



## Values

As a representative sample, the following basic beliefs were crafted at Concurrent Computer Corporation in the early 1990s as the senior management team began its successful efforts to revitalize the company.

- We will operate to the highest standard of ethics in all that we do.
- We respect each other as individuals and value our individual and cultural differences, teamed together in an environment of dignity and trust. We need and encourage one another's ideas and suggestions, shared in an open spirit of trust.
- Our quality culture will be built upon a foundation of teamwork and accountability for continuous improvement in everything we do, so that we meet our commitment to our customers.
- We will operate as an international organization. We will address cultural and global issues so as to successfully compete on a worldwide basis.
- We believe in an enjoyable and healthy working environment that fosters initiative, creativity, prudent risk-taking, and encourages personal development.
- As stewards of our corporate resources, we will generate profits to support the long-term viability of our business, to reward all those who contribute to our growth, and to enhance value to our shareholders.

You will note that these statements are concise, readily understandable, and universal in their application. Most importantly, they were created using a participatory approach, and there was consensus about their final form.

### An example of values with supporting behaviors

Obviously, values systems must be tailored to the organization. In doing so, it's advantageous to also identify the specific behaviors that support the articulated values.

The following values and correlating behaviors are from Kyowa Pharmaceutical, Inc., in Princeton, New Jersey:





Core Values	Correlating Behaviors
Respect, trust, and integrity	<ul style="list-style-type: none"><li>• Treats others with respect, dignity, and fairness.</li><li>• Practices patient, empathetic, and active listening.</li><li>• Shows understanding, tolerance, and concern for colleagues and others.</li><li>• Promotes honest, open, and face-to-face communications.</li><li>• Protects appropriate confidences and proprietary information.</li></ul>
Teamwork	<ul style="list-style-type: none"><li>• Uses a participative and collaborative approach in planning activities and decision making for the benefit of the whole.</li><li>• Promotes group harmony by constructively dealing with cultural diversity, conflict, and adversity to build bridges, not walls.</li><li>• Helps clarify roles and accountabilities across teams.</li><li>• Actively mentors, supports, and recognizes the contribution of others.</li><li>• Encourages a “safe to say” environment by giving, accepting, and acting upon feedback.</li></ul>
Accountability	<ul style="list-style-type: none"><li>• Delivers against commitments.</li><li>• Assumes responsibility for actions.</li><li>• Demonstrates the courage to present, hear, and act upon what is right.</li><li>• Takes and encourages prudent risk-taking.</li><li>• Maintains the highest ethical standards.</li></ul>





#### The pursuit of excellence

- Strives for quality, continuous improvement and excellence in all aspects of work processes, products, and services.
- Facilitates innovative approaches to addressing challenges and opportunities.
- Inspires others with a can-do attitude, takes initiative to achieve results, and envisions ways to make a better tomorrow for KPI.
- Leads by example.

#### Personal growth and professional development

- Demonstrates initiative by taking on expanded responsibilities and for learning new skills.
- Stays current with developments in the scientific and business fields, sharing and applying knowledge as appropriate.
- Accurately represents own competencies and seeks help when needed.
- Strives to achieve a work/life balance.

#### Stakeholder and societal responsibility

- Holds the interests of KPI and KHK Stakeholders (i.e., our employees, patients, regulatory authorities, the medical community, our business partners, and stockholders) as paramount.

By identifying these specific behaviors, organizational participants have a clearer understanding of expectations.

