



Request for Proposal Strengthening organizational culture

Purpose

The Bush Foundation seeks a partner to work with us to help strengthen and deepen our understanding and application of the concepts and practice of psychological safety, building on previous work. The consultant will work with us to understand where we are now, create a plan that fits our needs, provide training and resources and help us take the next steps to strengthen our culture.

About the Bush Foundation

The Bush Foundation works to inspire and support creative problem solving—within and across sectors—to make our region better for everyone. To do this, we invest in great ideas and the people who power them in Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geography. Learn more at bushfoundation.org.

Project Background

Bush is deeply committed to “doing more good every year,” which is one of our [operating values](#). This value drives our work and our ongoing efforts to place equity at the core of our work. Since 2013, our organization has been deeply focused on intentional equity work, integrating equity into our policies, practices and culture with the goal of becoming a more inclusive, equitable, and anti-racist workplace. In 2023, we refreshed our [equity approach](#) to incorporate the lessons learned over the last 10 years and explore new ways of thinking about the skills and practices that will drive us forward. In 2024, our staff considered a variety of proposals for joint learning and chose to focus on organizational culture as a key area for deeper exploration. Through staff feedback and conversations, psychological safety emerged as an area of opportunity and interest within this broader focus. In 2024 we worked with a consultant to establish a foundational entry point for open discussions around psychological safety and trust building.

Project Summary

Building upon our previous work, we want to engage a consultant who will co-create a plan for the next phase in our equity and organizational culture work. We are looking for a collaborative approach that centers discovery, learning and actionable solutions while remaining flexible to what is feasible and impactful for our organization.

We know we will need to be flexible in the next phases of this work as it develops but anticipate working with a consultant that specializes in organizational change, and culture with experience in developing practices that grow psychological safety and trust in organizations. By gaining a deeper understanding of our current state, we aim to create a shared vision and actionable steps to integrate trust building practices into our culture.

Scope of Work

We’re seeking an experienced partner to collaborate with us on building our understanding and practices, to center psychological safety in our work culture building upon the equity foundation already present in our work. As our organization evolves, with diverse staff members bringing a wide variety of different skills and perspectives, this engagement will help us refine and expand our existing approaches, create actionable strategies and develop resources to sustain and grow our shared commitment to equity and organizational culture.

The work and next steps will be developed with our consultant and we're open to various approaches and topics, but we anticipate the following might be a part of the work.

- A clear understanding or assessment of our current culture and the steps to move forward
- A right-sized, sequenced plan tailored to our needs, and capacity and org size of 36 people
- Sessions and trainings that build skills and reinforce psychological safety and trust building at both small group and org level
- Practical resources and tools to embed trust into our culture and systems

We expect this to be a 12- to 18-month engagement. As the scope and scale of the project may vary according to the approach that different providers suggest, we anticipate the budget to vary as well. In similar work, we've paid hourly rates in the \$150 - \$300 range.

Proposal Requirements

In your proposal, please provide the following.

- Your approach and methodology in this type of organizational culture work.
- An initial proposal includes milestones or a timeline for the scope of work. We understand the final work will be developed together.
- At least one specific example of collaborative work with clients where an idea has evolved and changed as you have moved through the engagement.
- The relevant experience of the individuals who would work with us.
- A list of representative clients, plus two references who can speak to your experience and competencies in similar work.
- Experience facilitating in a hybrid work environment.
- A budget.

Selection Criteria

Staff will use the following to assess proposals:

- Experience with the type of equity and organizational culture work we're requesting.
- Proven experience in org culture work, which may include supported strategies and best practices for systematically fostering psychological safety and trust building within organizations and teams.
- Interest and experience in co-creating and revising a work plan.
- Experience working with nonprofits and/or philanthropic organizations.
- Experience facilitating learning sessions within a hybrid environment.
- Alignment with the Bush Foundation [operating values](#).

Submitting Your Proposal

- Email your proposal to Joni Chacich, Talent & HR manager, at jchacich@bushfoundation.org. Please include "Org culture RFP" in the email subject.
- Include a completed [Vendor Demographic Form](#).
- Proposals should be no longer than four pages.
- Proposals are due by April 10 at noon Central.

If you have any questions, please contact Joni at the email address above.

Selection Process and Timeline

- Bush staff will review all proposals and select finalists. In early May, all applicants will be notified by email whether they are moving forward in the process.
- Bush staff will schedule calls with finalists to learn more about their proposal and complete any additional due diligence.
- All finalists will be notified in mid-May, whether or not they have been selected as a partner.
- We anticipate work to begin in early June as we co-create a more detailed plan, timeline and budget with the selected partner.

Thank you in advance for your response and your interest in the Bush Foundation.