

AtlasLabs



SUCCESS *and* CULTURE *Guide*

Our CULTURE

“

Since our inception, culture has run at the core of everything we've done at Atlas Labs. Through great care, I'm proud that we continue to cultivate a remarkable environment that is manifested in our people, our decisions and our growth.

I consider it my leading responsibility to nurture and evolve how we practice these core principles and stay true to them in everything we do. This guide has been created for you, team members both old and new, as an invaluable tool and resource as we take this remarkable journey together.

”



MATTI HIOB

Founder and CEO
Atlas Labs



“

I wasn't lucky. I deserved it.

”

– MARGARET THATCHER



Table of CONTENTS

Our Culture

1

Communication

2

Meetings

3

Understand and Overcome Cognitive Bias

4

You And Your Environment

5

BE THE BEST:

Habits For Success

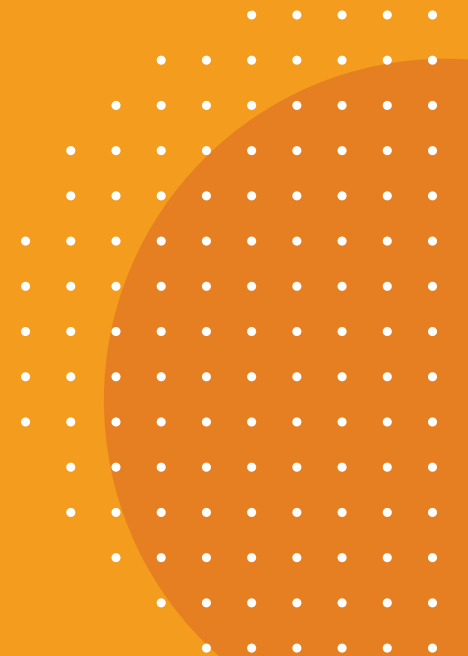


1. Think infinitely;
2. Propose solutions, not problems;
3. Reject victim mentality: never make excuses or complain;
4. Be disciplined and on time;
5. Have an action bias: take initiative, and personal responsibility for outcomes;
6. Take pride in setting an example for others;
7. Avoid hubris - be prepared and always question what you don't understand;
8. Celebrate successes, particularly those of others;
9. Be compassionate;
10. Make mistakes, but don't repeat them.

INTRODUCTION



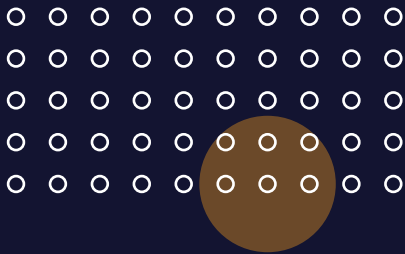
COMMUNICATION



GENERAL COMMUNICATION: *Best Practices*

There is nothing more valuable than communication excellence coupled with a great attitude. No technical skill set comes close. Contrary to popular belief, achieving this is the product of hard work. Like any skill, it is developed through practice, making mistakes, learning from others, and getting better every time.

1. Manage expectations;
2. Be clear, unambiguous and thoughtful;
3. Quantify time;
4. Treat the people you communicate with as if they are important;
5. Etiquette, using “please”, “thank you”, “you’re welcome”, and “excuse me”;
6. Deliberate and accurate with numbers and statistics;
7. When conveying something unexpected, explain the situation;
8. Avoid being dismissive;
9. Use an appropriate tone of voice;
10. Absent of bullshit.



“

**Quality means doing it right
when no one is looking.**

”

- HENRY FORD



BODY Language

Non verbal communication is incredibly powerful, providing insights into your feelings and intentions. These are strongly perceived by those interacting with you - even when they can't see you. Research suggests that non verbal communication contributes greater to people's perception of your message than your actual words! Mehrabian's 7-38-55 rule is often used as an exemplar of this, and many more can be found.

1. Be aware of your non verbal actions;
2. Make eye contact with people when they are interacting with you;
3. Avoid closed poses;
4. Show positive expressions and smile;
5. Preserve personal space;
6. Don't restrict to in-person situations - body language is just as important when speaking with someone on the phone!



Written COMMUNICATION

The correct use of spelling and grammar is a strong indicator of discipline and attention to detail. Sloppiness on the page/screen is a reflection of the head, and is inexcusable particularly for the poor recipient who has to face it. Take advantage of automated checking tools and always review your writing before presenting it to others. Some general guidelines to follow include:

1. Be consistent with formatting, including punctuation, spelling, and numbering;
2. Never use double spaces;
3. Only use single spaces after a full stop;
4. Use appropriate capitalisations, such as the first word in a sentence or when using proper nouns;
5. When dealing with numbers, be deliberate and consistent around the use of decimal places.





“There is a small issue/problem”

“I can’t”

“Wish to inform”

“I shouldn’t have to”

“I couldn’t”

“Do my level best”

“That’s not my job”



COMMON COMMUNICATION Mistakes

“Shall I step out”

“I’ll try to do it”

“I couldn’t”

“I’ll go and come”

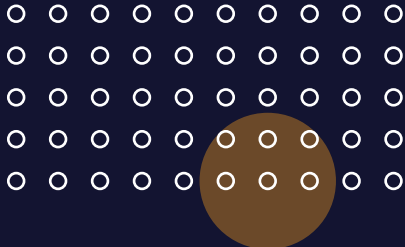
“That’s impossible”

“Hopefully”

“Prevailing situation”

“Got to know”

“I did it perfectly”



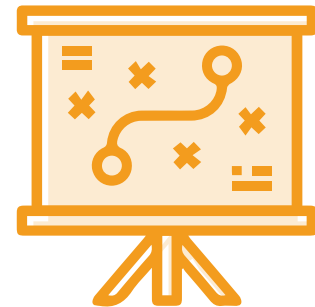
*Let’s solve the problem... let’s not
make it worse by guessing.*



- GENE KRANZ

Approaching PROBLEMS

Dealing with problems successfully takes practice, and often requires you to craft a series of elegant solutions. It's both a painful yet deeply rewarding process that requires a mental agility and focus to hone in on wonderful ideas. When approaching problems:



1. Clearly understand requirements and tie them to value;
2. Have an awareness of analogous problems and how others have tackled them;
3. Be scientific and follow a systematic approach, understanding your variables, controls and boundary conditions;
4. Continually stop, assess, and adjust course;
5. Be nimble and fight sentimentality - don't be afraid to redo something if it isn't right;
6. Seek out and be open to direct feedback;
7. Call out limitations and assumptions;
8. Simplify.

DECISION MAKING: How to Disagree

One of the biggest mistakes people often make is approaching decision as a zero sum game - that there is a "right" and "wrong" approach. Decisions are not often simple, usually being based on imperfect information not equally distributed amongst the team.

A hallmark of our decision making process at Atlas is to be bold, but constantly measure what matters and if our decisions are promoting that. We are never afraid to do a 180 if the data is telling us that's the right thing to do.

When being involved in decision making, it is natural to disagree. Here are some steps we recommend you take to ensure your voice is heard, while also making sure you are part of the solution:

1. Raise alternative ideas thoughtfully, offering quantifiable points wherever possible;
2. Encourage reasoned debate and hearing opposing points of view;
3. Be respectful and never resort to personal attacks;
4. Accept the outcome - even if it doesn't go your way;
5. Support the decision and give it the best chance to succeed.





“

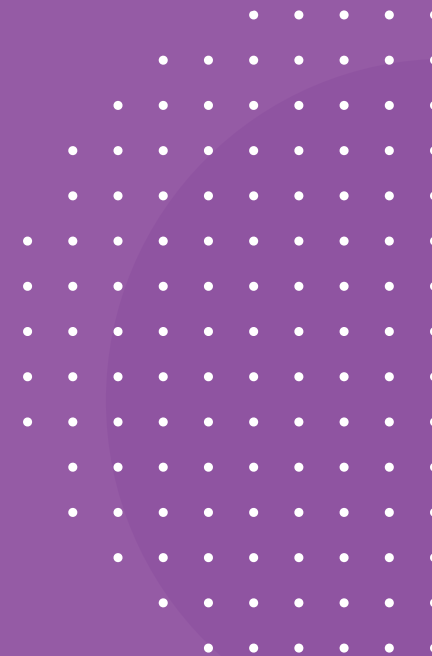
*The difference between ordinary
and extraordinary is practice.*

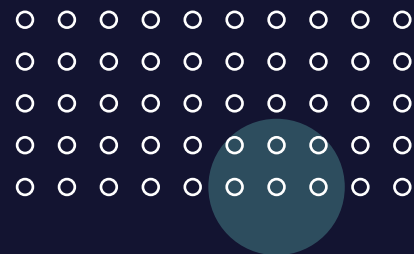
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- VLADIMIR HOROWITZ



• MEETINGS •





“

Prior preparation prevents poor performance.

”

- PROVERB



Team MEETINGS

Daily meetings bring teams together to effectively align on short term goals and execution plans. It is the responsibility of all team members to drive these objectives and ensure that everyone's time is maximized.

Prior

- Identify and complete all pre-work;
- Clarify any unknowns;
- Prepare what you'd like to communicate and outcomes you'd like to drive from the meeting;
- Provide early notice and the reason if you are unable to attend or will be delayed.

During

- Be on time;
- Be respectful and listen to others;
- Actively participate while being thoughtful and specific in your communication;
- Pay attention and be aware of the roles and responsibilities of all members of the meeting;
- Take active notes.

After

- Follow up with any action items relevant to you;
- Ensure all outcomes are documented.

CLIENT MEETINGS:

General Guidelines

Client meetings are an opportunity to connect and build rapport with people who have trusted you to help achieve their aspirations while representing the work of your team. They are an interplay of heightened emotions, are often dynamic and unexpected, and require exquisite communication to be successful.



Be prepared

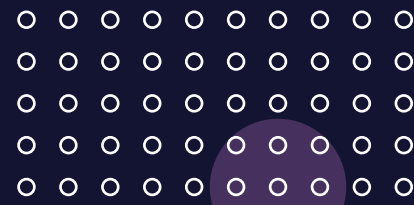
- Create a list of information/outcomes you require from the meeting;
- Structure presentation slides and other materials and have them pre-approved;
- Circulate an agenda and presentation material to all participants at least 24 hours in advance;
- Practice any areas that you may be unsure of, such as if giving a demo;
- Set individual communication roles and responsibilities within your team to ensure call is smoothly handled;
-

Conduct meeting

- All team members on the call should join early, ensuring there are no technical issues;
- Exercise customer service principles;
- Open the meeting with an overview of the agenda and previous action items;
- Prioritise listening, identifying and understanding requirements;
- Avoid overcommitting to deliverables if you are unsure - it is okay to tell a client that you need to consult the internal team and will promptly follow up with a timeline or cost estimation;
- Take detailed notes / create recording;
- Recap action items before closing the meeting.

Follow through

- Circulate action items on the same day the meeting was held;
- Update team on call and formally assign tasks in Jira;
- Reflect with team leaders following meeting and note where improvements can be made moving forward.



“

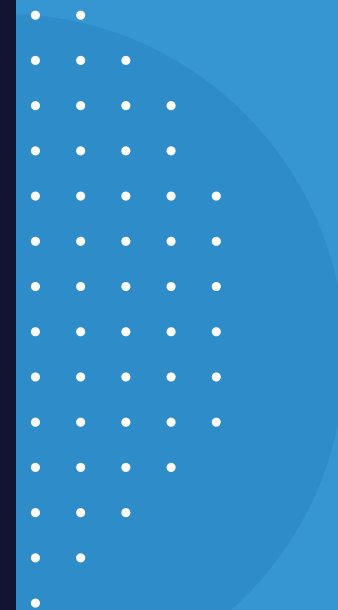
*You always have two choices: your
commitment versus your fear.*

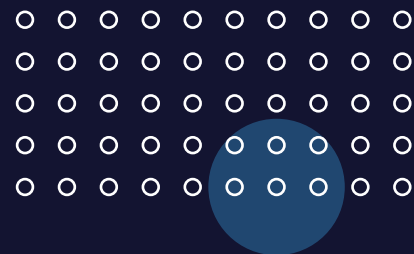
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- SAMMY DAVIS JR



• UNDERSTAND AND OVERCOME •
COGNITIVE BIAS
▶▶▶▶





***The way of progress is neither
swift nor easy.***



- MARIE CURIE



NAVIGATE THE DANGERS *of Cognitive Bias*

When dealing with the complexities often presented to us, it is important to be aware of cognitive biases that influence and hinder good decision making. Through understanding these, we can challenge them in our reasoning and minimize their effects.

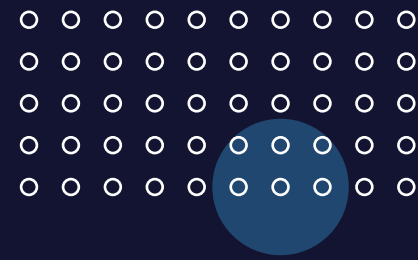
Two concepts invaluable to new team members are:

DUNNING-KRUGER EFFECT

and

MESSY MIDDLE

Once you understand these, expanding your awareness to concepts such as groupthink, confirmation bias, hindsight bias and beyond will prove invaluable in broadening your perspective.



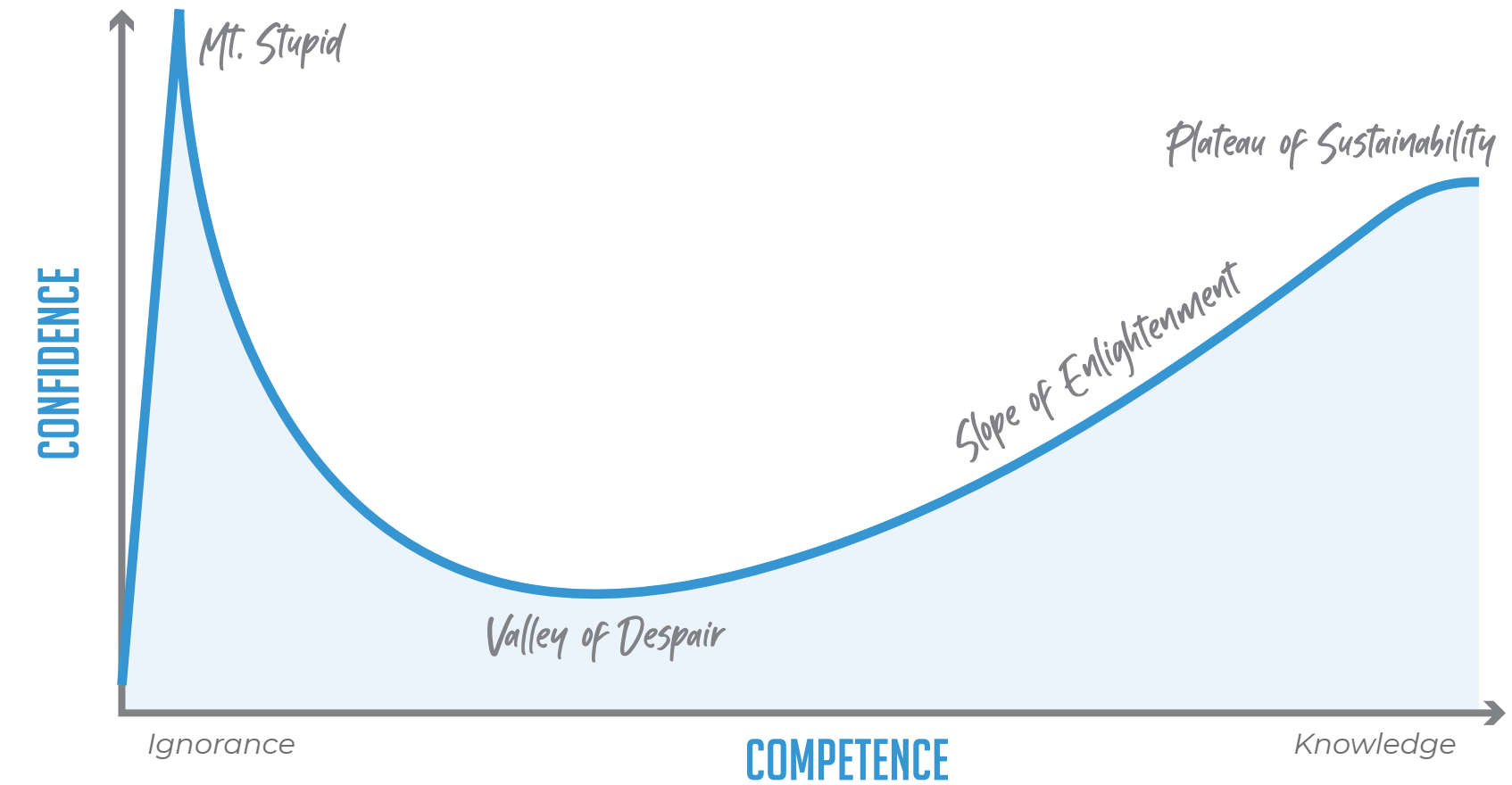
“
**When the going gets tough, the
tough get going.**
”

– **FRANK LEAHY**



Be Self
AWARE

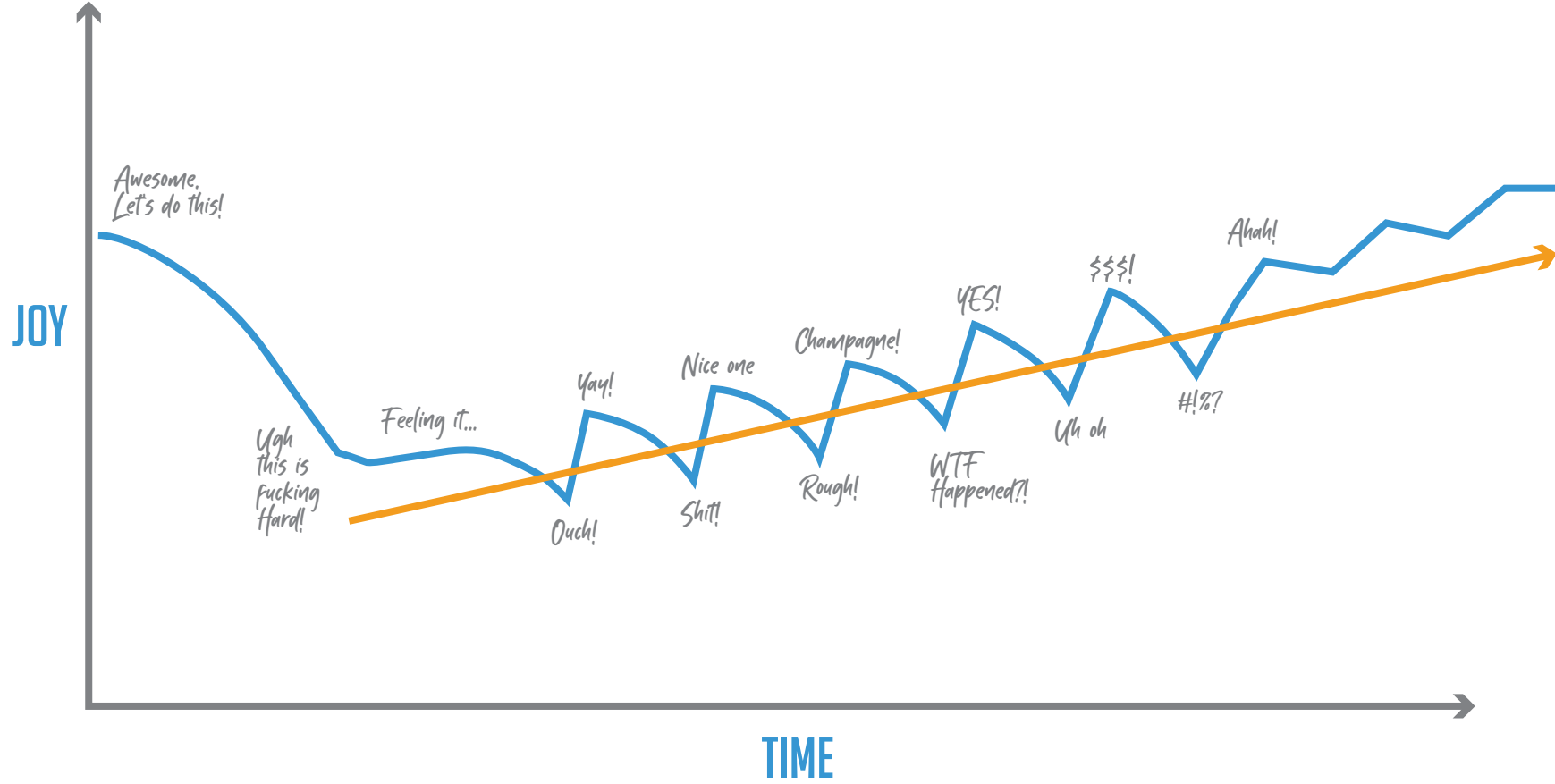
UNDERSTAND AND OVERCOME COGNITIVE BIAS



Dunning-Kruger Effect

EXPECT VOLATILITY

With Progress

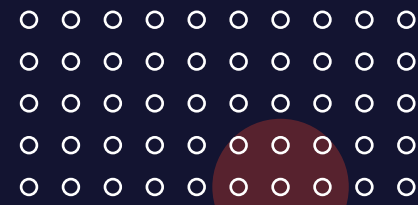


The *Real* Journey



YOU AND YOUR ENVIRONMENT





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The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low and achieving our mark.

”

- MICHELANGELO

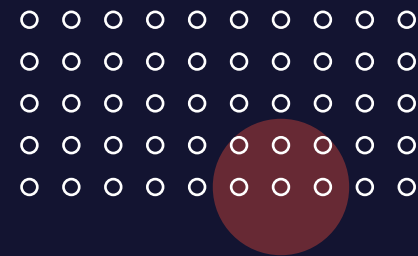


PERSONAL PRESENTATION and Hygiene

Maintaining a clean and presentable appearance is essential in any environment, but particularly in team-based scenarios. If you want people to enjoy your company, basic hygiene is a must and something all team members are expected to follow through these simple guidelines:

1. Wear clean, freshly washed clothes;
2. Shower daily;
3. Apply deodorant daily;
4. Maintain fresh oral hygiene, brushing your teeth and optionally
5. using mouthwash after a meal;
6. Wash your hands after eating or using the washroom;
7. Never walk around barefoot.





“

To achieve great things, two things are needed; a plan and not quite enough time.

”

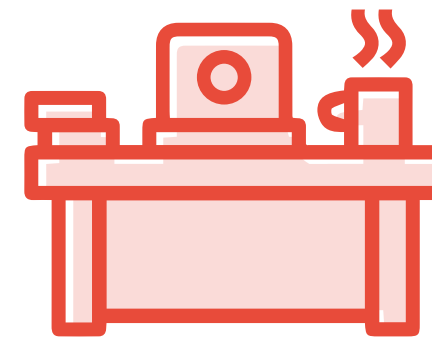
- LEONARD BERNSTEIN

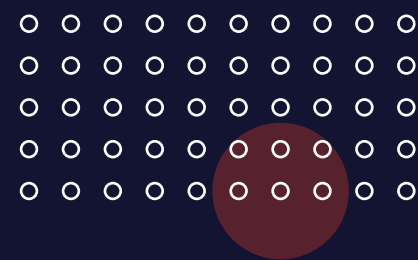


Your WORK ENVIRONMENT

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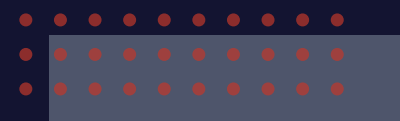


“

Talent works, genius creates.

”

- **ROBERT SCHUMANN**



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ATLAS LABS ATLAS LABS
LABS **PASSION** ATLAS LABS
ATLAS LABS ATLAS LABS
AS LABS **COMMITMENT** AT
ATLAS LABS ATLAS LABS
BS **EXCELLENCE** ATLAS LABS
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