



THE A-DEC WAY

“Striving for Excellence”

At A-dec our working philosophy is a commitment to strive for excellence in all we do. Recognizing the need to maintain control of our future, we looked inside A-dec to define the secret of our past success and as a result developed the “A-dec Way.” The A-dec Way is a written expression of the operating philosophy which governs all aspects of our company.

The A-dec Way consists of 15 principles of concern and 6 questions of test. One must take the philosophy as a whole—striving for the total best.

Join us as we strive for excellence.

Ken Austin
Jean Austin



Concern for People

- Includes all people we impact:
 - employees and families
 - vendors – mutual trust and confidence
 - townspeople – Newberg
 - customers (dealers)
 - user (profession)
- Create the best possible physical surroundings in which to work.
- Maintain a positive, motivating atmosphere—treat people the best we know how in all respects—equal and fair.
- Do our best to provide steady work and security of employment.
- Provide professional, motivating, concerned leadership at all levels in the company.

2

Provide for Opportunity & Assist in Self-Development

- Create an environment that encourages and assists each person in developing to their highest potential.
- Provide for opportunity by internal promotion to higher level positions when or where possible.
- Provide for guidance and direction in area of greatest contribution.
- Delegate responsibility, accountability and authority.

3

Provide an Atmosphere Encouraging Self-Satisfaction & Pride

- Create conditions promoting self-satisfaction and pride as a part of life for all at A-dec.
- Maintain a quality organization of which all can be proud and enjoy.

4

Encourage Team Effort

- An exchange of ideas usually brings a better decision.
- Provide a mutually supportive and co-operative atmosphere.
- Disciplined conduct on the part of each team member is essential to success.

5

Maintain Complete Fairness, Honesty & Integrity

- There is no such thing as “almost” fair or “almost” honest.
- Give commitments carefully and keep them faithfully in order to build trust.

6

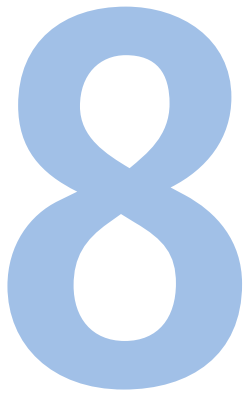
Maintain Open, Consistent & Regular Communication

- Create understanding and a feeling of sharing of ideas and information throughout the company.
- Involve and inform people as necessary.
- Consciously seek open, clear, two-way communication establishing effective and satisfactory personal relationships.



Encourage Public Service

- Be a good citizen and neighbor to the public we serve (employees, community, dental industry, etc.).
- Do our fair share in all areas of corporate responsibility.



Encourage Creativity

- All of our people's ideas are important and needed.
- Keep a positive attitude towards innovation and new ideas at all levels.
- Encourage receptivity to creative change.
- Practice techniques of positive reinforcement and constructive criticism.

9

Commitment to Quality & Productivity

- Quality is everyone's responsibility.
- We recognize that productivity with quality is the only real security for a company and its people in the American enterprise system.
- We commit to seeking better methods and equipment—there is always a better way.
- Work simplification and training are vital to achieving improvements and productivity.

10

Maintain Consistency

- Use standard policies and procedures and preserve corporate image.
- Standardize machinery, tools and supplies.
- Create consistent advertising and promotional programs.
- Maintain continuity in professional and consulting relationships.
- Use a steady, predictable approach when conducting business.



Dedication to Improvement

- Encourage and be receptive to ideas and efforts for improvement.
- Maintain an awareness of the need for improvement. “Find what’s wrong and fix it.”
- Change for needed improvement, not for change itself.
- Change with our changing society to meet internal and external needs.
- Appreciate and encourage improvement efforts by others.

12

Keep Things Simple & Basic

- Satisfy the need without complication.
- Seek the most effective way, keeping simplicity in mind.
- Cut through the maze—do it as simply as possible.

13

Build on a Basis of “Need”

- Proceed only if there is a compelling or anticipated need for the contemplated action.
- Identify the need and the necessary steps to fulfill that need.
- In the search for perfection, be willing to accept the best known way—take action when needed.
- Maintain flexibility without compromising “the best.”

14

Attention to Detail

- No detail is too small to qualify for attention.
- Proper attention to detail deters degeneration.
- Avoid the “what difference does it make?” stance and seek to improve if possible.
- Prioritize activities to put details in proper relationship and perspective and avoid getting bogged down.

15

Conserve Resources

- Conserve time, money and materials.
- Be concerned about costs and justification of expenditures.

Questions

1. Is there a need?
2. Is this the simplest and best way to do it?
3. Am I using time and material effectively?
4. Am I helping make A-dec better for everyone?
5. Can I be proud of what we are doing?
6. Have I communicated?



The A-dec Way started with Ken and Joan and today is kept alive by our A-dec employees.



Scott Parrish, A-dec CEO & President, with A-dec Founder Ken Austin.



Like The A-dec Way, our retro “a” is a part of our history—and our future. Trademarked in 1969, it quickly became the symbol of excellence, innovation, and quality in the dental industry. For more than 50 years, it has remained a closely held emblem of the core values and principles that make A-dec a successful business and a great place to work.



Taken in 1982, our employees posed for an A-dec family photo. It was presented to Ken and Joan at the company Christmas party. Welcome to the family!



A-dec Headquarters

2601 Crestview Drive

Newberg, Oregon 97132 USA

Tel: 1.800.547.1883 within USA/CAN

Tel: +1.503.538.7478 outside USA/CAN

Fax: +1.503.538.0276

US & Canada email: domestic@a-dec.com

International email: international_cs@a-dec.com