

Flight Projects Directorate Operating Standards

1. **We Listen for Others' Needs, Commitments and Shared Interests-** We listen before we speak. We notice if we might already be making conclusions about what is being said before the other person finishes speaking and take action to listen thoughtfully and fully. We listen for, and acknowledge, the speaker's needs and commitments. We listen for and discuss shared interests. We don't assume we know what matters most to others and we don't presume we have all the answers (or questions).
2. **We Are Open in Communication-** We are open, honest, and trustworthy. We tell the whole truth in such a way that our statements can be verified. We let people know where we stand. We use simple language and we do not manipulate language to distort facts or spin the truth. We err on the side of disclosure and acknowledge tough realities.
3. **We Make or Accept Clear Requests and Offers-** We communicate our expectations (including timelines) when making request and offers. We discuss and validate requests and offers. We accept, decline or renegotiate (counter-propose) when necessary (if possible) until agreement about expectations is clear and shared by all parties. We fulfill our agreements in all requests and offers. We agree on a process for maintaining the agreement.
4. **We Honor Agreements-** We do what we say we're going to do, when we say we're going to do it. When we can't keep our agreement we seek to renegotiate as soon as we become aware we can't keep the agreement. We apologize for any inconvenience we may have caused, make restitution as necessary, and renegotiate any new agreement that needs to be made.
5. **We Stop Blaming and Complaining and Offer Solutions-** When we notice blaming and complaining, we acknowledge it and offer solutions - possibly making a request to someone who can make a difference. We keep the solution moving forward. We don't disparage others or other organizations, participate in gossip or rumors or disclose others' private information. We speak about people as if they were present.
6. **We Express Authentic Appreciation-** We acknowledge and appreciate contributions of others in a timely manner.
7. **We Get Out of the Stands and On the Field-** When we see something that needs to be done, we do it. We identify and acknowledge issues and work them without waiting for someone else to notice and fix them. We address issues directly, even things we think are difficult to discuss and tackle
8. **We Accept Obstacles as Part of the Game -** When acknowledge that there are obstacles we will need to accept. We do our best to deal with them as a normal course of our job. We optimistically work with obstacles instead of complaining about them.
9. **We Operate with Diversity as Central to our Success -** We recognize and appreciate the diversity of our workforce. We respect, value, and celebrate the unique cultures, personalities, skills, abilities and perspectives that make each person who they are. We foster an inclusive environment that brings diverse individuals together that allows us to collaboratively and effectively address the challenges we face.