









*Today is for all of us,  
for all those who will guide us onward.*





**CHAPTER I**

*Elements of Seeking*

—11—

**CHAPTER II**

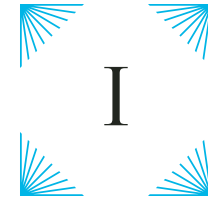
*Voices We Carry*

— 19 —

**CHAPTER III**

*Pillars of Our Quest*

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# THE ELEMENTS OF SEEKING



1.

## *Signaling A New Path*

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*“If everyone helps to hold up the sky  
then one person does not become tired.”*

—TSHI PROVERB

If you are reading this, it’s because you’ve been moved to serve humanity. Inspired to imagine a collective future, built by all of us and for all of us. Motivated to grasp hands with those around you, and those far away. To trust. To rise. To seek a path forward.

Just as all the elements must come together to cultivate life, so must we bring all perspectives together to nurture balance and abundance within our organization.

## *We must be like water*

*“Water changes earth. As the current picks up, the more powerful the water becomes, and the more impact it has on the earth.”*

—SAMUEL BIZUMUREMYI

Adaptable and shapeshifting, we must fit any vessel. We are both a source for sustenance, as well as joy and play. Our strength is in our softness.

## *We must be like earth*

*“The earth accommodates everything, everybody and can do anything in it — and that’s where we want to be as Alight.”*

—ROSINE MPAMYA

Grounded in the land, we must nurture and replenish everything that grows from us. We celebrate the weeds cracking up through asphalt, the flowers that bloom from drought, the underground fungi that channel nutrients between trees.

## *We must be like air*

*“Ideally this space full of ideas turns into air that is breathed by all people impacted by Alight’s work.”*

—DANNY REARDON

Ubiquitous and invisible, we are the breath that fuels without notice. We are the background, not the focus. We are transparent in our impact and free and accessible to all.

## *We must be like fire*

*“I see Alight as fire because it burns with energy and passion, quick to take on new initiative, but it may fade if not constantly fed over time.”*

—ANONYMOUS

Burning with the passion of a thousand great minds, we are born anew with each new idea that sparks. We will never be constrained like an institution by rules and bottom lines, but flourish as a permanent beginning and a burning beacon.

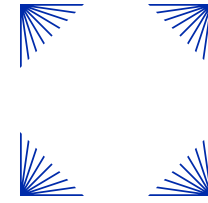
## *We must be like space*

*“Alight will be the space, by extending the belief of a possibility in every situation to the rest of the world, therefore creating a space for discovery and improvement.”*

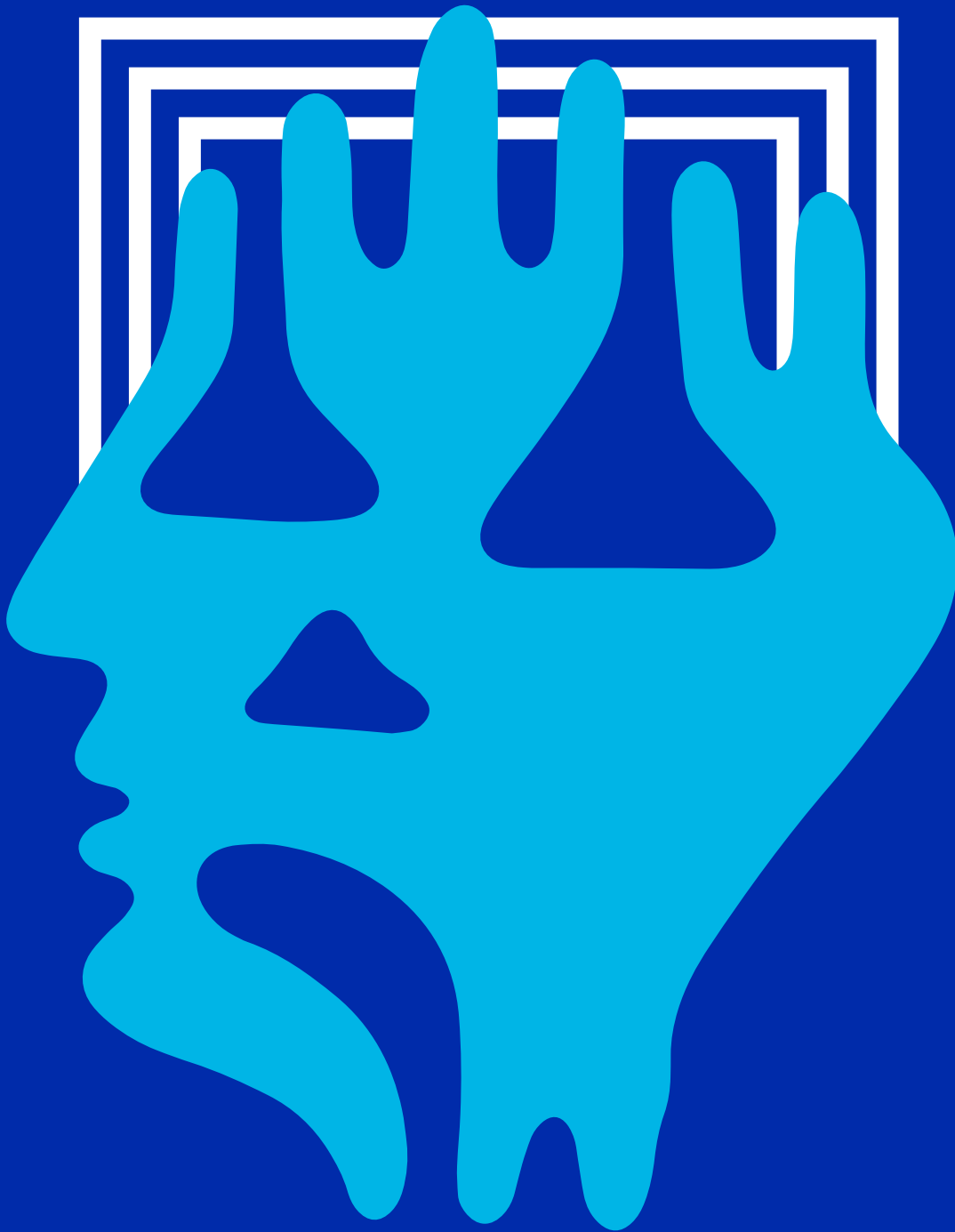
—MARY WANJIRU

We contain multitudes, and are limitless in scope. Within us, there are gravitational pulls that create natural orbits. Everyone has room to play their part.

# SIGNALING A NEW PATH



# VOICES WE CARRY



## 1.

# *The Reminder*

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*Story inspired by the experiences of Teresa Devick, Jacques Prevert  
Rumanyika, and Aphrodice Mutangana*

**T**here was an energy of anticipation as two new teachers began their first day of class. The room was filled with computers, a brand new technology lab dreamed up and built by the very same teachers who stood at the front of the room. It was nestled in the heart of a refugee camp.

Survivors of conflict, these young people looked forward at their teachers, eager to fill their minds with newness, to be challenged and guided toward a future of promise. Toward careers and journeys. The two teachers up front, barely adults and survivors themselves, had assembled this lab to teach the community's first coding class.

As the lesson began and questions were asked from teacher to pupil, the young people responded in friendly competition, each talking over one another with excited answers only half considered.

After this first class was over, the teachers turned to one another and laughed with celebration and relief. Their first class was chaotic, but they had done it. And at least the students were engaged.

And then, growing more somber, one said to the other, “Did you notice there were only two women?”

The other teacher said, “Yes, and neither of them spoke.”

The next day of class, the teachers made a point to call on the two women. When called upon, both would defer to the men who outnumbered them. The men who interrupted them without thinking.

When it was time for the next class to begin, the teachers noticed only one woman had returned. So they looked at each other and one teacher said to the eager students for

whom they’d created this entire lab, “If you don’t each have a sister here today, we’re not having class.”

And all the young men left to find young women and invite them in.

When class resumed, it was half men and half women.


And the women spoke up.

And they were heard.

REFLECT ON YOUR SERVICE TO HUMANITY:

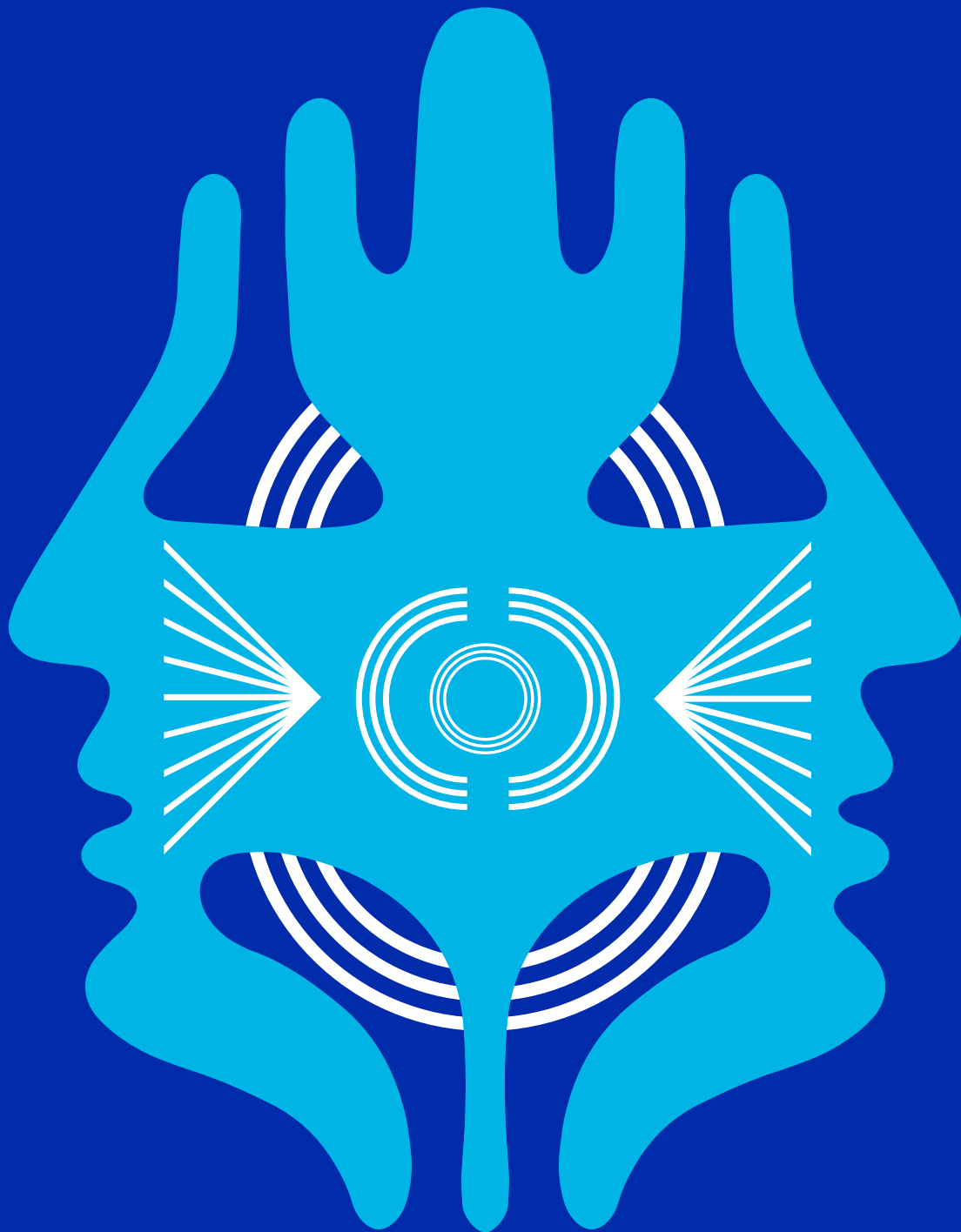
*Remember*  
*what drew you*  
*to this work*  
*Channel your*  
*unique perspective*  
*Consider your*  
*biases*





I'm  
Reminded  
of my  
CALLING





## 2.

# *The Strength*

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*Story inspired by the experiences of  
Sister Irene O'Neill*

**O**n a late fall evening, a group of nuns from across the local region sat on couches and easy chairs after dinner, sipping tea or beer and watching a sporting event on television.

The sisters taught high school students, and had gathered for a two-day workshop, to learn from one another and their elders. It was a casual night, full of stories, board games, and laughter. A sleepy kind of warmth had set in after a day spent entirely together.

At one point, a sister from the hosting convent entered the room with a young woman. A domestic violence shelter was closing its doors. She was one of a dozen women who lived there with her children. Women whose lives had been put on hold in their effort to regain selfhood. To protect their families. All with plans for new homes and new lives, but nowhere else to go

for now. All would be cast out at the end of the month, only five days away.

The young woman had come into the church simply to warm herself and to pray. She hadn't considered asking for help.

The sisters set to work.

Sitting forward, a sister on one side of the room began, 'I think I know a place we could move you. Let me make a call.'

She left the room and came back. "I have a place, but we'll need beds."

"How many?" another responded, "I know where we can get beds."

"I'll take care of food."

"I can figure out childcare."

And just like that, the web of sisterhood unfurled and wrapped itself effortlessly around this unsuspecting young woman.

Just then, a goal was scored on television. Everyone's attention went back to the game as they scoffed and rallied for their team.

The nuns resumed their stories. They laughed and cheered their way through the evening.

The young woman went home with food, warm blankets, and many hugs.

And the next day the shelter began its move to a new location. One built on sisterhood and understanding.

One that wasn't just a place to sleep, but to heal.

A place where their children were safely cared for:

A sisterhood.

REFLECT ON OUR COLLECTIVE ENERGY:

*Remember you are  
part of a team*

*Assemble many  
strengths to form  
a greater whole*

*Divide the weight  
so no one holds  
too much*





OUR  
COLLECTIVE  
ENERGY





### 3.

## *The Heart*

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*Story inspired by the experiences  
of Abraham Leno*

After his graduation ceremony, a man held his brother in a long embrace. The two had been through so much together: A decade ago, their childhoods had been shattered by war. They were now separated from their family and had lost their home, along with the fragile safety and confidence that came with certainty.

And now, here he was again, in a new uncertainty. School finished, unsure what might come next.

“Thank you for being here,” he said as they stepped back to look at one another.

“I’m so proud of you,” his big brother replied.

Some moments later, after a warm silence, “I want to show you something.”

The two brothers climbed into a car and drove across the lush roving countryside until they reached a familiar settlement. It was a refugee camp, similar to the place where the graduating young man had received help years before. It was through his refugee experience that someone he'd never known had paid for the schooling he just finished.

His older brother was now working at this camp. Inside lived hundreds of thousands of people, all displaced, just like the two brothers. Their vibrance filled the air like cicadas — the sound of so much music and laughter and ache and triumph all at once.

As he walked in, he saw the people he grew up with. Almost immediately, he ran into his youth pastor from before the war; someone who'd been a mentor to him as a boy. His pastor welcomed him with open arms. "We're all so proud of you," he said to the young man.

The connection to this place felt like a river running through him, threading his past, present, and future. Home. It felt like home. Like a family.

He turned to his brother, weeping.

"This is where I belong," he said.

"We have a right to be here. All of us have a right to be here."

And that was the beginning. The beautiful, wrenching thing we've come to know as a calling. Just like that, he was drawn to care for these people, this place. His people, his home. And not just this place, but any place where people without homes come together to create their own family.

To see one another.

To listen to one another.

To believe in one another.

To unleash abundance with love.

REFLECT ON THE HEART OF OUR SEARCH:

*Remember you  
represent those  
we serve*

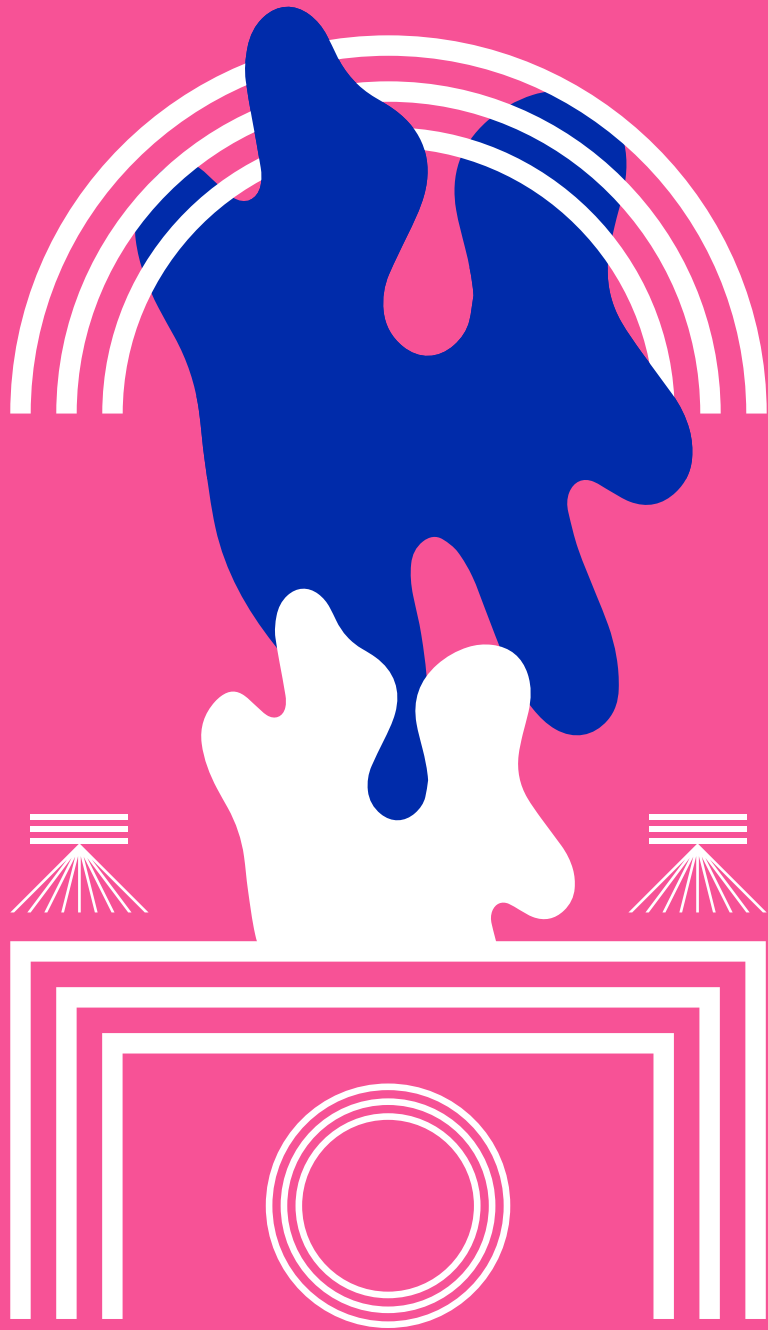
*Carry the voices  
of the displaced  
in your mind*

*Seek through  
the lens of lived  
experience*





THOSE WE  
SERVE ARE  
AT THE  
HEART  
of our  
SEARCH



## PILLARS OF OUR QUEST

**W**ith the five elements in our minds and the voices of those we serve in our hearts, we now focus on the task at hand. Here are four mindsets to guide your path as we invite new people into the Alight family.



THE PILLARS OF SEEKING:

Surface Our Biases

Seek in Unexpected Places

Ask Illuminating Questions

Embody Our Values

1.  
Surface Our Biases

*“Everybody needs to be given the opportunity to unlock that potential.”*  
—DOGON SEDIGY NSHIMIYIMANA

**W**e must understand that each of us comes from a place of bias. All of us. Because we are human. The unique set of experiences, values, and identities we each carry shape our world views and perceptions.

As a team it is important to be curious and surface our individual biases so we have the ability to see things from our perspective and also take in the perspectives of other people. This allows us to support one another — and to be bravely better together.

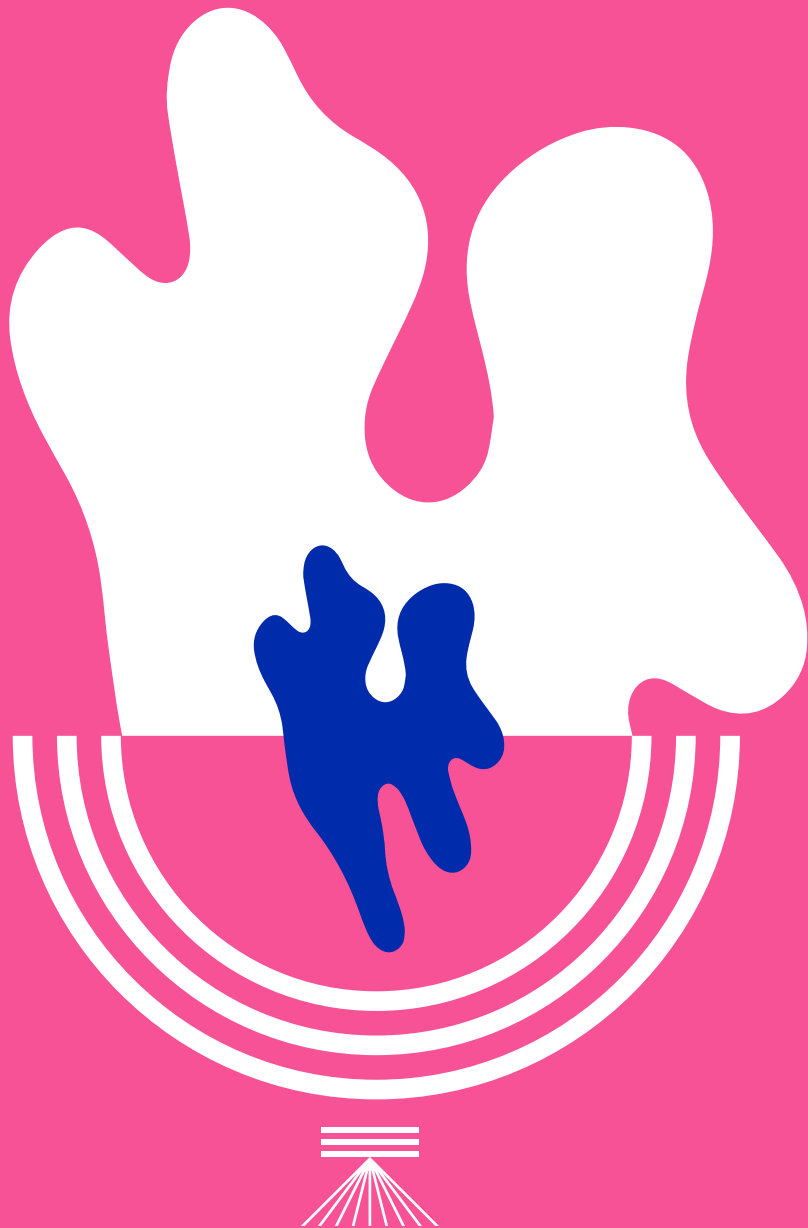
EXAMPLES OF HOW TO RECOGNIZE BIAS:

QUESTIONS FOR YOU AND YOUR TEAM:\*

Think of a time when you've been aware of a biased reaction you were having. How did you address it?

Consider when you're most likely to rely on unconscious bias (which might be when you're tired, stressed, or multitasking). How might we work to create an environment that challenges our preconceived assumptions? What assessments have you already made?

Openly discuss bias with those on your team. How will you encourage one another in your own journeys?



2.

## *Seek in Unexpected Places*

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*“If you are just drawing from the same demographic,  
you’re obviously not getting the best people.”*

—BEN AFFLECK

**W**hen inviting a new member to join our family, we must go broad. We must ensure our call echoes across every hilltop, every valley, every known and unknown soil. That it dances into the ears of those who are seeking and those who haven’t yet considered being sought.

Things we should consider before we make the call. *How might we:*

***Reach** leaders who know the experience of displacement firsthand?*

***Seek** in unexpected places?*

***Recognise** experience that doesn't come with a resume?*

***Encourage** those who might not consider themselves credentialed enough?*

***Inspire** a new definition of leadership?*

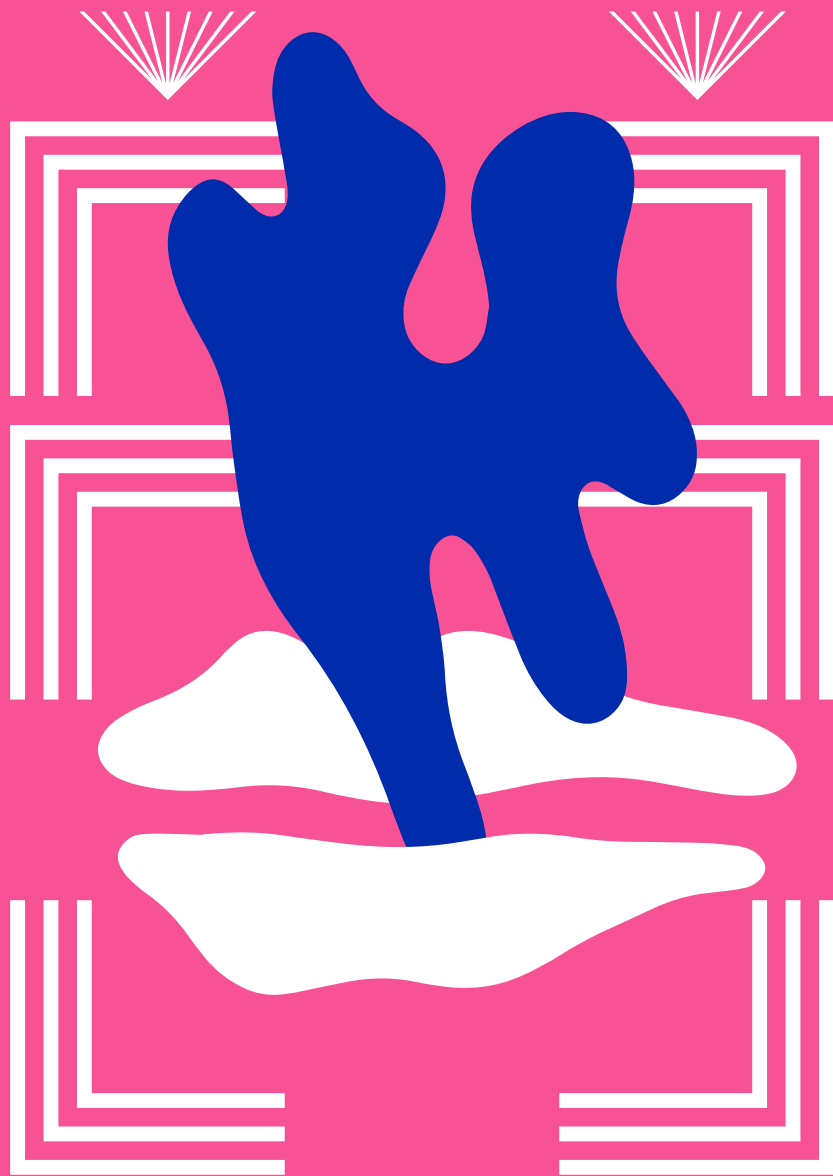
Things we should consider about how to seek.

***Where** do we post the opportunity?*

***What** language do we use to describe the role?*

***Who** are individuals or groups that can extend our reach?*

***When** will we know we've searched far enough?*



### 3.

## *Ask Illuminating Questions*

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*“What is it that we really want?”*

—MARK WHITE

*“The person’s ability to be magical  
is just as important as for them to be logical.”*

—PAUL BENNETT

**W**e are an organization of seekers — and we are unified in our desire to find humanity in every aspect of our work and our world. To unleash the abundance hidden behind interview formalities, we must ask questions that get to the heart of the person. Questions that serve as doorways to connection and authenticity.

*“You can see a resume and you can learn a lot from a resume. But...it has to be combined with a heartfelt connection.” – DABBS CAVIN*

Ideas to envision new ways of asking:

***Look** to our values and beliefs as a foundation*

***Consider** what you would want to be asked in an interview*

***Find** inspiration from the stories of those we serve*

*“Communication is more about listening than talking.” – MARK DAYTON*

A few example interview questions:

*When was the first time you realized your voice mattered?*

*Tell us about a time you saw a spark in someone and helped to nourish it.*

*Tell us about a moment when you found light in the dark.*

*Describe a world that is abundant.*



4.

## *Embody Our Values*

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*“We act on things when we fully believe.  
And Alight is meant to be that vehicle of belief.”  
—ANGELA EIFERT*

**A**s we look outward to a bold new future for our organization, it is important to also look inward. To ground ourselves in the values, beliefs, and purpose at our core — and allow them to be the driving force that unites our global community.

*We are an organization  
filled with a multitude  
of amazing people.*

*This diversity is one of  
our greatest strengths.*

*And one of our  
greatest prides.*

And while we are a kaleidoscope of unique experiences, gifts, and strengths, there are a set of values that unites us all. They drive how we do our work, how we interact with the people we serve (and each other), and help us make decisions. They are what we expect of each other, and perhaps even what we should hold each other accountable for being. Maybe.

#### OUR VALUES

Be Human Centered

Bravely Be Better

Spark Joy

Choose Optimism

Start with Giving

Find Others

Do the Doable



*Everything we do is built on three core beliefs that we hold dear. These underpin all our values, our purpose, and every single action that we take and decision that we make.*

#### OUR BELIEFS

We believe that there is simple human justice in the chance to build a life.

We believe in an abundant world full of amazing people who want to help.

We believe in doing a better thing.



HUMANS  
ARE  
WONDROUS

## *Onward*

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*“The new dawn blooms as we free it.  
For there is always light,  
if only we’re brave enough to see it.  
If only we’re brave enough to be it.”*

—AMANDA GORMAN

**W**e thank you for being the brave path that guides our journey into the future. For broadening our family. And for leading us always, together, toward the light.







