

The Crownstack

CULTURE CODE

Creating a company we love.

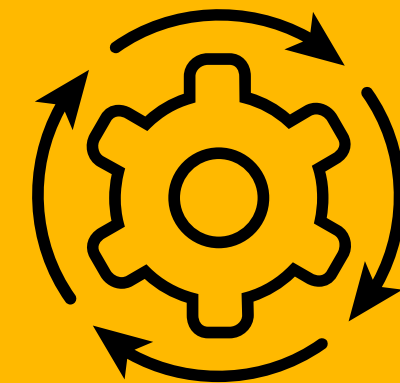


WHAT'S CULTURE?

A set of shared beliefs, values and practices.



Our geeky side thinks of it as the “operating system” that powers Crownstack.



obsess over

We ~~care about~~ our **culture**
just like our product and services.

Because culture **is a product.**

We are building **two** products:



**One for our
customers.**

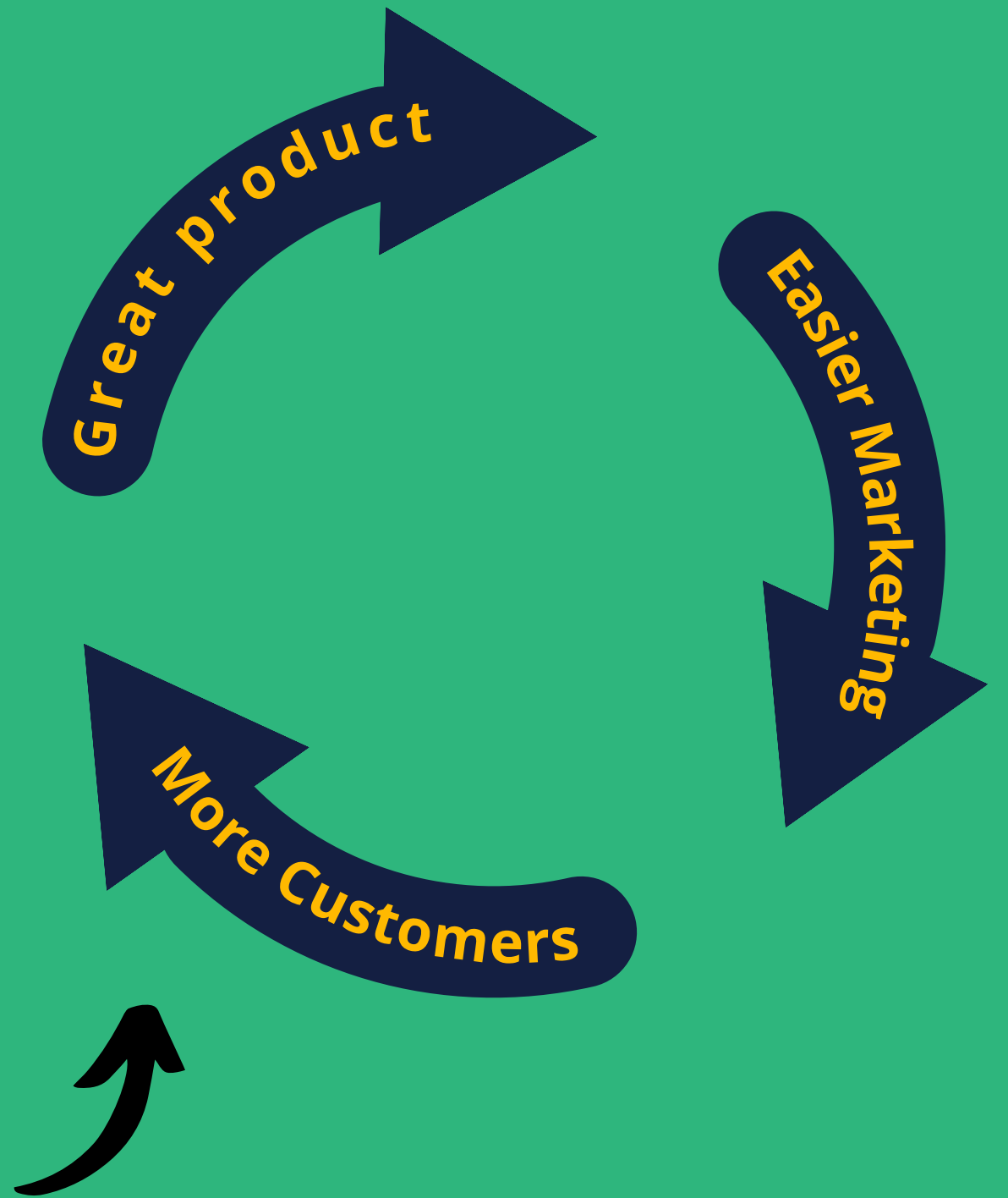


**One for our
employees.**

*Culture is the product we
build for ourselves.*

**Culture is to recruiting as
product is to marketing.**

**A great product more easily
attracts customers.**



*By the way, we love Flywheels
(aka virtuous loops) at Crownstack.
They're everywhere!*



Culture
is to recruiting as
product is to marketing.

A great culture more easily
attracts amazing people.

CULTURE HAPPENS.




Whether intentional or not,
companies always have a culture.

So why not create
a **culture we love?**

**This document is
part manifesto and
part employee handbook.**

**It's part who we are and part
who we aspire to be.**

*When something is still
aspirational (not yet true)
we'll own up to it in this deck.*



Crownstack Misson:

**Building
Sustainable
Soluti💡ns**

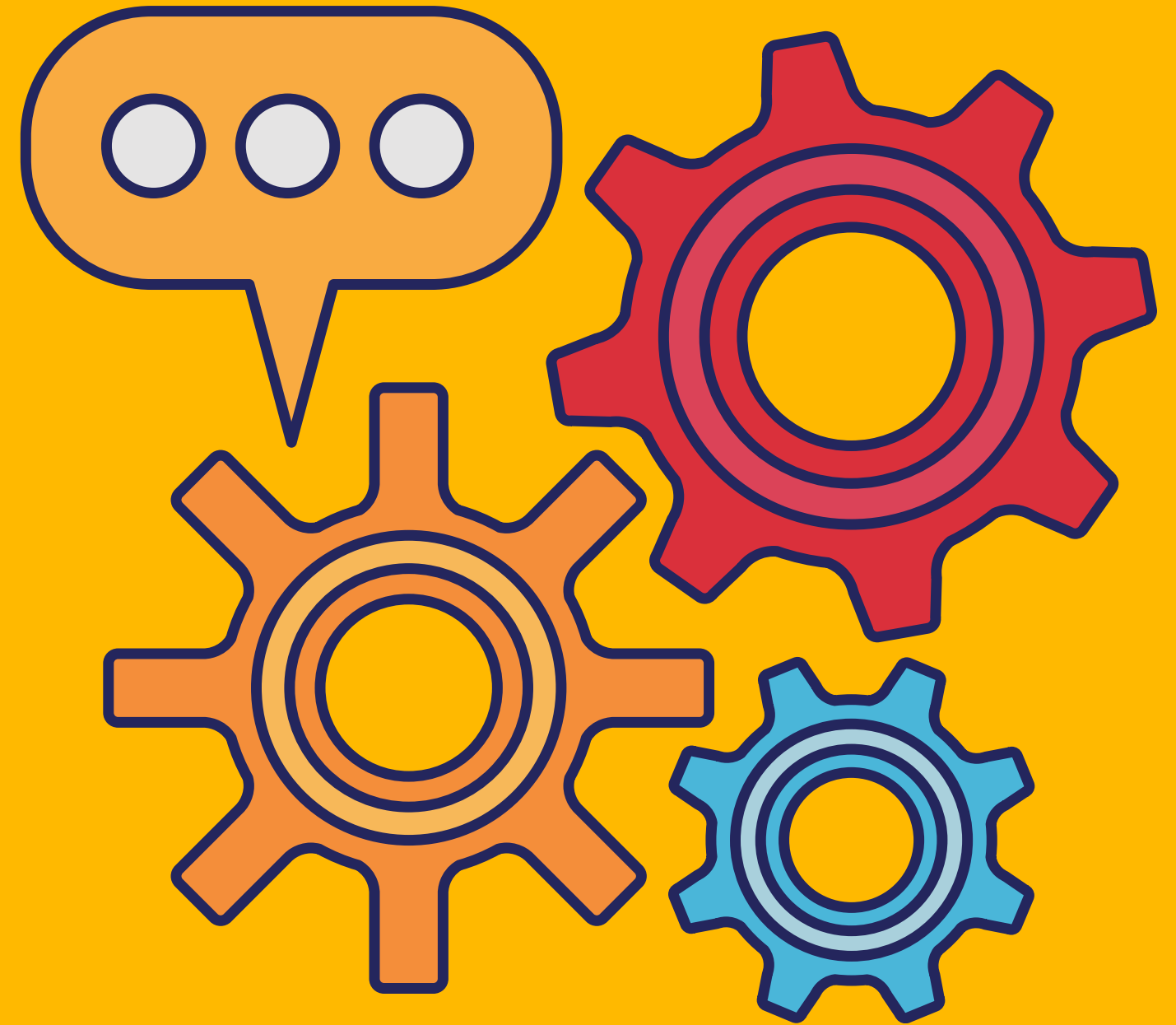


“Building”

Because we **consider** ourselves
builders, creators, artists

And

We take pride in our **creation.**



To build
sustainably
means
to create
something
which lasts for
long time.

It means **doing the
right thing** for
your customers.

Even when it's hard.

*Especially
when it's hard.*

“Solutions”

We like to think ourselves as **solution providers**

And

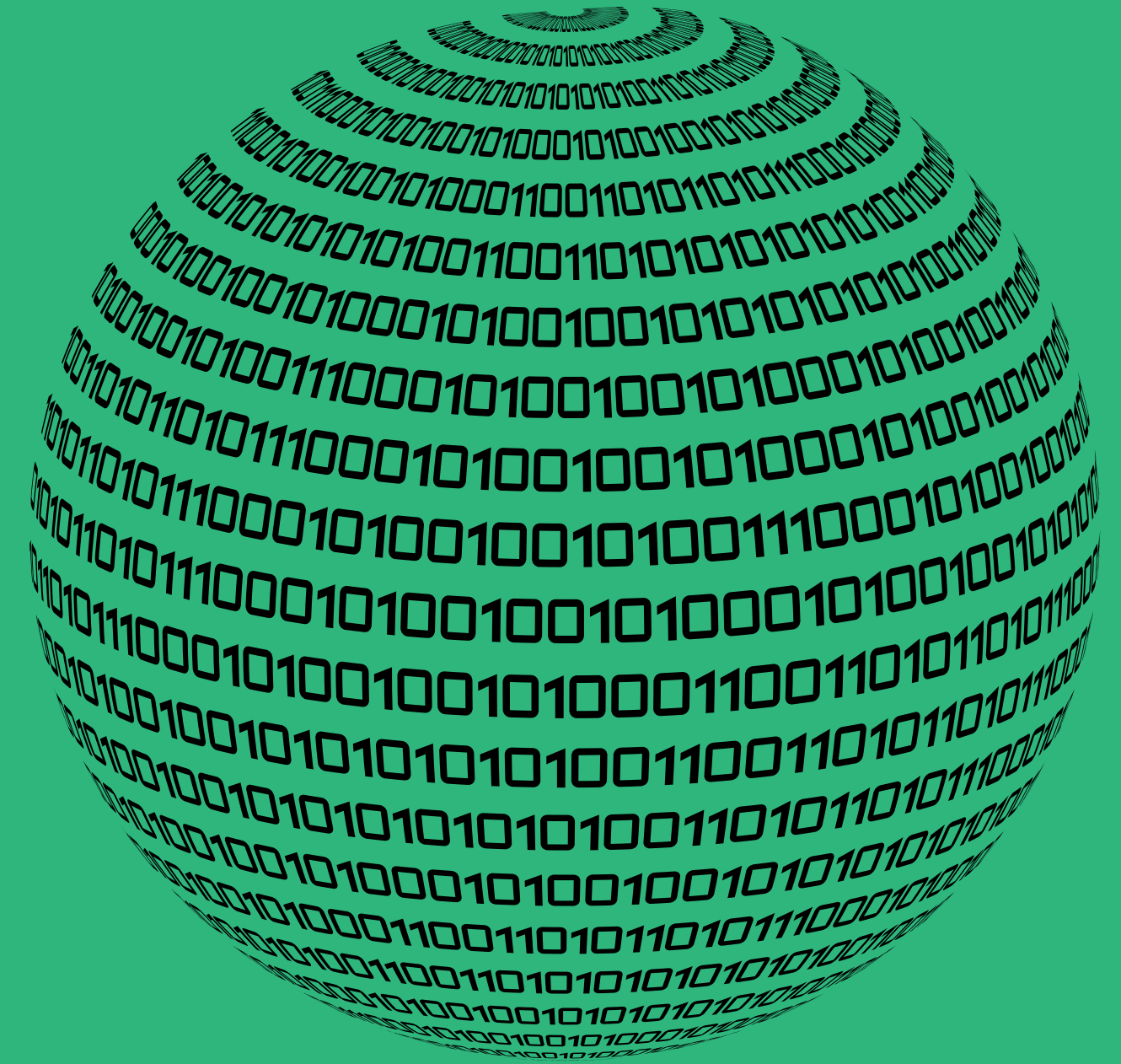
More **challenging** the **problem** is; the more excited we feel to work on them.



Crownstack's

E.L.A.S.T.I.C Culture

1. **E**ncourage and Engage
2. **L**ife Long Learning
3. **A**utonomy and accountability
4. **S**houlder Responsibility and Share blame
5. **T**rust and Teamwork
6. **I**mpact and Initiative
7. **C**ustomer Centricity





**Encourage
and Engage**



**We don't hire
to delegate.**

**We hire
to elevate.**

It's tempting to bring in experienced people from outside but we believe in encouraging our own people to take bigger responsibilities over time

REMARKABLY EFFECTIVE PEOPLE:

Are predisposed to action.

They **just get stuff done.**

Have a sense of ownership.

Focus on **results and outcomes,**

not **roadblocks** and obstacles.

We encourage people to become one.



We don't just believe in these values,

WE BET ON THEM.

We recruit, reward and release
people based on these values.





**Life Long
Learning**

We believe in
investing in
life-long learning.





LIFE LONG LEARNING.

Innately curious and constantly changing.

We like learn-it-all, not know-it-alls.



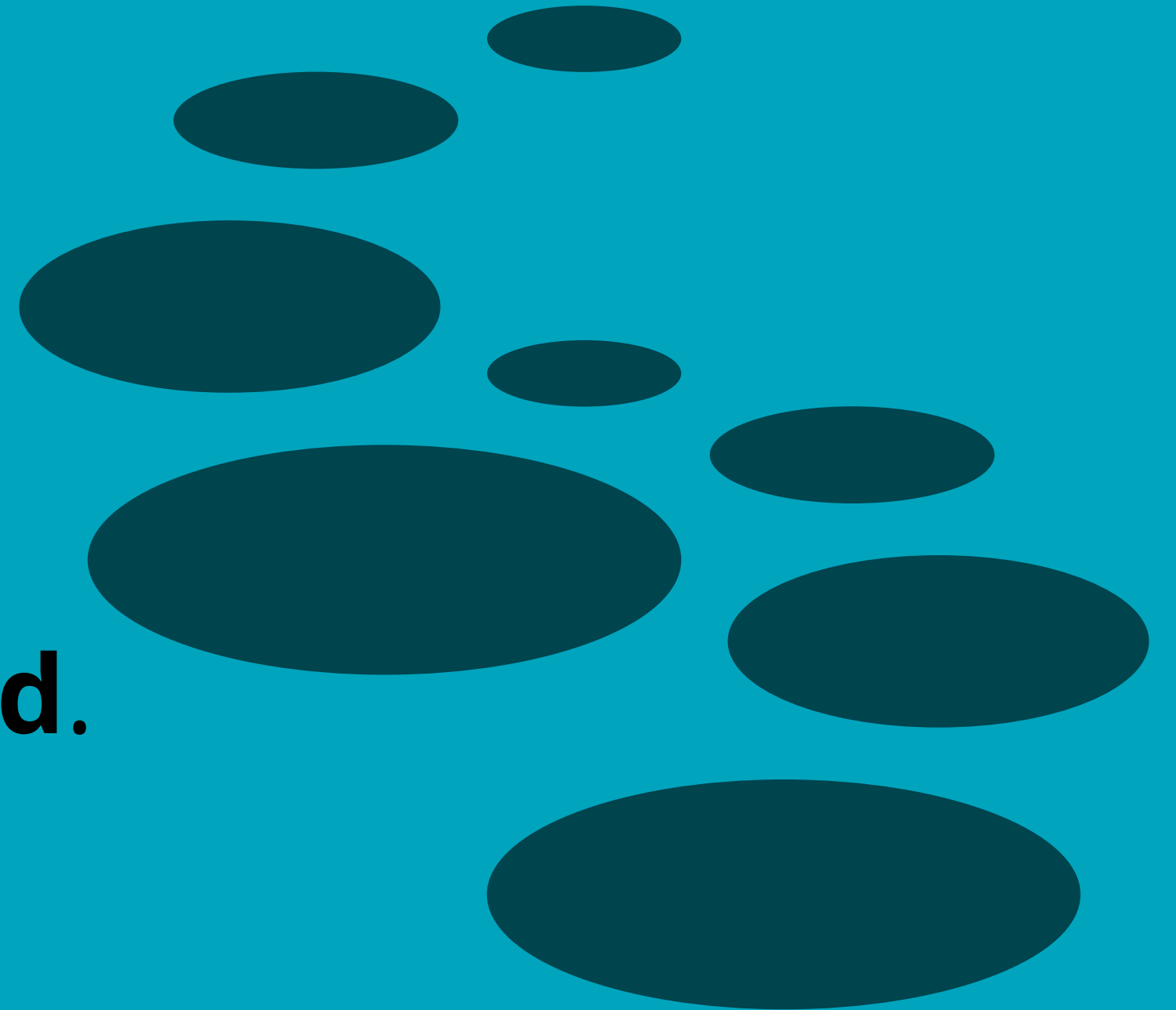
The best way to learn
is to take on
audacious goals.

We love audacious goals,
even though they may take a while.

Because...



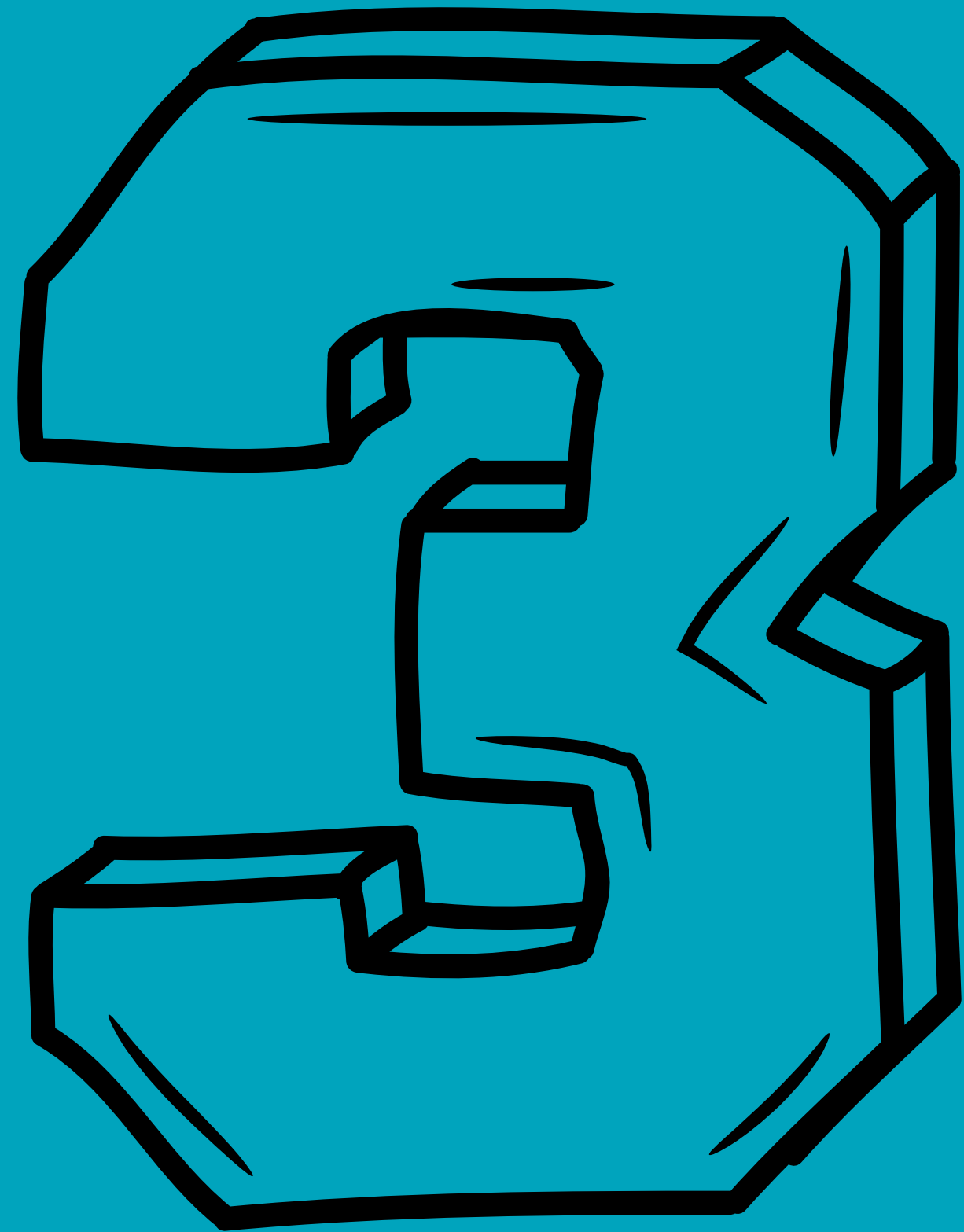
We don't mind
taking a step backwards,
to **move three steps forward.**





We don't mind making mistakes, **we do mind repeating them.**

Each mistake carries a lesson, **we try to make sure we learn it.**



**Autonomy and
accountability**

Amazing people need **autonomy**
to do their best work.



**AUTONOMY
REQUIRES TRUST.**



Autonomy and accountability
aren't for everyone.

We need **the right people.**

This is also important because...



The best people don't
just **fit** our culture,
they **further** it.





**Shoulder
Responsibility
and Share blame**



TEAMWORK

When things go well, **humble people** tend to share the credit.

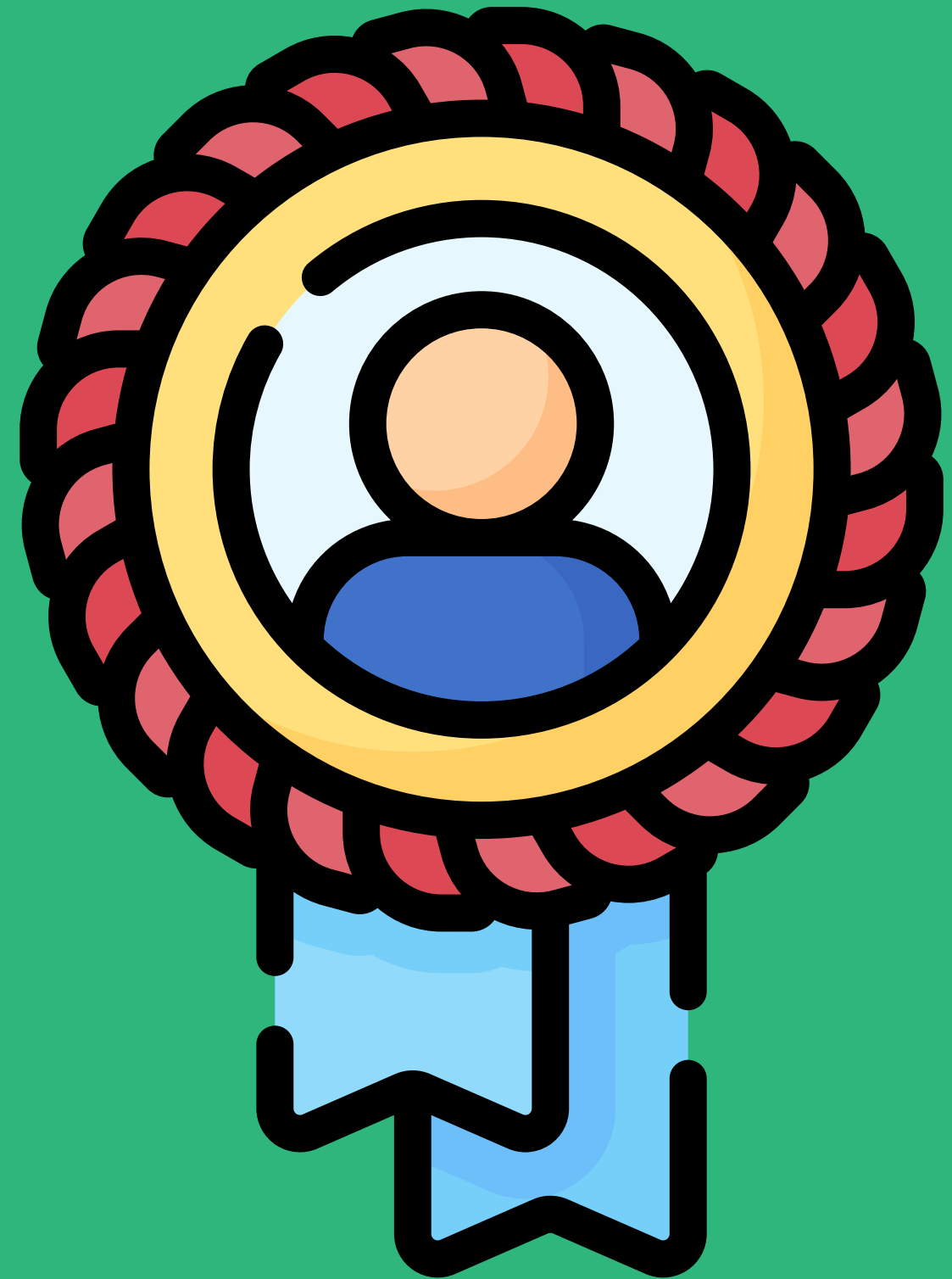
When things go poorly, they tend to **shoulder the responsibility.**

The best people want to work on
the best teams.

The best teams are
diverse & inclusive teams.



To do your **best work**,
you need to be able
to be your **best self**.



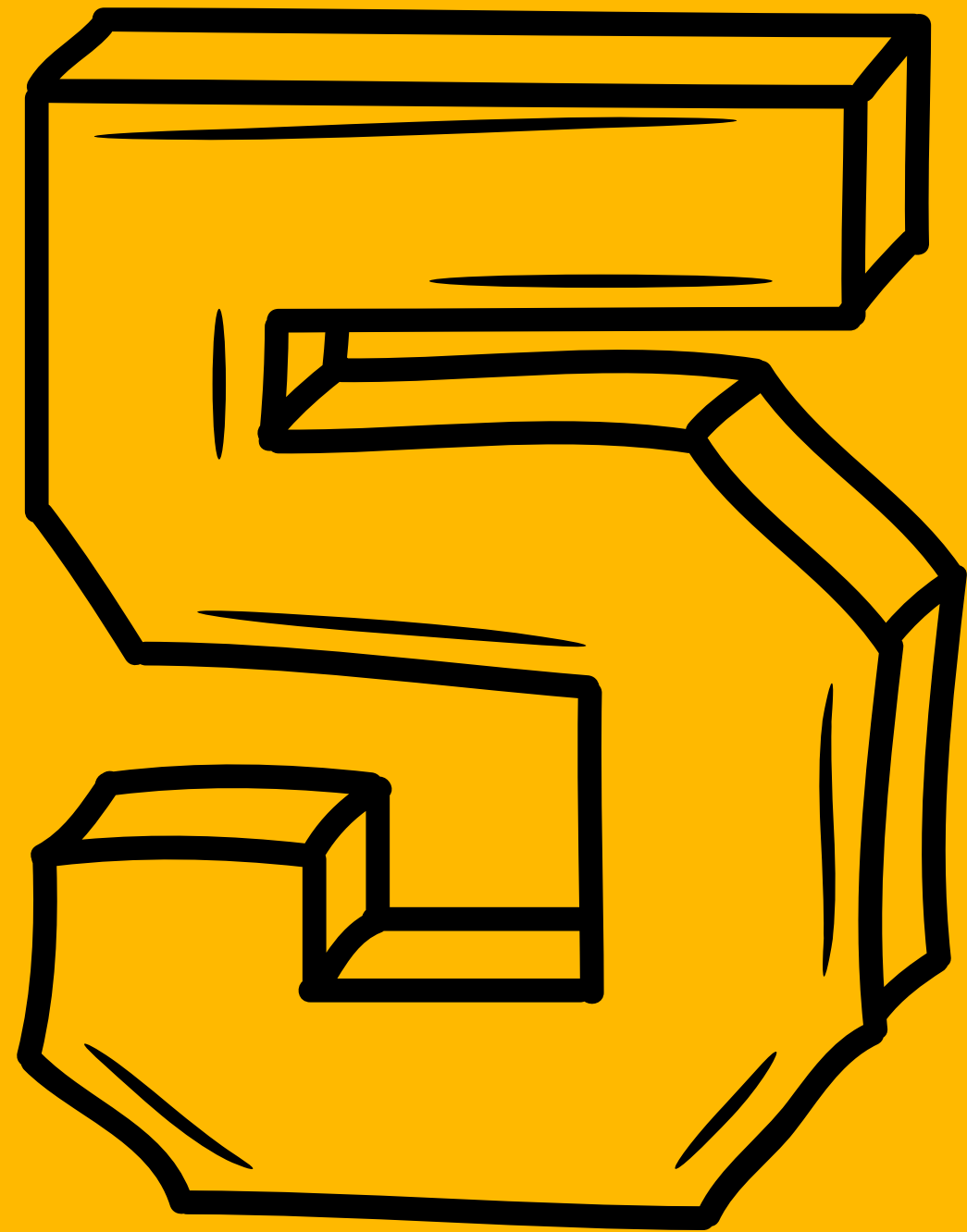
HOW DO WE RAISE THE AVERAGE?

One way is to attract amazing people.

Another is to uplift each other and amplify our collective impact.

We strive to do both.





Trust and Teamwork





Goes beyond understanding
another person's **perspective**.

Acts with compassion and respect
for **customers, partners and colleagues**.



HUMBLE.

Self-aware and respectful.

Wait. Doesn't being humble mean lacking confidence?

No.

The very best people are self-aware and self-critical, not self-aggrandizing.



**Humility isn't about
thinking less of yourself.**

It's about thinking of yourself less.

h/t C.S. Lewis



TEAMWORK

When things go well, **humble people** tend to share the credit.

When things go poorly, they tend to **shoulder the responsibility.**



Impact and Initiative



RESULTS MATTER MOST

Are we having an impact?

Are we making meaningful progress towards our mission by taking right initiatives?



Results matter more than the hours we work.

We think even hamsters get tired
of being on a hamster wheel.



With great people comes
great **responsibility.**

We want to be as proud of the
people we grow as we are of
the **company**.

We grow because they had
an **impact** and they took **initiatives**

**We believe that work
isn't a place we go,
it's a thing we do.**

It is impact we make
through our proactiveness
and initiatives





**Customer
Centricity**

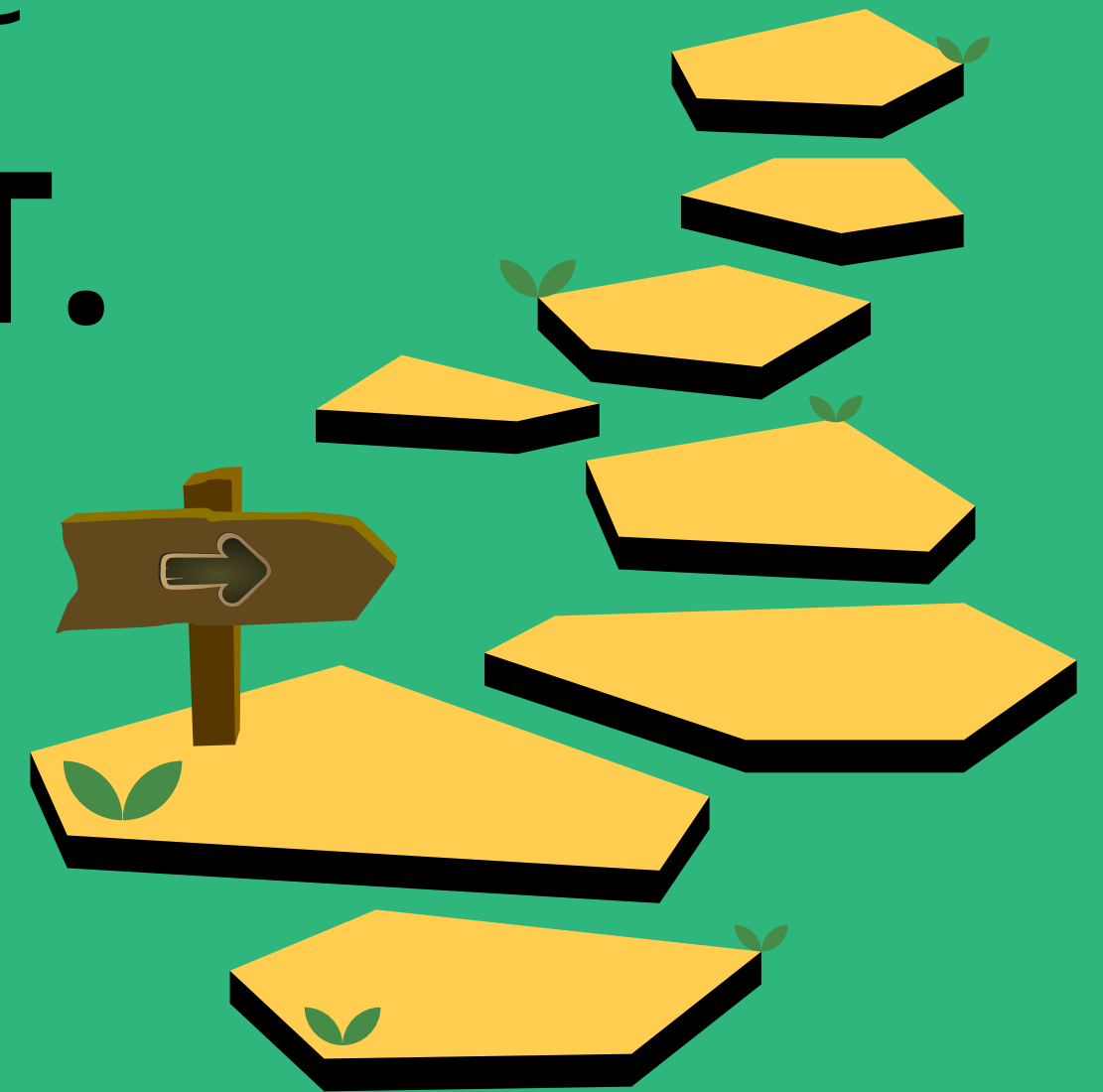
For every important decision,
we **ask ourselves:**

WHAT'S IN IT FOR OUR CUSTOMERS?

We're on the right path as long as we sell to customers that we

EXPECT TO DELIGHT.

This is the key. Don't sell to customers we're not justifiably confident we can delight.





There are the **traits**
that we believe make
Crownstack...well,
Crownstackers.

Compromising on culture is mortgaging the future.

It's reasonable to want to hire for skills and experience when the need is **painfully acute**.

It's reasonable. But, it's also **wrong**.

The interest rate on culture debt is **crushingly high**.

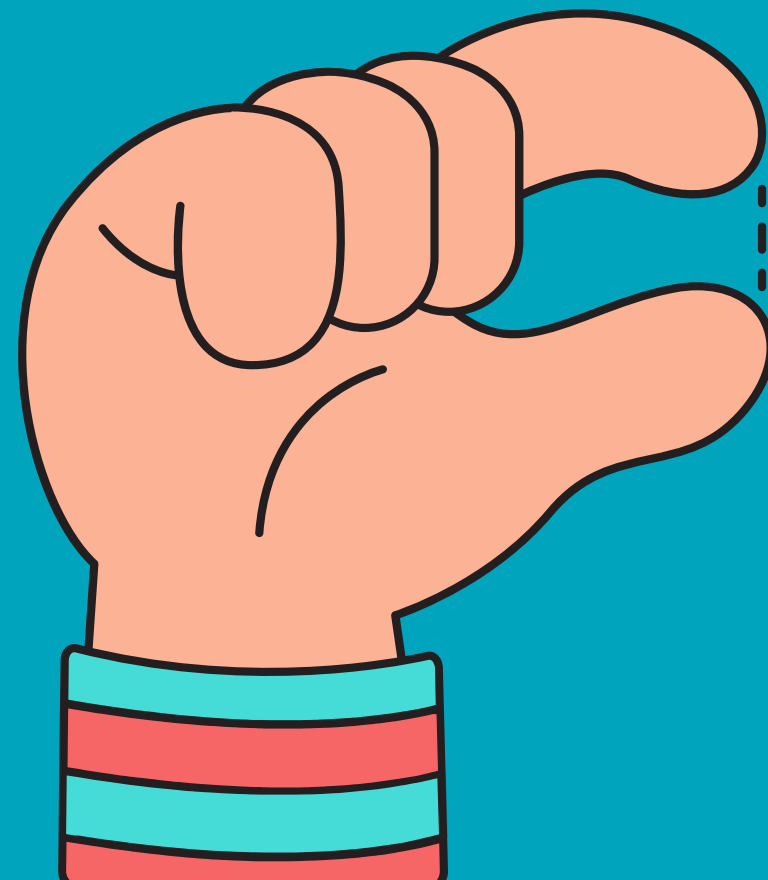
Want to know what's
going on in the company?
We're an open book.

WE SHARE *(almost)*
EVERYTHING
WITH EVERYONE.



WE MEASURE
**ALL THE
THINGS***

** Not quite all of them,
but a lot.*



- **Customer Happiness**
- **Employee Happiness**
- **Candidate Happiness**
- **General Happiness**

OK, we don't officially measure this, but we do have a system in place.





An important note on

transparency...

Transparency \neq Democracy

It's about being open and accepting of all input.

It's **not** about decisions by consensus.

We designate one person to **make a decision** and sail the



Remarkable transparency helps us
make decisions and take **ownership**.

This is important because...

Just because someone made a mistake years ago doesn't mean we need a policy or rule.

**WE DON'T PENALIZE THE MANY
FOR THE MISTAKES OF THE FEW.**



We only protect against big stuff.

Instead we have a 3-word policy on just about everything:

**USE
GOOD
JUDGMENT.**



*Basically, do what's best for the
company and our customers.*

Here's the cheat sheet on good judgment:

customer > company > individual



company > **individual**

Don't solve for your personal interests to the detriment of the team.



*We dislike selfishness
and are delighted by
"team-ishness".*

customer > company

When in doubt, favor solving for the customer's interest over our own.



*Solving for the customer's
interest is in our long-term
interest too.*



How do we foster our culture and preserve our values when we're not in the same building?

For all this **freedom** and **flexibility** to work...



**We need to make sure
our vectors are aligned.**

*That's an overly geeky way of
saying we need to all be pointed
in the same direction.*



- Align individual goals to **team goals**.
- Align team goals to **company goals**.
- Align company goals to our **customer goals**.

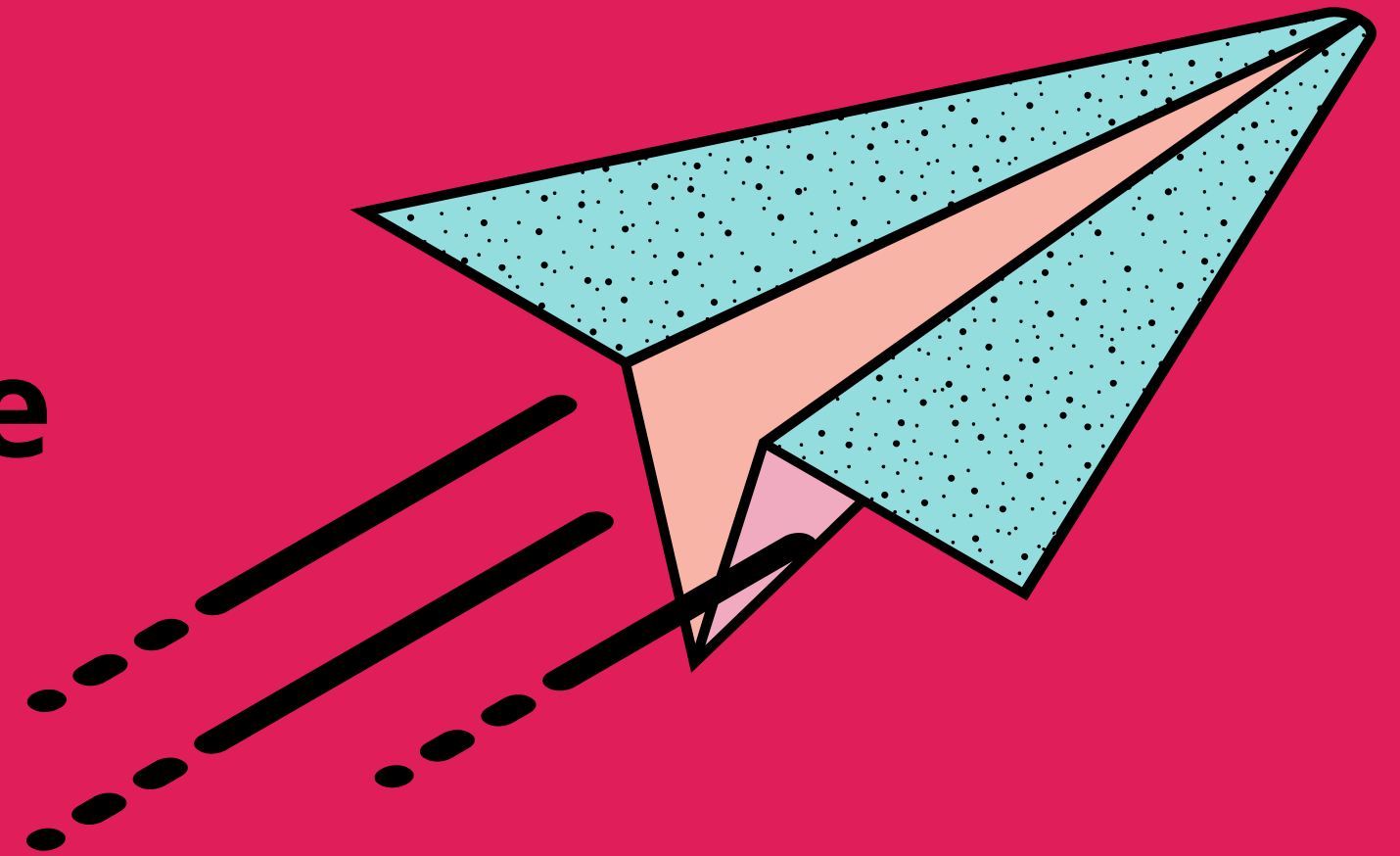


This last one is critical. SFTC!

Like software code...

**Our organizational
operating system should be**

**frequently
refactored.**



*Refactoring means to improve
internal structure without
changing external behavior.*

REFACTOR.

- **S**top generating unused reports.
- **C**ancel unproductive meetings.
- **R**emove unnecessary rules.
- **A**utomate manual processes.
- **P**run extraneous processes.



A handy acronym to remember these: SCRAP



To succeed in the long-term,
we try to take the **high road**.



It's often the hard choice,
but the right choice.



Congratulations!

You made it!