

# OUR LEADERSHIP VALUES



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# WHAT ARE LEADERSHIP VALUES ALL ABOUT?

There are many people in the Grafenia family. We cross time zones, continents, languages and cultures.

Our Leadership Values are a guide to how we believe we should behave. How our teams should work together. How we should interact with our partners. How we should treat one another.

A playbook for doing things right. And more importantly, doing the right things.



# A MESSAGE FOR OUR PARTNERS

You've chosen to partner with Grafenia. Thanks.

We want you to feel confident you've chosen a partner who values you and treats you with respect.

If you'd like to implement these values in your own business, be our guest.

But that's not why we've shared them with you.

We want you to know how we expect our teams to work with you.



# A MESSAGE FOR OUR COLLEAGUES

It's important you know how we expect you to behave. With our clients. With our partners. With your colleagues.

We use our Leadership Values when interviewing new members of the team. We refer to them in reviews and in meetings. We use them to determine who's considered for promotion.

You should use them to help make decisions. When you're weighing up how to act, or behave, let them guide you to the right path.

Just like we do.



# LET'S START WITH 'WHY'

Our business is complex. There are lots of different parts, which all have to work together.

People join Grafenia from different backgrounds, with different levels of experience and to do different jobs.

You're not a cog in the machine. You're here to make a difference. To help us grow. To prepare us for the future.

And we think it's important you know where we're trying to go.



# DOES IT FIT OUR VISION?

On the next page, we'll share our vision.

it's not a to-do list. It's not a set of instructions. It's not a 'how-to' guide. It's not some meaningless waffle about exceeding customer expectations. Let's face it, customers expect and deserve a lot.

When you're deciding whether or not to do something, simply ask yourself... "does this move us closer to our vision?"

If it does, let's consider it.

If not, let's leave it – it's a distraction.



# OUR VISION

To be the world's leading network of web, design and print studios within 2 years. Known as the local place for business, where business happens.

Where customer experience is our priority. Where we deliver compelling value and reliable service every time. So we are rooted in every team members' and partners' success.



# #1 ALWAYS START WITH THE CLIENT

We make it our priority to understand our clients.

We always start with what they need.

Whatever the channel, in every case, our products must fit those needs.

We remind ourselves that the client pays our salary.

Without them we do not have a business.



# #2

## ROLL YOUR SLEEVES UP

Nothing is beneath you.

Operate at all levels.

Try to understand how everything works  
above and below.

Get stuck in when you need to.



# #3 EARN THE RIGHT

Respect is earned.

Your title means nothing.

It's who you are and how you act that  
determines your leadership credentials.



# #4 PROVE YOURSELF WRONG

You are a product of your beliefs.

Don't trust them.

Seek other opinions that disprove your beliefs.



# #5 CLONE YOURSELF

Your most potent activity is enabling others to do your job, better than you can.

Leaders build leaders.



# #6 ALWAYS BE LEARNING

Take responsibility for your own learning and development.

Get external perspective.

Read extensively.

Be inspired.

Watch and apply.



# #7 BE BRAVE

If it scares you, it means you should do it.

A comfort zone is a beautiful place, but  
nothing grows there.

Get out. Be brave.

Every day.



#8

# KNOW WHEN TO LAUGH

We spend more time at work than home.

Create an environment you want to work in.

Use humour and fun, to motivate and  
diffuse difficult situations.



#9

# MOVE FAST, FAIL FAST

Most decisions aren't final.

They can be reversed.

Trust your instinct and make decisions.

When the facts or data change,  
adapt your decision.

Someone who doesn't u-turn  
occasionally ends up in the canal.



#10

ACT  
WITH  
INTEGRITY

Your every interaction is branded as Grafenia.

You are our unelected spokesperson.

You hold our reputation in your fingers  
and in your mouth.

Handle it with care.



# #11 BE CANDID

Tell it like it is, with respect and humility.

Sugar-coating or dumbing down, is worse than fast and honest truth.

Placating people with what they want to hear is mean.



# #12 DISAGREE, THEN COMMIT

Complaining is not a strategy.

Have backbone.

Argue your point.

Then accept the decision, even if it  
didn't go your way.

Get behind the decision and do your bit  
to make it happen.



#13

# MAKE IT HAPPEN

You have a role. You have responsibilities.  
Excuses are for other companies.

Deliver the results.

Discuss your challenges and seek early support,  
to meet your commitments.

If we don't know, we don't wing it or bluff.



#14

# THINK LIKE AN OWNER

You have ownership for delivering results.

But ownership extends to thinking like you own  
the whole business.

“Not my job” doesn’t fit here.

Do what it takes.



# #15 BE FRUGAL

Spend like it's your own money.

Travel off-peak.

Seek value.

Challenge waste.

Share.

Reuse.



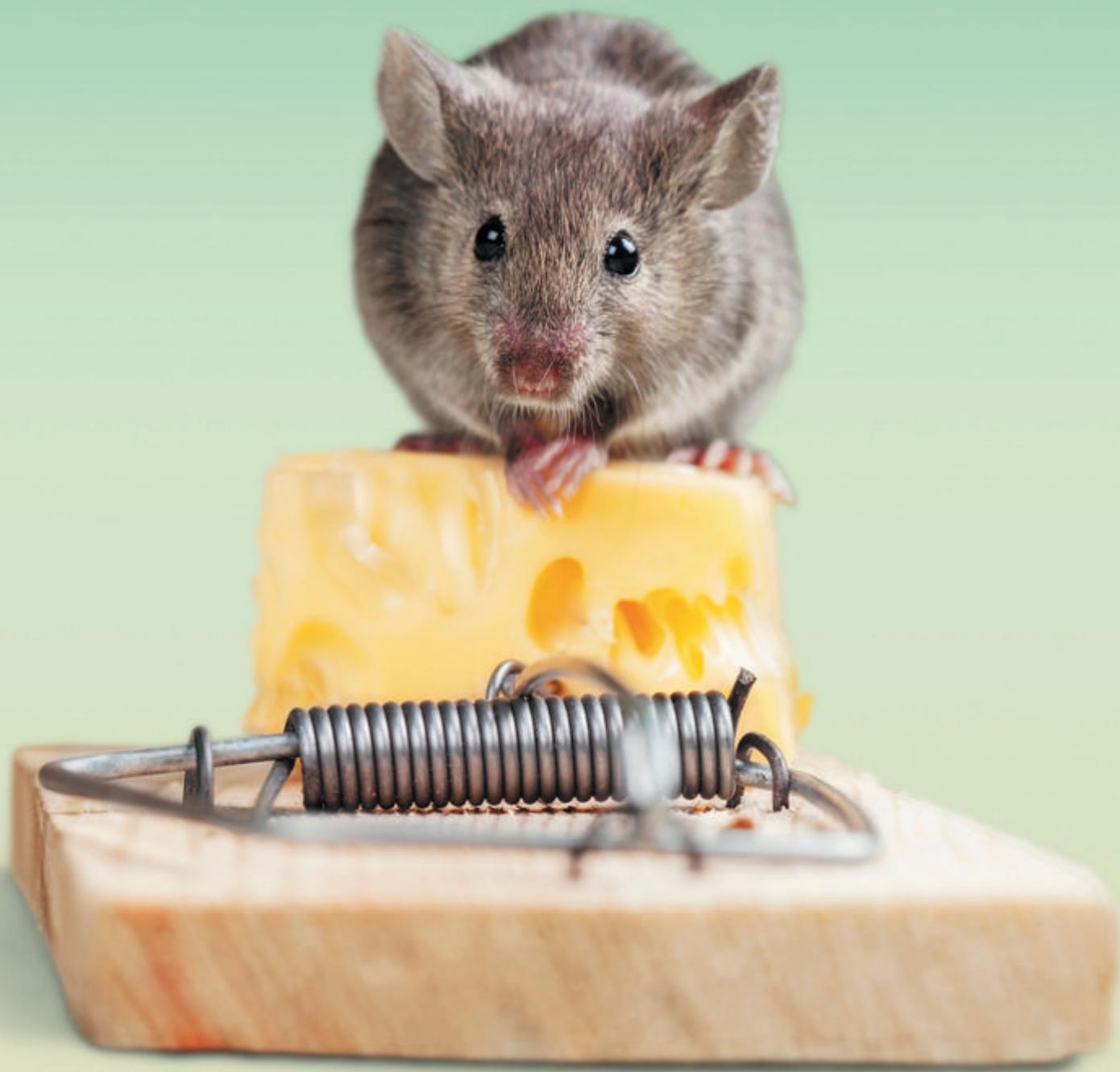
## #16

# SHARE QUICKLY, KILL QUICKLY

Done is better than perfect. Show prototypes, mockups or part-baked ideas early.

Get feedback. Iterate. Or stop.

Better to kill a bad idea in the lab than after months of fine-tuning and crafting.



# #17 KNOW THE RISKS

Upset the status quo. Shake things up.

Change stuff. But not at 5pm on a Friday.

There's a difference between risk-taking  
and being lackadaisical.

Be prepared for fall-out of a  
communication or release.



# #18 GOT THEIR BACK

It's a tough old world out there.

We're all on the same side.

We're all on the same team.

Channel your energy into making things happen.

Look after each other.



# #19 WE ALWAYS CAN

The starting point is always "yes, we can."

Work from there and find a way until it  
becomes "we did!"

We probably won't alter these Leadership Values. That's unless we learn something new (#6) which changes our minds (#4, #9).

If you think of something new (#14), which should be part of what we measure, be brave (#7). Email it to **you@grafenia.com**.

We might think it's hilarious (#8) but we'll be candid with you (#11) if we think it doesn't fit.

Which is fine, because we can disagree and still commit (#12).

Right?



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