

PROXIMITY $\neq$ BELONGING



PROXIMITY

Being in the same place



In the same building



In the same meeting



On the same Teams call



At the same event



BELONGING

Feeling connected and valued



Known



Included



Trusted



Able to contribute



Able to ask for help



Connected to others and the work

Being together and belonging together are not the same thing.



ELK WILLOW CONSULTING
Innovative Ideas for an Inspired Future

Stronger connections.
Stronger organizations.
Better futures—for all.

CULTURE IS EXPERIENCED

*People don't experience culture through the values on the wall.
They interpret it through what repeatedly happens around them.*



WHAT WE SAY



Values



Mission



Policies



Culture
statements



WHAT PEOPLE EXPERIENCE



Who gets
heard?



Who gets
trusted?



Who gets
help?



Who gets
included?



Who gets
information?



Whose
contribution
matters?



WHAT PEOPLE LEARN

*"This is what
really matters here."*



Every decision
teaches.



Every interaction
shapes meaning.



Everyday culture
builds belonging—
or erodes it.



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People. Purpose. Possibility.
That's culture in action.