

THE ART AND SCIENCE OF **COMMUNICATION** AND WHY THE DETAILS MATTER

Day 6: Communication > Values > Culture...why they are inseparable

Culture is the environment that surrounds us all the time at work. It is the expression or “living-out” the values and belief systems that we share. It can be simplified into one question...assuming that you’re amenable to your job and you believe in its mission, does your work environment encourage or discourage you to come in each day? If it's the later, ask yourself these follow-up questions: Are there any values being compromised at your workplace? What direct or indirect communication did you receive to feel this way? Is there any possibility of miscommunication or misunderstanding? From this line of questioning, it's easy to see why Communication, Values, and Culture are inseparable. They are in fact greatly dependent on one another. Let's explore this further! **This challenge consists of 1 video and 2 tasks.**

Today's Mentors:



Alfred Lin is a Partner at Sequoia Capital, a venture capital firm responsible for “seeding” (investing in the development of) Apple, Google, Oracle, Nvidia, GitHub, YouTube, and Instagram, to name a few. From 2005 to 2010, Lin was an integral part of Zappos, taking the roles of Chairman, COO, and CFO. In 2009 Zappos was acquired by Amazon.com for \$1.2 billion. Lin left Zappos in 2010 to join Sequoia Capital as a partner. He currently sits on the board of directors at Airbnb, Achievers, Houzz, Humble Bundle, Stella & Dot, Kiwi, and Romotive.

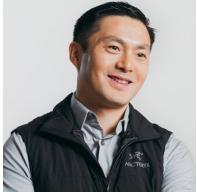


Brian Chesky is the co-founder and Chief Executive Officer of Airbnb and sets the vision and strategy for the company. In 2007, Brian and Joe Gebbia became Airbnb’s first hosts. Since then, Brian has overseen Airbnb’s growth to become a community of over four million hosts who have welcomed more than 800 million guests across 220+ countries and regions. Chesky was named one of Time’s Most Influential People in 2015.

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Building Culture, Core Values, and Why it Matters

By Alfred Lin and Brian Chesky



Video 1



Watch the video up to the desired time period shown, based on the following guidance:

- 0:00 - 11:30 > "The Bare Minimum"
- 11:31 – 23:05 > "Must See TV"
- 23:06 – End > "Valuable Tidbits at your Leisure"



airbnb

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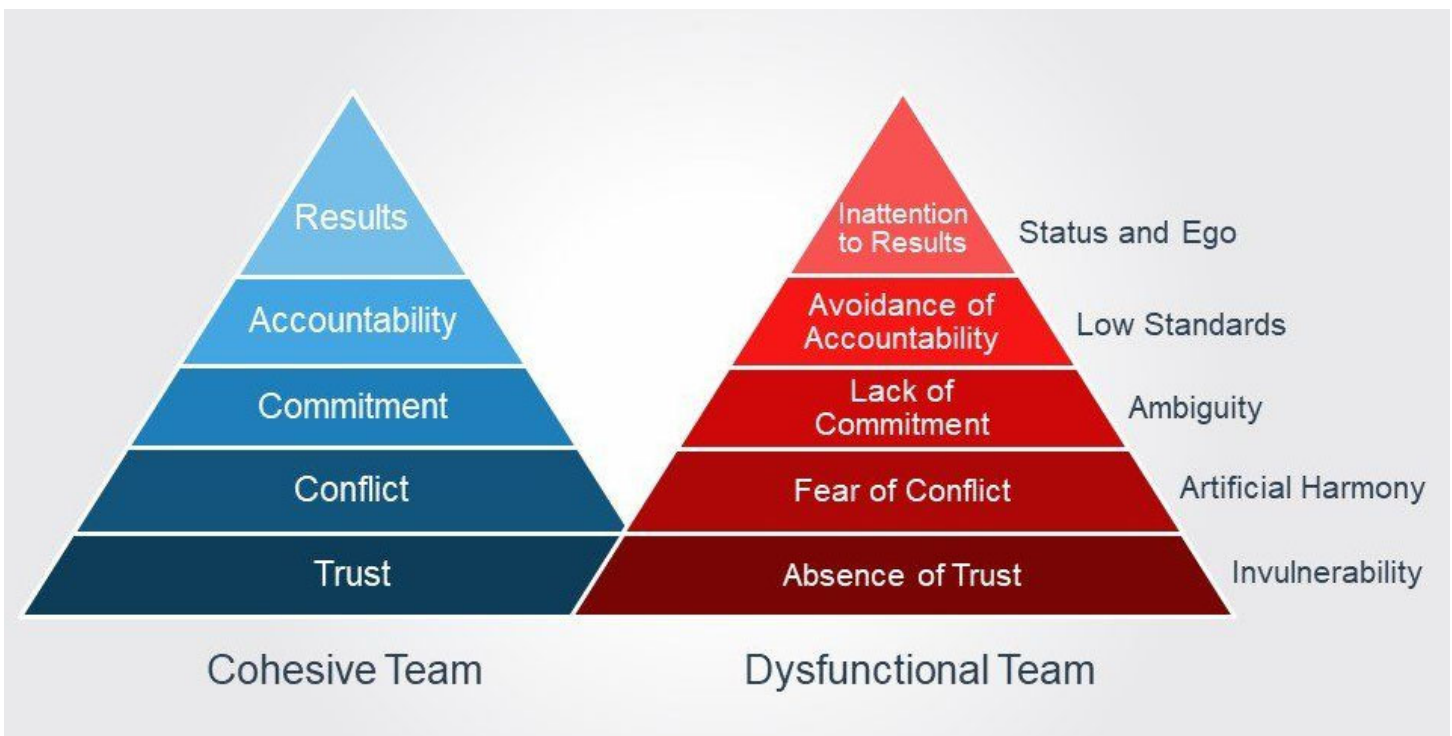
A Trusting Culture is the Foundation for Lasting Success

By CVWD

Task 1

During the first part of the video, Alfred Lin references the pyramid below created by Patrick Lencioni. He establishes that trust needs to be the foundation from which to build a successful organization. As we know from the Day 5 Challenge, trust is a key component to communication, particularly when we need to have honest but sometimes difficult conversations.

1. Think about the level of trust within our organization.
2. What are some ways we can improve “trust” organization-wide?
3. Log into our employee portal to list some ideas for creating a more trusting workplace.



Day 6: Communication > Values > Culture...why they are inseparable**Taking Inventory of CVWD Values****By CVWD****Task 2**

We spent a couple months, nearly 3 years ago, creating our core values and specific actions that demonstrate them. These continue to serve as a foundation for our culture. However, they are only words on paper (or on the wall) if we aren't able to demonstrate them on a daily basis and create the culture that these values can empower when "lived-out" to their fullest.

1. Look through our core values and their 24 "actionable values" in the pages that follow.
2. Which actionable values do you think are the most important when communicating?
3. Log into our employee portal and list your top 5 actionable values that facilitate effective communication.

"Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny"

-Mahatma Ghandi



***Serving
Synergistic***

Is able to put aside self-interest in order to make the best decision for the District.
Is able to work collaboratively with others in order to accomplish a common goal.
Acts on opportunities to enrich the knowledge-base of other employees for the betterment of the District.

Dedicated

Is dedicated to the success of the organization and betterment of fellow employees.
Consistently works toward improving the organization.
Is motivated to learn and to teach others.

Passionate

Exhibits a positive attitude.
Understands how their behavior impacts the work environment and morale.
Takes pride in their work and in their contribution to the District.
Pursues training opportunities to improve skills, knowledge, and teamwork.
Acts in stewardship towards fellow co-workers and the community.
Takes initiative and accountability to ensure success.

Unified

Establishes buy-in with others and acts in coordinated effort.
Establishes trust and equity with others.
Fosters a family culture through a sense of belonging.

Goal-Oriented

Works towards compatibility by being mindful of others and by resolving conflict.
Establishes and meets goals to accomplish the mission and vision of the District.
Organizes and keeps track of tasks and milestones towards meeting a goal.

Efficient

Is able to collaborate with others in forming and executing goals.
Creates efficiency through effective collaboration, communication, planning, and execution.



<i>Approachable</i>	Is approachable with open-mindedness.
<i>Communicative</i>	Provides clear and accurate direction and/or information. Listens with engagement and understanding. Listens attentively without distractions. Communicates effectively with others by providing prompt and timely updates. Communicates effectively by providing documentation that is clear to understand. Follows up with stakeholders to ensure information was received and understood. Provides agendas with clear description of topics, intent, and expectations prior to a meeting.
<i>Competent</i>	Conducts their work with a high level of competence as required to perform their job duties.
<i>Respectful</i>	Arrives to meetings on time. Treats others as they would like to be treated. Refrains from using someone else's meeting to push their own agenda.
<i>Reliable</i>	Meets deadlines and commitments made to others. If unable to meet a deadline, provides ample forewarning to stakeholders. Keeps all stakeholders informed of relevant information.
<i>Flexible</i>	Is able to reach a compromise from their initial position in order to seek the best course of action for the District. Is understanding and willing to accept a position or idea other than their own. Demonstrates patience and flexibility when change is needed. Able to adapt and respond to unforeseen events or conditions.
<i>Available</i>	Utilizes best practices for time management to increase their availability to others. Is eager to discuss District related topics with any employee.
<i>Fiscally Responsible</i>	Actions and recommendations reflect financially prudent decision making.



Honest

Provides accurate information to the best of their ability and knowledge.
Offers constructive criticism in a tactful manner for the greater good.
Is receptive to constructive criticism for the greater good.

Ethical

Does what is right at all times, regardless of how their actions are perceived by others.
Appropriately uses District time and resources.
Is able to act on the moral obligation to report unethical behavior.
Takes ownership of failure, learns from the event, and takes corrective action.
Follows policies and rules of the District.

Transparent

Provides information to an individual or a group, when requested or when deemed beneficial for the greater good.



Innovative

Is able to recognize trends and acts on opportunities and threats.
Actively pursues opportunities to collaborate by bringing in diverse experience and ideas of others.
Encourages improvements to efficiency and process.
Thinks outside of the box.
Resists the temptation to accept the status quo.
Stays abreast of new technology, processes, and legislation that will impact the District.



***Safety-
Oriented***

Adheres to safety rules of the District.

Is current on all safety training as required by their position.

Is able to enforce safety rules.



Accepting

Is open and tolerant of other's beliefs, uniqueness, and temperament.

Accepts someone as honest or truthful despite reputation or past experience.

Empathic

Is receptive to other's viewpoints, ideas, and feelings.

Patient

Has patience and self-control when engaging others in everyday situations.

Inclusive

Acts in a manner of inclusivity with regards to race, color, religion, sex, sexual orientation, gender identity, and age.

Is able to appreciate the strengths in others.

Welcomes other's viewpoints and ideas in order to resolve an issue.

Is able to engage in honest and respectful debate to derive at a best course of action for the District.

Is able to work effectively among several stakeholders with different perspectives.