Leadership

This page contains information that managers and other leaders at Unicis should know about running a great company.

Leadership Philosophy

I spent years as a CISO blocking things — stopping product launches, rejecting vendors, enforcing policies that slowed teams down. Now I build tools so founders don't face that wall.

My goal as a leader is to make compliance feel like a competitive advantage, not a tax. As a human, I want to build something that outlasts the hype cycle: useful, open, and unambiguously European.

This philosophy shapes who we hire, what we say no to, and why we open-source by default.

CEO Flaws

Openness is important, and I want to share the flaws I have setup with you. I am fully accountable for enhancing the items listed below, and listing them is not an excuse.

These mistakes are listed publicly for two reasons. First, let everyone know that these issues aren't your fault. Second, to help me improve and make sure I am accountable.

I tend to avoid imposing on others

- This can lead to me over-specifying solutions to problems instead of presenting the whole problem and putting someone in charge of it.
- You could ask, *“Predrag, what was the original issue?”* If I'm not the right person to solve it, I understand, but could you tell me why I am not?

I tend to avoid imposing on others" closed

- I can quickly speak. It's okay to say, *“Predrag, wait a minute.”*
- I often criticize before I appreciate, especially when something seems almost done.
- I like it when unicians say, *“How do you feel about my work?”* It makes me feel like I'm talking to the sculptor, not just the statue.
- I can make decisions quickly when something is close to being ready to ship. It's okay to say *“I want early feedback”* instead of *“I'm not completely done yet.”*

I can get anxious and do things too quickly

- It's okay to let me to process. *“Hold up,”* you might say. *“What are our goals?*
- Talking too much is my thing. During video calls, and especially during a screen share session, I sometimes speak longer than I normally would. If you feel confused or overwhelmed, you can interrupt me or tell me to stop talking.

CEO Growth Plan

These are the active mitigations I am working on for each flaw listed above. This section is reviewed and

updated every quarter.

Last reviewed: June 2026

Over-specifying solutions → Delegating problems, not answers

- Before assigning any task, I ask myself: am I handing off the *problem* or my preferred *solution*? The goal is the former.
- Team signal: anyone can ask “What was the original issue?” at any time — this is encouraged, not awkward.
- Weekly self-check during Level 10 prep: did I delegate a problem or a solution this week?

Speaking too quickly → Structured, async-first communication

- Default to async (Matrix message or Nextcloud doc) for complex topics before calling a meeting.
- On video calls: if I have spoken more than 3 minutes uninterrupted, I stop and explicitly ask for reactions.
- Anyone can say “Predrag, hold on” — this is a feature, not an interruption.

Moving too fast → Deliberate decision checkpoints

- Any decision affecting more than one person gets a 24-hour pause before it is finalised.
- Rocks and issues are reviewed in the Level 10 meeting — not acted on unilaterally between sessions.
- For things that are “almost done,” I ask for early feedback rather than waiting for a polished result.

Contact the CEO

Feel free to contact me and send me a message using Unicis Element.

Founder responsibilities

The Founder is ultimately in charge of the vision, strategy, and success or failure of the company. The Founder is the DRI who is directly responsible for:

- **Company Vision and Strategy:** Setting and keeping Unicis' long-term vision and strategic direction.
- **Leadership and Culture:** Setting a company culture and inspiring and motivating the team.
- **Fundraising and Investor Relations:** Managing relationships with investors, getting money, and making sure the company has the money it needs.
- **Strategic Partnerships:** Key partnerships that align with the company's goals and drive growth are identified.
- **Major Decisions:** Making important business decisions that affect the company's overall direction and health.
- **Public Representation:** Being the company's spokesperson at events, in the news, and with people outside the company.
- **Technical Review & Approval:** All technical decisions, infrastructure changes, tool introductions, and contractor access are reviewed and approved by the Founder.

Co-Founder Responsibilities

The Co-Founders share the responsibility for the company's success and help the Founder. The co-founders are directly responsible for the following:

- **Operational Management:** Overseeing daily operations to ensure smooth and efficient business processes.
- **Team Building and HR:** Recruiting, hiring, and keeping top talent and managing the HR functions to keep the workplace healthy and productive.
- **Product Development:** Making sure the company's products or services meet market needs and quality standards.
- **Financial Management:** Assisting with the company's financial health, including budgeting, financial planning, and reporting.
- **Marketing and Sales:** Marketing and sales efforts include developing strategies to increase brand awareness and customer acquisition.
- **Support and Accountability:** Helping the founder and making sure the leadership team follows their goals and responsibilities.

Key reviews (KPIs) and Objectives Key Results (OKRs)

Each quarter, department leaders talk to the CEO about their key performance indicators. These key performance indicators (KPIs), which are kept private in the OpenProject application, measure how well things are doing every day and have deadlines.

In these meetings, C-level discuss actual week-over-week progress towards their Objectives and key results (OKRs) with the CEO and quarterly KPIs.

Hiring

At Unicis, we work with core team members, consultants, advisors, and people in the community.

Consultants/Freelancers

Occasionally, Unicis hires consultants who only work for a few hours on small projects.

A consultant is someone we expect to help us with:

- They will finish their work with the company in less than 6 weeks.
- Stay with the company for a longer time, but don't work more than 10 hours per week.

Consultants/Freelancers:

- do NOT receive company equipment.
- do NOT go through training using the contributor onboarding issue.
- do NOT fill any existing open position.
- must comply with the Third-Party & Contractor Infrastructure Security policy (TPSRM) before being granted any system access.

They track time using the time-tracking and sign a consulting agreement with Unicis.

To hire a consultant, please talk to the CEO.

Who ISN'T a consultant?

If a consultant plans to work more than 10 hours per week, or for longer than 6 weeks, they should instead be hired as a core team member.

Core team members:

- are hired for an existing open position.
- must be onboarded (complete the entire, unabridged onboarding process in Fleet's “Onboarding” issue template).
- must be offboarded.
- get an email address.
- have a manager and a formal place in the company Org chart.
- are listed in the company's directory.
- are paid as part of the standard payroll ritual for the place they work and their employment classification.

Consultants aren't supposed to do any of those things.

Consultant Agreement

Consultant and freelancer agreement template can be found in the following Unicis Intranet link.

Partnership or Mutual Non-Disclosure Agreement

Contract or engagement such as a consortium with any other company is obligated to sign a Partnership or Mutual Non-Disclosure Agreement (MNDA) before anything confidential or internal is shared outside Unicis. You can find the template at Unicis Intranet link.

Request a new position

To request a new position at Unicis, follow these steps:

1. **Document Preparation:** Create a detailed proposal document outlining the new position, including the job title, responsibilities, qualifications, and justification for the role and upload it to Unicis Intranet.
2. **Tagging the File:** Once the document is on Unicis Intranet, use the tagging feature in NextCloud to tag the file appropriately (e.g., `new hire`).
3. **Request Review:** Send a direct message to the Founder and co-founders by mentioning them in a comment under the file or through the internal messaging system, requesting a review of the proposal.
4. **Follow Up:** Monitor for any comments or feedback from the Founder and co-founders, and be prepared to provide additional information or clarifications as needed.

Approving a new position

The Founder, Co-founders, and Directors will need to approve the new position and keep the company values and culture in mind.

Recruiting

Please check our recruiting process.

Receiving job applications

The selected candidate will receive a contract agreement to be signed via our internal tool.

Candidate correspondence email templates

Email templates for candidate communication are stored in Nextcloud under `/HR/Templates`. Contact the CEO for access. Basic templates cover: invitation to interview, rejection, offer, and offer acceptance confirmation.

Interviewing

Interviews at Unicis are conducted via Jitsi. The interviewer prepares 3–5 behavioural questions aligned with our Core Values. Allow 30–45 minutes. At least two team members should interview each candidate. Share feedback in a private Matrix room within 24 hours.

Hiring a new team member

Once a candidate is selected: (1) check references, (2) prepare the agreement via Nextcloud LibreSign, (3) confirm start date and equipment needs, (4) create accounts (Nextcloud, Element, GitLab), (5) assign onboarding buddy, (6) add to the Quick Start checklist.

Making an offer

Send a written offer via email with the agreement attached (generated from the template in Nextcloud `/HR/Templates`). Include: role title, start date, compensation, and any specific terms. The CEO must approve all offers before they are sent.

Offer accepted

Confirm the start date in writing. Trigger the onboarding process: create accounts, assign a buddy, schedule the first week check-ins, and announce the new team member in `#town-square`.

hiring, freelancer, agreement, offer, team, member

Tracking hours

Kindly utilize the time tracking feature, as detailed in the time tracking section.

Note: If you use another tool for tracking, that's fine, but at the end you'll need to send us a time tracking report and an invoice.

Consultant/Freelancers

A consultant is an individual who works for Unicis for a brief duration of a project and does not work more than 40 hours per month in total. In other words, they don't put in more than ten hours a week. This is because of tax and other regulatory requirements.

Warning: It is not possible to bill the invoice for more than 40 hours per month.

Employee

It is not necessary for employees at Unicis to track their time unless this is required for a separate project. They don't have to send out an invoice at the end of the month.

Departure communication

When a team member departs: (1) CEO notifies the team in `#town-square`, (2) schedule an exit interview, (3) revoke all tool access within 24 hours, (4) arrange return of any company equipment, (5) close out open tasks in OpenProject, (6) archive Nextcloud files. See the offboarding checklist in `/HR/Offboarding`.

Changing roles and positions

Role changes are proposed by the employee or their manager. Submit a brief proposal in Nextcloud (tagged with `role-change`), reviewed by the CEO. If approved, update the Accountability Chart, announce the change, and adjust access and compensation as needed.

Delivering performance feedback

At Unicis, we give everyone feedback every six months. We gather feedback from at least two or three other team members and provide professional feedback aligned with company values.

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