2018

MAQ Software

CORPORATE SOCIAL RESPONSIBILITY REPORT

Table of Contents

About MAQ Software

Founded in 2000, MAQ Software specializes in data management, reporting, and marketing technology (MarTech) solutions that help business users support their intuitions with data. [102-1] Our customers repeatedly tell us that, based on the number of projects completed and volume of data processed using Azure Data Lake, COSMOS, Power BI, and Azure, we are one of their most advanced suppliers.

We work closely with marketing, operations, and product groups across North America-based Fortune 500 companies. [102-6] More than 50,000 product, sales, and marketing managers use custom applications (both on-premise and cloud hosted), line-of-business (LOB), and data analytics and business intelligence (BI) solutions created and managed by us. [102-2]

MAQ Software is privately owned and headquartered in Redmond, Washington. [102-3, 102-5] We have two fully owned subsidiaries in India at Mumbai and Hyderabad. [102-4] Worldwide, we occupy over 60,000 square feet of engineering space. MAQ Software has over 500 full-time software engineers located in our three advanced engineering centers. [102-7]

Awards & Honors

Nine Time Honoree, Inc. 5000, Fastest Growing Companies in America

MAQ Software is honored to be listed on the prestigious Inc. 5000 list 9 times, a rare achievement. Since 2007, Inc. magazine has recognized 23,674 unique companies on its Inc. 5000 list based on the sales growth of the companies. Only 1% of Inc. 5000 companies demonstrate sustained growth by appearing nine or more times.

For more than 30 years, Inc.'s list has served as evidence of the significant accomplishments of enterprises such as Intuit, Zappos, Under Armour, Microsoft, Jamba Juice, Timberland, Visa, Clif Bar, Patagonia, and Oracle.

ISO 27001:2013 – Information Security

MAQ Software was certified ISO 27001:2013 by the British Standards Institution.

ISO 27001 standards, the only auditable international standard, provides an Information Security Management Systems (ISMS) model for adequate and proportionate security controls to protect information assets.

Microsoft Gold Partner

Microsoft recognizes MAQ Software as a Partner with Gold competencies in Data Analytics, Data Platform, Datacenter, DevOps, Project and Portfolio Management, Collaboration and Content, and Application Development, which certifies our expertise in delivering solutions based on the latest Microsoft products.

Amazon Consulting Partner

MAQ Software is a Consulting Partner for Amazon Web Services based on our technical expertise and verified client references.

Microsoft Preferred Supplier

MAQ Software is a preferred supplier for Microsoft since 2000. Our supplier status confirms the confidence Microsoft Corporation has in our quality and delivery model.

Team Members & Culture

Our founders developed MAQ Software's values, mindsets, and habits at the outset of our formation as a company. These values, mindsets, and habits have been instrumental to our success. Our leadership team revisits our foundational beliefs every quarter to ensure that team members are aligned with the beliefs that have led to our growth. Although we continually revise our habits to adjust to changing times, our core values never change.

Values [102-16]

We follow four core values: integrity, commitment to customer success, adoption of the latest technologies, and delivery orientations. Our values align our team members and ensure consistent, high quality deliverables for our customers.

Integrity

For us, integrity means honesty and transparency with customers. We strive to keep customers informed of our progress by issuing daily builds and progress reports. With the dynamic nature of the modern business environment, responsiveness and flexibility are key. Our agile workflow ensures that we respond quickly to customer needs and make changes as necessary at each step of the production process.

Commitment to Customer Success

As Peter Drucker, the founder of modern management, once stated, "The customer is the foundation of a business and keeps it in existence. He alone gives employment. And it is to supply the consumer that society entrusts wealth-producing resources to the business enterprise." We embrace this philosophy in every aspect of our business. Many businesses preach adages about putting the customer first, but we truly believe we don't succeed unless our customers succeed. For this reason, our commitment to customer success remains our core motivation in every project we pursue.

Adoption of the Latest Technologies

Adopting the latest technologies is closely tied to our commitment to continual learning. We pride ourselves on our knowledge of new technology, which gives us the confidence to develop creative, cutting edge solutions. Adopting the latest technology and automation processes also allows us to increase efficiency, thus providing the best possible economic value to our customers. In turn, the advancements in technology we pass to our clients allow them to outpace their competition.

Delivery Orientation

Continuous software delivery is a critical component of our commitment to customer success and our agile workflow. Because modern business environments are so dynamic, product requirements often shift midway through the production process. Daily builds allow our clients to test software as early as possible and identify issues or required changes immediately. Involving the client in the development process also builds trust, resulting in a final product that is precisely tailored to the client's needs. With continuous delivery, our teams gauge clients' reactions throughout the build process and quickly adjust their behavior to improve effectiveness.

Our Mindset

Our mindsets determine who we are, how we live, and who we become. According to Stanford psychology professor and researcher Carol Dweck, "The view you adopt for yourself profoundly affects the way you lead your life." Those who adopt a growth mindset believe they can develop the qualities necessary for success and are willing to put in the effort required.

The Mindset Scorecard in **Appendix A** lists eight mindsets in various stages of development. Our team members complete the Scorecard, review each of the eight mindsets, and find the score that is the closest reflection of themselves.

Our Habits

Understanding our mindset opens the door to changing ourselves for the better. However, recognizing our mindset is often difficult. As our mindset drives most actions, it may be easier to uncover our mindsets by observing our behaviors. The table in **Appendix B** outlines positive and negative behavioral indicators associated with certain mindsets. Comparing our habits against this table helps us identify what types of behavioral changes will improve our performance.

Workforce & Diversity

MAQ Software has 562 team members across three office locations. All team members are employed full-time; we do not currently have any contract workers. [102-8] Occasionally, depending on project demands, we may hire temporary or contract workers. Our team members come from diverse geographic and ethnic backgrounds, which we believe contributes to a more well-rounded approach to business objectives. We have team members originating from seven countries, including India, the United States, Japan, South Korea, Vietnam, China, and Nepal.

We actively promote gender diversity at all levels of our organization, including senior management. 25 percent of our team members are women, which is significantly higher than the broader technology industry, especially among software developers.

Our current gender breakdowns for each office are as follows:

Location	Male	Female	Total Number of Employees
Hyderabad	265	95	360
Mumbai	111	41	152
Redmond	64	24	88

Learning & Development

Since MAQ Software's inception, we have used peer-based active learning to train our engineers. Our training program is very different from the classroom-style of education used in the broader software industry.

Certifications

Because continuous learning is one of our core values, we place a great deal of emphasis on vendor-based certifications. These certifications add to our team members' professional qualifications while giving them pride in their technical expertise. When making promotional decisions, we place significant weight on certifications earned. Team members that demonstrate increased proficiency via certifications receive greater leadership responsibilities and are asked to perform more complex tasks.

Independent vendor-based certifications are a substantial annual expense for our company, but we view them as an investment in the future success of our team members.

Boot Camps

Our first formal extended peer-based 90-day training program (informally called "Bootcamp") started in July 2003 with twenty engineers. The goal was to officially induct each new engineer into the company.

By the end of the training (which can last up to three weeks), attendees are expected to have a general understanding of the software tools and relevant technologies that we work with. Trainees must demonstrate their understanding by obtaining independent vendor certifications. Currently, we divide new hires into groups of about 15 to 20 members. Even if there are unplanned absences, groups of this size will still have at least twelve to fifteen members present each day. Experienced engineers act as facilitators and provide technical support and general guidance when trainees need help.

We always pair two students to work as a team. Based on a well-defined curriculum or set of topics (say, ten chapters from a book), we assign chapters to specific teams. These teams learn and present their chapters to the rest of the group.

Each attendee's presentation lasts 60 to 90 minutes. After the presentations, the group works on assigned programming exercises and workshops. When designing our active peer learning programs, we incorporate educational materials from many sources. We

use Codeacademy, Coursera, and EdX material. We also use Microsoft Certification Training Kits for relevant products. Such materials serve dual purposes. First, they provide the content we need to teach new hires about Microsoft tools. Secondly—and perhaps more importantly—they show new engineers several available resources. When these engineers encounter a problem in their future work, they know where to start looking for help.

Learning Hour

Every Friday, each of our office locations conducts a one hour "Learning Hour" session. In the learning hour, individual team members present on topics relevant to their expertise. Topics range from project status updates, to new software features, to writing tips. The learning hours are an excellent opportunity for team members to expand their general knowledge in a relaxed setting.

Study Groups

Our engineers participate in small eight to ten-person study groups. The study groups meet twice weekly for one hour to discuss assigned topics relevant to their areas of work. Each study group member presents one topic related to the training assignment to the rest of the group.

Team members complete Microsoft Self Study Training Guide assignments on their own and then take internal quizzes and examinations that we administer. Within six to twelve weeks, the teams develop enough expertise to use new technology systems successfully. These study groups make learning new systems much easier than attempting to work individually.

Ethics & Governance

We are committed to working with the highest quality team members and strictly adhering to ethical and fair practices in our business activities.

Our management maintains a strong commitment to corporate ethics. Our written guidelines ensure that our operations are conducted fairly, with equal treatment given to all team members and clients. In 2018, we were not subject to any significant monetary fines or nonmonetary sanctions for noncompliance with laws or regulations in any country. [419-1] No legal actions for anticompetitive or antitrust behavior were filed against MAQ Software in 2018. [206-1]

Mechanisms for Advice About Ethics [102-17]

MAQ Software provides multiple avenues for guidance regarding ethical issues. Our extensive employee handbook includes guidelines for equal employment opportunity (EEO), harassment, avoiding conflicts of interest, ethical business practices, and standards of professional employee conduct.

The managing consultants of MAQ Software maintain an open-door policy for all the concerns of team members. Our management encourages team members to discuss with management any

subject pertaining to their employment. If for any reason team members do not feel comfortable talking with their immediate managers, they are encouraged to contact any of the managing consultants.

Training & Self-Efficacy

We view training as the greatest contributing factor to our sustained growth. Over the years, we have identified ten attributes of successful training programs:

1. **Extensive entry-level training that focuses on exactly the skills in which you wish to be distinctive.** The software industry in India has been training new engineers extensively for decades. Our technical program stands out because it focuses on teaching technical skills around the latest software technologies that are used by our customers.

2. **All employees are treated as potential long-term employees.** For years, we have offered comprehensive and rigorous training to all employees. Although training everyone can be expensive, we want to ensure that each employee (including temporary employees and interns) completes the training. Given the high attrition rate in the software industry, it is tempting to just teach the basics. We lean, however, toward comprehensive training.

3. **Regular training is required.** As practicing engineers, many of us are comfortable with our ways of working. At MAQ Software, however, we require all our employees to regularly learn new technologies in order to remain up to date. Team members typically go through a new training cycle every quarter.

4. **A lot of time and money is invested.** Much to the frustration of our finance team, we continue to reimburse employees for relevant industry certifications. Though it is difficult to quantify the direct benefit of investment in training, any company's success can be attributed to a well-trained staff.

5. **On-the-job training matters.** Our teams learn by doing. As soon as possible, we assign engineers to projects where they can apply what they have learned. Over time, the project work adds to their learning.

6. **There are no limits to the skills that can be taught to everyone profitably.** We work with team members to help them improve their English, their presentation skills, and their skills in technologies (such as machine learning). These skills may not be immediately relevant to their projects, but they help us serve our customers better.

7. **Training is used to commit to a new strategic direction.** Because the software industry requires new skills every few years, we commit to training in new areas where our company is focused. In the past, we were committed to cloud and mobile technologies first. Now, our work revolves around artificial intelligence (AI). We have expanded our training to ensure that everyone is focused on an AI-first strategy.

8. **Training is emphasized in times of crisis.** Every few years, our projects end. After working at a fast pace, we're suddenly left with a large team without any projects to work on. Having team members without active projects creates anxiety and, sometimes,

a feeling of crisis in the company. To combat this, we refocus our energy on learning new technologies until the next project begins.

9. **All training is driven by operating managers.** Our CEO actively participates in training discussions. Every year, no matter how busy he is, he spends several days giving training to our team members. All our managers drive the training. So far, we have avoided a separate training department that is disconnected from the reality of our project work.

10. **Training is used to teach the organization's vision and values.** Because our senior-most managers lead and coordinate the training effort, they also model the company values and share the company vision. In our experience, it is very effective to have managers share their own anecdotes that demonstrate company values. Trainees remember these stories.

We've also improved self-efficacy in the workplace through a seven-step approach:

1. **Hire better engineers.** Our hiring practices ensure that new hires are better qualified than our previous hires. To build teams with high self-efficacy, we recruit from increasingly higher ranked universities and insist on ever-better academic records. Strong and consistent academic performance usually reflects a high commitment to tasks beyond the university curricula.

   In a competitive market, it is not easy for any company to keep its hiring bar high. Over the years, we have debated lowering our hiring standards. In the rare instances when we compromised and brought on employees of a lower academic caliber, we have suffered. We have vowed not to repeat the same mistake. Although having a degree from a great school does not guarantee managerial success, achieving high academic performance does usually correspond with doing a good job at our company. Our mistakes have served as great reminders of what not to do and have offered learning opportunities for our managers.

2. **Offer the right role models.** We assign key managers to serve as mentors and trainers to new hires. We strongly encourage these managers to take advantage of the certifications and extended training programs we offer. This gives them additional professional development and learning opportunities. When new trainees see that others in the company who participated in our training have experienced professional growth, they feel confident and persist in learning, which increases their own self-efficacy.

3. **Follow Agile and Lean software development practices.** With this approach, team members are assigned tasks based on their interests, abilities, and project needs. As engineers gain proficiency, they are moved to more challenging and interesting job assignments. Over time, engineers gain the mastery, perspective, and confidence to autonomously handle complex problems. With self-management, we also increase management's span of control and reduce overhead.

4. **Show confidence in our teams' ability to master tasks quickly and provide great solutions.** By using continuous and incremental software delivery approaches, we

increase self-efficacy with every build that is deployed. With daily software and work product delivery to clients for review, we increase team self-efficacy every day.

5. **Set reasonable daily goals.** Our engineers receive small work items that do not last more than six-and-a-half hours. Barring unknown challenges, most team members can reasonably complete the tasks in one eight-hour day. By limiting work items to bite-sized chunks, we break down complex problems with long cycles into everyday successes.

   On the other hand, if a team takes on a complex challenge and fails, the team members' self-efficacy may decrease. These failures may result in a downward spiral of increasingly lower self-efficacy, leading to a dip in performance.

6. **Help improve self-management skills, such as time management.** Time management skills include punctuality, self-organization, discipline, and goal-setting. Most organizations cover these soft skills through orientation training, ongoing discussions, and role modeling. Over the years, we have worked hard to share these practices through role modeling, individual development plans, and technical certification goals.

7. **Provide constructive feedback and appreciation to team members.** These activities also increase self-efficacy. Research shows that 65 percent of workers received no recognition in the workplace in the last year. All companies—including ours—can do more to improve our employees' everyday performance.

   Recently, we started using social media tools such as Facebook and Yammer at work to publicly thank employees for specific instances of exemplary performance.

Data Privacy

We have had zero substantiated complaints regarding breaches of customer privacy. We have received no complaints from outside parties or complaints from regulatory bodies. There have been zero identified leaks, thefts, or losses of customer data. [418-1]

MAQ Software is committed to protecting its information and information systems. As part of that commitment, we have implemented an Information Security Management System in accordance with ISO/IEC 27001:2013. The Information Security Management System applies to business functions for application and software development, as well as maintenance and support functions, including human resources, information technology, administration, and accounts at the Mumbai, Hyderabad, and Redmond locations.

The purpose of the Information Security Management System is to protect information assets from all threats—whether internal or external, deliberate or accidental—and to identify and manage the associated risks.

As a part of the Information Security implementation, it is important to:

- o Secure information against unauthorized access and inadvertent disclosure.
- o Provide confidence to business partners and associates who must share information with us.

MAQ Software has already implemented various logical and physical security access controls to ensure the confidentiality, integrity, and availability of information system assets. By providing a framework, ISO 27001 further allows us increased assurances of our security practices and provides an effective means of communicating and implementing security requirements throughout the company.

We ensure that all project-related activities take place in the customer-provided infrastructure. Using cloud-based servers, we create development environments to simulate the production environment. All customer data is stored on customer platforms and data centers. We do not store any customer data on local servers. Multifactor authenticated connections are used to access and host the build in the customer infrastructure for the preproduction stage of the project.

We use security mechanisms such as Row-Level Security (RLS) to access data stored on cloud platforms. Our solutions follow Microsoft Azure security guidelines for secure data storage and access using SQL 2017 features.

MAQ Software follows all GDPR requirements to ensure the privacy of customer data. We only collect personal data for identification purposes and limit its use to the scope of individual projects. Customers are encouraged to contact us at any time regarding questions about the use of their personal data.

Communities & Giving

MAQ Software is investing in the latest technical advances to transform primary and secondary education in India for low-income families.

Global Learning XPRIZE Partnership

About the Global Learning XPRIZE

The Global Learning XPRIZE is an international competition to create education software that will enable children in developing countries to teach themselves basic reading, writing, and arithmetic. As the XPRIZE Foundation website states, "The Global Learning XPRIZE seeks to provide universal access to quality learning through open and accessible data, localizable software, durable and available hardware, and successful delivery to any context."

Out of the initial pool of nearly 200 applicants, 5 semi-finalists were selected to receive $1 million in development funding. In May 2019, after over a year of field testing, one $10 million grand prize winner will be announced.

MAQ Software and XPRIZE Partnership

MAQ Software is partnering with XPRIZE to provide Hindi localization for the software developed by the five Global Learning XPRIZE finalists. MAQ Software will then distribute the software to school-aged children in India. We will also work with XPRIZE to validate the finalists' software, ensuring that it is truly open source.

India Education Initiative

Over 100 Million Children Are Unable to Study at Their Current Grade Level

Primary and secondary educational institutions in India face many challenges. Despite 96 percent primary school student enrollment, learning outcomes in India are poor. In 2009, the Program for International Student Assessment (PISA) ranked India's reading scores second to last among 74 regions tested.

With a growing student population and a shortage of teachers, technology is the key to improving India's education system. Fortunately, access to technology in India is already widespread. Advances in artificial intelligence will soon enable supplemental teaching that can be individualized depending on learning pace and aptitude.

The MAQ Software Education Pledge

As a technology solution provider, MAQ Software is in a unique position to survey advances in artificial intelligence, gaming, virtual reality, and cell phones to provide India with technology-driven education solutions.

For the next 25 years, MAQ Software will invest in technology advances to improve primary and secondary education in India. To start, MAQ Software will provide 3-year grants to leading NGOs to sponsor research at 23 IITs, 31 NITs, 23 IIITs, and 17 IIMs and adopt solutions from them.

IIT Bombay Research Grants

Sponsoring Two Research Fellowships for Four Years

IIT Bombay is one of the five Institutes of Eminence in India. We are providing two IIT Bombay Department of Computer Science scholars with four-year grants to conduct research in the field of Artificial Intelligence. The fellows will be named "Ekal Fellows" in recognition of the second largest education nonprofit in rural India.

Increased Computer Access for Low Income Students

7 Internet-connected Computer Labs Serving 10,000 Students

Through our Foundation for Excellence in India, we fund two community centers and five schools, enabling them to set up computer labs which provide student access to Khan Academy, CK12.org, and the Bolo Google app. These after-school programs run 7 days per week, 365 days per year providing free internet to low income students. MAQ Software funds and trains the staff members who run these centers.

Education Insights

Education Survey Analytics

Based on our technical capability in developing data analytics solutions, we are using Power BI to provide a rich interactive experience to display education survey insights for

India. These insights enable sponsors, government officials, business leaders, technology enablers, and NGOs to better interpret the data provided by the NAS, ASER, and U-DISE so that they can make informed decisions. The interactive insights also provide support to local bureaucrats to improve learning outcomes and the overall quality of education in India.

The National Achievement Survey (NAS), ASER, and U-DISE

The National Achievement Survey (NAS) is one of the largest assessments conducted in India. The survey tracks assessment results for grades 3, 5, and 8 in government and government-aided schools. As a part of the NAS, competency-based learning outcomes of 2.2 million students from 110,000 schools across 700 districts in all 36 states in India were assessed. District-wise reports were released based on the assessment. Currently, these reports are published in PDF format. This limits the interactivity and analytics that can be derived from the reports.

The Annual Status of Education Report (ASER) is another data point. The ASER has its roots in Pratham's work across urban and rural India to help children acquire basic skills in reading and arithmetic.

Data from the ASER and NAS surveys are very different in multiple aspects, which means their results are not comparable (refer to the ASER and NAS comparison report for more details).

U-DISE provides district-level infrastructure information for schools in India. The information includes enrollment of students by school type (private/government) and medium of instruction (English, Hindi or Regional), facilities available in the school (such as the availability of midday meal programs, availability of electricity, etc.), and the student count in each class.

English Language App

A Need for Improved English Instruction

Many teenagers from low income families in India are eager to learn English to qualify for service jobs (restaurants, hotels, customer service reps in BPOs, etc.). Currently, there is not an automated and inexpensive way to assess spoken English proficiency (IELTS and Pearson English tests are manual and cost over $140 per person). Aspiring Minds has English evaluation tools that they sell to their corporate customers (BPOs).

Utilizing Available Technology

Using technology available now, the traditional approach of one teacher per classroom can be supplemented for children that are ahead of their class (20%) or lagging in their class (20%). Instead of lecturing, software will allow teachers to work with students to complete assignments (flipped classroom model).

MAQ Software's App Development Pledge

We have established a team of five dedicated software engineers to utilize Agile methodologies to evaluate and develop an English proficiency app for India. The team meets daily to monitor progress and is in the process of releasing free software on the Google Play store.

About this Report

Report Overview

This report provides an overview of MAQ Software's business, environmental, and social impact in 2018. [102-50] The report highlights our current corporate social responsibility initiatives and will be updated annually. [102-52]

This report has been prepared in accordance with GRI Standards, Core option. [102-54] Specific GRI disclosures are referenced in the report using the following format: [XXX-XX].

For questions regarding this report or its contents, contact csr@maqsoftware.com. [102-53]

GRI Content Index [102-55]

GRI Standard	Disclosure		Section
GRI 102: General Disclosures 2018	102-1	Name of the organization	About MAQ Software
	102-2	Activities, brands, products, and services	About MAQ Software
	102-3	Location of headquarters	About MAQ Software
	102-4	Location of operations	About MAQ Software
	102-5	Ownership and legal form	About MAQ Software
	102-6	Markets served	About MAQ Software
	102-7	Scale of the organization	About MAQ Software
	102-8	Information on employees and other workers	Team Members & Culture: Workforce & Diversity
	102-16	Values, principles, standards, and norms of behavior	Team Members & Culture: Values
	102-17	Mechanisms for advice and concerns about ethics	Ethics & Governance: Mechanisms for Advices about Ethics
	102-50	Reporting period	About this Report: Report Overview
	102-52	Reporting cycle	About this Report: Report Overview
	102-53	Contact point for questions regarding the report	About this Report: Report Overview
	102-54	Claims of reporting in accordance with the GRI Standards	About this Report: Report Overview
	102-55	GRI content index	About this Report: GRI Content Index
GRI 206: Anti-Competitive Behavior 2018	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics & Governance
GRI 419: Socioeconomic Compliance 2018	419-1	Non-compliance with laws and regulations in the social and economic area	Ethics & Governance

10x Mindset Scorecard:

Your Name: _____

Building a future bigger than your past

Date: _____

Our mindsets determine who we are, how we live and who we become. According to leading researcher, Carol Dweck, "*the view you adopt for yourself profoundly affects the way you lead your life*." People with a *growth mindset* believe that they can develop their qualities with effort. The Mindset Scorecard given below lists eight mindsets in various stages of development. To complete the Scorecard, review each of the mindsets and find a score that is the closest reflection for you. Although mindsets may be interdependent, for ease of scoring, select a score (1-12) for each mindset independently.

Growth Mindsets	1	2	3	4	5	6	7	8	9	10	11	12	*Current Score (1-12)*	*Future Score (1-12)*
Personal success	*I envy my friends who have "better" jobs. I feel sorry for myself for not getting a better job. I dislike coming to work. I will change jobs as soon as possible.* *I feel poor because I spend more money than I earn. I blame my employer for not paying me enough and having to relocate to a new city. I feel guilty that*			*I am satisfied with my current job for the time being. I worry whether I can keep up with the pressure to learn and change quickly.* *I am always stressed because I do not have enough time for all of the things I want to do. I feel a lot of pressure from family and friends to spend time with them. I spend a lot of money*			*I am happy with my position and my career direction. I have achieved success in my life. Work is an important part of my life. I understand there is no guarantee of success even with hard work, but without hard work, failure is guaranteed.* *I have money for a comfortable family life. I am confident of*			*I have the best job in the world. I always find something new and interesting to do. I cannot wait to get to work.* *I have great health. I am improving my exercise and meditation practice (top 5% of population my age). I do not think about money every day to maintain my lifestyle. I am*				

	my family has to send me money, even though they have the money. *I feel sorry for myself because I do not have the success I deserve.*	*with my friends, which I later regret. I do not know how to manage all parts of my life (work, health, family, friends, community, and spirituality). I am hoping that with time, things will improve.* *I have yet to achieve success.* *I am frustrated that I do not know how to help myself.*	*my abilities to persist (grit). Every day, I go home with a great sense of achievement. My health is good. In the last 365 days, I exercised and/or meditated for at least 292 days (80% of the days).* *I have many friends at work and outside work. My family members are proud of my achievements.* *I am satisfied by my impact and my success. I do not know what more could be done by me.*	*optimistic about my future.* *I am inspired by the tremendous opportunities being enabled by the advances in technology. I always aim to make myself better.*		
Learning	*I completed my college degree. I already have a job. I am satisfied with what I know. I am still learning syntax and software tools. I am overwhelmed by all of the areas that I need to know. I feel that my team and my*	*I received my college degree from a good college/university. I am irritated that technology is changing too rapidly for me to keep up. I am not able to compete with my co-workers.*	*I am constantly learning and improving my knowledge and skills. MOOCs and vendor certifications allow me to learn and prove my technical competence. I continuously develop expertise on*	*I am always pushing myself to acquire radically different capabilities. I am committed to growing my capabilities in technical and non-technical areas. I am always exploring new sources and faster*		

	supervisor are not training me properly. I do not have any interest in reading books.	*Life is too busy to find time to learn anything new. I want to work in a stable industry that does not require new training every week.* *I have not read any books in the last year due to lack of time.*	*emerging technologies. To master new skills, I volunteer to teach team members. I am developing expertise in upcoming areas. I am committed to lifelong learning. I read at least 12 books last year to gain actionable insights.*	*ways to learn. My interests and knowledge are aligned with the company vision. As a result, I enjoy and can easily complete the company's assigned learning objectives.*	
Delivery	*I need to be told what to do and how to do it. My work must be reviewed by someone else prior to providing it to the client. My work is often late. I make many mistakes. I do not think about quality. My team lead must remind me to complete work items. I do the minimum that I can get away with. I have fewer responsibilities now than when I began work. I do not understand how work gets done here.*	*Once I am told what to do and how to do it, I complete the work. My work must be reviewed by someone else prior to providing it to the client. I complete about 75% of my work on time. I do not know how to complete my work items in the estimated time.* *I find a fast and agile delivery approach unpredictable and exhausting. I worry about making mistakes in my work.*	*Once I am told the customer's needs, I figure out what needs to be done and how to do it. My work is flawless and timely. Others do not need to check my work.* *I understand that fast, agile delivery provides a competitive advantage to our customers. I deliver software builds daily. I use the latest tools and techniques to speed up delivery. I*	*I am proactive. I figure out opportunities and problems, what needs to be done, and how to get it done.* *I propose and implement the latest technologies in my software designs. I constantly research new ways to improve delivery processes (half the cost and half the time). I help other teams improve their delivery processes. I am working on*	

	I am conflicted about the delivery approach (Agile with fast speed vs. Waterfall with reliability). I am confused which delivery approach is better.	*I have yet to learn how to prioritize my time between multiple tasks. I am confused about the company's vision and processes.*	*deliver high-quality software.* *People admire me as an expert on our processes and software tools. I am comfortable managing competing priorities on my projects (e.g. speed versus quality). My peers and my managers regularly recognize me for consistent, on-time and flawless delivery.*	*transforming the industry with advances in delivery techniques.*	
Adopt the latest technology	*I like using familiar technologies. I am overwhelmed by changes in the software industry. It is demoralizing for me that as soon as I implement one technology, a new one shows up.*	*It is exhausting and painful for me to learn new technologies. I am surprised that so many of my peers worldwide have already mastered these technologies. I just do not know how I can keep up with all of the technology choices. I am still searching for efficient ways to adopt the latest technologies in my projects.*	*I use the latest innovative technologies in my projects. I understand that by adopting new technologies as soon as they are released, we gain efficiency and simplify our work. Reducing work complexity improves team morale and provides great results to our customers.*	*I am a pioneer in using the latest technologies to solve team and customer problems. I use emerging technologies ahead of our company's industry peers to gain competitive advantages. I contribute to transforming the industry through our code base, add-ons, and approaches.*	

Team	*I rely on others to complete my work. I do not understand team goals and responsibilities. Because I do not understand or agree with team goals, I am unwilling to work towards them. My supervisor has never given me any useful feedback. My team members avoid me.*	*I am an active member of the team. I like working with my team members. I know what is going on with them. However, I am reluctant to take responsibility for team performance. I do not have the time to explain why certain things need to be done. I am still learning how to win the respect of team members.*	*I model the behaviors the team should follow. I am accepted in a leadership role by my team members. I provide clear direction to my team. Colleagues like to join and stay with my team. I take an active interest in developing and mentoring my team members. I have a great team that delivers outstanding software as expected by our customers. My team and I proactively seek to raise quality standards.*	*I have created leaders in my team who can manage their teams effectively. My peers look up to me for motivation and advice. I share innovative approaches and knowledge with the entire industry.*		
Customer success	*I implement designs and fix bugs. I am not aware of customer needs or pressures. I do not even like customers. They pressurize me and create work for me.* *I frequently receive negative feedback from customers.*	*I am constantly working to understand customer needs. I am surprised how often customers change their needs. I am frustrated with the complex designs, approaches, and discussions with our customers. I hope to work on assignments*	*I am proactive and anticipate customer needs. I understand changing customer needs and incorporate the changes as fast as possible. I am solution-oriented. I bring innovative solutions to our customers. I follow*	*I prioritize customer success even if it negatively impacts the existing revenue streams in the short term. I help customers develop a vision (roadmap) to help them solve their problems and do more with less.*		

| | | where things do not change.

I am shocked when I find that competing teams were able to complete the work faster and at a lower cost. I am still trying to figure out how others can meet customer needs so easily. | through on our commitments.

I am asked to present the company to our customers.

I am efficient in using our customer's time and resources.
My customers like working with me and frequently ask me to review their projects. | My customers have a high level of trust in my recommendations. They know that I have no hidden agendas. | | |
|---|---|---|---|---|---|---|
| **Gratitude** | I am self-made. When I struggled, no one helped me. Everyone tries to exploit me. The whole system is set up against me. | I desire to live a peaceful life full of gratitude. However, I am frustrated by current needs and demands that restrict or leave little time for anyone else. I am still searching for appropriate ways to be grateful. I am not sure how to be grateful to people who helped me. | Every day, I thank many people for all they did for me. I am grateful that I am healthy, I have a job, and I have a place to live. I am grateful that I have a way to earn a living for my family and me. | I am grateful for all of the people I have in my life. I am happy for everything I have. I am grateful for the opportunity to share my talents, time and money with the broader society. | | |
| **Ownership** | I do not have any work or financial ownership. I work as I am told. No more, no less. | I do not know how to accept new customers to grow the company. We already have too much work. I am | I take ownership of my work and get things done. Work is an important part of my life. I have an owner's mindset. I | I have a Founder's Mentality. My decisions are based on the long-term interest of the company. I am proud | | |

	New customers and company growth requires additional work for my department and me.	*frustrated that things are so complex. I am hoping to survive this project.*	*represent the company in my life (workplace and outside the workplace). I act fast (speed). I change quickly (agile) to meet market needs. I watch company costs as if it is my money. I am always aware of and sizing up competitive threats.*	*of my company. I take ownership for the outcomes for many aspects of my company. I use my extensive networks to find out how our services could be improved. I am always analyzing disruptive technologies and business models that may drive us out of business.*		
Total						

Name: _____

Uncover Your Mindset: Positive and Negative Behavioral Indicators

Understanding our mindsets opens the door to changing ourselves for the better. However, recognizing our mindsets is often difficult. As mindsets drive most actions, it may be easier to uncover our mindsets by observing our behaviors. The table below outlines positive and negative behavioral indicators associated with certain mindsets. Comparing our habits against this table may help identify what types of behavioral changes will improve our performance.

Mindset # 1 – Manage Oneself	
Our success depends on our daily routine and behaviors. Successful people exhibit positive behaviors consistently.	
☐ Proud of current job, projects and career direction ☐ Seeks balance in all parts of life (career, family, health, spirituality, and community) ☐ Works hard to be successful ☐ Spends time consciously and for productive purposes ☐ Arrives at work on time every day ☐ Strives to write and speak in proper English by checking spelling, grammar, and punctuation ☐ Manages expenses so as to save at least 10% of income every month ☐ Manages health by eating properly ☐ Exercises regularly to stay healthy ☐ Understands that to earn more, you have to be more—i.e., you need to offer value to the world in order to receive recognition ☐ Invests in and attracts positive, growth-oriented people ☐ Resourcefully provides solutions to problems	☐ Lacks pride in current job, but will be proud of future job ☐ Struggles to manage life. Cannot balance work versus family versus health versus spirituality versus community. ☐ Does not know that it is possible to incorporate work into other aspects of life ☐ Seeks a job that pays well and requires no work ☐ Does the minimum work one can get away with ☐ Usually late to work and provides excuses for tardiness (faulty alarm, traffic, bad weather, etc.) ☐ Makes no effort to improve English communication skills ☐ Unclear about career direction ☐ Never exercises ☐ Does not save, instead spending most income for unproductive purposes, such as depreciating assets, expensive restaurants, entertainment, etc. ☐ Uses time unproductively ☐ Does not recognize that income depends on value added, and that job hopping only works for so long ☐ Hangs out with people that are not interested in growing themselves ☐ Constantly points out problems but never provides solutions

Mindset # 2 – Manage Learning

All successful people spend a significant time every week acquiring knowledge. With rapid technology change, a disciplined approach to learning ensures that we stay competitive.

☐ Commits to learning goals for the next three to five years ☐ Sets quarterly goals to gain the skills required for higher-level positions ☐ Subscribes to key industry publications, newsletters, Facebook pages, Twitter feeds, etc. ☐ Regularly completes courses and certifications that are relevant to work ☐ Keeps pace with new sources of learning and takes advantage of informal growth opportunities, such as engaging with experts ☐ Reads at least one book per month ☐ Watches at least one educational video (TED.com, YouTube, etc.) or a documentary per month ☐ Shares educational resources with colleagues, family, friends, and the community ☐ Converts knowledge to actionable insights for self and team ☐ Maintains awareness and understanding of key technology trends	☐ Not committed to learning ☐ Must be forced to learn ☐ No plan for any new learning in the foreseeable future ☐ Unaware of non-traditional sources of learning ☐ Did not read any books after college ☐ Does not watch any career or industry related movies/videos ☐ Does not use new knowledge in any useful way ☐ Not interested in learning about industry changes

Mindset # 3 – Manage Delivery

Deliver quality work products such as code, reports, documents, and training. Consistently exceeds position requirements and expectations. Follows work processes and quality standards.

☐ Commits to excellence in all work products, whether that means delivering high quality software or creating a training program around the newest tools ☐ Possesses good technical knowledge of software languages, processes and customer business problems ☐ Reviews work items to provide daily status reports ☐ Delivers software builds daily ☐ Completes work as per effort estimates ☐ Follows coding standards, templates, processes and engineering best practices ☐ Follows best practices for security and privacy ☐ Work is accurate and timely	☐ Is not concerned about the quality of deliverables. Work often includes coding mistakes, poor spacing, incorrect alignments in user interface, spelling and grammar errors ☐ Does not learn from mistakes ☐ Lacks attention to details ☐ Does not keep knowledge current with job requirements ☐ Does not review statuses of projects or deliverables ☐ Does not check in code every day to ensure daily builds are delivered ☐ Does not follow standards, templates, processes and engineering best practices ☐ Does not come to the office and meetings on time. Keeps team waiting.

☐ Keeps work item progress current in project management software ☐ Seeks clarification on unclear guidelines and requirements ☐ Focuses and prioritizes well on key issues ☐ Seeks to improve quality of solutions ☐ Follows through on commitments	☐ Prioritizes poorly ☐ Blames others for mistakes ☐ Frequently forgets tasks ☐ Often finishes work late ☐ Easily distracted by phone calls, texts, and WhatsApp messages ☐ Inaccurately estimates effort required for tasks, resulting in missed deadlines ☐ Has to be chased to follow up

Mindset # 4 – Use the latest technology

Technology is transforming all aspects of our life. Societies, companies, and individuals that take advantage of new technology first will advance first.

☐ Mines the latest software programs and techniques for opportunities to increase efficiency ☐ Updates the software on all PCs, cell phones, and other devices as soon as the updates are available ☐ Simplifies the team's work by adopting and promoting the latest software and hardware ☐ Saves money by researching products and shopping online ☐ Uses cloud technology to get organized and save time	☐ Not interested in using new technology trends to advance themselves ☐ Acquire new technology only when the old one stops working. "If it ain't broke, don't fix it." ☐ Never shops online ☐ Resists use of the latest technologies ☐ Scared of cloud technology because it's unfamiliar and change is difficult

Mindset # 5 – Manage Teamwork

We can achieve more professional success through teamwork. High performance members build and improve great teams.

☐ Is a highly productive member of a team ☐ Is a role model for the team ☐ Cooperates with team members and mentors ☐ Understands development needs of team members ☐ Completes work without supervision ☐ Is respected by the team members ☐ Works towards goals of the team and organization ☐ Open to feedback and suggestions, and receives feedback with a positive attitude ☐ Explains "why" in addition to "what" needs to be done	☐ Does not contribute to the team ☐ Disrupts team's productivity, often increasing the workload of others ☐ Sets a poor example for the team ☐ Does not cooperate with others ☐ Needs constant supervision ☐ Drags down morale ☐ Does not work towards goals of the team and organization ☐ Is not open to feedback ☐ Does not explain why something needs to be done ☐ Does not provide useful feedback to others ☐ Is not interested in training and growing team members

☐ Provides constructive feedback to team members and mentors ☐ Trains team members to improve own expertise and increase team's productivity ☐ Recruits high caliber team members ☐ Guides team members to help them improve their performance based on their individual needs	☐ Is not invited to recruit team members ☐ Not concerned with team performance ☐ Rarely invited into teams

Mindset # 6 – Manage Customer Success

If we align our efforts with the needs of our customers, they will be more successful. If our customers are more successful, we will be more successful.

☐ Understands customers' problems and their organization pressures ☐ Trusted advisor for customers for solid recommendations ☐ Unblocks internal teams to help solve customer problems ☐ Follows up on customer questions and requests with a clearly understandable answer ☐ Channels customer issues to appropriate group within the company ☐ Develops business by identifying potential opportunities to help customers ☐ Proposes, develops, and explains suitable solutions to customers ☐ Develops collaborative relationships with customers ☐ Prioritizes long term customer success over short term revenue gains ☐ Gets positive feedback from customers ☐ Receives customer requests to be on their team ☐ Seeks feedback on how to improve delivery services ☐ Actively promotes higher service standards across the organization, such as different approaches, the latest software, best practices, and newer tools ☐ Develops customer relationships at multiple levels and across departments	☐ Does not understand customer context and their organizations ☐ Customers do not have confidence in recommendations ☐ Unable and unwilling to unblock teams and move projects forward ☐ Forgets to follow up on customer requests ☐ Yet to find an opportunity to help customers beyond what is given ☐ Does not invest in relationships with customers ☐ Is not concerned about customers' success ☐ Customers provide negative feedback ☐ Customers refuse to have you on their team ☐ No interest in improving delivery of services

Mindset # 7 – Be Grateful

With a gratitude mindset and behaviors, our brain changes to recognize the goodness in people and circumstances. While we may not be able to change circumstances or people in our life immediately, we can change our response.

☐ Expresses gratitude for all life offers us everyday ☐ Sees the glass as half full ☐ Thanks people regularly, whether in person, by letter, or by e-mail ☐ Maintains a gratitude diary ☐ Thinks of ways to give back to the community	☐ Complains about everything and everyone in life ☐ Sees glass as half empty ☐ Does not thank anyone, either implicitly or explicitly ☐ Complains bitterly that everyone is unfair and unkind

Mindset # 8 – Take Ownership

Successful people act like owners of the company. As they seek to advance the company, they advance their careers.

☐ At war with the industry competitors that are delivering slow IT in a fast IT environment ☐ Seeks to work on behalf of underserved customers ☐ Takes responsibility for outcomes ☐ Bias towards speed and action ☐ Adopts change quickly ☐ Evaluates long-term impact of key decisions ☐ Takes personal responsibility for employee actions and how resources are used ☐ Is frugal with company money. Knows that for each dollar spent, company has to bring in ten dollars. ☐ Presents a positive image of the company in the workplace, with customers, in recruitment, and when dealing with suppliers ☐ Always seeks new opportunities to improve the company ☐ Works to keep everything simple	☐ Not interested in doing better than the industry norms (e.g. satisfied with Slow IT mode) ☐ Slow to decide and act ☐ Does not adopt change ☐ Does not consider long term impact of decisions ☐ Does not take responsibility for employee actions (blames others) ☐ Is wasteful with company resources ☐ Negatively talks about the work, mentor, team and the company to everyone including self ☐ Does not look for easy and simple approaches

Adapted from *How to be an Even Better Manager*, 7th Edition by Michael Armstrong