

MUELLER COMMUNICATIONS

CULTURAL CANVAS

For decades, Mueller Communications' culture existed in the lived experience of its employees – and was difficult to articulate. In an effort to define and refine our shared understanding of and experience with Mueller culture, we've created the following Cultural Canvas.

Our Cultural Canvas is a snapshot of what makes Mueller, Mueller – it is the no longer secret recipe for what we hope is a culture that people are drawn to, and want to protect. At Mueller Communications, the lens through which we view everything is **Clear is Kind** – we set clear expectations and communicate them, and we don't shy away from what might be uncomfortable conversations designed to move ourselves, our colleagues and / or our clients forward.

We've applied Clear is Kind to our cultural canvas, putting to paper and making clear our expectations for each other, and ourselves:

[VALUES: OUR BELIEFS]

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," collaborating to reach shared goals.

HUMILITY & VULNERABILITY | We recognize opportunities for personal growth / areas of improvement and celebrate others' complementary strengths.

ASSUME POSITIVE INTENT | We give people the benefit of the doubt and don't jump to conclusions.

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

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]

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

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

[MEETINGS]

HOW WE CONVENE & COLLABORATE

WHY DO WE MEET?

- It's about work and play: Client focused, best-practice sharing
- We enjoy each other
- We value and prioritize co-creation and collaboration – we do our best work when we do it together
- Provide context to 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, with an emphasis on in-person interactions where possible

[BEHAVIORS]

HOW WE CONDUCT OURSELVES

BEHAVIORS WE ENCOURAGE

- Strong work ethic
- Proactivity / Entrepreneurial attitude / ownership at every level
- Willingness to learn AND teach
- Bringing your whole self to the office
- Transparency
- Candor

BEHAVIORS WE DISCOURAGE

- Dishonesty / disrespect
- Unreliability / unpredictability / uncommunicative
- Ego and power plays / competitiveness with colleagues
- Manufactured drama
- Complacency
- Being reactive [vs. proactive]
- Micromanaging

[DECISION MAKINGS]

WHAT METHODS WE USE

- 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

[SENSE OF BELONGING]

HOW WE ENCOURAGE EVERYONE TO SPEAK UP & PROMOTE PARTICIPATION

- "Safe Space": We watch out for each other personally and professionally
- No bad ideas or questions
- Modeling at all levels
- Open door policy
- Empowerment; giving space to lead with a clear line back to support and guidance
- Progress over perfection
- No hidden agendas
- Mentor relationships
- Lattice updates / space to share "red flags"
- Fresh Ideas

[NORMS & RULES]

HOW WE CLARIFY EXPECTATIONS WITHOUT HINDERING AUTONOMY

- Job descriptions and growth plans [Mueller Mo]
- 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

[FEEDBACKS]

HOW WE HELP EACH OTHER LEARN & GROW

- Both structured [Lattice and 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
- Consider alternate perspectives, "poke holes" and always keep clients' perspectives in mind
- Surveys
- Mueller Mo

[RITUALS]

HOW WE CELEBRATE OUR PEOPLE, CULTURE & WORK

- Kudos
- Lion Award
- Profit sharing
- Milestone celebrations [work & personal]
- Annual holiday shopping trip
- Shared meals
- Acts of kindness [gifts, notes of appreciation]
- Annual staff retreat
- Extended holiday PTO