



# CORE VALUES

**September 2015**

## **CORE VALUES**

Core values are what support the vision, shape the culture and reflect what the company values. They are the essence of the company's identity – the principles, beliefs or philosophy of values. Core values help companies in the decision-making processes. Core values educate clients and potential customers about what the company is about and clarify the identity of the company. Lastly, core values play a major role in recruiting and retaining good employees. Roy Disney once said *"It's not hard to make decisions when you know what your values are."*

Our core values are:

1. Ownership
2. Attitude
3. Integrity
4. Pride
5. Knowledge & Experience
6. Resourcefulness
7. Passion

## **CORE FOCUS**

"The person who aims at nothing is sure to hit it" is similar to other sayings; such as "if you don't know where you're going, any road will take you there." The saying means that one must have a specific target or direction. The power of focus is amazing. Focus and concentrate light and get a laser that can cut through steel. Focus your body and movement and you can break a board with your hand. The same holds true for teams. A well-focused team creates amazing results.

Crawford Landscaping's Focus:

### *Our Passion*

- We THRIVE on client satisfaction and making a difference

### *Our Niche*

- We serve clients who UNDERSTAND, APPRECIATE and are WILLING TO PAY for exceptional service and a quality product

### *Our Pledge*

- We are committed to quality, service and honoring our word

## **Take OWNERSHIP**

Taking ownership means you own 100% of all aspects of your job. Doing *what needs to be done* because you expect it of yourself as ownership springs from the intrinsic motivation of pride and engagement. Taking ownership starts with developing a belief or habit of mind that you, as an individual, are accountable for the quality and timeliness of an outcome, even when you're working with others. Whatever sphere of influence you have on your work, you are to take 100% ownership of your work and upholding the companies pledge of "Quality, Service and honoring our word." Don't make excuses when you fall short or something goes wrong. Don't blame others. The results you achieve begin and end with you. When relying on another person or department to complete a task, don't relinquish your responsibility. It's not acceptable to say, "well I sent a CMS," or "I am waiting on (fill in the blank) to get back to me." You treat them as a subcontractor that you've hired to do a job on your site – and it's your responsibility to push them to get the work done.

Keep this saying in mind: *"you are committed to your results."* Whatever results you achieve reflect your commitment level to those results. Ask yourself, "If I were given \$1mm to complete this, would I do it?" If the answer is yes, then its achievable and you should be committed to achieving it. Period.

- *"The price of greatness is responsibility."* Winston Churchill
- *"If opportunity doesn't knock - build a door."* Milton Berle
- *"Ninety-nine percent of all failures come from people who have a habit of making excuses."* George Washington Carver
- *"A culture of ownership is not created by economic interest, it springs from emotional commitment."* Unknown
- *"Ownership isn't assigned or given. Ownership is taken."* Unknown

## **Have the Right ATTITUDE**

Having the right attitude is very important at Crawford Landscaping. The attitude of an organization defines its culture and it permeates through everything that goes on. Successful people have a **habit** of having a good attitude. A good attitude not only affects your results, but it also affects those around you as you achieve those results.

Having the right attitude at Crawford means you're a fighter. You don't take no for an answer and you find ways to get things done. You are committed to your results. When someone says something can't be done, that's when we make it happen. That's when we show why we are different than the average landscaping company. Henry Ford said, *"If you say you can or you can't you are right either way."* At Crawford, we approach what we do with an expectation that we will find a way. We are a company of extra-ordinary people doing extra-ordinary things. It's a mindset. It's an intentional way of thinking.

People with good attitudes have a positive effect on those around them. Their attitude towards others is characterized by humility, respect and collaboration. Humility says, "we are a team of committed individuals striving towards a common goal and our strength is in our ability to work together." Another way of looking at it is that no one is more important than anyone else. This goes from the owner all the way down to the temporary laborer. Respect should be extended to everyone, teammates, vendors, and clients alike. We show respect by being quick to listen and slow to react. We show respect by valuing everyone's contribution and opinion. Lastly, we are a collaborative team. Meaning, we seek the counsel of others knowing that there is wisdom from having multiple opinions. And we recognize that everyone's opinion matters and has validity.

- *"It's your attitude, not your aptitude, that determines your altitude."* Zig Ziegler
- *"A positive attitude causes a chain reaction of positive thoughts, events and outcomes. It is a catalyst and it sparks extraordinary results."* Wade Boggs
- *"Perpetual optimism is a force multiplier"* Colin Powell
- *"There are three kinds of people: Those who make things happen, those who watch things happen, and those who ask, 'What happened?'"* Casey Stengel
- *"I am always doing that which I can not do, in order that I may learn how to do it."* Pablo Picasso

## **Always Display INTEGRITY**

At Crawford Landscaping, integrity is indispensable to our mission. We act with honesty and adhere to the highest standards of moral and ethical values and principles through our personal and professional behavior. We demonstrate our understanding of these values and principles and uphold them in every action and decision. Trust and trustworthiness go hand in hand with how we conduct ourselves, as we sustain a culture that is based upon ethical conduct. We expect our actions to be consistent with our words, and our words to be consistent with our intentions. We accept our responsibilities, share leadership in a democratic spirit, and subject ourselves to the highest standards of public trust. We hold ourselves accountable for our words and our actions.

- *"Integrity is doing the right thing, even when no one is watching."* C. S. Lewis
- *"Men acquire a particular quality by constantly acting in a particular way."* Aristotle
- *"Always do right. This will gratify some people and astonish the rest."* Mark Twain
- *"A company that fails to take steps to produce a climate conducive to positive work-related ethical attitudes may create a vacuum in which employees so predisposed may foster a frontier-style, everyone for themselves mentality."* Professor Thomas Dundee of the Wharton School
- *"In looking for people to hire, you look for three qualities: integrity, intelligence, and energy. And if they don't have the first, the other two will kill you."* Warren Buffet
- *"The greatness of a man is not in how much wealth he acquires, but in his integrity and his ability to affect those around him positively."* Bob Marley
- *"No one will question your integrity if your integrity is not questionable."* Nathaniel Bronner Jr.
- *"Have the courage to say no. Have the courage to face the truth. Do the right thing because it is right. These are the magic keys to living your life with integrity."* W. Clement Stone

### **Take PRIDE in Your Work and Crawford Landscaping**

Many people work for the sake of working. It's a means to get a paycheck at the end of the week and there is nothing more to it. At Crawford, we want people who feel differently about work. We want people who are intrinsically motivated by the highest standards of quality and service and see their work, no matter how big or small, as having their signature on it. These are people who cannot sleep at night if things are not perfect at work. It's more than a job.

Not only do we want everyone that works at Crawford to take personal pride in their work, we want them to take pride in Crawford. Pride in Crawford should center on two things: customer satisfaction and making a difference. We satisfy our customer with exceptional quality and service. We make a difference by bringing peace of mind and confidence. We cannot underestimate your value and importance to our clients and their experience of their homes and landscapes. We want our name in the community to be synonymous with quality, service and integrity, and that starts with you.

- *"Pride is the fuel of human accomplishment."* General Bill Creech
- *"Quality is pride of workmanship."* W. Edwards Deming
- *"Well done is better than well said."* Benjamin Franklin
- *"Better a little which is well done, than a great deal imperfectly."* Plato
- *"Be so good they can't ignore you."* Steve Martin
- *"Be a yardstick of quality. Some people aren't used to an environment where excellence is expected."* Steve Jobs

## **KNOWLEDGE Comes with EXPERIENCE**

*Experience* is defined as a familiarity with a skill or field of knowledge acquired over months or years of actual practice and which, presumably, has resulted in superior understanding or mastery. *Knowledge* is defined as facts, information, and skills acquired by a person through experience or education. Without knowledge you may not gain practical experience and in the absence of practical experience, your knowledge and concepts cannot be strengthened. Also experience must be considered as a part of knowledge that comes through experiments or doing things practically. It is therefore important to gain both knowledge and experience

At Crawford, we desire to have people in positions that have significant knowledge and experience as it relates to their job. We believe that job knowledge and experience is important when it comes to delivering on our company pledge. We take pride in our team of diversified and knowledgeable staff and we desire to create a reputation where we are known for our expertise.

- *"All men who have turned out worth anything have had the chief hand in their own education."* Sir Walter Scott
- *"Knowledge has to be improved, challenged, and increased constantly, or it vanishes."* Peter Drucker
- *"Experience is simply the name we give our mistakes."* Oscar Wilde
- *"Experience is the teacher of all things."* Julius Caesar
- *"Information is not knowledge. The only source of knowledge is experience."* Albert Einstein

## **RESOURCEFULNESS is to find a Way**

Resourcefulness is the ability to find a way to achieve your goal. This is especially true when the goal is difficult to achieve and when little or no direction is given. Resourcefulness is the ability to think creatively, to generate ideas, and to identify alternatives. Resourcefulness is also imagination, the ability to visualize how something could be achieved when there is nothing there but the vision.

To be resourceful takes self-discipline and an iron will. First, self-discipline enables the belief that there is a way to achieve the outcome. Second, it takes an iron will to ignore the naysayers, the devil's advocates, and those who simply lack resourcefulness themselves and so have no interest in seeing you succeed. Resourcefulness is close to ownership and attitude in that the underlying or common theme is "do whatever it takes" to honor our company pledge of quality, service and honoring our word. It goes back the idea that we are all committed to our results. If you expect excellence from yourself and those under your charge, then be committed to excellence in everything you do and do not stop until you succeed.

- *"Few men during their lifetime come anywhere near exhausting the resources dwelling within them. There are deep wells of strength that are never used."* Richard Byrd
- *"To be thrown upon one's own resources, is to be cast into the very lap of fortune; for our faculties then undergo a development and display an energy of which they were previously unsusceptible."* Benjamin Franklin
- *"Resourcefulness is the most essential weapon in a leader's arsenal."* Bill Hybels



## **We Want PASSION**

*"Being the richest man in the cemetery doesn't matter to me. Going to bed at night saying, I've done something wonderful. That's what matters."* Steve Jobs followed his heart his whole life and that, he said, made all the difference. If Jobs had not pursued his passion for animation, millions of children—and adults—would never have experienced the joy of watching *Toy Story*, *Finding Nemo* and *Cars*. The list goes on – the iPhone, the iPad, were all the results of one man who followed his heart.

When Steve Jobs returned to Apple in 1997 after a long absence, the company was close to bankruptcy. He told a small group of employees that Apple would have to return to its core values. *"What we're about isn't making boxes for people to get their jobs done,"* Jobs said. *"Our core value is that at Apple we believe that people with **passion** can change the world for the better."*

People who are passionate about what they do love coming to work each day; they love the challenge. They also possess a high energy level, demonstrate a positive attitude and exceed standards of excellence. Lastly, people with passion are continually growing personally and professionally. At Crawford, we want people like this.

- *"One person with passion is better than forty people merely interested."* E. M. Forster
- *"Nobody can be successful unless he loves his work."* David Sarnoff CEO of RCA
- *"There is no passion to be found playing small--in settling for a life that is less than the one you are capable of living."* Nelson Mandela
- *"Passion is energy. Feel the power that comes from focusing on what excites you."* Oprah Winfrey
- *"Nothing is as important as passion. No matter what you want to do with your life, be passionate."* Jon Bon Jovi
- *"I have no special talents. I am only passionately curious."* Albert Einstein