

## **Model Statement: Decision-Making at Our Company**

Note: This is a work in progress. It is intended to establish principles and practices in our ongoing effort to be an effective and accountable company.

### **We aspire to balance the following objectives on our decision-making:**

- *Effectiveness*: To make good decisions that help us respond quickly and effectively to the rapidly changing environment in which we work.
- *Participation*: To get input by establishing a good process and including everyone relevant to the decision.
- *Discretion*: To provide discretion and privacy when a decision requires it.
- *Transparency*: To provide a clear process and prompt notice of decisions and the rationale behind them.

These objectives can conflict. It becomes the role of the person responsible for a decision to balance them as best they can, using this document, our DARCI agreement, and any other tools and practices available to them.

### **Overview**

We are a conventionally structured company, with a Board of Directors, a CEO and senior managers each with significant decision-making responsibilities. We do not operate by consensus, but we strive for maximum input and participation.

It is the responsibility of the person charged with making a decision to design an appropriate decision-making process (based on the DARCI Agreement that governs that decision, if relevant), convene the appropriate people, and communicate the process and the results of the decision.

The person responsible uses all the tools and practices available to balance the competing objectives of efficiency, participation, discretion and transparency, and facilitates the decision-making process. This could result in that person:

- making a decision themselves
- consulting relevant staff before making a decision
- convening a team or ad hoc group to make a decision, using the appropriate participatory model
- delegating the decision to some other group or individual

It is also the responsibility of the decision-maker to establish and to communicate to everyone the model being employed in advance of the decision.

**Convening a Group:** When a group sits down to consider a decision together, our goal is to seek high-quality input and achieve unanimous agreement. If the group cannot achieve agreement, the decision model relevant to the decision is employed by the decision-maker.

**These people are responsible for the following kinds of decisions:**

**I) Chair of the Board**

*Works with the Board of Directors and its Sub-Committees on:*

- Major Financial Decisions
- Policy and Strategic direction
- Hiring and Firing of CEO
- Annual budget parameters, company work plans

**II) CEO**

*The CEO works with the Leadership team using the 3 option process outlined above. The team meets weekly in group process.*

- Decisions that substantially affect the company's positioning or future
- Company Structure
- Response to major company challenges: eg: funding crisis; product failure, etcetera.
- Budget allocations across the company
- Ensuring healthy, creative workplace
- Extraordinary situations
- Strategy & language for engagement between the company and customers
- Communication between the company and investors
- Communication to all staff regarding company direction & decisions and the deliberations of the leadership team

**III) (Vertical) Lead**

*Works with Team on:*

- Overall Strategy for the work in that vertical

- Responding to developments within the team's purview
- Structure and roles within a team
- Personnel issues
- Performance evaluations
- Hiring of team members (supervisor responsible for cross-departmental hiring committee)
- Decisions that impact other team members or other teams

#### **IV) Individual Employee**

Works with team and team leader annually to define scope of work and decision-making in Workplan.

- Responsible for decisions made within the context of annual Workplans
- Responsible for ensuring that we are maximally effective within the area of work

**V) Staff Retreats:** In addition, all of us meet as appropriate in company retreats in order to increase interconnectedness, keep morale strong and to debate issues about keeping a healthy working environment. These retreats can lead to ideas and proposals for changes in company process and structure.