

# LEAD

*Take ownership and initiative for yourself, your work, your team.*

## WE MUST:

- Be Advocates for our mission.
- Take responsibility and be accountable.
- Empower and trust our people to take risk and make decisions.
- Set goals, measure impact, and effect change.
- Value our people and their wellbeing.

## WE MUST NOT:

- Silo ourselves from the whole.
- Micromanage the work.
- Be reluctant to ask for help.
- Be slow to entrust and respond.
- Overcommit on our work or our time.

## WHAT IT LOOKS LIKE TO LEAD AT AGC OF CALIFORNIA:

*To lead, we must be committed to empowering our people to make decisions and perform the work. We see our staff at every level as leaders who have pride and take responsibility for the work they produce. We are committed to being intentional about the direction and strategies we are using to advance our mission and create value for our members. To successfully lead, we must always strive to better ourselves, be willing to fail, and learn from our experiences and each other.*

# GROW

*As people, as an organization, as an industry.*

## WE MUST:

- Continuously challenge and seek ways to improve and be better.
- Stay curious and open to change.
- Build knowledge of our members and their work.
- Be receptive to feedback.
- Be willing to hold in the tension.

## WHAT IT LOOKS LIKE TO GROW AT AGC OF CALIFORNIA:

*To grow, we must always question the "status quo." We will be committed to finding new solutions and must be willing to admit when our hypothesis fail. We must be willing to challenge our assumptions and our industry's assumptions so we can pivot appropriately to meet future demands. We will succeed when we are willing to recognize the good outweighs the hard and push ourselves to always be better.*

# ENGAGE

*With each other, our members, and the industry.*

## WE MUST:

- Believe in the benefits of collaboration.
- Encourage diversity of thoughts, perspectives, and people.
- Have fun in our pursuits and interactions.
- Build genuine relationships with our members.
- Have robust conversations to pursue desired outcomes.

## WE MUST NOT:

- Exclude voices from the conversation.
- Make presumptions or cast judgment on differing opinions.
- Be reactive to problems or situations.
- Leverage differences as an excuse not to act.
- Be afraid of healthy conflict.

## WHAT IT LOOKS LIKE TO ENGAGE AT AGC OF CALIFORNIA:

*To engage, we must strive to be an inclusive organization where all voices are welcome. We will be committed to elevating and empowering voices from all staff, members, and industry partners. We recognize that our organization is stronger when there is greater participation with members and staff. To succeed, AGC of California must always pursue solutions with our members for the industry. We will not presume to know the answers; rather, we will seek input and listen to the many voices within industry to ensure collaboration for outcomes that will lift up and support the industry.*

