

**Welcome** to the Team!

Your Role and Opportunity  
with the  
Democo Team.

**Demonstration Employee Opportunity Handbook**

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to discuss customization.



# *Greetings...*

*from Mark Sample, CEO*

On behalf of the entire Democo crew, welcome. We are delighted that you have decided to be part of our team.

You will be receiving a variety of material about the nuts and bolts of employment, but this *Opportunity Handbook* is intended to communicate the heart and soul of our company... the **ways that we are different and the reasons that we offer a terrific opportunity to employees** who understand our vision and engage in bringing that vision to life.

**We stress team and teamwork** at a level you've likely not experienced before. We believe that a team succeeds because its individual players succeed. Each player is appreciated. Each player is given the chance to contribute today and to set goals for new levels of performance in the future.

Best of all, we all enjoy the game, because winning is both fun and profitable. And those profits are the key to each of us attaining the goals we have set for ourselves and our loved ones.

Of course, **winning doesn't just happen**. So we'll be talking about the reasons that Democo is a championship team and about your role in playing an important part.

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*The overall goal of our Opportunity Handbook is to assure that, in the months and years ahead, you look back on this time and say, "I made a great decision!"*

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# *Your Resume Vs. Your Opportunity*

We view applicant resumes as a summary of the reasons to be considered for a role at Democo — education, experience, and measureable results. Before extending an offer, we make a judgment that the applicant is “our kind of person,” in terms of attitude, work ethic and fit with our values and beliefs.

The fact that we extend an offer means that we believe the odds are good that a win-win relationship will result.

From that moment on, the resume has only one potential role before being filed and forgotten. If experience is thin, but we “take a chance” because we believe personal qualities are strong and learning curve will be swift. the resume is a benchmark.

Going forward, **your opportunity is directly related to your performance at Democo.** There is no edge based on the schools you attended, the companies you worked for, or your gender, age, ethnic background or physical appearance.

In a nutshell, the opportunity is based on a combination of your technical skill, your relentless execution of the details of your role, your positive contribution to our team culture, and your preparation to grow into increasingly responsible roles.



# *Why Do We Stress Teamwork?*

We are a positive, upbeat company, so this is the only page on which you'll see the word **failure**.

But it is vital to understand that the American economy is fiercely competitive. We have direct competitors who are doing their best to defeat us. We have “concept competitors,” bringing new approaches intended to chip away at our core business.

For any company, long-term *survival* requires being competitive, but **we are not interested in simply surviving**.

*Long-term success at the level we define success requires that we are excellent.*

In every sense, a highly successful company is the result of excellent teamwork—individuals and departments working together smoothly and performing at high level.

If you have worked for a company that fails to understand the importance of high-level teamwork, you have experienced the inevitable results: negativism, conflict and sloppy execution. Morale is bad. Marketplace results are weak. ***In short, it's a road to failure that we absolutely refuse to travel.***



# *The Thrill of Victory!*

Okay, let's return swiftly to positive! We are 100% serious about spending as little time as possible on negatives.

Hopefully, at various points in life you have experienced the satisfaction of being part of a winning team.

It's a terrific feeling individually, knowing that you are an important part of a group that is accomplishing great things. It inspires new, lasting relationships built on mutual respect and appreciation of talent and effort.

In the business world, victory is the direct path to long-term security and the financial results that support your personal goals.

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*Now let's talk about  
the pieces that go into  
team and teamwork.*

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# *Each Team Member Must Bring...*

## **Sound Fundamental Skills**

Every position has a set of fundamentals that are the basics of successful execution. Fundamentals are a combination of knowledge and experience that becomes confident daily performance. As necessary your role may require:

- Swift learning, if parts of your role are new to you
- Commitment to improvement of any weaknesses
- New study and skill development if your field is changing

## **Relentless Execution of the Fundamentals**

The difference between average teams and excellent teams is not **awareness** of the fundamentals—the difference is **individual commitment to relentlessly execute the fundamentals**, every play, every game, every season.

Requirements include both attitude and focus that are elements of a **Championship Culture**. More on that in a few pages.

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*Weak teams have weak links...players that hope someone else will cover for them. Excellent teams include a commitment to excellence from every player.*

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# *Each Team Member Must Be...*

## **Physically Ready to Play**

High-level execution requires alertness, energy and focus. We understand that there are days when life or physical realities get in the way of peak efficiency. Part of teamwork is helping teammates pick up the slack when necessary; but to the extent possible, **it's vital that every team member is rested, alert and ready to perform at high level.**

## **Mentally and Emotionally Ready to Play**

As with physical readiness, the importance is obvious. Again, we are aware that life and issues can get in the way. The key point is that we find ways to assure that execution of fundamentals does not suffer and that working relationships are not impacted in a way that can lead to morale issues.

## **Focused**

We live in a busy world that bombards us with information and potential distractions. The idea of people being permanently attached to an iPhone is common in TV and movie scenes and can be part of home life that once included fact-to-face conversations.

Hopefully this goes without saying, but let's be clear that excellent team performance requires focus on execution of the fundamentals and that lack of focus is a direct cause of inefficiency and the unforced errors that lead to losses.

# *A Positive Impact on Morale*

In some companies, the expectation is simply “put in your time, do your job, and go home.” This mentality may be okay for efficiency, but it’s not good enough for a Championship Culture.

Champions understand that positive morale is its own goal. Morale isn’t simply a result of winning, it’s a key ingredient in winning. Champions understand that there is no room for whining and griping. Champions also understand that every team member can make the choice to contribute positively. Sometimes it means supporting a struggling or discouraged team member. Sometimes it’s just the enthusiasm, friendly smiles and positive attitude that contributes to an upbeat atmosphere.

Here’s why this issue is so important: things don’t always go perfectly. There can be unexpected problems from customers or other outside sources. There can be internal problems or honest differences of opinion. During tough times the human tendency to “go negative” can be strong.

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*It’s an old saying:*

*Be part of the solution, not part of the problem.*

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*Another old saying, true of champions:*

*When the going gets tough, the tough get going.*

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**A realistic note about life:** Sometimes life delivers shots that make it impossible to be positive every minute of every day. As a company we strive to be understanding and patient. We simply ask that employees make every effort to be “net neutral,” not allowing the pain to affect the mood or performance of others.



# *Achieving Your Personal Goals*

Democo is committed to helping individual employees “fly as high as you want to fly.” It is okay if your goal is to fill an important and satisfying role and continue in that role for the foreseeable future. That kind of steady performance is an excellent stabilizing element of our success.

If your goal is to advance to higher levels or to move into other departments, you will have opportunities to communicate those goals and we will develop a roadmap for achievement.

Of course, the most important initial goal is to become excellent at executing your current role. Observable excellence sends every right signal to those interested in your career advancement. Observable readiness for the next step is Step Two.

## **High-Level Achievement**

Another timeless phrase explains the attitude and performance of those that attain the highest levels of achievement. **“Go the extra mile.”**

It’s tough to make a precise list of possibilities, but the extra mile can mean helping fellow employees solve problems or grow, volunteering for special projects, helping resolve an unexpected crisis, contributing ideas that are outside your main area of responsibility, or contributing actively to company morale.



## **Work-Life Balance**

While over-and-above performance is appreciated, we also want to stress that we believe strongly in a balance between career and life outside work. If you are concerned about this balance, feel free to communicate with us.

# *Contributing to a Championship Culture*

The idea of corporate culture is hard to explain, but is something like, “What a company really believes about itself.”

Bogus tries at shaping culture can be seen in TV ads that follow a company’s serious embarrassment in the marketplace. It is obvious that a high-powered ad agency is trying to convince the world that “we will be good from now on.”

Here’s some plain truth: Unless the individual team members in that company (1) have truly committed to change and (2) are actively implementing change, the advertisement is a false promise. **Culture is the reality of a company’s self-image.**

**Championship culture** is that hard-to-explain assurance that a team is a genuine winner. It doesn’t need to be discussed or bragged about. Team members believe it; practice like it; and play like it. And the result is ongoing victories whether the opponent was weak or strong. Winners find a way to win.

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**A championship culture is our constant goal at Democo. The elements of a championship culture are discussed next...**

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# *Championship Culture: Playing Defense*

## **Zero Tolerance for Poison**

Most winners have high awareness of the reasons for losing. They know the destructive power of negativism, conflict and lazy execution of fundamentals. As individuals and as a group, winners will not allow the culture to be poisoned.

## **Professional Cordiality**

Even in the most positive cultures, there will be personality clashes that cause individuals to decide that they don't like each other. In a poisoned culture, these clashes lead to failure to cooperate, sometimes to major personal conflict that destroys execution and morale.

A Championship Culture recognizes that personal differences must be put aside while the game is being played. Teamwork and performance are not visibly affected. A useful phrase for this approach is *professional cordiality*. "I may not like you very much, but it won't be visible in any aspect of our roles as teammates."

## **Doing It Right, Every Step of the Way**

Every position in the company includes opportunities for mistakes — in sports they're called unforced errors. A Championship Culture focuses on eliminating errors, including:

- Disciplined focus that eliminate lapses of concentration
- Creation of quality control disciplines that discover possible errors before they affect customers.

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**Creatively helping the company assure quality is an  
excellent example of "Extra Mile" contribution**

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# *Championship Culture: Playing Offense*

## **Commitment to Excellence**

The Championship Culture understands that consistent victory means that we are performing better than the competitors. We can't count on competitors being incompetent. Victory requires a level of excellence that they don't have, but individual ability and execution and team planning and execution.

## **Improvement, Maturity and Example**

We believe that **improvement should be a constant goal**, career skills, personal qualities and contribution to a Championship Culture.

**As improvement becomes maturity, there is an opportunity to actively affect our culture by the example you set for newer team members.**

## **A Long View**

Although it's true that championships are built one game at a time, a Championship Culture is built for assured future victories. We encourage every member of the Democo team to think about the future as well as the present. What can we be doing better? How should we prepare? How do you want to be contributing?

# *Championship Culture: Customer Experience*

## **The Most Important Factor in Our Success**

**Customer experience** is the factor that leads to great success, to survival or to the scrap heap. A Championship Culture understands the meaning of customer experience at a far higher level than those who struggle to survive.

Most define customer experience as satisfaction with a company's product. Did it perform as well as expected for as long as expected? Performance is important, of course, but...

A Championship Culture understands that **customer experience includes product satisfaction AND every interaction that the customer has with the company:**

- Initial interest and inquiry
- Treatment during the entire sales process
- Welcome and orientation as a new customers
- Interaction during customer learning curve
- All interactions having to do with payments
- All later inquiries related to service or problem resolution
- Interactions related to repurchase decision or referrals

Struggling companies view customer experience as the role the sales and customer service departments. In a Championship Culture it is understood that...

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***EVERY employee is involved in assuring a customer experience that leads to satisfaction, re-purchase and referral.***

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# *Championship Culture: Your Feedback & Input*

## **Your importance as an Individual Employee**

In many respects, our individual employees know more about the business than members of our senior leadership. You are working “where the action is.” You can see, up close and personal, the processes that go into our product, our customer service and the ways we work together as a team.

Your suggestions are important. Your concerns about situations that don't feel right to you may lead to swift solutions before problems become more serious. We also seek your reports of outstanding employee efforts that should be recognized.

In most cases, your initial discussions should be with your immediate supervisor, but I maintain a personal feedback site that you are welcome to visit.

Anonymous feedback is allowed, and the system is managed by an outside company instructed to assure privacy when requested.

**Visit [www.DemoCo.com/feedback](http://www.DemoCo.com/feedback)**



# *Your Successful Launch with Democo*

## **The First 30-90 Days**

We want you to know that we understand there can be personal challenges related to the initial period in your new job. You are in a new place, meeting and working with new people. Even if the previous role wasn't perfect, you had likely adjusted to it.

So it is normal to feel uncomfortable or to have doubts and uncertainties — possibly even wonder if you made a mistake.

If so, don't hesitate to discuss your concerns with your supervisor, or contact me personally at:

**Visit [www.democo.com/employee](http://www.democo.com/employee)**

*Our shared goal should be a long-term win-win relationship.  
We'll work together to assist in a smooth launch!*

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*Thank You for joining our team and  
thank you for your in-depth review of our  
Opportunity Handbook.*

*All the Best,*

*Mark Sample*

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