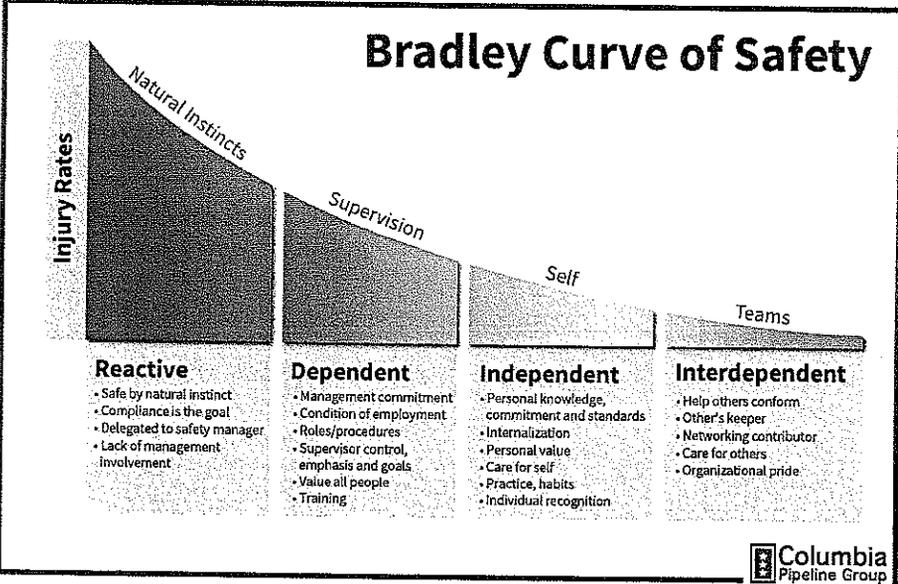
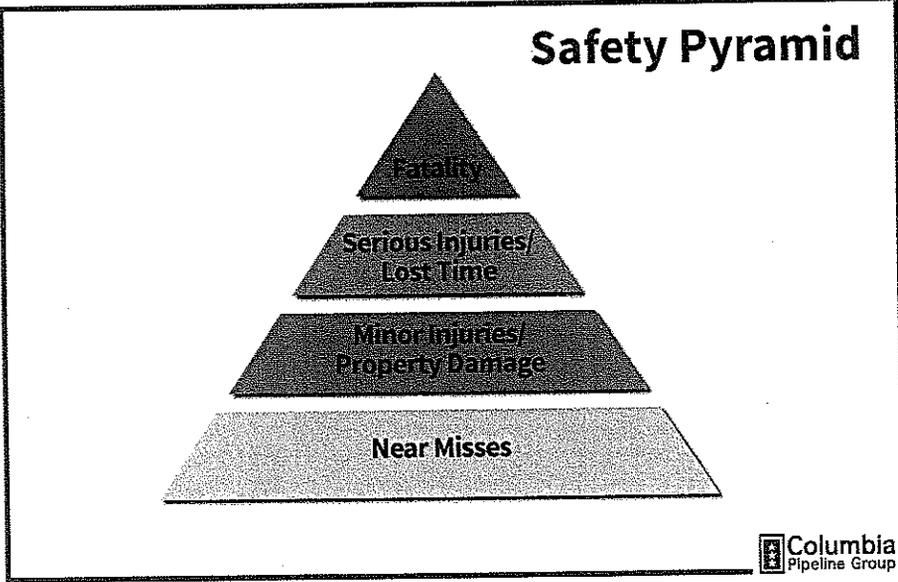
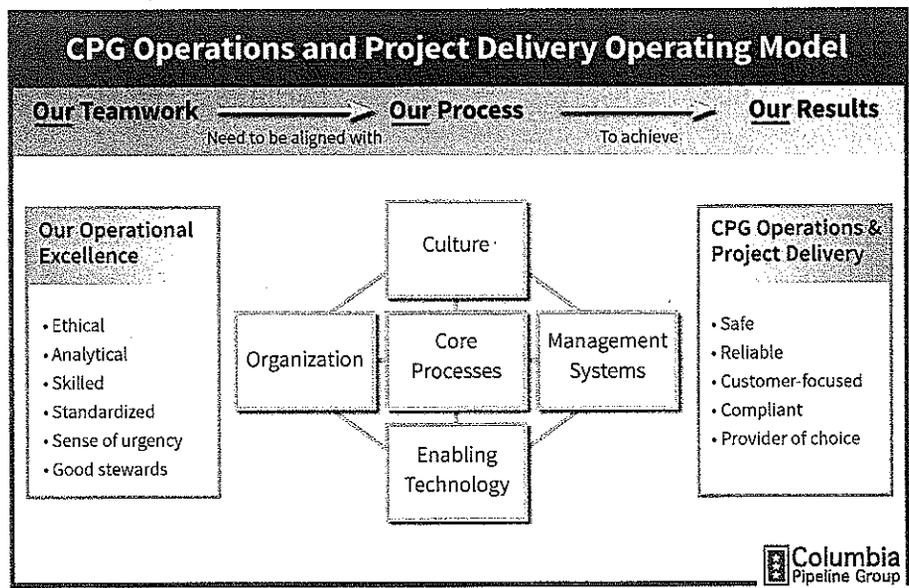




SAFE BY **CHOICE**
NOT BY CHANCE





The Columbia SPIRIT

The Columbia Spirit is our culture — “how” we work together. The cultural attributes **Safety, Personal Accountability, Integrity, Results, Inclusion and Teamwork** are the behaviors and attitudes that we deserve and expect from one another.

SAFETY	Be safe every day, all the time. <i>Safe by Choice, Not by Chance.</i>
PERSONAL ACCOUNTABILITY	Take initiative, get things done and take responsibility.
INTEGRITY	Adhere to policies; act professional and ethical.
RESULTS	Set high goals and deliver on them.
INCLUSION	Respect each other's talents, ideas and perspectives.
TEAMWORK	Engage and involve others to accomplish our goals.



Kotter's 8 - Step Framework for Successful Change*

* Adapted from Leading Change by John P. Kotter

