

## The Pacesetter Way

It is everyone's individual responsibility to appropriately encourage and help all associates consistently follow these behaviors.

**10. Consider Big Picture and Circle of Influence:** You and your team rely on the success of all other teams within the organization, and upon Pacesetter as a whole. Consider the impact, both upstream and downstream, of your communications and actions. Are they true? Are they fair? Do they foster teamwork and improvement? Do they benefit the organization?

*It is very easy to get caught up in our own individual worlds. We have our specific roles and responsibilities. That is what we were hired to do. Every decision we make effects our entire organization and often our customers and suppliers. If we make decisions only within the scope of our role then often we are making decisions with partial information and a lack understanding of the larger impact they have.*

*A part of my vision is to have new corporate associates spend time in the service centers. I also like our team members to go back and spend time there every once in a while. I get asked why do this a lot. It is not just so that our new team members can see what a service center looks like or the incredibly hard work our team members put in each day. These are good purposes and there is an even greater one. How can an individual truly fulfill their role if they do not understand the impact they make downstream? It's really easy to take a piece of new business for example and not get the complexity that business really has and what it actually takes to process and service the order. By having that understanding it's easier to quote, easier to explain the complexities to a customer, easier to explain the value we add and how we ensure quality. We can describe it to our team all day long and the reality is they will never truly understand. Spending time in the service center watching orders run, assisting the team on the lines, feeling it, seeing it, and often sweating alongside the team doing the work is what develops the real understanding. This is only one example of how to understand your circle of influence.*

*This past week I traveled and visited multiple customers, a few vendors, and a potential customer. It is important for me to understand each of these organization's goals and visions. Where are these companies going? What are they trying to accomplish? How can Pacesetter truly say it fulfills the needs of its partners if it doesn't understand those needs? Often we are focused on the immediate needs of a customer. This is how we service them on a day to day basis, as well as create increased value over time. My goal was not to learn more about the immediate. Our team does an excellent job of that. I want to better understand long term visions of these organizations. As Pacesetter plans the direction we will head, we must know where our partners are going so that we can align our plans and keep our value relevant to them. We must be agile and flexible and evolve as the industries we service*

evolve. We also must understand the direction our suppliers are heading so that we can be prepared for the changes that will affect our business model.

*I give these merely as examples. I'd like everybody to reflect this week on an account that you service in some way. Maybe you enter the orders, manage the inventory, make the deal, buy the steel, or slit the steel. Think about what you do for that account every day. Now I want you to ask yourself, do you know the overall strategy on that account? Do you know the unique value that Pacesetter brings to that customer? Do you know the needs of that customer? Do you know if that customer is new? Do you know if we are working to grow our partnership with them? Do you know the names of the individuals we work with at that customer? Do you know the effort it takes to service that customer? Do you know the complexity of that customer? Do you know why they have specific requirements? I would be willing to bet that you know the answer to some of these for customers that you service and not all of them. Beginning to ask these questions more regularly is a great place to start. What might you do different when servicing that customer, if you knew the answers? Understanding the big picture and your ability to impact that larger picture will make it easier for you to create the Ultimate Customer Experience no matter what role you are in.*



**Aviva Leebow Wolmer**  
Chief Executive Officer