

Our Culture's Core Values

– Our culture is experienced in the shared beliefs, values, principles, goals, and practices that characterize our team. Our core values are what we agree every member of our team must demonstrate they care about in order to remain a member of our team. Our principles and plans should evolve as we learn and grow as long as those changes are consistent with our values.

Definitions:

- Beliefs are things we're confident are true about our shared experience of reality

- Values are what we care about most and play the biggest role in determining our goals and the ways we achieve them. (While additional beliefs and values may be added, changes to our existing ones should be rare if any and if you disagree then this is not the team for you)

- Principles are ever evolving guidelines, designed for similar types of situations, meant to help us make decisions that are consistent with our values

- Plans are the specific ways we intend to achieve our goals

Since there's significant overlap in the way we express our values, we've organized them in the following format until we find a better way. These are the core values we are dedicated to as a team and some context to further clarify what teammates who share these values look and feel like.

1. Kindness
 - 1.1. Being helpful in a way that is sympathetic to the people involved in the situation
 - 1.2. When you are doing this well you make everyone involved feel like you are on their side and want good things for them (even those you disagree with)
2. True Information
 - 2.1. All information you receive or give is either true or false, in whole or in part, intentionally or unintentionally
 - 2.2. Relevant true information is valuable as are the sources of true information
 - 2.3. False information is typically destructive, at best provides useful data about the source, and is usually worthless in and of itself
 - 2.4. We value teammates with a desire for accuracy, the awareness to admit what they do not know, a willingness to do the work of finding the available evidence needed from reliable sources, and the integrity to see and say the most logical conclusion the evidence would lead a reasonable person to conclude
3. Emotional Intelligence
 - 3.1. True information is one of the kindest things you can share with someone, but the way it is shared often matters almost as much as the information, so consider what you do and do not know about who you are sharing the information with and choose the best

format, tone, volume, speed, body language, way, etc. you can use to share the information you have honestly (without spin) to the other parties involved in the way you believe will make it easiest for them to receive and feel like you are on their side

- 3.2. Do people describe you as tactful or able to read the room?
4. Dedication to Improvement
 - 4.1. We expect and are excited to regularly change as we evolve into ever improving versions of our; performance, processes, teams, departments, services, products, and selves.
5. Humility
 - 5.1. A readiness to be wrong and an eagerness to learn more
 - 5.2. Respect for experience and proven track records
6. Idea meritocracies - The best ideas should win
 - 6.1. Decision-making systems that bring together independent thinkers with the most relevant abilities, skills, knowledge, and experience, to productively disagree to come up with the best possible collective thinking in a believability-weighted way will outperform all others.
 - 6.2. For example, we would not consider the suggestions of people with no relevant clinical abilities, skills, knowledge, and experience when making decisions about clinical matters
 - 6.3. This has to do with idea's merit not just the source so this should overrule any hierarchies, etc.
7. Diversity
 - 7.1. We find the easiest way to get different kinds of ideas is having different kinds of people on our team so we are committed to further diversifying to improve our odds of finding better ideas to help us all win
8. Reliability
 - 8.1. If you say you will do something do you normally do it? If not, this is not the team for you so let's not waste each other's time.
9. Trustworthiness – trust should be earned
 - 9.1. New people should expect to not be trusted until they have earned the trust of the others based on experience and evidence
 - 9.2. Everyone should work hard to earn the trust of their teammates
 - 9.3. Evidence should be relied on whenever available
 - 9.4. Double doing a high-stakes task is when we have two different people or teams do the same task and compare the results to both;
 - 9.4.1. Be more confident the task is executed correctly
 - 9.4.2. See which person or team delivers stronger performance
 - 9.4.3. Reduce the risk of relying on a single person or team
10. Passion
 - 10.1. most things worth doing take significant effort and sacrifice and we find that our passion for the work gives us an excitement that naturally helps us work together to overcome whatever difficulties to achieve our shared goals
11. Sustainability

- 11.1. Sometimes there may be an uncommon circumstance where some will need to work more than normal, but in general we believe that if it is not normally sustainable then it is a poor design that must be fixed as soon as possible
 - 11.2. This is in regards to how we design all plans, roles, work, processes, teams, financial decisions, etc.
 - 11.3. Some people are ideally suited for certain kinds of work and we believe in helping people find their best fit and honing their craft in their position
12. Responsibility
- 12.1. Each person is responsible for their choices and the consequences of their choices and the impact those consequences have on themselves and others
 - 12.2. Whoever is in charge is ultimately held responsible for the performance of their task, process, team, decision, etc.
13. Critical Feedback - Receiving and Sharing it
- 13.1. A commitment to be radically transparent and open about your own thoughts, feelings, and observations whether you are receiving or giving negative feedback
 - 13.2. This is at all levels regardless of seniority, authority, hierarchies, etc. All people need to be radically candid and unfiltered in sharing honestly with one another in holding each other to high standards
14. Critical thinkers -
- 14.1. Critical thinking is the intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.
 - 14.2. Must be independent thinkers
15. Being proud of our work
- 15.1. Everyone should always be proud of what we are doing as a company and what they are doing as an individual contributor
16. Playfulness
- 16.1. We've found a way to have fun getting better as individuals and as a team at a game we are trying to win and we are not giving that up.
 - 16.2. We celebrate every good pass, assist, block, interception, and point scored on our way to victory
 - 16.3. Professional doesn't need to be stiff, dull, reserved, or boring. We are humans who need to feel our feelings so we cry when things are sad, laugh when things are funny, celebrate even the smallest progress, and have as much fun as we can while we play!
 - 16.4. Training, practice, and drills are not always fun, but we've found the best players usually enjoy the game so if you are not enjoying the position you are playing let us know so we can look for a position that is a better fit.
 - 16.4.1. Ultimately some people do not enjoy a game regardless of the position they play and we want you to find a game and team that you can enjoy as much as we enjoy this one!