



## **Sashco's Philosophy**

We believe that the best approach is for the people who are the closest to the work to make as many decisions as possible in how to best do the job in the most efficient and effective manner. We recognize that to accomplish this, people need to have the most current information and training available. We strive to make this happen as much as we can in order to ensure that people have the best opportunity for success in making those decisions.

In terms of our communication style, we set the expectation of following our A-B-C model for conflict resolution method which guides us to talk directly to the individuals involved in the conflict rather than being tempted to fall into the trap of "office gossip". By doing this, it helps ensure that our culture of Truth, Trust, Care, and Forgiveness is at the forefront of our minds.

The traditional "us vs. them" division between management and labor is damaging and unnecessary. Why? We are all in this together. Our security and stability is the sum total of the contribution made by all. Remaining competitive is difficult enough without hassling each other! We work really hard at being aware of our company culture and the morale of our employees so that we can maintain the long-standing history of being a great place to work!

Sashco has been in business for over 75 years and something that makes us unique is that we have employees who have been here for 25-30 years! They stay because they truly enjoy what they do and who they work with and that is something that most employers can't say!

### **The Sashco Management Approach**

As you seek a new job, we believe that you are looking forward to doing the very best that you can and becoming a great success. We follow a business philosophy of "Ownership Thinking". What that means to our employees is that we value employees who want to understand the business, its customers, and its financials so that they can take an active role in making an impact every day!

We believe that employees are more capable than many companies have asked of them and we see the need to tap into those many talents! We need our employees to be successful and look to them to take up the challenge of thinking like an owner! We believe this approach creates strong teams and eliminates the feeling of entitlement that is prevalent in many companies today!

Believing in you from the start makes us better equipped to help you realize your goals. If you take a position at Sashco, we will also ask you to trust that your fellow employees want the same excellence for themselves.

Sashco is a learning organization and in addition to numerous development opportunities, we make much use of the best business books available and the company-wide discussions that are generated around them. Additionally, we have a great onboarding process with our "Sashco Academy" program. It is a formal training and onboarding experience that will introduce you to our culture and help you to understand our common processes and how we do things at Sashco.

## **Teamwork**

When you join Sashco you become part of a smaller functional team. Your job will be to help your team serve both internal and external customers. Teams typically do things like make decisions for their areas, develop and understand our budgets and financials, and schedule their own workload in order to meet the quarterly and annual company, team, and individual goals.

## **Strong Customer Focus**

Our mission is to "Delight the Customer with a Better Way". We go beyond in terms of reacting to customer needs and complaints. We strive to be proactive in developing products that will help them solve their problems and reach their goals. Our approach is that everyone works with a customer service focus. Your job is to follow-through in helping our customers, even if you aren't the one who is directly interacting with the customer. Additionally, we recognize that all of us are customers, both internally as well as externally.

## **Sashco's Four Values**

In the early 1990's our whole employee base met in cross-functional groups to redesign how we managed. These groups ended up identifying four core values to describe how we should relate to each other as well as everyone we contact, from customer to vendor. These four values form the foundation of all we do: Truth, Trust, Care, and Forgiveness.

We have an ongoing group of individuals (comprised of employee representatives from all areas and levels of the organization) who periodically rotate through our Culture Council Team. This team has the responsibility of ensuring that we keep an eye on our culture in an effort to maintain the golden thread of those values throughout time and bring consistency to the employee and customer experience even though the business is always growing and changing.

**Truth:** We define this by contrasting it with its opposite which is lying. We all see things somewhat differently and that is OK. But we know when we are bending the facts or characterizing events to our own benefit. We must be able to rely upon one another for the whole truth. Since each of us wants to hear the truth, we must in turn tell it.

**Trust:** To trust or not to trust – that is a decision we all must make. We all want to be trusted, but for what do we trust others? To start, we should trust that our co-workers (from subordinates to leaders) all want to do a good job. When we approach with high expectations, we encourage people to live up to them.

**Care:** Is there life beyond the job? Are we only what we produce or are we individuals with goals, expectations, frustrations, and challenges? Caring about each other as human beings and unique individuals is a key ingredient to job satisfaction. This leads us to some simple methods of conduct. For example, we believe that a bad attitude or bad language produces a negative atmosphere that does not help support the respectful culture we have worked so hard to develop and maintain. A component that is written into each job description at Sashco is to contribute to a positive work environment.

**Forgiveness:** We all make mistakes, fall short of our own goals, and drop the ball. The question we explore is whether we can forgive others when mistakes are made and let them have a new beginning. If so, how do we then also hold people accountable? To be sure, if the same kind of mistakes continue to happen there is cause for concern — yet we have discovered that holding a grudge even in these circumstances will hurt both parties. With that approach, we utilize the other 3 values to help us work through tough situations. We have found that it is possible to do both – forgive, but also understand where the line needs to be drawn in holding accountability. And when done well, it produces results that are handled with as much care and integrity as humanly possible!