

PLAYBOOK

learning.
leading.
LIGHTING THE WAY



THINGS WE SAY

Some people say “customer,”
we say PARTNER.

Some people say “employee,”
we say TEAM MEMBER.

Some people say “problem,”
we say OPPORTUNITY.

Some people say “cultural fit,”
we say CULTURAL ENRICHMENT.

Some people say “failure,” we
say CHANCE TO LEARN.

Some people say “criticism,”
we say FEEDBACK.

To build a truly great organization, we need a truly great team. A team that has a common focus and way of doing business. A team that works together for the greater good while focusing on personal growth and development to make us stronger together. To be a part of this team, it is important that we all understand what is expected.

“ We are **PASSIONATE** about finding the best possible solutions to fit the opportunities in front of us, **SEEKING THE BEST POSSIBLE OUTCOMES** for our partners, and helping our team be **BETTER TOMORROW THAN WE ARE TODAY**. The future is bright and we are **PREPARED FOR WHAT LIES AHEAD**. ”

HOW WE MEASURE:
PASSIONATE

- Increase in attention, interest, and desire for anything that is related to DWM (i.e. lighting industry news, steel pricing increases/decreases, commercial building insights, etc.)
- Desire to know beyond the how and what — seeking the why
- Passion is contagious — are others motivated by the team member?
- Resiliency in the face of obstacles

HOW WE MEASURE:

***BEST POSSIBLE
OUTCOMES FOR
OUR PARTNERS***

- Opportunity identification
- Engaged in finding the ideal solution
- Correctly selecting the right tool (i.e. Five Whys, 5S, DMAIC, PDCA, A3 Report, etc.)
- Documentation and effective communication to DWM team members to establish high agreement around the process
- Documentation and effective communication of the process to external business partners

HOW WE MEASURE:

***BETTER TOMORROW
THAN WE ARE TODAY***

- **COMMUNICATION:** Is there frequent, informal, direct, and open dialogue?
- **COORDINATION:** Are individual efforts well-structured and synchronized within the team?
- **MUTUAL SUPPORT:** Do team members help and support others in carrying out their tasks and gaining the skills and experience needed to move the team forward?
- **EFFORT:** Do team members exert all efforts to the team's tasks? Are team members focused on their own growth?
- **COHESION:** Are team members motivated to maintain the team? Is there team spirit?

HOW WE MEASURE:

***PREPARED FOR WHAT
LIES AHEAD***

- Desire to fully understand the current state
- Understanding value through the lens of the partner — and being proactive with such information in mind
- Being aware of what metrics we are utilizing and ability to maintain and inform those as one part of the holistic picture of the business
- Improvement through experimentation
- Awareness of and communication around comfort zone, productive zone, and fear zone
- Frequent documentation

OUR PURPOSE

We cultivate partnerships through transparency, candor, and empathy.

OUR MISSION

Be the premier pole manufacturer.

OUR VISION

Providing the poles that connect tomorrow's world today.

WHY • HOW • WHAT

The natural way for most organizations to communicate is from the outside in — telling people WHAT THEY DO AND HOW THEY DO IT. From there, there is an expectation that a certain behavior, like a purchase, will happen.

Few organizations start with the Why. This simple idea is referred to as “The Golden Circle,” a concept developed by optimist and author Simon Sinek.

Clearly defining our Why gives us something through which to filter our everyday decisions and actions — it gives us clarity, direction, and meaning. The Why inspires us.

The Why must then be aligned with both the How and the What — all working together to provide a foundation for innovation and for building trust.

OUR WHY

We cultivate partnerships through transparency, candor, and empathy.

These partnerships allow us to source the best materials, attract the most talented team members, provide interactions that inspire greatness, and not only meet—but anticipate—the needs of our partners and their customers.

OUR HOW

This commitment results in unrivaled partner experiences. We do this through continuous improvement in every area of our business, by actively listening to our partners, providing an exciting level of transparency into our manufacturing process, and having fun.

OUR WHAT

We build light poles that we feel good standing behind. We don’t want you to worry about standing behind them either.



Tension is what compels us to take action. It is what causes us to improve. Stress is what causes us to freeze because we don't know what to do. It will cause an organization to break.

At DWM Holdings, we work hard to build tension and alleviate stress.

There are two components to **TENSION**:

The first is being fully aware of and honest about our current reality.

The second component is a defined ideal state. It is what perfection looks like.

**OUR IDEAL STATE
ALLOWS US
TO MEASURE
OURSELVES
TODAY SO
WE CAN
BE BETTER
TOMORROW**



OUR IDEAL STATE OBJECTIVES

1

Zero defects

2

One week or less lead time for all product types

3

Unanimous 5 out of 5 customer-satisfaction and team member-morale scores

4

JIT inventory management

5

An innate culture of learning (Learn-Apply-Reflect)

6

Systematic and efficient process flows

7

Be a household name in the industry

OUR GUIDING PRINCIPLES

Our Guiding Principles are intended to act as additional filters for vetting our actions and decisions and the actions and decisions of others. They hold us accountable. Our Behavioral Principles guide what we do and say on a daily basis and our Strategic Principles ensure that the decisions we are making allow us to stay true to the fabric of who we are.

BEHAVIORAL PRINCIPLES

LEARN continually
SHARE knowledge generously

RECOGNIZE meaningful efforts thoughtfully
ACKNOWLEDGE achievements joyfully

CHALLENGE the status quo thoroughly
THINK expansively

ENGAGE with others genuinely
COLLABORATE intensely

INTERACT openly
LISTEN actively

STRATEGIC DIRECTION PRINCIPLES

SAFETY and
CULTURE first

PERFORMANCE is measured
not just by what we do
but also **HOW** we do it

SETTING expectations and
MEASURING results are never optional

KNOWING and sharing
WHO we are and **WHAT** we stand for
guides our strategic intent,
operating **VALUES**,
and performance expectations

VALUE is realized through teamwork,
continual **LEARNING**,
and relentless improvement

BEHAVIORAL COMPETENCIES

Our behavioral competencies act as a standard mechanism for observing behavior across the diverse talent that makes up our team. They inform our hiring process, career growth planning and development, and performance reviews.

ALL-TEAM COMPETENCIES

Partnership Focus
 Communication
 Coaching
 Results Orientation
 Continuous Improvement
 Contributing to Team Success
 Self-Development and Personal Accountability

MANAGER COMPETENCIES

Partnership Focus
 Communication
 Coaching
 Building Teams and Teamwork
 Fosters and Maintains Accountability
 Planning
 Developing Talent
 Providing Recognition
 Inspirational Leadership

LT COMPETENCIES

Partnership Focus
 Communication
 Coaching
 Developing Talent
 Providing Recognition
 Inspirational Leadership
 Business and Financial Management
 Strategic Focus
 Change Management
 Visioning

PARTNERSHIP FOCUS

Demonstrating a concern for the needs and expectations of our business partners; focusing efforts on identifying and meeting the needs of partners; using an understanding of our partners' needs as the basis for decision-making and organizational action; building strong relationships of trust with all partners (both internal and external).

- Responds rapidly and effectively to partner requests or questions
- Takes responsibility for raising the bar on service and quality to the partner
- Interacts openly and honestly
- Focuses efforts on meeting or exceeding the needs of the partner
- Listens actively and respectfully, maintains confidences, and ensures that actions are consistent with words
- Seeks information from partners to discover how to bring more value to the relationship
- Acts as an advocate for the partner within the organization
- Fulfills commitments
- Makes decisions to maximize value to the partner while meeting the needs of the organization

COMMUNICATION

Shaping communication to the needs of the audience; conveying ideas and opinions clearly to others; listening attentively to others; using appropriate grammar and vocabulary.

- Is direct and specific in both written and spoken communication
- Presents written communication in a succinct, yet personable, format
- Adjusts his/her use of technical language to meet the audiences' and cultural differences
- Addresses any potential communication disconnects as early on as possible
- Ends both verbal and written communication with clearly defined shared expectations
- Effectively utilizes voice inflexion and non-verbal communication to emphasize a point
- Gauges the attention of the audience to ensure that points are being understood
- Actively listens by using non-verbal (e.g., eye contact) and verbal communication (e.g., summarizing) to convey that he/she is listening
- Articulates the vision, mission, and value proposition to internal and external stakeholders positively and enthusiastically

COACHING

Providing guidance and feedback to help an individual expand knowledge, skill, or ability to accomplish a task or fulfill their role; supporting career growth and development of others.

- Makes providing feedback to others a priority
- Gives timely, constructive feedback
- Makes others feel comfortable and safe when providing feedback
- Actively listens to understand the needs of the individual being coached
- Provides opportunities for people to develop skills and demonstrate competence
- Offers relevant instructions and advice when teaching and coaching
- Provides recommendations on how to enhance or develop new skills
- Supports an individual's development based on career goals
- Actively seeks feedback about oneself for self improvement and to model this competency throughout the organization

RESULTS ORIENTATION

Maintaining a focused commitment to achieving objectives; clearly communicating performance measures; taking action to optimize resources and work processes.

- Communicates key performance indicators (KPIs) linked to desired results
- Removes or reduces barriers and obstacles that get in the way of achieving results
- Communicates key performance indicators (KPIs) linked to desired results
- Designs and modifies processes that support achievement of goals
- Delegates tasks and activities as needed and provides resources to achieve results

CONTINUOUS IMPROVEMENT

Promoting organizational effectiveness by anticipating and dealing with both common and new problems; encouraging others to suggest innovations and improvements; trying different and novel ways to deal with work problems and opportunities; acting decisively to implement solutions, resolve crises, or move a project forward.

- Identified work-related opportunities and reviews previous projects to learn from experiences
- Challenges paradigms—identifies implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others
- Proactively identifies opportunities to improve efficiency and quality
- Encourages team members to take action on issues impacting efficiency and quality
- Follows a systematic approach to identifying opportunities; analyzing, developing, and implementing solutions; and monitoring impact
- Creates opportunities for people to come together to discuss and resolve barriers to efficiency
- Identifies issues and problems that affect quality of work
- Consistently seeks opportunities to learn, applies these learnings, and reflects upon the outcomes (Learn – Apply – Reflect)
- Handles work-related problems and crises in a decisive manner
- Seeks information to clarify and understand the impact of process and workflow changes

CONTRIBUTING TO TEAM SUCCESS

Actively participating as a member of a team to move the team toward the completion of goals.

- Facilitates goal accomplishment: Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to help the team accomplish its goals
- Involves others: Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents
- Informs others on team: Shares important or relevant information with the team
- Models commitment: Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team

SELF-DEVELOPMENT AND PERSONAL ACCOUNTABILITY

Taking ownership over and responsibility for one's career growth and advancement; remaining up to date in one's knowledge and skills; admitting mistakes and learning from them; assuming responsibility for dealing with problems, crises, or issues.

- Works toward his/her personal objectives in a planned, structured manner
- Seeks out new learning opportunities (e.g., assignments, training courses, etc.) to enhance individual, group, and/or organizational skills
- Applies new information as quickly as possible in his/her own work (such information may relate to technical innovations, but also to topics such as human resources)
- Regularly works to enhance performance (skills and behavior) at work
- Admits mistakes and errors in judgment and readjusts behavior in future situations
- Takes DWM Holdings' culture and beliefs into account in the performance of his/her job

DEVELOPING TALENT

Thinking about the evolving needs of his/her team and encouraging skill and individual development in light of this; fostering and promoting long-term learning to improve organizational and individual capability; formally planning performance improvement with direct reports; providing opportunities to improve; evaluating progress.

- Actively assesses individual potential and takes corrective action on performance on a timely basis
- Utilizes available performance management and goal-setting tools to plan individual performance improvement — gathering information and providing clear, objective, and factual feedback
- Takes into account career development when setting goals for direct reports
- Provides opportunities and assignments to individuals that will help develop their abilities or ready them for future roles
- Identifies and promotes critical experiences that enable individuals to grow experience across the organization
- Empowers direct reports to drive their career growth and development
- Sets clear performance targets and goals for improvement in collaboration with direct reports
- Fosters long-term learning and development

PROVIDING RECOGNITION

Acknowledging positive contributions to organizational results and special accomplishments; providing intangible recognition for extra effort.

- Acknowledges people for their achievements
- Thanks people for their contribution to a task or assignment
- Recognizes people in a way that matters to them
- Recognizes and expresses pride in group accomplishments
- Uses positive contribution as an example to others of extra effort
- Effectively highlights the contributions of all team members toward achieving collaborative goals

ACTIONS SPEAK LOUDER THAN WORDS

INSPIRATIONAL LEADERSHIP

Motivating others and rallying people around DWM Holdings' Vision and Mission, Ideal State Objectives, or team goals and outcomes; inspiring commitment to contributing to the organization and achieving desired outcomes; demonstrating flexibility in times of change and reestablishing focus and order when appropriate; showcasing strong decision-making skills to drive toward the DWM Holdings Vision and Mission.

- Shares a personal vision that links to DWM Holdings' Vision and Mission
- Sets an example through his/her demonstration of commitment
- Demonstrates confidence in the abilities of others to persevere
- Adjusts style based on an understanding of other's motivators and interests
- Effectively leads his/her team in all types of conditions: slow periods, times of growth, through significant change, etc.
- Quickly adopts a point of view and formulates a complete argument
- Maintains objectivity when making decisions
- Makes tough decisions courageously

BUILDING TEAMS AND TEAMWORK

Guiding and directing a group; establishing and maintaining the team engagement level needed to achieve the group's objectives; establishing team goals and terms of engagement.

- Coordinates activities of individuals to achieve team goals
- Clearly communicates expectations for behavior within the team
- Makes sure each team member is included in discussion and decision-making during meetings
- Constructs sub-teams to maximize effectiveness (balances strengths and weaknesses)
- Encourages cooperation and collaboration among co-workers who depend on each other to get work done
- Facilitates understanding of opposing points of view when there is a disagreement

FOSTERS AND MAINTAINS ACCOUNTABILITY

Fostering commitment by facilitating a sense of ownership for an individual's work; helping individuals understand how the organization depends on the outcomes of their role; providing individuals with latitude to act in order to deliver outcomes; translating DWM Holdings' strategic priorities and operational plan into relevant goals and expectations that motivate and drive performance.

- Creates a link between the team's and individuals' objectives and DWM Holdings' Vision and Mission by setting challenging and relevant goals
- Clarifies accountabilities (outcomes) of an individual's role in achieving these objectives
- Holds individuals accountable for delivery of outcomes
- Delegates decisions to an individual for their areas of accountability
- Provides resources and power to make decisions and take action to accomplish the task or deliver the outcome
- Monitors progress and offers support rather than taking back control

PLANNING

Determining objectives and strategies required to deliver results; allocating resources according to priorities; determining how to use resources efficiently to accomplish a task or project.

- Defines an end result or outcome linked to the organizational strategy
- Prioritizes activities based on criticality and impact
- Considers the effect of resource allocation (people, time, financial, and materials) on other parts of organization
- Schedules the appropriate time to complete the tasks on time and on budget and tracks to these schedules
- Ensures plans adhere to organizational standards related to partner, quality, safety, and legislative requirements

BUSINESS AND FINANCIAL MANAGEMENT

Demonstrating an understanding of the implications of business decisions and the financial principles underlying decisions; considering financial impacts of goals and targets.

- Regularly identifies new business opportunities
- Networks and builds relationships with existing and potential business partners
- Takes action to take advantage of profitable and mission-appropriate business opportunities
- Balances financial results with quality and partner service requirements
- Allocates resources and manages processes and budgets to ensure financial results are achieved
- Plans and monitors expenditures in compliance with budget allocations
- Demonstrates a willingness to experiment and take risks to further the vision
- Makes decisions that are focused on the vision and mission of the organization
- Encourages others to bring forward new business opportunities and provides honest, constructive feedback on such suggestions

STRATEGIC FOCUS

Applying a broad understanding of the industry, context, and possibilities for the organization; focusing what DWM Holdings needs to do to succeed in the future; translating vision into long-term strategic priorities; demonstrating an understanding of longer-term trends when setting priorities; focusing on the longer-term sustainability of the organization.

- Creates strategies that leverage strengths and focuses on overcoming weaknesses of the organization
- Generates and considers options for the specific advancement of the vision
- Gathers information of both a qualitative and quantitative nature to develop strategies that lead to long-term success
- Ensures alignment between goals and processes within the organization to the longer-term vision
- Prioritizes actions and initiatives that move DWM Holdings toward the vision

CHANGE MANAGEMENT

Building an agile organization that is able and willing to adapt to changing requirements; clearly communicating the need, rationale, and impact of the change; demonstrating concern and empathy for individuals related to change, and addressing concerns to gain people's commitment.

- Clearly explains the rationale for change, focusing on the benefits to the organization for the long-term
- Addresses concerns and answers questions related to the change
- Shows empathy and concern for individuals while facilitating their acceptance of required changes
- Shares available information about the change openly and honestly
- Models the behaviors associated with the change efforts; ensures that others see that he/she is working toward implementing the change
- Provides positive reinforcement to everyone in the business — those embracing the change efforts and those having a more difficult time internalizing such efforts

VISIONING

An active part of creating a vision for DWM Holdings; ensuring this vision is understood and supported in the organization; driving a shared understanding of a long-term perspective and opportunities.

- Presents a compelling picture of the future and how it will impact the organization, business partners, and team members
- Thinks openly about new possibilities from a longer-term, big-picture view
- Adjusts organizational perspective based on information solicited from others
- Facilitates activities to move the vision from ideas to tangible day-to-day activities and deliverables
- Removes institutional barriers to enable implementing DWM Holdings' Vision
- Seeks opportunities to recognize behaviors, decisions, and plans that align with the direction or implementation of DWM's Vision

PARTNERSHIP

Partnership is at the core of everything we do. It is critical to our success that we develop mutually beneficial relationships with each and every one of our business partners. A mutually beneficial relationship is one where both parties rely on one another for support, supply, or what is needed to create value. The ideal is that both DWM Holdings and the other party work together to drive value, and that both understand and respect one another's needs.

CRITICAL SUPPLYING PARTNER

A person or entity acting as DWM Holdings' source for raw materials and other goods.

MUTUALLY BENEFICIAL RELATIONSHIP

- DWM provides significant value through accurate forecasting, on-time payments, and accurate PO information
- Critical supplying partner provides significant value through quality products, competitive pricing, on-time delivery, and a willingness to continuously improve the ordering process

MANUFACTURER SALES REP AGENCY PARTNER

An independent, commissions-based sales agent or company that sells DWM Holdings brand companies' products to wholesale and retail customers. Also known as independent sales representatives or sales agent.

MUTUALLY BENEFICIAL RELATIONSHIP

- DWM Holdings provides significant value in regards to commission, reliability, quality, and time-saving incentives
- Manufacturer sales rep agency provides significant value by effectively representing and marketing the DWM Holdings brand company in their marketplace
- The representation includes significant utilization of DWM Holdings' brand company product line for the agent's commercial site lighting projects and marketing efforts that create a positive image of the brand within the given territory

DISTRIBUTION PARTNER

A person or entity who gives out or sells DWM Holdings brand companies' products to the marketplace.

MUTUALLY BENEFICIAL RELATIONSHIP

- DWM provides significant value in regards to reliability, quality, and time-saving incentives
- Distributor provides significant value through on-time payments and accurate information required to release an order

SERVICE PARTNER

A person or entity that provides DWM Holdings with consulting services in the form of: legal, financial, real estate, education, writing, storage, processing, technology support, design, development, etc.

MUTUALLY BENEFICIAL RELATIONSHIP

- DWM Holdings provides significant value through on-time payments, accurate communication of project requirements, full transparency, and open-mindedness to change
- Service partner provides significant value through providing guidance and direction toward DWM Holdings' ideal state, reliable products/services, and competitive pricing

SPECIFYING PARTNER

A person or entity who draws up specifications-giving details, i.e., engineer/engineering firm, architect/architecture firm.

MUTUALLY BENEFICIAL RELATIONSHIP

- DWM Holdings provides significant value through providing quality products, on-time product delivery, issue resolution, easily accessible product information, and accurate specification cut sheets
- Specifier provides significant value through territory marketing, brand awareness, and sales-process assistance

INSTALLATION PARTNER

A person or entity that is part of the current-state sales chain and/or installs DWM Holdings-supplied products at the required project location.

MUTUALLY BENEFICIAL RELATIONSHIP

- DWM Holdings provides significant value through providing quality products, on-time product delivery, issue resolution, accurate installation documentation, and superior partner service
- Installation partner provides significant value through appropriate material handling during delivery, immediate product inspection, immediate notification of product error or defect, issue resolution cooperation, and ultimate representation of DWM Holdings brand companies' products in the field following installation

END CONSUMING PARTNER

A person or entity that acts as the end user, and not necessarily a purchaser, in the distribution chain for DWM Holdings brand companies' products.

MUTUALLY BENEFICIAL RELATIONSHIP

- DWM Holdings provides significant value through quality products that meet the needs of the job site environment and on-time product delivery
- End consumers provide significant value through proper product maintenance, immediate notification of product error or defect, and word-of-mouth product recommendation



WE ARE DWM HOLDINGS



DWMHOLDINGS.COM