

LEADER GUIDE

**BRINGING THE RIGHT TO DREAM
COMMUNITY VALUES TO LIFE**

This guide presents a collection of actions to help you embed Integrity, Passion, Teamwork, Development, and Diversity within your teams. **We recommend that you focus on the “low-hanging fruits” and take actions that are easy yet impactful.**

Keep in mind that what represents a "low-hanging fruit" will be unique to your background, skillset, and situation and use this guide as inspiration to **identify those readily achievable actions** that will allow you **to most effectively embed the values** within your specific context.



**RIGHT
TO DREAM**

RIGHT TO DREAM'S **COMMUNITY VALUES**



INTEGRITY

We trust everyone to do the right thing all the time. We are honest and transparent in our dealings. We are accountable for our decisions.



TEAMWORK

We believe in 'we' before 'me'. We have clear roles that work well together. We see each other as colleagues - part of the same team, driving to deliver our mission every day.



DIVERSITY

We may be different but committed to the same mission. We are better when each of us feels included and valued. We believe in diversity in all its forms, valuing and encouraging different perspectives.



DEVELOPMENT

We nurture everyone's unique talent to reach their potential. Our growth culture is rooted in continuous development. We own and drive our own development.



PASSION

We are passionate about whatever we do. We give and get deep meaning from our work. We celebrate successes along the way.



This guide is designed to inspire and empower Right to Dream leaders to embody and champion our core values: Integrity, Passion, Teamwork, Development, and Diversity.

It offers practical examples and recommendations on how to integrate these values into our daily work and interactions, fostering a thriving and values-driven culture across our organization.

THIS GUIDE IS A LIVING DOCUMENT - CONSTANTLY BUILDING ON OUR SHARED EXPERIENCE. [CLICK HERE](#) TO SHARE YOUR EXPERIENCES AND BEST PRACTICES ON HOW TO LIVE OUR VALUES, IN ORDER FOR US TO ADD THEM TO THIS GUIDE.

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LEADING BY EXAMPLE



- **Action:** Talking about the values at every opportunity to reinforce them. Consistently demonstrate the values in your own behavior. Be transparent, honest, and accountable. Show genuine passion for your work and the organization's mission. Actively collaborate and support your team members. Embrace diversity and create an inclusive environment.



- **Tool:** Self-reflection journaling. Regularly assess your own actions against the values and identify areas for improvement. Seek feedback from your team on how you are embodying the values. Please also [refer to Appendix 1](#) for inspirational examples of how to bring each value to life.

VALUES IN THE RELEASING POTENTIAL DIALOGUE



- **Action:** The Right to Dream values have been integrated into the Releasing Potential Dialogue framework. Use the values as a guide for your discussions about performance, development, and career aspirations.



- **Tool:** Please refer to Appendix 2 for inspirations on how to include the values in the Releasing Potential dialogues.

INTEGRATING VALUES IN MEETINGS



- **Action:** Start the meeting with a 60 second values moment either to share a story on how a team member demonstrated the values or share on what the values mean to the meeting leader or team member.



- **Tool:** "Values Spotlight" segment. Dedicate a portion of the meeting to highlight a team member who has exemplified a specific value. Values can be incorporated into all types of meetings; 1:1, team meetings, club and academy meetings, assemblies etc.

VALUES-DRIVEN DECISION MAKING



- **Action:** When making decisions, explicitly consider how they align with the values. Involve the team in the decision-making process to foster a sense of ownership and collaboration.



- **Tool:** Please refer to Appendix 3 "Values Impact Assessment" checklist. Before making a decision, evaluate its potential impact on each of the values.



FOSTERING A CULTURE OF DEVELOPMENT



- **Action:** Create opportunities for team members to learn and grow. Encourage exploration of individual passions and talents. Suggest articles to the team to read, give them mentoring opportunities, attend low cost conferences, stretch projects to lead. Celebrate and recognize development publicly where individuals will appreciate it.



- **Tools:** Use the Releasing Potential dialogue to identify and support development opportunities relating to personal or professional skills necessary to fulfill the current job. Use Personal Development Plans to support a team member's course for professional growth and career aspirations over time.



CELEBRATING DIVERSITY AND INCLUSION



- **Action: Champion Equitable Inclusion and Active Allyship.** Create a safe, inclusive, and equitable environment where all voices are heard and valued, especially those underrepresented. Ensure the minorities in your team are understood and also understand local jargons, and/or foreign language(s). Speak English to include other colleagues as much as possible. Acknowledge religious celebration and key events. Make an effort to learn about other cultures, especially in the RtD community.



- **Tool:** Familiarize yourself with [Active Allyship training resources](#) to build awareness of unconscious bias, develop allyship skills, and foster a culture of inclusive leadership. Create opportunities for ongoing dialogue and practice of active allyship behaviors within teams.

RECOGNIZING AND REWARDING VALUES-BASED BEHAVIOR



- **Action:** Publicly recognize and celebrate team members who exemplify the values.



- **Tool:** "Values Champion" awards. Establish a system for nominating and recognizing individuals in your team who consistently embody the values.



CONSISTENT COMMUNICATION



- **Action:** Regularly communicate the importance of the values, reinforce their relevance to the team's work, and prioritize dedicated time for knowledge sharing . Make our values a constant presence through visible displays in workspaces and digital platforms.



- **Tool:** Regular team meetings, emails, newsletters, or communication platform posts, that highlight value related topics or stories.

CONFLICT RESOLUTION USING VALUES



- **Action:** When conflicts arise, use the values as a framework for resolution. Facilitate open and honest dialogue, and encourage a collaborative approach to finding solutions.



- **Tool:** Please [refer to Appendix 4](#) for our "Values-Based Conflict Resolution" guidelines outlining how to address conflicts in a way that aligns with the values.

INTEGRATE VALUES INTO RECRUITMENT AND PROMOTIONS



- Action: Prioritize hiring and promoting individuals who demonstrably align with our values, recognizing that values-aligned employees contribute to long-term engagement and commitment.



- Tool: Implement behavioral interview questions focused on Right to Dream's values during the recruitment and promotion processes. Please [refer to Appendix 5](#) for a list of values-based interview questions.



By embodying and championing these values, you - as Right to Dream leaders - can create a thriving and values-driven culture where everyone feels empowered to contribute their best.

Let's work together to integrate these values into our daily work and interactions, inspiring our teams and making a positive impact on the world.



APPENDIX 1

In the following we list specific ideas and examples of how to bring each of our values to life. These are meant as inspirational input, to enable you to find your own way of bringing the values to life.



LIVING INTEGRITY

Inspirational Examples

- **Lead by example:** Follow our policies and procedures. Demonstrate honesty and transparency in your communication and decision-making. When you make a mistake, own it and take steps to correct it. This shows your team that it's safe to be vulnerable and accountable.
- **Create a safe space for speaking up:** Encourage open and honest feedback, even if it's critical. Actively listen to concerns and address them fairly and respectfully.
- **Uphold ethical standards:** Ensure that all decisions and actions align with Right to Dream's ethical guidelines and values. This includes fair treatment of all employees, responsible financial practices, and transparent communication with stakeholders.
- **"Walk the talk":** Align your actions with your words. Don't just talk about integrity; demonstrate it consistently in your behavior.



LIVING PASSION

Inspirational Examples

- **Share your passion:** Openly express your enthusiasm for Right to Dream's mission and values. Inspire your team by sharing your personal connection to the organization's goals.
- **Celebrate successes:** Acknowledge and celebrate individual and team accomplishments, both big and small. This reinforces a culture of appreciation and motivates continued effort.
- **Support individual passions:** Encourage employees to pursue their passions within the context of their roles. Provide opportunities for growth and development that align with individual interests and strengths.
- **Create a positive and energetic environment:** Foster a workplace where people feel excited to come to work every day. Encourage collaboration, creativity, and a sense of shared purpose.



LIVING TEAMWORK

Inspirational Examples

- **Build trust and psychological safety:** Create an environment where people feel comfortable sharing ideas, taking risks, and making mistakes. Encourage open communication and active listening.
- **Empower and delegate:** Trust your team members with responsibilities and empower them to make decisions. Provide support and guidance, but avoid micromanaging.
- **Promote collaboration:** Encourage cross-functional collaboration and knowledge sharing. Create opportunities for team members to work together on projects and initiatives.
- **Celebrate collective success:** Recognize and reward team accomplishments. Emphasize the importance of collective effort and shared goals.



LIVING DEVELOPMENT

Inspirational Examples

- **Provide opportunities for growth:** Offer training, mentorship, and coaching opportunities to support employee development. Encourage participation in relevant learning experiences.
- **Give constructive feedback:** Provide regular feedback that is specific, actionable, and focused on growth. Create a safe space for employees to receive and discuss feedback.
- **Embrace a growth mindset:** Encourage a culture of continuous learning and improvement. Emphasize the importance of effort, perseverance, and learning from mistakes.
- **Support career development:** Help employees identify their career goals and create development plans to achieve them. Provide opportunities for advancement and new challenges.



LIVING DIVERSITY

Inspirational Examples

- **Promote inclusivity:** Create a workplace where everyone feels welcome and respected. Celebrate diversity in all its forms and encourage diverse perspectives.
- **Challenge biases:** Be aware of your own unconscious biases and take steps to mitigate them. Encourage your team to do the same.
- **Create opportunities for all:** Ensure that everyone has equal access to opportunities for growth and development, regardless of their background or identity.
- **Foster cross-cultural understanding:** Encourage communication and collaboration across different cultures and backgrounds. Provide opportunities for employees to learn about and appreciate different perspectives.



APPENDIX 2

Taking accountability and keeping track of progress



OUR VALUES & RELEASING POTENTIAL

Taking accountability and keeping track of progress

Living our values is part of our Releasing Potential dialogue where managers and employees set goals for the coming year and have regular check-in meetings to talk about how it goes.



Performance goals

- Focused on measurable outcomes and results and often tied to specific metrics or targets.

Individual Development goals

- Aimed to improve personal and professional capabilities concerning your current role.

Behavioral goals

- Aimed to develop specific behaviors or habits that align with our Right To Dreams culture and values.



INTEGRATING INTEGRITY

into "Releasing Potential" Conversations

- **Performance Goals:** Set clear expectations for ethical conduct and responsible decision-making. Discuss how individual performance contributes to upholding the organization's integrity.
- **Learning & Development Goals:** Encourage learning activities focused on trust, ethical behavior and decision-making.
- **Behavioral Goals:** Discuss specific behaviors that demonstrate integrity, such as honesty, transparency, and accountability. Set goals for improvement in these areas and track progress throughout the year.



INTEGRATING PASSION

into "Releasing Potential" Conversations

- **Performance Goals:** Discuss how individual roles contribute to the organization's overall mission and vision. Encourage employees to connect their work to a greater purpose.
- **Learning & Development Goals:** Support employees in pursuing learning opportunities that align with their passions and career aspirations.
- **Behavioral Goals:** Discuss specific behaviors that demonstrate passion, such as enthusiasm, dedication, and a positive attitude. Set goals for increasing engagement and motivation.



INTEGRATING TEAMWORK

into "Releasing Potential" Conversations

- **Performance Goals:** Set team goals and discuss how individual roles contribute to achieving them. Encourage collaboration and mutual support among team members.
- **Learning & Development Goals:** Support team members in developing skills that enhance collaboration and communication, such as conflict resolution and active listening.
- **Behavioral Goals:** Discuss specific behaviors that demonstrate teamwork, such as collaboration, communication, and respect for others' opinions. Set goals for improving teamwork skills and track progress.



INTEGRATING DEVELOPMENT

into "Releasing Potential" Conversations

- **Performance Goals:** Set goals that challenge employees to stretch their skills and knowledge. Provide opportunities for them to take on new responsibilities and contribute in new ways.
- **Learning & Development Goals:** Work with employees to create individualized development plans that align with their career aspirations and the organization's needs.
- **Behavioral Goals:** Discuss specific behaviors that support development, such as seeking feedback, taking initiative, and embracing new challenges. Set goals for continuous learning and improvement.



INTEGRATING DIVERSITY

into "Releasing Potential" Conversations

- **Performance Goals:** Set goals that promote inclusivity and collaboration across diverse teams. Recognize and reward contributions that leverage diverse perspectives.
- **Learning & Development Goals:** Encourage participation in diversity and inclusion training. Support employees in developing cultural competency and cross-cultural communication skills.
- **Behavioral Goals:** Discuss specific behaviors that demonstrate respect for diversity and inclusion, such as active listening, empathy, and cultural sensitivity. Set goals for creating a more inclusive workplace.



APPENDIX 3

**“Values Impact Assessment” checklist
supporting value-driven decision making**



VALUES IMPACT ASSESSMENT CHECKLIST

**For each value, consider the potential impact of the proposed decision.
Answer the questions below and provide brief explanations.**

INTEGRITY

- ☐ Will this decision uphold honesty and transparency?
- ☐ Will it be fair and equitable for all stakeholders?
- ☐ Will it maintain our ethical standards?

Explanation/Notes:

PASSION

- ☐ Will this decision inspire or maintain enthusiasm and commitment?
- ☐ Will it align with our mission and purpose?
- ☐ Will it foster a positive and productive environment?

Explanation/Notes:

TEAMWORK

- ☐ Will this decision promote collaboration and cooperation?
- ☐ Will it strengthen team relationships and trust?
- ☐ Will it consider the impact on team dynamics?

Explanation/Notes:

DEVELOPMENT

- ☐ Will this decision provide opportunities for learning and growth?
- ☐ Will it support the personal and professional development of individuals?
- ☐ Will it encourage innovation and improvement?

Explanation/Notes:

DIVERSITY

- ☐ Will this decision respect and value diverse perspectives and experiences?
- ☐ Will it ensure inclusivity and equity for all?
- ☐ Will it address potential biases or discrimination?

Explanation/Notes:

6. OVERALL ASSESSMENT

- ☐ Does the decision align with all of Right to Dream's values?
- ☐ Are there any potential conflicts or negative impacts on any of the values?
- ☐ If there are conflicts, how can they be mitigated or addressed?



APPENDIX 4

Values-Based Conflict Resolution Guidelines

At Right to Dream, we are committed to fostering a respectful and inclusive environment where conflicts are addressed constructively and in alignment with our core values. These guidelines aim to provide a framework for resolving conflicts in a manner that upholds Integrity, Passion, Teamwork, Development, and Diversity.



GUIDING PRINCIPLES

Values-Based Conflict Resolution

- **Integrity:** We commit to honesty, transparency, and fairness in all conflict resolution processes.
- **Passion:** We approach conflict resolution with a genuine desire to understand and resolve issues, fostering a positive and productive environment.
- **Teamwork:** We encourage collaborative solutions, recognizing that collective input leads to more effective and sustainable outcomes.
- **Development:** We view conflicts as opportunities for growth and learning, fostering personal and professional development.
- **Diversity:** We respect and value diverse perspectives, ensuring that all voices are heard and considered.



CONFLICT RESOLUTION PROCESS:

Values-Based Conflict Resolution

1 ACKNOWLEDGE AND ADDRESS

- Encourage individuals involved to acknowledge the conflict and address it promptly.
- Promote open and honest communication, ensuring all parties feel safe to express their concerns.

1.

2. ACTIVE LISTENING AND UNDERSTANDING

- Facilitate active listening to understand each party's perspective, without judgment.
- Encourage empathy and seek to identify the root causes of the conflict.

3. VALUES-BASED DIALOGUE

- Frame the discussion around Right to Dream's values, exploring how the conflict impacts each value.
- Ask guiding questions such as:
 - "How does this situation align with our value of Integrity?"
 - "How can we approach this with Passion and a commitment to resolution?"
 - "How can we foster Teamwork to find a collaborative solution?"
 - "What opportunities for Development can we find in this situation?"
 - "How can we ensure we are respecting and valuing Diversity in our approach?"

4. COLLABORATIVE SOLUTIONS

- Facilitate a collaborative approach to finding solutions, encouraging all parties to contribute.
- Brainstorm potential solutions that align with Right to Dream's values and address the root causes of the conflict.
- Find solutions that create a win/win situation where possible.

5. MEDIATION (IF NECESSARY):

- If a resolution cannot be reached through direct dialogue, consider involving a neutral mediator.
- The mediator's role is to facilitate communication and guide the parties towards a mutually acceptable solution.

6. DOCUMENTATION AND FOLLOW-UP

- Document the agreed-upon solutions and action steps.
- Schedule follow-up meetings to ensure the solutions are being implemented and are effective.
- If needed, document the conflict and its resolution for future reference.

6. LEARNING AND DEVELOPMENT

- Encourage reflection on the conflict resolution process, identifying lessons learned.
- Use the experience as an opportunity for personal and professional development.
- Consider holding a team meeting to discuss the conflict resolution process, without naming names, so the whole team can learn.



APPENDIX 5

Values-Based Interviewing



VALUES-BASED INTERVIEWING

Ask (some of) these questions to identify values alignment

INTEGRITY

- Describe a situation where you had to make an ethical decision. How did you handle it, and what were the outcomes?
- Tell me about a time you made a mistake. How did you own up to it, and what did you learn?
- Give an example of when you had to be completely honest in a difficult situation. How did you ensure transparency?
- Describe a time you were challenged on your integrity. How did you respond?
- Tell me about a time where you had to make a decision that was fair, but unpopular.

PASSION

- What aspects of your work are you most passionate about, and why?
- Describe a time when your enthusiasm positively impacted a project or team.
- How do you stay motivated and engaged, even during challenging times?
- Tell me about a time when you went above and beyond to achieve a goal.
- What are your long term career goals, and how do they align with our mission?

DEVELOPMENT

- Describe a time you actively sought out feedback to improve your skills.
- Tell me about a time you learned a new skill or took on a new challenge.
- How do you stay up-to-date with industry trends and best practices?
- Give an example of when you mentored or coached someone.
- Describe a time you failed, and what you learned from that experience.

TEAMWORK

- Describe a successful team project you were part of. What was your role, and how did you contribute to the team's success?
- Tell me about a time you had to work with someone difficult. How did you handle the situation?
- Give an example of when you had to compromise to achieve a team goal.
- Describe a time when you helped a teammate succeed.
- How do you ensure effective communication within a team?

DIVERSITY

- Describe a time you worked with someone from a different background or culture. How did you ensure effective communication and collaboration?
- Tell me about a time you advocated for inclusivity or challenged a discriminatory behavior.
- Give an example of when you adapted your communication style to accommodate different perspectives.
- Describe a time when you sought out diverse perspectives to inform a decision.
- How do you ensure that everyone feels valued and respected on your team, regardless of their background?