AETNA
BUILDING SOLUTIONS
We Have What It Takes

The Aetna Wayz

Aetna Building Solutions has a strong belief in creating a culture of teamwork, of accountability and of finding a way to get the job done. We work together to find the best solutions for our customers, our co-workers and our suppliers. We believe in being respectful always and we acknowledge those who exemplify our Wayz. We have a set of 25 Aetna Wayz that fortify our culture.

Each week we focus on one and make that our focus for the week.

This week is our Wayz 19:

Think and Act Like an Owner!

Below is the list of our Aetna Wayz and a description of what each means.

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The Aetna WAyz

1. Do the Right Thing, Always.
Act with integrity. Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, especially when no one's looking. Always tell the truth, no matter the consequences. If you make a mistake, own it, apologize, make it right and move on.

2. Deliver Legendary Service.
It's all about the experience. With every experience, do the little things, as well and the big things, that surprise people. Be easy to work with and make every interaction stand out for its helpfulness. Create the "WOW" factor that turns customers into raving fans. This includes both internal and external customers.

3. "Bring It" Every Day.
Have a passion for what we do and be fully engaged. Make the most of each day by approaching every task with energy, focus, purpose, and enthusiasm. Work with a sense of urgency to get things done.

4. Find a Way.
Own it! Take personal responsibility for making things happen. It's never someone else's job or someone else's fault. Be resourceful and show initiative. If you see it, own it, and make sure it gets done. Be persistent. Don't make excuses. *Find a way to Yes!*

5. Be Obsessive About Safety.
Know and practice safety procedures for your job. Watch out for the safety of your teammates as well, for we're all part of the Aetna family. Never take shortcuts that compromise your safety or that of your teammates. Make the best choice and the right choice every time.

6. Show Meaningful Appreciation.
Recognize people doing things right, rather than pointing out when they do things wrong. Celebrate awesomeness! Demonstrate empathy and regularly extend meaningful acknowledgment and appreciation – in all directions throughout the organization.

7. Be A Fanatic About Response Time.
Respond to questions and concerns quickly, whether it's in person, on the phone, or by email. This includes simply acknowledging that we got the question and we're "on it" as well as keeping those involved continuously updated on the status of outstand issues.

8. Share Information.
With appropriate respect for confidentiality, share information freely throughout our organization. The more people know, the better we can collaborate. Learn to ask yourself, "Who else needs to know this?" Gossip isn't required sharing.

9. Make Quality Personal.
Demonstrate a passion for excellence and take pride in the quality of everything you do. Have a healthy disdain for mediocrity. Good is not good enough. Always ask yourself, "Is this my best work?"

10. Lead by Example.
The best way to influence others is through your own example. Walk the talk. Take responsibility, both formally and informally, to coach, guide, teach, and mentor others.

11. Work Smart.
Be organized and plan your work for maximum efficiency. Have all the tools necessary before starting your work. Be thoughtful about your schedule, and have a game plan for your calls, your tasks, and your workday. Know the priorities and work on them first.

12. Get Clear on Expectations.
Create clarity and avoid misunderstandings by discussing expectations upfront. Set expectations for others and ask when you're not clear on what they expect of you. End all meeting with clarity about action items, responsibilities, and due dates.

13. Invest in Relationships.
Get to know your customers and co-workers on a more personal level. Talk more and e-mail less. Understand what makes others tick and what's important to them. Treat others as they want to be treated. Strong relationships enable us to more successfully work through difficult issues and challenging times.

14. Practice Blameless Problem Solving.
Demonstrate a relentless solution focus, rather than pointing fingers or dwelling on problems. Identify lessons learned and use those lessons to improve ourselves and our processes so we don't make the same mistakes twice. Get smarter with every mistake. Learn from every experience.

15. Honor Commitments.
Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, and meetings. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored. Be accountable.

16. Embrace Change and Growth.
What got us here is not the same as what will get us to the next level. Get outside your comfort zone, rather than stubbornly hanging on to old ways of doing things. Be excited about by possibilities that change and growth bring. Be flexible.

17. Speak Straight.
Speak honestly and respectfully in a way that helps to make progress. Say what you mean, and be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. Be courageous enough to say what needs to be said. Be transparent. Address issues directly with those who are involved or affected.

18. Listen Generously.
Listening is more than simply "not speaking." Give others your undivided attention. Be present, engaged, and curious. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jumping to conclusions. Above all, listen to *understand*.

19. Think and Act Like an Owner.
Make decisions by asking yourself, "What would I do if this were my company? What would I do if this were *my own* money? Will this help the company to succeed?" Ultimately, be accountable and own it.

20. Be Relentless About Improvement.
Regularly reevaluate every aspect of your job to find ways to improve. Make a commitment to lifelong learning. Don't be satisfied with the status quo, look to get better. "Because we've always done it that way" is not a reason. Guard against complacency. Find ways to get things done better, faster, and more efficiently.

21. Create a Great Impression.
Every conversation, phone call, e-mail, letter, and even voicemail, sets a tone and creates an impression. Be mindful of your language, and pay attention to every interaction, internal and external, to be sure you're setting a tone that's friendly, warm and helpful.

22. Think Team First.
Have each other's back. We win and lose as a team. Be there for each other and be willing to step into another role or help a co-worker when that's what's required for success. Check your ego at the door and be willing to help each other to succeed.

23. Practice Active Respect.
Treat all employees, customers, suppliers, and vendors with respect and dignity in all company dealings. Promote diversity and inclusion by making sure people of all backgrounds and identities are appropriately represented on projects, teams, workgroups, and in decision-making. Be eager to learn from others and see things from their perspective, regardless of their age, background, experience, or tenure with our organization.

24. Deliver Goal-Driven Results.
While we appreciate effort, we reward and celebrate results. Follow-up on everything and take responsibility to ensure that tasks get completed. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results. Celebrate the achievement of results as well.

25. Keep Things Fun.
While our passion for excellence is real, remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.