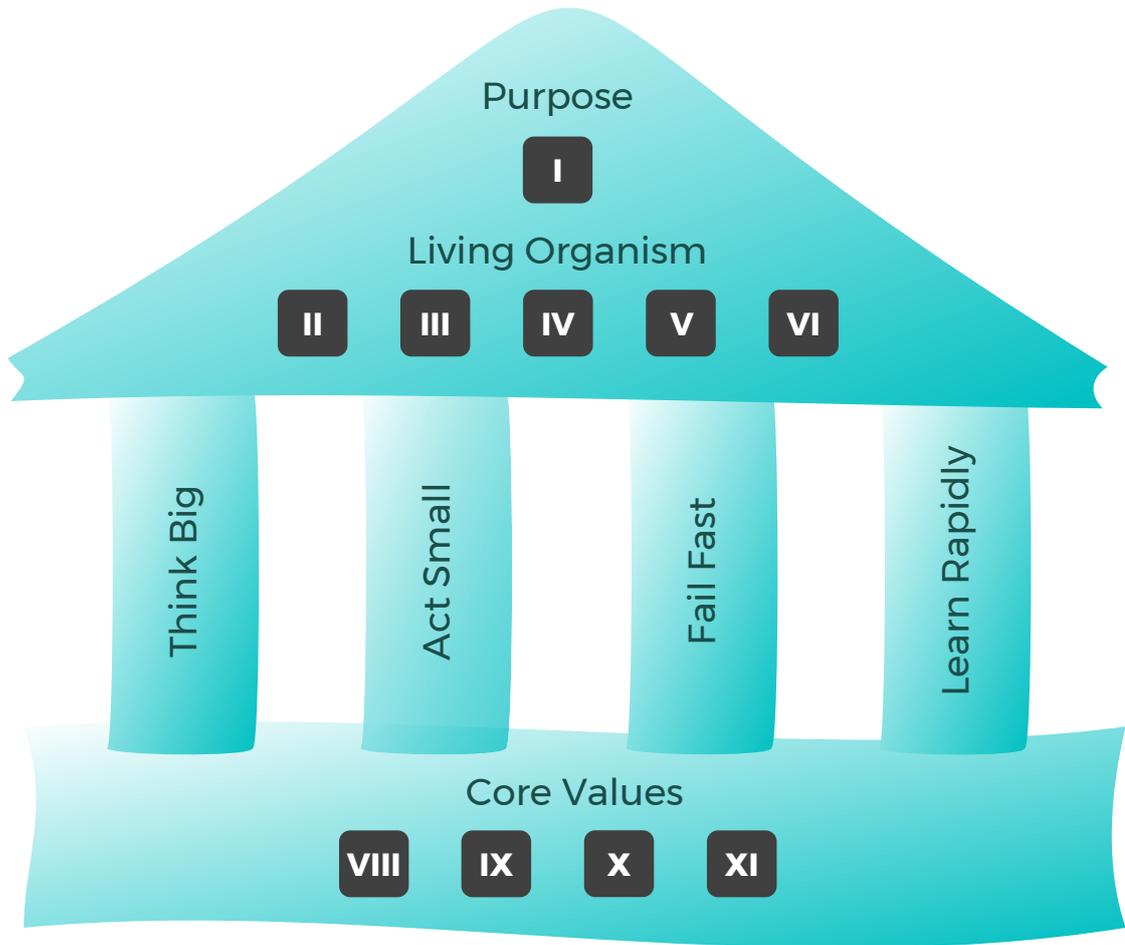




LIVEline

Version 1.2

28-Jan-2018



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I) PURPOSE

INTRO:

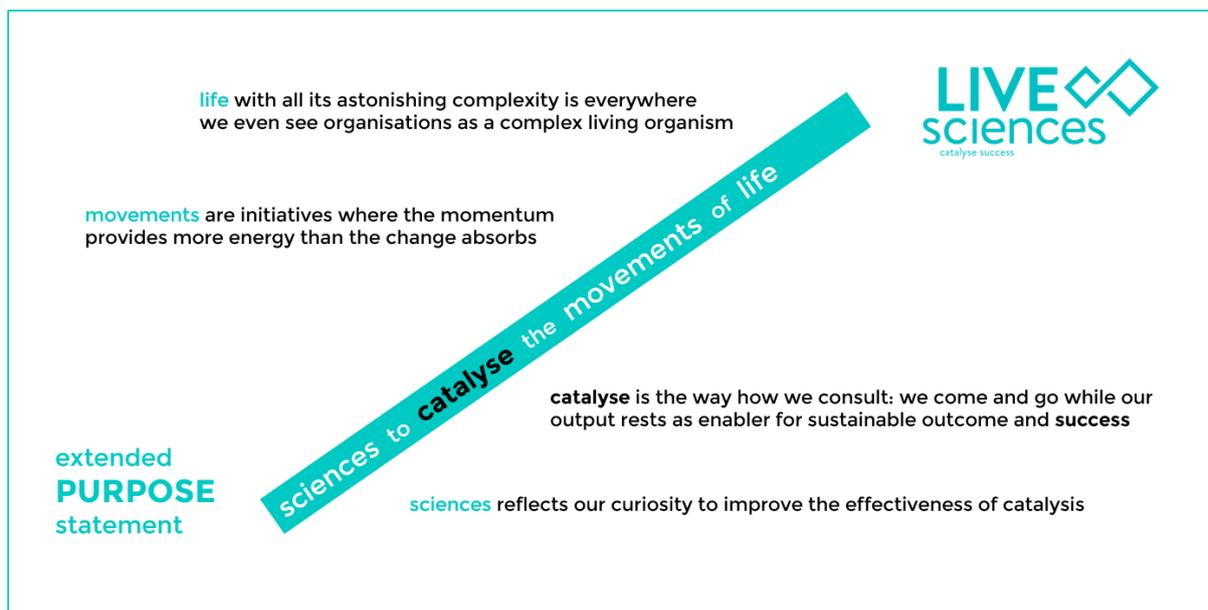
The first two customer feedbacks on this document were:

- a) "What is the purpose of this document?"
- b) "When I read the LIVEline, I just really become passionate to work for you."

So b) is the answer to a): The LIVEline gives an impression of the character of our company. We mainly use it as a platform to find out who wants to work for or with LIVEsciences AG. In the following chapters, **we invite all readers to explore why this company exists, what really matters and how we interact with each other.**

The purpose of LIVEsciences AG is to "Catalyse Success" of our employees, partners and customers.

There's an extended explanation where we think a bit bigger. We are looking for the "science to catalyse the movements of life". What this means is described in the following graphic. If this doesn't make sense yet – no worries, just reach out to us and we'll have a discussion about our understanding.



As important as having a purpose is that it is built into the operating model and values of LIVEsciences AG. Therefore, **our LIVEline empowers all employees as individuals and as a group to align our purpose with the actual identity of our organization.**

- On the one hand, we have the distinct role of a "LIVEguard" that monitors this alignment proactively
- And on the other hand, everybody has not only the right but also the duty to address misalignments between purpose and identity

Additionally, we are convinced of the following things:

- Imagine the company purpose as the trunk of a tree. Every role has its specific purpose that can be interpreted as the branches of the tree which will be adapted if needed
- Decision-making and actions are driven by a desire to fulfil the organization's purpose
- Seeing the job not only as a job or primarily a career-kicker but also **giving the job a meaning will end up in better results**
- In the long run, **there are no trade-offs between purpose and profit** which is existential for every company to survive, but purpose will ultimately lead to a successful business and profit

"Making the corporate world a better one will lead to better decisions and a brighter future for everyone, so I could maybe even see a polar bear on an ice floe once I retire."

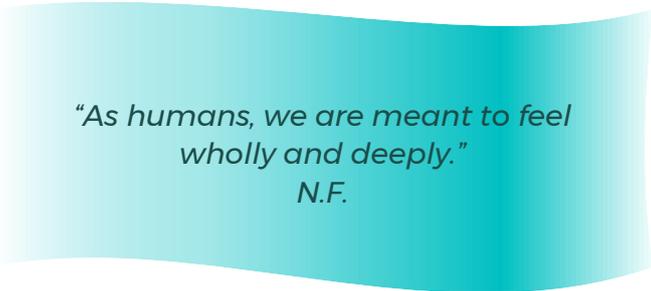
T.U.

II) WHOLENESS & SAFE SPACES

Everybody engages to create a culture that honours our humanness. This humanness will be reflecting our values and enables us to express ourselves fully.

- We strive to create safe spaces where **everyone of us can behave authentically** in all aspects like Emotion, Ratio, Intuition, Cognition, Curiosity & Creativity, Visions & Dreams, Structure or in a playful way
- The **sum of all unique individuals** reveals the power of diversity and inclusion and will leverage **better results than single opinions of unmanaged egos**
- We are all of equal worth and at the same time all different
- Our community will be richest if we let all members contribute in their distinctive way, appreciating our differences
- **Content and intention are more important than the form people use to express themselves**
- We are patient to listen and support each other in situations where we cannot express ourselves instantly with logical and consistent arguments but are more driven by our gut feeling

Besides having the opportunity to behave and express ourselves as fully appreciated humans, we believe that **wholeness emerging out of safe spaces is one of the key success factors.**



*“As humans, we are meant to feel
wholly and deeply.”*

N.F.

III) PLANS & OBJECTIVES

Organic structure is our friend and can support us in many aspects. The trust in structure has its **boundaries** when structure starts to **dominate our thinking** or **replaces** long term **intrinsic motivation with short term satisfaction**.

Structure elements like plans, objectives, targets, KPIs, budgets...

- shall not stand between action and purpose; **Doing the right thing is always right**
- serve as a baseline for our **communication** and actions, but are always subject to change
- serve as a baseline to increase **productivity** by increasing focus
- help to slice THINK BIG into ACT SMALL and to keep moving forward until succeeding or FAIL FAST. Comparisons of plans and reality help to set an agenda to LEARN RAPIDLY
- can be expressed in various forms like incl. playful ways like “bet & play”
- are best when they **arise bottom up in form of self-commitment**
- should not be too detailed but the amount of detail should be in line with the predictability of an event. In general, planning the tasks for next week is much more predictable than a 3-year strategy
- should keep in mind that **figures are rather revealing questions than providing answers**
- should always have “Fail Fast KPIs” defined to empower everyone to not waste resource, money or time on plans and objectives, which should be changed

We believe that, in our complex world, a common purpose-connected **compass provides** better **orientation** than a huge collection of **maps created in the past**.

IV) INNOVATION

Self-management allows **everybody to innovate** and develop his/her ideas services with minimal delay waiting for approvals from somebody using their empathetic sensing when working with their customers.

Every idea is welcome even if it sounds absurd in the beginning. Important criteria for a successful innovation process is agility and **failing fast, reducing the investment** needed in the beginning and being able to follow-through on more ideas in the end.

Enthusiastic sceptics are to be involved right from the beginning. In doing so, we are able to tackle the biggest challenges of an idea first and can identify potential fails early on. We can then decide whether it makes sense to invest more time or whether to abandon the idea.

We believe that innovation can be triggered and realised on all the following levels:

- Reactive - often based on pains
- Responsive - sense & respond
- Proactive - building the future
- Evocative - catalytic, viral, disruptive & challenging

Modern, agile and user driven concepts are key for building an **inspiring innovation culture inside and outside of our organization** together.

V) TRANSPARENCY & DECISION MAKING

Information Transparency is a key element of our understanding of a healthy culture and the basis for efficient and effective decision making.

Information Transparency means:

- Every colleague has access to all business information to be able to act and take decisions serving the whole company.
- Everyone is able to handle difficult and sensitive news. With transparency and openness, we can access the collective intelligence. This enables decisions to be made with the advice process described below in more detail (Pull).
- Collaboration Platforms (e.g. our Weekly Meeting) serve to inform others briefly about what's going on (Push)
- We share all information, insights and knowledge we have. We believe that our collaboration will be more fruitful and valuable if we synergize.
- Everyone knows how to access information that affects them and others within the organization. Subjective intuitions, feelings and opinions are also considered as information, separate from objective facts, and are not used to give undue weight to a particular view.
- We handle positive and negative information with integrity and without snap judgement
- We comply to all legal data privacy obligations concerning personal information and give privacy to colleagues when they need it

Decision Making by the Advice Process Philosophy

Individuals and teams have the opportunity to make decisions that affect their work at any time. While these decisions may not need to be validated by a hierarchy or consensus, it is expected that experts and those affected, are involved and asked for their advice.

Any person can make any decision after seeking advice from

- All stakeholders who will be significantly affected or at least key representatives of these groups
- People with expertise in the matter or holding relevant information for this decision e.g. the "Finance Manager" role for decisions with significant out-of-pocket cost involved
- Note: if you feel you don't know whom to ask for advice, you may also ask someone to suggest an expert or advisor for your problem

Advice received shall be taken into consideration. However, we do not intend to create a watered-down compromise that accommodates everybody's wishes. Instead, we intend to access collective wisdom in pursuit of a sound decision: with all the advice and perspectives in mind, the decision-makers choose what they believe to be the best course of action. Advice is simply advice. No colleague can advise the decision-maker what to decide. Usually, the decision-maker is the person who noticed the issue first or the owner of a specific role. This process will allow anybody to seize the initiative.

VI) CONFLICT MANAGEMENT & TENSIONS

We believe that for any Safe Space, the open expression and discussion of tensions is key and enables us to stay in touch with our emotions and thus honour our wholeness.

Basic assumptions to think about before and while addressing conflicts:

- We focus on changing ourselves and then invite others to join. Always think about your responsibility first.
- We take ownership for our verbal and non-verbal communication and for what we do and don't do (especially commitments).
- We first try to understand before we agree or disagree.
- Better than judging is to help our colleagues to do better in the future,

Addressing conflicts is not only a right but also a duty.

- Everybody is a sensor
- Everybody is responsible to actively address conflicts and their tensions
- Even if you think that others might not like to hear it

We resolve conflicts fast.

- Avoiding conflicts is not possible, so we aim to solve them
- Small unresolved issues often become a huge demoralizing impact over time
- Conflicts are an invite to learn and grow as an individual and/or organization

Conflicts are born in personal subjective emotions and tensions. Pretended harmony makes them grow into serious conflicts. To avoid this, the following steps should be followed by everyone:

1. The affected colleagues sit together and try to sort the tension out privately or process it in a dedicated meeting
2. If they can't find a solution agreeable to all, they nominate a colleague they trust to act as a mediator or call an external mediator. The mediator doesn't impose a decision. Rather he or she supports the participants in coming to their own solution
3. If mediation fails, a panel of topic-relevant colleagues is convened. Again, the panel does not impose a solution
4. In an ultimate step, the founders might be called into the panel to add to the panel's moral weight (but not to impose a solution)
5. Maybe there are still other options we can look for, but certainly dismissal becomes a potential option, too.

VII) PILLARS OF EFFECTIVENESS

Purpose is the basis for our actions and success, but we believe efficiency is not a competitor to purpose but a multiplier.

Working internally as well as in our work with customers, our work will be carried-out according to our principles of the TAFL© Model.



References:

- 7 habits to become highly effective ([YouTube Link](#))
- Adam M. Grant - Give and Take

*"The wellspring of my power
simply is pure joy of life."
J.R.*

VIII) EVERYBODY IS AN ENTREPRENEUR

There is nothing wrong with cruising for a certain time but, basically, we all are dynamos (see reference below) who are intrigued of personal growth and realization of impact following our purpose. This can be seen in a variety of behaviours and actions:

- We each have full responsibility to drive the company together as interacting catalysts
- If we sense that something needs to happen, we have a duty to address it. It's not acceptable to limit our concern to the remit of the roles we are holding at a specific moment in time
- The status quo is our enemy. We love to show that we embody elements of "Pioneer", "Idealist" and "Visionary" inside ourselves
- We follow our ideas and passion, rather asking for pardon than always waiting for permission

All of these are summarized quite well in the "Entrepreneur Manifesto" quot: **"While politicians pander, bureaucrats bully and academics theorize, we relentlessly produce"**.

Behaving like an entrepreneur often comes with uncertainty and risk. We stick together when taking risks and failing. We accept falling down, and our humour and the ability to laugh about ourselves and learn from our failures enables us to together turn the wheel from FAIL FAST to LEARN RAPIDLY and THINK BIG again.

References:

- David Maister „Dynamos” ([Link](#))
- Entrepreneur Manifesto ([Link](#))

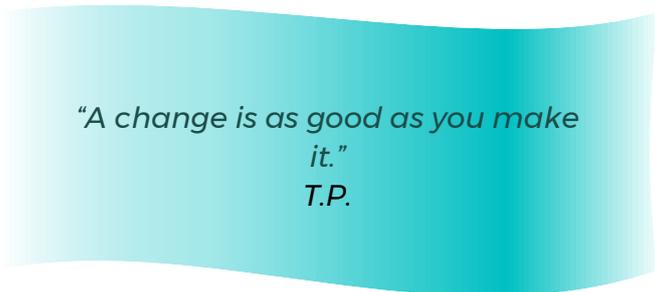
*"Watch how much fun children have while playing
and then imagine how much more fun we can
have 'as adults' with an entrepreneurial attitude."*

F.E.

IX) SELF-RESPONSIBILITY & PRODUCTIVITY

Everyone has full responsibility for the organization. Everyone is expected to sense issues or opportunities and address them. Everyone must be comfortable with holding each other accountable for their commitments through feedback and respectful confrontation.

- We can rely on commitments of our colleagues e.g. that they deliver on time and what they committed
- We all have the autonomy and competence to determine how to interact with customers when we consult them with the goal to **catalyse success**
- As we appreciate the responsiveness of others, we continuously reflect our own responsiveness
- As we demand a lot of flexibility and degrees of freedom, we are self-responsible to manage our own working times and productivity
- We encounter our self-management principles (no classical hierarchies) with the same responsibility as we do in our private life
- We are responsible for not producing too much waste in order to increase the overall productivity
- We align our meeting and communication culture accordingly
- We want to improve the organic way of organizing continuously



*“A change is as good as you make
it.”
T.P.*

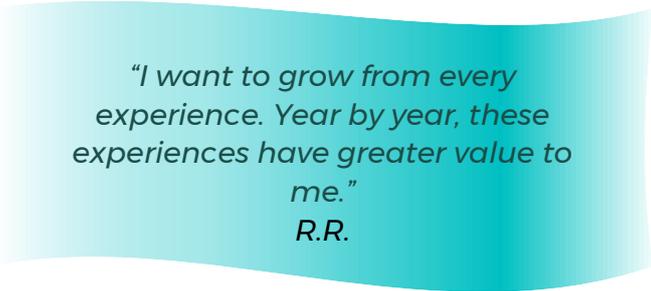
X) SELF-REFLECTION & PERSONAL GROWTH

Self-reflection is the foundation for wholeness and many other principles of our LIVEline. Putting ourselves in the driver seat, we are not only appreciating feedback, but also proactively ask for it to enable our personal growth and development.

- We appreciate rituals which support us in our personal reflection, for example sharing our learning in every “Weekly Meeting”
- Self-reflection and active communication of my insights give others the chance to provide better feedback enabling me to learn more and will also help them learn from my insights
- The person responsible for my career and personal development stands in front of my mirror

We see every issue as an invitation to learn and **grow personally**. We will always be learners. We never arrive.

- Failure is always an opportunity if we strive boldly for our purpose. We discuss failures openly and learn from them. Hiding or neglecting to learn from failure is not acceptable
- Feedback and respectful confrontation are gifts we share to help each other grow



*“I want to grow from every
experience. Year by year, these
experiences have greater value to
me.”
R.R.*

XI) APPRECIATION & RECOGNITION

Based on our humanistic world-view, we appreciate diversity & inclusion. Any form of -ism (sexism, racism, etc.) as well as any behaviour, however subtle (i.e. rolling eyes or other body language), that is disrespectful towards another person is not accepted by anyone in the organization.

Cooperativeness includes being addressable, responsive and open for the issues of others. Showing real interest for our colleagues is one of the best ways of recognition. Any time invested in being cooperative and in catalysing your colleagues is time well invested.

Besides demanding and supporting others, we express our appreciation and recognition when we feel it. Often, the smallest acts of attentiveness expresses the biggest appreciation.

Appreciation naturally includes self-appreciation.