DEFINE
the actual problem
that needs solving.

LIST
any and all potential
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to the problem.

EVALUATE
each possible solution
or response.

COMMIT
to the best values-
based choice and
make a decision.

A Brief Guide to Making Effective Choices for Success

Our Core Values provide the basis for the choices Glatfelter PEOPLE make every day, but how and where do they fit into the process of making effective decisions? Here is one model that an individual or a team facing a complex decision can use.

DEFINE the actual problem that needs solving.

- How would people in other Glatfelter positions or departments see the problem?

- Does the problem impact customers, suppliers, communities, or other stakeholders, and, if so, how would they describe the problem?

How you see the problem will limit how you see the solution. Consider different perspectives.

LIST any and all potential solutions or responses to the problem.

- Gather information and look around, inside and outside of the Company, for input. Others may have effectively solved this problem, or one like it, before you.

- Brainstorming is a key to innovation. An incomplete or impractical idea may spark another that turns out to be the best choice.

EVALUATE each possible solution or response.

- Is it legal?

- Is there a provision of the Code or Glatfelter's policies that encourages or prohibits it?

- Does it promote or depart from any of our Core Values?

Alternatives not in keeping with our Core Values, or that are prohibited by this Code or the law, are not the right answer. If you cannot answer the above questions for each viable alternative, check with the Law Department.

COMMIT to the best values-based choice and make a decision.

- You may want to discuss your decision process or selected alternatives with others who are impacted, your management, or the Law Department.

- When you are ready, commit to your choice and implement it.