

Glenair Guiding Principles

Periodically we like to re-publish our company "Guiding Principles"—especially useful for new members of the Glenair team. These principles constitute Glenair's own unique approach to customer service.

Protect the reputation of the organization: It is your primary responsibility to behave in a manner which reflects well on Glenair. Our "zero tolerance" employee conduct policy prohibits all forms of unethical behavior in the workplace.

Be reality oriented and intellectually honest: Base decisions on an objective view of the facts obtained through your own research and "homework," rather than on optimistic opinions, guesses, assumptions, wishful thinking or outright lies.

Bow to the customer's convenience: Every customer has unique requirements, and should be allowed to choose their preferred way of doing business with us at each and every point in the sales cycle.

Build "win-win" business relationships: Build successful, long-term business relationships through mutually beneficial business practices. Avoid cumbersome rules, complex sales agreements, "one-sided" contracts, and other restrictive business arrangements.

Keep today's customer satisfied: It is cheaper to hold what you have than to retake what you have lost. Listen carefully to each existing Glenair customer to learn exactly what they value most, and then deliver that flavor of value and service in every business dealing. If we don't satisfy our current customers, someone else will.

Be the first with the most: Speed ranks with quality as the surest path to customer satisfaction, and our standard is nothing less than the fastest "turn-around" in the industry. But don't confuse speed with haste. Always balance speed with proper preparation and execution.

Follow the Glenair "game-plan": We compete on quality, flexibility, speed, availability, customer service, and complete market coverage; not on discount pricing, strong-arm sales agreements, exclusive distribution contracts, or other "conventional" marketing schemes.

Pursue each task through to completion: Make persistence and determination your approach to tackling difficult tasks. If an idea is worth pursuing in the first place, it is clearly worth more than one try.

Practice follow-up and follow-through: Visit daily every area under your supervision which has a bearing on customer satisfaction. Base decision-making on personal, first-hand knowledge and follow-through. Don't just trust that everything is working "according to plan."

Delegate the right part of the job: Communicate the ultimate goal of a task (the "what") and empower individual employees to formulate their own execution plan (the "how").

Trust your judgement: There is no comprehensive "book of rules" for every situation affecting customer satisfaction. In the absence of an applicable guiding principle, use your best judgement to solve problems and meet customer needs. If in doubt, ask yourself how you would like to be treated if you were in the customer's shoes.

Grow the Glenair family with quality people: We employ the best and brightest in the industry. Keep your eyes open for "superstars" and work to bring them on board. Likewise, provide existing employees with training opportunities, care and respect to further their progress as members of the Glenair team.

Take Action: It is not enough to subscribe to these principles on an intellectual level. Each guiding principle requires daily attention and action. Knowledge of an effective approach only has value if the knowledge is put to use. Master these principles and act accordingly.

Reserve the right to change your mind: We have a good grip on the right way to do things. But sometimes new information becomes available—or better thinking is employed—which leads us to change the old for the new. At such times we should put our egos aside, and accept change as a healthy part of our growing business.

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