



Charting your Journey - The Kissflow Playbook

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- **Welcome to KF**

Congratulations! If you're reading this it means you've made it through a series of challenging interview conversations which you might have enjoyed to become a part of the Kissflow team. Like any elite team we argue, fight, have great fun and above all remember that at the end of the day, we're on the same side. We want you to blossom here, so welcome once again!

- **Day 1**

You will be seeing a lot of new faces, it's ok if you don't remember all the names just yet. Take your time with the paperwork, but remember to meet your new team and have coffee - it's never too early to start making new friends. Your manager and the good folks in People ops are just a few steps away, don't hesitate to reach out, even if it is just to say hi - actually say "Hi" to the People Ops team, they sometimes feel lonely.

- **What you need to know about working here**

- **The F Words (Freedom, Flexibility)**

"Freedom is a long rope. You can use it to either propel or hang yourself" - Suresh.

You will enjoy a lot of independence when it comes to your work. This is not because the leads / managers are avoiding you, rather we believe we have hired top talent who will figure out the best way to get the job done. This is also the reason why we place utmost importance to the hiring process - not everyone can thrive in this environment.

With great freedom comes greater responsibility. The flexibility given to you at work comes with the expectation that you will take complete ownership to get the job done. If you're stuck or delayed, we believe you will quickly reach out to the right person and find a plan B instead of waiting to be asked. It is an act of trust.

We choose to focus our conversations around output and how to improve it rather than when you came in to work, how long your lunch breaks are, how long you're on Facebook, etc.

- **A stands for Approachability & Accessibility**

We don't believe in an open door policy because we have no doors. We all sit together, so get used to working in public. We believe that this helps people connect with anyone immediately and helps get work done much faster and better than sending emails or messages back and forth. At the same time you get to bump into folks across departments, which is good because sometimes they tell better jokes. You know where everyone sits and can reach out whenever needed - they can't hide from you.

- **How we communicate - "Working in Public"**

Emails have been accepted as a necessary evil of professional life. But emails also create boundaries around people and projects with no visibility and this goes against our stated goal of having a transparent work culture. We knew practical steps had to be taken and decided to embrace a culture of "Working in Public." We've moved from emails to work groups (channels) as the default or primary mode of communication within the organization. This is a paradigm shift in working.

It can be scary initially because it requires tremendous self-confidence to share ideas publicly and overcome apprehensions of being perceived as showing off. But you will find the payoffs to be immense. We have not only increased speed of decision making but also have federated knowledge (knowledge locked in with small groups that is now open to all who are interested). By making all work groups open, you can see what any team is working on. However, individuals have to be interested (pull not push). The onus is on you. This is real transparency and collaboration. Get comfortable working under extreme trust.

- **How do I find out what's happening?**

One of the advantages of "working in public" is that most of the information you need is openly available online. You can go through the various groups on KF Channels to know what people are working on including your team. Take time to browse through the information even if you don't understand it all just yet. You don't have to wait for anyone to teach you the ABCs. In fact we expect you to have done the initial groundwork in terms of digesting available information.

- **How am I doing?**

This is a crucial question that you need to keep asking yourself ever so often. If you're not 100% sure about the answer, ask your lead / manager. Lack of clarity results in wasted effort, stress and a frowny face - no one wants to see that! It doesn't have to be a formal sit down or only when you complete a big project - this could be over a coffee to get clarity around specific areas to work on, track progress on previously agreed goals, your aspirations and how that aligns with the work you're doing.

We do have formal annual appraisals, but that is just one of the ways in which you can get feedback and frankly it's not the best (since we're looking back).

- **Quarterly Feedback:** This is a dipstick mechanism to enable regular dialogue between you and your manager. It treads the balance between formal / informal to get the best of both worlds. The objective is to have focussed conversations in a timely manner, call out issues early, ask for support and anything else needed to help you alter the outcome. You drive the conversations and use your manager as an ally to help you deliver great performance. Do not simply move from one quarter to another, write it down and work on it through the interim period - go back to your manager and show progress. Remember, it is NOT connected to the annual appraisals and is meant to be a personal developmental activity. Take charge!

- **1 on 1s:** Your manager is your go to person for anything work related. Pull him aside and share what's on your mind early on - don't let it fester. It's expected that you do your homework in getting the data and share not just the issue, but also possible solutions. Be open minded even if you disagree - it's good to hear an alternate point of view.

- **How does my career grow?**

Your career doesn't, but you can and should. Here's what we mean - we do not straight jacket you and place you on a predetermined treadmill, rather you get to figure out the best intersection of your skills, passion and the organization's mission. You will have access to people and projects to figure this out. Do look at it as a marathon though and pace yourself accordingly. Here's what is available to help you on this journey:

1. **Career Roadmap:** Your manager will use the roadmap to give you a clear picture of where your role fits into the larger picture in your department. You will also have visibility on how your career would progress should you stay on the current track. Alternate options are also visible. Don't worry if you're not sure yet, work towards achieving clarity by working on projects and talking to the people involved.
2. **Competency Scorecard:** Excellence in any role is not left to chance or one off results (however spectacular). You will be given a clear list of competencies that need to be developed and consistently showcased at each level. You will also know what specific skills are needed to move up to the next level. Take this sheet, immerse yourself in it and plan your learning. Your growth should not be left to chance.
3. **Promotions:** We follow the principle of "*Pay for performance and Promote for potential*". So the rewards are split into 2 categories to ensure good work is recognized appropriately. While an increase in pay (or bonus) for good work is pretty straightforward, we take our promotions decisions very seriously. While consistent results are necessary, we also look for additional competencies required to be effective in senior roles.

- **What if I have a problem?**

Welcome to the real world! As much as we work on building a positive culture, we don't operate under any idealistic illusions. You will have debates (loud), disagreements and unfortunately misunderstandings too. Our core value of "Speak Up" can help you decide the best course of action congruent with our culture. Here's a simple 3 step process:

Step 1: Talk directly and early on with the person involved (even if it is your manager), preferably face to face - there are some things technology is not good at. Share your POV without blame and seek to understand the other person's views. Hopefully you will now have better clarity on why the issue arose and what it takes to resolve it. Shake hands and move on.

Step 2: If direct conversation with the individual has not helped resolve the issue, have a word with your manager. Explain how you've worked on it and where you need his help. The focus of the discussion should be on finding solutions rather than avoiding accountability or assigning blame. Be open to trying out his suggestions. Circle back and share what happened later.

Step 3: Alright, so you've spoken to your manager, reminded him and you still feel that things haven't worked out. You can now pull Suresh into the conversation. He must be sitting somewhere close by, so just go over and ask him for some time to talk in private. He will assume that you have followed all the above steps first before looping him in.

- **Culture**

- **Why is it critical?**

"Happy Employees make Happy Customers. Our approach to creating Happy Customers is deeply rooted in nurturing an organizational environment where our employees enjoy working together.", Suresh (CEO).

This statement gives us a clear rationale or the "Why" behind our approach to our people. Here at KF We do not merely imitate popular practices or run multiple initiatives but check to see how any proposed practice aligns with our core beliefs. A strong culture running through our organization is the best way to scale without losing our unique DNA.

- **Core Values - What is it and Why does it matter?**

In our quest to articulate our culture, we wanted something that would remain non-negotiable, relevant across all the departments, simple and most importantly meaningful to all of us. This meant that we had to discover and define what we stood for, ie our Core values. However we were clear that this would not be either a top down exercise nor would it be a hurried activity. The entire organization made their voices heard. The final list was then openly and feverishly debated and we came up with their six core values with a simple acronym "ABB-CSV".

- I. **All for One** - Work together as a tight-knit community in pursuit of exciting goals. Support, celebrate, and have

genuine concern for each other.

- II. **Bias to action** - Talk alone is cheap. Experiment small and we Learn even when we Fail, if we Share openly repeat till we Succeed. We'd rather seek you forgiveness instead of permission.
- III. **Be learning** - Question the obvious and seek out new experiences to learn. Remember you are on a journey towards personal mastery.
- IV. **Craft Memorable Experiences** - Leave a lasting, world-class impression on the minds of customers and colleagues.
- V. **Speak Instead** - Remember we debate ideas and issues not people. We handle conflicts directly presuming trust and respect.
- VI. **20/20 Vision** - Your work matters. Have total clarity on how what you do helps us reach our goals. Share it with conviction.

Because we want this to be a part of our people and not just a poster on the wall / website, we then embarked on a 6 month journey to evangelize the core values. Each of us took ownership of how this was to be done and it resulted in regular and wider discussion of the core values with each person constantly clarifying their understanding of what it means and why it is important.

- **G2G (Good To Great)**

"If You're Not Learning, You're Not Growing". Here at KF, we take conscious steps to **grow together**, so we take learning and team bonding seriously. While the content varies, the objective of G2G has remained constant — **group learning + bonding + fun**. This is non-negotiable as it ensures that company DNA is transmitted and the relationships strengthened as we grow.

The entire organization comes together every **Friday evening** from **5.30 to 6.30 p.m** to learn from and connect with each other. What started as group learning by listening to an audiobook, has become a weekly tradition.

KF trivia: The name is influenced by Jim Collins' bestseller of the same name, ie, "Good To Great". It was also a book that we read together as a company.