Milwaukee Culture

Milwaukee

WE ARE A **USER FOCUSED, SOLUTION-DRIVEN** ORGANIZATION ROOTED IN A CULTURE OF **CANDID** COMMUNICATION LEVERAGING **EXTREME OWNERSHIP** WITH A **DISRUPTIVE MINDSET,** WHILE DRIVING **RELENTLESS IMPROVEMENT.** WE HARNESS OUR **SPEED, AGILITY, AND URGENCY** ACROSS THE BUSINESS, WITH THE BEST PEOPLE WORKING AS **ONE TEAM**.

Mil Cultural Expectations in PADR

CANDID

The commitment to be Candid fuels our culture. We lead with questions, seeking to understand and building trust. We proactively identify and address obstacles and opportunities, giving and receiving respectful feedback with the right people at the right time.

RELENTLESS IMPROVEMENT

Relentless improvement is our proactive problem-solving approach aimed at enhancing results, productivity, and efficiencies. By challenging the status quo, we ensure continual growth of our business, teams, and ourselves.

SPEED, AGILITY, AND URGENCY

Speed is core to our planning and execution. Our agility empowers us not only to anticipate and identify multiple viable solutions to complex challenges, but also to prioritize how we respond and act with a sense of urgency.

ONE TEAM MENTALITY

Within our collaborative culture, everyone is respected, listened to, valued, and actively involved. We consistently nurture, communicate, and celebrate our team successes, embracing a collective spirit of winning together.

2025 Developed

EXTREME OWNERSHIP

Extreme Ownership encourages thinking beyond one's current role, with a 'Total Company' mindset. To excel, we need to exercise Extreme Ownership in planning and execution across all business areas, emphasizing personal accountability for results, in dynamic environments. This involves prioritizing deliverables, engaging the right teams, driving escalation, and considering multiple solutions.

DISRUPTIVE MINDSET

Change is not an option, it's our driving force. We don't just adapt. We don't just invent. We disrupt. Our journey is defined by a relentless march towards innovation and transformation.

USER FOCUSED, SOLUTION DRIVEN

Our Brand is centered on the journey of our users – from the moment they wake up, to the time they go to bed. We are deeply committed to understanding their requirements for working safely and more productively. Our mission is not just to provide solutions for their needs, but also to revolutionize how their work is done, in ways they hadn't imagined

2026 developing, in progress

2025 PADR trial with assessment of 4 Core Values (aligned behaviors)

IP · INTEGRITY · TEAM-WORK · OPEN

Cultural behaviors description

CANDID

The commitment to be Candid fuels our culture. We lead with questions, seeking to understand and building trust. We proactively identify and address obstacles and opportunities, giving and receiving respectful feedback with the right people at the right time.

	What's it?	Dos	Don'ts
1	**Gives and receives respectful, objective and straightforward feedback, even in difficult situations**	Be honest and straightforward with each other (based on facts and data; focus on behavior or results rather than individuals); Be willing to give and accept constructive feedback based on facts; Express/accept dissenting opinions in a respectful manner; Even if feedback is challenging, be willing to view it as a way of mutual progress.	Refuse to give or seek feedback (lack of courage to face up to the problem, resistance to different opinions or suggestions); Being out of touch with the facts when giving feedback and being rude or unfriendly when receiving challenging feedback; When communicating, make subjective assumptions, conceal things, exaggerate facts, or add false information.
2	**Proactively alerts stakeholders to obstacles and roadblocks regardless of scale or scope to allow effective progress to our Company targets**	Proactively identify risks and problems and dare to raise potential questions; Proactively propose constructive solutions; When encountering problems or concerns, dare to bring them up and seek support for solutions.	Concealing problems to evade responsibility; Turning a blind eye to problems and thinking that minor obstacles will resolve themselves; Lacking foresight and being accustomed to hindsight.
3	**Actively listens, considers and incorporates others' ideas, positively influencing others to do the same**	Listen with empathy and without judgment; Involve stakeholders in seeking better solutions together; Allow/encourage others to express different opinions.	Refuse to listen to different voices; Listen to others' opinions with prejudice or influence their expressions; Prohibit others from expressing different opinions; Abuse of position power, imposing one's own opinions on others or depriving/ignoring others' sense of participation and voice.
4	**Leads with questions and seeks to understand**	Ask appropriate questions to truly get to the core of the issue; Ask exploratory questions that focus on communication rather than judgment; Reach a consensus after clarifying and confirming the question; Create a "safe questioning" environment.	When encountering problems, only criticize and blame them without trying to understand or solve them; Ask irrational, misleading questions.
5	**Able to leverage self-awareness and knowledge of your audience to manage interactions, including conflict, successfully**	Understand that everyone has their own strengths/weaknesses; Find the right way to communicate. Understand and use others' strengths to boost team outcomes/build strong teams; Know yourself, stay self-aware, and play to your strengths and avoid your weaknesses in cooperation or conflict.	Rudely interrupting others or responding hastily; Preconceived notions that the other person understands and agrees; Emotional communication; Believing in unverified information or listening to one-sided words.
6	**Shares information effectively by speaking, presenting, and writing clearly and succinctly**	Organize/express your message in clear logic according to your audience/purpose/goal; Ensure that data and facts are complete and accurate; Communicate effectively at the right time/in the right way/through the right channel.	Vague: A general or overly complex expression; Opinions/views lack factual and data support; Share inappropriate information with the wrong people.

Cultural behaviors description

RELENTLESS IMPROVEMENT

Relentless improvement is our proactive problem-solving approach aimed at enhancing results, productivity, and efficiencies. By challenging the status quo, we ensure continual growth of our business, teams, and ourselves.

	What's it?	Dos	Don'ts
1	**Thinks beyond the scope of the current role and function with a total Company mindset.**	Take the initiative to learn about the business and challenges of your department and related departments, and offer suggestions for teamwork. Think about decisions from the perspective of the company's overall interests or long-term development; Actively participate in discussions on topics related to organizational development (such as organizational processes, organizational goals, organizational optimization, etc.) and share ideas for improvement based on a global perspective.	Focus only on what is within your job scope and be indifferent to or reject what is beyond your job scope; Refuse or passively engage in collaboration with "This is not my job"; Only from an individual or small team perspective, ignoring the organization's interests and goals.
2	**Challenges status quo regardless of magnitude or complexity of product, practice or process**	Proactively offer suggestions for inefficient, outdated, imperfect or missing processes and drive improvements; Take the initiative to come up with innovative ideas about existing products, services, or ways of working and dare to try new tools and methods, and dare to challenge authority.	Thinking that "always doing this" is reasonable and refusing to change; Never proactively reviewing or updating processes and being content with the status quo; Not daring to come up with new ideas for fear of failure or criticism; Turning a blind eye to problems and thinking "small things don't deserve improvement"; Blindly obeying existing rules without considering their rationality.
3	**Takes on self-initiating solutions that improve results, increase productivity and create greater efficiencies**	Take the initiative to act upon problems (such as feedback, follow-up, or handling, etc.) instead of waiting for instructions from others; Proactively optimize your workflow (such as using automation tools, organizing templates, etc.); Share efficient working methods to help the team improve overall efficiency; Take the initiative to assume responsibility (both in your own position and in additional responsibilities) in the project to drive the achievement of goals.	Complain about problems but never try to solve them; Passively waiting for tasks to be assigned, lacking autonomy; Repeating inefficient ways of working and being unwilling to learn or apply new methods; Shift the responsibility for improvement entirely onto the leader or someone else.
4	**Anticipates potential problems and provides multiple solutions**	Proactively identify risks in daily work or project planning and develop preventive measures; Prepare alternative plans (Plan B) for potential risks in response to emergencies; Regularly review the work and summarize the lessons learned to prevent similar problems from recurring; Encourage teams to brainstorm and work together to find more/best solutions.	Consider risk forecasting to be someone else's responsibility, not your own; Focusing only on immediate tasks, ignoring potential risks, and lacking risk assessment; Lack of flexibility, lack of retrospection, and repeated mistakes.
5	**Persists when problems are not readily solvable**	Actively seek solutions when facing setbacks, seek resources to break through bottlenecks instead of giving up directly; Encourage resilience within the team and work together to overcome difficulties; View challenges as opportunities for growth and maintain a positive mindset.	Give up on difficult problems easily, complain or make excuses to shirk responsibility without taking any action; Spreading negative emotions and affecting team morale; Blaming failure on external factors and lacking self-reflection.
6	**Seeks out continuous learning opportunities that develop self in the context of organizational needs**	Take the initiative to learn relevant skills (such as industry knowledge, new technologies, etc.) and apply what you have learned to your actual work to solve business problems; Actively share learning outcomes (such as internal sharing, document accumulation) to promote team improvement; Take the initiative to seek feedback and make targeted improvements to your weaknesses.	Be content with existing skills and refuse to learn new knowledge; Unwilling to share knowledge and experience with others.

Cultural behaviors description

SPEED, AGILITY, AND URGENCY

Speed is core to our planning and execution. Our agility empowers us not only to anticipate and identify multiple viable solutions to complex challenges, but also to prioritize how we respond and act with a sense of urgency.

	What's it?	Dos	Don'ts
1	Able to clarify a complex issue in order to move forward with action	When the information is incomplete or the situation is complex, be able to make the problem clear, focus on the key points, and avoid misunderstandings. When encountering problems, first clarify the root cause, analyze with facts and logic, grasp the core, and don't get bogged down in the surface phenomena. Be good at breaking down big problems into small tasks, making complex matters actionable and well-divided, and advancing step by step. Propose practical solutions, clarify the implementation path, coordinate resources, ensure the implementation of the solutions and solve the problems.	Choosing to delay or avoid complex problems, lacking the awareness of proactively seeking solutions. Lack of logic, unclear problem analysis, chaotic handling leads to unclear team direction, repetitive work, and even misjudgment of the essence of the problem. Unable to identify the root cause of the problem, prone to getting bogged down in details and ignoring the core issue. Lacking fact-based judgment, overly dependent on others, proposing solutions that are out of touch with reality and difficult to implement, or merely presenting problems without proposing solutions
2	Does not use Agility as an excuse for poor planning	Not overly pursuing perfect planning, being able to act quickly and continuously adjust and optimize in the process; While responding quickly to changes, always ensure that current actions are in line with long-term strategic direction; Adjust plans flexibly based on the actual situation and focus resources on the most important tasks; Set clear priorities and schedules for tasks before execution to enhance execution efficiency.	Focusing only on the present and neglecting the long term, ignoring the overall strategy and long-term impact, leads to a deviation in direction. Neglecting systematic planning leads to duplicate investment of resources, project conflicts, or inefficiency. Frequent changes in direction and ambiguous goals lead to unclear team objectives and reduced execution.
3	Demonstrates relentless, continuous action toward goals effectively handling multiple projects and tasks simultaneously	Focus on the goal, stick to it, and never give up easily. Manage your time and energy properly and manage multitasking effectively. Regularly check progress to ensure that all tasks are advancing in sync and in coordination.	Focusing only on individual tasks, lacking teamwork awareness, and neglecting the overall goal Multitasking is chaotic, inefficient, impossible to complete or of poor quality. Lack of goal commitment, need to push and supervise, easy to stagger or shirk responsibility when encountering difficulties, and even cover up problems.
4	Responds with a sense of urgency to address immediate threats and capitalize on opportunities	When facing challenges, actively seek solutions, act promptly and promote the resolution of problems. Seize opportunities at critical moments, execute them, and push the results to the ground. Actively adapt to changes, think proactively about how to achieve goals in the new environment, and adjust work pace and priorities in a timely manner.	Procrastination, indecision, slow execution when facing problems or challenges, resulting in missed opportunities to solve or affecting team efficiency. When encountering difficulties, focus only on the problem itself rather than the solution, passively wait for others to intervene, and lack initiative. Sticking to the original plan in the face of change and being reluctant to adjust strategies or priorities according to new circumstances makes it difficult to achieve the goal.
5	Works and collaborates positively and effectively in unstructured or dynamic environments	Actively initiate communication, actively seek collaboration, quickly integrate resources and information, and push tasks forward efficiently. Take the initiative to synchronize key progress and reduce information gaps; Stay open in the midst of change and support the team in making flexible adjustments. Collaborate efficiently across regions and departments, and work together to achieve common goals.	Not proactively sharing key progress or problems leads to lack of transparency and affects team collaboration efficiency. Parochialism When problems arise, focus only on one's own responsibilities, refuse to communicate and collaborate across teams, and hinder problem-solving. Having a negative attitude towards change and lacking the ability to respond flexibly affects the overall adjustment and execution of the team. Shirking responsibility and lacking commitment in cross-departmental collaboration have hindered task progress and affected overall outcomes.
6	Makes responsible decisions aimed at success	Have clear goals and be accountable for the results. Focus on the actual results of your work, not just the process or the superficial form, and ensure that every action brings substantial value. Don't back down in the face of challenges, keep moving forward with a high sense of responsibility to ensure that tasks are implemented. Make decisions with responsibility, weigh pros and cons, and always focus on business outcomes	The lack of a clear direction in work, the lack of attention to results or the shirking of responsibility affect overall effectiveness. Emphasis on form over effect, excessive focus on surface processes or presentation, and neglect of actual business impact leads to waste of resources. Retreat in the face of difficulties, lack of responsibility and sense of duty, which affects team trust and execution. Arbitrary decision-making, ignoring the impact on business, leads to waste of resources.

Cultural behaviors description

ONE TEAM MENTALITY

Within our collaborative culture, everyone is respected, listened to, valued, and actively involved. We consistently nurture, communicate, and celebrate our team successes, embracing a collective spirit of winning together.

	What's it?	Dos	Don'ts
1	**Drives disruptive innovation by encouraging new thought processes and ideas.**	Be willing to apply new technologies, new science and technology, and drive disruptive innovation (ways of working or products); Dare/be willing to share "immature ideas" and seek feedback from others; Actively listen to others' different ideas and engage in healthy/beneficial debates; Regularly organize innovative seminars (such as brainstorming sessions, showcases of innovative achievements, etc.).	One-man show, focusing only on the opinions of leaders or experts; Criticizing, dismissing, mocking new ideas or immature thoughts; Not allowing mistakes, not willing to take risks, not trying new things.
2	**Celebrates, cultivates and communicates team success.**	Create conditions to support a team or someone else to succeed; Recognize the team's achievements in a timely and sincere manner, recognize others with high quality, including the unsung contributors, and praise specific actions and examples; Take the initiative to share best practices and actively promote the team's achievements.	Unwilling to create conditions or provide support for the team's success; Monopolize the team's achievements; Praise only the high-profile characters and ignore the unsung contributors; Stingy with praise and encouragement, only caring about "getting the job done", ignoring the feelings and efforts of the team; Belittling other teams to promote one's own team's achievements.
3	**Embraces collaboration at all levels regardless of their experience, background or differences.**	Be willing to offer support and assistance to cross-functional teams or individuals; When faced with problems, focus on solving them, treating everyone equally regardless of their position, experience or background; Take the initiative to connect with colleagues across departments and build efficient interpersonal networks; Take the initiative to share your experiences, make sure to provide feedback, and maintain a positive mindset.	Only willing to work with colleagues who are beneficial to oneself and respond perfunctorily to other collaboration requests; When there are problems with cross-team collaboration, only consider personal or departmental interests and blame each other; Do only what is within your own scope of responsibility and do not provide cross-team support; Unwilling to share experience and knowledge; Forming cliques, forming small circles or selectively supporting cross-functional teams (eating whatever is available); Prejudging or discriminating against team members, retaliating against others, and hindering problem-solving.
4	**Openly engages in a culture in which everyone feels respected, included, valued and empowered to grow their careers.**	Be empathetic and respect individual differences; Promote the creation of a work atmosphere that is mutually trusting, safe and open; Actively empower and give employees opportunities to grow; Think proactively and plan for the growth and development of your subordinates, and provide constructive feedback; Be proactive, express your growth needs, and continue to explore and learn independently.	"Label" others; Clique and disliking diversity; Apathy, lack of empathy, just getting the job done, regardless of employee stress and the environment; Authoritarian bureaucracy; Ignoring the need for employee growth and refusing to develop subordinates to ensure the safety of one's own position; A laid-back mindset, rejecting growth.
5	**Actively listens, asks questions, considers and incorporates others' ideas, positively influencing others to do the same.**	Actively listen attentively and provide empathetic feedback; Ask questions to lead the discussion; Encourage different perspectives on the issue, embrace other people's different viewpoints, and also encourage others to do the same.	Interrupt someone's statement arbitrarily; Push your own ideas roughly and forcefully by exerting pressure; Ask questions with the aim of making things difficult for others; Aggressive, expressing not based on facts, making personal attacks.
6	**Approaches problems collaboratively as a team to provide solutions.**	Have a holistic view and put the company's interests above departmental or individual interests; Focus on the root cause of the problem and seek the best solution together, rather than individual accountability; Do your job well, share your strengths, and push for problem-solving; Synchronize progress in real time and proactively provide the resources needed; Share key information openly and transparently to help solve problems.	When solving problems, think only and consider the interests of your own department; Build high walls and reject others' involvement; Pick only the "easy tasks" and push the complex ones to others; Shirking and bureaucracy when there are problems in cross-team collaboration; Block critical information and only synchronize it with closely related colleagues; Engage in office politics, not with the aim of solving problems.

Cultural behaviors description

	What's it?	Dos	Don'ts
1	即使在困难的情况下也能用相互尊重的方式给予和接受客观、直接的反馈。	彼此坦诚直率相待（基于事实和数据；关注行为或结果而非个人）； 乐于给予和接受基于事实的建设性反馈； 以尊重的方式表达/接受不同意见； 即使反馈具有挑战性，也愿意将其视为共同进步的方式。	拒绝给予或寻求反馈（缺乏正视问题的勇气，抵触不同意见或建议）； 在给予反馈时脱离事实，在接收有挑战性的反馈时，表现粗鲁或不友善； 沟通时主观臆断、有所隐瞒、夸大事实或添加不实信息。
2	主动向利益相关方报告各种障碍和阻碍，确保有效地推进公司目标。	主动识别风险和问题并敢于提出潜在的问题； 主动提出建设性的解决方案； 遇到问题或担忧时，敢于提出来并寻求解决支持。	隐瞒问题以逃避责任； 对问题视而不见，认为小障碍会自行解决； 缺乏前瞻性，惯于事后评议。
3	积极倾听、考虑并采纳他人的想法，积极影响他人也这样做。	怀有同理心、不带评判地倾听； 让利益相关方参与进来，共同寻求更好的解决方案； 允许/鼓励他人表达不同观点。	拒绝倾听不同的声音； 带着偏见听取他人意见或影响他人的表达； 禁止他人表达不同观点； 滥用职位权力，强加自己的观点给他人或剥夺/忽视他人的参与感与话语权。
4	我们以提问引领沟通，寻求深度理解。	提出恰当的问题以真正触达问题核心； 提出探索性问题，注重交流而非评判； 对问题进行澄清确认后达成共识； 营造"安全提问"的环境。	遇到问题只批评指责而不试图理解或解决问题； 提出不理性、诱导性的问题。
5	能够充分了解自己和他人，确保顺畅的人际互动，包括解决冲突。	理解每个人都有自己的优/劣势，找到合适的沟通方式； 了解并运用他人的长处来提升团队成果/打造强大的团队； 了解自己，保持自我觉察，在合作或冲突中"扬长避短"。	粗鲁打断别人或匆忙回应； 先入为主地认为对方理解并同意； 情绪化沟通； 相信未经证实的信息或听信片面之词。
6	清晰简洁的口头及书面沟通以有效地分享信息。	根据受众/目的/目标，以清晰的逻辑组织/表达信息； 确保数据和事实完整准确； 采用合适的时机/方式/渠道进行有效沟通。	含糊其辞：表述笼统或过于复杂； 意见/观点缺乏事实和数据支撑； 跟不恰当的人分享不恰当的信息。

Cultural behaviors description

RELENTLESS IMPROVEMENT 持续改进

持续改进是我们积极主动解决问题的方法，旨在提升工作成果、生产力和效率。通过挑战现状，确保企业、团队和个人不断发展进步。

	What's it?	Dos	Don'ts
1	**超越自身岗位和职能范畴，从公司的全局角度进行思考**	主动了解本部门及相关部门的业务和挑战，提出团队协作建议； 思考决策时从公司整体利益或长期发展的角度出发； 积极参与组织发展相关话题（如组织流程，组织目标，组织优化等）讨论，分享基于全局视角的改进想法。	只关注自己职责范围内的事，对超出职责范围的事漠不关心或拒绝； 以"这不是我的工作"拒绝或消极参与协作； 仅从个人或小团队角度出发，忽视组织利益和目标。
2	**敢于挑战现状，无论产品、实践或流程的规模大小与复杂程度**	对低效，过时，不完善或缺失的流程主动提出建议，并推动改进； 主动对现有产品、服务或工作方式提出创新想法和敢于尝试新工具和方法，勇于挑战权威。	认为"一直这样做"就是合理的，拒绝改变； 从未主动回顾或更新流程，满足于现状； 因害怕失败或批评而不敢提出新想法； 对问题视而不见，认为"小事不值得改进"； 盲目服从现有规则而不思考其合理性。
3	**采取主动的解决方案，以改善结果、提高生产力、创造更高的效率**	发现问题后主动开展行动（如反馈，跟进或处理等），而不是等待他人指令； 主动优化自己的工作流程（如使用自动化工具、整理模板等）； 分享高效工作方法，帮助团队提升整体效率； 在项目中主动承担责任（包括本职和额外责任），推动目标达成。	抱怨问题但从不尝试解决； 被动等待任务分配，缺乏自主行动； 重复低效工作方式，不愿学习或应用新方法； 将改进责任完全推给领导或他人。
4	**预见潜在问题并提供多种解决方案**	在日常工作中或项目规划中主动识别风险，并制定预防措施； 针对潜在风险准备备选方案（Plan B），以应对突发情况； 定期复盘工作，总结经验教训以避免类似问题重现； 鼓励团队头脑风暴，集思广益寻找更多/最佳解决路径。	认为风险预测是他人责任，与自己无关； 只关注眼前任务，忽视潜在风险，缺少风险评估； 缺乏灵活性，不去复盘，错误的事情反复发生。
5	**遇到困难，坚持不懈不放弃**	面对挫折时积极寻找解决方案，寻求资源突破瓶颈而不是直接放弃； 在团队中鼓励韧性，共同克服困难； 将挑战视为成长机会，保持积极心态。	轻易放弃难题，抱怨或找借口逃避责任不采取任何行动； 传播消极情绪，影响团队士气； 将失败归咎于外部因素，缺乏自我反思。
6	**结合组织需求，持续学习、提升自我。**	主动学习相关技能（如行业知识、新技术等），将所学知识应用到实际工作中，解决业务问题； 主动分享学习成果（如内部分享、文档沉淀），促进团队提升； 主动寻求反馈，针对性改进自身能力短板。	满足于现有技能，拒绝学习新知识； 不愿意和他人分享知识和经验。

Cultural behaviors description

SPEED, AGILITY, AND URGENCY

速度是我们规划和执行工作的核心要素。我们的敏捷性使我们不仅能够预判并找到解决复杂问题的多种可行方案，还能分清轻重缓急，迅速采取行动。

	What's it?	Dos	Don'ts
1	能够厘清复杂问题，以便推进行动。	在信息不全或情况复杂时，能够把问题讲清楚，抓住重点，避免大家理解出现偏差； 遇到问题先理清根本原因，用事实和逻辑做分析，抓住核心，不纠结在表面现象； 善于把大问题拆成小任务，让复杂的事情变得可执行、好分工，一步步推进； 提出切实可行的解决方案，明确执行路径，协调资源，确保方案落地并解决问题。	对复杂问题选择拖延或回避，缺乏主动寻求解决方案的意识； 缺乏逻辑，问题分析不清，处理混乱，导致团队方向不明、重复劳动，甚至误判问题本质； 无法厘清问题根源，容易陷入细节，忽略核心问题； 缺少基于事实的判断，过度依赖他人，提出的方案脱离实际，难以落地，或只提出问题，不提出解决方案。
2	"敏捷"的同时也需要做好整体规划。	不过度追求完美规划，能够快速行动并在过程中持续调整优化； 在快速响应变化的同时，始终确保当前行动与长远战略方向保持一致； 根据实际情况灵活调整计划，将资源集中投入到最重要的任务上； 在执行前设定清晰的任务优先级和时间安排，提升执行效率。	只顾眼前，忽视长远，忽略整体战略和长期影响，导致方向偏离； 忽略系统性规划，造成资源重复投入、项目冲突或效率低下； 方向频变，目标模糊，使团队目标不清、执行力下降。
3	朝着目标持续不懈地行动，能高效地同时处理多个项目与任务。	聚焦目标，坚持执行，不轻言放弃； 合理安排时间与精力，有效管理多任务； 定期检查进度，确保各项工作同步推进、协调一致。	只顾个人任务，缺乏团队协同意识，忽略整体目标； 多任务处理混乱，效率低下，无法完成或质量难以保障； 缺乏目标承诺，需要推动和监督，遇到困难容易停滞或推卸责任，甚至掩盖问题。
4	在挑战和机遇面前，始终保持紧迫感。	面对挑战时，积极寻找解决方案，迅速行动，推动问题解决； 在关键时刻迅速抓住机会，执行到位，推动成果落地； 积极适应变化，主动思考如何在新环境下达成目标，并及时调整工作节奏与优先级。	在面对问题或挑战时拖延应对，犹豫不决，执行缓慢，导致错失解决时机或影响团队效率； 遇到困难时只关注问题本身而非解决方法，消极等待他人介入，缺乏主动性； 面对变化时固守原计划，不愿意根据新情况调整策略或优先级，导致目标难以达成。
5	在多变的环境中，积极高效地开展协作。	积极发起沟通，主动寻求协作，快速整合资源与信息，推动任务高效推进； 主动同步关键进展，减少信息差；在变化中保持开放心态，支持团队灵活调整； 跨区域跨部门高效协作，齐心协力实现共同目标。	不主动分享关键进展或问题，导致信息不透明，影响团队协同效率； 本位主义，遇到问题时只关注自身职责，拒绝跨团队沟通协作，阻碍问题解决； 对变化持消极态度，缺乏灵活应对的能力，影响团队整体调整与执行力； 在跨部门协作中逃避责任、缺乏担当，导致任务推进受阻，影响整体成果。
6	始终以结果为导向。	目标清晰，对结果负责到底； 注重工作的实际成效，而非仅关注过程或表面形式，确保每项行动都带来实质价值； 面对挑战不退缩，持续推进，以高度责任感确保任务落地； 决策有担当，权衡利弊，始终聚焦业务成果。	工作缺乏明确方向，对结果不关注或推卸责任，影响整体成效； 重形式，轻实效，过度关注表面流程或汇报展示，忽视实际业务影响，导致资源浪费； 遇难退缩，缺乏担当，欠缺责任意识，影响团队信任与执行力； 决策随意，忽视业务影响，造成资源浪费。

Cultural behaviors description

ONE TEAM MENTALITY齐心协力

我们倡导团队协作的文化，每个人都受到尊重、被倾听、被重视且被邀请参与。我们始终致力于培育、宣扬并庆祝团队成就，秉持着携手共赢，合作共赢的团队精神。

	What's it?	Dos	Don'ts
1	通过鼓励新的思维方式和想法，推动颠覆性创新。	乐于应用新技术，新科技，推动颠覆性创新（工作方式或产品）； 敢于/乐于分享"未成熟的想法"，寻求他人反馈； 积极倾听他人的不同想法，开展健康/有益的辩论； 定期组织创新的研讨活动（如头脑风暴，创新成果展示等）。	一言堂，只关注领导或专家的意见； 批判、否定、嘲笑新观点或不成熟的想法； 不允许犯错，不愿意冒险，不尝试新事物。
2	庆祝、培育并传播团队的成功。	创造条件支持团队或他人获取成功； 及时、真诚地认可团队成绩，高质量地认可他人，包含默默无闻的贡献者，表扬具体行为和事例； 主动分享最佳实践，积极传播宣扬团队的成绩。	不乐意为团队成功创造条件或提供支持； 独占团队成果； 仅表扬高调的角色，忽略默默无闻的贡献者； 吝啬表扬和鼓励，只顾"完成任务"，忽略团队的感受和付出； 贬低其他团队以宣扬自己团队的成绩。
3	乐于在各个层级开展合作，无论对方的经验、背景或差异如何。	乐于给跨职能团队或个人提供支持和帮助； 面临问题时聚焦解决问题，不管对方职位经验或背景，一视同仁； 主动链接跨部门的同事，建立高效的人际网络； 主动分享自身经验，确保提供反馈，保持积极心态。	只愿意和对个人有利的同事合作，对其他的协作需求敷衍回应； 在跨团队协作出现问题时，仅考虑个人或部门利益，相互推诿指责； 只做自己职责范围内的事，不提供跨团队的支持； 不愿意分享经验和知识； 拉帮结派，搞小圈子或选择性支持跨职能团队； 对团队成员持有偏见或歧视，打击报复他人，阻碍问题解决。
4	营造被尊重、被包容、被重视，并能自主发展职业生涯的文化氛围。	富有同理心，尊重个体差异； 推动建立互信、安全、开放的工作氛围； 积极授权，给员工成长的机会； 主动思考和规划下属的成长与发展，并提供建设性的反馈； 积极上进，主动表达成长需求，并持续自主探索学习。	给他人"贴标签"； 党同伐异，否定多元化； 冷漠，缺乏同理心，只管完成任务，不顾员工工作压力和环境； 集权官僚主义； 忽视员工成长需求，拒绝发展下属以确保自己岗位安全； 躺平思维，拒绝成长。
5	积极倾听、提出问题、考虑并采纳他人的想法，同时积极影响他人。	积极用心聆听，同理反馈； 提出问题，引导讨论； 鼓励不同视角看问题，拥抱别人不同的观点，同时也鼓励他人也采取同样的行为。	武断打断他人陈述； 通过施压，粗暴强硬的推行自己的想法； 以刁难别人为目的提问； 咄咄逼人，表达不基于事实，进行人身攻击。
6	以团队协作的方式处理问题，并提供解决方案。	具有全局观，把公司的利益放在最高位置，优于部门或个人利益； 聚焦问题的根源，共同寻求最佳解决方案，而非个人追责； 做好本职工作，主动分享自身优势，积极推进问题解决； 实时同步进展，主动提供所需资源； 公开透明分享关键信息，助力解决问题。	解决问题时，仅思考和顾及自己部门的利益； 竖起高墙，拒绝他人参与； 只挑"简单任务"，复杂问题推给他人； 在跨团队合作出现问题时，推诿，官僚主义； 屏蔽关键信息，只跟关系紧密的同事同步信息； 搞办公室政治，不以解决问题为目的。

Ryobi Culture

TTI

PEOPLE FIRST

We value, respect and empower each unique team member to maximize their potential — people are our greatest investment.

TOTAL OWNERSHIP

We are accountable — using an enterprise mindset, we think beyond our current role to deliver superior value and service to customers.

CANDID COMMUNICATION

We value open, honest, and productive dialogue that fosters respect, trust, and transparency to accelerate growth.

INNOVATION LEADERS

We are innovators, challenging each other to grow, evolve and push boundaries to deliver solutions globally.

ONE TEAM MENTALITY

We are ONE team, harnessing the power of passion, teamwork, and collaboration across the globe to drive aggressive results.