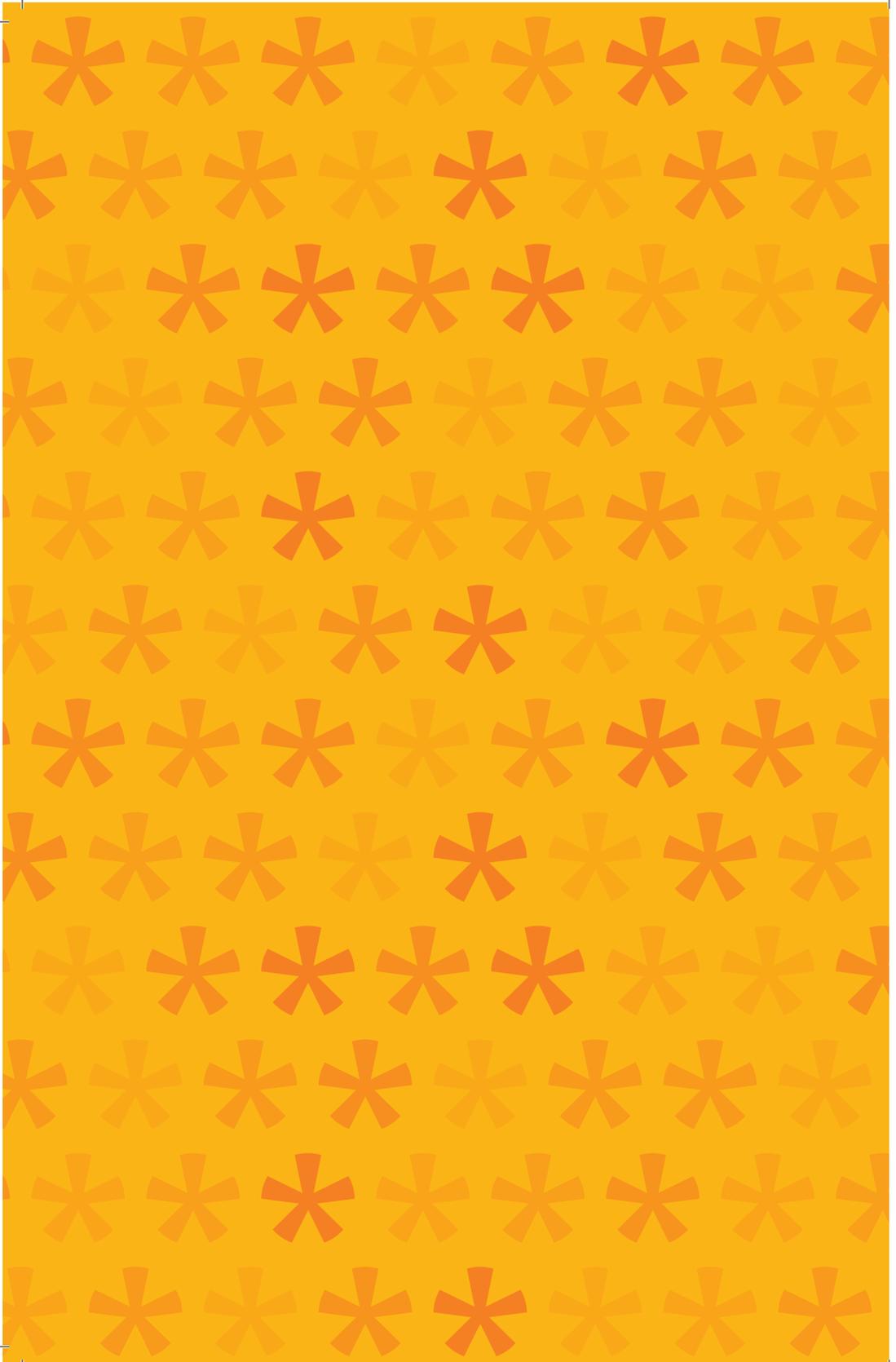


Be the Spark

LIVING OUR VALUES

workhuman^{*}





In our first 20 years we've really made an impact on the world through our Workhuman® Cloud platform, our data and research, and through our Workhuman® Live event. But we're only just getting started. We have big plans for the future of work, and that starts right here with our own humans. To help us achieve our ambitious goals and continue to enhance our culture in this time of hyper growth we will need a deeper understanding of our core values and what they mean to us.

Inside this guide you'll find the detail you need to understand the behaviors associated with each of our values, for both individual contributors and people leaders. These behaviors create the visible, tangible moments where we see each of our values clearly demonstrated and brought to life.

This is your guide to living our values at Workhuman®.

Workhuman core values

INDIVIDUAL CONTRIBUTOR BEHAVIORS



IMAGINATION +
DETERMINATION =

Innovation

Cultivates
innovation

Resilience



RESPECT FOR

Teamwork

Collaborates



RESPECT FOR

Customers

Customer-focus



RESPECT FOR
Urgency

Action-oriented



RESPECT FOR
Quality

Decision quality



RESPECT FOR
All

Values difference



Imagination

INDIVIDUAL CONTRIBUTOR BEHAVIOR:

Cultivates innovation

Creating new and better ways for the organization to be successful

EXCEEDING

- Moves beyond traditional ways of doing things; pushes past the status quo
- Continually assesses the market potential of an innovative idea or solution
- Finds and champions the best creative ideas and actively moves them into implementation
- Tries multiple varied approaches to innovative ideas
- Builds excitement in others to explore creative options
- Continually demonstrates the ability and inspires others to create moments that matter in their daily work taking an agile approach

MEETING

- Produces useful ideas that are new, better or unique
- Introduces new ways of looking at problems
- Can take a creative idea and put it into practice
- Encourages diverse thinking to promote and nurture innovation
- Looks for imaginative and innovative ways to create moments that matter
Identifies moments of elevation, pride, insight and connection

DEVELOPING

- Stays within comfort zone rather than experimenting with new ways of looking at things
- Presents ideas that are ordinary, conventional and from the past
- Tends to be critical of others' original ideas
- Has a style that discourages the creative initiatives of others
- Is not actively looking to create moments that matter



Determination

INDIVIDUAL CONTRIBUTOR BEHAVIOR:

Resilience

Rebounding from setbacks and adversity when facing difficult situations. Resilience doesn't come easy. It requires courage and commitment. The more resilient you become, the more you'll stay calm under pressure and positively adapt to difficult situations.

EXCEEDING

- Stays focused and composed in stressful situations
- Maintains a positive attitude and forward-thinking approach despite troubling circumstances or setbacks
- Takes constructive action to navigate difficulties or obstacles
- Is viewed as a source of confidence in high-stress situations
- Not afraid to speak up and is continually looking to take risks, fail and stretch self, to learn and become insightful

MEETING

- Is confident under pressure
- Handles and manages crises effectively
- Maintains a positive attitude despite adversity
- Bounces back from setbacks
- Grows from hardships and negative experiences
- Welcomes thinking out-of-the-box and taking risks

DEVELOPING

- Gets easily rattled in high-pressure situations
- Exhibits low energy and motivation during times of stress and worry
- Acts defensively when faced with criticism or roadblocks
- Takes too long to recover from setbacks
- Is scared to take risks



Respect for Teamwork

INDIVIDUAL CONTRIBUTOR BEHAVIOR:

Collaboration

Building partnerships and working collaboratively with others to meet shared objectives

EXCEEDING

- Models collaboration across the organization
- Facilitates an open dialogue with a wide variety of contributors and stakeholders
- Balances own interests with others'
- Promotes high visibility of shared contributions to goals
- Inspires others to collaborate and is proactive in engaging cross functional teams

MEETING

- Works cooperatively with others across the organization to achieve shared objectives
- Represents own interests while being fair to others and their areas
- Partners with others to get work done
- Credits others for their contributions and accomplishments
- Gains trust and support of others
- Seeks ways of creating stronger moments of connection that bond humans together

DEVELOPING

- Overlooks opportunities to work collaboratively with others
- Values own interests above others'
- Shuts down lines of communication across groups
- Prefers to work alone and be accountable for individual contributions



**Respect for
Customers**

INDIVIDUAL CONTRIBUTOR BEHAVIOR:

Customer focus

Building strong (internal and external) customer relationships and delivering customer-centric solutions and experiences. Consciously creating moments that matter in a systematic and scalable way.

EXCEEDING

- Anticipates customer needs and provides services that are beyond customer expectations, creating moments of elevation
- Proactively identifies opportunities to celebrate individual and shared successes, creating multiple moments of pride
- Communicating in a way that provides moments of insight for a customer that transforms their behavior or thinking
- Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key accounts (drives customer advocacy).
- Proactively spots and implements opportunities to deepen individual and/or group connections

MEETING

- Gains insight into customer needs (starting to think in moments)
- Identifies opportunities that benefit the customer
- Builds and delivers solutions that meet customer expectations
- Establishes and maintains effective customer relationships
- Starting to identify or seek opportunities that create customer moments that matter
- Actively seeks ways to create memorable human moments

DEVELOPING

- Is unaware of customer expectations
- Acts on incomplete or inaccurate understanding of customer needs
- Conducts work activities from an internal operational standpoint (rather than thinking about the wider implications to our business goals)
- Fails to build effective relationships with key customers
- Not proactively thinking in moments or creating customer moments that matter



Respect for Urgency

INDIVIDUAL CONTRIBUTOR BEHAVIOR:

Action oriented

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm

EXCEEDING

- Quickly and decisively takes action in fast-changing unpredictable situations
- Shows a tremendous amount of initiative in tough situations; is exceptional at spotting and seizing opportunities
- Seeks ways to create meaningful milestones by breaking down larger tasks in to smaller elements that can be accomplished and celebrated

MEETING

- Readily takes action on challenges, without unnecessary planning
- Identifies and seizes new opportunities
- Displays a can-do attitude in good and bad times
- Steps up to handle tough issues

DEVELOPING

- Is slow to act on an opportunity
- Spends too much time planning and looking for information
- May be overly methodical, taking too long to act on a problem
- Is reluctant to step up to challenges; waits for someone else to take action



**Respect for
Quality**

INDIVIDUAL CONTRIBUTOR BEHAVIOR:

Decision quality

Making good and timely decisions that keep the organization moving forward

EXCEEDING

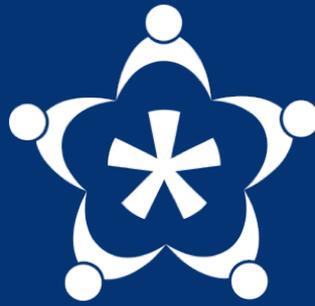
- Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty
- Actively seeks input from pertinent sources to make timely and well-informed decisions
- Skillfully separates opinions from facts
- Is respected by others for displaying superior judgment
- Actively reflects and breaks down decisions and reviews the consequences of those actions

MEETING

- Makes sound decisions, even in the absence of complete information
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions
- Considers all relevant factors and uses appropriate decision-making criteria and principles
- Recognizes when a quick 80% solution will suffice
- Collates the necessary data / information to create meaningful insights that resonate

DEVELOPING

- Approaches decisions haphazardly or delays decision making
- Makes decisions based on incomplete data or inaccurate assumptions
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals



Respect for All

INDIVIDUAL CONTRIBUTOR BEHAVIOR:

Values differences

Recognizing the value that different perspectives and cultures bring to an organization

EXCEEDING

- Actively seeks out information about a wide variety of cultures and viewpoints
- Promotes a team environment that values, encourages, and supports differences
- Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately
- Respecting individuality and choice, meeting individuals where they are in their journey and finding the common ground

MEETING

- Seeks to understand different perspectives and cultures
- Contributes to a work climate where differences are valued and supported
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results
- Is sensitive to cultural norms, expectations, and ways of communicating

DEVELOPING

- Lacks awareness of other cultures
- Treats everybody the same without regard to their differences
- Expects everyone to adapt to his/her way of thinking and communicating
- Lacks curiosity and interest in different people's backgrounds and perspectives
- Not willing or able to find the common ground
- Lacks understanding of the benefits of diverse perspectives

Workhuman core values

PEOPLE LEADER BEHAVIORS



IMAGINATION +
DETERMINATION =

Innovation

Strategic mindset

Courage



RESPECT FOR

Teamwork

Builds effective
teams



RESPECT FOR

Customers

Drives
engagement



RESPECT FOR
Urgency

Ensures
accountability



RESPECT FOR
Quality

Communicates
effectively



RESPECT FOR
All

Instills
trust



Imagination

PEOPLE LEADER BEHAVIOR:

Strategic mindset

Seeing ahead to future possibilities and translating them into breakthrough strategies

EXCEEDING

- Sees the big picture, constantly imagines future scenarios , and creates strategies to sustain competitive advantage
- Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods
- Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals
- Strategically focuses on creating peaks and moments that matter as apposed to fixing potholes

MEETING

- Anticipates future trends and implications accurately
- Readily poses future scenarios
- Articulates credible pictures and visions of possibilities that will create sustainable value
- Creates competitive and breakthrough strategies that show a clear connection between vision and action
- Starting to encourage their team to think in moments

DEVELOPING

- Is more comfortable in the tactical here and now
- Spends little time or effort thinking about or working on strategic issues
- Contributes little to strategic discussions
- Lacks the disciplined thought processes to pull together varying elements into a coherent view
- Doesn't proactively encourage thinking in moments



Determination

PEOPLE LEADER BEHAVIOR:

Courage

Stepping up to address difficult issues, saying what needs to be said

EXCEEDING

- Tackles difficult issues with optimism and confidence
- Shares sensitive messages or unpopular points of view in a motivating manner
- Lets people know where they stand, honestly and sensitively
- Volunteers to tackle and lead tough assignments

MEETING

- Readily tackles tough assignments
- Faces difficult issues and supports others who do the same
- Provides direct and actionable feedback
- Is willing to champion an idea or position despite dissent or political risk

DEVELOPING

- Shies away from difficult issues or challenging assignments
- Expresses point of view in an indirect manner
- Avoids giving corrective feedback
- Fails to take a stand on important issues



Respect for Teamwork

PEOPLE LEADER BEHAVIOR:

Builds effective teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals

EXCEEDING

- Defines success in terms of the whole team
- Recognizes that leveraging each team member's unique background and perspective is critical to achieving team goals
- Rallies others behind common team goals
- Places team goals ahead of own goals

MEETING

- Forms teams with appropriate and diverse mix of styles, perspectives, and experience
- Establishes common objectives and a shared mindset
- Creates a feeling of belonging and strong team morale
- Shares wins and rewards team efforts
- Fosters open dialogue and collaboration among the team
- Being acutely aware of how to be responsive to individual needs.

DEVELOPING

- Doesn't create a common mindset or challenge
- Fails to recognize that morale, openness, recognition, and belonging are integral ingredients of effective teams
- Prioritizes and rewards individual efforts rather than team achievements
- Doesn't shape and distribute assignments in a way that encourages teamwork
- Proactively mentors others to stretch and take risks



**Respect for
Customers**

PEOPLE LEADER BEHAVIOR:

Drives engagement

Creating a climate where people are motivated to do their best to help the organization achieve its objectives

EXCEEDING

- Creates a positive and motivating working environment
- Knows what motivates different people and aligns work accordingly
- Gives others appropriate latitude to get work done
- Invites input from others
- Makes people feel that their contributions are visible and valued
- Continuously seeks ways to make others feel joy, surprised, motivated, and engaged
- Creates moments of pride, recognizing and celebrating other's achievements.

MEETING

- Structures the work so it aligns with people's goals and motivators
- Empowers others
- Makes each person feel his/her contributions are important
- Spontaneously recognizes others and show the full appreciation of their work in a unique and personal way
- Invites input and shares ownership and visibility
- Shows a clear connection between people's motivators and the organizational goals
- Proactively builds connections and drives engagement

DEVELOPING

- Has little insight into what motivates others
- Doesn't give people enough flexibility and autonomy to do their work
- Does little to create enthusiasm
- Is unwilling to share ownership and give up control of assignments
- Doesn't proactively encourage and identify moments of elevation for customers and/or their team



Respect for Urgency

PEOPLE LEADER BEHAVIOR:

Ensures accountability

Holding self and others accountable to meet commitments

EXCEEDING

- Assumes responsibility for the outcomes of others
- Promotes a sense of urgency and establishes and enforces individual accountability in the team
- Works with people to establish explicit performance standards
- Is completely on top of what is going on and knows where things stand
- Provides balanced feedback at the most critical times

MEETING

- Follows through on commitments and makes sure others do the same
- Acts with a clear sense of ownership
- Takes personal responsibility for decisions, actions, and failures
- Establishes clear responsibilities and processes for monitoring work and measuring results
- Designs feedback loops into work
- Brings humans together to work on meaningful goals

DEVELOPING

- Fails to accept a fair share of personal responsibility
- Gathers little information about how things are going
- Provides inadequate feedback; fails to help others adjust course midstream
- Prefers to be one of many accountable for an assignment



**Respect for
Quality**

PEOPLE LEADER BEHAVIOR:

Communicates effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences

EXCEEDING

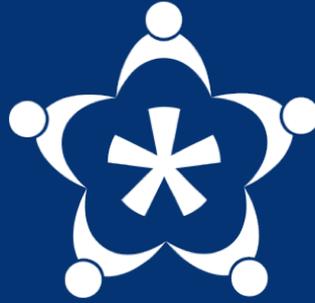
- Delivers messages in a clear, compelling, and concise manner
- Actively listens and checks for understanding
- Articulates messages in a way that is broadly understandable
- Adjusts communication content and style to meet the needs of diverse stakeholders
- Models and encourages the expression of diverse ideas and opinions
- Ensures others appreciate the problem before describing the solution.
- Communicates memorably, creating visual stories, case studies, and examples that truly resonate

MEETING

- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels
- Attentively listens to others
- Adjusts to fit the audience and the message
- Provides timely and helpful information to others across the organization
- Encourages the open expression of diverse ideas and opinions

DEVELOPING

- Has difficulty communicating clear written and verbal messages
- Tends to always communicate the same without adjusting to diverse audiences
- Doesn't take the time to listen or understand others' viewpoints
- Doesn't consistently share information others need to do their jobs



Respect for All

PEOPLE LEADER BEHAVIOR:

Instills trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity

EXCEEDING

- Establishes a high-trust culture, through authentic leadership
- Honors commitments and keeps confidences
- Expresses self in a credible and transparent manner
- Models high standards of honesty and integrity

MEETING

- Follows through on commitments
- Is seen as direct and truthful
- Keeps confidences
- Practices what he/she preaches
- Shows consistency between words and actions

DEVELOPING

- Lacks consistent follow-through on commitments
- Allows drama and gossiping
- Misrepresents facts for personal gain
- Has trouble keeping confidences
- Makes promises but doesn't always keep them

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