



GLAUKOS[®]
TRANSFORMING VISION

Culture Matters!

Putting Culture into Practice

Accelerate 2024

The Values That Define Glaukos

At Glaukos, we'll go first – we won't play it safe. We strive. We reach. We dream big and deliver even bigger. We think harder, listen better, and innovate faster because each and every Glaukos employee dares to BE more



DREAM More

... and imagine the impossible

LEAD More

... and inspire the success of others

CARE More

... by putting empathy into action

We Are Patient Focused

Every action of every day brings us one step closer to making a difference in the lives of patients by addressing their unmet needs.

We Have Courage/Conviction

We aspire to be courageous and to have courage in our conviction in chasing product innovation, market development and improvements to corporate operations.

We Thirst for Victory

We are a culture of winners. We embark on any endeavor we expect to be successful, to pursue and to prevail over competition.

We Have Compassion/Charity

We are committed to acts of compassion and charity, not for self-pious recognition, but because it is the right thing to do.

We Are Responsible

Each of us is accountable for the building & success of the company; for preserving this special culture we have all created.



We Act with Integrity

We expect the highest ethical behavior to guide our actions and decisions and we hold ourselves accountable to that standard.

We Are Resilient/Tenacious

What separates Glaukos is our earned history of getting back up multiple times and never giving up while quickly implementing the best solutions.

We Work Hard and Remain Humble

We are passionate about our work ethic and accomplish yet carry ourselves with deep humility.

We are Change Agents

We seek to make a DENT IN THE UNIVERSE. We embrace change and seek continuous improvement in all that we do.



Putting Values into Practice

Act Smaller as the Company Grows Bigger:

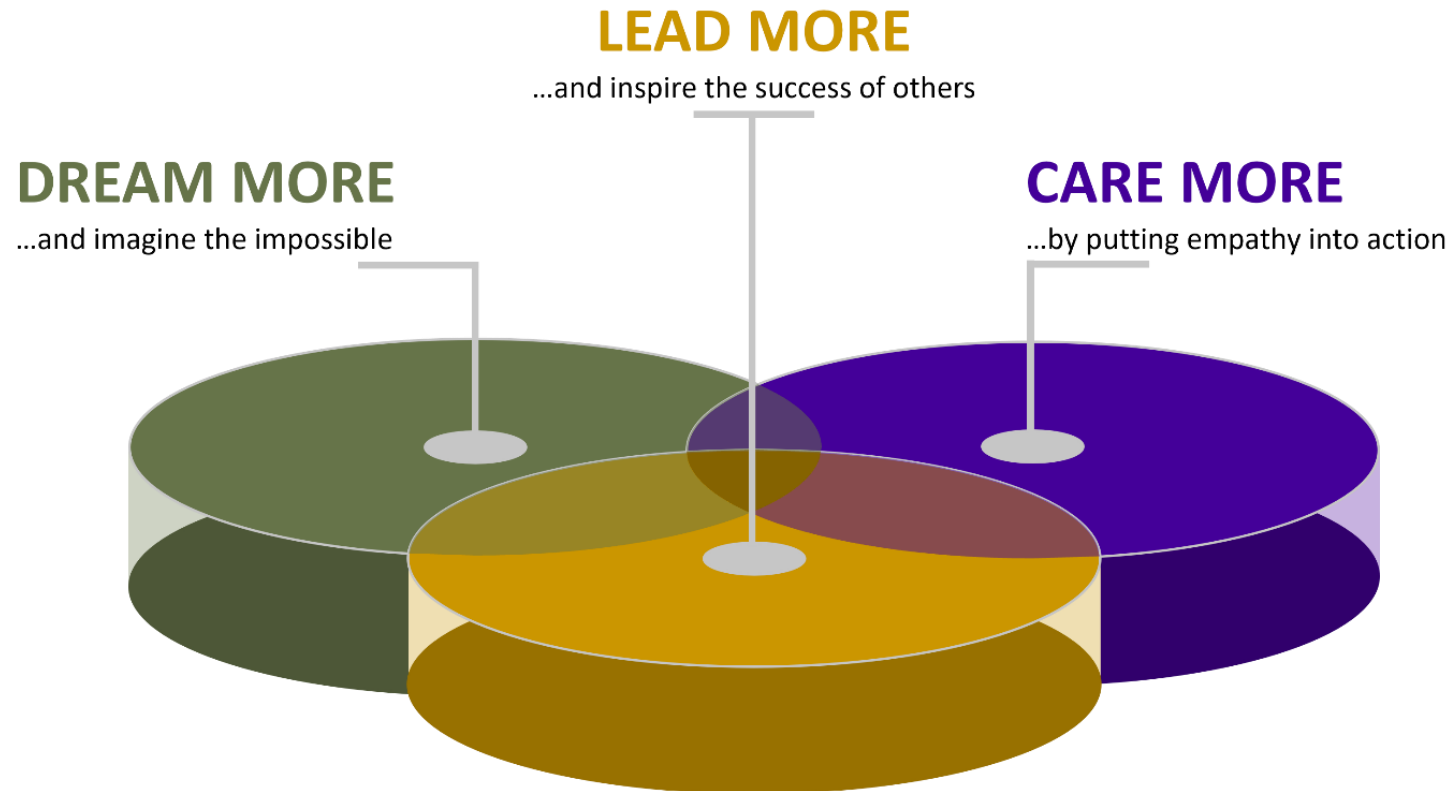
“One of the reoccurring concerns of an enterprising organization is - as it grows – that it become inwardly focused, a vanilla strategic organization that loses its ability to innovate, to adapt, to make a difference.

We are all resolved to rise above and do better. Values statements are instructions but putting them into practice is the key to embracing and preserving our unique culture that defines us.”

- The Glaukos Senior Team

Glaukos has special behaviors that distinguish us from others and inspires us to achieve heights that others find difficult to reach.

These behaviors are enshrined in our Dare to Dream, Dare to Lead, and Dare to Care corporate culture campaign.



Putting Culture Into Practice



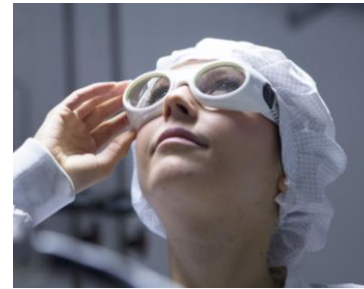
**A Culture of
Risk Taking &
Conviction**



**A Culture of
Decisive
Efficiency**



**A Culture of
Collaboration**



**A Culture of
Quality**



**A Culture of
Compassion**



**A Culture of
Spirited
Enthusiasm**



We are change agents...

- Vision
- Courage
- Conviction
- Commitment to integrity & ethics
- Voice your own opinion
- Seek support for your ideas
- Don't be afraid to fail
- Be tenacious

Team Meetings

- Meet in-person, whenever possible. If virtual, have cameras on.
- Consider who needs to be in the meeting to ensure an appropriate exchange of ideas.
 - Rule of Thumb: No more than 8 members
- Come prepared and accountable for past assignments.
- Pull together small groups whenever possible.
- Challenge the need for reoccurring meeting.
- Meetings are not subject to an hourglass.



A Culture of Decisive Efficiency

Process

“Process is a servant not a master”

- Respect and use process to efficiently execute actions.
- Challenge unnecessary processes that hinder decisive action.

Email

- Strive for in-person, telephonic, or “team meeting” communications.
- For onsite employees, walk around and meet individual face-to-face.
- Limit “reply all” email responses.





No Swim Lanes

- Be open when colleagues cross-over with ideas impacting your area of expertise and/or responsibility.
- Seek to understand different perspectives.

Accountability

- We are all going to make mistakes. Own them. Learn from them. Avoid finger-pointing.

Consensus Building

- Seek consensus of initiatives and heed comments.
- Be decisive in the absence of consensus.



Don't Just Accept Things

- Ask question. Challenge conventional wisdom and the status quo. Don't be afraid to negotiate.

Transparent Communication

- Communicate with each other with full transparency and honesty within the realistic constraints of a publicly traded company.

Culture of Quality

We expect high-quality, compliant products to be available when and where our patients need them.

Critical to our culture of quality are assured:

- Patient safety
- Effective products
- Full compliance and predictable supply of commercial products





Giving Back

- We are a company that cares and strives to give back.
- We actively seek to support volunteer events.

Treating Each Other

- Treat each other with respect, transparency and trust.
- Assume positive intent.
- Be kind.

Life is short...

Feeling fulfilled at work and having a sense of mission along with the enjoyment of accomplishing these goals with others is the spirit we try to create at Glaukos.

At our office locations we frequently have:

- Food truck Fridays
- Halloween contests
- Thanksgiving celebration
- Crazy Christmas
- Founder's Fridays
- March Madness



Dream Attributes | Putting Values into Practice

Attribute	What	How
THIRST FOR VICTORY <i>We are a culture of winners. When we embark on any endeavor, we expect to be successful and to prevail over competitors</i>	Demonstrate Business Acumen	Leverage deep knowledge of industry trends, current and future policies, best practices, and technology to make informed, strategic decisions.
	Drive for Results	Pursue ambitious company goals and stay motivated to achieve them. Persist through challenges with an optimistic and tenacious mindset.
	Negotiate Effectively	Navigate complex situations to create winning outcomes while preserving relationships.
CHANGE AGENTS <i>We seek to make a DENT IN THE UNIVERSE</i>	Champion Change	Courageously drive meaningful change, guided by a sharp vision and a commitment to create lasting positive impact.
	Adapt to Flexibility	Readily adjust emotions, thoughts, communication, and behaviors to unfamiliar, unpredictable, and dynamic ideas or circumstances.
	Generate Innovation	Effectively lead the ideation process, encouraging creativity and fresh solutions. Tap into diverse perspectives to uncover new possibilities.
INTEGRITY <i>We expect the highest ethical behavior to guide our actions and decisions</i>	Practice Empathy	Recognize, understand, and appreciate the perspectives and motivations of others.
	Actively Listen	Demonstrate genuine interest in others' perspectives by listening attentively and with patience.

Lead Attributes | Putting Values into Practice

Attribute	What	How
COURAGEOUS CONVICTION <i>We aspire to be courageous and to have courage in our convictions</i>	Exhibit Courage	Be transparent, speak up with candor and let people know where they stand by providing both positive and constructive feedback to drive improvement.
	Express Emotions	Openly and appropriately convey feelings, both verbally and non-verbally, to build trust.
	Enable Autonomy	Empower yourself and others by providing the necessary resources, tools, and decision-making latitude to excel in their roles.
RESILIENT/TENACIOUS <i>Glaukos has an earned history of getting back up multiple times and never giving up while quickly implementing the best solutions</i>	Survivor Mentality	People and teams view setbacks as temporary and believe they can overcome adversity. They maintain hope and optimism especially in the most challenging times.
	Problem Solving	Resilient teams and individuals are good at finding solutions—even in the face of big setbacks.
RESPONSIBLE <i>Each of us is accountable for the building and success of Glaukos</i>	Be Accountable	Operate with personal ownership and look for ways to improve performance all the time. Own your mistakes and learn from them. Avoid finger pointing and take accountability if you cannot keep commitments. Be on time.
DECISIVELY EFFICIENT <i>Examine and maximize new ways to use time, materials, communication methods, and investments</i>	Meeting Efficiency	Have a meeting purpose and agenda even if a meeting is spontaneous. Be able to answer why a meeting is happening. Carefully identify who should be involved. In person meetings are best and if remote, participants should be on camera.
	Process	Use process wisely—especially those that seek full compliance that ensures patient safety, product efficacy and product quality in the most pragmatic and efficient way we can. Challenge processes that hinder decisive action. Be impatient with unnecessary delays.
	Communication and Email	Challenge yourself to use in person, phone, or Teams meetings over email. Limit the use of Reply All. Use the 3-email rule—more than three emails on the same subject might indicate the need to talk in person.
QUALITY <i>We expect high-quality, compliant products to be available when and where our patients need them and for every role in every function</i>	Seek Quality in Everything	Critical to our culture of quality are assured patient safety, effective products, full compliance and predictable supply of commercial products. We seek to fulfil all aspects in our dedication to a culture of quality for any role and in any function. Identify and embed quality measures and outcomes in all work.
	Take Appropriate Risks	Use a mix of analysis (<i>science</i>), wisdom, experience, and judgement (<i>art</i>). Involve others to provide balance to risk taking and decisions. Examine how effective past risk taking and decisions have been.
SPIRITED ENTHUSIASM <i>Feeling fulfilled at work and having a sense of mission along with the enjoyment of accomplishing these goals with others is the spirit that we try to create at Glaukos</i>	Identify Your Why	Ask yourself how you identify with Glaukos? How does your job and your role link to our purpose and future?
	Contribute and Participate	In person and virtual events sponsored by Glaukos and departments and teams are intended as vehicles of release, camaraderie and joy. Identify ways for you to participate, contribute and to connect to others and the company.

Care Attributes | Putting Values into Practice

Attribute	What	How
<p>PATIENT FOCUS <i>Remember that every action of every day brings us one step closer to making a difference in the lives of patients</i></p>	Prioritize Customer Focus	Build strong customer relationships and deliver innovative, customer-centric solutions. Continuously seek insights to build and deliver solutions that meet and enhance the customer experience.
<p>WORK HARD and REMAIN HUMBLE <i>As a culture of winners, we are passionate about our work ethic and accomplishments yet carry ourselves with deep humility</i></p>	Demonstrate Humility	Approach interactions with modesty and self-awareness, acknowledging and learning from your own imperfections and mistakes. Use these as ways to learn and grow, rather than projecting an image of infallibility.
	Have Fun	Use good-will and self-deprecating humor to connect to others.
<p>COMPASSION/CHARITY <i>We are committed to acts of compassion and charity</i></p>	Embrace Social Responsibility	Willingly contribute to the well-being of society, social groups, and the welfare of others.
	Build Trusted Relationship	Develop and maintain mutually satisfying relationships characterized by trust, empathy, and compassion. Assume positive intent. Be kind.
<p>COLLABORATION <i>Enable a safe, strong, and unified working relationship that makes the best of individual knowledge and expertise</i></p>	Foster Collaboration	Work cross-functionally leveraging diverse expertise to achieve shared goals.
	No Swim Lanes	Be open and secure when colleagues offer ideas impacting your area of expertise and/or responsibility particularly when their actions are intended to better the business. Seek to understand different perspectives. Be willing to step up and pitch in outside of your area of responsibility if you have the expertise and the bandwidth to take on a key task.
	Build Consensus	Seek consensus on initiatives. Heed all comments. Embrace constructive debates. After assessing all, be decisive even in the absence of consensus. At times, the “wrong” decision is preferable to inaction. If you do not prevail in your position, get behind and embrace the final decision.
	Appropriately Challenge	Ask questions. Challenge conventional wisdom and the status quo. Don’t be afraid to negotiate. Phrases such as “that’s the way it has always been done”, “that’s the way we did it at PriorCo”, or “those are the terms they sent me” are all just starting points of a conversation, not the end point.
	Communicate Transparently	Communicate with each other with full transparency and honesty within the realistic constraints of a publicly traded company. This transparency builds trust and unity that translates into success at so many levels in our organization.

Glaukos Culture, Values, and Attributes are embedded throughout the Talent Cycle including...

Hiring

- Job Posts and Job descriptions refer to values, attributes and behaviors
- Interview Guides have values, attributes and behaviors references and questions

Succession and Calibration

- Discuss demonstration of values, attributes and behaviors during calibration, succession, and promotion discussions

Compensation and Benefits

- Job Leveling Guide, attributes and behaviors used to evaluate employees
- DARE Awards
- Benefit enhancements to support employees and their families
- Total Reward Statements / Comp & Ben Communications



Onboarding and Orientation

- Orientation materials
- Onboarding Guide references values, attributes and expected behaviors
- CEO New Hire Breakfast

Career and Performance

- Goal templates in Oracle and Word
- Performance Development Plans

Learning Activities

- Custom Courses:
 - Grow Your Development
 - Leadership Programs (Launch & Leader Lab)
 - Negotiate to Collaborate
 - Source and Select
- iLearn Toolkits

Current Ways Culture and Values are Put into Practice

What Values Define Glaukos

"We believe Glaukos has special characteristics that distinguish us from others and inspire us to achieve heights that others find difficult, or impossible to reach. These...are enshrined in Dare to Dream, Dare to Lead, and Dare to Care corporate Culture Campaign."

- The Glaukos Senior Leadership Team



DREAM More
... and imagine the impossible



LEAD More
... and inspire the success of others



CARE More
... by putting empathy into action



New Hires Learn More...

...about the Glaukos Culture Values and Attributes in Orientation and through Onboarding.

Glaukos Attributes

We Are Patient Focused
Every action of every day brings us one step closer to making a difference in the lives of patients by addressing their unmet needs.

We Have Courage/Conviction
We aspire to be courageous and to have courage in our conviction in chasing product innovation, market development and improvements to corporate operations.

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We are Change Agents
We seek to make a DENT IN THE UNIVERSE. We embrace change and seek continuous improvement in all that we do.

 **Cristina Minella** (She/Her) • You
Global Head of Talent Acquisition
1mo • 📍

Evan Hockman - Come work for Evan and Dare to Dream in our diagnostics group.

Director, National Accounts
Job by Glaukos Corporation
Aliso Viejo, California, United States (On-site)

[View job](#)

 170 connections work here

👍❤️👍 56

8 reposts

The journey and introduction to Glaukos Values, Attributes, and Culture...

...starts with job postings, job descriptions, and interview guides that reference our Culture, Values, and Attributes.

Current Ways Culture and Values are Put into Practice

Leadership Behaviors

DREAM LEAD CARE

Great Place To Work | What Does it Mean?

Self-Reflection

- Reflect on the c stand out to yo

Small Group Act

- Identify 2-3 wa positively influ feedback from t

Employees...

... and leaders learn more about our Values, Attributes, and aspects of the culture in classes like Source and Select and Leader Lab.

Step 1: Review the Job Description

What's important for the role?

Step 2: Leverage the Interview Guide

1. KSAs

- Fun
- Bus
- Lea

2. Values

- Con
- Exp

3. Culture team

- Cha

Activity: adds for

INTERVIEW GUIDE

Market Access

FUNCTIONAL ATTRIBUTES AND SKILLS

- Service-Orientation
- Technical Knowledge
- Interpersonal Skills

- Why we have it
- How to use it

GKOS 360

GKOS 360 Home Find It Our Company Culture Connect Charity and Volunteering Getting Started at Glaukos

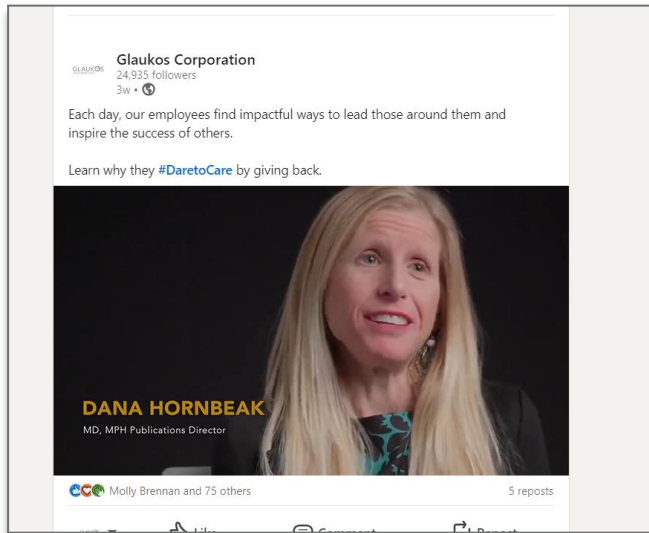
News

- Putting Culture Into Practice
- Employee Events Calendar
- Food Truck/Fun Food Fridays
- Newest Additions
- DARE Awards
- Employee Events and Traditions
- Great Place to Work
- DEI at Glaukos
- Flat Tom Adventures
- Awardco - iRecognize

Our Culture is Further Reinforced...

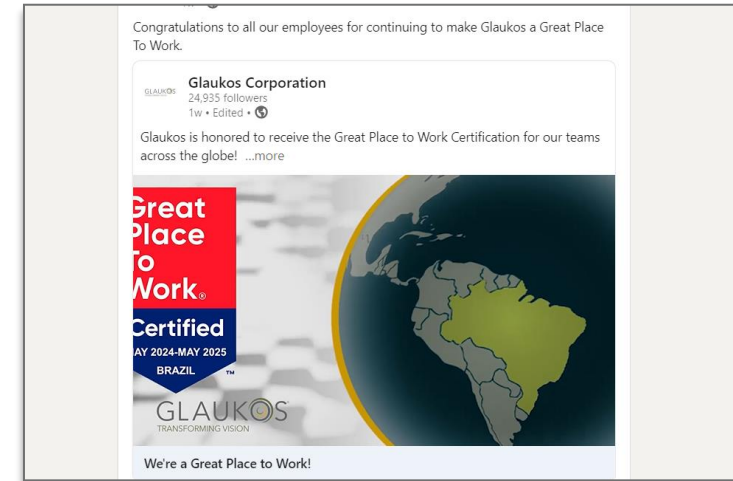
...in the Culture Connect portion of GKOS 360 with a rich set of tools and information.

Current Ways Culture and Values are Put into Practice



Social Media Posts...

...regularly describe people who live our Values and stories and events that demonstrate our commitment to our culture



LEVELING CRITERIA & LEADERSHIP BEHAVIORS

GLAUKOS JOB-LEVELING CRITERIA
Beyond technical criteria, we expect employees to model the Glaukos values and leadership behaviors appropriate for each job level.

FUNCTIONAL & BUSINESS KNOWLEDGE & SKILL	SCOPE	IMPACT	EXPERIENCE	MANAGEMENT (For Management Only)
Functional and business knowledge or skills necessary to complete work	Scope of work on overall organization internally and/or externally Complexity of role and assignments Level of influence Organizational relationships and interactions	Impact of decisions Amount of autonomy required to perform work	Education requirements Required years and/or type of experience	Level of responsibility related to managing other individuals or functions/business team or external service providers

GLAUKOS VALUES & LEADERSHIP BEHAVIORS
Beyond technical criteria, we expect employees to model the Glaukos values and leadership behaviors appropriate for each job level.

DREAM	LEAD	CARE
Innovation, entrepreneurial spirit, pushing the limits in productive ways Innovation: Effectively lead idea generation, creativity, and innovation by identifying and tapping diverse people, opinions and ideas. Autonomy: Enable and provide the necessary tools, resources, and latitude for people to make decisions relevant to their role. Impulse Control: Resist or delay an impulse, drive, or temptation to act and avoid rash behavior and decision making.	Leadership behavior, financial accountability, leading change management Listening: Demonstrate active listening and have the patience to hear people out. Emotional Expression: Openly and appropriately express one's feelings, reality and vulnerability. Negotiation: Create winning outcomes while maintaining relationships. Flexibility: Adapt emotions, thoughts, communications, and behaviors to unfamiliar, unpredictable, and dynamic circumstances or circumstances. Business Acumen: Demonstrate knowledge of current and future policies, practices, trends, technology and organization.	Acts of compassion, charity, volunteerism, making a difference at Glaukos or in the community Themed Relationships: Develop and maintain mutually satisfying relationships that are characterized by trust and compassion. Empathy: Recognize, understand, and appreciate what is important to others and why. Stress Tolerance: Cope with stressful or difficult situations and believe that one can manage or influence situations in a positive manner. Social Responsibility: Willingly contribute to society, to one's local groups, and generally to the welfare of others.

As a Further Reference...

...the Attributes and Values are the heart of our Total Rewards philosophy including Dare Awards and the Job Leveling Guide introduced in 2023

DARE Award Nomination Examples

DREAM MORE
linked to innovation, entrepreneurial spirit, pushing the limits in productive ways

- Scientific / Technology discovery
- New patents leading to significant impact for business
- Great idea proposed but not implemented
- Grass roots ideas

LEAD MORE
linked to leadership behavior, financial accountability, leading change management

- Influencing and collaborating with others to accomplish objectives
- Educating, communicating or presenting information in an engaging and game-changing way
- Negotiation that results in excellent ROI to Glaukos

CARE MORE
linked to acts of compassion, charity, volunteerism; making a difference at Glaukos or in the community

- Innovative solution to a difficult problem
- Improvements in efficiency
- Breaking into a new market segment
- Landing or converting a key critical client
- Leveraging internal expertise, skills and resources in problem resolution
- Impactful moment with other team members which inspires behavior and caring
- Mentoring, developing or teaching others
- Promoting ideas on how Glaukos can fulfill needs in our business and/or local communities

New Ways to Put Culture and Values into Practice

Involve Employees

Company culture and values gain credibility when a variety of employees are involved in the development and implementation. Some possibilities include:

- High-potential employees co-lead meetings with senior leaders
- Implement Culture Ambassadors program (formerly DEI Forum and Culture of Excellence) team members used to support culture initiatives
- Past Leader Lab alums and/or high potentials to serve on the Micro Learning Design and Facilitation committee led by L&D
- Provide feedback to employees regarding GPTW and Culture Sessions and create action plans as needed

Leaders Take Ownership

- Regular 1:1 and team discussions
- Leader accountability for integrating through all talent practices—hiring, development, retention, and succession/talent calibration
- CEO/Senior Leadership Team video of “The Glaukos Culture”
- What do we do when the behavior is not the Glaukos way?

Communications

GKOS 360 –Link Materials
External/reinforcing stories



Onboarding and Orientation

- Update materials (NHO and guide) with references to Practice into Action (**complete**)
- Include SLT in NHO talking about Glaukos Culture and Values (**complete**)
- Use Cultural Ambassadors to meet and welcome new employees (**in process**)

Career and Performance

- Update Check-In Tools
- Implement People Goals (MBO)

Learning Activities

- Expand Glaukos World Café (**in process**)
- Continue to link behaviors and values to new learning activities (**in process**)
- Create playlists in iLearn



The Cultural Ambassador Program

Overview

<p>Charter</p>	<ul style="list-style-type: none"> • Evolve the current Culture of Excellence committee into a new combined group of employees who will serve in an “inside-out” role to consult, guide, and take direct actions that support and further Glaukos’s culture. • Identify 3-4 projects linked to the Attributes and influenced by the greatest company needs, and feedback and insight from employees. • Provide Action Learning (real-time coaching, feedback and development) to Cultural Ambassadors to fuel their own growth and success. 	
<p>Cultural Ambassadors</p>	<ul style="list-style-type: none"> • 30 employees • High-potential and high performance early/mid-career vetted and selected and approved by SLT. Volunteers? • Diverse characteristics: <ul style="list-style-type: none"> • Cross-functional representing the entirety of Glaukos business lines • Time at Glaukos • Levels • Social demographics: age, gender, ethnicity/race • Serve overlapping two-year terms with 10 hours of activities/month. Note 	
<p>Sponsorship and Oversight</p>	<ul style="list-style-type: none"> • Executive Sponsors • Attribute Teams: 2 VPs per project team • HR support 	
<p>Draft Projects</p>	<p><i>Decisive Efficiency</i></p>	<p>Assess current state and best practices to recommend tools and approaches related to meetings, processes, and communication.</p>
	<p><i>Change Agents</i></p>	<p>Learn change leadership principles and design a communication plan and development tools to help all employees learn and apply adaptability, and skills to drive innovation.</p>
	<p><i>Collaboration</i></p>	<p>Analyze what “no swim lanes” means to employees and design ways to help people understand pragmatic ways to demonstrate the behavior.</p>



GLAUKOS WORLD CAFÉ

Sip. Learn. Connect.

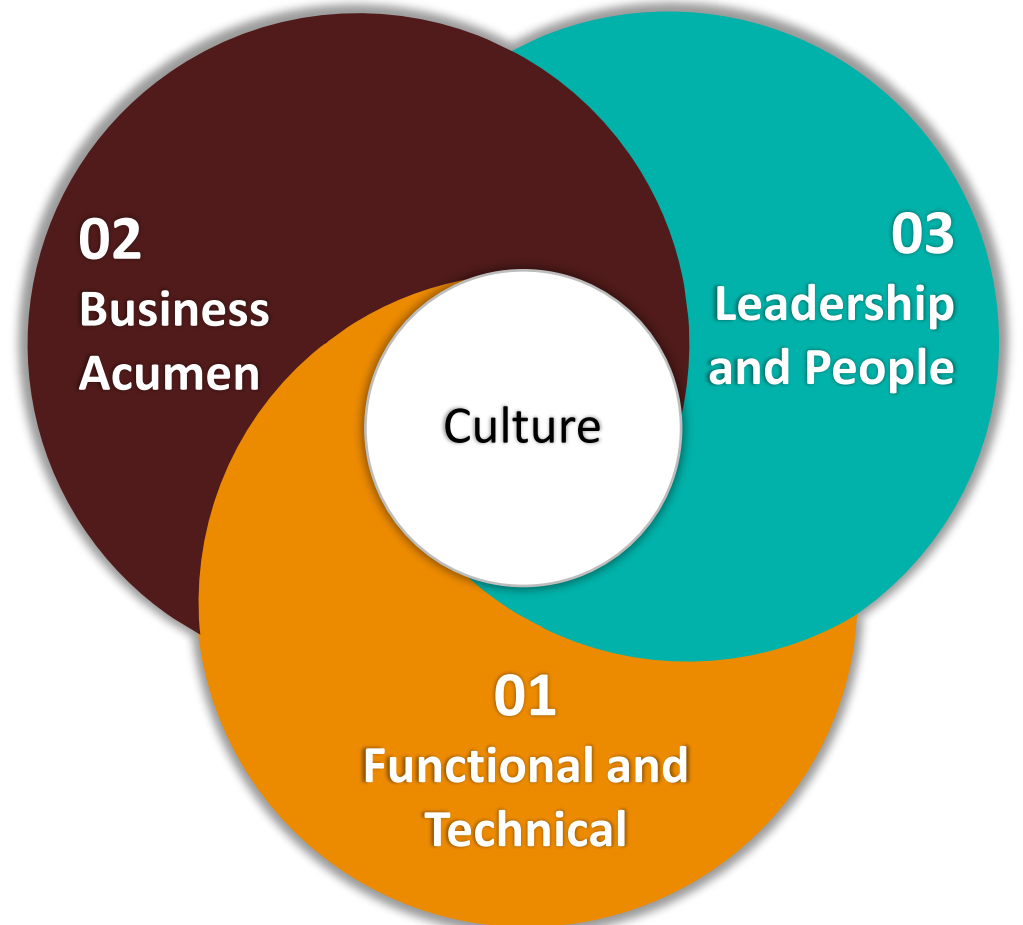
Glaukos World Café (GWC) gives employees a set of learning tools, models, and information facilitated by a variety of internal and external experts.

Learning topics support the Glaukos culture, link to the [Glaukos Values](#) and Attributes, and align to one of the following culture and development areas:

- Functional and technical skills
- Business acumen skills
- Leadership and people skills

Participants will benefit from:

- Hearing from, and interacting with, a variety of internal and external experts.
- Getting new perspectives as a way to feel connected to the vision, values, and culture.
- Virtual-live learning sessions that are recorded and available to all employees.



2024 – 2025 Calendar

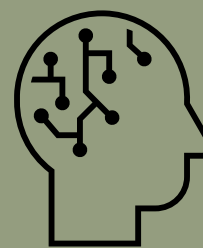
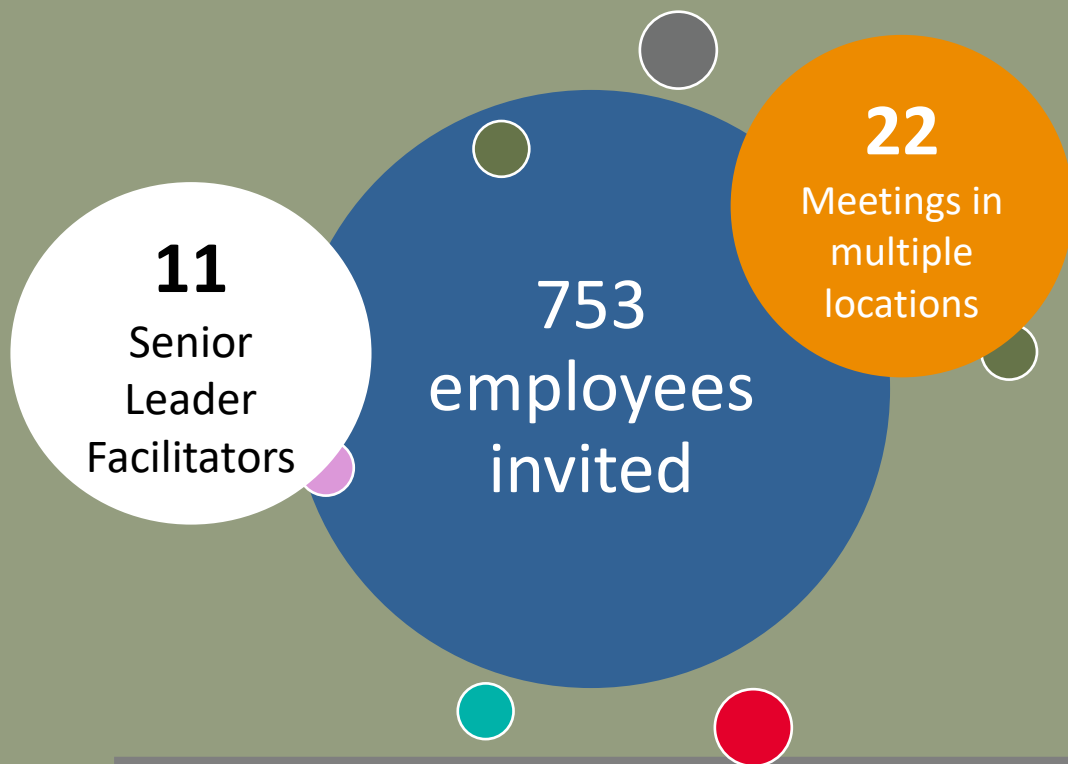


	Date	Topic	Description
2024	October	Putting Culture Into Practice	Interview and discussion with Tom Burns
	November	Making Meetings Meaningful	Interaction Associates, meeting experts – interview panel with senior leaders
	December	Understanding Your Glaukos ESPP	Interview with Jon Coy, Sr. Director, Total Rewards on the importance of stock ownership
2025	February	The Question Behind the Question	<i>More details to come</i>
	March	Diversity, Equity, Inclusion	<i>More details to come</i>
	April	Glaukos Portfolio and Pipeline	<i>More details to come</i>
	June	Happiness at Work	Denice Torres

All sessions will be hosted virtually. Recording will be available to watch in iLearn
 More sessions to be announced in 2025



Culture Meetings Summary



High engagement
“Thank you for asking us”



Meeting Themes

Theme	Context
<p>Preserve Culture</p>	<ul style="list-style-type: none"> • The culture document resonates, but some employees are not clear on who will be held accountable and how • Keep asking employees for feedback and having these discussions (small group, cross-functional format) • Employees want to see their leaders live the document • Link management action to employee feedback – and why • There is a desire to protect our top-to-bottom openness and transparency • Specific examples in the “cultural in practice” were useful, add others as applicable • Preserve the culture of innovation • Some longer-tenured employees perceive new employees as “corporatizing” us; conversely some new employees feel their voices aren’t heard or their experience isn’t respected
<p>Patient Focus</p>	<ul style="list-style-type: none"> • Employees are strongly connected to our mission and would love to hear more real-life Glaukos impact stories from patients
<p>Change Leadership and Stakeholder Engagement</p>	<ul style="list-style-type: none"> • Employees understand the need for compliance and regulation – they want the "why" and to be included in the solution or design process • For some, compliance has become burdensome and there are unreasonable expectations for end users
<p>System Burden and Process Frustration</p>	<ul style="list-style-type: none"> • End users want to be engaged in system and process design • Process inefficiency is a concern. For example, one document can require multiple approvals by the same people in 3 different systems and takes weeks to get it through. ECOs can take 3 weeks if tightly managed • Oracle is a challenge. "Oracle is exceedingly challenging". "It is hard to see an expensive system rolled out, then worked around, then buy pricey systems to support it" • Perceive little thought into how the systems interrelate; feels like a spiderweb on top of Oracle

Meeting Themes

Theme	Context
Swim Lanes	<ul style="list-style-type: none">• Desire to understand and make sense<ul style="list-style-type: none">• “When can I insert myself outside my function?”• “Conversely, when someone approaches me outside my department with input without knowing what I do, or without respect & curiosity, I am not open to hearing it”• There is friction between wanting to be engaged and involved and the organization’s desire to limit meeting attendance
Communication	<ul style="list-style-type: none">• Some feel disrespected by other departments or line management. (See: swim lanes). The crux seems to be tone related to humility, curiosity, and genuine desire to help• Communication cascade is not reliable and is leader dependent; quality of communication is inconsistent or non-existent• A need for more communication directly to employees, including international-specific communication and representation• Want a report back as to what we are doing with their feedback
Collaboration and Cross-Pollination	<ul style="list-style-type: none">• The day-to-day and “local” culture is highly leader dependent• There is a desire to get teams to collaborate, be innovative, and to share best practices and learn from others• Success relies on leader vulnerability and willingness to learn
Appreciation and Gratitude	<ul style="list-style-type: none">• Glaukos is a great place to work, and employees have been drawn here because of the culture (reputation, people they know, the strong pipeline)• Continue holding culture sessions; small group format is useful

Suggestions

Theme	Suggestions
<p>Preserve Culture</p>	<ul style="list-style-type: none"> • Create a team of culture ambassadors to welcome new hires (in process) • Highlight new hires on GKOS360 / at town halls • Make the culture document part of onboarding (already in place) • Begin meetings with 2 minutes with examples about how we lived the culture this week • Link management action to our feedback – show me you heard me and help me understand the decision • Issue employees and people leaders Awardco points so we can spot recognize
<p>Patient focus</p>	<ul style="list-style-type: none"> • Highlight patient and physician stories at town halls and GKOS360 • Highlight Armenia engagement
<p>Communication</p>	<ul style="list-style-type: none"> • VPs and directors hold regular meetings with members of their team who do not report directly to them • Highlight new hires and company milestones in town hall meetings and/or GKOS360 • Train us on how to communicate “the Glaukos way” • Hold line managers accountable for treating employees with respect • Report back to entire company on implementation of suggestions
<p>Change Leadership and Stakeholder Engagement</p>	<ul style="list-style-type: none"> • Set clear stakeholder management guidelines • Communicate with stakeholders before implementing processes, systems, or tools. Get their input and avoid surprises
<p>System Burden and Process Frustration</p>	<ul style="list-style-type: none"> • Review Agiloft budget/spend thresholds (Approval Matrix) – (Currently under review) • Evaluate how systems work together (e.g.; SOW, Contract, PO). Excessive reviewers for each process • Move to an electronic DHR (project with GTS in process to make progress)

Suggestions

Theme	Suggestions
Meeting Effectiveness	<ul style="list-style-type: none">• Default our calendars to 25- and 55-minute meetings• Consider the bill rate of time spent in a meeting for all participants (value of an hour)• Help us get more work time and fewer meetings
Leadership Presence	<ul style="list-style-type: none">• If employees must be onsite, then their managers should also be onsite• Increase senior leadership presence outside Aliso Viejo• Breakfast meetings with Tom (in process)
Exposure	<ul style="list-style-type: none">• Get employees into the field – as part of orientation or as a reward to see their product in action• Have more people travel between AV and Burlington to strengthen relationships• Resend Oracle & MS365 photo upload instructions
San Clemente	<ul style="list-style-type: none">• Facility and Amenity requests: Cleanliness, temperature and timeclocks, park & gym (Budgeted dollars planned for 2025)• Consider vanpool for 2nd shift (already available, contingent on enough riders)• Revisit AWS (4/10s - mixed interest)• Focus on stabilizing different cultures in 229 and 236
Burlington	<ul style="list-style-type: none">• Remember to include Burlington as pilot participants in programs and processes• Include the Avedro origin story and the back of the napkin origin story
Remote	<ul style="list-style-type: none">• Expand the memo to include a nod to remote employees• On Food Truck Fridays or for long meetings, buy lunch for remote teams• Provide campus visits for remote employees