





Never in human history has there been a better opportunity to create a new world of prosperity for all. However, this outcome depends on the choices of those in a position to allocate economic resources. In other words, it depends on visionary management.

As Drucker put it: "Managers are society's major leadership group ... They command the resources of society." Will these leaders choose to put the "creative" back in the process of creative destruction by privileging entrepreneurial investment in customer- and market-creating innovation over short-term profits? Will they use big data, analytics, and artificial intelligence in ways that augment rather than automate human judgment and values, taking them as what they are: tools and instruments to help us navigate a complex world?

To do so will require a new synthesis of the prevalent technocratic logic with a deep understanding of the human condition — nothing less than a reframing of management (along the lines traced by Drucker and others) to combine the best of art and science, imagination and logic, as a liberal art for the 21st century.





Spiffers adhere to higher standards than what is legal. We hold ourselves to the highest moral standards. As a check, we follow the **Wall Street Journal Test** for our actions:

How would you feel if your actions, deeds, conduct, and behavior which you engage in for Spiff was published on the front-page of the *Wall Street Journal* in a full-length detailed article.





Leaders raise our understanding of our moral / ethical obligations.

We also seek to be **ethical leaders in the market** of competition.





We try to do good outside of Spiff using Spiff's resources through Spiff Up. You'll have an opportunity to learn more about it.

If you are interested in getting involved talk to Albert who runs Spiff Up for us (redacted@redacted.com).





At Spiff we don't tolerate disrespect, discrimination or harassment in any degree
—report it immediately.

What other things might constitute boundary conditions at Spiff do you think?





If you have any concerns at any time about any unethical behavior at Spiff, raise them with Matt Stapleton (redacted<u>@redacted.com</u>).

If you have any concerns with senior management behavior (including the CEO) at Spiff and don't feel comfortable going to Matt, raise them with Sean Jacobsohn, board member of Spiff (redacted@redacted.com).