



# Culture Book



*Warriors  
for a Greater Good*

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**The GBT**  
Culture Book

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**AS A GBTER YOU ARE A CRITICAL PART OF AN AMAZING TEAM.**

**Here at GBT** – we have *passion for what we do!* We discover, develop, and deliver life-changing treatments for people living with grievous blood-based disorders, starting with sickle cell disease.

Pursuing our mission requires a **strong commitment to our patients**, our colleagues and our community.

“At GBT, we know the truth all too well: The barriers that black people face in the world are real. **Our commitment extends beyond addressing health inequities**, which is grounded in our mission. We are also committed to social justice.” – Ted Love

We are **guided by our values and look at things differently**. We challenge the status quo...we are fearless...we create, fail, learn, succeed... and we support each other. Our foundation is strong.



**Our patients inspire us.** Their reality, their challenges, their successes, and their resilience drives us. Their stories are our stories.

*Let's make a difference together!*

# Inclusion

One diverse team making  
space for everyone  
to be heard

CHAPTER

1



HAVING ALMOST BECOME A PRO SOCCER PLAYER IN HIS YOUTH, BILL LOVES SOCCER WITH A PASSION.

A PASSION HE TRIES TO INSTILL IN HIS PLAYERS BY PUSHING THEM HARD TO IMPROVE.

Eyes on the ball! Keep your eyes on the ball!  
Go! Go! Go! Faster Trevor!

Alright team. Good practice! But we'll need to step it up even more if we are to win the Championship!

Ok, now, help me gather the equipment, and we'll call it a day...



Why are you so slow Trevor!?

Yeah! Do you WANT us to lose the Championship!?

!!!

Leave me alone you guys! It's not my fault!

Hey Trevor, calm down. Tell me what's wrong.

They hate me. They keep saying I'm slow but it's not my fault. I was born like that; I have SCD. I'm doing the best I can to be faster, but I get too tired.



Poor Trevor... Maybe Mom was right, I might have been too hard on the kids... What on earth is SCD? What does this mean for him?



...fatigue...  
...shortness of breath...  
...episodes of pain...  
...delayed growth...

I had no idea... Oh Trevor...



A phone call? So late? Who could it be?

Hi Bill, you don't know me, but I saw what happened at the soccer field today.

If you want to help, meet me downtown tomorrow night.

See you tomorrow, Bill.



I understand... I'll be there...

tssk...



**COACH BILL IS A PERFECT MODEL OF INCLUSION, AS WE SEE IT AT GBT.**

Having witnessed Trevor being shut down by his teammates for being different, Bill quickly **intervened to stop the disagreement**. His first reaction was to **assess the situation** instead of assigning blame and he respectfully did what was necessary to give Trevor the space to **express his thoughts**.

**Here at GBT**, we know that our capacity to work as a team is one of the pillars of our success. We acknowledge that working as a team does not mean agreeing on everything, and we thrive on what differences we may have, as they help us approach issues from all perspectives.

Much like Coach Bill, we are not ones to let team members be set apart...

**BEING INCLUSIVE AT GBT MEANS ACCEPTING THE RESPONSIBILITY FOR:**

- ▶ Ensuring all voices are heard: assuring your colleagues that you are taking their thoughts and opinions seriously, especially if you disagree
- ▶ Embracing differences and treating each other with respect
- ▶ Including and seeking input from people across a wide variety of backgrounds
- ▶ Making a habit of asking questions: using open-ended questions to gain a better understanding
- ▶ Addressing misunderstandings and resolving disagreements quickly

**IT ALSO MEANS INTERVENING IF WE WITNESS OTHERS:**

- ▶ Shutting colleagues down when they don't agree with something, or excluding team members
- ▶ Making decisions without consultation
- ▶ Showing bias toward colleagues with different backgrounds or opinions
- ▶ Making assumptions without proper understanding
- ▶ Letting disagreements and misunderstandings fester and grow with no resolution

**AS A FELLOW GBT<sub>ER</sub>, YOU WILL ALWAYS HAVE THE OPPORTUNITY TO MAKE YOURSELF HEARD, AND GAIN FROM THE INSIGHTS OF OTHERS.**

**As a team member at GBT, behaviors that promote inclusion should become part of your routine.**

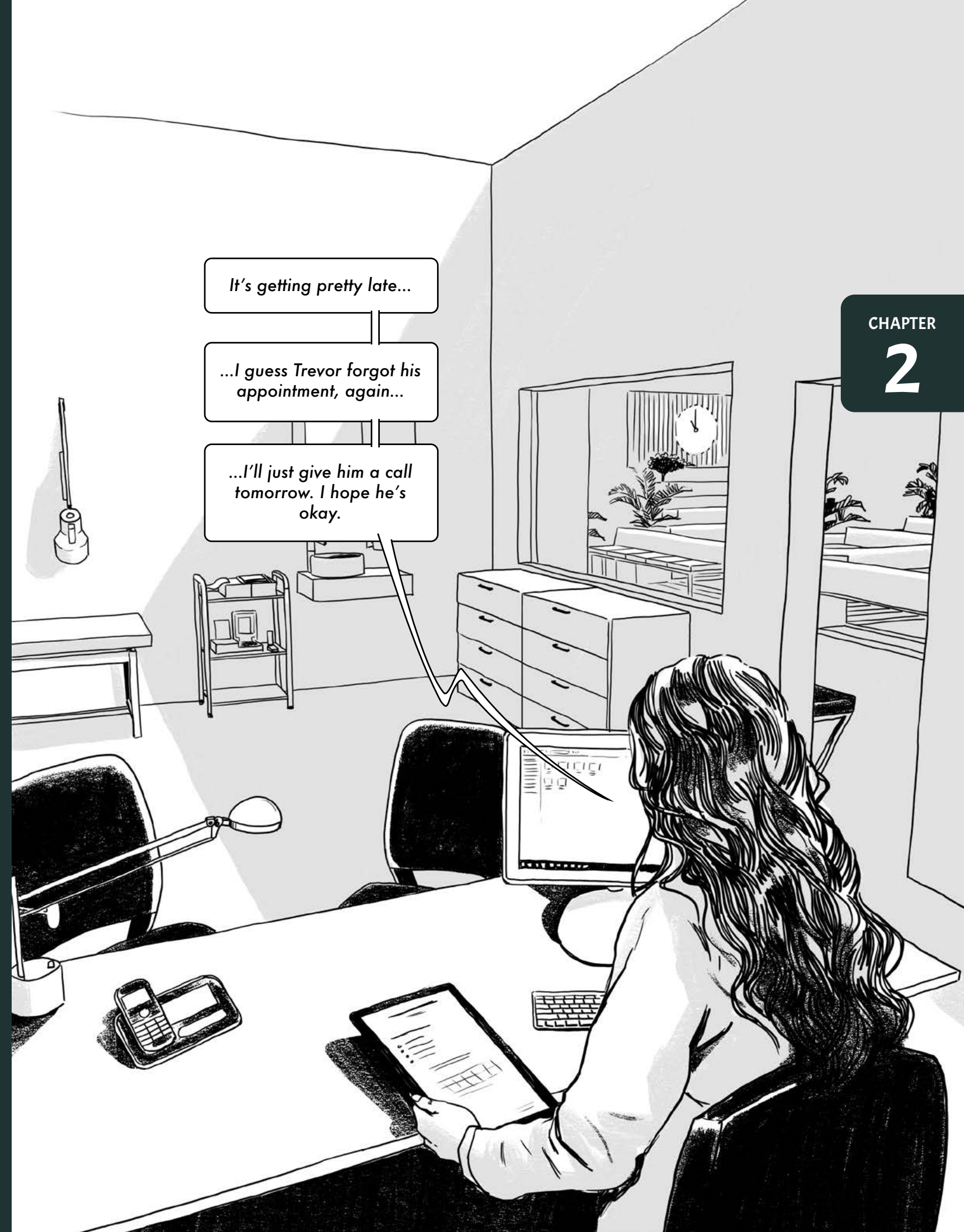
*No matter how good one is at something, it's always possible to improve. The following feats of inclusion are examples of what each and every one of us needs to do to in order to stay true to our values. Strive to complete as many of them as you can and help make our culture even more inclusive!*

- ▶ **Solve a disagreement** by making both sides happy
- ▶ Run a meeting where every person has a **chance to share their input**
- ▶ Make a biased team member **recognize their own bias respectfully**
- ▶ **Encourage or compliment** four team members for their unique differences

*Be awesome!*

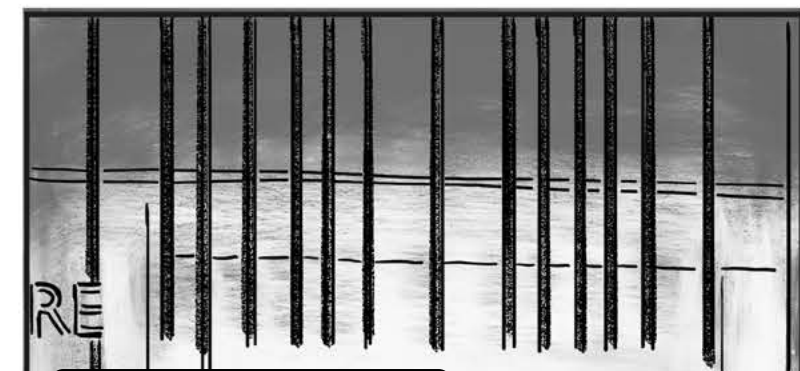
# Community

Driven by our mission and  
devoted to our patients,  
people, and partners.





Trevor! Hi! I was just leaving but I'm glad to see you...



Hey, Dr. Stone...

...Sorry I'm so late doc, I guess I can come back another day.

He looks so exhausted. Has he eaten today?

Nonsense, Trevor! In the three years I've been treating you, have I ever let you down?

Come on inside. How are you feeling? Are you hungry? Do you want a snack?



It's my teammates...

...they hate me because I'm slower than them. I always try to push myself harder but it's never enough for them. They're always so mean to me.

No! Then they would only see me as a victim and things would get worse... I am a warrior, not a complainer!

Although they are probably right...

...they would have a better chance of winning the championship without me.

I guess you're right, Doc...

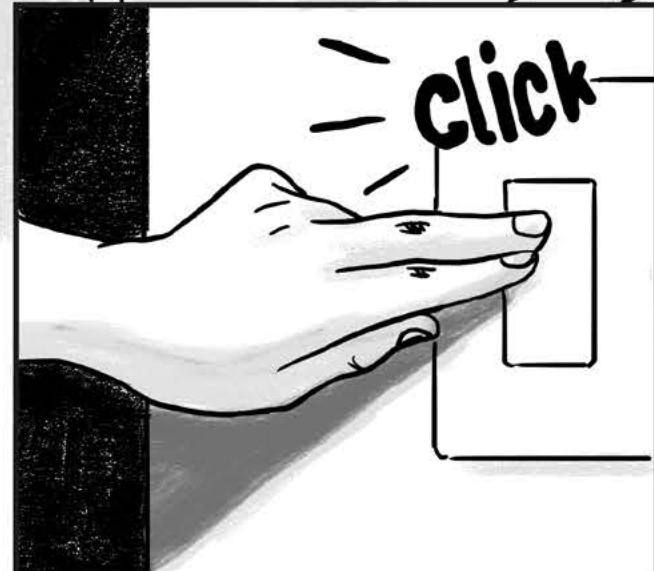
...I never saw it that way. Thanks!

Trevor, you look so tired! What's going on? Are you okay?

Oh Trevor... that sounds awful... You should really tell your coach.

Nonsense! I've seen you play and no one on your team is as good as you with a soccer ball!

Besides, I'll prescribe you something that could help you feel less tired.



click



Riiiiing!!

Riverview Clinic, Dr. Stone speaking.



Hi Dr. Stone, I represent an organization that looks after the SCD community. We've been following your work and are impressed. We would like you to join us tomorrow evening so that we may learn more about each other.

That sounds interesting, could I bring a patient to this meeting?

Yes. Our organization accepts all who want to help the community. Meet us downtown tomorrow evening and we'll explain everything!

tssk...



Trevor, I just got invited to meet with an organization that helps patients like you. I'm meeting with them tomorrow evening, please come with me?

Ok, Doc, I'll come with you...



# Doctor Stone

DOCTOR STONE IS A PERFECT MODEL OF COMMUNITY, AS WE SEE IT AT GBT.

Empathizing with Trevor and knowing he receives little outside support; Dr. Stone goes above and beyond to **show him that he is valued and cared for**. She then asks Trevor to **share his story**, to which she responds with positivity and genuine concern. Dr. Stone's reaction was to **show compassion and advocate for her patient**. Finally, when invited to join an organization which concerns Trevor, she reacts by trying to **include her patient**.

**Here at GBT**, we know that only by banding together with our partners and patients can we truly achieve greatness. We believe that considering the point of view of every member of our community is what leads to a success that can be shared by all.

Much like Doctor Stone, we know that we are strongest when united.

## BEING A GOOD COMMUNITY MEMBER AT GBT MEANS ACCEPTING THE RESPONSIBILITY FOR:

- ▶ Supporting positive communication between team members and members of the broader community
- ▶ Considering the patient's point of view and well-being, advocating for them when you can
- ▶ Externally and internally displaying that all community members are valued
- ▶ Treating every community member with the same level of respect, even when they are not present
- ▶ Soliciting and incorporating feedback from patients and partners

## IT ALSO MEANS INTERVENING IF WE WITNESS OTHERS:

- ▶ Speaking disparagingly about team members, patients or partners, even behind their back
- ▶ Disregarding the perspective of patients and partners or ignoring how they are impacted during decision-making
- ▶ Failing to show the value of community members or downplaying their value
- ▶ Failing to communicate or doing so impersonally with members of the community
- ▶ Rejecting or refusing to receive and incorporate feedback from patients and partners

AS A FELLOW GBT<sup>ER</sup>, YOU WILL ALWAYS BE TREATED AS A KEY PART OF A THRIVING AND CLOSE-KNIT COMMUNITY.

As a team member at GBT, behaviors that strengthen our community should become part of your routine.

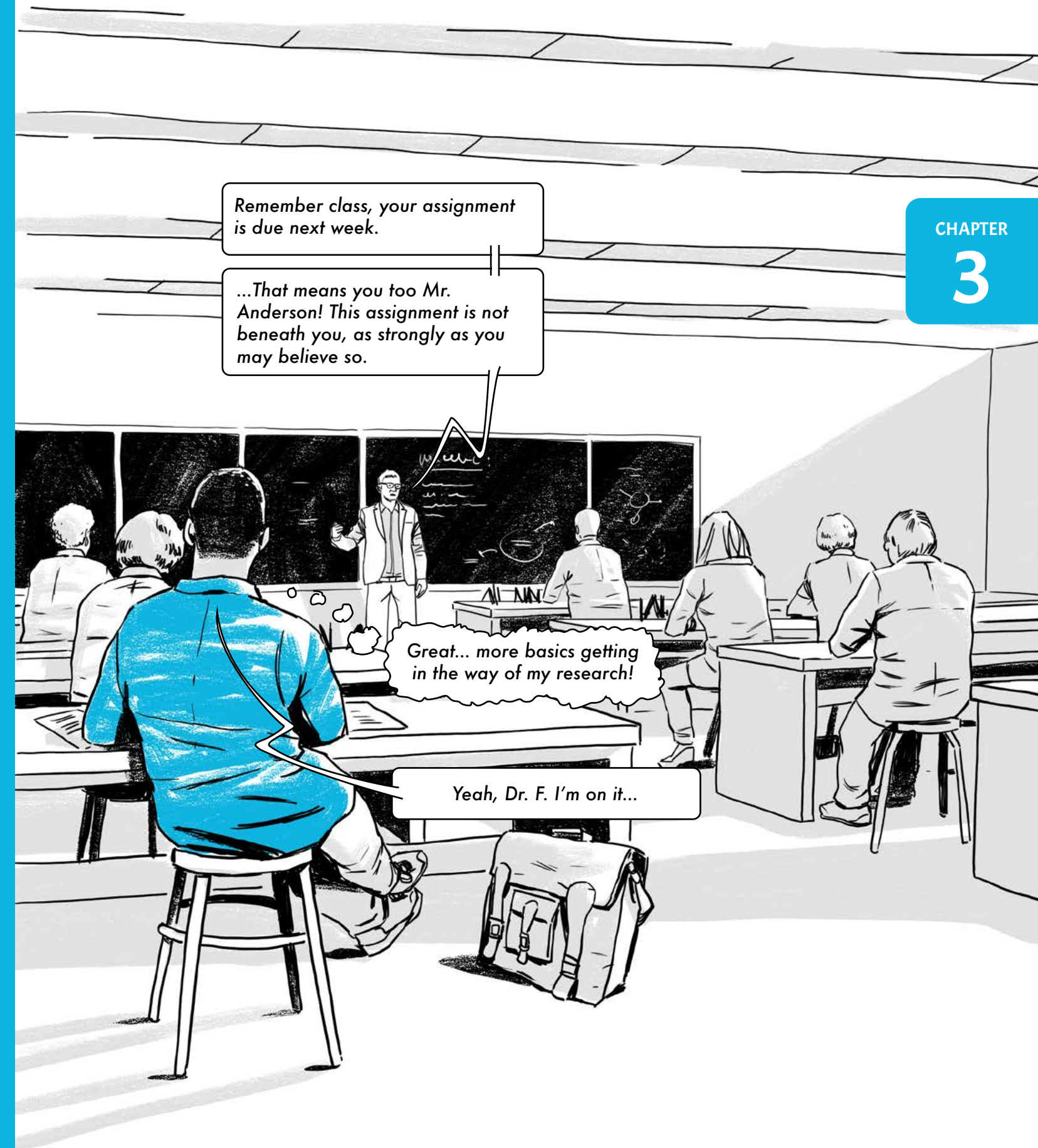
*No matter how united our community is, it is always possible to strengthen it. The following feats of community are examples of what each and every one of us needs to do to in order to stay true to our values. Strive to complete as many of them as you can and help make our culture even more closely-knit!*

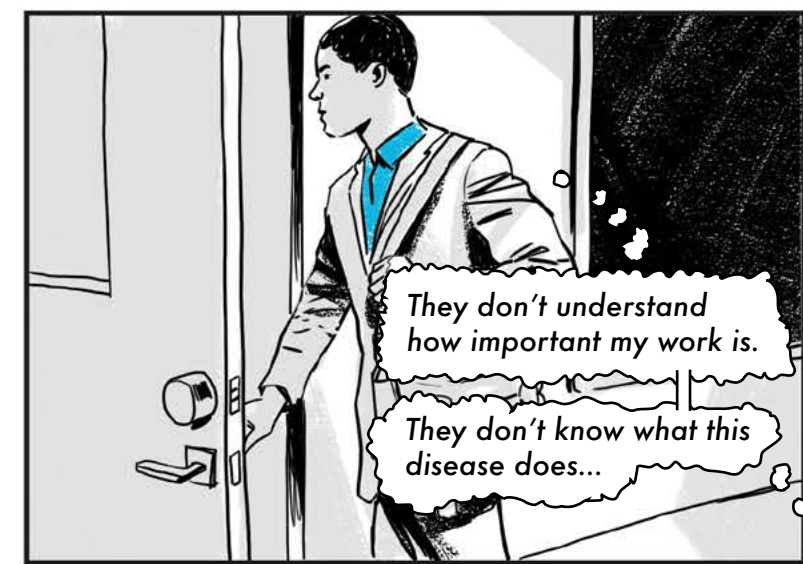
- ▶ **Share an inspiring patient story** with your colleagues
- ▶ In a meeting, **compliment the work of a team member** that isn't present
- ▶ **Respectfully point out** if the patient's point-of-view is overlooked
- ▶ **Solicit the feedback** of a partner physician and share it with your team

# Be strong together!

# Innovation

Leveraging science and  
creativity to challenge  
the status quo.





They don't understand how important my work is.

They don't know what this disease does...



...to children spending way too much time in hospitals...



... the burden it puts on their families...



...and the people they love the most, the ones that actually stick around...

I have to find a treatment. For sick people like me, and the people that care about them, like sis.



Ugh...

...if only I had an electron microscope!

...I guess I might as well wish for a 10-million-dollar research grant and a bottomless coffee mug.



Now this is interesting... But then that would mean... OK, let's try this!



Well, that didn't work! Back to the drawing board.



Looks like I pulled another all-nighter. I really should go get some sleep... I still have to complete Dr. F's assignment. It's not like I can afford to get expelled from his class—I need access to this lab!



At least my car is easy to spot at this hour.



Hey sis, I was just thinking about you today! How are you doing? It's been forever...

And whose fault is that? If I don't call you, it's like I don't exist. Are you spending all your time in that lab still? Well, I have great news for you...



So you are basically telling me there is a way for me to present my research and maybe get funding? Of course I'm in!



**JORDAN IS A PERFECT MODEL OF INNOVATION, AS WE SEE IT AT GBT.**

Knowing the potential benefits that can come from his work, Jordan approaches his research with determination and an **understanding that some risks are worth taking**. Focusing on the needs of patients with SCD and their loved ones rather than the difficulty of his task, Jordan is **unflinching in the face of failed attempts** and learns from them to **continuously improve his work** to move forward towards finding a treatment.

**Here at GBT**, we know that a continuous search for improvement is a key component of our success. We are of the opinion that by embracing a philosophy of perpetual progress and experimentation, our culture can become the birthplace of great ideas.

Much like Jordan, we know that purposeful risk-taking can lead to amazing solutions.

**BEING AN INNOVATOR AT GBT MEANS ACCEPTING THE RESPONSIBILITY FOR:**

- ▶ Embracing risk-taking and experimentation
- ▶ Encouraging a blame-free culture: mistakes/failure are learning opportunities—let’s celebrate them!
- ▶ Seeking out continuous improvement opportunities
- ▶ Beginning problem solving by understanding your stakeholders’ unmet or unarticulated needs (design thinking)
- ▶ Focusing on the potential benefits that make risks exciting and worth taking. Treat roadblocks as challenges to overcome

**IT ALSO MEANS INTERVENING IF WE WITNESS OTHERS:**

- ▶ Suggesting to colleagues that mistakes are unacceptable
- ▶ Suffering from analysis paralysis, unable to make a decision with available facts
- ▶ Protecting the status quo; being stagnant or obstructionist
- ▶ Focusing on the risk itself or the less than exciting changes it may bring
- ▶ Treating roadblocks as deal breakers
- ▶ Always taking the safe or conservative path

**AS A FELLOW GBT<sub>ER</sub>, YOU WILL ALWAYS BE GIVEN THE ROOM TO MAKE MEANINGFUL MISTAKES AND GROW FROM THEM.**

**As a team member at GBT, behaviors that strengthen our ability to innovate should become part of your routine.**

As innovative as our culture has proven itself to be, there is always room for improvement. The following feats of innovation are examples of what each and every one of us needs to do to in order to stay true to our values. Strive to complete as many of them as you can and help make our culture shine by its capacity to develop new ideas!

- ▶ **Encourage a team member** that tried and failed at a new approach
- ▶ Respectfully encourage an obstructionist team member to **consider a new approach**
- ▶ **Act excited** when your team identifies a **roadblock**
- ▶ When a team member highlights a risk, respectfully **highlight a potential benefit**

*Be Creative!*

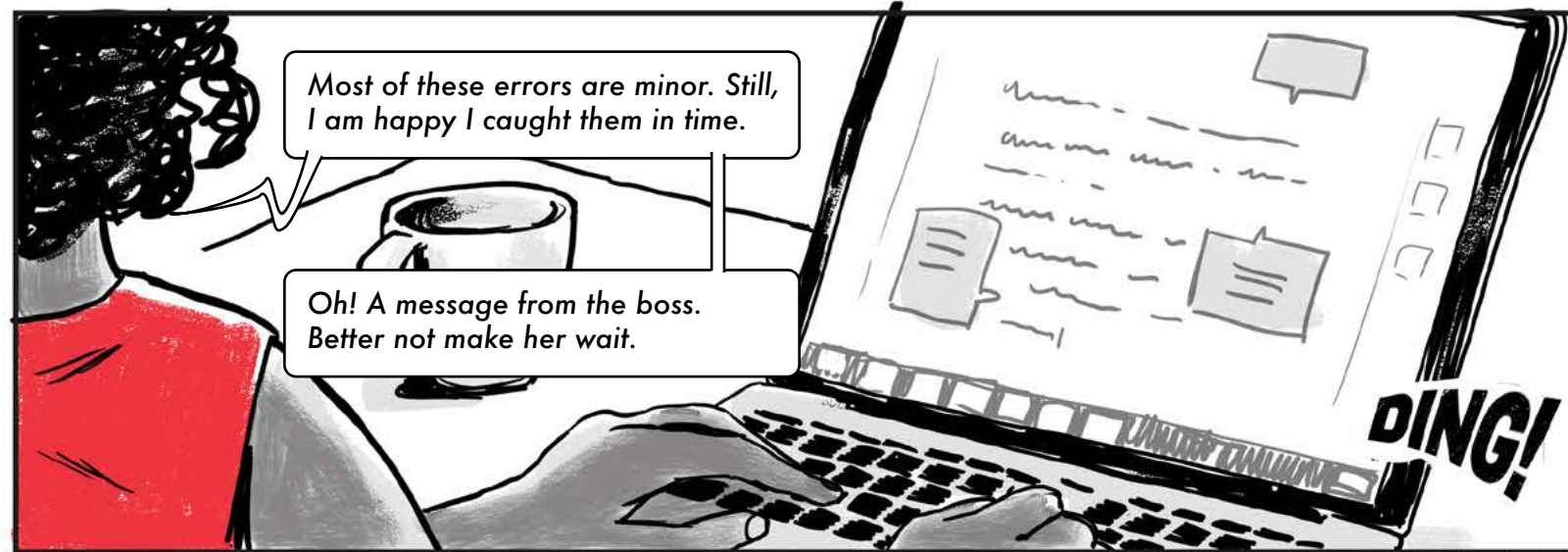
# Accountability

Delivering on our  
commitments and  
doing the right thing.



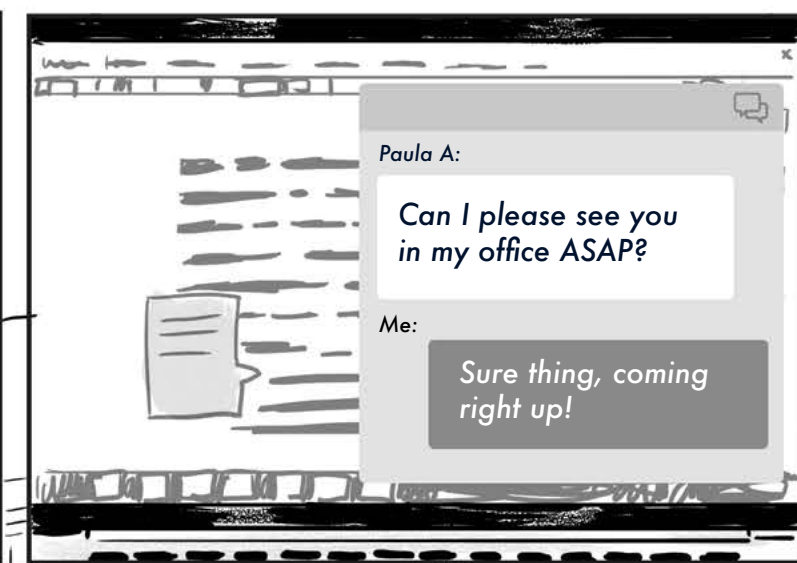


Hmm... David's work really has improved since last month...



Most of these errors are minor. Still, I am happy I caught them in time.

Oh! A message from the boss. Better not make her wait.



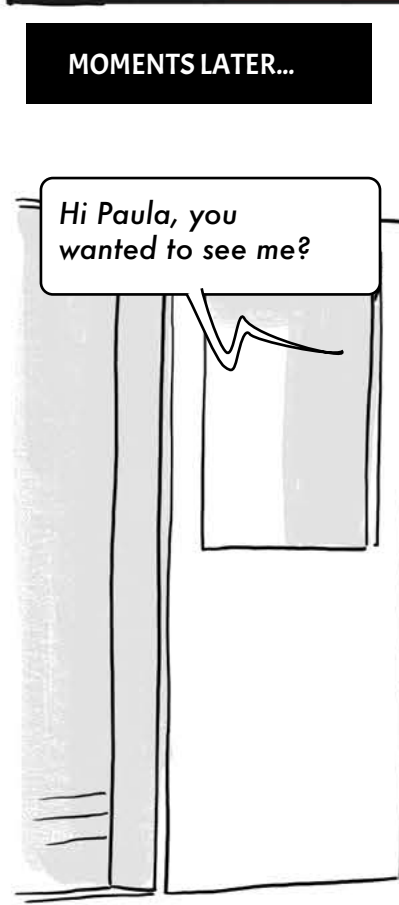
Paula A:

Can I please see you in my office ASAP?

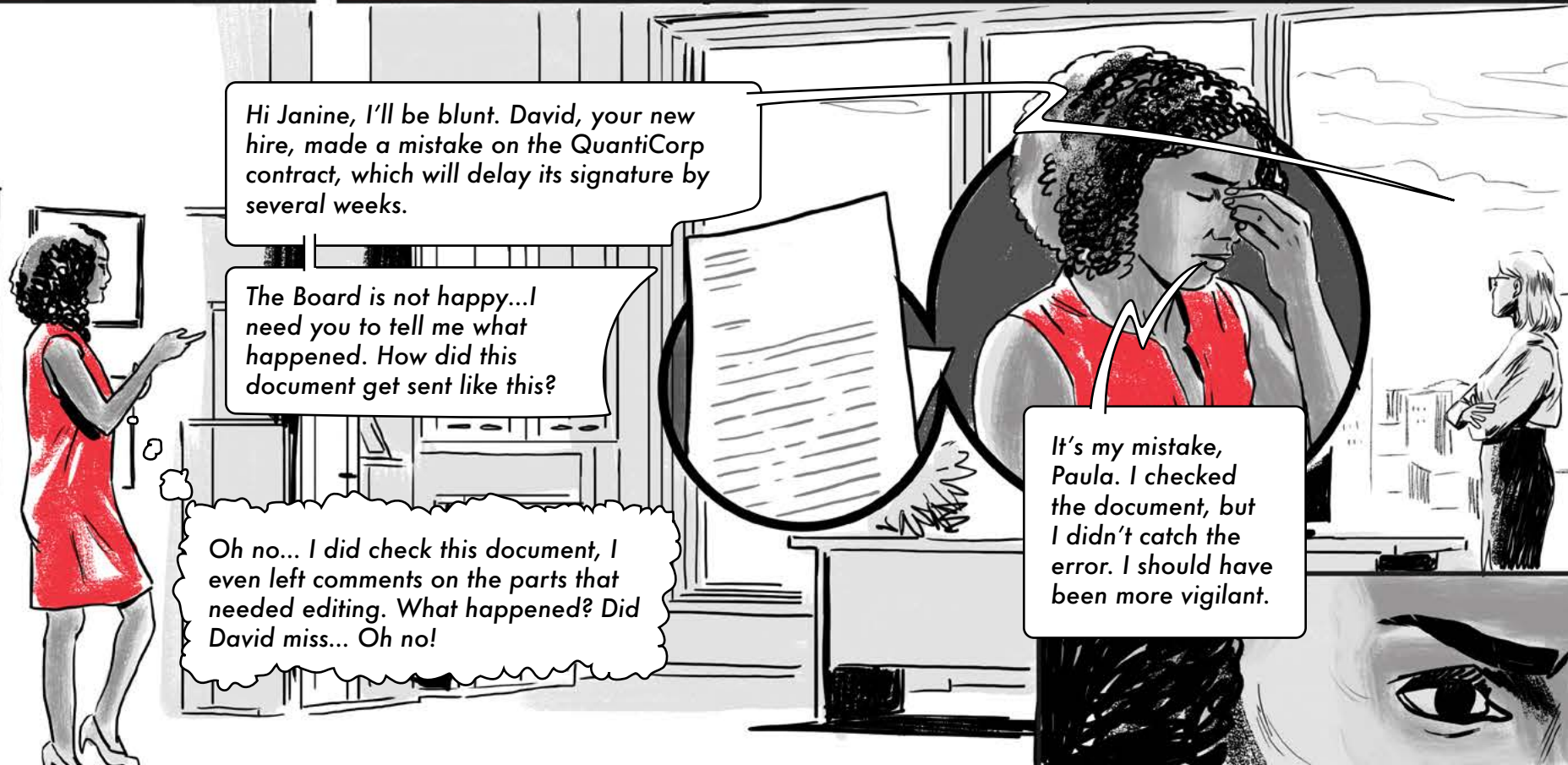
Me:

Sure thing, coming right up!

MOMENTS LATER...



Hi Paula, you wanted to see me?



Hi Janine, I'll be blunt. David, your new hire, made a mistake on the QuantiCorp contract, which will delay its signature by several weeks.

The Board is not happy... I need you to tell me what happened. How did this document get sent like this?

Oh no... I did check this document, I even left comments on the parts that needed editing. What happened? Did David miss... Oh no!

It's my mistake, Paula. I checked the document, but I didn't catch the error. I should have been more vigilant.

I see...

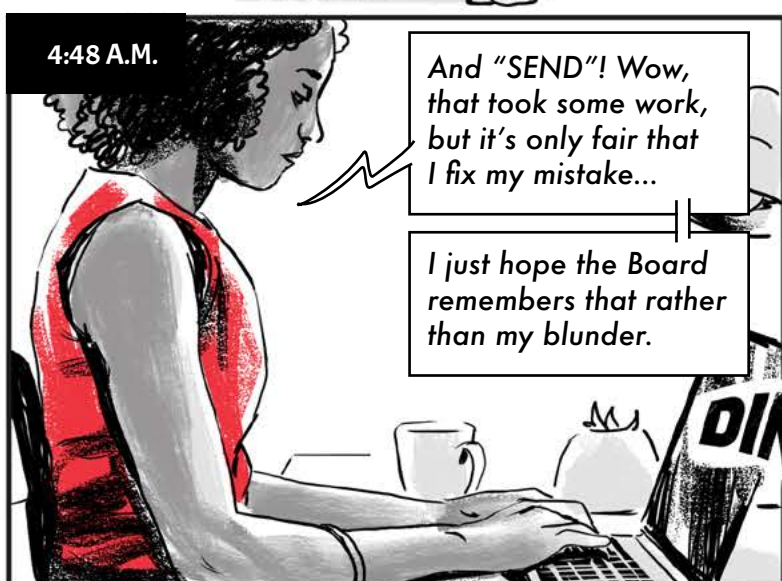
I appreciate you being honest with me, Janine.

No need to tell me this won't happen again.

You can go now; I have an unpleasant call to make.



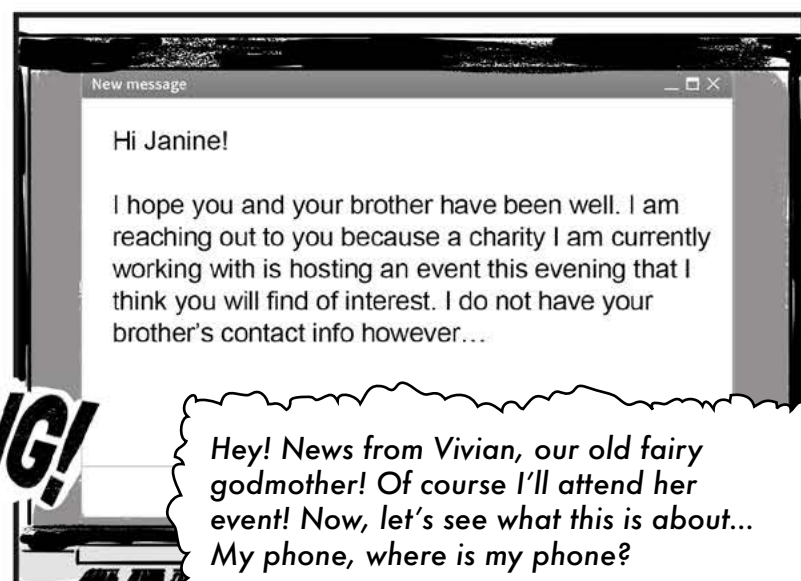
Never happen again? I will fix this right away and it will look like it never even happened in the first place!



4:48 A.M.

And "SEND"! Wow, that took some work, but it's only fair that I fix my mistake...

I just hope the Board remembers that rather than my blunder.



New message  
Hi Janine!  
I hope you and your brother have been well. I am reaching out to you because a charity I am currently working with is hosting an event this evening that I think you will find of interest. I do not have your brother's contact info however...

Hey! News from Vivian, our old fairy godmother! Of course I'll attend her event! Now, let's see what this is about... My phone, where is my phone?



This is incredible! I have to tell Jordan about this! What time is it? Nevermind, this can't wait...



Hey sis, I was just thinking about you today! How are you doing? It's been forever...

And whose fault is that? If I don't call you, it's like you don't exist. Are you spending all your time in that lab still? Well, I have great news for you...

What are you up to this evening?



**JANINE IS A PERFECT MODEL OF ACCOUNTABILITY, AS WE SEE IT AT GBT.**

When discovering that one of her new hires made some minor mistakes in his work, Janine takes action to **correct the mistake rather than focus on blaming** the person that made the mistakes. When her supervisor confronts her about large mistakes that this employee made, Janine **acknowledges that something went wrong** and **accepts responsibility for her team member's mistake**. Finally, Janine commits to fixing the mistake and **goes above and beyond to deliver on her commitment**.

**Here at GBT**, we know that being honest with our peers and delivering on our commitments to them is central to our team's success. We know that issues are best solved when faced head-on and that assigning blame is not as productive as collaborating towards solutions.

Much like Janine, we know that when we act with accountability, we create a strong culture of trust.

**BEING ACCOUNTABLE AT GBT MEANS ACCEPTING THE RESPONSIBILITY FOR:**

- ▶ Making mistakes, taking actions to correct and learn from them
- ▶ Being courageous: always telling the truth, no matter how hard this is
- ▶ Being honest about the likelihood of delivering on commitments and acknowledging when something goes wrong
- ▶ Collaborating and resolving conflict: cooperation breeds accountability
- ▶ Sharing information freely with supervisors, peers and direct reports

**IT ALSO MEANS INTERVENING IF WE WITNESS OTHERS:**

- ▶ Sharing misleading information and deflecting when something goes wrong
- ▶ Blaming others for shortcomings in our own area of responsibility
- ▶ Not delivering results consistently and/or missing deadlines
- ▶ Admitting mistakes only when approached
- ▶ Allowing issues to go unaddressed

**AS A FELLOW GBT<sup>ER</sup>, YOU WILL ALWAYS BE TOLD THE TRUTH AND WILL ALWAYS BE ABLE TO RELY ON YOUR TEAMMATES.**

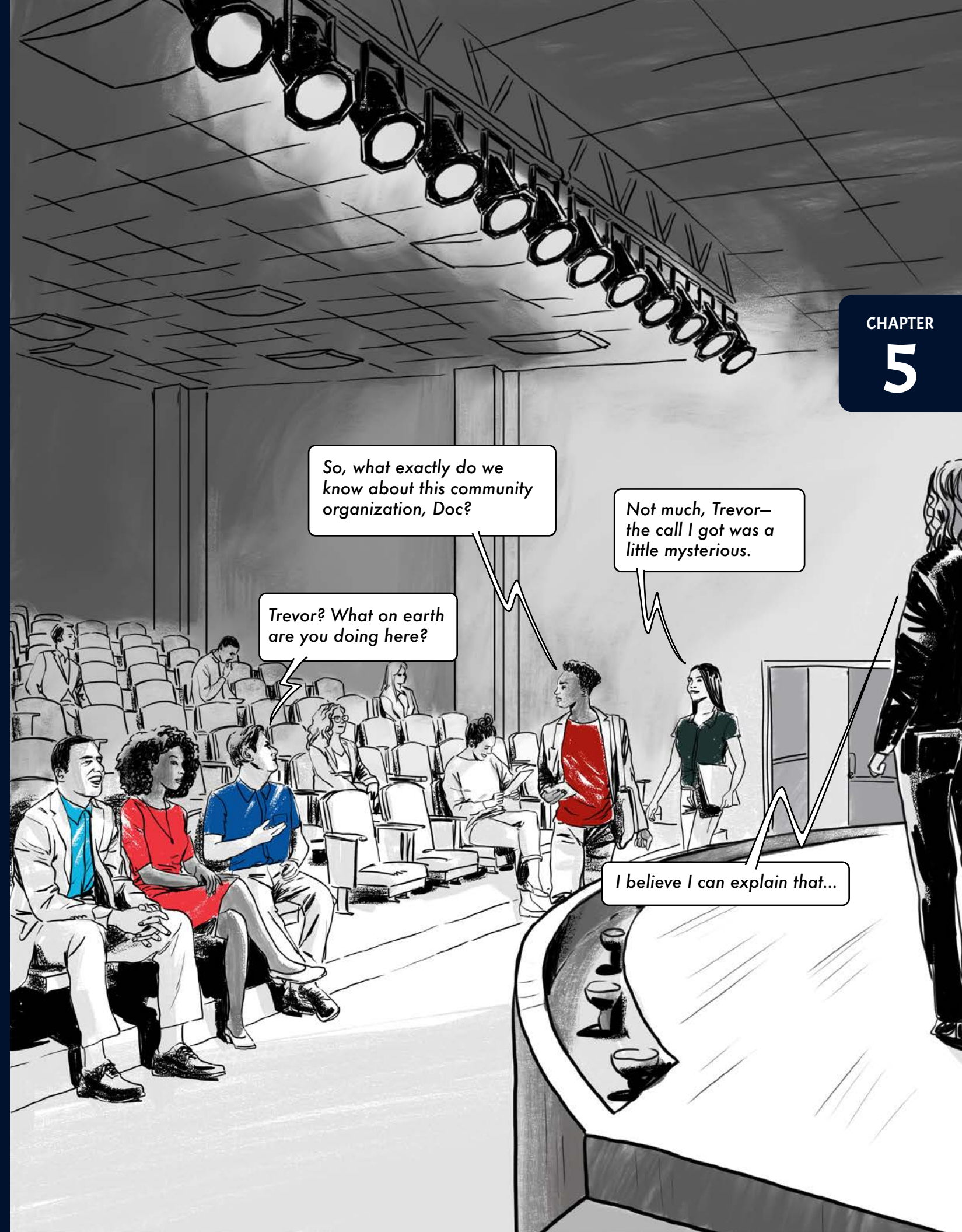
**As a team member at GBT, behaviors that establish you as accountable should become part of your routine.**

Accountability is a quality that team members must continuously nurture in themselves. The following feats of accountability are examples of what each and every one of us needs to do to in order to stay true to our values. Strive to complete as many of them as you can and help strengthen the spirit of trust and responsibility that defines our culture.

- ▶ **Reflect on three mistakes** you've made and reflect on how to avoid them in the future
- ▶ Bravely ask a teammate for **honest feedback about you**
- ▶ **Exchange five personal commitments** with a teammate and keep each other accountable for them

*Be courageous!*

*And so  
it begins...*



So, what exactly do we know about this community organization, Doc?

Not much, Trevor—the call I got was a little mysterious.

Trevor? What on earth are you doing here?

I believe I can explain that...

Thank you all for coming! I'm sure you're all wondering why you're here. Truth be told this is not your typical charity meeting... In fact, this night should mark the beginning of something **BIG**.

You were hand-picked and invited here today because, with your help, I believe we can do great things for the sickle cell disease community.

Together, we can elevate our whole community, thanks to the values we all share.

Because, **Trevor**, each of you is extraordinary ...

You are good-hearted educators who make sure everyone feels included, safe and respected...

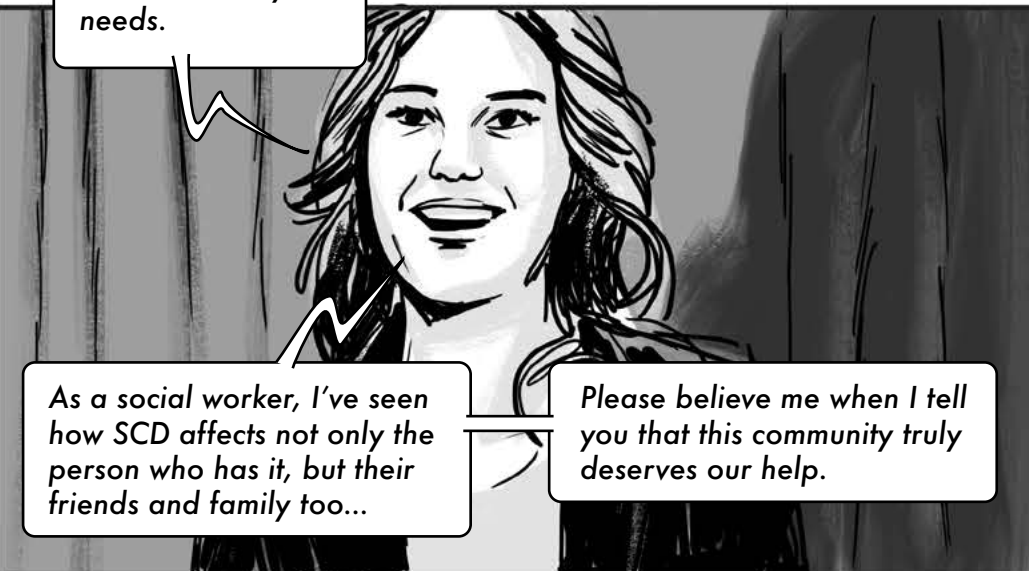
You are doctors who look at patients and see members of your community, of your family, and not just clients.

You are researchers driven to innovate and persevere in searching for new solutions...

That's nice and all... But why choose me? Why choose any of us?

You are reliable people, willing to take responsibility for your actions and learn from your mistakes.

Day after day, you choose not to give up and to make a difference. Trust me: this is what the SCD community needs.



As a social worker, I've seen how SCD affects not only the person who has it, but their friends and family too...

Please believe me when I tell you that this community truly deserves our help.



Together, we can be unstoppable! Together, we can be warriors for the greater good



So what do you say, warriors?  
**Let's get to work!**

# Our Warriors

Our warriors are brave and committed. Their stories are rooted in the tough reality of living with, or caring for someone with, sickle cell. However their stories are not defined by their struggles or their pain. Their stories are ones of strength and resilience. Every story is unique.

## Amatullah



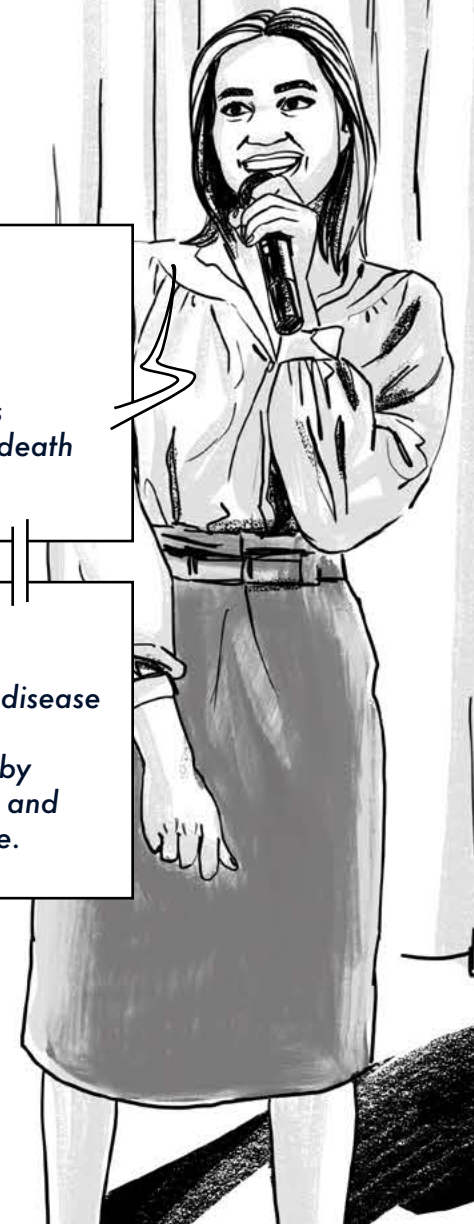
### **Her story**

As a young person living with sickle cell, Amatullah wanted to understand why her body was in pain. She took it upon herself to learn and develop a comprehensive understanding of the science behind her condition. Armed with this knowledge and strong support network, she can advocate for herself and live on her own terms.

### **Her fight**

Amatullah fights against the perception that kids with sickle cell are all either too sick or too weak to do activities. She is living proof that this perception is wrong. Her involvement in gymnastics, soccer, and even her desire to play football, are evidence against the stigma that young adults with sickle cell can't live normal lives.

## Mapillar



### **Her story**

As a caregiver of three children with sickle cell, Mapillar's story is particularly inspiring. She learned at a young age that she had sickle cell trait, but didn't understand the gravity of it until her first child was diagnosed. Her initial perception of the disease as one of illness and death has shifted thanks to her strong and inspirational children.

### **Her fight**

Mapillar's change in perception of what it is like living with sickle cell disease is inspiring. But the story doesn't end there. In 2015, Mapillar started her own foundation to raise awareness and support families affected by sickle cell. She speaks openly against the misconceptions of sickle cell and champions the strength and resilience of people living with the disease.





