

"Being the Best"

Characteristics of a High Performance Culture

<u>HIGH</u> <u>LOW</u>

Vision Yearly/Quarterly Goals

Leader Follower

Dynamic Plodding

Fast Moving Slow Moving

Innovative Static

Innovative Static
Change Status Quo
Mistakes Punishment
Failure Fear of Failure
Success Hoping for Success
Risk Taking Risk Avoidance
Fire/Hire Enable/Needs To

Winners Losers Champions Runner Ups Competitive Complacent Know It All Learning Transform Conform Confidence Afraid Drive Acceptance Results **Process** Growth Maintenance Flat Lavered Entrepreneurial Bureaucratic **Empowered** Permission Action Analyze Bottoms-Up Top Down Standards **Budgets Principles Initiatives** Passion for Work A Job

A Players B Players with Authority

Practice/Training Game Playing

Teamwork Self

Partnership Authoritarian
Communication Intimidation
Simple Complex
Can Can't
Engaged Going Along

Never Been Done Always Done It This Way

Decentralized Centralized
Walk the Talk Talk the Talk

Mission Driven Compensation Driven
Making a Difference Don't Make Waves

Recognition Out of Sight / Out of Trouble

Difficult Choices

Desire

Fun

High Performance

High Valuation

Easy Choices

Satisfied

Unfun

Excuses

Low Valuation

BUILT TO LAST

BUILT TO SELL

Carriage Teams – Stress Tested for High Performance

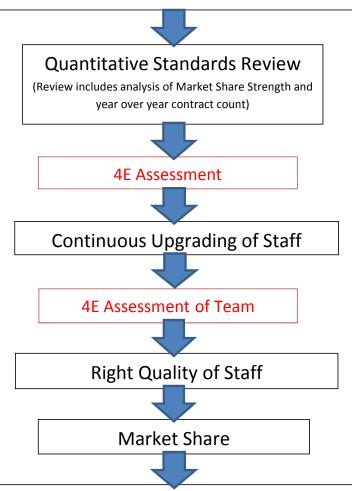
Mission Statement

We are committed to being the most professional, ethical, and highest quality funeral and cemetery service organization in our industry.



Guiding Principles

- Honesty, integrity, and quality in all that we do
- Hard work, pride of accomplishment, and shared success through employee ownership
- Belief in the power of people through individual initiative and teamwork
- Outstanding service and profitability go hand-in-hand
- Growth of the company is driven by decentralization and partnership



Goal of Operations:

Achieve incremental annual growth in revenues of 3% (1% Contract, 2% ARPC) at sustainable <u>"Earning Power"</u> margins of profit sufficient for reinvestments and growth of the business