

THE 26 FUNDAMENTALS

1 HONOR COMMITMENTS.

Do what you say you're going to do, when you say you're going to do it. Be where you say you'll be, when you say you're going to be there. This includes meetings, phone calls, appointments, and promises. Early is on time!

2 BE INTENTIONAL ABOUT RESPONSE TIME.

Respond to questions and concerns quickly, whether it's in person, on the phone, or by e-mail. This includes acknowledging that we got the question, we're "on it," and "we'll keep you posted!"

3 LISTEN GENEROUSLY.

Active listening is more than simply "not speaking." It's about understanding what others are trying to say. Be present and engaged and give others your undivided attention. And whenever possible, put away your phone!

4 TALK STRAIGHT.

Speak honestly in a way that helps to make progress. Say what you mean and be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. Be courageous enough to respectfully say what needs to be said, directly to those who need to hear it, not through others.

5 GET CLEAR ON EXPECTATIONS.

Create clarity and avoid misunderstandings by discussing expectations upfront. Take the time to end all meetings with clarity about action items, responsibilities, and due dates.

6 ASSUME POSITIVE INTENT.

Work from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and give others the benefit of the doubt.

7 INVEST IN RELATIONSHIPS.

Get to know your customers and co-workers on a personal level. Talk more and e-mail less. Understand what makes others tick and what's important to them.

8 OWN IT.

Take personal responsibility for making things happen. Respond to every situation by looking for how we can do it, rather than explaining why it can't be done.

9 SAY THANK YOU.

Celebrate each others' successes. Recognizing people doing things right is more effective than pointing out when they do things wrong. Be authentic and give meaningful acknowledgment and appreciation - in all directions throughout our company.

10 "BRING IT" EVERY DAY.

Have a passion for what we do and be fully engaged. Make the most of each day by approaching every task with energy, focus, purpose, and enthusiasm. Your attitude is contagious - be positive!

11 PUT POINTS ON THE BOARD.

We expect and celebrate results. If we're not putting points on the board, we need to regroup and figure out how to score! Set high goals and go for it. Use data to track your progress, and hold yourself accountable for achieving the desired results.

12 THINK SAFE. WORK SAFE. BE SAFE.

Know and practice safety procedures both on and off the job. We're all in this together, so watch out for the safety of others as well. Never take shortcuts that compromise your safety, that of your teammates, or your friends and family.

13 PRACTICE BLAMELESS PROBLEM SOLVING.

Demonstrate a solution focus rather than pointing fingers or dwelling on problems. If a mistake is made, own it. Run, don't walk, to let someone know. Identify lessons learned and use those lessons to improve ourselves and our processes so we don't make the same mistake twice.

14 MANAGE WITH METRICS.

Good decisions are made by relying primarily on facts and valid data, rather than solely on opinions or emotions. Be objective.

15 BE CURIOUS.

In the search for the best solutions, challenge and question what you don't understand. Ask why and don't accept anything at "face value" if it doesn't make sense to you.

16 HAVE EACH OTHERS' BACKS.

Be humble and don't let your own ego or personal agenda get in the way of doing what's best for the company. Be there for each other and be willing to help.

17 FOCUS ON IMPROVEMENT.

Help us be a lean and efficient organization while creating more value for our customers. Eliminate waste, use resources wisely, and work to continuously improve and sustain our processes. If you have an idea, speak up and don't be satisfied with the status quo. Find ways to get things done better, faster, and more efficiently.

18 DO THE RIGHT THING, ALWAYS.

Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, even when no one's looking. Always tell the truth, no matter the consequences.

19 GO THE EXTRA MILE

Be willing to do whatever it takes to accomplish the job... plus a little bit more. Bring the energy and effort required to solve the problem and/or please your customer.

20 EMBRACE CHANGE & GROWTH.

What got us here is not the same as what will get us to the next level. Be excited by the possibilities that change and growth bring. Be flexible.

21 BE EASY TO WORK WITH.

Be available and approachable. Find ways to make working with you/us easier. Provide simple and complete instructions. Explain why - share context.

22 LEAD BY EXAMPLE.

Walk the talk. The best way to influence others is through your own example. Take responsibility to coach, guide, and teach others. Always be a mentor. Don't be afraid to sweep the floors!

23 PAY ATTENTION TO THE DETAILS.

Not only could missing just one detail have an enormous impact on our costs, it could also undermine the success of a job. Be diligent about accuracy, precision, and thoroughness. Be a good steward of company resources and help to control our overhead costs.

24 CREATE "WOW" MOMENTS

Treat your customers like gold and they will be raving fans. Our biggest opportunity to shine is when a customer is struggling, frustrated, and needs our help. Deliver a memorable experience - every time!

25 LOOK AHEAD AND ANTICIPATE.

Solve problems before they happen by anticipating future issues, planning for contingencies, and addressing them in advance. Work with appropriate lead times. Preventing issues is always better than fixing them.

26 MAKE IT FUN.

Work hard, play hard, and take care of yourself. Don't take things personally or take yourself too seriously. Have fun and laugh every day.

From the very beginning, the success of our business has been the result of the behaviors and exceptional efforts of our employees. And at the foundation of our exceptional employees is an extraordinary culture. The 26 "Fundamentals" that follow define our unique culture.

They're what set us apart and drive our continued success. We call it...

THE FRANDSEN WAY

Miller
Manufacturing
Company

A Frandsen Corporation Company