



PATTERSON CONSULTING GROUP

Work
The ~~Hand~~ Book



If you're reading this, you're officially part of the PCG adventure. Welcome!

We built this company around one simple idea: people first, always. We don't fix problems with corporate jargon or endless policies. We listen, we lead, and we actually get things done—with care, expertise, and usually a little humor too.

This workbook isn't about fancy slogans. It's about how we work: with integrity, flexibility, and a real understanding that people (not processes) are what make businesses great.

The work we do matters. Your work will matter. Thanks for putting your fingerprints on it with us. Let's go do some good.

Jennifer Patterson
Founder & Principal Consultant



Our Mission

We elevate businesses by elevating people first.

Our Vision

To create an impact on businesses and workplaces by focusing on people-centric solutions, rewriting the old and sometimes detrimental rules that can be found in traditional HR work.

Our Behaviors



We present our values as behaviors to make them actionable. Values aren't home decor; we don't LIVE LAUGH LOVE and pat ourselves on the back. Our behaviors are the way we do business everyday.

Be A Good Human



We know that our work will affect people professionally, but also personally.

Leave Your Fingerprints

We deliver on our commitments, to clients and each other with expert details. Deliver every task as a service.

Our Words Matter




What we say to each other, a client or their employees can build a relationship or break it entirely.

Make Collective Contributions

To deliver human-centered solutions, we must rely on our diverse skillset. We share the spotlight, but also the load.

Find Order In the Chaos

To be a consultant is to bring a level of calm to uncertainty. Flexibility is the rule, not the exception.





Be a Good Human

A People-Centric Focus

It's right there: Human Resources. People Operations. Human Capital (gross, sorry). Whatever you call it, chances are it has a people-y word in it.

To be a good human is to respect each other, our roles, and our clients. It's to know our work will affect another person, both personally and professionally.

With Great Power Comes Great Responsibility

That's an overused quote from the Spiderman comics, but we're sure it applies to HR work, too. Use your position for good, to build a fair and fulfilling environment for those around you. You might not always win the day, but your efforts matter and contribute to changing workplaces every time.

Humanize the Mundane

One small line of policy, one act of empathy, can change someone's day...or their life. Sometimes the work is boring, but remember that the outcome is very real. Everything has an impact. Butterfly wings, all that.

Keeping It Real While Keeping It Civil

Complaining about work is normal employee behavior and we are not immune. When we're together, go ahead; let off some steam, roll your eyes, employ some sarcasm. It's hard to be in the people business!

But difficult situations do not mean we stop delivering or cease to respond to a client's needs. Let it out and get right back in the game. We'll take you out for drinks later.

Ain't No Lie: Bye, Bye, Bye

We are small and poor behavior can affect our team quickly. Bad days happen but abusive, disrespectful behavior, internally or externally, is a deal breaker. We don't allow one person to diminish the whole.

PS: Have we fired clients for bad behavior? Yes, and we'd do it again.



Leave Your Fingerprints



Take Thoughtful Action

In the age of AI and fast responses, it's important to show your work and confirm your impact. We don't deliver the easy answer because it's the fastest. We deliver the right answer for the client based on our collective knowledge, industry research, and a keen eye for employee experience.

Don't be the obvious Google search. Deliver it with expert analysis.



Raise the Bar (But Get Some Sleep)

There are many ways that we can deliver a project to a client. What worked once might not work now, so we expect attentive work and attention for new levels of quality.

But don't mistake quality for unchecked perfectionism. We don't get trophies for the most edits or most hours worked. Sweat the details but know when to call it finished.



Deliver Every Task as a Service

Always provide value in the moment. Make your emails clear, deliverables polished, and ask good questions.

If a client mentions they need new biz reads, send them a rec. If a prospect isn't right for us, send them to a company that can help. If someone is having a bad day, ask what you can do. The best marketing pitch is being a reliable, thoughtful partner.

Follow Through

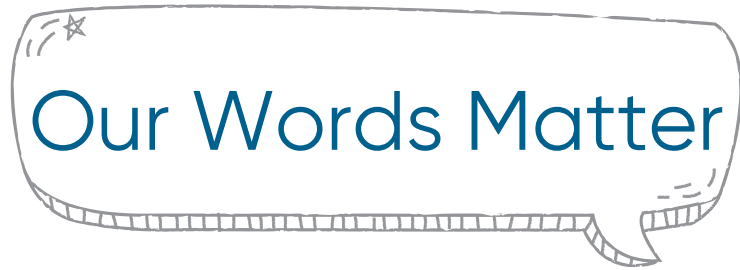
We deliver on our commitments. Whether it's a deadline or a workflow, an OOO alert or LinkedIn post, we do what we said we would. If we can't, we communicate and recalibrate.

It might mean an extra email or a phone call, but don't leave your clients or teammates in the dark.

I Don't Care If You're On The Beach, But...

Working remotely is a benefit at PCG, but sometimes being "present" is a challenge. We have to rely on digital communication, virtual meetings, and the occasional camera to keep collaboration smooth. You might be at home in your slippers, but that doesn't mean meetings aren't important.





We Can Do Hard Things

The work is full of hard conversations, not only for ourselves but also for our clients. Our work can call for critical honesty and candor. If something is wrong, it's your responsibility to bring it up. If you're on the other end of a tough chat, it's your responsibility to hear it out.

But these human/empathy words? Don't mistake it for softness. We don't fall over at the first push. When someone needs to pick it up, we say so. If someone crosses a line, we ask them to step back.

I Try Not To Care but It Hurts My Feelings

Sticks and stones may break my bones, but words can cut just as deep. It's normal to have an emotional reaction to feedback.

What we say to each other, a client or their employees can build or break relationships. Honesty does not have to be delivered unkindly. Our longevity and impact are based on these connections.

Curiosity Before Judgement

Assume that everyone has the best intentions for their work and for the future of PCG before you get too heated about your perceptions or assume the worst. (What? Who would do such a thing in this modern world?!)

Working remotely means you won't be able to see everything your teammates are working on. Our diverse skillsets mean we don't always come at a task the same way. This is the time to use your words and get to the bottom of the issue, not stew in angry silence.

No Mean Girls

Just look at any Yelp page and see it: people love talking about a bad experience. We focus a lot on identifying weak spots, but remember to take time to give abundant props to your teammates and clients. If a good thought comes to you, say it. If someone is killing it, tell them.

Doesn't matter how big the achievement, we all need honest, generous praise. Break that tiara into pieces and throw it to your team!

Make Collective Contributions



Hope You Like Group Projects!

While you might find yourself the sole member on a project, PCG is never about individuals. Our advantage comes from the abilities and POV of each of our members. This is a relay, not a single race.

In collaborative work, everyone deserves to be heard but that doesn't mean we can implement every idea. We won't always agree, but we have to agree that we can move forward.

Collaboration Is Not Coercion

Do not take advantage of your teammates in the name of teamwork. Look for the ways you can contribute, even when you're unsure or a task might not be your speciality. Pay attention to who is getting overloaded and reach out to help. Be proactive in our interactions, not happy to be have skated out with the least responsibilities.

Share the Load, Share the Perks

Sometimes you will work solo, on a team, and sometimes we will need you to pitch in on another project. Things won't always be perfectly even, but our commitment to assist each other helps us maintain work/life balance for all.

That includes praise and accolades. If sharing the spotlight (as well as the challenges) is not your thing, we might not be a good fit.

Take Our Own Medicine

It's important to practice what we preach to our clients. All that stuff we say about following the process, reading the policy, using the workflow, getting out of your silo, etc.? Yeah, we have to do that, too. Use our tools, communicate effectively, and respect time. We have to hold ourselves to the same standard that we preach.



Find Order In the Chaos

Consultant Life

To be a consultant is to bring a level of calm to uncertainty. Clients call only when they have no idea what to do or where to go. If they already knew what to do, they wouldn't really need us. That would just be a weird humble brag.

Like Glinda flying into Munchkin Land, it's our job to assemble the characters on the Yellow Brick Road and get them to the Wizard.

Breathe In, Breathe Out

Occasionally it will feel like too much uncertainty. Our chance to stand out and defy expectations is born in these moments. Take a breath, organize your thoughts, call the team, and get some clarity. Patience with discomfort is key.

Who? Me!

You're the leader, the expert, even when you don't feel like one in the moment. Be proactive, not reactive. Look for what's next. What's in the way? How can we serve them better? The client needs to believe you can see the whole picture and manage the project.

The Customer Is Not Always Right...

...but they are the expert on their own company. We work to bridge our collective gaps into collective knowledge. Our work must be collaborative, both internal and external, to achieve a result that is both customized and fundamentally sound. The relationship is symbiotic or the projects will miss the mark.

Help Write Their Story

Consider the work part of your client's narrative. Use their words and terms. Rewrite confusing jargon or business speak if it helps everyone get on the same page. While we never want to shrink from our expertise or play down to our audience, we have to find a place where we understand one another. Only then can the work can shine.



Green Flags *Love this for you!*

- Engagement with your teammates and clients.
- Building positive relationships, even if there isn't billable work in the interaction.
- Keeping calendars up-to-date and respecting the time of our team and clients.
- Giving plenty of praise and words of affirmation.
- Working with a high level of integrity and emotional intelligence.
- Patience with our clients and the speed of work.
- Letting someone else bask in the glow.
- Preparing for your meetings and milestones.
- Take the initiative to have a hard conversation or responding well to hard feedback.
- Patience with transitions or discomfort in learning something new.

Red Flags *Now we got problems...*

- Lack of accountability.
- Rudeness and disrespect to team or clients.
- Total unresponsiveness to workday communications.
- Deeming projects or tasks as beneath you.
- Refusal to work with colleagues below your experience/education level.
- Siloed, avoidant to feedback or collaboration.
- Unethical, aggressive, biased, or hateful behavior.
- Missing deadlines or tasks without asking for help or support to meet them.
- Blatantly taking advantage of the time or trust of your teammates or clients.
- Misuse of PCG resources and tools.

