# 2013 CULTURE BOOK

Ufinity

SHARE
TEAMWORK
HELPFUL
FUN
RESPECT
WOW
FAMILY
HAPPY
ETHICAL
OPEN

# 2013 Ufinity Culture Book

Achieving Pinnacle of Excellence that wins Customer's Trust and Drives Company Growth

# Foreword

The book contains a collection of contribution from our Staff on what they feel is the Ufinity Culture. It is an inaugural edition, the first step we take on what we hope will be a long and meaningful journey. At the time of writing, Ufinity has been established for 14 years. Talking to various employees, one gets a feel that in Ufinity, we do things differently. However, until now this is difficult to pin point and let alone spell out.

We hope that the information herein will help us tell the story about what Ufinity's culture really is, by asking our staff members to individually illuminate it from their own angles. Combined, they give a nice and clear picture of how we work, how to treat people within the company and also our customers.

In collecting contributions, we ask our staff to speak what comes into their mind. Besides editing to remove grammar issues and also confidential information, everything sent from our staff is repeated verbatim, as we also want this to be an honest record of the sentiments in the company, so that it forms a record of our journey towards being a better company for our employees, shareholders and customers.

We thank everyone who contributed to the book, and hope you'll enjoy reading this as much as we do.

Tung Teck Lee, CEO Ufinity, on behalf of the management team

# Reflections

From my perspective on knowing the company for more than a year
- Company should pose more Corporate image to Customer, than how we are now.  Like having more Branding, good portfolio to them
- Should spread a healthier lifestyle among the employees (Taking out for sports event and arranging yoga sessions) that will keep employee attached to the company
- Should show sustainability among customers and handling projects can be enhanced by Middle Level Management w.r.t achieving some Audit for Documents and other Certifications
-Can look for other benefits which can reduce the attrition rate.

Abiram

I've spent most of my time with Ufinity at a customer's site.
So what I feel the most is my team culture to be exact.

Working with Ufinity provides me a good work-life balance.
Secondly, I enjoy the positive atmosphere in the workplace.

Cui Xinlei
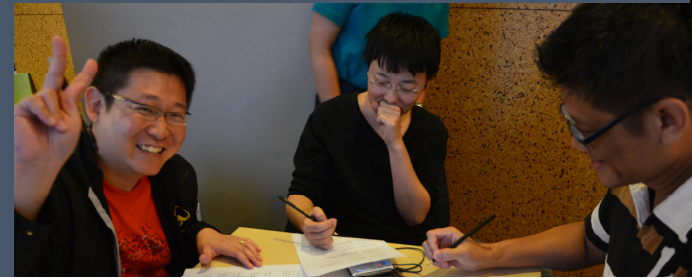
# Reflections

We like to eat.
Helpful environment.

Leo Alba

Ufinity is a company where we have a diverse pool of people that complements (buff) each other and through that we are able to do and get more achievements.

"Rhasta"



It's comfortable working in Ufinity, there are lots of friendly and fun-loving colleagues!

Anonymous

# Reflections

In my opinion, Ufinity culture should include the following:

1. Sharing
Colleagues always love to share their technical or non-technical knowledge and experiences with each other.
2. Get things done
People here always try to get things done.  The word "things" here include personal tasks, proposals, and projects.  We always try to find best solutions to user requirements, or propose best work around if they are not achievable.
3. Provide additional values to customer
During projects, we do not just complete what customer wants us to do. We even propose how we can do to improve so that workflow is simpler or user experience is better.

Zhu Wu

Pleasant Working Environment.
Helpful and understanding colleagues and supervisors.

Tan Poh Hock Francis

# Reflections

Collegiate Tech Camaraderie

These are the three words that appeared in my mind when comes to Ufinity culture.
Why collegiate? Because the teamwork I experienced does not come with political bickering commonly found in the corporate world; instead, it reminds me of the great friendship I enjoyed with classmates when in school.
As for Tech, well, what can I say? This company's foundation is solidly based on technical excellence, bar none.

Anonymous

Benefits are outstanding, nice co-workers supportive and pleasant and working hours are humane, my supervisors here have been very supportive, never micro-manages and truly leads by example. He has had my back throughout the whole project I have struggled with. Working in this company has been really truly rewarding experience.

William

Flexible working hours at main office. Work as team, team members are open for discussion.

Anonymous

# Reflections

Ufinity culture:
Enterprising, Engaging and empowering!

Jimmy Wu

What I like about Ufinity:
The Mentoring spirit. I'm consistently seeing this across all different teams in Ufinity.
Don't run away from problems. When there is a problem, everyone will sit down together to solve together and no finger pointing.

Gentlemanly, honest and diligent.

I guess this is Ufinity Culture!

Puay Kian

Ufinity is like a small family.
Each employee is treated fairly in terms of remuneration and opportunities.
Mutual respect is a norm between management and staff.
Efforts put in are usually well recognized by Company.
Management listens to the voices of staff, be it good or bad.

Colleagues are always very cooperative, caring and respect towards each other.
This creates a pleasant and conducive working environment, which is important for team spirit and productivity.

Anonymous

# Reflections

I believe we are more Clan Oriented as shown below which I think is very healthy for growth:

Flexibility and Discretion

| | Clan Oriented<br>A very personal place<br>Like an extended family<br>Mentoring<br>Nuturing<br>Participation | Adhocracy Oriented<br>Dynamic and entreprenial<br>People taking risks<br>Values innovation and<br>entrepreneurship | |
|---|---|---|---|
| Internal Focus and Integration | Market Oriented<br>Results oriented<br>Getting the job done<br>Values competition and<br>achievement | Hierarchy Oriented<br>Favors structure and<br>control<br>Coordination and<br>efficiency<br>Stability is important | External Focus and Differentiation |

Stability and Control

Bhaskaran David Prakash

# Reflections

In school I came across the Cultural Five Dimensions theory by the famous Dutch social psychologist and cross-culture scholar Prof. Geert Hofstede. This theory is a model to analyze culture as for a country, a people, and as well as an organization.

http://geert-hofstede.com/dimensions.html

Let me try to apply it to Ufinity:

(1) Power Distance dimension: (Relatively low distance)

At least for those project teams I have joined, the "distance" between manager and employees, or tech leads and engineers are "low". The manager normally gives low pressure and the team relationship is not bureaucratic.

However, it's based on the fact that every our team member has engineer background, or has been mingle with each other for a long time. Last time there was an interns who didn't have a good working attitude, but always talking a bit aggressively. In that case manager should to be stricter, and gradually adapt him to the culture.

(2) Individualism versus Collectivism: (Mostly collectivism)

Cooperation is highly valued in Ufinity. Project success is more important than individual performance. Like our former CTO once said, "Ufinity has high engineering culture", I think the good thing is that it makes most of us result-driven during projects and the teamwork is mostly efficient.

However, there is no high competition between colleagues, and I think this can be both good and bad. Sometimes after a team lead left Ufinity, the whole project is affected and it would take as long as 1 year to re-cover the loss of him.

# Reflections

(3) Masculine versus Femininity: (Mostly femininity)

Most of Ufinity are male, however we care the families very much. Most also have good knowledge on work-life balance – sharing info about travel, food, sports, movie, discount, anime... instead of holding on to make good fortune or doing project. We always tend to be modest. I think Ufinity inherited mostly the Eastern culture.

There are colleagues who OT a lot, keep interested in new technologies, (somehow) being romanticist, but they also have interesting after-work hobbies. I think Ufinity is not going to be like "Wolf of Wall Street".

(4) Uncertainty Avoidance Index: (Low)

Ufinity rules are flexible instead of like code laws. For example, management gives exception to convert annual leave to off-in-lieu before it expires. I think it's a good element of Ufinity culture as in Hofstede's investigation, low level of UAI is normally more helpful for a young and developing organization.

(5) Long vs Short term orientation: (Seems long)

I think Ufinity as a company, the business strategy tends to be stable and long-lasting. The enterprise market is more stable than consumer market, and more dependent on relationships. The engineers are also paying more attentions to the soft skill to handle the customers' psychological need, instead of customers' system performance. However it also depends on the customer, as some of them don't have much technological culture, we will be able to adapt and achieve win-win cooperation.

## Sun Bo

# Reflections

Well, since I have been here only for about 7 months, I may not know exactly what's the culture like in Ufinity, but this is what I had experienced/observed:

1: Company lunch every 2-4 months. Happens to be buffet from what I had experienced, which is not bad but will be good to have a variety (not having buffet all the time)
2: Some Fridays tend to eat out slightly further away from workplace (eating at Nex)
3: Every month got fruit day event – prefer fruits that are easily ready-to-eat (banana, apple, pear)
4: Work-related wise, coordinating and helping out with team members as required (a normal thing)

Prem

Ufinity has a wholesome and friendly working environment that constantly engages staff to feedback on any matters that would bring about the betterment of the company in terms of work efficiency, welfare or policies. It provides ample opportunities for staffs to achieve their career aspirations with challenging yet fulfilling work assignments.



Poh Sian Ern

# Reflections

One of the reasons why I left my previous company was because I found too much internal politicking even within the IT department, such that executing projects become such a chore.  In contrast, Ufinity offers an environment where I saw people coming together from all levels of the hierarchy to help resolve issues faced during project implementation.  The approachability of the management team also gives employees a sense of a closely-knit family, as well being heard and appreciated (to some extent).  In general, Ufinity has a strong sense of responsibility in its approach to delivering projects.  It is committed to completing what it sets out to do for each customer, to the best of its ability, and business viability.  What I hope to see more in Ufinity is greater clarity in its focus and direction, to help employees align their career and aspirations to the those of the company.

DG

The working environment in Ufinity is deemed fun and welcoming.

Anonymous

# Reflections

I've been thinking why customers come back to us for more projects, when they (always) have the chance to explore and proceed with other options.

I suppose:
to the repeat customers, Ufinity culture gives them

- a company that doesn't shy away from difficulties and challenges.  A company that delivers the expected goods.

- and during those challenging and difficult times, there's always a united front working hand in hand to solve the issues and moving forward together.

- an indefinable comfort feel that the entire team, from management, sales, to the project delivery members, works more like a friend or a neighbour next door helping them to fix a door, rather than that just purely a vendor doing a job for them.

Weng

# Reflections

- Integrity
- Sincere
- Teamwork
- Friendly

Royston Ho

To customers, Ufinity provided the most efficient and professional solutions.
To employees, Ufinity helps to make everyone enjoying the working life!

Xiao Zupao

# Reflections



Ufinity's culture:

1. TRUST AND RESPECT

There is a trust and respect from the management as I felt based on personal feel. Most importantly, the people of Ufinity talked in a more humanity way and sometime through certain gesture projected from them, it shows their understanding towards others.

2. INFORMAL AND RELAX WORKING ENVIRONMENT

This is the first time in my employment whereby I come across the staff addressing the boss (CEO) by name. During my first month over here, when I mentioned Mr Tung, the staff of Ufinity asked me back, "Who is Mr Tung?" (I felt funny, why he did know who I am referring to?") In my past employment, it is deemed as impolite for staff to address the boss by his name.

The staff of Ufinity usually dress rather causal but smart. I don't see anyone on tie (male staff) or/and jacket. There is no strict dress code and not much emphasis from the management on staff outlook.

Having a billiard table in the office meant for the staff is a very nice gesture from the management as it makes the working environment, a relax and cool place to work at (not always about work and work, nothing else but work....). It will be awesome, if there is a treadmill in office (suggestion).

3. YOUNG AND DYNAMIC WORKFORCE

Ufinity has a young and dynamic workforce. Personally felt that most of the engineers are rather quiet and some of them even looked a bit too serious and cool.

ST

# Reflections

Feel comfortable in the working environment.  Team are committed and working together to solve problem instead of finger-pointing.  The communication is open.  It is a place with "人情".

Anonymous

The below is what I think is Ufinity's culture:

We are efficient.  We get right down to work, without any unnecessary process.

We are caring.  We do not only value the results highly, but we value more on our people, because it is the Ufinity people that make everything else happen.

We are passionate.  We have enthusiasm in technology as well as in people.  Only with great passion in these two can we keep on working hard and innovating.

Adam Li

# Reflections



We are honest, hardworking and enjoy solving problems.  We work in an environment of high trust and we do not like politics and bureaucracy.  We feel great when the software that we develop are useful to the Customer.

SI

We always be friends with customer.  This build a relationship that aids to develop constructive discussion most of time as in everyone have hassle in communication.  As a software vendor, we not limited to IT technologies, but we also try to look at and understand client system from customer perspective to detect loophole of requirements.  Couldn't this be a reason of why we gaining trust from them?!  Yes, a value asset.

Anonymous

In Ufinity, everyone is in continuously pursuit for knowledge and constant exploration to new height, but the passion and willingness to teach and impart knowledge to others has never fail to impress me.

J.T

# Reflections

Detail is very important, especially in the differences across products.

Continuous learning to improve skills.

Wang Xiang

Ufinity culture??? Hmmm…..

I'm sorry before if my answer is wrong.  Because I have no idea for Ufinity culture.

Ufinity Culture:
Sometime Ufinity make you happy, comfort, enjoy your job and sometime Ufinity make you disappointed, worried about your job, but so far as good :D

Anonymous

# Reflections

Ufinity is a friendly house, everyone from management to peer colleagues is nice to talk to and work with.
Ufinity is also a career planner that listens and guides the career development for each employee in their own preferred pace and path.
Not to forget about the flexibility that allows us to work in our own style.
All Ufinitians are also encouraged for continuous learning, and given chances to share and contribute knowledge (Interest Group).

CoCo

Ufinity's work ethos is to be honest to our customers and ourselves.
Getting things done internally without politics and red-tape.

Peng Wai

# Reflections

Openness. Management, colleagues are open to discussion of work or outside work stuff.

Tan Tai Hoe



I will say that the culture among the colleagues are friendly where we can stick together in difficult times. Also, we can play and have fun during relaxing.

We will put ourselves in the customers' perspective when considering their needs and circumstances to advise and provide solutions.

Anonymous

Viewing from external, the culture of Ufinity is about delivering high quality software and service to the customers.
To achieve this goal, internally, we work as a team. In an open, friendly environment, the team cohesion, the value of each member form the culture of Ufinity.
We are open in communication, technology focused and technology driven in software engineering, and high in both quality and efficiency.

Yong Song

# Reflections

After a while in the company, my sentiments incline towards an environment which is comfortable to work as well as have fun in.  It remains ever consistent every time I stepped into office.  Perhaps it might be the spaciousness of it and the tranquility brought about by quietness so palpable to the days of studying in school.  My colleagues are capable in the job they do and can be easy going when the situation calls for it.  They are the ones who will take the initiatives to organize events to increase familiarity in one another which is crucial to enhancing better teamwork when it comes to handling projects.  Speaking about projects, the overall management are done very professionally and timely so much so customers remain loyal and will get back to us to extend the contracts.

J E Law

# Reflections

Continue with the culture of doing things right the first time.  Everyone strives to execute job to his/her best ability.

Anonymous

I believe that one of our company's culture is Love.  Not romance kind of love but the warmth and care among my team members.  I believe it is so for the other teams.  Team lunch, company events allows bonding time and also time to temporarily forget about the project stress.  Such events show that love is part of our culture.
This is an article that I have came across recently which can be worth reading. http://goo.gl/p92hXK.

Another culture which we have is ownership.  I believe many if not all of us have a sense of ownership.  Not only for the things we are give, but also in terms of works produced.
We are also give opportunities to be more engaged by providing an avenue for common interests and contributions.

I have also read an article recently which searching online for company cultures of other companies and I do agree with the article.
Our company is using this method and after reading it, it sorts of makes sense. http://goo.gl/6x3flB.

Li Weijie Willkie

# Reflections

Ufinity's culture to me:

● Starbucks
● Teamwork! (working (sometimes OT) together, having fun together, even spending money together)
● Eating… a lot of eating
● Most of the days are like these smileys: :) :D
● Feels like a big family

Anonymous

Ufinity provides a friendly environment that all colleagues can work very close to each other. Knowledge and experience sharing among each other are one of the key points that lead the projects to success within timeline.  There are a lot of opportunities and trainings have given by Ufinity in order to improve our job skills that we could perform even better.  Besides that, our superior is always responsive and patient to assist us whenever we have encountered issues that we are unable to resolve after trying.

Kenny Chong

# Reflections

Ufinity values knowledge sharing and teamwork.
The set up of WIKI helps new comers to absorb new knowledge quickly and efficiently.  It also encourages everyone to input their knowledge to be shared to everyone.

Xavier Lin

This is how I feel about Ufinity after my three years services.

U – United as one
F -   Family-like environment
I –   Integrity.  Will do what is right
N – Nice Place and Nice People
I – Innovative.  Willing to try new ways to know staffs better.  Example: do a few quizzes.
T- Teamwork.  We are able to show teamwork among colleagues and boss by helping each other and work together with trust.
Y – Young at heart. Be it some of us may age gaps but we still able to communicate well among one another.

Anonymous

# Reflections

I think Ufinity is a professional I.T. company, with nice colleagues willing to help each other.  It looks like a big family, the employee can feel the care of the boss and colleagues.
Ufinity is also professional in its fields, having intelligent employers and build the good quality solutions.

Zhu Ning

We try our best, often breaking our back, to accommodate customers' requirement.

We do our best even when customer is ridiculously demanding.
We take on challenges sometimes even too big for ourselves.
We try to have fun.
We have team spirit.
We love gadgets.
We love coffee.
We love snacks.

TTSY

# Reflections

First of all, I joined Ufinity just recently, so I know very little about this company. Till now I find that the work environment is great for a newbie, where I have been given time and chances to learn without expecting too much. Moreover my colleagues are also very helpful in a way that they are willing to teach and help me when I found some difficulties. Although sometimes I feel that I had given so many tasks, but I will try to give my best in handling those tasks.

Anonymous

Ufinity's culture is about doing things right, creating a conducive environment to attract the best talents and delivering the best values to customers in a fair manner to all parties.

Tung Teck Lee

# Reflections

I didn't think I have stayed in Ufinity long enough to be able to share accurately, how Ufinity's culture is like. But during my 1 month and 11 days stay here (actual work days are lesser if minus weekends), I find my working experience here quite enjoyable. Some of the things I like about my team in Ufinity so far: the willingness to share knowledge, problem solving through team discussion, play. Although this sharing isn't about My work experience here, but I think one of the main reason why I find it enjoyable could really be Ufinity's culture.

1. Willingness to share – When I first joined, there were a lot of help from my team. Currently I'm still learning the ropes of the ins and outs of IAM and thanks to my team I had been coping fairly well.

2. Problem solving through team discussion – There a lot of meeting rooms in Ufinity, I maybe wrong, but perhaps Ufinity has a culture of having a lot of meetings. It may not be a good thing but having been in 2 meetings with my team so far (an informal one) we came out of the rooms clearer of what needs to be done. I like it that it wasn't under a formal setting (not sure if its good or bad) but it was certainly more productive than a very formal one.

3. Play – When I first saw the pool table and table tennis in our office, I thought Ufinity is a cool place to work at. Not that I'm a big fan of these games, but it showed our management were unrigid people who knew about work and play. I mean they wouldn't be there unless management allowed it, right? I like that "play" was involved in the process of getting work done over here at Ufinity.

Edmund Ong

# Reflections



Besides the friendly and supportive working environment, the company has a clear career pathway that motivates me to perform better. All the required knowledge and skills are well communicated to the employees during performance appraisal. These have made a fair and transparent recognition and reward system. Moreover, the open policy enables everyone to contribute their best and feels comfortable sharing ideas and opinions. The collaborative culture at workplace engages all employees in finding better solutions for the customers that help to achieve the organizational objectives.

Anonymous

Ufinity has a team culture where people care about each other and their work. Because people look out for each other, customers benefit because job get done and done well.

David Leow

Ufinity teams identify ourselves as Ufinity team instead of teams for different projects, areas, or departments. No matter which project, area or department we are working in, we belong to the same family, Ufinity.

Lu Xuelei

# Reflections

Reminiscing on my academia days,

Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations.
The purpose of Ufinity's culture should thus be defined as a standard set of assumptions that everyone uses for their daily interactions.  House rules if you will.  I would thus envision Ufinity's culture base on the following pointers,

Family – We spend more time here then with our families, a support structure here is key to psychological well being.  Much like how soldiers associate their unit as family.

Efficiency – Productivity hangs on how fast we can get our jobs done.  A culture that encourages practical efficiency encourages productivity.  Let's not waste time on things that don't work, just because.

Openness – If things don't work, or if there is a better way, the culture should allow for such issues to be brought up immediately (efficiency), and nicely (family).

# Reflections

Professionalism – Continued strive for excellency should be part of our culture.  Roles and responsibilities given will be guaranteed to be carried out and conducted with utmost reliability.

Ethics – We will not allow ourselves to do what is ethically or morally wrong. (Important as some background checks requires this to be mentioned somewhere)

To summarize, Ufinity's creed

Ufinity is an organization that treats each individual as family with respect and openness.  We are the epitome of efficiency, professionalism and ethical conduct in the industry.

"Advice Mallard"

# Reflections

I think Ufinity has an open culture and accepts people from different backgrounds. It gives space to employees and respects their opinions.

"Gimei Desu"

From my point of view, Ufinity current cultures are:

Positive Culture:
1. Management listen to staff comments
2. Good working environment (if compare to client side, at least no need to squeeze in limited space or work in pantry)
3. All staffs are friendly especially Management (can see smiling face from everyone)

Negative Culture:
1. No 13th Month Bonus!!!

Anonymous

# Reflections



Ufinity Culture is:

● Freedom to express oneself
● Empowerment to do things fast
● Sense of belonging, good support from colleagues and management
● In one single word, WOW!

Mark Lee



Providing technical expertise with friendly service to customers. Friendly cooperation and knowledge sharing among colleagues.

Anonymous

● Respect for everyone (no screaming bosses)
● Open to making mistakes (and learn from it later)

Cheewee

# Reflections

The Ufinity Mantra

Instructions for use: repeat daily 1,000 times

we are not just another vendor

we care about your business and want you to be successful
we will engage you pro-actively to ascertain your needs
to give you the best solution that we can
within your time and budget constraints (subject to the laws of physics)

we are not just another vendor

we care about a happy and fruitful working relationship
we will conduct ourselves honestly, fairly, professionally and competently
to give you the best service and advise that we can
and be your trusted friend and partner

If you were given a choice to be a cartoon character, who would you like to be? Why?

Name of Staff:

What are your favourite hobbies? Why?

Photography.
To take photos of pretty girls.

Name of Staff:

What are your favourite movies? Why?

# Reflections

we are not just another vendor

we care about building high-quality products
we will seek out new knowledge and improve our (and our fellow team members') skills, and will not shy
away from challenges
to give you intuitive, secure, reliable and beautiful (both inside and outside) applications
that just works and are a pleasure to use

we are not just another vendor

we care about keeping you afloat
we will keep your applications running smoothly
to give you peace of mind and the confident knowledge
that we'll be there to help you when sh*t hits the fan

we are not just another vendor

Random Anonymous Coward

# Reflections

Ufinity gives us (employees) sufficient space to grow in our career. It has encourage discussions at the workplace to reach to better conclusions.
Bosses are friendly and they are more like mentors to the employees.

Vasantha Prabu

# Reflections

Hi, here are my views about the Ufinity culture I observed from my POV during my tenure here.

1. As an engineer, I've been given the opportunity to work individually to help achieve the targeted milestones with minimal supervision. I'm given the trust and responsibility to complete my task to the fullest without a team lead or PM pressuring me on progress, correctness and timeline.

2. The engineers across different projects/department seldom interact or share knowledge. Cause the different teams are kind of confined in their designated room. Thus, I don't really know what other projects are ongoing in the company at the moment.

3. Our working hours and stress level is reasonable. There might be peaks but there's freedom to buffer for a better pace after the peak is over.

Anonymous

# Reflections

I may have over-analyzed this. Not sure if I went in the right direction.

# Handling Projects
1. On schedules and deadlines
Positive: I often hear the phrase "best effort", which means we are aware of our limitations
Neutral: How a task is completed is up to the individual
Negative: In a rush to meet schedule, quality often takes the back seat

2. Planning and Monitoring
Positive: Roadmaps are very helpful for identifying the team's progress
Neutral: Highly dependent on managers/lead
Negative:
a. Sometimes the plan is vague to the team (not communicated in detail).
b. Sometimes the plan is not detailed enough (we cross the bridge when we get there, which eats up time)
c. Not everyone is in team is proactive (some have to be monitored). If these individuals don't highlight risks, then everyone is caught off-guard too late.

# Reflections

3. Agile environment
Positive: We don't have strict processes
Neutral: We build/improve the process to suit the project needs
Negative:
a. Initially, everyone does things their own way, which later results in confusion/issues. This is resolved only if someone calls on the 'lack of rules/workflow', and actually pushes for improvement. If no one complains, the problem only continues and becomes worse.
b. Everyone seems to be expected to hit the ground running (especially in projects with tight deadlines). This is not a helpful environment for new team members who join the group in the middle of the project.
c. It is not SOP to have project kickoffs, walkthroughs. There is no standard process (across the company) that makes it easy to transition between project teams.

# Working Environment
1. There is trust in the team's capabilities
Positive: Individuals learn to trust in their skills, develop self-assurance
Neutral: ---
Negative: We have a tendency to be over-confident that we over-promise but under-deliver

# Reflections

2. Open communication
Positive: Everyone is welcome to give suggestions and feedbacks
Neutral: Not everyone is inclined to talk
Negative: Positive outcome always depends on how Manager/Lead act in response to suggestions or feedbacks.

3. Continuous improvement and learning
Positive: We learn from our experiences, and improve on them
Neutral: ----
Negative: We often do fire-fighting instead of fire-prevention

# How we deal with customers
Positive: We do our best to give the customers what they need
Neutral: ----
Negative: Personally, I sometimes feel like we are not earning customer trust (like we are hiding something from them)

Anonymous