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The content of this booklet was inspired by David J. Friedman and adapted from his book entitled "Fundamentally Different."

Shaping tomorrow, today.

An organization's culture, more than any other single factor, is responsible for influencing the behavior of its people; and it's the behavior of its people, on a day-to-day basis, that most influences whether the organization achieves its goals and objectives. Simply stated, it's how people perform their everyday tasks that really determine where the company is going and how much energy it will take to get there.

As an example, consider a professional rowing team. They may have the most highly skilled oarsmen and even a brilliant strategy for winning as a team; however, only if they work together with shared vision, precision, and synchronicity will they succeed in achieving their goals. If the oarsmen "show-up" without the same values and principles commonly-held by everyone on the team, the pursuit of a common goal will be compromised, the entire team will feel the conflict and they will likely never achieve their goal. In essence, they are placing their success into the hands of chance.

What follows are 27 fundamentals that will shape how we all "show-up" every day. These are what we expect from all our team members and they serve as a practical guide for how we do business. These 27 FundaMetals are the foundation of our culture and a "how-to" guide for achieving our goals and objectives.



01



Always do what's best for the customer.

In all situations, serve the best interests of our customers. We succeed only if our customers succeed.

02 Check your ego at the door.

Individual egos and personal agendas must never take precedence over doing what's best for the team or the customer. Being concerned with who gets credit, who looks good, or who looks bad is counter-productive and harmful to our team. Making the best decision for the good of the enterprise must always be paramount...even if it's painful or uncomfortable personally. Our reputation for integrity is one of our greatest assets.

03 Practice excellence as a way of life.

Regard everything you touch as a personal statement that bears your signature. Take pride in the quality of what you produce, because excellence as a personal value matters far beyond the probable business results of such excellence.

04 Take the time to do things right the first time.

The goal is to get things "done right," not simply to get things "done" or "done quickly." Measure twice; cut once. Review what you do for accuracy and correctness. Accuracy is a reflection of your individual excellence.



05

Think and view things from another's perspective to create win-win solutions.

Discover what others need and develop solutions that meet their needs while still fulfilling our own. Win-win solutions are always long lasting and satisfying to everyone involved.

06 Maintain a blameless solution orientation.

Focusing on blame drains energy. Apply your creativity, spirit, and enthusiasm toward the development of solutions. Treat problems and mistakes as learning opportunities. Focus on the following questions: What are the best options to solve the problem? What have we learned that can prevent repeating the mistake? How will we integrate that learning into new behaviors or practices?

07 Make decisions that demonstrate value for long-term relationships.

Our primary goal is the long-term success of the enterprise. We must consider all of our decisions and actions from a long-term point of view.

08 Work from the belief that people are good, fair and honest.

Kindness begets more kindness and trust begets more trust. We believe most people genuinely want to do the right thing. We support one another...we believe in one another...we acknowledge and respect the ability of one another. Embrace this belief and behave accordingly.

09 Keep things fun.

The world has much larger problems than ours. Keep perspective. Be light-hearted and smile.

10 Create a feeling of warmth and friendliness in every customer interaction.

Customers make value judgments with every interaction. This includes calls, visits, voicemails, letters, e-mails and other communications. Make dealing with you an extraordinarily positive and memorable experience; creating within them a desire to return.

11 Communicate to be understood.

Know your audience. Write and speak in a way they can understand. Use the simplest possible explanations.

12

Set and ask for expectations.

We judge situations not solely by what happens, but by how it compares to what we expected to happen. Create mutually understood expectations in every situation and manage to those expectations.



13 Follow-up everything.

Everyone relies on someone for something. Establish and record a follow-up date for every action and take responsibility for its completion.

14 Be punctual.

Be on-time for all appointments, phone calls, meetings, and promises. How you relate to punctuality sends a message about how you relate to other commitments and is a reflection of your respect for others.

15 Communicate with team leaders.

Immediately notify your team leader at the moment you encounter or identify a potential problem so you have the ability to influence the outcome. Don't wait for the potential problem to become a real problem.

16 Listen generously.

Listen for the contribution someone is bringing to the conversation. Be curious about what they are saying and be willing to be influenced. Set aside preconceived conclusions and judgments.

17

Speak straight.

Speak honestly in a way that “forwards” what we are up to. Make clear and direct requests that can be heard and understood. Be willing to bring forth ideas or take positions that may result in conflict when it's necessary to reach our objective.

18 Be for each other.

Celebrate each other's success. Look for each other's greatness and provide rigorous support when needed. Operate from the point of view that we're all in this together and that no one can win at the expense of someone else or the enterprise. Make sure everyone has what they need to do the job they are expected to do. Regularly give, receive, and ask for meaningful appreciation and acknowledgement.

19 Honor commitments.

Do what you say you're going to do when you say you're going to do it. If a commitment cannot be fulfilled, immediately discuss and agree upon a new commitment to be honored.

20 Take responsibility.

Don't be a "victim." Ask for what you need and take full responsibility for what you do.

21 Appearance counts.

Your personal appearance makes a strong statement about the pride you take in your performance. Dress appropriately. Maintain a clean and orderly work area and take responsibility to see that our work environment is clean, neat and professional.

22

Responsible organization makes a difference.

Use an effective system to keep track of outstanding issues and responsibilities.



23

Look ahead and anticipate.

Anticipate future needs and address them today. Avoid the mistakes that come with last minute actions. Run to problems; not away from them.

24 Have a bias for structure.

Look for opportunities and create systems and processes that support our ability to perform with consistency and dependable repeatability.

25 Be quick to ask and slow to judge.

Gather the facts before making judgments. Be curious about additional information that may yield a more complete picture. Learn to ask yourself the following question: "What information is missing, that if I knew this, the best course of action would become self-evident?"

26 Think safety first.

Each employee is responsible for creating a safe, secure and accident free environment for everyone.

27 Take care of what we have.

Efficiently use and protect the assets of our Company. This is the responsibility of every employee. Conserve energy, properly maintain our equipment, and protect the environment.