

# Yever Co.,Ltd

## *Yever Management Guide*

Approved by the Board of Directors

6/14/2021

## Contents

<b>1 Purpose of the guide</b> .....	<b>3</b>
<b>2 Values at Yever</b> .....	<b>3</b>
2.1 Core values of Yever .....	3
<b>3 Yever’s Principles</b> .....	<b>4</b>
3.1 Introduction to Yever’s Principles .....	4
3.2 Principles at Yever .....	4
<b>4 Roles and Responsibilities at Yever</b> .....	<b>7</b>
4.1 Introduction to roles and their responsibilities .....	7
4.2 Improvement of the roles and their responsibilities .....	7
4.3 Expectation, Focus areas and Overall Responsibilities of each role .....	8
4.4 Three Scenarios and workflows in each scenario.....	11
4.5 Roles and their responsibilities in three scenarios.....	12

# 1 Purpose of the guide

Our values are clear. To work as a team effectively, we need to ensure that everyone has the same understanding of how to translate these values into our work. Our principles elaborate how we aim to operate as a whole to provide values for our clients – internal and external.

This guide will help you understand better who we are, what we stand for, how we make decisions together, how we work, how we should engage and interact with each other.

## 2 Values at Yever

Our values should be embedded in the organizational core to help lead us towards the same goals. Moreover, our values are the necessary foundation for building team spirit among different team members from various backgrounds to work together towards the same organizational purpose.

We value diversity; diverse opinions coming from people of different backgrounds help us boost our creativity and brainstorming processes and lead us to new ideas to bring more value to our stakeholders.

We will never compromise on our values in seeking new opportunities or in whatever we do.

### 2.1 Core values of Yever

At Yever, there are five core values, and they guide us in everything we do, from delivering small tasks to achieving our very purpose.

VALUE	DEFINITION
<b>COMMITMENT</b>	<p><b>We work with commitment</b></p> <p>When we decide to do something, we always commit ourselves to achieve it. We do not wait for things to happen. We work directly and alongside our clients, considering ourselves a partner always seeking to do the right thing for them and us as well.</p> <p>We continuously question ourselves to ensure that our work provides added value to our clients. We are proactive, and we thrive to craft and design impactful, fit-for-purpose, and meaningful solutions.</p>
<b>FLEXIBILITY</b>	<p><b>We are convinced that <i>flexibility</i> contributes to shaping sustainable solutions</b></p> <p>We should always challenge ourselves without compromising the initial ambition to ensure that we always deliver value-added solutions. Indeed, often the difference between a successful project and a failure comes down to that ability to adapt, to be resilient in adversity.</p>
<b>POSITIVITY</b>	<p><b>We embrace positivity in meeting our challenges</b></p> <p>We face difficulties with a smile because we know they are inevitable. Rather than lamenting, we will act and explore to learn for designing intelligent solutions tailored to our clients’ contexts. Often these challenges are a source of innovation and inspiration.</p>

<b>CURIOSITY</b>	<p><b>We are curious to understand fully what is at stake</b></p> <p>We question the status quo to understand and identify what can be improved. Curiosity leads us to confront the unknown to develop and implement innovative ideas and solutions. This allows our clients to see how different we are from other consulting firms in Myanmar.</p>
<b>SINCERITY</b>	<p><b>We value sincerity in everything we do</b></p> <p>We are committed to being honest in everything we do. We do not have all the answers to the questions, but we will do everything we can to identify and have the right information to make the right decisions.</p> <p>We will always do the right things and expect our employees, clients, and partners to do the same. Our values guide us, and we will always act to honor our clients' trust.</p>

## 3 Yever's Principles

### 3.1 Introduction to Yever's Principles

Yever's principles shape our actions. They define how we should work and behave at Yever. They reflect our culture. Being in alignment with Yever's principles helps us be more accountable, critical, collaborative, and creative. These principles outline how we expect you to act and behave at Yever and help you make decisions and do the right things.

### 3.2 Principles at Yever

PRINCIPLES	WHAT DOES IT MEAN FOR US?
<b>PUT THE TEAM FIRST</b>	<p>We consider that nothing is more powerful than a team sharing values and driven by a common goal.</p> <p>United, we can achieve tremendous results – and our journey so far has proved that. We pushed our boundaries together and demonstrated that we could deliver incredible services to our clients, provide exciting opportunities to our people. Why? Because we put the team first.</p> <p>When we prioritize the team over our interests, we will see and understand things we would otherwise ignore. A diverse and empowered team is a crucial driver to move in the direction we set together.</p> <p>Therefore, whenever you commit to something, make sure that your word will not become the team's liability. Whenever you see someone struggling, offer support. Whenever you need the team to work with and for you, explain clearly the goals, the stakes, and be efficient – we don't want you to waste your time in useless meetings, and we don't want you to waste the team members' time.</p> <p><b><i>To serve our clients, we need to put the team first. Always.</i></b></p>

<p><b>HELP YOURSELF AND DON'T BULLSHIT</b></p>	<p>We believe that bullshit is the shortcut for losing trust and destroying the relationships we build with others.</p> <p>If you don't know, ask.          If you don't understand, speak up.          If you are struggling, open up.          If you are lost, look for help.          If you are starting to lose ground, talk.</p> <p>Your responsibility is to look for support; nobody will blame you if you are looking for support. However, when you believe you can outsmart the team, and when you fail – you will have to own it. You will have to clean your mess and be held accountable for it.</p> <p>Likewise, when you commit to something or when you are responsible for delivering something, it is up to you to organize and plan the work accordingly.</p> <p><b><i>You get it: if someone asks you to do things and if it does not make sense – do not tolerate bullshit from others and yourself.</i></b></p>
<p><b>OWN IT: WE ALL LEARN FROM OUR MISTAKES</b></p>	<p>We are all learners. Along the way, we will make mistakes – this is okay and part of the learning process.</p> <p>The difference is simple: some will learn from their mistakes and progress until excelling at their tasks. Others will keep repeating, again and again, the same mistakes. We want you to learn from your mistakes. The faster we learn from our mistakes, the faster we will excel – together.</p> <p><b><i>We all learn from our mistakes – this is how we move forward. The faster, the better.</i></b></p>
<p><b>FOCUS ON WHAT MATTERS</b></p>	<p>Time is in short supply. It is okay to take your time to act decisively. It is not acceptable to wait without knowing what to do or how to get things done. It is not acceptable to waste your time or anybody else's time. You must always strive to allocate your time carefully to be generous when you offer it.</p> <p>Managing time means that we should focus. Focusing does not mean becoming blind or ignoring what happens around us. Don't lose sight of current trends and the company's situation. Be conscious and mindful of your environment; this is how we can capture things faster than others and deliver things better than others.</p> <p><b><i>Make sure that you focus on what matters every day and what matters is delivering our purpose flawlessly.</i></b></p>
<p><b>KEEP RAISING YOUR GAME</b></p>	<p>We aim to deliver the best work possible with our means. We should tirelessly enhance and optimize what we produce because we owe the best to each other – our clients, our team members, and partners.</p> <p><b><i>We want to set the standards and to inspire others to follow our track. Therefore, at Yever, we should continuously raise our game.</i></b></p>

<p><b>DO MORE WITH LESS</b></p>	<p>We live in a finite world. Our lifespan is limited as well. Therefore, we need to allocate our time carefully and ensure that we are using what we have to its full potential.</p> <p>Limits and constraints should foster creativity – and constant research of novelty that serves our purpose. Always strive to optimize your work – it means not only to see it from a positive point of view but also to streamline the process.</p> <p><b><i>Excellence is when we do more with less.</i></b></p>
<p><b>ALWAYS RESPECT PEOPLE</b></p>	<p>We all want to be treated fairly, respected, empowered.</p> <p>Whenever we interact with our colleagues or with anyone else outside, we must deal with them respectfully – and always strive to put ourselves in their shoes regardless of their job title, ranks, educational or personal backgrounds. Treat each other with respect and humility. Don't look down on others because of their positions, status, or whatsoever as we are equally human.</p> <p>Respecting someone does not mean that we should not tell the truth. On the contrary – because we believe in everyone's ability to do the right things and to excel – it is our duty to tell when something is not okay. When we do so, we must always be considerate, tactful, and mindful.</p> <p><b><i>No matter what, no matter who, always respect people if you want to foster trust.</i></b></p>
<p><b>START WITH TRUST</b></p>	<p>We are social creatures. As humans, we feel empowered when we are trusted. Building trust is a complex and subtle process, and we should be brave and be the ones starting to trust others. We accept and understand that we might be disappointed; this is okay. We will learn, grow, and do better.</p> <p><b><i>As we strive to build trust, we always trust people first. This is how we invest in building strong relationships and having some skin in the game.</i></b></p>

## 4 Roles and Responsibilities at Yever

### 4.1 Introduction to roles and their responsibilities

To ensure that we work effectively, we need to ensure that everyone is aware of who is taking responsibility for what in a project and how we deliver value to our clients as a whole or as an individual.

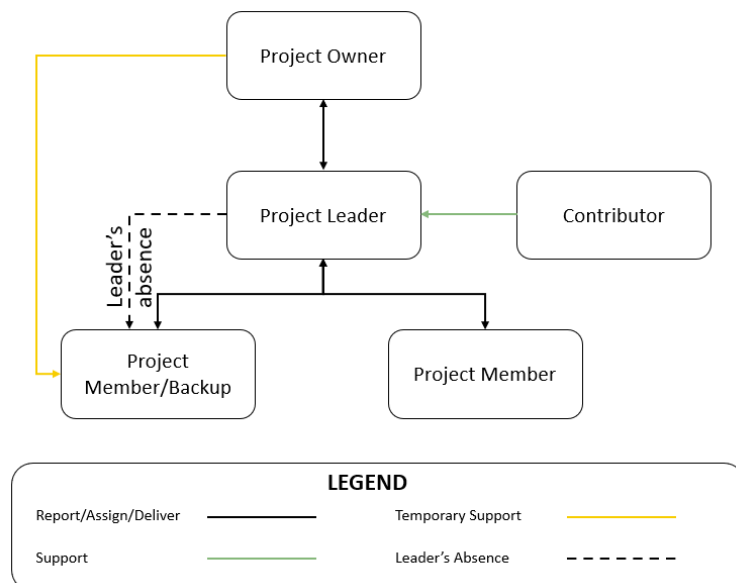
Therefore, with this guide, we clarify the roles and responsibilities of each person in a project so that everyone has a shared understanding and can work towards the same goal as flawlessly, effectively, and efficiently as possible.

We also practice open-book management at Yever:

- The finance team shares the financial statement every quarter to let everyone know and understand the company's situation and what is at stake.
- Management shares information and insights about the market trends, financial and other related information that can help the team better understand and make better decisions on their own.
- Everyone is provided adequate training and workshops to understand the processes better and is granted authority to make decisions at an operational level. If an individual thinks it is best for the company, she/he has the responsibility to make decisions related to the company's day-to-day operations.

### 4.2 Improvement of the roles and their responsibilities

We have five roles to consider when organizing a project team: *Project Owner*, *Project Leader*, *Project Member*, *Project Backup*, and *Contributor*. In every project organization, there should at least be three roles: a project owner, a project leader, and a project member/project backup, who would take over the role of the project leader in her/his absence. However, the project backup should be identified at the beginning of a project with two or more project members.



## 4.3 Expectation, Focus areas and Overall Responsibilities of each role

Here, we provide the expectation for each role and its responsibilities. You can also look at how each assumes their roles in different scenarios in the next section.

ROLE	FOCUS	RESPONSIBILITY
<b>PROJECT OWNER</b>	<ul style="list-style-type: none"> <li>Oversee and provide guidance throughout the project so that the project is undertaken efficiently, effectively, and flawlessly</li> </ul>	<p><u>Relationship with client</u></p> <ul style="list-style-type: none"> <li>Ensure the satisfaction of clients with provided services</li> <li>Develop client's trust</li> <li>Engage the client on behalf of Yever</li> </ul> <p><u>Project Overview</u></p> <ul style="list-style-type: none"> <li>Oversee the project and resources</li> <li>Suggest ideal project organization to the project leader</li> <li>Validate project organization proposed by the project leader</li> <li>Brief and explain the project to the project team to get a big picture</li> <li>Communicate clearly the expected outcomes with the project leader</li> <li>Provide guidance to whoever needs it</li> <li>Assist leader/backup if necessary</li> <li>Review and validate the deliverables from the project leader</li> </ul>
<b>PROJECT LEADER</b>	<ul style="list-style-type: none"> <li>Assign tasks to project members, backup, and contributors using any tool to ensure the timely deliverables</li> <li>Ensure the quality of the work delivered by the team - all deliverables can be sent directly to clients or the project owner from the project team</li> <li>Produce final consolidated deliverables</li> </ul>	<p><u>Relationship with client</u></p> <ul style="list-style-type: none"> <li>Follow up regularly with clients</li> <li>Schedule meetings in advance</li> <li>Is a point-of-contact</li> <li>Follow up with clients for further steps after projects are delivered</li> </ul> <p><u>Project Management</u></p> <ul style="list-style-type: none"> <li>Nominate roles and ideal team members to organize a project team</li> <li>Manage timeline, tasks, and resources</li> <li>Organize workload to improve efficiency and effectiveness: plan and document in the project work plan to decide who will be required to be involved in what steps/tasks</li> </ul>



		<ul style="list-style-type: none"> <li>• Communicate clearly expected outcomes and timeline when assigning tasks</li> <li>• Follow up regularly with project members and backup</li> <li>• Anticipate when to ask for expertise from a contributor</li> <li>• Prepare required documents for project backup to take over the role and ensure to provide necessary information to the project backup in advance before being absent</li> <li>• Review, validate and consolidate deliverables from project members, backup, and Contributor</li> <li>• Ensure the quality of final deliverables before sending them to clients</li> </ul>
<p><b>PROJECT MEMBER</b></p>	<ul style="list-style-type: none"> <li>• Involved in daily operations</li> <li>• Actively contribute to delivering value for the clients</li> </ul>	<p><u>Project deliverables</u></p> <ul style="list-style-type: none"> <li>• Speak up if there is no sufficient information to deliver the tasks</li> <li>• Follow up regularly with the project leader (or backup) regarding the progress of the assigned tasks</li> <li>• Ask for help if it can help speed up the process</li> <li>• Deliver assigned tasks that meet expectation on time</li> <li>• Update the tasks if they do not meet the expectation</li> <li>• Look for new ways of delivering things to enhance the quality of the work performed continuously</li> </ul>
<p><b>PROJECT BACKUP</b></p>	<ul style="list-style-type: none"> <li>• Hold project member role and responsibilities in the leader's presence</li> <li>• Hold project leader's role and responsibilities in the leader's absence</li> </ul>	<p><u>Project deliverables</u></p> <ul style="list-style-type: none"> <li>• Work closely with the project leader as a project member to understand the project in and out and to be able to take over the leader's role in the leader's absence</li> <li>• Speak up if there is no sufficient information to take over the leader's role</li> <li>• Suggest ways to optimize the workflow and deliverables whenever it is relevant and appropriate</li> </ul>

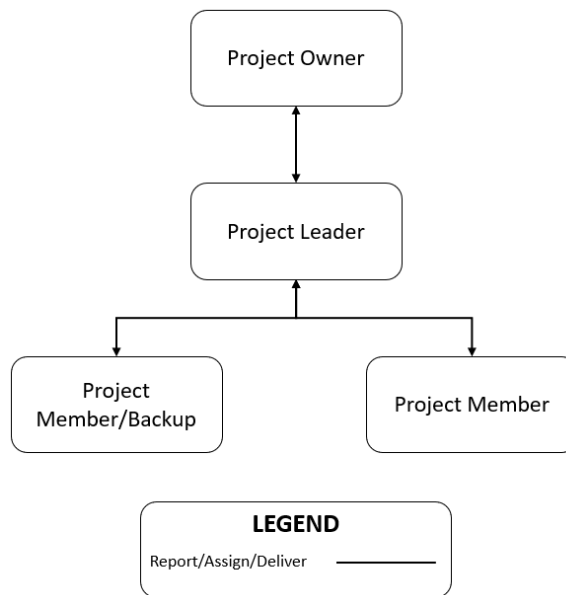
		<p><u>In the leader's absence</u></p> <ul style="list-style-type: none"> <li>• Ask for help from the project owner if needed</li> <li>• Deliver tasks that meet the expectation of the project owner</li> <li>• Hand over the project to the project leader with the progress of the project when the leader is back</li> </ul>
<p><b>CONTRIBUTOR</b></p>	<ul style="list-style-type: none"> <li>• Get notified in advance when to contribute her/his expertise</li> <li>• Organize the work and plan in advance to contribute more time and be more effective</li> </ul>	<p><u>Project deliverables</u></p> <ul style="list-style-type: none"> <li>• Request any necessary information such as project and tasks' scope and timeline to deliver the tasks and share expertise efficiently</li> <li>• Deliver the tasks that meet the expectation of the project leader on time</li> <li>• Update the tasks if they do not meet the expectation</li> <li>• Suggest ways to optimize the workflow and deliverables whenever it is relevant and appropriate</li> </ul>

## 4.4 Three Scenarios and workflows in each scenario

Here, we briefly explain workflows in different scenarios: normal routine, participation of Contributor, and leader's absence. We will explain in detail how each role executes its tasks in each scenario in the following section.

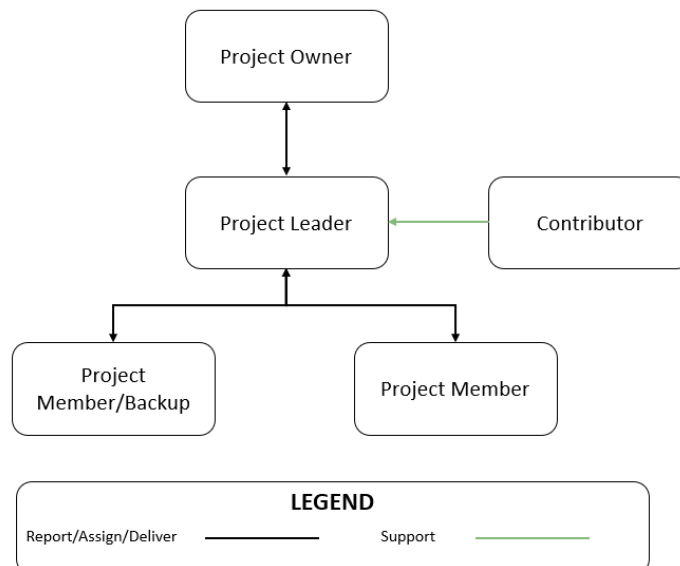
### 4.4.1 First Scenario: Normal routine

The daily workflow or the normal routine assumes everyone is present and delivering their tasks. The project organization is simple: if there is only one project member, she/he must hold the project backup role; if there is more than one project member, the project owner and leader should identify the project backup among the members at the beginning of the project.



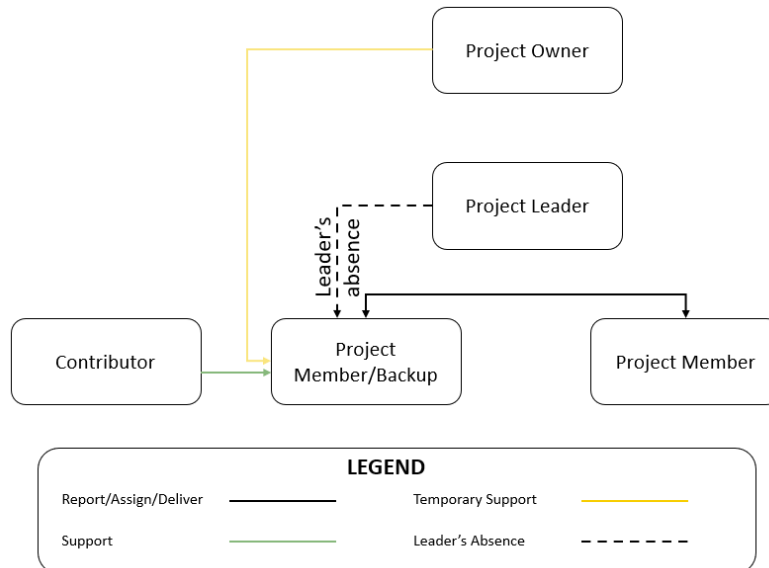
### 4.4.2 Second Scenario: Participation of Contributor

The Contributor needs to contribute to the project by sharing her/his expertise if the project leader deems it necessary.



### 4.4.3 Third Scenario: Leader's absence

In the absence of the project leader in a project due to any reasons, the workflow slightly changes as the project backup steps in and takes over the project leader's role.



## 4.5 Roles and their responsibilities in three scenarios

We have three different scenarios to consider while executing tasks and delivering projects. Therefore, we need to understand how each role assumes its responsibilities in each scenario, and this section explains them in detail.

### 4.5.1 Project Owner

A project owner is a team member who is mainly responsible for delivering projects on time, ensuring clients' satisfaction, cultivating their trust, developing the team's potential, and safeguarding Yever's sustainability. On top of that, a project owner should strive for mastery, be humble and quality-oriented, and provide flawless services to our clients.

Let us look at how project owners should assume their responsibilities and execute their tasks in different scenarios.

#### 4.5.1.1 First Scenario: Normal routine

A project owner shows guidance in a project and communicates clearly her/his expectation with the project leader. The project owner reviews the tasks delivered by the project leader, validates them if they are up to the expectation, and tells them what to do next. If they are not up to the expectation, the project owner asks the project leader to update them.

#### 4.5.1.2 Second Scenario: Participation of Contributor

Here, the Contributor communicates and reports to the project leader. Therefore, the Contributor's participation in a project does not add up any extra works for the project owner.

#### 4.5.1.3 Third Scenario: Leader's absence

In the absence of the project leader, the workflow changes as the project backup takes over the leader's role, and thus, the project owner and backup communicate directly. The project owner

helps the project backup if needed. Project owner reviews and validates the tasks delivered by project backup and asks him/her to update them if they are not up to the expectation, which is the same action the project owner does in the *normal routine*.

## 4.5.2 Project Leader

A project leader is a team member who is mainly responsible for delivering projects and managing team members. She/he is involved in daily operations, can deliver various tasks that meet the project owner's expectations, brief the team regarding the progress and situations of projects, and ensure that the projects are on track. A project leader is also responsible for nominating team members to be assigned as project members and backups, whom the project owner will then validate. Moreover, a project leader should be willing to learn new things, be resilient, and keen to share his expertise and experience with the team members.

Let us look at how project leaders should assume their responsibilities and execute their tasks in different scenarios.

### 4.5.2.1 First Scenario: Normal routine

In a project, a project leader acts as a manager of the project. Internally, the project leader communicates with the project owner as well as with project members and backups to ensure the project is undertaken effectively. Externally, the project leader communicates with clients to ensure the projects are on track and delivered efficiently.

The project leader receives guidance from the project owner and assigns tasks to project members providing necessary information and expected outcomes. The project leader reviews the delivered tasks from project members, consolidates and delivers them to the project owner if they meet the expectation. Otherwise, the project leader asks project members to update the tasks.

However, the project leader should not expect consolidated final deliverables from project members that can be delivered directly to the project owner for validation: the project leader, nonetheless, needs to review and consolidate the deliverables to be consistent.

### 4.5.2.2 Second Scenario: Participation of Contributor

A project leader should anticipate when to ask for expertise from a Contributor. The project leader must, in advance, inform the Contributor when she/he might need to be involved in the project, provide sufficient information regarding the project and outcomes of the tasks that the Contributor needs to deliver.

The project leader reviews and validates the delivered tasks from the Contributor if they meet the expectation. Otherwise, the project leader asks the Contributor to update them.

### 4.5.2.3 Third Scenario: Leader's absence

A project leader should regularly brief the project backup regarding the project's progress and situation so that project backup has sufficient information to take over the leader's role in her/his absence. However, the project leader should provide the necessary information and prepare the required documents to hand over the leader's role to the backup when she/he anticipates being absent in the coming days or weeks.

## 4.5.3 Project Member

A project member is a team member who is mainly responsible for delivering the tasks assigned by the project leader or project backup in the leader's absence.

#### 4.5.3.1 First Scenario: Normal routine

In a project, a project member delivers on time the tasks assigned to him/her by the project leader or backup. A project member can ask for guidance from the project leader or owner or anyone who can help him/her get the work done.

#### 4.5.3.2 Second Scenario: Participation of Contributor

Here, the Contributor communicates and reports to the project leader. Therefore, the Contributor's participation in a project does not make much difference for project members in terms of workflow.

#### 4.5.3.3 Third Scenario: Leader's absence

In the absence of the project leader, the workflow changes as the project backup takes over the leader's role. Thus, the project member directly reports and delivers tasks that meet the expectation of the project backup. If the tasks are not up to the expectation, the project backup can ask the project member to update them.

### 4.5.4 Project Backup

A project backup is a team member as well as a project member who is mainly responsible for taking over the leader's role in the leader's absence. In the leader's absence, project backup assumes the leader's role and delivers the projects.

#### 4.5.4.1 First Scenario: Normal routine

A project backup is assigned at the beginning of the project, and she/he holds the project member's responsibilities in the *normal routine*. On top of that, a project backup should work closely with the project leader so that the project backup has sufficient information about the project and can take over the leader's role when needed.

#### 4.5.4.2 Second Scenario: Participation of Contributor

The Contributor communicates and reports to the project leader. Therefore, the Contributor's participation in a project does not make much difference for project backup in terms of workflow.

#### 4.5.4.3 Third Scenario: Leader's absence

A project backup steps in and takes over the leader's role in the leader's absence. Project backup is notified by the project leader in advance if the leader anticipates being absent in the coming days or weeks. However, project backup needs to ensure she/he has sufficient information about the project as the leader can be absent suddenly due to any reasons. Project backup can ask for help from the project owner to deliver the tasks.

If there is a Contributor in the project, she/he needs to report and deliver tasks to project backup. The project backup reviews and validates the tasks or asks the Contributor to update them if they do not meet the expectation.

### 4.5.5 Contributor

A Contributor is anyone working at Yever and mainly responsible for sharing expertise and contributing to the project when necessary.

#### 4.5.5.1 First Scenario: Normal routine

As a Contributor is not part of the project, she/he does not need to be involved in the projects' daily activities.

#### 4.5.5.2 Second Scenario: Participation of Contributor

When the project leader anticipates needing someone's expertise, the project leader should inform the Contributor about the tasks that she/he needs to deliver. The project leader should

also brief the Contributor about the project and provide necessary information to the Contributor so that she/he can see the big picture.

The Contributor delivers her/his tasks to the project leader and needs to update them if they do not meet the expectation.

#### *4.5.5.3 Third Scenario: Leader's absence*

In the absence of a project leader, the workflow changes as the project backup takes over the leader's role. Thus, the Contributor directly reports and delivers tasks that meet the expectation to the project backup. If the tasks are not up to the expectation, the project backup can ask the Contributor to update them.



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8<sup>th</sup> mile, Pyay Road, Mayan Gone  
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