

WHO WE ARE · HOW WE DO WHAT WE DO

# Hue. Culture Guide.

The vision we're chasing, the convictions underneath it, and the values we have decided to actually practice — in the same nine letters that spell our name.

## Friend,

If you're reading this, it's because you're somehow in the orbit of Hue.Church – maybe a guest, maybe a volunteer, maybe a future staff member, maybe a friend from another church wondering what we're up to. Whoever you are, we're glad you opened the cover.

This guide is our attempt to write down what is usually only caught – the air on a Sunday morning, the way we talk to each other in the lobby after service, the conviction underneath the tenth follow-up text on a Tuesday afternoon. It is not a vision night slide deck. It is not a fundraising brochure. It is the operating system we have decided to actually run.

The pages ahead walk through three questions, in this order.

### **First – what do we believe?**

Our convictions, the vision we are chasing, and the mission that organizes everything we do.

### **Second – who are we?**

The Heart of Hue: fifteen values that describe the character the Spirit is forming in us.

### **Third – how do we practice it?**

HUEMANITY, the nine daily postures we have agreed to fight for, and the rhythms that keep a young staff honest, healthy, and growing as we live them out.

None of this is original to us. We have learned from churches and leaders far older and far wiser than we are, and we are quick to credit them when we know the source. What is ours is the way we have tried to weave it all together for the room God has given us in Santa Clara.

If something in here lands on you – pick it up. If something is missing – write to us. We are still learning who we want to be when we are ten times the size, and we believe the best cultures are the ones that get refined by the people who walk inside of them.

We hope this gives you a clearer sense of what God is doing through Hue, and why we are so honored to play our small part in it.

## Hue.Church

## What's Inside.

Three questions, three parts. Read straight through, or jump to whichever section meets you where you are this week.

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## The Three Questions.

Our culture answers three questions, in order. Each one flows out of the one before it. Read them together, and the rest of this guide reads itself.

What we believe shapes who we are becoming. Who we are becoming shapes how we actually live. Every section of this book is downstream of that logic. If you only have five minutes, read this page.

**01**

WHAT DO WE BELIEVE?

### Convictions.

Jesus saves. Jesus sanctifies. Jesus sends. Every sermon, every program, every follow-up rhythm at Hue grows out of these three. **Part I** walks through them one at a time.

**02**

WHO ARE WE?

### Heart of Hue.

The character the Holy Spirit is forming in us. Fifteen values describe the kind of humans we are asking God to shape on this team. **Part II** opens here.

**03**

HOW DO WE PRACTICE IT?

### HUEMANITY.

Nine daily postures – one for each letter – that turn our convictions and our character into a way of living. **Part II** closes with these, and **Part III** shows how we hold them together.

*Part I answers the first question. Part II holds the second and third together, because our character and our practice are always learning from each other. Part III is how we keep a young team honest while the other two are being formed.*

PART I

# Our Convictions.

The vision we are chasing. The mission that organizes us. The three convictions about who Jesus is that everything else flows from.

OUR VISION

# Heaven Upon Earth.

Every act of hospitality, every follow-up text, every Sunday handshake is an attempt to make the kingdom of heaven a little more visible on Earth than it was the day before.

We exist to lead  
people to urgently  
pursue Jesus &  
passionately  
promote Him.

**Pursue:** personal, daily, hungry intimacy with Christ – for ourselves first, then for the people we shepherd.

**Promote:** a life so visibly captured by Jesus that people who don't yet know Him are pulled toward Him.

## Convictions, Vision, Structure.

Everything we do at Hue runs through three convictions about who Jesus is. Each conviction creates a vision for the people we are sent to. Each vision creates a structure where that work happens.

This is the sentence that organizes our church: **because Jesus saves, sanctifies, and sends, we exist to lead people to know Him, grow in Him, and go for Him.** Everything below – every Sunday service, every small group, every text message we send to a guest – flows from those three verbs.

BECAUSE JESUS <b>SAVES</b>	WE EXIST TO LEAD PEOPLE TO <b>KNOW Jesus</b>	THROUGH <b>Sunday Services</b>
BECAUSE JESUS <b>SANCTIFIES</b>	WE EXIST TO LEAD PEOPLE TO <b>GROW in Jesus</b>	THROUGH <b>Small Groups (Neighbors)</b>
BECAUSE JESUS <b>SENDS</b>	WE EXIST TO LEAD PEOPLE TO <b>GO for Jesus</b>	THROUGH <b>Serving &amp; Evangelism</b>

### The seam we refuse to lose

The most fragile place in any growing church is the seam between **KNOW** and **GROW** – the gap between someone showing up on a Sunday and someone landing in a small group where they actually get known. A church can preach the best sermons in the city and still lose every guest to the parking lot. We have decided that following up is not extra. Following up is the sermon, finished.

*A church can preach the best sermons in the city and still lose every guest to the parking lot. Following up is not extra. Following up is the sermon, finished.*

## Who We Serve.

Hue is young. We are still in the season where every Sunday is a small miracle and every name we learn is a gift. That posture is not a phase – it is who we want to be when we are ten times the size.

Hue.Church was planted in the heart of Silicon Valley as a place where the people behind the world's most accelerated culture could come and breathe. We sit on a corridor that runs through tech campuses, immigrant neighborhoods, university housing, and old-California families who have been here for generations. We don't pretend we know what every one of those people needs. We just want to be a church that has a chair and a meal and a pastor for any of them who walks in.

### The people God sends us

The Bay Area is one of the loneliest places in America to be a human. The people God sends us are wired tight, smart, often skeptical of religion, often desperate underneath that. They include:

- **Tech workers** – early-career engineers, mid-career managers, and founders looking for any community that isn't transactional.
- **Immigrants and second-generation families** – who carry deep faith from elsewhere and want a church that honors it without flattening it.
- **Students** – from Santa Clara University, San Jose State, and the surrounding community colleges.
- **Young families** – looking for a place that takes their kids seriously and gives them a tribe.
- **The hurting** – people fresh out of a crisis, a divorce, a diagnosis, a deconstruction. They are the ones we lean toward most.

Every one of them deserves the same warmth on a first Sunday. Every one of them deserves to be seen, to be named, and to be walked somewhere. The whole rest of this guide is, in some sense, a long answer to the question: *how do we become a church where that actually happens?*

#### A CONVICTION WE HOLD

A church is not its building, its branding, or its budget. A church is the people who show up when no one is watching, who learn each other's names, and who refuse to let anyone fall through the cracks. Everything else is in service of that.

# Our Heart. Our Practice.

First, the Heart of Hue – fifteen values that describe the character the Spirit is forming in us. Then HUEMANITY – the nine daily postures we have agreed to actually practice. Who we are. How we live.

## Heart of Hue.

Before you read our practices, read the character the Spirit is forming underneath them. Fifteen values – the kind of humans we are asking God to shape on this team when no one is watching and no one is paying us.

Skill we can teach. Character, we can only recognize. Some of these came from pastors and mentors and books that shaped us long before Hue existed. Some came from watching what bent us out of shape and naming what we wanted instead. All of them are who we are asking God to keep building in us.

We hold the list in two halves. The first eight describe *who we are when no one is looking* – our character and posture as individuals. The next seven describe *who we are when the team is under pressure* – how we behave toward one another. Both halves matter. A team with strong interior character and no team dynamics is a collection of lonely saints. A team with strong dynamics and no interior character is a friendship group pretending to be a church.

***Your ministry will never outgrow the integrity of your interior life. What you build in secret will set the ceiling of what God builds in public.***

Do not read this list as an audit. Read it as an invitation. None of us have all fifteen at full strength – we are all being formed on at least three of them right now. The goal is not perfection; the goal is to name the kind of humans we want to be and let the Holy Spirit do the slow, honest work of getting us there.

## Character & Posture.

The first eight. Who we are when no one is watching – the interior air we want to breathe.

01

### Health.

Health is more important than growth. We would rather be whole and honest than large and hurting. A healthy small church can grow; a sick large church cannot be saved by its numbers.

02

### Humility.

Called to be servants. We take the lower chair. We do not need the credit. Ministry is not a stage, it is a towel.

03

### Integrity.

What we do in the dark is who we are in the light. We tell the truth when it costs us something. The gap between our public and private self is the gap the enemy walks through.

04

### Servant-Hearted.

People are not interruptions – they *are* the ministry. The person in front of you is the assignment. The agenda bends to the soul.

05

### Joy.

We serve the Lord with gladness. Burnout and bitterness are not fruit of the Spirit. If the joy is gone, stop and ask why before the work asks for more.

06

### Passion.

We dig holes in roofs. Nothing is too much trouble when a soul is on the other side. We would rather try something clumsy in love than perform something polished without it.

07

### One.

We are one. No "them." We belong to each other – no one on this team walks alone, and no one carries their weight invisibly. When one of us is hurting, all of us slow down.

08

### Energy Over Excellence.

A church done with full energy beats a church done with perfect polish. Bring your fire – the polish catches up. Excellence without energy is taxidermy.

## Team Dynamics.

The next seven. Who we are when the team is under pressure – how we treat one another in the hard weeks.

09

### **Faith.**

We make decisions that are God-sized, not our-sized. If the ask is small enough for us to pull off without Him, it probably is not the ask.

10

### **Commitment.**

We show up, and then we show up again. Faithful is a tempo, not a season. Consistency is the one spiritual discipline nobody can fake.

11

### **Loyalty.**

We defend each other's names when we are not in the room. We do not trade in gossip. If we have a problem with each other, we take it to each other first – and usually only.

12

### **Flexibility.**

Plans are held loosely because people are held tightly. When the day changes, we change with it. The Holy Spirit is allowed to rearrange the furniture.

13

### **Teachable.**

Seek feedback like air. Fools think they are already right; the wise know they are still being formed. The day you stop being teachable is the day you stop being trustworthy with more.

14

### **Team.**

No heroes. No lone wolves. What God builds through one of us is built for all of us. The win belongs to the room, not to the microphone.

15

### **Peacemakers.**

Decelerate drama. Lower the temperature in every room. Blessed are the peacemakers – not the peacekeepers – because sometimes making peace requires a hard conversation first.

*Heart of Hue is who we are. The next nine pages – HUEMANITY – are how we practice it.*

## HUEMANITY. Nine Values. One Word.

Our culture is named for the one people God is forming. Every letter of HUEMANITY is a value we have decided to actually practice – not because we are good at all of them yet, but because we have agreed on which fights to keep fighting.

These are not aspirational poster slogans. They are the operating system underneath our staff meetings, our 1:1s, our hires, our service planning, and our follow-up rhythms. When you hear us say, *"that's not very Hue"* or *"let's lean into the H on this one,"* this is what we mean. The next nine pages walk through one letter at a time. Read slowly. Underline what catches you.

*A culture is not what you say in a vision night. A culture is what you do when no one is watching, when no one is paying you, when no one will ever know you did it. Culture is what you build from the bottom of your soul.*

### The nine, in one breath:

- **H** – Hospitality
- **U** – Under Covering
- **E** – Evangelism
- **M** – Ministry
- **A** – Assembly
- **N** – Neighbors / Nearest Relationships
- **I** – Intimacy with God
- **T** – Tithing & Generosity
- **Y** – Yes to God

Notice how the first six are about how we treat people, and the last three are about how we treat God. The order matters and it doesn't. We hold them together.



## THE FIRST LETTER

# Hospitality.

We treat every guest like the most important person in the room, because to Jesus, they are. Hospitality is not a personality trait that you either have or don't. It is a discipline you choose to practice on the days you don't feel like it.

At Hue, hospitality means three things: **we see them, we name them, we walk them somewhere.** We see – we don't let people stand alone in the lobby. We name – we ask their name and we use it. We walk them somewhere – to the coffee, to a seat, to a person.

*"Do not neglect to show hospitality to strangers, for thereby some have entertained angels unawares."*

– HEBREWS 13:2

## HOW WE PRACTICE THIS

Every Sunday, every guest, every face. The hospitality of the church is not the program; the hospitality of the church is the people who choose to do this on the days they don't feel like it. We expect it of every staff member, every volunteer, every small group leader, and every member who has been here long enough to call this home.



## THE SECOND LETTER

# Under Covering.

We submit to the leaders God has placed over us, and we honor authority even when it costs us something. This is not a corporate hierarchy – it is a spiritual posture that says, *I am not the final word on my own life.*

Walking with God is the first spiritual discipline. Honoring people is the second. The two are inseparable. A staff that learns to be under covering with their pastors becomes a staff that can carry weight in the kingdom for the long haul.

*"Obey your leaders and submit to them, for they are keeping watch over your souls, as those who will have to give an account."*

– HEBREWS 13:17

## HOW WE PRACTICE THIS

Hue is held accountable by an external board of pastors who guide and correct us from outside. Inside the house, we model under covering by going to our pastors first, not last, with the hard calls – and by trusting that being under covering is a gift, not a constraint. It means no one carries it alone.



## THE THIRD LETTER

# Evangelism.

The good news is too good to keep. We follow up with every person who shows interest because we believe heaven actually hangs in the balance for them. Not as a metaphor. As a reality.

At Hue, evangelism is not a guilt trip or a quota. It is the natural overflow of having met Jesus ourselves. When you have tasted that He is good, you do not need to be argued into telling someone else about Him. *We can't NOT do this.*

*"How then will they call on him in whom they have not believed? And how are they to believe in him of whom they have never heard?"*

– ROMANS 10:14

## HOW WE PRACTICE THIS

Every name that surfaces on a Sunday gets a personal contact within the week. Every guest gets a real human reach-out. Every story of faith gets celebrated. The evangelism plan of Hue.Church is not a billboard – it is the discipline of refusing to let any name fall through the cracks of an inbox.



## THE FOURTH LETTER

# Ministry.

You are in the ministry because you love people. The day that flips – the day ministry becomes a way to be admired, a way to feel important, a way to escape something else – something has gone wrong upstream. Serving is the overflow of love, never the substitute for it.

This is the most common place ministry leaders break: they start loving the work more than the people, the result more than the soul. We are committed to never letting that happen on this staff. We will check it in each other, gently and often.

*"Whoever would be great among you must be your servant, and whoever would be first among you must be slave of all."*

– MARK 10:43–44

## HOW WE PRACTICE THIS

The metrics matter – we track them. But the love matters more. When any of us feels the temptation to perform the work instead of love the people, we name it out loud. Public praise, private correction, and the freedom to admit when we are loving the result more than the soul – those are the guardrails.



## THE FIFTH LETTER

# Assembly.

We gather. Sundays are not optional for those who lead – they are how we remember who we are. The gathered church is not a relic of an older era. It is the place where God still does His most consistent and most public work in our city.

Our standard for staff and core leaders is **48 of 52 Sundays**. Not because the four off don't count, but because the 48 do. Showing up, week after week, is the most under-rated act of faithfulness in modern church life.

*"Let us not neglect to meet together, as is the habit of some, but encouraging one another, and all the more as you see the Day drawing near."*

– HEBREWS 10:25

## HOW WE PRACTICE THIS

Forty-eight of fifty-two. The four off are for sickness, sabbath travel, or family emergencies – not for drift. We tell each other when we'll be away two weeks ahead so the team can cover the room together. Presence is the most basic act of love a leader can give a church.

# N

THE SIXTH LETTER

## Neighbors.

Small groups close the back door of the church. Every guest who walks through our doors needs a circle of 8–10 people who will know their name, notice when they are missing, and walk with them when life gets hard. Without that circle, even the most committed guest will quietly drift.

We refuse to let them drift. So we build small groups (we call them *Neighbors*) and we make placement into a small group the central pivot point of the assimilations pathway. Sunday gathers them. Neighbors keeps them.

*"And let us consider how to stir up one another to love and good works."*

– HEBREWS 10:24

### HOW WE PRACTICE THIS

The single highest-leverage thing we can do for any guest is move them into a small group. Every other metric is secondary. When a guest joins a Neighbors group, the back door closes for them. That is the win we are praying for, every week, for every name.



## THE SEVENTH LETTER

# Intimacy with God.

Prayer. Scripture. Meditation. Fasting. Silence. These are the five disciplines we ask everyone on our staff to be practicing in some form, in some rhythm, in some season. Not because they earn anything from God – they don't. But because they keep the well full so that the work doesn't drain you dry.

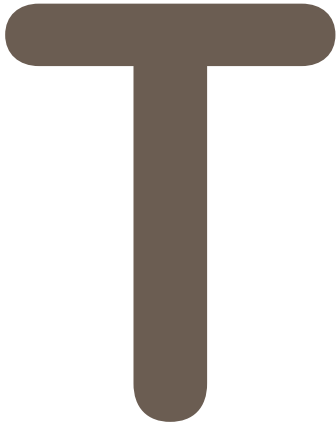
Ministry is always the overflow of intimacy with Jesus. Never the replacement for it. The minute the work starts running out of the bottom of an empty well, we are one bad week from burning out, and three bad weeks from saying something we'll regret.

*"Abide in me, and I in you. As the branch cannot bear fruit by itself, unless it abides in the vine, neither can you, unless you abide in me."*

– JOHN 15:4

## HOW WE PRACTICE THIS

We pick what we will commit to. Not all five at once – what is honest. We bring the answer to our 1:1s so we can be prayed for in those specific places, not in vague ones. Everyone on this staff is in some season of practicing some discipline. There is no exception, and there is no shame in starting small.



THE EIGHTH LETTER

# Tithing & Generosity.

We give first, not last. Generosity is a spiritual discipline that breaks the grip of money on a soul before money has a chance to break the soul itself. We model this on staff because we cannot ask of others what we are not willing to do ourselves.

At Hue, the conviction is simple: tithing is the floor, not the ceiling. The tithe is where generosity begins – the place from which a generous life can grow. We don't preach it as a fundraiser. We practice it as a posture.

*"Each one must give as he has decided in his heart, not reluctantly or under compulsion, for God loves a cheerful giver."*

– 2 CORINTHIANS 9:7

## HOW WE PRACTICE THIS

Generosity on staff begins with the staff. We give first to the church we serve, and we hold each other to it as a spiritual conversation, not a financial requirement. The goal is freedom – from the grip of money, into a generous life – for ourselves and for the people we shepherd.



## THE FINAL LETTER

# Yes to God.

The whole framework of HUEMANITY rises and falls here. Every value above is just a posture of yes – to His invitation, to His correction, to His call, to His timing, to His "wait" as much as His "go." This is the posture we are asking everyone on our team to bring into the work, and the posture we are asking ourselves to bring into our leadership.

Yes to God is not a one-time prayer at the start of a season. It is a thousand small recommitments along the way. It is what you say in your car after a hard Sunday. It is what you whisper at your kitchen table on a Tuesday morning when you don't want to send the next text but you know you should.

*"Behold, I am the servant of the Lord; let it be to me according to your word."*

– LUKE 1:38

## HOW WE PRACTICE THIS

We tell the truth about where the yes is in us. We bring honest answers to our 1:1s – about what is shifting, what is clarifying, what is being redirected. We will never penalize honesty about what God is doing in someone. We would always rather hear it early than discover it late.

# How We Lead.

The hardest person to lead is always you. The disciplines, the rhythms, and the small commitments we make to each other so the staff stays a place where the truth gets spoken and the trust gets kept.

# Humble. Hungry. Smart.

Three words we use to describe the kind of people we are trying to be on this staff – and the kind of people we are trying to develop in everyone who serves with us.

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## WORD ONE

### Humble.

Quick to listen. Slow to defend. Eager to be corrected. A humble person hears feedback as a gift even when it stings, and assumes the people around them might be seeing something they themselves cannot.

The opposite isn't pride – the opposite is being uncoachable. We give each other a lot of feedback. We need each other to receive it as love.

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## WORD TWO

### Hungry.

Taking initiative. Growing on purpose. Caring about the result. Hungry people don't wait for someone to assign them a task – they look around for what's not getting done and they pick it up.

Hungry on this staff looks like learning every guest's name without being asked, refining your craft on your own, and bringing ideas to your 1:1 instead of just answers.

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## WORD THREE

### Smart.

Smart isn't IQ. Smart is emotionally aware. Reading the room. Honoring people's time and dignity. Knowing when a guest needs a quick exit and when they need a long conversation.

This is the hardest of the three to teach. It comes mostly from paying attention – to faces, to tone, to silences. We help each other grow in it.

#### A TRUTH WE TELL EACH OTHER OFTEN

The best people on a church staff are the ones who are growing in all three at the same time. The most exhausting people are the ones who are strong in two and refuse to grow in the third. We work on all three together. We expect it of each other.

There is one more thing we want to say about this list: we did not invent it. The Humble/Hungry/Smart framework comes from a long tradition of leadership thought, and we use it because it works. But the version we hold to is anchored in scripture: *"In humility count others more significant than yourselves"* (Philippians 2:3). That is the floor.

## The hardest person to lead is always you.

Most ministry failures don't begin in public. They begin in the unwatched, unmeasured ten thousand small choices a leader makes every week – about her sleep, her phone, her honesty, her prayer life, her body, her marriage, her friendships, her quiet time. Lead yourself well in the dark, and the public part of leadership mostly takes care of itself.

### The Iceberg

Picture an iceberg. Ten percent above the water – that is what people see on Sunday. Your warmth in the lobby. Your follow-up. The way you carry yourself in front of a room. The other ninety percent is below the water, hidden – your prayer life, your interior monologue, your habits, your honesty with God, the way you talk to yourself when no one is listening.

The iceberg principle is brutal in its simplicity: **the part above the water can never grow taller than the part below it can support.** If the ten percent grows faster than the ninety percent – if your public ministry expands faster than your private intimacy with God – the iceberg flips. And when an iceberg flips, it doesn't matter how impressive the part above the water was. Everything goes under.

This is why we ask each other, in 1:1s, about the ninety percent more often than the ten percent. Not because we don't care about the work – we care deeply. But the work is downstream of the soul. Always.

*You cannot give what you do not have. You cannot draw water from a dry well. You cannot lead people to a Jesus you have not been with this morning.*

– A STAFF CONVICTION

### What we're guarding against

The two most common ways a young ministry leader's iceberg flips: **(1)** Performing the role instead of practicing the faith underneath it. The work becomes a costume; the heart goes hollow. **(2)** Fixing other people's lives without ever letting Jesus fix yours. You become a counselor to everyone and a stranger to your own soul.

We name these patterns out loud in each other when we see them starting. We adjust the sail before we have to bail water. The grace we give each other is the grace of being told the truth before it costs us anything.

## FIT · FAITHFUL · FRUITFUL.

Three windows into the same life. Tend all three and the others tend themselves. Neglect one, and the other two start to wobble.

### FIT

#### Tend the body God gave you.

Sleep. Move. Eat real food. Take one full Sabbath day a week, every week, no exceptions. The body is not a vehicle for the soul – the body *is* part of the soul. How you treat it matters.

- Physical – sleep, food, movement
- Mental – what you read, what you scroll
- Spiritual – prayer, scripture, silence
- Relational – the friendships that fill you

### FAITHFUL

#### Be trustworthy in the dark.

Faithfulness in the unseen places shows up in the seen ones. The little things grow up into the big things. The way you do anything is the way you do everything.

- Finances on time
- Promises kept
- Texts answered
- Character intact when no one is watching

### FRUITFUL

#### Steward who is in front of you.

Don't chase a crowd you don't have. Don't dream of the people you wish you were leading. Love the people God has put in your path right now, and let Him bring more in His time.

- The ones at your table
- The ones you texted this week
- The ones you'll see Sunday

### Why we hold these three together

Most leaders we know are strong in one of these three and weak in the others. Some are *fruitful* but burn their bodies into the ground (FIT collapses). Some are *faithful* with money and time but never bear any fruit because they don't risk anything (FRUITFUL collapses). Some are *fit* and well-rested but skim the truth in their relationships (FAITHFUL collapses). The three are a tripod. If any leg goes, the whole thing falls.

#### A PRACTICE WE ASK OF EVERY STAFF MEMBER

One full Sabbath day a week. No work texts. No "just five minutes." Pick a day that fits your rhythm and treat it as sacred. The work of ministry requires a soul that has rested.

## Five Disciplines We Keep Up.

The five spiritual disciplines we ask everyone on staff to be practicing in some form, in some rhythm, in some season. Not all five at once – what is honest.

- **Prayer** – daily, not on demand. A short, faithful conversation every morning beats a long one once a month.
- **Scripture** – in a plan, not by mood. Pick a reading plan that takes you somewhere. Stick with it even on the dry days.
- **Meditation** – one verse you carry through the whole week. Not "studying" it – sitting with it. Letting it work on you.
- **Fasting** – a regular rhythm, your call on the form. Could be food, could be screens, could be a meal a week. The point is the saying-no, not the form of the no.
- **Silence** – a window where you let God speak, not just where you bring your requests. Even ten minutes a week is more than most leaders ever practice.

### Why we hold them lightly and seriously at the same time

Lightly, because they don't earn us anything. God's love for us is not on a sliding scale that goes up when we read more chapters and down when we miss a morning. We are loved in full, before any of these. The disciplines are not the price of admission to the family.

Seriously, because they are the way we keep the well full. The minute the work of ministry runs out of the bottom of an empty well, we are one bad week from burning out and three bad weeks from saying something we'll regret. The disciplines are not how we earn intimacy with God; they are how we build the conditions where intimacy can grow.

*Ministry is always the overflow of intimacy with Jesus. Never the replacement for it.*

### How we hold each other to it

We tell each other which disciplines we are practicing this season. We pray for each other in those specific places, not in vague ones. When someone is dry, we name it together – gently, without alarm – and we ask what would help. The gift of being on a staff is that you don't have to figure it out alone.

## How We Communicate.

Hue is a young staff. That means clarity, candor, and care matter more, not less. The relationships at the top of the org chart set the temperature for the whole house. Here is how we have agreed to work together.

### The five commitments

- **Public praise, private correction.** If we are proud of someone, we say it loud and in front of others. If we are concerned, we say it to their face, alone, first – never through someone else, never in a group.
- **Speak directly.** No passive-aggression. No side conversations. No "I was just kidding." If you are confused, ask. If you are hurt, name it. If you disagree, say so. The peace we are after is honest peace, not polite peace.
- **Honor each other's time.** Be on time. Reply within a day. If you can't, say so. Ghosting is a small unkindness that grows into a big one.
- **Default to grace.** Assume the best of each other until proven otherwise – and even then, return to grace. Most miscommunications are not malice; they are tired humans on a hard day.
- **Guard each other's reputations.** What is said about a staff member behind their back has to be sayable to their face. If it isn't, it shouldn't be said at all.

### The 1-3-1 rule

When you bring a problem to a leader, try to bring it as **1 problem, 3 possible solutions, 1 recommendation**. Not because you have to figure it out alone – you don't. But because the discipline of thinking it through is the discipline of growing as a leader.

If you can't think of three solutions, that's okay too. Bring the problem and say, "I can't see a way through this and I need help." That is a perfectly valid 1-3-1.

### The dislodging question

One question we ask each other often, in 1:1s and after hard moments: *"How can I be consistently 9 out of 10 by you?"* Asked honestly, it dislodges the things that go unsaid for months. The point is not the score. The point is the conversation the question makes possible.

#### THE NON-NEGOTIABLE

The only way our 1:1s fail is if someone walks out with something they didn't say. We would rather hear hard truth in a small room than carry small resentments into a big one. Bring the thing.

## A Blessing as You Go.

Friend, may God meet you in the room you are about to walk into – whether that room is a Sunday service, a small group circle, a coffee with a stranger, or the kitchen table of your own home before the day begins.

May He give you the warmth to draw the hesitant near, and the wisdom to know when to step back and let Him do the rest.

May He keep you safe in the unseen places – your prayer life, your home, your body, your friendships – so the seen places have something true to draw from.

May He surround you with people who tell you the truth in love, and may He give you the courage to be that kind of person for them in return.

May He grant you ten thousand small mercies along the way – a guest who returns when you didn't expect it, a friend who texts at the right hour, a Sabbath that actually rests you, a sentence that lands at exactly the right moment for someone you didn't know was carrying so much.

May He guard you from the two old enemies of every leader: the temptation to perform, and the temptation to disappear. May you neither chase applause nor hide from the work.

And may you wake up tomorrow morning with a yes still in your chest – to His invitation, to His correction, to His call, to His timing.

**You are loved here. You always will be.**

*Whatever your hand finds to do, do it with all your might.*

– ECCLESIASTES 9:10

With our love,

**The Pastors of Hue.Church**