

EOA Annual Conference

EMPLOYEE OWNERSHIP
BEST IN CLASS

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Advice Investment Growth

Developing the Employee Ownership Model

Facilitator: Mark Jenkins, Coverdale

Contributors: Ewan Hall, Baxendale
Adam Campbell, Telos Partners
Matthew Lee, Aber Instruments
Caroline Tulloch, Bridges Ventures
David Hodgkinson, Quintessa

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Workshop Purposes

- To explore the benefits of reviewing – stopping, looking, listening, and asking “...did we get it right...?”
- To recap on the common triggers for a move to employee ownership
- To understand the principles behind EO models and the key elements therein:
 - Ownership, governance and culture
- To seek further understanding by asking questions to explore the experience and knowledge of our expert panel.

Workshop Agenda

- Introductions to the expert panel (5 mins)
- Expert input from Ewan Hall, Baxendale (15 mins)
 - Stop, look and listen – did we get it right?
- Buzz groups to develop questions for the expert panel (3 mins)
- Q & A session with the expert panel (30 mins)
- Closing Comments & Takeaways (5 mins)
- Workshop Close

Stop, Look & Listen Did we get it right?



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Why Stop, Look & Listen?

- Initial structures are often the product of guesswork (even if educated guesses) as to what will work for the future – did you get it right?
- Initial structures often reflect the need to protect an exiting owner for a period that usually comes to an end
- Successful organisations usually need to change from time to time
- It's good practice

Common Triggers

- Employees don't feel or act like owners
- Founder(s) stepping away
- Lack of real oversight of the board / management
- Decision making has become cumbersome
- Employees' / owners' skills and understanding have developed so that they approach ownership differently
- Financial position has / will change
- Legal changes

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Principles

- Are you clear on the objectives of your model?
 - Sustainability?
 - Equity?
 - Drive performance?
 - Good governance?
 - Reflect (and protect?) Vision and Values of the organisation?
- How will you measure success?
- Who does (and who should) have the power to change / contribute to change in the model?
- Structures cannot be dependent on particular individuals
- Do you have the information to be able to make informed decisions?

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Key Elements of Most Models

- Ownership
- Governance
 - Culture

➤ Aspects of some or all of the above will usually be the focus of any review

Ownership

- Capital
- Income
- Voting
- Information

Governance

- Decision making
 - Accountability
 - Information

Culture

- Values
- Policies
- Communication
- Training / Support

But it all starts with the Principles

- Being clear on the objective of your model
- How you will measure success
- Who has the power to change and / or contribute to changing the model?
- Structures cannot be dependant on particular individuals
- Having the right information in order to be able to make informed decisions.

Questions and Discussions

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Thank you.

Please make your way to the Queens Suite to hear the Keynote speech from Isobel Schofield & Andrew Lane.