

# 29 Fundamentals



## Speak Straight With Truth



Speak honestly in a disarming way that moves the action forward. Make clear and direct requests. 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. Address issues directly with those who are involved or affected. Be truthful, specific, and positive in your feedback.

## See the Larger Story Being Written



It's not about us. There is a larger story being written and everyone has a role to play in it. When we are intentional about seeing the bigger picture, we honor the Author and are better equipped to make good decisions that influence ourselves and others for the better. People are inspired by a transcendent cause.

## Honor Commitments



There's no better way to earn people's trust than to be true to your word. Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, meetings, and promises. Allow extra time for surprises and delays, and don't let these become excuses.



## 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 is looking. Be loyal and honorable and always tell the truth. If you make a mistake, own up to it, apologize, and make it right.

## Communicate Clearly & Often



Know your audience. Write and speak in a way they can understand. Avoid using internal lingo, acronyms, and industry jargon. Use the simplest possible explanations and use vocal or in-person communications as much as possible. A “just wanted to let you know” update is appreciated and shows you care.

## Practice the “Human Touch”



Listen for, and pay attention to, the things that people care about and what makes them unique. Use handwritten notes, personal cards, and timely phone calls to acknowledge their specialness. Show people you care about them as individuals, rather than as transactions. Genuine compassion can't be faked.

## Go the Extra Mile



Be willing to do whatever it takes to accomplish the job, plus a little bit more. Take the next step to solve the problem. Even if it takes doing something that's not in your job description. It's the extra mile that separates the average person from the superstar. Be a superstar.

## Practice Blameless Problem Solving



Apply your creativity, spirit, and enthusiasm to developing solutions, rather than pointing fingers and dwelling on problems. Identify lessons learned and use those lessons to improve our processes so we don't make the same mistake again. Get smarter with every mistake. Learn from every experience.

## Get Clear on Expectations



Create clarity and avoid misunderstandings by discussing expectations up front. Establish mutually understood objectives and deadlines for all projects, issues, and commitments. Where appropriate, confirm your communication by asking others to repeat back their understanding to ensure total clarity and agreement.



## Deliver Results



While effort is appreciated, we reward and celebrate results. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.

## Follow Up & Be Completion Minded



Record a follow-up date for every action and take responsibility to see that it gets completed. Picture the steps toward the end result early and have them in mind when managing the action. We get paid to complete things, not simply to put them in motion.



## Keep Things Fun



Remember that the world has bigger problems than the daily challenges that occur in our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.

## Create Win/Win Situations



It's a 2-way street. Learn to think from others' perspective. Discover what they need and find a way to help them meet those needs while also fulfilling your own. Win/win solutions are always more effective and longer lasting than win/lose solutions.

## Be Relentless About Improvement



Regularly reevaluate every aspect of your job to find ways to improve. Don't be satisfied with the status quo. "Because we've always done it that way" is not a reason. Always look for a way to sharpen the saw and keep getting better, maximizing your unique potential.

## Create a Tone of Friendliness & Warmth



Every conversation, phone call, e-mail, letter, and even voicemail, sets a tone and creates a feeling. Pay attention to every interaction and be sure you're setting a tone of friendliness, warmth, and helpfulness.

## Share Information



With appropriate respect for confidentiality, share information freely. Learn to ask yourself, “Who else needs to know this?” Information is one of our greatest assets. Find it, share it, and use it.

## Make Quality Personal



Take pride in the quality of everything you touch and everything you do. Always ask yourself, "Is this my best work?" Everything you touch has your signature. **Sign in bold ink.**

## Find a Way



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

## Celebrate Success



Catching people doing things right is more effective than catching them doing things wrong. Regularly extend meaningful acknowledgment and appreciation - in all directions throughout the company.



## Be Obsessive About Organization



Regardless of the quality of your work, if you can't manage multiple issues, tasks, and promises, you won't be a superstar. Maintain a clean and orderly work area. Use an effective task management system for prioritizing and tracking outstanding issues and responsibilities.

## Look Ahead & Anticipate



Solve problems before they happen by anticipating future needs and addressing them in advance. Preventing issues is always more effective than fixing them.

## Be Process-Oriented



World-class organizations are built on a foundation of highly effective, repeatable processes. Look to create processes for every aspect of your work, and then turn those processes into habits to achieve consistent results.

## Pay Attention to the Details



From the spelling of a client's name to the specific language of their Fundamentals, from the wording on a survey to the colors on a logo...details matter. Be a fanatic about accuracy and precision. Double-check your work. Get the details right.

## Assume Positive Intent & Confirm with Healthy Interaction



In the absence of credible proof otherwise, 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 preconceived notions and give people the benefit of the doubt. Lead with trust, then use sound, healthy practices of interaction during the relationship to avoid miscommunication and misunderstandings.

## Ask Healthy Questions to Understand



Don't accept anything at "face value" if it doesn't make sense to you, and don't make assumptions. Gather the facts before jumping to conclusions or making judgments. In a healthy way be curious, ask questions, and engage in vigorous debate in the proper forum if you don't understand or agree. Once a decision is made based on the prevailing judgment of the team, support it wholeheartedly.



## Prioritize the Team & Add Value



Don't let ego or personal agenda get in the way of doing what's best for the team. Worrying about who gets credit or taking things personally is counterproductive. In a healthy culture, a rising tide lifts all boats. Make sure you are adding value and that decisions are heavily influenced by how they benefit the team and advance company goals.

## Be a Fanatic About Response Time



People expect us to respond to their questions and concerns quickly, whether it's in person, on the phone, or by e-mail. This includes simply acknowledging that we got the question and we're "on it," as well as keeping those involved continuously updated on the status of outstanding issues. Rapid response is one of the easiest and best ways to stand out from the crowd.



## Deliver Legendary Customer Service



Do the little things, as well as the big things, that blow people away. Create extraordinary experiences they'll tell others about. Mere customer satisfaction is for lesser companies. Create customer loyalty by doing the unexpected.

## Listen Generously



Listening is more than simply “not speaking”. Be present and engaged.

Quiet the noise in your head and let go of the need to agree or disagree. Create space for team members to express themselves without judgment. Listen with care and empathy. Above all, listen to understand.