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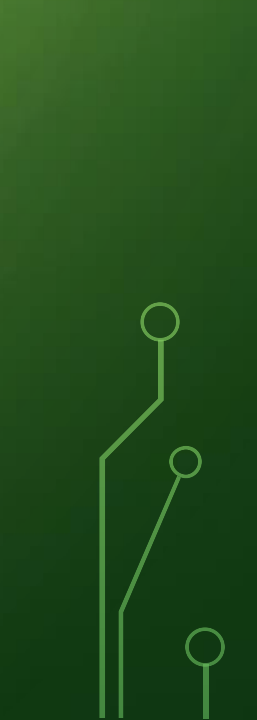
# STATEN CULTURE

V. 1

AUG 4, 2017



# WHAT IS CULTURE

- How we operate
  - Who we are
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# WHY DOES IT MATTER

- Culture is a key driver of company success or failure
- At our size, we need to formalize and write down our culture doc so it can be widely circulated
- Define which behaviors are rewarded and which are discouraged
- We must put high emphasis on culture fit in the hiring process
- Our culture works for us – it will likely not work for other businesses. Hence people who don't fit our culture may still do very well elsewhere.

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# STATEN CULTURE – HOW WE OPERATE

2017

# HIGH PERFORMANCE TEAM

- We are a team of professionals (not a family)
- Only star players, who are at the top of the game (at their level), stay on the team
- “Good Enough” people are respectfully let go
- Results matter, not effort
- We are deeply committed to the teams success
- Every decision is owned by ONE leader

# EXCELLENCE IN EXECUTION

- **Safety is our #1 priority on the field**
- **We do high quality construction**
- **We deliver projects on schedule**
- **And below average market cost**
- **We are known for innovative solutions to hard or never-solved-before problems**
- **We strive to improve continuously**

# CUSTOMER SERVICE

- **We demonstrate exemplary service for our customers.**
- **We provide unbiased advice and guidance to our customers in their best interest even at the detriment of our short-term interests**
- **We stand by our commitments**



# ENVIRONMENT THAT WE LOVE

- We have freedom and authority in doing our jobs (judgment over processes)
- We take care of our team
- Being part of this amazing team is the **MAIN** reason people join and stay
  - Cash and perks are enablers; not the drivers
- Create fun, open and creative environment – celebrate wins
  - Hallway conversations and shared laughter is a great sign of health
- We share information openly – financials, customer contracts, project progress





# HOW WE OPERATE – OUR CORE BELIEFS

- We are a high Performance Team
  - We demonstrate excellence in execution
  - We are committed to exemplary customer service
  - We create a work environment that we love
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# STATEN CULTURE – WHO WE ARE

2017

# WHO WE ARE

- We embody a set of core values that makes us who we are as individuals
- We actively look for these core values in new hires
- Practice of these core values is encouraged and rewarded

# CORE VALUES - JUDGEMENT


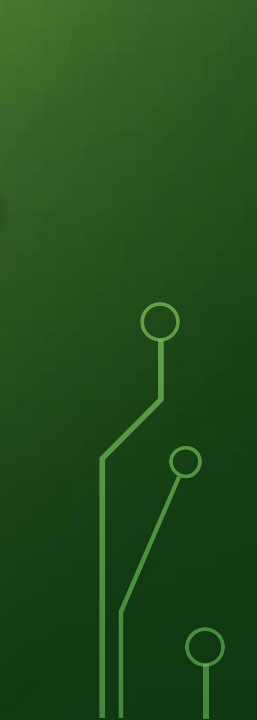
- You make wise decisions despite ambiguity
- You identify root causes, and get beyond treating symptoms
- You think strategically, and can articulate what you are, and are not, trying to do
- You keep us nimble by minimizing complexity and finding time to simplify

# CORE VALUES – GETTING THINGS DONE

- You care intensely about Statens success
- You are tenacious and driven
- You re-conceptualize issues to discover practical solutions to hard problems
- You accomplish amazing amounts of important work
- Your colleagues know that they can rely upon you
- You focus on results over effort
- You challenge prevailing assumptions when warranted, and suggest better approaches



# CORE VALUES – GREAT COMMUNICATION

- You provide timely status updates to your colleagues
  - You are concise and articulate in speech and writing
  - You listen well and seek to understand before reacting
  - You maintain calm poise in stressful situations to draw out the clearest thinking
  - You provide candid feedback to colleagues
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# CORE VALUES – SELFLESSNESS/TEAM FIRST

- You seek what is best for Staten rather than yourself or your group
- You are open-minded in search of the best ideas for improving team performance
- Play our position FIRST and then make time to help colleagues
- You share information openly and proactively



# CORE VALUES – RESPECT FOR ALL

- You only say things about fellow employees that you will say to their face
- You admit mistakes freely and openly
- You treat people with respect independent of their title
- You are non-political when you disagree with others



# CORE VALUES – CHARACTER

- You are quietly confident, deeply competitive AND humble
- You are committed to excellence and inspire others to follow
- You are known for candor, authenticity, transparency, and being non-political
- You display a positive mindset and can-do attitude
- You do the right things
- You question actions inconsistent with our values



# CORE VALUES

- Judgment
  - Getting things done
  - Great Communication
  - Selflessness/Team First
  - Respect for Others
  - Character
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