

## Values & Membership Covenant

*Each of us is a leader and minister in our area of responsibility. These are our fundamental behaviors.*

Value	Definition / Fundamental Behaviors
Passion for winning	<p><b>Leaders have a <u>passion for winning</u> with work and culture.</b> They:</p> <ol style="list-style-type: none"> <li>1. Passionately fight to win with work; Have grit (passion + perseverance) and work tirelessly to achieve goals.</li> <li>2. Passionately love, live, promote, and protect our culture and calling; Show enthusiasm for work.</li> <li>3. Are prayer warriors who wrestle for the ministry, work, and the people they serve.</li> <li>4. Love with action; Act on behalf of the voiceless, powerless, helpless, and all our customers.</li> <li>5. Have bold faith and take calculated risks to fulfill the mission; They are willing to fail (and learn from it), without being reckless.</li> </ol>
Relationships and teamwork	<p><b>Leaders build <u>relationships</u> and promote <u>teamwork</u>.</b> They:</p> <ol style="list-style-type: none"> <li>1. Build relationships that foster teamwork; Never gossip.</li> <li>2. Practice blameless problem-solving; Maintain a solution orientation rather than a problem orientation and work from the assumption that people are good, fair, and honest; Are quick to ask, slow to judge; Set and ask expectations.</li> <li>3. Listen generously to understand, then communicate to be understood.</li> <li>4. Help even when it is not their responsibility; Collaborate, share information, and ask for input from others.</li> <li>5. <u>Disagree and Commit</u>. Leaders are tenacious, unafraid, freely share their convictions, and don't hold back for the sake of "peace and unity." "They are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting."<sup>1</sup> Once a decision is made, they commit whole-heartedly. They agree &amp; commit but also disagree &amp; commit; Speak up.</li> </ol>
Authentic character	<p><b>Leaders are humble and model <u>authentic kingdom character</u>.</b> They:</p> <ol style="list-style-type: none"> <li>1. Are humble (check the ego at the door).</li> <li>2. Honor commitments—make and keep commitments.</li> <li>3. Always do the right thing—do justice, love mercy, walk humbly.</li> <li>4. Are authentic, radically honest, and straightforward with each other.</li> <li>5. Care and have CHRIST: Compassion, Humility, Respect, Integrity, Submission, and Trust.</li> </ol>
Intentional leadership	<p><b>Leaders <u>Lead internationally</u>.</b> They:</p> <ol style="list-style-type: none"> <li>1. Think ahead, foresee challenges, and create a winning strategy; Have a clear vision of where the team is going and focus resources to achieve objectives and strategies.</li> <li>2. Are ready when opportunity knocks; Develop the capability to deliver organizational strategies and eliminate barriers.</li> <li>3. Base every decision and action on core values; Make wise decisions after carefully analyzing and balancing all aspects of the decision.</li> <li>4. Think big (Eph 3:20) and start small.</li> <li>5. Follow-up everything.</li> </ol>
Service Excellence	<p><b>Leaders deliver <u>legendary customer service</u>.</b> They:</p> <ol style="list-style-type: none"> <li>1. Are customer focused (customer obsession); they start with the customer and work backwards; They dedicate themselves to serving customers and tenaciously strive to help them succeed. They feel fulfilled and energized by customers' success; when customers succeed, leaders succeed.</li> <li>2. Listen, learn, anticipate, and respond to customer needs; create a feeling of warmth and friendliness in every customer interaction; Seek and create win-win solutions.</li> <li>3. Practice A+ness as way of life; Take the extra time to do things right the first time; Always go above and beyond the call of duty.</li> <li>4. Practice evidence-based service; Insist on the highest standards and best practices.</li> <li>5. Deliver both results (numbers) and behaviors (values)—bear much fruit (John 15).</li> </ol>
Evangelism and Discipleship	<p><b>Leaders <u>evangelize</u> and <u>disciple</u> new stakeholders.</b> They:</p> <ol style="list-style-type: none"> <li>1. Regularly spread the word and invite others to join what God is doing.</li> <li>2. Recruit A+ talent; Hire people with competence, calling, culture fit, and develop them to fulfill God's calling for their lives.</li> <li>3. Inspire, mentor, and help team members grow. Discover and develop each person's potential (DESIGN) and match them with work that uses their strengths.</li> <li>4. Preach the gospel.</li> <li>5. Partner with and strengthen local churches.</li> </ol>
Praise	<p><b>Leaders foster a culture of <u>praise, fun, thanksgiving, and generosity</u>.</b> They:</p> <ol style="list-style-type: none"> <li>1. Give praise where it's due; Celebrate team members' contributions.</li> </ol>

<sup>1</sup> Borrowed from Amazon.

	<ol style="list-style-type: none"> <li>2. Are grateful in all things.</li> <li>3. Keep things fun—rejoice always.</li> <li>4. Are generous.</li> <li>5. Love the work they do and have fun doing it; show and create enthusiasm for it.</li> </ol>
Growth	<p><b>Leaders pursue learning, <u>growth</u>, and continuous improvement.</b> They:</p> <ol style="list-style-type: none"> <li>1. Embrace and lead change (growth is change); Are flexible.</li> <li>2. Are open-minded, curious, teachable, and hungry; have a growth mindset instead of a fixed mindset; leaders are learners; Regularly seek feedback, receive it gratefully, and grow from it.</li> <li>3. Study and pursue holistic growth—spiritually, psychologically, physically, and socially.</li> <li>4. Challenge the status quo; And create, innovate, and raise the bar.</li> <li>5. Experiment with new ideas before going all in.</li> </ol>
Ownership	<p><b>Leaders think and act as <u>owners</u>.</b> They:</p> <ol style="list-style-type: none"> <li>1. Think and act as owners—treat company assets as their own and think of its long-term good. They act on behalf of the entire organization, not just their own teams. Leaders never say, “that’s not my job.”</li> <li>2. Own our culture and mission—support, shepherd, grow, protect, and defend it; Call out actions that are in conflict with our values; Hold self and others accountable for actions.</li> <li>3. Accept personal accountability to meet our business needs, improve our systems and help others improve their effectiveness; Take initiative; Are proactive.</li> <li>4. Steward resources well and ensure personal and collective safety.</li> <li>5. Take personal responsibility for their words and actions—No excuses. No ifs, ands, or buts. Also, they consider how their actions will affect others and their environment.</li> </ol>
Declutter & Maximize	<p><b>Leaders <u>Declutter</u> and <u>Maximize</u>.</b> They:</p> <ol style="list-style-type: none"> <li>1. <i>Declutter</i> and pursue <i>simplicity</i> in everything; Live a <i>simple life</i>.</li> <li>2. Do more with less (maximize); Invent and simplify; Are frugal and save costs without diminishing value.</li> <li>3. Put first things first (prioritize); Focus on the one thing that matters most.</li> <li>4. Are organized and structured.</li> <li>5. Pursue holiness.</li> </ol>

## Membership Covenant

Welcome leaders and co-owners of KAF. If you have the opportunity to serve with KAF, we believe you are a leader and minister. This membership covenant is your commitment to live and glorify God the way he has called us to live as a team and family at KAF. All of us (you, me, and each of us) are expected to support, grow, and protect our culture as part of this Membership Covenant.

These values and behaviors apply to how we approach our work, treat team members, and treat customers. Each of them is built on our secret devotion to God.

By reading, studying, understanding, and signing this Membership Covenant, you agree to live out each item, embrace each point, let each item energize your roles, and allow these values to guide your decision making.

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_