

19. JUST DO IT. Take personal responsibility for making things happen, and help remove others' obstacles as well. Respond to every situation by looking for ways we can do it, rather than explaining why it can't be done. It's never someone else's job, or someone else's fault. Don't make excuses. Be a problem solver, not a process explainer.

20. THINK CAMBRIDGE-LEE FIRST. Consider how your actions impact other team members. Be willing to step into another role or help a co-worker when that's what's required for success. Work together and collaborate. We're *all* responsible for safety, quality, customer service, and profitability.

21. SHARE INFORMATION. Communicate. Communicate. Communicate. Learn to ask yourself, "Who else needs to know this?" The more people know, and the sooner they know, the better we can collaborate, and the better we can serve

our customers. Information is one of our greatest assets. Find it, share it, use it.

22. SHARE THE WHY. Before others can buy into what you are asking them to do, they must first understand *why*. Explain the big picture. The more people understand the reasons for what we're doing, the more actively they can participate in the solution and offer constructive suggestions, and the more they'll be able to buy-in to the decision.

23. LISTEN GENEROUSLY. Listening is more than simply "not speaking." It's giving your undivided attention to the needs and priorities of others. Quiet the noise in your head and let go of the need to agree or disagree. Listen with care to fully understand what others are communicating and consider their perspectives.

24. SPEAK STRAIGHT. Speak honestly and respectfully in a way that moves the action forward. Always maintain a cool head, and pay attention to your tone of

voice and choice of words. Say what you mean, and be *compelled* to raise issues that may result in discomfort or conflict when it's necessary to reach our goals. Remember that disagreement doesn't mean rejection. Address issues directly with those who are involved and/or affected.

25. AVOID SURPRISES. Bad news is always best served up fresh. Take ownership of mistakes and communicate problems or concerns as early as possible so that we can work together to anticipate the impact and find a solution.

26. KNOW THE GOAL. Understand Cambridge-Lee's strategies and key initiatives. Know your part of the plan and prioritize your activities accordingly. Be focused and proactive on contributing towards achieving our objectives.

27. THINK AND ACT LIKE AN OWNER. Cambridge-Lee is *our* company. Make decisions by asking yourself, "What would I do if this were *my own* money? Will this

help the organization to succeed? How can I make this a great place to work? How can I help my co-workers to be more successful?"

28. "BRING IT" EVERY DAY. Everyone is needed and everyone is important. Come to work every day on time and ready to rock and roll. Make the most of each day by approaching every task with energy, focus, purpose, and enthusiasm. Lead the way.

29. BE WILLING TO SWEEP THE FLOORS. Be humble. Every one of us needs to be willing to do the mundane and ordinary things necessary to achieve what's best for Cambridge-Lee. Remember that we're all in this together every day.

30. ALWAYS REMEMBER THAT WE'RE MORE THAN COWORKERS. Life matters and we're all human. Whether it's a kind word during a tough stretch, a friendly smile each morning, or a helping hand in stressful times, show that you care. We

spend enough hours of our lives at work that we should make working together enjoyable.

31. CELEBRATE SUCCESS. We all love to win! Acknowledging people doing things right is more effective than catching them doing things wrong. Regularly give, receive, and ask for meaningful appreciation – in all directions - throughout Cambridge-Lee.

32. MAKE A DIFFERENCE. Be an active part of the communities we live and work in by getting involved and participating in community and Cambridge-Lee organizations and events. Life matters. You *can* and *do* make a difference.

33. 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.



The *Cambridge-Lee Way* describes the values, behaviors, and practices that are the foundation of our unique culture. It explains how we relate to each other, our customers, and even our suppliers. **WE** are what make Cambridge-Lee special. Each of us wants the same thing: to come to work every day, make a difference, and go home safely to our families and loved ones.

1. LIFE MATTERS: BE SAFE. Safety and health are not just words, but are about looking out for each other and keeping yourself and others safe. Nothing comes before safety. We operate heavy industrial manufacturing equipment which by nature involves risk – respect it. Be concerned for the health and safety of yourself and your co-workers. Don't take short cuts.

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. *Integrity is non-negotiable.*

3. BE PASSIONATE ABOUT CAMBRIDGE-LEE. Together we can create something bigger than ourselves. Many of our parents and even grandparents have worked here. You are helping to build a legacy. Be proud!

4. DELIVER LEGENDARY CUSTOMER SERVICE. We exist to delight our customers. Mere customer satisfaction is for our com-

petitors. Do everything you can to give both your internal and external customers what they want, when they want it, and always keep them updated. Take the extra steps necessary to impress them, and create experiences they'll remember and tell others about.

5. BE EASY TO WORK WITH. Find ways to make working with you (and us) easier. Always be helpful and friendly. If someone has a problem, help resolve their issue quickly. While we should always work hard, we should never be hard to work with. Be the reason why Cambridge-Lee earns the reputation as a company people really want to work with and to work for.

6. BE POSITIVE. You have the power to choose your attitude. Choose to be optimistic and enthusiastic. Give people the benefit of the doubt. Work from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. Your attitude is contagious. Spread optimism and positive energy.

7. BE PERFORMANCE DRIVEN. While efforts are appreciated, it's results that matter. Set challenging goals, and then go after them. Be data-driven. Metrics are the best tools we have to help us understand and communicate how we're doing and how we can improve our performance.

8. RELENTLESSLY HONOR COMMITMENTS. Our customers are counting on us, and we're counting on each other. Do what you say you're going to do, when you say you're going to do it. This includes being on time (or early) for work, after breaks, and for meetings. Commit to delivering products – to customers as well as internal tasks and projects - by a specific date. If a commitment can't be fulfilled, notify others immediately, and agree upon a new date.

9. FIND BEST COST SOLUTIONS. We are a commodity business, and it is a penny game. Use data and be creative to solve problems at the best (not always cheap-

est) cost. As we have limited resources to achieve our goals, consider the value and return on our investments of time and money in the choices you make.

10. BE OBSESSIVE ABOUT ORGANIZATION AND PROCESS. Have a place for everything and keep everything in its place. No matter how smart you are or how hard you work, if you can't manage multiple issues, tasks, and promises, you won't be successful. Use good systems to plan your work and to prioritize and track outstanding issues and responsibilities.

11. WORK ON YOURSELF. Be a lifetime learner and take ownership for your personal development. Seek out and take advantage of every opportunity to gain more knowledge, to increase your skills, and to exercise best practices. Learn about our customers, markets, and production processes so that you can help lead us into the future and drive profitable growth.

12. VALUE EXPERIENCE. There are many unique attributes to our markets, from nuances with copper, to our customers' needs and our machines and production processes. Value and learn from the experiences of those that have a history with Cambridge-Lee and our industry.

13. CONTINUOUSLY IMPROVE EVERYTHING. Constantly evaluate every aspect of your job and our company to find ways to improve. Be curious. Ask questions. Find a better way.

14. EMBRACE CHANGE. What got us here isn't the same as what will get us to the next level. "Because we've always done it that way" is not a reason to continue doing it that way. Be inspired by both the challenges and the opportunities that change brings. See the new opportunities, rather than hanging on to old ways of doing things.

15. TAKE INTELLIGENT RISKS. Don't be afraid to make mistakes. Continuous improvement doesn't come from playing it safe.

Be willing to try the unconventional and to ask "What if?" Use sound judgment.

16. PRACTICE BLAMELESS PROBLEM-SOLVING. Blame has no place at Cambridge-Lee. Fix mistakes by focusing on solutions, not on whose fault it was. Use these situations to learn, and then apply that knowledge by improving our processes to reduce the likelihood of repeating the same mistake. Get smarter with every mistake.

17. FIX PROBLEMS AT THE SOURCE. Address issues by discovering the root cause rather than simply tackling the symptoms. It's better to invest time in developing a long-term solution rather than simply putting on a "Band-Aid."

18. KEEP IT SIMPLE. Don't over-complicate. This is not rocket-science. Success comes mostly from doing ordinary things with extraordinary consistency. When solving a problem, be clear about the goal and don't over-engineer the answer.