CH2MHILL®

Little Blue Book

Global Water Market's
2014 Guiding Principles

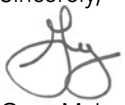
Our 2014 5 Guiding Principles

1. Operate with trust and respect
2. Pick up the pace of play
3. Make crisp decisions
4. Increase and improve communication at all levels
5. Re-create excitement and enthusiasm

Dear Water Team,

I look to the Little Yellow Book often, and it's been a guide for me since I joined the firm in 1981. It is also what has influenced our 2014 Guiding Principles. I thought it would be helpful to put the Guiding Principles in a format that's easy to share and that feels familiar, like the Little Yellow Book. I also wanted a way for us to put them into practical action and pass along what Global Operations Director Blake Jeffcoat has written about each principle in his bimonthly email to staff. I hope this Little Blue Book is a useful tool for you.

Sincerely,



Greg McIntyre
President, Global Water Market

April, 2014

1 Operate with Trust and Respect

Blake's Take:

Building trust begins with being honest with yourself — be self aware.

- Build trust with co-workers by being truthful and forthright — the truth will surface sooner or later, so the best course of action is to always be honest.
- Building trust with clients is critical to our success, and honesty is at the core. We need to give them wise and timely counsel on what we really can deliver and when. It is important that we not over commit and under deliver — that's not a recipe for building trust.

Your Take:

2 Pick up the Pace of Play

Blake's Take:

F = ma: The formula is Newton's Second Law of Motion which states that the force (F) of an object is equal to total mass (m) of the object multiplied by the acceleration (a) of the object. Force can be increased by increasing mass or by increasing acceleration.

- With over 3,500 staff and another 1,800 in the service platforms supporting Water projects we have the total mass (m). What we need to do is pick up the pace of play and increase our acceleration (a) to really be a force in the industry.
- Pick up our pace of play in contacting our clients. Others are meeting with our clients and calling on our clients. We cannot become complacent or procrastinate on making these calls.
- Pick up the pace of play with staff engagement at all levels and by all. While social media, e-mail, and voice mail are valuable communication tools, we cannot rely on those modes of communication for staff engagement. I prefer shoe-mail — watching, talking, and visiting with staff.

Your Take:

3 Make Crisp Decisions

Blake's Take:
How do you make crisp decisions, increase the pace of play, and not be reckless in your decision making?

- Understand the issue and what needs to be decided.
- Quickly determine who will be responsible and accountable for the decision.
- Promptly seek input from impacted parties.
- Weigh the pros and cons in a timely manner.
- Make the decision and publicize it.

Your Take:

4 Increase and Improve Communication at all Levels

Blake's Take:

All of us need to make sure that the flow of information is not being inadvertently blocked. Our organization has to facilitate communication — not hinder it. And, if we have to err, err by over-communicating rather than under-communicating.

- Communicate openly and truthfully — we need to be respectful of others and work hard to keep them apprised of current happenings.
- We need to be aware of how we communicate non-verbally. How we present ourselves, our language, and the format we choose are all factors in successful communication.
- We need to learn how to be successful communicators by observing others. Watch how others deliver messages, listen and note how others react to the communication, assess what was effective and what was not, and then apply what you learn to communicate better. Every event we experience is a learning event.

Your Take:

5 Re-create Excitement and Enthusiasm

Blake's Take:

We have to build some excitement into our work. We cannot simply go through the motions or we will become complacent, lose our edge, and not obtain the results we want and need. Some suggestions on re-creating excitement and enthusiasm:

- Share a good news moment during your meetings. It doesn't have to be work-related; it could be a personal good news story.
- Look for opportunities to celebrate events — think anniversaries, birthdays, project successes, pursuit wins, and client successes and awards.
- Give recognition for a job well done — no matter how big or small. Everyone appreciates being recognized for their good work.
- Remember that excitement and enthusiasm can be fragile — so we need to be careful of what we say and how we say it, or how we act or react, as excitement and enthusiasm can be easily enhanced or killed.

Your Take:

Best Practices

Best Practices:
It's also helpful to benchmark best practices.
Kimberly-Clark's take on the Pace of Play:*

- See it
- Own it
- Solve it
- Do it

**Used with permission from Kimberly-Clark.*

Notes

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