

# MOTIVATIONS AND BEHAVIORS

## For Individual and Organizational Success

To be successful long term, ***we need employees who are motivated to maximize their contribution to the long-term success of Koch Industries consistent with Principle Based Management and have the ability to help the team succeed.*** Rather than perfection, we expect employees to be predominantly contribution motivated rather than deficiency motivated.

### PEOPLE WHO ARE CONTRIBUTION MOTIVATED...

### PEOPLE WHO ARE DEFICIENCY MOTIVATED...

<ul style="list-style-type: none"> <li>Recognize what they are and are not good at (reality-based view). Prefer meaningful work.</li> <li>Have personal values of integrity and humility.</li> <li>Know when they need help and ask for it, especially with compliance.</li> </ul>	 <p><b>Being Self-Aware</b></p>	<ul style="list-style-type: none"> <li>Don't believe they can contribute.</li> <li>Are overconfident in their abilities.</li> <li>Are extremely sensitive to feedback and criticism.</li> </ul>
<ul style="list-style-type: none"> <li>Are lifelong learners – are curious, seek feedback and demonstrate courage in learning their talents and what they are passionate about.</li> <li>Define success as making a positive difference for others.</li> <li>Seek responsibilities that align with how they can contribute the most.</li> </ul>	 <p><b>Striving to Realize Potential</b></p>	<ul style="list-style-type: none"> <li>Are passive (want to be told what to do, don't think for themselves).</li> <li>Are comfortable with the status quo; find excuses for not changing or improving.</li> <li>Measure success in comparison to others (money, status, pedigree, titles, etc.).</li> </ul>
<ul style="list-style-type: none"> <li>Are intentionally inclusive, treat everyone with respect, and collaborate and work well with others.</li> <li>Proactively share knowledge and ideas, provide and solicit challenge, develop knowledge networks, and build trusted relationships.</li> <li>Work in a mutually beneficial way to drive results for the company and key constituents to create the greatest long-term value.</li> </ul>	 <p><b>Seeking Mutually Beneficial Results</b></p>	<ul style="list-style-type: none"> <li>Believe everything is a competition and have a win-lose or silo mentality.</li> <li>Game the system, take shortcuts, don't share information. Try to succeed at the expense of others.</li> <li>Blame others for failures and mistakes. (When it doesn't work out, "It wasn't my fault.")</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrate courage in dealing with the unknown and challenging situations (problems, change, new opportunities).</li> <li>Have grit, resilience, and can-do attitude.</li> <li>Always push to find new and better ways to do things. Focus on results and outcomes.</li> </ul>	 <p><b>Contributing Creatively</b></p>	<ul style="list-style-type: none"> <li>Go through the motions, have weak work ethic, avoid responsibility and accountability.</li> <li>Are protectionist, resist change, and have a "not-invented-here" mentality.</li> <li>Quick to complain rather than finding, recommending, and implementing solutions.</li> </ul>