

A man with a beard and braided hair, wearing a floral shirt, is speaking to a group of people in a meeting room. He is gesturing with his hands as he speaks. The background shows a woman sitting at a table, and the room has wood paneling and a window.

# Behavioural Aspirations

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**LEAD THE WAY.**

# Our team culture

Boma is an awesome place to work, a place where, together, we are always *striving to be our best selves*, and supporting each other to do the same. Our high-trust culture is built on a foundation of clarity, honesty and kindness.

So that we can hold ourselves and each other to account, we have articulated our company culture in terms of specific behaviours.

We agree that these behaviours are essential to a *healthy* and *high-performance* team. While we will never be perfect, we commit to holding ourselves and each other to account for these behavioural aspirations.



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# Behavioural Aspirations



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**The Boma Behavioural Aspirations** define our *culture*: how we commit to showing up together to deliver on our ambitions.

1. We strive for excellence, not perfection.
2. We strive to be honest, even when it's difficult, and to not leave things unsaid.
3. We strive to be trustworthy.
4. We are an inclusive team, and recognise Māori as tangata whenua of Aotearoa New Zealand.
5. We are open to having fun; we are here because we choose to be here.
6. We strive for kindness and practice empathy.

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# 1. We strive for *excellence*, not perfection.



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At Boma, we strive for excellence in how we operate, how we communicate, and how we deliver. We want our products to be among the best in the world, anywhere.

We describe them as “transformative” and we need to deliver on that, offering experiences that change how people show up in the world. Our work is world-leading. It should not be unusual for someone to travel from Europe or North America or Africa to attend one of our programmes.

Our service ethic can best be described as the “Ritz-Carlton standard”: our clients and participants in our programmes deserve world-class service. This means we anticipate client needs and want them to always feel cared for.

Each of us is responsible for resolving problems or issues that come up, with our clients’ wellbeing at the forefront. Likewise we strive for excellence in our design, writing, communication, proposals, project management, logistics, and administration. We will never be perfect. Striving for excellence means looking for ways to continually improve, setting up systems that take into account our limitations, and accepting that sometimes we will not get it right. At those times, our job is to take accountability, to learn from the experience, and to implement the learning so that we can grow.

Striving for excellence also means we are relentlessly curious: **What worked? What didn’t? Why? What can we learn? How can we do better?**

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## 2. We strive to be *honest*, even when it's difficult, and to not leave things unsaid.

The single biggest indicator of a lack of courage in an organisation is that people are unwilling to have difficult conversations — and yet difficult conversations are required for everything from creativity and innovation to equity and justice.

At Boma, we strive to be honest, even when it's difficult, and to not leave things unsaid.

This means that if we have an issue with something, we speak up about it. We engage directly with the appropriate person.

We do not complain or criticise behind each other's backs. If we have an issue with something or someone and are not dealing with it directly, we are the problem.

However, we recognise that sometimes we need to seek help in order to think through a challenging situation and engage constructively. We commit to supporting each other to healthily handle difficult conversations and show up with integrity. What that might look like in practice is encouraging someone to have the difficult conversation they might be tempted to avoid. Likewise, if someone has an issue with us, we're willing to rumble with it: to lean into vulnerability and to listen to them with the same passion with which we would like to be heard.

We have the courage to disagree with each other, and we are willing to be disagreed with. We remember the words of Joseph Joubert: **“The aim of any argument or discussion should not be victory, but progress.”**

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### 3. We strive to be *trustworthy*.

We commit to the seven elements of trust as described in Brené Brown's research. These seven elements can be summarised in the acronym *BRAVING*.

**Boundaries:** We set and maintain healthy boundaries, asking for what we need and being clear about what is okay, what's not okay, and why.

**Reliability:** We do what we say we'll do. Note that healthy boundaries are essential in order for us to be able to deliver what we promise!

**Accountability:** We own our work, our performance, and our experience. We own our mistakes, apologise, and do what we need to do to make things right. If something is bothering us, we own our response to the situation.

**Vault:** Also called confidentiality. We don't share information that isn't ours to share.

**Integrity:** We choose courage over comfort; we choose what is right over what is fun, fast or easy; and we choose to live our values rather than simply profess them.

**Non-judgment:** We can talk about how we feel without judgment.

**Generosity:** We extend the most generous interpretation to the intentions, words and actions of others.

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## 4. We are an *inclusive* team, and recognise Māori as *tangata whenua* of Aotearoa New Zealand.



Boma recognises and honours Māori as tangata whenua of Aotearoa New Zealand, and recognises and honours Ngāi Tūāhuriri as mana whenua of Ōtautahi Christchurch.

We commit to our learning journey to embrace our bicultural context. This includes actively learning more about our history and te Tiriti o Waitangi, engaging with Ngāi Tūāhuriri through such activities as the learning day at Tuahiwi Marae, and encouraging staff to learn and use their pepeha.

We seek opportunities to respectfully, authentically and appropriately partner with tangata whenua in all our events.

Within our bicultural context, Boma also has team members from different countries, languages, genders, religions, sexualities, and hair colours. We accept people who pronounce it “gif,” and we accept those who pronounce it “gif.”

We agree that we want our organisation to be a place where everyone feels safe and accepted for who they are and what they believe, and we commit to modelling that behaviour with each other.

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**5. We are open to  
*having fun*; we are  
here because we  
choose to be here.**



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There is a lot of laughter and joy across the Boma team, but it's not mandatory; it's spontaneous.

We take delight in having a workplace where people feel free to enjoy themselves and have fun, where we're willing to celebrate the good things, and where it is okay to be a bit silly.

We don't agree with the idea that work is something to be suffered through until you return to your real life, and we don't subscribe to TGIF or the Monday Blues.

**We are here because we want and choose to be here.**

Our experience while we are here is our responsibility — and we take responsibility for making it a good one.

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## 6. We strive for *kindness* and *practice empathy*.



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The Boma team is in it together. This means we have each other's backs and understand that each of us is human: flawed and fabulous, skilled and learning.

We each have different skills, perspectives, backgrounds and personal situations. We strive to expand our understanding by learning how others on our team see the world, and we are generous with our own skills and knowledge.

We are kind to each other, remembering that kindness is not an excuse to avoid difficult conversations but rather an imperative to have them.

We are kind to ourselves, and support each other to practice self-kindness. We also respect each other's boundaries and time, and expect others to respect ours. We have a culture of wellbeing, and we understand that self-kindness and boundaries are critical to that culture.

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