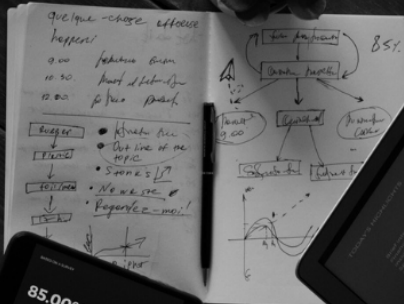


THE GRAND LEDGER



QUARTER 3

2024

Welcome,



As we head into the final quarter of the year, we have set our sights on 2025 and beyond. As Arthur C. Clarke said, "The only way to discover the limits of the possible is to go beyond them into the impossible." None of this will be possible without our incredible staff. We will continue to explore new opportunities and professional services to grow the CKH Group. The business development team, with support from many other team members, attained significant success during the past year, closing another 17 new contracts, a combination of assurance and staff augmentation services. Our focus will be to attain growth for each of the 10 business units in the CKH Group.

As outlined at the last Townhall, we are now in our business planning and strategy phase. We are also starting one of the most important activities: evaluating individual and team objectives and setting goals for 2025. Please have open dialogues with your manager and/or seniors, reflecting on the goals of the past year and considering "how we can shake the tree and go higher." Although we have a difficult quarter ahead from a financial perspective, we are excited about the future.

A handwritten signature in black ink that reads "Nico".

NICO MEYER
CEO

Announcement!

The CKH Dashboard now includes Kudos to employees and the link to submit your own- if you submit a kudos, this will be listed on the dashboard for 2 months. You can also submit announcements or announcement ideas to marketing who will produce a graphic for you and submit to leadership for approval. If you do submit an announcement, marketing may reject it on the basis that it has already been announced on another channel (work anniversaries, new hires, open job positions, etc.)

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**Want to read me
on the go?**

Scan here to
read online.

The Grand Ledger Magazine

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ANNOUNCEMENTS

COULD ASANA BE HELPFUL TO YOUR TEAM?



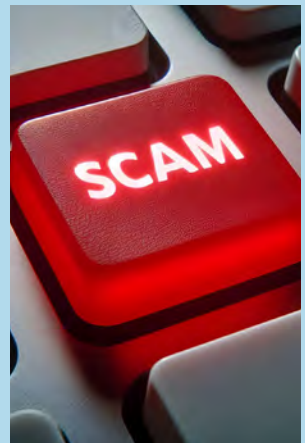
Recently, the government audit/augmentation team has adopted Asana, a task management software to assist on visibility and project management of their many projects. This software was originally used by marketing, and Eon and others are now seeing its usefulness in other departments. If you're interested in incorporating Asana and its automation capabilities into your team, feel free to connect with Storm Haas.

Reach out to [Storm Haas](mailto:stormh@cckhgroup.com) to request a short demo (stormh@cckhgroup.com)

HUGE MARKETING WIN: 100% OF CKH GROUP'S WEBSITE IS SEARCH ENGINE OPTIMIZED!

BEWARE OF "CEO" SCAMS

*CKH Group would like to reiterate that Nico Meyer will **never** send you an email requesting your mobile number, text you via your mobile number, or request you to buy a gift card. If anyone in the company ever asks you to buy a giftcard, it is likely a fraudulent request. **ALWAYS confirm in person or via teams before taking any actions requested by an unknown number or email.** Scammers can and will check social media for new joiners and target those. Always be vigilant for requests from "the CEO."*



HALLOWEEN COSTUME CONTEST

THURSDAY, OCTOBER 31

Submit pictures to ckhmarketing@ckhgroup.com
by end of day **Thursday, Oct. 31.**

Voting will take place on Friday with winners
announced Monday.

Overall Winners Awarded Prizes!

First: \$200
Second: \$150
Third: \$100
Fourth: \$75
Fifth: \$50

Please do not wear any costumes that would be offensive/insensitive in any way, shape, or form.

If you are unsure whether your costume would be appropriate, please check with HR first.

NEW ENGAGEMENTS



Government Contracts

Audit

City of Pelham, Georgia
City of Hazlehurst, Georgia
Schley County, Georgia

Augmentation

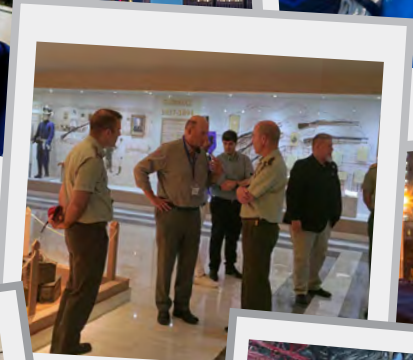
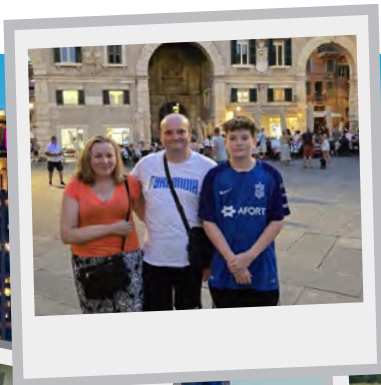
City of Walnut Grove, Georgia

Forensic Agreed Upon Procedures

City of Hazlehurst, Georgia



NEW HIRES: Jul. - Sep.



BAKU, AZERBAIJAN



Matanat Hasanli
AR Accountant

Please welcome Matanat Hasanli, CKH Group's new AR Accountant located in Baku. "I am Matanat, born and raised in Baku. I earned my bachelor's and MBA degrees from the Azerbaijan State University of Economics. I have worked as an accountant for 5 years. I love doing Yoga, reading and traveling. I am really happy to be part of CKH group."



Lala Ismayilova
Senior Statutory Compliance

"I'm Lala, and with over 5 years of experience in tax, working across different industries - including one of the "Big 4" firms and one of largest companies in Azerbaijan. In addition to my professional background, I have a passion for travel and exploring new cultures, which constantly fuels my creativity and problem-solving skills."



Emil Dadayev
Senior STAT Accountant

"I am from Balakan, a city located in the north of Azerbaijan. I graduated from Azerbaijan State University of Economics. I have more than 7 years experience in finance, including reporting budgeting controlling. In addition I have certifications from ACCA, CIA and CFI in progress. I can speak fluently on Azerbaijani, English and Russian."



Sadan Mammadova
Junior Finance Analyst

"I hail from Baku, Azerbaijan. I hold a bachelor's degree in Economics, which I earned from the Moscow State University Baku Branch. Professionally, I have accumulated approximately two years of experience at Ernst & Young, with a particular focus on Transfer Pricing. In my leisure time, I like cooking and spending time with friends and family."



Sahib Aliyev
Senior Statutory Accountant

"I was born in Georgia aka Sakartvelo and grew up in Azerbaijan. I speak Azerbaijani, Georgian, Russian and English too (Bachelors and Masters degrees from the UK have contributed to this cause). Since 2019 I've had a range of different experiences, mainly finance related. I Love reading and used to play basketball in HS."



Mikayil Mikayilzade
AR Specialist

"I bring 7 years of experience in accounting since 2017. My expertise lies in managing payment processes, performing reconciliations, and driving process improvements to optimize accounts payable workflows. I am committed to ensuring accuracy, efficiency, and compliance in all aspects of my work."

NEW HIRES: Jul. - Sep.

ATLANTA, GEORGIA



Asad Sajid
Tax Intern

"I am currently a senior accounting major at Georgia State University, set to graduate in Spring 2025. At GSU, I have

taken on leadership roles, including serving as the Director of Professional Development for the Accounting Club. In addition to my studies, I work as a Student Assistant with the RISE program at Robinson College of Business, where I support various student initiatives. My future goals include becoming a CPA."



Eti Deb
Tax Intern

"I am going to Kennesaw State University and I am a Senior majoring in accounting and Minor Information security

and assurance. This is my and Internship so far. I would like to get Experience with CKH group and I wanna build my career up with accounting skills. I wanna say that, Thanks CKH group to gave me a fantastic opportunity. Way to go and make better career decisions."

HAWKINSVILLE, GEORGIA



Nisha Patel
Accounting Intern

"I am a junior at Hawkinsville High school and I am dually enrolled at Middle Georgia State University and play tennis and cross-country. I am president of the Future Business Leaders of America club, as well as vice president of BETA club. Through these clubs, I have countless hours of community service as well as awards ranging up to placing at region to placing at nationals. Even though my schedule is busy, I wanted to gain experience working in the business field as I want to major in business and become a lawyer."

POZNAN, POLAND



Maciej Sawala
Junior Statutory Accountant

"Hi, my name is Maciej, I am starting my studies in Finance and Accounting in Poznan this year. I am thrilled to be joining CKH and to have the opportunity to develop my accounting skills! I am passionate about parrots and really enjoy running."

CAPE TOWN, SOUTH AFRICA



Carina Thiron
Tax Analyst

"Carina is a qualified teacher as well as an aspiring CA and APC candidate and will complete her articles by the end of June 2024. Carina's interests are programming and taxation and she is currently busy with her Master's degree in Taxation at the University of Cape Town."

ATHENS, GREECE



Ellie Digeni
Credit Manager

"I hold a bachelor's degree in physics and an MBA and have worked for large multinational and Greek companies and financial institutions. I love playing the piano and swimming. I recently joined the Credit Department at the Athens office. I am very honored and excited to be part of the CKH family."

KYIV, UKRAINE



Artur Kuzin
AR Specialist

"My background includes HR roles at Amazon and SAP, which have fueled my passion for numbers and team dynamics. Outside of work, I'm an avid traveler always planning my next adventure, a nature enthusiast who loves hitting the trails, and I've just started collecting vinyl records."

WORK ANNIVERSARIES

THANK YOU TO OUR DEDICATED TEAM



At CKH Group, we want to see our employees succeed. Your personal development is important not just to the success of the company but also to your own personal development. Remember our core values to never stop growing and reach higher.

CONGRATULATIONS ON 5+ YEARS!



Stergios Ioannidis
5 years



Ilze Nel
7 years



Pavel Martinovych
7 years



Olena Honcharova
6 years



Kyle Heyl
9 years



Margarita Lebid
5 years



Helen Kisteniek
7 years



Natalya Oloarte Meder
7 years



Nick Catrakilis
7 years

CONGRATULATIONS!

Azerbaijan

Jul. 17 - Nargiz Abbasova (1 year)

Aug. 28 - Haji Hajizada (1 year)

Sep. 1 - Aynur Jafarova (2 years)

Greece

Jul. 1 - Stavroula Karamoschou (3 years)

Jul. 20 - Maro Karamoschou (4 years)

Aug. 3 - Katerina Ontrousek (4 years)

Sep. 1 - Artemis Kanaki (4 years)

Sep. 2 - Stergios Ioannidis (5 years)

Sep. 4 - Vasiliki Dima (1 year)

Sep. 19 - Eleni Fillipidi (2 years)

Sep. 26 - Renia Kourti (2 years)

South Africa

Jul. 17 - Gert Du Plessis (1 year)

Aug. 1 - Matthew Levenson (2 years)

Aug. 3 - Nasja Anthony (4 years)

Aug. 10 - Ilze Nel (7 years)

Spain

Jul. 18 - Zlata Komarnytska (2 years)

Ukraine

Jul. 3 - Pavel Martinovych (7 years)

Jul. 13 - Lilia Sych (4 years)

Jul. 25 - Olena Honcharova (6 years)

Jul. 29 - Sergii Kozak (4 years)

Aug. 8 - Yuliia Riznychok (2 years)

Aug. 14 - Mykhailo Nevechera (4 years)

Aug. 15 - Svitlana Apanasenko (2 years)

Aug. 16 - Margarita Lebid (5 years)

Aug. 17 - Mariia Biakova (4 years)

Aug. 17 - Larysa Khmelnytska (2 years)

Sep. 2 - Maksym Prybora (4 years)

Sep. 4 - Helen Kisteniuik (7 years)

Sep. 7 - Natalya Oloarte Meder (7 years)

Sep. 15 - Larysa Kril (2 years)

United States

Aug. 11 - Kyle Heyl (9 years)

Aug. 15 - Ji Liu (1 year)

Aug. 25 - Clara Busé (3 years)

Sep. 1 - Storm Haas (3 years)

Sep. 4 - Nick Catrakilis (7 years)

Sep. 19 - John Boynton (2 years)



July 4 - Independence Day (US)

Independence Day, known colloquially as the Fourth of July, is a federal holiday in the United States which commemorates the ratification of the Declaration of Independence by the Second Continental Congress on July 4, 1776, establishing the United States of America.



Independence Day is commonly associated with fireworks, parades, barbecues, picnics, political speeches, and other events celebrating the history, government, and traditions of the United States.

HAPPY HOLIDAYS ACROSS THE WORLD

Aug. 15 - Feast of Assumption



Sept. 2 - Labor Day (US)



Aug. 15 - Armed Forces Day (Poland)

Armed Forces Day, known also as the Feast of the Polish Armed Forces, is a national holiday commemorating the anniversary of the 1920 victory over Soviet Russia at the Battle of Warsaw during the Polish-Soviet War.



Sept. 24 La Mercè (Barcelona)



La Mercè is the annual festival of the city of Barcelona in Catalonia, Spain. It has been an official city holiday since 1871, when the local government first organized a program of special activities to observe the Roman Catholic feast day of Our Lady of Mercy. During the festival, there are street parades including Castellers (human towers) as pictured above and papier maché "giants".

Sept. 24 Heritage Day (South Africa)



Heritage Day on 24 September recognises and celebrates the cultural wealth of South Africa. South Africans celebrate the day by remembering the cultural heritage of the many cultures that make up the population of their country. Various events are staged throughout the country to commemorate this day.



Sept. 11 - 9/11 Remembrance (US)

The September 11 attacks, commonly known as 9/11, were four coordinated terrorist attacks that hit notable buildings in the United States and resulted in absolute catastrophic loss. 4 commercial airliners were hijacked, two of which flew into the Twin Towers (destroying them), one into the Pentagon, and one crashed in Pennsylvania. This attack is considered the deadliest terrorist attack in U.S. History, marking it as a day we will never forget.

Aug. 9 - National Women's Day (South Africa)

National Women's Day is celebrated in South Africa on 9 August every year. In 1956 roughly 20 000 women marched to the Union Buildings in Pretoria to protest carrying pass books. This year also marks 25 years of democratic freedom in South Africa and the 65th anniversary of the Founding Conference of the Federation of South African Women which adopted the 1954 Women's Charter.



Cape Town Team Building

The Cape Town Office had a team building event where they painted a mural for their office wall. Each team member painted one section of the mural and at the end everyone put it together like a puzzle. To end off the day the team had a meal of delicious Turkish food. Another excellent team building event!



OFFICE EVENTS AND EMPLOYEE ACTIVITIES



UNG Career Fair

Roger Nixon, Hank Brady, and Kate Kudrenko attended the University of North Georgia Fall Internship and Career Fair! They enjoyed talking to potential candidates and what it is like to work in the Accounting and Finance industry.



ADMH Run

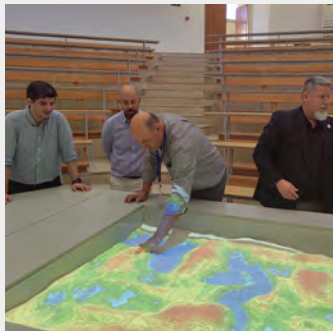
The Atlanta office once again was a sponsor of the ADMH Run for Health. ADMH is one of CKH Group's clients and we make it a tradition every year to show up to support, either at our booth or running- like Frank and his daughter.

A great opportunity to support the community.



Hellenic Army Academy in Greece Visit

Harry Catrakilis, VP of Business Development, Roger Nixon, Head of IT, Konstantinos Theodourou, and AP Specialist John Genouzis, had the lovely opportunity to visit the Hellenic Army Academy in Greece during their travels. They were honored with a coin presentation and had a meaningful visit at the Academy.



Poland Office Outing

Our team in Poland got together for an office outing! They had a wide array of activities including archery, spending time by the water, and enjoying a picnic with yummy snacks. The weather was lovely and everyone had a fantastic time. This was a great opportunity for the office to come together and celebrate their hard work in the office, all while enjoying the lovely weather and great activities. Congratulations to anyone who got a bullseye!



James Moore Visit

The Atlanta office hosted some guests from James Moore for a Friday Social! The team went to see the Falcons vs the Jaguars and had a great time.



Intern Farewell

The Atlanta office said farewell to their summer interns during dinner at Fogo de Chão a brazillian steakhouse and a favorite of the Atlanta Office.



Emerging Leaders

CKH Group's Head of Business Development, Nick Catrakilis, attended the EU-US Emerging Leaders Visitors Program in Brussels and Athens. He engaged with top officials and business leaders and gained valuable insights into EU institutions and Greece's economic landscape.



OFFICE EVENTS AND EMPLOYEE ACTIVITIES

NCMA Conference

Nico, Roger, and Hank attended the 2024 NCMA World Congress

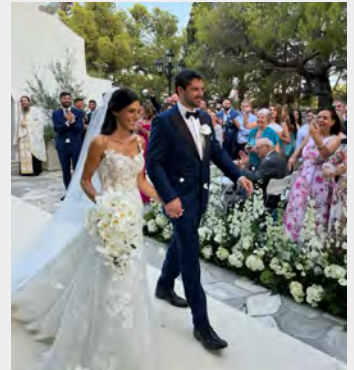


Congratulations Nick!

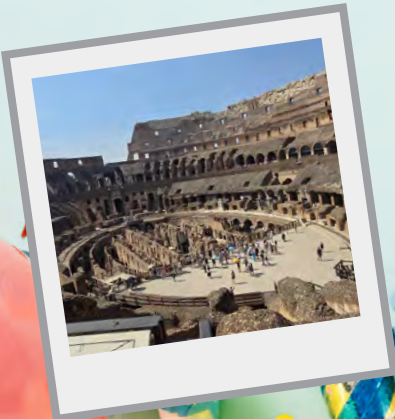
It was a festive time in Greece at the beginning of September as Nick Catrakilis got married! Congratulations to the newly weds and well wishes to the future ahead!

Congratulations Rustam!

Congratulations to Rustam Nazarov on his wedding! Many of the Azerbaijan office came out to support the happy couple.



HAPPY BIRTHDAY!



Quarter Three Birthdays

Azerbaijan

Jul. 10 - Aynur Jafarova
Jul. 18 - Sabina Hajibayli
Aug. 4 - Emil Dadyev
Sep. 5 - Zack Gasimov
Sep. 10 - Nargiz Abbasova

Cyprus

Jul. 28 - Ozer Ozsoz
Aug. 28 - Erdogan Garip
Sep. 22 - Yunus Diler

Greece

Jul. 8 - Renia Kourti	Sep. 11 - Evangelia Gkika
Jul. 22 - Steve Vasilis	Sep. 12 - Pepi Delimari
Jul. 27 - Tzogia Zapanti	Sep. 15 - Nikolas Limanis
Aug. 1 - John Stamoulis	Sep. 24 - Stergios Ioannidis
Aug. 5 - Eleanna Pappa	Sep. 25 - Angeliki Chatzaki
Aug. 23 - Afroditi Zerva	Sep. 29 - Maro Karamoschou
Aug. 31 - Michalis Mpamis	Sep. 30 Alexandra Michalopoulou
Sep. 2 - Stavroula Karamoschou	

South Africa

Jul. 1 - Avhashoni Lekala
Jul. 18 - Nawaal Hendricks
Aug. 14 - Gert Du Plessis
Sep. 1 - Ilze Nel

Spain

Sep. 1 - Franco Cicchiello

Ukraine

Jul. 9 - Anna Rudakova
Jul. 19 - Zoriana Hrynda
Aug. 21 - Sofiya Kalyandruk
Aug. 22 - Yuliia Kostevych
Aug. 27 - Margarita Lebid
Sep. 14 - Sofiia Tsiuper
Sep. 25 - Karina Sihalova

United States

Jul. 7 - Umesh Patel
Jul. 14 - Yvette Hasbrouck
Jul. 19 - Kyle Heyl
Jul. 22 - Ashley Han
Aug. 16 - Nick Catrakilis
Sep. 1 - Asad Sajid
Sep. 29 - Henry Brady

Chatting with Franco

A column dedicated to the thoughts and writings of Franco Cicchiello from our Barcelona office. Reach out if you would like to contribute too!



Milan Fashion Week: SS25

Hello there!

For those that don't know us yet, we are Star and Light: two female cats of Franco, our owner.



Here is what impressed us most!



We were abandoned in the month of June 2022 and we were lucky in finding him to rescue us. At the age of 2 months, we found ourselves hungry and lost and, when Franco appeared, we ran to him begging to take us and he loved us the very moment he saw us. We went home together and now we belong to him or, more appropriately, he belongs to us. He keeps on saying, "Whatever you do is fine" but we make no mess, we are good and classy cats.

We live in the countryside and our days are very busy. We would not say stressful, but we have a lot of things to do.

We play, we hunt, we climb the trees and we are always careful because the danger is around the corner, but we have a lot of fun.

In these days it starts to become colder here, and, for this reason, we spend more time in the house, sleeping but also watching TV and we found something that we like: The fashion week in Milan from the 17th to the 23rd of September 2024, otherwise said the new trends for Spring Summer 2025.

We are very elegant in our classic Black and White Fur but, you never know: a new idea a new creation is always good to know. We have seen a lot of fashion shows and, even if we cannot wear the dresses, we would like to tell you what we liked most, so that you can be at the top of Elegance next year.

First, we loved the accessories that recall childhood, and particularly the bag with the shape of a little house. This is a must have!



Second: fringes! A lot of fringes. We feel unfortunate not to be able to wear them but, for sure, we would play with them all day. Your wardrobe cannot miss fringes next year.

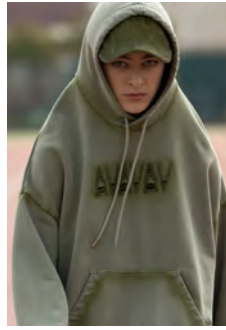


Third: Square toe shoes or sandals. In this case we prefer leather sandals that allow us to scratch what we want but these Italian shoes are just fabulous! The designer for Prada, we would call her Mewccia, likes to remind us that she started as a shoemaker.

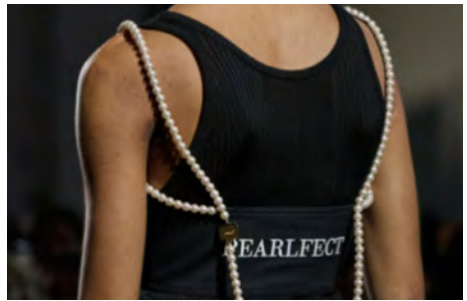


Fourth: Crystals, a rain of crystal! Oh, how we wish we could play with those! Just beautiful. We can also tear down the house by playing.

Fifth: Low rise trousers. We love them, but, in this case we show no photo. No way!



Sixth: Hoods. Easy but beautiful, much better than fur (Especially if it belonged to an animal before!)



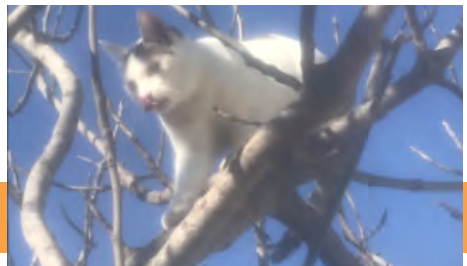
Seventh: Braces of pearls. Nice to look at but also to play with.

The week of fashion is always a big event with plenty of new ideas, but remember that, what matters is you.

Like Coco Chanel said, "A girl should be 2 things: who and what she wants" and to finish with a quote by Audrey Hepburn (Franco's favorite actress):

"The beauty of a woman is not in the clothes she wears, the figure that she carries, or the way she combs her hair. The beauty of a woman is seen in her eyes, because that is the doorway to her heart, the place where love resides."

Meeow to everybody and see you next time!



The Kudos Corner

Joely Goss is such a kind person. She is very reliable when it comes to feedback, following processes, being thorough, and overall just being a diligent employee. She is great to work with, thank you so much Joely for all you do!



Anna Teper, thanks for finding these fantastic candidates for our team!

Shoni Lekala! Thank you for your warm and bubbly personality. You have been a bright and colourful addition to our Cape Town office. We are so happy to have you with us.



Dimitris Dimitrellis is such a pleasure to work with. The team had been short-staffed and he took on the strain with no complaints and a big smile. We appreciate you so much Dimitris. Thank you for all your efforts and always making IT such a nice department to reach out to (even when we just needed to turn it on and off again).

Responsive, smart, kind - **Storm Haas** performs tasks sooo efficiently and she is a great asset for our team! Thank you for helping us use Asana in Government, this is a great project management tool.

Thank you, **Shakira Parker**, for your professionalism and your willingness to make things happen. It's a true pleasure to have you at CKH.

John Goss is doing a fantastic job in preparing for our first webinar with a CPE! He is knowledgeable, hardworking and positive!

Yana Sadovska, Thank you for always being positive and for going the extra mile. Never backing down from any task, no matter the complexity. Keep up the good work!

Eon van Wyk, Thank you for not being a manager, but a leader instead. For actively listening to our concerns, being open to feedback, being responsive despite a heavy workload, being approachable and being a Partner in the true sense of the word. We appreciate you!



Tetiana Cherniavska, Thank you for all the effort you put into, it doesn't go unnoticed. Keep up the good work!

Nick Catrakilis, thanks for coffee and bringing good mood to the office.



Yvette Hasbrouck, A huge thank you for all your incredible support and leadership. Your guidance and teamwork make such a positive difference in our work environment, and it's clear you lead by example. We're all really grateful for your dedication and the way you inspire us every day.

Thank you, **Stavros Vasilis**, for your hard work and helpfulness. Even in our brief interactions, I was impressed by your dedication and abilities.

Konstantinos Theodorou, thanks for your attitude - polite, professional and responsive! Thanks for fixing my Citrix issues - I wish I asked earlier



Thank you, **Clara Busé**, for everything you do for the Atlanta office! Your positive attitude and helpfulness always brighten my day!

A HUGE shoutout to Clara for all the admin work you do - so much has fallen on to your plate and it does not go unnoticed. Thank you so much for being there to answer phones and relieve some of the stress during this busy tax season. Much appreciated.

Thank you for the kindness, empathy and every time support! We win a lottery to have **Claudia Kaczmarek** in the Poland office!

Stephné Kukard- so many things to list here, you are an all-rounder and thank you for each unique act or task that you support the Government team with. PS. (An all-rounder is a cricketer who regularly performs well at both batting and bowling. Although all bowlers must bat and quite a handful of batsmen do bowl occasionally, most players are skilled in only one of the two disciplines and are considered specialists.)



Always joyful & willing to help! Thank you **Georgia Boudrou** for making our days easier & happier!

Nasja Anthony, Thank you for constant support, positiveness and great coaching! Very appreciative of the support that you provide to your people, the way that you help each of the project's your staff work on is commendable. This month in particular Genesys. You are a great manager!

Thank you to the audit team for the hard work and dedication on completing the engagements during the last quarter. Your efforts are appreciated! Thank you to Kathrynne, Daria, Tarek and Nigar!



Kudos to **Kate Kudrenko** for being such a positive influence in the office. Your combination of intelligence, kindness, work ethic, tenacity, and leadership skills make you an excellent VP and even better coworker. I appreciate that we both have the same high standards and reliability, it makes working with you extremely successful and satisfying. Thank you!

Emil Haytaoglu, thank you for always being pro-active and making an effort in improving the department. I really appreciate your support and positive attitude that you bring to the team. Good Job on Process improvement initiatives for Government.

Thank you, **Shakira Parker**, for the support that you to the Cape Town office, we appreciate your caring nature, and your efforts made.

If you would like to praise a coworker on a job well done, scan this qr code to fill out the form! (can be submitted anonymously)





Discipline Lessons:

Focus

Henry David Thoreau said, "Its not enough to be busy, so are the ants. The question is, what are we busy about?" Duke says, "Planning should be intentionally focused and proactive whereas, execution is often reactive and distracted. Leaders must recognize the differing needs and context of each phase and engineer the best environment for both."

- 1. Schedule Wisely:** Prior to coming onboard I spent about 3 weeks making my yearly schedule. You must take time to plan. Yes, my schedule changes every day, but I have a plan to execute.
- 2. Set Expectations of Availability:** Leaders need time to reflect and focus as well. We all hear about open door policies but if you see that your leader or one of your subordinates has a closed door due to deep focused work then do your best not to interrupt until you see the time is right. Leaders should always make themselves available however there is nothing wrong with setting aside time for you to focus on priorities.

Risk Smart

Jim Collins and Morten Hansen, authors of Great by Choice, said "The only mistakes you can learn from are the ones you survive." Risk is part of any business and quite frankly anyone that has ever owned a business understands that risk is always something you are considering when making decision for the overall business. Duke says, "Risk is just an expression of probability that a hazard MIGHT occur." Notice he did not say that it will occur.

Businesses who took calculated risks outperformed their competitors ten times over and possibly higher in some cases. Each one interviewed said they were fully aware of the risks and hazards they were taking but minimized those hazards by planning for each one and having a contingent plan in place when needed.

- 1: Perform a Risk Assessment:** Risk assessment helps quantify the probability of the risk occurring and the severity of the risk - if something is very probable and a serious risk, its a no-go. If it improbable and a minor risk, then its a go!
- 2: Don't Bet the Company:** Don't put the entire company at risk. Always act with a clear understanding of what is at stake and be prepared to take action to mitigate those risk.

-Roger Nixon, VP of Business Development



Conclusion of “Locked-on Teams”

Here are the main takeaways from the book “Locked-on Teams”..

- **Where to Point Your Finger First?** You should point it at yourself. You are responsible for everything your team does and or fails to do.
- **What about Inspiration?** Inspiring others takes work for some and may not for others. It is your job to inspire your team.
- **A Leadership Map?** The book attempts to provide an organized, comprehensive set of guidelines to leading a high performing team.
- **Leading Forward:** Leadership is described as a coaxing a pattern out of chaos. It is a delicate art and situations change therefore we should always be flexible to changing conditions. Simplicity beats complexity every time and every day. Leadership can not be reduced to a set of algorithms.
- **What is Flawless Execution?** Plan, Brief, Execute, Debrief
 - Overview of the Flawless Execution Model: 1) Platform 2) Process 3) Purpose
- **Summary of Guidelines Below:**
 - **LEADERSHIP:** L1) Take Responsibility, L2) Get the right people on your team, L3) Model Appropriate Behaviors, L4) Cultivate Situational Awareness, L5) Facilitate Collaboration, L6) Delegate and Trust, L7) Orchestrate Mutual Support, L8) Thank and Reward
 - **ORGANIZATION:** O1) Develop and Execute Standards, O2) Align Roles to Goals, O3) Measurements Follow Intent, O4) Establish a Course of Action, O5) Plan For Contingencies, O6) Establish an Execution Rhythm
 - **COMMUNICATION:** C1) Establish/Reinforce Organizational Identity, C2) Connect to the Big Picture, C3) Brief Every Plan, C4) Establish a Communication Plan, C5) Listen Actively
 - **KNOWLEDGE:** K1) Take Action, K2) Include Expertise and Diversity, K3) Learn Every Day, K4) Train and Develop
 - **EXPERIENCE:** E1) Red Team, E2) Assess to Iterate, Improve, and Accelerate Experience
 - **DISCIPLINE:** D1) Prioritize, D2) Focus, D3) Risk Smart



Company-Wide Trainings

Company-wide training events have been implemented on a monthly basis and are mandatory to attend. Should you not be able to, recordings will be available. Thank you to our managers who have put together these insightful trainings

The following are the next upcoming trainings:

- International VAT
- Tax accounting - CS740/deferred tax
- Excel and BI- Desktop for business intelligence in conjunction with SAP



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