

COMMUNITY PRINCIPLES & PRACTICES



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This document is a collection of the principles and practices that guide our work and culture at HopeLab, as well as a statement of the impact we hope to have in the world. Community and culture need to be cultivated, and we're all stewards in this ongoing effort. It's a serious obligation with powerful and potentially transformative outcomes for us as individuals, as a team, and in the world.

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“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it’s the only thing that ever has.”

– Margaret Mead

HOW WILL WE USE THIS DOCUMENT?

This document is derived from research, experiences, best practices, and conversations regarding the kind of organization we want HopeLab to be. This thinking and work was initiated by HopeLab's Management Team in 2006 and refined over the years through our work and learning together.

We intend for the Community Principles and Practices to be a useful tool in several ways:

- As a recruitment tool to share our values and the kind of work community we are. Prospective employees can then decide whether they would like to be a part of our community, and contribute to it.
- As a tool to orient and on-board new staff to our organization, culture, and practices.
- To inform and influence the quality of our connections with each other and the conversations we have together.

The Community Principles and Practices is an organic document. We acknowledge that what we are trying to do is an experiment and that we are likely to both succeed and fail in ways we can't anticipate! So, our thinking and this document will evolve over time as we gain insight and understanding into ways to improve our work and culture.

WHAT IS OUR REASON FOR BEING?

What if blasting away cancer cells in a video game could help kids fight their cancer? HopeLab founder Pam Omidyar asked this question in the late '90s, inspired by her days working in an immunology lab and her nights playing video games with her husband, eBay founder Pierre Omidyar. To many, the idea of using game technology to improve health seemed outlandish. But Pam believed in the potential for technology to empower young people to improve their health and well-being.

In 2001, Pam founded HopeLab to build and test a cancer-fighting video game. HopeLab researchers worked with game developers, cancer experts, psychologists, and young people with cancer to develop Re-Mission, a game that empowers young cancer patients and is scientifically proven to improve their health by helping them stick to prescribed treatments.

Pam's outlandish idea worked, and it shapes the philanthropic mission of HopeLab.

We Develop Health Technologies

HopeLab creates engaging, research-backed technologies that improve the health and well-being of kids and young adults directly, and through clinicians, parents, teachers, and other caregivers. This is our recipe:



Identify behaviors that support health and well-being.



Research the psychology that motivates or inhibits those behaviors.



Create technology that engages psychological drivers to change behavior.

The technologies we create help young people cultivate resilience through experiences of purpose, connection, and control. To maximize our social impact and distribution of products, we collaborate with commercial, philanthropic, and government partners.

We Advance the Digital Health Field

HopeLab explores the positive role technology can play in improving health and well-being for children and young adults. We document and share insights from our work, we advise our colleagues on challenges and opportunities in the field, and we host and attend gatherings to engage networks relevant to digital health.

We Embrace Positive Values

HopeLab's culture both supports our people and the work we do in collaboration with partners to serve kids and young adults. Shared values and attention to our collective learning and individual growth are key to the environment we cultivate at HopeLab — and the impact we have in the world. These are the fundamental values that guide our culture and research and development efforts:

- Compassionate action based on scientific evidence.
- Achievement of societally meaningful impact.
- Courageous experimentation.
- Customer engagement in every stage of our work.
- Curiosity and continual learning.
- Willingness to let go of ideas that don't work.
- Respect, for ourselves and others.
- Acting with integrity.
- Joy and gratitude.

WHAT KIND OF COMMUNITY DO WE ASPIRE TO BE?

We believe that creating community is within our control and the quality of our community is essential to having broad impact with our work.

Community is created and sustained by our **principles** (our beliefs about people and work and the values that guide our work and behavior with each other) and our **practices** (the specific actions we take and the outcomes of those actions).

As we experiment with building community and applying our principles and practices, the outcomes of our efforts may cause us to reconsider or refine our beliefs and values, which in turn will improve our actions and strengthen our community and culture. To be innovative, it is important to take risks and make mistakes that we will learn and grow from.

In order to create a community based on these values, it is important that we share some basic beliefs about people and work:

- People want to belong.
- People come to work to do a good job.
- People are unique individuals.
- People are worthy of our care, trust, and respect.
- Poor performance is more likely due to a breakdown in processes or systems than lack of effort.

- Listening and inquiry are necessary to promote understanding, learning, and growth, both with ourselves and with others.
- An organization thrives when everyone thinks as broadly and strategically as possible.
- Risks and mistakes are essential for learning and innovation.

By acting on our values and beliefs, we hope that staff will experience the following:

- A sense of purpose and connection, and a meaningful sense of control.
- Accomplishment of high quality work, knowing that they actively contribute to our mission.
- An environment of trust, not fear.
- A work environment that builds individual and collective competence.

If staff are not experiencing the above, we have not yet achieved our aspirations.

Which Practices Undermine The Community We Aspire To Be?

Certain behaviors can easily undermine our efforts to build a positive and productive community. These include:

- Waiting for someone else to take care of a problem.
- Allowing undiscussables in our midst.
- Treating colleagues in a way that does not comport with our values or support our obligations to each other.
- Protecting ourselves from the pain of embarrassment or from appearing uncertain or ignorant.
- Not allowing ourselves to make and learn from mistakes.
- Allowing poor performance to persist by not providing direct and authentic feedback.
- Staying silent; not voicing and contributing our ideas and opinions.

When these behaviors exist in the community, then we are not meeting our obligations to steward the culture.

HOW DO WE CREATE AND SUSTAIN THIS COMMUNITY?

As members of the HopeLab community, we all share the obligation to:

- Do our work in a way that advances our own work, the work of our colleagues, and HopeLab as a whole.
- Treat each other as competent and support the creation of systems to support competence in the organization.
- Use HopeLab's Principles and Practices and other tools to guide our work and create an optimal work environment.
- Provide timely, direct, authentic, person-to-person observations to our colleagues and do so with inquiry and openness.
- Push ourselves and each other to higher standards and strive to learn and grow from mistakes.
- See joy, laughter, and delight in our work and the work of our colleagues as essential to a rich and productive work environment.
- Strive to find a balance between professional, personal, and social endeavors so we can come to work refreshed, focused, and ready to be productive.

As supervisors, we are further obligated to cultivate the environment we would like staff to experience at work. We do this by:

- Giving people a clear sense of their roles and responsibilities and providing them with the maximum authority to act in fulfilling that role.
- Holding regular supervision meetings and ensuring those conversations are an opportunity to connect, learn, and support progress towards goals.
- Encouraging and helping people to think longer term and see the bigger picture.
- Listening, inquiring, and asking questions to understand our direct reports' thinking.
- Making our own thinking visible as well as knowing and acknowledging when we are wrong.
- Helping people become and remain aware of their development edge; challenging and supporting them in their growth.

Using Curiosity

We use curiosity to create the kind of conversations we feel are necessary to build an effective organization and thriving community. What is curiosity? It is the highest form of inquiry. It is when you are truly searching to understand not only what people think, but what leads them to their individual beliefs and actions. It does **not** mean trying to catch them in flawed thinking. The motive of inquiry is to understand (which, by the way, does not mean to agree).

The practice of curiosity is key in learning and producing work of the highest quality. All too frequently, we get trapped in mental models — beliefs about the way things are. This kind of thinking can be detrimental to individual and organizational growth. We use a number of curiosity tools to deepen our conversations with each other: **Check-In Exercises**, the **Ladder of Inference**, **Ground Rules**, and **Feedback Practices**.



Check-In Exercises

How we gather is very important and telegraphs our values and intentions for creating community and how we want to work together.

Check-ins are also powerful catalysts. They can shift a group's energy, deepen relationships, help a team lean into a difficult issue, spark creativity, engage individual and collective purpose, incite joyfulness, and so much more.

Check-in activities are an invitation to connect with ourselves, connect with each other, and settle into the moment and the task at hand.

Ladder of Inference¹

The Ladder of Inference model provides a helpful framework for deepening inquiry of ourselves and others. It provides a way to see other perspectives instead of being blinded by our own assumptions and conclusions.

Let's say you give the very same picture to three different people and ask them to tell you what it is all about. Each person will invariably tell you a different story. It is actually not the picture that tells the story, but the person interpreting the picture based on their experiences and beliefs. Most of the time, our own stories help us make our way in the world. However, often in times of disagreement or conflict, our story clashes with another person's. We simply cannot understand where they are coming from! To increase understanding, we must "climb down the ladder" and allow ourselves to see the data that the other person is seeing and that we are not seeing. This opens us up to a new perspective which, in turn, may influence or change the assumptions and conclusions we draw and lead us to different action.



The Ladder can be self-reinforcing, meaning that once set in our conclusions, we only see the data that reinforces it. You can circumvent this pattern through inquiry:

- Self-Reflection — What leads me to my view?
- Advocacy — Here's my view and what has led me there...
- Inquiry with Others — What leads you to your view? What's behind your view point or position?

The goal of this inquiry is to get as close to the bottom of the ladder as possible, working with observable data and experiences to uncover different and new ways of seeing things.

Ground Rules

Our Ground Rules create the conditions for increased inquiry, insight, learning, collaboration, and better decision making. These are particularly useful in meetings but are also helpful in general interactions with others at work and outside of work:

1 Stay open to influence; be willing to move your stake.	One of the obligations of being at the table is that your intention is not to win the argument, but to find the best argument. That means being completely open to changing your point of view as logic and evidence get surfaced in the course of the discussion.
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¹ Ladder of Inference model: Ladder of Inference Model by Chris Argyris in *The Fifth Discipline Fieldbook: The Art and Practice of the Learning Organization* by Peter Senge

<p>2 Don't just advocate. Inquire into what others think.</p>	<p>Because we have points of view that we believe are right (otherwise why would we have the point of view?!), we sometimes spend a disproportionate amount of our time advocating our position, and explaining and re-explaining why we have come to our position. A conversation is much more robust when you can alter this dynamic by inquiring why another person holds the view that they do. In this way, you can begin to understand the origin of your differences and are far better able to resolve or manage them.</p>
<p>3 Put your reasoning on the table, not just your conclusion.</p>	<p>Often we come to groups having spent a great deal of time thinking through our positions on our own. This is all part of being thoughtful and prepared for a meeting. However, it also presents the problem of us believing that our thoughts and conclusions are complete and that it is for others to listen and agree. To ensure a productive conversation, we need to suspend our reasoning before the group. This means:</p> <ul style="list-style-type: none"> a. Putting our reasoning on the table for the group to observe. b. Letting go of our attachment to our conclusions. c. Staying open to influence.
<p>4 Define what important words mean.</p>	<p>We often use the same words with different meanings, which causes us to think we have agreement with others when we don't. Or we use different words with the same meanings, which causes us to think we have disagreement when we don't.</p> <p>In order to ensure that we actually agree, it is important to have shared meanings for the words we use. The lack of common agreement on words as simple as "it," "we," and "them" can cause the greatest confusion.</p>
<p>5 Test assumptions and mental models.</p>	<p>All of our thinking rests on a set of assumptions we hold to be true. These assumptions are often so deeply entrenched that they are invisible to us, or they seem outside the need for scrutiny. We need to make our assumptions visible to ensure that they are shared and that they are valid. Trying on a different set of assumptions can often lead to breakthroughs in our thinking. For example, if someone said, "Let's just look at this problem and assume we could work non-competitively with people serving the same customer," it might seem ludicrous, but it could also lead to new ways of thinking.</p> <p>The point isn't that our assumptions are right or wrong; the point is that they are largely invisible to us and therefore may control our thinking in ways that are unhelpful or stifle innovation.</p>
<p>6 Listen in order to understand, not in order to debate. Listening does not mean waiting.</p>	<p>When someone else is talking, it is critical to the thinking of the group that everyone listen to understand the meaning of what they are saying. You need to be able to understand it so well that you are able to articulate it in your own words. Only then is it possible to truly disagree or agree. Often we are so anxious to state our own point of view that we wait while the person is talking. If you are jotting down your own thoughts, waving your hand to be called on, or engaging in a side conversation at the table, it is impossible for you to listen. If you are afraid that you will forget the point you want to make, jot down a word or two that will hold your thought so you can attend to what your colleague is saying.</p>

7 Use sound and relevant data to inform decisions and actions.	Your experience is one piece of data, but it is often not the whole story. When there is empirical data to support or weaken an argument, it must be put on the table. It is a betrayal of the group to withhold evidence that weakens your position.
8 Have discussions and disagreements in the meeting, not outside the meeting. Speak up!	When a group is making a decision, or is part of a decision-making process, the group must have access to all the information. If you have a point to make about the content of the discussion or the process, telling someone outside the meeting is not helpful to the group. The group cannot use information they don't have. This includes your concerns that the group is going off-track, that certain ideas or members are dominating, that a certain piece of data is being discounted, or whatever.
9 Be brief. No "war stories." Don't repeat.	In order for the group to listen to what you are saying, you need to make it as brief as possible. Burying your thoughts in stories when the idea has been sufficiently conveyed diminishes the group's ability to listen. If you are struggling to get your ideas out, that is one thing. But if you keep repeating your point in order to be persuasive, it is not helpful to the group's deliberations.
10 Focus on interests, not positions.	<p>When we think through an idea, we frequently come up with a solution or position to present to the group, but neglect to share the interests that the solution or position satisfies. Sometimes we don't even realize what our interests are; we just think the solution would work.</p> <p>It is very helpful to the group if you can "back out" of your position by reflecting on why you like this particular solution (e.g., because it reduces expenses, because it has great public relations potential, because no one else is doing it). Stating your interests increases the likelihood that multiple solutions can be crafted to meet the interests of the group.</p>
11 S-L-O-W down the discussion.	Keep the pace of the discussion slow so that people don't need to raise their hands or jump in at the end of someone's sentence. When a conversation speeds up, it is evidence that people are not listening, suspending their own thinking, etc.
12 Be present for the meeting.	We all are busy and have distractions while we sit in meetings. However, for a meeting to be effective, it requires every participant to be fully present, prepared for the meeting, and engaged in the discussion.

Feedback

Feedback is a practice with curiosity at its core. Building and maintaining relationships, improving performance, or accomplishing an objective all require feedback. Without it, we move ahead blindly, unaware of the impact of our efforts on people, processes, or systems.

Unfortunately, the term "feedback" has gotten a bad rap. Because of its unskilled use and misuse, people tend to see it as a negative term rather than one that can help them grow. At HopeLab, we have come to re-brand feedback as an intention to create an interaction that enables, obligates, and empowers us to communicate in precise ways that improve shared thinking, promote learning, and increase impact. In essence, feedback is an inquiry conversation where we practice our community obligations with each other. To help with this practice, we offer this additional guidance:

- Try to think of feedback as a gift! If we never receive any feedback, we lose valuable data about our impact on others as well as the opportunity to learn and grow.
- Be aware of your intention when providing feedback — feedback is not delivering the “truth” to someone else, it is simply an observation you have, a story that may or may not be true.
- Notice when you are avoiding giving feedback and be curious about what is getting in the way.
- Dial direct and help others to do so. Avoid gossip.
- Ask questions to gain clarity; help/teach others to do the same.
- Notice the body language of others. When it’s helpful, name it and inquire about it.
- Communicate both one-on-one and in a group setting, when appropriate.
- Self-reflect on your practice of these actions.

Additional Resources

We use a number of additional tools and practices to support curiosity: the Myers-Briggs Indicator (MBTI), Questions for Curious Leaders, The Check-In Deck, The Victim Triangle, Precision Questioning and Answering (PQ/PA), the Left Hand Column exercise, active listening, etc.

WHICH SYSTEMS SHAPE AND SUSTAIN THE COMMUNITY WE AIM TO BE?

These systems are the policies, procedures, and structures we set in place to sustain HopeLab’s community and culture.

Staff Meetings and Retreats

Meetings and retreats for staff and the management team are designed to:

- Ensure vision and mission alignment.
- Enhance individual understanding of one’s role, scope of work, and connection to our purpose.
- Share programmatic work.
- Provide opportunity for connection, celebration, collective learning, development, and planning.

Staff Development

HopeLab’s mission relies upon the commitment of staff to continually strive to achieve high standards. In order to meet our mission, HopeLab is invested in learning and growth as core values of the organization. We believe that learning happens in all aspects of one’s life, and that learning in any one area can positively influence other areas. Learning also leads to greater innovation in the work we do at HopeLab.

The Learning and Energy Fund

In support of learning and energy management, HopeLab designates funds in the budget each year to be directed toward paying for or subsidizing the learning activities of employees. This fund is not

allocated to each employee; it is a pool of money from which employees can draw to support learning activities. Funds can be used for any activity that stimulates curiosity and learning, job related or not. Guidance on how to use the Learning and Energy Funds is included in **Appendix A**.

Career Development

Growth and development in one's job is also important and encouraged at HopeLab. Staff development funds may be used for job-specific training if that is a priority and interest. Additional funds may also be available.

As a small organization, HopeLab does not have pre-determined or defined career paths for our positions. At some point, your next career move might mean looking for growth opportunities outside of HopeLab. This is normal and reasonable and we are delighted to support such exploration. If you have questions about your future growth within HopeLab, please consult your supervisor or the Head of Staff Development and Culture.

Compensation

HopeLab's compensation philosophy is intended to attract and retain top quality candidates for regular, contract, temporary, and internship positions.

Our approach to base compensation for regular employees intentionally de-couples base pay from individual performance (as opposed to merit pay or pay-for-performance compensation systems). We assume that all employees come to work to do a good job and that no one person is successful without the support of the team and organizational systems. We may utilize both team-based and individual merit rewards to acknowledge exceptional performance. Our compensation program is designed to reflect the mission and values of the organization.

Total Compensation

HopeLab's compensation for regular (salaried full- or part-time) employees is designed to be competitive² in order to attract and retain great employees.

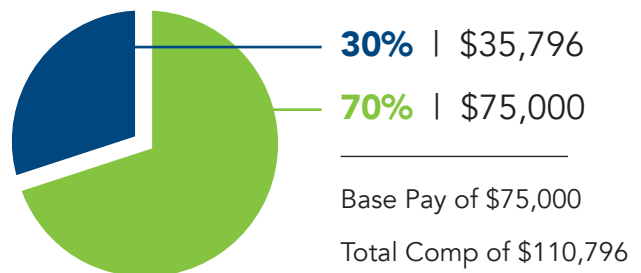
Our total compensation package is comprised of a number of components including base salary, medical benefits, dental/vision, life/ADD insurance, disability insurance, PTO (paid time off), 401(k) employer contribution, staff development support, and more. The explanation below illustrates that an employee's base salary is generally approximately 70% of the total compensation received.

Benefits

HopeLab has intentionally created a comprehensive benefits program to attract and retain talented employees. These benefits augment an employee's base salary.

Base Pay

Base pay is set at a level to attract and retain high caliber staff. Individual base pay is tied to the market and is not merit- or incentive-based.



² Compensation for contract, consultant, or temporary hires is also intentionally competitive to ensure we have the best talent available to support project-specific needs. Pay rates are set on a case-by-case basis. Contractor compensation does not include any company benefits.

Adjustments to Base Pay

Adjustments to base pay will be made periodically to account for changes in the market, e.g., annual assessment of labor market, inflation and other relevant benchmarks, shifts in economic trends, or industry-specific salary trends. Under particularly challenging market or business conditions, it may be necessary for us to decrease base pay for some or all employees.

Periodically, HopeLab will systematically evaluate the base pay for all positions as compared to the market. To the extent possible, positions are compared to like jobs with similar essential duties in similar industries, and in similar organizations in our geographic region. Jobs will be evaluated based on knowledge, skills, and abilities required for the essential duties of the role e.g., leadership/supervisory responsibility; complexity and scope of role; level and nature of internal and external contacts and working relationships; degree of required independent action; budget authority and accountability; and overall impact of the job. Jobs are evaluated on the position description and duties, not the person holding the position. The outcomes of this analysis may necessitate changes to some employees' base pay.

Changes in role, significant changes in responsibility, increased contributions as a result of learning and development, or promotion may also indicate the need for an adjustment to base pay.

Employees or managers may also request salary reviews if they believe their base pay diverges significantly from the market. Contact the Head of Staff Development to initiate a request.

Where applicable, any changes in base pay will be reflected in insurance coverages and HopeLab's 401(k) employer contribution. Nothing in this document, however, should be interpreted as a guarantee or entitlement to any specific level of compensation or benefits.

There is, of course, no guarantee of employment for any particular period of time at HopeLab. For example, it may be necessary at times to reduce the number of employees in our workforce through lay-offs. Lay-offs most often occur as a result of workforce planning (allocating staff to strategic initiatives). In such circumstances, HopeLab will generally provide severance pay at a minimum of two-weeks for each full year of service, COBRA coverage for a minimum of one month for each full year of service, and career transition support, all in exchange for a standard release agreement.

Acknowledgment of Outstanding Performance

HopeLab values the contributions all employees make toward our mission. In certain circumstances, outstanding performance may be additionally recognized through agency-wide, team, or individual rewards. For example:

- Financial rewards paid out as a one-time or spot bonus.
- Excused leave/time off with pay.
- Gift certificates or other acknowledgment gifts.

Annual Conversation

In the past, HopeLab had a traditional performance management process — one in which managers spent considerable time crafting written evaluations for staff and determining merit increases. Given the demands of such an approach staff, understandably, inconsistently received performance reviews. Some research³⁴ has shown that this traditional approach to performance management actually has negative consequences for staff motivation and morale. It inadvertently supports the creation of a hero culture and incents unhealthy aspects of competition. We believe there is a different way that we can support employees in their performance, growth, learning, and development at HopeLab.

HopeLab is experimenting with a process called the Annual Conversation. The Annual Conversation is a structure and a set of provocative questions meant to encourage self-reflection and meaningful, insightful conversations and connections between managers and their direct reports. This anniversary conversation is also an opportunity for employees to review their job profiles, reflect on their job performance, update their resumes, and discuss professional aspirations.

Again, the Annual Conversation is designed to be a valuable reflection on performance, de-coupled from compensation decisions. It is also expected that supervisors, through the course of regular and on-going meetings, will set expectations and goals with staff, review those regularly, and provide ongoing direction and feedback as necessary.

Please see **Appendix B** for process steps and Annual Conversation questions.

CLOSING SENTIMENTS

Thank you for taking the time to familiarize yourself with this document and our intentions for building a unique and thriving workplace community. We all play an important part in building and sustaining the HopeLab culture and we wholeheartedly welcome your contributions!

3 *The Leader's Handbook: Making Things Happen, Getting Things Done* by Peter Scholtes (McGraw-Hill, 1st Edition, 1997)

4 *Abolishing Performance Appraisals: Why They Backfire and What to Do Instead* by Tom Coens and Mary Jenkins (Berrett-Koehler Publishers, September 2002)

APPENDIX A – USING STAFF DEVELOPMENT FUNDS

As part of our core values and mission, HopeLab encourages staff to engage in activities that support growth and a commitment to life-long learning. Additionally, we believe that individuals who effectively manage and enhance their physical, emotional, mental, and spiritual energy can more fully engage in life and learning.

Employees can access this fund to support learning and energy activities. Some examples include:

- Following a curiosity and learning something fun and new. Some examples of past staff activities include photography, tai chi, drumming, cooking, dancing lessons, and paper-flower making.
- Building a job-related skill, such as an Excel course, management skills training, coaching certification, etc. Your manager can help find resources for such development.
- An activity that supports your energy management, such as physical training, nutrition counseling, and life coaching.

Who Is Eligible?

This benefit is intended for regular HopeLab employees (full- or part-time staff). This benefit is not intended for contractors, consultants, or temporary staff employed by HopeLab.

What is the Request Process?

To initiate a request, employees should discuss their interest with their supervisor. The discussion should touch upon the employee's goals, a view of personal importance and how the request aligns with HopeLab's core values. The employee should complete the Learning and Energy Fund form and forward to the Head of Staff Development and Culture. While requests can vary in cost, requests generally do not exceed \$500.

What is the Approval Process?

Once completed, The Head of Staff Development and Culture will review the request and may seek additional information.

What Is the Reimbursement Process?

Once approved, please attach a copy of your receipt to the Learning and Energy Fund form and submit to finance. Learning and Energy Fund reimbursement will be processed and appear in the next regularly scheduled paycheck.

Other Learning Opportunities

There are general orientation courses that build skills such as Precision Questioning & Answering, the Myers-Briggs, and the Enneagram. Staff Development and Learning staff will reach out to new employees as these courses become available.

Certificate or Degree Programs

If your interest involves enrollment in a certificate or degree program, this application process is separate from the Learning and Energy Fund. Please schedule an appointment with the Head of Staff Development and Culture to learn more about this benefit.

APPENDIX B – THE ANNUAL CONVERSATION PROCESS

The anniversary conversation replaces a traditional annual performance evaluation and is not connected to compensation decisions. Prior to the anniversary of your date of hire, you and your manager will receive an email reminder regarding the Annual Conversation. Following this prompting, please initiate the following:

1. Schedule your Annual Conversation! Be creative and choose a meeting location or environment that is inspiring. This can be a lunch, a walk, time in a favorite café, etc. We recommend two-to-three hours for the meeting.
2. Prepare for the meeting:
 - Review and consider responses to the Annual Conversation questions listed below. We collectively created questions we hope you'll be eager to answer. You can choose to focus on as many as you like. You should also feel free to add questions that are particularly relevant for you. You can write out your responses if you wish, although this is not required.
 - Review your job profile. If you feel there have been significant changes to your job, the Annual Conversation is a great time to bring these up.
 - You may also want to use this opportunity to consider how you might update your resume. You need not discuss this with your manager unless you would like advice or guidance.
3. Your meeting is a dialogue! You and your manager can jointly facilitate it.
4. Both participants should take notes during the meeting in order to remember the conversation and any commitments made.
5. For organizational learning purposes, managers should also share their thoughts about the effectiveness of Annual Conversation meetings with the Head of Staff Development.

Reminder: Adjustments to salary will be considered separately from this process, as described in our compensation philosophy.

Annual Conversation Questions

These questions are meant to inspire reflection and a generative conversation. You may answer them all, choose the ones that are the most interesting to you, or generate others that are more useful to you.

In reflection...

What are you working on when you feel the most purposeful? Why is this activity meaningful to you?

Describe a difficult challenge you faced this past year. What made it difficult? How did you approach it? Were you able to overcome the challenge? If yes, how? If no, why not? Were others supportive of you?

What is something new you learned in the past year (new skills, about yourself, about life, etc.)?

How has your time outside of work impacted your job, and vice versa?

Where do you experience strain in your role, or in the HopeLab community?

What have been the most significant changes in you or your job/role?

As you reflect on the year, what kind of feedback about your performance would you like?

Looking ahead...

What would you attempt to do in the next year if you knew you could not fail?

What worries or concerns do you have? Do you need any support in addressing your concerns?

Where do you feel you would like to grow in the coming year? Do you need any support in this area?

How might you engage in your job/role to be more aligned with your purpose?

What is going well in our working relationship that we should continue to do? What might we change to improve our work together?

In closing...

Which questions above would you like for me, as your supervisor, to answer?

Is there anything else about your job or our work environment that you would like to discuss?

What commitments did we make today that we need to follow-up on?

In place of, or in addition to, the questions above, I would like to discuss the following:



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