

Our Core Values

1. Customer Centricity with Sustainable Practices:

Description: Dedicated to understanding, listening to, and exceeding customer needs while maintaining product vision, and the customer value north star and ensuring sustainable practices that do not compromise team well-being

- **Scenario:** A customer is struggling to integrate our product with their existing systems.
- **Application:** Instead of simply directing them to the documentation, a team member proactively reaches out to offer personalized assistance, walking them through the process and ensuring they are successful. The team may also use this feedback to improve the product's integration capabilities or documentation.
- **Scenario:** A customer expresses a need for a feature that is not currently offered.
- **Application:** The team carefully considers the customer's request, evaluating it against the product vision and long-term strategy. If aligned, they prioritize its development, demonstrating a commitment to meeting customer needs while staying true to the product's core purpose.

2. Continuous Learning and Growth:

Description: We are committed to continuous learning and development, seeking opportunities to expand our knowledge and skills, both individually and for our team members, and support the growth of our team through on-going feedback and commitment to improvement through mentorship

- **Scenario:** A new technology emerges that could impact the industry.
- **Application:** The company encourages select employees to attend relevant conferences, workshops, or online courses to stay up-to-date, learn from the best and experiment. They might also organize internal knowledge-sharing sessions or lunch-and-learns where employees can share their expertise with colleagues.
- **Scenario:** A team member receives constructive feedback on their communication style.
- **Application:** The team member actively seeks opportunities to improve, such as attending a communication workshop or seeking mentorship from a colleague with strong



communication skills. The team fosters a culture of feedback where constructive criticism is seen as an opportunity for growth.

- **Scenario:** We had a good quarter or a bad quarter with KPIs or goal achievements
- **Application:** Individuals responsible/owners reflect on what went well, what did not go well, what they could have contributed differently, and what skill upgrade and mindset shifts they will need to make to show up stronger in the next quarter

3. Collaborative Empathy: We show up with the mindset to collaborate, listening to our colleagues and partners, appreciating diverse perspectives and knowledge, focused on the problems, where everyone feels heard and valued

- **Scenario:** A team is brainstorming solutions to a complex problem.
- **Application:** Team members actively listen to each other's ideas, ask clarifying questions, and build on each other's suggestions. They create a safe space where everyone feels comfortable sharing their thoughts, even if they differ from the majority. The focus remains on finding the best solution, not on winning arguments or proving individual points.
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- **Scenario:** A team member is facing a personal challenge that is impacting their work.
- **Application:** Colleagues show empathy and understanding, offering support and flexibility. They work together to find solutions that accommodate the team member's needs while ensuring the work gets done.
- **Description:** We prioritize maintaining a healthy balance between work and personal life, recognizing that this fosters sustainable high performance and overall well-being. We encourage each other to take time for rest, recharge, and personal pursuits, and we model these behaviors ourselves. We are mindful of our colleagues' workloads and commitments, and we proactively offer support and flexibility when needed.
- **Scenario:** A team member is consistently working long hours and showing signs of burnout.
- **Application:** Colleagues and managers notice the signs and proactively intervene, offering support and encouragement to take time off or adjust their workload. The company culture normalizes taking breaks, using vacation time, and prioritizing mental and physical health.
- **Scenario:** A team is facing a tight deadline and stress levels are high.
- **Application:** A team member suggests taking a short break to recharge and come back with fresh perspectives. The team could also organize a team-building activity to boost morale and foster a sense of camaraderie.

Scenario: A developer has been consistently working long hours to meet a tight project deadline. They have expressed concerns about the heavy workload and their inability to take time off, and are showing signs of stress and potential burnout.



Application: A team member proactively raises concerns about the workload and potential for burnout during a team meeting. The team collaborates to analyze the workload, identify areas for improvement, and explore potential solutions. These solutions could include:

- **Setting realistic expectations:** The team could work with other departments to ensure that customer expectations are aligned with the team's capacity.
- **Streamlining processes:** The team could identify opportunities to automate repetitive tasks or improve workflows to increase efficiency.
- **Resource allocation:** The company could consider hiring additional customer success representatives or providing additional training and support to existing team members.
- **Prioritization:** The team could develop a system for prioritizing customer requests based on urgency and importance, ensuring that critical issues are addressed first.
- **Delegation:** The team could explore opportunities to delegate tasks to other departments or leverage self-service resources for customers.

4. Responsible Ownership: We take ownership of our work, communicate transparently, and hold ourselves accountable for delivering high-quality results, and we do this proactively, addressing issues while setting realistic expectations and considering team capacity and resources needed

- **Scenario:** A project is falling behind schedule.
- **Application:** The team members proactively identify the issues, communicate them transparently to stakeholders, and take ownership of finding solutions. They don't wait for someone else to fix the problem; they step up and take the initiative to get the project back on track.
- **Scenario:** A mistake is made that impacts a client.
- **Application:** The responsible team member takes ownership of the error, apologizes to the client, and works diligently to rectify the situation. They also communicate openly about the mistake with their team and learn from the experience to prevent similar issues in the future. And we create the environment for people to be open about their mistakes, and help the owner to rectify the situation rather than penalize the mistake

5. Data-Driven and Vision-Aligned Innovation: Using data and ideas to innovate on processes and offerings, ensuring alignment with a clear product vision and roadmap to add value to our customers and our north star metrics and prevent unnecessary feature bloat.

- **Scenario:** The company wants to improve its product offering.



- **Application:** The team gathers data on customer usage patterns, feedback, and industry trends. They analyze this data to identify areas for improvement and develop innovative solutions that meet customer needs and add value to the product.
- **Scenario:** A team is looking for ways to streamline its workflow.
- **Application:** The team tracks data on their current processes, identifies bottlenecks, and uses that information to develop more efficient ways of working. They experiment with new tools and technologies, measure their impact, and iterate based on the data.
- **Scenario:** there are new ways to market our platform to customers and partners, but it is not clear if they will work or deliver tangible results, since we don't have any data
- **Application:** we gather whatever data about the new marketing approach (internal or external), develop a hypothesis on what metrics we can move the needle on, and run an experiment with outcomes in mind and prove or disprove the hypothesis

6. Cultivate a Positive and Supportive Work Environment: We are dedicated to building a workplace where every team member feels valued, respected, and empowered to succeed. We prioritize employee well-being by encouraging a culture of mutual support and flexibility, being mindful of individual workloads and proactively offering assistance when needed. We bring joy and positive energy, and create an atmosphere for others to bring their positive energy, that fuels strong teamwork, innovative thinking, and consistent high performance. This includes promoting open communication, ensuring recognition, opportunities for growth, and addressing concerns related to work-life balance to promote a healthy and sustainable experience for all. However, we also don't shy away from looking at the data of underperforming employees and have meaningful 1:1 conversations.

Scenario 1: A New Team Member Joins

Application:

To ensure the new team member feels **valued and respected**, the team proactively welcomes them, introduces them to colleagues and key processes, and assigns a buddy for initial support [implied from general positive workplace culture].

To foster **mutual support**, the buddy checks in regularly with the new team member, answers questions, and helps them navigate the initial learning curve.

The team leader ensures the new member's initial workload is manageable, being **mindful of their capacity** as they onboard.

The team creates an **atmosphere for positive energy** by including the new member in team social activities and celebrating small early wins.



The team leader encourages **open communication** by scheduling regular check-ins to solicit feedback and address any concerns the new member might have .

Scenario 2: A Team Member is Facing a Personal Challenge

Application:

Colleagues demonstrate **mutual support and flexibility** by offering to cover some of the team member's responsibilities temporarily, being **mindful of their workload** during this difficult time [as stated in the core value and similar to the "Collaborate with Deep Empathy" core value].

The team maintains a **respectful and understanding** attitude, creating a safe space for the team member .

The team leader has an **open and empathetic conversation** with the team member to understand their needs and explore possible accommodations, demonstrating **open communication** .

The team strives to maintain a positive and encouraging atmosphere to support the team member's well-being, contributing to **joy and positive energy**.

Scenario 3: A Period of High Workload and Tight Deadlines

Application:

The team leader proactively monitors workloads and encourages **open communication** about capacity, ensuring team members feel comfortable raising concerns if they are overwhelmed.

Team members practice **mutual support** by offering to help each other with tasks where possible, being **mindful of individual workloads**.

To maintain **positive energy** and prevent burnout, the team might take short breaks together or engage in lighthearted activities to boost morale.

The team leader ensures that **recognition** is given for the hard work and dedication during this period, reinforcing the feeling of being **valued**.

Scenario 4: Identifying and Addressing Underperformance

Application:

The team leader regularly reviews **data on individual performance** against expectations •



If underperformance is identified, the team leader schedules a **meaningful 1:1 conversation** with the employee, focusing on specific data points and providing constructive feedback.

The conversation aims to understand the reasons behind the underperformance and explore potential solutions, demonstrating a commitment to **growth** and supporting the employee's success.

The team leader and employee collaborate to create a development plan with clear goals and support mechanisms, reinforcing that the employee is **valued** and given **opportunities for growth**.

While addressing underperformance, the conversation is conducted with **respect**, maintaining a supportive environment and ensuring the employee still feels like a **valued** team member, and ensuring future alignment.

Scenario 5: Implementing a New Process or Technology **Application:**

The team encourages **open communication** by providing opportunities for team members to ask questions, voice concerns, and share their perspectives on the new implementation.

Team members offer **mutual support** by helping each other learn the new process or technology, sharing tips and best practices.

The team celebrates early successes and acknowledges the efforts involved in adapting to the change, providing **recognition** and fostering a sense of being **valued**.

The team leader is **mindful of potential increases in workload** during the transition and provides necessary support and resources.

