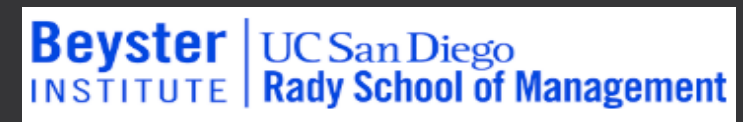


# How Ready Are You for Open Book Management?

- Chose your level of transparency – financial, leader mindset, decision making
- Align your leaders



# F L D

(Financial Disclosure/Activities + Leadership Mindset + Decision Style)

More  
Closed

More  
Open



**Project  
Transparency**

**Trend Insights  
and  
Connection**

**Inclusive  
and  
Participative**

**Representative  
Democracy  
Style**

**Radical  
Transparency**

# Open book, transparent companies have -



## Financial Transparency

Financial information is available and understanding is encouraged

Level of control or freedom over spending and investing



## Leader Mindset

Belief that transparency is a good idea

Committed to leading in an open stakeholder/shareholder company

Cherish input, insights, and inquiry



## Decision Style

Distribute leadership and power

Understand limits and liberation

Respect expertise and focus

# Financial Transparency

Financials open for project assessment. Other disclosures tend to be on a need to know basis.

Project Based



Disclosure of trends and KPIs (key performance indicators) that are most connected to employee impact and valuation.

Trend insights and connection



Managers or financial line item owners include contributors in developing the budget and reporting over/under rationale.

Inclusive and Participative



Financials are open, cost of labor discussed by group/department. Personal compensation packages private.

Representative democracy style



All financials open and available including individual pay. Trust based spending with high levels of collaboration/consensus..

Radical transparency



Direct, control, supervise - general information communicated on the state of the business in a semi-annual/annual town hall meeting. Higher reliance on rules and procedures.

Project Based



Semi-autocratic decisions with increasing input and reliance on experts. Regular/monthly all employee meetings to connect trends and convey business decisions made.

Trend insights and connection



Consultative with more participation, involvement, and influence. Leaders believe that people closest to the work should be key in making daily decisions with fewer centralized approvals required..

Inclusive and Participative



Democratic decision making often delegated to informed standing, or ad hoc committees. Frequent team pulse meetings with healthy company-wide business literacy and information flow.

Representative democracy style



Servant/Transformational - Leaders demonstrate daily belief in the wisdom of the crowd. Often use influence, education, and coalition development.

Radical transparency



# Decision Style

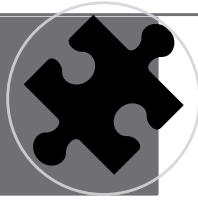
Autocratic and transactional - tend to centralize control. Decision making by top leadership team and other management or administrative staff as delegated.

Project Based



Informed autocratic and expert decision making - decisions concentrated to top leadership and management.

Trend insights and connection



Consultative decisions where top leaders and management continue to make decisions, but regularly consult with staff..

Inclusive and Participative



Breadth of decision impact a key factor in how decision making will occur. Primarily group consensus. Highly collaborative teams with significantly daily decision distribution.

Representative democracy style



Decision making is distributed through the company. High trust, low central control.. May be majority vote for major, contentious decisions.

Radical transparency



Ability to Inform

Perseverance

Motivating others

Vulnerability

Integrity & trust

Change management

Aligning vision and purpose

Business Acumen

Measuring work

Set individual and team goals to grow skills. Set check-in milestones with peer group to

Create a skill building plan for each place on the map

Bring the group together.

- Discuss the variance
- Discuss pros and cons
- Gain consensus on where the group wants to go

- Financial openness
- Leader openness
- Decision making openness

Consolidate the dots to one document creating a map of opinion variance

Use the worksheet. Each person marks a red dot on where they are now and green dot on where they would like to be.

Transparency Level	Type	Sample Activities
Project based general information	F	Financially open for project assessment. Other structures tend to be in a need to know basis. Centralized purchasing and spending authorization processes often developed for daily activities. Budgets controlled by top management.
	F	Decisions of trends and KPIs (key performance indicators) that are most critical to employee impact and rationale. Formalized spending procedures developed but often at the manager level vs. centralized. Tight budget budgets controlled by general management.
	F	Managers or financial line item owners include contributors in developing the budget and reporting over/under targets transparent. Groups budget and make spending decisions based on wide provisions provided.
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Trend insights and connection	L	Direct control. Zero-sum - performance information communicated on the state of the business in a team.
	L	Semi-autocratic decision making. Higher information communicated on the state of the business in a team.
	L	Consultative with more participation. High knowledge impact top-down decisions. Top management explores strategies and reasons/results of choices in high knowledge impact top-down decisions.
	L	Democratic decision making often delegated to informed, standing, or ad hoc committees. Relevant team roles and purposeful consulting. Leadership demonstrates the sentiment that employees are also stakeholders and business needs. Final high impact decisions often made by top leadership, but not without extensive group insights and deliberation opportunities.
	L	Participative decision making. Leaders demonstrate daily belief in the wisdom of the crowd. Open role offering, education, and custom development and believe shareholders/contractors can and should have powerful
Include and Participative	D	Informal autocratic and expert decision making - decisions concentrated to top leadership and management.
	D	Consultative decisions where top leaders and management continue to make decisions, but regularly consult with leadership decision factors: highly collaborative teams with significant daily decision distribution.
	D	Participative group consensus they not agree, give consent and support with group thinking performs a key role in decision making to other stakeholders or may be majority vote for major, contentious decisions. Decisions are made by top leadership and
	D	Decision making is distributed through the company. High trust/responsibility/accountability, low central control. Centralized groups provide services vs. control. Local and tactical decisions made by teams, broad or long-term decisions made by top leadership and
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