

Milbank Family Values

We recognize there is a fundamental requirement to continuously improve in order to keep our business viable. We also understand that our employees are our biggest asset. By improving ourselves we create the greatest impact in improving our business. We also believe we have a fundamental need to connect with one another. When our human relationships thrive so does every other aspect of our lives. These values, along with our ethics policy and other HR documents, outline how we will work with others in order to create our best environment. This is a living document that will be updated over time to represent the best possible methods for achieving success.



Mutually Respectful Communication

- Adult to adult
- Communicate with honesty and integrity – no silent disagreement
- Engaged listening with undivided attention
- Consider others' points of view
- Non-judgmental
- Work toward joint solutions
- Honor the relationship above winning points
- Seek to understand
- Verify your understanding
- Offer assistance to identify and solve problems

Seek Opportunities to Resolve Problems

- Enthusiastically identify problems as opportunities
- Focus on the process rather than who to blame
- Celebrate and communicate the resolution of problems
- Engage others in problem solving
- Go see where problems may exist (gemba) with both internal and external customers
- Recognize a deviation from a standard or expectation
- Utilize the discipline of Plan Do Check Adjust (PDCA)
- Follow up to ensure agreement and sustainability

Search for Compromise

- Recognize the limits of personal knowledge
- Recognize that all people deserve the same level of respect and importance
- Make sure that all stakeholders are included
- Keep your perspective beyond the immediate
- The long term purpose is paramount: Be willing to give up something in the short run in order to build consensus toward larger issues in the long run

Seek Value in Everyone's Contributions

- Value diversity within our workforce
- Recognize the strength that diversity brings to Milbank
- More than one perspective exists for any one problem
- Allow others to demonstrate their expertise
- Leverage employee's potential with training
- Set expectations for personal, voluntary education and mentoring
- Formally recognize employee achievements either individually or in groups
- Do not take ownership away from the person who recognizes the problem or solution
- Help people solve problems through teaching and coaching not by doing it for them

Continuous Improvement is a Journey

- Appreciate that things may get worse before they get better
- Demonstrate patience to allow learning to take place
- Everyone must look for ways to improve their job
- Stick to the standard but be willing to see opportunity for improvement
- Communicate the status of our journey to all stakeholders on a planned schedule using multiple channels
- Don't take yourself so seriously – enjoy what you do
- Nurture your curiosity through approved experimentation

