



# STATEMENT OF VALUES AND PHILOSOPHY

## FOREWORD

In a rapidly changing and unpredictable world, individuals and organizations need a clear set of fundamental principles to guide their actions. At Be Crash Free we know that the content of our business will, and should, experience constant change. Change is necessary for progress. However, the context of our business—our values—will not change.

Be Crash Free is a mission-driven organization with a clearly defined set of values. We encourage our employees to have a strong sense of purpose, a high level of self-esteem, and the capacity to think clearly and logically.

We believe that our competitive advantage is largely in the minds of our employees as represented by their capacity to turn rational ideas into action toward the accomplishment of our mission.

**STACEY “AX” AXMAKER**  
Founder and Chief Knowledge Officer  
BE CRASH FREE



*(Inspired by Aristotle, Ayn Rand, and John A. Allison)*





## VISION

To inspire and empower people to live via reality, reason, judgment, and self-interest

## MISSION

To inspire and empower individuals to make choices and take actions to achieve their goals in work, family, outside interests, etc...to achieve their goals in life

We pursue this vision and achieve our mission in a variety of ways. These include (but are not limited to):

- Providing training, resources, and support in effective strategies for leadership and communication;
- Training, education, and resources for technical knowledge and skill for organizations, professionals, and end users/customers;
- Production of curricula, videos, and other learning and teaching resources;
- Creating, fostering, promoting, and normalizing a culture that pulls for, supports, and validates individual choices and actions in alignment with long term goals and living a full and happy life;
- Creating, fostering, and nurturing an environment where our employees, contractors, and other partners can learn, grow and be fulfilled in their work.

**AT BE CRASH FREE, WE ARE PASSIONATE ABOUT OUR VISION AND OUR MISSION.**

These passions drive our focus and energy and our people do all they can every day to fulfill our vision and mission.

Our mission is a worthy one and we perform honorable work. When successful, our work improves—and even saves—lives. The pride and satisfaction that come from working toward this mission are at the core of our passion, both at the organizational and the individual level. We operate under the belief that our stakeholders share in this passion, pride, and satisfaction.

To fulfill on our mission and support our stakeholders in fulfilling on theirs, we provide materials, knowledge, skills for, and guide the judgment of, company and program administration, service delivery professionals, teachers and other direct customer service personnel, and ultimately individual customers. We support organizations and individuals in the achievement their goals and objectives. When we succeed, all of our stakeholders benefit.





# LEADERSHIP

**WE ACCOMPLISH OUR MISSION THROUGH LEADERSHIP.**

We understand that nothing carries as much weight as leading by example. We all know instinctively that “do as I say, not as I do” does not work, does not demonstrate integrity, is not inspiring, and is in no way scalable or sustainable. Thus, “Lead by Example” serves as the foundation of our leadership model. Leaders must also have and demonstrate the “Technical Knowledge and Skill” appropriate to their responsibilities. The final element of our leadership model is “Relationship Management.” Successful communication, clarity, and the proactive maintenance of on-going relationships is critical to success both inside and outside of the organization.

This model of leadership is shared with all Be Crash Free employees. At Be Crash Free, we believe that these leadership principles apply at all levels, and that leadership development is critical to the leadership pipeline, succession planning, and the fulfillment of our mission.



**LEADERSHIP MODEL**





# WHAT WE BELIEVE

- > AN INDIVIDUAL'S LIFE IS A VALUE AND AN END IN ITSELF.
- > AN INDIVIDUAL'S LIFE IS A VALUE TO OTHERS.
- > THE FOLLOWING THREE PRINCIPLES UNDERLIE OUR WORK:
  1. We are free to choose; however, we cannot escape the necessity of choice.
  2. We cannot wish facts out of existence.
  3. In "The Moment of Truth," it is too late to go back and make different choices.

*"Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence then is not an act, but a habit."*

~ARISTOTLE

## VALUES

The great Greek philosophers saw values as guides to excellence in thinking and action. In this context, values are standards which we strive to achieve. Values are practical habits that enable us as individuals to live, to be successful, and to achieve happiness. For Be Crash Free, our values enable us to achieve our vision and mission.

To be useful, values must be consciously held and be consistent (non-contradictory). Many people have conflicting values which prevent them from acting with clarity and self-confidence. Conflicting values can also lead to moving in the wrong direction, faulty information and conclusions, internal conflicts, and ultimately ineffective and inaccurate delivery of products and services to our customers.

There are 10 primary values at Be Crash Free. These values are consistent with one another and are integrated. To fully act on one of these values, we must also act consistently with the other values. Our focus on values grows from our belief that ideas matter and that an individual's character is of critical significance.

**VALUES MATTER AT BE CRASH FREE!**





## REALITY (FACT-BASED)

What is, is. If we want to be better, we must act within the context of reality (the facts). Businesses and individuals often make serious mistakes by making decisions based on what they “wish was so” or based on theories or beliefs that are disconnected from reality. The foundation for quality decision-making is a careful understanding of the facts.

## REASON (OBJECTIVITY)

As human beings, we have a specific means of survival, which is our ability to think, i.e., our capacity to reason logically from the facts of reality as presented to our five senses. A lion has claws to hunt. A deer has swiftness to avoid the hunter. We have our ability to think. In this sense, we have only one “natural resource”—the human mind.

Clear thinking is not automatic. It requires intellectual discipline and begins with sound premises based on observed facts. We must be able to draw general conclusions in a rational manner from specific examples (inductive reasoning) and be able to apply general principles to the solution of specific problems (deductive reasoning). We must be able to think in an integrated way to avoid logical contradictions.

We are not all geniuses. But each of us can develop mental habits to ensure that when making decisions we carefully examine the facts and think logically without contradiction in deriving conclusions. We must learn to think in terms of what is essential (i.e., about what is important). Our goal is to objectively make the best decision to accomplish our purpose.

Rational thinking is a learned skill which requires mental focus and a fundamental commitment to consistently improving the clarity of our mental processes. At Be Crash Free, we are looking for people who are committed to constantly improving their ability to reason.

## JUDGMENT (INDEPENDENT THINKING)

All employees are challenged to use their minds to the optimum to make rational decisions. In this context, each of us is responsible for what we do and who we are. While we learn a great deal from each other and teamwork is important at Be Crash Free, each of us thinks alone. Each of us must be willing to make an independent judgment of the facts based on our capacity to think logically. Just because the crowd says it is so, does not make it so. Each of us is responsible for our own actions and personal success or failure.

All human progress is based on creativity, because creativity is the source of positive change. Creativity is only possible to an independent thinker. Creativity is not about just doing something different. It is about doing something BETTER. To be better, the new method/process must be judged by its impact on the whole organization and whether it contributes to the accomplishment of the mission.

There is an infinite opportunity for each of us to do whatever we do better. A significant aspect of self-fulfillment comes from creative thought and action. The work we do at Be Crash Free provides opportunities for such fulfillment and satisfaction through each interaction with colleagues, customers, and partners and with each product or service delivered.





# PRODUCTIVITY

We are committed to being producers of knowledge, skill, judgment as well as health and well-being by taking the actions necessary to accomplish our mission. There is tangible evidence of our productivity.

When we are productive:

- our resources are rationally developed and allocated throughout our organization, and
- our clients are provided with valuable services in an efficient manner allowing them to achieve their goals and objectives.

## THIS PRODUCTIVITY GENERATES PROFITABILITY.

Profitability is a measure of the difference in the economic value of the products/services we produce and the cost of producing and delivering them. In a long-term context and a free market, a bigger profit represents a higher level of value being delivered. Delivering superior value and profitability is desirable not only from the perspective of our shareholders but also in terms of the impact of our work on society as a whole and the ability to sustain that impact over time. Healthy profits represent productive work. At Be Crash Free we are looking for people who want to create, to produce, and who are committed to turning their thoughts into actions that improve economic and societal well-being, both inside and outside the organization.

# HONESTY

Being honest is simply being consistent with reality. To be dishonest is to be in conflict with reality, which is self-defeating. A primary reason individuals fail is that they become disconnected from reality, pretending that facts are other than they are.

To be honest does not require that we know everything. However, we must be responsible for saying what we mean and meaning

# INTEGRITY

Because we have developed our principles logically, based on reality, we will always act consistently with our principles. Regardless of the short-term benefits, acting inconsistently with our principles is to our long-term detriment. We do not, therefore, believe in compromising our principles in any situation.

Principles provide carefully thought-out concepts which will lead to our long-term success and happiness. Violating our principles will always lead to failure. Be Crash Free is committed to being an organization of the highest integrity.



## JUSTICE (FAIRNESS)

Individuals should be evaluated and rewarded objectively (for better or worse) based on their contributions toward accomplishing our mission and adherence to our values. Those who contribute the most should receive the most.

The single most significant way employees evaluate their managers and leaders is in determining whether the manager or leader demonstrates justice. Employees become extremely unhappy (and rightly so) when they perceive a person who is not contributing is over-rewarded or a strong contributor is under-rewarded. This violates trust and is counter-productive.

If we do not reward those who contribute the most, they will leave, and our organization will be less successful. More importantly, if there is no reward for superior performance, the average performer will not be motivated to higher levels of productivity.

We must evaluate whether the food we eat is healthy, whether the clothes we wear are attractive, and whether the car we drive is functional. In the same manner, we must also evaluate whether relationships with other people are good for us or not.

In evaluating other people, it is critical that we judge based on essentials. At Be Crash Free we do not discriminate based on nonessentials such as race, gender, nationality, etc. We respect individuals and value the diversity of their backgrounds, experiences and perspectives. We DO discriminate based on competency, performance and character. We consciously reject egalitarianism and collectivism. Individuals must be judged individually based on their personal merits, not their membership in any group.

## PRIDE

Pride is the psychological reward we earn from living by our values, i.e., from being just, honest, having integrity, being an independent thinker, being productive and rational.

Aristotle believed that earned pride (not arrogance) was the highest of virtues, because it presupposed all the others. Striving for earned pride simply reinforces the importance of having high moral values.

Each of us must perform our work in a manner such that we can be justly proud of what we have accomplished. High achievers commit fully to this end. Be Crash Free must be the kind of organization with which each employee and client can be proud to be associated.





## SELF-ESTEEM (SELF-MOTIVATION)

We expect our employees to earn positive self-esteem from performing their work well. We expect and want employees who have strong personal goals and who expect to be able to accomplish their goals within the context of our mission.

A necessary attribute for self-esteem is self-motivation. We have a strong work ethic. We believe that you receive from your work in proportion to how much you contribute. Put simply, if you do not want to work hard, work somewhere else.

As there are many trade-offs in the context of life, our employees need to be clear that Be Crash Free is the best place, all things considered, for them to work to accomplish their long-term goals. Individuals are motivated by a dynamic and integrated set of physiological safety, social interaction, self-esteem, and self-actualization needs. We strive to create an environment where our employees have many of their needs met while helping accomplish the Be Crash Free mission (i.e., they are motivated by their work). When this occurs, our employees can be more productive and happy.

## TEAMWORK (MUTUAL SUPPORTIVENESS)

While independent thought and strong personal goals are critically important, our work is accomplished within teams. Each of us must consistently act to achieve the agreed-upon objectives of the team, with respect for our fellow employees, while acting in a mutually supportive manner.

Our work at Be Crash Free is complex and requires an integrated effort among many people to accomplish important tasks. While we are looking for self-motivated and independent thinking individuals, these individuals must recognize that almost nothing at Be Crash Free can be accomplished without the help of their team members. One of the responsibilities of leadership in our organization is to ensure that each individual is rewarded based on their contributions to the success of the total team. We need outstanding individuals working together to create an outstanding team.

**AT BE CRASH FREE,  
VALUES ARE PRACTICAL  
AND IMPORTANT!**

Enduring inspiration is needed to make a company successful over the long-term and provide it with a solid foundation. Our values provide us with a guide by which to operate and give us a focus to maintain our direction. To be a part of this team is to live the values and work toward the company's vision.

Our values are held consciously and are logically consistent. To fully execute any one value, you must act consistently with all 10 values.





# THE ROLE OF EMOTIONS

People often believe that making the most appropriate decisions means we should be unemotional and that emotions are therefore unimportant. In fact, emotions are very important tools we have to help signal when we need to make adjustments to a situation. However, the real issue is how appropriate the expression of our emotions is given the situation and the outcomes we wish to achieve. The inappropriate expression of emotions can cripple productivity, teamwork, and customer satisfaction.

Positive and negative emotional responses to the situations we face today are often a byproduct of the environment in which we were raised. Emotional responses are learned patterns that can trigger automatic responses to people and events that can either be very useful to our goals or can be in conflict with them. Ideally, our emotional responses work in concert with our logical thinking to see the reality of a situation clearly and accurately, and to help us respond appropriately. Sometimes, those emotional/behavioral reaction patterns—while appropriate for us as children—do not serve us as well as adults.

The goal is to become aware of and manage our emotional response patterns. This process helps us clarify the situation and see the best decisions and behaviors that support our long-term success and happiness. People who make decisions without the benefit of appropriate emotional responses are no better equipped to make good decisions than those who make decisions without the benefit of a clear and logical thinking process.

**WE NEED BOTH CLEAR THINKING AND EMOTIONS  
TO GUIDE US TOWARD THE FUTURE WE WANT FOR  
OURSELVES AND OUR COMPANY.**





# CONCEPTS THAT DESCRIBE AND SUPPORT BE CRASH FREE

## MANAGEMENT STYLE

- Participative
- Team Oriented
- Fact-Based
- Rational
- Objective
- Mutually supportive

Our management process, by intention, is designed to be participative and team oriented. We work hard to create consensus. When more people are involved, better information is available to make decisions. In addition, each participant's understanding of the decision is greater and, therefore, execution is better.

However, there is a risk in participative decision-making. The decision process can become a popularity contest. Our decision process is disciplined. Our decisions will be made based on the facts using reason. The best objective decision will be the one that is enacted.

Therefore, it does not matter who you know, who your friends are, etc. What matters is whether you can contribute to the best objective solution needed to accomplish the goal or solve the problem at hand.

We believe in highly effective teams where members support each other. While we are all individuals, many of our processes must be accomplished working with others to provide excellent client/customer service. In this sense, the whole (team) is often greater than the sum of the parts. Imagine a team of individuals with a strong sense of self-esteem, who know who they are, who are motivated, and who successfully live the Be Crash Free values. When these individuals come together to work as a team, the individual excellence of each is translated into excellence and success of the team.

**THERE IS POWER IN TEAMWORK, AND  
WE TAKE PRIDE IN TEAMWORK.**





- Select and onboard superior talent
- Provide continuous learning and training to support employee knowledge and development
- Provide an appropriate level of authority, autonomy and responsibility
- Expect a high level of achievement
- Manage talent through coaching, mentoring and timely personal development plans
- Reward performance through a market competitive "total compensation" approach
- Focus on employee retention and engagement as a key means of building strong client relationships
- Support employee well-being: career, financial, physical, social, and community
- Promote from within whenever practical
- Proactively plan for succession
- Exit marginal performers

Our concept is to operate a highly autonomous, entrepreneurial organization. In order to execute this concept, we must have extremely competent individuals who are masters of Be Crash Free's philosophy and who are masters in their field of Be Crash Free expertise.

By having individuals who are masters in their field, we can afford to have less cumbersome and less costly control systems and be more responsive in meeting the needs of our clients.

## ATTRIBUTES OF AN OUTSTANDING BE CRASH FREE EMPLOYEE

- Purpose
- Rationality
- Self-Esteem

Consistent with our values, successful individuals at Be Crash Free have a sense of purpose for their lives, i.e., they believe that their lives matter and that they can accomplish something meaningful through their work. We are looking for people who are rational and have a high level of personal self-esteem. People with these qualities get along better with others, because they are at peace with themselves.





# THE BE CRASH FREE POSITIVE ATTITUDE REALISM

Since we build on the facts of reality and our ability to reason, we are capable of achieving both success and happiness.

We do not believe that realism means pessimism. On the contrary, precisely because our goals are based on and consistent with reality, we fully expect to accomplish them.

## BE CRASH FREE'S OBLIGATIONS TO ITS EMPLOYEES

### WE WILL DO OUR BEST TO:

- Compensate employees fairly in relation to internal equity and market-comparable pay practices (performance-based compensation).
- Provide a comprehensive and market-competitive benefit program.
- Create a place where employees can learn and grow—to become more productive workers and to expand their personal and professional horizons.
- Train employees so they are competent to do the work asked of them. (Never ask anyone to do anything they are not trained to do.)
- Evaluate and recognize performance objectively, fairly and consistently based on the individual's contribution to the accomplishment of our mission and adherence to our values.
- Treat each employee as an individual with dignity and respect.
- Create and reinforce a relationship of trust between and among Be Crash Free's owners, leaders, managers, and all other employees, contractors, and stakeholders.







## COMMITMENT TO EDUCATION/LEARNING

As stated in the foreword, *"we believe that our competitive advantage is largely in the minds of our employees..."* We are committed to making substantial investments in employee education to create a knowledge-based learning organization founded on the premise that knowledge (understanding) properly applied is the source of superior performance.

We believe in systematized learning founded on Aristotle's concept that *"excellence is an art won by training and habituation."* We attempt to train our employees with the best knowledge/methods in their field and to habituate those behaviors through consistent management reinforcement. The goal is for each employee to be a master of his or her role, whatever that role or job responsibility.

## THE PURSUIT OF HAPPINESS

At Be Crash Free, we want to do all we can to help our employees and clients achieve a sense of happiness.

We strive to support our employees as they pursue their purpose in life by helping us achieve our vision and mission, consistent with our values. We encourage our employees to be passionate about their work and other activities seeking to answer the important question of life, "Why am I here?"

We work hard to create an environment where employees can be energized to achieve all they can. We want our employees to experience that ultimate level of self-esteem, motivation, pride, and happiness that come from successful, productive, and meaningful work. To do this, we encourage and support our teammates in the development and exhibition of the characteristics of outstanding achievers.

