

SMRLS' LEADERSHIP NORMS

1. **We will use timely, direct, clear, good faith, constructive, and non-defensive communication** - This is a fundamental norm for interacting with each other and our staff. Eliminating barriers to effective communication is a prerequisite for maintaining and improving the quality of SMRLS' work. We will actively speak up to defend SMRLS' values.
2. **We will assume good intentions in communication with others** - One barrier to effective communication and interacting with others is to prejudge their agendas. This norm means to show respect for the motivation of others to be acting in good faith.
3. **We understand that good intentions alone are not enough** - We will "own" our statements, actions and inactions which hurt others, despite our intentions, and make amends. We will hold ourselves and others in SMRLS accountable for harmful behavior.
4. **We will actively listen and be open to change** - An essential part of leadership is the ability to hear and learn from other staff members. To do this well, we must create an atmosphere of trust, empathy, and understanding.
5. **We will be respectful** - We have learned that establishing and showing respect for others and promoting dignity for SMRLS' clients are mutually reinforcing.
6. **We will be non-judgmental** - It is clear that a non-judgmental attitude supports our other norms of behavior and can reinforce cooperative work.
7. **We are committed to the value of diversity as essential to providing high quality client service** - We will work to have the organization, at all levels, reflect the communities we serve.
8. **We are committed to understanding and ending racism** - We will dedicate the time and energy necessary to make and keep SMRLS an anti-racist organization. We will challenge each other, as necessary, to ensure that we, as leaders, do not act in a racially biased manner and that we set a tone conducive to positive changes.
9. **We will be supportive** - In order to carry out our duties as leaders, we agree to help each other as peers and colleagues.
10. **We will set good examples** - As leaders in SMRLS, we know that our performance must help set the standards for others.
11. **We will hold high expectations** - As leaders in SMRLS, it is our responsibility to inculcate standards of high quality, client-centered, accountable legal work, and to encourage and support staff to reach high levels of performance.
12. **We will be hardworking** - SMRLS' leaders must direct their energies and strengths to advancing the work we do on behalf of low-income people.
13. **We will show loyalty to these norms and to SMRLS' mission** - In order for SMRLS to succeed in its mission, leaders need to work together, with each other, and with SMRLS' staff, and we must keep focused on both our mission and on the means we have chosen to pursue the mission.