

**Reddico<sup>®</sup>**

# **Our Manifesto**

# Introduction

Reddico is built on a set of beliefs, principles, and values. These guide team members in the decisions they make, the work they do, and their behaviour towards others. This is the basis for creating a culture that binds the company together.

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# What we want to be known for

## **Our purpose**

To make a real and meaningful impact.

## **Our mission**

To build a people-first company where the team enjoy coming to work, feel good about themselves, feel valued and where innovation flows.

# 02

## What we hold true

### Our beliefs

- People work best when they feel good about themselves.
- People should be trusted to do what's right for the company.
- Small, self-regulated teams work best.
- People want to operate with autonomy, within given guidelines.
- Everyone is doing the very best they can, given their background, experience and current circumstances.

### Our principles

#### Freedom

To achieve and set your own goals, to take action, to be bold, to come up with ideas, to make mistakes as part of the creative process, and to encourage each other to grow.

#### Fairness

We try to be fair and do the right thing with each other, our suppliers, our customers and anyone else with whom we do business.

#### Commitment

We each make our own commitments and are solely responsible for keeping them.

# 03

## How we all need to act – our values

As Reddico has grown, and continues to grow, it has become more and more important to define the core values from which we develop our culture, our brand, and our business strategies.

With new team members joining, we want to make sure everyone is on the same page and acting consistently with what we want the company to be about.

We want all values to be reflected in everything we do, including how we interact with each other, our clients, and business partners.

# 1. Make a real and meaningful impact.

It's why we exist. We're not here to go through the motions. We're here to make a real and meaningful impact to all those we come in contact with.

With clients, we focus on what's going to have the biggest impact on their business. With colleagues, we focus on positively impacting their lives, both professionally and personally. Within the local community in which we're based, we aim to have a positive impact on the environment, the economy and the people that live here.

## 2. Embrace and drive change.

For those new to the team, the constant change can be unsettling at first. However, we must learn not to fear change, but embrace it, and more importantly, to initiate and drive it.

We are, and always will be, evolving. We're growing quickly in a fast paced industry. If we want to continue to grow and stay ahead of our competition, we must continually change, innovate and grow.

When there is a culture of fun, it leads to increased engagement, innovation and creativity.

## 3. Pursue growth and learning

At Reddico, we believe it's vital for people to continually grow, both personally and professionally. With the rate of change in our industry you need to be constantly learning, challenging, and stretching yourself in order to stay ahead.

We believe that inside everyone is more potential than even they realise. Our goal is to help unlock that potential. But it must be a joint effort; you have to want to challenge and stretch yourself in order for it to happen.

## **4. Build open and honest relationships**

We believe that openness and honesty make for the best relationships because that leads to trust and faith. We value strong relationships in all areas; with clients, the leadership, partners, and team members. It's important to always act with integrity in your relationships, to be compassionate, friendly, and loyal.

As we grow, communication becomes more and more important. We want everyone to always try to go the extra mile in encouraging thorough, complete, and effective communication.

## **5. Build a positive team spirit**

We believe that people work best when they feel good about themselves, they're trusted and when they're in a positive work environment. We want to create an environment that is friendly, supportive, challenging, and exciting.

The best team members take initiative when they notice issues, so the team and Reddico can succeed. They take ownership of issues and collaborate with other team members whenever challenges arise. They have a positive influence on everyone they meet and seek to eliminate cynicism.

## **6. Be passionate, proud and determined**

We're passionate about our industry, proud of the work we deliver and are determined to be the best, both professionally and personally.

Passion, pride and determination are contagious. They fuel and challenge us to seek new and better ways to improve what we do and how we do it.

We mustn't become complacent, but always think and act like the underdog. Play to win.



# How we will run the business – the framework

The key parts to the Reddico business framework, which enables people to work at their best are:

1. **Transparency**
2. **Job ownership**
3. **Management**
4. **Work/life balance**
5. **Recruitment**
6. **Making a social impact**

# 1. Transparency

**Without information people cannot take responsibility.**

**With information people cannot avoid responsibility.**

At Reddico, we have information open and easily accessible. This is with the exception of any personal or disciplinary matters. Transparent information includes:

- Company financials
- P&L and balance sheet
- Client NPS scores & feedback
- Internal NPS score
- Team impact award votes & feedback
- Holidays
- Expenses

This information is shared on screens around the office, on Workplace, on Google Drive and at quarterly updates.

It's important that everyone has an understanding of how the business is doing, be that good or bad. As everyone is well informed of the key financial dynamics of the company, they become conscious of what they do, their decisions, and the role they play in creating profit.

## 2. Job ownership

People rarely want to be given completely free rein. Instead the most common want is, 'give us clear guidelines and then give us the freedom to work within them'.

We give the team freedom to do a great job, with the motivation they need within clearly agreed principles and targets.

Our approach encourages innovation and creativity.

There are four key elements to job ownership:

- Principles
- Targets
- Support
- Feedback

### Principles

It is our (not the team's) responsibility to set the principles in which you work on a day-to-day basis. By taking a job at Reddico you're accepting these principles.

### Targets

When someone new joins the team, for their probationary period we'll help to set their targets with them. Once that probation time has ended, it's the responsibility of the individual to decide their goals.

Targets should always be aligned with the rest of the team, and with a focus on building towards the larger goals and targets set by Reddico each year.

There are two things to consider – responsibility and accountability.

We believe that rather than having a boss or leader tell people exactly what to do and how to do it, it's more powerful to have everyone decide what they want to work on and where they can make the greatest impact. But once they've made their commitment, there's an expectation that they'll deliver.

So there are two sides to the coin: freedom to decide and a commitment to deliver on your promises.

## 04. How we will run the business – the framework

## **Support**

Support is all about effective leadership. Support is something people should seek when they need it. Its frequency and nature is determined by them.

If the individual is in control of who they should ask for support, it may not be the department lead at all, but whichever colleague is appropriate at that time.

## **Feedback and measurement**

Feedback is a crucial part of this framework.

You'll have a quarterly review with your coach to discuss successes, aspirations, and what the future holds. This gives you the perfect platform to ensure continued growth. We also use the NPS system and have 360 reviews, as a way of getting better feedback – whether it's from clients, or the team you work with each day.

### **1. Team measurement**

The team performance will be measured by the overall client NPS score. Regular NPS meetings will help to see how we can improve the overall score.

### **2. Individual measurement**

Individual performance will be measured by quarterly objectives - set by the individual. What impact are you going to have on the business over the next quarter?

### **3. Team Impact**

How are you impacting those you work with?

Each quarter everyone will have a 360 review from other team members at Reddico to help provide feedback on how well you're living the company values.

# 3. Management

People should be chosen to manage people ...  
... on the basis of how good they are at managing people.

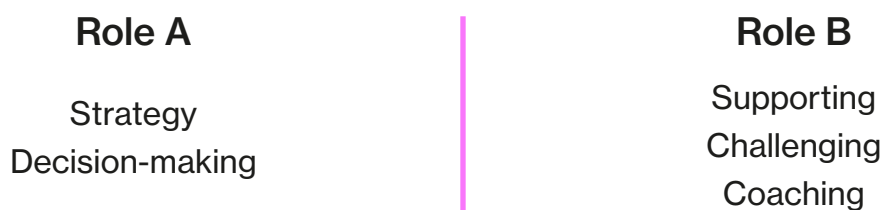
## Why we've ditched managers

In a traditional business set-up, when someone is good at their core job, they'll typically get promoted to a managerial position. The logic is, if they're great at their core skill, they'll be great at supporting and coaching people.

This doesn't make sense.

Look for a moment at this list of the core skills required of managers: strategy, decision-making, supporting, challenging and coaching.

This list is a combination of two very different skill sets:



The fault at the heart of management in a lot of organisations is the expectation that people who are good at Role A can be just as good at Role B. Because those Role B skills are “really easy to learn”. That assumption is simply not true.

Not everyone wants to manage a team and not everyone is good at managing other people. We know from personal experience that bad management undermines morale, creates stress, reduces productivity and causes companies to lose some of their best people.

We don't believe progress at Reddico should be limited to a person's ability to manage those around them.

Our solution is simple – let people choose. Our approach:

### **Department leads**

This is role A. The person who is the most competent to head a department based on their skills and experience in the role. They're charged with growing a department, setting work standards, and producing results. There is no people management involved.

### **Coaches**

This is role B, and is picked by the individual. You'll pick your own coach – someone you know will motivate, support, push and empower you. It doesn't have to be someone in your department, but someone you can use to continue your own personal growth.

It is possible to be both a department lead and a coach. Some people will do both, but many won't. It means our coaches have been chosen because they have an ability to

## 4. Life Balance

**Long hours and stressful jobs do not make for great customer interaction, great service or great decisions.**

Everyone has different interests, responsibilities and ways of working at their best. Some people prefer loud environments, some quiet. Some people are early birds and some are night owls.

When there is openness, trust and transparency, there is no need for strict rules to be dictated to you.

- Everyone has the freedom to take as much holiday as they see appropriate.
- Everyone has the freedom to work from home as and when needed.
- If you're sick, you're sick. We'll cover you for it. We trust that you'll make the right decision for yourself and for the business.
- Everyone has full flexibility around working hours. You can choose your own hours on a daily or weekly basis.

Flexible working is not about what we approve of, but about the needs of the individual. When companies give flexible working to only certain members of the team, such as parents of young children, it causes confusion among others. This is easily avoided by leaving the decision on what matters to the team themselves.

## 5. Recruitment

**People should be recruited and tested on their alignment to our values and their ability to actually do the job.**

Being a cultural fit supersedes all recruitment decisions. If someone doesn't align to our values, what we believe in, and what we are trying to build, it doesn't matter how technically capable they are. We would rather delay our recruitment to find the right person and protect the culture we have built.

The team they're going to be working with are involved in key decisions – such as whether someone should be offered the job and if they pass their probation.

Many agencies tend to recruit people based on how good their CV is or how well they interview, and we wanted to change that.

Our recruitment process is built to ensure we attract, hire, and retain the right people who can help elevate Reddico.

### **Letting people leave well**

We understand that Reddico isn't a place for everyone. If, for whatever reason, that is the case, we'll do what we can to ensure you leave in good shape and well suited to getting a new job elsewhere.

When people leave Reddico, it should be done in a way that leaves them feeling good about themselves and the company.

We never know what will happen in the future, where that person will go, who they will speak to or what they will need. We want to be remembered by them in a positive way, constantly building a strong relationship.



## 6. Making a social impact

**While we must be profitable, we're in business to make an impact on the lives of our team, our clients and our community.**

In 2017 our charitable donations totalled less than £500. In 2018 and beyond, we committed to significantly improving our impact in the communities that we work and live in.

There are three pillars to our CSR:

- Donations
- Education
- Work in kind

### **Making an impact through donations**

We commit to donating a percentage of our annual revenue to local charitable causes. We appreciate we are a small organisation and therefore, look to impact charities where we can make a real impact.

### **Educating marketers, entrepreneurs and schoolchildren**

We also make the most of our experience to help educate the next generation of marketers in the local area, as well as business owners and schoolchildren. This can be written guides, workshops and online video courses on SEO, PPC, content marketing and software / development.

### **Helping local charities and projects through free consultancy**

In addition to making cash donations, we use the team's skillset to make a real and meaningful impact on local charities and projects. This includes building and improving websites, developing marketing campaigns and running advertising.

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