



GRAYS CULTURE & IDENTITY

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Rituals

APPROACH

GRAYS identity consists of attitudes which are upheld regularly. We have a 'way' and a 'standard' that we adhere to. We proudly see these 'ways' as ceremonial in our business.

- Regular technical training which encourages learning, development and healthy competition within our team.
- Tuesday morning 'problem and solution delving' which encourages unity and keeps us on top of the complex and high level projects that we undertake.
- Immaculate is our 'standard'.
- We have a policy of 'no mind reading'. None of our team ever guess a solution as the stakes are too high. As soon as we feel stuck, we collaborate and solve.
- We have a policy of tough self- learning that drives our performance management.
- We go straight through problems and challenges not around them.
- We communicate daily as standard.
- The advice and experience in the business is a library for us all to use.
- We do not attempt to mind read, we share our minds through words and actions.

Every 'way' is designed to deliver best in class internally and externally.

Leadership Style

APPROACH

GRAYS considers and adheres to its leadership style and identity throughout the organisation internally and externally.

- Ever Evolving – Constant reviewing of whether the leadership way is the right way. Does it match our team and client requirements? Is it in line with our vision for the business? Does it still work?
- Purposeful – We have no room for error. When we lead our team and projects, we deliver in a way that drives results. Are we efficient, profit making, problem solving? There is always a point to how we lead our people and our projects.
- Non-confrontational – We build our leadership style on respect for each other. If we arrive at confrontation, we believe that something is seriously wrong. We are passionate and enthusiastic with our style, not pushy or arrogant.
- Appraising – Our leadership is designed to develop our people through performance management and education. We only want people who want to progress not stagnate.
- Once set, our leadership style (and subsequent results of it) is non – negotiable. We have no room for error.
- Measured, fair, open, challenging & structured. These are all words that define how we lead. Our entire leadership identity is housed within these borderlines.

THE STORIES THAT ONE GETS TO HEAR

The Stories That One Gets to Hear

APPROACH

GRAYS values how people react to us in our marketplace. We strive to deliver best in class delivery and want that approach to be implemented within our client delivery. If we are achieving these goals. When we hear these stories, we know we are achieving our goals.

- Burden removal – GRAYS have taken a highly skilled project on and now own it with full responsibility. They have removed the project from my radar and on to theirs.
- We trust and believe in GRAYS them to act in this way.
- GRAYS are exclusive. We know that we have electrical requirements that only they can possibly deliver.
- GRAYS personify reliability. Once installed, the ongoing operations required to install and run the systems are impeccable.
- GRAYS are aspirational. We didn't expect to be able to afford to engage with GRAYS. We now know that they are accessible and we can access their exclusive services. They may be more expensive but offer massive value for money.
- GRAYS are at well respected in the industry. They deal with projects where they have the ability to show us a better way than we had planned. They present and share knowledge that is exclusive to our projects and that improves our original plans for the project. They have knowledge is the business that only GRAYS possesses.
- GRAYS are elite and specialised. The more intricate or complicated the project, the more value we receive for their advice and delivery.
- GRAYS are part of our family. They own the electrical projects that they have installed with its customers as if it was their own responsibility.

OUR NEGOTIATION STYLE

Our Negotiation Style

APPROACH

GRAYS understands the complexity of the projects that it undertakes. We cannot negotiate in a traditional manner as the stakes are too high in terms of project outcome.

When we negotiate with our clients, we follow this mantra every time.

- Understand the task at hand and the outcome required.
- We start by looking into the future and beyond the current project request. We always consider 'what follows this initial project?'
- We collaborate instantly. The level of projects that we undertake makes this essential to our 'big brother' style of relationship that we are looking to create.
- We are proactive when we negotiate. Always staying in control of the negotiation and agreeing the next steps towards agreement.
- We acknowledge and respect the clients wants but usually this results in us advising what the client really needs.
- We use foresight and draw on our experience at point of negotiation. Always looking for upcoming challenges and potential bridges to cross.
- We never cut corners when we negotiate. Our quotations are delivered based on what we KNOW IS THE RIGHT SOLUTION for the client.
- We see the negotiation stage as the first opportunity to build a relationship.

THE LANGUAGE THAT WE USE

The Language That We Use

APPROACH

GRAYS has a definitive style regarding its communication and language.

- Constructive – We are motivated by results for our clients therefore, all of our communication language is geared around this.
- Honesty – Every team member understands that honesty is the **only** option. We cannot afford not to share the truth regarding our internal and external goals and projects.
- Gratitude – We are grateful for each other’s input and ideas. We are grateful to be part of the same team and grateful for the business and opportunities that our clients provide us.
- Non-Patronising – Anybody who communicates in a way that opposes this is dealt with via our appraisal / performance management systems. There is no place or time in the organization for any patronising manner.
- Non demonstrative – We exercise restraint and try to hide any extremes in emotion. We are measured and helpful. We do not display vast swings of emotion with our leadership style.
- Enthusiasm – We engage passionately regarding our work internally and externally. We encourage and support. We have a can-do language full of dedication and a desire to deliver for our clients and each other.