# The Carclink Code



A stable building is built on solid foundations. This is how Cardlink thinks. A company with strong values, which plans tomorrow with geometrical precision and takes all the parameters into consideration.

Cardlink's whole philosophy is visualized through aesthetics inspired by architecture and design.

Details and high performance make the difference. That is what Cardlink stands for.

Preparation, Design, Precision, Planning, Calculation, Observation, Creativity, and Knowledge are the elements that compose the architecture of a company that leaves nothing to chance.

This book is made for you. You can design your own plans.

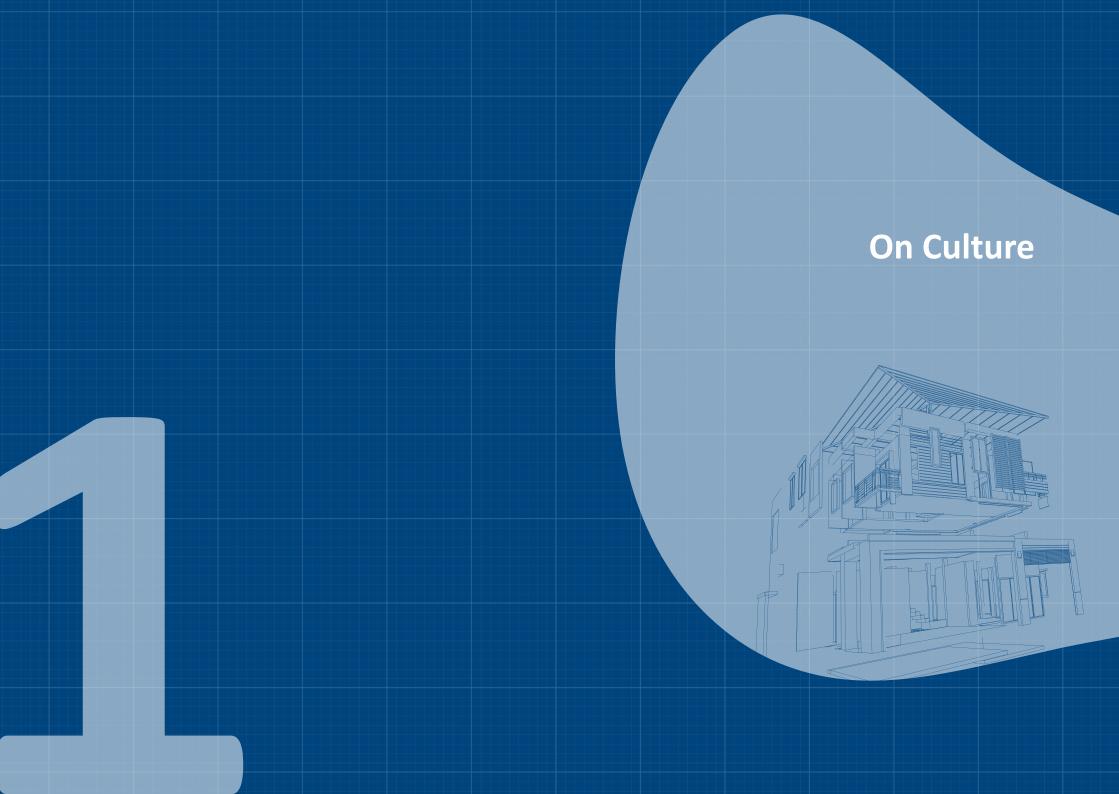
Sure thing is that Cardlink plans include you! You are the primary element that contributes to our success.

This is Cardlink. A stable company. Together, we are designing the future!

## Contents

1	On Culture	7
2	Cardlink Culture Core Components	11
2.1	Purpose	12
2.2	Principles	14
2.3	Performance	26
2.4	Putting it all together	28
2.5	The eternal quest for balance	30
2.6	Human truths	32
3	The "Soft" Stuff	35
3.1	Finding your own purpose at work	36
3.2	Fixed vs growth mindset	40
3.3	Motivation vs Inspiration	42
3.4	So what does all this mean?	44
3.5	Agility and Change	46
3.6	Ideas and decisions	50
3.7	High performance	51
3.8	Freedom & responsibility	54
3.9	Office politics	56
3.10	Be respectful, but don't be delicate	57

4	Our Tools of the Trade	59
4.1	Do we live in the matrix?	60
4.2	The role of the Line Manager	64
4.3	"Good" vs "Bad" process	66
4.4	What to work on?	70
4.5	Short-term pressure vs Long-term goals	76
4.6	What about all the things than I'm not getting done	77
4.7	What if I make a mistake?	<b>778</b>
4.8	We aim for high alignment	/ 80
5	Our Talent	83
5.1	The circles of (Work) Life	84
5.2	Feedback	86
5.3	Our performance measurement framework	88
5.4	Hours and vacation	89
5.5	Training, learning and development	92
5.6	How do we choose the right people to hire?	94
5.7	We value "generalist experts"	98
5.8	We are looking for people stronger than ourselves	100
6	and one more thing	103
6.1	Life is short	105
6.2	If all else fails	107
7	Glossary	109



#### 1. On Culture

# "Culture eats strategy for breakfast, lunch and dinner"

Peter Drucker

This book captures our Culture.
Our Culture is the way we work. It is the DNA of our company. Our Culture does not describe what we do or even how we do it. You cannot see it, but you can feel it. It describes the behaviors and habits we want to apply in our everyday work life. If we were to summarize Culture in one sentence it would be:

"People like us, do things like this"

Seth Godin

our culture our way our DNA Our version of Culture serves as our guiding principles. It should help us attract great people and it should amplify our abilities and help us do our best work as one tribe instead of many different tribes.

As Cardlink continues to grow, we hope that these guiding principles will help us remain an organization that is flexible, nimble and adaptive, inspiring and empowering all of us to deliver a great experience to our employees and our customers.

The Cardlink Code was launched in late 2017. This is the second version. Our organization is constantly changing and we need to be aligned towards our Purpose. This edition places more focus on some of the key concepts that we need to embrace and reduces references to some of the more technical stuff. It also takes into account some of the feedback we have received since the first edition.

Thanks for being here. Let's do great things...



#### 2.1 Purpose

The purpose of our existence as a company is encapsulated in the following statement:

#### **Our Purpose**

Contribute to the growth of businesses by continuously enhancing the experience of merchants and consumers.

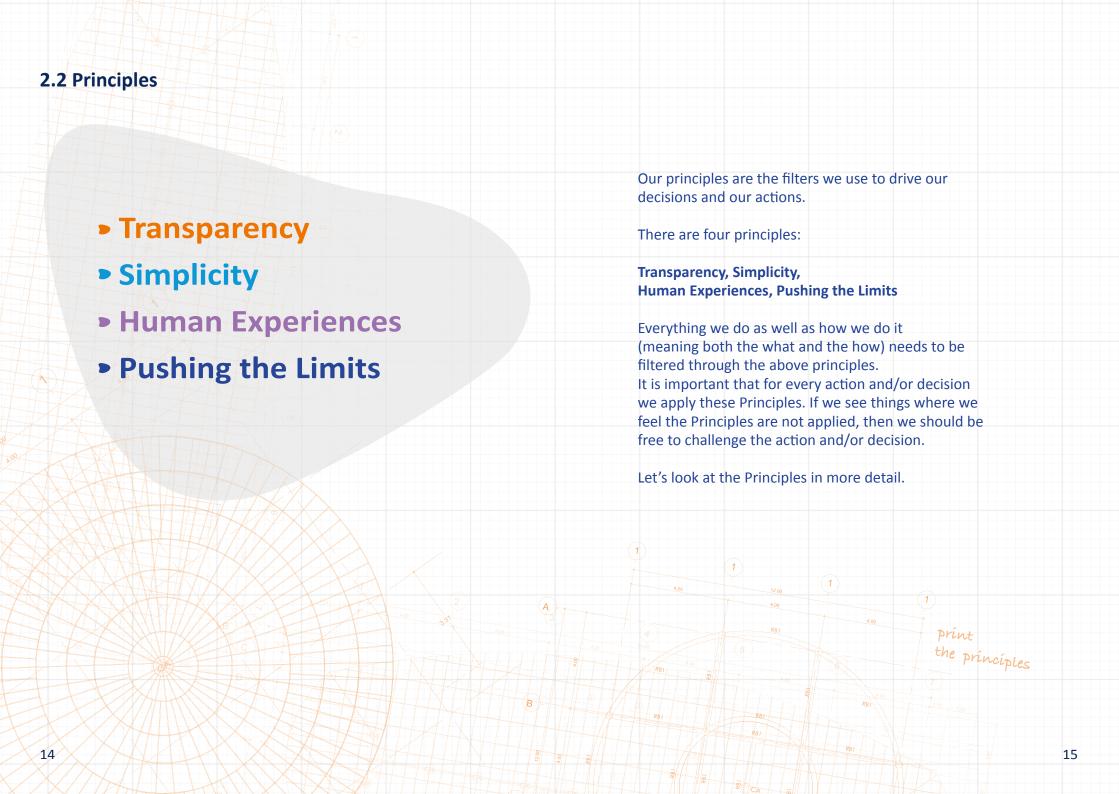
We are here to do whatever it takes so that businesses can grow and prosper. We believe that if you provide experiences and solutions that solve problems for merchants and consumers enjoy using and find useful, this will drive loyalty and build trust between them, driving growth and prosperity.

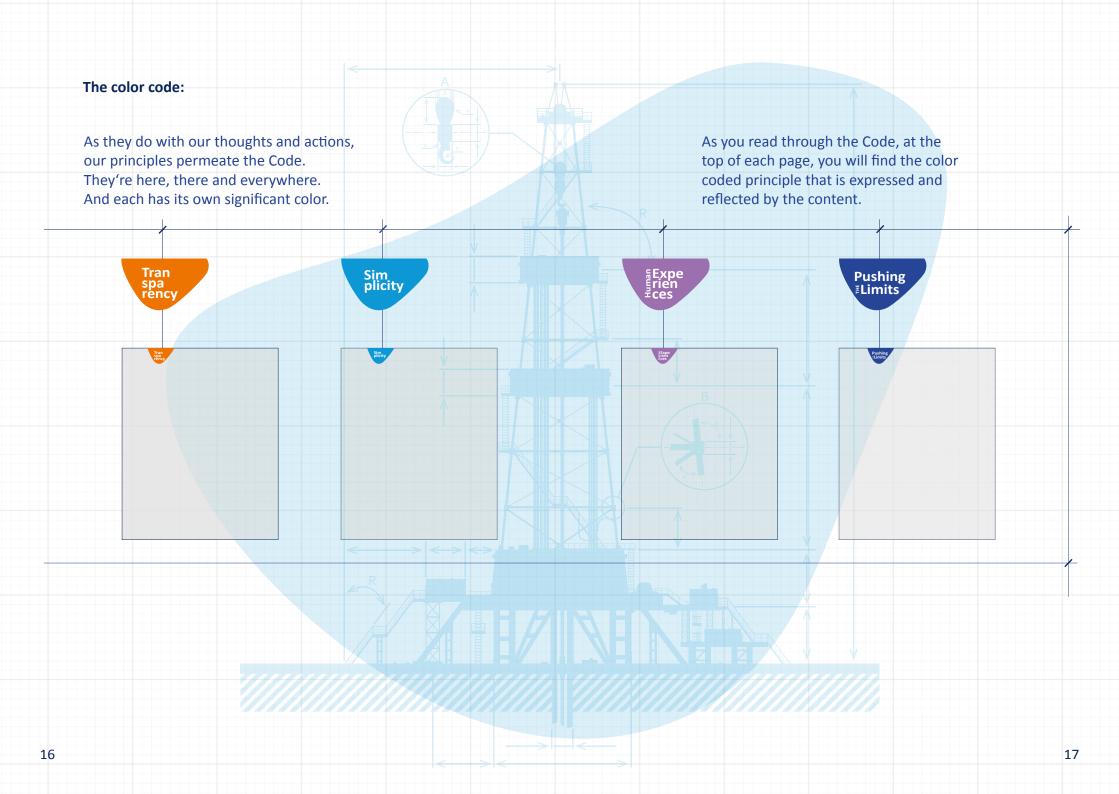
Our customer experience strategy to support our Purpose is the following:

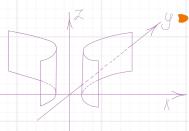
To be worthy of the admiration and trust of our employees and our customers.

We believe in the virtuous circle of happiness for employees and customers. If we take care of our employees, they will take care of our customers. And if our customers are happy, then our employees will be proud and happy, too.

Everything we do should be measured against these statements and we should regularly calibrate our goals and metrics to ensure that we remain focused and committed to our Purpose.

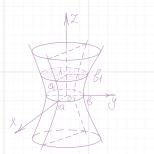






We walk the talk:

We say what we do and we do what we say. Nothing builds Trust more quickly than being reliable and consistent between actions and words. This includes everyone, all the way to the CEO.



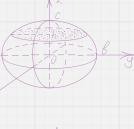
We ask and act on Feedback:

We value Feedback as a key tool for understanding, learning and growing.
We accept Feedback when it is given to us but, most importantly, we ask for Feedback from each other, from our customers and anyone that we feel can genuinely help us become a better version of ourselves.

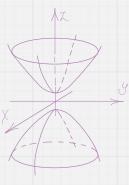
"A lack of Transparency results in distrust and a deep sense of insecurity"

Dalai Lama

We share almost everything: Nothing demonstrates transparency better than being open and honest about what is going on. Radical transparency is about sharing everything except information bound by confidentiality agreements, legal contracts or regulatory requirements.



We mutually address doubt and insecurity:
We are open and honest with ourselves and each other. Radical truthfulness is about establishing an environment where we operate with mutual Trust and respect with each other. We welcome disagreements and handle conflict constructively because it can actually strengthen bonds and increase Trust.



### Sim plicity

# "Simplicity is the ultimate sophistication"

Leonardo Da Vinci

#### We do more with less:

We value effectiveness and efficiency. Being effective is about doing the right things. Being efficient is about doing things right. We are never satisfied with what we have or where we are. There is always room for improvement in what we do or how we do it. That is how we stay ahead of our competition.

#### We start with why:

The ultimate question. We like to ask it again and again because it allows us to explore and ultimately find and address the root cause and not the symptoms of whatever we are dealing with, be it the direction we are going as a company, the motivation of an employee, a challenge in a project, or a problem with a customer. Curiosity is one of the most important traits we can develop.

#### We explore paths and decide fast:

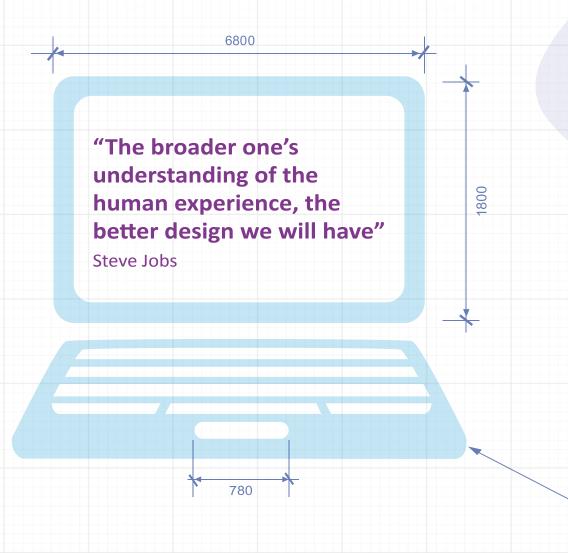
Once we get to the root cause, we look for the way that best solves the issue for our customers. We are fast and nimble. If necessary, we will provide an interim solution if the full solution needs more time.

#### We challenge the status quo:

Change is constant. We do not fear change; in fact, we seek change as a mechanism to improve ourselves and our company. We believe that if we don't change, we will fall behind.

20

Expe Erien Eces



We strive to achieve expectations:

Great Customer Experience is delivering something that is above and beyond what is expected. We value this as it ensures that we always keep the customer (internal or external) at the top of our mind.

We take action before we have to:

We think and act proactively because we care. We look for things to improve and fix before our customers stumble upon them. It takes great self-discipline to do this consistently.

We commit to the common why:

We value teamwork as we believe that no one will get very far on his/her own or if people work without coordination. We put the company's success and interests above our own and we work together to achieve our common Purpose and goals.

**▶** We find solutions for human challenges:

We want to make it easy for our customers to interact with us. We like puzzles and challenges. We want to solve their problems, wow them and give them magical customer experiences.

R 95

# Pushing **Elimits**

"The only way of discovering the limits of the possible is to venture a little way past them into the impossible"

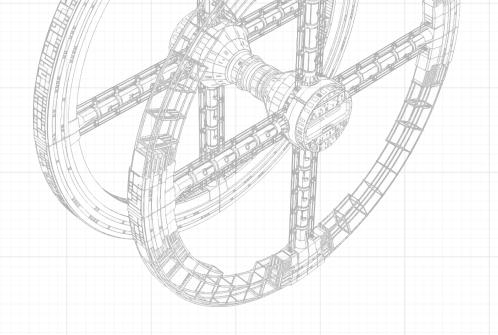
Arthur C. Clarke

#### ➤ We learn from failure:

We view mistakes as a chance to learn at a personal as well as corporate level, a chance to grow, and we use them as an incubator of our people's growth. So, as long as we collectively embrace the truths that come out of failure, we will move forward as an organization.

#### We pursue growth and learning:

We aim to grow personally and professionally. By constantly redrawing our own personal limits and coming out of our comfort zones, we increase the value of our organization.



#### ➤ We take initiative:

We will never become what we want to be by remaining where we are. We have to move forward; we have to have the courage, both individually and as a company, to propose and drive new ideas that will help us advance.

#### We never give in:

We cannot predict the future. Therefore, we must take small and calculated steps. We are explorers constantly adjusting our course. We remain optimistic and never abandon our quest to achieve our Purpose. If we stay committed to our Purpose, we will get the results we want, personally and professionally.

24 25

#### 2.3 Performance

Purpose and Principles are absolutely necessary but are not sufficient on their own for success. Superior execution is also required. There are three pillars or factors that support successful execution or Performance.

Accountability: We take ownership of our work and ensure we always do our best to meet and exceed the expectations of our customers from the smaller Task to the larger Project. Accountability is a journey that needs to start with small steps. As you travel down the road, you will gain confidence from your achievements and move on to larger things.

piscipline political

**Discipline:** We are responsible and focused in how we do our work. We are patient and we pay attention to details because they matter and contribute to great service. Discipline requires us first to be self-disciplined. Self-discipline and willpower lead to miracles.

**Results:** Quality can be measured. So, we do measure it and we ensure that our goals deliver observable and measurable results that always have a positive impact in what we do for our customers.

Do not be afraid or hesitate to ask for help and support if you believe that you are not skilled enough. Ask for help and great things will come your way!



Aristotle talked about the three modes of persuasion by a rhetor. Pathos, Ethos and Logos. Pathos is about the emotional influence on the audience. Ethos deals with the character of the speaker as it appears to the audience. Logos is about the arguments used to deliver the message. The three elements are all required for the rhetor to convince the audience.

In a corporate environment our audience is our customers and employees. Our Purpose is our Pathos, our Principles are our Ethos and our Performance is our Logos.

We need to apply our Purpose, Principles and Performance in order to convince our customers and employees and earn their trust and admiration.

"We are what we repeatedly do. Excellence, then, is not an act, but a habit" Will Durant

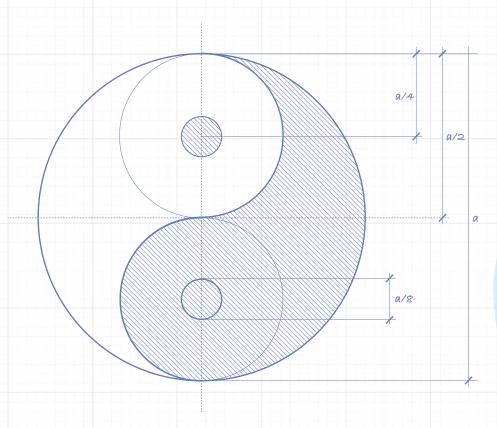
Habits are the things you do without actively thinking.
This is because you do them often and you have mastered them.

Our destination is a place where living our Purpose, applying our Principles and Performing in our jobs become as a habit so we can focus our energy and active thinking on solving problems and creating solutions for our customers.

On the way to our destination we will have to break a lot of bad habits, which requires a lot of thinking and a lot of determination.

"You have to unlearn what you have learned" Master Yoda

#### 2.5 The eternal quest for balance



Just like the Chinese yin-yang theory, we try to ensure that seemingly opposite or contradicting forces work together complementary in order to increase our chances of continued success and reinvention. We need to ensure that our mission critical processes and systems work with zero problems while at the same time trying to change them to better serve our customers. This invites trouble, so we need to find ways to work to accommodate both mandates.

Here are some other examples of contradicting forces that we have to manage:

- We need to use our passion, our open minds, our freedom to be creative, while ensuring this is done with discipline, with respect to getting things done, ensuring that issues like cost/benefits and processes/rules are also addressed.
- We need to use incremental innovation (continuous improvement) while pursuing radical innovation (creative destruction/disruption), which appears threatening to our existing business.
- We need to accommodate individuality while harnessing the power of collaborative teams to ensure we get the best of both.

30

#### 2.6 Human truths

The culture of an organization cannot be codified into procedures or processes. You just have to try and apply the Principles and live the Culture.

We all have our own personal principles and it is important that we feel that these are compatible with our company Principles. Along the way we will all make mistakes or become disappointed when someone else makes a mistake.

open mind

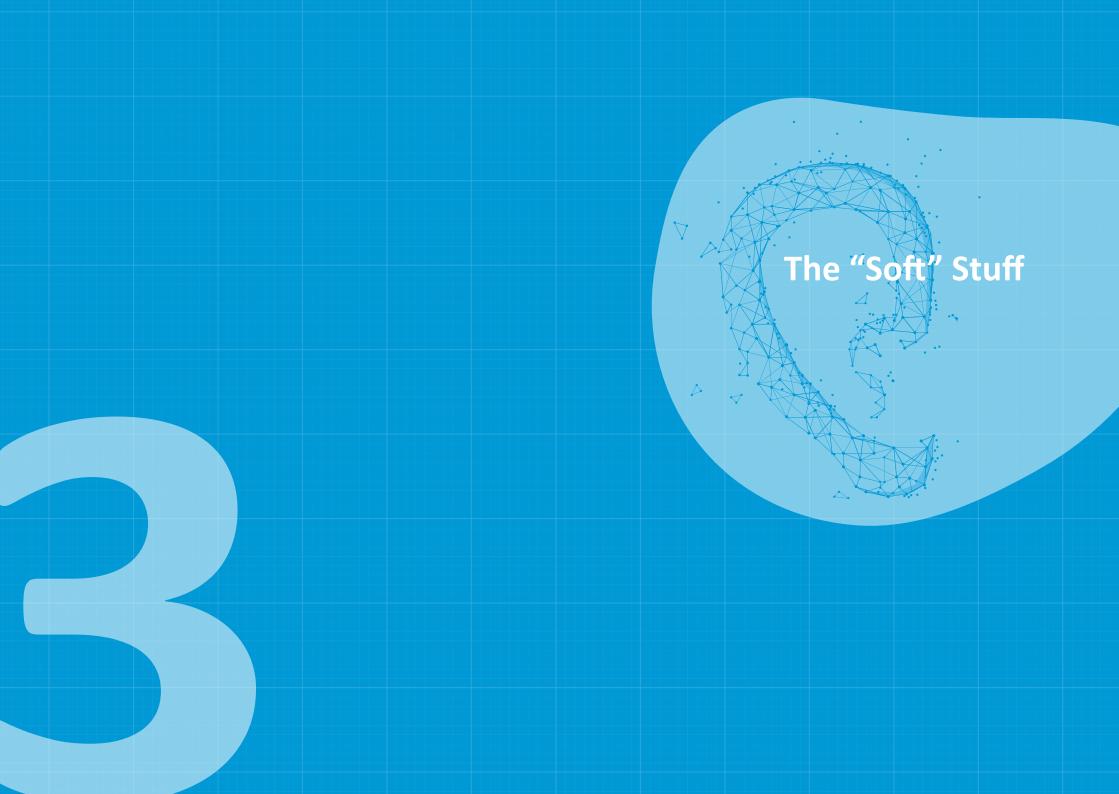
Here are some truths that should help in this journey.

- Truth #1: Humans are behavioral creatures. There is no one single recipe for interacting with each other. Some believe that you should treat others the way you like to be treated. Others believe that you should treat others the way they like to be treated. We believe that the key is Empathy. So, take the time to understand your colleagues and adjust accordingly.
- Truth #2: Humans have voices. Yours is as valuable as anyone else's. Use it.
- Truth #3: Humans are unique. There's no need to hide it. Be yourself.
- ► Truth #4: Humans are fallible. Occasionally we all blow it. Just apologize honestly and quickly. Both are equally important.

#### creativity

Cardlink is not a utopian workplace. We are not a perfect fit for everyone and not everyone (even if they are amazing and exceptional) is a perfect fit for us.

Compromising on Culture fit is dangerous and we will take measures to minimize this.





#### 3.1 Finding your own purpose at work

Happiness is in the details

Why are we here?

Cardlink has its Purpose as described in the previous section. It is equally important that each one of us is also aware of our own personal purpose, our own personal why. Why are we at Cardlink? And we should find ways to link our own purpose to the company Purpose.

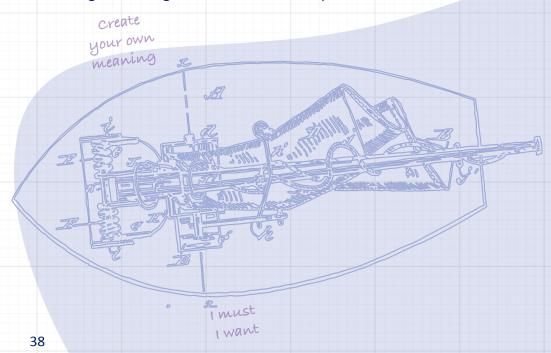
A job, from the CEO position to the most junior position, is neither terrible nor awesome in itself. It's not the position's job to be meaningful. It is our own duty to find meaning in what we do. And this meaning cannot (only) be the salary that comes with it. The salary is important as we all have to work to make a living. But our work experience largely depends on what we bring to work and create within it. And the trade-off (between salary and work experience) has to be worth it. If you believe that your only duty is to come to work and do the tasks that are assigned to you in order to be paid your salary, then you will never be happy at work in the long term. And if you are not happy at work, it will be difficult for you to find ways to make our customers happy.

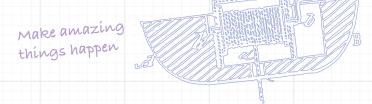
And if you are not happy at work for a long period of time, then you can be sure that this will also affect the rest of your life.



The secret is to take control and create your own meaning in what you do. Think hard and find your reasons for working at Cardlink. They have to be positive reasons and not excuses. Even the most trivial task should be linked to your own personal development and/or the company Purpose. Here is an example: If somebody asks you to do something, one way to view it is as an order and just do it.

Another way is to shift your mindset and understand why this is required, and do it because you understand why it needs to be done and become a believer that it should be done. We call this moving from "I must" (which is an excuse) to "I want" (which is a reason). Please pay particular attention to this example. Shifting your mindset as described results in significant alignment towards our Purpose.





Another way to create meaning at work is to bond with your colleagues. Amazing things happen when there are strong relationships between people at work. Relationships build trust. Having trust between colleagues and common Purpose results in apparent miracles. When accomplishments that seemed impossible are achieved, when things happen without top-down direction, when teams are happy after endless hours on a project.

You don't have to wait for life/world-changing purpose to knock on your door. Very few people are fortunate enough to find it or participate in one. For most of us, it is not about the situation we are in, it is about how we interpret it and what we do about it.

Finally, you don't have to do this completely on your own.

In our company, we believe it is the role of leadership (i.e. Line Managers) to help and support you in this journey.

More on that later.



#### 3.2 Fixed vs growth mindset

Everything is possible

Improve

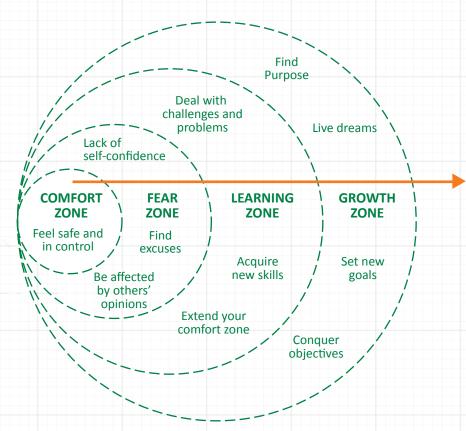
Increase

We are huge fans of the principles described in the book "Mindset" by Carol Dweck (you can find copies of the book in our library). We believe that if more and more people embrace a growth mindset, then unlimited possibilities unfold for us both as individuals and collectively as a company.

Fixed mindsets believe that intelligence is fixed and cannot be increased, that some people are just more capable (or talented) than others and that there is no reason to try. They believe they already know what they need to know in life.

Growth mindsets believe that everything is possible if you work hard enough. For growth mindsets there are no limits. You just have to be eager to learn new skills, new knowledge that will help you grow.

The following diagram is a nice depiction of the two mindsets. The two inner circles represent fixed mindsets whereas the two outer circles represent growth mindsets.



Once you embrace the growth mindset philosophy, the following things can happen:

- ➤ You unlock entrepreneurship and creativity: You shift from thinking that your job is to follow the rules to thinking that your job is to improve what we do and how we do it.
- You break the silos and tightly controlled information: You shift from trusting your leader to trusting one another.
- You increase personal ownership (your Accountability):
  You shift from owning what you control and others hold
  you responsible for, to owning the full positive impact
  you can have on others and on the business broadly.



#### 3.3 Motivation vs Inspiration

wheart and mind

Motivation is the key

Inspire and be inspired

Motivation comes from within oneself. That is why we also call it self-motivation. It is a force inside you that drives you to do things in your personal or professional life.

Finding your own purpose at work and adopting a growth mindset are necessary conditions for becoming motivated at work. We believe that Motivation is key in getting our people to support our Purpose. Here is how we recognize Motivation in our organization:

- Motivated people demonstrate a personal drive to achieve and improve certain standards.
- Motivated people have a commitment to the personal goals they set for themselves.
- Motivated people show initiative and readiness to act on opportunities that will help them achieve their goals.

There is another key characteristic that motivated people possess. It is the tendency to look ahead and persevere with the belief that they can meet those goals especially if there is adversity ahead or despite the adversity that they may encounter. This characteristic is also called optimism. Motivated people are by definition optimistic.

We demonstrate our Motivation in two ways. Intellectual and emotional. Intellectually we demonstrate that we have the necessary skills and produce the necessary results. We do the right activities and do those activities right. Emotionally we demonstrate that we have the right behaviors and conduct. We live and apply the Principles of Cardlink and like to work with others who do the same.

Finally, you should not confuse Motivation with Inspiration. Motivation comes from within but Inspiration comes from the outside. It is the job of a leader to inspire motivated employees to great performance. And to inspire others, you certainly need to be motivated yourself.

42 43



#### 3.5 Agility and Change

"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change" Charles Darwin

We want to make sure that we remain relevant for our employees and our customers. And the only way to remain relevant is to constantly change. And the only way to change is to constantly challenge both what we do and how we do it. We need to ensure that we have Organizational Agility (see the formal definition in the Glossary).

#### Change is a journey. Change is difficult. Change is tiring.

People have a natural tendency to stay in their comfort zone. This is usually manifested as resistance or even denial. We should actively fight these feelings. If you are part of a change initiative, don't panic. Give it a chance. Hear out the people leading it, understand the "why" and embrace it. Furthermore, if you feel strongly about something, then lead the change yourself.

Constantly

challenge

Constantly change "People only accept change when they are faced with necessity, and only recognize necessity when a crisis is upon them" Jean Monnet

Organizational Agility is supported by Culture Agility.

"Insanity. Doing the same thing over and over again and expecting different results" Albert Einstein

Culture Agility is learning to try things, not trying to fix things. Culture Agility is about becoming good at trying new things. They may be small at the beginning, but as we grow and learn we should be able to try bigger things. Small victories lead to great victories. During this process we will also make mistakes. We should use these mistakes to improve our process and become even better. We need to become effective at learning from our failures, so as not to repeat them.



Nº/////

46



# "We cannot solve our problems with the same thinking we used when we created them" Albert Einstein

It should be obvious by now that Agility and Change are all about mindsets. So embracing a growth mindset is the key to embracing change. Here are a few more salient points on change. Change, as defined by Organizational Agility and Culture Agility, does not mean you have to personally change as an individual (unless of course you want to !!!).

It does mean, though, that you want to improve and learn and communicate and enrich and grow personal traits that are not practiced and that we do not accept a refusal to learn (here is the growth mindset again).

Finally, change is not about trying to fix everything at the same time.

You should want to be proactively wise.

That means three things:

Manage yourself: Don't attempt something that is too big for you and ensure that you have the right amount of motivation and expertise to see it through.

Consider others: Change initiatives, in most cases, involve others as well. Carefully consider how your proactiveness might impact others. Empathy is very important here.

Align with our goals: Ensure that your change initiative aligns with our goals or at least that it aligns with our Principles and explain this to others.

Learn

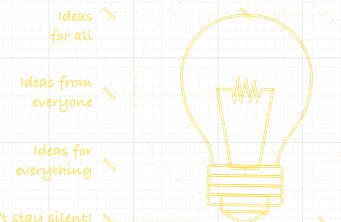
Improve



#### 3.6 Ideas and decisions

We like and practice the concept of idea meritocracy. This is the concept where the best idea wins, irrespective of who proposed it. This requires fighting group think, biases such as confirmation bias, conformity bias and encouraging everyone to openly share and discuss ideas without being embarrassed or afraid of criticism, irrespective of level, seniority or length of tenure in the company.

Here's an important point. An idea meritocracy does not mean that decisions are always made by consensus. It means that ideas are sourced from many parts of the organization, but if decisions are required, then they are made by those who have accountability for the issue. Consensus should be sought but is not necessary. We like the management principle of "disagree and commit". All opinions will be heard, especially those that voice concerns about something, but once a decision is made, then the team is united by the commitment to get it done. This commitment must be active, not passive. For example, staying silent is not a sign of commitment and should not be treated as such.



3.7 High performance

Challenge The state of the stat

Collaborate

High performance is what you get when a group of people who share a common Purpose and common Goals collaborate, challenge and hold each other Accountable to achieve outstanding results.

This applies to any group of people, however large or small. It applies for the whole company, it applies to a division within the company and it applies to a Project Team.

High performance, then, is all about results. So, we need to gear our activities to produce results. Loyalty and hard work are, on their own, not sufficient conditions to achieve outstanding results.

Loyalty, even if it is unlimited, to a company that is not doing well will only disappoint you in the long term.

Similarly, working hard or putting long hours, on its own, is not enough and in the long run will only exhaust you.



To achieve outstanding results, each one of us and all together, we have to be effective and efficient. Note that we need to do both. Being effective but not efficient is not enough. Same applies to being efficient but not effective.

Being effective is about doing the right things. Being efficient is about doing things right.

Here are a couple of examples. If we build a product that addresses market needs, we are effective. If this product costs too much and does not produce a return, it is not efficient. So, all the hard work that went to building the product is wasted (until we make the product efficient). Conversely, if we have an operation (e.g. a call center) that quickly adapts to volume volatility, we are efficient in responding to the challenges. However, if customer satisfaction is erratic as a result, then we are not effective in addressing the needs of customers.

Measurable results are the only metric that will determine how effective and efficient we are. This is what, each one of us and all together, we need to aim for. Measurable results are primary within our Goals.

Effectiveness and efficiency is also what we use to reward individuals, promote them or ask them to take on more responsibilities. Loyalty and hard work will also get rewarded but these rewards will be more symbolic in nature. Keep that in mind when self-assessing whether you are ready for your next step within the company.

c, c'ye

reasurable results



#### 3.8 Freedom & responsibility

Trust

self-discipline

"It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do"

**Steve Jobs** 

An empowered, responsible person is self-motivating, self-aware, self-disciplined, self-improving, acts like a leader, doesn't wait to be told what to do, always delivers his/her best work, never feels "that's not my job", volunteers to work on Projects, helps others, changes the toner on the printer, makes sure the common area is tidy, etc.

Responsible people thrive on freedom and are worthy of freedom and empowerment.
With the right people, instead of a culture of process adherence, you get a culture of freedom and responsibility, innovation and self-discipline.

Trust plays a key role in establishing a culture of freedom and responsibility. Trust in ourselves and each other that we will all abide and play by the same rules.

Freedom through responsibility

#### Innovation

Freedom is not absolute. Like "free speech", there are some limited exceptions to "freedom at work":

- Preventing irrevocable disaster.
- Dealing with moral, ethical and legal issues.
- Respecting your colleagues.

Mostly, though, rapid recovery is the right model. Just do your best and if you stumble upon issues (yours or otherwise), fix them quickly and transparently. Fixing issues is better than preventing them for two reasons:

- High performers make fewer errors.
- Working to prevent everything that can go wrong is unproductive and diverts resources from our core purpose.

## "Responsibility is the price of freedom" Elbert Hubbard

Please understand. This will only work if we all behave with the same level of respect and maturity in our workplace. If there are "free riders" amongst us that take advantage and abuse our culture of freedom and responsibility, and therefore Trust, then we need to quickly fix this by identifying and throwing them out.

#### 3.9 Office politics

When in doubt and when in problem

Every workplace has its share of office politics. But if you believe that we are practicing radical transparency and radical truthfulness (see our Principles), then there should be no room for the bad politics that exist in other organizations. There should be no room for rumors about things that might or might not happen. If there are such rumors, just go ask and test whether our Culture works.

Let's be more specific with an example. There's a famous Elon Musk email on the internet in which he tells employees that they should be free to talk to anyone according to what they think is the fastest way to solve a problem without asking for permission from their manager. Anyone is really anyone in this case. It could be any other employee in the company, your Line Manager's Line Manager, a Line Manager in another department or the CEO. Furthermore, you should consider yourself obliged to do so until the right thing happens.

In many companies, this could be interpreted as bad politics. We believe this is good politics because it breaks silos and ensures that communications are effective. The natural tendency to create silos and "us vs them" mentalities by restricting communication through line management is actually badpolitics and will not be tolerated.

#### 3.10 Be respectful, but don't be delicate

We need to harness the collective intelligence of all of us to achieve breakthroughs. Studies have shown that you increase your chances for this when people feel they can share ideas and can have a good, passionate argument about these ideas. When people avoid conflict or hold back or believe they will not be heard or just support whatever the boss says, then we are reducing our chances of success.

So, don't be afraid to speak your mind.

Just be honest and respectful.

#### "Be tough, but fair"

carry your sword and shield for the sake of the entire line





#### 4.1 Do we live in the matrix?

Pay particular attention to this part as it is very important in order to understand our company. How are we organized? How do we manage our Workload? Two words: hierarchy and network.

#### "The buck stops here"

Harry S. Truman, 33rd US President

"The ancient Romans had a tradition: Whenever one of their engineers constructed an arch, as the capstone was hoisted into place, the engineer assumed accountability for his work in the most profound way possible: He stood under the arch"

Michael Armstrong

But before explaining further, here is another key term: Accountability. Accountability is the ultimate ownership of anything, however large or small, irrespective of whether you are actually involved in its actual implementation.

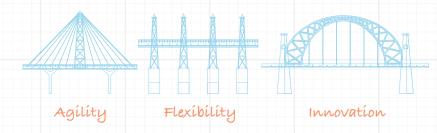
The important thing about Accountability is that it cannot be shared. For any one thing, there is always one and only one Accountable person. There may be one or more people Responsible for the implementation but there is only one Accountable person for this thing. We also delegate or distribute Accountability throughout the organization. This breaks the traditional "command and control" (also known as micromanagement) structures where Accountability is concentrated at the top and the organization executes instructions as they are filtered down the line.



We are a company providing mission critical services to our customers. For this, we need to ensure that we operate as effectively and efficiently as possible.

Therefore, we have a hierarchy depicted by our Organization Chart. There are positions with reporting relationships as shown in this chart and each position has a Job Description that comes with it. Our Organization Structure is as flat as possible, with as few layers as possible. We use the hierarchy for our Business As Usual (BAU) Work. Therefore, our hierarchy serves the following purposes:

- It allows delegation and monitoring of BAU Work.
- lt ensures people have a Line Manager.
- It demonstrates potential Career Paths within the company.



We are also a company that wants to innovate (incrementally and radically). For this, we need to ensure that we are agile and flexible. Therefore, we have a network mode. In this mode, we are organized around the work that needs to get done, not around the people. The network mode is a mechanism of self-organizing teams that appear, work together and eventually dissolve around Project Work.

These teams can exist for any period of time, as short as a few days or as long as a year and involve from as few as two people to as many as twenty, coming from all parts of the organization. Anyone can belong to such a team and anyone can lead such a team irrespective of seniority.

The leader is called the Accountable Owner. In fact, you are encouraged to volunteer to become an Accountable Owner especially if you have an idea and want to see it implemented. Our network serves the following purposes:

- It ensures Project work gets done independently from
- It enables effective Project Work execution as it bypasses the hierarchy.
- It creates an environment that promotes collaboration.

So, take the blue pill and do BAU Work, or take the red pill and do Project Work.

Ownership

#### 4.2 The role of the Line Manager

Living in the matrix means you have many managers. But you only have one Line Manager (with a capital M). Let's explain this further. Your Line Manager is the person you report to, as depicted in the Organization Chart.

Your Line Manager administers and monitors the BAU Work amongst the members of the team. When you are not doing BAU Work you are doing Project Work. For Project Work your manager is the Accountable Owner of the Project. So, the more Projects you work on, the more managers you have. You need to find the balance and manage these relationships.

All of this may sound complicated but once you get used to separating the Workload in your mind, it should be easy to know who to talk to about what. If all else fails, use the Escalation mechanism to sort out the issues. For this, you are free to talk to anyone inside the company and for as long as it takes in order to sort out the issue. Yes, you should really do this. Politics should not get in the way for this and if anyone gets in the way, then they are part of the problem as well.

Our definition of the primary duty of the Line Manager is the following: A Line Manager is there to support and develop people and make the workplace an energetic, exciting and growth opportunity place, whether you run a small team or a whole company.

Line Managers have the following key responsibilities:

- Coach and support team members to find their purpose at work and shift to a growth mindset.
- Retain the motivation of their team members. You would be surprised at how easy it is to kill motivation in people.
- Foster a sense of ownership and Accountability.
- Inspire their team members to the Purpose of Cardlink.

The key to doing the above is connection. Connection with each individual and the team as a whole. Connection needs time. Line Managers need to ensure that they spend time with their people each and every day.

Connection is required to build Trust. Once Trust is established, great things happen.

Line Managers at Cardlink are responsible for building Trust between our employees.

Connect

Inspire

coach

Retain

Foster



#### 4.3 "Good" vs "Bad" process

"Perfection is achieved, not when there is nothing more to add but when there is nothing left to take away" Antoine de Saint-Exupery

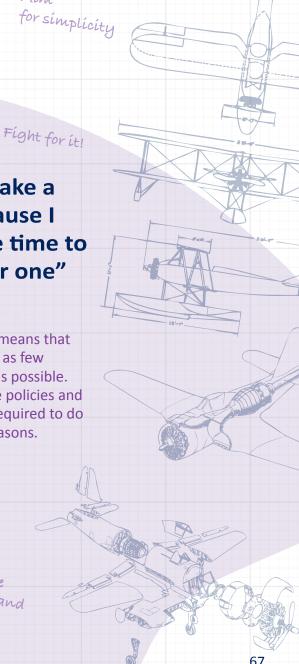
We believe that simplicity is a competitive advantage. That is why it is one of our four Principles. Complexity has a tendency to quietly creep in and takes its toll in organizations. It is very common and easy to make things complicated especially when a problem has occurred. Then things take a life of their own as we use process to try and solve for problems that may or may not exist and, in many cases, are recoverable anyway.

Complexity has a cumulative effect and can spread like a virus in an organization, killing it from the inside. On the other hand, simplicity is difficult. The balance between simplicity and complexity is very hard to achieve. Fighting for simplicity and looking at the long term takes courage and commitment.

"I am going to make a long speech because I have not had the time to prepare a shorter one"
Winston Churchill

We aim for simplicity. That means that we intentionally try to have as few processes and procedures as possible. And, of course, we will have policies and procedures where we are required to do so for legal or regulatory reasons.

Minimize Processes and Procedures



Here is how they work.

We have a number of formal Policies (with a capital P). These should be treated like law. They need to be followed to the letter even if you feel they are wrong, even if someone tells you to do otherwise. They can all be found on the InfoHub. Policies are not meant to be changed very often. If you feel one of our Policies is wrong or outdated or contradictory, then raise it with your Line Manager or anyone else. We should then work to amend the Policy.

We also have a number of Operating Manuals or other informal processes usually called Guidelines. They are meant to describe the day-to-day work that we do and are also used to train your colleagues. These documents have been written by us. They are by no means perfect. You are allowed to use your Good Judgement when working with these documents. If you find yourself in a situation where the contents of an Operating Manual do not help you to solve a problem with a customer effectively or efficiently, then you should feel obliged to bypass the document.

Policies + Manuals + Good Judgement

We cannot allow ourselves to harm our business if a document is wrong or incomplete. Do this and then work with your Line Manager to fix the document as well.

"Integrity is doing the right thing, even when no one is looking"

C.S. Lewis

You can break the rules, not the law.

FIX

Break the rules, not the law

Bypass

#### 4.4 What to work on?

"If you want to build a ship, don't drum up the people to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea"

Antoine de Saint-Exupery

By now you should be familiar with the term Workload and its components: BAU Work, Project Work. All that you do in the company revolves around these two types of work.

You and your Line Manager should mutually agree on how much time you should spend on BAU Work and how much time you should spend on Project Work. This breakdown should be reviewed occasionally in order to fine-tune your Workload. Your Line Manager should then assign BAU Work based on the needs of your area. Remember that BAU Work also includes time for meetings, training, Feedback sessions etc. If any issues come up while doing your BAU Work, you should try and work it out with your colleagues or our partners or whoever is relevant.

You can always Escalate to your Line Manager or other colleagues if you reach a dead end.

Please note that you should always question and try to improve your BAU Work for two primary reasons:

- Remove repetitiveness or eliminate unnecessary steps in what you do so you can accomplish more for the time allotted to BAU Work.
- Free up time to work on more interesting stuff such as new items of BAU Work or Projects.

Prioritize!

Prioritize!

Prioritize!

Prioritize!

Prioritize!

Prioritize!

You are in control

70

Sim plicity

The rest of your time should be devoted to Project Work. This is where the interesting stuff happens as Projects are what ultimately determines our future success. There are a number of ways you can get involved in Projects. The most common are the following:

- You get invited to participate in a Project.
- ▶ You generate a Project to improve on BAU Work.
- You generate a Project to improve/enhance an existing product/service.
- You generate a Project to generate a new product/service.

Some Projects are already defined as part of the Goals of the company. Many others will be created throughout the year in order to support existing or new Goals. And another set of Projects will be created because our customers have asked for them.

Remember that when you work on a Project, you work for the Accountable Owner of the Project, which can even be you!

You are in control of your Project Work timetable. Your Line Manager can support you and advise you but ultimately you get to decide how to spend your Project Work time. You will need to ask yourself the right questions in order to decide what to work on. Deciding this can be very hard work as there will always be more projects competing than we have time for, so we need to make priority calls. Here are some guidelines that can help these decisions.

When considering starting a new project, you could ask:

- Which new project will have the highest impact in meeting our Purpose and Goals?
- How does the project help us deliver great experience to our customers?
- Will the new project help increase the value of Cardlink?
- Are we missing out on something important and must adjust our priorities?

Answer

ASR

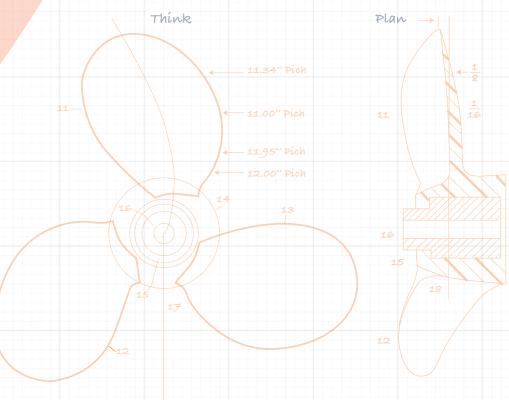
When considering existing Projects, it's useful to answer questions like these:

- Would this Project leverage my existing skills and allow me to gain new ones? Does it help me grow?
- Of all the Projects currently under way, what's the most valuable I can be working on?
- Am I working on too many things to ensure I maintain high quality?
- What's interesting? What's rewarding?

When planning the time you will spend on Projects, think of the following:

- Have I properly planned the work I have to do for Projects where I know I am the Accountable Owner or a Team Member?
- Have I left enough time available either for contingency or to work for Projects that don't yet exist?
- Do I underestimate or overestimate the work I book? What can I do to avoid both types of errors?

Planning your time should work well for the short term (next 3-4 weeks) and the medium term (next 2-3 months). It becomes very difficult to accurately plan for longer periods. Obviously, large Projects will demand time for the long term, but these Projects should be known in advance. So, don't worry too much about the long term. Focus your efforts on improving your short and medium-term performance.





manage the unexpected

Adjust

BAU

## 4.5 Short-term pressure vs Long-term goals

Here's another struggle for balance.

We have to accept and live with the fact that nothing can be planned really well, let alone perfect. This means that we have to plan that we will need to continuously adjust our schedule to manage the unexpected and meet the deadlines that we set ourselves. Another complication arises from the fact that, instinctively, pressure from our BAU Work will always push out Project Work since Project Work is usually about things we need for the future (important things but not necessarily urgent) whereas BAU Work is about the now (urgent things but not necessarily important).

If we end up having too many urgent things to do, we end up in "firefighting" mode and this is an indication that something is wrong. There should be no reason why our BAU Work should cause us to be in a continuous state of "firefighting". Really, no reason. If this happens, then we need to fix it as soon as it happens and as quickly as possible, otherwise we will end up in a spiral that will be even more difficult to get out of. Escalation is a good tool here in order to draw attention to this situation. Don't stop until you get a satisfactory answer on this.

We should always ensure that we spent enough time on our long-term Goals, otherwise there will be no long term.

## 4.6 What about all the things than I'm not getting done

Given what we have just described, there will always be things that you feel are not getting done. It happens to all of us. Here is where you need to be smart and quick. We are in a marathon, not a sprint. If you find yourself in a situation where you feel overwhelmed all too often, just pause and put things into perspective.

There should always be opportunities to readjust the Workload and, in most cases, the answers are within you. If you get stuck, then reach out to your Line Manager, the Accountable Owners of the Projects you are working on or any of your colleagues you feel comfortable talking to. This is where true teamwork shines. You will be amazed at the variety of ideas and solutions that are out there if you care to ask for help. If your colleagues understand and accept the problem, then solutions can be found to most problems.

What is not acceptable in our Culture is to do nothing, let deadlines pass, blame others for bad planning and criticize after the fact.

ASK for help

All solutions are out there



#### 4.7 What if I make a mistake?

"Most good judgement comes from experience. Most experience comes from bad judgement"

#### **Anonymous**

Making mistakes is an incredibly human trait. No one in this organization has ever had to leave just because they made an error. A clear sign of a company innovating is that mistakes will happen along the way.

"Anyone who has never made a mistake has never tried anything new"

#### Albert Einstein

Mistakes should be a chance to learn at personal as well as corporate level, a chance to grow and should be used as an incubator of our people's growth. So, as long as we collectively embrace the truths that come out of failure, we will move forward as an organization.

So: Never be afraid to try things out and experiment - but control the exposure. Don't repeat the same mistake again and again - that makes no sense at all. Seek out the wisdom of more experienced colleagues - ignore it at your peril. Believe the result – if it says you are wrong, it probably means you are wrong. But please don't confuse making a mistake despite all the effort you put in versus making a mistake because of lack of effort, knowledge or discipline. That kind of failure is incompatible with our Culture. "The Greatest Teacher, Failure is" Master Yoda Errare humanum est Mistakes are a chance to learn Don't repeat them



## 4.8 We aim for high alignment

One of the key aspects of the Cardlink Culture is to aim to be highly aligned. We hope that this alignment is achievement through the following characteristics:

- Clear strategy
- Clear Goals aligned with the strategy
- Radical Transparency
- Great Teamwork
- Trust

If we achieve these things (or at least most of them), then the impact of a lot of the problems identified in the previous paragraphs will be minimized and contained.

"The strength of the team is each individual member. The strength of each member is the team"

Phil Jackson

Work together

Teams triumph

"If you want to go fast, go alone, if you want to go far, go together"

African Proverb

"No matter how brilliant your mind or strategy, if you are playing a solo game, you will always lose out to a team" Reid Hoffman

"Talent wins games, but teamwork and intelligence wins championships" Michael Jordan

High alignment works wonders. Let's see if we can achieve it!

Alignment leads to achievements





## 5.1 The circles of (Work) Life

We believe in the circles of (Work) Life.

- The competence circle: What I am good at (my strengths).
- The passion circle: What I love to do (my motivation).
- The organizational needs circle: How does what I do fit the Purpose of Cardlink.

This is where you need to be **COMPETENCE ORGANIZATIONAL PASSION NEEDS** 

We believe that great things happen at the intersection of these three circles. We should all aim to get to and operate in at this intersection.

Our Talent team and your Line Manager are here to help you:

- Develop and enhance your strengths and skills.
- Match your strengths to roles and positions in our company.
- Support you in learning new things.
- Develop a Career Path and a Career Plan.

So you can reach the sweet spot.

Reach out to our Talent team and use them as much as possible. They are there for you.

Organizational needs

84



#### 5.2 Feedback

We place huge emphasis on the proper and timely delivery of Feedback.

The best way to get Feedback is to ask for it. You are free to ask for Feedback directly from anyone inside the company, especially peers and people you work with often. In fact, you are encouraged to do so. Asking for Feedback from other members of the company is not out of line or inappropriate and should be practiced aggressively.

Your Line Manager will give you Feedback as often as required Your Line Manager will give you Feedback based on his or her own experience working with you but will also solicit and get input from the Accountable Owners of the Projects you have been working on (your other managers).

It's a duty

Ask for it

Give yours

Feedback

Your Line Manager will ask you for Feedback and you should take this duty with the importance it deserves. In the beginning it may feel difficult, but, the more you practice, the more comfortable you should become in giving Feedback. The InfoHub has a document that can help you give Feedback effectively.

Finally, note that any of your colleagues may also ask you for Feedback. You should not refuse this, if asked.

You can also give Feedback to the company by using the Voice of Cardlink initiative. Check the InfoHub for details.



## 5.3 Our performance measurement framework

5.4 Hours and vacation

Peer reviews

Our performance assessment framework takes two sets of input into account. Peer Reviews and Goal tracking. Peer Reviews focus on gaining an insight into our performance as individuals as observed by our colleagues. Individual reviews can be quite subjective so we tend to involve as many colleagues as possible in order to smooth out any bias in the evaluation. Goal tracking is the process of measuring Goal achievement at the end of a period (usually a quarter). This is much more objective as our Goals should be well defined and clearly measured.

Peer Reviews and Goal tracking are combined to form the result of the individual assessment of each employee. The individual assessment then drives decisions such as changes to compensation, bonus payouts, etc.

Your assessment

work-life balance

working long hours = something needs fixing

One of the characteristics of great talent is that we are able to stay in control of our Workload. This means taking on the maximum amount of work that will ensure an appropriate work-life balance.

Of course, there will always be times when we have to put on more hours. A Project may be at a critical phase, an Incident may require us to spend unscheduled time, something has gone wrong in planning Tasks and we need to work more to catch up or we just work a few hours more because we like the current assignment and use it as a learning opportunity. That's fine as long as it is done within reason.

No bias Goal tracking



However, there is no reason to do this over extensive periods of time. If you have to work long hours you need to do a self-check. If you are effective but not efficient then you need to work with your team to improve the efficiency. If you are working as efficiently as possible then you and your team need additional help, temporary or permanent. Just go and get that help.

Working long hours over time is a sign that something needs fixing. Find it and fix it. You will feel a lot better.

Similar arguments apply to taking vacation. There is absolutely no excuse for not planning and taking your vacation time. A year is a long time for that.

Finally, we work in Greece so there are also legal obligations when it comes to working hours and vacation time. However, we believe that we manage this because it is the right thing to do, not because someone else forces us to do it. Just take control of your Workload.

We work hard to ensure we hire good people, so we want them to stick around and have a good balance between work, family and all the other important stuff of life.

91

Control your workload Plan and take your vacation!



#### 5.5 Training, learning and development

Here is how we think about these three areas.

Training is something we must provide to all of you. This includes upfront training so that you can do the job you were hired to do as well as ongoing periodic (re)training. It takes the form of on the job training, Operating Manuals as well as ad hoc sessions to help you understand our business, the systems and tools we use as well as what other parts of the company do. Training is also a good opportunity for you to meet other colleagues and learn about what they do.

Learning is a highly personal process. No one can force you to learn something new. You have to want to. High performance is usually highly correlated with a willingness to learn as these people are generally self-improving through experience, observation, introspection, reading and discussion. To achieve self-mastery, you must dive deep. Talent is not enough. Self-Mastery requires commitment. You will always find people in our organization that can support you in your learning process. You just need to find them.

Development is something in between and we will selectively support your development opportunities. Development usually involves external training or courses. We will provide such opportunities to people that need them as part of their Career Path, especially when they change positions (e.g. someone who get promoted to a Line Manager position) or to individuals that volunteer or are selected to participate in such initiatives. However, individuals should manage their own Career Plan and not rely on a company to plan their careers. We will try hard to consistently provide you with opportunities to grow your skills. If you believe you need external training or courses, then please talk to the Talent team or your Line Manager and we will fund it (within reason), if it makes sense.

Train

Learn

Develop

Dive deep Plan to excel



## 5.6 How do we choose the right people to hire?

At the speed at which technology is changing everything around us, a way for companies to create a competitive advantage, is through the quality of their people. This is easier said than done. It takes a lot of skill and experience to be good at selecting the right people. Adding individuals to the organization is the biggest influence in the performance of the organization - either in a positive or in a negative direction.

The right person for the job

43.1mm

Our own recruitment process is continuously evolving.
At the moment, we have three basic principles that drive our process:

- Don't hurry.
- Involve as many people as possible in the interview process.
- Debate extensively before deciding collectively.

If necessary, we may also use other tools (such as assessment tests) to evaluate candidates.

77.6mm

competitive advantage

94

10 Amm

MODEL 45.2mm

37.1mm



#### Evaluation

There will always be exceptions to these principles especially if we already know someone from our previous experience and we want them in the organization.

## "Don't hire people looking for a job. Hire people who believe what you believe"

There is not a single manual for hiring the right people. Here is a list of questions that we should ask ourselves when we evaluate candidates.

Hire for character ()

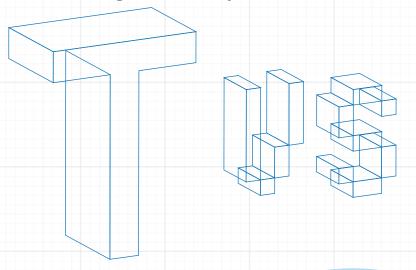
Train for skill (-)

- Can the candidate do the job extremely well? Very important question for positions where the skills are a top priority.
- Can the candidate do the job extremely well in the long term? This question attempts to understand the candidate's aspirations and whether they are in alignment with the actual position. If the answer to the long-term question is no, then we need to carefully assess whether we can offer candidates a Career Path that is compatible with their Career Plan.
- What would I learn from the candidate if they were to join us? It is very important that the candidate can contribute to the collective knowledge of our company.
- Is the candidate right for our team? We need to calibrate whether the candidate's values are compatible with our own Values. The opposite is also true. We need to ensure that the candidate understands our Values and feels comfortable working for us.

If you cannot ensure that the candidate has both the character/attitude and the necessary skills, then follow the golden rule: Hire for character/attitude and train for skills.

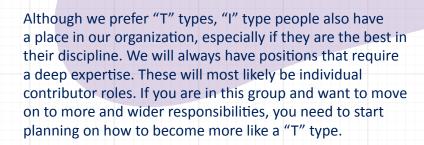


## 5.7 We value "generalist experts"



Generalist experts are people with skills in a broad set of fields but at the same time experts within a narrow discipline, hence the letter "T". These are highly valued individuals within Cardlink. They have more interests, generate more conversations, are generally curious about a lot of things and pollinate the organization with ideas and initiatives. They are, by definition, more collaborative.

Our leaders and managers should all be "T" type.



Finally, we have "—" type people. These are generalists who don't go deep enough in any discipline. They are fun to be with, can fulfill many roles within the organization but, given their lack of depth in any area, are unlikely to "push the limits". If you are in this group and have ambition, you need to develop an expertise.







## 5.8 We are looking for people stronger than ourselves

One of the most common hiring traps is that people tend to hire people who are less capable than themselves, mostly for political reasons due to insecurity. Such reasons usually include ensuring that the hiring manager always looks better than their team, having people do what you tell them without complaints, managing by authority and many similar others.

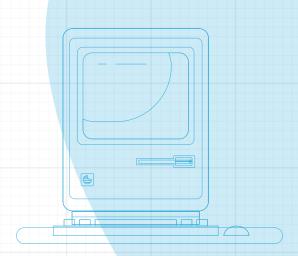
This ends up hurting the company as the capability level drops as you go down the organization. We should avoid this practice. One of the reasons we have many interviewers and that the final decision is a group decision, is to intentionally have a debate about these issues.

We should always look for people who are better than us, at least in some areas. We should look for people that are complementary (i.e. they are strong where we are weak). And we should look for people with a growth mindset (fixed mindsets are dangerous).

If the position does not require any of this, we can always hire temporary/contract help to get through the workload.

Leave insecurity behind Look for people who are better than us





Steve Jobs used to say this phrase towards the end of the, almost annual, event where Apple presented new products to the world. He then went on to announce the most important product of the day.

So, to borrow from Steve...

...and one more thing

#### 6.1 Life is short

#### So, it should be fulfilling and fun.

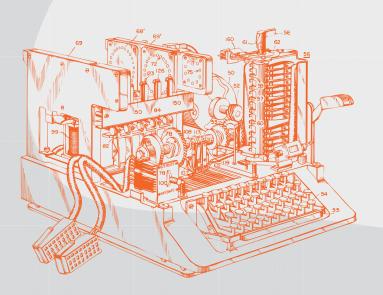
And this applies to work as well, since work usually consumes the most time compared to all the activities in our lives.

Work should be fulfilling. You should enjoy coming to work, at least most of the days. Ideally, you should leave work at the end of the day with the same energy you had when you came to work that morning. This way, you will have enough energy for whatever you do after work, whatever phase of life you are in.

The best recipe for fulfilling work is to do stuff that you like and also be good at it. The next best recipe is to do stuff you like and work hard to become good at it. The worst recipe is to do stuff you don't like. So, every now and then do a self-check. If you are not happy with work then talk about it, reach out. There is no point in holding back.

Do stuff 6.2 If all else fails... that you like Be good at it Work should also be fun. There is no Work hard, reason to pretend you are always super busy. There is always time for taking a break at work to have a laugh with your colleagues, take a peek at your favorite website or go outside to be nice to people, clear your mind. Work-life balance is not a cliché. It is follow your heart important to take care of yourself. Always be kind and compassionate. Say good morning to those you bump into as you come to work. Take time to talk to those you don't often interact with at work. You will always get new and perspectives and perhaps learn something in the process. Dream Big 106 107

# **Glossary**

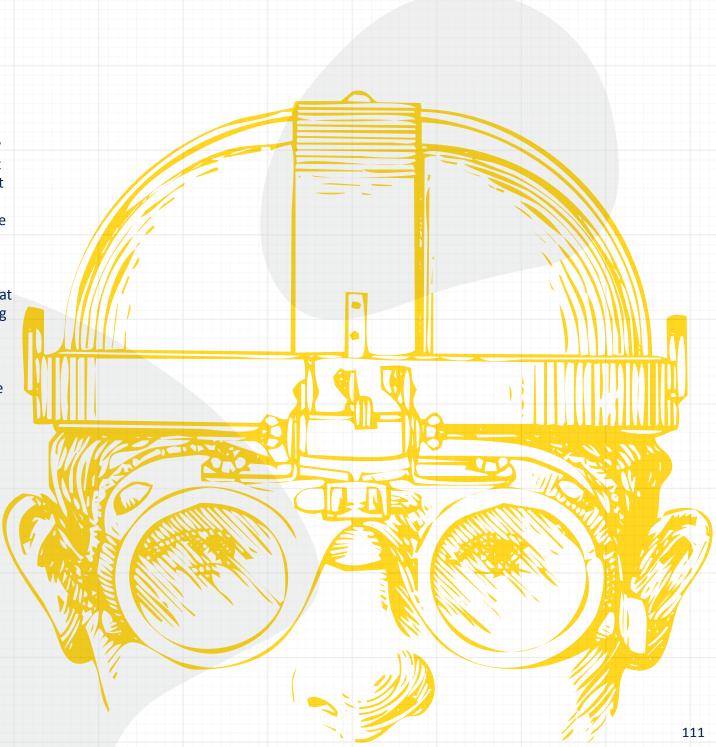


## 7. Glossary

There are many terms that we use in our daily work. This section lists some of the terms that have been mentioned and defined throughout this document as well as some of the most useful, common or complicated ones. They are in alphabetical order for easy reference.

We should all use them in the same way so that we understand each other and avoid confusing ourselves and our colleagues.

It is also OK to point out incorrect use of these terms (use it as an opportunity to give Feedback).



- Accountability: Accountability is the ultimate ownership of any deliverable, however large or small. Accountability and the associated term of Responsibility are two very important concepts related to getting things done and raising the performance level of an organization. There are two subtle but very important differences between the terms. Firstly, Accountability cannot be shared, while Responsibility can be shared. Secondly, you can be Accountable for something for which you are not Responsible. This applies to anything, either in BAU Work or Project Work and at all levels of task complexity. Accountability is the highest level of commitment that you can undertake. Accountability and Responsibility coincide when you cannot break down a Task. Our CEO has posted an article on LinkedIn on the meaning of these terms. If you want to read more, go look it up.
- Accountable Owner: The Accountable Owner is the person who has the Accountability for a Project. For customer Projects, the Accountable Owner is always from our account management team. For Internal or Strategic Projects, the Accountable Owner can be anyone from our company. The Accountable Owner cannot delegate Accountability for the Project to anyone in the Project Team. They can delegate day-to-day running of the Project (to the Project Manager or the Team Leader), but it must be clear that Accountability always remains with the Accountable Owner.

- Business as Usual (BAU) Work: BAU Work includes any Task that is not part of Project Work. Your Job Description should describe most of the work you are expected to do as part of BAU Work. Your Line Manager will assign BAU Work. BAU Work also includes all other activities that we perform while working for our company. This includes time spent on training, Feedback sessions, 1:1 meetings, time spent on Incidents and other similar actions.
- Career Path: By Career Path we mean the options and possibilities that exist within our company for any one of our employees. Career Paths usually have well defined roadmaps, including training requirements, transition plans, expected timelines etc., and can be clearly seen in the Organization Chart. A Career Path is always about what people can do within our company.
- individual (vs the Career Plan is always about the individual (vs the Career Path which is about the company). It is all about the aspirations of an individual with respect to what drives him or her, what they want to do and when they want to do it in their professional life. We should aim to match Career Plan with the Career Paths of our employees, but we need to be aware that this may not always be possible.

- **Code:** This book is the Code !!!
- **Culture:** Culture is the way we work. The Code tries to describe this in the best way possible. Our Culture is dynamic and changes with time. We will try to reflect as much of this change as possible in the Code.
- Customer Experience: Customer Experience is how our customers perceive their every interaction with our company.
- **Empathy:** The ability to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling.
- Escalation: This is the mechanism through which you can draw attention to issues and problems that you believe violate the principles set out in this document. The Escalation mechanism is a very important part of our Culture and our Code. You should always try to sort out issues directly with your colleagues. However, there are times when this is not enough. You should not be afraid to use the Escalation mechanism, especially when it is obvious there is a problem. You need to feel free to discuss any such issue with anyone in the company even if it means you go outside or above your reporting line.

- Feedback: One of the most important performance management and development tools of our company. When it becomes a habit that is practiced often and effectively, it can produce amazing results. Check the document in the InfoHub for guidelines to using Feedback effectively.
- **Goals:** Goals are what we aim or expect to accomplish over a specific period of time (a month, a quarter, a year, five years etc.). Goal setting is one of the most important and critical activities that we do. Goals have three key characteristics: An observable outcome, a metric by which you can measure the outcome and a time by which the outcome is expected. Goals are defined at the company level and then are cascaded throughout the organization. The process breaks down the company Goals into smaller sub-goals each with its own three characteristics. The sub-goals are assigned to all levels of employees. Goal setting is like a contract. Both sides must agree in order to generate the appropriate commitment required to work towards the goal. Goal setting is effective if you can link any of the sub-goals for any employee to one of the company Goals. This ensures that you understand how the work that you do fits with the plan of our company.

114

- Guidelines: An Operating Manual, as its name implies, is a description of how day-to-day work is done within our company. Operating Manuals can be quite specific. They are used to guide us on how to do specific activities mostly related to BAU Work and are also used to train new employees. They are meant to be amended and changed often, since we always try to improve the way we work. Operating Manuals are kept and maintained in the operational areas where they are relevant.
- Human Resources (HR): We don't like this term but it is difficult to change it. Humans are not Resources. See Talent instead.
- InfoHub: This is a separate site/area within our sharepoint environment. This is where you will find useful documents about our company.
- Inspiration: See Motivation.
- Job Description: This is the list of things that you have to do as part of BAU Work. It should not be confused with the Role you may have in one or more Projects. A Job Description is always part of our Organization Chart.

- Judgement (Good): The ability to make considered decisions or come to sensible conclusions even if this seems to contradict instructions (excluding Processes).
- Line Manager: A Line Manager is anyone who has people reporting directly to them, as shown on the Organization Chart of our company. This includes Directors and the CEO. Your Line Manager will assign BAU Work. Any issue with BAU Work should be discussed with your Line Manager. However, any issue with Project Work must be discussed with the Accountable Owner of the Project and not your Line Manager (unless the Accountable Owner is your Line Manager!). If you feel you cannot sort out an issue (BAU Work or Project Work), then you can use the Escalation mechanism.
- Meetings: Meetings can be very controversial. Too few Meetings and it's impossible to create an environment of cooperation. Too many Meetings and you are left with little time to do any of your individual Tasks. To make meetings effective and useful, ask the following questions: What is the purpose of the meeting? What do we expect to achieve/accomplish/decide by the end of the meeting? And make sure you start on time.

- **Motivation:** See the relevant Paper in the InfoHub for a detailed discussion on Motivation and Inspiration.
- Operating Manual: See Guidelines.
- Organization Chart: This is a graphical representation of the structure of our organization, showing all the positions in the company as well as the reporting relationship of these positions. It serves three primary purposes: Firstly, to clearly identify your position and its relation to other positions within the company. Secondly, to identify your Line Manager. Thirdly, it serves as a guide to what positions exist so that you can look at potential career paths within the company.
- Organizational Agility: This is the ability to quickly reconfigure strategy, structure, processes, people, and technology toward value-creating and value-protecting opportunities. Or simply to respond and adapt quickly to the changing conditions in the market.
- Peer Review: A formal mechanism for giving each other feedback (up, down, sideways and around). This is one of the most important events in our annual calendar. For Line Managers there is an additional mid-year review.

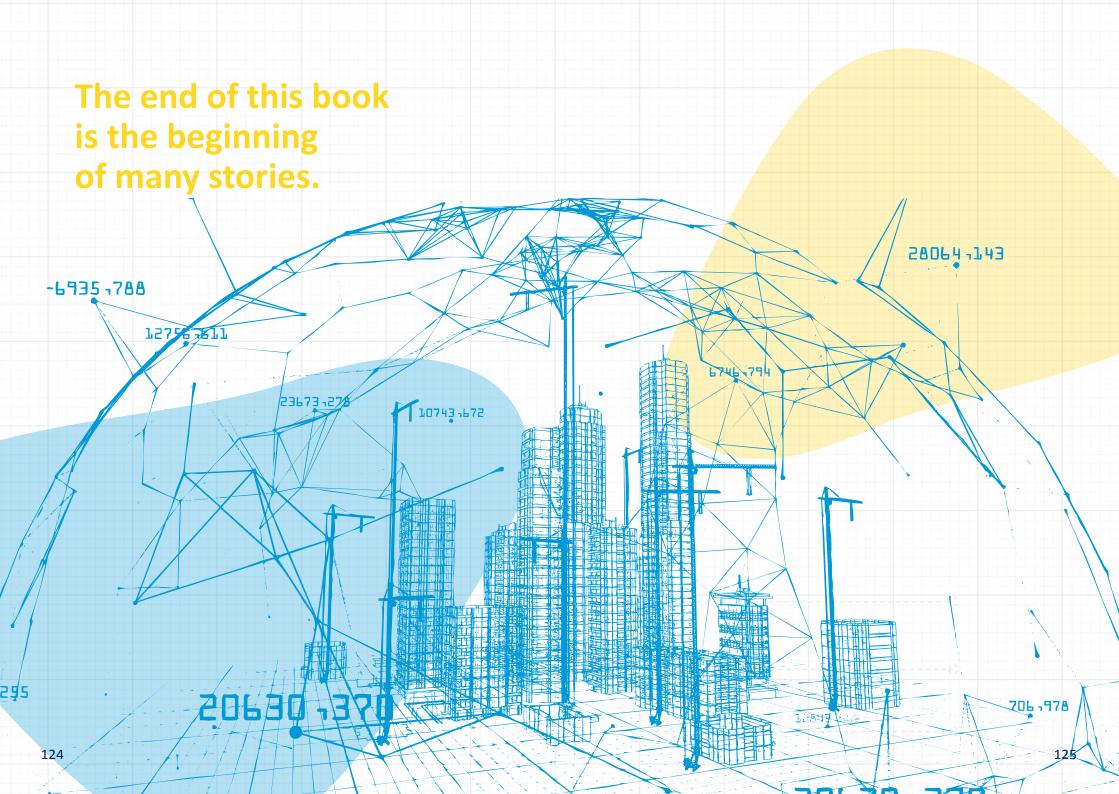
- Principles: Our Principles are the beliefs and attitudes that guide our behaviors. We should aim to continuously live our Principles and demonstrate them in our interactions with each other and with our customers. We also as individuals have our own personal principles so it's important to ensure that our personal principles are compatible with our company Principles.
- Process: A Process is a formal document that describes, in a precise way, the steps that need to be taken to accomplish the purpose for which the Process exists. Processes should not be confused with Operating Manuals or Guidelines. Processes describe activities that are more general in scope and are important for the smooth and transparent operation of our company. They are not meant to be changed very often. We try to have as few Processes as possible but those we have, need to be followed to the letter. You can find all our Processes on the InfoHub.

- Project: A Project is a collaborative effort that is designed, planned and executed in order to achieve a particular aim, which is called the scope of the Project. Projects can be large or small and can involve one single individual or our whole company. The Project Team is the team of individuals that have been tasked with collaborating and implementing a project.
- Project Manager: The Project Manager plays a key role in the implementation of a Project. The Project Manager coordinates the Team Members and the Tasks of a Project. Not all Projects have a Project Manager. In many cases the roles of the Accountable Owner and the Project Manager may coincide. However, it is recommended that large Projects and Projects with multiple workstreams have a Project Manager. A Project Manager may be dedicated to a single Project or may manage multiple Projects, which have multiple Accountable Owners at the same time.
- Project Team: The Project Team is the Accountable Owner of the project, the Project Manager (if one is assigned to the Project) and the Team Members. The Project Team can contain as few as one individual. In this case, the individual fulfills all the Roles (Accountable Owner, Project Manager and Team Member).

- Project Work: This defines all the Tasks that you have to do as part of the Projects in which you are a Team Member. Project Work also includes work done as part of the Discovery Project Phase for any type of Project including Request Projects. Project Work is not assigned by your Line Manager. You can choose or can be chosen to work on a Project and you are encouraged to initiate your own Projects.
- Purpose: Our Purpose is the purpose for which we exist. It describes what we want to become, our dream. It makes us proud to work for our company and energizes us to work hard towards this dream.
- Responsibility: see Accountability.
- Role: Role describes the Tasks and activities you are required to undertake as a Team Member in one or more Projects. While performing your Role within a Project you are actually working for the Accountable Owner of the Project and not your Line Manager. It is very important to understand this distinction so that issues and Escalation related to Project work and your Role in the Project can be managed effectively.

- Talent: This is you. Nothing can happen without you, individually or collectively. We believe that if we take care of our Talent (=our employees), they will take care of our customers.
- Task: This is the smallest unit of work that you are doing at any one time. A Task either belongs to BAU Work or to Project Work. It is very important to understand and recognize how each Task fits in your Workload so that you can manage and adjust your Workload accordingly.
- Team Leader: In many Projects, especially those without a Project Manager, a Team Leader will be assigned (by the Accountable Owner or the PMO). The Team Leader is always one of the Team Members. The Team Leader takes on the Role of the Project Manager and coordinates the activities of the Project.
- Project, irrespective of seniority and position in the Organization Chart as long as their skills and/or their experience are relevant to the Project. While operating within the Role of Team member, we report to the Accountable Owner of the Project and not to our Line Manager.

- **Trust:** Trust is defined as the firm belief in the truth, ability and reliability of someone or something. In a business environment, we need to add one more term to the definition of trust. Trust can only exist when there are common interests between the parties. Our company Purpose and our Principles can provide the basis of these common interests.
- Workload: This term describes the work that we have to do. There are only two types of work in the Workload. Business as Usual (BAU) Work and Project Work. Each of us will spend different amounts of time in the two types. Some will have more BAU Work, some will have more Project Work. The amount of time dedicated to each type is something that is agreed with your Line Manager and may also change from time to time.
- 1:1: A meeting between two individuals with the purpose of reviewing Workload and workplace issues. A Line Manager should hold 1:1 meetings with each one of the people reporting to him/her. Here is a list of things that could be discussed in this meeting: check-in and catch-up questions, roadblocks or issues, Goal updates, administrative issues, team/people issues etc. The 1:1 meeting should not be confused with meetings for Feedback and the two should not be mixed.



## cardlink