

**1. BE VIGILANT ABOUT SAFETY.** Manage risks. Know and practice Camp Joy safety procedures and common sense. Watch out for the safety of our guests and your teammates. *Never* take shortcuts that compromise your safety or anyone else's.

**2. DO THE RIGHT THING, EVERY TIME.** Demonstrate a relentless commitment to doing the right thing in every action you take and in every decision you make, *especially when no one's looking*. Always tell the truth, no matter the consequences. If you make a mistake, own up to it, apologize, and make it right.

**3. BE PASSIONATE ABOUT OUR MISSION.** Share your passion for Camp Joy and all those we serve. Your work today is firmly rooted in our founding principles of inclusion, service, nurtur-

ing, and opportunity for everyone. You are an ambassador of Camp Joy in all that you do.

**4. PAY ATTENTION TO THE DETAILS.** Missing just one detail can have an enormous impact on a guest, program, partner organization, or teammate. Be a fanatic about accuracy and precision. Think before acting. The goal is to get things *right*, not simply to get them done. Double-check your work. Get the details right the first time.

**5. NURTURE NATURE.** We are global citizens in a world of finite resources and are bringing up the next generation of environmental stewards. Have a healthy respect for the natural environment and take great care of our natural resources - both inside of Camp Joy and out.

**6. FIND A WAY.** Take personal responsibility for making things happen. Respond to every situation by looking for how we *can* do it, rather than explaining why it can't be done. Be resourceful and show initiative. Don't make excuses or wait for others to solve the problem.

**7. PRACTICE BLAMELESS PROBLEM-SOLVING.** Demonstrate an unwavering solution focus, rather than pointing fingers or dwelling on problems. Identify lessons learned and use those lessons to improve ourselves and our processes so we don't make the same mistake twice. Learn from every experience and move forward together.

**8. BUILD UNBREAKABLE RELATIONSHIPS.** Get to know your guests, our partners, and your teammates on a more personal level. Know their challenges and frustrations. Understand what makes others tick and what's important to them. Strong relationships enable us to more successfully work through difficult issues and challenging times.

**9. SERVE WITH COMPASSION AND KINDNESS.** It's all about heart. Acknowledge our shared humanity through compassion and respect for others. Let your heart for Camp Joy shine through in all your interactions with those we serve and with whom we work.

**10. BE CURIOUS.** In the search for the best solutions, challenge and question what you don't understand.

Don't accept anything at "face value" if it doesn't make sense to you. Be curious, ask thoughtful questions, and listen intently to the answers. Dig deeper to go beyond the expected. Ask the extra question.

**11. TAKE PRIDE IN YOUR WORK.** Demonstrate a passion for excellence and take pride in the quality of everything you touch and everything you do. Mediocrity is failure. Your work is critically important, regardless of your role or title at Camp Joy.

**12. HONOR COMMITMENTS.** Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, meetings, and keeping promises. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

**13. THINK TEAM FIRST.** We are one team and all part of an important ecosystem. Don't let your own ego or personal agenda get in the way of doing what's best for the team and for Camp Joy. Push for the *best* solution, rather than your solution. Be there for each other and be willing to step into another role to help a teammate or a guest. Encourage each other and hold each other accountable.

**14. SHOW GRACE.** Assume people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt. Show grace.

**15. DELIVER EPIC SERVICE.** With every experience, do the little things, as well as the big things, that surprise people. Go above and beyond to meet the needs of our guests and partner organizations. Make our guests' day.

**16. BE FLEXIBLE AND GET CREATIVE.** What got us here is not the same as what will make us world-class. Get outside your comfort zone. Give yourself the freedom to try and share new ways of operating that have the potential to make us all better. No one knows your work better than you; drive innovation by introducing improvements and efficiencies. Be excited by the possibilities that change and growth bring.

**17. PITCH IN WHEREVER NECESSARY.** Be willing to do the mundane and ordinary things necessary to get the job done. Nothing is beneath any of us. If you see it, do it.

**18. LISTEN GENEROUSLY.** Listening is more than simply "not speaking." Give others your undivided attention. Be present and engaged. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jumping to conclusions. Seek first to understand than be understood.

**19. SPEAK STRAIGHT.** Speak honestly in a way that helps to make progress. Be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. Be courageous enough to

say what needs to be said. Address issues directly with those who are involved or affected.

**20. SHARE INFORMATION.** With appropriate respect for confidentiality, share information freely throughout our organization. The more people know, the better we can collaborate and participate in the solutions. Learn to ask yourself, "Who else needs to know this?" Close the feedback loop.

**21. EMBRACE DIVERSE PERSPECTIVES.** Be open to learning from and include others, no matter what role they have, and regardless of their background, age, or experience. We make better decisions when we consider multiple perspectives.

**22. KEEP THINGS FUN.** Find humor. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.

**23. BE PROCESS-DRIVEN.** Strong processes are the foundation of organizational effectiveness. Be rigorous in disciplined process application while continually looking for ways to improve those processes.

**24. DELIVER RESULTS.** Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results. Make sure your goals are in alignment with those of Camp Joy. Be consistent.

**25. BE POSITIVE.** You have the power to choose your attitude. Choose to be joyful, optimistic, and enthusiastic.

Your attitude is contagious so spread optimism and positive energy.

**26. GET CLEAR ON EXPECTATIONS.** Create clarity and avoid misunderstandings by having healthy discussions about expectations upfront. Set expectations for others and ask when you're not clear on what they expect of you. End all meetings with clarity about action items, responsibilities, and due dates.

**27. SHOW MEANINGFUL APPRECIATION.** Recognizing people doing things right is more effective than pointing out when they do things wrong. Regularly extend *meaningful* acknowledgment and appreciation — both inside of Camp Joy and out. Celebrate others!



*At Camp Joy, our goal is not to be good. It's to be world-class. World-class performance comes from our people. And the foundation for extraordinary people is an extraordinary culture. The Camp Joy Way describes the values, behaviors, principles, and practices that define our unique, world-class culture. It's who we are, and it's what drives everything we do.*