



Suggested use:

Each member of the leadership team circles the level they believe the company is at now under each transparency type. Then, put a check next to the level they think the business should aspire to move to.

Compile independent answers, compare, discuss gaps and ideas. Facilitate toward alignment.

Transparency Level Type Sample Activities

Project based General Information	F	Financials open for project assessment. Other disclosures tend to be on a need to know basis. Centralized purchasing and spending authorization processes often developed for daily activities. Budgets controlled by central management.
Trend insights and connection	F	Disclosure of trends and KPIs (key performance indicators) that are most connected to employee impact and valuation. Formalized spending procedures developed but often at the manager level vs. centralized. Tight budget guidelines provided by central management.
Inclusive and Participative	F	Managers or financial line item owners include contributors in developing the budget and reporting over/under rationale. Teams have control and accountability over spending within guidelines provided by top management.
Representative democracy style	F	Financials are open, cost of labor discussed by group/department. Personal compensation packages private. Wage ranges transparent. Groups budget and make spending decisions based on wide provisions provided.
Radical transparency	F	All financials open and available including individual pay. Trust based spending with high levels of collaboration/consensus. Budgeting is often zero based reflecting the annual plan. Extreme responsibly in reporting on targets and gaps from plan.

Project based General Information	L	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.
Trend insights and connection	L	Semi-autocratic decisions with increasing input and reliance on experts. Regular/monthly all employee meetings to connect trends and convey business decisions made.
Inclusive and Participative	L	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. Top leaders continue to make high level/high impact long-term decisions. Top management explains strategies and reasons/results of choices in open meetings.
Representative democracy style	L	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. All-employee opportunities for input and purposeful consulting. Leadership demonstrates the sentiment that employees are also shareholders and investors. Leaders are highly situational and able to intuitively delegate, teach, coach, or direct based on what the business needs. Final high impact decisions often made by top leadership, but not without intentional group insights and deliberation opportunities.
Radical transparency	L	Servant/Transformational - Leaders demonstrate daily belief in the wisdom of the crowd. Often use influence, education, and coalition development and believe shareholders/stakeholders can and should have powerful influence on the direction of their business.

Project based General Information	D	Autocratic and transactional - tend to centralize control. Decision making by top leadership team and other management or administrative staff as delegated.
Trend insights and connection	D	Informed autocratic and expert decision making - decisions concentrated to top leadership and management.
Inclusive and Participative	D	Consultative decisions where top leaders and management continue to make decisions, but regularly consult with staff. Leaders often poll all-employees for thoughts before making long-term high impact decisions.
Representative democracy style	D	Primarily group consensus (may not agree, give consent and support) with group thinking patterns a key leadership decision factor. Highly collaborative teams with significantly daily decision distribution.
Radical transparency	D	Decision making is distributed through the company. High trust/responsibilities/accountability, low central control. Centralized groups provide services vs. control. Local and tactical decisions made by team, broad or long-term decision making is often collaborative or may be majority vote for major, contentious decisions. Decisions are trusted due to high unification and alignment.