

PLAYBOOK





The purpose of the RTI Playbook is to

bring focus, alignment, and clarity

to the foundational statements supporting our culture. This document is intended to capture what we seek to embody as a for-profit, privately-held company.

There are several distinct audiences for this playbook:

To our **Artisans** and their families, this document helps us celebrate and recognize our Core Behaviors in others and drives accountability to our Mission Statement in our decision-making. Collectively, the words in this playbook are null and void if they are not practiced daily by each of us.

Artisan: an RTI employee, citizen of RTI, embodies RTI's Core Behaviors, Ideal Team Player, "Skilled In The Art," working for hope and restoration.

To our **Clients**, when compared with your other partners we ask that you please expect a unique experience working with us. Our commitment to ensuring integrity in our supply chain exceeds compliance. We are grateful for the role that you play in enabling our generosity to organizations like CrossWalk Center and World Vision. Please know that when you partner with RTI, you're coming alongside organizations meeting real needs in the world. The opportunity to serve others, locally and globally, keeps our teams highly motivated and engaged!

To those **considering joining RTI**, we appreciate your patience with our comprehensive vetting process. Who we choose to serve with is the most important routine decision we make. We are in search of people with tremendous capability and character. We hope this book provides insight into our culture and the kind of people we select. We're not looking for someone to fill a role; we're looking for someone who helps us achieve our financial and missional goals.

To **our existing and potential community partners**, this playbook provides a glimpse of what drives us as a business. We are looking for partners who achieve results and are aligned with our motivation to Honor God Always. We want to be involved with your work, engaging our team for hands-on support where it makes sense, going beyond check-writing. We care both about the communities where we operate and beyond.

The RTI Playbook unpacks our “corporate DNA.”
These phrases help us define our aspirations and
this playbook includes a few stories to bring the
phrases to life. Our daily decisions are led by our
Mission Statement and our actions are shaped by
our Core Behaviors. Ultimately, all of this happens
because we are motivated by our unique reason
WHY.

The framework of RTI's Playbook:

- Our Why, or Unifying Organizational Belief:
Eternal Purpose Fuels Excellence
- Mission Statement with Four Big Ideas
- Core Behaviors
- Promised Experience
- Stories & Examples Celebrating Our Culture

We humbly acknowledge we regularly fail in realizing these bold, courageous statements; yet we keep them in front of us, fully expecting to grow each day as individuals and as a team. We are responsible for our clients, our Artisans, their families, and our communities having experiences aligned with what we describe here. We depend on God's faithfulness, provision, and guidance for everything.



ETERNAL PURPOSE FUELS EXCELLENCE

WHY

At RTI, we believe operating with an eternal purpose fuels excellence. This belief guides our enterprise and provides daily inspiration.

Eternal Purpose is not limited to charitable giving, service activities, or sustainability efforts; nor is it limited to compassionate acts of prayer and care for Artisans and families. The work we do in the field and how we deliver work as a team also has lasting significance. Our personal belief that all work matters eternally is what motivates us individually and collectively to strive for excellence.



MISSION STATEMENT

One of the first things you see when you visit our Support Center in The Woodlands, Texas is our Mission Statement.

Our Mission Statement has not changed since RTI's founding in April 2001. Built on four big ideas listed below, our Mission Statement captures our deepest organizational and personal commitments:

HONOR GOD ALWAYS
HELP PEOPLE DEVELOP
PURSUE EXCELLENCE
EARN A PROFIT

HONOR GOD ALWAYS

We operate under biblical principles. This looks like fulfilling commitments as promised, delivering outstanding work products, being respectful and kind to everyone, protecting rhythms of work and rest, and wisely stewarding our resources. Artisans hold themselves to a high standard because what we do, how we do it, and even the words we use must reflect this commitment. We desire to renew culture through a redemptive approach to work.

HELP PEOPLE DEVELOP

RTI is committed to growing and preparing Artisans to excel in their role (and in life!) as they continue to learn and help us reach our business objectives. We want Artisans to drive and own their development, so we provide an environment for learning, tools for growth, and challenging opportunities. Giving and receiving candid feedback and intentional coaching are integral to our culture. We also expect personal growth to mean multiplying leadership skills in those we lead.

PURSUE EXCELLENCE

Setting the bar high, we provide unparalleled service and achieve superior results. We want our clients and our coworkers to regularly say “wow.” We are innovators, always looking for ways to increase value and challenge the norms. We are inspired by delivering exceptional results every time, everywhere. We explicitly promise to deliver safe, predictable services with an outstanding customer experience where we seek and act on feedback.

EARN A PROFIT

Profit is how we grow, invest in innovation, develop our team, and engage with mission partners. While most all companies set out to ‘make’ a profit, we are intentional about our aim to earn a profit by ensuring that we are creating value for our clients that exceeds the fee that we charge. As a privately-held business, we expect to responsibly improve margins to reinvest in people, products, and technology and foster a culture of generosity and compassion. This is the last phrase in our Mission Statement because when we do the first three statements well, we will earn a profit.

CORE BEHAVIORS

Our Core Behaviors describe our approach to work that distinguishes us from other organizations. We believe integrity, safety, and other ideals MUST be embodied by successful organizations. So, our Core Behaviors capture what's *different* about how we live out what we value most. We use our Core Behaviors as building blocks in our talent development activities, looking for examples of them when we interview, assess, and celebrate people.

We have three Core Behaviors: Display a Servant's Heart, Exhibit Enthusiasm, and Lead with Empathy. Influenced by Patrick Lencioni's writings, our Core Behaviors reflect the Humble, Hungry, and Smart attributes of an Ideal Team Player.

DISPLAY A SERVANT'S HEART
EXHIBIT ENTHUSIASM
LEAD WITH EMPATHY

DISPLAY A SERVANT'S HEART

We put others' needs before our own. Artisans look to give credit, not take it. We roll up our sleeves and get the job done safely, no matter what it takes. We are not too big for any task. Our mindset is reflected by humility in our actions and words. We appreciate each person's contributions and believe supervisors are here to serve and remove roadblocks for their teams.

EXHIBIT ENTHUSIASM

We want to be here. Artisans are excited about our work and it shows in our attitude and efforts. We wake up motivated and ready to excel because we are a company with an eternal purpose. We may demonstrate our passion in different ways, but it's always reflected in a strong work ethic, attention to detail, creativity, investment in relationships, and freedom to make work fun.

LEAD WITH EMPATHY

Artisans empathize with and relate well to others. We begin conversations and decisions with care and compassion, aware of the impact of our words and actions. We ensure others feel heard and encouraged. Recognizing everyone is uniquely wired, we want to connect everyone's gifts and motivations with the needs of our organization and our clients. We start by listening so we can respond thoughtfully.

PROMISED EXPERIENCE

When eternal purpose fuels excellence, we live out our Mission Statement, and we embody our core behaviors... we believe the result is something very special. We deliver a triumphant experience, internally and externally.

As we think about how we expect our clients to feel after we complete a job, our hope is that they feel successful, and proud of what we've achieved together. We want Artisans to have a strong sense of accomplishment as we work together to exceed expectations.

We create a triumphant experience for Artisans, clients, and the community to feel the sensation of success. Every interaction starts with others and ends with victory.

For the Lord takes delight in his people; He crowns the humble with victory. Psalm 149:4

We want to help people win! We do not aim for this promised experience with a prideful attitude or arrogant approach. With great humility we acknowledge God's hand in every triumph, big or small. We know the excitement that comes with winning, and we want to deliver that feeling of accomplishment in all our efforts.

We readily admit to the naturally occurring tensions in many of our commitments. We empower our teams to honestly wrestle through and discover the right landing place for a given situation. Some of our tensions look like:

- Working hard to pursue excellence | Protecting rest and prioritizing wellness.
- Investing in the growth of our business | Increasing our generosity to our mission partners.
- Driving down costs for our clients | Developing long term relationships with suppliers.
- Embodying humility | Demonstrating extreme confidence in our results.
- Giving candid feedback for growth | Making someone feel triumphant in the moment.

A story about displaying a servant's heart and the importance of relationships:

Kirby Bordelon started with RTI in 2006. Known for being a team player, Kirby generally got along with everyone. On a particular execution packed with pressure, a client became agitated and screamed at Kirby and others. The interaction was heated and uncomfortable. The next day Kirby visited 1:1 with the client, sincerely apologizing for any misunderstanding and taking ownership of anything that might have caused the client to become upset. Kirby's willingness to approach the client, hat in hand, without excuse (and without a negative word about the client) made a huge impression on his teammates, who still talk about his example of humility today. (Sometime later we learned that at the time of the incident, the client had been living in a FEMA trailer for over a year post-Hurricane Katrina and he was under great personal duress). The client forgave Kirby and RTI continued to do work on the same unit. At RTI, we value being right with people over being right and it often requires a wise and humble spirit, like Kirby, to know the difference.

A story about redemptive hiring and helping people develop:

Our Houston Distribution Center (HDC) is the nerve center for our mechanical team, providing inspection, maintenance, storage, and mobilization. The heartbeat of HDC is the team of Artisans joining us from CrossWalk Center (and prior to that, prison) and Open Door Mission, an organization supporting men struggling with addiction or homelessness. This hiring practice is not charity, but meets a genuine business need for motivated, consistent hourly labor. The company and individuals have gotten involved with milestones like graduating from parole, getting married, buying a car, and reuniting with loved ones. We are seeing positive company results (safety, financial, and other metrics) and encouraging life transformation as now, this team has requested help in giving back to the community in the form of sharing testimonies with students.

Examples of innovation, exhibiting enthusiasm, pursuing excellence, God's sovereignty:

Over the years, our team has introduced new novel solutions to complex client pain points. Originally, we offered patented chemistry that would significantly reduce lost profit opportunities for our clients. Over time we added expert operations (people) services and then eventually we started providing temporary mechanical equipment to assist on our operations executions. Our offerings have continued to evolve such that today we have over 14 unique chemistry offerings, a consulting practice (CruzAlta), a growing suite of digital products, performance benchmarking, and numerous other creative solutions.

Alongside an eagerness to say “yes” and assist each client is the tension that at times there is wisdom in knowing when to say “no.”

Through it all, we acknowledge God’s provision and favor, His protection, the inspiration He supplied, and the encouragement we needed when failure was part of the journey.

A story about humility, empathy, honoring God by honoring others, pursuing excellence:

As RTI was entering the Canadian market, a team of Artisans found themselves on an extended stay to support client needs. Kevin Roberts, passionate about RTI's reputation and the impression we make with our clean trucks, manner of speech, and tidy appearance, recognized the team was out of clean clothes.

Determined to do everyone's laundry before another shift began, Kevin, an established VP at RTI, began knocking on doors. He collected clothes and pawed through the piles of laundry. "Give me your underwear" Kevin told one team member. In disbelief, the team member handed over his underwear (in a laundry bag!). Kevin washed, dried, folded, and delivered every article of clothing not currently being worn by the team, including underwear. Kevin's desire to serve the team and commitment to deliver excellence required a humble evening of laundry, which he did with a joyful heart!



From Founder to Future

Bill Nath credits his parents with instilling biblically based values and a love for God's word. As an adult, after Bill lost his brother in a boating accident, he became more purposeful about surrendering all aspects of his life to Christ. The Nath family has been fully engaged and supportive of Focus on the Family, World Vision, and other Christ-centered organizations for over 30 years. A gifted businessman and entrepreneur with experience in accounting and sales, Bill took over his uncle's enterprise, HOC Industries. He led the growth of HOC Industries while raising three children, Cody, Paige, & Luke, with his wife Jennifer.

Cody decided to major in chemical engineering and worked at Flint Hills Refinery in Corpus Christi. At this time Bill's company had no interaction with the refining industry.

Cody's experience as a process engineer at a refinery positioned him as an excellent successor to Bill, even though that was never the original plan! Bill passed along those family values to Cody who shares a passion for generosity, excellence for God's glory, love of learning, entrepreneurial vision, and a great sense of humor.

The Nath family's missional mindset is leaving a legacy of restoration, development, stewardship, and hope!

What does all this look like, practically?

We have a benevolence reimbursement program where every Artisan is empowered each year to meet a need up to \$500 for a struggling family or individual.

We care about the health of marriages, so we gladly pay for Artisans and their spouses to attend marriage retreats.

We refer to the headquarters as our Support Center. Senior leaders (EVPs, President, etc.,) are seated in cubicles instead of corner window offices.

We reach out to companies, churches, and other organizations that inspire us with tremendous results so that we can learn from each other and exchange best practices.

We put visitors' names on our office screens because we're excited to host them.

We collect and share prayer requests on our intranet. We have a paid chaplain available for counsel.

We support new moms with 8 weeks of paid maternity leave and new dads with 2 weeks of paid paternity leave (birth or foster). We have a nursing room in our Support Center.

We expect to laugh at meetings – we may have silly videos of Artisans lip syncing and dancing (or trying to).

We take Artisans to Honduras on vision trips so they can see the impact their daily work is making as we fund clean water projects through World Vision.

We give new Artisans the **Ideal Team Player** with a signed note from our President on their first day.

We serve together during the year as our office team builders, partnering with like-minded organizations in our communities (direct involvement with homeless shelters, soup kitchens, single mothers, aged out foster kids, cancer patients, and abused women).

We create new roles to support innovative ideas and personal development.

Our internal policy, communicated and practiced by senior leadership, is that internal email traffic shuts down at 6 p.m. each evening as well as over the weekend. We want people to rest and have uninterrupted time with family.

We launch GoFundMe campaigns and meal train signups when life is overwhelming.

We gather in conference rooms and pray when awaiting news of hurricanes or test results.

Acknowledgements

- Praxis is an organization focused on entrepreneurs and innovators with a faith lens. Their content inspires and influences our commitment to operate as a redemptive business.
- We encourage everyone to become familiar with the redemptive frame describing how ventures and their leaders approach the world; choosing to operate in the exploitative, the ethical, or the redemptive sphere.
- We'd be happy to introduce you to our friends at Praxis or go here: <https://www.redemptive.is/>

