

What it isn't

- ✓ **Overly collaborative decision making that slows the business**
[Decisions can be/should be distributed to capable teams and people]
- ✓ **Not using or trusting data**
[Data and insights are cherished and shared]
- ✓ **Lots of meetings**
[Meetings are more purposeful because people are informed prior. Management is done by connecting vs. meetings. Frequent, agile, continuous]
- ✓ **Complex financial data and accounting reports**
[Concise, elegantly simple, meaningful, purposeful, and digestible reports]
- ✓ **Being involved in everything**
[People know their strengths to focus their best and they defer to and respect expertise]
- ✓ **Being subrogated to experts/specialists**
[Great ideas are built together]

The Employee Owner

What it is

Business-Minded

Understands the value proposition, purpose, mission, plan, and values and productively contributes critical thinking, makes autonomous daily-decisions, and works with others on future oriented ideas and solutions. Knows that the value proposition for distinction transcends a financial report.

Financially Aware

Understands the state of the company and pivots actions to meet and exceed the current and foreseeable business needs. Possesses a solver and builder orientation.

Socially Emotionally Intelligent

Team contributor adept at communication and integration. Possesses a transmissible codetermination.

Capable & Determined

Doing the job/tasks/goals well, evolving skills with the business, leveling up

Focus to build it

Customer Focused Facilitation and Engagement: Value creating, innovating, purpose/mission aligned, confident in the system and people

Participative Management: Involved, learning, contributing, improving, critically thinking, distributing decisions, reducing redundancy, builds positive tension, consults with others

Financial Literacy: Knowledgeable, informed, adjusting, planning, iterating

Self-ownership: Unified values/norms, social skills/relationship management, self-regulating, resilient, trusting, open-minded, respectful/respectable. Helps to correct bias and other harmful workplace climate defects. Pragmatically optimistic.

Self-leadership: Goal setter, responsibility driven, growth oriented, self-initiating, coachable

Open Book Management

Integrated Impact Management