



2025

WISPAMERICA™

BROADBAND WITHOUT BOUNDARIES





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Why we're here...

Creating A Culture Of Accountability: Driving Success At All Levels (Track: HR)

Accountability is the foundation of a successful organization, but building a culture where responsibility is shared at every level takes deliberate effort. This session will provide actionable strategies for fostering accountability across teams, starting with leadership and cascading through the entire organization.

Learn how to set clear expectations, establish measurable goals, and create feedback loops that promote ownership and continuous improvement. Discover how to use key performance indicators (KPIs) and transparent communication to drive accountability while maintaining trust and morale. Whether you're leading a small team or a growing business, this session will equip you with the tools to ensure accountability drives success at every level of your organization.

Why are **YOU** here?

Job Description

Job details

Blue Light Aquarium is all about its employees and its animals. When you're here, you're part of our *fin*-tastic family!

The new human resources hire will assist the vice president of human resources in all aspects of the employee lifecycle. They'll be the go-to person for all employee concerns and will assist the VP with management tasks like onboarding and communicating with VIPs.

About the company

The Blue Light Aquarium is an accredited aquarium that over 400 species of fish, birds, mammals, and other creatures call home. Every year, we educate over 300K visitors about sea life and the preservation of our beautiful oceans. We've also teamed up with Conservation International and Defenders of Wildlife to help protect our oceans, and we're a proud member of the World Association of Zoos and Aquariums.

Role

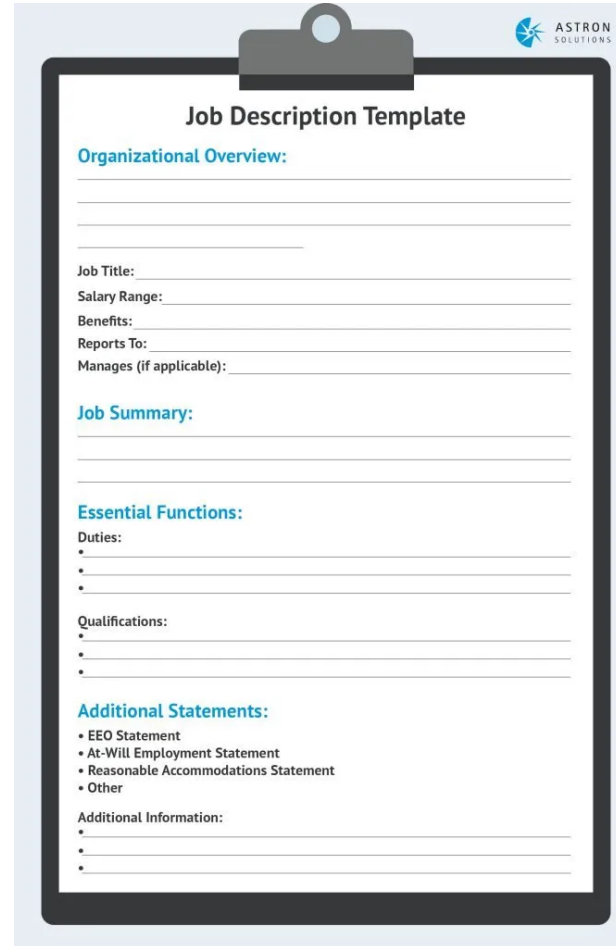
- Oversee employee performance and collaborate with management to evaluate underperforming employees
- Ensure employee compliance with all company policies and state/federal regulations
- Maintain employee records and update as needed
- Update company policies and benefits package
- Facilitate communication between management/department heads and employees
- Co-manage, schedule, and organize meetings along with VP
- Educate employees on company benefits and rewards
- Assist management with corrective action, conflict resolution, and accidents

Benefits

- \$68k-86k annual salary
- Health, vision, and dental insurance
- Disability insurance
- 401(k)
- Paid time off & family leave
- Family discounts on aquarium entry and merchandise

Qualifications

- Bachelor's in human resources management
- Preferred 3 years HR experience, minimum 1 year
- PHR certified
- Intermediate experience with Microsoft Office Suite
- Intermediate mathematical skills
- Strong written and verbal communication skills



ASTRON SOLUTIONS

Job Description Template

Organizational Overview:

Job Title: _____

Salary Range: _____

Benefits: _____

Reports To: _____

Manages (if applicable): _____

Job Summary:

Essential Functions:

Duties:

- _____
- _____
- _____

Qualifications:

- _____
- _____
- _____

Additional Statements:

- EEO Statement
- At-Will Employment Statement
- Reasonable Accommodations Statement
- Other

Additional Information:

- _____
- _____
- _____

Culture

WAV strives to deliver extraordinary experiences through our extraordinary people at every opportunity. Growing our fan base requires an unwavering commitment to our core values and fundamentals. The **30 fundamentals** that follow, shape our culture, allowing us to deliver that extraordinary experience every day.

Welcome to WAV

1. DO THE RIGHT THING, ALWAYS.

Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, especially when no one's looking. Always tell the truth, no matter the consequences. If you make a mistake, own up to it, apologize, and make it right.

2. MAKE QUALITY PERSONAL.

Demonstrate a passion for excellence and take pride in the quality of everything you touch and everything you do. Have a healthy dislike for mediocrity. Good is not good enough. Always ask yourself, "Is this my best work?"

3. PRACTICE BLAMELESS PROBLEM-SOLVING.

Demonstrate a relentless solution focus, rather than pointing fingers or dwelling on problems. Identify lessons learned and use those lessons to improve ourselves and our

processes so we don't make the same mistake twice. Get smarter with every mistake. Learn from every experience.

4. HONOR COMMITMENTS.

Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, and meetings. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

5. LISTEN TO UNDERSTAND.

Listening is more than simply "not speaking." Give others your undivided attention. Be present and engaged. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jumping to conclusions.

6. SPEAK STRAIGHT.

Speak honestly in a way that helps to make progress. Say what you mean, and be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. Be courageous enough to say what needs to be said. Address issues directly with those who are involved or affected.

7. FIND A WAY.

Take personal responsibility for making things happen. Respond to every situation by looking for how we can do it, rather than explaining why it can't be done. Be resourceful and show initiative. Don't make excuses or wait for others to solve the problem. See issues through to their completion.

8. SHOW MEANINGFUL APPRECIATION.

Recognize people doing things right, rather than pointing out when they do things wrong. Regularly extend meaningful acknowledgment and appreciation — in all directions throughout our organization.

9. TREASURE, PROTECT, AND PROMOTE OUR REPUTATION.

We're all responsible for, and benefit from, our company's image and reputation. Consider how your actions affect our collective reputation, and be a proud ambassador for the company.

10. DEBATE, THEN ALIGN.

Healthy, vigorous debate creates better solutions. Debate concepts without making personal attacks. Check your ego and push for the best solution, rather than your solution. Once a decision is made, however, get fully aligned by putting your complete support behind it.

11. GET CLEAR ON EXPECTATIONS.

Create clarity and avoid misunderstandings by discussing expectations upfront. Set expectations for others and ask when you're not clear on what they expect of you. End all meetings with clarity about action items, responsibilities, and due dates.

12. BE RELENTLESS ABOUT IMPROVEMENT.

Regularly evaluate the way you/we work to find ways to improve. Don't be satisfied with the status quo. "Because we've always done it that way" is not a reason. Guard against complacency. Find ways to get things done better, faster, and more efficiently.

13. WHEN IN DOUBT, COMMUNICATE PERSONALLY.

When delivering difficult or complex messages, or in emotionally charged situations, speak "live" versus hiding behind e-mail or

voicemail. Where appropriate, follow up in writing to confirm your understanding.

14. LEAD BY EXAMPLE.

The best way to influence others is through your own example. Walk the talk. Take responsibility, both formally and informally, to coach, guide, teach, and mentor others. *Be the change you want to see.*

15. FIX PROBLEMS AT THE SOURCE.

Address issues by discovering the root cause rather than simply tackling the symptoms. It's better to invest time in developing a long-term solution rather than simply applying a "Band-Aid."

16. ASSUME POSITIVE INTENT.

Work from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt.

17. BE A LIFELONG LEARNER.

Seek out and take advantage of every opportunity to gain more knowledge, to increase your skills, and to become a greater expert. Be resourceful about learning and sharing best practices.

18. INVEST IN RELATIONSHIPS.

Get to know your clients and coworkers on a more personal level. Talk more and e-mail less. Understand what makes others tick and what's important to them. Strong relationships enable us to more successfully work through difficult issues and challenging times.

19. HAVE A BIAS FOR ACTION.

Work with a sense of urgency to get things done. Avoid analysis paralysis. Gather the relevant facts and evaluate your options thoroughly, then get moving. Act decisively. If new information becomes available,

don't be afraid to make a new decision and change course when it's appropriate.

20. DELIVER LEGENDARY SERVICE.

It's all about the experience. With every experience, do the little things, as well as the big things, that surprise people. Make every interaction stand out for its helpfulness. Create the "WOW" factor that turns customers into raving fans. This includes both internal and external customers.

21. BE POSITIVE.

You have the power to choose your attitude. Choose to be joyful, optimistic, and enthusiastic. See the good in others. Your attitude is contagious. Spread optimism and positive energy.

22. LOOK AHEAD AND ANTICIPATE.

Solve problems before they happen by anticipating future issues, planning for contingencies, and addressing them in

advance. Work with appropriate lead times. Preventing issues is always better than fixing them.

23. THINK TEAM FIRST.

It's not about you. Don't let your ego or personal agenda get in the way of doing what's best for the team. Be there for each other and be willing to step into another role or help a co-worker when that's what's required for success. Help each other to succeed.

24. PAY ATTENTION TO THE DETAILS.

Missing just one detail can have an enormous impact on a job. Be a fanatic about accuracy and precision. The goal is to get things right, not simply to get them done. Double-check your work. Get the details right the first time.

25. BE A FANATIC ABOUT RESPONSE TIME.

Respond to questions and concerns quickly, whether it's in person, on the phone, or by e-mail. This includes simply acknowledging that we got the question and we're "on it," as well as keeping those involved continuously updated on the status of outstanding issues.

26. DELIVER RESULTS.

While effort is important, people expect results. Follow up on everything and take responsibility to ensure that tasks get completed. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.

27. COLLABORATE.

Share information and work together. Collaborate internally and with our clients and partners to find better solutions. Collaboration generates better ideas than does working alone. Be inclusive.

28. BE CURIOUS.

In the search for the best solutions, challenge and question what you don't understand. Don't accept anything at face value. If it doesn't make sense to you, be curious, ask thoughtful questions, and listen intently to the answers. Dig deeper to go beyond the expected. Ask the extra question.

29. COMMUNICATE TO BE UNDERSTOOD.

Know your audience. Write and speak in a way that they can understand. Avoid using internal lingo, acronyms, and industry jargon. Use the simplest possible explanations.

30. KEEP THINGS FUN.

While our passion for excellence is real, remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.



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Goal Synergy

Company Goals



Department Goals



Individual contributor Goals

Goal Synergy

ABC WISP

“Become the most responsive WISP in XXX and receive a 4.9 Google rating by XXX”

Customer Service

Installations

IT

“Respond to all customer interaction within 2 hours”

“Implement 10 minute prior to appointment arrival procedure”

“Implement AI “bot” for most common customer service inquiries by XXX”

CS Rep

Field Installer

Network Admin

“Answer all calls on 2nd ring.
Email customers within 2 hours.
Provide Google flyer with discount incentive off next bill”

“Answer 100% of customer questions onsite before leaving.
Provide Google review, QR code with incentive”

“Categorize top 15 customer service inquiries and provide responses to each by XXX”
Automate a Google review email after each electronic bill payment

1 to 1s

General check-in questions:

1. How is everything going today? Tell me about this last week?
2. What's on your mind this week?
3. Last time we spoke, you said X was a challenge for you. How is that going?
4. What are your plans and priorities this week?

Progress questions:

1. What has energized you in your role [over a period of time]?
2. What has challenged you [over a period of time]?
3. What has gone well/not so well for you [over a period of time]?
4. What's one thing (or a few) you learned this week?
5. Do you feel confident in how you/your team are progressing?
6. How are you/your team progressing towards established goals?

Relationship based questions:

1. How is everything going with the people you work with/on your team?
2. Any interactions you'd like to discuss?
3. What feedback do you have for me?

Career aspiration questions:

1. When you think about yourself in two years' time, what comes to mind?
2. What two or three new skills would you like to learn on the job?
3. How are you progressing toward your bigger career and life goals?
4. Is there someone at the company (or outside) that you'd like to learn from?
5. What progress have you made on your career goals this week?

Questions before you end:

1. What are you committing to between now and the next time we meet?
2. What can I help you with between now and the next time we meet?
3. Is there anything we didn't cover that you'd like to discuss next time?

Annual Review Best Practices



SELF ASSESSMENT for Non-Supervisory Employees

NAME _____ REVIEW DATE _____ HIRE DATE _____

TITLE _____ DEPARTMENT _____

SECTION 1 – MAJOR POSITION RESPONSIBILITIES: Describe your role as you see it in terms of major position responsibilities. Identify key result areas (KRA).

SECTION 2 – OBJECTIVES: Taking each of your above major position responsibilities, strategic & business unit strategies, outline your objectives over the next performance period. Objectives should be realistic, measurable, attainable and challenging.

SECTION 3 – PERFORMANCE BARRIERS: Identify the things that made you less effective and any support you need from your leader to remove these barriers (e.g. processes, skills, tools, information etc).

SECTION 4 – STRENGTHS: Identify the strengths you bring to your team and the organization.

SECTION 5 – COMPETENCY GAPS: Identify three key competencies (skills, knowledge and abilities) you want to improve. (What is your weakness?)



This review process may be used at any time during employment when a supervisor feels it is necessary to review and/or evaluate an employee's performance. This review process is not to be confused with a Compensation Review. Compensation reviews are generally done annually. Compensation reviews are an opportunity to evaluate whether the employee's compensation is in parity with the employee's levels of responsibilities, performance, experience, and current market conditions. Compensation reviews do not in any way indicate or guarantee that an increase will be given. Under no circumstances can a compensation increase occur when an over-all evaluation does not meet the company's expectations. Any ratings other than "Meets Expectations" must have specific examples provided in the comments section. (Use an additional sheet if necessary.)

RATING	DESCRIPTION
Exceeds Expectations	Performance is consistently at the very highest level and significantly exceeds requirements in relationship to employee's experience.
Meets Expectations	Performance is regularly at a high level and occasionally exceeds requirements in relationship to employee's experience. This means that the employee meets the related requirements 100% of the time.
Needs Development	Performance requires development, and does not consistently meet the expectations required for the position in relationship to employee's experience.
Needs Significant Development	Performance is at an unsatisfactory level and below requirements in relationship to employee's experience. Probation is mandatory with subsequent monthly reviews to monitor performance.
N/A or Special Case	Not applicable to employee's role and responsibilities, or unable to evaluate at this time.

Key Competencies	Exceeds Expectations	Meets Expectations	Needs Development	Needs Significant Development	Special Case
• Reliability – Punctuality and attendance record other than paid and scheduled vacation and sick/personal time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Quality of Work – Produces quality work in an orderly and organized fashion. Shows concern for quality work. Follows procedures with precision to ensure optimal efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Quantity of Work – Productivity level is appropriate with experience and company standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Ability to work under pressure/Adaptability / Analytical Ability – Ability to meet tight deadlines and work effectively in an ever changing environment. Flexibility to adapt to unusual or difficult situations. Willingness to take on assignments, tasks, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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What to prepare:

- Job Description
- Self-Assessment
- Manager-Assessment
- Peer Feedback

Other tips:

- 2-way conversation
- Safe space
- Agreed upon SMART goals (Specific, Measurable, Achievable, Results Oriented, Time bound)

Peer Feedback

Collaboration and Teamwork

Can you describe how XXX contributes to teamwork and collaboration? Are there specific instances where her actions positively impacted the group?

Strengths and Contributions

What do you think are XXX greatest strengths, and how have these strengths benefited the team's overall success?

Communication Skills

How effective is XXX at communicating, both in conveying information and listening? Can you provide an example where her communication was particularly effective or could have been improved?

Dependability and Initiative

How would you rate XXX reliability and willingness to take initiative in her role? Are there any specific instances that stand out?

Areas for Improvement

Are there any areas where you believe XXX could improve to enhance her performance or contribution to the team?

Quarterly Company Town Halls

What to prepare:

- Performance against company goals
- Time to show meaningful appreciation
- Financial performance of the company
- Refresh on key initiatives
- Discuss any areas of improvement



THANK YOU