

Life is interdependent. Transition to Employee Ownership. Bring work to life.



Your weekly blog on all things EO
with Barry Horner

Episode 6 | Series 1

Think like an owner, BUT do we genuinely want 90+ entrepreneurs? And, perhaps more importantly, could we even cope if we did?

The mantra of “Think like an owner” resonates strongly within employee-owned (EO) businesses. It’s a phrase often uttered with conviction, intended to encapsulate the very essence of what makes EO unique and powerful. But for a firm like Paradigm Norton, with a team of 90+ team members, it begs a crucial question: do we genuinely want 90+ entrepreneurs? And, perhaps more importantly, could we even cope if we did?

The immediate image conjured by “entrepreneur” is often one of a visionary, a risk-taker, a disruptive innovator constantly seeking to launch new ventures or fundamentally alter the status quo. While this spirit is undoubtedly vital within any organisation, applying it universally across a large team could lead to chaos rather than cohesion.

Imagine every financial planner, every administrator, every support staff member simultaneously pursuing their own “big idea” or challenging every established process.

The operational stability and consistent client service that Paradigm Norton prides itself on could quickly unravel.

So, what is it that we are truly seeking to encourage when we say, “Think like an owner”?

It’s less about fostering 90+ nascent business founders and more about encouraging a profound sense of shared commitment.

Here are my six C’s for encouraging the critical qualities required for an engaged partnership.

- 1. Commitment and ownership.** Understanding that individual actions directly impact the collective success. It means taking ownership of tasks, seeing them through and proactively addressing issues.
- 2. Cultivating sustainable growth.** Looking beyond immediate gains to consider the sustainable health and growth of the business. This includes prudent resource management and strategic thinking in daily operations.
- 3. Cost-Consciousness.** Treating company resources as one’s own, seeking efficiencies and avoiding waste, knowing that every saving contributes to shared prosperity
- 4. Client-Centricity.** Recognising that the client’s success is paramount and directly linked to the firm’s success. This drives exceptional service and proactive problem-solving.
- 5. Continuous Improvement.** A willingness to identify areas for enhancement, suggest solutions and adapt to change, rather than simply maintaining the status quo.
- 6. Core Values Alignment.** Operating in a way that consistently upholds the firm’s core principles and contributes to its positive impact, as seen in Paradigm Norton’s B Corp ethos.

A firm like Paradigm Norton thrives on collaboration, shared values, and a unified mission. While an entrepreneurial spark in leadership is invaluable for setting direction and identifying new opportunities, the strength of a 90-strong team lies in its collective ability to execute, optimise and steward the business effectively.

We want proactive problem-solvers, dedicated custodians of client relationships, and meticulous implementers of strategy. We want individuals who feel empowered to contribute their best, knowing their efforts directly benefit the collective.

Therefore, the goal is not to transform every employee into a mini-CEO, but rather to embed a culture where every partner feels genuinely invested, understands their role in the bigger picture and acts with the diligence and foresight of someone who truly owns a stake in the business's enduring success. This creates a powerful, stable, and highly effective employee-owned business, capable of sustainable growth and continued excellence.

For more information or to discuss anything in this latest Know-How;
Contact **Barry Horner** at bhorner@pnfp.co.uk.

Paradigm Norton Financial Planning Ltd is authorised and regulated by the Financial Conduct Authority. FCA register number is 455083. Registered address: Paradigm House, Macrae Road, Ham Green, BS20 0DD.