



VALUES: WHAT WE BELIEVE IN

INTEGRITY: We do the right thing by colleagues, clients and our communities.

DIVERSITY: We celebrate and seek to understand differences.

EXCELLENCE: We work alongside the highest-caliber communications experts and go above and beyond to provide unparalleled client service and measurable results.

IMPACT: We prioritize engaging, meaningful work we can be proud of.

TEAM: We embody “we” before “me.”

HUMILITY & VULNERABILITY: Progress over perfection. Recognizing opportunities for personal growth / areas of improvement and celebrating others’ complementary strengths.

EMPATHY: We seek first to understand clients, colleagues and our community.

CLEAR IS KIND: We don’t shy away from uncomfortable conversations designed to move ourselves, our colleagues and / or our clients forward.

BALANCE: We are high-achievers, not workaholics.

TRUST: We are trusting, trustworthy and trusted.

GROWTH: We champion professional growth of ourselves, our colleagues and the firm, prioritizing innovation and new and expanded capabilities.



PRIORITIES: OUR TOP PRIORITIES

- Meaningful, impactful work even over profit
- Professional growth even over billable hours
- Clear, constructive feedback even over comfort
- Team and cultural fit even over current skill set
- Team gain even over personal gain
- The right thing, even over the easy thing



DECISION MAKING: WHAT METHODS WE USE TO MAKE DECISIONS

- Perspectives are valued, respected and sought after
- Everyone is empowered and expected to share feedback and influence firm decisions
- Supported autonomy celebrated at all levels - everyone is empowered to make decisions within Mueller norms



RITUALS: HOW WE CELEBRATE OUR PEOPLE, CULTURE & WORK

- Kudos
- Awards
- Profit sharing
- Milestone celebrations (work & personal)
- Annual holiday shopping trip
- Shared meals
- Gifts
- Jam boards
- Acts of kindness
- Annual staff retreat



MEETINGS: HOW WE CONVENE & COLLABORATE

WHY DO WE MEET?

- It’s about work and play: Client focused, best-practice sharing, brainstorming, mentoring, professional development and team building
- We enjoy each other
- We do our best work when we do it together: We value and prioritize co-creation and collaboration
- Provide context (remove the burden of “interpretation” of text, email, chat)
- Accountability
- Access to information / opportunity to share information

HOW DO WE MEET?

- Agenda-led and outcome oriented
- Engaged participation: attentive and aware
- Technology as a tool - not a replacement for - collaboration



BEHAVIORS

BEHAVIORS WE DISCOURAGE

- Dishonesty / disrespect
- Unreliability / unpredictability / uncommunicative
- Ego and power plays
- Manufactured drama
- Complacency
- Competitiveness with colleagues
- Being reactive (vs. proactive)
- Micromanaging

BEHAVIORS WE ENCOURAGE

- Strong work ethic
- Positive impact
- Entrepreneurial attitude / ownership at every level
- Willingness to learn AND teach
- Bringing your whole self to the office
- Humility
- Transparency
- Candor
- Forgiveness
- Intentionality
- Kindness
- Persistence
- Collaboration
- Being proactive
- Curiosity
- Trust



NORMS & RULES: HOW WE CLARIFY EXPECTATIONS WITHOUT HINDERING AUTONOMY

- Job descriptions and growth plans
- Annual reviews
- Mentor relationships and coaching
- Onboarding / employee handbook
- In-person signaling / modeling
- “Tough” conversations
- Processes: We implement processes that unlock creativity, reduce frustration and enable staff to deliver excellent work



FEEDBACK: HOW WE HELP EACH OTHER LEARN & GROW

- Clear is kind
- Both structured (annual reviews) and informal (day-to-day engagement)
- Feedback is celebrated at all levels from all levels (do not fear the redline!)
- The Socratic Method: empathetic questions and guidance
- Playing “devil’s advocate”



PSYCHOLOGICAL SAFETY: HOW WE ENCOURAGE EVERYONE TO SPEAK UP & PROMOTE PARTICIPATION

- Open door policy
- Loose-leash trust: Giving slack and freedom with a clear line back to help / support / guide
- Progress over perfection
- No hidden agendas
- Surveys
- Mentor relationships
- Space to share individual / team “red flags”
- Fresh ideas
- Modeling
- “Safe Harbor”: We watch out for each other personally and professionally

CULTURAL CANVAS

