



The co-leading organization  
fit for humans

Clever



# Who's Clever?



Born in 2009, giving us **13 years of experience** in partnerships and investments within eMobility



**55x revenue growth in 6 years** and one of fastest growing companies according to FT1000 in Europe



**+250 colleagues** in a flat, teams-based and co-leading organization



Inventor of the **flat rate subscription concept** for eMobility charging - charging is our problem, not yours



Partnerships with **+30 car brands** selling EVs



**+4.000** open public charging points and **+70.000** charging points in total - all Clever



**Award-winning** design of Ultra-Fast Charging Stations



When we charge all of our customers cars we now account for **~2% of the total energy** use in Denmark

# The Clever Way

01

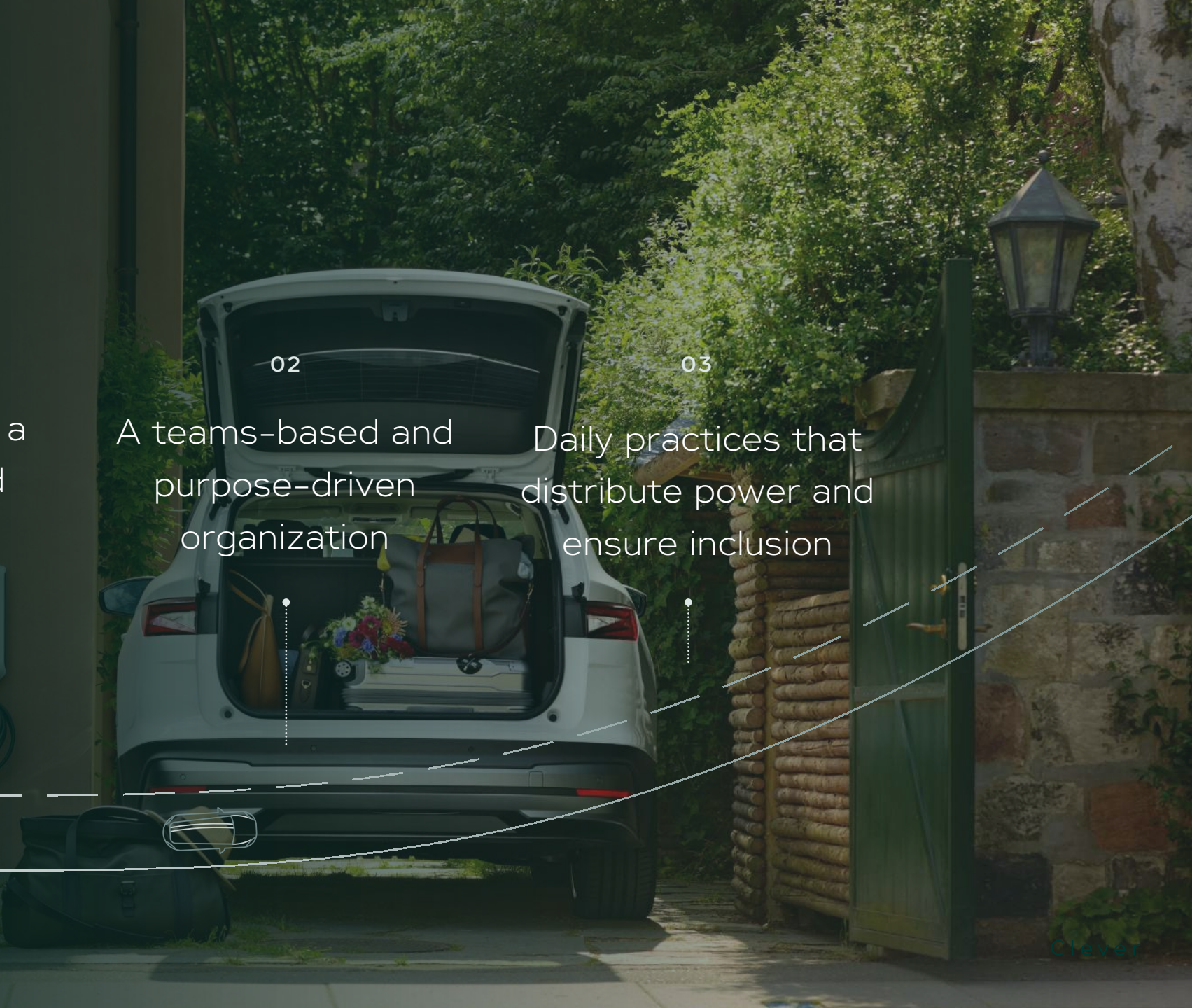
The journey towards a workplace designed for humans

02

A teams-based and purpose-driven organization

03

Daily practices that distribute power and ensure inclusion



The journey towards a workplace designed for humans



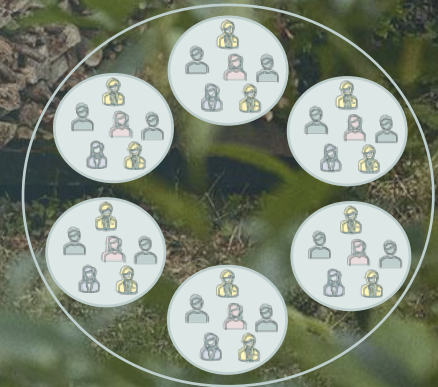
# From a "predict and control" to a "sense and respond" mindset

## Predict & control



Hierarchy  
Power  
Control  
Ego  
Plans  
Overview  
Goals  
Profit as purpose  
Seeks security and satisfaction

## Sense & respond



Living organism  
Influence  
Trust  
Community  
Trials and iterations  
Transparency  
Direction  
Impact as purpose  
Seeks meaningfulness

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A young woman with spiky blonde hair is leaning against the open door of a car. She is wearing a light blue t-shirt and has her arms crossed. The background is a bright, sunny outdoor setting. The image has a teal overlay on the left side.

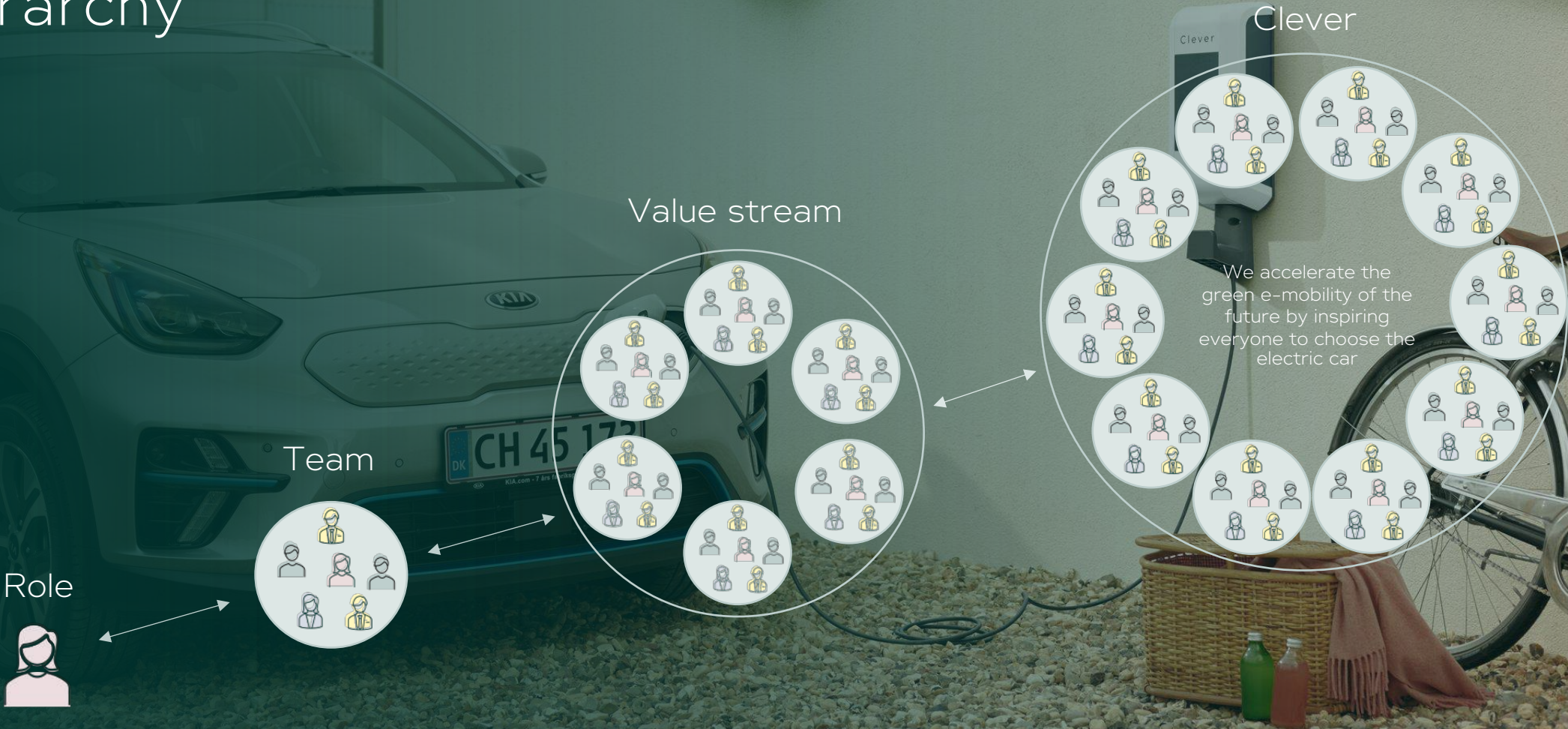
A teams-based

and

purpose-driven

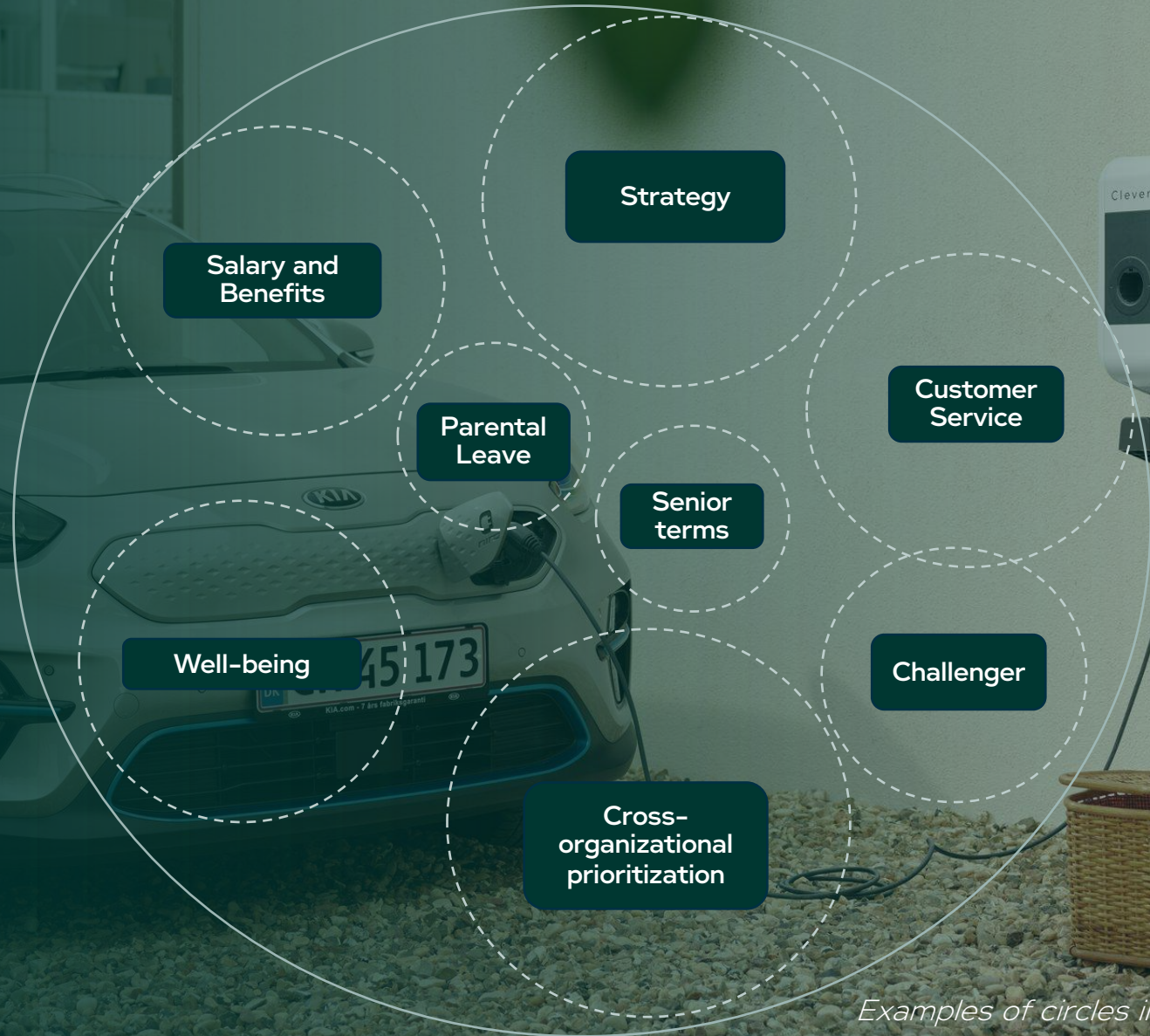
organization

# A purpose-hierarchy has replaced the power-hierarchy



## Circles

Multidisciplinary team.  
Created for organizational purposes or specific tasks.  
Dissolves itself when the purpose is fulfilled.



*Examples of circles in Clever*



A woman with long brown hair, wearing a light blue denim jacket and a dark floral skirt, is walking through a field of tall grass. She is looking back over her right shoulder towards the camera. The background consists of dense green trees and foliage. The entire image has a dark green overlay.

Daily practices that distribute power and ensure inclusion

# Distribution of leadership



## Budget

Ressource planning, quarterly estimates, prioritization



## Recruitment

New hires for the team, onboarding, training



## Development

Professional and personal development, 1-1s, well-being, worklife balance, goodbyes



## Administration

Holiday planning, parental leave, sick leave, team events



## Strategy

Team purpose and key-indicators, cross-organization coordination

# Sociocratic meeting practices distribute power

## Purpose

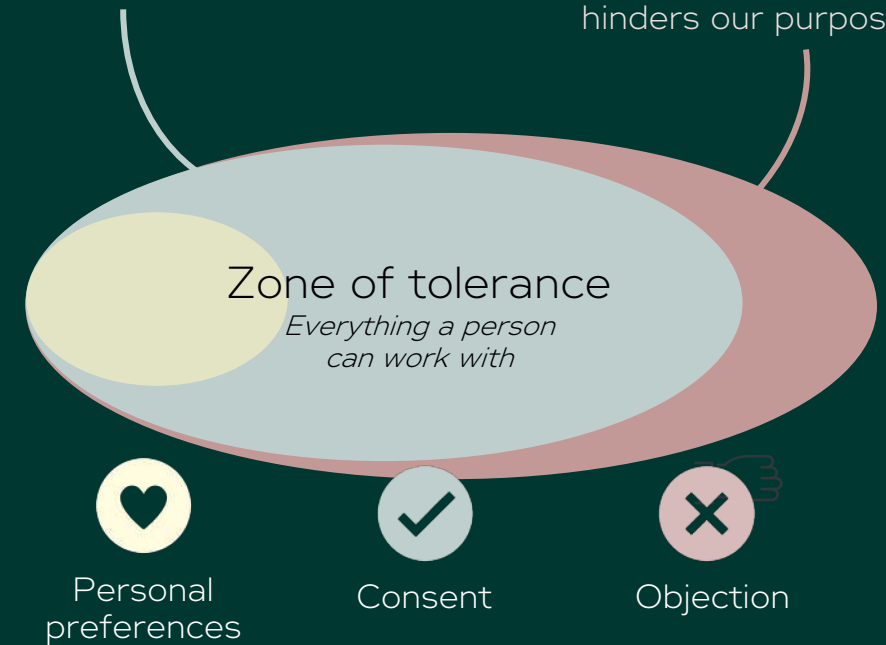
To effectively ensure progress in an inclusive manner

## Key practices

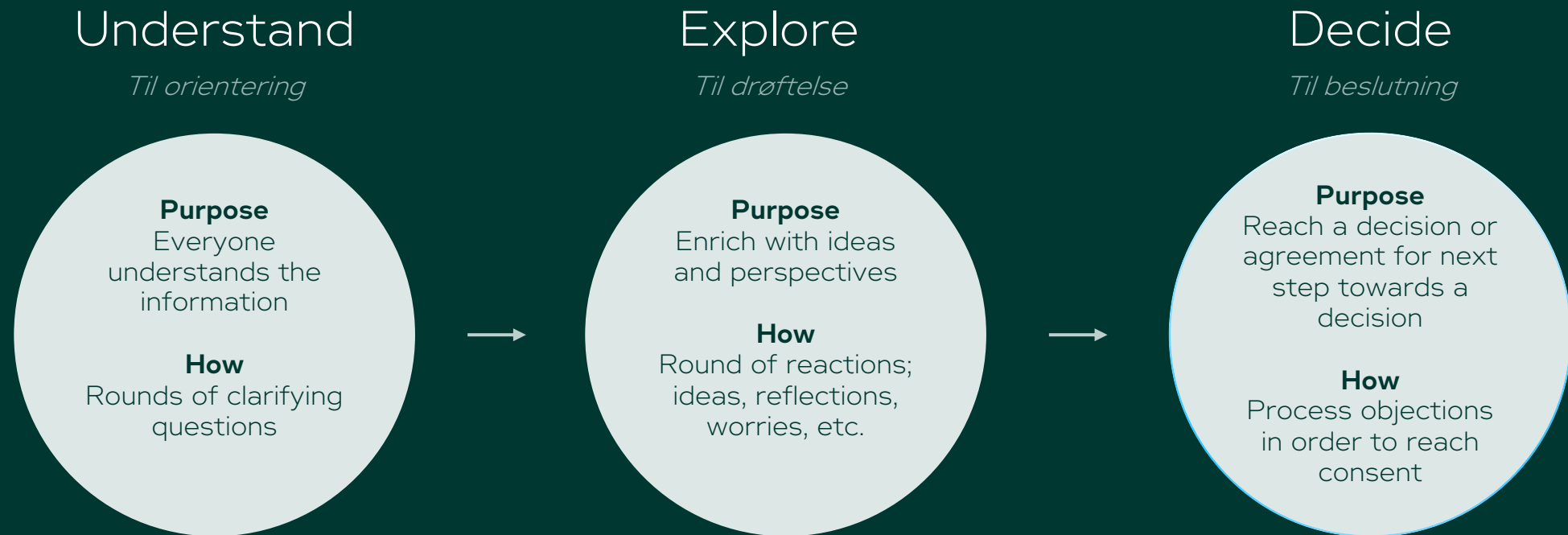
- Meetings are facilitated by a trained facilitator
- Everyone contributes to building the agenda
- We talk in rounds
- Decisions are made with consent - not by consensus or voting

- Is it good enough for now?
- Is it safe enough to try?
- Can it be changed later?

Concern that the decision damages or hinders our purpose/aim



# Effective and inclusive meetings ensure progress





Thank you!

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