Collaboration
We collaborate in a deeply strategic, holistic manner, with understanding of how contributors’ activities align with and fit within our organizations’ shared purpose. Each team or working group develops a collective understanding of their role, transparency in decision-making, and channels of communication (who, what, when, how).

Communication and Transparency
We communicate directly and boldly, but always kindly and respectfully, leaning into difficult conversations with determination and compassion. We, in turn, receive that communication with gratitude. We challenge ourselves and others to have the conversations necessary to arrive at the best outcome, which requires a strong, unwavering sense of trust and psychological safety. To build this environment, we cultivate transparency: We share how decisions will be made, ask for clarity when we are unsure, and provide the correct amount of cross-team visibility to most holistically support our colleagues. The strategic information-sharing required to nurture this trust requires consistent, proactive communication from all involved.

Prioritization and Pacing
We prioritize the most impactful work for achieving our stated goals and implementing our vision, regularly asking ourselves “Will [x] help the PB foods industry realize its potential in shaping a future of food that centers human and planetary health, and social justice?” If the answer is yes, we work together to ground and shape these priorities, consistently communicating internally to build clarity and buy-in. We trust our plan and each other, resisting external and internal pressures that create risk for diminished focus or distraction. Radical prioritization inevitably leads to difficult decisions, which we encourage and celebrate. To support sustainable pacing of our work, we build ample lead times into our priorities to ensure that all critical goals and activities are appropriately represented. As our work is far-reaching and complex, sustainable, coordinated pacing is critical to preserving our energy and allowing us to focus on the most impactful projects at the most impactful times.
Evaluation and Adaptation
We prioritize self-reflection and continual program evaluation, and are committed to adapting where needed to ensure continued alignment on and relevance of our focus areas. We encourage innovative thinking across all levels of our organizations, and actively seek these broader perspectives in our decision-making. We value excellence over perfection, and do not allow fear of failure to stifle our creativity and boldness. We approach our evaluation and adaptation with a mindset of abundance, cultivating an encouraging, generous environment that does not diminish the challenging feelings that inevitably accompany creative risk-taking.

Equity and Inclusion
We center equity in both our work and our ways of working. We embrace the discomfort of working and communicating through a DEIJA lens, and challenge ourselves and others to continually engage in anti-racist practices. We foster an environment that is increasingly inclusive, always learning new ways to honor our diversity of lived experiences and motivations, and remaining united by our shared values.

Compassionate Leadership
We lead ourselves and each other with flexibility, sensitivity, accountability, and an emphasis on individual well-being. We are generous with flexibility and freedom in alignment with the best interests of the organizations, and recognize that hours worked or miles traveled do not necessarily equate to value added. We model emotional intelligence and cultural humility, and are intentional about identifying and compensating for power distances so that everyone’s potential can be nurtured and realized. We hold ourselves to high standards and support each other in remaining accountable to our decisions, our core strategy, and our culture and values. Finally, we honor our team members as complex individuals with lives broader than their work, and with that, we recognize that our capacity to do excellent work is inextricably linked to our individual well-being and growth.