



Johnston COMPANIES

SINCE OUR FOUNDING IN 1968, WE HAVE BEEN PASSIONATE ABOUT OUR COMMITMENT TO OUR TEAM, CUSTOMERS, AND VENDOR PARTNERS. THE JOHNSTON COMPASS DESCRIBES THE VALUES, BEHAVIORS, PRINCIPLES, AND PRACTICES FOUNDATIONAL TO OUR EXCEPTIONAL CULTURE. IT EXPLAINS HOW WE RELATE TO AND VALUE RELATIONSHIPS. IT'S WHO WE ARE, AND IT'S WHAT DRIVES OUR EXTRAORDINARY SUCCESS.

GET CLEAR ON EXPECTATIONS

Create clarity and avoid misunderstandings by discussing expectations upfront. Set expectations for others and ask when you're not clear on what they expect of you. End all meetings with clarity about action items, responsibilities, and due dates.

LISTEN GENEROUSLY

Listening is more than simply not speaking. Give others your undivided attention. Be present and engaged. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jumping to conclusions. Above all, listen to understand.

ASSUME POSITIVE INTENT

Work from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt.

SPEAK STRAIGHT

Speak honestly in a way that helps to make progress. Say what you mean, and be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. Be courageous enough to say what needs to be said. Address issues directly with those who are involved or affected.

TREAT EACH OTHER LIKE FAMILY

Our relationships go deeper than simply being teammates at work. We genuinely care for and about each other. Whether it's a kind word during a tough stretch, a friendly smile each morning, or a helping hand in stressful times, show your compassion.

HONOR COMMITMENTS

Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, meetings, and promises. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

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, especially when no one's looking. Always tell the truth, no matter the consequences. If you make a mistake, own up to it, apologize, and make it right.

SHARE INFORMATION

With appropriate respect for confidentiality, share information freely throughout our organization. The more people know, the better we can collaborate. Learn to ask yourself, “Who else needs to know this?”

GO THE EXTRA MILE

Be willing to do whatever it takes to accomplish the job . . . plus a little bit more. Whether it’s starting early, staying late, or doing something that’s not in your job description, it’s the extra mile that separates the ordinary from the extraordinary.

WALK IN YOUR CUSTOMERS’ SHOES

Understand your customers’ world. Know their challenges and frustrations. See the world from their perspective. The better you understand them, the more effectively you can anticipate and meet their needs.

BE A FANATIC ABOUT RESPONSE TIME

Respond to questions and concerns quickly, whether it’s in person, on the phone, or by e-mail. This includes simply acknowledging that we got the question and we’re “on it,” as well as keeping those involved continuously updated on the status of outstanding issues.

WORK SMART

Be organized and plan your work for maximum efficiency. Have all the tools necessary before starting your work. Be thoughtful about your schedule, and have a game plan for your calls, your tasks, and your workday. Know the priorities and work on them first.

SHOW MEANINGFUL APPRECIATION

Recognizing people doing things right is more effective than pointing out when they do things wrong. Regularly extend meaningful acknowledgment and appreciation — in all directions throughout our organization.

“BRING IT” EVERY DAY

Have a passion for what we do and be fully engaged. Make the most of each day by approaching every task with energy, focus, purpose, and enthusiasm. Work with a sense of urgency to get things done.

FIND A WAY

Take personal responsibility for making things happen. Respond to every situation by looking for how we can do it, rather than explaining why it can’t be done. Be resourceful and show initiative. Don’t make excuses or wait for others to solve the problem. Follow up everything and see issues through to their completion.

ALIGN WITH CHANGE

What got us here is not the same as what will get us to the next level. Get outside your comfort zone, rather than stubbornly hanging on to old ways of doing things. Be excited by the possibilities that change and growth bring. Be flexible.

PRACTICE BLAMELESS PROBLEM-SOLVING

Demonstrate a relentless solution focus, rather than pointing fingers or dwelling on problems. Identify lessons learned and use those lessons to improve ourselves and our processes so we don’t make the same mistake twice. Get smarter with every mistake. Learn from every experience.

BE RELENTLESS ABOUT IMPROVEMENT

Regularly re-evaluate every aspect of your work to find ways to improve. Don’t be satisfied with the status quo. “Because we’ve always done it that way” is not a reason. Guard against complacency. Find ways to get things done better, faster, and more efficiently.

BE CURIOUS

In the search for the best solutions, challenge and question what you don’t understand. Don’t accept anything at “face value” if it doesn’t make sense to you. Be curious, ask thoughtful questions, and listen intently to the answers. Dig deeper to go beyond the expected. Ask the extra question.

INVEST IN RELATIONSHIPS

Get to know your customers and co-workers on a more personal level. Talk more and e-mail less. Understand what makes others tick and what’s important to them. Strong relationships enable us to more successfully work through difficult issues and challenging times.

THINK TEAM FIRST

It’s not about you. Don’t let your own ego or personal agenda get in the way of doing what’s best for the team. Be there for each other and be willing to step into another role or help a co-worker when that’s what’s required for success. Help each other to succeed.

LEAD BY EXAMPLE

The best way to influence others is through your own example. Be a servant leader. Walk the talk. Take responsibility to coach, guide, teach, and mentor others. Be the change you want to see.

GIVE BACK

Regularly seek out opportunities to assist those in need, both individually and through coordinated team activities. Express gratitude for the help you’ve been given by paying it forward and helping others.

CREATE A GREAT IMPRESSION

Every conversation, phone call, e-mail, letter, and voicemail, sets a tone and creates an impression. Pay attention to every interaction and be sure you’re setting a tone that’s friendly, warm, and helpful.

MAKE QUALITY PERSONAL

Demonstrate a passion for excellence and take pride in the quality of everything you touch and everything you do. Have a healthy disdain for mediocrity. Good is not good enough. Always ask yourself, “Is this my best work?”

TREASURE, PROTECT, AND PROMOTE OUR REPUTATION

We’re all responsible for, and benefit from, the Johnston Companies’ image and reputation. Consider how your actions affect our collective reputation and be a proud ambassador for the company.

BE EASY TO WORK WITH

Find ways to make working with you/us easier. Provide simple and complete instructions. When in doubt, do more rather than pushing the work back to others. Streamline our processes. Simplify everything. Be ridiculously helpful.

KEEP THINGS FUN

While our passion for excellence is real, 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.