

ABOUT US

September 24 2020

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Distributed from the United States of America.

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INTRODUCTION

Welcome!

If you are reading this “little book”, it’s likely you’re considering learning more about Ninety.io and its parent company Humalytix.

We deeply believe each and every one of us is a unique being with a unique set of skills, experiences, interests, passions, hopes, goals and dreams. While we deeply believe there is someone for almost everyone, we know we are not a great fit for everyone and that not everyone is a great fit for us. Consequently, we invest a lot of ener-

gy in making sure we’re a great fit for you and you for us.

What you’re reading is our attempt to not just introduce you to our ‘tribe’ (much more to follow on all of that) but provide you with a little education - some of which is based upon what I teach my coaching clients.

We also created this little book to not only to help you better understand us, and why we do the things we do, but to share with you a few of the insights, tools and disciplines we believe can help you not only assess us, but your

own company as well as any prospective employers.

We hope you find this book of value and look forward to our conversation, if appropriate.

Mark

THE BIG, BIG PICTURE

MASLOW'S HIERARCHY OF NEEDS

According to a lot of scientists, if we were to hop on board a time travel machine (you have one of those right?) and go back about 100,000 years ago, we'd arrive at a moment in history where, in addition to Homo Sapiens, there were another six to eleven other human like species (collectively referred to as hominoids) each with relatively long histories and developed cultures.

Get back in our time machine and travel forward to about 10,000 years ago (a short 3,000 or so years after the end of the Ice Age), and we'll find that our species (i.e., Sapiens) is the only human species remaining. What happened during those 90,000 years is debatable (what isn't these days?) but there appears to be relatively broad consensus that Sapiens prevailed because they (that is we) were the "humans" with the most socially evolved brains. More to follow on how this unfolded but first...

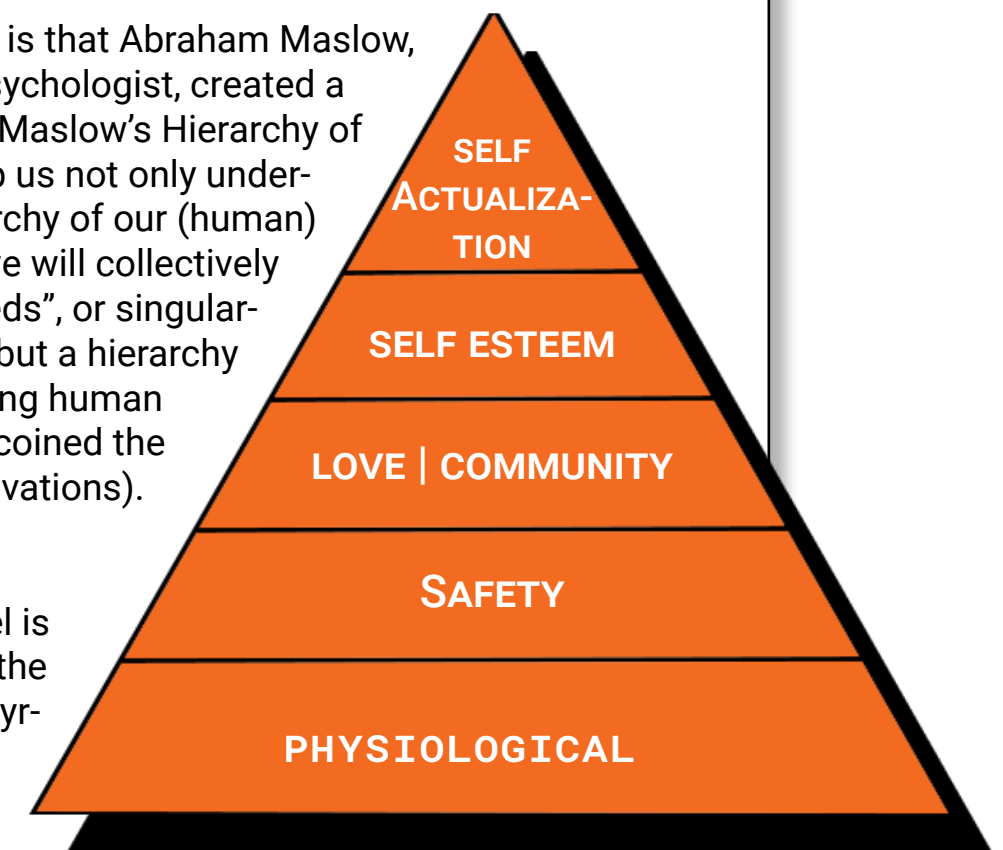
Maslow's Hierarchy of Needs

Every living thing (e.g., birds, plants, hippos, humans, etc.) has needs. Truth is, some of needs are apparent and some needs are not so apparent (even to us; so far).

Furthermore, some of these needs are must haves (e.g., food, water and sleep), some of them are associated with more complex creatures (e.g., mammals versus plants), and some are great to have met but not necessary (e.g., self-actualization).

The good news is that Abraham Maslow, an American psychologist, created a simple model - Maslow's Hierarchy of Needs – to help us not only understand the hierarchy of our (human) needs (which we will collectively refer to as "Needs", or singularly as a "Need") but a hierarchy for understanding human motivation (he coined the term meta-motivations).

At the crux of Maslow's model is the notion that the bottom of the pyramid contains our most basic Needs and that



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our Needs move from “must-have” to “need” to “like-to-have” to “I’ve-got-all-I-need-but-I-want-to-be-more” as we move higher and higher up the pyramid.

While Maslow originally believed each level must be satiated before one (that is we) could move to the next level, he later came to believe that the human (i.e., Sapiens) brain was (is) a complex system, comprised of a whole host of parallel processes running at the same time, and that the human condition is comprised of an array of different (often times competing if not conflicting) motivations emanating from various levels of the hierarchy. Consequently, Maslow purposely used terms such as “relative”, “general”, and “primarily”.

At the risk of stating the obvious, each of us has to take responsibility for seeing that our basic, or “Base” (as in foundational), Needs are being met. It is simply impossible for us, or anyone of our colleagues, to become a self-actualized being (and research suggests we want this) if we don’t take personal responsibility for not only meeting our current Base Needs but our future Base Needs as well.

In essence, Maslow’s Hierarchy of Needs provides an exceptional tool for helping us humans prioritize the development of our well-being (assuming we’re interested in

becoming self-actualized).

So... what does Maslow’s Hierarchy have to do with our companies? Glad you asked...

Humans are Social Creatures

As you may recall, about 10,000 years ago, our Species was the only remaining member of hominoids on the planet and the general consensus (scientist, especially social scientists, seem inclined to argue about almost everything) is we (i.e., Sapiens) prevailed because we had the most evolved social brains.

So... what is it about the Sapiens brain that makes us more social, and, why is the founder of Humalytix even writing about evolution? Think about what life was like 50,000 years ago or heck even 3,000 years ago....

Here we are, pretty much naked and we need to figure out whether or not to trust someone. On the one hand, they could kill us. On the other, they could help us acquire food; protect our family; help us build a structure to not only protect us from the elements, but store and protect our food; maybe even teach us something; maybe do the stuff we don’t either like doing and /or stink at doing; and heck, even make us laugh.

THE BIG, BIG PICTURE

Ah Trust...

So how did we come to trust other humans?

Current research (see Paul Zak's great book **Trust Factor**) reveals, that when it comes to trust, while there are many things that differentiate our brains from other animals, one of the key factors is a neurotransmitter called oxytocin, a hormone that is sometimes referred to as the "cuddle hormone" or the "love hormone". In short, oxytocin helps us assess whether we should run from or approach, and interact with (i.e., trust), another human being.

While there are several theories, it appears fairly clear that initially, the Sapiens' socially evolved (oxytocin enhanced) brain helped these particular hominoids team up to procure food and defend themselves (thus satisfying the first two levels of Maslow's Hierarchy - primary Level 1 Need being food, water and sleep; primary Level 2 Need being security).

Tribes...

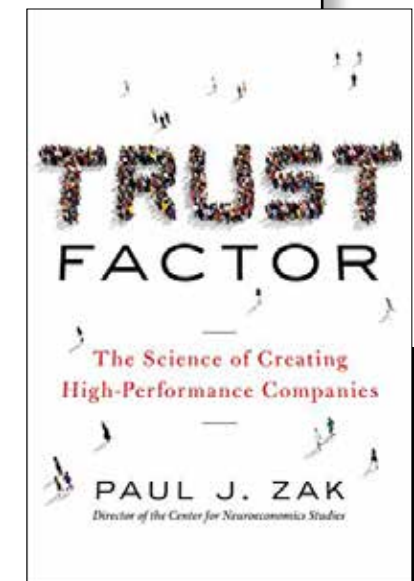
Over time, our socially evolving ancestors began to see the power associated with trust. More specifically, they learned that if they didn't trust first, there was no way they could divide and conquer in order to take advantage of their individual talents. Dividing and conquering not only

made belonging (i.e., being with others) more valuable (a primary Level 3 Need) but in turn helped them to become not only more self-aware (i.e., where their individual talents lie versus those of their fellow tribe members) but helped them develop their primary Level 4 Need which is self-esteem (i.e., they not only belonged but felt that they were contributing to the well-being of their tribe- that is they mattered).

What came first? Words or Emotions?

At some point along the way (likely more than 100,000 years ago), our ancestors started to develop a couple of other powerful capabilities. The first were likely an increasing array of emotions and then came words (which are really tools) that helped them not just label things (e.g., good to eat, bad to eat) but create more and more sophisticated ways of understanding themselves and life.

In terms of emotions, it's likely that our earliest were those that helped us with just basic survival (e.g., fear and love). In time, as belonging became more and more important, they became more sophisticated (e.g., shame versus guilt).



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Once our emotions became more and more sophisticated (e.g., rage versus anxiety), we started to develop words that initially helped us better understand and communicate what we were feeling (e.g., anxiety versus melancholy) and then the words themselves likely helped put us on the path that led us to become these beings who Need to self-actualize.

Purpose

Fast forward a bit more and we'd start to see our oxytocin enhanced forbearers and their tribes starting to develop a sense of purpose that not only drove the individuals and bound the tribes more tightly together but drove their actions. Sometimes these purposes were simply to make life better for themselves and / or so they could better defend their way of life, other times they were to pursue some form of envisioned greater sense of being and/or glory (e.g., "the greater glory of Rome").

Hierarchies of Competence

In time, as Sapiens pursued purpose and developed more and even more complex ways of thinking about, and un-

derstanding, life, they began to excel not just at dividing and conquering - based upon an array of competencies (e.g., talent, skills, experiences, and energy), but envisioning greater futures, delegating and elevating (that is getting others to help us so we could focus on bigger, better and/or or more challenging opportunities), and forming hierarchies of competencies - like organizational building, planning (time + process) and leadership skills - that made life safer and richer for not only today but for tomorrow and beyond.

These hierarchies of competencies (e.g., planning, process, leadership, talents, skills and experiences) enabled Sapiens to build larger and larger tribes for a host of purposes including security and enhancing their ability to create things (i.e., "to make life better") that required larger and larger groups of people (e.g., needed to build the Great Pyramids).

Values

As Sapiens built larger tribes, to keep things "civil" (i.e., to get along), they began to create hierarchies of values that codified acceptable and unacceptable behaviors.



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Initially, these values were often times codified in the form of what we think of as religious teachings and principles (which appear to date back at least 5,000 years ago). Values made it easier for humans to not only work together but, in particular, as the size of the tribes grew, to help hold them together. [Did you know that one of the reasons

it appears marriage and monogamy became widespread was that there was far less stability (e.g., more murders) in tribes that had large scale polygamy? Yes, young men (statistically speaking, pre 30) can be very uncivilized when all of their prospective mates are hoarded by “more desirable” men.]

Laws and Rights...

At some point many thousands of years ago, Sapiens started to enact laws (and regulations) that essentially decreed that certain values were so important that there would be a penalty associated with their violation.

Finally, at some point during the last couple of thousand or so years, humans also started to talk about “Rights”. The founders of the USA believed humans had certain unalienable rights. While they found these to be “self-evi-

dent”, it appears this wasn’t the case because ultimately, they created something called the Bill of Rights to help enumerate the constitutional rights of US citizens.

I believe that a human’s unalienable (aka inalienable) rights include the right to:

1. Breathe (Maslow Level 1 or “ML1”),
2. Eat (ML1),
3. Sleep (ML1),
4. Move (ML1-2),
5. Think (ML1-5),
6. Talk (ML3-5),
7. Associate (ML3-5),
8. Create (this includes procreate) (ML2-5),
9. Learn (ML4-5),
10. Own the things we create or trade them for things owned by others (ML4-5), and
11. Defend our rights (ML1-5).

Ultimately, it is only through having these “Rights” that we are truly able to thrive and flourish as a human being.



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Rights versus Needs

I believe that Needs are not Rights. Needs are extraordinarily real but, to state the obvious, when born, we are totally incapable of meeting our individual Needs. That said, for a host of reasons, not the least of which is that each of us is extraordinarily unique, it is impossible for a human to self-actualize without becoming someone who takes ownership for his or her Needs. Otherwise, it will be impossible to achieve self-esteem, let alone self-actualize, since we would be dependent upon something else such as an individual or a group or both.

One final note on Needs versus Rights. We deeply appreciate that not every person is fully capable of being able to take care of his or her Needs. This is where the tribe and its values come into play. Consequently, we believe healthy tribes endeavor to take care of those members

who have either temporarily fallen on hard times, or worse are incapable of taking care of themselves.

We further believe that healthy beings and tribes need to be led by people with the ability to think longer term so that the tribes and their people are adequately prepared for hard times. Said another way, we believe Maslow's Hierarchy not only applies to individuals but tribes.

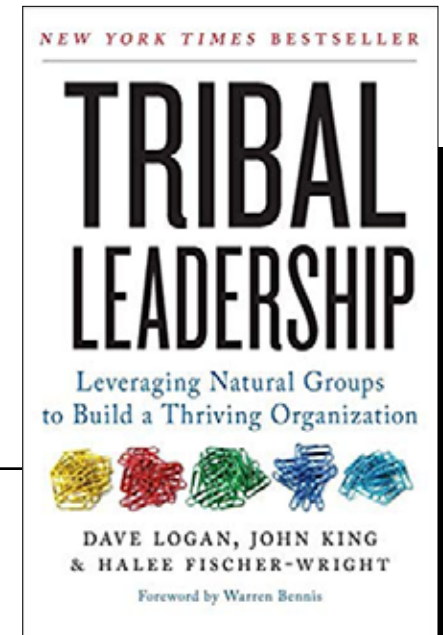


ABOUT TRIBES

As we shared in the prior section, we humans are not just social but tribal creatures. What makes for a great tribe?

IN OUR OPINION, GREAT TRIBES ARE COMPRISED OF PEOPLE WHO HAVE:

- Shared but complementary interests (what we like to do and learn about);
- Shared purpose (how we make life better);
- Shared vision of the future (where they want to be in 10 years);
- Shared core values (beliefs, behaviors, norms);
- Complimentary talents (our relationships value what we bring to the table and vice versa);
- Shared goals (what we want to accomplish over the next three years, and one year – as a company, as teams, as individuals, and as partners);
- Shared priorities (what we need to get done over the next 90 days, they next week and the next day);
- Shared business building and awareness system for turning our vision into reality;
- Healthy culture (a place where people genuinely trust one another); and
- A system for helping people learn about themselves and grow as individuals and team mates



ABOUT BUSINESS BUILDING AND AWARENESS SYSTEMS

One of the great things about humans is we are super curious creatures who not only love learning but love teaching. The consequence of all of this is we've had thousands of people, collectively studying for thousands of years, all sorts of things not the least of which is what it takes to build a great company.

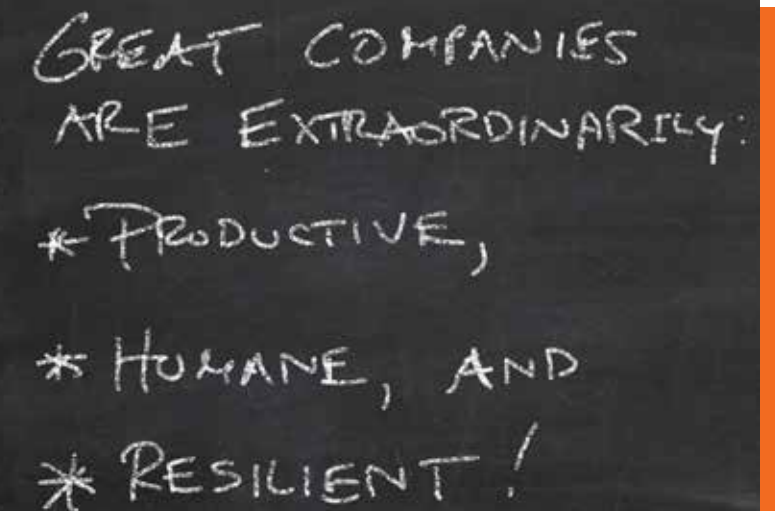
While there are countless definitions of what a great company is, for us a great company is a business that is built for the long run- what we call a "Highly Sustainable Company" (HSC). In our opinion, organizations will only thrive over the long run (i.e., qualify as an HSC) if they are extraordinarily productive, humane and resilient.

By productive, we mean they generate an attractive return on capital - so they can grow at a strong enough rate to provide all of their people with opportunities for their own growth, reinvest in their operations, provide a fair

risk adjusted return to their shareholders, share some of the excess returns with their employees and save up for a raining day.

By humane, we mean building a company that can create, nurture and sustain great relationships with all of their stakeholders - employees, clients, partners, shareholders and society.

Finally, by resilient, we mean building a company that is prepared to endure during tough times because, unfortunately, over the long run, they're inevitable.

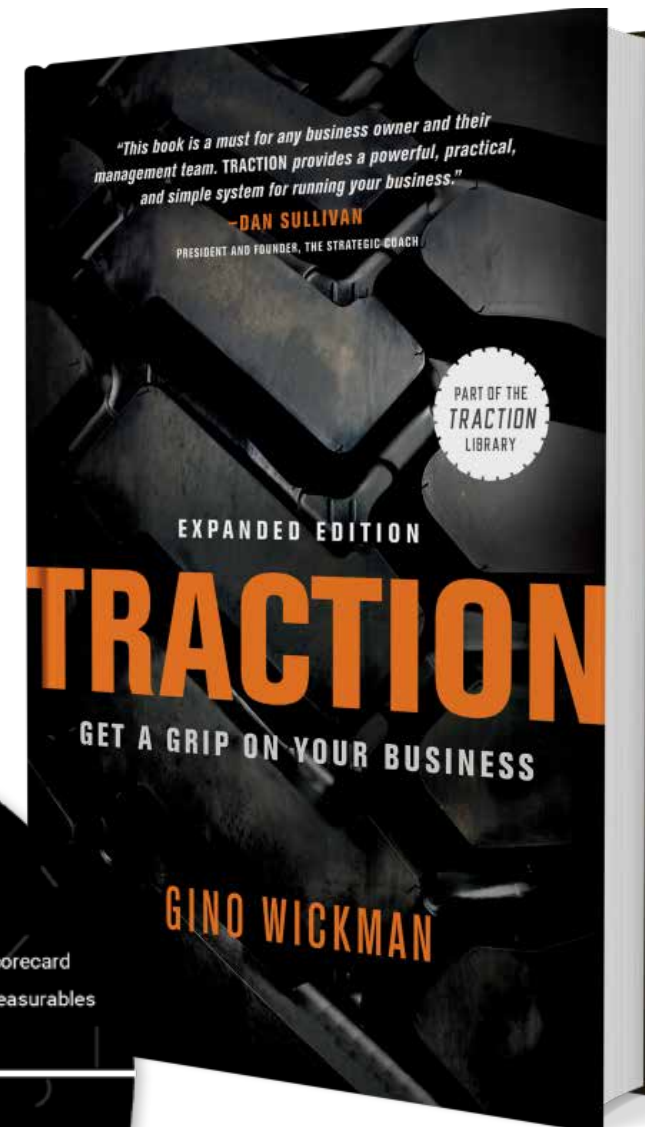


GREAT COMPANIES
ARE EXTRAORDINARILY:
* PRODUCTIVE,
* HUMANE, AND
* RESILIENT!

OUR BUSINESS BUILDING SYSTEM

We run HLTX on a Business Building and Awareness System (BBAS) called EOS® (The Entrepreneurial Operating System). Just as importantly, Ninety.io - our first operating company- provides SaaS based business building and awareness tools (BBAT's) that are based upon and licensed to us by EOS.

These tools help the leaders of small and mid-sized businesses (SMB's) build HSC's by strengthening what EOS calls the Six Key Components of a business. (You can learn a lot more by reading the book *Traction*)



ABOUT NICHES

Everyone of us has stuff we find interesting and other stuff we don't. At the risk of stating the obvious, it's much easier for us to work on things that are interesting to us than things that are not. Even better is when we turn these interests into passions. Even better, better (yes, the double 'better' is on purpose) is when we're not only passionate about something, but we are really, really, good at doing it.

Companies are just like people because all they are is a collection of people, bound together by several things including interests, values, goals and a shared purpose.

When we talk about interests, we are usually referring to a meta-concept. Interests usually include not just being interested in the product and/or service we sell - what we refer to as a "niche" - but being interested in one of the skill sets (e.g., marketing) associated with

successfully, and hopefully repeatedly, delivering this product and/or service to the world.

Lots of businesses start off being very clear with regard to their niche (aka product and/or service) and then they get lost because the market changes. We are huge fans of companies who serve a market (i.e., an 'Ideal Client' - more to follow) with a product or service that can evolve as the market evolves. Life was very tough for buggy whip manufacturers at the turn of the 20th century, and we'd rather not be an example of a modern day buggy ship manufacturer.



OUR NICHE

The core idea behind HLTX can be summarized with a simple analogy:

In this day and age, if you were a relatively good, focused and productive carpenter, would you go out and design and build your own carpentry tools? Of course, you wouldn't.

Likewise, what is the likelihood that your tool kit would include every essential tool you need to build whatever it is you build? We suspect virtually 100%.

And yet, believe it or not, every senior leadership team my fellow EOS coaches and I have ever met (and the number of senior leadership teams we have collectively worked with is literally in the thousands) are "manufacturing" their own BBAT's and worse have incomplete tool kits. Surprised? We suspect not in the least. Major issue? You bet. Major opportunity? HUGE. Especially in the age of information.

Our mission is to be the world's leading provider of cloud based (aka SaaS) BBAT's.



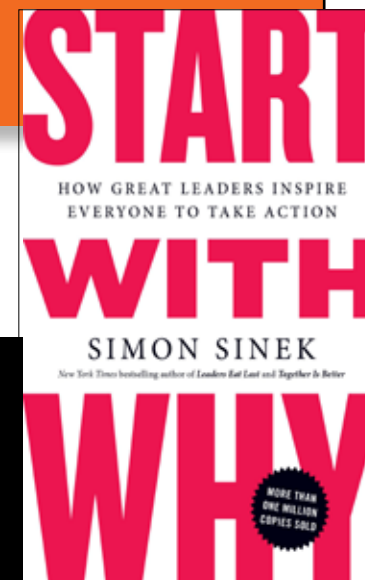
ABOUT PURPOSE

Research reveals that HSC's have a clear reason for being (aka "Why" we exist). Research reveals that people who seek meaning beyond themselves are healthier, happier, and live longer. The same goes for companies.

A Strong Why:

- Articulates why a company exists and how it makes life better
- Gives meaning to our work (and customers take note and flock to our brand)
- Appeals to both our hearts and our minds
- Inspires
- Provides clarity regarding why we do the things we do
- Keeps us focused on both the greater good and longer term and this in turn helps us avoid chasing shiny objects, being reactive, pursuing vanity projects, or becoming overly dependent upon a product or service

EOS ENCOURAGES COMPANIES TO COME UP WITH EITHER A PURPOSE, PASSION AND / OR CAUSE (P/P/C) THAT CAPTURES THE HEARTS OF MINDS OF AT LEAST COMPANY'S EMPLOYEES IF NOT ALL OF ITS STAKEHOLDERS.



OUR PURPOSE

While EOS encourages companies to come up with either a purpose, passion and / or cause, we believe we are driven by all three. That is... We believe we have a very clear purpose. We believe it is a cause worth embracing. And we are very passionate about what we do. Our P/P/C is:

Helping:

- Companies become more productive, humane and resilient; and
- Individuals flourish

We are committed to this dual passion because we believe it's impossible to fully serve companies without fully serving individuals.

We believe one of the most important things humans do is "work" (I'm writing a book called "Get To Work"). Work not only provides humans with income but it can, and should, provide them with a sense of purpose (confidence that they are making life better), something to do (which helps us occupy our minds in a healthy and productive way), and healthy relationships (hopefully people we genuinely enjoy working with). More to the point, I believe it is impossible to self-actualize without work.

Consequently, we deeply believe the tools we have built, and those we intend to build, have the ability to ultimately help millions of people.



HAPPINESS =
DOING STUFF
WE LOVE DOING
BEING WITH PEOPLE
WE GENUINELY ENJOY
HAVING SOMETHING
WE LOOK FORWARD TO

ABOUT VISION

To paraphrase Yogi, if a leadership team doesn't have a clear and compelling vision of where it wants to take the company, then how will it ever know what's needed to get there?

We asked Gino Wickman, the founder of EOS, what an owner should do if it no longer has a compelling long-term vision and he just looked at us and said: "Sell."

Talented and ambitious people are not only purpose-driven (which is why the Purpose/Cause/Passion is so important), but goal-driven. They want to be able to point to something significant they

have accomplished. They want to see a future that is much bigger than today. A future that matches up well with their own needs for growth.

**"IF YOU DON'T KNOW WHERE
YOU'RE GOING, YOU'LL END
UP SOME PLACE ELSE."**

-YOGI BERRA



OUR VISION

10 YEAR TARGET™

Be the the world's leading provider of SaaS based, deeply integrated, organizational building and awareness tools (Reputation, Market Share, Revenue).

ABOUT CULTURE

Companies are like people: they have personalities, they have strengths and weaknesses, they have good days and bad days, they hopefully have people that love them, and they invariably have people who aren't particularly fond of them (hopefully just their competitors).

In our opinion, HSC's have what we call Level 4 or Level 5 cultures. We've pirated the basic ideas from the "Five Stages of Culture" model presented in "Tribal Leadership" by Dave Logan, John King and Halee Fisher-Wright

Stage	Relationship to People	Behavior	% of Orgs
5 Life is Great	Team	Innocent Wonderment – the language revolves around infinite potential and how the group is going to make history – not to beat a competitor, but because doing so will make a global impact. This group is in competition with what's possible, not with another tribe.	2%
4 We're Great	Stable Partnership	Tribal Pride – People are fully themselves & everyone seems happy, inspired and genuine. The culture emphasizes shared core values and independent strategies. A 'we're great' tribe always has an adversary and the bigger the foe the more powerful the tribe.	22%
3 I'm Great and You're Not	Personal Domination	Lone Warrior – Knowledge is power, so people hoard it, they have to win and winning is personal. The mood is one of wanting to help and support, yet being continually disappointed that others don't have the ambition or skill.	49%
2 My Life Sucks	Separate	Apathetic Victim – People are passive, antagonistic; seen it all before and watched it fail; quietly sarcastic and resigned, judging yet never interested enough to spark any passion.	25%
1 (ALL) Life Sucks	Alienated	Hostile – People are despairingly hostile, banding together to get ahead in a violent and unfair world.	2%

HERE ARE THE TOP 3 THINGS WE FIND USEFUL ABOUT THIS MODEL.

1

It's highly likely the levels of productivity, humanity and resiliency all increase as we move from one Level to the next.

2

Our ability to attract and retain great people is going to be based upon the health (i.e., Level) of our company's culture, and this is a very simple heuristic for assessing the strength of our overall culture.

3

The framework actually works fairly well for assessing any type of relationship (e.g., between you and your current employer, you and your current colleagues, even your company and its clients, and yes, even your family and friends).

OUR CULTURE

WE BELIEVE TRUST IS AT THE HEART OF A GREAT CULTURE. OUR COMPANY FOCUSES ON EXCELING AT THE FACTORS PAUL ZAK WRITES ABOUT IN HIS BOOK TRUST FACTOR.

AGREEMENTS

We embrace something we call an agreements-based culture. We don't do expectations. We believe expectations are toxic, cowardly and lazy. We believe one of the core components of a healthy relationship is to make sure we are all on the same page in terms of what we call Core Agreements (Cores). Our "Cores" include our Core Values, our Purpose / Passion / Cause, our Proven Process for serving our clients, our Roles and Responsibilities, our 90-day goals (aka Rocks), our Core Processes (how we collectively deliver value to our clients), our to-do's, and our measurables and their associated targets.

INVESTING

We're committed to helping our employees become better and better versions of the best versions of themselves. We also believe we cannot help people get what they don't want. Every quarter we have what we call Quarterly Conversations. These are "Feedforward", two way, sessions where we talk about how things are going and where our employees see themselves in a year and three years. We then own helping them develop the skills and experiences they need to get what they want.

AUTHENTICITY

We're totally a tribe but we are not robots. We believe every person is extraordinarily unique and we embrace individuality and authenticity.

OPEN

We believe in being as open as possible with our employees. Every quarter we hold a company-wide "State of the Company" and share how we are doing versus our Three-Year Picture, One Year Goals, and hitting our Rocks. We also make sure we use this forum to celebrate the great things we've accomplished at the company, department, team and individual levels.

CARING

First, we strongly believe that "no one cares about what you know till they know that you care." That is one of the reasons we are very focused on finding Right People – those people who exemplify our Core Values. We deeply care about every employee and we're committed to helping them flourish - hopefully as a member of our tribe - even if it means helping them find another tribe that better serves their skills, aspirations and values.

APPRECIATION

One of the reasons we are so committed to quarterly State of the Company meetings is we get how important is to be seen and appreciated and we know we probably never have enough time to do this justice. That said, we genuinely try.

YIELD

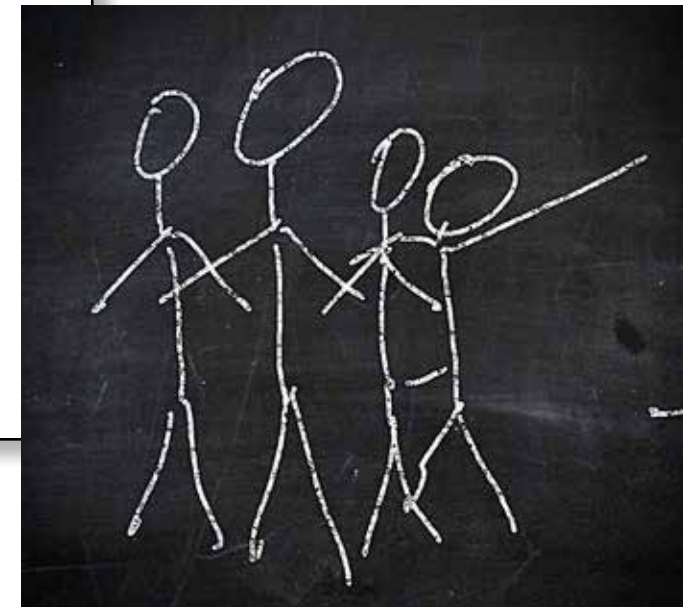
One of the reasons we embrace an agreements-based culture is it makes it crystal clear what is needed for us to be able to "let go of the vine". No one likes to be micromanaged. Consequently, we are all about making sure it is clear what core competencies are needed to succeed in a seat and that we are appropriately helping our colleagues attain those required competencies so we can confidently let people get things done how they see fit.

ABOUT RELATIONSHIPS

I teach my clients that we have seven types of “relationships” and that our well-being is significantly dependent upon the healthiness of our relationship with each type. The Seven Types of Human Relationships (7R's) are:

1. Others (our one on one relationships),
2. Our tribes (the various groups we belong to not the least of which is our employer),
3. Our selves (at the risk of stating the obvious),
4. Things (literally the physical stuff we love to acquire, own, play with, etc.),
5. Concepts (that is ideas),
6. The Universe (it holds us all together and includes the spiritual), and
7. Time (this is really cool stuff, but I'll save that for another time).

The gist of the 7R framework is that the vast majority of us Need (remember Maslow) to have a healthy (i.e., trusting) relationship with every one of these types and that life tends to get messy (or worse) when we let the Needs of one of these types take away one or more of our Needs and / or Rights [e.g., our Tribe refuses to let us exercise our Right to Think or Associate, or we focus so much on our present Needs (e.g., our relationship with Things) versus our future Needs (this is where our relationship with Time comes into play) that we lack the necessary discipline to create long term security for us, our family and / or our Tribe.



ABOUT EMPLOYEES

Every company has employees. HSC's have great employees. Great employees are what EOS calls "Right People, Right Seats".

By Right People it means that the employee is a great cultural fit in terms of the company's Core Values. So what are Core Values? Core Values are the behavioral norms, or philosophical beliefs, of a person or group.

We recommend that companies have three to seven Core Values that:

- Clarify who they are
- Articulate what they stand for
- Guide them on who to, and who not to, hire
- Help explain why they do things the way they do
- Guide them on how to teach
- Inform them on what to reward for
- Help them let people go
- Unify the whole organization
- Inform the business processes
- Require no external justification
- Endure

Right Seats means they are people who are capable of, and excited about, filling very specific needs. These needs are owned by what we call 'Seats' and these Seats are a part of something we call an Accountability Chart (A/C).

HSC's attract and retain people who "GWC" the Seat. That is, they Get what the seat is all about (e.g., accountants get numbers), they Want to be in the seat, and they have the Capacity (mental, physical, emotional and time span) to excel in the Seat.

In total, the "Right People, Right Seats" approach makes it not only very clear "who is responsible for what" but it also makes it almost easy to agree on performance standards, delegate authority, sketch out career path opportunities and let people run and do their thing.

G

W

C

OUR EMPLOYEES

As we hope you can by now appreciate, we are very particular about who we bring into our TRIBE. We not only look for people who exemplify every one of our Core Values (see the insert to the right) but who “GWC2” the Seat. By GWC2, we mean people who not only “get the seat, and want the seat, and have the capacity to succeed in the seat” but people who genuinely get our company, want to work in our company, and have the capacity to run as fast as we are running.

Truth is we deeply believe in the work we are doing because we deeply believe it will eventually improve life for millions of people. That said, we’ve only just begun so we’re looking for people who are excited not just about our P/P/C, but about going on this journey with us.

OUR CORE VALUES:

T. R. I. B. E.

Teamwork

Resilience

Inquisitive

Bold

Extra Mile

IDEAL CLIENTS

If you want to build a great company, you have to have clients you love. Clients you believe in. Clients you understand. Clients you'll lovingly fight your own people for. Clients you trust.

It's pretty obvious isn't it? If you don't want to have a great relationship with your clients, you won't! And if your clients feel like you really don't understand them, if they don't think you care about them, if they don't think you have their best interests at heart, if they don't think you are open and honest with them, if they don't think you hear them or even want to hear them, then there is no genuine relationship. When there is no genuine relationship you are a commodity, a transaction. And it's even worse if they don't even like you...

The best way to find clients you love is to be very intentional about who your clients are. Find your 'Ideal Client'. You should think about them in terms of the geographics, demographics and psychographics. And you should do everything that is economically reasonable to convert your Ideal Clients into raving fans, and then avoid the others because you won't love them and they'll likely suck your resources, frustrate your people (or worse) and potentially harm your brand.

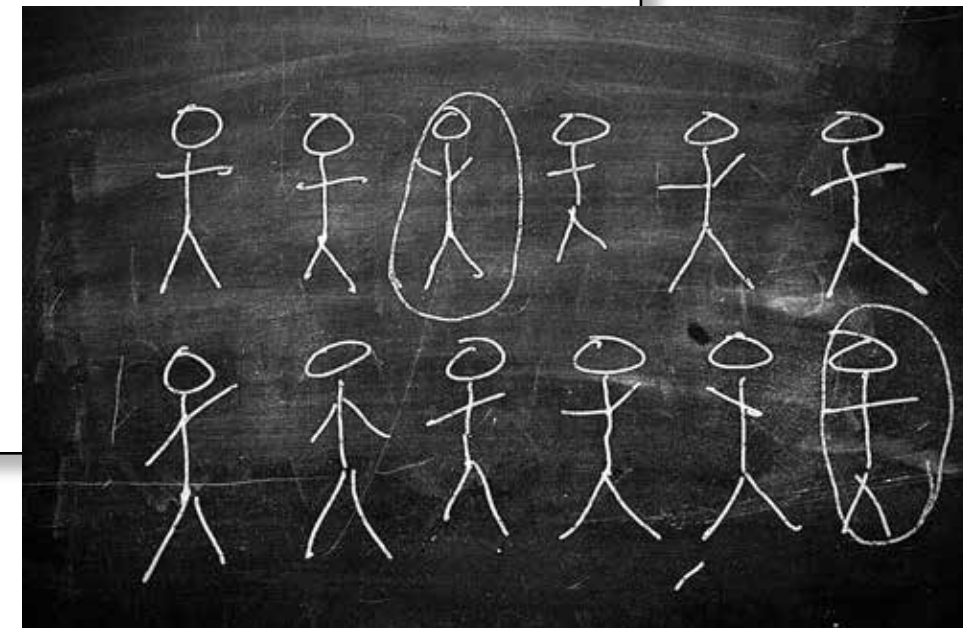
**FIND
CLIENTS
YOU LOVE!**

OUR IDEAL CLIENTS

Our Ideal Clients are the Senior Leadership Teams of SMB's. Our clients tend to have 10-250 employees but we love them if they are smaller and a heck of a lot bigger. Our Ideal Clients want to build great companies. They care about their relationships. They care about their employees. They care about their customers. They want to build companies that will endure. They are the life blood of a healthy economy. They are our heroes.

We target 10-250 employees because our clients also include the EOS Implementer (EOSI) community and that's their target market. We love serving EOSI's because they are also our heroes. They are out there every day doing everything they can to help SMB's become extraordinarily productive, humane and resilient. This is hugely important to us because, as we just shared, we deeply believe that SMB's are the life blood of a healthy society.

In terms of geography, we are focused on serving companies throughout the world. We are fortunate that there are EOSI's now all across the world and we will follow them wherever they go, and of course wherever we are needed.



ABOUT YOUR UNIQUES

“The aim of marketing is to know and understand the customers so well that the product or service finds him and sells itself.” - Peter Drucker

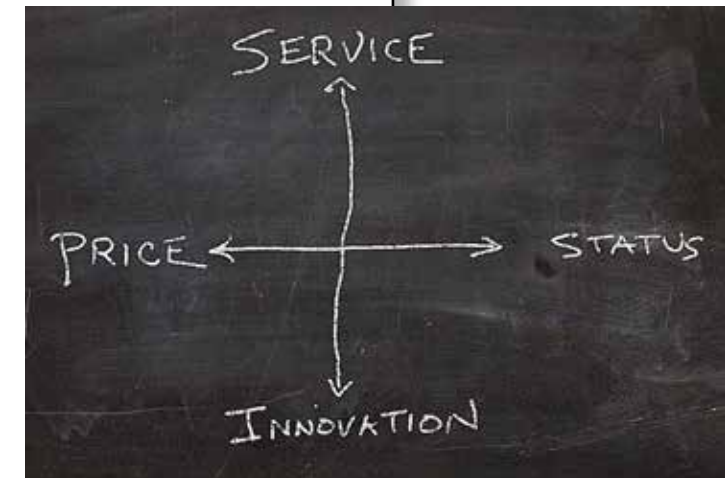
Chicken or egg? I don't think it's super obvious what comes first: getting super clear on what you're selling or who your ideal client is. What I do know is they have to work really well together.

“Uniques” are what make up your value proposition - why people buy from you. Companies exist to serve people who have a need and great companies are very clear and disciplined about how they deliver value. In our opinion, you don't make money because you want to make money, you make money because people value what you do or sell.

The best value propositions have a true north that never changes. Staying with the analogy, you really only have four options: A) be the lowest cost (e.g., Walmart), B) be the innovator (e.g., Apple), C) provide extraordinary customer service (e.g., Nordstrom), or D) appeal to the buyer's need for status (e.g., Chanel). This isn't to say you shouldn't try to be strong at one of the other disciplines. But you cannot get fuzzy or veer away from, or pursue your secondary discipline to the detriment of, your Core Discipline.

Think about what would happen if Nordstrom tried to compete with Walmart or Apple or Chanel...

GREAT COMPANIES ARE CLEAR WITH REGARD TO WHO THEY ARE, WHO THEY SERVE, WHAT THEY DO, HOW THEY DO IT, AND WHY THEIR CLIENTS LOVE THEM.



OUR UNIQUES

At Humalytix, our True North is great customer service, followed closely by innovation. At the risk of stating the obvious, we have zero interest in satisfying anyone's needs for status and/or being the cheapest solution on the block. Our entire being is about helping our clients become extraordinarily productive, humane and resilient. We just happen to deeply believe that we can do this best with the help of technology.

OUR THREE UNIQUES

EXTRAORDINARILY SIMPLE

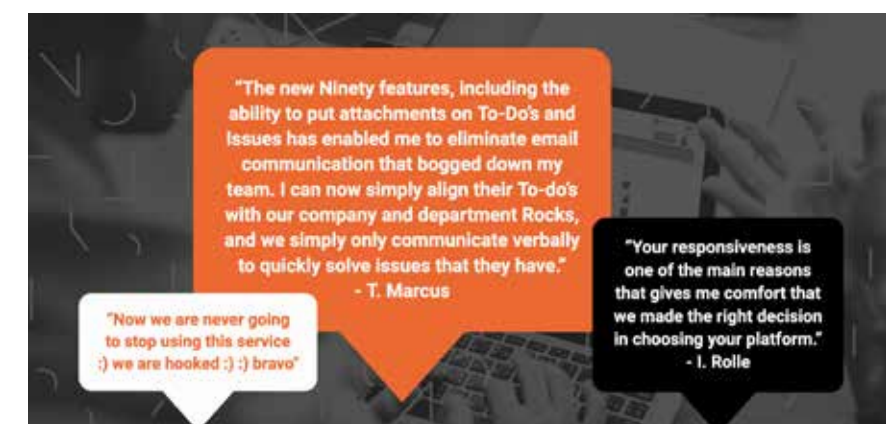
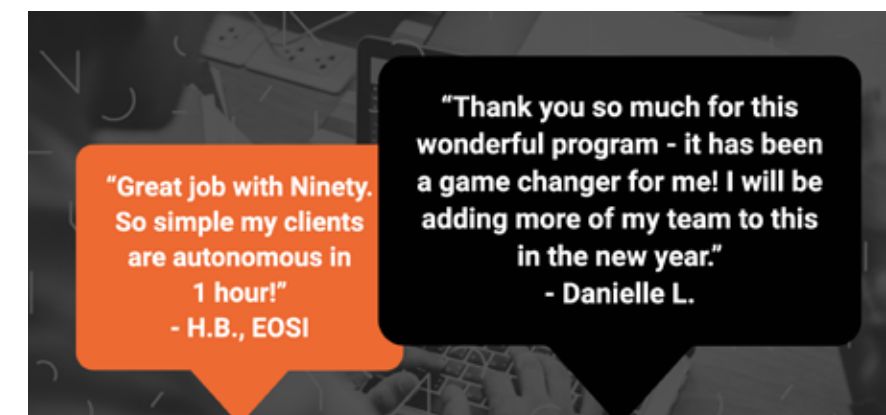
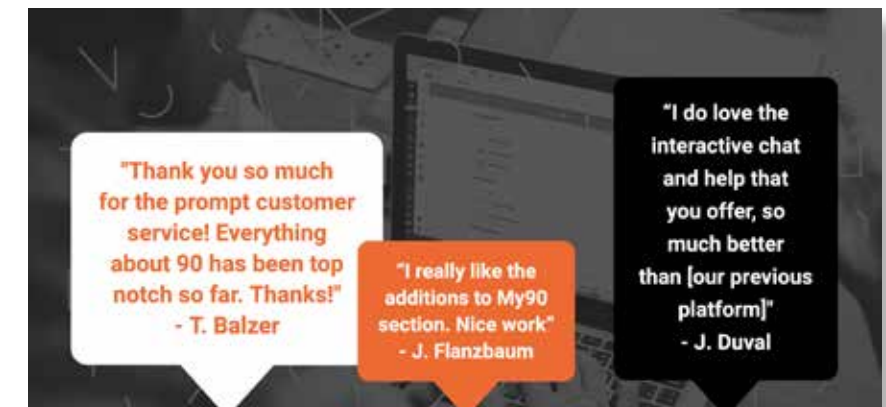
No learning curve. Ninety is intuitive to navigate, easy to use, and contains every one of the essential tools you need.

SUPER POWERFUL

Here to help you turn your data into a Super Power. We do this by not just creating and curating every one of the core tools needed to capture, organize and see all of your key data but making it Almost Easy to turn hindsight into insight and eventually foresight.

ALWAYS HELPFUL

Here to help. With us, you'll get real people, real-time responsiveness, and real EOS support, whenever and however you need.



ABOUT PERFORMANCE

At the risk of stating the obvious, you'll never build a great company unless it's a business that is capable (at some point) of generating a reasonable enough risk adjusted return on capital to attract and retain equity. Investors have choices. Even if you built the company with sweat equity, that equity is worth something and you deserve a fair return on it.

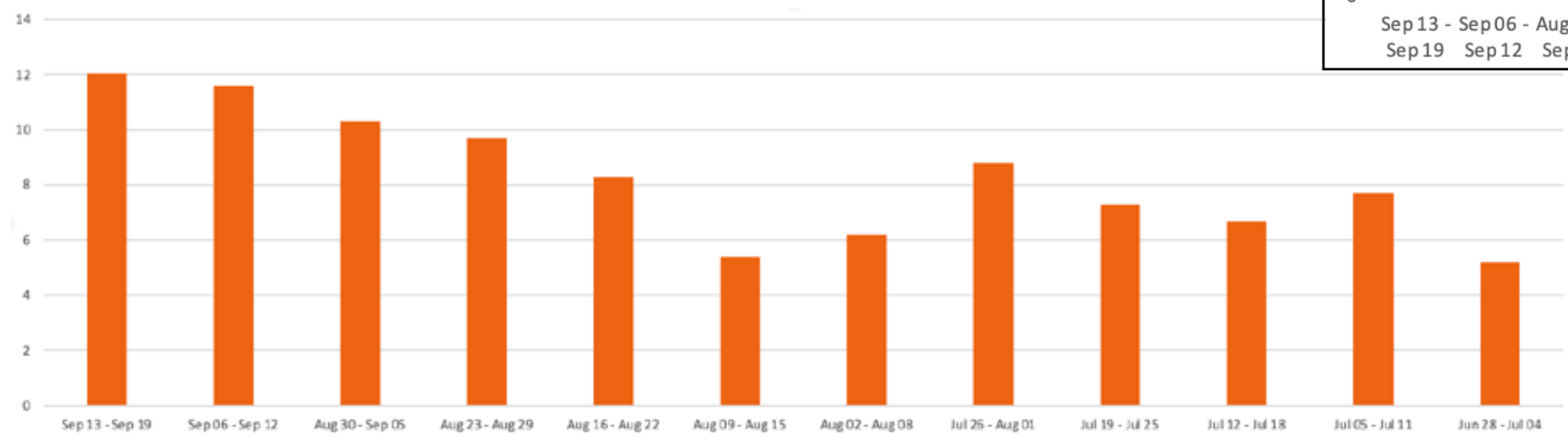
I use the term 'risk adjusted' because some equity is at the higher risk of total loss than others. As an example, if the company is early stage prospective investors will want to have a decent shot at making a much higher return on their investment than they would expect to get in the public stock market.

Any way we look at it, sooner or later a company has to be able to generate profit at some point. This profit should be enough to keep the equity holders feeling secure with their investment. We don't just need companies to perform well enough to generate a reasonable risk adjusted return on equity. Companies also need to grow to attract and retain employees. At the risk of stating the obvious, if a company doesn't grow, its people will not be able to take on new and bigger challenges unless other people quit. No growth is ultimately a death sentence because good people will eventually leave and only the mediocre will stay.

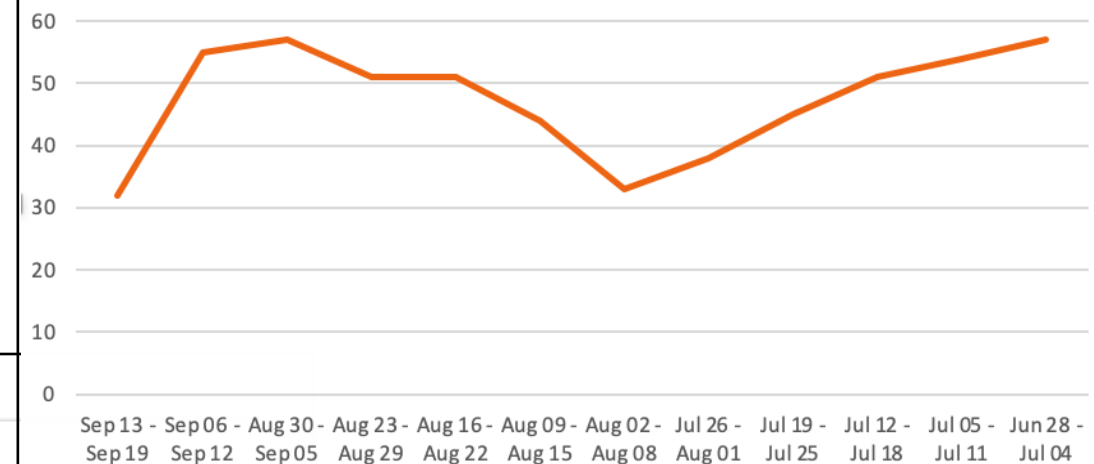


OUR PERFORMANCE

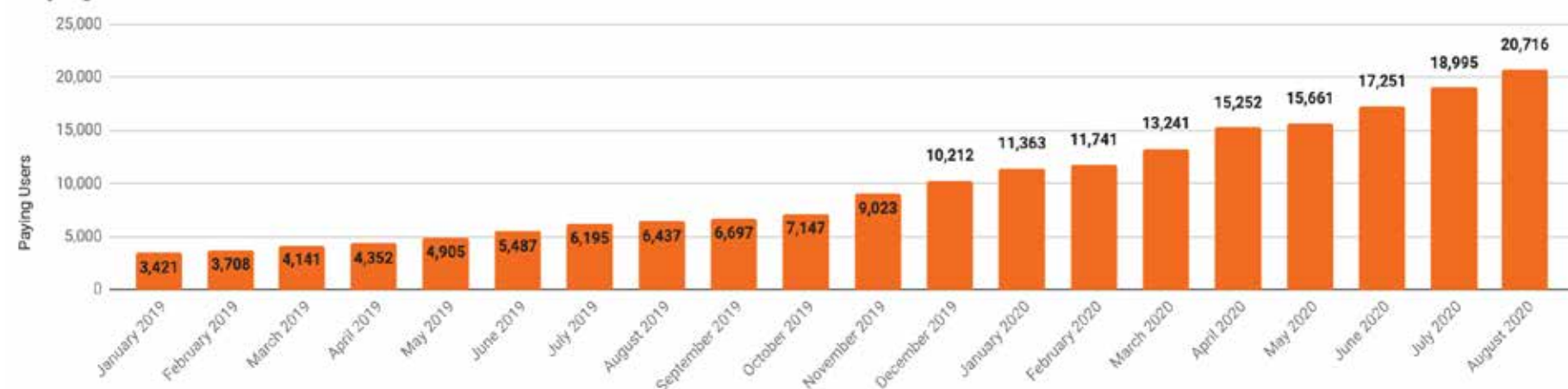
Churn - Last 13 Weeks Annualized



Net Promoter Score (NPS)



Paying Users



OUR COMMITMENTS

TO BUILD A HIGHLY PRODUCTIVE, HUMANE AND RESILIENT ORGANIZATION.

Productive so we can:

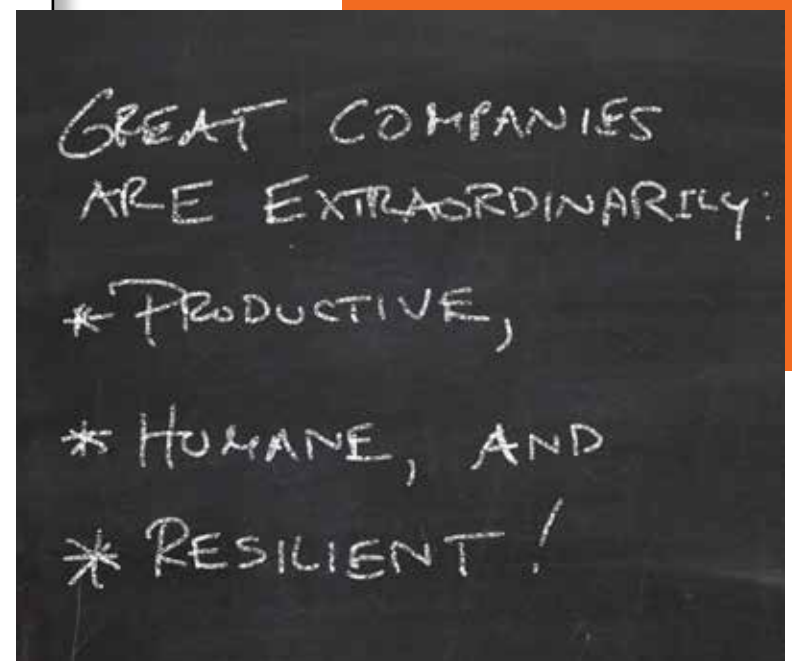
- grow and provide great opportunities for people to grow,
- Share our excess profits,
- Reinvest in tools, and
- Save for a rainy day

Healthy so we can build a healthy, high trust, culture that genuinely is known for:

- caring about our people
- investing in our people
- being open with our people
- delegating and elevating and then letting go where appropriate
- being authentic and where people are celebrated for being authentic
- turning expectations into agreements
- appreciating all we do, who we are and what we accomplish

Resilient so we can withstand tough times

- To develop great, long term, relationships with every one of our key stakeholders:
 - Employees
 - Clients
 - Vendors
 - Partners
 - Investors
 - Society



KEY QUESTIONS TO ASK PROSPECTIVE EMPLOYERS

Ask them to tell you about their:

- Core Values
- Purpose, Passion and/or Cause
- Ideal Clients - what do they look like? (demographics, psychographics and geographics)
- Value Proposition (why do Ideal Clients buy from them? What makes them unique?)
- Growth rate and what the opportunities will look like for your growth
- Compensation philosophy
- Feedforward System
- Employee Development System
- Career Path System
- Profit Sharing System and Philosophy
- Goals and performance against goals
- Top three performers (call them Mr./Ms. X,Y and Z) and what makes them great
- Last bad hire and why it didn't work
- On-boarding process
- % of turnover each year and how much of it was unwanted / avoidable



ABOUT NINETY

Ensure you have **THE RIGHT TOOLS**

As business builders and EOS Implementer™ coaches, we get how hard it is to run and build decent businesses let alone great companies, and we are on a never-ending journey to help our clients eliminate redundancies and maximize the performance of all the EOS tools across every level of their organization.

Ninety.io is what you see displayed throughout this guide. Companies love Ninety because they can see clear accountability, recognize more opportunity and have a central location for everything EOS. Having worked with thousands of small and mid-sized organizations (assuming you have a decent product and / or service and are targeting a growing market) we are confident our tools make it easier for our clients to build extraordinarily productive, humane and resilient organizations (assuming you and your colleagues really want that).

visit www.ninety.io to learn more

