

Why do we exist?

Awesome people join to do high impact work, to grow personally and professionally, and to believe in themselves.

We hold 3 Non-Negotiables at ComplianceIT:

Security Is Paramount. Detailed Documentation. Excellence In Communication.

1. Trust in Radical Truth and Radical Transparency

- 1.1. You have nothing to fear from knowing the truth – it's still the truth whether you know about it or not
- 1.2. Have integrity and demand it from others
 - a. Never say anything about anyone that you wouldn't say to them directly
 - b. Don't let loyalty to people or fear of discussing hard things stand in the way of truth and the wellbeing of the organization
- 1.3. Be radically transparent
 - a. There is nothing to hide, so we should show up everything to the light
 - b. Share the things that are hardest to share

2. ComplianceIT Is The Team And The Clients

- 2.1. We do High Impact Work and Cultivate Meaningful Relationships.
 - a. Marcus Aurelius says, "What's good for the bee is good for the hive, likewise, what's good for the hive is good for the bee."
 - b. The team cares deeply about the individual and in turn, the individual makes decisions and takes actions that will benefit the team

CompliancyIT Principles

- c. Actively seek opportunities for individuals and the team to grow and celebrate personal and professional growth.
- d. We spend most of our waking week at work. So let's make the work we do high impact with a team we enjoy working with.

2.2. The team and each individual understand that we are supporting PEOPLE, not technology. The computers don't need us, the people do.

- a. Respond to situations understanding you are helping PEOPLE.

2.3. There is no CompliancyIT without our Clients.

- a. We love our clients, we are passionate about delivering to them, so we must show them that love
- b. For everyone to be successful, properly manage Client perceptions and expectations
- c. If they don't know what you did, then you didn't really do it!
- d. Repeat what the client says to you in your own words to assure you understand
- e. Communicate clearly to the client your intentions to take action and descriptions of what the client needs to do
- f. Follow up all verbal communication in writing via email (ticket)
- g. Remember: with clients, no geek-speak!

2.4. Remember the 8 Pillars of Trust: **Clarity, Compassion, Character, Competency, Commitment, Connection, Contribution, and Consistency**

- a. When there is trust then things are easier, faster and cost less. When there is a lack of trust then things are harder, slower, and cost more.
- b. When we feel like we lack trust with a Client or Team Member, determine which of these C's is out of alignment, and fix that alignment, or determine to end the relationship

3. Learn. Test. Iterate.

CompliancyIT Principles

- 3.1. We observe and learn voraciously so we can excel individually and as a team
 - a. Seek out opportunities to broaden our skills, abilities, and knowledge – both personally and professionally

- 3.2. It's okay to make mistakes, but unacceptable not to learn from them.
 - a. Mistakes are a natural part of growth and give us the opportunity to innovate and iterate, so fail well
 - b. Don't waste time feeling bad about your mistakes or those of others.
 - c. Remember to reflect when you experience pain to find root cause

- 3.3. Don't worry about looking good – worry about achieving the goals
 - a. "Blame" is a waste of time. Use unemotional observance of facts.

- 3.4. Observe the patterns of mistakes to see if they are products of a weakness.
 - a. If there is a weakness, provide resources, training, mentoring and coaching
 - b. Determine if the team member is not suited for that particular work

- 3.5. Find the root cause, solve the problem.
 - a. If the outcomes are not lining up with your goals – there is a problem.
 - b. Determine if the Process is the Problem, the Process was not followed by the Person, or there is no Process.
 - c. Investigate along with the people closest to the task and determine if it's the process, no process, or the process was not followed.
 - d. If things are going very wrong, it might be time for a radically different approach. Don't be afraid to pivot.
 - e. Understand that problems with good, planned solutions in place are no longer problems.
 - f. Sometimes the answer you come up with doesn't work – that's ok – try again
 - g. If you are unsure of what to do, test an idea. You can always iterate.

3.6. To get to root cause, ask the following questions:

1. Did the desired outcome occur?
2. Who is responsible for the outcome?
3. If the desired outcome didn't occur, is the Accountable person incapable and/or is the system/process bad?
4. Ask yourself: "Who should do what differently?"
5. Then Coach the Accountable Party and/or change or create the system/process

3.7. Identify the domain where the Root Cause is occurring:

- Leadership,
- Organization,
- Communication,
- Knowledge,
- Experience,
- and/or Discipline

3.8. Once Root Cause is uncovered, determine how to solve

- a. Does a change need to be made or a new process created to:
 - Checklists,
 - Crosschecks,
 - Mutual Support,
 - Task Shedding,
 - Standards,
 - Metrics / Expectations

4. Get and Stay Aligned

4.1. Alignment occurs when the team is focused towards the same goal with a common plan and has put all efforts towards that end.

4.2. Conflicts and disagreements are important for right decisions and growth

- a. Healthy conflict is just people sharing different perspectives. Use this healthy conflict to grow and to find the best answers.
- b. A disagreement isn't a fight if you are acting as an adult and learning.
- c. Be open-minded and assertive at the same time
- d. Once a decision is made, everyone should get behind it even though individuals may still disagree. You can test the idea and iterate.

4.3. Productive, meaningful meetings only

- a. No meetings without Agendas provided in advance which detail who is facilitating the meeting, the Purpose of the meeting, and Outcomes you want to produce.
- b. Stay on target; Watch out for "topic slip."

4.4. The Principles are our Core Values and keep us all Aligned

- a. The answer to any problem will be found in the Principles.
- b. The Principles can't be ignored by mutual agreement. If the people who lead the Company don't want to operate by the Principles, the principled way of operating will fail
- c. If you find you can't reconcile major differences – especially in values – it's likely this will be disruptive to the team; consider if this person is a right fit for the organization

4.5. Clarify who is Accountable for whatever task, goals, outcomes, or processes.

- a. The Accountable person bears the consequences of outcomes.
- b. Always assign an accountable party to avoid confusion and to achieve goals

4.6. The words you use are important, so choose them wisely.

- a. Communicate with the least possible words to clearly get your message delivered

- b. Use our common and shared language so you communicate with Clarity
- c. Ask clarifying questions:
 - “Who knows how to do this?”
 - “Will this help me achieve my ONE THING?”
 - “What really matters?”
 - “Am I confusing activity with accomplishment?”
 - “What does the Client REALLY want?”
 - “If my life depended on making this work, what’s the first thing I would do?” or “If I gave you a million dollars if you solved this problem, what would you do?”
 - “What don’t I know that if I did know would cause me to have success?”

5. Manage the Organization Through Systems and Processes

5.1. Systems and Processes only work when they are followed and continuously improved.

- a. Use checklists, SOPs, and follow the process
- b. If there is not a Checklist, SOP or Process, create one.
- c. Build great metrics to track success of processes.
- d. Constantly compare your outcomes to your goals, test, and iterate.
- e. Understand that a great manager is essentially great at engineering systems and processes
- f. When creating policies, plans, systems or processes, explain the principles behind them.
- g. Live by the Rules, manage the exceptions

5.2. Everyone’s work is directly tied to the success of CompliancyIT and the Clients

- a. Don’t act before thinking. Take the time to come up with a game plan.
- b. Create new processes or update old ones to assure continued success.

5.3. Manage the Work, Coach the People.

- a. Leaders must take Extreme Ownership for the work being completed well, and the only way we can be consistent is through systems and processes.
- b. You can't control others so we coach them to meet desired outcomes
- c. Continuously look for ways to delegate and elevate
- d. For great leadership, great humility is required.
- e. The organization looks to you for how to act. You are a living example of the Principles. Remember to lead by example

5.4. Hold yourself and your teammates accountable, encourage others to keep you accountable and appreciate them for holding you accountable

- a. If you've agreed with a teammate or Client that something is supposed to go a certain way, fulfill that expectation

5.5. Think like an owner and expect the people you work with to do the same.

- a. When going OOTO it doesn't mean you just check out; prepare yourself and your team.
- b. WWLD

5.6. Recognize that everyone has too much to do.

- a. Don't get frustrated. Don't rush. Always be elegant in your delivery.
- b. Slow is smooth and smooth is fast.

5.7. Allow time for rest and renovation.