



New Team Norms

Developed for Firm Consideration, Refinement & Possible Adoption

- 1. Criticize in private - Praise in public.**
- 2. Criticize a person's professional performance or actions, not the person's motives, intelligence or integrity**
- 3. When criticizing a person's work, assume that doing her/his best is the person's goal, & provide support to help coach them into improved performance.**
- 4. Give timely & respectful, constructive and honest feedback.**
- 5. If you give feedback to others, invite & listen to others' feedback of you.**
- 6. Focus more on the merits of a colleague or client's message rather than the style, background or assumed motives of the messenger.**
- 7. Interrupt discriminatory &/or disrespectful behavior and make it clear that it contradicts your own and H&B's values and professional goals.**
- 8. Never yell, swear or personally demean, ridicule, publicly humiliate or treat another H&B colleague with disrespect.**
- 9. Respect others' strength, ability, openness and potential by giving them challenging assignments, and honest, timely and respectful performance feedback.**
- 10. "Tell" less and "ask" more.**
- 11. If our behavior was harmful to someone else, be willing to give a sincere apology and change our behavior, even if we may have initially done it with the best of intentions. Remember:
"We judge ourselves by our intent... Others Judge us by our Actions."**

**Leveraging Diversity to Advance
Individual and Organizational Excellence**

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- 12. Consider all helpful and respectful feedback, regardless of its source, as a valuable asset to our own self-improvement, regardless of how uncomfortable it may feel when we receive it.**
- 13. Respect the time, work load, space and personal life of others.**
- 14. Stretch our comfort zones by mentoring and coaching people from diverse backgrounds and perspectives.**
- 15. Deal honestly & face-to-face with individuals, not through third parties.**
- 16. Use e-mail and voice mail as limited but necessary fact-based communication, not as an excuse to avoid important but uncomfortable 2-way communication.**
- 17. If we are in a group and someone starts gossiping or talking negatively about someone who is absent, interrupt the conversation and suggest that it be dealt with directly with the person involved.**
- 18. Acknowledge that “it’s not what we say, but the way that we say it”, and practice advanced Micro-Message awareness and skills to improve the impact of our Verbal, Para-Verbal, Non-Verbal and Contextual communication with others.**
- 19. Don’t gossip, and interrupt those who do.**
- 20. Regularly invest some of our own time in spending informal & formal time with & learning more about a colleague or direct report.**
- 21. Have the courage to acknowledge our own mistakes, share responsibility for successes and failures, and treat others’ mistakes as learning opportunities.**
- 22. In every encounter with colleagues, regardless of background or rank, greet them & communicate with simple courtesy, etiquette & respect. Practice simple but powerful habits such as non-verbal recognition, & verbals such as “Good morning,” “Thank you,” “Please,” “Excuse me,” “I’m Sorry,” “Great Job.”**

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- 23. Welcome & consider from all colleagues (regardless of rank or title), new, different, innovative and potentially better ideas and ways of accomplishing Firm tasks**
- 24. Practice the courage to speak the truth, even with those who have more power, or with whom we may feel comfortable or uncomfortable, and be open to the possibility that they professionally respond & grow.**
- 25. Invite, welcome and reward honest feedback (be it from direct reports, colleagues, Firm leaders or clients), as a demonstration of our commitment to openness, trustworthiness, and continuous improvement.**
- 26. Practice “Personal & Cultural Humility and Curiosity,” acknowledging that we don’t know everything, and that we are ready to learn new information, competencies & perspectives from colleagues, direct reports and clients of diverse backgrounds, job functions and job levels.**
- 27. Welcome, orient, train, include and assign challenging work and mentor & coach people from diverse backgrounds and levels.**
- 28. Consistently treat people fairly and with respect, & focus more on what they know and do well, than on who they know or what mistakes they’ve made.**
- 29. Offer to help others during their heavy periods of work load stress, when we are able, and ask for and expect others to help support us during our own periods of heavy stress.**
- 30. Lighten up! A respectful work climate should also support our own and others’ right to enjoy and find meaning in our work.**

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