

To: Ex-Co

From: Richard Baker

There are a few behaviors that I expect from myself and my teams. I thought it might help you, if I provide an initial insight:

Integrity above all else - integrity is how we behave when no one else is watching. It is saying that what you think honestly and openly, with respect for others. It is killing gossip and seeing the good in others. It is admitting to mistakes fast.... good news can wait.

All of us is better than any of us - teamwork is the secret ingredient. We deliver on promises to each other. We put each other's work ahead of our own. We debate in private, and concur in public. We show trust. We talk each other up in the presence of others.

World-class leadership - we are all leaders in the company. We lead with our ears not our mouths. We say thank you and we look for every opportunity to celebrate success. When success occurs we give credit to others. When failure occurs we take responsibility personally. We start and finish meetings on time and we set a stretching example to others at all times. Development of our people is a priority.

We set the pace - no one in the company will work faster than we do. We must demand the impossible, set stretch goals and be unreasonable to the job done. Few people know the limit of their abilities. We will make decisions not defer them. We will encourage brevity and simplicity. Complexity is the enemy of pace. Less is more.

Work, rest and play - while working hard, we will also encourage a balanced approach to life. We will take holidays and encourage those around us to do so. We will take our work seriously but not ourselves. Encourage people to have fun. Laughter is the greatest cure of stress and ill-health. Morale improvement is the first step to productivity improvement.