



#s do NOT  
indicate priority

1. We cultivate joy, resilience, and belonging.
2. We name and wrestle with dynamics of power and privilege.
3. We prioritize people, relationships, and accountability.
4. We lead with empathy; we listen first.
5. We communicate with consistency, clarity, honesty, and love.
6. We lean into teamwork and collaboration; we succeed and fail together.
7. We strive for healthy outcomes and positive impact.
8. We engage the biggest challenges in God's world with creativity and innovation.

# We cultivate joy, resilience, and belonging



As a mission co-workers, I would feel part of the wider PMA, as well as part of the institution and country where I serve

If belonging here means belonging to our constituents, who are all the members of the PC(USA) and all PC(USA) partners in the U.S. and around the world, then this would mean that

it would mean that I see all my actions within PMA as bringing joy to all PMA's constituents

I would feel less fear about speaking up when I see something in World Mission that I think needs changing

Joy, resilience, and belonging promote productivity, creativity, and commitment. When we want to be there, we show up as our best selves!



We would celebrate our diversity and work toward even more

We would celebrate milestones together.

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# We name and wrestle with dynamics of power and privilege.

In practice I would feel safe addressing power dynamics I see at play in the hierarchy within the PMA. At this time I do not feel safe to address them.

Ideally, this would include dynamics of power and privilege within PMA and not just "out in society".

If we truly did that, we might actually see huge differences in our PMA culture

This works at many levels, internally and externally and requires all of us to own and be aware of our power and privilege in the situation at hand

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Important because it starts at home.

I agree this applies to our "in-house" patterns and structures well (e.g.: what does a "contract/term" employment communicate vs. permanent?)

**It's intriguing, and worrisome, that a number of the comments are about power dynamics within PMA.**

If this were true within the PMA, I would feel comfortable and more excited about my work and about the broader PMA as a whole.

As a mission co-worker, I would feel empowered to talk and ask about decisions that have been made in World Mission that don't seem right



# We prioritize people, relationships, and accountability.

This would cultivate a healthy internal morale and improve our external "church" relationships.

**Accountability is a two-way street**

It will increase effective performance and collegiality.

This would help us to focus on how our work impacts others. We could learn how to be more accountable and impactful in ministry.

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Staff will enjoy a work-life balance without feeling like there is never enough time to complete the work at hand.

If people and relationships were prioritized...we would have less of a hierarchy (perhaps?)

This will help us dismantle hierarchies in our system.

It will allow for employees to not feel like production is the only way they matter

Yes!

Mid councils and ministry partners will shape our goals, objectives, and actions. They will know that we are seeking to serve together.

= less reports, forms, layers, paperwork that are time suck

This would need to be genuine to build trust. Without that the house is built on sand.

This would reduce stress and create a healthy working environment.

To do this would mean that we are a healthy organization, where trust abounds & people are not fearful of retribution when they fail. This is where nimbleness abounds.

We would cultivate and maintain healthier relationships of compassion and empathy working with one another; seeing each other's humanity improving impact.

means place planted/working from matters less

If we don't make our people a priority, we will not have affective relationships and accountability.

Living into this would also mean we've found a way for our ASG colleagues to also embrace this covenant, hence the support culture aligns w/the missional culture.

Phone calls and emails would be answered or returned.

# We lead with empathy; we listen first.

I trust this is very important in my work

This will humanize our working environments.

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we'd know how our actions impact our constituents

We listen before creating goals and objectives

to listen is to respect - if we enter conversations with coworkers & partners with ears first and mouth second - we communicate - you and your needs are important to me/us

often listening, also means inviting someone to share, making space for sharing, listening to those who have the experience - all "levels" of positions which do exist.

To empathize is to put on the skin of the other

We listen to the needs of the greater church before creating programs and initiatives

This would make people feel seen and that leaders have a better idea of the processes that we follow to get our work done.

Feeling "heard" is a game-changer for morale. And it leads to better/more effective solutions.

So important as we acknowledge we are all human, and none of us are perfect.

We have a need to be heard and seen

So important as we work with partners globally in myriad contexts and cultures.

To listen first, we have to stop talking all the time.

we will be dismantling hierarchy

If we listen first at all levels - entry level positions all the way up to the directors office - we will be more in touch with one another and our shared ministry

# We communicate with consistency, clarity, honesty, and love.

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we wouldn't find ourselves surprised by decisions that were made

Communicating this way is not only about how we say things, but also how we receive them.

Communication is key to relationships and building community. This Code would help the staff know where we are going and feel confident that they understand their part in the Org.

consistent communication would make the communications we do receive seem less abrasive

The process of communication requires listening as well. How might we listen with consistency, clarity, honesty and love?

We will truly be a team.

We could all experience being in the loop with info we should know and impacts our work/ministry?

People will put more thought into how they communicate with others and understand that it's not acceptable to speak in a condescending or disrespectful way.

It will reform a culture of blaming others and not having accountability

consistent, clear communication would mean it is not interpreted and "passed down" through layers but share the same across and at the same time.

THIS would be an amazing outcome and one that would really shift the culture!

Consistency of communication is important not only laterally across departments, but from top-down. Trust and transparency are crucial.

For me, this is about slowing down, so that I communicate with intent.

# We lean into teamwork and collaboration; we succeed and fail together

collaboration  
is modeled at  
all levels of  
leadership

This would allow us  
to focus on the  
health of a group;  
and to recognize  
how our actions can  
impact our work  
both within and  
beyond PMA.

We might find  
ways to cover  
for each other  
so that  
vacations can  
be vacations.

... and this  
is  
modeled  
for us

The world beyond the  
PMA doesn't care  
about our "offices."  
They want our  
collective support.  
This is a reminder of  
the power we have as  
ONE SOUND, ONE  
VOICE

This can reduce  
competition |  
incentivizing  
of work that  
promote and utilize  
the unique gifts and  
contributions of  
each person and  
group.

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will become  
better  
partners with  
colleagues in  
OGA.

This Covenant will  
give people the  
confidence to try  
new ways. Address  
the culture  
attack.

We wouldn't have to  
wrestle with  
dynamics of power  
as much if we all  
succeed and fail  
together

We will know more  
about what  
resources are  
available across  
areas and be able to  
create together,  
support together,  
and resource more  
widely.

There's  
"cross-pollination"  
of ministry areas: i.e.  
we work alongside  
one another in joint  
ministry.

This will help us  
learn from our  
failures and make  
good use of them. It  
would show we  
value the gifts of all.

success when  
includes  
partnerships  
beyond the  
PMA "walls"  
and "levels"

# We strive for healthy outcomes and positive impact.

**The "HOW" matters.**

**Less frenetic, more purposeful. This would help diminish the experience of activity activity activity and heighten prioritized impact**

**Prioritizing this will lead us to many of the others mentioned and also hold us accountable for confronting unhealthy patterns/relating/power dynamics that have gone unaddressed.**

**We need to be sure we are talking with "stakeholders"**

 **healthy might not be measured in numbers, so we will have good conversations about what healthy means and determine new shalom-based measurements.**

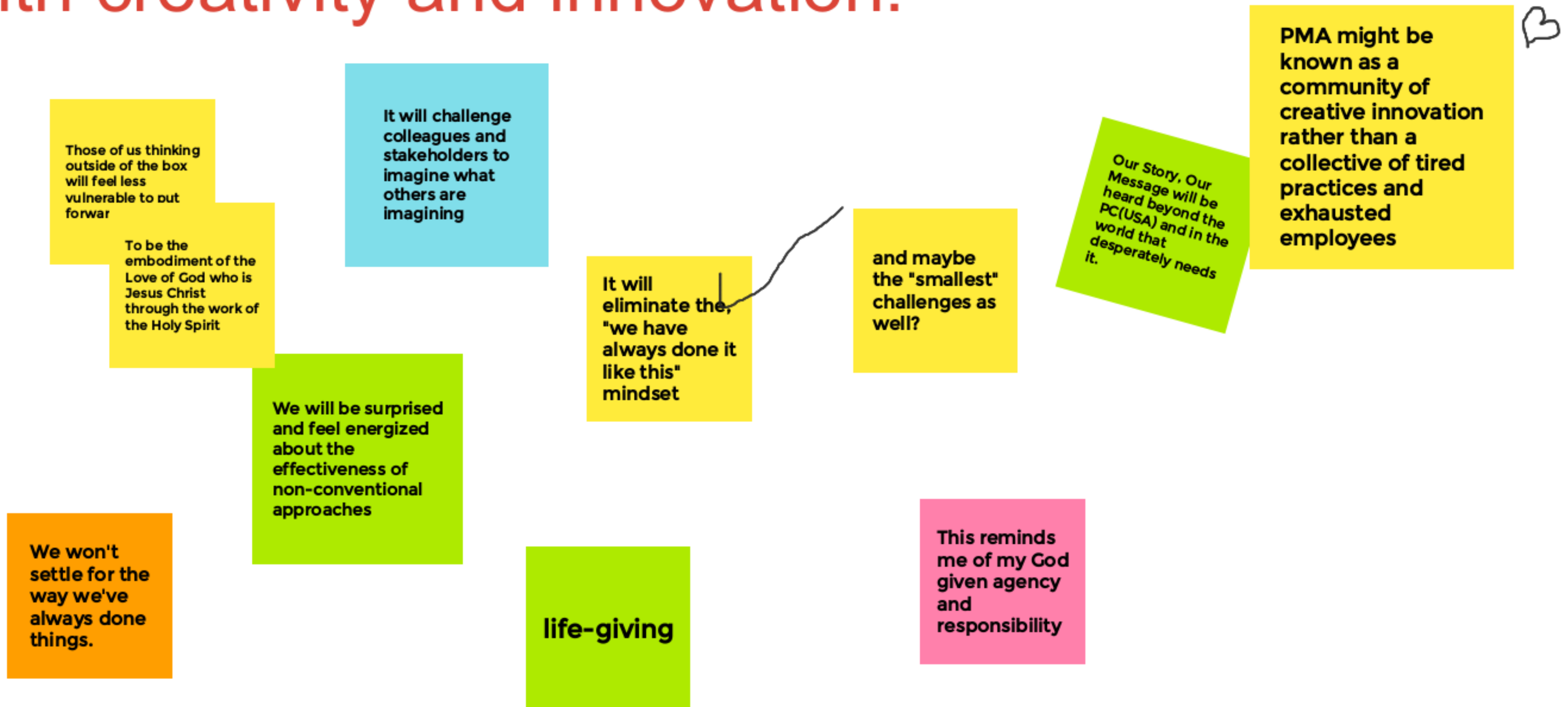
**Doesn't seem like this means "more stuff"**

**impact would be measured by new, more creative standards measured not by PMA, but by those we seek to serve**

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# We engage the biggest challenges in God's world with creativity and innovation.



How do we address concerns/ issues that might impact implementation?

Is there one thread that holds all of these together or something foundational that we as an agency could focus on together first that might support successful impact?

As I conversed with my colleagues and reflected on the responses on this jamboard, I'm noticing a dissonance in the ways people responded to the prompts. On one hand, there is clear idealism and hope for the future culture we could have within PMA. On the other hand, there are responses that seem to keep us in check about the harsh realities of our culture right now. What do we do with this as an organization? How can we live into the liminal space between the struggle of right now and the hope for what could be?