

Our Culture for Justice

Our values are at the heart of what we do. These are

- **Courage** to challenge injustice
- **Compassion** for those experiencing injustice
- **Creativity** to think and act differently to find solutions to injustice

These values are expressed internally through our culture, through how we do things, and through our work with our partners and clients. This includes:

- Our shared leadership and our distributed leadership approaches
- Our collaboration with others, working together rather than in competition
- Our membership, networks and partnerships bring people and movements together, creating dynamic strength through co-operation
- Being committed to challenging abuses of power and calling out injustice in the many forms it manifests, in particular: gender, ecological, economic and racial injustice. We recognise the vital importance of decolonisation, through our our mindsets and actions, and strive to take positive actions for change.
- We believe that all injustices are interconnected; that they can't be separated; that all intersectionalities are important. We're therefore committed to challenging all forms of injustice.
- We believe that our commitment to a culture for justice will help to guide us in bringing about transformational change for a more just world.

We like to describe our way of working using the metaphor of a flock of flying geese. These wonderful birds demonstrate extraordinary teamwork and leadership. They provide an ideal way to depict our culture for justice.

Like geese, we focus on our purpose: to be courageous, compassionate and creative in facilitating transformational change. Our values inspire and guide us: they give us wings.

Geese travel long distances for a purpose. Like them, we do something for a purpose: we are driven – unwavering and committed – to bring about world in which leaders deliver a sustainable future for all.



"The Caplor team has brought a powerful breadth of perspective to us as well as much needed challenges to our thinking.

They have created powerful safe spaces for difficult areas to be discussed and resolved.



Shivani Singhal

Dharohar, India

"Rarely have I participated in a workshop like this where every delegate owned the outcome with passion and energy.

Participants greatly valued the positive, open and honest atmosphere that was built through the Caplor approach.

All reported that the experience was one where they felt included, valued and were listened to respectfully."



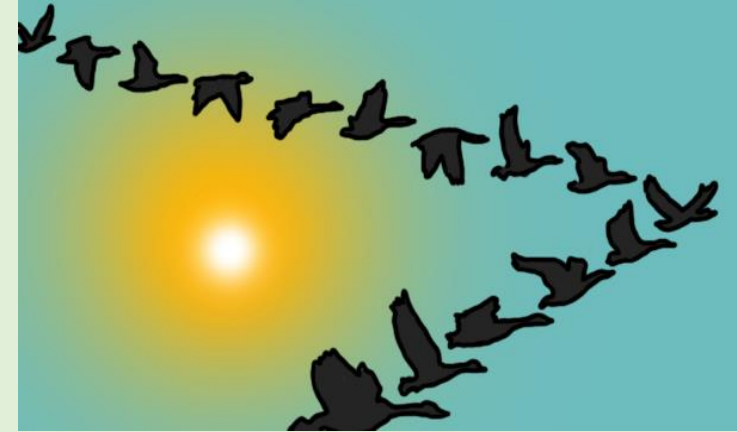
Dean McGlaughlin

**Edmund Rice
Development, Australia**

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Ways we live our culture for justice are through...

- **Shared leadership** – Geese fly in a V formation and take turns to fly at the front. At Caplor Horizons we promote shared decision making, shared leadership and shared responsibility. It is important that organisations and networks challenge how they are structured to enable leadership to flourish regardless of gender, race, age, class. This is something we actively encourage with our partners and strive to model in our leadership approach.
- **Everyone matters** – Like geese, we believe that we are all leaders in our own distinctive and collective ways. Diversity fosters a culture of livelier conversations and creativity, and an atmosphere of dynamic innovation. We therefore strive to be inclusive and diverse in our way of working together with people. We work to ensure that people with different perspectives can engage. We have a zero tolerance for unacceptable behaviour or attitudes and are committed to calling this out. We believe it is important to consistently challenge our assumptions and inequalities including our privilege and power, and are committed to this as an ongoing journey.
- **Collaboration** – As each goose flaps its wings, it creates an uplift for the bird immediately following. The whole flock achieves a much greater flying range than if each bird flew on its own. Strategic partnerships and other forms of collaboration are at the heart of the way we work.
- **Taking a strengths-based approach** – Geese honk to recognise each other and encourage those up front to keep up their speed. We believe in doing the best at what we are best at for the benefit of others. Recognising and valuing our own strengths and those of others is the key to being an effective, authentic leader.
- **Offering support in challenging times** – Like geese, we stand by each other in difficult times and are willing to help whenever we can. We are compassionate and offer friendship and kindness to others. We challenge imbalances in power. Through facilitation, mentoring, coaching and allyship we develop meaningful, supportive relationships.
- **Adapting, adjusting and overcoming challenges in our environment** – Geese adjust to changing environments and adapt their journeys each year. Like them, we strive to be innovative, adaptable, and resilient in an ever-changing world. Reflection and learning are essential to this. We also strive to overcome the deep-rooted challenges and inequalities that our environment presents such as patriarchy, racism and climate change, through our advocacy and thought leadership.



"I do not think of Caplor Horizons as an organization or a company; I see it as a community"



Kevin Hickey

EIL Intercultural Living, Ireland

"Overall, the contribution has been transformational.

Caplor Horizons has worked with us in finding innovative, creative ways to re-energize the organization.

Caplor Horizons works with really complex ideas and they manage to make it look easy.

There are times when people don't appreciate that we are working because they are having fun and enjoying it.

People say: it didn't feel like work."



Heydi Foster-Breslin

An Cosán, Ireland