PHILOSOPHY

**WHAT WE WANT TO BE**

One Company, governed by common policies, united by shared values, that profits from a diversity of talents

In Which:

Everyone understands the externalities and competitive forces that govern opportunity; that the only road to business success is committed and fulfilled people striving for competitive job security. Everyone is dedicated to becoming the most customer-conscious, lowest-cost, highest-quality producer in a truly competitive business. Everyone does the right thing while doing things right.

“Ownership” Is Earned By Sustained Performance

Constructive conflict creates mutually understandable, environmentally driven objectives and standards which can be openly discussed by all parties concerned. The goal is an interactive process that builds confidence, trust, and productive relationships. In such an environment, performance assessment is a continuous and cumulative process through which “ownership” is earned over time.

Leadership Makes A Difference – And There Are Many Leaders

We want competent, confident, leaders at all levels of the organization who inspire others with their vision, courage, and commitment and, thus, add value. Each manager – whether business or functional – considers himself a leader and strives to earn the following of his people. And leaders recognize that one of their prime responsibilities is developing their subordinates as tomorrow’s leaders.

WHAT VALUES DO WE SHARE?

A Passion For Customer Service

Only satisfied customers can provide job security. We enjoy and profit from continuous customer contact throughout the organization. Customer satisfaction is everybody’s concern, whether or not each individual has direct customer contact.

Respect For Others

Sensitivity to and consideration for others is respected and obvious. Humor is appreciated. Egos are contained. The more we focus externally on customers and the environment, the more important if is for us to be sensitive to each other internally.

Change is Continual, Thus Nothing Is “Sacred”:

Change is accepted as the rule rather than the exception. The mode is one of action ever questioning, ever challenging, ever probing at all levels in order to seek reality as it exists at the moment. Truth and reality is constantly sought. No decision is perpetual. Conversely, we reject second-guessing, indecisiveness, and change merely for change’s sake. We are comfortable living with the fact that the process is continual – there’s no false satisfaction of “arrival”. In this kind of culture, form follows function, and there is no single “right way of doing things”.

Openness

Open, candid, interactive, continuous communication up, down, and across the organization is the key to gaining understanding. Understanding, in turn, is the key to gaining trust and commitment. Leaders, share knowledge rather than withholding it as an element of power. Everyone benefits when they know that the leader knows; nothing is “secret”. Good communication informs, persuades and breeds enthusiasm. Good communicators recognize that effective presentation and that a hidden benefit of good communications is forcing leaders to think issues through in a disciplined manner. We recognize in the last analysis that actions speak louder than words. Thus, our actions must be consistent with our communications.

Dealing With Paradox Is A Way Of Life

Leadership involves the acceptance and management of paradox. For us, leadership means leading while being led. Competitive reality challenges us with other paradoxes: producing more output with less input to raise productivity; accomplishing both short-term and long-term objectives; investing for growth while contracting for efficiency. And, our relationships with each other demand being both tough-minded and softhearted. As with change, dealing with such paradoxes of leadership is a continual journey, not a destination.

Constructive Conflict Flourishes At All Levels

We strive for the antithesis of blind obedience; less command and control is more. We want people to have the self-confidence to express opposing views, get all the facts out on the table, and respect differing opinions. It’s our preferred mode of learning, problem-solving, and decision-making. It’s how we form balanced judgments. And, we value the participation, involvement and conviction this approach breeds.

Resource Allocation Is Dynamic

We truly believe that the whole can be more than the sum of the parts – that two heads are better than one. We also believe that change is constant. Thus, our resource allocation process is dynamic. Sometimes, a business benefits as a net importer of dollars, ideas and talent. Other times, a business is called upon to be a net exporter for the benefit of the system as a whole. In this way, we respond to reality while multiplying the impact of our financial, technical and human resources.

Everyone’s Contribution Counts

We are made up of a large number of people where each and every contribution to Company earnings is considered critical. We want it this way because this motivates each department to excel and share in collective accomplishment. We also believe that participation and progress are inseparable. We want a culture which capitalizes upon the efforts and ideas of individuals; a culture where everyone has a stake in the outcome and acts accordingly. As in track and field, if everyone wins his individual event, his team wins the meet.

Doing The Right Thing Is Pervasive

Business ethics and their implementation must be straightforward and effective, without form replacing substance. We need clear and pertinent policies and practices. These require the exercise of good judgment, particularly by those dealing with people and should result in treating others as you would wish to be treated with respect, fairness, compassion and common sense. This means “doing the right thing” as well as “doing things right”.

We encourage the sharing of these values because we believe they are both fair and effective. But, we realize that they are not for everyone – that some people will have values which are at variance with the above. Individuals whose values do not coincide with these expressed preferences will more likely flourish better out-side of the company.

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