


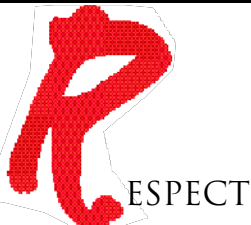
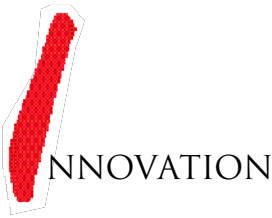
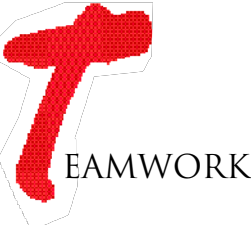


Value	Definition	What does living the NorthWestern SPIRIT look like?
	<p>We focus on the customer, providing the most reliable, highest quality service and solutions, exceeding their expectations.</p>	<ul style="list-style-type: none"> • Project a sense of passion about customers • Recognize the breadth of both external and internal customers' needs • Serve as the voice of the customer • Use customer-perceived value as the key criterion for the design of current and future services and solutions • Benchmark competitive practices and performance
	<p>We have a passion for winning that results in being the very best at what we do, approaching all challenges as opportunities to outdistance our competition, accepting no limits to our success — second best is just not good enough.</p>	<ul style="list-style-type: none"> • Accept full accountability for personal and business unit performance • Find and explore new opportunities to exceed our customers' needs • Respond to each situation from a positive, optimistic position • Demand the pursuit of stretch goals and opportunities for development of ourselves and others • Ensure that all performance standards and objectives are individually and collectively achieved
	<p>We are honest, trustworthy, and forthright with each other about information, thoughts, and opinions and we always follow highly ethical business practices.</p>	<ul style="list-style-type: none"> • Operate with the highest legal, ethical, and moral practices in our services, solutions, and interactions with others • Be truthful and forthcoming in all situations • Use consistent and relevant criteria to measure and evaluate our own and others' behaviors and performance • Live up to our promises
	<p>We recognize the primary importance of team members and treat each person with dignity, listening to their ideas and opinions, offering opportunity to grow, and recognizing their contributions.</p>	<ul style="list-style-type: none"> • Encourage and provide opportunities for personal growth and development • Accept and support one another's ideas and opinions • Actively listen and respond to others • Avoid "personalizing" issues and conflicts • Encourage and support a balance between our work and personal lives
	<p>We encourage, initiate, support, celebrate and reward new and different ideas, solutions, and responses — especially when they add value for our customers. We embrace change as an opportunity to apply creative solutions for the future.</p>	<ul style="list-style-type: none"> • Act and encourage others to be entrepreneurial, taking and managing risks intelligently • Find new ways to do things better and faster • Challenge the status quo and solve problems with fresh, creative approaches (think "outside the box") • Anticipate and realign business processes and people to changing customer needs, business conditions, and technologies • Facilitate the understanding and openness to change among the team and others • Pull together resources for just-in-time responses to issues and opportunities
	<p>We believe in the synergy and effectiveness of working together and in the strength of interdependence. We operate as partners, supporting and helping each other to achieve our vision of becoming America's Best Service and Solutions Company</p>	<ul style="list-style-type: none"> • Cooperate and collaborate across job levels, functions, regions and partner entities • Live up to commitments made to teams and others in timely, quality ways, placing shared goals before self-interest • Share important information and resources with others prior to making decisions • Participate in the resolution of conflict and build consensus among diverse viewpoints • Share in the responsibility for the success in team efforts, recognizing and rewarding team and team member contributions