

**16. 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.

**17. CREATE WIN/WIN SOLUTIONS.** 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.

**18. 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.

**19. 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 our company.

**20. FOLLOW-UP EVERYTHING.** Record a follow-up date for every action and take responsibility to see that it gets completed. We get paid to *complete* things, not simply to put them in motion.

**21. 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.

**22. 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.

**23. LOOK AHEAD AND ANTICIPATE.** Solve problems *before* they happen by anticipating future needs and addressing them in advance. Preventing issues is always more effective than fixing them.

**24. 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.

**25. ALWAYS ASK WHY.** Don't accept anything at "face value" if it doesn't make sense to you. Be curious and question what you don't understand. Healthy, vigorous debate creates better solutions. There's no better question than "Why?" Never stop asking it.

**26. GET THE FACTS.** Don't make assumptions. There's always more to the story than it first appears. Gather the facts before jumping to conclusions or making judgments. Be curious about what other information might give you a more complete picture.

**27. 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. Keep getting better.

**28. 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.

**29. 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 preconceived notions. Give people the benefit of the doubt.

**30. KEEP THINGS FUN.** Remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.

We call it the  
**"HPC WAY"**

At High Performing Culture, our goal is not to be *good*. It's to be *extraordinary*. Extraordinary performance comes from extraordinary people. And the foundation for extraordinary people is an extraordinary culture. The 30 Fundamentals that follow describe the behaviors that define our unique culture. They're what set us apart and what make us leaders in our field.



HIGH PERFORMING  
**CULTURE**  
Creating culture intentionally

**1. DO WHAT'S BEST FOR THE CUSTOMER.**

In all situations, do what's best for the customer, even if it's to our own detriment. There's no greater way to build a reputation than to steadfastly do what's right for others. Every day.

**2. 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. If you make a mistake, own up to it, apologize, and make it right.

**3. 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.*

**4. 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.

**5. CREATE A TONE OF FRIENDLINESS AND 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.

**6. 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.

**7. CHECK THE EGO AT THE DOOR.**

It's not about you. Don't let your 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. Make sure every decision is based solely on advancing company goals.

**8. 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.

**9. 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.

**10. PRACTICE THE "HUMAN TOUCH."**

Listen for, and pay attention to, the things that make people 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.

**11. FIND A WAY.** Take personal responsibility for making things happen – somehow, someway. 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.

**12. GET CLEAR ON EXPECTATIONS.**

Create clarity and avoid misunderstandings by discussing expectations upfront. 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.

**13. 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 with empathy. Above all, listen to *understand*.

**14. SPEAK STRAIGHT.**

Speak honestly in a 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.

**15. COMMUNICATE TO BE UNDERSTOOD.**

Know your audience. Write and speak in a way that they can understand. Avoid using internal lingo, acronyms, and industry jargon. Use the simplest possible explanations.