

# **CODE OF CONDUCT**

## ***DATABASE***

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## ETHOS

I undertake to study this code, to abide by it, and to make it part of my personal philosophy. I undertake to accept the authority of the Keeper of the Code, ....., and to support him/her in the executing of his/her duties. I undertake that we, as a team will discuss, maintain and review this code once a month under the chairmanship of the Keeper of the Code.

### 1. EMPOWERED PEOPLE

We undertake to empower ourselves and our people by:

1.1 providing an environment conducive to appropriate selection, training and development for all employees.

1.2 Mentoring people's acceptance of responsibility for their own development and accountability for their decisions and actions

1.3 *creating a learning climate by:*

- + encouraging people to create and submit new ideas
- + recognising contributions of individuals
- + encouraging people to ask if they don't know
- + encouraging people to constantly question their own practices
- + encouraging and allowing people to participate

1.4 *creating a dynamic and enthusiastic climate by:*

- + taking active steps to identify and develop personal potential as well as the potential of others
- + developing clear, understandable and measurable performance standards and managing these performance standards by acting as a mentor to others
- + displaying a high level of enthusiasm and revitalising the joy of working
- + managing personal energy, avoiding outbursts or fluctuations, recognising that human energy is a scarce resource and should be managed carefully
- + developing inner feelings of personal worth
- + having the courage of one's convictions and acting on it
- + displaying and advocating a positive vision of the future

1.5 *creating a climate for continuous development by:*

- + encouraging and tutoring people to accept accountability for their own actions, beliefs and practices
- + creating a network of experience and expertise
- + developing the "total" person, by preventing over-emphases of task related development while the development of life-skills is ignored
- + installing a clear communication system
- + identifying and training of mentors
- + having a decentralised decision-making system and the minimum of direct supervision.
- + inspiring others with a vision of the future.

1.6 *creating a climate for positive interpersonal relations by:*

- + encouraging systems for bridging inter-cultural differences and creating an atmosphere of mutual tolerance, understanding and acceptance.
- + creating and maintaining a communication network whereby a constant verified flow of information with reference to needs, aspirations, potential and grievances can be established.
- + creating and maintaining an effective industrial relations strategy and infrastructure.

2. **FOCUS ON CUSTOMERS**

We undertake to be customer driven by:

- 2.1 creating and expanding a customer-centred information and feed-back network.
- 2.2 ensuring high levels of quality, reliability, and deadlines are met.
- 2.3 initiating research with reference to changes in needs and circumstances of customers whereby opportunities can be optimised.
- 2.4 continuously interacting with customers to determine their level of satisfaction.

3. **EXCELLENCE**

We undertake to strive for excellence by:

- 3.1 concentrating on our core business
- 3.2 not accepting facts at face value, but to investigate.
- 3.3 showing the courage to leave known concepts and norms
- 3.4 concentrating on the dynamic forces behind happenings.
- 3.5 continuously striving to improve efficiency and results
- 3.6 exploiting own and other's technical and business knowledge to create synergism
- 3.7 actively influencing events rather than accepting them passively
- 3.8 managing change by concentrating on opportunities

4. **QUALITY, HEALTH AND SAFETY ORIENTATION**

We undertake to make a quality, health and safety orientation part of our life philosophy by:

- 4.1 not compromising quality standards or health and safety regulations
- 4.2 championing health and safety training
- 4.3 taking immediate action in the case of any deviations
- 4.4 pro-actively becoming aware of trends that will impact on quality, health or safety and managing these trends.

## 5 ENERGY

We undertake to manage our energy by:

- 5.1 displaying openly a high level of enthusiasm
- 5.2 accepting that we are responsible to generate our own energy
- 5.3 avoiding outbursts of energy and controlling our energy carefully
- 5.4 following through on planned actions and concluding projects
- 5.5 taking the initiative to make things happen
- 5.6 showing a stability of performance under adverse circumstances or against opposition

## 6. AUTONOMY

We undertake to live and cultivate a culture of autonomy by:

- 6.1 accepting accountability for our own actions and responsibility for our own development
- 6.2 cultivating autonomy as a life philosophy and team culture by refusing to accept monkeys on my back
- 6.3 displaying a high level of self-discipline
- 6.4 challenging followers to review their own assumptions

## 7 MATURITY

We undertake to strive for a maturity by:

- 7.1 keeping our impulses and biases under control
- 7.2 displaying a congruence between inner feelings and outward behaviour
- 7.3 accepting ourselves with our weaknesses
- 7.4 avoiding stepping consciously on other people's toes
- 7.5 constantly calculating the impact of our own actions, behaviour and decisions on other team members and the goals of the team
- 7.6 displaying our willingness for co-operation.
- 7.7 being on time and meeting deadlines
- 7.8 accepting and exercising control and discipline

## 8. INTEGRITY

We undertake to display integrity by the uncompromising adherence to a code of ethical values; honesty and sincerity.

## 9. LOYALTY, HONESTY AND SUPPORT

- 9.1 I undertake to avoid backbiting, playing games and "dropping of bombs".
- 9.2 I undertake not to discuss colleagues with other managers or subordinates.
- 9.3 I undertake to support others within the team and to protect them against hostile forces.
- 9.4 I undertake to be open and honest.
- 9.5 I undertake to respect team members. What I say of them behind their back I will repeat to them.
- 9.6 I undertake to respect the team roles assigned to different members.
- 9.7 I undertake to accept the team role assigned to me, and to uphold the values inherent to that role.

9.8 I undertake to share all work related information with all team members.

10. **COMMUNICATION**

10.1 I undertake to initiate open communication, sharing all relevant information.

10.2 I undertake not to talk while another person is talking.

10.3 I undertake to listen and to be receptive for the message/communicator.

10.4 I undertake to demonstrate my willingness to listen and to understand.

10.5 I undertake to accept the responsibility to make sure that I understand a message. If I don't understand I will ask for clarification.

10.6 I undertake to be positive in my communication and to spread the "good-news".

11. **TEAM INTERACTION**

11.1 I undertake to ensure that the team will get together on an informal basis one weekend a year.

11.2 I undertake to participate, and to ensure, that the team and their families will get together at least once a year informally.

11.3 I undertake to practice good manners during team interaction.

11.4 I undertake to be on time for team meetings.

11.5 I undertake to abide by the following rules for social gatherings:

11.5.1 to consume alcohol moderately

11.5.2 to interact freely and to prevent the forming of cliques

11.5.3 to maintain a professional image

11.5.4 to use a professional language

11.5.5 to respect other's values and needs.

12. **TEAM EFFORT**

12.1 We undertake to use team members for the roles best suited to them.

12.2 We undertake to work as a team and not as individuals.

12.3 We undertake to prevent departmental isolation and power positioning.

12.4 We undertake to understand human fragility and to accept that it is human to make mistakes.

12.5 I undertake to know my own personal limitations and to accept the limitations of others.

12.6 I undertake to accept and respect the individuality of other team members.

12.7 I undertake to constantly ask myself the empathy question: "If I was the other person, and I was saying this, how would I feel?"

12.8 I undertake to avoid going for the jugular, but to concentrate on the issue at hand.

12.9 I undertake to be aware of the plight and discomfort of others, to share my concern, and to do everything in my power to support them.

12.10 I undertake to display good manners towards other team members.

13. **SELF-MANAGEMENT**

13.1 I undertake to practice self-management.

13.2 I undertake to recognise my own personal limitations.

13.3 I undertake to ask for help if I feel that I am losing control.

13.4 I will endeavour to go for a medical and psychological check-up at least once a year.

13.5 I undertake to explore all opportunities for self-actualisation.

13.6 I undertake to admit my mistakes.

13.7 I undertake to learn from my mistakes.

#### 14. MANAGEMENT OF CONFLICT

I undertake not to allow conflict to fester, to bring it out in the open, to discuss differences immediately and with the party(ies) concerned, but, to follow the code as stipulated in this document.

#### 15. MEETINGS/PROCEDURES

- 15.1 I undertake to do my utmost to reduce red tape
- 15.2 I undertake to practise good manners during meetings.
- 15.3 I undertake to be on time for meetings.
- 15.4 I undertake to work as part of a team during meetings and not as an individual.
- 15.5 I undertake to avoid departmental isolation and power positioning.
- 15.6 I undertake to prepare for meetings.
- 15.7 I undertake to partake in the discussion, even outside my field of specialisation.
- 15.8 I undertake to communicate absolutely and share all information.
- 15.9 I undertake to uphold a code of confidentiality and I will not reveal discussions of meetings to anyone.
- 15.10 I undertake to accept the majority decision and to support it with enthusiasm.
- 15.11 I undertake to put only items that are common to all departments on the agenda.
- 15.12 I undertake to avoid repeating information that has already being put into written documents.
- 15.13 I undertake to discipline my meetings, to summarise after each presentation, and to ensure that each team member will leave the meeting with specific instructions and assignments.
- 15.14 I undertake to discuss items impacting on single other members, outside meetings.
- 15.15 I undertake not to spring surprises on members during meetings, thereby embarrassing them, but to address the issues directly with that particular team member.
- 15.16 I undertake to participate in meetings with a high level of commitment.
- 15.17 I undertake to study the reports of other departments.
- 15.18 I undertake to clarify misunderstanding and additional information directly with the author of the report.
- 15.19 I undertake to present my reports in a more user-friendly way and indicate reasons for variances.
- 15.20 I undertake to put requests, opinions and assignments in writing.

#### 16. TEAM LEADER

- 16.1 We undertake to display unconditional loyalty, recognition and support towards our team leader.
- 16.2 We undertake to accept the team leader and to recognise that he/she is only human with personal limitations, and that she/he can make mistakes.
- 16.3 We undertake to communicate freely and openly with the team leader and to refrain from backbiting or gossiping when interacting with him/her.
- 16.4 We undertake to avoid playing games when interacting with our team leader and will not "drop bombs".
- 16.5 We undertake to approach our team leader with empathy, asking: "If I was the team leader, and saying this, how would I feel?"
- 16.6 I undertake not to discuss my team leader with my colleagues, subordinates or anybody outside my company.
- 16.7 We undertake to communicate absolutely with our team leader and to provide him/her with all information.
- 16.8 We undertake not to perceive our team leader as the saviour of this team, but as a person who will direct and synergise our own efforts.

17. **QUALITY OF WORK-LIFE**

- 17.1 We undertake to make the work situation as uncomplicated as possible and to reduce red tape.
- 17.2 We undertake to bring back, and to create a climate of fun and enjoyment within the work-situation.

18. **GESTALT**

**DEFINITION**

Under gestalt we understand that the whole is more than and different to its parts. Although this team consists out of individuals, together we are more than, and different to the total of all individuals added together. Gestalt means the unified heartbeat of our company and the team that we belong to. We believe that a team is an autonomous group of people working together towards achieving the company's purpose.

**CULTURE AND BEHAVIOUR**

- 1 We undertake to use team members for the roles best suited to them.
- 2 We undertake to work as a team and not as individuals.
- 3 We undertake to prevent departmental isolation and power positioning.
- 4 We undertake to understand human fragility and to accept that it is human to make mistakes.
- 5 We undertake to know our own personal limitations and to accept the limitations of others.
- 6 We undertake to accept and respect the individuality of other team members.
- 7 We undertake to constantly ask ourselves the empathy question: "If I am the other person, and I am saying this, how would I feel?"
- 8 We undertake to avoid going for the jugular, but to concentrate on the issue at hand.
- 9 We undertake to be aware of the plight and discomfort of others, to share our concern, and to do everything in our power to support them.
- 10 We undertake to display good manners towards each other.
- 11 We undertake to promote mutual respect and support within our team.
- 12 We undertake to ensure that teams exist for a purpose, that teams are self-directed and have a dynamic composition.
- 13 We undertake to accept personal and collective responsibility and accountability for team results.

DULY SIGNED IN THE PRESENCE OF THE KEEPER OF THE CODE

NAME

SIGNATURE

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2. ....
3. ....
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