



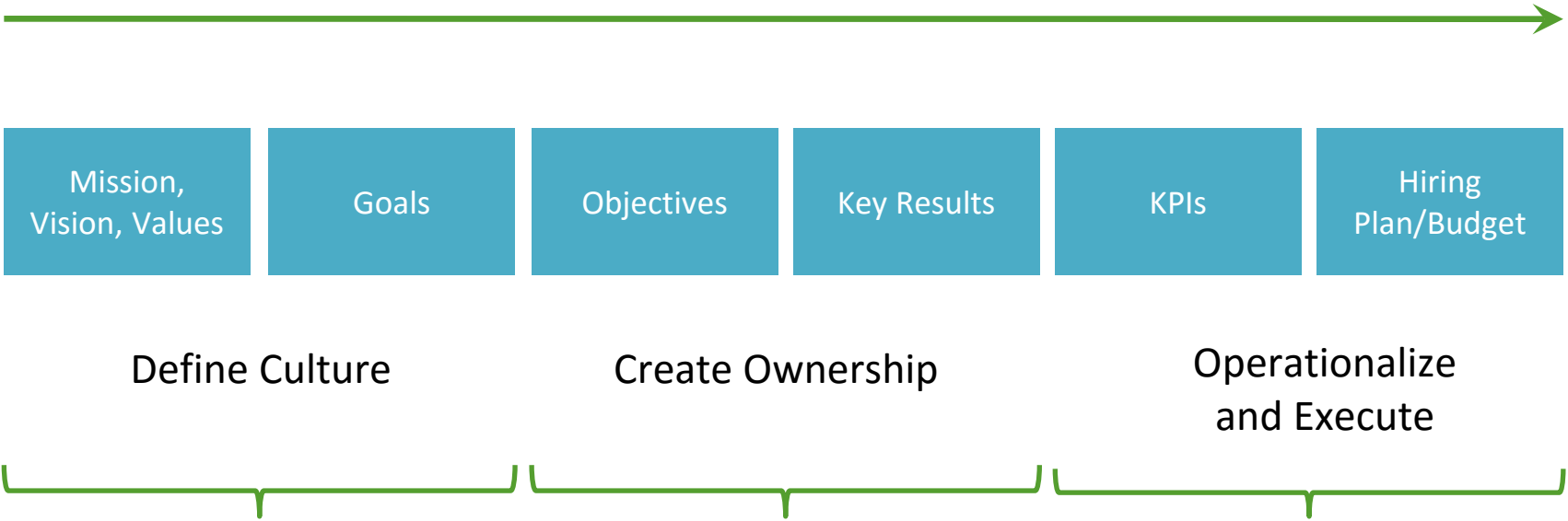
**MILLENIALS AS EMPLOYEES:
OPERATIONALIZING CULTURE
FOR THE LARGEST DEMOGRAPHIC**

Tim Hwang
Founder/CEO, FiscalNote



Culture eats
strategy for
breakfast.
- Peter Drucker

Defining What You Stand For

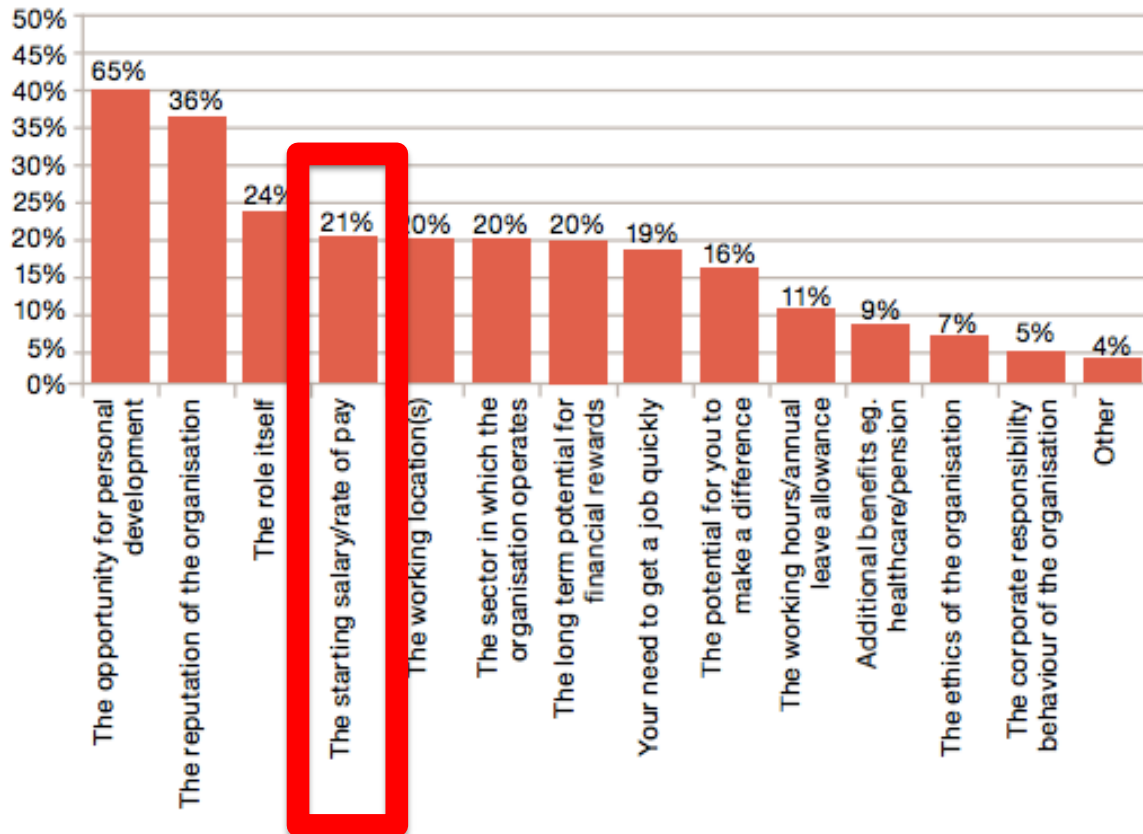


Defining Culture

What is “Company Culture”?

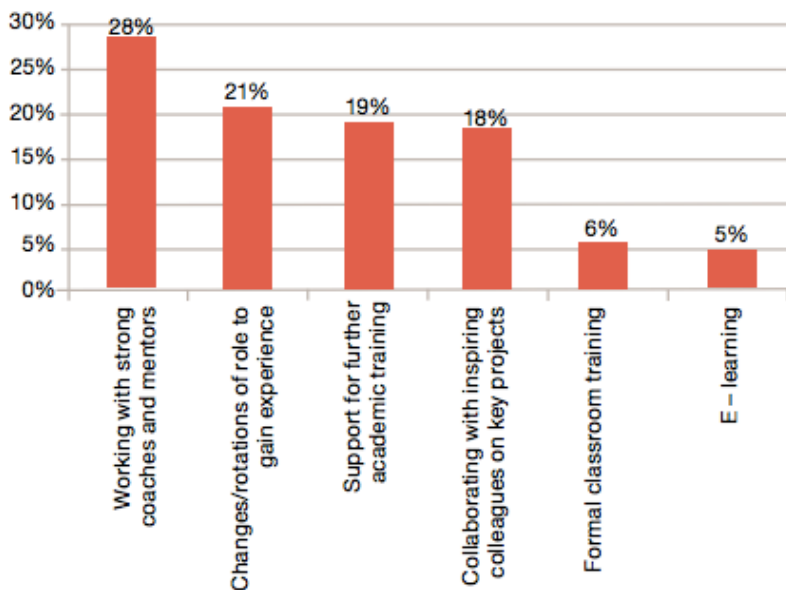
“A pattern of **shared basic assumptions** learned by a group as it solved its problems of **external adaptation** and **internal integration** (...) A product of joint learning.” - Edgar Schein

Which of the following factors most influenced your decision to accept your current job?



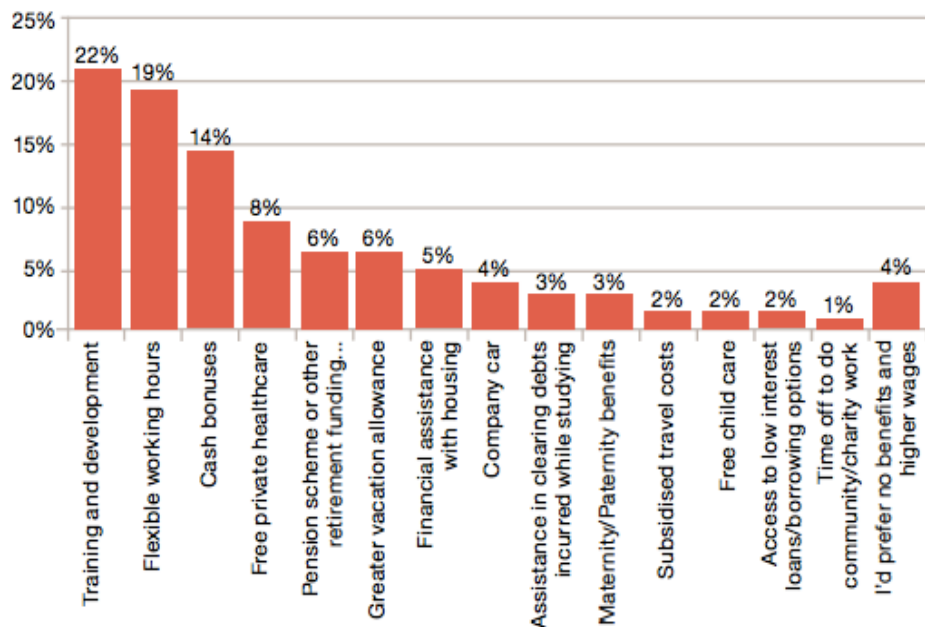
Base: Those employed/due to start work for an employer shortly

Which of the following training/development opportunities would you most value from an employer



Base: All graduates

Which three benefits would you most value from an employer? - % ranking each 1st place



Base: All graduates

The Modern Millennial Social Contract

The ultimate perk is a workplace filled with motivated and talented professionals on a **mission**.

Balance **freedom** for **relentless goals**.

Our Values

- Level up.
- Focus on design.
- Have a Bias for Action.
- Own the job.
- Be aligned and transparent.
- Think like an owner.
- Support the family.



Ownership

Creating Ownership Through Freedom

Freedom To:

- Work from home and take unlimited vacation days as long as results are accomplished.
- Work without onerous processes (pre-approvals, sign-offs, permissions, 10 people interviewing a candidate)
- Work on big projects and ideas sometimes that may not be related to your direct work.
- Define what you want to learn and how you want to develop your career.
- Access information/resources to try and solve problems that you think are in the best interest of the company.

Creating Ownership Through Transparency



Operationalizing

Core Question for Culture Execution

What behaviors do we value in each other?

We reinforce **our values** in everything we do from who gets hired to how we build and sell our products.

How We Operationalize Our Values: Processes

Value	Policy/Process
Level Up.	Development Plans, Live 360 Reviews, 1 on 1s, Management Training, Retrospectives, Feedback!!
Focus on Design.	Customer-Facing On-boarding
Have a Bias for Action.	All new team members are given an hourglass, no onerous processes/approvals
Own the job.	Directly Responsible Owner (DRO)
Be aligned and transparent.	Quarterly Board All-Hands, Town Halls, Alignment Meetings, Office Layout, Salaries, Bi-annual retreats
Think like an owner.	Flat Organization, Hiring Process Inclusion, Stock Option Planning, TinyPulse
Support the family.	Shoutouts, Small Groups, Unlimited WFH, Vacation reimbursement to support taking vacations, 18 week paid paternity/maternity leave, sabbaticals.

1. Screening with Hiring

1. Always screen for values not urgency.
2. Fill with only A-Players.
3. Finding A-Players is an all-hands job.
4. Explain the “deal”

2. Reinforcing with Onboarding

1. Identify role and evaluate 90 day performance
2. Ingrain company values first, not logistics
3. Certification based training
4. Expose team to all functions of the company

3. Processes and Decision-Making

1. Communicate over and over and over again value criterion for decisions
2. Buy-in based on data and values, not consensus
3. Reinforce values with processes to support them (put your money/time where your mouth is)

4. Over-investing in growth

1. Understand personal and professional growth of each team member
2. Challenge them to come up with new ideas
3. Culture of direct feedback
4. Flexibility to fail and learn from mistakes
5. Encourage training and learning
6. Value results over tenure

5. Rewarding Through Management

1. Define Management Values
2. Performance Review Process: Reward / Promote based on values, not only on performance
3. Provide constant management training
4. Don't drag feet on bad cultural hires
5. Create intent and shared consciousness
6. Have a constant conversation

5. Rewarding Through Management

- 1. CARE: Genuinely cares about the happiness of their team (inside & outside of work)
- 2. COACH: Compassionately coaches, enables every member of the team to succeed in their own way; gets out of the way
- 3. DATA-DRIVEN: Benchmarks success against results and data
- 4. BE CLEAR: Communicates effectively by listening well and setting clear expectations/feedback
- 5. KEEP CALM AND LEAD: Formulates and articulates a clear, positive strategy for the team and motivates others
- 6. WEAR THE SHIRT: Loves the company and the brand and excitedly conveys it to team members
- 7. JUST DO IT: Encourage risk and fail fast; Ask for forgiveness, not permission and create a bias for action
- 8. LEVEL UP: Has the key skills to manage the team and aims for revolutionary (not evolutionary) self-development
- 9. TAKE RESPONSIBILITY: Be accountable for the outcomes of your project and team

6. Branding and Communicating

1. Clarity and repetition of mission – be an evangelist
2. Don't communicate “what”, but “why”
3. External communication reinforces internal values



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