

LEADERSHIP by DESIGN

at the CHEESEBOARD.



...MICHAEL how checkboard started. 1967 stone started. ELIZABETH & SARAH.



STARTED BY ARMENIAN COUPLE. A RETAIL CHEESE STORE CALLED THE CHEESEBOARD. WAS SUCCESSFUL...



store owners 2-5-8 → collective everybody owner in the business...

=

everyone has 'same way as owners' WAGE/HR.



THEY NEEDED HELP AT THE STORE } socialist philosophies they PAID SAME WAGES AS OWNERS

philosophy of way

TREAT EVERYONE AS EQUAL.

PROFITS FROM STORE PAY BACK INVESTMENT OF COUPLE & THEN STORE GETS OWNED BY COLLECTIVE.

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DIDN'T NOT BELIEVE IN BEING A BOSS. ENCOURAGED PEOPLE IN DECISION MAKING.

DEMOCRATIC DECISION MAKING

now monthly meetings in divisions. quarterly meetings all together.

NO 50 people

SLOW GROWTH

hard to build trust quickly.

DECISION MAKING MODEL. WAGE MODEL.

THE COLLECTIVE MODEL

completely horizontal structure no hierarchy.

MEETINGS { when to take RESPONSIBILITY & HOLDING } TWO FACILITATORS PER MEETING.

general meetings (monthly) all decisions made.

committees.

modified consensus

new member unanimous

bigger the decision the more you need consensus.

HIRING

- INTERVIEW / RECOMMENDED.
- 6 MONTHS. voted in. trial.
- SIX MONTHS TO DECIDE. FEEL THINGS OUT.

WE SEEM TO BE HAPPY IN OUR WORK?

smaller decisions made on the fly.

MODIFIED CONSENSUS.

YES. NO.

take time on important issues

STRONG OBJECTION.

average tenure 20 years.

- OTHER EXAMPLES -
- HARDWOOD.
 - HEALTH CARE
 - TAXI

EVERYONE FINDS A WAY TO CONTRIBUTE.

FAST OR SLOW.

IT'S HARD TO FIRE. 75% CONSENSUS.

MOVES AROUND.

WORKER COOPERATIVES

SLOW TO HIRE & SLOW TO FIRE

negotiable ratio to wage scale.

CEO 10X. to lowest worker

RESPECT IDEAS & WORK HABITS.

encourage work and support.

Leadership

people stand up for things

MOTIVATION

we want to make a living.

profits split up end of year based on number of hours worked.

ownership is part of motivation.

internalize good work behavior.

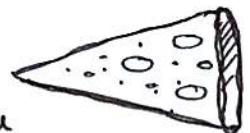
WAGE & THEN PROFIT.

GOOD BOSS

- meet & listen
- good boss feedback.
- look after you.

DIFFERENT TIME IN PEOPLES LIVES THEY HAVE ENERGY TO DO THINGS.

POWER COMES FROM HOW YOU ARE.



RIZ