



Characteristics of Successful Companies

Traditional measures of corporate performance such as revenue, profit, and cash flow need to be honored, but they are often useful only in hindsight.

We believe the following characteristics provide leading indicators of great corporate performance:

Attract, develop and keep outstanding people

Be willing to do yourself what you ask others to do

Spend company money like it was your own

Command a fair price and earn a good return

Reward on contribution to customer results — rather than any preconceived idea of who can contribute

Promote from within

No second class citizens — treat people as you would like to be treated

Spread the rewards for business success fairly to every level of the company — don't create an outlandish gap between leaders and workers

Maintain an attitude of healthy discontent — challenge and disagree, but don't degrade

Once the plan is agreed to, everyone owns it

If you are in trouble or see problems, raise your hand

Be a positive force in the market and community

Be fair, open, and show sincere concern for one another

