

Culture



# Values

- ✦ Intellectual Honesty
- ✦ Judgment
- ✦ Practical Optimism
- ✦ Collaboration
- ✦ Integrity
- ✦ Execution

# Intellectual Honesty

- ✦ Recognize you have biases and blind spots
- ✦ Prepare thoughtfully, data is friendly
- ✦ Articulate what you are, and are not, trying to do
- ✦ Identify and fix root causes, not just symptoms
- ✦ Question assumptions and status quo
- ✦ Approach new data with an open mind

# Judgment

- ✦ Understand difference between long-term, strategic thinking and tactical actions
- ✦ Quickly recognize when things are screwed up
- ✦ Understand both perception and reality
- ✦ Understand importance of context
- ✦ Accept ambiguity

# Practical Optimism

- ✦ Dream big and realistically
- ✦ Embrace constraints as challenges
- ✦ Maintain balanced perspective, neither overly optimistic nor needlessly pessimistic

# Collaboration

- ✦ Share thoughts early in processes
- ✦ Commit to decisions made
- ✦ Zero passive aggressive behavior
- ✦ Support each other, despite flaws
- ✦ Honest, forthright interactions
- ✦ Praise in public, critique in private

# Integrity

- ✦ Do the right thing
- ✦ When you perceive issues, raise them without fear
- ✦ Understand what you are doing
- ✦ Make your work worthy of pride
- ✦ Give credit to others when due
- ✦ Practice good habits; they lead to excellence

# Execute

- ✦ Be accountable
- ✦ Get results; don't waste your time
- ✦ Make decisions despite ambiguity and risk
- ✦ View yourself as an owner