

---

# Management Model

by LUNR



May 2024

---

## Content

---

Intro

03

---

How we make  
desicions

17

---

How we build  
products

65

---

How we  
ensure people's  
growth

132

---

Our Golden  
rules

159

---

Compensation

165

---

The problem

**The unchecked monetization of personal data by Big Tech is a growing concern. At Lunr, we believe in ethical technology that prioritizes human development and respects user privacy.**

We believe that people deserve respect and privacy on their mobile devices and communication. We believe that the way people interact with technology should be changed.



---

## Introduction

**Lunr is a product development and manufacturing company. We make products that are good for humanity.**



---

Lunr has grown from a small startup to a leading company in ethical mobile technology. Our journey began with a simple idea: to create products that are not only useful but also uphold the highest standards of privacy and benefit the world. Over the years, we have expanded our reach and improved many lives through our innovative solutions.

---

## Vision

We envision **a future** where **every mobile device** we produce not only **enhances digital well-being** but also embodies the **highest** standards of **privacy**, and **data sovereignty** and **ethical technology**. By transforming the mobile landscape, we aim to inspire a widespread shift towards more **responsible** and **user-focused technology** while fostering new **sustainable business models**.

---

## Mission

Our mission is to **ensure** that **mobile technology** benefits all of **humanity** by creating products that empower people, foster genuine connections, increase productivity, and enhance quality of life.

By **prioritizing ethics**, we aim to redefine the role of mobile technology in society, making it a **force for positive change** and collective advancement.

---

## Our pillars

These pillars serve as the **bedrock of our endeavors**, shaping every decision and innovation we undertake. Rooted in the principles of ethical technology, we prioritize transparency, eco-friendliness, and the protection of digital rights in all our endeavors.



# Our pillars

---

01

## **Ethical Technology**

Focuses on transparency through open source, eco-friendly environment, data and digital rights, and freedom of choice.

02

## **Top-level privacy**

Prioritizes key technologies that protect our mobile devices and ensure the security of personal communications and data from digital attacks.

03

## **Respect for Privacy**

Raises awareness and strives to mitigate the prominent risk from Big Tech collecting, analyzing, storing and monetizing on personal data.

04

## **Digital Well-being**

Fosters a healthy relationship with technology without harming personal life and interactions.

05

## **Equitable Working Practices**

Ensures the implementation of a framework that promotes accountability, security, fulfilment, respect and an ethical workplace to balance workers rights and responsibilities.

---

## The (r)Evolution

In order to achieve our vision and mission we realized **we needed to reinvent the mobile world through innovation.**

We aim to create a secure mobile ecosystem that challenges the status quo set by major tech giants, **ensuring user privacy and ethical standards** in all our devices.

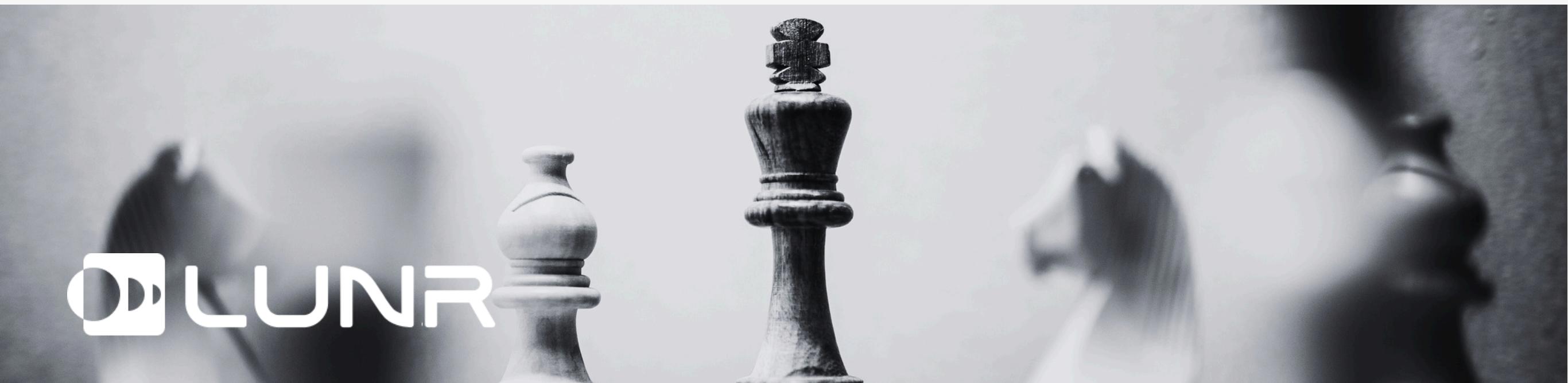
For that we decided to create our own mobile phone and a suite of innovative mobile technology.

We knew that to continue our growth and development of even more innovative solutions we needed to be surrounded by unique, **remarkable people.**

---

The (r)Evolution

**To attract these incredible people** and get the best out of them, we also realized we needed **a new way of working.**



---

The (r)Evolution

**Organizations are still run as hierarchical command-and-control systems** in a world of networked purpose-driven individuals.

**The ways** that humans interact, and information is displayed have **dramatically changed**. The social dynamics in companies have become messy, and power relationships tend to be unfair, which leads to "office politics" and wastes time.

**At LUNR we don't want this type of environment.** For this transformation to work well, nothing less than a revolution in management practices is needed.

---

The (r)Evolution

**At LUNR** we have replaced the traditional working model with **agile working practices** where the individual has genuine autonomy over their working pattern.

Our working **model shifts away from a command and control** mentality toward a leadership style that empowers people, trusting them to get on with the work.

**Employees** are treated as **innovative and mature**, able to make decisions which consider the needs of the employer as well as their own priorities.

This model of work has been **developed to best-fit** the social, technological, and economic influences of the twenty-first century.

---

## The (r)Evolution

People choose why, how and who to work with for reasons unique to them. Every organization believes in a mission and seeks success that is unique to it. A fit between employers and employees is achieved when these align.

**We want our people to have a job that matters to them.** We place people in LUNR where they can have a meaningful impact.

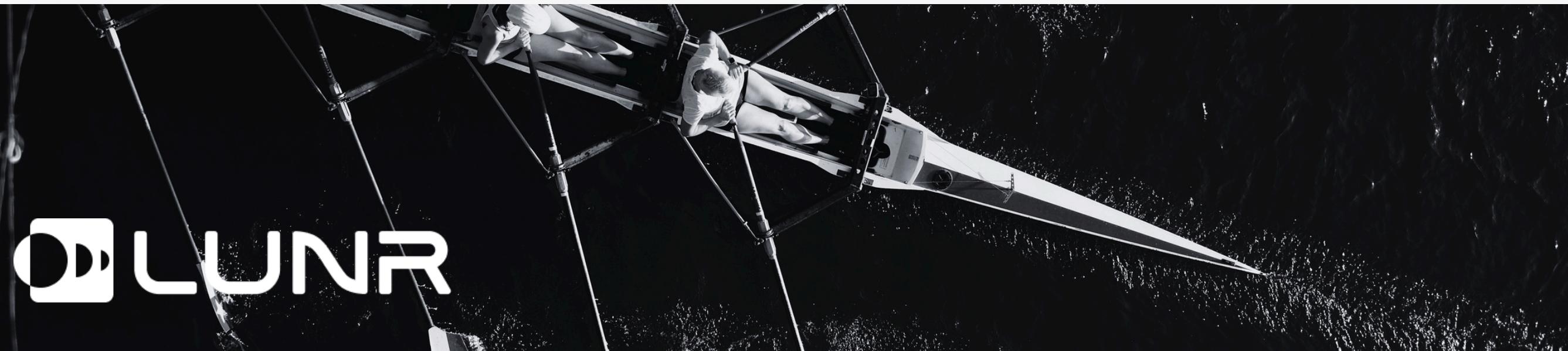
To achieve our goals, we need to be surrounded by unique people that share our mindset.

---

The (r)Evolution

This is why we created the LUNR's Management Model.

**To empower and manage high performing  
people with the freedom to make a big impact.**



The (r)Evolution



# Management Plan

The three pillars of success

**Strategy**

**Process**

**Growth**



## The (r)Evolution



### How we make decisions

01 Strategy



### How we build processes and a great product

01 Operations

04 Engineering culture



### How we ensure People's growth

01 Performance

02 Leadership

02 Roles

02 Compensation

Team management

03 Knowledge management

03 Transparency

# How we make decisions



01

02

03

Strategy

Leadership

Team  
management

---

How we make decisions/Strategy

01

# Strategy

---

01

The Balanced score card

02

Culture code

---

How we make decisions/Strategy

01

# Strategy

---

01

**The Balanced score card**

02

Culture code

---

How we make decisions/Strategy/Balanced scorecard

We can only **innovate if people know and understand** what we are trying to achieve (our **Vision and Mission**).



---

How we make decisions/Strategy/Balanced scorecard

We believe in **Context, not Control** to provide the insight and understanding to make sound decisions. Setting appropriate context, rather than by trying to control people leads to High Performance.

Context embraces:

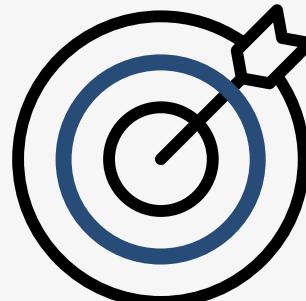
---

### Strategy



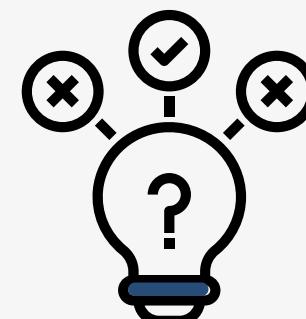
---

### Objectives



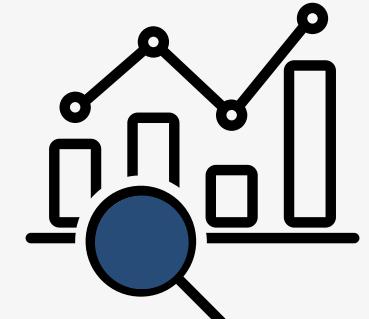
---

### Assumptions



---

### Metrics

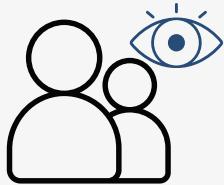


---

How we make decisions/Strategy/Balanced scorecard

## **Problems we had when trying to create the right context:**

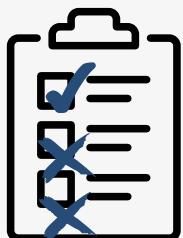
---



Micro-managing doesn't work. It is not scalable, and the many that use it do so because it is comfortable rather than because it is any good.



Innovation drives the most value in a product-led business like ours, so we needed this as the primary focus of our corporate culture.



Inability to convey the company's business vision and development strategy across the whole company to align teams' goals.

---

How we make decisions/Strategy/Balanced scorecard

## **The solution: Strategic Management**

Strategic Management is the ongoing planning, monitoring, analysis and assessment of all that is necessary for an organization to meet its goals and objectives.

---

How we make decisions/Strategy/Balanced scorecard

**At Lunr, we address adaptive challenges across departments, ensuring strategic visibility and clear communication to foster company-wide understanding and alignment with our ethical goals.**

**That allows us to:**

- Communicate what we are trying to accomplish providing strategic visibility for everyone (driving company-wide understanding).
- Aligning everyone's day-to-day work with strategy.
- Prioritizing projects, products, and service.
- Measuring and monitoring progress towards objectives: Goal-based processes, KPI-measurements and data visualization across the company.

---

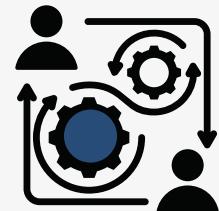
How we make decisions/Strategy/Balanced scorecard

## In conclusion

- Strategy and challenges are clear, specific and globally understood.
- Team interactions are focused on objectives, rather than tactics.
- Management time is needed to be transparent, articulate and perceptive.

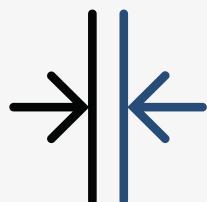
---

More context,  
less control



---

High  
alignment



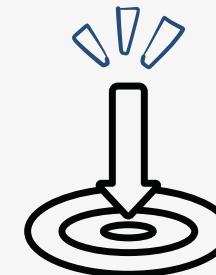
---

High  
performance



---

High impact



---

Great product



---

How we make decisions/Strategy/Balanced scorecard

However, to ensure privacy in all aspects, there're some situations where **control is required**:

- To prevent irrevocable risks: possibility of data breaches.
- When people are still learning they need mentoring: junior employees (Levels A, 1 and 2).
- Moral, Ethical and Legal Issues: escalated conflicts.

---

How we make decisions/Strategy/Balanced scorecard

**Once we have developed the context, we need our people to be inspired by the same values as us.**

We embrace diversity. Being innovative requires people from different backgrounds with different ideas, and we want to get the best from everyone.

---

How we make decisions/Strategy/Balanced scorecard

To achieve this we **need to share the same set of corporate values**, regardless of background.

**We want** to work with **smart, like-minded people** who understand and respect this, and who are **aligned with our values**.



---

How we make decisions/Strategy

01

# Strategy

---

01

The Balanced score card

02

Culture code

---

How we make decisions/Strategy/Culture code

Our Culture Code is built on **6 essential permission to play values** that we believe are essential to our business model.

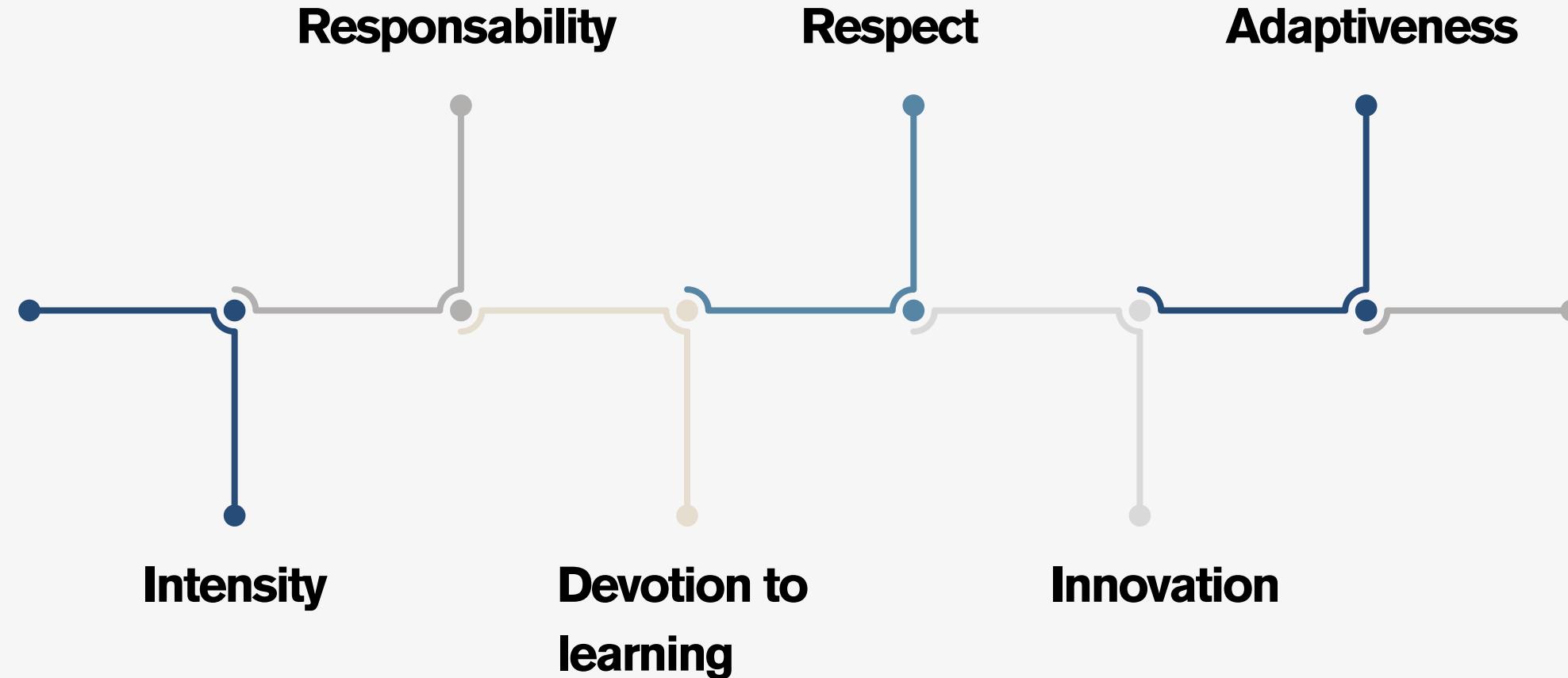
Permission to play means exactly that: **minimum standards of behavior we expect within our "free to create" environment.**

We only **hire people that demonstrate these values**, and we don't tolerate employees who don't exhibit these values.

---

How we make decisions/Strategy/Culture code

## The 6 values of our Culture Code



# How we make decisions/Strategy/Culture code

## Do's & Don'ts

Value	What is expected	What is not accepted
	Has a responsibility to deliver superior value to customers, employees, shareholders, and partners	Lack of engagement with the company and the product itself Slacks during working hours and is not able to deliver any value
	Follows process, methodology, and policies with security in mind to protect the integrity of our system and the personal information of partners and clients	In contact with former employees that have litigation against the integrity of our company/customers Shares confidential information
	Delivers quality work on time	Is always late and does not compensate for lost working hours Does not work
	Prioritizes well and works according to plan	Is constantly behind schedule Does not prioritize Makes decisions without considering the strategy of the company/department Does side jobs during working hours
Devotion to learning	Lifelong learner for whom improvement is part of his/her mission	Doesn't seek knowledge Is reactive to learning new things
	Actively and independently seeks knowledge to solve any issue in his/her domain	Expects the others to devise answers
	Willing to reinvent his/her approach when necessary	Has a negative attitude towards obtaining new knowledge
Remarkability	Has at least one "superpower" - a skill or know-how for which he/she is unrivaled	Does not invest time and doesn't show interest in developing his/her superpower
	Produces remarkable work output	Is comfortable with stagnation and stays mediocre
Respect	Is open, respectful and honest in every interaction at all levels	Is mean to colleagues Makes fun behind other employees backs Calls the others derogative names Lies for the sake of his/her credibility
	Approaches individual and team tasks with humility	Approaches tasks and new projects with arrogance and/or superiority Constantly shows no respect for the ideas/knowledge of others
	Willing to change his/her opinion/position for the greater good	Wants to force his/her opinion on the group
	Does not allow his/her views and ideas to dominate	Always wants to dominate Always wants to be right
	Does not disseminate opinions that violate the company's reputation or the work of his/her colleagues	Constantly blames other for his/her mistakes
Collaboration	Shares knowledge	Hoards knowledge
	Assists others when necessary	Does not assist others Assists in an unproductive way
	Communicates effectively and timely with peers	Does not communicate well Does not make effort to build good working relationships with colleagues
	Exhibits openness to feedback	Takes feedback in a negative and/or personal way
Adaptiveness	Constantly grows his/her skill set to cope with unforeseen changes	Does not undertake efforts to grow Avoids learning
	Responds efficiently to changes in the work environment	Does not use opportunities to adapt
	Copes well with uncertainty and instability	Takes change negatively
Innovation	Displays creative and critical thinking skills	Sticks to outdated methods and does not bring innovative solutions
	Proactive, develops proposals	Reactive, is negative about innovation Does not build/structure any process

---

How we make decisions/Strategy/Culture code

**We are all human and prone to mistakes from time to time.**

Occasionally during hiring, someone who is not a good culture fit will slip through the net. We need a way to manage these culture mismatch scenarios.

---

How we make decisions/Strategy/Culture code

You may be a high performer at a technical level, but what if you don't embrace our culture? We believe it is fair to give all employees a **second chance**.

We work to the premise that people can change - and we developed a process called **Corrective Action Plan (CAP)** to manage this. The CAP also provides a last opportunity to reflect if LUNR is right for you.

How we make decisions/Strategy/Culture code

The **Corrective Action Plan (CAP)** clearly **sets out the behaviors and attitudes** that need improving.

If no quick change is seen, we proceed to contract termination.

Keeping people who are a bad culture fit stops us achieving success.



**Task Assignment  
within Corrective Action Plan for**  
.....

This is your individual objective cycle within the CAP (Correction Action Plan).

The CAP is issued when the reviewee has over time demonstrated: non-compliance with LUNR internal policy; underperformance in execution of duties and responsibilities; Insufficient skill level regarding the expectations expressed during hiring process; other attitudes, actions, or behavior deemed in contrast with LUNR culture.

**1. Task: Prepare an objective action plan:**

The purpose of the present task is to set your individual objectives, for a period, you agreed with your manager. Your objectives should be based on your CAP results, the discussion with your direct manager, and with the goal of rectifying the non-compliance, underperformance, or attitude, actions, and/or other behaviors in question.

*For every non-compliant value, a report should be presented in written form, attached to this document and should contain between 1000 per value.*

**2. Terms for submitting the task: 2 weeks from the assignation date (10 working days)**

**3. Working place for preparing the task: home office (the address is marked in the Employee contract)**

The Task is assigned on..... 202..... by

.....  
/manager/

**The report is due of ..... at the office of LUNR. The report will be evaluated by your manager.**

I received the task on ..... I understand and fully agree that while in CAP I do not have the benefit of:

- Flexible working hours;
- Participation in company's training or events;
- Strategical Contribution Bonus;
- Level & Step review.

Employee:.....

---

How we make decisions/Strategy/Culture code

We have seen that by **setting the right context our employees can understand our mission and vision and create a great product.** The leadership styles in the company support this.

---

How we make decisions/Strategy/Culture code

Regardless of your role, **to ensure effective people management and growth**, we strive to **shift away from "controlling activities"** towards a synergistic relationship between team member.



---

How we make decisions/Leadership

02

# Leadership

---

---

How we make decisions/Leadership

Within complex organizations, **leaders need to ensure that the team is heading in the right direction** and that any changes throughout the organization will be handled effectively, with minimum disruption to our performance.

However, in a "Context, not Control" environment, **you still need people to coach and provide directions**, but this is **not the traditional role** of a leader. That's why we believe that the key to success is to always look for the ones that can embrace **the core principle of caring for others** and **giving up control rather than seeking control**.

---

How we make decisions/Leadership

## The leadership levels

At LUNR we have 4 leadership Levels with different expected traits but similar objectives: **lending support to addressing the needs and wants of the people and the organization.** This is our priority.

This contrasts with the leader-first perspective, where a person aims to gain control quickly, often driven by material gain or influence but it's our way to ensure autonomy, accountability, innovation and high-performance.

In the next slides we will present the qualities and challenges of our Managers Level 1, 2, 3 and 4.

---

How we make decisions/Leadership

## Level 1 Managers - Our pace setters

The core duty of a manager Level 1 is to **get the work done** through process management. They are in contact with customers, suppliers and employees of all levels, therefore they need to navigate frequently between different audiences to set-up the right context.

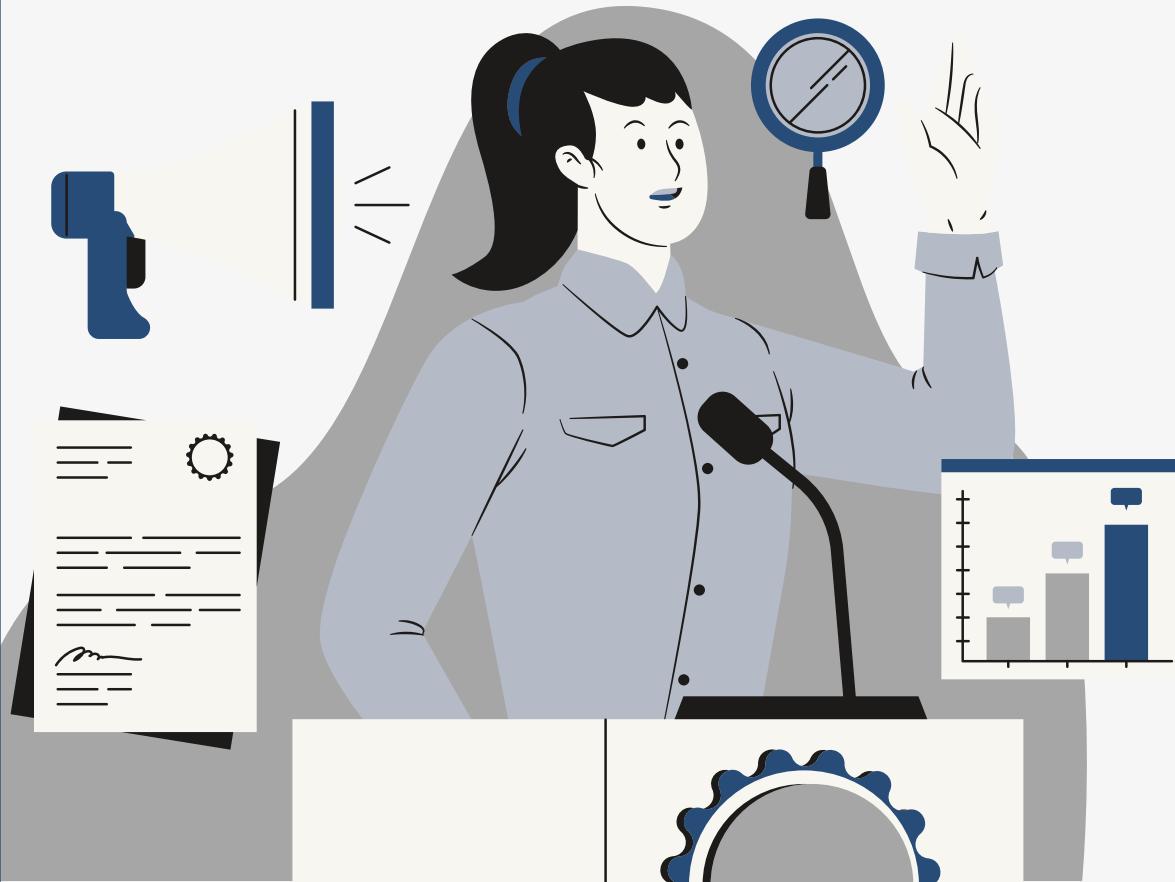
Our Level 1 managers are **required to deliver fast results**. These leaders are primarily focused on performance. They often set high standards and hold their colleagues accountable for hitting the department's goals.

The fast-paced work environment fostered by them can also create miscommunications so to ensure effectiveness they **have to be able to provide clear instructions** and **have an outstanding ability to manage adversities, chaos and change**.



How we make decisions/Leadership

## Level 2 Managers - Our coaches



The Level 2 managers are **responsible for people's growth and performance**. They are **involved in strategic decisions and are required to anticipate technical issues** and complex and ambiguous problems or opportunities that are often systemic with no readily understood answers. They are responsible for identifying these situations in their teams, requiring a change of mindset or attitude, and providing the right corporate context.

They are quickly to **recognize their team members' strengths, weaknesses, and motivations**. They assist team members in setting smart goals, ensure quality and efficiency through processes management and provide regular feedback with challenging initiatives to promote growth. They're **skilled in setting clear expectations and creating a positive, motivating environment**.

Level 2 Managers **promote the development of new skills, innovation, free-thinking and empowerment while building high-performing teams**.

---

How we make decisions/Leadership

## Level 3 Managers - Our visionaries and servant leaders

Their core duties are **strategic and high-level, providing direction and bridging knowledge gaps within teams.** They continuously **monitor the market and strategy to maintain our competitive edge.** These leaders **drive progress, inspire change, and earn trust for new ideas.** They cultivate a strong organizational culture, emphasizing a people-first mindset, believing personal and professional fulfillment boosts effectiveness and collaboration.

**Skilled at building morale,** they re-engage employees with their work, enhance productivity, development, decision-making, and foster future leaders.

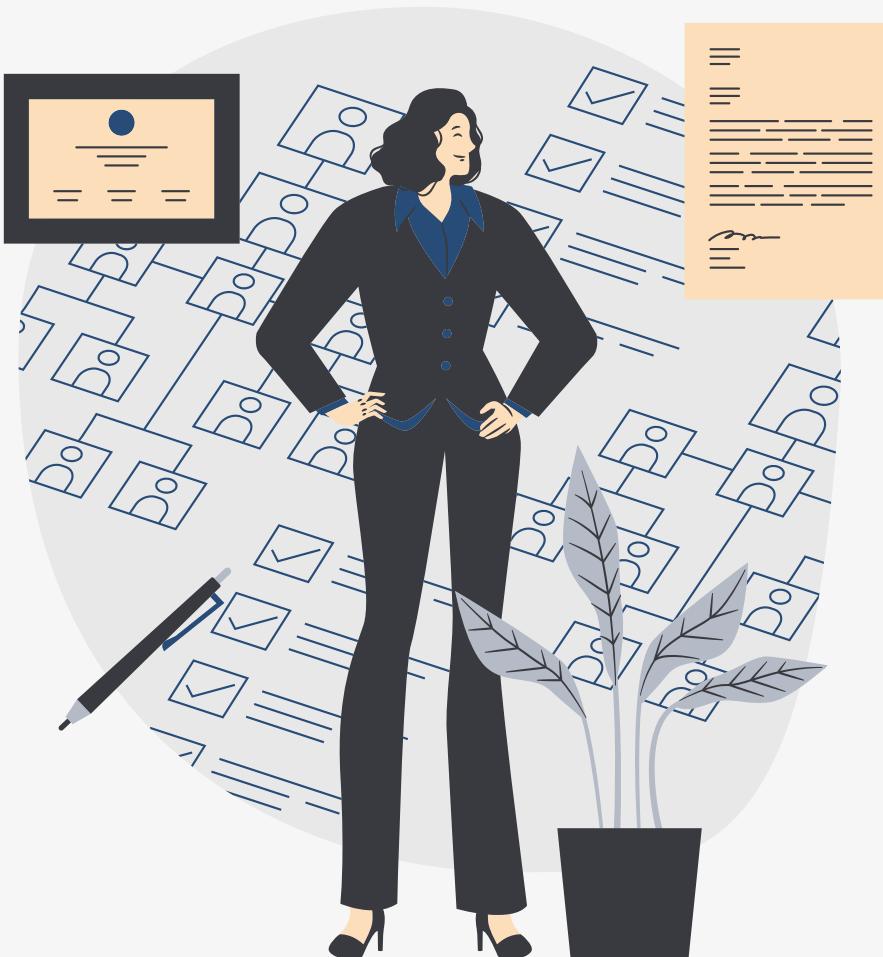
Level 3 Managers **unify teams, modernize practices, and support company growth.**



---

How we make decisions/Leadership

## Level 4 Managers - Our transformational leaders



Our Level 4 Managers **are responsible for setting strategic direction, developing context and fostering our corporate culture in an organizational level.**

They **focus on clear communication, goal-setting, and the company's productivity.** Instead of placing the majority of the energy into each employee's individual aspects, they are driven by a commitment to organizational objectives.

However, they are also **committed in developing the next generation of leaders and build a strong relationship with our shareholders.** These Managers also value the company's ethics and teams while focusing on high-performance in the long-term.

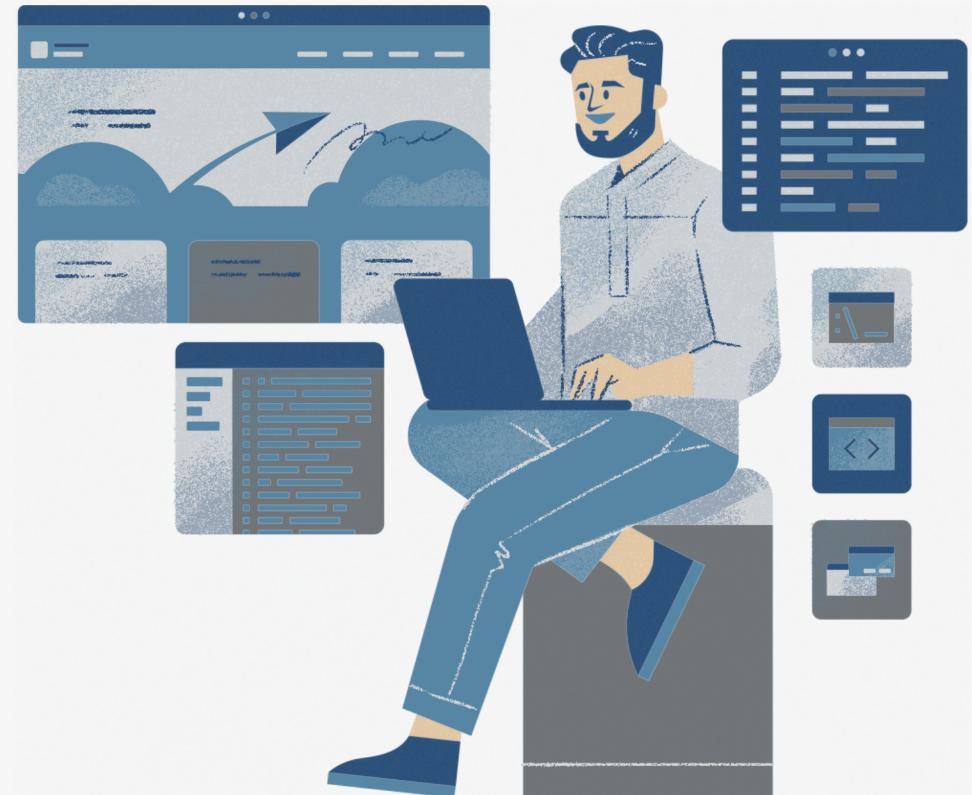
---

How we make decisions/Leadership

## The Tech Leads

Tech Lead is the **leader of a department when it comes to operations**. This position is assigned to a subject matter expert that masters the department's processes and tools. It's under **their responsibility to manage the department's standard operating procedures and also to ensure cross-department processes** are well-documented and understood on an organizational level.

**His responsibilities is technology. Tech leads' focus is on processes improvement.**



---

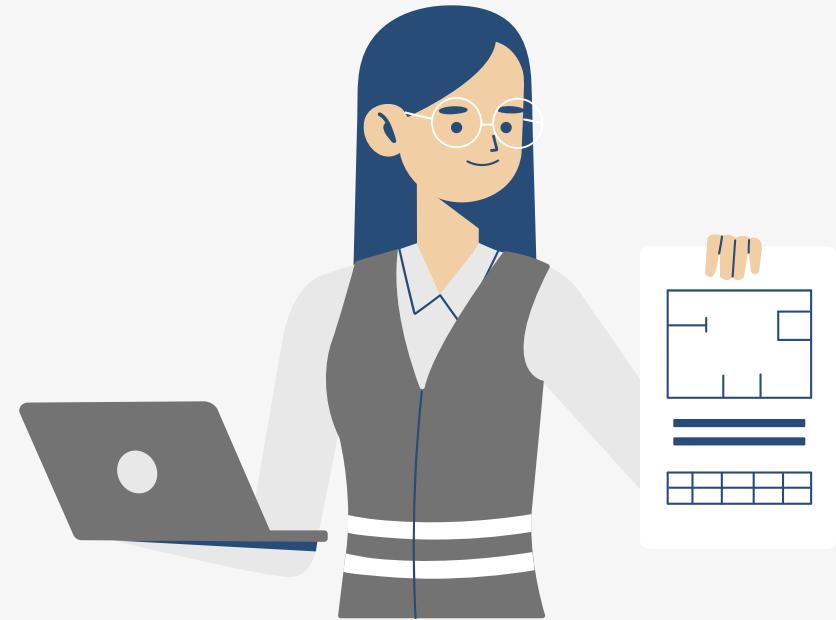
How we make decisions/Leadership

## Managers vs Tech Leads

### **Responsibility: Growth of Individuals**

#### **Activities:**

- Provides 1:1 coaching: based on data
- Responsible for Career Development and Performance Reviews (with inputs from Scrum Master and Tech Lead)
- Levels up a functional skillset
- Organizes communities of practices that encourage members from different cross-functional teams and divisions to share knowledge through regular meetings, raising the bar in their area of expertise
- Protects teams and divisions from distractions and unrelated or unnecessary work
- Understands, teaches, or sponsors the software and hardware engineering skills needed to support the development of high-quality code, components, systems, and solutions.



#### **Focus:**

#### **Performance**

- Provides context, coaching, and training
- Helps to build Agile Milestones and Roadmaps, and the plans to enable them
- Helps to develop, implement, and communicate the strategic framework
- Supports teams and divisions by helping them remove systemic impediments and by implementing continuous improvement.

---

How we make decisions/Leadership

## Managers vs **Tech Leads**

### **Responsibility: Technology (Subject Matter Expert)**

#### **Activities:**

- Provides expert opinion and direction regarding processes
- Transfers LUNR knowledge and department's knowledge to others: Tech-session



#### **Focus:**

#### **Processes Improvement**

- Resource Allocation
- Identifies and addresses process inefficiency
- Establishes SOPs, Best Practices, and Playbooks
- Provides the necessary tools
- Maintain the documentation in the department's Confluence space
- Ensure the department's Knowledge Hub is correctly documented and up-to-date
- Delegates tasks in Process Improvement project in Jira
- Task management and tracking: Data
- Fire fighting

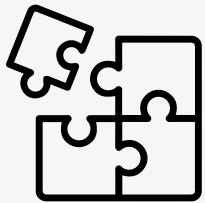
---

How we make decisions/Leadership

## Traits of Leadership

Even though Tech Leads and Managers from each level in our model have specific leadership traits that are expected according to their core duties, there are some qualities you should look for in each one the best leaders leaders:

---



**Ensure adaptiveness:** Leaders should easily navigate between adaptive and technical challenges. They have to excel at guiding their teams when dealing with consequential changes in uncertain times when no clear answers are forthcoming.

---



**Cultivate a culture of trust:** People are comfortable to go about their activities in an environment of mutual trust and support. There is no back-stabbing and sharing is encouraged.

---



**Develop other leaders:** Leaders need to provide opportunities for learning and growth, demonstrating by example and teaching others to lead. They give up power and have deputies lead, replicating this mindset through the organization.

---

How we make decisions/Leadership

## Traits of Leadership

Even though Tech Leads and Managers from each level in our model have specific leadership traits that are expected according to their core duties, there are some qualities you should look for in each one the best leaders leaders:

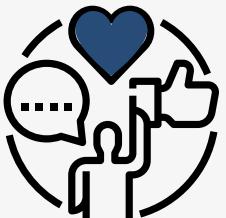
---



**Value diverse opinions:** Leaders have to value everyone's contributions and regularly seeks out opinions.



**Encourage:** The hallmark of great leaders is encouragement. The true leader says, "Let's go do it," not, "You go do it."



**Sell instead of tell:** Effective leaders are the opposite of a dictator. The aim is to persuade rather than command.

---

How we make decisions/Leadership

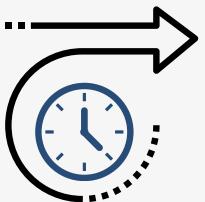
## Traits of Leadership

Even though Tech Leads and Managers from each level in our model have specific leadership traits that are expected according to their core duties, there are some qualities you should look for in each one the best leaders:

---



**Thinks you, not me:** There's a selfless quality about what to expect from great leaders. Those who only think, "How does this benefit me?" should be disqualified.



**Think long-term:** Great leaders are constantly thinking about the next generation, the next leader, the next opportunity. They make continual tradeoffs between what's important for today versus what needs to be done for the future.



**Act with humility:** The best leaders are not concerned with job titles. A title is not a way to show he/she is in charge or "better than everyone else". They act in a caring way towards others. Nothing is beneath them and they may be seen picking up trash or cleaning a table. They set an example of service. For us, it is not about the leader, it is about others.

---

How we make decisions/Leadership

## **Leaders in conclusion**

- Leaders support others to serve the needs of the organization.
- They do not seek prestige, status, material gain or control.
- They offer coaching and opportunities for growth, providing a demonstrable example of expected behaviors.



---

How we make decisions/Team Management

03

# Team management

---

---

How we make decisions/Team Management

Our Team Management process is all about **how our teams work.**

Our biggest challenge for it is **how we provide context** given the scenario we face:

- our teams are growing at a very fast pace
- we sell niche products (devices)
- our customers are distributed worldwide

---

How we make decisions/Team Management

We already established that we want to **enforce Strategic Management** in our business. We also mentioned that **we believe in providing Context, Not Control** and that **our Leadership style enables us to do that.**

**But how does this work in practice?**

---

How we make decisions/Team Management

## Strategic Management and Leadership

It is all about managing with goals. To achieve that there are some key principles to follow:

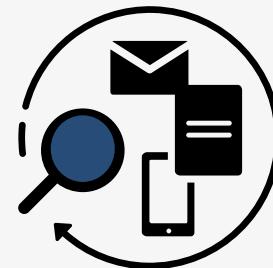
---

Accountability to meet  
deliverables



---

Deliverables must be  
followed up



---

Leaders exist in our  
structure to help and coach



---

How we make decisions/Team Management

## **Strategic Management and Leadership**

At the same time, they must provide context to employees by:

- Identifying employees in need of help or who are underperforming
- Recognizing and encouraging high performers and possible future leaders
- Motivating teams through empowering, not micromanaging.

---

How we make decisions/Team Management

## **Engineering teams**

To manage our technical engineering teams we follow some **Agile principles and Scrum practices.**

### **Why some?**

In a digital age where digital sovereignty is paramount, Lunr is dedicated to safeguarding the integrity of our mobile technology by continuously assessing our processes to prevent any privacy breaches.

Yet within this context we also want accountability between teams, and for individuals to be mentored which as we mentioned, it's under the responsibility of functional managers and Tech Leads.

---

How we make decisions/Team Management

## Team structure

### Division

A Division is composed of teams and departments and acts as a separate entity. It is managed by a Level 3 or Level 4 manager who ensures optimal performance and helps and coaches employees.

### Department

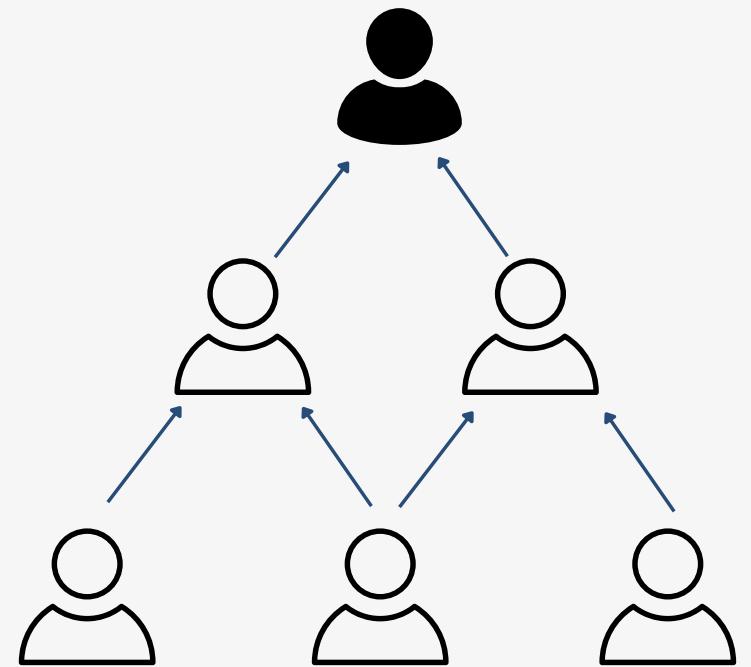
A Department is composed of a group of frameworks separated into teams. It is managed by a Level 2 manager who is responsible for growing the teams and for maintaining its documentation in the relevant Confluence space and Jira project.

### Team

Teams compose a Department.

## Traditional teams

Most traditional companies have a **hierarchical, top-down structure of communication**, in which the lower-level employees communicate with their leader/manager, who then shares information to their superior and to other managers connected to the project. This leads to **slow communication** and can result in some information being lost or changed in the process.

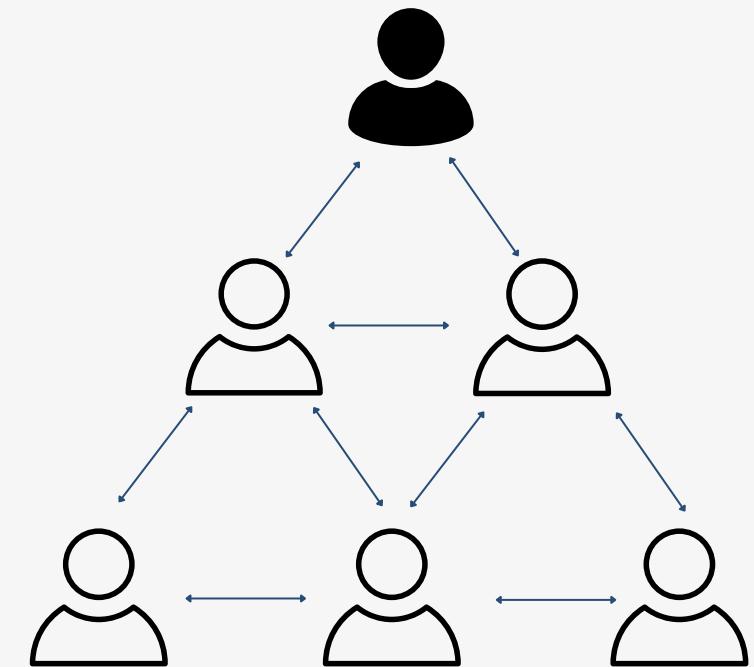


---

How we make decisions/Team Management

## Promoting accountability in our teams

To promote accountability and avoid micromanagement we decided that the best way to keep our leaders, teams, departments and divisions informed about everything happening in the company would be through structured touch points.



Communication flow in LUNR

---

How we make decisions/Team Management

## Ceremonies

To ensure communication and accountability and to minimize micro-management, **we use structured touchpoints (also known as ceremonies)** to keep our leaders, departments, teams, and divisions informed about everything happening in the company. The ceremonies **help us to avoid chaos, broadcast information to all the members of a project, bring common goals and vision, share progress, and reduce dependency and communication issues.**

In LUNR, **we don't use intermediaries and message carriers.** Instead, every employee has the chance to talk directly to every other employee-related to their project to share information and updates, regardless of rank or Level. The role of the leader in this structure is not to pass messages around, but to guarantee that both parties reach an agreement that will help LUNR reach its goals.

---

How we make decisions/Team Management

## **Strategic sessions**

The objective of these sessions is to solve problems and spark ideas and innovation to achieve our business goals.

### **Discussion stage 1: Problem Framing**

The goal of this stage is to define a single problem statement, which needs to answer these questions:

- Who - Who has this problem? Can they validate that the problem is real? Can they prove it?
- What - What is the nature of the problem? What research or supporting evidence can be provided?
- Why - Why is the problem worth solving? What is the impact on the customer?
- Where - Where does this problem arise? Has someone observed this problem occurring?

---

How we make decisions/Team Management

## **Strategic sessions**

### **Discussion stage 2**

Analysis of strategic goals and definition of initiatives to address the problem

This stage deals with defining how the problem impacts our strategic goals and how to find the best way to solve it.

### **Participants**

All internal stakeholders for the issue of discussion.

---

## How we make decisions/Team Management

We have explored various leadership theories, we know that every person has a different leadership style and we defined what are the traits we look for in the leaders according to our roles. But sometimes finding such leaders is a difficult task.

That is why once in a while our mindset of providing context and freedom can lead to chaos. Even though CHAOS sounds like a negative word, **organized chaos can serve as a balance between freedom and control to build an innovative organization.**

# How we build products



01



Operations

02



Roles

03



Knowledge  
management

04



Engineering  
culture

---

How we build products/Operations

01

# Operations

---

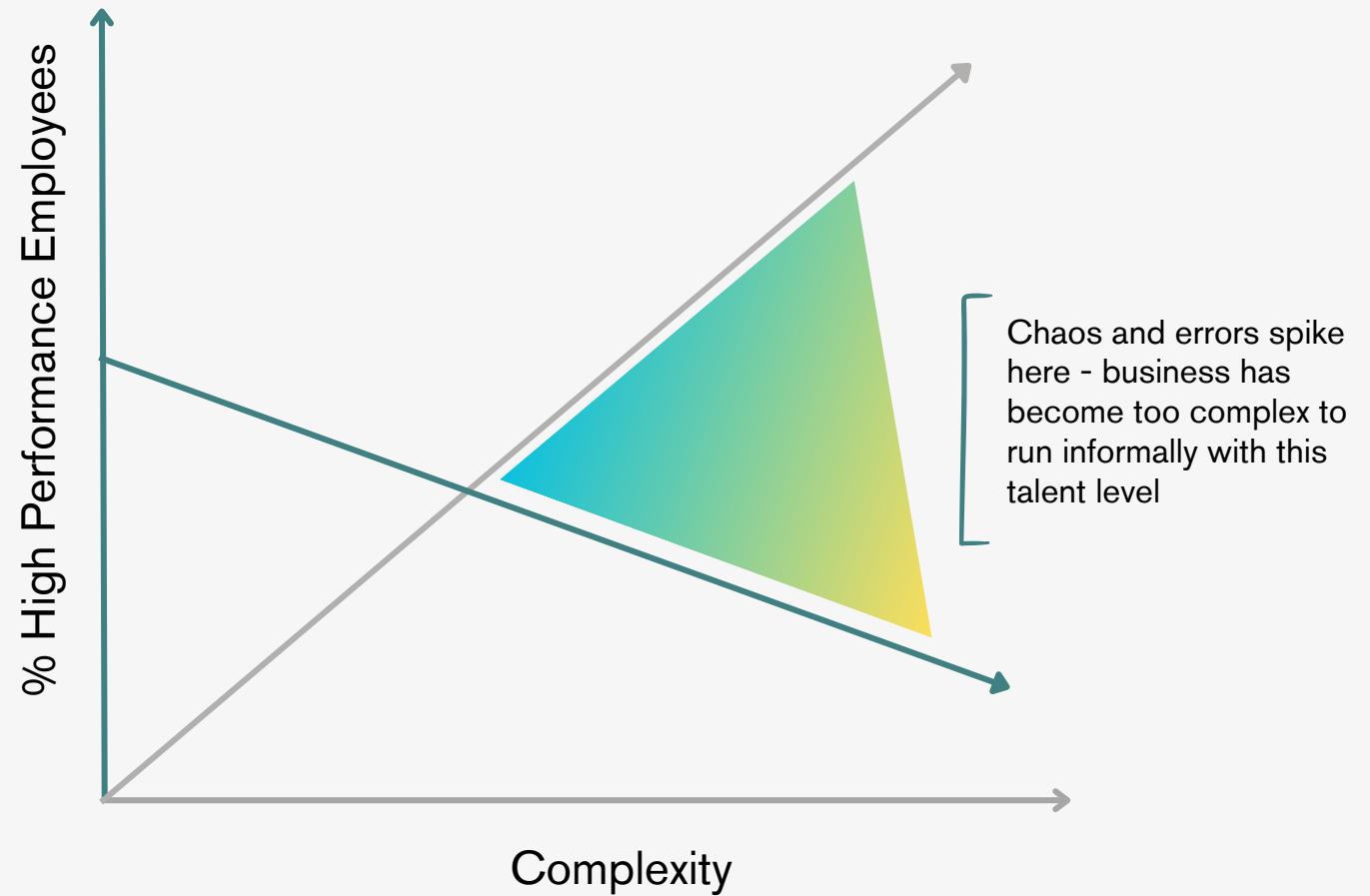
From Chaos to Growth

---

How we build products/Operations

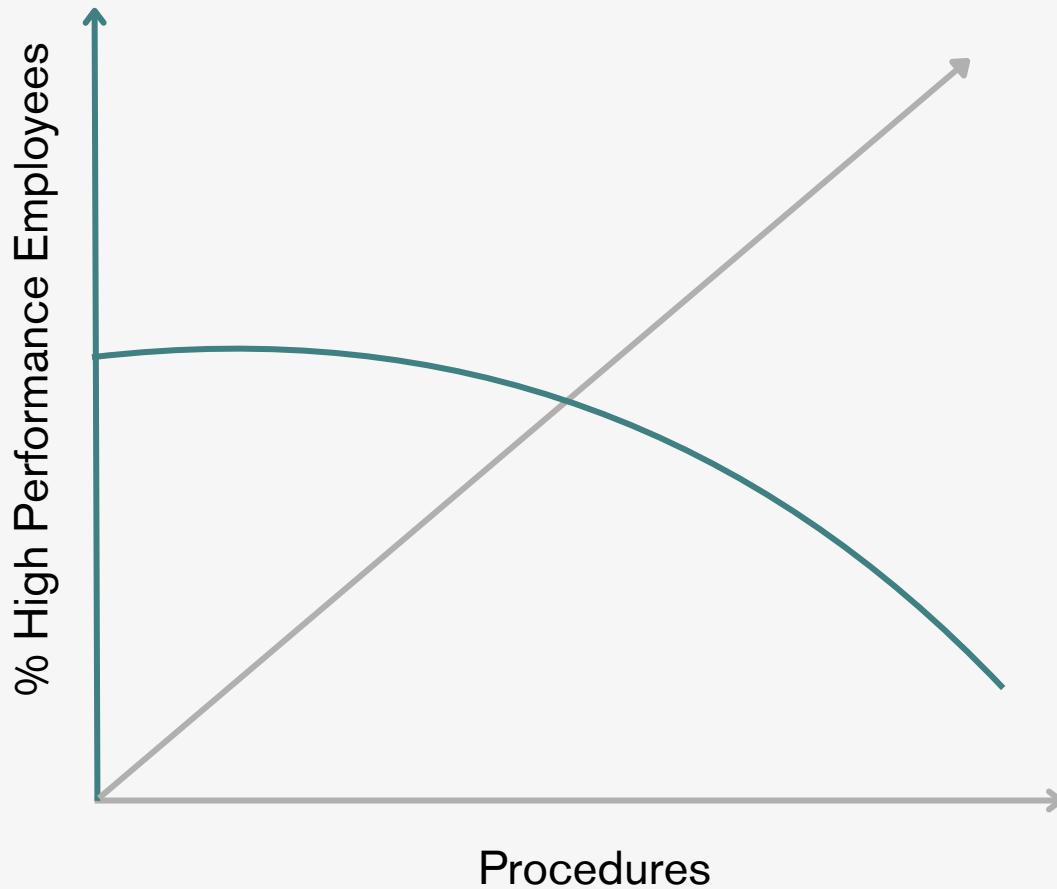
## Why do most companies curtail freedom and become more bureaucratic as they grow?

- Desire for bigger positive impact creates growth.
- Growth increases complexity.
- Growth also often shrinks talent diversity (people tend to like stability when they realize some sort of chaos).
- Chaos emerges.



How we build products/Operations

## Bureaucracy emerges to stop the chaos but drives more talent out.



No one loves unnecessary bureaucracy, but it feels good compared to the pain of chaos

"Time to grow up" becomes the professional management's mantra

---

How we build products/Operations

## **Bureaucracy brings seductively strong near-term outcome...**

Then the market shifts due to new technology, competitors or business model.

Company is unable to adapt quickly.

The existing processes become painful and irrelevant.

---

How we build products/Operations

There are 3 likely eventualities in this scenario:

- **Stay creative by staying small, but therefore have less impact:**  
This does not help us achieve our mission and vision.
- **Avoid rules as you grow and suffer chaos:**  
This is painful for employees and does not promote a High Performance
- **Use bureaucracy as you grow to drive efficient execution of current model, but cripple creativity, flexibility, and ability to thrive when your market eventually changes:**  
This does not fit with our innovative meaningful mindset.

---

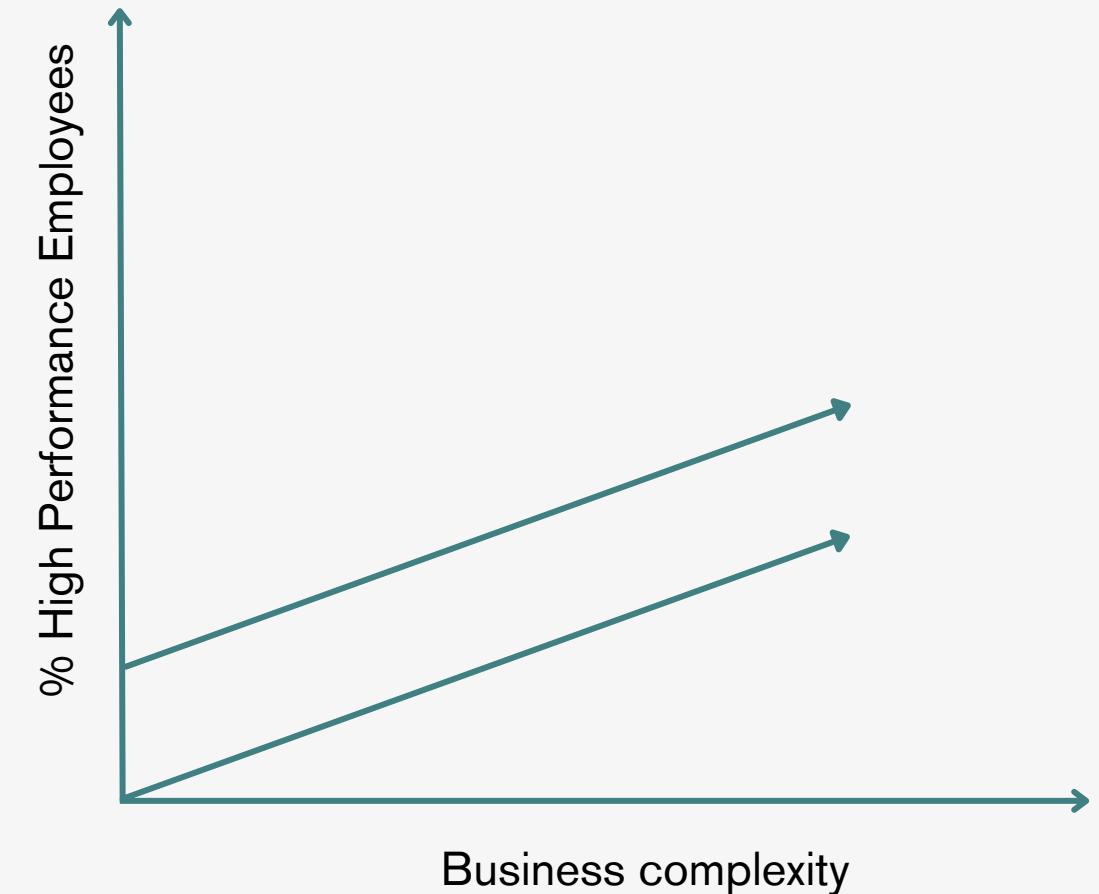
How we build products/Operations

## Our solution

Avoid chaos as we grow with even more High-Performance people - not with rules. We will make this happen by:

- **Minimize rules** as we grow.
- Inhibit chaos with **even more high performing people**.
- **Flexibility is more important than efficiency** in the long term

This means we can continue to mostly **run informally with self-discipline, and avoid chaos**. Running informally enables and attracts creativity.



---

How we build products/Operations

## **Are all processes bad?**

We believe that the good processes are the ones that empower our employees and enable a culture of accountability.

<b>GOOD PROCESS</b>	<b>BAD PROCESS</b>
<ul style="list-style-type: none"><li>• Implement a tool to clearly define roles</li><li>• Create an index to manage knowledge within the company</li></ul>	<ul style="list-style-type: none"><li>• Require pre-approval for minimal spending</li><li>• Multi-level approval process for projects</li></ul>

---

How we build products/Operations

## **How we ensure we keep only the good processes?**

Does this process...

- Represent the current tactic with full knowledge that the tactic may change?
- Attempt to eliminate individual biases and assumptions?
- Allow us to reflect on what is and isn't working using both qualitative and quantitative data?
- Help us to be explicit and transparent? Meaning, everyone knows what we are trying to accomplish, minimize, and maximize.
- Provide our team with the opportunity to work flexibly, drawing on creative intelligence?

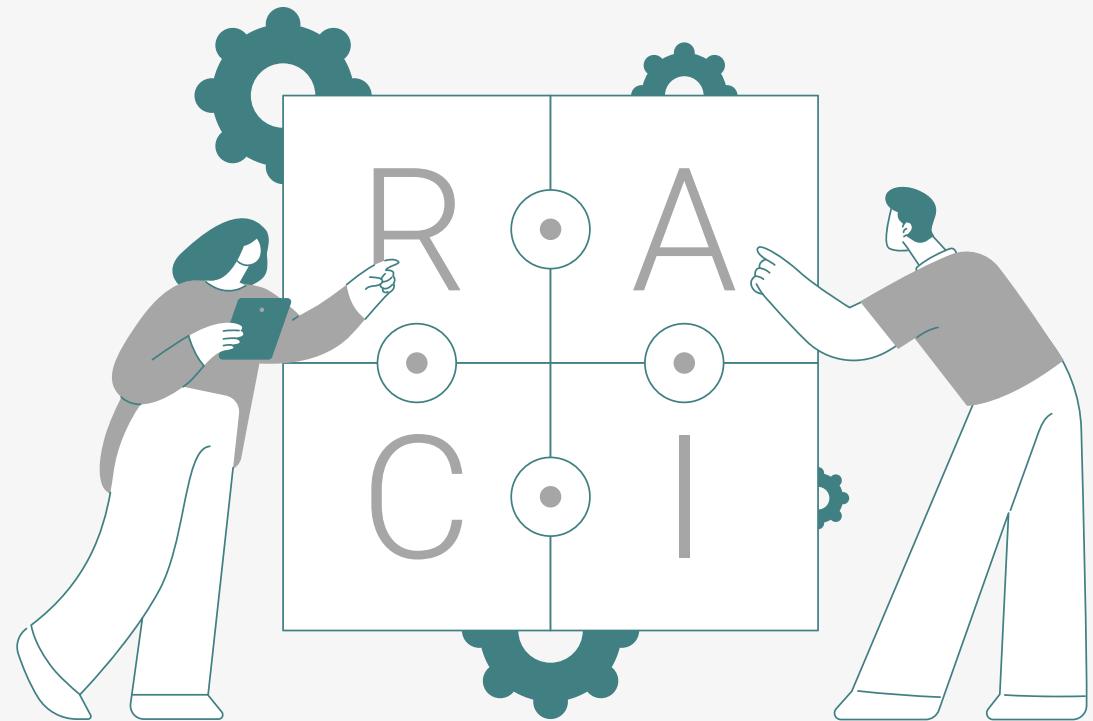
---

How we build products/Operations

## Responsability Assignment Matrixes

Once we have defined a new good process, we add it to our Responsibility Assignment Matrixes (RACI & CODE-KS)

The Responsibility Assignment Matrixes are our process management tools. They distribute tasks among our employees when managing projects, facilitates communication within the company and optimizes our work.



---

How we build products/Roles

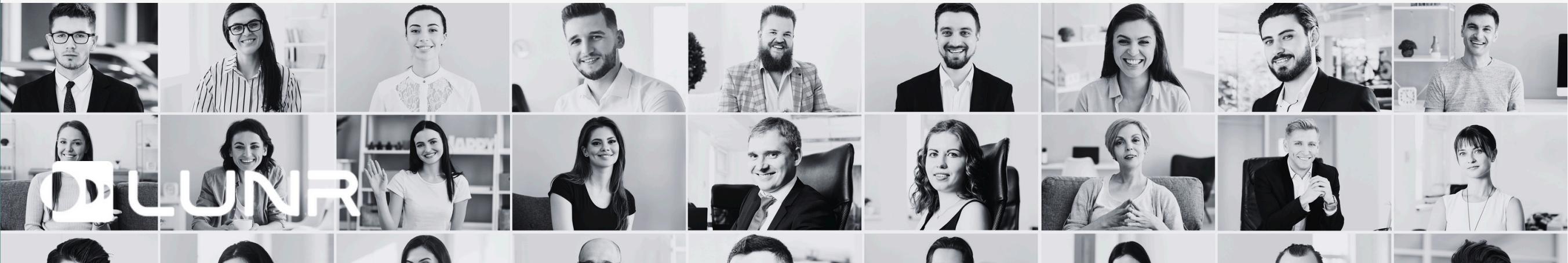
02

# Roles

---

How we build products/Roles

**Aligning employees (or employee roles) to our processes in an effort to make our business run smoothly in a "Context, not Control" environment.**



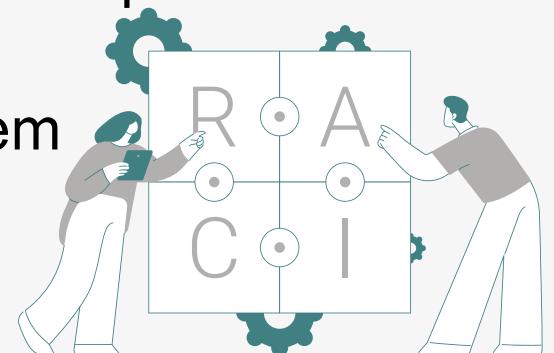
---

How we build products/Roles

## RACI

The RACI matrix is a tool to help us deal with ambiguity. It represents a snapshot of the cross-department processes that an employee can be assigned and how we keep the teams informed about the many fast changes that happen in a department. The RACI allows us to map and visualize those responsible for each stage of our processes in a simplified way. It enables a clearer division of tasks, facilitating the visibility of who is responsible and accountable for each process. It also prevents tasks from running without anyone being accountable for them.

The matrix ensures that everyone who must follow the project will be kept informed as it lists those who need to be consulted or updated on its progress. Visualization of the distribution of tasks also allows them to be more fairly allocated.



---

How we build products/Roles

## RACI

There are a few different roles people can be assigned to in the matrix. They are:

- **Responsible (also Recommender)**: This is the person who needs to do the work to complete a project. There must be at least one responsible person for each task, even if other employees are required to work on it.
- **Accountable (or Approver)**: The Accountable is the person who is responsible for the correct and complete execution of the task. There must be only one person accountable for a specific task, and they are required to delegate the work to those responsible. They must give the final approval of the project before it is submitted.
- **Consulted (or Consultant)**: This is usually an expert whose opinion is sought in relation to a project.
- **Informed (and Informee)**: This is someone who is kept up-to-date on the project, often only on its completion.

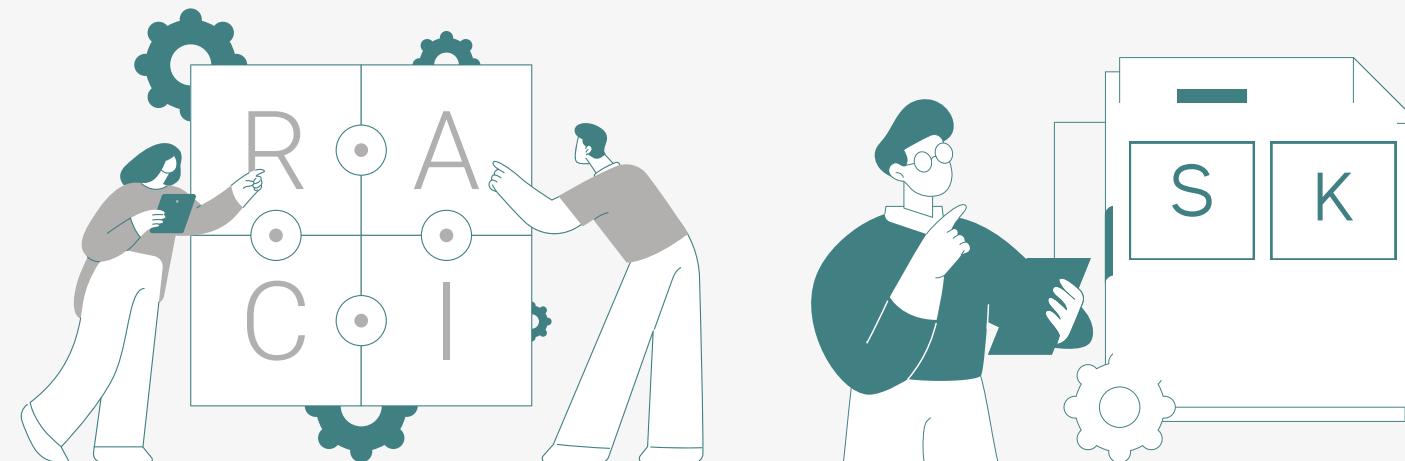
---

How we build products/Roles

## RACI

At LUNR we have added two more roles to our RACI matrix:

- **Support:** This is someone who offers support with some specific process or concept on the task.
- **Knowledge-Lead:** This is someone who's responsible for documenting and delivering training regarding a specific process.



How we build products/Roles

## CODE-KS

The CODE-KS matrix is used for in-department processes and it defines the accountability of each team member in every part of every process. An employee can be accountable for the process.

Accountable for process	Definition	Scope of work	Letter
<b>Execution</b>	Person who performs the work and completes the tasks.	Tasks	<b>E</b>
<b>Coordination</b>	Person who coordinates the process execution	Milestones/Initiatives	<b>C</b>
<b>Optimization</b>	Person who analyzes the process and coordinates automation and improvements.	Action plan	<b>OP</b>
<b>Design</b>	Person who builds and updates the processes.	Business Plan	<b>D</b>
<b>Organization</b>	Person who ponders and anticipates the need for processes based on the strategy and business needs.	Strategy	<b>OR</b>
<b>Knowledge-sharing</b>	Person who content and shares knowledge in a structured and well-defined way.	Documentation	<b>KS</b>

---

How we build products/Roles

## **What the matrixes deliver**

- It enables employees to be more productive. When we defined which category of the matrixes each employee fitted into, it reduced the amount of confusion associated with typical projects and processes. This, in turn, helped employees feel less stressed and more engaged in their roles. They know precisely what they are responsible for and what they do not need to worry about.
- It assists with employee training. Once we assigned employees to each part of the matrixes, we could ensure employees in every category could get the right kind of training. We believe traditional training is a waste of time unless employees are learning information that will add value to their roles and our business.
- It decreases frustration with management. Frustration came about if employees did not know how to escalate a problem or whether to just go ahead and fix it. By assigning roles, every employee knows precisely who to speak with about a potential process change or hang-up. This alleviates frustration with management.

---

How we build products/Roles

## **What the matrixes deliver**

- It helps save time in meetings. How many meetings have you attended where you wondered, "Why am I here?" Unfortunately, this happens all too often. But with the matrixes, we know exactly who needs an invitation to a particular meeting based on their roles in a particular project or process, saving time for those who do not need to be there.
- It aids alignment with organizational strategy. The matrixes take our organizational strategy down to the individual level, so every employee knows what they need to be doing to contribute to the company's success. If we decide to change our strategy, we can adjust our model accordingly so everyone in the company is refocused and headed in the same direction.
- It enables performance. If you know exactly what you are supposed to do, you will have a much higher chance to be a high performer. Simple as that.

---

How we build products/Knowledge Management

03

# Knowledge Management

---

---

How we build products/Knowledge Management

**The LUNR knowledge management strategy  
enables our organization to create, apply,  
and share information, breaking down  
silos and increasing the usage of valuable data.**



---

How we build products/Knowledge Management

## Problems we had with knowledge management

- **Inefficient** when serving only individuals: Information needed by many was often shared from individual to individual in conversation or email.
- **Repetitious and time wasting:** Often a few Subject Matter Experts are heavily relied upon to verbally provide information, and they spend their time repeating the same information rather than doing value-added work.
- **Impermanent so ineffectual:** Research shows it is difficult for people to retain information, especially when it is transferred verbally.
- **No accountability or control:** When no one was held accountable, the data shared could be inaccurate and out of date, and this was a problem that was difficult to fix.
- **A self-fulfilling prophecy that recurs:** The knowledge transfer process stopped when information was shared, but the knowledge gap still existed in the wider organization, leading to problem recurrence.

---

How we build products/Knowledge Management

## Where knowledge shouldn't be

- **In inaccurate published content:** Information may be published in manuals or on the intranet, and this may be outdated, inaccurate and hard to find, wasting time.
- **In somebody's head:** Information only held in someone's head is only of use to that person. Worse, they will be interrupted frequently with questions about it.
- **In the cloud:** Information may be recorded informally such as in emails, but this too is hard to find and often badly explained.

---

How we build products/Knowledge Management

## **How we share knowledge**

Each of the generations has a different way of learning, advancing and collaborating. We recognize this by sharing knowledge in two formats.

These are reading and face to face courses with a practical application. Knowledge sharing is also built into the Levels in our Framework. To progress, individuals must demonstrate the capability of sharing knowledge in a structured way and the capability of applying Tech Sessions.

### **Confluence**

We share knowledge through our internal wiki. Our wiki acts as a single source of all knowledge for our organization which can be created, edited and modified by any employee. Confluence functions as a central repository for managing and distributing all company knowledge and information.

Here, all co-workers can store internal documentation about company policies, processes, how-to guides, projects or products they are building, common workflows, procedure checklists, and more.

---

How we build products/Knowledge Management

## **How we share knowledge**

### **Learning Day**

This is our new knowledge-driving initiative and it will occur on the last Tuesday of each month. It will be a whole day dedicated to Learning. We will start with a breakfast at 9h00 and after that we will start the Sessions in which we discuss and present technical topics such as IT knowledge, tools application, products and concepts.

After the completion of a training, you will receive a challenge to prove you are capable of completing tasks related to what you just learned. They are usually short exercises to test you.

TECH SESSION	TECH CHALLENGES
Open format Can be external	Presentation with a test

---

## How we build products/Knowledge Management

We already established that we keep "good" processes that promote accountability. The same applies to knowledge. In order to measure, manage the existing knowledge in the company and to promote accountability we created a **Knowledge Accountability Index (KAI)**.

---

How we build products/Knowledge Management

## **How we ensure success with Knowledge Accountability**

The Knowledge Accountability Index (KAI) is an instrument used **to view everyone's ability and competency** in a specific occupation. It also **measures all the technical skills and knowledge** sets a person needs to progress.

The KAI enables us to:

- centralize effort to understand technology trends from a holistic view
- define knowledge as a key component in high performance
- anticipate and adapt to changes in external / internal environments to obtain / retain competitive advantage in a quantifiable structure.

---

How we build products/Knowledge Management

## **How we ensure success with Knowledge Accountability**

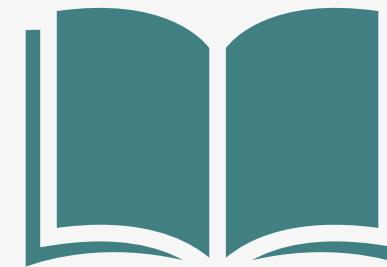
The KAI of one position or department is composed of:

- 1. Extensive Knowledge** - this is about understanding the usage and configuration of a diverse set of tools/software/platforms, concepts, languages, protocols etc. which affect your performance within the company. They can be related to the scope of your position but also they can be related to specific knowledge you need to acquire in order to complete tasks and projects in LUNR. Employees should grow this knowledge and hard skills on their own, while the company will provide context on the application of the tool/software/platform within defined processes.
- 2. LUNR Knowledge** - this is all about understanding the company's products and processes, the way all teams work, the concepts that are part of their scope and how they contribute to the overall corporate strategy. It includes technical knowledge for non-technical people and business knowledge to technical people. For this category of knowledge we provide pieces of trainings because this way we can ensure that everyone has the complete knowledge set to be a high-performer in our company.

## How we build products/Knowledge Management

### 1 Extensive knowledge

Extensive knowledge is about understanding the configuration of a diverse set of tools/ software/ platforms, concepts, languages, protocols etc. that are within the scope of your position and which affect your performance in tasks and projects



LUNR knowledge is all about understanding the company's products and processes, the softwares, tools, and platforms we use to accomplish our projects, and the concepts that are part of their scope.

### 2 LUNR Knowledge

---

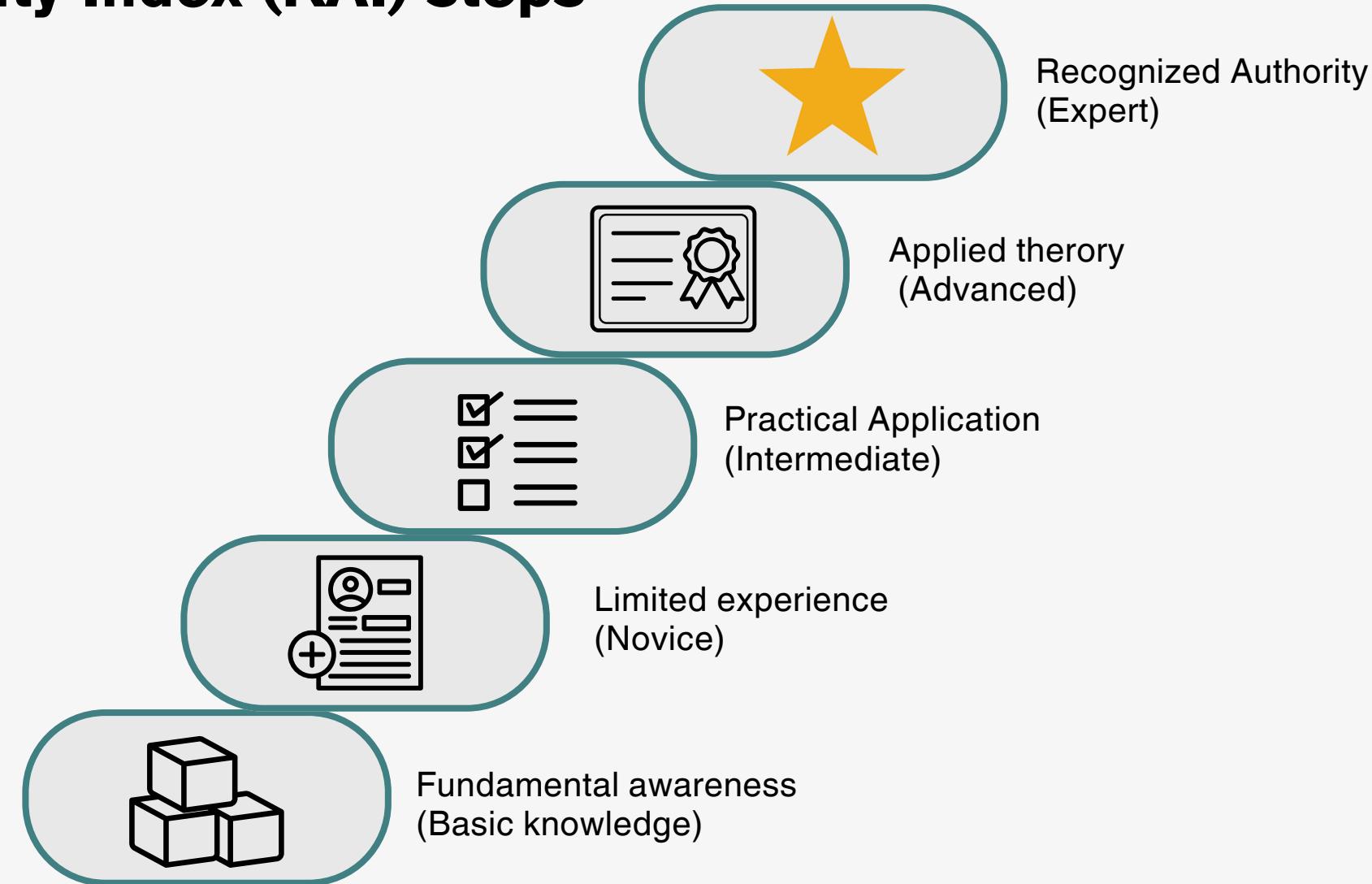
How we build products/Knowledge Management

## Knowledge Accountability Index (KAI) steps

The index captures a wide range of abilities and organizes them into five steps.

These range from "Fundamental Awareness" to "Expert".

The index can be used by an individual to compare their current level of proficiency to top performers in the same occupation.



**KNOWLEDGE ACCOUNTABILITY INDEX (KAI)**

<b>Grade</b>	<b>Name</b>	<b>Description</b>	<b>Focus</b>
1	Not Applicable.	You are not required to apply or demonstrate this competency. This competency is not applicable to your position.	Focus on learning.
2	Fundamental awareness (Basic knowledge)	You have a common knowledge or an understanding of the basic techniques and concepts.	Focus on developing through on-the-job experience.
3	Limited experience (Novice)	<ul style="list-style-type: none"> <li>• You have the level of experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job. You are likely to need help when performing this skill.</li> <li>• You understand and can discuss terminology, concepts, principles, and issues related to this competency.</li> <li>• You utilize the full range of reference and resource materials in this competency.</li> </ul>	Focus is on applying and enhancing knowledge or skill.
4	Practical application (Intermediate)	<ul style="list-style-type: none"> <li>• You can successfully complete tasks in this competency as requested. Help from an expert may be required from time to time, but you can usually perform the skill independently.</li> <li>• You have applied this competency to situations occasionally and need only minimal guidance to perform it successfully.</li> <li>• You understand and can discuss the application and implications of changes to processes, policies, and procedures in this area.</li> </ul>	Focus is on applying and enhancing knowledge or skill.
5	Applied theory (Advanced)	<ul style="list-style-type: none"> <li>• You can perform the actions associated with this skill without assistance. You are recognized within your immediate organization as "a person to ask" when difficult questions arise regarding this skill.</li> <li>• You have consistently provided practical/relevant ideas and perspectives on process or practice improvements which may easily be implemented.</li> <li>• You are capable of coaching others in the application of this competency by translating complex nuances into easy to understand terms.</li> <li>• You participate in senior-level discussions regarding this competency.</li> <li>• You assist in the development of reference and resource materials in this competency.</li> </ul>	Focus is on broad organizational/professional issues
6	Recognized authority (Expert)	<ul style="list-style-type: none"> <li>• You are known as an expert in this area. You can provide guidance, troubleshoot, and answer questions related to this area of expertise and the field where the skill is used.</li> <li>• You have demonstrated consistent excellence in applying this competency across multiple projects and/or organizations.</li> <li>• You are considered the "go-to" person in this area within LUNR</li> <li>• You create new applications for and/or lead the development of reference and resource materials for this competency.</li> <li>• You can diagram and/or explain the relevant process elements and issues in relation to organizational issues and trends in sufficient detail during discussions and presentations, to foster a greater understanding among all types of stakeholders.</li> </ul>	Focus is strategic

---

How we build products/Knowledge Management

## **Realms Knowledge**

We have categorized the concepts that are present in our business and operations into domains of knowledge or activity.

When addressing business leadership, each management Framework requires proficiency in one or more of such domains, which are called Realms.

---

How we build products/Knowledge Management

## Knowledge Summary

- The effective management of knowledge aids competitive advantage.
- When people are accountable for knowledge it can be shared more efficiently and productively.
- We have put in place systems and good processes to achieve this.
- **Armed with knowledge, you are better able to innovate in your work.**

---

How we build products/Engineering Culture

04

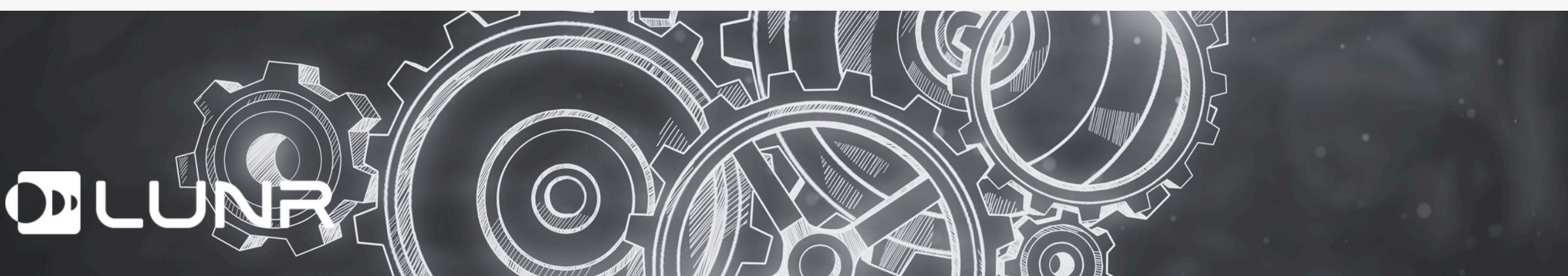
# Engineering Culture

---

---

How we build products/Engineering Culture

Our **engineering culture** enables us to create innovative mobile devices that people love, while **ensuring the highest standards of privacy**. We seek to push the boundaries of mobile technology to achieve new and exciting advancements. We automate and continuously integrate to make **our devices truly great**.



---

How we build products/Engineering Culture

Engineering Culture values derive from Company culture and Agile Software Development values. We believe they complement each other in the right way and enables us to create innovative products that people love while ensuring cybersecurity.

We seek to push the boundaries of technology to achieve the new and exciting. We automate and continuously integrate to make our products great.

In **Agile way of working**, we value:

- **Individuals and interactions** over processes and tools
- **Working software** over comprehensive documentation
- **Customer collaboration** over contract negotiation
- **Responding to change** over following a plan

That is, while there is value in the items on the right, we value the things on the left more.

---

## How we build products/Engineering Culture

You can find more information about the twelve principles of the Agile Manifesto online. There are two teams in our company that need to deliver features every release cycle - **Feature OS Team and Communications Team.** We use the Scrum Framework. It is a framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

The essence of Scrum is a small team of people - Scrum Team, and their associated roles, events, artifacts, and rules. The team is highly flexible, adaptive, and collaborative.

---

How we build products/Engineering Culture

**Our talented engineers are at the cutting edge of driving our business forward with advancing technology.**

Building great software is as much about behavior as it is about coding. Our engineers are responsible for more than just coding. To create excellence requires a commitment to and ownership of the development processes.

**By committing to this Engineering Culture, we can perform better and achieve so much more together.**

---

How we build products/Engineering Culture

## Coding Standards

- We follow the general Android coding style (default for Android Studio which is listed in the Android website)
- We follow the Android Naming convention and naming conventions provided by Java/Kotlin coding standards.
- We format code and file structure using "ctrl + alt + L" everywhere so that the code remains consistent and easy to understand.
- Commit naming - the name must contain the task number, and it should briefly explain the implementation or problem it fixes.

---

How we build products/Engineering Culture

## Code Reviews

- At least two other developers must review each commit before it is tested.
- If the scope of the review is too big, we estimate additional time.
- Each review should focus on evaluating code quality. If you are reviewing a fixed bug, the solution should be the simplest one.
- During the code review, all Unit test should be passing. They are automatically run by Bamboo,
- and prevent in Bitbucket a pull request to be merged.
- If a bug requires refactoring or a change in design and architecture, it should be planned separately as an improvement.
- If feature implementation is reviewed, the reviewer should make sure he/she knows the implementation logic. Check it covers all the acceptance criteria.
- Code reviews are done at the start of each working day to avoid disrupting other daily activities. Items should spend the minimum possible time in the "In Review" stage.

---

How we build products/Engineering Culture

## **Architecture**

- We aim for scalable, easy to explain and support, design of architecture without implying over-engineering.
- We follow SOLID principles and Clean Architecture patterns. We meet and present the new plan, and if it has any team dependency, the team is asked to join.
- Everyone is welcome to share an opinion regardless of seniority.

---

How we build products/Engineering Culture

## **Programming Language**

- We prefer to use known and proven languages.
- We explore new options but only implement them if the benefit is confirmed and if maturity is high enough.

---

How we build products/Engineering Culture

## Testing

- We follow TDD, so each new feature must be tested. Our goal is 100% test coverage of new features so each merge request goes through QA.
- Everyone is responsible for the quality, and this starts from the planning stage, goes through development, and ends up with testing.
- Each team member tests their work before handing it over. This way we can ensure no time is wasted on small defects caused by overlooking a ticket.

---

How we build products/Engineering Culture

## **Build vs Buy**

- We prefer to build most of our environment and tools.
- Buying sometimes requires a higher investment than just the price of the tool.
- A key concern is our customers' privacy, and we cannot rely on others to protect that.

---

How we build products/Engineering Culture

## **Security and Data Privacy**

- User privacy is a core goal.
- We do not store private information or take information without first requesting it.
- When we need user data, we have to request permission first to the user and bring awareness to him/her of the need behind this request.

---

How we build products/Engineering Culture

## **Team Culture**

Scrum is an empirical process, "the art of the possible," and places great emphasis on mind-set and cultural shift to achieve business and organizational Agility.

---

How we build products/Engineering Culture

## The Three Pillars of empiricism

### Transparency

This means presenting the facts as is. All people involved are transparent in their day-to-day dealings with others. They all trust, respect, help each other. They also keep each other informed of good news as well as bad news. Observers should share a common understanding:

- All participants must share a common language referring to the process
- Those performing the work and those inspecting the resulting Increment must share a common definition of "Done."

### Inspection

Scrum users must frequently inspect the work items and progress toward a Sprint Goal to detect undesirable variances. It is an action required by everyone on the Scrum team, not by an auditor or external party. Inspections are most beneficial when diligently performed by skilled people at the point of work but should not be so frequent that it gets in the way of the work.

### Adaptation

Adaptation is about continuous improvement - the ability to adapt based on the results of the inspection. Everyone in the team must ask this question regularly: Are we better off than yesterday? If any member determines aspects of a process and progress deviates outside acceptable limits, the team should adjust their process or work as soon as possible to minimize further deviation.

---

How we build products/Engineering Culture

## **The Three Pillars of empiricism**

When the Scrum values commitment, courage, focus, openness, and respect are embodied and lived by the team, then transparency, inspection, and adaptation come to life and build trust for everyone. People becoming proficient in living up to those values leads to a higher personal commitment to achieving the goals of the team. The members have to have the courage to do the right thing and work on tough problems as well as respect each other to be capable, independent people. Everyone focuses on the work of the Sprint and the goals of the team.

---

How we build products/Engineering Culture

## **The Product owner**

Product Owner is a role within Agile teams and in our company, belongs to the Project Management framework. He/she is responsible for maximizing the value of the product, which is a result of the work done by the Development Department. The Product Owner is the sole person responsible for managing the Product Backlog. The Scrum Master is a servant-leader for the Scrum Team. The Scrum Master helps those outside the Scrum Team understand which of their interactions with the Scrum Team are helpful and which aren't. The Scrum Master helps everyone change these interactions to maximize the value created by the Scrum Team. Even that Scrum Master is a different role, in our current implementation of the Scrum framework, the Product Owner serves it.

---

How we build products/Engineering Culture

## The Product owner

In this setup, the Product Owner scope is:

- Ensure arranging the Product Backlog to maximize value.
- Find techniques for effective Product Backlog management.
- Understanding and practicing Agility.
- Ensuring everyone on the team has a context on the product Business goal and scope.
- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next.
- Ensuring the Development Department understands items in the Product Backlog to the level needed.
- He/She is a single entry point for any communication and work that needs to be done by the Development Department.
- Helping the team understand the need for clear and concise Product Backlog items.
- Understand product planning in an empirical environment.
- Facilitate the Scrum events as requested or needed.
- Coaching the Development Department in self-organization and cross-functionality.
- Coach the Development Department in the framework Scrum.
- Help the Development Department to create high-value products.
- Remove impediments to the Development Department's progress.

---

How we build products/Engineering Culture

## **The Development Department**

The Development Department consists of professionals who do the work of delivering a potentially releasable Increment - a portion of "Done" product items at the end of each Sprint. The teams in this department are structured and empowered by the organization to manage their work. The result is optimized overall efficiency and effectiveness.

---

How we build products/Engineering Culture

## **How Development teams are empowered**

- They are self-organizing.
- The teams are cross-functional, with all the skills needed to create a product Increment.
- Scrum recognizes no titles nor sub-teams for team members, regardless of the work performed or domains like testing, architecture, operations, or business analysis.
- Accountability and responsibility belong to the Development Department as a whole, despite specialized skills and areas of focus.
- Each team member owns his tickets and tracks their statuses during the whole process and progress as well as corresponding pull requests and branches.
- Each team member must ensure the reviewer and QA have enough information to test the corresponding ticket. It goes both ways; if you do not have context, ask the person to bring it to you.
- Each member is responsible for making sure all the dependencies on his/her ticket are taken care of, and everyone is notified as needed.

---

How we build products/Engineering Culture

## **How Development teams are empowered**

- Each team member can request a holiday before the upcoming Sprint, so the capacity of the team is known, there is time to find a replacement when needed and possible, and Sprint Planning can be executed properly without endangering the overall team productivity and efficiency.
- Technical specification documentation is part of development work (Self-documented code or product space's KB in Confluence).
- Functional specification documentation is a user guide made by the QA's (Academy for public features, Confluence for internal/sensitive features).
- Each team member logs the spent time working on a ticket daily.
- Each team member respects and acts with integrity and is not afraid to ask for help from his/her colleagues.

---

How we build products/Engineering Culture

## **Scrum**

We use the Scrum Framework, and here is a list of our events and meetings. Each Sprint is time-boxed to 2 weeks. Sprint Planning, Daily Scrum, Sprint Review, and Retrospective is mandatory for every member of the team. A team can only have one open Sprint.

---

## How we build products/Engineering Culture

### **Scrum**

Scrum has five events to create regularity and to minimize the need for meetings not defined in Scrum. All events are time-boxed and have a maximum duration. Once a Sprint begins, its length is fixed and cannot be shortened or lengthened. All other events may end whenever they achieve their purpose, ensuring spending an appropriate amount of time without allowing waste in the process. The five events are:

1. The Sprint
2. Sprint Planning
3. Daily Scrum
4. Sprint Review
5. Sprint Retrospective

---

How we build products/Engineering Culture

## Scrum Ceremonies - The Sprint

The heart of Scrum is a Sprint. It is a time-box of two weeks during which the teams create a "Done," useable, and potentially releasable product Increment. A new Sprint starts immediately after the conclusion of the previous Sprint. Sprints contain and consist of the Sprint Planning, Daily Scrums, the development work, the Sprint Review, and the Sprint Retrospective. During the Sprint, The Development team works on the Sprint Backlog Items. The Sprint Planning marks its beginning. During the Sprint:

- No changes are made that would endanger the Sprint Goal.
- Quality goals do not decrease.
- In case new information comes up and the team learns more under development, the scope may be clarified or renegotiated between the Product Owner and the Development Department.

Sprints have to accomplish something. Each Sprint has a goal of what to be built, a design, and a flexible plan that will guide building it, the work, and the resultant product increment.

---

How we build products/Engineering Culture

## **Scrum Ceremonies - Sprint planning**

Sprint Planning is when the team plans what and how to perform as work. It needs the collaborative work of the entire Scrum Team. Sprint Planning answers the following:

- What can the team deliver in the Increment, which would be the result of the upcoming Sprint?
- How would the team achieve to deliver the Increment that they plan for the Sprint?
- What can the team complete in this Sprint?

The Development Department works to forecast the functionality it can develop during the Sprint. The Product Owner discusses the objective which should achieve and the Product Backlog items. The entire Scrum Team collaborates on understanding the work of the Sprint. The input to this meeting is the Product Backlog, the latest product Increment, the projected capacity of the Development Department during the Sprint, and the past performance of the teams. The number of items selected from the Product Backlog for the Sprint is solely up to the Development Department. Only the Development Department can assess what it can accomplish over the upcoming Sprint. During Sprint Planning, the Scrum Team can also craft a Sprint Goal.

---

How we build products/Engineering Culture

## Scrum Ceremonies - Sprint planning

- How will the chosen work get done?

Having set the Sprint Goal and selected the Product Backlog items for the Sprint, the teams decide how it will build this functionality into a "Done" product Increment during the Sprint. The Product Backlog items selected for this Sprint plus the plan for delivering them is called the Sprint Backlog. Enough work is planned during Sprint Planning for the Development Department to forecast what it believes it can do in the upcoming Sprint. The Development Department self-organizes to undertake the work in the Sprint Backlog, both during Sprint Planning and as needed throughout the Sprint. The Product Owner can help to clarify the selected Product Backlog items and make trade-offs. By the end of the Sprint Planning, the Development Department should be able to explain to the Product Owner and Scrum Master how it intends to work as a self-organizing team to accomplish the Sprint Goal and create the anticipated Increment.

- Sprint Goal

The Sprint Goal is the objective the team can meet within the Sprint through the implementation of the Product Backlog items. It guides the teams on why it is building the Increment and which items would help to reach the goal. As the Development Department works, it keeps the Sprint Goal in mind. To satisfy the Sprint Goal, it implements functionality and technology. If the work turns out to be different than the Development Department expected, they collaborate with the Product Owner to negotiate the scope of Sprint Backlog within the Sprint.

---

How we build products/Engineering Culture

## **Scrum Ceremonies - Daily Scrum**

The Daily Scrum is a 15-minute time-boxed event for the Development Department. The Daily Scrum happens every day of the Sprint at the same time and place. At it, the Development Department plans work for the next 24 hours. It gives an overview of the progress towards completing the goal and has the intention to optimize the probability of the team to meet the Sprint goal. It has to answer the questions:

- What did I do until this Daily Scrum that helped the teams meet the Sprint Goal?
- What will I do until the next Daily Scrum to help the teams meet the Sprint Goal?
- Do I see any impediment that prevents the teams or me from meeting the Sprint Goal?

Daily Scrums improve communications, eliminate other meetings, identify obstacles to development for removal, highlight and promote quick decision-making, and improve the Development Department's level of knowledge. It is a key "inspect and adapt" meeting. The Daily Scrum is an internal meeting for the Development Department, and if others are present, the Scrum Master ensures that they do not disrupt the meeting.

---

How we build products/Engineering Culture

## **Scrum Ceremonies - Sprint Review**

During the Sprint Review, the Scrum Team and stakeholders collaborate about the work done in the Sprint. Attendees collaborate on the next things that could be done to optimize value. It is an informal meeting, not a status meeting, and the presentation has the intention to elicit feedback and foster collaboration.

- Attendees include the Scrum Team and key stakeholders invited by the Product Owner.
- The Product Owner explains what Product Backlog items have been "Done" and what has not been "Done."
- The Development Department discusses what went well during the Sprint, what problems it ran into, and how those problems were solved.
- The Development Department demonstrates the work that it has "Done" and answers questions about the Increment.
- The Product Owner discusses the Product Backlog as it stands. He or she projects likely target and delivery dates based on progress to date (if needed).
- The entire group collaborates on what to do next so that the Sprint Review provides valuable input to subsequent Sprint Planning.
- A review of how the marketplace or potential use of the product might have changed is the most useful thing to do next.

The Product Backlog may also be adjusted based on the discussion on this meeting to meet new opportunities.

---

How we build products/Engineering Culture

## **Scrum Ceremonies - Sprint Retrospective**

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to act on during the next Sprint. The purpose of the Sprint Retrospective is to:

- Inspect how the last Sprint went with regards to people, relationships, processes, and tools.
- Identify and order the major items that went well and potential improvements.
- Create a plan for implementing improvements to the way the Scrum Team does its work.

During the meeting, every member of the team should answer three questions:

- What did we do well?
- What went wrong?
- What can we improve?

---

How we build products/Engineering Culture

## **On-going meetings**

They are crucial for maintaining momentum and ensuring alignment with project goals. These gatherings provide a platform for team members to share updates, address challenges, and brainstorm solutions collaboratively. Effective meetings can enhance communication, foster a sense of community, and drive productivity by keeping everyone on the same page.

---

How we build products/Engineering Culture

## **On-going meetings - Product Refinement**

Product Backlog refinement is an ongoing process in which the Product Owner and the Development Department collaborates on the details of Product Backlog items. During the meeting, items are reviewed and revised. The Scrum Team decides how and when refinement is held. Refinement usually consumes no more than 10% of the capacity of the Development Department. However, Product Backlog items can be updated at any time by the Product Owner. The goal of the refinement process is to have a clear understanding of every item so it can reasonably be "Done" within the Sprint time-box.

---

How we build products/Engineering Culture

## **On-going meetings - Technical Debt Session**

A technical Debt session is a process that brings value to product quality. Those meetings happen when needed and requested by the Development Department. Their scope is to discuss technical quality-related topics and create a plan for handling the technical debt. At the end of the session, the team should have a clear idea of what is to be done and how it would happen. The Development Department creates diagrams related to the desired solution or if the scope needs further investigation and time - the Product Owner creates a ticket for needed diagrams and documentation for the plan. The ticket has a responsible person and prioritization to enter in development ASAP.

---

How we build products/Engineering Culture

## **On-going meetings - Problem Review and Retrospective**

This meeting happens after we have encountered critical obstacles. We see a continuous cycle of repeated mistakes or unproductive behavior. We discuss what happened and list all the events that caused the issue. We make improvement items that we can act on, related to process, communication, and collaboration. It is essential to keep the focus on the main goal: to find better ways for us to work together. We bring transparency for finalization on items through **concepts**.

---

How we build products/Engineering Culture

## On-going meetings - Concepts

### **Definition of "Done"**

Definition of Done guides the Development Department in knowing how many Product Backlog items it can select during a Sprint Planning. Each team creates its own DoD, and then the PO puts it in each Story. As Scrum Teams mature, their "DoD" will expand to include more strict criteria for higher quality. New definitions, as used, may uncover work to be done in previously "Done" increments.

### **Product Backlog**

The Product Backlog is an ordered list of everything that is known to be needed in the product. It is the single source of requirements for any changes to be made to the product. The Product Owner is responsible for the Product Backlog, including its content, availability, and ordering. Requirements never stop changing, so a Product Backlog is a living artifact.

### **Sprint Backlog**

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal. The Sprint Backlog is a highly visible, real-time picture of the work that the Development Department plans to accomplish during the Sprint, and it belongs solely to the Development Department.

---

How we build products/Engineering Culture

## On-going meetings - Concepts

### **Definition of “Ready”**

Definition of Ready guides the Development Team in knowing if the item is ready to enter a Sprint Planning. The Development Team must grasp enough of Product Backlog item scope to be able to plan it into a Sprint and to frame some kind of commitment regarding its implementation so a Sprint Goal can be met. During Product Backlog refinement, detail, order, and estimates will be added or improved until the work on the backlog meets these criteria of "Ready". In effect, Product Backlog refinement helps to de-risk Sprint Planning.

These considerations are often summarized as the "**INVEST criteria**"

**I (Independent).** The PBI should be self-contained and it should be possible to bring it into progress without a dependency upon another BI or an external resource.

**N (Negotiable).** A good PBI should leave room for discussion regarding its optimal implementation.

**V (Valuable).** The value a PBI delivers to stakeholders should be clear.

**E (Estimable).** A PBI must have a size relative to other PBIs.

**S (Small).** PBIs should be small enough to estimate with reasonable accuracy and to plan into a time-box such as a Sprint.

**T (Testable).** Each PBI should have clear acceptance criteria that allow its satisfaction to be tested

# How we ensure people's growth



01

Performance



02

Compensation



03

Transparency



---

How we ensure people's growth/Performance

01

# Performance

---

How we ensure people's growth/Performance

Providing a **concrete and clear development path** that **leads to a secure and trustworthy environment** where **innovation can thrive**. This is how we ensure our people's growth and development.



---

How we ensure people's growth/Performance

## **We want employees to:**

We want employees to:

- Be productive (to deliver value quickly)
- Be autonomous (to drive outcomes)
- Be inspired and motivated (to create and thrive)
- Be psychologically safe (to experiment and fail without feeling vulnerable)
- Be constantly growing (to achieve mastery)

---

How we ensure people's growth/Performance

That's why, we decided to create a **development path that would align with culture**, would work for employees from diverse backgrounds, at all levels of experience, and in many different (some unique) roles.

Because we are an IT knowledge-driven company, **the brain of our employees is our biggest asset**.

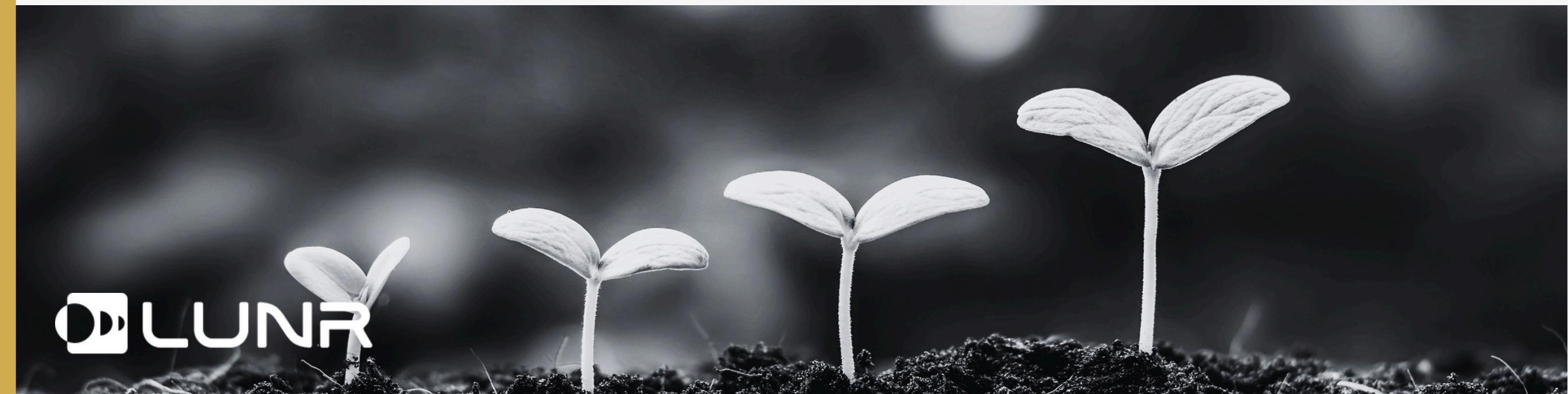
To maintain our High-Performance Culture **we take decisive steps not to recruit or retain employees with average performance**.

---

How we ensure people's growth/Performance

We believe:

**The incredible performance of the right people  
deserves unlimited opportunities to grow.**



---

How we ensure people's growth/Performance

## **And how do you grow at LUNR?**

---

How we ensure people's growth/Performance

## We designed TWO grow paths you can follow

INDIVIDUAL CONTRIBUTOR PATH	MANAGER PATH
<ul style="list-style-type: none"><li>• Do not necessarily want or have the right skills to manage people.</li><li>• This path of growth is focused on the development of technical skills.</li></ul>	<ul style="list-style-type: none"><li>• Develop the skills for advising and leading people.</li><li>• Managers are also responsible for the teams' and divisions' performance evaluations</li></ul>

Whatever path you follow, you have a clear direction for development, career growth, and monetary success. Each path is composed of frameworks that cover every aspect of our business.

It is possible to jump from one framework to another if you meet the technical requirements for it and if there is an opening.

---

How we ensure people's growth/Performance

## On setting the Level for New Hires



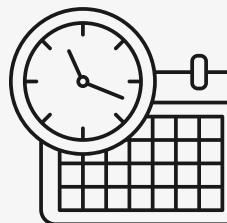
During the first interview at LUNR, we present the Management Model and the company to help potential new hires understand the way we work and what we expect. Our Tech Recruiter asks a variety of questions about the candidate's current job, responsibilities and more.



If the outcome is positive, then the candidate receives an offer with the salary and the level that was assessed in all stages. With that in mind, and with access to the Salary grid, the candidate decides if the job suits him/her.



After that a Technical Task is applied and is followed by a Situational Interview with the Hiring Manager.



During probation, the new hire has 6 months to prove he/she is worthy of that level. At the end of the period he/she either gets a permanent contract for the same level, or for a new level, or we say goodbye.

---

**How we ensure people's growth/Performance**

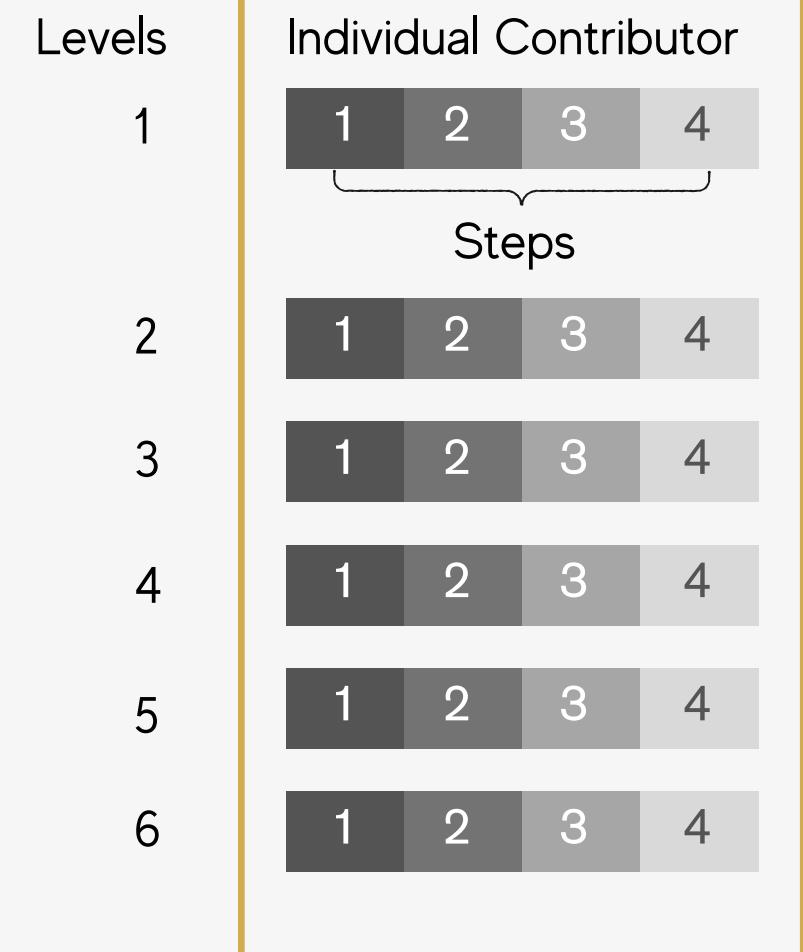
# **INDIVIDUAL CONTRIBUTORS PATH**

How we ensure people's growth/Performance

## Level and steps for the Individual Contributor

In the Individual Contributors Path there are 6 levels in each framework and each level has 4 steps.

To move up from one level to the next is a huge milestone in terms of knowledge application, role complexity and overall scope. Steps serve as smaller indicators of growth in ownership and initiative.



---

How we ensure people's growth/Performance

## Individual Contributor Path

Employees that take the Individual Contributor path do not have line management responsibilities.

They work on developing technical skills and contribute significantly to delivering the goals and mission of LUNR.

Each Level and Step for Individual Contributors is evaluated based on well-defined criteria as shown below:

LEVELS	STEPS
<ul style="list-style-type: none"><li>• Knowledge Application of the KAI</li><li>• Job Complexity (defined in the RACI)</li><li>• Teamwork</li><li>• Informal Leadership</li><li>• Strategy Involvement (published in the Balanced Scorecard)</li></ul>	<ul style="list-style-type: none"><li>• Ownership</li><li>• Initiative</li></ul>

How we ensure people's growth/Performance

## Levels for the Individual Contributors Path

### Knowledge

The ability to manage your own knowledge and learning is the foundation of improving your skills. This criteria examines employees' ability to find, learn, and apply relevant knowledge, as well as use the Knowledge Accountability Index (KAI) and support the learning of others.

### Job complexity

This criteria focuses on how well employees manage their day-to-day tasks. It tracks how well they are able to commit to the right amount of work, prioritize their tasks, find ways to improve processes, and deal with uncertainty and change. The scope of their work and the supervision they take and give also have an impact on their progress.

### Team work

Evaluates how well our employees communicate and collaborate. Being able to actively receive and deliver feedback is essential for the continued development of our teams, as well as the habit of sharing and documenting information and knowledge.

Communicating clearly with a diverse audience and collaborating across teams and departments are also necessary for progressing through this IC path.

### Informal Leadership

Encouraging participation and discussions and being a helpful team member is important for supporting the culture of innovation at LUNR. Even if you are not a manager, you are still expected to support your colleagues. Only those professionals who are able to make important decisions and take ownership of them, start impactful discussions across teams and departments, and are encouraging mentors will progress through this IC category.

### Strategy involvement

Understanding how our company plans and makes decisions is essential for employees who want to be involved at a higher level in LUNR. The Strategy Involvement path tracks how able they are to follow the strategy of the company and to promote it across teams and departments. The higher the level an employee is, the more they have an impact in setting the strategic direction of the company.

---

How we ensure people's growth/Performance

## **Steps for the Individual Contributors Path**

### **Ownership**

An ownership mindset is the willingness to think big and deliver better and in a manner that adds value to the business. The essence is taking accountability not just for your own deeds but for everyone in our operating system, enabling everyone to win

### **Initiative**

Initiative is the ability to be resourceful and work without always being told what to do. It requires resilience and determination. People who show initiative demonstrate they can think for themselves and act when necessary. It requires using your head and having the drive to achieve.

---

How we ensure people's growth/Performance

## **Levels for the Individual Contributors Path - Software Engineers**

For the employees responsible for writing code and ensuring the quality of our product, there's an additional category for Level evaluation that is specific to their scope.

The category is divided in:

- Writing Code
- Testing
- Debugging
- Monitoring (Web Dev)
- Task Understanding
- Software Architecture
- Security

---

How we ensure people's growth/Performance

# Managers Path

---

How we ensure people's growth/Performance

## Levels for the Management Path

In the Management Path, there are 4 Levels and 4 Steps that you can grow to.

To move from one Level to the other requires a complete change in the manager's core duties.

A step is a milestone in terms of Technical Leadership, Business Leadership, Career Management and Adaptive Leadership development.

Levels

1



2



3



4



Managers



Steps

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Technical Leadership**

Technical Leadership refers to the ability to anticipate and find solutions for technical challenges. It's completely related to our Process Management and Team Management and strategies.

In this perspective we created two definitions: **Completeness and Achievement.**

- **Completeness**

Refers to setting-up, improving and adapting processes in order to cover all aspects of our business. In terms of knowledge it's related to ensuring that all the set of knowledge in the company is mapped, defined, covered and with ceremonies defined for structured communication.

- **Achievement**

It is guaranteeing the teams are accountable for the company's processes and constantly improving and applying the needed technical knowledge and communicating effectively for us to have competitive advantage.

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Business Leadership**

This refers to managing our strategy, overcoming strategic challenges, and setting up context for subordinates and stakeholders. Here we defined again two categories:

- **Completeness**

Completeness refers to the leader's involvement in creating and completing strategic maps, defining, monitoring, and reporting initiatives and KPIs.

- **Achievement**

Achievement is all about the teams achieving KPIs, strategic goals, and maps through successful initiatives execution. This includes Capability Assessment and Opportunity Finding.

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Business Leadership**

### **Capability Assessment (part of the Achievement category)**

It's defined by the likelihood of success and execution of strategy based on capability management and understanding. That refers to leaders' ability to excel in their core duties based on effectively assessing their team's and division's capability to manage campaigns, business plans, projects, initiatives, and achieve business goals. It's divided into two sub-categories:

- General Factors

Owning the technical knowledge needed for the role, understanding the team's and/or division domain and the feasibility of their team's and/or division's technical knowledge, and the needed technical knowledge at a company level.

- Internal Factors

The leaders' LUNR Knowledge in terms of who we are as a company and what we offer.

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Business Leadership**

### **Opportunity Finding (part of the Achievement category)**

To be capable of finding business opportunities and tackling our challenges we defined two sub-categories that our leaders should succeed: Experience and Exposure.

- Experience

The majority of people's learning and knowledge comes from on-the-job experiences that equip them with the opportunity to discover and develop job-related skills, address challenges, and learn from their mistakes. Through working in cross-department projects, contact with stakeholders, and complex tasks, leaders build the knowledge of how their role reflects on and is affected by the roles of others.

- Exposure

Refers to the ability of leaders to reinvent themselves when facing changes, market and industry knowledge, the leader's level of exposure to our challenges, and ability/ approach to solve them.

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Career Management Leadership**

Career Management Leadership (or sometimes called People Management Leadership) refers to the ability of the leader to place the people with the right set of skills and knowledge in the team and to help them grow.

In this perspective:

- **Completeness**

Relates to having all the necessary positions in the company mapped so we can achieve our goals. It also includes if the performance evaluations and career pathing are done on-time and according to our Management Model.

- **Achievement**

Refers to ensuring we have high-performers filling the needed positions in the teams and that they are constantly developing and growing.

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Adaptive Leadership**

A lot of times in our "Context, not Control" environment, as we mentioned, chaos tend to arise motivated by constant change. The Adaptive Leadership refers to **the ability of our leaders to successfully conduct the teams** during such moments in which the technical knowledge will not be the solution for the challenges.

These moments require the teams to adapt and usually involve a change of mindset and/or attitude, but that is easier said than done, since each person tend to react differently to changes.

In this scenario we considered 6 perspectives that will be introduced in the next slides.

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Adaptive Leadership**

### **Adaptive Leadership - 6 Perspectives**

#### **Get on the balcony**

Ability to view distant yourself from the situation and analyze the responses of participants. It's a mental "balcony". When in the balcony, leaders can see patterns, minimize one's own emotional responses and react (or not!) in ways that will help the other team members to engage in the adaptive challenges.

#### **Identify adaptive challenges**

Ability to identify challenges that require people to learn new ways of doing things, re-think their attitudes, mindset, values, and norms, and adopt an experimental mind-set open for change.

#### **Regulate distress**

Ability to act as a facilitator for employees to see the need for change, while ensuring they do not become too overwhelmed by the change itself.

---

How we ensure people's growth/Performance

## **Levels for the Management Path - Adaptive Leadership**

### **Adaptive Leadership - 6 Perspectives**

#### **Maintain disciplined attention**

Ability to identify and counteract any type of distraction that could prevent team members from dealing with the adaptive challenges.

#### **Get the work done**

Ability to place the work where it belongs being willing to be part of the challenge rather than directing its solution by providing answers from a position of a leader and ensuring the team is progressing in their work.

#### **Protect the voices from below**

Ability to weight and give voice to all people willing to experiment and learn. The leader incentives original voices that eventually got discouraged or silenced in the organization even if they are not as articulate as one would wish.

---

How we ensure people's growth/Performance

# **How are employees evaluated?**

## **Level and Step review**

---

How we ensure people's growth/Performance

## **Employee Evaluation**

Evaluations are done on-demand. If you feel you are ready to Level Up or Step Up, you can request a review from your manager at any time you want.

After the evaluation is completed, both employee and manager will create a **K-POC** in our system. K-POC stands for Knowledge and Personal Objective Cycle and it explains the improvements you need to make before the next evaluation.

The K-POC does not have an explicit timeline so once you complete your K-POC, you can request another review.

---

How we ensure people's growth/Performance

## **Some *Golden* Rules for our Career Development process**

### **On Progression or Stagnation in the Framework**

Level and Step Reviews can be requested at any time, but we require that employees undergo at least one evaluation per year. Any less than that is unacceptable

- For Individual Contributors: If you start at LUNR as a Level 1 or 2, you will have one year to Level UP.
- For Individual Contributors: If you start at LUNR as a Level 3, 4, 5 or 6, you will have one year to at least Step UP.
- For Managers: If you start at LUNR as a Step 1 or 2, you will have one year to Step UP.
- If you start at LUNR in the Level A Path, you will have one year to grow and become a Level 1 on your chosen framework, including proficiency in the KAI of the framework.
- If you are an average performer (defined as having 2 failed K-POCs in a row) we will let you go.

---

How we ensure people's growth/Performance

## **Some Goleden Rules for our Career Development process**

### **On the assigned Level upon hiring:**

- You can apply for positions that are a maximum of one Level UP from your assigned Level.
- If you were hired for the Management Path, you can only score Level A during your probation period, unless you were hired for the Level A Path specifically.
- If you do not meet the expectations of the Level you were assigned upon hiring, there are two possible outcomes:
  - We make you an offer at the salary of your Level, and you will get a K-POC with clear instructions on how to Level UP in the months ahead.
  - You can refuse, and we will let you go.
  -

### **On Salary increase based on the market**

- If your Framework had an increase based on the market, in your next evaluation, we will re-adjust your salary according to the new Salary Grid. We expect you to step up one in this scenario.

---

How we ensure people's growth/Performance

## **Some Goleden Rules for our Career Development process**

### **On changing Paths**

When changing the path, there are 3 criteria to be followed:

- Job has to be big enough: meaning, is there the need of a person with your seniority for the role at that moment?
- You have to be a superstar in your current role
- You have to be an ambassador of our Management Model

### **On changing Frameworks/Roles - triggered by the employee**

When you wish to change frameworks, there are some criteria to be followed:

- Job has to be big enough: meaning, is there the need of a person with your seniority for the role at that moment?
- You have to be a superstar in your current role
- You have to be an ambassador of our Management Model
- You will be assigned a K-POC related to the new framework, and you need to accomplish it before officially changing frameworks.

---

How we ensure people's growth/Performance

## **Some *Golden Rules* for our Career Development process**

### **On changing Frameworks/Roles - triggered by the company**

If there's a change in some department or division and the company needs to relocate employees under new frameworks or roles, there are some criteria to be followed:

- The company will offer a new contract with a new probation for the employee
- The company will only make the change official once it's agreed with the employee
- The employee will be assigned a K-POC related to the new framework or role and needs to accomplish it during probation.

---

How we ensure people's growth/Performance

## **Some Goleden Rules for our Career Development process**

### **On creating the K-POCs**

- If the improvement is RACI/CODE-KS related, the management will provide detailed instructions on how to execute/document/follow the relevant process so the employee can work on the objective
- If the improvement is KAI related, the employees can propose any objective they want, as long as in the end, they are able to execute a practical task based on the item of the KAI
- If the improvement is on mindset/attitude level (Level & Step Chart), the employees should come up with any strategy as they feel effective to Level Up - Management will point out what the gap is and the deadline so the employee can work on their personal plan - if the employee reached the expected improvement or not, it will be up to manager's evaluation supported by situations and cases officially reported in our systems (Feedback session of Small Improvements, for example)

---

How we ensure people's growth/Performance

We believe the **incredible performance** of the right people deserves unlimited opportunities to grow. We also believe that **high performance deserves high compensation.**



---

How we ensure people's growth/Compensation

02

# Compensation

---

Paying top of the market drives a high-performance culture

---

How we ensure people's growth/Compensation

## **Compensation Review**

- At LUNR, we have a dynamic approach to compensation and regularly monitor the market, especially before hiring someone new.
- If we detect the market value of a given position has increased, every employee in this position gets a raise.
- Employees can trust that their pay will be automatically adjusted to keep up with increases in the top-line market rate.

---

How we ensure people's growth/Compensation

## **Compensation Over Time**

- We remain at top of the market by benchmarking our compensation against competitors and consulting with recruiting agencies.
- Market forces, namely changing supply and demand for specific skills, may lead to higher relative increases in pay for some people.
- Depends in part on inflation and economy.

---

How we ensure people's growth/Compensation

## **We compensate based on personal success**

- We know that rewarding the best will deliver success for LUNR. We compensate at the top of the market, regardless of whether LUNR's experiences succeeds or struggles.
- We reward our high performers for their outstanding work and commitment to our winning team.

---

How we ensure people's growth/Compensation

**Good compensation practices attract the best people.** The right people feel valued and empowered. They are the **highest performers.** High performance has led them **to the top of their game.**



---

How we ensure people's growth/Compensation

## **We Have a Winning Mentality**

We're like the Mercedes Formula 1 Racing team.

We want to win every race and will pay top rate to get the best performing drivers and mechanics. At this point you should have already realized we're obsessed about performance.

**We hire people who thrive on winning: people that are high performers that work hard for the whole team to succeed.**

---

How we ensure people's growth/Compensation

## **We know our High Performance Culture is not Right for everyone.**

**And we are fine with that.**

Many people love our culture and stay for a long time since they thrive on excellence.

- However, some people prioritize stability and job security over being part of an extremely high-performance culture.
- We don't tolerate journeymen, passengers and employees who stagnate.
- If you are not constantly improving you are falling behind and if you don't grow, you have to go.

---

How we ensure people's growth/Compensation

## **We know our High Performance Culture is not Right for everyone**

**And we chose to accept the fact there would be turnover we couldn't address with "golden handcuffs"**

- We decided to be transparent about turnover and, more importantly, embrace it so our remaining employees would feel safe.
- We celebrate the ones who leave on good terms and make positive contributions during their stay in LUNR.
- We also redesigned our business model to significantly reduce the impact of turnover on our customers, ensuring we would still be able to provide the same quality of product and level of support if someone left - which we know it's going to happen eventually.
- Instead of assigning one person to each role, we created a multi-person team; if someone left, another team member would quickly onboard to take the responsibilities.
- We strive to document every process so knowledge wouldn't leave the company if an individual did.

---

How we ensure people's growth/Compensation

**We believe in transparency** not only when it comes to turnover but also regarding **all aspects in our business.** With Performance couldn't be different: we understand that to be a high performer means different things for different people and companies.

---

How we ensure people's growth/Compensation

That's why we created our own Management Model **Career Framework**.  
To **provide a clear development path** for all LUNR employees. We believe that **if you don't know what you're supposed to do, you won't perform** - this is real Transparency.

---

How we ensure people's growth/Transparency

03

# Transparency

---

Our Management Model is only credible if people truly believe in it.

---

## How we ensure people's growth/Transparency

- Many companies create confusion around compensation rules, hoping they will get away with paying people unfairly.
- The outcomes are bad feeling, low morale, high turnover and toxic office politics.
- Completely transparent, our policy in this document is publicly available.
- Everyone has a right to know about career progression, how they can achieve success, and where their colleagues stand

---

## How we ensure people's growth/Transparency

- We keep salary rules simple and easy to understand. They are based on the levels and are public knowledge. We will introduce them in the next slides.
- We know you can guess what your coworker is making. It's no big deal. People in the public service and many other jobs can figure out what their coworkers make.

---

How we ensure people's growth/Transparency

This **transparency** policy **keeps LUNR management accountable** to its principles of fairness in compensation.

---

How we ensure people's growth/Transparency

## **Information on the Level, Step and K-POC of all employees is publicly available within the company... why?**

- Everyone has something to aspire to.
- Our knowledge meritocracy is advanced.
- Everyone knows they are paid a fair salary, compared to colleagues.
- Everyone knows what gets them promoted, keeping focused on the company's mission and not office politics.
- Everyone can share knowledge and help each other on their development plan.

---

How we ensure people's growth/Transparency

**Our Management Model increases employee freedom and guarantees alignment, enabling our growth and development of innovative people in a complex, knowledge-driven business environment.**

We clarify the behavior and knowledge sets that can drive you to career success and a bigger salary. Armed with this knowledge our people are empowered to take their career growth into their own hands.

---

How we ensure people's growth/Transparency

## **How and why we ensure transparency**

We've published everything to help you. We want you to know exactly what you are getting into. It's the only way to ensure that our relationship can be win-win.

---

How we ensure people's growth/Transparency

**Transparency is what makes us who we are.** But there is always room for growth. Nothing is set in stone, especially our Management Model. We learn from past mistakes and **we are committed to continuous improvement in all we do.**



---

# Thank You.

The journey never ends,  
We adapt to it,  
We evolve with it.



May 2024