

# CleanAir Leadership Model

The model is meant for everyone. We are all leaders at CleanAir, and we all have opportunities to lead every day. I trust that each of you will become familiar with the model and use it in your everyday decisions and actions. I hope that as you begin to understand and embrace it, you will find untold ways to apply it in your personal situation. I will do the same.

Bill Walker

The CleanAir leadership model identifies 10 competencies and is derived from our aim, vision, philosophy and values.

## **Set the standards of performance...**

- We Define and Deliver Customer Value
- We Leverage Resources
- We Are Service, Service, Service

## **As a community of leaders...**

- We Create the Future
- We Get Results
- We Champion Change
- We Lead With Confidence

## **And the employer of choice...**

- We Develop Capabilities
- We Communicate - Both Send and Receive
- We Live the Values

## **Make a difference in areas that make a difference...**

- Deliver the CleanAir Vision

# The 10 Competencies

## **I – Customer Value**

The CleanAir leader has a good understanding of each customer's value drivers. These include customer vision, social responsibility, regulatory requirement, business constraints and project expectations. Leadership means learning and continuously taking customers to higher levels of excellence by redefining customer expectations of excellence. Delivering high customer value means providing big benefit solutions to all major participants in the delivery chain. Definition of purpose, attention to detail, bursts of innovation, commitment to quality and, above all, unquestioned integrity are part of CleanAir superior customer value.

## **II – Leverage Resources**

The CleanAir leader moves beyond what the individual or the team can deliver and pulls resources from across the organization to meet current and future requirements and to create entirely new opportunities for CleanAir. The CleanAir leader is familiar with plans, capabilities and technologies throughout the organization and can connect customer needs with high value responses.

## **III – Service**

Customers are won back over and over by how we handle each Moment of Truth (defined as any interaction with a client). We are the world class in delivering service to customer. Follow-through, accountability, and a willingness and ability to achieve closure in a timely manner are characteristics of the CleanAir leader.

## **IV – Creating the Future**

The CleanAir leader creates the future by having a vision, understanding the ramifications of the vision, and possessing the ability to communicate and achieve the vision. He/she plans from the future, not forward from the present, and understands the business environment and the trends impacting CleanAir's future direction. The CleanAir leader has the courage to chart a new course and the commitment to follow it through. The CleanAir leader is passionately committed to meeting targets and performance levels critical to our long-term competitive position, holding him/herself and others accountable.

## **V – Champion Change**

The CleanAir leader demonstrates a willingness to accept change, to anticipate the need for change that is appropriate to our business, and then to act and embrace that change. The CleanAir leader reflects an ongoing questioning of the status quo, and promotes the concept of seeking continuous improvement in the conduct of our business.

## **VI – Lead With Confidence**

The CleanAir leader leads by example; adheres to the highest levels of integrity and ethical standards of conduct; and deals with issues directly, openly and decisively. He/she takes action in the face of challenge, demonstrating wisdom, independent judgment and self-confidence in making decisions, even when a consensus cannot be achieved. The CleanAir leader possesses a thorough understanding of the business and has the courage to make difficult choices and to do the right thing.

## **VII – Develop Capabilities**

The CleanAir leader chooses, develops and motivates individuals and teams to achieve exceptional levels of performance over extended periods of time; recruits and retains outstanding talent and nurtures that talent; and invests time and resources to enhance the long-term effectiveness of individuals and teams. CleanAir leaders constantly strive to develop their own capabilities while nurturing and mentoring the talents and capabilities of others.

## **VIII – Communicate**

The CleanAir leader builds an environment where information is actively sought, used and shared leading to empowerment, meaningful feedback and improved performance. Information sharing and communications are open, honest, reliable and unimpeded up, down and across the organization. Effective, honest communication knows no hierarchy or direction and must be the accepted and natural characteristic of our corporate environment and culture.

## **IX – Live the Values**

The CleanAir leader lives by and reinforces our corporate values, doing the right thing for customers, employees, shareholders and communities consistently and over the long term; contributes to and reinforces a work environment and culture of mutual respect and a recognition of the value of the individual; sets a strong personal example by sustained actions consistent with the corporate vision and values; and meets the highest levels of professional and personal integrity and ethical conduct.

## **X – Deliver the CleanAir Vision**

The CleanAir leader creates a working environment where employees are excited to be a part of CleanAir. Employees are empowered to do their jobs in the best way possible; they are provided with state-of-the-art tools and resources; they are challenged to reach continually for higher standards of excellence; and they are encouraged to innovate and to continually expand the capabilities of the corporation. The entire workforce is proud of the corporation and is committed to building CleanAir into a recognized leader in the industry. The CleanAir leader builds an organization where employees truly have a passion for their work, where customers seek to do business, where competitors look with respect and admiration, where communities value our presence and involvement, and where shareholders are proud to be owners.

# CleanAir Values

Our values address HOW we will achieve our aim. These values, we believe, are core to our organization. They are what we stand for, what we're all about. They should seldom, if ever, be compromised.

**Integrity and Honesty** - The cornerstone of our business is integrity and honesty. Strive for truth in all relations.

**Fairness and Respect** - Treat others fairly and with respect.

**Shared Information** - Sharing information leads to knowledge. It is also constructive and leads to wisdom. Do not keep unnecessary secrets, it is self-serving. Do not confuse this with protecting confidential client information.

**Teamwork and Diversity** - Teamwork is supported and encouraged where diverse backgrounds and viewpoints are brought together to achieve our common aim.

**Innovation** - The exploration and application of new ideas is encouraged. Learning is valued, even when a result of failure.

**Environment Conscientious** - We are dedicated to a clean environment and seek clients who demonstrate environmental responsibility. We support the [CERES Vision](#) and sustainable development.