WORK SAMPLE · JON RICHARDS

Company Vision Explainer

The plain-language explainer for a C-suite vision I distilled from three owners' one-pagers and rolled out company-wide, alongside branding, a SharePoint hub, and an AI agent that answered employees' role questions. Company name replaced.

What is Company 2.0?

Company 2.0 is a company-wide mind shift, providing clarity on how work is defined, decisions are made, and value is measured.

It is not a rebrand or a messaging refresh. It's a structural and behavioral change in how the organization operates. Rather than volume, busyness, or visibility, Company 2.0 centers on value creation, ownership, innovation, and smarter use of modern tools, including AI.

At its core, Company 2.0 represents a mindset shift:

- From activity to impact
- From siloed execution to one-team collaboration
- From permission-seeking to empowered ownership
- From manual effort to smarter leverage through AI and other innovative tools
- From vague expectations to clear definitions of value

It raises expectations first for leaders, then for teams. Leaders are expected to model ownership, give clear feedback, remove friction, align staffing to capability, and reinforce empowerment consistently.

For employees, Company 2.0 clarifies what creates value in their role and shifts focus toward measurable contribution rather than busyness or tenure.

In short: Company 2.0 is about doing the right work, at the right level, with the right ownership, using better tools to create measurable impact.

What Company 2.0 Will Produce

Company 2.0 defines success through visible, practical outcomes across the organization.

1. Clearer Expectations and Definition of Value

Employees should understand:

- What "value" means in their specific role
- How their work contributes to company success
- What impact looks like versus activity

Leaders should see:

- 1:1 conversations focused on impact and daily value creation
- Low-value work reduced or eliminated
- Clear differentiation between high- and low-impact performance

The goal is clarity. No hidden rules. No vague “step it up” messaging.

2. Stronger Ownership and Faster Decisions

Company 2.0 will push decisions to the lowest appropriate level. That means:

- Fewer unnecessary escalations
- Less waiting for permission
- Problems solved at the point of impact

Ownership is reinforced as a behavior: *“If I see it, I own it. If I’m unsure, I clarify quickly, then act.”*

This reduces executive bottlenecks and frees up leaders to focus on forward planning rather than constant firefighting.

3. Innovation Without Bureaucracy

Innovation under Company 2.0 is not limited to large strategic moves or the “technologists,” but is an opportunity for everyone. It includes:

- Eliminating wasteful effort
- Improving processes
- Using AI and modern tools to increase leverage
- Encouraging micro-experiments and improvements at any level

The expectation is that improvement ideas are welcomed, not shut down by default hierarchy. AI adoption is treated as a performance signal. Learning and adaptation are personal responsibilities, not optional extras.

4. Fairer Recognition and Performance Signals

Company 2.0 shifts reward systems toward measurable contribution. Employees should experience:

- Recognition tied to impact
- Advancement tied to value creation
- Innovation made visible

Leaders should see:

- Clear differentiation in performance
- Promotion conversations grounded in contribution
- Strong performers identified and affirmed intentionally

The long-term direction includes stronger alignment between performance evaluation and impact, though not through sudden or surprise changes.

5. Healthier Team Dynamics

Company 2.0 will reduce:

- Silo thinking
- “Us vs. them” behavior
- Passive agreement without action (“passive yes”)

Company 2.0 will create:

- Cross-functional collaboration
- Honest feedback without fear
- Accountability delivered early, not as a surprise
- Leaders protecting high performers from burnout

Psychological safety is defined not as comfort, but as clarity and honest feedback delivered with respect.

6. Leadership Behavior Change

Company 2.0 succeeds or fails based on leadership modeling. Leaders are expected to:

- Reinforce empowerment consistently
- Give clear course correction
- Align staffing to capability, not just titles
- Avoid heroic firefighting
- Spend more time planning 3–6 months ahead

If leaders do not model these behaviors, Company 2.0 is not considered fully adopted.

In One Sentence

Company 2.0 is a mind shift toward value-focused work, stronger ownership, smarter and frequent use of AI and other innovation productivity levers, clearer expectations, and leadership behaviors that create measurable impact across the organization.

Its intended outcome is a company that:

- Moves faster
- Makes better decisions
- Rewards real contribution
- Protects strong performers
- Innovates continuously
- Operates as one aligned team