

Purposing	Reframing	Domesticating	Inscribing
<p><b>Examples 1 and 2</b></p> <p>[Excerpts from the introduction to the translation event]</p> <p>[<b>Ela, EC</b>] We would like to understand what these values mean but also to learn what your expectations from these values are and how you interpret them. We would therefore like to ask you: How are the values to produce results for your business? Because, as <i>we understand from what was said to us, an important reason for implementing these values is the fact that these values are to support you and your employees' business effectiveness.</i></p> <p>[<b>Filip, MD</b>] Values are also attitudes. ... If we want to achieve a given goal, depending on what the goal is, if we want to [be able to] direct these attitudes, to control them and to impact them, then we need to influence them. ... If we want to change these attitudes, we need to tell people which attitudes are valued, and which are not. And precisely defining these organisational values, which, on the one hand, are</p>	<p><b>Example 1:</b></p> <p><b>Ela (EC)</b> "Last but not least": Enduring. [The whole phrase said in English.]</p> <p><b>Adam (MMS)</b> What does 'enduring' [English word used] mean?</p> <p><b>Szymon (EC)</b> Respect for our history.</p> <p><b>Ela (EC)</b> We'll see exactly [what this means].</p> <p><b>Alicja (SMC)</b> <i>This is simply lasting [trwanie], lasting in good results, and constant ones.</i></p> <p><b>Przemek (SMC)</b> We already have lasting.</p> <p><b>Alicja (SMC)</b> Ensuring long-term ....</p> <p><b>Przemek (SMC)</b> This sounds nice.</p> <p><b>Ela (EC)</b> Here is a dictionary, you can look up what this means in the dictionary.</p> <p><b>Alicja (SMC)</b> <i>Persistence in pursuing goals. Persistence in achieving goals.</i></p> <p><b>Kamil (MMM)</b> <i>Persistence and patience.</i></p> <p><b>Filip (MD)</b> <i>Pursuit of excellence.</i></p> <p><b>Emil (SMPR)</b> Respect for tradition.</p> <p><b>Przemek (SMC)</b> To outlive everyone. [Laughter]</p> <p><b>Szymon (EC)</b> <i>Do you like 'lasting' [trwanie]?</i> [Together] <i>No!</i></p> <p>...</p> <p><b>Przemek (SMC)</b> But persistence is a continuation of a set direction.</p> <p><b>Szymon (EC)</b> This is about longevity, right?</p> <p><b>Alicja (SMC)</b> <i>For me, this is persistence in achieving goals. Persistence and achieving goals.</i></p> <p>...</p> <p><b>Irek (SMQA)</b> <i>Lasting has a passive element in it.</i></p> <p><b>Emil (SMPR)</b> Lasting is quite passive.</p> <p>.... [A longer discussion about the need for constant organisational change in order to survive.]</p>	<p><b>Example 1:</b></p> <p><b>Filip (MD)</b> <i>But I would personally like the Polish word 'nowatorskość' [a word which can be back translated into English as innovativeness] better because innovation is too blasé.</i></p> <p><b>Natalia (MMF)</b> Mhm.</p> <p><b>Emil (SMPR)</b> <i>It carries too strong associations with drugs.</i></p> <p><b>Filip (MD)</b> With drugs, yes.</p> <p><b>Emil (SMPR):</b> When we started discussing it, we went straight to talking about drugs.</p> <p><b>Filip (MD):</b> Straight away, yes.</p> <p><b>Filip (MD)</b> <i>And we would have innovativeness [the word used this time round was 'nowatorstwo'] in our everyday work, regardless of whether somebody deals with marketing, sales, or whether they work in the distribution channel or in accounting.</i></p> <p><b>Szymon (EC)</b> Everybody is an innovator.</p> <p><b>Filip (MD)</b> <i>Everybody is trying to look at their workplace and their scope of duties with a fresh pair of eyes. This should also oblige everybody to be up to date with their subject knowledge, regardless of whether this is the finance department, sales or accounting. This motivates people to keep up with the new [solutions] and to consider whether these new [solutions] wouldn't be interesting for their work, for their scope of duties. [Inscribing adds further specificity to the process of domesticating]</i></p> <p><b>Alicja (SMC)</b> I like the word 'innowacyjność' [innovation which could also, confusingly, be back translated into English as innovativeness] I understand that this is what we are focusing on ... <i>I am just saying that innovation is safer for me in terms of a buy in of the phrase.</i></p>	<p><b>Example 1:</b></p> <p><b>Filip (MD)</b> <i>But now we have moved away from caring in the business context. I have a question, can't we combine this?</i></p> <p>...</p> <p><b>Filip (MD)</b> <i>I have a question, because we need to improve certain behaviours towards more client-orientation and we have to put this in somewhere.</i></p> <p>...</p> <p><b>Natalia (MMF)</b> Together, we care for the patient.</p> <p><b>Filip (MD)</b> <i>But ... so that we don't lose what we discussed at the beginning: our partners – not the clients. We work with them in a way which is focused on cooperation, high quality. We need to have a client orientation there.</i></p> <p><b>Example 2</b></p> <p><b>Ela (EC)</b> <i>Delivering planned results. From what you have been saying, this is a person who can set themselves an ambitious goal and can prioritise their work so that they can pursue this.</i></p> <p><b>Emil (SMPR)</b> <i>To pursue and to achieve.</i></p> <p><b>Ela (EC)</b> <i>To pursue and to achieve. So that the bustle and scrimmage does not undermine their goal orientation, so that they do not keep running around</i></p>

imposed on us [by the HQs], and which, on the other, we can label and define, can help us maintain these attitudes for the benefit of the organisation.... First, we need to define these values.

### Examples 3, 4, 5 and 6

[Excerpts from interviews with SMs]

[**Marek, SMF**] [the MD] has come to a conclusion that this is a very good moment .... to implant certain values in our company, as this can translate into our business effectiveness.

[**Filip, MD**] [What surprised me when I joined the company was that] There were problems with the service [I received], generally speaking. This was not a smooth entrance where everything had been prepared, as I could have expected.... I noticed some shortcomings when it comes to the internal customer focus .... These were small things, such as a sticky computer, or a faulty phone .... Customer focus has caught my attention in a negative way. ... I think that the behaviours that we have spoken about, that the values and their promotion are to help us make the employees

**Szymon (EC)** Lasting is very dynamic.

**Alicja (SMC)**. *Yes, but this positive element needs to be in this word.*

**Natalia (MMF)** *Yes, we are looking for an expression which will encompass both lasting and these positive changes.*

...

**Alicja (SMC)** *Maybe long-term development?*

...

**Alicja (SMC)** What I am getting at is that, when we say innovation, effectiveness and care [Polish value labels chosen earlier in the translation session], we don't say 'the lasting of the firm', right?

[Laughter]

**Alicja (SMC)** *We are somehow favouring the three things [the other values]*

...

**Szymon (EC)** Do they tell us about the changes and the speed?

**Alicja (SMC)** *I think that we should also find an expression which says that this company should last but this means the achievement of long-term goals.*

**Filip (MD)** Persistence. ['Wytrwałość' which could also be translated back into English as perseverance]

**Alicja (SMC)** *This is what I mean.*

...

**Emil (SMPR)** Let's write down 'persistence'.

**Alicja (SMC)** Because later on all this has to fit in somehow.

### Example 2:

**Filip (MD)** - ...But innovation [nowatorstwo] goes further.

**Szymon (EC)** –Because it is connected to action.

**Filip (MD)** For me, *innovativeness is a constant search for new opportunities.*

**Natalia (MMF)** *Remember that, additionally, innovation is one of our core competences which we have in our tests. This is innovation and initiative. So that this does not get confused, let's put something else here.*

[Longer discussion]

**Iwona (SMHR)** [After a summary by one of the consultants] It seems to me that [this definition] conveys a lot, even this *execution* [English word used] which we have here in this description but for me, a people-focus is missing – a reference to people and their needs.

**Filip (MD)** We have this in the next value.

**Iwona (SMHR)** Here in this description there is a lot of focus only on clients ['klienci' - in Polish there are same word denotes 'clients' and 'customers'] but maybe it [the broader people focus] is worth repeating.

**Filip (MD)** I am not sure. If we add this here, *people might start confusing the values.*

**Iwona (SMHR)** Yes?

**Filip (MD)** *Personally, I like a clear message.* When we talk about innovativeness, then we talk about innovativeness. This can be innovativeness in relation to our internal as well as external clients.

...

**Emil (SMPR)** *This value needs to be defined in a way which can be understood by everybody.* Because if this is the IT department, this is only focused on the internal client. They cannot have a value relating to patients.

...

**Filip (MD)** *Rationalisation is not a fashionable word right now because it has negative overtones. This is a matter of improvements or looking for*

empty handed [a Polish idiomatic phrase used which refers to a joke about a builder running with an empty wheelbarrow too busy to fill it with material].

**Emil (SMPR)** Yes.

### Example 3

**Iwona (SMHR)** Care for the employee.

..

**Alicja (SMC)** Care for the employee.

...

**Filip (MD)** *I would also flip this and write about employees' care for the company, for the entrusted equipment.*

### Example 4:

**Przemek (SMC)** *It is very important to keep focusing [English word used] people, to keep on telling them that it is the company's value to satisfy clients' needs and to do so in accordance with our code of conduct.*

**Alicja (SMC)** *I would like to [rethink] these needs. This will always be easy to challenge as these can be understood differently. When you say during training: 'satisfying clients needs', 'clients are of utmost importance for us' – this is something different. I am for 'providing [clients] with*

more apt at these behaviours. ... I think that *the nearest future is about promoting the values and within them the customer focus*, both with regards to the external and internal clients on the part of the support departments. I think that this [customer focus] should improve markedly.

[Przemek, SMC] .. in my option the IT team works well here. These are people who understand, who deliver [a good] service ... Whereas all the other [support] departments have problems..... I think that this down to the management system that was in place here [under the past MD] ... this was an organisation where people did not have the same goals. So all [support departments] had different but not commercial goals .. this was a poorly managed company. ... *I think that it [improvement] is possible if you show [things] to people, if you educate them, if you show them what matters for the company.*

[Alicja, SMC] ... *the values, behaviours – it is on this basis that we want to achieve our goals.* This is ok for me. This looks like a reasonable whole for me. It is worth showing to people at national sales

**Filip (MD)** - ... because it is connected to action, and this [being a creator] not necessarily. You can create [wykreować] something and stop at the idea, whereas innovation is already linked to implementation, so *this is a concrete result* ....

**Szymon (EC)** - Being first.

**Emil (SMPR)** - Where are we going to be first? [Laughter]

**Szymon (EC)** –Examples of innovation, right?

**Emil (SMPR)** - Innovation does not mean that you are first.

**Szymon (EC)** - I think so, too.

**Emil (SMPR)** -... innovation is something that you have not been doing so far ...

**Kamil (MMM)** *This is what is really happening right now. This is clearly understandable for many people. [Domesticating supplements efforts to refocus the text]*

**Kamil (MMM)** This is precisely creativity.

**Filip (MD)** - But you can ‘work out creativity’ [‘kreatywność możesz opracować’ – an unusual phrasing also in Polish] but *there is no action* .... You can come up with a very creative presentation, with good new ideas, but this is where it ends.

### Example 3:

**Alicja (SMC)** We are moving to the next value, achieving - effectiveness.

**Szymon (EC)** [reads out the initial translation of the corporate text]

**Przemek (SMC)** ..... the first thing that came to mind was achieving one’s goal [osiąganie celu]

**Szymon (EC)** Goal-orientation, right?

**Filip (MD)** *I really like achieving one’s goal.*

**Przemek (SMC)** *Achieving of the set goals.*

**Alicja (SMC)** Achieving of the set goals is not a value but a description of a state of affairs.

*more effective ways of working. These are new ideas.*

### Example 2:

**Kamil (MMM)**. *The definition that we are writing now is very narrow. The corporate one is very broad.*

**Szymon (EC)** Maybe it can stay like this?

**Kamil (MMM)**: *Personally, I like it a lot because when I read [the corporate definition], it always carried the same connotations.*

[Multiple voices]

**Filip (MD)** *It is about expanding of what is written here, so [it’s about] an interpretation.*

**Ela (EC)** I understand that you’d rather the [corporate] definition stayed.

**Filip (MD)** But my question is whether we can’t leave it [as it is] and at the same time, simultaneously ....

**Szymon (EC)** ...highlight the [importance of the] patient.

**Filip (MD)**...discuss the patient, innovative methods or all the people, so our clients, our employees, etc.

**Alicja (SMC)** *This sentence is probably too general: our respect for people manifests itself in what we do and how we act. This does not say anything.*

**Ela (EC)** For me, this definition is good.

**Alicja (SMC)** *One could maybe make this more specific, leave the top [the corporate definition] because it is [a] broad [definition], but point out how the respect manifests itself.*

...

**Alicja (SMC)** *Polish understanding.*

### Example 3

*knowledge, medical solutions, innovative solutions, something like this.*

**Szymon (EC)** What else do you deliver, except knowledge?

[Multiple voices]

**Kamil (MMM)** Innovative technology, state of the art medical knowledge.

**Przemek (SMC)** *We should have somewhere in the value statement that the company is client-focused.*

...

**Przemek (SMC)** *The customer-focus is something that we should all be working on at the moment. This is a value that I, personally, miss a lot.*

### Example 5:

**Alicja (SMC)** There are some people who are persistent but we want the whole organisation to understand that if somebody is persistent in doing something, they do not become boring. [to understand that] they are pursuing a goal. *If I come to [the finance director] and ask him ten times about something, he will tell me: ok. You are persistent, here you [go].*

[Laughter]

**Alicja (SMC)** *And he won’t tell me: Leave me alone. I can’t stand you.*

### Example 6

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meeting ..... that thanks to these behaviours we can achieve our goals.

...  
**Szymon (EC)** Goal-orientation.  
..  
**Przemek (SMC)** I think that has already been said, so achieving goals, so reliability in the context of effectiveness, so that when we say that we will do something, we do it.  
**Filip (MD)** Sorry, but this is something else. This is that we do not what we say.  
[Multiple voices]  
**Szymon (EC)** This is a slightly different value.  
**Filip (MD)** *A slightly different value, but here ... I'd say that first, the goal should be ambitious, and then we should be aiming to achieve our goal. [Inscribing adds specificity to reframing]*  
**Szymon (EC)** So goal-orientation.  
**Filip (MD)** But you can be goal-oriented and *not accomplish anything*.  
**Przemek (SMC)** *Do nothing*. Exactly.  
[Multiple voices]  
**Szymon (EC)** A value is supposed to be an inner strength. This is goal-orientation.  
**Filip (MD)** So I will give you an example. There is a person, a real estate agent who is working on 50 cases and they do not close them off for some reason, even though they have a goal-orientation, because they do want to do it. But it turns out that from those 50 they close off fewer, say 10. This is a slightly different approach, because a different person might be choosing cases that have a bigger chance of success.  
**Emil (SMPR)** Then the *effectives drops*.  
**Filip (MD)** *This is effectiveness*.  
**Szymon (EC)** I think that the word effectiveness fits our discussion best.

#### Example 4:

**Natalia (MMF)** Care.

**Natalia (MMF)** *There is no single word in Polish which would convey the meaning of the English word 'pioneering'.*  
**Szymon (EC)** Let's try with two words.  
**Natalia (MMF)** For example, setting a direction, pointing a direction, being a pioneer ....  
**Szymon (EC)** Pioneering [the Polish word 'Pionierstwo' was suggested which phonetically is the closest to the discussed English word].  
**Natalia (MMF)** –Pioneering. I also wrote this down but I am not sure whether such a word exists [in Polish].  
**Marek (SMF)** Innovativeness [Nowatorstwo]  
**Natalia (MMF)** Whereas innovation is something slightly different.  
**Irek (SMQA)** This is *a bit too technical, right?*  
**Szymon (EC)** Pioneering, innovativeness. Do you like 'innovativeness'?  
**Natalia (MMF)** Yes.  
**Szymon (EC)** Innovativeness?  
**Alicja (SMC)** We like it.  
**Marek (SMF)** Innovativeness.  
**Szymon (EC)** –Shall we write down innovativeness?  
**Alicja (SMC)** Let's.  
**Emil (SMPR)** *This is probably the most Polish [word]...*  
**Szymon (EC)** One can also say a 'pioneer'.  
**Ela (EC)** There is no such word 'innovation' [innowacyjność] in the [Polish] dictionary.  
**Natalia (MMF)**: And how about 'pioneering'?  
**Iwona (SMHR)** But I associate pioneering with ....  
**Irek (SMQA)** *This carries associations with scouts*.  
**Alicja (SMC)** A bit with a red camp. [laughter; in Poland, this reference to holiday camps for young people during the soviet era has a mocking

**Filip (MD)** What does it mean to endure [wyrwać]? Ok, we are in a company with tradition, this is very general. *And now 'what am I to do when it comes to my work?' 'How am I to understand this endurance?'*  
**Alicja (SMC)** We have endurance as *'persistence [upór] in pursuing one's goals'*.  
**Filip (MD)** *Here we have some good examples that there is a sales representative who, despite the changing circumstances, a better or worse situation in the company, persistently keeps doing their job*. So they are with this client, they work for the patient; they maintain the right level of effectiveness. Come hell or high water, they always keep working.  
..  
**Filip (MD)** *Let's do what we are supposed to do*.  
**Emil (SMPR)** *A new employee should draw from the company's positive experience, right?*  
..  
**Filip (MD)** *The tips for the employees are clear: they are to be full of ideas; they are to implement them; they are to be effective, so achieve their goals; they are to care about the client and the patient and to do this with persistence*.  
[Laughter]

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**Szymon (EC)** Care, to care.

**Ela (EC)** Tell me, who would you be caring for?

**Irek (SMQA)** *For clients.*

**Filip (MD)** *For the business.*

..

**Ela (EC)** *For us, this is almost 'achieving' [English word used].*

*[Laughter]*

**Emil (SMPR)** We intuitively understand this totally differently.

...

**Szymon (EC)** Most pharmaceutical companies care about improving the standard of people's lives. But the way [to this] is unique.

**Ela (EC)** What is unique about your caring [Polish word used] – caring [English word used]?

**Filip (MD)** There is space here for working with our customer. So from the corporate point of view, we deliver innovative solutions ... From our point of view, *we care for the doctor providing them with the highest quality knowledge in an interesting way or through an interesting channel.* For somebody working in the office this will simply be caring for the employees within the scope of their duties. [Inscribing adds further focus to reframing]

#### **Example 5:**

**Filip (MD)** For me, in the long term, *caring for the employees makes the company more effective.*

**Kamil (MMM)** This is an absolute sign of strength, courage and competence.

**Filip (MD)** I am not sure whether we should be adding here 'care for oneself' because it has two dimensions. Is this egoism or, on the other hand, when we take care for ourselves, we are in a better shape and so we can *work more efficiently.* We need to have some rest, we need to take care of

overtone as well as connotations with communist indoctrination of the USSR youth]

...

**Szymon (EC)** A pioneer, right?

**Czrek (MMA)** *I am not sure whether in our local context this will not rather be a creator.*

#### **Example 4:**

**Irek (SMQA)** I have one observation – something that crossed my mind but something we have not raised so far. At corporate fora this normally appears as a number one or two [priority], namely *care for shareholders.*

**Szymon (EC)** But this is *not very gripping.*

**Przemek (SMC)** *As with innovation ... commercialisation (which) sounds dreadful in Poland.* This is how things work: there is an idea and in order for this idea to help patients, we have to implement it in our business. One needs to make a tablet and sell it. There is no other way. *Commercialisation in the Polish reality means rotten capitalism. This is the same story if we said that we are here to deliver results for the shareholders. This is an American philosophy.*

**Szymon (EC)** *This is the goal but not a gripping one.*

#### **Example 5**

**Filip (MD)** [After having argued for the need to allow for controlled risk] ... but some form of risk is needed.

**Szymon (EC)** Because [we] won't be innovative.

**Filip (MD)** It won't be innovative. It won't develop.

**Alicja (SMC)** *So there will be some discord between the value and what is really happening. This is something that I always worry about.*

#### **Example 6:**

#### **Example 7**

**Szymon (EC)** Let's remember that innovativeness and innovation are a leap into the unknown.

**Natalia (MMF)** Yes.

**Szymon (EC)** If you are an innovative and pioneering company, you need to allow mistakes to happen.

...

**Alicja (SMC)** Yes, here we don't talk about it at all.

**Emil (SMPR)** Risk-avoidance is one of the key company strategies.

...

**Iwona (SMHR)** I keep hearing a strongly reinforced message at different global HR fora, I don't know whether at yours, too, that [our company] avoids risks but that this needs to change. This is a message that comes from the very top...

**Filip (MD)** *I added, very consciously, 'controlled risk', because, personally, I do not want everybody to suddenly start taking risks.*

*[Laughter]*

...

**Filip (MD)** We have a lot of interesting ideas. There is space to talk about them and to analyse them. This does not mean that we are going to implement them all. *At the same time, when we take risks, this has to be controlled risk. We know what*

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ourselves, you need to be egoistic to some extent, because otherwise at some stage you start going down the hill. Fort of all, you need to be in a good shape in order to be able to help others.

**Example 6:**

[Discussion about the importance of clients and patients]

**Iwona (SMHR)** It seems to me, I do not want to trivialise here, but the case of Jelfa [a Polish generic drug company] has shown ....

**Emil (SMPR)** Where we are.

**Iwona (SMHR)** ... where the patient was.

**Iwona (SMHR)** If the patient was centre stage, they would have had an immediate alert [English word used]: tough we are in crisis but we cannot jeopardise the client. [Inscribing adds further specificity to reframing]

...

**Ela (EC)** ... the patient is in fact most important for you ...

**Filip (MD)** ... I would put it the other way round

...

**Ela (EC)** Stylistically this is terrible.

**Filip (MD)** We need to reword this but *I would start with the patient* ...

**Irek (SMQA)** Yes, yes.

...

**Natalia (MMF)** Here in this definition, there is no mention of the client. There is a person and their health. The way I read it, this is my patient and my employee. ....

...

**Marek (SMF)** *I think that putting the patient centre stage is a good move* in this whole way of thinking, because it is hard to imagine that they would be on the same level as the doctor. This

**Emil (SMPR)** *Efficiency and effectiveness.*

**Adam (MMS)** *I am not sure whether we are not paying too much attention to the labels and not enough to the definition.*

**Kamil (MMM)** You know, *labels are* ....

**Adam (MMS)** They are *important*, but ...

**Iwona (SMHR)** .... for people. *A good catch phrase matters. ... for people.*

**Example 7:**

**Natalia (MMF)** I would like to point something out. English is such a concise language. You can really convey it [the meaning] by saying 'caring' or 'enduring' [English words used in both cases]. Let's consider whether in Polish we should not be using more than one word. For example, we care about people, so such short slogans.

**Iwona (SMHR)** Slogans, yes.

**Ela (EC)** Care for people, yes?

**Natalia (MMF)** *Something that would convey ...*

**Adam (MMS)** *Caring.*

**Iwona (SMHR)** *Caring.*

**Natalia (MMF)** English is a simple language and you can say things in one word, whereas *in Polish you cannot convey the meaning [in this way].*

**Kamil (MMM)** Yes, but *this is not so catchy.*

**Szymon (EC)** It depends.

**Irek (SMQA)** Yes.

**Kamil (MMM)** These are four values, for example.

**Filip (MD)** But we can write this at the beginning, as an extension.

**Adam (MMS)** Yes.

**Kamil (MMM)** I think so.

**Filip (MD)** *But having slogans ...*

**Natalia (MMF)** *A slogan is good.*

**Filip (MD)** *Having slogans is better, as you say.*

**Natalia (MMF)** Yes, I know.

**Ela (EC)** So we care about people?

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*we are doing and we are taking some risk but we are also not taking a risk. Otherwise, we will be getting there once in thirty or hundred times.*

**Alicja (SMC)** You can't work like this because this impedes action!

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probably isn't how it is supposed to be. I don't know.

**Alicja (SMC)** *But then somebody can add: and you don't care about animals?*

[Laughter]

**Natalia (MMF)** No, but here....

**Alicja (SMC)** *This immediately generates questions.*

[Multiple voices]

**Alicja (SMC)** How about the environment? So you care about people but here the forest is dying.

**Iwona (SMHR)** Such a short extension is helpful.

**Natalia (MMF)** *It would be clear what this refers to.*

#### **Example 8:**

**Szymon (EC)** This also affects the way I talk to the doctor. Care for the patient.

**Filip (MD)** Of course.

**Irek (SMC)** Additionally, you have to remember

....

**Emil (SMPR)** But where is, for example, the accounting department here?

**Alicja (SMC)** Exactly, it's about ....

...

**Przemek (SMC)** *It will be better for the support departments ....*

**Emil (SMPR)** *This has to be phrased so that it is for everyone. It can't be that ....*

**Alicja (SMC)** Yes, *but this might not be understood by everyone.*

#### **Example 9**

**Filip (MD)** *Ethical standards, according to ethical standards – we need to add this.*

[Inscribing adds further focus]

**Szymon (EC)** I would still also somehow highlight the Polishness. Is there something unique there or something that should be there?

**Filip (MD)** *I constantly keep trying to relate this to one's workplace.*

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**Alicja (SMC)** *Yes, I would try to relate this, too.*

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