

# The HanmiGlobal Way

**HG** HanmiGlobal

# The HanmiGlobal Way

## CEO Message

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At HanmiGlobal, we declared our corporate vision of the HanmiParsons Way in 2009 to define our way of doing business and changed it to the HanmiGlobal Way as we moved to a new corporate name. Since then, we have done our utmost to be committed to our corporate vision.

Marking the 20th anniversary of the founding this year, we are looking to challenge the existing way of doing business and deepen and broaden the HanmiGlobal Way by adding new code of conduct and principles our people must recognize and adhere to and standards to reinforce our corporate culture.

I would like to enhance the HanmiGlobal Way and deliver it into action to gather our people's abilities and strengths and move them in the right direction for innovation and transformation by presenting where we must be headed and what we will do to get there.

Moreover, we must act with greater agility and speed in today's fast-paced and complex world for sustainable growth. The agility can be realized through creative and passionate corporate culture.

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Last but not least, we must refine and streamline our management system. We will identify areas that undermine productivity and innovate, systemize, standardize and improve them continuously to save our time, cost and effort. We will seek ways to improve productivity so as to maximize individuals' capabilities and efficiency.

I hope you keep in mind that adhering to the HanmiGlobal Way and implementing it will ensure that we can make a difference.

May 2016

A handwritten signature in black ink, appearing to read 'Jong Hoon', with a long horizontal flourish extending to the right.

Kim Jong Hoon  
Chairman of HanmiGlobal Co., Ltd.

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## Introduction

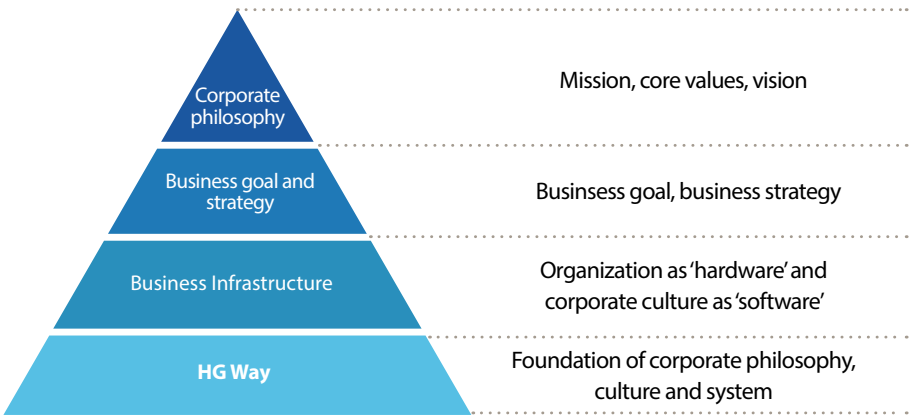
- What is HanmiGlobal Way?
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# What is the HanmiGlobal Way?

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The HanmiGlobal Way, as a part of our business infrastructure, provides clear guidelines on our philosophy, strategy, corporate culture and system, and the right direction on how we must change and behave at our workplace.

## Business infrastructure of HanmiGlobal

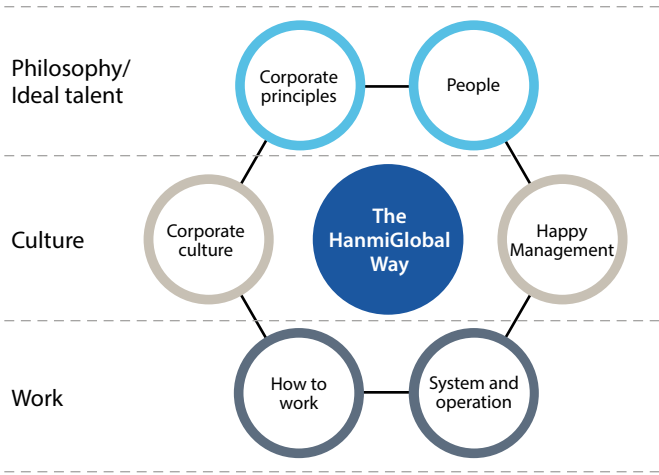


- Our **philosophy** consists of mission, core values and vision, which serve as basic standards for our action and decision making.
- **Corporate goals and strategies** represent a whole business plan designed to execute business operations based on our philosophy including medium- and long-term business goals, strategies to achieve them and business portfolios.
- **Business Infrastructure** creates a road map that encompasses from work process to system to corporate culture.



# Contents of the HanmiGlobal Way

The HanmiGlobal Way is composed of management principles (management philosophy/ideal talent), culture (corporate culture/happy management), work (business processes/operations), and a total of six categories and 30 keywords.



## 30 keywords of the HanmiGlobal Way

<b>Management philosophy</b> <ul style="list-style-type: none"> <li>• People centered management</li> <li>• Honesty/transparency</li> <li>• Creating customer value</li> <li>• Safety is our priority</li> <li>• Excellence and differentiation</li> </ul>	<b>Organizational Culture</b> <ul style="list-style-type: none"> <li>• Corporate culture</li> <li>• Future-oriented pursuit of perfection</li> <li>• Can do spirit</li> <li>• Teamwork and team power</li> <li>• Change and action</li> </ul>	<b>How to work</b> <ul style="list-style-type: none"> <li>• Project-driven thinking</li> <li>• How to perform tasks</li> <li>• Action-driven meeting culture</li> <li>• How to serve clients</li> <li>• Streamlining tasks</li> </ul>
<b>People</b> <ul style="list-style-type: none"> <li>• Pursuit of ideal talents</li> <li>• Determination and passion</li> <li>• Trust/promise</li> <li>• Self-development</li> <li>• Maestro leadership</li> </ul>	<b>Happy management</b> <ul style="list-style-type: none"> <li>• Acknowledgement and compliment</li> <li>• Happy management</li> <li>• Share and contribution</li> <li>• Being considerate</li> <li>• Communication</li> </ul>	<b>System/Operations</b> <ul style="list-style-type: none"> <li>• Risk management</li> <li>• Performance management</li> <li>• Knowledge management</li> <li>• Field-oriented management</li> <li>• Strategic management</li> </ul>

# Application

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## Internalize and disseminate the HanmiGlobal Way

The HanmiGlobal Way provides clear guidelines on how to behave at the workplace to incorporate the corporate philosophy and strategy into daily business operations and create a trust-based environment where productivity and happiness thrive.

The corporate philosophy and strategy will not be realized unless they are embedded into everyday business and internalized by individuals. Therefore, all members of the company are encouraged to keep in mind of the HanmiGlobal Way and take seriously what it means to the daily works. Moreover, we need to discuss about how to advance our corporate culture, behaviors and values, and deliver the HanmiGlobal Way to transform our company in becoming a global leader.

The HanmiGlobal Way would be impossible with everything. However, it will guide you in serving clients and other members of the company or meeting standards during business operations.

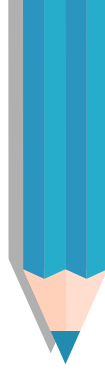
The role of organizational heads will be significant in internalizing the HanmiGlobal Way because it is not just rules or policies but also practical guidelines on leadership.

## Scope of the application of the HanmiGlobal Way

The HanmiGlobal Way applies to:

- individuals who are employed by HanmiGlobal and its affiliates regardless of the type of contract including full-time, temporary, and professional contract workers
- individuals of sub-contractors working at HanmiGlobal and its affiliates
- individuals who work in consortiums from other companies in collaboration with HanmiGlobal and its affiliates during construction projects

**HanmiGlobal Way**





The HanmiGlobal Way consists of 30 Sections and each section follows the same format.



 **Key Concept** | Summary of key points

 **CEO Comment** | CEO comments on the topic

 **Action Guide** | Guidelines for action by demonstrating key concepts

 **Checklist** | Things to consider to take action



# The **Hanmi**Global Way

# Chapter 1

## Principles of Management

1. Pursue people-oriented management
2. Honesty is the most important value and competitiveness
3. We sell value, not price
4. Safety is our top priority
5. Make it excellent and be differentiated

# 1

## Pursue people-oriented management

### Key Concept

- **Our ultimate goal has been ‘people-oriented management’ since the founding of the company.**
- **Empowering employees in the workplace**
  - We encourage cooperation among our people to yield better performance
  - We build internal trust through innovation to realize corporate values
  - We create a positive environment to keep our people productive, encouraged and happy

### CEO Comment

“An ideal workplace for the employees must be realized by each and every member of the company with a sense of ownership and the same organizational vision.”

“Our Happy Management is a people-centered campaign that puts our people first and serves them as our owners.”

“We have promoted corporate culture that focuses on our people since the founding of the company. And our mission and core values are embedded in the culture that contributes to our society and humanity.”

## Action Guide

Our company has carried out corporate activities from Great Work Place (GWP) campaign to Happy Management. Even in the past, we established a person-centered philosophy where people are our owners.

Realizing “an ideal workplace for the employees” by making our people owners is our one of the ultimate goals as seen in one of our corporate missions, which is to provide our people with a happy and rewarding working place.

This is to create an environment where all the people **with ownership and passion in the organization are committed to working together** and play their part devotedly, positively, voluntarily and creatively.

Our workplace motivates **mutual cooperation between our people to deliver high performance**. Once they gain trust based on teamwork, they can take pride in organization, motivating them to be committed to their jobs.

Second, **we realize our corporate values by building internal trust through innovations at the workplace**. Individual employees take ownership in their areas, remove unnecessary process and establish ‘smart’ working process, improving work efficiency.

Third, **we create a positive environment to keep our people productive, encouraged and happy**. Our employees with diverse backgrounds are considerate and carry out their roles enthusiastically based on a sense of community and unity. They feel rewarded and satisfied by reaching corporate goals and delivering individual results. With recognition and mutual respect, they can take ownership.



## 2

# Honesty is the most important value and our competitiveness

### Key Concept

- **Standards of ethical decision making**
  - As our moral principles, a source of our competitiveness, are our lifeline, there will be no compromise and we will not tolerate anyone undermining them.
  
- **Standards of ethical decision making**
  - Code of ethics and rules of practice.
  - We implement decision making based on our core value of ‘honesty’.
  - “We always think and act right, and be honest with each other.”

### CEO Comment

“Our company thinks of honesty as the most important value and we will not tolerate anyone who attempts to harm it. There will be no compromise. We will sacrifice anything to maintain honesty. As long as our company exists, we will hold on to this principle.”

“Honesty is hard to keep but it can differentiate us from others. If our customers value our honesty and choose us, it means honesty brings money for us.

## Action Guide

Our construction management service is on the basis of customer trust. **If we are not honest and transparent, we will lose our clients' trust.** Our people who are in a management position of leading construction and design companies as they supervise projects must be honest and transparent. This moral principle is our lifeline and a great source of competitiveness but it will collapse once it is broken. Therefore, **when it comes to moral principles, there will be no compromise under the very strict policy, “one strike and you are out.”**

We must abide by the moral principles so that we can contribute to not only our company, but also the construction industry and humanity. We can start by **internalizing our code of ethics and rules of practice.** The fact that rules are there does not always mean that rules are followed. Do you think our code of ethics is too big to internalize? Do you think definitions in the code of ethics are too strict? Our rules are not new, nor against social norm. These are general guidelines for ethics that represent compliance with rules on the ground of honesty and trust, responsibility for our advances and success of our clients.

In case you have **difficulties with ethical decision making** due to conflict of interests, please think again and again about our core value, ‘honesty’.

“We always think and act right and be honest with each other.”

In case **you encounter a situation where decision making is hard even based on your conscience and moral principles, we must follow our code of ethics and rules of principles.** They elaborate behavior standards and acceptable levels of acts in each situation.

It is not easy to make efforts to be ethically distinctive but it is the way to increase our external trust and soon enough it will surely serve as a source of pride for our people.

# C h e c k l i s t

## Behavior standards to perform ethical management

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### Accurate documentation

All business communications arising out of business must be accurate, clear and forthright. Entry of information and creation of documents for wrong purpose to cause misunderstanding and distortion have to be avoided.

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### Correct reporting

We need to report correctly and in good faith. In particular, cases which must be reported to the top management directly and immediately through our emergency report lines, include construction site accidents, corruption cases by executives or employees, unfair media coverage and any case possibly resulting in operating loss.

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### Compliance with rules and regulations

All individual employees need to understand applicable laws and regulations under jurisdiction in relation with business operations and corporate rules and regulations.

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### Protection of confidential and proprietary information

We must protect confidential information owned by the company or clients or partners. We must not leak or disclose confidential or proprietary information unless it is authorized or agreed in advance.

# C h e c k l i s t



## No gifts and entertainment

One of the most determinant factors that decide a reputation of a company is to offer the best possible services and price to clients. Such factors do not include any bribes or kickbacks in any form. We must never give or pay bribes, receive kickbacks, or provide entertainment to gain an illegal profit in dealing with business operations.

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## No money or valuables

We must never accept any kind of money, gift or entertainment directly or indirectly from individuals or organization that might influence decision making for work. If money or gifts arrive against the will, it must be returned.

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## Speak up / Whistle blower

We need to speak up and report our concerns to our manager, risk management team or cyber ethics line when we know any illegal or unethical action is taking place. The identity of the reporter is thoroughly protected and individuals who deliver such concerns in advance to fix the problem will not be punished.

# 3

## We sell value, not price

### Key Concept

- **Offering the best value for the success of our clients**
- **Attitude to create values for our clients**
  - We identify what our clients value and strive to meet such needs continuously
  - We proactively respond to what our customers demand
- **Differentiate from others.**

### CEO Comment

“We all need infinite degree of work ethic and responsibility because we are selling values rather than price.”

“Value creation for our clients is what makes us stand out and where we have to focus on. Value, not price, is our distinctive point which will lead to another opportunity.”

## Action Guide

The survival and leap forward of a company does not take place with internal innovation only. It needs our capability to identify client needs and demands, and channel our capabilities and resources into their satisfaction. It has to start from frontline employees to internalize our mission of satisfying clients and realizing their values. It can happen if we put ourselves in our customers' shoes.

Fundamentally, we sell **value, not price, to become the world's best company**. In other words, we are not selling a commodity. We offer **best possible value to make our clients satisfied and successful**.

To provide best customer values, we need to **identify at earlier stage what our clients consider valuable and make every effort to deliver them**. Values may differ in construction projects because they are rarely the same and various organizations need to work together to integrate various functions in a comprehensive way due to the nature of the construction industry. Therefore, in every project, we need to define what our customers value the most and strive to meet needs.

We also need to **react to clients' needs proactively**. We must focus more on the big picture, which is the success of the project. If necessary, we may extend beyond our work scope based on a sense of ownership of the project. We must remember that CM is the specialist who helps and leads customers to accomplish a successful project. We can and will maximize customer value creation through pre-emptive and proactive actions.

All of the above have to be in line for a single goal: success of the project. With success, our clients are satisfied and construction values are created.

### Key Concept

- **Safety begins with human dignity.**
- **The importance of safety**
  - Safety accidents might lead to loss of lives and even threaten the very existence of the company
  - Investment in safety is not a waste but essential for our survival
- **Ensuring safety during construction projects**
  - Safety accidents might lead to loss of lives and even threaten the very existence of the company
  - Investment in safety is not a waste but essential for our survival

### CEO Comment

“Safety matters because our lives are at stake. Any country will not be safe or secure unless it has right awareness and values about safety.”

“Our company, as a leader in the construction industry, has a mission to play a leading role in upholding safety. We have to remember that our Safety First spirit is based on our philosophy, caring people. Now is the time for us to make safety our top priority on sites as well as at the workplace.

## Action Guide

What is behind the founding of our company was the collapse of the Sampoong department store in 1995. Bad construction and lack of safety left too many people killed or injured. While ways were discussed to address the fundamental problems, CM, our core business, was introduced as it is an advanced construction management.

Above all, safety we are pursuing is based on our philosophy of **respecting people**. We care about our people and those who participate in the construction and who will use it. We treat people always as ends in themselves, never as mere means. That is where safety begins. In particular, **safety accidents on construction sites are detrimental to human lives as well as our business. Investment in safety is never a waste of money, but essential for our existence.** With these in mind, we must put as much energy into our commitment to safety.

For the safety of our projects, we need to enhance awareness about safety and remember that actions speak louder than words. To that end, we have to take the followings seriously.

First, we need to put more emphasis on **prevention rather than treatment after the fact**. To that end, preemptive measures must be done.

Second, we need to **take practical approach to turn our rules and principles into an action with clear standards**.

Third, we must **set an example for** construction companies, partners and principals in terms of safety.

Other critical factors in construction projects include cost, schedule, and quality which have alternative options. However, safety is the only option and cannot be replaced. It can cause death that is irreversible. Therefore, our Safety First needs action, not words. We need to bear in mind our resolve to put safety before everything and put it into practice.



## C h e c k l i s t

### Our resolution to put safety before everything

We, as a member of HanmiGlobal, strive to prevent construction accidents based on Safety First principles and respect for people for the success of a project. By doing so, we make sure the followings are achieved for “zero accident”.

- We make sure that the safety of all members in our projects is fundamental to happy family and society, serving as bedrock of social progress.
- We make sure that the safety of all members in our projects is fundamental to happy family and society, serving as bedrock of social progress.
- We make sure to learn that prevention of accidents is the shortcut to the success of our clients, and all members of the company proactively join in safety management activities.
- We make sure to remove fundamental factors which likely lead to accidents including monitoring and improving harmful or risky environment.
- We make sure to monitor and anticipate possible dangerous conditions to prevent “unsafe activities”, direct cause of accidents.
- We make sure to maintain our health as our sound mind and body are our asset.

### Key Concept

#### ● Importance of excellence and differentiation

- Best quality and trust is only possible when we achieve excellent performance and create differentiated customer values.
- Differentiation is our Mission, and the reason we exist.

#### ● Prerequisite for excellence and differentiation

- Excellent People
- Advanced project operation system
- Differentiated business model

### CEO Comment

“Let’s remember that we can exist by differentiating from others. Differentiation is a way of delivering ‘differences’ into reality.”

“In the end, no.1 is where we must be headed, which will make ourselves distinct. Any company cannot be no.1 company. To be at the top, all services need to be perfect and flawless.”

“Our relentless dedication to perfection is a condition of becoming the leader. And it is what makes us stand out.”

## Action Guide

Our vision has been to realize ‘Excellent Company by Excellent People’ since the company was established. Excellent means our efforts to pursue excellence. Our mission statement, which explains why we exist as a business, reads “we create customer values by providing best quality service and trust with customers.” I believe **best quality service and trust will not be created unless we produce more outstanding performance and differentiated customer values than our competitors.** Therefore, excellence and differentiation are a must during projects. Simply put, **differentiation is to distinguish ourselves clearly and distinctively from competitors, and that is our mission.** In other words, there is no reason for our existence unless we make a difference.

To that end, we need **Excellent People** first. Experienced talents with a sense of duty can yield results. Ownership and drive are as important as performance so as to make principals feel we are behind them.

Second, we need to have **advanced project operating system.** We need to take systemic approach where systems overcome limits of people and multiple people resolve challenges of a single individual. In particular, we will invest heavily in applying ICT or convergence technologies to our work.

Third, we need to **differentiate our business model.** By innovating existing business models of each division, we need to move away from price-competitive industries toward quality-competitive industries. We should impress our clients with quality, not price.

There is no integrity in the construction industry. There is just how close we are getting to the integrity. For that, we need our system, tools, efforts and dedication of excellent people. **Our passion for perfection must be our attitudes towards the industry.**





The  
**Hanmi**Global  
Way

# Chapter 2

## People

6. Be competent
7. Be passionate
8. Trust is everything
9. Keep learning
10. Be a maestro

# 6

## Be competent

### Key Concept

- **How to be competent**

- Think and act proactively.
- Be passionate about what you do and pursue innovation and change.
- Educate yourself and your peers
- Put yourself in the clients' shoes before you act.
- Fulfill responsibility for the environment and communities.

- **Practice our code of conduct, P.L.E.D.G.E**

### CEO Comment

“Management is like a war. To win this war, we need to enhance strengths and refine strategies and tactics. Above all, fundamentals and passion are all the more important. Excellent company can be realized by excellent people.”

“I am an avid believer in what a single person can do. That person can do something big or rewrite our history. So from the beginning, we put significance on Excellent People.”

## Action Guide

Our mission is to contribute to social development by creating values in the construction industry through continuous innovation. To make it happen, our people need to be **Excellent People**. When talent is paired with passion, they can make a difference in creating values in the industry, because people are a greatest asset in the knowledge service industry.

In order for us to have the best talents, our people need to do their best as follows, which is as important as we recruit the right people.

First, we, **as innovators, need to challenge the status quo based on technology and creativity.**

Second, we need to have **passion for what we do and pursue change and innovation consistently not to get swept away by the storm of changes** and to survive and thrive.

Third, we need to make effort to be competent as well as **demonstrate leadership to help junior staff members to develop their capabilities and grow further.**

Fourth, we need to be **customer-oriented by putting priority on perspectives of customers.**

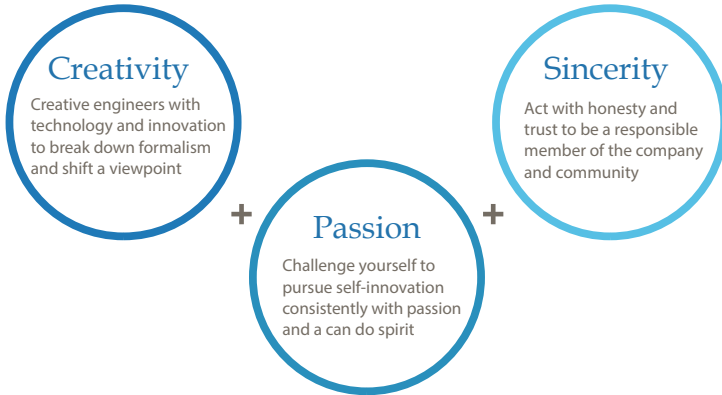
Last, we need to have **right thoughts and values about the environment and community so that we can contribute to them.**

Excellent People can be produced by endless effort; technology, communication, analytic thinking, problem solving, flexibility, adaptability, and entrepreneurship to name a few. Geniuses are not born, but made when they are committed to perfection, perseverance and self-reflection.



# Cheeklist

Ideal talent: attitudes and spirit we are pursuing



P.L.E.D.G.E. : our code of conduct that sets appropriate and expected behavior

Passion	We focus on problem solving and generating outcomes with passion and can-do spirit
Lead	Regardless of position, we always rise to new challenges and play a leading role in bringing changes
Execute	We create an authentic and transparent work environment by executing our principles faithfully.
Dedicate	We surely understand that our clients make us who we are and therefore we are dedicated to creating their values.
Give	We, as a corporate citizen, fulfill our duty by respecting our social values.
Encourage	We, as a member of the company, help each other and consider our colleagues to create a vibrant corporate culture.

### Key Concept

- **Passion is what drives us to achieve our goal.**
- **There is nothing more contagious than passion.**
- **Stay youthful and passionate regardless of your age.**
  - Avoid habitual work process
  - Motivate team members with appropriate feedbacks
- **Have passion and patience.**

### CEO Comment

“I believe a combination of positive thinking and passion can create chemistries and bring about passion from our heart. Ultimately it is all about our passion and capability. Moreover, passion can add up to fever as shown by people of some religions.”

“I hope we stay youthful and passionate regardless of our age. We refuse to be called old by our age. Age is just number. What matters is your thinking and passion.”

## Action Guide

Passion is about your affection toward and the level of immersion in what you do. If you are passionate about what you do, you will like it, increasing your work efficiency. This passion motivates you and inspires you to take action. **There is nothing more contagious than passion, affecting yourself and those surrounding you.** Passion is like an engine of a locomotive. **It has the drive that pushes you to achieve your goals.** Then what should be done to ignite such passion?

First, we **avoid habitual work process.** When complacency is prevalent in the workplace, it will kill passion. In order to avoid habitual work process, we need to give a boost even to daily works. To that end, we need to think about what our work means and take a holistic approach to tackling complacency.

Second, **leaders need to provide appropriate feedbacks to their team members for them to get motivated.** Killing passion is easier than kindling it. Just knowing how to avoid killing passion helps us to stay enthusiastic about our job. An attitude of indifference is the main culprit behind lost passion. If team members do not get any feedback about their reports they invested their time and effort, they will no longer put as much effort as done. Leaders must ignite members' passion with appropriate feedbacks.

**Equally importantly, we need to have patience and perseverance.** There is a saying that constant dropping wears away a stone. Likewise, there is nothing we cannot achieve if we make every effort with perseverance. We experience many challenges and failures in our lifetime. If we give in to them, we will no longer grow, but if we overcome, we will go one step further.

For both organizations and individuals, **perseverance is a critical virtue that takes us where we want to go.**

### Key Concept

- **Trust, stronger than money**
- **Keep client promises under any circumstances.**
  - Take “indefinite” responsibility for your job
  - Be dedicated to perfection
- **Be aware that social responsibility is as important as client promises.**
- **Keep promises you make to yourself.**

### CEO Comment

“You own your own words. Keep initial determination and serve consistency. Mutual trust is stronger than money.”

“We have work scope. But for responsibility, we have no scope. We need to have an indefinite sense of responsibility. We are doing CM/PM. It has another name being “Commitment to Perfect Management” and “Pursuit of Perfect Management”.

## Action Guide

Keeping promises means a lot. The same is true for companies. Our core business, CM, manages the overall construction project on behalf of our clients. Therefore, what matters the most is to gain trust from project participants, including our clients. To do so, promises must be kept since it is as critical as our capabilities. **Client promises, under any circumstances and against the odds, must be kept even if it would bring undesirable outcomes against us. It is because sticking to short-sighted results can lead to a loss of client trust.**

We have work scope, which is client promise. But for responsibility, we have no scope. **We must have a “indefinite” sense of responsibility.** In case of death or injuries due to accidents or defects in project we are engaged, we may not hold on to work scope only. There could be our partial responsibility. That is why construction companies need an indefinite amount of a sense of calling and responsibility. Gaining and maintaining trust from clients is possible when we think everything we do is our responsibility beyond agreed scope.

We also strive to **keep promises we make outside the company.** As our mission is to contribute to social development, we must try to do our best to deliver such mission statement.

Another important thing is to **keep promises we make to ourselves.** Whether you keep them determines your success. That is why it is important to make promises you can keep and deliver them. **Promises to yourself can be kept when you train yourself to do what it takes.**

Key to keeping your own promises lies in positive thinking and action. First, put them into action. Have you ever made some excuses for inaction? **Deliver them first** to keep promises to yourself.

### Key Concept

- **Corporate competitiveness is total sum of all employees' competitiveness.**
- **The best thing the company can give is training and education.**
  - Take advantage of company training programs.
  - Grasp liberal arts knowledge.
  - Be aware of changes.

### CEO Comment

“The best thing the company can give is training and education.”

“There will be no future if we hold onto what and how we have done yesterday. There is only one truth that does not change: everything is changing. We must always think differently and be creative. We do things creatively, passionately, duly and smartly.

## Action Guide

**Corporate competitiveness is total sum of competitiveness of all members of the company.** Even if employees have similar career paths, the individuals' attitudes and competency will make a huge difference. According to a study, the difference in competitiveness would be two or three times for administration works, five to six times for sales and service, and even ten times or more for the knowledge based industry. Therefore, the fact that knowledge is the only way to win the competition is all the more compelling. In other words, a company's future depends on the human knowledge.

Then how can we enhance our competitiveness? I believe the answer is **training and education**. In particular, given the nature of our core business, CM, individuals' competency will have a great impact on the result of the project. That is what makes our attitude towards learning and training all the more significant. Learning would be our biggest asset, allowing us to have a competitive advantage.

We must fully take advantage of our company's training programs. Our company provides Career Development Program, both online and offline which includes courses such as orientation or refresher courses and other capacity building courses. We provide preparatory programs for managers, refreshing programs for managers and offer support for external education or graduate programs.

We believe **grasping liberal arts knowledge is important** as well. When we hold our monthly meetings, we invite guest speakers to share their insights and knowledge. Also, our review and discussion on books help us boost our liberal arts knowledge.

We are **interested in trend changes**. We need to develop our ability to detect and predict trend in advance. We have to meet many people from different backgrounds and listen to their voice. We need to avoid complacency and instead care about what is going on around the world. It is because we need to learn about the changes in order to adapt.

### Key Concept

- **Be a “maestro” in your field.**
- **Show values that make you distinct from your competitors.**
- **Lead clients at an early stage of the project.**
  - Build consensus with clients at early stages
  - Lead them with your specialty
  - Maintain high level of self-respect and confidence.

### CEO Comment

“The greatness and potential of a single person are huge. History has been written by a handful of great leaders.”

“We must be equipped with indefatigable spirit to overcome any difficulty. We need to continuously communicate with all stakeholders including principals. We have to set clear goals for the short and long terms and manage them in a balanced manner so to make a difference. Nothing can be used as an excuse for failure.”



## Action Guide

A master in the artistic field is called “Maestro”. If you become a maestro, it means you become a master. “Maestro” is our brand because it is an expression of our pride and confidence in what we do with leadership.

We have played a leading role in our industry era since we introduced CM to Korea. To stay competitive, the quality of our service needs to be matched with that of our clients by creating another level of values. In doing so, we can gain trust from our clients and maintain a long term relationship.

**Leadership is a key to success in our projects and a long-term cooperative partnership with our clients.** This is significant for not only clients but also project stakeholders as our role is to lead the project and site. To have leadership at early stages of the project, we must keep in mind the following:

First, we need to build consensus from our clients through **Project Implementation Plan (PIP) and Kick-Off Meeting (KOM)**. When projects begin, we show our capabilities and passion through active and effective communication. Then, we need to clarify communication channels and work process among participants.

Second, we need to **lead the project proactively based on our expertise and specialty**. We, as a provider of intangible technological knowledge, have to address any problem with the principal by taking “Total Solution Provider” approach.

Third, we need to **maintain high level of self-respect and confidence**. We need to ask why CM exists and we need to be at the center of executing all the process of the project.

Above all, we, as a maestro in the construction industry, are at the forefront to protect our client's interests. When we show our pride and confidence, take responsibility and fulfill our duties, we will have meaningful leadership.





# The **Hanmi**Global Way

# Chapter 3

## Corporate Culture

11. Corporate culture is the last bastion
12. Gain insights to become the best
13. Challenge. Don't be afraid to fail
14. Build teamwork to change the world
15. Seek new changes and get accordingly

### Key Concept

- **Share management philosophy and corporate values.**

- We will build a successful corporate culture when all members of the company, including the CEO can share and exercise our management philosophy and values and authority.

- **Share management philosophy and corporate values.**

- deliver corporate vision, mission and core values to our employees.
- lead by example.
- assign roles to our employees in a clear manner and let them have responsibility and authority.

### CEO Comment

“Corporate culture is the last bastion of the company, which cannot be broken. We set our vision and bring out their understanding through communication.”

“Corporate culture does not take place overnight and must be running in our DNA even after the organization leader changes.”

“When we say a company has a consistent corporate culture, it means that there is a mission statement and core values which are understood and exercised. These are similar to “bible” for our corporate activities. We can say we have a consistent corporate culture only when we put them into action.”

## Action Guide

Corporate culture represents our values and offers a set of guidelines on behavior and mindset that are shared by all members of the company. This is a management infrastructure that guides behavior and mindset of all members of the company into one direction. **Corporate culture offers guidelines on the corporate's unique management philosophy and values and defines what we must and must not do to respond to changes in this fast-paced world.**

Our corporate culture, which went from GWP or Great Work Place to Happy Management, pursues happiness and innovative work behaviors of all members of the company. Our goal is **to increase our focus on work, which leads to greater outcomes. All of these must be based on our happy management philosophy, putting people before everything.** Individuals and organizations must have a common goal of growth, which creates a virtuous circle. What must be behind are our people.

**The leader's role** including executives and organizational heads, **is highly critical** in producing outstanding outcomes steadily and ultimately making sustainable management possible. First, they need to **deliver corporate vision, mission, and core values to all members of the company in a clear and consistent manner to apply them to our strategies and operations.**

Second, **leaders must lead by example.** Leaders have to respect values shared among their members. Moreover, they lead by example so that their team members can follow.

Third, leaders must assign roles to their team members so that they can feel pride and contribute further. Leaders also provide them with support so that they can succeed in completing their roles.

Even if leaders are the ones to produce remarkable results or deliver performance, we will not recognize their contributions when they are not aligned with our corporate culture, because **corporate culture is our last bastion we must keep to the end.**

### Key Concept

- Pursue becoming a world leading company.
- Stimulate global entrepreneurial mindset, attitude, and behavior to be “Global Top 10”.
- Gain insight and see what others don’t.

### CEO Comment

“If we want to enhance our competitive edge to become a true global leader, we may transform ourselves completely. We may go back to where we began and start all over again.”

“Future is not about prediction but about imagination. Our future will be determined by our reading, thinking, and delivering capabilities.”

## Action Guide

Our company has been an unrivaled company in the CM market since it was founded. We have played a leading role in the market since we introduced CM to the domestic construction market for the first time. However, recent competition in the market is a newly emerging challenge.

Although the growth of the CM market has invited many players who practice low-bidding, we will maintain high quality and customer value in order to impress our clients. **Only then we will be recognized as a company with high quality and customer values unrivaled by other competitors.**

Moreover, we cannot be complacent about the domestic market. We have established a goal of becoming **a global company by 2020 through “Global Top 10” vision.** To achieve such bold plan, we must transform areas encompassing human resources, organizations, strategies, system, process, and way of thinking and behaving into a highest possible level.

First, we need to be globally competent so that wherever we go, we can be globally competitive. We can benefit from learning **other languages or securing global standard based technologies**, which can be applied to organizations. We need to be equipped with open mind to look at **global leading companies’ management approaches, competitive edge, and corporate culture.** And then, we can benchmark them after considering regulatory and cultural differences so to meet all applicable relevant requirements across different regions and markets.

Besides, we need to **see the big picture.** If we stick to the short-term gains, we may not see the big picture about changes in the industry or competitive dynamics. It will result in a failure as seen in many cases. That is why **we need to have insight on the next big thing or game changer.** We must spare no effort to sense what is likely to happen in the market, clients, and the future in advance.



### Key Concept

- **Always remember the ‘can do’ attitude developed during the founding of the company.**
- **Tolerate failure to encourage a ‘can do’ attitude and innovation**
  - Create a culture where innovation is encouraged through productive failures.
  - Turn failures into another opportunity for advances

### CEO Comment

“Revolution takes courage and requires action. Companies that do not take action or challenge are dead and hopeless.”

“A ‘can do’ spirit is sacred as it guides the future of the company. Without it, there will be no future.”

## Action Guide

Our company has been the best CM company in Korea and is ranked in the top 20 global CM companies (Non-US) by ENR. We are a global CM leader but it was not always like this.

When our company was established, CM was a theory which was not realized until we applied CM to projects and made it a success. We are not exaggerating by saying that we created the CM market in Korea. **Our ‘can do’ spirit can be seen in how we produced something out of nothing.**

It is true that bureaucracy or complacency increases as the size of the company grows and the system advances. However, it will decrease our power of execution and make it harder to adapt to changes. We must not lose our core ‘can do’ spirit.

**To promote such spirit, we need to create an environment where failure is acceptable.** If we turn away from failures or not tolerate them, it may rather encourage employees to conceal them. Then they may not learn from their failures, leading to bigger problems.

**By encouraging productive and healthy failures, we can look into them and learn from them to foster risk-taking, honesty, objective and innovative approaches. This is what we need to achieve.**

When mistakes or failures occur, **we analyze them, learn from them, and share them to not repeat it again rather than conceal them.**

## What is a tolerable failure?

### ● Types of failures

- Failure in new business or market exploration
- Failure in winning public or private contracts
- Extension of works, delayed construction works, safety accidents, defects
- Unsatisfied clients
- Delays in operations

### ● Tolerable failures

- Failures after setting a high goal and challenging yourself to achieve it
- Failures after aggressive risk taking
- Failures after trying new ideas or pushing forward with innovation

### ● Intolerable failures

- Failures by negligence, laziness, intended repetitions
- Intended failures by deception and slowdown
- Repeated failures by incompetency or lack of willingness
- Deliberate concealment of failures

### Key Concept

- **Good teamwork is a foundation of a happy workplace**
- **To build effective teamwork,**
  - Share organization vision.
  - Be aware that team success is also your success
  - Build your own team culture where team members are encouraged to lead

### CEO Comment

“Each and every member of our company recognizes their role and if they do their roles duly and show great teamwork, the results will be amazing. It will create a massive synergetic effect. Real teamwork can change the world.”

“In difficult times, our people must support and trust each other based on mutual trust and companionship. A strong belief that the success of the company is an extension of that of individuals will help us increase focus on works and create synergies. It will naturally improve performance.”

## Action Guide

**Teamwork in a company has a great impact on the success of projects or businesses and serves as an important factor in creating a pleasant atmosphere.**

To create good teamwork, visions between leaders and team members need to be shared by team building activities.

To develop effective teamwork, we must know

First, teamwork is a spirit of solidarity among team members. Team members need to have pride where what their teams are doing is actually leading the company. **They must have their team's vision shared among them.**

Second, teamwork can be promoted by **sharing useful information.** The key of teamwork lies in trust among team members. We need to produce bigger outcomes through cooperation, not competition by sharing information among team members. The success of a team is the success of individuals. The success of coworkers is the success of yours. We have to know this to have a true team work.

Third, **all individuals must lead.** Today's organization is horizontal, seeking an individual's expertise and a team's common goals. We need to reform the idea that someone else will lead us. We all are leaders.

Fourth, **we need to build our own team culture.** Teamwork is an automatic response that includes creativity, autonomy and excitement, allowing the organization to win. A unique culture shared among team members will be critical in defining the identity.

### Key Concept

- **Always change first and put it into action.**
- **To change and act,**
  - Listen to client’s voice.
  - Think what you want to change and put it into action.
  - Put into practice after detailed planning and strategic thinking.
  - Practice continuously and make it a part of your life through positive thinking.

### CEO Comment

“Change, innovation, and practice are critical factors for survival of a company or an individual. If necessary, we need to transform completely.”

“I believe turning our organization into an innovative and action oriented can determine our future and even our survival. It is about sustainability. I will not give up this belief.”

“We need to think constantly about how we can put our words into practice. We need to contemplate over and over again to refine our plan.

## Action Guide

As our business environment changes, the company and its members also need to change to survive. Some may call for change while others may not. **We are on the same page on the importance of change, but it is easier said than done.** To pursue change, we need to think about what risks are, and do something we have never done before. However, the thing is that **change is about our survival.** If we do not change, we may not survive. Moreover, **change needs to come with action and I should be the one to change first. It is true that it takes a long time and pain to bring about innovation to the core.** However, no company has ever grown into becoming a world leading company without such process. We have to embark on the journey towards such painful innovation.

To change, we need to **listen to our clients' voices.** We need to cultivate an attitude to accept new changes from clients' voices to project execution process to even internal infrastructure.

Second, **we are the ones who lead changes and innovation** because it will be much more effective when changes are led by ourselves and not forced by others.

Third, we must act **based on detailed planning and strategic thinking.** Action without comprehensive plan will more likely lead to waste of resources and less likely to join forces together.

Fourth, **change and innovation need to not be a one-time event.** Incomplete work is worse than unstarted one. Once started, it must be done.

Last but not least, we need to have a **positive attitude** to deliver 'Change and Action'. "I have done this before but it's not working." Or "It's not necessary". We need to overcome such abandonment, resignation and fear for changes and bring about innovation to the core by creating a virtuous cycle by putting more emphasis on changes and action with excellent performance and compensation.

# Checlist

## Top 10 lists for change & action

Let us apply 'the top 10 lists for change and action' to our every decision making process and behavior.

- 1 Put safety before everything based on our philosophy where there is nothing more precious than a human life.
- 2 Always listen to the voices of our clients.
- 3 I must change first.
- 4 Do what's right, at the right time, in the right way.
- 5 Set organizational and your goals, and achieve them.
- 6 Act on the ground of strategic thinking and planning.
- 7 Remove bottlenecks and streamline your work.
- 8 Follow rules when making an autonomous management work
- 9 Cooperate with other organizations through active communication.
- 10 Make personal development and a life-learning a regular part of your life.





The  
**Hanmi**Global  
Way

# Chapter 4

## System and Company management

16. Risk management is the first step toward corporate sustainability
17. Work to attain an excellent achievement
18. Knowledge sharing is the greatest asset
19. Find answers from fields
20. Infeasible strategy is not a strategy

### Key Concept

- **Risk management aims at making our company sustainable.**
- **Maximizing profit should start from minimizing loss.**
- **Risk management should be incorporated into daily work.**
  - Quantify and monitor key risk factors.
  - Engage all employees in risk management.

### CEO Comment

“Corporate management only comes in growth or failure. To achieve growth, we should make it a rule to challenge and manage risks.”

“To pursue growth, we have to overcome challenges which entail risks. So do not forget risk management should come first than growth.”

## Action Guide

Unlike the construction industry during the rapid growth era which, emphasized passion and ‘can-do’ spirit insisting to change what is impossible possible, there have been always uncertainty and risks in the current management environment surrounding us. **The complacent attitude of ‘risk-taking’ without risk management can be a significant obstacle for us to achieve sustainable growth.** Now is the time to make the most of our passion and reason.

Sustainable growth requires expanding business and setting strategies for profit enhancement which must start from risk management. We need to recognize that **maximizing profit must start from minimizing loss.** Under this understanding, we established a risk management system since 2002. Risk management minimizes loss by efficiently managing risks which can negatively affect our business goals.

**We have continuously integrated risk management procedures into our daily work** by defining key process which helps us manage and address risks. We are dealing with risks preemptively by identifying and analyzing various risk factors and quantifying **KRIs (Key Risk Indicator) and continuous monitoring.**

As a strategy of our company, **all of us are responsible for risk management with an integrated view of risk management.** To make the most of it, we have to incorporate risk management activities into performing our daily tasks. Continuous improvement of performance based on risk management is imperative to achieve integrated risk management.

# Cheeklist

## Five Principles of strengthening risk management capability.

### 1 Address risks preemptively!

- Projection and prevention to meet risks
- Reconfirmation of errors and mistakes in the projection

### 2 Integrate risk management into daily activities!

- Working with a risk-based approach
- Periodically putting effort to monitor and narrow gaps between work standards and work output

### 3 Manage risks in cross-function as well as in own team!

- Managing risks by identifying the critical connections to other teams

### 4 Secure capabilities to address emergencies as well as business as usual!

- Proactively participating in periodical simulation training
- Acknowledging own roles and what should be done

### 5 Internalize the value of sustainability!

- Sublimating high ethical standards based on safety ensurance, environment protection and respect for humans in corporate values and cultures.
- Setting risk management policies based on our sustainability value.

### Key Concept

- **Performance management is planning and adjusting activities to achieve our goals**
- **HPMS (HanmiGlobal Performance Management System) is the unique way to reach out our vision**
  - Obtain excellence achievement by utilizing HPMS.
  - Develop and carry out KPI that is in line with our strategies.
  - Utilize HPMS as a tool in conducting work.

### CEO Comment

“Our all employees must understand the object of HPMS which helps us manage to our goals. It focuses on not assessment but performance itself.”

“HPMS leads us to work smartly by guiding us to the right direction and measuring our achievements. Therefore, HPMS is a system for pursuing efficient and effective work.”

## Action Guide

Performance management refers to a series of efforts and process to maximize outcome. The ways to make it possible are; supporting individuals and functions effectively to set goals and activity plans; providing assessment, reward and feedbacks on results to achieve business goals.

**HPMS (HanmiGlobal performance management system) is our unique performance management system which was established based on the BSC method (Balanced Scorecard). BSC is managing present fiscal achievement as well as a platform for future success in a balanced way.** HPMS is pursuing consistency among our strategies, guidelines and work activities to reach our corporate vision. HPMS creates a virtuous circle where the entire organization and individual teams set goals focusing on KPI, manage delivery on KPI and give assessment and feedback on outcome.

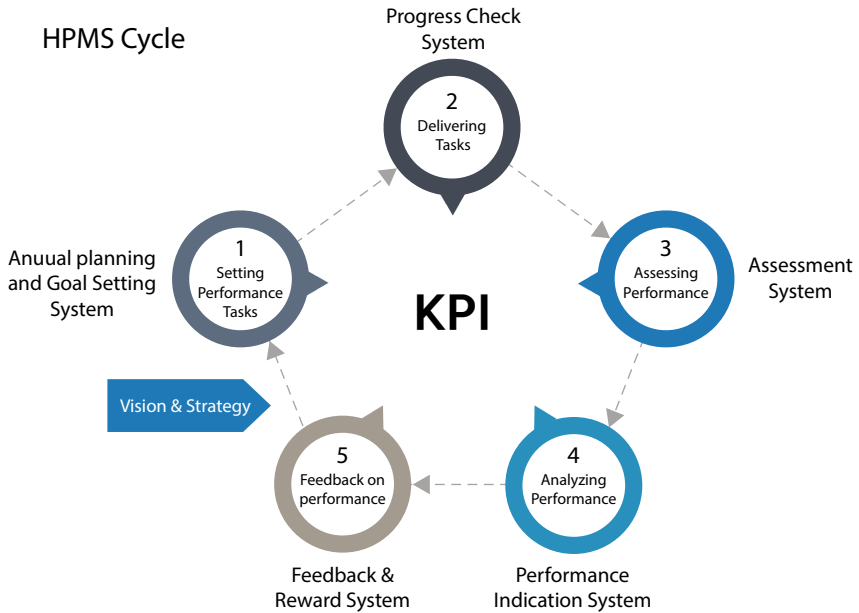
Through our HPMS, **we are supporting our members to carry out our strategies effectively. HPMS helps them increase their understanding in our strategies, sets goals** aligned with our visions and strategies, and facilitate goal achievement through monitoring. By setting a clear target and delivering work to meet the goal, we aim to **ensure objectiveness and fairness in performance assessment.**

HPMS must guide us to successfully implement strategies, promote the right actions and clarify where the priority is to achieve the strategies. By doing so, HPMS is integrated into the provision of information for decision making in terms of resource distribution.

All of us must understand the company and our teams' strategies. To deliver our strategies, we need to be aware of our job and duty, and carry out them proactively.

# Checllist

## HPMS Cycle



Establishing goals	Setting performance goals, strategies and indicators
Delivering Tasks	Delivering established plans by aligning with daily work in consideration of observing and analyzing progress made
Assessing Performance	Assessing the level of achievement based on pre-agreed performance standard
Analyzing Performance	Gap analysis on as-is and to-be based on performance of the previous term
Feedback on performance	Giving feedbacks on performance and Facilitating operational units to achieve their 'to-be' after reflection on trial-error in their performance level or delivery measures



### Key Concept

#### ● **Significance of Knowledge Management for individuals**

- Knowledge Management is the source of companies' competency and value creation.
- Individual's knowledge management enhances own organization's competency.

#### ● **Fundamental principles of Knowledge Management for individuals**

- Sharing knowledge is our duty.
- Keep accumulating knowledge.
- Share useful knowledge through the KMS.

### CEO Comment

“Individuals' knowledge should be transferred into an organization asset through knowledge management. We should reform our infrastructure by continuous capability building and relentless and lasting innovation.”

“To us, knowledge should be at the heart of changes and innovation. I expect our company to be the best in knowledge management with our proactive participation.”

## Action Guide

Core competency in information and technology-centric society lies in rather invisible resources of knowledge formulated by members than tangible assets like capital and land. That is, knowledge is most valuable asset built on through growth of the company, and knowledge management is the source of businesses' competency and value creation. Knowledge management formalizes invisible knowledge acquired by individuals, which means this process creates a virtuous circle where accumulating individual knowledge asset is expanded into the common knowledge of an organization and vice versa. So individuals' knowledge acquisition and management activities contribute to strengthening the organization's competency.

In particular, as a company of highly skilled knowledge workers, we are exerting efforts in securing our competitive edge and core competencies by knowledge management which builds individuals' scattered ideas into collective knowledge. Therefore, knowledge management for individuals serves as a critical platform for securing intangible assets.

Sharing knowledge is our duty as a member of this company. The former CEO of General Electric Company, John Frances Welch said, "Storing experiences and knowledge attained from work in your hard disk is equivalent to putting company funds into a personal account."

We must strive to share one or two pieces of knowledge through our knowledge database system a month. A small amount of knowledge every day helps us witness the colossus amount of information in the end.

**Usefulness of the information must be a key in sharing the knowledge through KMS.** We have to judge whether utilizing certain information can be helpful us to strengthen working capabilities of individual and the company.

## Individual Knowledge Management Activities

- Individual Knowledge Management activities include sharing information through KMS as well as CoP and Q&A sessions
  
- Knowledge Creation
  - Discussions and conversations on work
  - Business trip reports, successful cases, failures, know-hows yet to be conceptualized to clients' profile containing their favorite foods, hobbies, tastes, etc.
  
- Knowledge utilization is another key to knowledge management
  - Value creation by utilizing business trip reports, lessons learned from success and failures and information shared through KMS to deliver work
  - Pushing ourselves to the boundary for enhanced capabilities by harnessing know-hows from experts and senior workers

### Key Concept

- **Fields are the best place to learn**

- Collect and internalize information from fields.
- Pick up every information from people in fields.
- Beware of vain discussions with a lack of understanding in fields.

- **Carry out field-centered management activities**

- Make it a habit to develop field experiences to know-hows.
- Utilize help from others with an open mind.
- Share and exchange first-hand experiences and know-hows from fields.

### CEO Comment

“To be the best requires finding answers from the field.”

“It is vain discussions not reflecting field experiences that leaders should always be alerted. We can find answers to current businesses to innovation of future business models on sites.”

## Action Guide

Strengthening our capabilities is imperative to grow our business. Radical changes in management circumstances and the importance of first hand experiences put a limit to learning from books and office work.

**Therefore, we can find answers to our challenges in the field.** Projects that we deliver require collaboration with project owners, designers, builders and sub-contractors. Therefore, we can acquire knowledge from them during running projects. That is, **the field is the best school for us.** We can pick up valuable know-hows of new construction methods and material use that is difficult to be acquired in the office. We can be empowered by **new future project tools made by gathering valuable knowledge in our numerous construction fields and processing them in an appropriate way.**

Moreover, stakeholders of projects can help us to **set a direction for innovating our business model** by reading trend changes in industry and customer needs which leads to exploring new business models and enhancing our delivery system. **The field is the best school for top management** and leaders. Leaders need to be alerted to not have a vain discussion without understanding the field. Followings are commitments needed to find answers to our challenge in the field.

First, **we must relentlessly put effort in our job and research.** Experts refer to specialists not only with knowledge but also with relevant experiences. We should be passionate and strive to internalize knowledge and know-hows from field experiences.

Second, **we must proactively seek help from the stakeholders of our projects with an open mind.** Individuals' capabilities can be strengthened by pieces of advices and close cooperation with designers and builders.

Third, **share and exchange firsthand experience and know-hows from the field with team members** to secure our competitiveness.

### Key Concept

- **Fields are the best place to learn**
- **Take actions through strategic thinking**
  - Take actions through strategic thinking
  - Thoroughly analyze the issues with a big picture.

### CEO Comment

“Strategical thinking is imperative for us to establish concrete strategies to achieve our vision and goals. Of course, the strategies must encompass ‘specific action plans’.”

“Keep in mind that elaborated plans and communication are similar to Pre-Construction Activities, deciding whether our work is successful or not.”

## Action Guide

We set annual performance tasks, annual business plan, based on our vision and mid-and-long-term strategies. This leads to individuals' annual work plans and assessments, and PDCA Cycle feedback. Setting annual plan is not only for the company but our daily lives. **Before delivering your work, establish elaborated work plans.** They do not have to be documented. Just take a seat and come up with ideas how and when you will manage your job and whom you can ask for help. Working without plans is sitting at an empty table to have a meal. A thorough plan is key to success.

Fundamentally, strategies help us gain ground on competitors or achieve better performance than the past. We have to improve and develop our capabilities relentlessly. If a project looks complex and hard to deliver, we need to structuralize it. Define the project by asking basic questions about the goals, outcome and similar cases.

**Strategical thinking encompasses the question of how challenges should be addressed. This is problem solving thinking.**

**Once understood, it's time to analyze and structuralize the problem** which requires collective and logical thinking for idea analysis and integration. It is easy to think that creative ideas are the key to strategies. It is true in some aspects; however, for complex and broad issues, we have to be careful in analyzing a part of an issue with a big picture because strategies cannot be developed with only ideas.

# C h e c k l i s t

Solutions, output of strategic thinking, hold the greatest deal of significance. The SMART principles will help guide you find solutions.

## SMART Principles

Specific	Solutions must be specific. Ambiguous and abstract solutions are not conducive to problem solving.
Measurable	Solutions can measure the results to identify their validity
Achievable	Solutions must be achievable. Many glossy words of solutions are not feasible.
Relevant	Solutions must be relevant to achieve goals in consideration of resource management.
Timely	Solutions must be timely. Delays and late delivery will turn a good solution into nothing.





# The **Hanmi**Global Way

# Chapter 5

## How we work

21. Project-driven thinking
22. Take actions promptly and focus on what matters.
23. Run meetings to drive action items
24. Always listen to the voice of customers
25. Keep it simple to work efficiently

### Key Concept

- **Take a project-driven approach to work systematically and strategically.**
- **Provide high-quality service within the limited time, cost and resources.**
- **Complete tasks through constant communication and feedback.**

### CEO Comment

“Every work we do is a project and everyone in our company is a project manager. Work smartly with a project-oriented thinking.”

“Wherever we work, whether it is an office or field, we are project managers. Before kicking off our job, we must make it a rule to elaborate plans reflecting the right strategies, simulating plans and communicating with relevant people.”

## Action Guide

Every work can be divided into a project and routines. While following routines is necessary, we have to push ahead as much as possible as we are based on a project-oriented thinking to generate values.

**Project-driven thinking leads us to unleash our creativity and to generate better values.** Therefore, carrying out our tasks based on the approach is important

A project refers to provision of unique services and products within a limited time. **Integrated management living up to established plans is imperative to deliver required performance within the given time and resource.**

Likewise, working with project-oriented thinking refers to defining requirements in advance, setting the right direction to complete work and **managing it through continuous communication and feedback in order to successfully achieve** quality within the confined resources and time. In particular, **the ultimate difference in performance starts from planning and design phase**, and therefore, elaborating plan holds a great significance.

**A leader with project-driven approach communicates with stakeholders clearly and harnesses his/her team members' capabilities.** The factor that team members work with project-driven thinking brings out a large difference in productivity and performance.

Working based on project-oriented approach requires setting a clear vision for the work followed by carrying out tasks aimed for success. We must work strategically to meet tough goals and be provided timely feedback to complete the work in perfection. These are critical to the quality of the task.

## Project -Driven Thinking Process

- **Conceptualization**

Setting a guideline to reach vision and goals and generating concepts.

- **Model building**

Establishing foundation, system or models to realize concepts

- **Design**

Specifying concepts according to the established models and structuralizing requirements in considerations of the function.

- **Solution Provision**

Confirming the logical feasibility and validity of the designs and enhancing competitiveness by improving function or reducing cost.

- **Test**

Checking the feasibility of the plans and confirming that the plans create values to customers or bring any potential problems.

- **Conduct**

Executing the established plans

### Key Concept

- **Basic steps in conducting tasks**
  - Steps aim at executing the task through collaboration and repeated practice.
- **Basic principles to conduct occasional work**
  - Immediate initiation of tasks enhances performance quality by reducing errors in communication and wasted effort.
  - **111 principles:** complete the job on the 1st try, conceptualize the job on a 1-page report, and complete the work within 1 working day.
  - Increase productivity by focusing on what matters.
- **Time management**
  - Proactive time management has a colossal influence on enhancing productivity of individuals.

### CEO Comment

“Do what matters with selection and concentration strategy rather doing everything. Prioritize your tasks through strategic planning rather than attempting to do everything”

“Rather talking or leaving others with work to do, we must be responsible for our work by taking actions.”

## Action Guide

The strong foundation for work delivery is a key to working smartly. The quality of performance is influenced by setting and applying work process. **The fundamental work process aims at conducting tasks appropriately by repetition and collaboration.** It can be explained in seven aspects: 1. receiving work; 2. setting work plan; 3. confirming work plan; 4. carrying out task while sticking to the plan; 5. interim report; 6. final report and approval, and 7. documentation of outputs

Once receiving an assignment, immediate initiation of task reduces errors in communication, saves time and resources, and increases performance. Thorough preparation to not miss details is needed to complete the task at the first attempt, and the output should be one-page report covering the gist of the task. A report must be concise and related data and references are recommended to be attached separately. **Swift action and process are keys to completing tasks successfully.** Task must be dealt on the very day of getting the assignment even if it cannot be handled within a day, establish action plans and report on the day to reduce waiting time.

Effective time management is inevitably required. Aggressive time management is beneficial to individuals' productivity. Effective time management by individuals prevents undermining productivity due to minor or unexpected work.

It is worth **introducing 1 to 2-hours of compressed working hours** to improve productivity. Another tactic is having 30 minutes to contemplate how to deliver work and reflecting the day at the beginning and at the end of a work day.

## The basics of work delivery

To internalize the basics of work delivery, follow the action guidelines.

### 1 Principle of action for work

Keep in mind the 111 principles: Complete the job at the first attempt (1 time of try), draw up a 1-page report covering concepts and directions and deliver the work within a day.

- Regarding quality, complete the work without errors through careful preparation.
- Regarding quantity, the gist of the task should be conveyed in a one- page report.
- Regarding time management, deliver the work within a day. If more time is needed, a delivery plan needs to be reported on the very day.

### 2 Action Guidelines for Compressed working hours

- Concentrate core task to enhance productivity.
- Minimize the duration of team meetings and appointment.
- Prohibit personal activities including making calls, web surfing, using messengers, banking and other personal things.
- During the compressed working hours, no orders, no phone calls to other employees unless in emergency.



### Key Concept

#### ● **Before Meeting**

- Clarify the purpose of the meeting and invite the minimum participants.
- Fully understand the meeting agenda and distribute relevant document in advance.
- Assign a meeting facilitator.

#### ● **During meeting**

- Share expectations for the meeting.
- Minimize presentation under the facilitator's lead.
- Run a meeting efficiently according to the theme.
- Draw and review action items.
- Assess the meeting and its results.

#### ● **After Meeting**

- Distribute meeting minutes to participants and relevant stakeholders.
- Deliver action items and monitor results.

### CEO Comment

“Don't ask busy workers to attend various meetings. Organize a meeting with a clear agenda, discuss meeting agendas in advance, and invite minimum participants.”

“At your meeting table, you must make an effort to increase productivity. A person who does not have an opinion does not have to attend the meeting.”

## Action Guide

As an essential and necessary tool of management, **productive and efficient meeting with the right principles is key to innovating the way we work.**

**With 12 steps of the action-oriented meeting, we pursue efficient and action driven meetings.** The principles explained into three phases: ‘before meeting’, ‘during meeting’ and ‘after meeting’.

**At ‘Before meeting’ stage,** it is important to hold inevitable meetings with the minimum number of relevant persons and the purpose needs to be clarified. Meeting materials should be distributed before the meeting to enhance participant’s understandings in agenda, and a facilitators must be assigned in advance for making the meeting efficient.

**At ‘During meeting’ stage,** the facilitator raises foremost issues and agendas of the meeting followed by sharing attendees’ expectation for the meeting. This process should be conducted briefly without presentation under the condition of participants’ good understandings of the agenda. Discussions need to be carried out differently by the issue and meeting minutes, which includes organized action items and follow-up measures, should be confirmed. Lastly, wrap up the meeting after self-assessment on expectations previously shared.

**At “After Meeting” stage,** meeting minutes must be distributed to the participants and relative stakeholders. Take actions on decisions made in the meeting within the agreed timeline.

Let’s set a culture of efficient meeting driven by actions.

## 8 types of wet blanket in a meeting

Followings are a list of the behaviors which should be prohibited. Do not be a wet blanket in a meeting

### 1 Spokesman

- Only to advocate his/her department's position without seeking agreement.

### 2 Fighter

- Opposing others' opinions instead of constructively accepting them.
- Criticizing and attacking others' logic and asserting their opinions.

### 3 Sniper

- Distorting others' opinions in favor of their opinions.
- Pointing out others' mistakes to make his/her argument understood

### 4 Zombie

- Passive people who do not express their own thoughts.
- Being distracted with checking their emails and cellphones.

## Cheeklist

### 5 Dictator

- Taking too much time in addressing their argument without listening to others.
- Not paying attention to others and undervaluing remarks made by others.

### 6 Clown

- Opposing others without logical response and exaggerating and caricaturing others' opinions.

### 7 Vampire

- Constantly holding a negative attitude.
- Spreading negative atmosphere and demotivating others.

### 8 Traveler

- Not presenting themselves in the meetings or not being punctual to the meeting schedule.
- Wandering around the meeting venue.

### Key Concept

- **The right attitude to treat our clients**

- Keep a customer-first approach and remember yourself as a representative of our company.

- **Making clients on our side.**

- Identify our goals with one of the client's.
- Be aware that clients may have different interests according to their level.

- **How to satisfy client's needs**

- Listen to customer's voice and figure out their needs.
- Find out customer's unspoken needs.
- Meet the unspoken needs of customer to deliver deep satisfaction.

### CEO Comment

“We must pursue not only customer satisfaction and impression but also customer values. Reflect on how close we are to customers and how much we generate benefits for our customer.”

“Having a good relationship with external customers by impressing them is as important as internal customer management. We have witnessed numerous cases where customers' lost trust which lead to losing companies' business.”

## Action Guide

How we treat our customers determines how far we can go. Our growth and success are dependent on how customers look at our services, which is why **we always put the customer first. Always bear in mind that all of us represent our company** and provide differentiated services. Live up to our commitments with the customers and treat them with the mindset that clients' opinions are always right.

**To take customers on the same boat, we have to identify our goals with theirs. Despite engaging in the same projects, interests of various stakeholders including C-levels, decision makers, budget officers, and end users can be shown differently.** Working with us must provide them with a positive experience and be an opportunity for them to enhance their competencies independently. Moreover, it can be a tactic to build teamwork by playing sports and enjoying hobbies with clients.

As the interest of customers can continuously change, we need to have frequent meetings to maintain the relationship. **Listening to customers is the first step to figuring out their interests.** We have to understand their spoken needs by visiting them, having conversation with them and conducting customer satisfaction surveys. Along with that, unspoken words, which are too basic can be apt to serve as a complaint factor. As such, it is imperative to **find out their hidden needs by referring to customers' complaints and failed cases.**

**Coming up with unexpected values for customers is vital to our success. Once they are proposed, customers may be delighted.** Hence, be in the customer's shoes and find out their needs in advance.

## Checklist

### The principles of listening to customers' voice

Let's try following action items to listen to customers' opinions.

- 1 Questions posted on our homepage must be delivered to the person in charge and answers should be provided within 24 hours.
- 2 Various teams, including CS (Customer Satisfaction), sales and project management team must visit customers to listen to their voice.
- 3 The leader and workers in construction sites must act to promptly to customers' requests and provide feedback.
- 4 Customers' complaints and request must be delivered to the relevant person or the CS team.
- 5 Customer meeting reports must be drawn up and stored in the CS folder. If feedback is necessary, the request has to be handled with our VOC (Voice of Customer) process.

### Key Concept

- **Why we need to keep it simple.**

- Changes in work environment cause unnecessary work and changes in work process.
- We can enhance work efficiency and create a vibrant culture by keeping it simple.

- **To keep it simple**

- Identify and cut the red tape.
- Share the best practices
- Identify short-term tasks which can be easily done and effective.

- **Our objective of keeping simple**

- Concentrate our resources to satisfy our customers with excellent quality and punctuality.

### CEO Comment

“Improving productivity by keeping simple and implementing selection and concentration tactic is a key to accomplishing success.”

“We must innovate our work by focusing on core tasks and cutting the red tape.”



## Action Guide

**Changes in environment and work process can lead to unnecessary work. The mindset of keeping it simple** is gaining more significance **as the starting point and means of work innovation**. It must be delivered in a manner of increasing work efficiency and focusing on core tasks. In particular, it is likely for unnecessary work and tasks to reoccur. **Not only do we have to identify unnecessary works but also provide follow-up measures to prevent them from occurring again**. We need to promote ourselves to implement the measures by periodic reviews and improve poor performance.

Team leaders must participate in meetings to adjust and streamline tasks to keep it simple every two months. They must identify unnecessary work for their teams. **We have to cut the red tape creating low value and share the best practice of simplification to build a consensus on the need of this process. It is desirable to identify and push forward easy but effective tasks.**

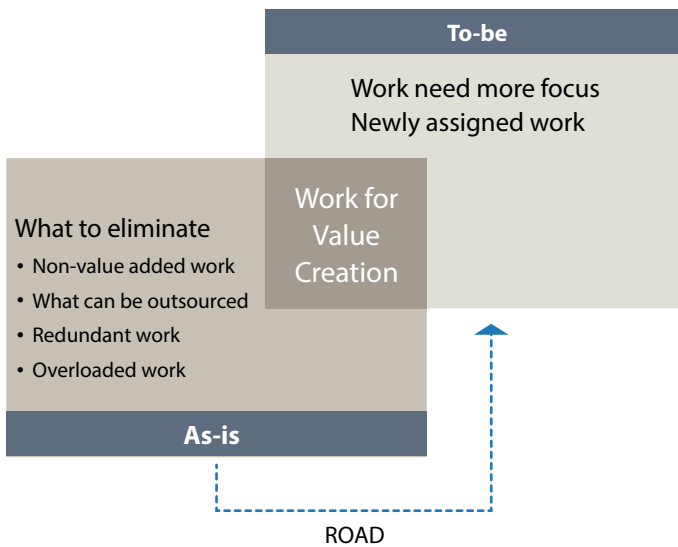
By streamlining work process, we can put and run our management resources to create customer value. **That is, we can mobilize our resources to increase customer satisfaction**. We need to cross off work with unclear purpose. This ensures us to utilize our resources in line with our management philosophy.

Never forget that **we can enhance work efficiency as well as build a creative and vibrant culture** by streamlining unnecessary work process and improving attitudes to cut the red tape.

# Checlist

## How to shift current works into value-driven works

Invest resources into meaningful tasks by focusing on what can create values and eliminating non-value added work.



- **Restructuring:** Clarifying and adjusting functions and role of each team.
- **Outsourcing:** Transfer work to excellent service providers outside.
- **Automation & Elimination:** Automate simple and typical work and eliminate and streamline unnecessary work.
- **Development:** Nurture capabilities of our members.



The  
**Hanmi**Global  
Way

# Chapter 6

## Happy Management

26. Be always grateful
27. Happy people make an excellent company
28. Initiate Nobles Oblige
29. Respect others like how you want be respected.
30. Communicate relentlessly

### Key Concept

- **Gratitude for everything, the seed of happiness**
  - Expressing gratitude helps us to be mature and optimistic.
- **A consistent attitude of being grateful can build comradeship and help overcome challenges**
- **How to express gratitude**
  - Find out five gracious things a day, express gratitude to the beloved ones, and list up 100 thankful things on a special day.

### CEO Comment

“An attitude of expressing gratitude helps us bond together. We will maintain this mindset forever.”

“Happiness begins with being grateful which opens our heart and connects us together. Feeling thankful is our duty. Not only having religion but also being gracious can turn ourselves into mature and optimistic people and create a more positive atmosphere.”

## Action Guide

Relationship with colleagues is key to maintaining an enjoyable work environment. **Communication helps build a healthy relationship with others, and it begins from expressing gratitude and complimentary words.** Expressing appreciation and having sympathy helps build comradeship and overcome any challenges. It cannot create short-term performance and profit but consistent attitude of being thankful leads us to spread positive energy and hopes to our family and friends which will make our society more beautiful.

You can **start with thanking others by listing up five things to feel grateful.** Making it a rule to feel appreciated is important during our daily activities and routine. At first, listing up five things can be boring but consistency will make us enjoy little things in our lives and feel optimistic.

Aside from the five things to thank a day, show your appreciation toward others when you feel grateful. People cannot notice your gratitude unless you tell them. Without saying “Thank you”, we can become tired of listing five things to appreciate.

Write down grateful events and stuff with your family, friends and colleagues. Your time will be more valuable and enjoyable. **Showing your gratitude can be contagious which means it can create virtuous circle where gratitude generates a positive energy.**

People are social creatures, and we were able to maintain our lives with the help of others since we were born. This holds true for our work as well. There are numerous things that we can thank. Be grateful every day.

## Art of sharing your gratitude

Follow action items below to express appreciation to each other.

### 1 Specify what you feel thankful

- Thank yourself.
- Thank your family.
- Thank others.
- Thank your circumstances.

### 2 Three steps to being grateful

- 1st step: "I would be appreciated if..."
- 2nd step: "I'm grateful because I..."
- 3rd step: "I'm grateful even though I..."

### 3 Take action

- List up five things to thank every day.
- Show your appreciation to others by sending a card or note once or more a month.
- On special occasion, share your gratitude with your beloved ones.

### Key Concept

- **Make our company a utopian organization.**
  - A company and its management are responsible for the happiness of their employees.
  - It is our job to make our company a utopian organization.
- **Happy people make an excellent company.**
  - A good company makes their employees happy which leads to customers' satisfaction.
  - Leaders' actions and interest are imperative to establish the culture of 'Happy Management.'
- **A key to 'Happy Management', constant improvement and relevant activities**
  - Based on the characteristics of the individual teams, build and execute action-driven plans on 'Happy Management.'
  - Attention from leaders and proactive participation of employees can expand the culture of 'Happy Management.'

### CEO Comment

“We pursue our people go to work with anticipation. Happiness is the most precious value that we all pursue and the reason of our lives. I believe we, the management and the company, are responsible for happiness of our employees”

“Efforts of the management level alone cannot build a utopian organization. All of us are the owners and shareholders of our visionary company, and we must work together to build a happy workplace.”



## Action Guide

Companies seek growth and development by generating profits from customer satisfaction. Only the company with happy employees can achieve these goals, because happy members of a company can provide satisfaction to their customers. Satisfying its internal customer first is the way to be a good company.

As mediums connecting top management and employees, **team leaders' attention and action on 'Happy management' is imperative** to establish our culture of happiness. Successful 'Happy management' requires team leaders' actions such as contemplating how to increase the happiness level and create circumstances for satisfaction and flow of members. Moreover, **active participation in the practice is essential**.

**Non-monetary** rewards, such as acknowledgement, excitement, consideration, respect and pride, **have more impact on 'Happy Management'** than monetary compensations. Money cannot buy people's heart. Likewise, enhanced welfare condition cannot promote happiness and engagement of our members. A company must provide its members with not only secured job opportunities but also **opportunities to achieve a meaningful life and self-realization** through their work.

**'Happy Management' is beyond us, family and our company to our society.** We enjoy our work with mutual trust and comradeship among us and share our performance with society. By doing so, we can feel the pride of members of the corporate citizen.

Happy people in our company work smart and hard for customers' satisfaction which can lead to repeated and recurring orders. This process generates profits which increase shareholder value, company value and ultimately redistribution of profits to shareholders and us.

This is 「**a virtuous circle of 'Happy Management'**」 that we believe in and practice.

## Cheeklist

### Checklists of 'Happy Management' criteria for your team.

Keep in mind following questions in order for your team to execute, improve and advance the 'Happy Management'

- 1 Are we setting an action- driven plan?
- 2 Are we considering different circumstances of individual teams?
- 3 Are we keeping ourselves from showing off activities?
- 4 What are we doing to increase work engagement?
- 5 Do we see 'Happy management' as a supplementary work?
- 6 Are we all fully engaged and committed to the activities?

### Key Concept

#### ● **‘Corporate Social Responsibility (CSR)’ run in our DNA**

- We have steadily exercised our principles of CSR, one of our greatest legacy.
- CSR activities should deliver love and devotion toward neighbors with our whole heart.

#### ● **Our core value, Social contribution**

- We will dedicate our efforts to serve social contribution activities enshrined in our founding philosophy.
- We, as a corporate citizen, fulfill our duty by practicing social contribution activities.

#### ● **How we carry out CSR activities**

- We participate in CSR activities on a monthly basis.
- We raise social contribution funds by donating 1% of our salary and matching grants.

### CEO Comment

“Social contribution activities run in our DNA, and it is internalized in ourselves. We have made numerous contributions to society based on our commitment.”

“We are grateful for helping others.”

“Our CSR activities are exercised with love which is sharing and devotion towards our neighbors without expecting returns.”

## Action Guide

**As illustrated in our mission, the reason for being ourselves is a contribution to humankind.** Therefore, we put a priority on corporate social responsibility. Our core values clearly state that **we are committed to social contribution activities and performing the role of a corporate citizen.**

As a member of society, we have a duty to contribute to our society. It has been enshrined in our founding philosophy since 1996 and our core values.

Under the recognition of CSR and obligation of a social leader, we have never missed opportunities to exercise our monthly voluntary activities. We have **the vocation for committing to social contribution.** In order for us to suggest new CSR model linking our core competencies and CSR activities by **providing our construction management technology to improve and advance backward social welfare facilities since the inception.**

To practice effective and specific contribution activities, we established a social contribution committee. **To increase awareness of CSR, we established ‘Walk Together’, a social welfare foundation,** and proactively committed to voluntary work and building and remodeling social welfare facilities.

Our new employees **make a commitment to participate in the monthly social contribution activities** and we **raise social contribution funds by donating 1% of salary and matching grant.**

As a responsible corporate citizen, we have to proactively practice our social contribution activities, and we must exert our efforts to take the meaning of contribution emphasized in our core values into action.

### Key Concept

- **Respect your colleagues and be considerate of them, the beginning of Comradeship**
  - Consideration means you listen and take care of them first with respect.
- **Put yourself in other's shoes.**
- **How we carry out CSR activities**
  - Respect and consider others as much as you want to be recognized.
  - Acknowledge others' capabilities and make most of them with respect.

### CEO Comment

“Despite the hard condition, we can achieve excellent performance from increased engagement and synergies by working together with mutual trust and comradeship, a confirmation which connects an individual's growth and company's future”

“Considering others means you listen to others and do them a favor in advance. If we respect and consider others, we can experience warm comradeship and happiness which increases customers' satisfaction.”

## Action Guide

The more we have multiple interests, the more we need mutual acceptance, consideration and respect. The mindset of accepting and respecting others lead us to collaborate and work in harmony. We are all human and can easily be selfish, but respecting and considering others is not impossible as long as we **put ourselves in others' shoes**. This can be applied to a workplace, where people cannot demonstrate their full capabilities without being respected. **Excellent capabilities only can be shown in an environment of mutual acceptance and recognition**. Consideration and respect are the power to managing a heavy workload and motivating each other. This is the golden rule in a relationship.

As such, we should understand each other, show respect and pay attention to little things. We motivate, complement each other and share issues. Positive energy generated from taking action into the golden rule can create colossus synergy. **If you want to be recognized, you should respect others first** by making efforts to understand others' different thought, values and even their pains. This can be hard at first but it will narrow the gap between you and others.

We have seen a strong culture of vertical structure in the construction industry such as a practice of people with higher titles or age giving directions to their team members without appropriate communication or unequal relations with contractors and subcontractors. We have to walk in others' shoes to resolve conflict and feud. Now is the time to show respect and consideration with team members and third parties.

## C h e c k l i s t

### Skills of respect

For developing mutual acceptance and respect, keep in mind the following.

- 1 Write positive affirmations on your desk to realize the words into action.
- 2 Open your mind and respect others as human beings.
- 3 Walk in other's shoes before talking or doing something.
- 4 Show your constant care and attention to others.
- 5 Try getting to know others on a regular basis.
- 6 Have a well-developed self-esteem to respect others.

### Key Concept

- **It is all about communication to run a company.**
  - Communication is the biggest part of the management activities and key to company's success.
  - Being good at communication is the company's competitiveness.
  
- **Communication, the key success factor of projects and a company, the source of competitiveness**
  - Leaders must constantly share the thought of C-levels and principles of the company with their members.
  - Horizontal and vertical communication hold significance in running a company.
  
- **Communicative atmosphere**
  - Keep to the basics by living up to commitment, principles and process.
  - Empower members to work.
  - Build an organization with transparency and open mindset.
  - Show solicitude for each other.

### CEO Comment

“Management can be defined as a communication process. Communication is a great deal of portion in running a company.”

“Communication is 101 of the company management. Everything is about communication such as vertical and horizontal communication as well as communication with stakeholder. A competitive business means being good at communication.”

“It cannot be avoidable for vertical organization without communication among leaders and followers, headquarter and sites among departments and colleagues to fail.”



## Action Guide

Communication is important in any industries, but it has a great deal of influence on the construction management, our core business area. **Seamless communication can help us figure out customers' needs and how to meet the needs in a timely manner. Communication is the key success factor of projects.** It is also essential for the success of projects to utilize capabilities of members in the entire company with approval of relevant departments due to the limited capability of an individual construction manager. Therefore, **horizontal communication** enhances efficiency in project delivery.

**Vertical communication helps achieve our vision and build the right culture for us.** We can reach our goals through top-down communication to direct where we head and channel our capabilities. We can build and enjoy our innovative culture through the bottom-up communication helping members suggest new ideas and proposals. Likewise, **smooth communication is critical to the success of projects and company, and it is the source of our competitiveness.**

**For smooth communication, we must stick to the basics,** meaning we live up to our commitments, rules and words.

Second, **we must empower our members** to contemplate over where we are heading to and our future without depending on existing rules and directions.

Third, we must **make our company transparent and open.** Information should be exchanged freely for our members to speak their opinions and see the big picture.

Last but not least, we must pursue a company where we are **thoughtful for each other.** Based on heartfelt sympathy, we have to understand others' position and build trust among ourselves.

# The HanmiGlobal Way

Publication | June 10, 2016

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