

— THE NfX —
COMPANY
CULTURE
MANUAL

— THE — NFX COMPANY CULTURE MANUAL

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We've seen it in countless companies across countless categories: great culture is what enables teams of people to defy the odds and achieve the remarkable. It lets companies grow and scale with far fewer coordination costs.

When we were first building companies we knew culture was important, but it wasn't clear what that meant, or where to start.

We found or wrote playbooks for growth, sales, product, engineering, testing, and so on. But we've never found a quick, tactical resource for building high-performing cultures.

This is that resource. The NFX Company Culture Scorecard & Manual is a simplified playbook for a low-time-commitment approach to laying the foundation of exceptional company culture.

At NFX, we are committed to helping world-class Founders build lasting companies that achieve rapid growth and make an impact. As astute Founders know, company culture plays a substantial role in getting there.

The good news is that it's never too late – or too early – to start thinking about company culture.

Let's get started.



“ Culture is what enables teams of people to defy the odds and achieve the remarkable. ”

Use this manual to improve your score on [The NFX Company Culture Scorecard](#). It walks you through a streamlined process for building an exceptional company culture that you and your team will want to work in.

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Part 1: Find Your Company Values

At its core, company culture is driven by values. In his famous Netflix culture deck Reed Hastings wrote, “values are what we value”.

Exercise: How To Find Your Company Values

Start by gathering a group of 2-10 key employees from different departments, including all Founders. If you’re an early-stage startup this could be the whole company, but if you’re a larger organization you’ll need to be more thoughtful. You don’t have to include everyone, and should exclude people who won’t be productive to have in the meeting. The individuals in the room should be your organization’s cultural carriers: individuals that represent the values you want to create.

Brainstorm (10 minutes)

Start by giving everyone a list of values to choose from to get their juices going. We’ve compiled a list on [pages 18](#) and [21](#). Have each person in the room pick from 3-12 of the values that most represent the culture your company aspires to have.

The goals of good company culture are:

- 1) Build a culture that the Founders like working in
- 2) Build a culture that will help the company be successful
- 3) Be distinct enough to attract and retain the world class people you’ll need

Encourage participants to make up their own values. Have each person write their values in big letters on colored stickies.

Organize The Values into Clusters (10 minutes)

Have everyone go to the wall all at once and post their stickies. Then let people move the stickies around into clusters based on their meaning.

Discuss (60 minutes)

Take an hour to collectively discuss and identify the clusters/themes that describe the culture you want to build. Pick one word to represent each cluster. Start to narrow down which clusters are most important to the group.

Analyze (20 minutes)

As a group, discuss whether or not the values you are narrowing in on achieve the goals of a good culture as summarized above.

Make sure each value is personal and can be supported by memorable stories that each team member can retell.

Your values should also be authentic to your company and to your brand: don't borrow the values of others.

Focus your values so they are aligned with your long-term mission: building a successful business. Keep in mind that having a fun culture, for example, isn't always synonymous with being a successful company.

Finalize the Words and Create an Acronym (10 minutes)

The more you're able to structure your values into devices for easier recall, the more likely your team is to remember and use your values. See if you can come up with a good acronym for your values, or some kind of organizing theme. If you can't, keep choosing words from each cluster until you can get a good word.

For instance, the cultural values defined at Trulia were both an acronym and bound together by an overarching brand theme: IMPACT (Innovation, Make a difference, People matter, Act with integrity, Customer obsessed, Trust and respect).

Part 2: Ship Your Values

Your cultural values are the connective tissue between your company and the world. To make them real, you must "ship them" like a product. Ship them to both your employees and your customers.

Company workspaces play a critical role in shipping company culture. Having your values visible makes it easier for your team to adopt them. Take the time to prominently display your values in meeting spaces, presentation decks, job descriptions, websites, marketing materials, and so on.

There's a time and a place for each of your values, so get to know them. Their look and feel will vary depending on where they're displayed (the medium should match the message), but your values should always be recognizable and visible.

Founders often feel they are communicating their values ad nauseum. Yet top companies grow by over 100% headcount every year, so many of your employees are hearing your articulation of the values for the first time. Encourage everyone at your company to err on the side of over-communicating values. This is time that will never be wasted.

We've compiled a list of tactics we've found useful for effectively disseminating your company values throughout the organization. You can find them on [page 18](#).

“ Top companies grow by over 100% headcount every year, so many of your employees are hearing your values for the first time. ”

Have you communicated your values across the following spaces? If not, plot down a quick plan for each.

1. Communal spaces (including bathrooms)
2. Meeting & conference rooms
3. Website
4. Social sites (LinkedIn, Angellist, Facebook, Twitter, Instagram, Hacker News etc.)
5. Job postings
6. Interview questions
7. Company-wide emails
8. Email signatures
9. All Hands meetings
10. Appendix slides
11. Investor slides
12. Conference slides
13. Onboarding Handbook

14. Annual review process
15. Marketing materials
16. Desk arrangements
17. Business cards

Brainstorm

Set a timer for 5-minutes. Brainstorm any other ideas for communicating your values.

Part 3: Program Your Culture

Culture is what do you do when others aren't watching. Culture is character.

The most effective way to spread, deepen, and maintain your values, even as your company grows, is through rituals that directly support your values. Rituals are where the rubber meets the road. If people aren't hearing, seeing, or feeling the culture, it's difficult for them to live it.

The strongest cultures often distinguish themselves through small yet powerful sets of unique rituals. It's best to create your own rituals rather than borrowing those of others. Observe events or activities that go on in your company – rituals that are occurring naturally and support your values – and scale them up.

If you're just starting to think about culture you'll need some help getting started. We've compiled a list of thought-starters to inspire you on [page 27](#). Pick the rituals that resonate with your organization's values and find a way to make them your own.

How to Program Your Culture With Rituals

Storytelling

Throughout history, values have been shared most effectively through stories – think of religious texts. From the CEO downward, authentic storytelling through the lens of your values can bring them into the real world and make them feel applicable. Share your stories and share them often.

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Since, at its core, your company is about people, it should be a priority for you to highlight the unique people on your team, always through the lens of your values. When your team or your customers do something awesome, relay that story in a personal way.

Empower other people on your team to articulate your values in a way that's authentic to them, too. The way your employees communicate your company values is as important as the way Founders communicate their company values.

Zappos' stories of how their employees have gone the extra mile to delight customers haven't only strengthened the brand's culture, they've helped attract the right kind of talent to the company. Real stories are way more powerful than the repetition of your values as words or phrases.

1. Implement a peer-to-peer, value-driven recognition program for your employees.
2. Provide employees with a chance to tell their own value stories at staff meetings.
3. Take note of how employees are communicating your brand and values.
4. Use storytelling in your marketing materials and website (your employees read your website, too).
5. Find ways to highlight the unique people on your team (e.g. pick a wall in your office to dedicate to photos of your employees doing things they love outside work).



Products

The best companies have values that inform their products, inside and out. Wise Founders use their values as a compass when making product decisions to ensure everyone is moving in the same direction. Values can help prioritize products, features, and help everyone come to a consensus that's in line with the company's goals.

A value-driven framework keeps everyone anchored in the same truth: values are why you're tackling a problem, and precisely why your solution is so important. The most effective values are reflected in the rituals you instill to measure a product's success. If you're customer obsessed, give employees regular access to their customers.

At Square, for example, employees trade shifts in the office's coffee shop to ensure every team member gets regular exposure to their product in the field and their target customer.

If you value quality, provide your team with detailed feedback about the quality of each aspect of the product, and give them abundant time and resources to solve quality issues. If you value speed and innovation, consider implementing a failure wall to make sure everyone's comfortable failing (or as we like to call it "tumbling toward progress").

1. Use your values as a framework to make product decisions.
2. Use your values to determine who makes decisions and when.
3. Articulate why you're tackling the problem and why the solution matters through the lens of your values.
4. Ensure you're measuring success through the lens of your values.
5. Find ways to encourage risk-taking.

Team Relationships

Keeping a company moving fast typically requires trust and empathy among the members of the team. Without trust and empathy it's impossible for an organization to have a culture of transparency where feedback is freely given and received. These natural bonds sometimes occur naturally over time, but it's more efficient to accelerate them by planning extracurricular experiences.

Bonds between team members are built quickly when people can see the people they're working with beyond job titles. A structured way to build these bonds is to have everyone take a personality test and share the results with their group. But less formal ways can be just as effective, too. Celebrate wins, birthdays, and holidays. Take field days and volunteer offsite. All of these are great opportunities to create rituals that foster team connectivity.

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1. Facilitate team activities outside of work.
2. Have everyone take a personality test and share the results with their team (e.g. Five Factor Personality Test, Enneagram, Myers-Briggs Test).
3. Facilitate bonding through personal sharing.
4. Set aside a budget for your employees to get coffee together.
5. Create a birthday ritual (e.g. ask everyone to share why they are grateful to have the person whose birthday it is on the team).
6. Go out socially to celebrate wins with the team (including dry outings without alcohol).
7. Host holiday gatherings.
8. Schedule retreats to get people out of the office during work hours.
9. Organize regular lunches and dinners for co-Founders.



Hiring

We're amazed by how many job postings are generic (just look around at what your competitors are doing).

The good news is that putting a little extra effort into your company's job postings can really make your company shine. Keep the post short, use an easy call-to-action (like "apply here"), and embody your values while honoring the rockstars on your team.

The majority of the job posting should focus on who the ideal candidate is, rather than what the company needs. When you're in the interview phase, ask questions designed to assess a candidate's character against each of your values. As Katrina Lake of Stitchfix says "think more about culture-add versus culture-fit." The right mix of people working together can increase your productivity from 10x to 100x. Diversity of ideas, working styles, and team members will make your products better.

1. In addition to listing your job posting on AngelList and LinkedIn, consider listing it on less-common platforms like Instagram, Facebook, Twitter StackOverflow, Reddit, Dribbble or Hacker News. Imagine where on the web your ideal job candidate will be and go there.
2. Make your job posting aesthetically pleasing (e.g. upload an image).
3. Include video in your job posting.
4. Create an awesome jobs page you can candidates to (like [Everlane](#)).
5. Communicate that your company is inclusive so that it appeals to a diverse range of people.
6. Use creativity for your job postings (pithy language, humor, bold words, and maybe even bold fonts).
7. Focus the majority of the posting on the ideal candidate (rather than your company and its needs).
8. Compare your job posting to your competitors' so you can stand out.
9. Keep your job posting concise.
10. Use unexpected language that will call the right people to you and dissuade the wrong people from applying.
11. Employ an easy call to action, like "click here" or "apply here".
12. Develop a list of interview questions for job candidates that assess their potential fit against each of your values.
13. Standardize interview questions to eliminate any biases.
14. Consider the unique personalities and strengths of each team member and how the candidate would affect the team.



Recorded Interview Questions

- If you had to plan a parade, what would be the theme?
- Name two ways to use a brick that don't involve labor.
 - Can you sell me this Blackberry over this iPhone?
- What question were you expecting us to ask that we didn't?
 - What would your autobiography be titled?
 - Which one of our 'core values' would be most difficult for you to uphold?

Employee Onboarding

Strong cultures have strong employee onboarding practices, period. New hires' experiences should be sequenced with as much care as new users' experiences.

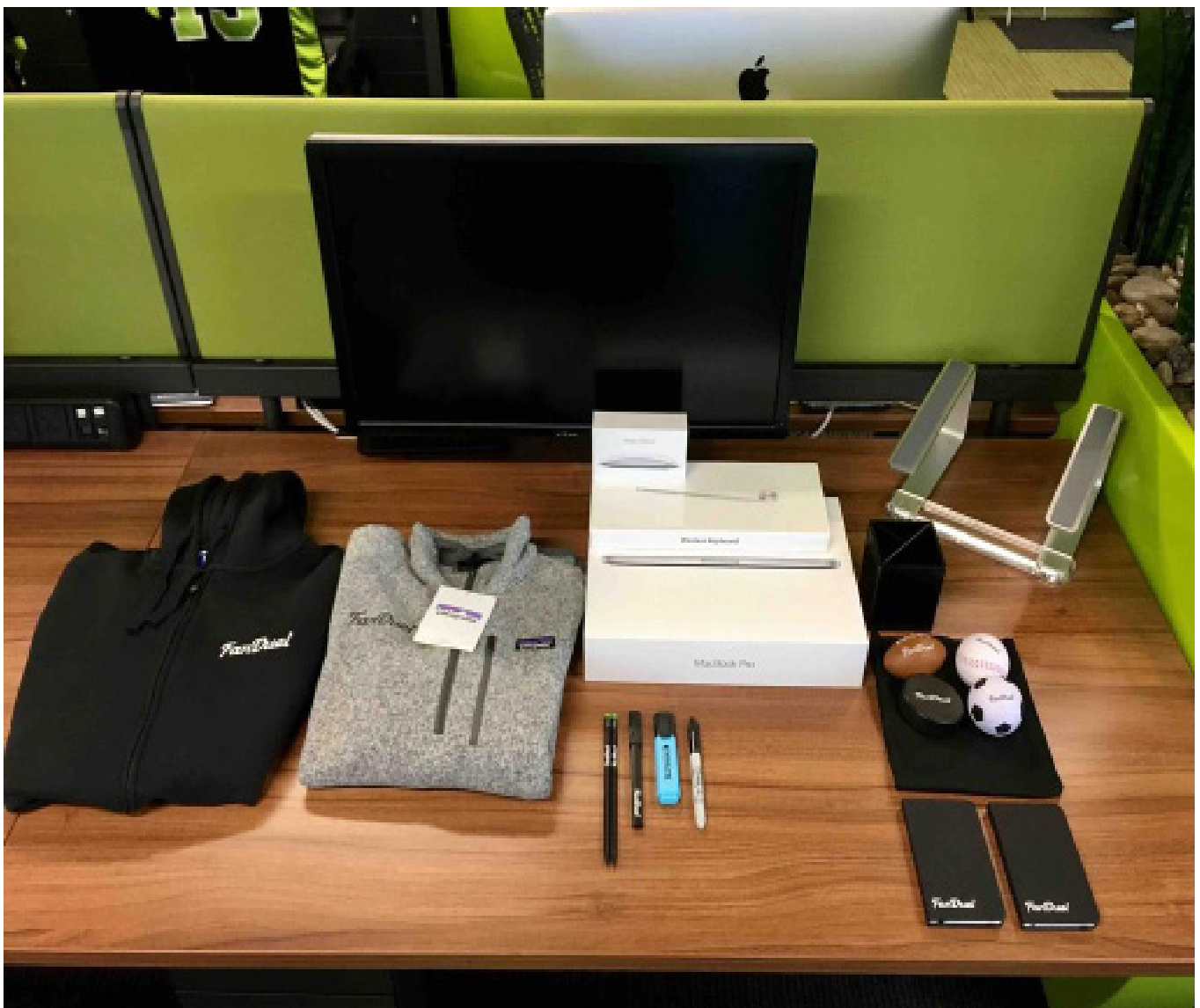
Highly successful companies move fast and grow fast, so having a repeatable plan for onboarding new hires is critical. Within the onboarding experience, it's always a good idea for the Founder and/or CEO to lead a 20-minute company culture training presentation on the company's core values (see "Hiring 101 Zappos Style" for a classic example). Use this as an opportunity to tell your company story: personally explain the origin of each of the company's values and its significance to you and the company. Welcome packages with laptop stickers, free lunches, and company-wide introduction emails go a long way, too.

In short: make sure new hires feel seen, known, and a part of something.

1. Have the manager reach out to the new hire before their start date via email, a phone call, or a handwritten note.
2. Establish a ritual to make the new hire's first day memorable (e.g. a surprise snack with their favorite dish).
3. Have their workstation setup with everything they need (ID badges, forms, account IDs and passwords).
4. Schedule a lunch for the new-hires team (and pay for it).
5. Arrange for a complete tour of the office.
6. Give them a welcome package (with t-shirts, computer sticker, or a hoodie). Gifts of food can also be nice because it will encourage office mates to stop by their desk.
7. Send a company-wide email introducing your new hire in great detail (including where the person grew up, their hobbies, and some cool accomplishments) so employees know a bit about them.
8. Arrange for the Founder to participate in the onboarding process on the new hire's first day (ideally in-person).
9. Walk the new hire through the mission statement and values immediately.
10. Personally explain each values' origin and their significance to the company.
11. Teach the new team member the jargon that makes your company feel like a tribe.
12. Create a company culture deck for the new hire.
13. Have the new hire jump in and start contributing right away (e.g. commit live code or do some lab work that counts).
14. Create a tightly structured schedule for the new employee (at least to start) so that they never wonder what to do next and know that you know what they are doing. Set the cadence high for their work.
15. Give the new hire a buddy that takes them to lunch the first day with others and checks in with them the first 2 weeks.

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16. Arrange for the manager to check in with the new hire at the end of the first day, week, month, and quarter. Pay particular attention to see if they feel the job is different or surprising from their expectations.
17. Consider adopting Zappos policy of offering new employees \$2,000 to quit (If they are not happy, they'll take the money. If they are happy, they will be happier because they turned down a free \$2,000).
18. Programmatize the onboarding process and make it repeatable. Assign the onboarding duties to someone to ensure it is followed.



Part 4: Measure and Iterate

If you can't measure it you can't manage it. Track company culture the same way you would track customer satisfaction and customer experience.

The best way we've seen to do this is a quarterly, anonymous survey. You can use Google Forms, SurveyMonkey or some other simple tool. Track the data longitudinally. When you observe a negative trend make it someone's responsibility to reverse that trend. Iterate accordingly. We've compiled a list of internal culture survey sample questions to help get started on [page 27](#).

Another simple and tested way of soliciting feedback, is for the CEO to be available for monthly brown bag lunches with different teammates. Scheduling this monthly is typically easy, enjoyable, and time well spent.

Also make sure to have your assistant or a VP keep their eye on Glassdoor.com.

“ Values are not a sacred cow. They can and should evolve. ”

Startups change their direction. Business models change, strategies change, and markets change. As your business matures, it may make sense for some of your values to follow suit. Values are not a sacred cow. They can and should evolve. It's okay to tweak your values every few years to keep them working in tandem with your business objectives.

The reason you invest in culture is to build a successful company for the long-term. Be mindful that certain cultural aspects or values that enabled early success may inhibit long-term success. Success will amplify your company culture, so the sooner you lay the right foundation the better off you'll be.

Highly successful companies with good cultures can evolve into great companies, whereas highly successful companies with bad cultures become toxic. Constantly revisit the alignment between your cultural values and what's needed to make the company successful today -and- in the future.

1. Conduct Quarterly Surveys to track your culture through an anonymous platform, like Google Forms, TINYpulse, MoodApp or SurveyMonkey and publish results. You should also be tracking how your employees feel about the company and the leadership team. We've compiled a comprehensive list of survey questions to help you get started on [page 27](#)
2. Seek out feedback through external channels like Glassdoor.
3. Host monthly coffee chats with different teammates.
4. Make the CEO available for monthly brown bag lunches open to all.
5. Continually improve your culture's performance by actively iterating on your rituals (use the feedback you get from your surveys to do this).



“
"No elementary phenomenon is a
real phenomenon until it is a
measured phenomenon."
-John Wheeler
Princeton University physicist
”

Final Thoughts

When it comes to culture, a little effort makes a big impact.

This manual has boiled down the most effective processes for building culture that also take the least amount of time.

Enacting a core number of these culture-building techniques now will save you 50X the time later, and let you devote more of your attention to your business objectives.

A good culture powered by strong values will always accelerate the success of the business, and never distract you from it. It will give you the best chance of making something great.

Don't get bored.

To build the right culture, you need to keep repeating your values while shipping and programming your culture. Don't worry if you feel like you're repeating yourself too much. You can't repeat your values enough.

Tie your Rituals tightly to your values.

Office yoga, warm cookies & free massages don't create culture if they don't support and reinforce your values.

Culture is scalable.

The more time you spend on culture in the up front the less time you'll spend trying to fix it in the long term. Participating in culture is like flossing: a few minutes of attention each day will save you from painful, costly, and time-consuming crises down the line.

Beyond the Founder.

As your culture scales you'll start to notice the formation of rituals independent of the Founders. Encourage this: it means your culture is scaling. Empower your team to celebrate your company's values in their own ways.

Appendix *Company Values: Brainstorm*

This section draws from a [Threads blog post](#).

Above and Beyond	Belonging	Completion	Decisiveness
Acceptance	Best	Composure	Dedication
Accessibility	Best People	Comprehensive	Delight
Accomplishment	Bold	Concentration	Democratic
Accountability	Boldness	Concern for Others	Dependability
Accuracy	Bravery	Confidence	Depth
Accurate	Brilliance	Confidential	Determination
Achievement	Brilliant	Confidentiality	Determined
Activity	Calm	Conformity	Development
Adaptability	Calmness	Connection	Devotion
Adventure	Candor	Consciousness	Devout
Adventurous	Capability	Consistency	Different
Affection	Capable	Content	Differentiation
Affective	Careful	Contentment	Dignity
Aggressive	Carefulness	Continuity	Diligence
Agility	Caring	Continuous Improvement	Direct
Aggressiveness	Certainty	Contribution	Directness
Alert	Challenge	Control	Discipline
Alertness	Change	Conviction	Discovery
Altruism	Character	Cooperation	Discretion
Ambition	Charity	Coordination	Diversity
Amusement	Cheerful	Cordiality	Dominance
Anti-Bureaucratic	Citizenship	Correct	Down-to-Earth
Anticipate	Clean	Courage	Dreaming
Anticipation	Cleanliness	Courtesy	Drive
Anti-Corporate	Clear	Craftiness	Duty
Appreciation	Clear-Minded	Craftsmanship	Eagerness
Approachability	Clever	Creation	Ease of Use
Approachable	Clients	Creative	Economy
Assertive	Collaboration	Creativity	Education
Assertiveness	Comfort	Credibility	Effective
Attention to Detail	Commitment	Cunning	Effectiveness
Attentive	Common Sense	Curiosity	Efficiency
Attentiveness	Communication	Customer Focus	Efficient
Availability	Community	Customer Satisfaction	Elegance
Available	Compassion	Customer Service	Empathy
Awareness	Competence	Customers	Employees
Balance	Competency	Daring	Empower
Beauty	Competition	Decency	Empowering
Being the Best	Competitive	Decisive	Encouragement

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Endurance	Foresight	Improvement	Meaning
Energy	Formal	Independence	Meekness
Engagement	Fortitude	Individuality	Mellow
Enjoyment	Freedom	Industry	Members
Entertainment	Fresh	Informal	Merit
Enthusiasm	Fresh Ideas	Innovation	Meritocracy
Entrepreneurship	Friendly	Innovative	Meticulous
Environment	Friendship	Inquisitive	Mindful
Equality	Frugality	Insight	Moderation
Equitable	Fun	Insightful	Modesty
Ethical	Generosity	Inspiration	Motivation
Exceed Expectations	Genius	Integrity	Mystery
Excellence	Giving	Intelligence	Neatness
Excitement	Global	Intensity	Nerve
Exciting	Goodness	International	No Bureaucracy
Exhilarating	Goodwill	Intuition	Obedience
Exuberance	Gratitude	Intuitive	Open
Experience	Great	Invention	Open-Minded
Expertise	Greatness	Investing	Openness
Exploration	Growth	Investment	Optimism
Explore	Guidance	Inviting	Order
Expressive	Happiness	Irreverence	Organization
Extrovert	Hard Work	Irreverent	Original
Fairness	Harmony	Joy	Originality
Faith	Health	Justice	Outrageous
Faithfulness	Heart	Kindness	Partnership
Family	Helpful	Knowledge	Passion
Family Atmosphere	Heroism	Leadership	Patience
Famous	History	Learning	Patient-Centered
Fashion	Holiness	Legal	Patient-Focused
Fast	Honesty	Level-Headed	Patients
Fearless	Honor	Liberty	Patient-Satisfaction
Ferocious	Hope	Listening	Patriotism
Fidelity	Hopeful	Lively	Peace
Fierce	Hospitality	Local	People
Firm	Humble	Logic	Perception
Fitness	Humility	Longevity	Perceptive
Flair	Humor	Love	Perfection
Flexibility	Hygiene	Loyalty	Performance
Flexible	Imagination	Mastery	Perseverance
Fluency	Impact	Maturity	Persistence
Focus	Impartial	Maximizing	Personal Development
Focus on Future	Impious	Maximum Utilization	Personal Growth

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Persuasive	Refined	Shared Prosperity	Training
Philanthropy	Reflection	Sharing	Tranquility
Play	Relationships	Shrewd	Transparency
Playfulness	Relaxation	Significance	Trust
Pleasantness	Reliability	Silence	Trustworthy
Poise	Reliable	Silliness	Truth
Polish	Resilience	Simplicity	Understanding
Popularity	Resolute	Sincerity	Unflappable
Positive	Resolution	Skill	Unique
Potency	Resolve	Skillfulness	Uniqueness
Potential	Resourceful	Smart	Unity
Power	Resourcefulness	Solitude	Universal
Powerful	Respect	Speed	Useful
Practical	Respect for Others	Spirit	Utility
Pragmatic	Respect for the Individual	Spirituality	Valor
Precise	Responsibility	Spontaneous	Value
Precision	Responsiveness	Stability	Value Creation
Prepared	Rest	Standardization	Variety
Preservation	Restraint	Status	Victorious
Pride	Results	Stealth	Victory
Privacy	Results-Oriented	Stewardship	Vigor
Proactive	Reverence	Strength	Virtue
Proactively	Rigor	Structure	Vision
Productivity	Risk	Succeed	Vital
Profane	Risk Taking	Success	Vitality
Professionalism	Rule of Law	Support	Warmth
Profitability	Sacrifice	Surprise	Watchful
Profits	Safety	Sustainability	Watchfulness
Progress	Sanitary	Sympathy	Wealth
Prosperity	Satisfaction	Synergy	Welcoming
Prudence	Security	Systemization	Willfulness
Punctuality	Self Awareness	Talent	Winning
Purity	Self Motivation	Teamwork	Wisdom
Pursue	Self Responsibility	Temperance	Wonder
Pursuit	Self-Control	Thankful	Worldwide
Quality	Self-Directed	Thorough	Work/Life Balance
Quality of Work	Selfless	Thoughtful	
Rational	Self-Reliance	Timeliness	
Real	Sense of Humor	Timely	
Realistic	Sensitivity	Tolerance	
Reason	Serenity	Tough	
Recognition	Serious	Toughness	
Recreation	Service	Traditional	

Company Values: Examples

Facebook

- Focus on impact
- Move fast
- Be bold
- Be open
- Build social value

Genentech

- Passion means we use our drive and commitment to energize, engage and inspire others.
- Courage means we are entrepreneurial and thus take risks, reach beyond boundaries and experiment.
- Integrity means we are consistently open, honest, ethical and genuine.

Google

- Focus on the user and all else will follow.
- It's best to do one thing really, really well.
- Fast is better than slow.
- Democracy on the web works.
- You don't need to be at your desk to need an answer.
- You can make money without doing evil.
- There's always more information out there.
- The need for information crosses all borders.
- You can be serious without a suit.
- Great just isn't good enough.

Netflix

Judgement

- You make wise decisions (people, technical, business, and creative) despite ambiguity
- You identify root causes, and get beyond treating symptoms
- You think strategically, and can articulate what you are, and are not, trying to do
- You smartly separate what must be done well now, and what can be improved later

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Communication

- You listen well, instead of reacting fast, so you can better understand
- You are concise and articulate in speech and writing
- You treat people with respect independent of their status or disagreement with you
- You maintain calm poise in stressful situations

Impact

- You accomplish amazing amounts of important work
- You demonstrate consistently strong performance so colleagues can rely upon you
- You focus on great results rather than on process
- You exhibit bias to action, and avoid analysis paralysis

Curiosity

- You learn rapidly and eagerly
- You seek to understand our strategy, market, subscribers, and suppliers
- You are broadly knowledgeable about business, technology and entertainment
- You contribute effectively outside of your specialty

Innovation

- You reconceptualize issues to discover practical solutions to hard problems
- You challenge prevailing assumptions when warranted, and suggest better approaches
- You create new ideas that prove useful
- You keep us nimble by minimizing complexity and finding time to simplify

Courage

- You say what you think even if it is controversial
- You make tough decisions without excessive agonizing
- You take smart risks
- You question actions inconsistent with our values

Passion

- You inspire others with your thirst for excellence
- You care intensely about Netflix' success
- You celebrate wins
- You are tenacious

Honesty

- You are known for candor and directness
- You are non-political when you disagree with others
- You only say things about fellow employees you will say to their face
- You are quick to admit mistakes

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Selflessness

- You seek what is best for Netflix, rather than best for yourself or your group
- You are ego less when searching for the best ideas
- You make time to help colleagues
- You share information openly and proactively

Rackspace

- Fanatical Support in all we do.
- Results first, substance over flash.
- Committed to Greatness
- Full Disclosure and Transparency
- Passion for our Work
- Treat fellow Rackers like Friends and Family

Twitter

- Grow our business in a way that makes us proud.
- Recognize that passion and personality matter.
- Communicate fearlessly to build trust.
- Defend and respect the user's voice.
- Reach every person on the planet.
- Innovate through experimentation.
- Seek diverse perspectives.
- Be rigorous. Get it right.
- Simplify.
- Ship it.

Virgin Airlines

- We think customer
- We lead the way
- We do the right thing
- We are determined to deliver
- Together we make the difference

Warby Parker

- Treat customers the way we'd like to be treated.
- Create an environment where employees can think big, have fun, and do good.
- Get out there.

Squarespace

- Purpose: Giving voice to ideas.
- Be your own customer
- Empower individuals
- Design is not a luxury
- Good work takes time
- Optimize towards ideals
- Simplify

Starbucks

- Creating a culture of warmth and belonging, where everyone is welcome.
- Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
- Being present, connecting with transparency, dignity and respect.
- Delivering our very best in all we do, holding ourselves accountable for results.

Zappos

- Deliver WOW Through Service
- Embrace and Drive Change
- Create Fun and A Little Weirdness
- Be Adventurous, Creative, and Open-Minded
- Pursue Growth and Learning
- Build Open and Honest Relationships With Communication
- Build a Positive Team and Family Spirit
- Do More With Less
- Be Passionate and Determined
- Be Humble

Atlassian

Purpose: Helping teams everywhere change the world through the power of software

- Open company, no bullshit
- Build with heart and balance
- Don't #@!% the customer
- Play, as a team
- Be the change you seek

Cirrus Logic

Purpose: First Choice in Signal Processing Components

- Continuous Improvement
- Innovation
- Integrity
- Communication
- Job Satisfaction

Infusionsoft

Purpose: We help small businesses thrive with sales and marketing software built for them.

- We empower entrepreneurs.
- We listen, we care, we serve.
- We do what we say we'll do.
- We practice open, real communication.
- We face challenges with optimism.
- We check our egos at the door.
- We innovate and constantly improve.
- We do the right thing.
- We believe in people and their dreams

Clif Bar

Purpose: to help create a healthier, more just and sustainable food system.

- Connect
- Organic
- Restore
- Ethical

Accenture

- Stewardship
- The Best People
- Client Value Creation
- One Global Network
- Respect for the Individual
- Integrity

Adidas

- Performance: Sport is the foundation for all we do and executional excellence is a core value of our Group.
- Passion: Passion is at the heart of our company. We are continuously moving forward, innovating, and improving.
- Integrity: We are honest, open, ethical, and fair. People trust us to adhere to our word.
- Diversity: We know it takes people with different ideas, strengths, interests, and cultural backgrounds to make our company succeed. We encourage healthy debate and differences of opinion.

Adobe

- Genuine.
- Exceptional.
- Innovative.
- Involved.

American Express

- Customer Commitment
- Quality
- Integrity
- Teamwork
- Respect for People
- Good Citizenship
- A Will to Win
- Personal Accountability

Ben and Jerry's Ice Cream

- We strive to minimize our negative impact on the environment.
- We strive to show a deep respect for human beings inside and outside our company and for the communities in which they live.
- We seek and support nonviolent ways to achieve peace and justice. We believe government resources are more productively used in meeting human needs than in building and maintaining weapons systems.
- We strive to create economic opportunities for those who have been denied them and to advance new models of economic justice that are sustainable and replicable.
- We support sustainable and safe methods of food production that reduce environmental degradation, maintain the productivity of the land over time, and support the economic viability of family farms and rural communities.

Quarterly Culture Surveys

This section draws from a TINYpulse [blog post](#).

To keep a pulse on your company's culture and make data-driven decisions, send out a company-wide survey once a quarter. Your survey can be broken into three areas:

1) Values survey:

List all the values that you have and ask: "On a scale of 1-5 (or 1-7 or 1-10), how well do you think this company lives up to its corporate values?". Track the responses longitudinally so you can take note of any increases or declines.

2) Pulse survey:

Choose 5-8 questions to measure how employees feel about the company, leadership team, and more generally. Here are some TINYpulse survey question examples:

How Employees Generally Feel

- What do you like most about working here?
- Do you feel connected to your coworkers?
- In the past two months, have you interviewed for another job?
- What was the number one reason you joined our organization?
- Are you excited about your job?
- On a scale of 1 to 10, how happy are you at work?
- What do you wish to get accomplished in life?
- What did you like best about your previous employer?
- Do you feel like your role here has a purpose?
- Have you accomplished your goals in the last six months?
- How likely would you leave this organization if another company offered you a 5% raise?
- What kind of training would you like to receive to help you accomplish your career goals?
- Do you feel like coworkers respect each other here?
- On a scale of 1 to 10, how challenged do you on a daily basis at work?
- What's your most recent accomplishment at work?
- If you were to leave this organization tomorrow, what would the reason be?
- On a scale of 1 to 10, how would you rate your work-life balance?
- What motivates you to go above and beyond at work?
- Do you believe we give authentic recognition in the workplace?
- Do you feel like you're progressing professionally at this organization?

How Employees Feel About the Company

- Would you recommend this company as a good place to work?
- Do you know the company's mission?
- Do you understand what it will take for the company to be successful?
- Do you have fun working here?
- What do you think is our company's biggest strength that we should be focusing on? Do you believe our organization have a higher purpose than money?
- How transparent are we when it comes to the company's performance?
- What do you think is one process that we can improve here?
- Do you think our organization supports you in your professional development?
- What is one word that describes our culture?
- What does our culture value most?
- What are some ways that we can improve communication at our organization?
- What drives you crazy here?
- With eyes closed, can you recite our organizational values?
- What's one thing you'd like to see us continue doing here?
- If you had to describe your company as an animal, what animal would it be and why?
- How effective are our team-building activities?
- Would you refer someone to work here?
- What do you see in our organization's future?
- Was your onboarding experience effective?
- Are we a better organization now than we were 6 months ago?
- Are you proud to work for our organization?
- What potential hazards do you think can put us out of business?
- If your organization had a theme song, what would it be and why?

How Employees Feel About the Leadership Team

- Does your manager give you clear direction?
- Has a manager given you any recognition in the past month?
- On a scale of 1 to 10, how good is your direct supervisor at recognizing your contributions at work?
- Does your management team set clear goals?
- How well does your supervisor support your developmental goals?
- Do you feel comfortable providing upward feedback to your supervisor?
- Do you believe the management team is all on the same page?
- If they were making a movie about your organization, which actor or actress should play your CEO and why?
- Do you feel respected by your direct supervisor?
- Have you seen any positive change since we started collecting employee feedback?
- How transparent is the management team?
- If your direct supervisor was an animal, what would he or she be?

Open question:

- Leave an open text field for employees to ask any question they want. Don't be surprised if the employees mostly comment about the snacks, the toilets, or the elevator. That means things are going well, most likely.

About NFX:

NFX is an early stage venture firm based in San Francisco, founded by 3 entrepreneurs who together started 10 companies that exited for >\$10 Billion.

We are a venture firm for entrepreneurs, by entrepreneurs. When we invest, Founders have access to our entire team - not just one partner. To extend the power of the network, we also build software and distribute insights. All of these things have one driving force: to help Founders see what others do not.

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