



PATERSON

The Paterson Tribe: Our Culture & Core Values

At Paterson, we believe in the power and potential of every individual and every organization to make a significant *impact* in the world. Nothing matters more to us. Guided by this belief, Paterson is more than a company; we're a *Tribe*. And to be a Tribe means to share *Heart* and *Heritage, Values* and *Vision*. The combination and collaboration of these things, in turn, defines our *Culture*.

Culture can be hard to see and describe; but it *can* be felt and experienced. It's as real as the air we breathe, and just as essential. At Paterson, our culture determines everything: how we build our tribe, how we hire people, how we guide our clients, and how we think, live and relate to one another. We'll make mistakes at times, but our commitment is to work together to cultivate the culture of our tribe.

In this document, we share the central themes of our culture; those unique values that inform how we show up - both for each other and for our clients - to guide people and teams to make their greatest impact.

Socratic Curiosity: as Guides, we lead others to self-discovery of truth and breakthrough.

We don't show up with answers; we *guide with questions*. In our work through the years, guiding individuals and organizations from where they are, to where they want to be, we have seen the true power of this socratic process. We have seen how a thoughtful, well-crafted question, presented at just the right moment, possesses the potential to unlock the discovery of

truth. Truth is that most elusive of things; but great questions can uncover it. And when we respond and act in the full light of the truth, the pathway towards freedom, breakthrough, and growth emerges.

Our questions must never be preloaded with presumed answers, or asked rhetorically with condemning overtones. Rather, great questions are driven by a curiosity to understand and to hunt for truth, *together*. We believe this is not only behaviorally healthy and sound but that it possesses the power to discover what we never could see alone. This kind of question takes flight when we listen genuinely; to learn, to care, and to encourage. In our tribe, we look for individuals who understand *the power of a great question*, who listen curiously, and who seek to understand so that truth might be unveiled and so that decisions are made in the light of truth, giving both us and our clients the opportunity to move forward with action and success.

Courageous Engagement: we move bravely into being vulnerable and transparent with both our “noble” and our “shadow” side.

We appreciate and honor those people with the courage to be authentic. They possess something internal that is solid and genuine, maybe even a bit raw. When we encounter an authentic person, we feel safe to be real ourselves. To have this kind of authenticity, one must possess an honest view of one’s own self - and have the sense that I am rooted in something *beyond myself*. This heart foundation establishes one’s core identity and transcends what you do, how much money you make, your family lineage, and your accomplishments. Not in a self-deprecating way, but in a way that one knows with gratitude that all that you have and all that you are is simply a gift, on loan for the days and years of one’s life.

From an authentic assessment of life, we can embrace with joy the role we play and how we contribute into the stories of others, in the context of life’s

bigger story. By relating authentically to others, we can be real about our fears and doubts, and let others into the theater of one's own mind and heart, not in a selfish or a "look at me" kind of way, but in a way that exposes the paralyzing intentions of fear. By bringing that fear into the light, it has the potential to free both ourselves and those that we share with.

As we grow our tribe, we look for people who are in touch with their *shadow side* - that false part of our self that condemns and criticizes and seeks to paralyze all of us. We join ourselves with people who are battling their fears and confronting the critical voice of their false self. And we seek people who are aware of their *noble self* - that self that encourages and brings light into their own journey and into those they guide. From this place of authenticity comes the strength to encourage other people to embrace the truth of who they really are, and to guide them to move forward into the unknown, to face their fears. We seek to add strength upon strength and courage upon courage.

Surrendered Living: we practice a rhythm of releasing control, facing fear, and stewarding what we have been entrusted to care for.

Our commitment is to pursue mastery in our craft. To venture on a journey of this magnitude, one must be *all in*—fully surrendered—to the unknown. The insatiable hunger to grow must fuel us toward something we long for. This journey can be haunted by various forms and voices of fear, yet that same fear actually affirms one's commitment and sense of calling and points the way forward. Only complete surrender to the full application of one's giftedness over the years and decades will move us on the journey towards mastery.

In our tribe, we take time to observe masters of their craft. What we witness in a master is someone who seems to so effortlessly perform and do what

they're doing. The casual observer typically has no awareness of the countless hours, days, weeks, months and years that this person has invested into their mastery. We rarely consider the time taken to learn, to understand, to attempt and to fail, and to try again. We can be unaware of the effort it took to wake up each and every day with a passion, a drive, and a hunger to discover something new and to learn from others farther down the pathway. Of course, masters rarely call themselves masters. Why? Because their hunger and thirst, combined with their teachable spirit, keeps them always moving and growing.

Celebrate Intentionally: Life begets life. From a stance of gratitude and generosity we celebrate health, growth, and breakthrough.

We raise a glass and give thanks. In English we say “cheers”. In Italian, “*cin cin*” or “*salute*”. In German, “*prost*”. We value the celebration of life—the gift of relationships, the gift of hard work, the gift of thoughtful pauses in the rhythms of life to share with others we care about and love in order to celebrate our unfolding stories. After all, the journey should be fun. We might look, for example, into a glass of crisp Italian Prosecco, otherwise known as *Italian Champagne*. In its bubbles, we see air and life and celebration, typically enjoyed at the end of a hard day’s work or a special life event, with those we love and cherish. To celebrate well, we must be alongside, and in the company of others. This is our team! So, we take time to hit the pause button to celebrate a day well lived.

Honor the Journey: we respect one’s own unique story and contributions and encourage struggle and growth.

We stand on the shoulders of those who have come before us. It's always this way, whether we realize it or not. When we understand our own story - the journey that brought us to where we’re at - we can honor those who

preceded us, be grateful for the foundation they gave us, and move forward in innovative ways that add to that which they gave us.

We honor the man Tom Paterson, our founder and conceiver, who embodies humility, gentleness, and kindness. We honor the man who was generous to give away that which he himself had received. We are stewards of this legacy, and we are committed more than ever to understand the philosophical frameworks of the process, and to continue to advance forward on them through our own pursuit of mastery, and by applying these guiding principles in fresh and innovative ways to individuals and organizations who are looking for clarity, perspective, breakthrough, focus, and alignment, in order to leverage and optimize their own unique purpose.