

INCLUDING THE 6 PILLARS IN YOUR BUSINESS PROCESSES

Process	Trustworthiness	Respect	Responsibility	Fairness	Caring	Citizenship
Interviewing & Hiring 1. Advertising the position (include in your ads)	We empower people to be their best.	Must demonstrate the ability to work with a diversity of customers and employees.	Looking for self-starters with initiative	We are an equal opportunity employer.	Looking for people who truly care for people.	Looking for people who stand by our guiding principles and serve our greater community.
2. Interviewer Models	Maintain confidences and protect proprietary information.	Treat every applicant with respect, courtesy, politeness, and dignity.	Keep appointments, be prepared, and be on time.	Listen intently to the applicant and do not prejudice.	Start with non-threatening questions to put the person at ease.	Be aware of and uphold EEO/AA laws.
3. Interview Questions	As a new employee, if someone did not trust you, how would you go about building trust? Give an example of a time when someone did not trust you. What did you do to build that trust.	How would you define respect in the workplace and give an example?	What can your co-workers/ customers/ supervisor count on you for? Give an example of a time when your team was working on a project with a tight deadline.	Tell me about a situation when you and a co-worker or supervisor disagreed on how a situation should be handled. How did you resolve the difference? If you were in this type of situation, how would you resolve the difference?	Tell me about a time when you made a special effort to treat another person in a way that showed your concern for the other's feelings.	What was the most important contribution you made at your workplace that was outside your normal job duties?
Training & Development 1. Employee orientation (Every employee understands what the Six Pillars of Character mean.)	Be your word. Tell the truth.	Live the Golden Rule: Treat others the way you want to be treated.	Know and do your duty. Do your best.	Make decisions without favoritism or prejudice. Be open to others' ideas.	Be compassionate and empathetic. Help people in need.	Participate in making things better at work and in your community.
2. Continuing employee development	Take a trust walk.	Build on an employee's idea.	Solve a problem and assign account-ability.	Negotiate a win-win situation.	Share significant events that help you see from another person's point of view.	Get co-workers involved in a community service project.

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3. Mentoring	Establish a Declaration of Expectations between the mentor and mentee.	Honor the confidences that are shared.	Clearly define what each person can count on each other for.	Everyone who wants a mentor has an equal opportunity to receive mentoring.	Honor the ideas and feelings of the other person.	Give your employees the opportunity to mentor a youth through an internship program.
Marketing & Sales						
1. Advertising	Be truthful about how you describe your products and services.	Design advertising that is sensitive to diverse cultures.	Deliver products and services as advertised.	Practice fair advertising, as defined by your local Better Business Bureau.	Design advertising that is nonviolent and nondiscriminatory.	Abide by all rules and regulations regarding fairness in advertising.
2. Sales	Strive to keep your promises and fix mistakes.	Fully understand your customers' requirements and expectations.	Do what is right for the customer and the company.	Practice win-win in negotiations.	Care as much about your customers as you do about your commission.	Promote products and services that also support worthy causes.
Product / Service Delivery						
1. Customer service & delivery	Empower employees to do what is right to solve customer problems.	External: Treat all customers with respect. Internal: Employees respect each other's ideas and feelings.	External: Offer and stand behind warranties & guarantees. Internal: Employees take initiative to solve their own problems before they escalate.	When problems/ processes are addressed, everyone feels as though they have been treated fairly.	External: Customers are treated as though they are the most important. Internal: Employees treat each other like they are the most important person.	External: Employees get involved in customers' charities. Internal: Employees serve people in other departments.
2. Quality	Deliver what you promise to the standards agreed to.	Listen to the concerns of the customer and respond in positive ways.	If a mistake is made, employees admit it quickly and emphatically, and give what was agreed upon.	Agree to specifications that are fair to both the customer and the company.	Employees are attentive to the details that are important to the clients.	Abide by standards set by regulatory agencies.
3. Invoicing	Produce accurate invoices.	Customers have easy access for questions.	Front-line employees are empowered to respond.	Collection processes are customer-friendly and fair.	Employees are friendly and helpful.	Collection processes comply with all laws and agreements made.

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Internal & External Communications 1. Meetings	<ul style="list-style-type: none"> • Hold sensitive info in confidence • Be open & honest with each other 	<ul style="list-style-type: none"> • Start and end meetings on time. • Listen to what others have to say. 	<ul style="list-style-type: none"> • Do what you say you will do. • Come prepared. • Send out agenda ahead of time. 	Decisions are by consensus or democratic decision-making wherever possible.	Be empathetic of others' feelings and acknowledge them.	Observe the common courtesies agreed to for meetings.
2. Memos	Provide accurate and truthful information.	Never criticize, condemn, or complain about another person in writing (or, for that matter, verbally).	Communicate important information in a timely manner.	Distribute to all stakeholders who need to receive the information	Write memos that are sensitive to the feelings of others.	Information shared in memos conform to policies and procedures of the organization and good business ethics.
3. Newsletters	For the Pillar, write articles about it and about employees who exemplify it.	For the Pillar, write articles about it and about employees who exemplify it.	For the Pillar, write articles about it and about employees who exemplify it.	For the Pillar, write articles about it and about employees who exemplify it.	For the Pillar, write articles about it and about employees who exemplify it.	For the Pillar, write articles about it and about employees who exemplify it.
4. Visual displays/ reminders	Everywhere customers & employees gather, there is a reminder of the Pillar.	Everywhere customers & employees gather is a reminder of the Pillar.	Everywhere customers & employees gather is a reminder of the Pillar.	Everywhere customers & employees gather is a reminder of the Pillar.	Everywhere customers & employees gather is a reminder of the Pillar.	Everywhere customers & employees gather is a reminder of the Pillar.
Vendor Relationships 1. Establishing an agreement	Be open and honest with vendors.	Make commitments to vendors that are realistic and achievable.	Communicate early to avoid surprises on changes and/or delays.	Negotiate win-win agreements.	Be responsive to the needs of the people involved.	Stay informed on all applicable laws regarding commercial transactions.
2. Honoring the agreement	Keep confidences that vendors place in you.	Back up your words with action.	Honor payment terms to vendors.	Stick to negotiated fair prices.	Monitor employees' attitudes and actions toward vendors to treat them as you want to be treated.	Monitor community issues and concerns regarding vendors.

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Community Relations 1. Service projects	Handle finances with honesty and integrity.	Acknowledge each person's contribution to the project.	Do what you say you will do.	Do your share of the work.	Be sensitive to others' feelings.	Abide by rules and regulations regarding charities.
2. Being a good neighbor	Be open and honest.	Speak highly of other businesses and their employees.	Be accountable for your part in building good relationships everywhere you go.	Treat everyone with equality and respect.	Be genuinely interested in people.	Choose community projects that are fun and uplifting for all.
Customer Satisfaction Internal/ Employees 1. Performance review	Honest, open, and ethical in relationships with others and the use of corporate property.	Evaluate people on their merits.	Accept ownership of projects and follow through to completion.	Use tact and diplomacy in dealing with customers and co-workers.	Take time to talk with people face-to-face about issues.	<ul style="list-style-type: none"> • Follow company policies and procedures. • Donate time &/or money to civic/ community programs.
2. Rewards & bonuses	Exhibit ethical principles.	Live the Golden Rule. Don't use, manipulate, exploit, or take advantage of others.	Consistently work to improve the product or service that you provide.	Rewards and bonuses are distributed according to one's merit.	Show empathy and concern in relationships with fellow employees, customers, and others.	Uphold rules and company guidelines for awarding rewards and bonuses.
3. Development opportunities	Lead a committee	Lead a project	Mentor/coach	Facilitate meetings, focus groups.	Do personal growth training/ coaching	Be involved in a civic/ community effort.
External/ Company 1. Customer satisfaction survey (questions)	The employees are honest and live their word.	I am treated with respect by the company's employees.	The company does the right thing to serve its customers.	Prices are fair value for the products/ services I receive.	The employees listen to my concerns and do their best to help.	The company is involved in worthwhile community efforts.

Tracking Our Success

Company Name _____

Date Began Character Effort _____

Measurement	Start of Program	6 Months		1 Year	
		Rating	% Change + or -	Rating	% Change + or -
Measurable:					
Absenteeism (# of sick hours for last six months)					
Productivity (net sales, gross sales, orders, etc.)					
Customer satisfaction (results of last survey)					
Intangible: (Circle appropriate rating)					
Employee morale	Poor	Poor		Poor	
	Fair	Fair		Fair	
	Good	Good		Good	
	Very good	Very good		Very good	
	Excellent	Excellent		Excellent	
Teamwork	Poor	Poor		Poor	
	Fair	Fair		Fair	
	Good	Good		Good	
	Very good	Very good		Very good	
	Excellent	Excellent		Excellent	