



 influitive

The Unusual Culture of Bridgewater Associates





**“Truth & Transparency to Strive
for Excellence” - Ray Dalio**

The New York Times
DealB%k

Ray Dalio

Ray Dalio

The New York Times

DealB%k

Ray Dalio



Highlights

- **Complete Honesty.** Nothing held back.
- **Employee Baseball Cards.**
- **Everything is Recorded.**



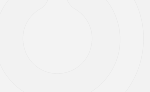
Outcomes

- Idea Meritocracy.
- Identify Weakness/Mistakes.
- High Wash Out.

**8) Create a Culture in Which It Is OK to Make Mistakes
but Unacceptable Not to Identify, Analyze, and Learn
From Them**



Challenges



Ego-barrier - Logical vs. Emotional Self





BRIDGEWATER

*Radical Truth & Radical Transparency —
Openly and thoughtfully disagreeing on important issues is the most
powerful way of creating meaningful work, meaningful relationships, and
great outcomes.*



Learnings

- **OHD: Honest Relationships = Quality Relationships.**
- **Better to Know Truth, than Not Know.**



YOUR PERSONALITY TYPE IS: ENTREPRENEUR (ESTP-A)



There are no rules.

MIND

This trait determines how we interact with our environment.

INTROVERTED
▼

91% EXTRAVERTED

9%

ENERGY

This trait shows where we direct our mental energy.

46% INTUITIVE

OBSERVANT 54%

NATURE

This trait determines how we make decisions and cope with emotions.

FEELING
▼

74% THINKING

26%

TACTICS

This trait reflects our approach to work, planning and decision-making.

30% JUDGING

PROSPECTING 70%

IDENTITY

This trait underpins all others, showing how confident we are in our abilities and decisions.

68% ASSERTIVE

TURBULENT 32%



