Our Values

Dear Colleagues,

Values are guiding principles that outline how we will work together. They must be relevant, specific, and meaningful. And to endure, values should be widely understood and visible.

Identifying new values was an important part of our strategic planning process in FY2019. We embarked on an inclusive process where everyone had a voice. Team members actively participated in open-space exercises and roundtable discussions. There was strong engagement and enthusiasm. And CBoCers shared what was most important to them and why.

Excellence, Evidence, Collaboration, Ownership, Integrity, and Passion emerged as our core values. These are the values that will guide our behaviours and actions. These are the values we will hold ourselves and each other accountable to. And these are the values we will aspire to every day. Together, they will help make The Conference Board of Canada a special place to work.

These are not six words. These are values embedded into our core practices, from recruitment and onboarding to recognition and performance management. They are part of the fabric of who we are and what we believe.

The Conference Board's success comes through the hard work and dedication of our people. Our values speak to the commitment we share—as individuals, as teams, and as an organization—toward building a stronger Canada.

This values booklet is a guide to help each of us set these intentions in our daily activities.

Together, we will strive for **excellence**, embrace **evidence**, seek **collaboration**, take **ownership**, act with **integrity**, and share our **passion**.

Sincerely,
The Executive Team
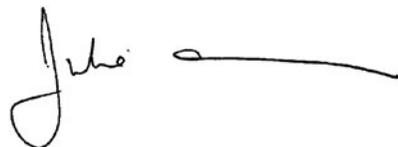
Excellence

Always put your best foot forward

Behaviour	Examples
Set ambitious goals	• Make short-term goals that link to your larger goals • Seek out new challenges and try to grow in every role you have • Think beyond the status quo to create new solutions • Assess how work could be improved, even if it was successful, to foster continuous progress
Always be prepared	• Anticipate changes; prepare contingency plans and backups • Actively seek out and incorporate feedback; learn from past mistakes • Plan effectively, act decisively • Set clear expectations (mutually understood/agreed on) • Build in time buffers, safeguards, and quality checks • Design work processes with a goal in mind • Look for patterns in failures and build systems to fix repeat problems
Consider the stakeholders	• Build a network of stakeholders and partners who challenge you to think and act like a leader • Reverse engineer every process or project from the stakeholders' perspective • Represent the enterprise • Aim to delight your stakeholders in all interactions
Promote excellence in others and be a team player	• Celebrate all successes (even the small ones) • Actively discourage false modesty • Respect deadlines, project plans, and meeting times to help others stay on track • Assume others are delivering their best, and reciprocate with your best work and effort to help everyone succeed • Share your work generously so others can build off your successes • Be ready and willing to lend a hand

Evidence

Make unbiased and informed decisions and statements

Behaviour	Examples
Be curious and informed	• Ask questions—the right questions, stupid questions, the next question • Go into each situation with an open mind • Seek both sides of an argument or opinion • Validate sources of evidence and test for competing sources • Establish a good methodology—have one, test it, analyze it, get someone to review it • Actively seek out and listen to feedback • Rely on evidence to lower the temperature when resolving conflicts
Understand your own bias	• Understand and monitor your privilege • Be your own critic • Don't approach any situation with a conclusion in mind • Get a second opinion

Collaboration

Work together to ensure the best outcome

Behaviour	Examples
Communicate effectively and transparently	• Communicate and share information/resources in a timely manner • Recognize others' expertise or success • Choose positive language • Share success stories • Maintain an open-door policy • Say "no" or "not right now" when you need to • Respect barriers and recognize bias • Minimize power dynamics • Host lunch-and-learns to share findings/successes • Solicit feedback from other groups and stakeholders • Harness the strengths of those around you
Be adaptable and open to change	• Seek to understand each other • Accept different approaches • Commit to learning new ways • Learn and apply conflict resolution skills • Understand when colleagues have priorities that compete with yours, and work to align them together
Leverage appropriate tools, systems, and structures	• Take advantage of file-sharing platforms (SharePoint, OneNote) • Support pitch process, content strategy, and pre-research checklists • Leverage the ET, SLT, and other groups (e.g., Research Community of Practice, Council Community of Practice) • Use emPerform and recograms to share successes, collaboration, teamwork, etc.

Ownership

Be responsible for all the work you do and the mistakes you make

Behaviour	Examples
Take responsibility in all you do	• Do what you say you'll do, when you say you'll do it; if changes crop up, tell all affected parties as early as possible • Acknowledge where you went wrong and share highlights when you succeed • Plan your work and interactions intelligently, and keep in mind how your actions—or inactions—will affect others • Know your strengths and limitations when taking on an assignment; identify what you need to be successful • Create accountability loops that reinforce and share learning; for major initiatives, plan checkpoints and risk assessments to get feedback at regular intervals • Share results outside your team to support broader organizational learning
Create challenging and engaging work for yourself and others	• Motivate yourself and others to own the work by creating challenging, engaging opportunities • Communicate within and outside your team to identify high-impact work • Recognize and reward ownership • Seek out roles and responsibilities that will challenge you and help you grow; support others in their development
Communicate to build trust and resilience	• Foster open and sincere dialogue to build trusted relationships • Express gratitude for ownership through sincere gestures • Provide strengths-based feedback and deliver difficult feedback sensitively; make people comfortable seeking input and support in the future • Model the behaviours you'd like to see in others • When in doubt, err on the side of over-including and over-communicating • Extend invitations to collaborate outside the list of "usual suspects" to build a larger sense of ownership in enterprise-wide initiatives
Build a culture of learning	• Drive ownership by allowing individuals and teams to introduce and test new ideas • Recognize and reward striving, even if it doesn't immediately yield the desired result • Encourage innovation and intrapreneurship at all job levels • Celebrate failures—both individual and group—as an opportunity to learn and develop; if we don't fail occasionally, we can't grow

Integrity

Know and do the right thing, even when it is hard

Behaviour	Examples
Be transparent and authentic in your interactions with others	• Own up to your mistakes • Be upfront when you don't know something or need help • Be clear around reasoning and context; identify any caveats • Be direct when speaking; make eye contact • Be realistic when communicating; don't overcommit—your actions should match your words • Be consistent in your interactions regardless of level/position/status • Consider others' points of view and integrate them into your behaviour
Always be respectful	• Listen to understand • Forgive and let things go • Discourage gossip • Recognize your limitations • Appreciate the diverse strengths and experiences that others bring

Passion

Spark action in yourself and others

Behaviour	Examples
Believe in your products	• Continuously learn and improve • Share your ideas and inspiration • Take pride in the work you do • Adopt a "we over me" mentality—do things for the greater good of the work, project, organization • Set high standards and goals for yourself; stretch out of your comfort zone
Be a brand ambassador	• Promote what you do internally and externally • Align with the mission and purpose of the organization • Connect your work to the bigger picture • Bring positive energy • Know what you (and your team) bring to the table and promote it