

CORE VALUES

- ▶ Respect for people and their diversity
- ▶ Importance of the individual
- ▶ Fairness
- ▶ Honesty and trust
- ▶ Open and effective communication
- ▶ Responsible action and ownership
- ▶ Hard Work
- ▶ Flexibility
- ▶ Innovation and creativity
- ▶ Quality in all we do
- ▶ Shared success

BUSINESS RELATIONSHIPS

- ▶ Our value system is composed of an interconnected set of core values and the business relationships in which they are applied.



FOCUS ON VALUES - VALUES IN ACTION

CONTENT

*This handout reviews the Tandem Value System.
It is composed of 3 sections.*

*The FIRST section is comprised of the CORE VALUES.
Each CORE VALUE is defined by value statements.
The CORE VALUES and VALUE STATEMENTS
reflect the input of Tandem employees.*

*The SECOND section demonstrates the application of
the CORE VALUES in RELATIONSHIPS. The CORE VALUES
TRANSCEND ALL RELATIONSHIPS. Several values applications
are provided to show how values
are applied to relationships.*

*The FINAL section lists INTROSPECTIVE QUESTIONS
for each CORE VALUE. INTROSPECTIVE QUESTIONS are
provided to help people measure their use of the
CORE VALUES in daily decisions and actions.*

FOCUS ON VALUES - VALUES IN ACTION

SECTION ONE - CORE VALUES

RESPECT FOR PEOPLE AND THEIR DIVERSITY

IMPORTANCE OF THE INDIVIDUAL

FAIRNESS

HONESTY AND TRUST

OPEN AND EFFECTIVE COMMUNICATION

RESPONSIBLE ACTION AND OWNERSHIP

HARD WORK

FLEXIBILITY

INNOVATION AND CREATIVITY

QUALITY IN ALL WE DO

SHARED SUCCESS

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RESPECT FOR PEOPLE AND THEIR DIVERSITY

This fundamental value provides a basis all of the values. Diversity promotes creativity and produces more good ideas than does homogeneity. The growth and profitability of Tandem is attributable to people of different countries, cultures and customs, with varied and unique skills, abilities, backgrounds, perspectives, priorities and desires. We share the right and responsibility to respect others and be respected as unique individuals coming together in the pursuit of common goals.

IMPORTANCE OF THE INDIVIDUAL

Every one of us impacts the success of Tandem. What may seem like an insignificant act for one person often has a profound impact on another person, customer, supplier, partner or investor. Each person's ability to contribute is critical to their personal success and to our performance as a company. Each person's health and well-being determines the level of contribution and success possible. At Tandem, we stress the importance of caring for your health and achieving balance in your life.

FAIRNESS

We must consider the effect of our words and actions on everyone we come in contact with. This means using a caring approach, treating people with dignity, and respecting property. While fair treatment does not necessarily mean equal treatment, the favorable and unfavorable effects of decisions must be balanced for the short- and long-term. It is essential to strongly consider and weigh heavily the human element when examining business versus people considerations. When in doubt we must err on the human side.

HONESTY AND TRUST

It is imperative that we are open and "up front" with people by communicating as immediately as good judgment allows, and trusting people to take the right action. "Communication" includes not only our words but also our actions. The integrity of our words and actions, based on our history of fulfilling commitments, creates our personal reputation, contributes to the reputation of our organization, and impacts our ability to succeed.

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES

INNOVATION AND CREATIVITY

Innovation and creativity are critical our success. Both require vision, information, diversity among people, initiative, willingness to break with tradition or norms, commitment and perseverance. All of these are qualities which we value at Tandem. Innovative or creative results can be achieved by channeling creative efforts toward organizational goals and objectives; incorporating constructive criticism; and promoting, supporting and rewarding creativity.

QUALITY IN ALL WE DO

Tandem has always be a recognized leader in quality. To maintain our leadership position requires that quality continues to be a fundamental part of our everyday business rather than a discretionary option. Quality is equally important in every function within the company. Tandem is a team, and quality is a fundamental team strength. To maintain our leading position requires highly motivated people focusing on continuous process improvement. At Tandem we retain our leadership in quality by recognizing that both top-flight, motivated people and continuous process improvement are equally important.

SHARED SUCCESS

Pervasive in our environment is a sense of "shared responsibility". This is expressed in our mutual effort to support the organization by continually fulfilling responsibilities despite obstacles or difficulties. Each person's successes or failures eventually effect everyone in the company yielding "shared results". Not only do we share the effort of making Tandem a success, but we also share the benefits of that success. Examples of "shared success" include TOPS, bonuses, stock options and merit increases. As individuals, we share our personal success by recognizing the people who have contributed to our achievements by via letters of appreciation or public acknowledgements.

FOCUS ON VALUES - VALUES IN ACTION
SECTION TWO - CORE VALUES APPLIED IN RELATIONSHIPS

EMPLOYEE CENTERED

FAMILIES

COMMUNITY

INVESTORS

PARTNERS

CUSTOMERS

SUPPLIERS

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN EMPLOYEE CENTERED RELATIONSHIPS -EMPLOYEE TO EMPLOYEE RELATIONSHIPS

WHO ARE THEY?

- o Peers and co-workers
- o Counterparts in other organizations
- o Line and staff
- o Service groups and client organizations

RESPECT FOR PEOPLE AND THEIR DIVERSITY:

- o Consider the wide range of reasons that cause people to act as they do (obstacles, priorities, skill level, their time pressures, etc.)
- o Respect and value differences in background, culture, and customs
- o Care for and respect the dignity of other people

IMPORTANCE OF THE INDIVIDUAL:

- o Try to understand the other individual's style
- o Everyone has a right to an opinion
- o Be willing to provide coaching when expectations are not met

FAIRNESS:

- o When making an individual decision or when requesting something of another, consider the effect on that person's day to day work life, environment, priorities, etc.

HONESTY AND TRUST:

- o Assume a person is being honest with you and trust them until you have a reason to believe otherwise
- o Be honest and trustworthy in your dealings with other people
- o Meet commitments and honor agreements

OPEN AND EFFECTIVE COMMUNICATION:

- o Problems should be elevated rather than avoided
- o Give and listen to constructive feedback
- o Provide frequent status reports
- o Communicate as quickly and openly as good judgment will allow
- o Be willing to ask for information when it isn't given automatically
- o Communication with integrity and courtesy

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN EMPLOYEE CENTERED RELATIONSHIPS -EMPLOYEE TO EMPLOYEE RELATIONSHIPS

RESPONSIBLE ACTION AND OWNERSHIP:

- o When you must say "No"assist the person in thinking the problem through and guide them toward an alternative solution
- o Admit mistakes and learn from them
- o Help the other people to understand your role and responsibilities
- o Balance entitlement and responsibility
- o Report improper or incorrect activity that is not in the best interests of fellow employees
- o When identifying problems also suggest solutions
- o Before we assume our request will be fulfilled, we should be sure our request is reasonable

INNOVATION AND CREATIVITY:

- o Create a penalty-free environment, encourage new and different ways to prevent or solve problems

FLEXIBILITY:

- o Be willing to review your expectations to see if other solutions might work as well
- o Be willing to understand the other person's control or lack of control over the situation and help them succeed by compromising

HARD WORK:

- o Meet commitments and keep agreements

QUALITY IN ALL WE DO:

- o Internal customers (other Tandem employees) have a right to quality
- o Have high expectations from ourselves and others
- o Dedicate the time and effort to do things right the first time

SHARED SUCCESS:

- o Help others to succeed
- o Be willing to accept the consequences as well as benefits when performing in conjunction with another
- o Acknowledge the interdependences between each other
- o Recognize others for their contributions to your success

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN EMPLOYEE CENTERED RELATIONSHIPS -EMPLOYEE TO MANAGER RELATIONSHIPS

IMPORTANCE OF THE INDIVIDUAL:

- o Attempt to understand differences in style in effort to avoid over or under managing, or being over or under managed
- o Assist employees pursuing career growth
- o Managers are employees too, and should benefit from the values
- o Respect the employee's and manager's right to their opinion
- o Value influence over intimidation (use power appropriately)
- o Tolerate mistakes (up and down)
- o When possible, decisions should favor the employee over money or convenience
- o Encourage and support attendance at training courses, seminars, and teleconferences

FAIRNESS:

- o No surprises
- o Everyone regardless of level should follow the same rules
- o Look at all aspects of poor performance such as:
 - What were the expectations versus job level or skill?
 - What training or guidance was provided?
 - Were there personal problems?
 - Has the job or environment changed in any way?
 - Is the right person in the wrong job?
- o We owe it to good performers to weed out poor performers

HONESTY AND TRUST:

- o Keep applicants informed of status and evaluation
- o Keep employees apprised of performance
- o Trust the person until you have a reason not to
- o Manage with integrity

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN EMPLOYEE CENTERED RELATIONSHIPS -EMPLOYEE TO MANAGER RELATIONSHIPS

HARD WORK:

- o Measure effort, time spent at work, creativity and results achieved
- o Activity does not necessarily equal productivity
- o Provide the resources, tools and information to get the job done
- o Work smart - leverage effort and resources effectively

QUALITY IN ALL WE DO:

- o Encourage people to take the time to check their work instead of correcting mistakes
- o Plan head count properly to insure that we hire outstanding people who succeed

SHARED SUCCESS:

- o Invest in the success of people and organizations
- o Inform your staff of recognition received from above
- o Seek recognition for and acknowledge the success your staff

FOCUS ON VALUES - VALUES IN ACTION
CORE VALUES APPLIED IN FAMILY RELATIONSHIPS

WHO ARE THEY?

- o Immediate family members
- o Extended family members
- o Significant friends

RESPECT FOR PEOPLE AND THEIR DIVERSITY:

- o Respect the whole person
- o Include the family whenever practical in company programs and events (e.g. TOPS, First Friday, First Cabin club, beer bust, etc.)
- o Support family members working at Tandem or competitors
- o Show compassion

IMPORTANCE OF THE INDIVIDUAL:

- o Push for balance in whole lives
- o Care for the whole family
- o Provide family-oriented benefits (e.g. Dependent care programs, time off for illness or compelling personal reasons, EAR (Employee Advisory Resource), total health programs, employee benefits)

OPEN AND EFFECTIVE COMMUNICATION:

- o Company communications mailed to the home
- o Family participation in programs and events
- o Access to employees, co-workers, and management

FOCUS ON VALUES - VALUES IN ACTION
CORE VALUES APPLIED IN COMMUNITY RELATIONSHIPS

WHO ARE THEY?

- o Local communities surrounding Tandem facilities
- o Communities in which employees are active

IMPORTANCE OF THE INDIVIDUAL:

- o Push for balance - encourage participation in the community
- o Support employees who want to be involved
 - Contributions
 - Public Service Sabbatical

RESPONSIBLE ACTION AND OWNERSHIP:

- o Sponsor community events
- o Support customer interests in community based organizations
- o Use of environmental controls and precautions

FLEXIBILITY:

- o Flex-time reduces traffic congestion at peak periods
- o Commuter vans and shuttles reduce traffic

SHARED SUCCESS:

- o Create jobs through growth

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN INVESTOR RELATIONSHIPS

WHO ARE THEY?

- o Individuals
- o Brokers
- o Corporate Finance
- o Investor Relations Vendors
(proxy solicited)
- o Institutions
 - Owners
 - Foreign
 - Analysts
- o Tandem employees

FAIRNESS:

- o Be fair to ALL shareholders by not selling short and avoiding "puts"
- o Assume employees are making a long-term commitment to Tandem
- o Observe the window for employee transactions
- o Tell everyone the same thing consistently. Base information given on the questions and the needs
- o Protect inside information; Avoid perpetuating rumors

HONESTY AND TRUST:

- o Be willing to discuss our shortcomings rather than just our strengths or choosing words intended to "lighten the impact"
- o Observe window for employee transactions

OPEN AND EFFECTIVE COMMUNICATION:

- o Consider the different perspectives possible for a specific problem

RESPONSIBLE ACTION AND OWNERSHIP:

- o Communicate information responsibly, use proper channels
- o Avoid questions about the credibility of our reported results, merger decisions, and other confidential business matters through well-prepared reporting and communications

HARD WORK:

- o Take the extra steps necessary to anticipate investors' concerns about potential business decisions or conditions

SHARED SUCCESS:

- o We all benefit when the price of our stock is managed professionally by all of us when we discuss Tandem's business with others

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN PARTNER RELATIONSHIPS

WHO ARE THEY?

- o Distributors
- o VARS
- o Software Houses
- o OEM's
- o Minority Investments (Anamartic, Netlink)
- o Wholly Owned Subsidiaries

RESPECT FOR PEOPLE AND THEIR DIVERSITY:

- o Be empathetic when they're frustrated
- o Respect their right to a different perspective
- o Preserve their independence but blur the boundaries
- o Respect their profit motive, size, obstacles
- o Seek similar values

IMPORTANCE OF THE INDIVIDUAL:

- o Develop relationships with people who handle our needs the care and attention required for our mutual success
- o Help people to learn from mistakes

FAIRNESS:

- o Avoid stifling partners due to our size and influence
- o Balance concerns for "our profit" and "their success"

HONESTY/TRUST:

- o Maintain these relationships with integrity
- o Be open and expeditious with our feedback, positive or negative
- o Expect compliance with our values and legal constraints
- o Demand consistent business practices
- o Keep commitments and honor agreements

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN PARTNER RELATIONSHIPS

OPEN AND EFFECTIVE COMMUNICATION:

- o Be realistic in our expectations and goals for the relationship
- o Communicate potential changes quickly, especially to the field

RESPONSIBLE ACTION AND OWNERSHIP:

- o Help Tandem employees understand the importance and role of partners
- o Be open in account control
- o Take ownership for helping them to be successful

HARD WORK:

- o Collaborate with them, particularly at peak or critical periods

FLEXIBILITY:

- o Consider whether our needs are real or whether we're asking too much and moving too quickly
- o Strive for win/win situations

INNOVATION AND CREATIVITY:

- o Encourage and support innovative and creative efforts

QUALITY IN ALL WE DO:

- o Demand and expect quality product and service within cost and lead times

SHARED SUCCESS:

- o Treat partners as equal and with long term expectations
- o Manage change collaboratively
- o Include in TOPS, beer busts, recognition and service awards
- o Care about and invest in their success

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN CUSTOMER RELATIONSHIPS

RESPECT FOR PEOPLE AND THEIR DIVERSITY:

- o Understand their business environment and needs
- o Respect the fact that they may not do business or treat people exactly the way Tandem would like to
- o The customer is always the customer!
- o When making commitments to the customer, consider the effects on others who may have to fulfill that commitment

IMPORTANCE OF THE INDIVIDUAL:

- o Our success requires that the supporters within the customer organization are successful
- o All individuals in the customer's organization are vital and should be treated with integrity and courtesy

FAIRNESS:

- o Don't take advantage of customer weaknesses
- o Set realistic prices
- o Work toward pricing/discount equality
- o Notify in advance of price changes
- o Provide consistent service worldwide

HONESTY AND TRUST:

- o Sell people what they need (not more)
- o Do not use negative selling techniques (e.g. get people fired, send rude letters)
- o Make no disparaging remarks about our competitors
- o Accept no bribes regardless of local practices
- o Insure you have all the facts before making "honest statements"
- o Always fulfill the commitment - live with our schedules

OPEN AND EFFECTIVE COMMUNICATION:

- o Customers have a right to know the appropriate person is working on their problems, but should have access to the top

FOCUS ON VALUES - VALUES IN ACTION

CORE VALUES APPLIED IN CUSTOMER RELATIONSHIPS

RESPONSIBLE ACTION AND OWNERSHIP:

- o Manage these relationships responsibly and for the long term
- o Set realistic expectations about what we'll deliver, when and how
- o Limit the risk to the customer
- o Always fulfill the commitment

FOCUS ON VALUES - VALUES IN ACTION
CORE VALUES APPLIED IN SUPPLIER RELATIONSHIPS

WHO ARE THEY?

- o Parts/Supplies Vendors
- o Headhunters
- o Contract/Temporary Employees
- o Service Providers
- o Transportation

RESPECT FOR PEOPLE AND THEIR DIVERSITY:

- o Respect the suppliers' right to manage their own business
- o Always treat with courtesy and respect
- o Try to understand their reality and obstacles
- o Consider cultural and custom implications

IMPORTANCE OF THE INDIVIDUAL:

- o Develop the relationship with that individual who represents the supplier since it is their attention to detail and quality that may affect our mutual success
- o Allow that individuals will make mistakes but work on them right away to avoid repeat situations

FAIRNESS:

- o Open buying
- o Pricing
- o Payments
- o Consistency

HONESTY/TRUST:

- o Consider the effect of our suppliers' values on the credibility of Tandem in other relationships
- o Expect compliance with our values and legal constraints
- o Provide access to our people with minimum level of security

OPEN AND EFFECTIVE COMMUNICATION:

- o Share high level, strategic communication
- o Give appropriate information to help them meet our needs
- o Ensure that expectations for quality, cost lead times, and the relationship are clearly understood

FOCUS ON VALUES - VALUES IN ACTION
CORE VALUES APPLIED IN SUPPLIER RELATIONSHIPS

RESPONSIBLE ACTION AND OWNERSHIP:

- o Treat each relationship with long term expectations
- o Avoid "knee jerk" effect on our suppliers' businesses by avoiding last minute orders and cancellations
- o Keep informed of status and potential changes
- o Consider effect on Tandem when acting individually
- o Manage relationships responsibly

WORK HARD:

- o Collaborate with them, particularly at peak or critical periods

FLEXIBILITY:

FOCUS ON VALUES - VALUES IN ACTION
SECTION THREE - INTROSPECTIVE QUESTIONS

The most critical aspect of measuring the extent to which our values live in our environment is the personal evaluation. How do you feel when you reflect on your conduct at work? Below are some broad introspective questions to help you examine how you are doing.

Am I creating the type of environment that I want to live in?

Am I treating others the way I want to be treated?

Do my decisions and actions create the reputation I choose for myself and that I can be proud of?

Would I want my family and friends to know about the decisions I make or the actions that I take?

In my conduct at work have I acted lawfully?

Have I considered the perspective, rights, responsibilities, intentions, and actions of all parties involved or just my own?

Have I taken into consideration local culture and customs?

Do I always have excuses or am I being responsible by acting in the context of the Tandem Value System?

Am I helping others to act in accordance with the core values?

THE FOLLOWING PAGES HAVE MORE SPECIFIC INTROSPECTIVE QUESTIONS THAT YOU MAY WANT TO USE TO MEASURE YOURSELF OR OTHERS.

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

RESPECT FOR PEOPLE AND THEIR DIVERSITY

- o Have I respected the DIGNITY of the individual by:
 - Using a non-threatening and courteous style of communication?
 - Discussing the problem privately in person, by phone or mail?
 - Considering the effects of my actions on the other person?
 - Listening to and considering their perspective before commenting?
 - Ensuring that my criticism has been constructive and aimed at the problem and not the person?
 - Recognizing them when not only have results been achieved, but also interactions have been productive, courteous and well-intended?
 - Preserving their identity?
 - Including them in interaction, drawing out their opinions and respecting their perspectives which may differ from my own?

- o Have I respected our DIVERSITY by:
 - Considering how their perspective may be driven by their background
 - Considering the reality in which they operate such as size, limitations, resources, management style, priorities, culture, etc?
 - Allowing them the right to their opinion without criticism?
 - Considering that even though we may have the same ultimate goals, their day-to-day goals and motives may differ?
 - Am I treating them as an individual while encouraging a team approach to our goals, problems, etc?
 - Have I considered the value of the other person's role or contribution despite how different we may be or act?

- o Have I respected the variations in SKILL LEVEL by:
 - Determining if it is the appropriate skill level for my needs?
 - Determining if, while above their skill level, the person has an interest in the developmental nature of the project?
 - Determining if I am willing to adjust my expectation level to meet the skill level (realizing that my expectations may not be met OR exceeded)?
 - Allowing them the right to make mistakes and helping them learn from their mistakes?
 - Am I hiring in my own image?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

IMPORTANCE OF THE INDIVIDUAL

- o Have I respected their diversity by:
 - (See questions for "RESPECT FOR PEOPLE AND THEIR DIVERSITY").

- o Have I respected their TIME by:
 - Ensuring that they have time available to talk with us about our topic before presenting it whether by telephone or in person?
 - Ensuring that all participants in my scheduled meeting are the right people to be there (reason, interest, responsibility, and authority)?
 - Ensuring that the meeting has a specific agenda, start and end time, and action items for meeting the objective of the meeting?
 - Giving as much notice as possible or including them in the process of prioritizing new work or projects?
 - Allocating an appropriate amount of time in which to effectively deal with the issue?

- o Have I respected the OBSTACLES they may be facing by:
 - Discussing realistic time frames, intended results, capacity, costs, resources, approval requirements, limitations, etc for my needs?
 - Helping them get resources they may need?
 - Redefining my needs; soliciting alternative to my original solution or request?
 - Demonstrating empathy for their problem and offering to help when I sense that they're frustrated?
 - Limiting the other person's risks in dealing with us?

- o Have I respected their PRIVACY by:
 - Determining whether or not I really have a right to information or material in their desk, on their terminal, in their organization, without their participation in the decision?
 - Considering the effects of what I may say about them or their organization to another person or group?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

FAIRNESS

- o Am I considering the effects of my actions on the individual concerned and others (e.g. last minute work assignments, absenteeism or cancellations)?
- o Have I given, received, and considered as much information as I can to assist in the solution of a problem or merely passed it to someone else to deal with?
- o Will a decision to be equal also be fair?
- o Am I timing my information dissemination in such a way that it will be fair to all recipients?
- o Am I consistently applying the standards that exist?
- o Are we pursuing a solution which will benefit both parties?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

HONESTY AND TRUST

- o Have I submitted the request to the appropriate person with the data, responsibility and authority to produce the desired results?
- o Do I have all the information and data to give a truly honest answer?
- o Have I made clear whether my "honest" answer was strictly opinion or based on fact?
- o Have I considered the effects of my "honesty" on another person, organization, or Tandem in general?
- o Have I demonstrated integrity in my dealings with others by avoiding manipulation, hidden agendas and misleading statements or actions?
- o Have I inappropriately withheld information?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

OPEN AND EFFECTIVE COMMUNICATION

- o Have I emphasized the time frames, detail and relevancy of the issue?
- o Have I approached the appropriate person to help me with my problem (the person with responsibility, authority and investment)?
- o Do we have mutual understanding of the content and intent of our discussion?
- o Have I listened actively?
- o Am I channeling my emotion about the situation toward the problem or toward the person?
- o Have I communicated changes and their effects to the appropriate parties and with enough notice to help them adjust?
- o Am I giving regular feedback on status of requests, status of projects, level of performance in general?
- o Have I responded quickly with the latest information so that the individual can make progress on the task or move on to other responsibilities?
- o Am I dispelling rumors or preventing them by seeking and providing facts?
- o Have I created a positive environment of disclosure by encouraging a free flow of ideas, feelings, data, and constructive feedback?
- o Have I ensured that we have a mutual understanding of expectations?
- o Have we agreed on how we will measure the results?
- o Have I merely given instructions or have I communicated the relevancy and importance of the task or project?
- o Have I emphasized the expected level of detail and quality?
- o Am I giving this person information they need to get their job done?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

RESPONSIBLE ACTION AND OWNERSHIP

- o Have I encouraged a willingness to explore alternative solutions and to harmonize conflict?
- o Am I admitting my mistakes and taking steps to correct them in an expeditious manner?
- o If I am unable to fulfill a request or meet a need, am I assisting the person in thinking through their problem and finding an appropriate solution?
- o Have I given the person an opportunity to succeed through lead time, clear expectations, resources, and courteous follow-up?
- o Am I clearly defining the responsibility, authority, expectations and providing the resources necessary in order for the person to perform their job or task?
- o Am I abusing the influence I may have over their situation or effectively applying that influence to a productive end?
- o When I'm not getting the information or results I need or expected, am I considering how I may have contributed to the outcome?
- o Am I meeting the INTENT of my commitment as well as CONTENT?
- o Am I making a commitment that someone else will have to fulfill and considering the effects on their schedule, time, resources, etc?
- o Have we defined our roles and responsibilities as well as how we may work together?
- o Have I considered the effects of my actions and comments on the group or other individuals?
- o When I observe inappropriate activity in my work environment, am I willing to come forward?
- o Am I being accountable for the efforts under my area of responsibility?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

HARD WORK

- o Have we defined our roles, responsibilities and how we may depend on one another?
- o Have I determined the best approach before beginning?
- o Are the right people involved in this project?
- o Am I expending a lot of effort without producing the desired results?
- o Am I working efficiently?
- o Am I involved in a productivity enhancing activity?
- o Am I working on the priorities (for myself and my organization)?
- o Have I developed and agreed upon a work plan or strategy?
- o Will I take on an extra assignment to help meet a critical need?
- o Am I working on challenging and stimulating assignments?
- o Am I learning and growing?
- o Is my work and environment stimulating and satisfying?
- o Am I working in concert with users and customers?
- o Am I working on tactical and strategic issues?

FOCUS ON VALUES - VALUES IN ACTION
INTROSPECTIVE QUESTIONS

FLEXIBILITY

- o Have I encouraged a willingness to explore alternative solutions and to harmonize conflict?
- o Am I willing to compromise?
- o Have I considered the opinions of others?
- o Am I willing to try new things?
- o Am I responsive to change or resistant?
- o Do I recognize that there is more than one solution to most problems?
- o Do I recognize success when outcomes are different than I expected?
- o Am I being flexible enough to accommodate those who need to move in and around the "structure" in order to be productive?
- o Am I tolerant of differences in style?
- o Do I adapt to varied circumstances?
- o Am I willing to deal with diverse groups?
- o Do I switch strategies?
- o Do I perform diverse duties?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

INNOVATION AND CREATIVITY

- o Do I seek and try out new approaches or improve work methods?
- o Do I seek and utilize new knowledge?
- o Am I asking for the creative license that I need in order to operate?
- o Am I being flexible enough to accommodate those who need to move in and around the "structure" in order to be productive?
- o Have I tried to test my creative limits within existing parameters?
- o Have I directed creative efforts to accomplishing routine tasks?
- o Do I attempt to address new or unique problems?
- o Do I take calculated risks?
- o Do I encourage other people to be creative and innovative?
- o Do I squelch creativity and innovation?
- o Do I acknowledge and reward creativity and innovation?

FOCUS ON VALUES - VALUES IN ACTION
INTROSPECTIVE QUESTIONS

QUALITY IN ALL WE DO

- o Have I considered the risks of hiring too quickly?
- o Have I considered the effects of a problem going unchecked or resolved in a particular way?
- o Do I expect high quality from myself and others?
- o Do I respect others' rights to expect quality from me?
- o Have I provided access to a well-defined and authoritative decision-making process so that people can get the appropriate solution?
- o Have I looked at the nature of my "activity" to ensure that it is productive and meeting needs?
- o Am I doing right things right?
- o Am I helping others to do right things right?
- o Do I understand and am I acting upon customer and supplier needs?
- o Am I meeting the needs of internal customers?

FOCUS ON VALUES - VALUES IN ACTION

INTROSPECTIVE QUESTIONS

SHARED SUCCESS

- o Are we pursuing an equilateral relationship in which neither person is attempting a superior standing and seeking a mutually beneficial result?
- o Are we using the resources that are available for inclusion and recognition with anyone who has pursued a mutual objective?
- o Am I viewing this relationship as long term and considering the length of the relationship when making decisions about its continuance?
- o Am I providing recognition and reward commensurate with contributions and success?
- o Am I willing to accept the consequences of the failure as well as the benefits of the success?
- o Have we defined our roles and responsibilities as well as how we may work together?
- o When I consider my "rights" in a relationship, am I also considering my responsibilities to the other person?
- o Do I encourage others work within their capabilities?
- o Have I taken that "extraordinary" step to help solve the other person's problem?

CORE VALUES

- ▶ Respect for people and their diversity
- ▶ Importance of the individual
- ▶ Fairness
- ▶ Honesty and trust
- ▶ Open and effective communication
- ▶ Responsible action and ownership
- ▶ Hard Work
- ▶ Flexibility
- ▶ Innovation and creativity
- ▶ Quality in all we do
- ▶ Shared success

BUSINESS RELATIONSHIPS

- ▶ Our value system is composed of an interconnected set of core values and the business relationships in which they are applied.

