

# The Oklahoma Business Ethics Consortium



ENTERING OUR ELEVENTH YEAR OF PROMOTING OKLAHOMA VALUES OF INTEGRITY AT WORK!

BE THE DIFFERENCE · WWW.OKETHICS.ORG

## AGENDA • OCTOBER 14<sup>TH</sup>, 2015 • OKC CHAPTER

### I. Welcome & Kudos

**Tony Scott, Esq. CPA**  
Vice President, Heritage Trust  
OK Ethics Foundation Board of Directors

### II. Upcoming Events

**Shannon Warren, Founder, OK Ethics**  
Advance reservations are required for all events. Visit okethics.org for more information!

Statewide Student Ethics Challenge  
Saturday, October 24  
Southern Nazarene University

**Need 24 judges and 8 moderators for this project.** If you are interested in serving in this outreach effort involving Oklahoma campuses, please contact Shannon Hiebert, OK Ethics Foundation President at Shannon.R.Hiebert@ehi.com



November 12<sup>th</sup> program is MOVING:  
Chevy Bricktown Event Center

### III. Membership Drive Underway

Have you renewed your membership?  
Our new fiscal year starts October 1.

#### Why join?

- It's the right thing to do—for your business and community.
- Promote Oklahoma values of integrity at work.
- Provide opportunities to hear top-notch speakers focused on ethics. (See page 5 for upcoming events.)

- Support student ethics initiatives, including the annual Statewide Student Ethics Challenge as well as participation in regional and national ethics bowls.
- Provide an affordable membership option for the nonprofit community, in support of their important work to improve our communities and provide services to those in need.

Contact Shannon Warren via warrenokla@cox.net for more information.

### IV. Discussion Topic

- What key elements are necessary to maintain a culture of integrity in your organization? Please share positive examples that you have observed in the workplace.

### V. Guiding Principle

**Myrna Schack Latham,**  
Attorney, McAfee Taft,  
OK Ethics Consortium Board of Directors

### VI. Introduction

**Carla Brockman,** Vice President of  
Corporate Governance & Secretary,  
Devon Energy

### VII. Keynote

#### “Preserving a Culture of Integrity”

**Dave Hager**  
President & Chief Executive Officer,  
Devon Energy

See pages 7 & 8 for Mr. Hager's bio and program outline.

**Did you know that 501c3, non-profit organizations can join for free at the Frontier level?**

## UPCOMING EVENTS

### DR. MARTIN LUTHER KING'S LEGACY

**DR. CLARENCE B. JONES**  
Advisor & Speechwriter for  
DR. MARTIN LUTHER KING JR.

Co-Hosted by  
Southern Nazarene University  
CHARACTER | CULTURE | CAREER

Recommended  
for 1 CPE in Ethics



**Nov. 12<sup>th</sup>** CHEVY BRICKTOWN  
EVENT CENTER

### ETHICS:

IMPACT ON HAPPINESS &  
ECONOMIC PROSPERITY

Recommended for 1 CPE



WEDNESDAY  
**JANUARY 13<sup>TH</sup>**  
11:30-1:00

THE PETROLEUM CLUB  
OKLAHOMA CITY

#### PANELISTS

- Dr. James Harvey, MU
- Dr. Katherine Terrell, UCO
- Dr. Nancy Snow, OU
- Dr. Steven C. Agee, OCU

Vision: To be recognized as a statewide and national forum for promoting business ethics.

#### PINNACLE MEMBERS



#### NAVIGATOR MEMBERS



#### STAR MEMBERS



## VOLUNTEER APPRECIATION:

OK Ethics relies primarily on volunteers to achieve the organization's successful pursuit of Oklahoma's values of integrity at work. It takes leadership and teamwork to host these exciting events and we salute your dedication in achieving OK Ethics' mission! Listed below are today's volunteers who consistently provide service to our members:

## AGENDAS:

Many thanks to the volunteers from **Metro Technology Centers** who provide our monthly agendas.

## AMBASSADOR TEAM:

These friendly people welcome our guests each month and assist in helping them locate seats. They also arrive early to help distribute agendas and assist with name tags.

<b>Daniel Yunker</b>	<i>Kimray Inc.</i>	<i>Senior Team Leader &amp; OK Ethics Board Member</i>
<b>Thad Chance</b>	<i>Accounting Principals</i>	<i>Team 1 Leader</i>
<b>Sally Boyd</b>	<i>Walter Duncan, Inc.</i>	<i>Ambassador</i>
<b>Laina Davidson</b>	<i>Tri-Star Pension</i>	<i>Ambassador</i>
<b>Toni Faris</b>	<i>Public Strategies</i>	<i>Ambassador</i>
<b>Connie Root</b>	<i>COMTECH</i>	<i>Ambassador</i>
<b>Bill Turner</b>	<i>Valir Health</i>	<i>Ambassador</i>
<b>Nancy Hyde, CPA, CVA</b>	<i>Hyde &amp; Company</i>	<i>Executive Ambassador</i>
<b>Tony Scott</b>	<i>Heritage Trust</i>	<i>Executive Ambassador</i>

## REGISTRATION TEAM:

These dependable individuals diligently record our guests' attendance and handle the collection of fees:

<b>Mark Neumeister, CPA</b>	<i>D.R. Payne and Associates</i>	<i>Registration Chairperson</i>
<b>Mary Vaughn, CPA</b>	<i>JMA Energy</i>	<i>Cash &amp; Visitors</i>
<b>Joe Walker</b>	<i>BKD, LLC</i>	<i>Pre-paid Registration Co-Chair</i>
<b>Lucius Crandall</b>	<i>SandRidge Energy</i>	<i>Prepaid Registration</i>
<b>Rachel Olsen</b>	<i>Devon Energy</i>	<i>Prepaid Registration</i>
<b>Amanda Smith</b>	<i>Devon Energy</i>	<i>Prepaid Registration</i>

## SPECIAL INITIATIVES:

<b>Mark Nance</b>	<i>American Fidelity Assurance</i>	<i>Membership Chair</i>
<b>Susan Pate</b>	<i>Stinnett &amp; Associates</i>	<i>Accountant</i>

## OTHER INITIATIVES:

<b>Jalisha Petties*</b>	<i>OK Ethics</i>	<i>Member Care Coordinator</i>
<b>Factor 110*</b>		<i>Name Tags and Guest Services</i>
<b>Anna Rosenthal*</b>		<i>E-notices</i>
<b>Dallas Bodin*</b>	<i>Prime Visual Media Video Production</i>	<i>Videographer</i>

\*Paid Service Provider

**Visit [okethics.org](http://okethics.org) for resources, videos, articles and to see who's who.**



**Like us on Facebook.**



## MANY THANKS TO OUR HORIZON MEMBERS:



# WANT TO BE PART OF THE TEAM THAT HELPS OK ETHICS FLOURISH?

*Please contact these leaders to see how you can help.*



**Daniel Yunker serves as the Chief Ambassador for the OKC team of Ambassadors.** He can be counted on to arrive early (11:00 a.m.) with a smile on his face, ready to greet guests, direct them to their tables and answer any questions they might have. *If you are interested in joining Daniel's team as an ambassador, please contact him at [dyunker@kimray.com](mailto:dyunker@kimray.com).*

Daniel serves as Communications Manager at Kimray, Inc. He and his teams are responsible for the creation and distribution of internal communications and the management of Kimray's public relations.

He earned a B.S. in Business Administration from Southern Nazarene University and is currently obtaining his MBA from the University of Oklahoma. Daniel serves as a board member for Oklahoma Business Ethics Consortium and ServeOK.

He is an avid traveler and enjoys hiking, scuba diving and Thunder basketball. With a passion for helping others, Daniel volunteers with his church and many organizations throughout Oklahoma City.



**Mark Neumeister CPA, CGMA has been in charge of OK Ethics' Registration in OKC for several years and we are deeply grateful for his dedication and conscientious, caring approach to his volunteer duties.**

Mark is Director of Tax Services for D.R. Payne & Associates, Inc., and has nearly thirty years experience in tax planning, tax controversies and tax compliance in both public and private industry. Before joining the Firm, Mr. Neumeister was Vice President – Tax at Fleming Companies, Inc. (a Fortune 100 company). Previous to Fleming Mr. Neumeister was a Senior Manager – Tax Services at Deloitte & Touche LLP, where he served clients in the industries of; retail, wholesale, manufacturing, professional services, construction, automobile dealers and others.

Mark and his family moved to Oklahoma from Nebraska in 1994. His wife Lynn is a 7th grade geography teacher at Central Middle School in Edmond. Their daughter Abby, is in the 7th grade at Central Middle School in Edmond. His hobby is tennis and he tries to get to the courts 2-4 times a week. An enthusiast, you might spot Mark in New York watching the U.S. Open Tennis matches from sunup to sundown. He will be the guy wearing the Huskers hat and OKC Thunder shirt.

As OK Ethics has grown, Mark has needed additional help from other CPA's to assist with registration and reconciliation of monies received at monthly meetings. If you are interested in providing this service as needed, it will require an early arrival (11:00 a.m.). *You can contact Mark at 272-0511 or via email at [moneumeister@drpayne.com](mailto:moneumeister@drpayne.com).*



**Marvinette Ponder with Devon Energy serves as Co-Chair for the Pre-Paid Registration Team and we look forward to her enthusiastic participation every month!** She arrives at 11:00 a.m. to help the Ambassadors and other volunteers in distributing the agendas and preparing for guests. Her primary responsibility is to expedite registrations for OK Ethics' pre-paid members.

Marvinette is a native of Los Angeles, California. In her role at Devon Energy, she is the Sr. Supervisor of Audit & Litigation, and Program Leader for US and CN accounting career and development continuity. Marvinette enjoys both learning and teaching. She currently holds an undergraduate degree in accounting and two Master's degrees: MBA and MAOM. She is also an adjunct professor and the Adult Sunday School class teacher. Marvinette has been married for 34 years and the proud grandparent of three grandchildren.

*If you are interested in helping, please contact Marvinette via email at [marvinette.ponder@dvn.com](mailto:marvinette.ponder@dvn.com).*

# WELCOME NEW BOARD MEMBERS!

*The mission of the OK Ethics Foundation (a separate entity from the Consortium) is to support initiatives on various campuses through Oklahoma.* One of the biggest events of the year is the annual Statewide Student Ethics Challenge which involves undergraduate university students who present arguments on a variety of ethical issues. The day-long event requires weeks of preparation and provides an opportunity for students to crystallize their thinking on dilemmas involvement personal integrity. In addition, the Foundation provides speakers to address student ethics chapters. By learning from experienced professionals, the students become better prepared to handle difficult issues that they may encounter in the workplace.

## Joining the team of long-time Foundation Board leaders:

**Shannon Hiebert**, OK Ethics Foundation President  
(Vice President of Human Resources, Enterprise Holdings)

**Pam Fountain-Wilks**, Past President  
(CEO of Principal Technologies)

**Tony Blasier**, Director  
(Vice President of Ethics, Chesapeake Energy)

**Colin Schoonover**, Director  
(Manager of Pipeline Systems, Engineering Services & Asset Management, ONE Gas)

**Bob Byrne**, Director  
(Former Ethics Advisor, Boeing)

**Joy Labar**, Director Emeritus  
(Director, Internal Audit; AEP)

## NEW FOUNDATION BOARD MEMBERS:



**Apryl Bussen**  
*Ethics Advisor,*  
*Boeing*

Apryl joined Boeing in May 2011 with roles in the business operations and supplier management organizations. In December, 2014,

she joined the Ethics and Business Conduct organization within Boeing as an Ethics Advisor in Oklahoma City, focusing on enabling an open and accountable culture. Prior to joining the company, she held various roles in defense industry companies, including roles in compliance. In the summer of 2015, Apryl participated as a judge in the General Tommy Frank's High School Ethics Bowl.

Apryl holds bachelor's degrees in Business Administration and in Accounting from the University of Maryland, University College, and a master's degree in Acquisitions and Supply Chain Management.



**Deborah J. Hill Burroughs, JD**  
*Professor, Langston University*

Deborah is a pastor's wife, a retired human resource professional and retired college administrator. Since retiring from Langston University as the Director of Programs and Services, she serves as an adjunct professor at Langston University, OKC Campus (LUOKC), and as a volunteer in various civic and community organizations including as a Board Member of Black Liberated Arts Center (BLAC).

Deborah is very passionate about the mission and programs of OK Ethics. She was the advisor of the college chapter at LUOKC, coached debate teams; and, this summer was a judge in OK Ethics' first high school competition in 2015. Deborah has served on the OK Ethics' Ambassador Team for several years. Previously, Deborah served on the Education Committee of Character First, and was instrumental in LUOKC becoming one of the first College campuses of Character.



**Tony A. Scott,**  
**Esq., CPA**  
*Vice President,*  
*Relationship Manager*

Tony A. Scott joined Heritage Trust as vice president, relationship manager in early 2014. Mr. Scott began his professional career as an auditor at Peat Marwick Mitchell, now KPMG. He left public accounting in 1984 and devoted the next 30 years of his career to nonprofit work.

Tony is a 1982 graduate of East Central University where he earned his bachelor's degree in accounting. He later attended night school at Oklahoma City University School of Law where he obtained his law degree in 1991. He is dually licensed as an Oklahoma attorney and CPA and is an active member of both the Oklahoma Bar Association and Oklahoma Society of CPAs.

For 10 years, Tony served as a local, national and international instructor for the Becker CPA review course. Additionally, he has taught as an adjunct professor in the schools of business at Oklahoma Christian University, Washburn University and Oklahoma City University.

Tony has previously served on the board for the

Oklahoma Society of CPAs, East Central Alumni Association, Edmond Parks and Recreation and Kickingbird Golf Course. He is a Leadership Edmond Class VIII graduate. In addition, Tony currently serves on the Board of Oklahoma Lawyers for Children, an organization dedicated to representing children in the Juvenile Division of the Oklahoma County Court. In addition, Tony regularly serves as an Executive Ambassador for OK Ethics.



**Joe Walker,**  
**CPA, MBA**  
*Audit Manager,*  
*BKD, LLP*

Joe graduated from the University of Central Oklahoma (UCO) with a Masters of Business Administration (MBA) and a Bachelor of Science degree in Accounting. While he was graduate student, he passed all four parts of the CPA exam. As a result, he started his career in accounting with the CPA exam already completed. Except for short period of time as an accountant for a Broker Dealer, his career has been in audit.

Joe has gained experience in a variety of areas in audit, such as oil and gas, manufacturing, non-profit organizations, and governmental entities, which include Single Audits (a.k.a. OMB Circular A-133 audits) and benefit plans, such as defined benefit and contribution plans. Currently, he is an Audit Manager for BKD, LLP, national public accounting firm.

Joe has been actively involved with the Oklahoma Business Ethics Consortium (OK Ethics). As a graduate student at UCO, he organized one of the first student chapters of OK Ethics in 2005. He has served as a judge for the Student Ethics Challenge since 2006.

# UPCOMING EVENTS

## DR. MARTIN LUTHER KING'S LEGACY

**DR. CLARENCE B. JONES**  
**ADVISOR & SPEECHWRITER FOR**  
**DR. MARTIN LUTHER KING JR.**

Co-Hosted by

Southern Nazarene University  
 CHARACTER | CULTURE | CHRIST

Recommended  
 for 1 CPE in Ethics



NEW LOCATION:  
**CHEVY BRICKTOWN**  
**EVENT CENTER**

**Nov. 12<sup>th</sup>**

In a distinguished and heralded career, Jones has served as **political advisor, counsel, and draft speechwriter for the Reverend Dr. Martin Luther King, Jr.**; joined Sanford I. Weill and Arthur Levitt, Jr. in Carter, Berlind & Weill, Inc. as an allied member of the New York Stock Exchange (NYSE), becoming the **first African-American partner in a Wall Street investment banking firm**; been twice recognized as *Fortune's Business Man of the Month*; and founded successful financial, corporate and media-related ventures. He has also provided strategic legal and financial consulting services to several governments around the world including those in the Bahamas, the Dominican Republic, Jamaica, and Zambia.

Dr. Jones has received numerous awards recognizing his significant contributions to American society. Through his work in the civil rights movement, he dramatically impacted the course of American history. He coordinated the legal defense of Dr. King and the other leaders of the Southern Christian Leadership Conference against the libel suits filed against them and *The New York Times* by the police commissioner and other city officials of Birmingham, AL. The Supreme Court ruling in this case – *Sullivan vs. The New York Times* – resulted in the landmark decision on the current law of libel. In April 1963, he drafted the settlement agreement between the City of Birmingham and Martin Luther King, Jr. to bring about the end of demonstrations and the desegregation of department stores and public accommodations. He assisted Dr. King in the drafting of his celebrated "I Have a Dream" speech that he delivered at the March on Washington, August 28th, 1963. In September 1971, Dr. Jones again found himself at the center of history in the making when, at the request of Governor Nelson A. Rockefeller, he helped negotiate an end to the historic Attica prison inmate rebellion.

# ETHICS:

## IMPACT ON HAPPINESS & ECONOMIC PROSPERITY



Recommended for  
 1 CPE in Ethics



### PANELISTS



**Dr. James Harvey**  
 University of Missouri



**Dr. Katherine Terrell**  
 Univ. of Central Oklahoma



**Dr. Nancy Snow**  
 University of Oklahoma



**Dr. Steven C. Agee**  
 Oklahoma City University

**WEDNESDAY**  
**JANUARY 13<sup>TH</sup>**  
 11:30-1:00  
**THE PETROLEUM CLUB**  
 OKLAHOMA CITY

# GUIDING PRINCIPLES

Adopted July, 2004

To ensure that the Consortium fosters positive characteristics of integrity in the successful achievement of its goals, these Guiding Principles were discussed and adopted (with revisions) during a milestone planning session held by Consortium leaders in Stroud on June 18, 2004. These principles were developed based on the Character First's values and philosophies.

## RESPONSIBILITY TO SELF AND OTHERS

### Service

- Passion for promoting ethics and integrity
- Encouraging the promotion of ethical behavior through personal actions and
- Sharing ideas and resources
- Responsibility and accountability for fulfilling the mission of the Consortium.

### Collaboration

- Achievement of common goals through the promotion of ethical, mutually beneficial relationships
- Service to the Consortium over promotion of self-interest
- Cooperation emphasized over competition in promoting ethical business conduct
- Members collaborate by being constructively engaged in discussions regarding ethics
- Seeking consensus in interactive discussions regarding ethical matters.

### Respect

- Members may become aware of confidential information shared by others in an effort to determine an ethical course of action. We ask members to be sensitive in recognizing and respecting the efforts made toward achieving ethical behavior. In that vein, public disclosure of this information is discouraged.
- We respect other members and the process by:
  - Exhibiting listening skills and actively listening to discussions
  - Being open to other points of view and outcomes
- We are an inclusive organization and demonstrate this by welcoming members who are in different stages of learning as applied to ethical behavior.

## LEAD WITH INTEGRITY

### Dependability

- Members are asked to demonstrate their support of this initiative by consistently attending meetings.

### Initiative

- Recruiting other members who have demonstrated a desire to promote ethical behavior in their organizations.
- Recognizing what needs to be done to help promote the Mission of the Consortium and taking action to assist in that effort.

### Honor

- Members are asked to honor the Consortium through the practice of integrity and ethical behavior in their business dealings.
- We express gratefulness to our hosts, sponsors and speakers; as well as to those whose volunteer service makes OK Ethics a stronger organization.
- Realizing that each of us is in a mode of continual learning, we demonstrate humility, care and compassion when sharing our thoughts and knowledge.

### Courage

- Speak the truth with confidence and encourage others to do the same.

## INSPIRE TRUST

**We serve and promote the cause of truth with integrity, objectivity and fairness to all persons.**

- We hold ourselves accountable by consistently honoring our word.
- We extend trust abundantly to those who have earned it.
- Trust, once earned, will not be taken for granted, manipulated or abused.

**Visit [okethics.org](http://okethics.org) for resources, videos, articles and to see who's who.**



**Like us on  
Facebook.**



# PRESERVING A CULTURE OF INTEGRITY

## DAVE HAGER *President & Chief Executive Officer, Devon Energy*



### **About our Presenter:**

Dave Hager is president and chief executive officer of Devon Energy Corporation, one of the nation's largest independent oil and natural gas producers. He assumed his current position in August 2015. He previously served as chief operating officer. From 2007 until joining the company in 2009 as executive vice president of exploration and production, Hager served as a member of Devon's Board of Directors.

Hager started in the gas and oil business as a geophysicist with Mobil Corp. and then joined Sun E&P in 1981. When Sun spun off its refinery operations in 1988, Hager remained with the E&P company, which was renamed Oryx Energy. He later worked in its new ventures group, managing new projects around the world. Hager then managed deepwater projects, including the team that pioneered the world's first production spar, a floating

production facility that paved the way for deepwater developments.

Oryx merged with Kerr-McGee in 1999. While at Kerr-McGee, Hager managed the company's worldwide deepwater exploration and production operations and took over all of exploration and production in 2003. He later served as the company's chief operating officer until Kerr-McGee was acquired by Anadarko Corp. in 2006.

Hager is a board member of EnLink Midstream Partners and EnLink Midstream LLC. He has a bachelor's degree in geophysics from Purdue University and a master's degree in business administration from Southern Methodist University.

Hager serves on the Board of Trustees for the Oklahoma City National Memorial and on the Board of Directors for the YMCA of Greater Oklahoma City.

### **GENERAL PROGRAM DISCLAIMERS:**

**LEGAL:** Members of the Oklahoma Business Ethics Consortium frequently share information concerning various issues and developments that may have legal implications. The discussions, commentary, and handouts at Consortium meetings or presentations to other organizations are for general informational purposes only. They cover only some aspects of the subject topic, and do not constitute a complete legal analysis of the topic or how it might apply to any particular set of facts. Before taking any action based on information presented during a Consortium event, participants are encouraged to consult a qualified attorney.

**PHOTOGRAPHY:** Occasionally, photos of the event are made and these may be posted on the OK Ethics website or Facebook page. By attending the program, participants tacitly understand and agree to this process. If preferences are otherwise, please notify us at [okethics@yahoo.com](mailto:okethics@yahoo.com) or call (405) 889-0498 and we will be happy to comply with your wishes.

### **PRESENTATION STANDARDS:**

The observations and comments of presenters at Consortium meetings and networking are the views and opinions of the presenter and do not constitute the opinion or policies of the Consortium or any of its members. Presenters are respectfully requested to honor OK Ethics Guiding Principles as well as avoid profanity, preaching, politics, put-downs and self-promotion during their lectures. To ensure accountability, participants are invited to evaluate each program according to these and other standards.



Videos of many previous programs are available online at [www.okethics.org/videos](http://www.okethics.org/videos). Watch for today's video to be posted in about a week.



## Preserving a Culture of Integrity

Dave Hager, President & CEO  
Devon Energy  
Oct. 14, 2015

NYSE: DVN  
devonenergy.com

## Devon Today

## 45 Years in Oklahoma City

- 2,500 OKC employees
- Substantial community support
- Defense Department's Freedom Award
- Fortune magazine honors:
  - 100 Best Companies to Work For — since 2008
  - Great Workplaces for Millennials — 2015



## About Me

- Became President/CEO Aug. 1, 2015
- Previously COO and EVP of E&P
- Board member from 2007-2009
- COO at Kerr-McGee, 2003-2006
- B.S. in Geophysics from Purdue
- MBA from SMU



4

## Our Values

## Hire the Best People



Our belief that our people are our most important asset provides the foundation for all of our values and convictions.

6

## Always Do the Right Thing



Embracing honesty and integrity as our most important value means we stick by our word and we will always do the right thing, even when no one is looking.



7

## Deliver Results



As stewards of a public company, it is our job to constantly strive to increase shareholder value.



8

## Be a Team Player



A central value of our company is the belief that teamwork and collaboration will create a better organization, provide more fulfillment for employees, significantly reduce bureaucracy and dramatically improve results.

9

## Be a Good Neighbor



We have a fundamental respect for the environment and the people and communities in which we operate.

10

## Devon's Leadership Attributes



- Understands the business
- Improves the business
- Challenges the status quo
- Is egoless
- Inspires a shared mission
- Has energetic perseverance
- Teaches people
- Shares accountability

11

## Ethics and Accountability



- Ethics and compliance hotline
- Code of business conduct
- Gift policy
- Conflict of interest policy



12



Videos of many previous programs are available online at [www.okethics.org/videos](http://www.okethics.org/videos). Watch for today's video to be posted in about a week.



## Employee Attributes

### **Exhibits Integrity**

Devon employees display honor that is unquestioned. They are open, forthright and honest. Their handshake seals the deal.

### **Embraces Shared Mission**

Devon employees embrace shared goals and understand their role in achieving them.

### **Displays a Passion for Improving the Business**

Devon employees have a passion for seeking and communicating opportunities to increase value and improve our business.

### **Adapts to Change**

Devon employees demonstrate flexibility and resilience to accomplish the shared goals and mission of the company.

### **Is a Team Player**

Devon employees value teamwork and make it an integral part of how they operate. They do what it takes to get the job done. They set aside individual ambitions for the greater good.

### **Communicates Openly**

Devon employees ask questions and initiate open and honest communication. They listen carefully and value questions that come from others. They are eager to challenge the status quo when appropriate.

### **Has Energetic Perseverance**

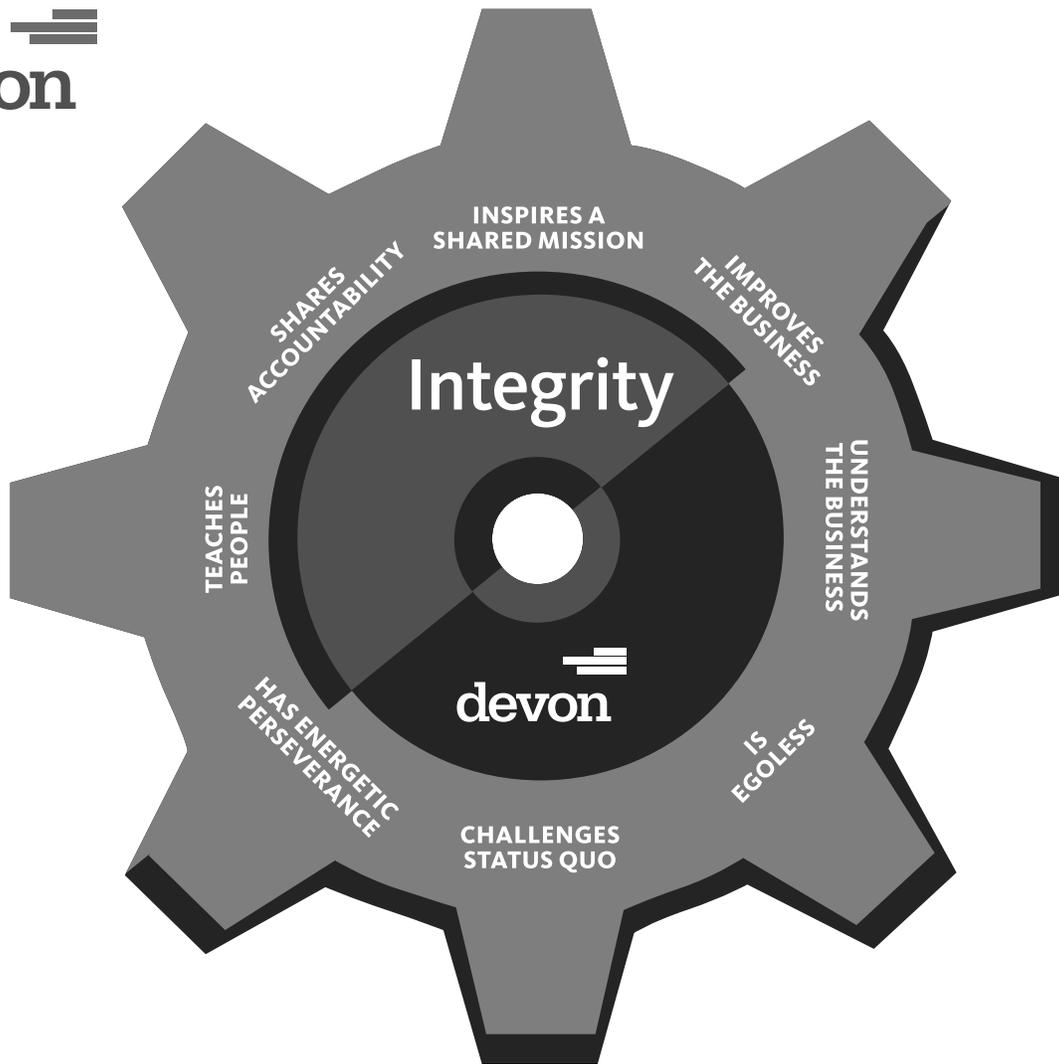
Devon employees take the initiative and display a positive can-do attitude. They persist in the face of obstacles.

### **Strives for Excellence**

Devon employees perform to the best of their abilities both professionally and technically. They take an active role in developing their skills and knowledge as well as training others.

### **Seeks and Accepts Accountability**

Devon employees seek and accept accountability and empowerment necessary to efficiently execute their duties.



## Leadership Attributes

### **Exhibits Integrity**

Devon leaders display honor that is unquestioned. They are open, forthright and honest. Their handshake seals the deal.

### **Inspires Shared Mission and Purpose**

Devon leaders inspire their employees to share a common mission and emphasize the role that employees play in achieving that mission.

### **Displays a Passion for Improving the Business**

Devon leaders display predatory hunger in their pursuit of improving the business. They have a passion for seeking opportunities to increase value and grow our business and our asset base.

### **Understands Devon's Business**

Devon leaders fully understand the industry in addition to Devon's Mission, Values and Strategies. They have a strong grasp of Devon's Value Chain, as well as the industry, so they will achieve our goals.

### **Is Egoless**

Devon leaders put the needs of the company before the needs of their individual divisions, departments or teams. They set aside personal interests for the greater good. They willingly roll up their sleeves to get the job done. They understand the value of teamwork and make it an integral part of how they operate.

### **Challenges the Status Quo & Listens**

Devon leaders are willing to ask questions and challenge current beliefs and processes. Similarly, they listen carefully and value the challenges and questions that come from others.

### **Has Energetic Perseverance**

Devon leaders exhibit a positive, can-do attitude and expect the same from others. They persist in the face of obstacles.

### **Teaches and Develops People**

Devon leaders understand that developing and teaching their employees is a vital part of their role. They provide opportunities for growth and encourage employees to share accountability for their learning and development.

### **Shares Accountability and Authority**

Devon leaders are willing to be held accountable and hold others accountable. They provide direction and give employees the authority and support to execute their duties.