

Leadership Criteria

The Board of Directors has created an updated set of Leadership Criteria that will be adopted to serve as a guide for the selection of Titled Management positions (Titled Leadership positions) at Bergmeyer. These will be used by: Shareholders in preparing candidate submissions to the Nominating Committee, the Nominating Committee in evaluating submitted candidates to prepare a slate of nominated candidates, and the Board of Directors in voting on each of the candidates on the final slate.

Associates demonstrate thinking beyond themselves and their own career and, instead, recognize their worth is measured by their impact on others inside and outside the firm. They take responsibility for their own actions and for the happiness and satisfaction of others. Others value them as leaders because of how these leaders challenge them to grow, share their knowledge selflessly, and teach with patience.

Associates at Bergmeyer regularly exhibit, through words and actions, the following Leadership Characteristics:

Values/Ethics

- Demonstrates good judgment
- Acts with integrity and trustworthiness
- Respects diversity
- Readily shares knowledge
- Strong self-control, diplomacy, tact
- Puts firm's goals and interests first

Effectiveness in the role/ profession

- Demonstrates broad understanding of Bergmeyer's business, markets, and clients.
- Considers financial aspects of decisions/uses firm resources wisely.
- Manages projects professionally, ethically, profitably.

Accountability/Development

- Takes responsibility for improving own skills, knowledge, relationships and behaviors
- Seeks and incorporates feedback
- Keeps others informed of both difficulties and solutions.

Leadership & Communication

- Communicates effectively verbally and in writing, with clarity and persuasion
- Documents work appropriately so others can follow/continue
- Mentors, coaches, helps others, listens

Clients/Service/Marketing

- Makes people (internal & external) feel valued, understood, well served.
- Strives to add value, differentiate the firm.
- Markets the firm positively to potential clients and employees and builds successful business relationships

In addition to the Leadership Criteria listed above, candidates for the role of **Senior Associate** have developed a broad base of support. They exhibit consistent behavior and tend to be responsible for multiple projects, firm wide initiatives or committees where this trust and support is extended. They pivot their attention to bring others up as they advance in their responsibilities. They share leadership opportunities, invest time in developing staff, and advocate for others.

By making a financial commitment to purchase company shares, Senior Associates establish a shared commitment to Bergmeyer's future success.

In addition to all characteristics listed previously, Senior Associates at Bergmeyer regularly exhibit, through words and actions, these additional Leadership Characteristics:

- Engages in the continuous improvement of our practice, culture, and business
- Takes charge of internal and external opportunities to set teams up for success
- Empowers the growth and development of others
- Initiates dialogue to address and resolve difficult or problematic situations that are restricting team and individual success
- Shows empathy through interactions with team, consultants and clients. (emotional intelligence, sensitivity to “the room”, mode of communication, etc.)
- Self-awareness (understand their role in any situation and acts accordingly)
- Exhibits high level of self-control

In addition to the Leadership Criteria listed above, candidates for the role of **Associate Principal** are generally focused on improving internal systems, understanding that they have the responsibility to teams, clients and firm to look for opportunities to make things better for everyone. There is a heightened focus on mentoring and sponsoring future leaders on teams and committees, identifying and promoting new leaders, modeling collaboration. They think beyond their immediate team members and engage with the larger firm. They are making a visible shift from “me” to “we”.

By making a financial commitment to purchase additional company shares, Associate Principals further demonstrate their shared commitment to Bergmeyer’s future success.

In addition to all characteristics listed previously, Associate Principals at Bergmeyer regularly exhibit, through words and actions, these additional Leadership Characteristics:

- Broadly understands the firm’s governance and financial structure in how they effectively and ethically conduct themselves in their leadership roles (interacting with board and/or EC by participating in initiatives/task forces; understanding how decision-making works, how our financial operations work, and how to work effectively and ethically within those frameworks)
- Demonstrates business acumen with regard to writing, negotiating and managing scopes of work, fee proposals and other contractual obligations relative to team performance, client satisfaction, process improvement, effectiveness of communications, and firm profitability (this includes vendor and service contracts in cases where the candidate is involved with Bergmeyer’s internal business functions vs. client business)
- Motivates internal and external teams and potential clients by working collaboratively with strategic purpose
- Sustains a wide base of support from within the firm who rely on this person for mentorship, strategic agility, and leadership
- Collaboratively develops the firm’s long-range strategic plans
- Develops and promotes the firm’s values, including an ability to generate enthusiasm and investment in the accomplishments of the firm
- Develops Bergmeyer’s business by creating, managing, and sustaining successful internal and external relationships

In addition to the Leadership Criteria listed above, candidates for the role of **Principal** focus their time and attention on long term strategy and goals, having a deep understanding of the firm’s vision, mission, core values, and long-range plans. They associate one idea with another, to find the “big picture”, and create opportunities to apply these ideas to the desired current or future state of the firm. The reasons for leading and developing staff is shifted to benefit the next generation of the firm. They are no longer measuring success by promotion or their own projects or departmental responsibilities but instead measure it by the success of the firm as a whole, and the creation of strong people, beneficial leadership alliances, and strategic initiatives -- the legacy they want to leave.

By making a financial commitment to purchase additional company shares, Principals further demonstrate their shared commitment to Bergmeyer’s future success.

In addition to all characteristics listed previously, Principals at Bergmeyer regularly exhibit, through words and actions, these additional Leadership Characteristics:

- Extends their reach beyond their firm or project role to provide leadership in the strategic advancement of the firm - ensuring profitability, quality enhancement, and professional development.
- Involved consistently, simultaneously and successfully in multiple aspects of our firm including business growth, staff development, client relationship management, process improvement, and strategic plan implementation.
- Actively participates in firm operations and management activities to promote achievement of the firm's objectives and successfully implements policies established by the board.
- Inspires those around them by consistently displaying leadership and strategic thinking on multiple fronts, including but not limited to project, firm initiatives, external organizations, etc.
- Represents and elevates the position of the firm through regular outward involvement with allied organizations that explore the future of our profession and our markets in the form of speaking engagements, board and committee service, and active membership.
- Demonstrates the ability to lead change. Recognizing that change is often difficult, provides the appropriate assistance to team members to help them through the transition phases.
- Recognizes the destructive potential of unmanaged conflict and strives to find collaborative approaches to resolution. Effectively communicates with other senior leaders to establish common goals through collaboration and empathetic dialogue.
- Creates mutually recognized opportunities for the growth and development of our staff including sponsorship of their advancement within the organization to sustain the perpetuity of the firm. Facilitates mentoring to impact talent development and succession planning.
- Excels in both management and leadership competencies and understands when to use each, maximizing the growth and development of both firm processes and people.