

**"BE THE  
CULTURE YOU  
WANT TO BE  
SURROUNDED BY"**

**GOFORÉ**

# Culture Booklet

Shaping our  
future together

**TO:** \_\_\_\_\_

**FROM:** \_\_\_\_\_

**GREETINGS:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**"GOFORE TAKES  
INTO ACCOUNT DIFFERENT  
LIFE SITUATIONS AND  
PROVIDES FLEXIBILITY FOR  
THOSE"**

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# Our culture defined



## Intro

This booklet was created to strengthen our culture for the upcoming years. Our culture plays an important role in achieving our strategic goal: we have a strong desire to become one of the best European digital transformation consultancies. Additionally, we have passion for building a good workplace for each and every one of us.

The purpose of this booklet is to help you understand what it is like to work at Gofore and what is expected from our people, members of Gofore Crew, on a general level.

The material for this book was collected via workshops and interviews. These discoveries were then aligned with our strategy. The examples in this booklet reflect the thinking and experiences of our Crew members.

We hope you find this booklet useful and that it inspires *fruitful* reflections, discussions, actions and development in all corners of our organisation.

Sincerely,  
**People Operations Team**



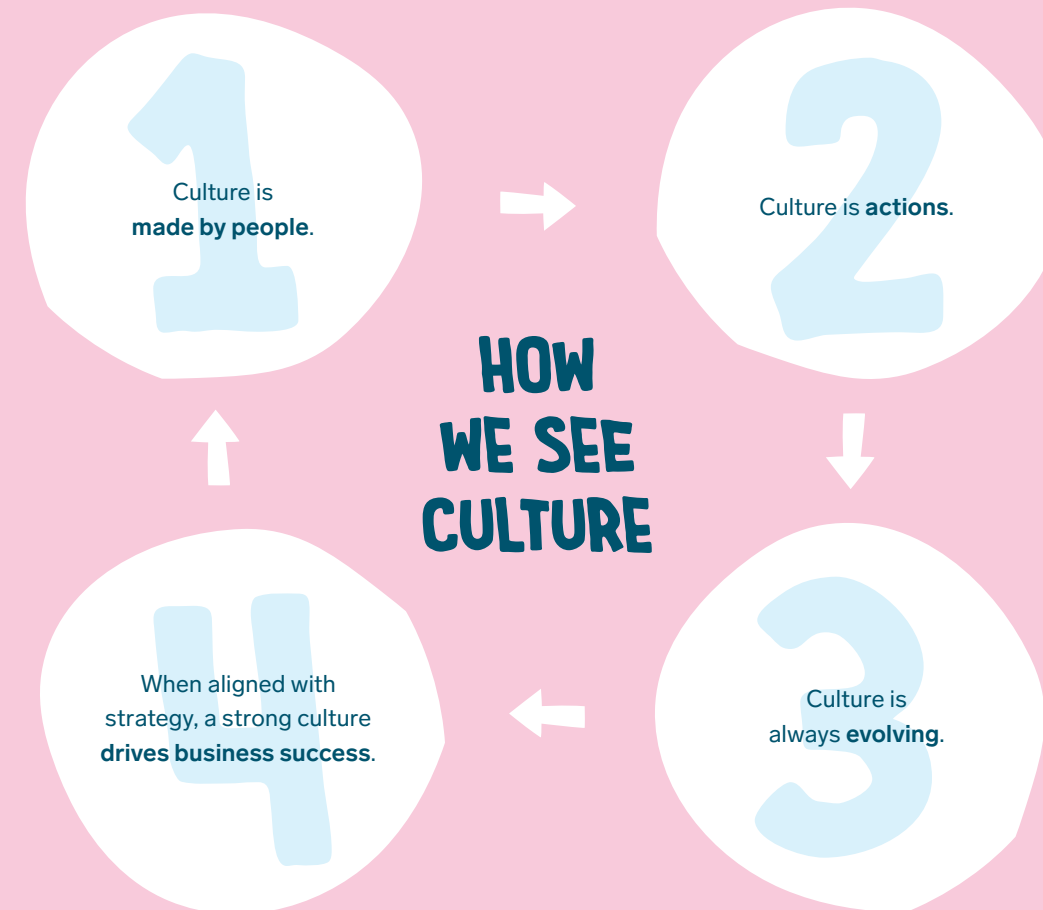
# Our core cultural traits, purpose and values

What exactly defines our company culture? It's not just a single thing or a monolith, but rather an umbrella to operate under.

Gofore's **purpose is to radiate goodness in everything we do**, both internally and externally. Our story is one of ambitious, continuous improvement, helping our customers to succeed, caring for our employees and staying true to our values through thick and thin.

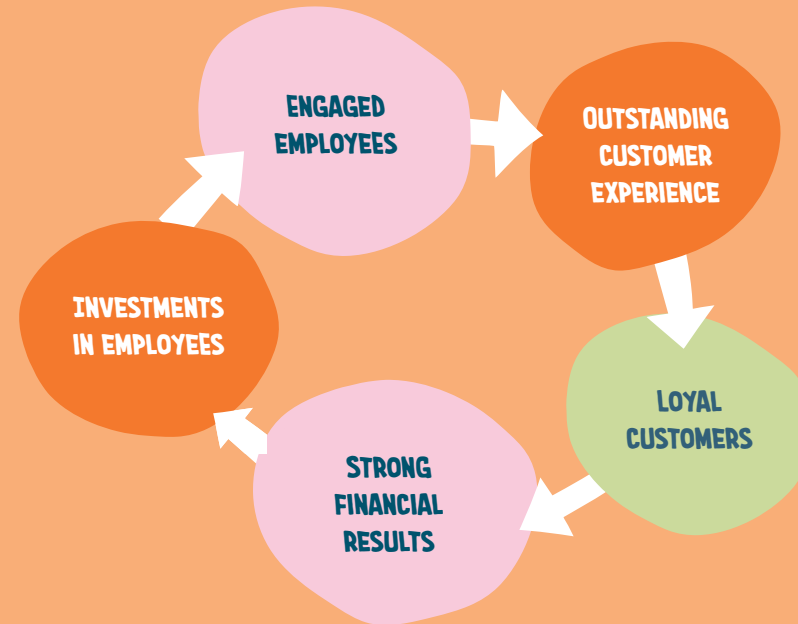
We recognize that our future as a company is built on this legacy. You are the one building our culture day by day.

Worry not, we see our company as a community of different human beings, not as a machine. We treat people as individuals and want to create a safe space for exploring, growing and achieving goals. **Win or fall, we're in this together.**



# GOFORE HAS TWO VALUES:

we are a great workplace for everyone and we thrive on customer success.  
This is how we see our values in practise:



FOR FURTHER DETAILS ON OUR VALUES please see the Gofore Code of Ethics.

## The role of subcultures in our organisation

Gofore is structured in a way that enables effective teamwork and communication.

The rule of thumb is that any Goforean is able to act as a catalyst for change whenever the need arises. Our organisation is designed to be as flat as possible, with no extra barriers or silos. However, we acknowledge that a growing organisation also needs structures.

The Gofore company culture is complemented by different subcultures. These can range from office to office and business unit to another. **Our aim is to foster and strengthen our common culture and also to preserve the various subcultures that benefit our organisation and the business.**





## Our leadership principles

A leadership position is not a prerequisite to follow our leadership principles. All Goforeans are expected to take ownership of their roles. This means showing leadership in daily interactions with customers and colleagues.

We are a digital transformation consultancy and we practise what we preach: our leadership is modern, people-centric and data-driven – we need up-to-date information on how we are doing, and we are not afraid to ask even the difficult questions.

**For us, leadership equals:**

1

**Taking ownership of the business success and making sure that we build a strong future for the company.** Change is a constant, and we reorganise work and organisational structures in a meaningful way on a regular basis. We know that in an ever-changing organisation smaller teams and communities boost our self-organising culture.

2

**Empathy, communication and setting the stage for expectations.** The role of leadership is to bring clarity to chaos: highlighting the Why, showing example and acknowledging good work.

3

**Being present.** This means active discussion, usually in our communication channels. Our discussion culture is open and democratic, enabling rapid flow of expressed opinions and thinking. We all commit to fair and respectful discussion in our organisation.

5

**Building our company and our culture also from a customer perspective.** Our organisation and our culture needs to be welcoming to our customers. This means we all must commit to customer-centric approach for building trust.

4

**Inclusion.** Everyone is treated equally in the workplace and invited to join in activities taking our company further. We welcome a diverse set of individuals to join our Crew just as they are, regardless of their age, gender, ethnicity etc. We also create possibilities for people to meet and interact with their colleagues, as we know that the sense of belonging is a basic human need.

**AND LAST BUT NOT LEAST:** leadership at Gofore requires the skills and courage for open dialogue and feedback – the starting point for our feedback culture.





## Our feedback culture

Without clear goals and expectations, giving feedback and asking for feedback is difficult. This fundamental rule applies to feedback for the company and feedback for the individuals.

**Without feedback, our organisation cannot exist.** Our leadership model requires data and insights. We measure different aspects of customer and employee experience on a regular basis. Our path from data to insights and all the way to action and continuous improvement is swift. We take full use of what technology can offer.

**Without feedback, individuals cannot thrive.** That is why it is important all

Goforeans practise their skills in giving, receiving and asking for feedback – with both active listening and improvement in mind, but without any judgement.

We believe in the power of #Praise, our positive feedback mechanism. We also acknowledge that actionable, constructive feedback is needed on a regular basis. Because without feedback, learning cannot happen.



### HOW TO ASK FOR FEEDBACK?

Ask these two simple questions frequently from yourself, your colleagues and the customers:

**WHAT DID I/WE DO WELL?**

**WHAT COULD I/WE DO BETTER?**

You can reflect these two questions around different themes such as outcomes and results, ways of working and your communication style.



We build our success on our strengths.

## Our learning culture

Every Goforean has a role in our learning community. The minimum level is finding one's personal strengths and improvement areas, and helping immediate colleagues find theirs.

The next level is sharing learning within a team or a smaller unit, and having an active role in the local learning culture. The advanced level is sharing learnings and insights across the whole organisation and taking a visible role in both creating activities to support our learning culture, and also in making learning happen across the organisation.

We build our success on our strengths. So bear in mind: sometimes just knowing our improvement areas is enough. As long as we make sure we keep on learning.







Our culture  
is our shared  
way of  
working





# Expectations to each Goforean

We believe individual responsibility grows from membership, a sense of belonging.

Membership is naturally supported by ownership, the professional drive — wanting to do one's as well as the company's best. There can be no ownership without mutual trust. Our culture acknowledges this fact and builds upon this pioneering and candid attitude. This obviously means that we have expectations for each and every

**Goforean as culture is something that stems from actions and happens between people.**

This brings us to what Gofore expects from you as a member of its culture. You represent us, so your behaviour and your actions need to be in line with our spirit of openness, equality and cooperation.



## THE GOFORE CONCEPT OF HUMAN BEING

**We believe that:**

- our people have a lot of potential to develop themselves
- everyone is trustworthy
- employee engagement and wellbeing have a direct link to productivity

# Our value propositions

The surrounding culture gives added value to everything we do. Let's take a look at how it serves us on **individual, team and company levels**.



**SOUND EXHAUSTING?** Don't worry, there's plenty of support available and no-one is expected to master all of this alone!

## COLLEAGUES

This is what we value when interacting with colleagues:

- Transparency, openness and building trust.
- Being friendly and inclusive, professional and development-oriented.
- Sharing information and knowledge, and offering a helping hand when needed.

## CUSTOMERS

This is what our customers value:

- Building trust.
- Delivering more than expected and getting things done on time.
- High-quality outcomes and service.
- Being nice and professional, treating customers like colleagues.
- Helping the customer to succeed.

## OURSELVES

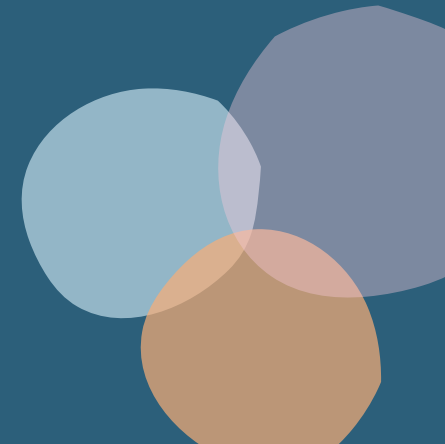
This is what you should promise to yourself:

- Building your self-management skills - the starting point is good self-awareness
- Understanding your role as a member of the Gofore community and your team
- Taking ownership of your work and professional development
- Aiming for reasonable, yet challenging workload.
- Taking care of your personal wellbeing.





The six  
forces of  
our culture







## The six forces of our culture

Our culture is built on 6 forces: Transparency, Trust, Ownership, Mastery, Membership and Caring.

Transparent and open discussion is at the core of the Gofore culture.

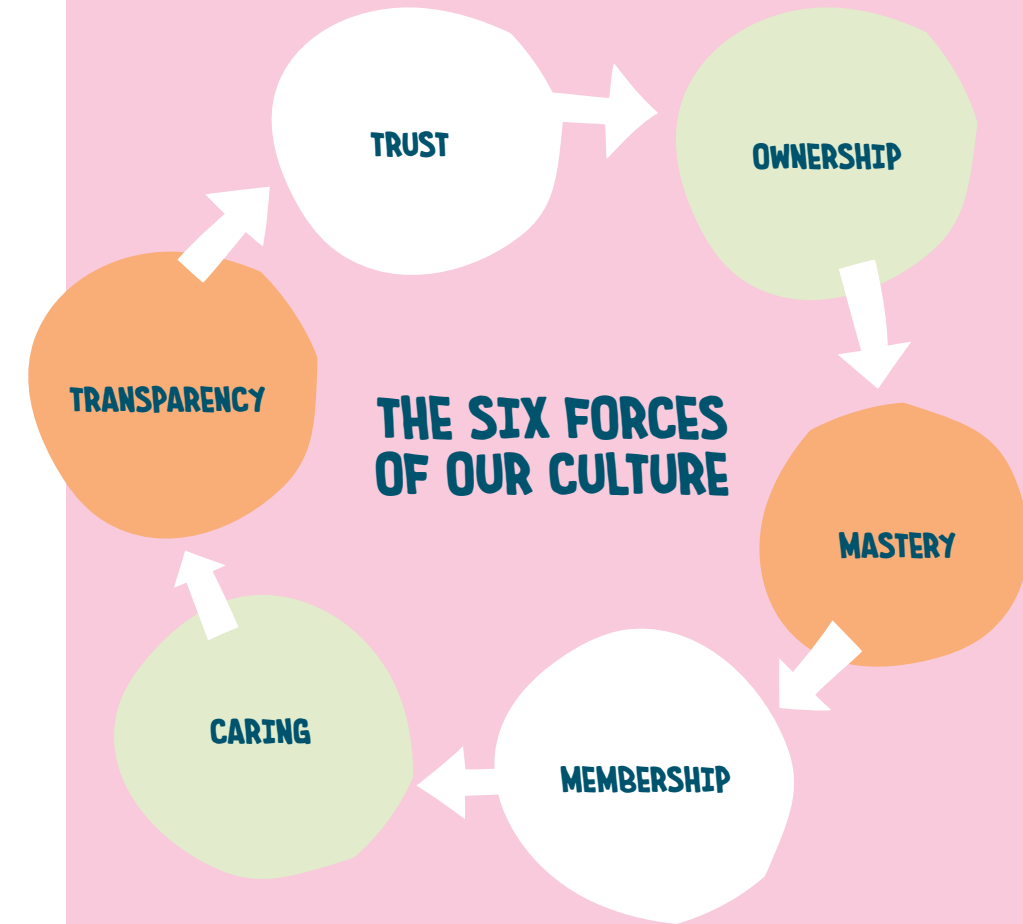
Transparency creates Trust. And Trust creates Transparency. Our rule of thumb with Trust is: "Assume good intentions in others".

Ownership is a natural progression of Trust. It's important to realise that with freedom comes responsibility.

Mastery is built on Ownership. Mastery means that people have the courage to challenge their current skills and competence, and the drive and ambition to set goals for success. Mastery is also linked to the desire to exceed expectations.

But we don't believe anyone can master alone. To thrive, we need Membership – the feeling of belonging and active building of psychological safety in our organisation. Building psychological safety is everyone's responsibility.

At Gofore, everyone can be their authentic self. This is the key ingredient of our culture of caring. Caring is an enabler as well as an outcome for all of the cultural forces listed above – **we care for our people, our customers, our business and our future.**



# TRANSPARENCY

Transparent and open discussion is at the core of the Gofore culture. As a rule of thumb we do not engage in needless secrecy, shady backroom talks or blunt discussion culture.

“We share management weekly minutes to everyone, almost immediately after the meeting”



“We are involved in development projects and we’re given the opportunity to contribute to them. Our ideas are taken into consideration.”

Genuine transparency happens in an environment of respect in daily actions and discussions. This level of respect is expected from every member of Gofore Crew.

We share good news. And bad news. We always provide as much context to data and information as possible and try to avoid overflow by curating the information.

Transparency also means exposing yourself, your thinking and your achievements to comments and input – intimidating, sure, but consider it a

tool for development. Transparency builds trust, and helps create a nurturing environment for growth.

Transparency lets all Goforeans know and understand where we are heading as a company and what challenges we are facing along the way. The crew should know what’s up and have a chance to participate.

Transparency is a cultural cornerstone for us also externally. Our customers listen to our input closely, and our ideas are taken into consideration in an environment of openness.

“I feel trusted by the organisation because of the transparent information sharing and being involved in decision-making”

# TRUST

Through transparency we create trust internally and externally. Trust in turn builds safety and turns into results when people can actually trust one another.

## CULTIVATING TRUST THROUGH LISTENING

You build trust by listening to learn and to understand. These three levels of listening help you develop your personal listening style:

**LEVEL 1:** Listening to respond. Paying more attention to what is happening inside yourself and how to respond.

**LEVEL 2:** Listening to understand. More focused on the speaker.

**LEVEL 3:** Listening to learn. Not only paying attention to what is being said but noticing the body language, tone and emotions. Asking genuine questions that arise from curiosity and willingness to learn.



We build trust by being human, professional and holding ourselves accountable. In an environment of trust, each Goforean plays their part and also should act in a way that does not jeopardize the feeling of trust.

We don't believe in micromanaging, but in trusting and empowering our employees to accomplish their set objectives. We are trusted to make decisions in the best interest of the company, according to our two values.

We see trust happening daily in these four dimensions:

**“I can trust that everything goes smoothly at Gofore and I don't stress about what happens there”**

- 1** The company trusts its employees to make independent decisions within given frames.
- 2** Employees trust and know that the company has their back, provides the right kind of support and boundaries, and makes sure the company has a bright future ahead.
- 3** Employees trust each other and hold each other accountable for doing their best in their projects and roles.
- 4** We build mutual trust with our customers. On an individual level this means being professional and delivering what was promised.



# OWNERSHIP

We are humbly ambitious to work towards both individual and common goals. We have a lot of freedom to do our work the best way we see fit for reaching these goals and our shared vision.

Ownership means being responsible for the result. It is also about acknowledging that your actions have an effect on other people's abilities to accomplish their goals. **Ownership and self-determination are not a solo act.**

Everyone at Gofore is expected to personally take ownership of what they do and make good decisions in a self-directed manner. When making decisions, mutual interests must be kept in mind: those of the customer and other stakeholders, of our company and of our working community. Ownership builds

## HOW TO EVALUATE YOUR SKILLS AND ABILITIES RELATED TO OWNERSHIP? CONSIDER:

Are you able to prioritise and schedule your work continuously?  
Is it easy for you to understand what is expected from you?  
Do you share information openly and welcome feedback?  
Is making decisions easy for you?  
How do you involve stakeholders in the process?

Trust and also is a natural progression of Trust.

At Gofore we also talk about Daring. Daring is a form of Ownership in which an employee decides to improve our company: either the daily lives of their immediate colleagues or the lives of their customers. "We all know we won't change the world for the better if we won't Dare".

It's important to realise that with freedom comes responsibility. Work in a way you yourself can be proud of and remember what's expected of you.

"We're pioneers in many ways: involving new ideas and methods from different levels of the company"

"I've been part of several projects where there has been enough trust between the team members so that we could give direct feedback to each others"





# MASTERY

Eagerness to learn is a key trait we look for in all our new hires.

“We don’t create ‘hype’ towards ourselves or the methods we use. We just do our best.”

“We have feedback practises at Gofore and I get constructive feedback for both good and critical aspects”

We support Mastery in our organisation by innovative means of professional development. Growth and mastery of different skills lead to excellence, but fear not, Gofore also has efficient help and support functions for all employees. No one is born a master at anything, and we know evolution and development take time.

For us mastery means that people have the courage and ambition to take up projects and roles that will

challenge their current skill set and competence. This courage is needed to really master the more senior roles in our organisation. Mastery also means the drive and ambition to set personal goals for professional success – and achieving these goals in a disciplined manner.

Mastery is all about facilitating and enabling co-learning inside our own organisation – and also sharing our expertise to our customers and stakeholders.

As we work in a digital transformation consultancy, we need to master the consultant skills alongside the technical and other domain competences. The heart of these consultant skills is formed by communication, interaction, active listening, problem-solving, negotiation and feedback – to name a few. For us, mastery is all about creating value to the customer: understanding the real customer needs and adding value to the customer.

“Before my first Lightning Talk, I was worried if anyone would show up. I was so happy to notice that so many of my colleagues were interested in my knowledge”

# MEMBERSHIP

Every member of Gofore Crew has the responsibility to create an atmosphere of trust in all levels of our organisation as we know that true membership and feeling of belonging is created by actively building psychological safety.

We dare to be ourselves, open and vulnerable. We dare to fail and share stories about our failures openly.

We build smaller communities for professional and recreational purposes as we understand that the sense of being part of a community is a basic human need. We know that local events create a sense of belonging and a spirit of community.

Our rule of thumb with Membership is:

“Treat colleagues like friends - they might become one.”

“The use of heart emoji has spread around company and it makes me so happy when I see it.” ❤️



## SOME GOOD TIPS FOR INCREASING PSYCHOLOGICAL SAFETY IN THE WORKPLACE,

according to Amy C. Edmondson\*:

- Replace criticism with curiosity. Ask questions such as “What can I do to help?” or “What are your concerns?”
- Listen actively to learn and to understand.
- Admit when you make a mistake.
- Ask for feedback and remain thankful for every feedback you receive.

\*Amy C. Edmondson: The Fearless Organization (2018)

“I can be confident towards what I’m doing because I know my colleagues have my back and they will help me if needed”

# CARING

At Gofore, everyone can be their authentic self. This is the key ingredient of our culture of caring.

We take care of our people and their wellbeing. We are all equal, we don't play favorites.

Satisfied employees are the cornerstones of our success. We pay attention to everyone's wellbeing by making sure our people have interesting projects that boost their competence, a reasonable workload and the possibility to use flexible working arrangements whenever needed. By caring, we

support individual and company-level resilience. Work-life balance, flexibility and freedom makes our people happy, and happy people do their best for our customers.

Caring also has dimensions for leadership and caring for the future of our company. To sum up: we care for our people, our customers, our business and our future.



## HOW TO BOOST YOUR RESILIENCE AT WORK? 3 POINTERS FROM RICH FERNANDEZ\*:

**Cultivate compassion** – for yourself and others. Compassion increases positivity, strengthens relationships, and increases cooperation and collaboration.

**Take detachment breaks.** Focus, clarity and energy cycles are typically 90-120 minutes long, so it is good to step away from our work for even a few minutes to reset energy and attention.

**Exercise mindfulness.** Consider combining live, in-person or virtual mindfulness training with apps for optimal behavior formation.

“I can see and feel that our wellbeing is important because I’m considered as a whole and my work-life balance is appreciated”

“We are a united front towards our customer. We support, coach and spar each other continuously”





# NOTES

WRITE DOWN YOUR THOUGHTS AND REFLECTIONS ON THE  
GOFORE CULTURE AND THE SIX FORCES SHAPING IT.





"I'M TRUSTED  
TO GET THINGS DONE  
AND NO-ONE IS WATCHING  
WHAT I'M DOING BEHIND  
MY BACK"

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**"WE DON'T HAVE  
COMPETITION INSIDE GOFORÉ.  
THAT CREATES TRUST. WE CAN  
BE VULNERABLE, WE CAN ASK  
FOR HELP AND WE CAN SHARE  
KNOWLEDGE. OUR CUSTOMERS  
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