Company Culture

by Incitement

Introduction

Welcome to Incitement's Company Culture deck. In this deck you will learn what Incitement stands for, how the team operates and interacts with its internal and external stakeholders, what is expected of you as you join the team, and what you can expect of your colleagues, the company's management, and Incitement as an organisation.

Throughout your term at Incitement your performance and culture fit will be continuously assessed based on the prerequisites in this deck.

This deck is a living document and will evolve with time. You are expected to make an active contribution to this process.

Management Team

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Part 1

Our identity

We are Incitement

Incitement is the next-generation social business - powered through inspirational talks - connecting brands with social causes with volunteers to create social impact.

We are a social business

Incitement is a social business.

Everything we do *must* create social impact directly or indirectly. However, revenue generation is, like with any other company, at the core of the business. Revenues are not reliant solely on charitable donations, but rather generated via Incitement's business models. In order to grow our social impact we should focus on growing our revenues first, which will be then, inevitably, followed by social impact.

We don't do politics or religion

Incitement does not have any political or religious affiliations - not now, not ever. We represent and operate in the best interest of our beneficiaries and stakeholders without affiliating ourselves with any political or religious parties or groups.

Part 2

Our purpose

Vision & mission

Our vision

A world in which every brand acts on a social mission.

Our purpose

Our purpose is to build solutions, business models, and projects that enable people, nonprofits, brands, and entrepreneurs to grow themselves or their businesses through social impact creation.

Our mission

We combine sustainable development programs, online technology and marketing, community events, and state-of-the-art impact measurement tools to make social impact creation attractive for brands by coinciding their business objectives with global social development goals. This way brands can grow their business by solving society's issues.

We challenge the current, old-fashioned, centralised, top-down system, and introduce a whole new ecosystem of smart humanitarianism which focuses on incentives, behaviour, and governance.

Part 3

Our values

The 11 Values

The 11 Values

1. Integrity
2. Contribution
3. Judgment
4. Selflessness & sacrifice
5. Responsibility & accountability
6. Autonomy
7. Entrepreneurial zeal
8. Respect & humility
9. Transparency & candor
10. Creativity & innovation
11. Competency

1. Integrity

✓ We respect the Incitement brand and all of its internal and external stakeholders. That includes ourselves.

✓ We uphold excellent work ethics and moral values. Always.

✓ We are trustworthy even when it's hard, and truthful even though it's bad news.

✓ We keep our word and our promises and manage expectations.

✓ We don't engage in favouritism or hidden agendas.

✓ When we're required to represent Incitement, you represent its values and understand that our personal actions have repercussions on our professional trajectory in Incitement, and the Incitement brand as a whole.

2. Contribution

✓ We care intensely about Incitement's vision and mission, and our personal vision is aligned with it.

✓ We have a genuine desire to add value and make a positive contribution to the world.

✓ We inspire others with our thirst for excellence.

✓ We walk the talk. Talk without action = jack sh*t

✓ Mediocrity won't cut it. We either aim for extraordinary results, or we don't.

3. Judgment

✓ We make decisions rooted in consensus, and in line with Incitement's values and overall strategic direction.

✓ We present solutions, not problems, and our solutions are designed to address the root cause, not mere symptoms of it.

✓ We think strategically, and can articulate what we are, and are not, trying to do.

✓ We smartly separate what must be done well now, and what can be improved later. We know how to prioritise.

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4. Selflessness & sacrifice

✓ We seek what is best for Incitement, rather than what is best for ourselves as individuals or our own teams, regardless of our role or place in the organisation.

✓ We understand that in order to achieve our priorities and great success, a certain degree of personal sacrifice is inevitable.

✓ We make time to help colleagues.

✓ We share knowledge and information openly and proactively.

✓ Ideas over egos. The growth of the team as a collective and the organisation as a whole is more important than our feelings.

5. Responsibility & accountability

✓ We behave like an owner.

✓ We measure performance by results and values, and quantify wherever possible.

✓ We are accountable for our own actions and results, but we also are expected to call our colleagues out on theirs if we feel they don't live by these values.

✓ We give credit when things go well, and take responsibility when things go wrong.

✓ We pick up the trash from the floor. How we do anything is how we do everything.

6. Autonomy

✓ Our personal and professional growth is our own responsibility. Incitement will go great lengths to support us in this journey, however will not try to motivate us; the desire for growth itself should come intrinsically.

✓ If we want something done or changed, we go make it happen. Deciding not to act, is an action in itself. We don't nag about things we have control over, which is pretty much everything.

✓ We are constantly growing ourselves both personally and professionally, and we help grow the people around you as well.

✓ We don't silo ourselves, but actively look outside the context of our own role, team, or department to gain a better understanding of the bigger picture.

✓ There is no comfort zone. Complacency is not tolerated.

7. Entrepreneurial zeal

✓ We treat our work as if this is our own company.

✓ We create opportunities, and seize only the right ones - saying 'no' is essential to prioritise.

✓ We don't have an 'it's not my job' mentality.

✓ We understand that our ultimate goal in any position is to replace ourselves with someone who can do your job better than us, so that we can move on to the next, bigger challenge.

✓ Think big.

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8. Respect & humility

✓ We value others' time as much as we value your own; 'you are not the only one who's busy.'

✓ We all communicate differently, so we find the best way to get our message across without being offensive or disrespectful.

✓ We listen, and respond instead of react.

✓ We assume good intent.

✓ There is no person nor task that is beneath us.

✓ Everyone has something we can learn from.

9. Transparency & candor

✓ We can constructively criticise actions and decisions regardless of position.

✓ We only say things about someone that we would also say to their face.

✓ We don't manipulate, politicise, or triangulate others into choosing "our side." We don't create us vs. them situations.

✓ We own up to our mistakes without fear of repercussions.

✓ We deliberately create easy insight into our work to ensure maximum accountability for ourself and your team.

10. Creativity & (self-) innovation

✓ We create new ideas that prove useful.

✓ We innovate to go beyond our goals and targets. Never feel satisfied with the current result. Even if the result is good, we can always go further.

✓ We challenge the norm by questioning how it can be better and we implement solutions to improve.

✓ We make the most out of any situation, regardless of what resources are at our disposal.

✓ We constantly seek for self-renewal and find ways to improve ourself.

✓ Change is inevitable. We either take lead and create it, embrace it and adapt to it, or get left behind.

11. Competency

✓ Proficiency is contextual. As the organisation grows, so will its context. We understand that to ensure that our expertise, as staff, remains relevant to the organisation self-improvement and self-renewal have to be continuous.

✓ Our focus is to produce fast, high-quality results with the least possible effort.

✓ We keep things simple by finding time to minimise complexity.

✓ We ensure knowledge is documented and shared.

✓ We underpromise and overdeliver.

✓ We always create 'win-win-win' situations for Incitement's beneficiaries, Incitement's clients, and Incitement itself.

Part 4

Peak Performance

Peak Performance

✓ We are a team, not a family.

✓ We are at the Olympics, not at the playground.

✓ We only want MVPs. We hire, develop, and cut smartly to have stars in every position.

✓ We encourage deep friendships at the workplace. But if we don't perform, we don't make the cut - no matter how good our friendships.

✓ We will provide you with an *Excellent Workplace*.

What is an Excellent Workplace?

A great workplace is *not* beanbags, health benefits, fancy lunches, team retreats, nice offices, or big compensations or bonuses.

An Excellent Workplace is *Extraordinary Colleagues and Big Challenges*.

Mediocre colleagues or unchallenging work is what kills the progress of a person's skills.

Incitement will go above and beyond to deliver on this promise of creating an Excellent Workplace.

The Keeper Test

Managers will do the 'Keeper Test' to get a quick pulse check on the performance of their team by asking themselves:

"If someone told me they were leaving in 2 months for a similar job at a peer company, would I fight hard to keep them at Incitement?"

Conversely, <u>we should also ask ourself</u> periodically:

"If I was leaving in 2 months for a similar job at a peer company, how hard would Incitement fight to keep me?"

The Talent Test

Another test, to get a quick gauge on where we or our team belong on the Company Fit Matrix, is by asking ourselves:

"If I could hire the MVP of the top brand in my industry, to replace my current MVP, would I do it?"

As an employee, we should also ask ourself:

"If I showed my results in Incitement to a top brand in my industry, would I be hired or not?"

The Company Fit Matrix
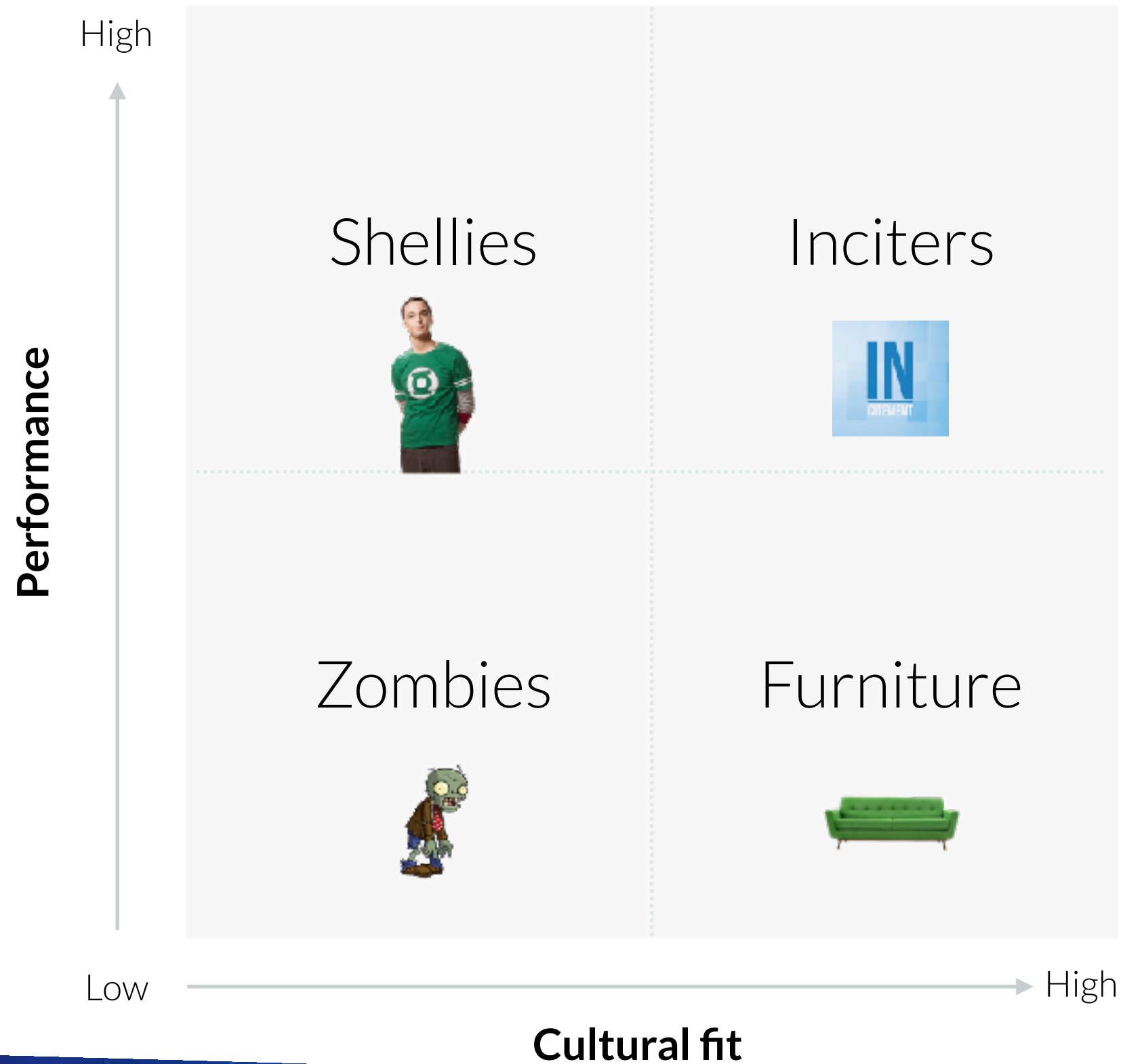
Zombies

Low performance, low culture fit

✓ Zombies are the people who don't feel *at home* at Incitement. They don't get along well with the team and produce mediocre results.

✓ We care about results and performance, not about whether you stayed up all night to produce work that is still low quality.

✓ It is not about the amount of hours put in, it is about effectiveness.

✓ If you're a zombie, Incitement made a mistake hiring you.

Furniture

Low performance, high culture fit

✓ Furniture are the loyal, fun colleagues that are great friends.

✓ But they do not produce high quality work in their position.

✓ Friendships can extend beyond the workplace but unlimited loyalty without results is not useful.

✓ If you are furniture Incitement is not a good fit for you. You should put your talents to use elsewhere.

Shellies

High performance, low culture fit

- ✓ Shellies are the smart, talented people but do not fit into the culture.

- ✓ They may produce great results, but we will not sacrifice teamwork.

- ✓ People can have different styles and characters, as long as they uphold the 11 Values.

- ✓ If you are a Shellie Incitement is not a good fit for you. You should put your talent to use elsewhere.

Inciters

- ✓ Inciters are Peak Performers with high cultural fit.

- ✓ They consistently hit their targets and KPIs.

- ✓ They embody the 11 Values.

- ✓ Incitement wants you, and will move mountains to keep you.

The Extraordinary Colleague

- ✓ They produce extraordinary results by *exceeding* KPIs and targets.

- ✓ They actively promote and improve all 11 Values.

- ✓ They create new opportunities for the organisation.

- ✓ They push and develop the people in their team to become extraordinary.

- ✓ They lead by example.

- ✓ The MVP.

Part 5

Freedom & Responsibility

More freedom = better results

✓ Inciters are responsible people that strive to deliver (and actually deliver!) the highest possible performance.

✓ Responsible people are *worthy* of freedom and achieve *more* with freedom and less with processes.

✓ Freedom means having the flexibility and ability to choose what works best for our performance.

✓ If freedom is detrimental to our performance, then Incitement is not the right place to work.

In practice this means

✓ No fixed working hours or schedules

✓ No fixed holidays or leave

We are responsible enough to assess and decide for ourself what is required for us to achieve peak performance.

Mistakes

✓ Peak Performers make fewer mistakes.

✓ We are encouraged to make mistakes so long they are experimental. Procedural mistakes are not okay.

✓ Incitement does not babysit us with excessive processes, but expects us to minimise mistakes and fix them quickly.

✓ We should not make an identical mistake twice.

✓ We learn from our mistakes, and ensure appropriate action is taken to remedy.

Discipline

With disciplined people there is no need for the organisation to put processes in place to compensate for incompetence or carelessness.

✓ With disciplined people, there is little need for hierarchy.

✓ With disciplined thought, there is little need for bureaucracy.

✓ With disciplined action, there is no need for excessive controls.

Managing growth

✓ Growth equals added complexity,. Complexity, in most companies, is managed by adding processes.

✓ But every process creates another problem, which is, in turn, is solved with yet another process, and so on…

✓ This leads to more errors and eventually chaos, driving down performance of Inciters.

✓ Our solution: add more Peak Performers to manage complexity, not more processes. Peak Performers limit and fix errors.

Freedom is not absolute

There are three types of <u>necessary</u> processes:

✓ Processes that prevent irrevocable disaster (e.g. documentation for online authentication & login system).

✓ Processes related to moral, ethical, and legal issues(e.g. dishonesty in KPI reporting).

✓ Processes that helps talented people get more done (e.g. SOPs for complex projects).

Unnecessary processes

'Bad' processes try to prevent recoverable mistakes:

✓ Time management tools (to prevent showing up too late)

✓ Staff claim procedures (to prevent unnecessary expenses)

✓ Multi-person approval processes (to prevent mistakes)

✓ Housekeeping schedule (to prevent a dirty office)

We believe these 'bad' processes restrict peak performance, rather than facilitate it. Only allowing peak performers into the organisation enables us to actively get rid of these processes.

Summary of Freedom & Responsibility

✓ As we grow, we minimise processes.

✓ As we grow, we add Peak Performers to manage that growth.

✓ Freedom results in more efficiency in the long run. Processes result in more inefficiencies.

✓ Peak Performers have a high sense of responsibility, and know how to optimise productivity and increase performance as they receive complete freedom.

Common sense

✓ You see the toilet paper run out, what do you do?
You give HR a heads up, so we can quickly replace it for the next person.

✓ You're working remotely for half a day, what do you do?
You inform those who in your team who need to know.

✓ Your colleague is bad mouthing another colleague, what do you do?
You friendly yet firmly advise your colleague to raise his/her concern with said colleague immediately, follow up on whether the issue has been resolved, and if not, take appropriate action to bring resolve to this matter yourself.

✓ You made a big mistake, what do you do?
You fix your mistake asap, with or without help of a colleague who might be able to assist you, present your solution to the team so everyone can learn, and, if necessary, build a process to prevent this mistake from happening again.

✓ You see the office being dirty, what do you do?
You grab a broom and get cracking.

✓ **Make common sense <u>common</u>!**

In conclusion

In order to build a great company, we need 3 things:

1. Great culture
2. Great people
3. Great results

✓ Culture is ever-evolving. It's all of our responsibility to continuously improve it.

✓ At Incitement we look at 2 things, and 2 things only: value systems and peak performance.

✓ If you have any questions or concerns after reading these slides, then feel free to reach out to anyone in the team for clarification.

✓ If you are an Inciter you will thrive in this environment.

Thank you

Inspired by Netflix.