
N2'S CULTURE DECK

This slide deck contains our current best thinking about how to maximize our likelihood of continued success.

OUR CULTURE IS A **WORK IN PROGRESS**

Every year, as we learn more, we try to refine our culture further.

We don't mean to suggest that our culture is the only culture that can be successful. It is, however, the foundation of how we choose to run our business.

We aren't for everyone.

Many of these philosophies are adopted from business gurus like Jim Collins, or from other culture decks like that of Netflix. Our thanks to them for the inspiration it gave us.



LOTS OF
COMPANIES
HAVE **NICE-
SOUNDING
VALUE
STATEMENTS.**

ENRON'S CORE ETHICAL VALUES WERE CHISELED IN THEIR LOBBY:



INTEGRITY



COMMUNICATION



RESPECT



EXCELLENCE

But, in 2001, Enron's 15,000 employees lost their jobs because its leaders hid billions of dollars in debt and bankrupted the company.



THE REAL COMPANY VALUES,
AS OPPOSED TO THE NICE
SOUNDING VALUES, **ARE SHOWN**
BY WHO GETS REWARDED,
PROMOTED, OR LET GO.

OUR PEOPLE **ARE** THE COMPANY

It's PEOPLE who make great products and PEOPLE who solve problems. Our people have the freedom to do both.





SELECTING NEW TEAM MEMBERS



**CULTURAL FIT IS
A REQUIREMENT,
NOT AN EXTRA.**

PEOPLE WHO REPEATEDLY
**BREACH OUR CULTURAL
VALUES WILL NOT BE
HERE LONG TERM**
REGARDLESS OF
THEIR PERFORMANCE.



BRILLIANT **JERKS**

Some companies tolerate them.
For us, the cost to teamwork is too high.

We welcome diverse styles as long as
the person embodies our values.



EXPECTATIONS OF TEAM MEMBERS

**OUR TEAM MEMBERS UNDERSTAND
WHAT'S EXPECTED OF THEM.** IF
THEY'RE EVER UNCLEAR ABOUT THIS,
THEY WILL ASK A TEAM LEADER
IMMEDIATELY AND NOT DRIFT ABOUT
WAITING FOR SOMEONE TO COME
TO THEM.



OWNING MISTAKES

Everyone makes mistakes. Our team members don't make excuses. They learn from their mistakes and don't make the same ones repeatedly.

Team members who need close supervision or who will cheat the system if unwatched will not be part of N2 long term.



DEADLINES & TASKS

Our team members understand that:

N2 is a deadline-driven business.

Their ability to meet deadlines and accomplish tasks accurately affects other members on the team.



CLOCK WATCHERS

Greatness is never measured by how many hours it takes. It's measured by the finished result.

Our team members don't count the hours worked, but focus on what needs to be done.





RESPONSIBILITIES

Our team members understand that they don't have "jobs." Instead, they have responsibilities, and they get this distinction (simply completing tasks versus taking full responsibility for the results of efforts).



LOYALTY

People who have been stars for us but hit a bad patch receive a near-term pass because they will likely become stars for us again.

We ask the same of our team: If N2 hits a temporary bad patch, we want our people to stick with us.

But, unlimited loyalty to an ineffective team member isn't what we're about.



ATTITUDES

WE VALUE



**THERE'S ALWAYS
A SOLUTION TO
THE PROBLEMS I
ENCOUNTER.**

OUR TEAM MEMBERS **BEHAVE LIKE OWNERS** BECAUSE THEY:

Are self motivating, self disciplined, and self improving.

Never think "that's not my job."

Possess the pick-up-the-trash-lying-on-the-floor mentality.

Understand their character is a reflection of the company.

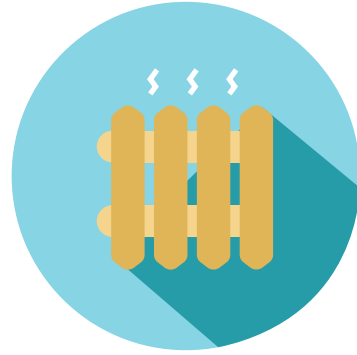
Aren't afraid to sacrifice and work hard for long-term gain.



I BELIEVE I CAN BE
**BETTER TOMORROW
THAN I AM TODAY.**

Our people continue to search for the best answer, not the familiar or easy one.

They have a student mentality, constantly wanting to grow professionally and personally.



WE SEEK RADIATORS, NOT DRAINS.

There are two types of people. The first drains the life from those around them with negativity. The second radiates energy, uplifting others to another level.

We seek a workplace filled with radiators who take not only work,
but life to the next level.



MENTAL **TOUGHNESS**

Our people are among the most mentally tough people you'll ever meet. They:

Encounter setbacks and turn them into comebacks.

Know disappointments are a part of life and know how to handle them positively.



WE HAVE **ENOUGH TO WIN.**

In times of rapid growth, challenges, or unexpected obstacles, our team searches for and finds a way to get the job done rather than coming up with reasons why they can't.





RISK TAKING

If you take risks all of the time or none of the time, you fail.

We don't take reckless risks. We embrace calculated risks as an important step in reaching our potential.





ACTIONS

WE VALUE





INTEGRITY

Being honest in small things and in great things.

Following a moral compass that points in the right direction regardless of trends.

Doing what you say you're going to do.

Not taking shortcuts when no one is watching.

HUMILITY

Humility: quality or state of NOT thinking you are better than other people.

Our team members:

Are ambitious for their work, the cause, and the organization, not solely themselves.

Are trustworthy and strive to put others' needs above their own.

Realize their dispositions are more important than their positions.

Ask for help when they feel they need it.



ZERO ENTITLEMENT

Entitlement is unhealthy and destructive. It will not exist within N2.

Team members who get results will be rewarded. Tenure is meaningless unless it's accompanied by great performance.

We want scholarship players with the walk-on mentality.

**"TALENT IS GOD-GIVEN,
BE HUMBLE. FAME IS
MAN-GIVEN, BE THANKFUL.
CONCEIT IS SELF-GIVEN,
BE CAREFUL."** *-JOHN WOODEN*



OPPORTUNITIES

N2 is not a fourth-grade team where everyone gets equal playing time and gets recognized regardless of contribution.

We're like a pro sports team where every roster spot is earned. Performance demands more playing time and is rewarded by more opportunities to impact the team.

TRUST

Trust is the foundation of any healthy relationship, including workplace relationships.

Dysfunction occurs in the absence of trust.

Team members must be able to trust one another.

Knowing the value of trust, our team members work carefully to never lose it among teammates.

If trust is lost, our team members will work hard to restore trust with one another.





RESPECT

Regardless of tenure, position, pay grade, or personal opinions, each of our team members treat one another with respect.

During times of conflict, our team members will treat one another professionally.

We will respect each other's professional opinions and, at times, agree to disagree. Ultimately, we'll support what's best for the team as a whole.



TEAM PLAYER

Our team members:

Take a little greater share of the blame and a little smaller share of the credit.

Love helping people.

Inspire and motivate rather than intimidate and manipulate.

Believe wholeheartedly in themselves and the company.

Represent the N2 brand consistently and professionally.



CAMARADERIE

We enjoy our work because we work with like-minded people and have fun doing it.

We know we can count on our team members to be there for us at work and in life.

UNITY: "IT'S WE, NOT ME"

All team members have the right to (and are encouraged to) voice their opinions to their leader if they believe it will benefit the company. All opinions or ideas cannot always be followed. Our team members understand that.

When a final decision has been made that differs from an individual's own opinion, our team members respect that their opinion was considered, though not chosen.

They fully support the chosen direction. They root for its success.

Our people work together as a team to get better both individually and as a whole.

HABITS

Our people seek to develop success-driving habits.

We form our habits, then our habits form us.



"Almost everything you do is determined by your habits. From the time you get up in the morning to the time you go to sleep at night, your habits largely control and dictate the words you say, the things you do, and the ways you react and respond. **Successful, happy people have good habits that are life-enhancing.** Unsuccessful, unhappy people have habits that hurt them and hold them back." - *Brian Tracy*



CONSISTENCY

We value people who we know we can expect excellence from regardless of circumstances.



AVOID THE **WATER-COOLER-GANG** **MENTALITY**

Gossip: idle, unproductive chatter that's negative.

In our experience, there are no positives that come from gossip. It actually has a negative effect on the culture and morale. Our team members address concerns with their immediate supervisor or with others directly when needed.

People who enjoy drama and gossip attract and are attracted to other people who enjoy drama and gossip. We hire people with healthy attitudes to keep drama and gossip out of our workplace.



GUARDIANS OF THE CULTURE

Our team members don't turn away when they see behavior that isn't consistent with N2's values. They address concerns directly and quickly with the right people even though it's often easier to ignore it.

Doing nothing is unacceptable.



PROMOTIONS





PHILOSOPHY

We promote and reward team members who live the culture.

We believe in developing in-house talent and, whenever possible, we promote from within.



PROMOTIONS ARE BASED ON:

Actions consistent with our culture.

Demonstrated achievement (performance).

Consistent achievement for a sustained time frame (some people look for a promotion after three months).

It takes time to build and earn a positive reputation. Our people know they'll be measured by their cumulative resume, not just by what they've done lately.

PROMOTIONS ARE BASED ON:

Leadership ability and potential.

Accumulated sweat equity (the right people pay their dues).

A go-the-extra-mile mentality because it's the only way they know how, not because it's good for their career.



COMPANY VALUES



FREEDOM

Our model is to increase team member freedom (and thus freedom to innovate) as we grow, rather than limit it, to continue attracting entrepreneurial people so we increase our chance for long-term success.

FUNCTION OVER FLASH

No fancy offices, furniture, signage, artwork, etc.

No reserved parking spots.

No separate executive lounge or cafeteria.

We don't pay for first-class flights or fancy hotel suites when travel is required.

THE CUSTOMER **IS NOT** ALWAYS RIGHT

Our default response is that we side with our people and back our team members (unless we have a reason not to).

Sometimes customers lie or have unreal expectations. We will end a relationship with a customer before a team member for an honest mistake. If forced to choose, we pick our team.



CATCHING PEOPLE **DOING THINGS RIGHT**

We recognize team members who set the right example. While we can't recognize every example of exemplary behavior, we want to acknowledge it whenever possible.

EQUALITY

Sexual, gender, racial, religious, or any other form of discrimination will not be tolerated whatsoever at N2.





GROWTH

We embrace growth and everything that comes with it: the opportunities, challenges, and changes.

PRESERVE THE CORE & STIMULATE PROGRESS

We will keep clear the distinction between "what we stand for" (which will never change) and "how we do things" (which should never stop changing).
