

## **Principles**

### **Be Curious**

*Inquisitive, observant, insightful, open-minded; values learning, creativity, and diving deep.*

Porous to new ideas and cares more about the questions than the answers. Willing and able to dive deep into new territory and is naturally interested in sharing their experiences. Works hard to improve themselves and are never done learning.

### **Have Aspiration**

*Ambitious, passionate, energetic, optimistic; values vision, impact, and thinking big.*

Creates and communicates bold direction that inspires those around them to accomplish visionary things. Looks to change things based on what people really need, not just serve existing structures or interests. Always thinking about what comes next.

### **Take Ownership**

*Committed, responsible, dependable, engaged; values trust, high standards, and results.*

Sees their work as fulfilling a greater long-term goal instead of just doing a specific job. Looks to remove levels of bureaucracy and give maximum oxygen to teams. Nothing is beneath them and they are always ready and willing to do what is necessary to accomplish the mission.

### **Have Backbone**

*Courageous, assertive, decisive, bold; values speaking up, taking risks, and making decisions.*

Obligated to respectfully challenge decisions and existing narratives on process and culture. Chooses truth over social cohesion and does not sacrifice accuracy for short-term compromise. Has a bias for action and values calculated risk taking and decision making.

### **Have Grit**

*Motivated, determined, resilient, driven; values endurance, perseverance, and resolve.*

Believes that things worth doing are a marathon not a sprint and are prepared for the long grind. Despite setbacks, they rise to the occasion and never settle. Knows that doing new things means they will make mistakes and be misunderstood for long periods of time.

### **Be Thoughtful**

*Humble, respectful, courteous, attentive, helpful; values empathy, cultivation, and teamwork.*

Wants others to outperform them. Says "I don't know" and asks others for their view. Enjoys being around people who disagree with them and gives them the benefit of the doubt.

Recognizes people and takes seriously their role in hiring, mentoring, and developing them.

### **Be Resourceful**

*Frugal, thrifty, sensible, scrappy; values sustainability, scalability, and conservation.*

Believes sensible constraints breed self-sufficiency and invention. Understands that you can only consume what you grow and looks for opportunities to increase the cumulative gains of the group. Minds how to effectively scale work by increasing outputs while also reducing inputs.

### **Use Judgment**

*Objective, analytical, impartial, fair; values data, accuracy, and diverse perspectives.*

Strives to make the right decision based on complete data and verifiable facts. Continually challenges their biases by seeking new information and diverse perspectives. Always searching for voices that are underrepresented and gives them opportunities to speak and be heard.