that same time, Northrop's Sydney Region engaged Ignite Global to help them develop a performance management / appraisal system that would be effective, yet easy to implement and perceived positively instead of being looked at as a burden. They also wanted to increase employee motivation and engagement, reduce employee turnover and increase productivity and performance.

We worked together and determined that the best way to achieve these goals was to help the managers structure and conduct monthly, one to one conversations with their direct reports. After much research, we determined that these conversations should consist of 5 topics (the 5 FOCUSed Conversations), which would be addressed during the course of a calendar year:

- **Feedback:** Give praise where praise is due and give the employee a voice (monthly)
- **Objectives:** Give certainty and clarity to employees around what they need to do to be successful and how that success is measured and to allow managers a structured, objective way to hold their team accountable for performance (monthly)
- **Career Development:** Help staff understand and achieve their career goals (2 - 3 times / year)
- **Underlying Motivators:** Help their team determine what they need to 'go the extra mile' and how they best respond to recognition when they do (2 - 3 times / year)
- **Strengths:** Help staff recognise and play to their strengths while managing and mitigating their weaknesses (2 - 3 times / year).

Result: Yogesh immediately implemented the monthly one to ones with his team using the 5 FOCUSed Conversations framework. Within 18 months his profitability per head and employee engagement scores became the highest within the company. He did not lose anyone from this team for 2 1/2 years.

Additionally, the Sydney Region has tripled in size and has increased the calibre of people they have been able to attract and retain since 2012. They attribute a large part of this success to the relationships developed between manager and staff through the 5 FOCUSed Conversations.

Testimonial: *"I took over the Electrical Section around the time the company engaged Ignite Global. At that time our section had the highest employee turnover in the region, the lowest employee engagement scores and the lowest profitability per head. I knew something needed to change and adopted the monthly one to one conversational structure straight away. We now have the lowest employee turnover, highest engagement scores and highest profitability per head in the region."*

– Yogesh Maharaj
(Principal Building Services Section Manager for Sydney Region Northrop Consulting Engineers)

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NEXT JUMP

[200 people, USA & UK]

Emotional training

Next Jump has designed a series of programs to help employees grow not only as people, but as leaders. These programs allow employees to experiment in areas where they require to develop, without having to fear the consequences of failure. They include physical, emotional, mental and spiritual training.

Emotional training

Decisions made under stressful situations are often the wrong ones. We have engineered programs to help measure, and improve your decision making abilities – or judgement calls. Next Jumpers participate in their emotional training and receive feedback in consistent, intense programs.

Opto Gait Testing

We use Opto Gait testing to measure physical imbalances in real-time and identify simple tools to improve balance and create a stronger foundation, both physically and mentally. We test all Next Jumpers and identify starting point in their physical imbalance and the tools to start correcting their imbalances both physically and mentally.

Talking Partners

“Talking Partners (TPs) is our co-mentoring program designed to help employees increase their awareness and improve judgment when making a decision.

“Pair working” is a way of creating a second screen – a way to identify where all our repeated thematic errors occur in our lives... poor calls, poor decisions, poor judgement.

Situational Workshops

Situational Workshops (SWs) are our way to offer scalable mentoring to groups of individuals on a weekly basis.

Leaders practice mentoring and coaching skills while learning deep listening skills to read situations for their uniqueness.

10x

10X is a unique opportunity for Next Jumpers to reflect on their personal and professional development and share with the entire company 2x a year. 10X Factor started as a way to showcase that “something extra” engineers and business people brought to their work on a daily basis. Overtime, the program has evolved from a showcasing of raw talent and tangible results to a reflection on an employee’s personal growth development.



Through the 10X program, we are looking to help employees identify their “backhands”; or more commonly understood as an area of weakness they may not be aware of. What we have found over time is a concept of “you is you”, meaning, the mistakes and challenges in work, are closely aligned to the challenges and weaknesses in your personal life. 10X affords employees the unique opportunity to share their journey with the company and receive on the spot coaching to understand if they are moving in the right direction to find a sense of balance where they are actively working to improve their backhand.

Performance Evaluations

Next Jump’s Performance Evaluation App gives all abilities to chart their growth over time. Employees rate themselves on a 1-4 scale, as well as their managers.

Next Jumpers also receive anonymous feedback from their peers, who rate them on the same scale for pure, unrestricted feedback.

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LUCK COMPANIES

[1000-5000 people, USA]



Integrating organizational values and Values Based Leadership development into culture

For over a decade, Luck Companies has been committed to the practice of Values Based Leadership (VBL), a practice that we define as “living, working, and leading in alignment with your personal core values, principles, beliefs and purpose to ignite the extraordinary potential in those around you.”

In that time, we’ve moved through the stages of introducing Luck’s Values and VBL to implementing the practice through all levels of the organization, from the front line to the C suite. We now find ourselves in the critical stage of maintaining the progress we’ve made while continuing to learn, grow, and innovate. There are several important programs we have put in place to accomplish this.

Luck Values Development Program

Every year, a new group of employees is selected to be part of an intensive ten-month program that consists of workshops on Values Based Leadership, self-awareness, and emotional intelligence, combined with self-assessments, feedback gathering exercises, and 360-degree feedback assessments. Participants are also assigned to a smaller coaching group, led by experienced group facilitators from within Luck Companies, and from the InnerWill Leadership Institute, a non-profit organization launched with support from Luck Companies.

Intentional Integration of Luck Values into all Organizational Processes

Mission and Values must become part of an organization’s DNA to create the greatest impact. At Luck Companies, our Values of Leadership, Integrity, Creativity, and Commitment, are integrated into everything we do.

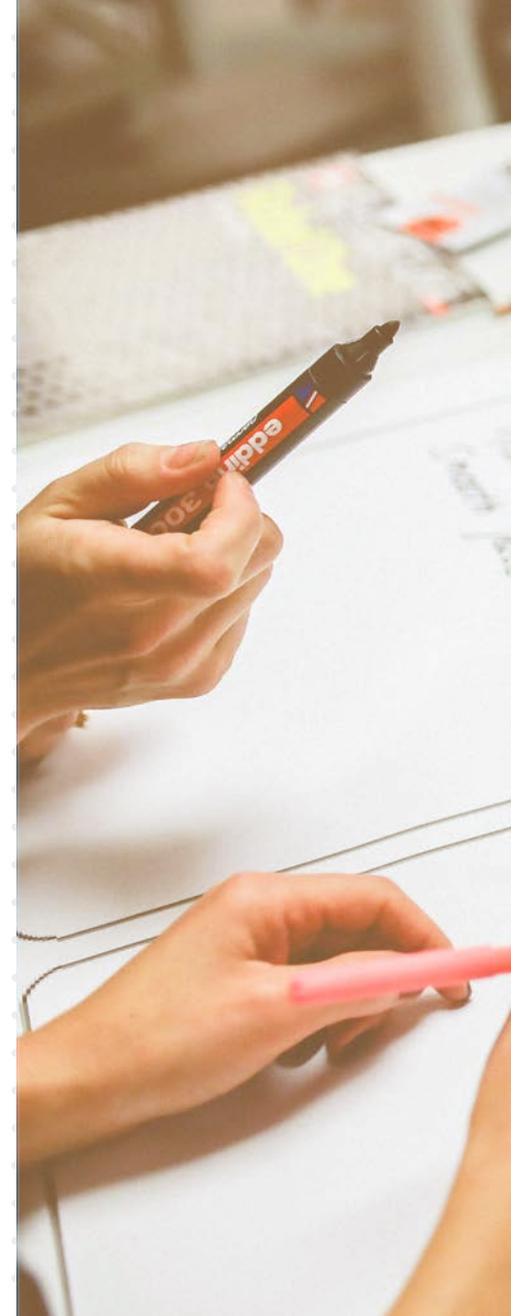
We have implemented a Values Based Selling process that aligns our approach to building relationships with our customers to our four values. Our Annual Performance Review provides the means for our employees to directly connect their success to the behaviors associated with Luck Values. Our Leadership Succession process assesses succession candidates on clearly defined People, Business, and Technical competencies.

Perhaps most important of all is the commitment of all employees to use the Luck Values behaviors in their daily conversations. When sharing feedback, for example, an employee might refer to one of the specific behaviors associated with Creativity, such as “be open to change,” or recognize a co-worker for the way they showed Commitment by “celebrating success.” The language of our Values is spoken in every corner of our organization.

“Everyone here knows the company values. We talk about them every day at our morning safety meetings and are expected to use them in our day-to-day work. The values clearly set the tone here and seem to keep everyone’s attitudes very positive...”

– Surface miner at our Spotsylvania quarry

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Co robi, jakie ma hobby?

Co go cieszy?

Wiek: 32 l.

VIRGIN CARE

[7000+ people, UK]

Stepping up to put our own health first at Virgin Care

Richard's philosophy at Virgin has always been, "Look after your colleagues and they will look after your customers. It's that simple."

At Virgin Care, our purpose is "Everyone feels the difference" and we believe it's our responsibility to ensure our 6,000 strong team turn up to work equipped to be their best selves and help them manage the significant pressure facing the NHS nationally. We think about our colleagues as people, not resources, and have developed a whole strategy designed to help our colleagues to look after themselves, mentally and physically, and in turn provide a better experience to people who are treated by us. One of the key projects as part of this strategy has been the development of our MyWellness platform (responsive website and app).

We chose to co-create MyWellness with 200 colleagues across the organisation to encompass what 'being well' meant to people at Virgin Care. We split the platform into three sections (My mind, My body and My community), mirroring the NHS Wheel of Wellbeing and Five Ways to Wellbeing programmes.



The app is automatically available on company-issued phones, tablets, desktop computers and laptops and supports integration with more than 40 'wearable devices'. It means colleagues can access their personal health and wellness information whenever and wherever they are. MyWellness also offers custom video-based fitness programmes for colleagues, mental health support programmes and advice on work-life balance and tips on managing personal finances. Our free 24/7 colleague counselling service is also accessible through the platform.

In the first two weeks after launch more than 400 new users had joined the 200 testers on the platform and more than three quarters (76%) of people surveyed said MyWellness would make Virgin care a better place to work. Since strategically investing in wellness related campaigns, projects and initiatives from 2015 onwards we have seen a noteworthy decrease in both our sickness absence rates and our voluntary turnover. From a customer perspective 93% of people would recommend us for a treatment to their friends and family. Not only that we've changed the conversation; whether our colleagues are loving their lunch or talking about their step count on MyWellness, they're taking a positive approach to their own health and wellbeing and they're genuinely feeling the difference.

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JUST CAPITAL

[<30 people, USA]



Employee engagement surveys

JUST Capital works to measure the justness of corporate behavior, based on the issues Americans care about most. At the very top of the list is the employee, with Worker Pay and Benefits and Worker Treatment accounting for about 50% of our scoring model. As a company, it's essential that our own workplace and policies reflect the priorities of the American people - that we put our money where our mouth is.

In an effort to make sure that employees are provided the structures and opportunities they need to thrive, JUST Capital regularly conducts engagement surveys. A large-scale annual survey asks employees to consider their confidence in leadership, evaluate the company's mission, and provide feedback on work/life structures. Pulse surveys are also issued on an as-needed basis, to evaluate specific questions - from whether interns were fully engaged to how supported employees felt by their benefits package. These surveys are designed to keep leadership and HR connected to the day-to-day experiences of employees, and ensure that individual voices are heard.

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DELOS & INTERNATIONAL WELL BUILDING INSTITUTE

[100+ people, USA & Asia]



WELL Building Standard

Pioneered by Delos, The WELL Building Standard guides how buildings can be a tool to improve our health and well-being.

We spend 90% of our time indoors, which means that buildings, and everything in them, can have a profound impact on our health. The International WELL Building Institute™ launched the WELL Building Standard™ (WELL) to address this impact, creating the first building certification system focused exclusively on human health and wellness. By measuring, certifying, and monitoring the building features that have been scientifically proven to affect human health, including those pertaining to air, water, nourishment, light, fitness, comfort, and mind, WELL works to harness the built environment as a tool to promote overall wellness.

From the quality of air in a space, to the amount of daylight entering, to the “walkability” of a building’s location, there are many design, construction and operation decisions that can contribute to a person’s overall wellness. As human health and wellness can impact everything from stress levels to alertness to productivity, it is no surprise that building owners and corporate tenants are taking note, and many of the first projects to pursue WELL Certification have been commercial office spaces. Already, these early

projects have seen overwhelmingly positive results. According to a post occupancy survey conducted with employees of CBRE’s Los Angeles office, which was the first office to achieve WELL Certification through the pilot program, 92% of respondents expressed that their new workspace had a positive effect on their health and wellness while 94% said that they noticed a positive impact on their business performance.

While WELL v1 is optimized for commercial and institutional office spaces, the WELL Building Standard can be applied to any building, with a new “all projects in” protocol. This allows retail, multifamily residential, educational institutions, restaurants, even commercial kitchen to participate.

With over 350 projects encompassing over 76 million square feet now registered or certified in 27 countries, the rapid expansion of WELL indicates that healthy building may soon become the new normal. This is due in part to the more than 1,000 WELL Accredited Professionals who have already taken and passed the WELL AP exam, arming themselves with a valuable credential that’s becoming highly sought after in the workplace.

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IGNITE GLOBAL

[<10 people, USA & Australia]

Case Study: Lactalis American Group turns around poor performer by aligning him with his purpose

Challenge: Lactalis American Group's Idaho operation hired Ignite Global to help them increase employee engagement and reduce employee turnover.

The company produces mozzarella cheese within three plants on one site.

Unbeknownst to us, one of the supervisors for the Sanitation team (the team responsible for dis-assembling the cheese manufacturing equipment, sanitising it and putting it back together) was having a real issue with one of his employees.

Tom (not his real name) was 19 years old and was consistently late, had a bad attitude and was written up almost every day for his uniform not being compliant and his area failing inspections. His supervisor, Emmet, had put him on a 30 day performance plan and was expecting to fire him after that 30 days.

Solution: The engagement between Ignite Global and Lactalis was a year long, multi-part process which began with revising the company job descriptions to make them simpler, more effective for performance management and to align the employee with the purpose of the role and the purpose of the overall company mission and strategy.



Emmet revised the Sanitation team's job description as follows:

"Sanitation is of primary concern to food production. If we don't maintain properly cleaned and sanitised equipment people could get sick - or die. As the Sanitation Specialist you are responsible for helping to keep our customers healthy by preventing bacterial contamination of our product and ensuring we consistently produce a quality product. All equipment in your area of responsibility will be cleaned and sanitised after each production run in accordance with (cite policy, regulation or SOP)."

Result: Emmet introduced the newly revised job descriptions to his team in their weekly Tool Box meeting.

Tom read the revised job description, looked up and, according to Emmet said, "I didn't know I was responsible for THAT!" From that day on Tom came started his shift on time, with a compliant uniform and a good attitude. He began to take pride in his work and his area started to pass inspections.

Emmet removed Tom for the 30 day performance plan and he still worked for the company when Ignite Global's contract expired a year later.

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ALLIANZ SE

[140,000+ people, International]



Cultural transformation

Running a survey to evaluate the progress of our cultural transformation

- We have launched a cultural transformation of our organization 18 months ago
- A key part of this has been the definition and communication of consistent "People Attributes" across the organization
- Following communication, training and explaining those attributes, we now are measuring how far we indeed transformed our culture
- Specifically by asking questions around "Awareness" (do I know about those attributes?), "Understanding" (do I know what they are about?) and most importantly "Experience" (do I see people and leaders acting in a congruent way along those people attributes)
- The results will enable us to further accelerate our cultural transformation.

Piloting a Feedback App

- To further embed feed-back into our culture, we are launching a feed-back app
- The aim is to enable a simple and intuitive platform enabling giving and receiving feed-back
- Designed around our "People Attributes" ("values") it enables timely and specific feed-back
- Additionally it creates a simple dashboard to help each employee focusing on the right development area.

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UPLEVEL GLOBAL

[146 people, Canada]

Happiness advantage

Sharing the science around happiness with our team made sense. Sean Achor's Ted Talk was the basis for this initiative. Creating a 28 day program where we collectively, simultaneously focus on happiness and gratitude seemed a bit risky and expensive but was something we believed would empower and influence people we cared about. We thought, worst case scenario we have trained people we love and care about to see the positive at the start of every day – and in 28 days that could potentially change their lives.

At 6 minutes after the start of the day, each employee gets a visually beautiful email with three tasks. First is to describe three (detailed) things they are grateful for that have happened in the past 24 hours. Second is to jot down descriptive details of a positive experience they have had in the past 24 hours. And thirdly, they must compose and send an appreciative, positive email, tweet or post about someone or something in the company.

After doing this for 28 days we see some incredible personal shifts. Many unintended but great consequences – for one our clients have loved and adopted the innovation.

The goal originally was to share the concept that gratitude really can change your life and that we care enough as a company to want to share the message that we're willing to invest time and resources into sharing the message and the Happiness Advantage. As the process unfolded it was evident people were buying in – sending the links to family and noticing a difference. Employees asking to have the emails sent to their home email address when they were on holidays so they could keep the momentum going.



Unintended consequences were that the positivity that resulted from this 28 day experiment translated into three record months in our business – almost every KPI was significantly improved and the financial results we created for our clients (measured every month) were off the charts better than before we engaged in the process – we had 3 record months in a row – and not small improvements – large improvements – that sustained for three months in a row – and into summer vacation when harder to measure. Two years later we repeated the whole project – at the exact same time of year to keep the variables under control – same results – 3 months of NEW records followed. Next fall we will re-implement at a different time of year and retest.

Regardless of that outcome – it wasn't our first intention but an awesome benefit – we will continue to implement just based on the testimonials of our team whose lives were changed by the process. New this year we added monthly Happiness Hangouts – each Manager in the company is given 2 names of people they don't work directly with – they arrange a 20 minute virtual hangout through Skype and they get to know each other – there is a list of questions that can be used to guide the conversation or they can just flow. A way to reach out and connect with real people that make up the family we want to nurture and grow.

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THE B TEAM

