

**IBM CEO SAM PALMISANO** was in China on business during ValuesJam, and he logged on from there. Following are some of his comments (typos included) on a number of topics raised by employees during the online forum:

**YES, values matter!!!! (6 reply)**

Samuel J. Palmisano 29 Jul 2003 20:00 GMT

Good discussion about the need for values/principles/beliefs, etc. People can be very cynical and sarcastic about this kind of topic, but I appreciate the thoughtful constructive comments I'm seeing. Personally, I believe "values" should embrace a company's broader role in the world—with customers, society, culture, etc. - as well as how its people work together.. I hope this Jam elevates IBMs ambitions about its mission in the 21st century.. WE have a unique opportunity for IBM to set the pace for ALL companies, not just the techs.

**doing the right thing for customers . . . (21 reply)**

Samuel J. Palmisano 29 Jul 2003 20:07 GMT

Early in my career when I was in the field in Baltimore, one of our systems failed for a healthcare customer. The customer went to manual processes, but said they would start losing patients within hours if the system couldn't be fixed. The branch mgr called one of our competitors and ordered another system. so two teams of IBMERS worked side by side.. one to fix the system, the others to bring up the new one. the mgr never asked Hq what to do.. it was a great lesson in how far this company will go to help a customer in time of need. btw, we fixed the system in time.

By the way, having a global, universally accessible intranet like ours certainly helps, but the technology isn't the point. I think we would've found a way to have this companywide dialogue if the Web didn't exist. [For an explanation of how the jam worked, see the sidebar "Managing ValuesJam."]

**What happened after the jam?**

Well, we got a mountain of employee comments. The team analyzed all of it, and it was clear that the proposed value statements needed to change to reflect some of the nuances and emotion people expressed. So, drawing on this analysis, along with other employee feedback, a small team settled on IBM's new corporate values.

**integrity/trust in ALL our relationships matter!!!! (44 reply)**

Samuel J. Palmisano 29 Jul 2003 20:12 GMT

very interesting discussion . . . one thing I'm noticing, and it was in the broadcast feedback too: not too many of you are talking about integrity and trust when it comes to our OTHER relationships that are key to IBMs success—customers, communities where we live, owners of the company etc. any thoughts on why thats so? maybe we're too inwardly focused?

**a world without IBM???? (35 reply)**

Samuel J. Palmisano 29 Jul 2003 20:20 GMT

No IBM? the industry would stop growing because no one would invent anything that ran for more than THREE MINUTES.. no IBM means no grownups. . . . no IBM means no truly global company that brings economic growth, respect progress to societies everywhere . . . no IBM means no place to work for hundreds of thousands of people who want more than a job, they want to, MAKE A DIFFERENCE in the world.

**suggestion for Sam (9 reply)**

Samuel J. Palmisano 29 Jul 2003 20:25 GMT

steve, you make good points about how/when we win. . . . we can blow up more bureaucracy if we all behave like mature adults and take into account ALL OF THE INTERESTS of IBM FIRST.. customers, employees, shareholders, doing whats right for the LONG TERM interests of the company. mgrs have an important role to play in encouraging this kind of behavior . . . you have my support.

The first value is "dedication to every client's success." At one level, that's pretty straightforward: Bring together all of IBM's capability—in the laboratory, in the field, in the back office, wherever—to help solve difficult problems clients can't solve themselves. But this is also a lot more than the familiar claim of unstinting customer service. "Client success" isn't just "the customer is always right." It means maintaining a long-term relationship where what happens after the deal is more important than what happens before it's signed. It means a persistent focus on outcomes. It means having skin in the game of your client's success, up to and including how your contracts are structured and what triggers your getting paid.