

Always do what's in line with our values, in the best interest of the company, using good judgment, and it will be hard for you to go wrong. Remember, it's One Team, One Fight.

**Accountability:** Your team should always know where you are. If you need to be off the grid for some reason, let your team know. Leaders be available for your folks if they need you.

**Attire:** We're professionals here. Wear what's appropriate. If it's another day at the office, jeans and a t shirt are fine. If we have guest, there should be a collar and buttons on your shirt.

**Break Area:** Dishes should never be left in the sink. If you have time to walk your dish over to the sink, wash the damn thing. If you're the last person in the office for the day, take care of the coffee maker.

**Calendars:** Keep them up to date and check them often. If your calendar isn't updated, be prepared to be called out. If you're unavailable, mark it. Also look at others calendars before scheduling meetings.

**Conference Areas:** Ensure you book the space you need. Don't just assume it will be available. Always sanitize the white boards and put the room back to the way it was when you got there.

**Deadlines:** Unless you ask and receive permission from the person setting the deadline to not meet the deadline, meet the deadline. If you're the person setting the deadlines, involve those that need to meet it to make sure it's realistic.

**Discretionary Time:** Take 10% of your time to experiment and head off the reservation. Innovative and creativity are key. If you have an idea you think will propel us forward, give it a try and do it quick. Just think through the 2<sup>nd</sup> and 3<sup>rd</sup> order effects.

**Do not Disturb:** Everyone is given nice headphones. If you don't want to be disturbed, put your headphones. If someone is wearing them, don't disturb them. Very few things are urgent.

**Email:** No one is expected to immediately respond to email. If you need an immediate response, talk to the person. If you receive an email, make sure you respond to it in an appropriate amount of time, say within 48 hours or so.

**Guests:** If you plan to have guests in the office, make sure to give at least 24 hours' notice. If we're having guests in the office, ensure your workspace isn't a disaster and help to make sure common spaces are cleaned up prior to them arriving.

**Hiring:** Take your time and focus on fit above all else. Don't stress about technical qualifications. We can train good be people to do anything. When your new person joins the team, go above and beyond to welcome them.

**Hours:** No one is counting. Be respectful of the need to collaborate and be present in the office so folks can be certain to meet with you. Our core hours are generally 10-2pm every day and try to be in the office during those hours on Tues – Thurs. If you're not going to be, then mark it on your calendars.

**Leave:** We have unlimited leave and we aren't interested in micromanaging. Always communicate with your team when you're going to be out and make arrangements to cover the important stuff. If you're going to be gone for more than a week, let's have a chat and make a plan.

**Management:** You manage assets but lead people. Hire good people and leave them alone. Use the 10-80-10 rule for assigning tasks. Do 10% of it yourself, let your team member do 80%, and then you take it the last 10%.

**Office Space:** Our office space is collaborative, but people need to get work done. If you're going to have a long phone call or a group meeting, get out of the common area. We don't have a maid service. If you see the trash is full in the office, empty it. And always put shared spaces back to the way they were set up. Period.

**Pets:** We love our furry friends and want them to be a part of our team. When they're in the office, they need to be on their best behavior and not distract anyone. Keep them near you and don't let them roam freely around the office. Always coordinate with the team to ensure we don't have too many pets in the office at one time.

**Processes:** We work together to build systems and processes. Follow the process and use good judgement when the process doesn't cover certain issues. There are no scared cows. If a process isn't working, refine it.

**Radical Honesty:** If someone does a great job, tell them. If someone does a shitty job, tell them. No one is exempt here regardless of position. Just do it with candor.

**Recordings:** Anytime you're going to be recording something, give a warning at least 15 mins prior. All recordings are to be done in the Lounge. If someone is recording, ensure you pass the word and keep the noise down.

**Resources:** We trust everyone is going to leverage our resources to the max. We're small and scrappy, but we'll get you what you need to get the job down. Manage your resources when the toothpaste is full, not just to try and get that last little bit out of the tube.

**Snow:** It's Colorado, it snows. Be prepared. If Jefferson county schools are in session, our core office hours Tuesday through Thursday remain. However, talk to your direct report if you feel that it would be unsafe to travel or if you need to change your hours due to weather or road conditions.

**Travel:** Be smart here. We're a small company. While we would love to fly first class and dine on lobster and caviar, it's just not feasible right now. Be smart about booking your travel. Don't always pick the cheapest option, because your time is valuable, but also ask yourself, if this was my money, would I do it?

**Yes, and...:** Be additive in your suggestions when working with the team. When brainstorming think of "yes, and..." vs. "no". Don't get trapped by "or." Be set free by "and." Encourage experimentation and trying new things.

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