

# TEXTRON

## BEHAVIORS

Workplace behaviors differentiate levels of performance at TIM. Those who embody and develop them personally and in others drive personal and business success. Each of these essential behaviors is explained with a definition designed to provide an overview of specific performance expectations, and a list of characteristics that will help guide individual assessment and development plans.

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**Be Accountable:** Hold ourselves and others accountable for execution. Deliver on our commitments to the business and to others.

Expectations:

- Act with a sense of urgency to translate business requirements into actions by defining “who does what by when” to ensure plans are executed.
- Act proactively to execute plans and deliver on commitments
- Self-motivated and able to work with little supervision, consistently take the initiative to get things done before being asked by others or forced to by events
- Focus efforts on those things that affect results the most
- Demonstrate a strong desire to win
- Take aggressive action when goals are not met to ensure better results in the future

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**Enable Change:** Challenge the status quo by always looking for opportunities to improve. Demonstrate a constant commitment to doing things better.

Expectations:

- Demonstrate a constant commitment to doing things better.
- Adapt and be supportive of organizational and business change that ensures the long-term strength of the company, regardless of the personal impact.
- Identify issues or potential problems and mobilize the right people in the organization to address them
- Quickly adapt to changing circumstances and accelerate the change effort within the organization or work group
- Challenge the status quo and creatively identify opportunities for improvement

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**Make Others Successful:** Approach our work with a keen focus on how we can help our customers, investors and each other be more successful.

Expectations for All Employees:

- Be a positive influence in the development of others.
- Encourage learning and the development of professional excellence in others
- Deliver constructive and candid feedback in an effective and respectful manner
- Remove performance barriers by providing systems, information, tools and resources people need to do their jobs
- Willingly share knowledge and best practices across boundaries.

Expectations for Leaders:

- Differentiate subordinate performance and determine rewards based on performance
- Take action to address substandard performance
- Create high-performing teams, attract top talent and sponsor top performers for the most appropriate development opportunities inside and outside of their immediate organization
- Coach and mentor subordinates for personal and professional development

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**Think Textron Enterprise:** Apply an enterprise perspective and mindset in decisions and actions. Think about how what we are doing can be helped by, or help strengthen, the Company as a whole.

Expectations:

- Understand the implications of individual actions or recommendations on other functions, systems, markets and processes.
- Identify and address the major and critical issues in a complex situation. Use information, judgment and logic to understand a problem or situation and assess carefully before acting
- Identify the part of the business value chain that is affected by a particular decision or action, diagnose the situation, and prioritize what needs to be done and who needs to be involved
- Think strategically and critically analyze data; think on multiple levels while gathering, analyzing, and synthesizing relevant data
- Assess cost-benefit of all alternatives

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**Listen and Communicate:** Take the time to engage in two-way communication, which is more about active listening than it is speaking.

Expectations:

- Provide timely and concise information to others, and use clear and thoughtful oral and written communications to influence, negotiate and collaborate effectively.
- Make the complex simple
- Listen before speaking
- Write and speak clearly and succinctly
- Anticipate the informational needs of diverse audiences and tailor communications appropriately
- Demonstrate the ability to listen and respond respectfully to other's points of view

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**Debate and Support Decisions:** Demonstrate the courage to debate, and then get behind the decision, supporting it in both word and deed.

**Expectations:**

- Support the decisions of the team leader even when it differs from own opinion
- Take and support calculated risks when they can generate a significant improvement to the organization, even if it is not your idea.
- Understand when the need for decision making is more important than the collection of additional data or when the need to collect additional data is more important than making a decision
- Always apply good business judgment and common sense before acting. Apply the appropriate level of deliberation to decisions that are complex and high risk
- Take actions quickly on decisions that are low risk and be prepared to change direction when it is evident a decision will not achieve the desired results
- Accept the possibility of making mistakes and apply lessons learned effectively to future decisions.
- Model integrity and be seen as widely-trusted, direct, truthful, and credible by showing consistency between words and actions
- Understand that consensus is not always required for good decision making

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**Put the Customer First:** Relentlessly focus on understanding and addressing our customers' needs. This applies to all of us, regardless of the role we play in the organization.

**Expectations:**

- Understand customer requirements and priorities to make the right business decisions
- Build relationships with and gain trust of customers by always meeting commitments
- Assess competitors' strengths and weaknesses and incorporate those into business strategy
- Understand industry trends, create innovative new processes and develop strategies that differentiate Textron in the marketplace and lead to new growth opportunities

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**Understand How I Add Value:** Each of us needs to have a clear picture of how what we're doing adds value to the business. If we aren't sure, then it's time to re-evaluate what we're doing.

**Expectations:**

- Mobilize resources to critical plant initiatives, quickly adapting to changing circumstances, accelerating change efforts at the site
- Utilize six sigma and lean manufacturing tools to drive process improvements and to make critical business decisions
- Promote and actively support continuous improvement as a way of life within the plant, continuously challenging the status quo
- Live the Strategic Deployment Process. Prioritize activities and use action plans, TTIs, KPIs to manage self and team.
- Identify, plan, review and allocate resources to ensure alignment to critical plant objectives

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**Think Globally:** Understand the world around us, and view our opportunities, challenges and resource needs within a global context, not just within the confines of our local geography. This applies to growth, cost and talent - our competitiveness across every dimension.

**Expectations:**

- Develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareholders
- See business opportunities that lie beyond community and country borders
- Understand commercial, legal, financial, and human resources systems in countries where the business operates
- View the business in terms of integrated value chains.

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**Living Our Values and Behaviors:** It is essential to the future success of Textron that each of us take personal responsibility for leadership regarding these principles and that we are always dedicated to continuous improvement. In return, we will have a culture that fosters a safe workplace, values diversity, encourages communication and respects innovation.

**Expectations for all Employees:**

- Abide by and uphold the Textron Business Conduct Guidelines and all laws
- Treat people with dignity and respect, regardless of their role in the organization
- Embrace the vision and inspire others to meet organizational goals
- Create a productive work environment where people can be successful
- Think like a leader regardless of his/her job; deliver on commitments and be a role model for others.
- Accept feedback and demonstrate commitment to modify behaviors based upon it

**Expectations for Leaders:**

- Create a vision and inspire others to meet organizational goals
- Use situational leadership employing the appropriate leadership style to maximize performance given the situation; adjust based on changing situations and the varying needs within the organization
- Promote business growth by setting and/or committing to difficult targets
- Meet the expectations of his/her role as a leader and also set and meet the expectations for team members.
- Understands utilize and promote Six Sigma and lean tools to solve problems and improve processes

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