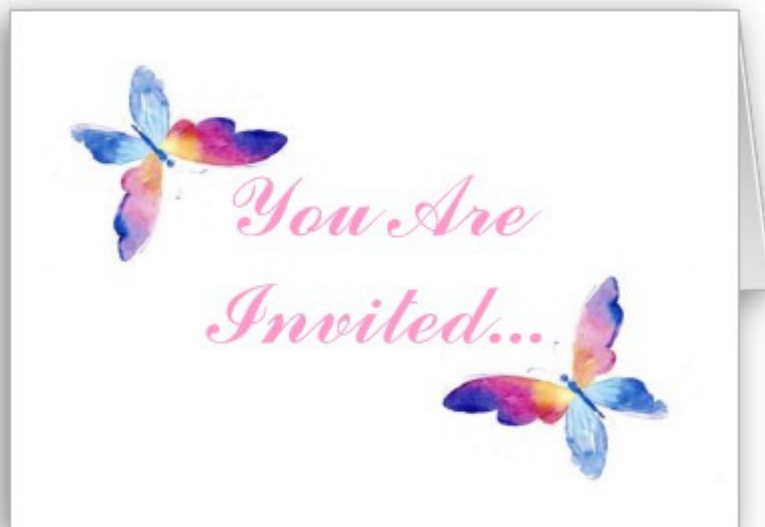




This is who we are.

This is who you could be!



Contents

Introduction to John Coxon & Associates	3
Our vision	3
Our mission	3
Our Culture	4
Cornerstone Practices	4
‘time out’ policy	5
Leadership	5
JC&A business model	6
JC&A management model	6
JC&A Operational Model	7
Our Customer experience	8
Our workplace experience	8
How will we achieve this?	9
Recruitment and Remuneration	9
Performance management	10
Equal Opportunities	11
Dismissal	11
Profit share program	11
What can you expect from other people?	12
What can you do for JC&A?	12
What will JC&A do for you?	12
Changes to this Document	12

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Updated July 20th, 2010

Introduction to John Coxon & Associates

John Coxon & Associates (JC&A) helps management teams and managers in the health sector, aged care sector and not-for-profit sector to develop competencies in leadership and management. We aim to improve management effectiveness, reduce workplace stress and make work more enjoyable. We achieve this through a development pathway designed to 'take people from being frontline managers to becoming Chief Executive Officers'. Our head office is based in Victoria, Australia.

We focus on understanding organisational leadership and management practices, and grounding those practices in research and evidence. We focus on two distinct niche markets; these being health and non-profits. We believe these niches markets offer considerable potential for growth and development for the future.

In time, JC&A will become an integrated provider throughout Australia, New Zealand, Oceania and parts of Asia, providing individual managers with a seamless journey of professional development. How we actually achieve this will be determined by our people, rather than impose a top-down strategic plan upon our people we prefer them to work together towards a common vision. As founders, our role is to create an environment whereby our people, clients and suppliers work together in a collaborative manner designed to benefit all parties.

This introductory booklet has been produced to provide all stakeholder groups, including our people, clients, contract consultants, strategic partners and suppliers with information on the culture within our business. In creating this booklet, we the founders of the business, are making a commitment to participate in the growth and development of all connected to this organisation.

Our vision

We will become recognised for three things:

1. As an workplace of choice due to our model of participatory management
2. As a credible source of knowledge on organisational management, as experts on developing leadership capacity and management capabilities in our niche market sectors.
3. A profitable organisation that provides all our people and stakeholders with opportunities for personal growth and development and financial security.

Our mission

Our mission is to be a *learning organisation*. We share knowledge and understanding within our consultancy, between our people, and we share our knowledge with our clients, our suppliers and our strategic partners. In turn, everyone is learning from each other. Learning then becomes

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continuous. Everything we do within the consultancy will *always* be focused on increasing the level of sharing, and the level of learning, between ourselves and our clients.

Our Culture

We believe organisational culture to be defined as *'the way we treat each other'* and must be observed in the behaviour of every person involved with our organisation, including the founders and senior managers. Our commitment to you is that we will be seen to treat you with dignity, respect and honesty.

As founders, our vision is to see an emerging culture at JC&A is one where the focus is on how people behave, rather than on the personalities of those working within our organisation. We would like to work in an organisation where people do not engage in personal attacks, will treat everyone with dignity and respect, will listen to and learn from the perspectives of others and will ask rather than tell. We would like all stakeholders to be engaged in every aspect of the business. We would like each person to take personal responsibility for their own behaviour and outcomes.

As founders we will ensure each of our people is able to access all business information and can expect to be provided with appropriate training to enable them to analyse data and make informed judgments.

As founders we envisage each of our people, including the founders and executive team, are expected to share not only in the good times but also in the bad times.

As founders we will strive to minimise workplace stress and create an environment where everyone may enjoy their work.

Cornerstone Practices

Any organisation must be based on a solid foundation. At JC&A we refer to these as our cornerstone practices. A cornerstone practice can only be changed with firstly the written agreement of the founder and secondly a vote by 75% of all our people, including the founder. Our cornerstone practices are:

1. 25% of all profits will be shared equally amongst all our people with the exception of the founder.
2. If a decision is made to reduce remuneration then the percentage of reduction is applied equally to each of our people, including the founder.
3. Each of our people, regardless of status is entitled to a single vote on any decision directly related to their work group including hiring, remuneration, work practices and dismissal. Each of our people is entitled to a single vote on any decision affecting the strategic direction of JC&A.

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4. JC& A will focus entirely on working in its three niche markets of health, aged care and non-profit organisations.
5. We don't leave our wounded on the battlefield. In tough times each of our people is expected to give back the same so as to ensure the minimum impact upon all.

'time out' policy

The founders recognise that from time to time the collaborative model of operation can lead to frustration amongst individuals. As our aim is to create an enjoyable workplace experience we have in place a 'time out' policy.

This policy enables any person to call 'time out' when they feel they need space to reflect and consult with others before voting on a decision. When 'time out' is called the decision making or voting process is placed on hold for a maximum of five working days to provide all parties time to discuss, develop understanding and make an informed judgment.

There are no limits placed on the right of any person to call 'time out'. We believe peer pressure from team members will counteract those that may wish to abuse the privilege or use for their own self gain.

Leadership

JC&A practices a holistic leadership model and uses as its guiding framework the Tipu Ake ki ti Ora Lifecycle. This framework is gifted by the people of Te Whaiti Nui-a-Toi from Aotearoa, New Zealand. (http://tipuake.org.nz/tipu_life_cycle.php) We believe this model to be indicative of many indigenous groups. We believe this model of collective leadership to be superior to contemporary hierarchical structures based around the weakness of individuals.

Our vision of leadership is where decision making is vested in the collective group and leadership is guided by dialogue and discussion. While we operate as a team-based model of collaboration it does not imply a lack of structure. As an effective organisation we must have in place organisational structures that are effective at enabling our people and satisfying our customers. These structures will evolve to meet the needs of our stakeholders. Our concern is for leadership based upon shared knowledge and shared responsibility.

Each of our people is responsible for assuming a leadership role where appropriate. This does not mean being the 'boss' nor does it mean there are no bosses; it does mean living the culture of JC&A, taking personal responsibility for our own behaviours, fostering open, multi-directional communication, practicing inclusiveness and helping each other to achieve their best. Our leadership will evolve according to our situations.

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JC&A business model

We do not aim to be the biggest consultancy. We aim to be one of the best. Reputation is an outcome of performance. We have a two-pronged approach to informing the market of our existence. Firstly we involve ourselves in general advertising to raise awareness. Secondly we identify specific target organisations and we set out to learn all we can about them. When we are invited to work within an organisation we aim to make ourselves indispensable.

Our tagline is 'taking you from frontline manager to CEO'. Every service and product we provide is designed to create a seamless pathway of professional development for managers at all levels.

Our fees will always be in the top quartile of market rates', however we do not envisage being the market leader for consulting fees. We prefer to be known for our abilities than for our fees.

We believe those that work for us should have opportunities to earn a high income in comparison to industry standards. We also believe such income should be a result of productivity. We believe that no single individual succeeds within our organisation without help from a number of other people; therefore we believe the rewards for productivity should be shared equally amongst all our people.

JC&A management model

The consultancy operates a team-based, project management model. When you join JC&A you will not be confronted with a thick volume of procedures and processes. How you perform your tasks

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will be up to you, in consultation with your team members. You should focus on the desired outcomes. You will be recognised as an adult, someone able to think for yourself. You join JC&A because you believe in, and want to be a part of our participatory model.

You will find there are minimal management roles. Your peers supervise you and you supervise them. There are no defined divisions or departments. You may work in a team that works across many different functions. You may find yourself working in a number of different teams, involved in multiple projects, at the same time. At all times you will be accountable for your own behaviour as



well as for your contribution towards the team outcomes.

As an individual you will become involved in setting your own goals and outcomes and then aligning those with your team(s). Every employee creates their own operating budget and aligns their individual budget with the team budget which is then aligned with organisational budgets.

JC&A Operational Model

We recognise each client request as a project. It is time limited, has a budget and requires an allocation of resources. JC&A has implemented a project management process designed to ensure consistent processes, high quality outcomes, client satisfaction and continuous improvement. Every person including contract consultants are expected to operate within the project management guidelines. These are that:

- Every project will have a project sponsor and a lead consultant
- Every project will have a project plan that has been developed in conjunction with all stakeholders
- The project plan will identify strategies for managing resources, risk, communication and outcomes
- Every project will have a process for monitoring progress against the project plan and for providing feedback to all stakeholders.
- At the completion of each project the lead consultant will be responsible for providing feedback to all stakeholders on mistakes made, strategies employed and lessons learned.
- At the completion of each project the feedback will be placed online for all associated with the business to learn from.

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Our Customer experience

Customers form a perception of us as they work with us. We recognise perceptions are based upon their experiences. How our customers feel is critically important to us.

Every decision made must always be made from the customers' perspective.

How will our customers feel when they work with us?

- They will feel they have received value for money. This will be demonstrated by JC&A setting a fee structure that is competitive yet also provides us with the revenue to cover costs and make a reasonable profit. The customer will feel they have received more than they expected and that they would have been unlikely to receive more had they paid more.
- They will feel there has been an improvement on the past. That having paid for our services the people involved has gained an improved capability to make decisions and implement strategies. This will be demonstrated through feedback processes that measure or provide evidence of improvement.

Our workplace experience

JC&A is managed and operated by those that work in the business. Jointly, they operate the business as much for themselves as they do for the clients. This is a symbiotic relationship. The business cannot survive if we fail the client. We cannot provide clients with the best service if we are unable to attract and retain the right people. We believe each of us has the same needs, these being



stability, regular, above average income and a desire to be treated as an equal. Working together in a collaborative manner ensures each of our needs will be met all of the time.

Each person is entitled to a single vote on any decision related to their work group. Each person is entitled to single vole on any decision related to the strategic direction of JC&A

Each person is entitled to, and encouraged to, attend any meeting, to speak at any meeting and offer an opinion on any matter.

Apart from cornerstone practices, any decision to change the status quo requires a simple vote of 51% of those eligible to vote. In circumstances where the number of eligible voters prevents a 51% vote, eg: a team of two people, an alternative voting system of 50% + 1 vote is considered the equivalent of 51%.

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People are eligible to vote on any decision involving a work team they are a part of. People are entitled to vote on any decision related to the strategic direction of the company. People are not eligible to vote on a matter related to a work team they are not a part of. All voting and vote counting takes place in a public environment with each person being entitled to view the outcome.

Should an issue attract a split 50/50 vote then the status quo remains. The matter may be placed back on the agenda for the future and a further vote taken at another time.

Our workplace is a workplace without fear, a place where each person has an equal right. Where failure is not condemned, instead it is considered a part of the continuous learning process, and where successes are celebrated.

How will we achieve this?

By electing to work with the best people, whether employed by JC&A or on contract, people are the key to our success. This is why we have elected to implement a participatory management model, enabling each person an equal opportunity to participate in all decision making.

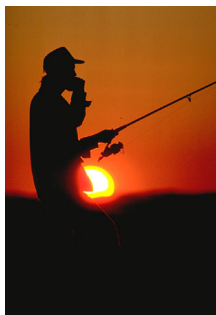
We may not pay the highest salaries, we may not attract the brightest graduates instead we have something others do not have. We have collective knowledge and understanding. We stand tall on the shoulders of each other.

When we hire people we will hire as much for their demonstrated ability to work in a collaborative manner with diverse groups and to satisfy stakeholder expectations as for their experience and qualifications.

Recruitment and Remuneration

The entire process of recruitment and retention is conducted by the team you are being recruited to. The team will decide when they have a sound business case for hiring additional members. Each member of a team negotiates with others in the team to determine remuneration and employment benefits.

Where applicable, remuneration will be guided by award rates and conditions of employment. All remuneration is paid as a salary. Above award levels, people are free to negotiate employment



conditions applicable to their circumstances and needs and availability of funding resources. Acceptance of any remuneration package or employment benefits is dependent on a vote of 51% by members of the work group. JC&A has a profit share program.

The top executive salary shall not exceed 10X the average salary paid.

Where applicable, superannuation will be in addition to negotiated remuneration. Where Fringe Benefit tax is incurred, this will be paid by the

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organisation. Where salary sacrifice is available this will form part of the remuneration package.

The only additional benefits able to be included in a remuneration package are (a) vehicle allowance and (b) specific professional development. A vehicle allowance will only be available where a work group determines a role cannot effectively be performed without a vehicle. People are expected to provide their own vehicle.

Professional development is the responsibility of the individual. Each person negotiates with their work group for professional development and where appropriate includes the item in the budget for the work group. Attendance at conferences, including travel and accommodation will be paid by JC&A where a work group believes attendance would be beneficial to the organisation.

Recruitment interviews are undertaken by members of the workgroup seeking another person. Preference will always be given to people currently working in the business or previous employees seeking to return, provided they meet the criteria for the role. Interviews are informal conversations whereby any existing employee with an interest may participate. Those applying for work within the business are encouraged to discuss the business and the workplace with any person, to interview those in the business and to look around the business prior to agreeing to join us.

A decision to offer a position to any specific individual is dependent upon a vote of 51% by all team members.

It is recognised that from time to time offers from other organisations will be more attractive and people will choose to work elsewhere. Such movement is encouraged and people are welcome to apply to return to JC&A in due course where all our people can benefit from the knowledge and experience.

A person may work either a full-time, part-time or casual basis. A person contracting as a self employed contractor is not deemed to be an employee.

The role of Human Resources shall be to provide advice on industrial relations legislation, prepare advertisements and prepare contract documentation.

All our people are paid fortnightly by electronic funds transfer unless otherwise negotiated.

Performance management

Each person is responsible for their own actions and for achieving agreed upon outcomes. Any performance review process will be a peer review process. Regular performance reports will be prepared for your work group. Each person is encouraged to discuss these reports openly, to question any assumptions and to put forward suggestions and ideas for improvement. People are responsible to their work group and the work group is responsible for ensuring all individuals participate in a manner that contributes to group outcomes and overall business outcomes.

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JC&A has flexible working hours where practical. Our aim is to meet the needs of each person without harming the organisation or impacting in a negative manner upon others in the work group. Each person is responsible for negotiating and controlling their own working hours.

Equal Opportunities

JC&A does not tolerate any discrimination based upon gender, religion, culture, politics, disability or ageism. Everyone must be judged on their capacity to meet the expectations of a role and of the work group. People are free to work as few or as many hours as they need, as available. There is no



set retirement age. We value the experience of mature people. We particularly respect the women in our organisation, especially during their pregnancy. Discrimination against pregnant women or those with families will not be tolerated. Any woman taking maternity leave will be guaranteed her original role back (or an agreed alternative with the same remuneration) up to twelve months after taking leave. Equal remuneration will be offered to any employee regardless of gender.

Dismissal

Any employee may be dismissed by (a) vote of 51% of work group members or (b) a vote of 51% of all people in our business. The founder may be dismissed by a vote of 75% by all employees.

Any person dismissed from their position will be given a minimum 30 days notice. During that time the dismissed person is entitled to negotiate with other work groups in the business to be recruited onto their team or may even put forward a proposal to be retained in a new role.

Profit share program

Each person, full-time, part-time, casual or intern, but excluding contract consultants and the founder, are entitled to participate in a profit share program.

Under the current profit share program our people share equally a total of 25% of profits. Profit is defined as income after all expenses including salaries, interest, taxes and depreciation (plus a minimum of 90 days operating funds).

Profit share is calculated every six months and paid on the final payday for the financial year. Each person shares equally in profit share.

Should a person leave the business during the first six months of any financial year then they will not participate in the profit share for that financial year. Should a person leave the business during the second half of the financial year they will be paid their pro-rata profit share calculated at the mid-way point through the year.



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What can you expect from other people?

You can expect:

- An environment free of fear where each person has equal opportunities
- An environment where you are entitled to, and encouraged to, participate in all decision making processes
- An environment where you are encouraged to take personal responsibility for your actions and your outcomes
- An environment where you are encouraged to be creative and put forward ideas
- An environment where you are equally as important as the client
- An environment where you are free to contribute in any way you believe appropriate towards creating client satisfaction
- An environment where you can work in a manner that suits you, your work group and the business

You should not expect :

- Employment 'perks' due to your position or status

What can you do for JC&A?

- Apply to work in the business because you believe in the way in which we do things – and for no other reason.
- Be a positive and collaborative member of your work group – think of the work group before you think of yourself.
- Take personal responsibility for your behaviour and your outcomes.

What will JC&A do for you?

As founders of this business our commitment is to create an environment for growth; both for the organisation and for our people and stakeholders. Our commitment is to ensure multi-directional communication, open and transparent communication processes and to provide each employee with the tools to enable analysis of information and participation in decision making.

Changes to this Document

Following the end of each financial year this document will be reviewed and any changes made as a result of a vote by 51% of our people.

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Do You Want To Be A Part of This? Join us now. When you join our business we will encourage you to provide ideas and suggestions. Where possible, we will implement those ideas. As a result you will contribute to and create the type of organisation you will be proud to be a part off.

We invite you to join us. 

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