



Exclusive vs. Inclusive Organizational Norms



Individualism & Competition

Single charismatic leaders; Working in isolation from each other; Taking unearned credit.

Collaboration & Collectivism

Working together; Taking time to build trusting relationships; Focus on "building a bigger pie" vs. fighting over a slice; Mutual support and promotion of each other's ideas.

Why?



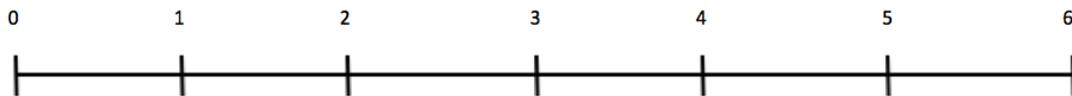
Paternalism and Power-Hoarding

No consultation or transparency in decision-making; Holding on to resources, scarcity mindset; Official title outweighs experience; Ideas are valued based on rank.

Partnership and Power-Sharing

Decision-making is clear and affected parties are consulted; Ideas from others are requested and space is made for them to be heard; Budgets are made available for viewing

Why?



Fear of Conflict and Defensiveness

Politeness valued over honesty; Those who bring up discomfort for others are scapegoated; Feedback is not given in a timely manner; Focus on protecting power and comfort instead of addressing issues.

Growth and Vulnerability

Peers continuously learn from each other; Feedback is given & received objectively; Managers are skilled at providing timely, supportive feedback in culturally and individually responsive ways; Clear structure in place to hear and address grievances.

Why?



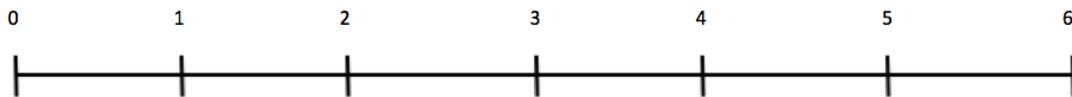
Urgency and Over-Working

There is a continual sense of urgency for deliverables, but not for community building or capacity building; Strong focus on quantity; Less focus put on the cost of growth on people and relationships;

Sustainability and Self-Care

Space given to address what is important that comes up in the moment; Realistic timeframes are set; Cost/benefit analysis includes all costs; Focus on sustainability and quality; Actively encouraging a culture of self-care; Support of time boundaries, considerate of parental needs, personal health issues; Work plans enable space for unpredictable tasks and creative innovation.

Why?



Perfectionism

Mistakes are seen as personal and reflect badly on the individual; Little time for learning; As new hires learn their job it is subtly or directly communicated that they must "prove themselves," setting them up to hide mistakes or face discipline.

Appreciation and Support

Mistakes are valued as opportunities for learning; People verbally show their appreciation for one another; As new hires learn their job they are given the freedom to make mistakes and learn from them.

Why?
