

# Healthy Linney Values

*This statement illustrates our values. These values are those we apply to our life as a business. They reflect our aspirations for our customers, ourselves and our community.*

- 1 We must do everything reasonably possible to ensure that whenever an internal or external customer is dealing with any of us, it is a real pleasure. We want to provide legendary customer service.
- 2 We must strive for, and achieve, constant improvement in everything about our work, questioning how we do things, why we do things and where we do things.
- 3 We want to be a responsible and contributing member of our community.
- 4 We want to ensure that we all share in setting the targets to which we aspire; we must do this by knowing what we are doing and where we are going.
- 5 We must remember and demonstrate Linney Group's six key words – helpfulness, honesty, friendliness, co-operation, security and prosperity.
- 6 We must never let a customer down.
- 7 We must never let a colleague down.
- 8 We must never forget point one, i.e. that we must do everything reasonably possible to ensure that dealing with any of us is a real pleasure. We want to provide legendary customer service.
- 9 We must always seek more cost-effective quality.
- 10 We must remember that if we don't improve things on an ongoing basis we risk the prosperity and the security of ourselves and our colleagues.



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# Healthy Linney Person

*A Healthy Linney person will help us be a world-class business. Not being world-class means you come to work, do the job, don't break rules and then go home.*

In this ever-changing world this will not take your career or your earnings anywhere. Being part of a world-class company means you helping us to achieve our world-class aspirations. This involves a different mindset and you should:

- 1 **Share ownership** of continuously improving the efficiency in your own work area.
- 2 Ensure your team has **meaningful KPIs** and aspirations and that you **understand them**.
- 3 Understand the main costs in your work area. You must **help to eliminate waste where you work**. Waste of time (inefficiency), waste of materials (rework) and waste of people (poor manpower usage) are all killers and **must be continuously challenged**.
- 4 **Attend and participate fully** in team meetings. Use them to continuously improve workplace performance.
- 5 Challenge, in a constructive way, any inefficiency that you observe. No matter what anyone says, **inefficiency kills businesses and careers**. (That is, your earnings and your future.)
- 6 Be aware that things cannot stay the same because the world is changing. **Be comfortable with change**. Don't be negative about change – we are changing to survive; it is the only way to safeguard our security and our prosperity.
- 7 Use your appraisal to develop yourself. Make it count and make sure it happens on time. **Don't ignore the benefits of the appraisal system**.
- 8 Understand that you are responsible for **exceeding your customers' expectations**.
- 9 Understand that **poor performance by you does not just affect you**. It jeopardises the security and prosperity of everyone in the Group. Make sure you are pulling your weight.
- 10 **Never be political**, involved in issues of race, colour, creed or size, and you should **never let a colleague or a customer down**.
- 11 **Be brave**; there will always be others trying to stop you – **keep trying**.

Describing words: enthusiastic, involved, committed, brave, courageous, innovative, honest, co-operative, friendly, knowledgeable, teamworker.

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# Healthy Linney Manager

*If you are responsible for organising other people's time, processes or assets (including customers and suppliers) then by definition you are a manager.*

If you don't, you are still responsible for **managing your own time** and the use of company assets as efficiently as possible. Managers must:

- 1 Be **outstanding at their job** and inspire a world-class workforce that is versatile, innovative, quality driven, cost-effective and accountable.
- 2 **Understand** the Healthy Linney Person, Healthy Linney Manager, Healthy Linney Company, Healthy Linney Values and Federal Structure.
- 3 Be **admired** by our people but **must not seek that admiration** by caving in with policies of appeasement. It must be achieved because they are admirable.
- 4 Be decisive and fast movers; they **must be able to change things fast** and get a total company result.
- 5 **Add value to the people they manage and support**; they have a duty to improve our people.
- 6 Train our people to be outstanding at their jobs; they **must help them become very clever at innovating and managing to satisfactory outcomes**.
- 7 Train our people to be able to analyse their own performance and to satisfactorily interpret it using KPIs and aspirations, where appropriate.
- 8 **Must bring on our people, enabling them to suggest improvements, implement these improvements and prove that what they plan did or did not happen.**  
Continuous improvement is vital and needs to be constant.
- 9 **Must accept their, and their work area's, role in the creation of profit and cash flow.**
- 10 **Never be political and never let a colleague or customer down.**

Describing words: positive, cheerful, enthusiastic, passionate, can do, innovative, dynamic, accountable, helpful, honest, friendly, co-operative.

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# Healthy Linney Company

*This statement illustrates what we take into account to decide whether a company is healthy or not. You can see only three out of the ten are direct financial measures.*

The remainder are about our people and what they are achieving.

- 1 Right proportional relationship between sales and costs.
- 2 Right return on capital in the business.
- 3 Right efforts and results in generating enough cash to protect and develop the business.
- 4 Right people attitudes prevailing throughout to constantly improve the business, especially with regard to quality, waste reduction, education, training, knowledge of best practice, teamwork\* and workplace knowledge.†
- 5 Right implementation rate of constantly improved processes, systems and techniques, especially with regard to quality, waste reduction, education, training, knowledge of best practice, teamwork\* and workplace knowledge.†
- 6 Right position of products and company in the market.
- 7 Right appreciation of short and mid-term plant/equipment requirements.
- 8 Right image of the company in the market especially with regard to customer service.
- 9 Right level of proficiency on standard housekeeping requirements.
- 10 Right levels of staff turnover to ensure the continuity, development and prosperity of the business.

\*Teamwork is defined as groups of staff meeting regularly, reviewing workplace knowledge, interpreting and acting on it. Teams should also be experimenting to continually improve quality, performance and their own knowledge.

†Workplace knowledge is defined as knowledge of performance data relevant to an individual's work area. There is no future in our people not understanding and interpreting work area performance data. If our people don't know where they are, they cannot improve. They must be trained to record, understand and interpret data.

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