

iONEERS'

GUIDING PRINCIPLES





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Our guiding principles represent the behaviors, mindsets, and ways of working that we know are essential to achieving our business goals and being a winning team. They're not just words on a page – they're the foundation of how we show up every day, how we collaborate with each other, and how we make decisions, big and small. Whether we're in a meeting, solving a problem, or supporting a teammate, these principles guide our actions and help shape a culture we're proud to be part of.

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Bias for Action

Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk-taking.

Behaviors:

- Make decisions quickly when the situation supports action instead of waiting for perfect certainty.
- Take ownership of problems and move forward instead of getting stuck in analysis paralysis.
- Encourage fast experimentation and iterate based on results rather than over-planning.



Deliver Results

Execution matters. Get things done and produce measurable outcomes. Drive towards shared goals with focus and urgency.

Behaviors:

- Set clear objectives with deadlines and track progress relentlessly.
- Follow through on commitments, ensuring completion rather than just effort.
- Hold yourself and others accountable for delivering results.



Apply Critical Thinking

Challenge assumptions. Base decisions on facts, data, and logic. Seek out diverse perspectives, listen actively, and refine your thinking through constructive debate.

Behaviors:

- Use data and evidence to support your decisions instead of relying on gut feelings.
- Ask “why” multiple times to get to the root cause of an issue.
- Engage in discussions with people who have different viewpoints to strengthen your perspective.



Start with the Customer and Work Backwards

Make it clear to yourself who your customer is who you aim to serve. Seek deeper understanding of the customer's needs and strive towards earning and keeping the customer's trust.

Behaviors:

- Regularly gather feedback from customers and incorporate it into your work.
- Anticipate customer needs before they articulate them.
- Prioritize long-term customer relationships over short-term wins.



Be Frugal

Constraints breed creativity. Leverage resourcefulness, efficiency, and ingenuity to maximize impact. There are no extra points for growing headcount, budget size, or fixed expenses.

Behaviors:

- Find a way to automate repetitive tasks.
- Identify cost-effective alternatives without sacrificing quality.
- Solve problems with available resources rather than waiting for additional support.



Build Resilience

Expect challenges. Adapt. Overcome. Grow stronger from setbacks. Asking for help is a mark of strength, not weakness.

Behaviors:

- Stay solution-focused rather than dwelling on problems.
- Learn from setbacks and apply those lessons moving forward.
- Seek support when needed and offer support to others.



Take Ownership

Be fully responsible and truly own the outcomes of your work.
Act on behalf of the entire company, beyond just your own team.

Behaviors:

- Take responsibility for your work, success or failure.
- Admit mistakes openly and work quickly to correct them.
- Think beyond your own role and contribute to broader company success.



Prioritize Effectively

Focus on what matters most. Eliminate distractions.
Make tough calls about what not to do and commit fully to execution.

Behaviors:

- Break work into high-impact versus low-impact tasks and focus on what moves the needle.
- Say no to low-priority requests that do not align with the company goals.
- Reevaluate priorities regularly to stay aligned with the company's strategy.



Provide Structure

Know your audience. Communicate with clarity and precision.
Set clear expectations and timelines.

Behaviors:

- Organize meetings with a clear agenda and objectives.
- Document and share decisions, responsibilities, and next steps after discussions.
- Keep communication concise and to the point.



Manage Expectations

Be honest and direct. Align on responsibilities, timelines, and outcomes to prevent misunderstandings.

Behaviors:

- Set realistic deadlines and communicate any changes proactively.
- Ensure alignment with stakeholders at all times.
- Be transparent when challenges arise and propose solutions.



Communicate Effectively

Speak and write with clarity. Adapt your message to your audience.

Behaviors:

- Use clear language instead of jargon.
- Adjust your message depending on whether you're talking to customers or peers.
- Ask for feedback on your communication to continuously improve.



Disagree and Commit

Respectfully challenge decisions when you disagree, even when doing so is uncomfortable. Once a decision is determined, commit wholly.

Behaviors:

- Speak up in meetings when you disagree, providing logical reasoning.
- Once a decision is made, support it fully even if it wasn't your preferred choice.
- Encourage constructive debate rather than avoiding difficult conversations.



Champion Diversity, Equity Inclusion & Belonging (DEIB)

Foster an inclusive environment where everyone has equal opportunities. Contribute to creating a safe and diverse workplace where all contributions are valued.

Behaviors:

- Actively invite and welcome input from diverse voices.
- Call out and address biases or exclusionary behaviors.
- Ensure equal opportunities for everyone to contribute and grow.



Build Trust

Be transparent. Be honest. Speak candidly while respecting others. Listen actively in direct interactions. Trust is earned through consistency and integrity.

Behaviors:

- Follow through on commitments and be reliable.
- Address issues directly rather than gossiping or avoiding them.
- Assume positive intent but verify through open discussions.



Inspire, Engage, and Have Fun

Set a bold vision. Actively seek interaction. Energize those around you. Inspire customers and teammates alike. Bring enthusiasm to your work—and make it enjoyable for others.

Behaviors:

- Recognize and celebrate wins, both big and small.
- Encourage creativity and innovation in others.
- Maintain a positive and motivating attitude, even in challenging situations.



Put the Team First

No egos. Success is a team effort. Prioritize collective wins over personal recognition.

Behaviors:

- Share credit generously rather than seeking personal glory.
- Support teammates when they need help, even if it's outside your role.
- Encourage a collaborative mindset by actively engaging in teamwork.



Master Self-Awareness and Self-Regulation

Understand the importance of self-awareness and self-regulation. Know your strengths and weaknesses. Stay composed under pressure. Always be growing.

Behaviors:

- Seek and apply feedback to improve.
- Stay calm and solution-oriented during high-pressure situations.
- Recognize personal triggers and manage reactions professionally.



Commit to Continuous Learning

Stay curious. Seek knowledge. Share what you learn. Be relentless in your pursuit of growth.

Behaviors:

- Set personal learning goals and track progress.
- Engage in training, workshops, or self-learning activities.
- Mentor or coach others to help them grow.



Cultivate Goodness

Make a positive impact. Raise the bar. Strive to make better, do better, and be better for the customer, the employees, the partners, and the world at large. Leave things better than you found them.

Behaviors:

- Take ethical considerations into account in all decisions.
- Look for opportunities to make processes, products, or culture better.
- Be mindful of your impact on colleagues, customers, and the community.



Dive Deep

When needed, we take the time to thoroughly understand the root of a problem. We balance speed with diligence, knowing when a surface-level understanding is enough and when a deeper investigation is critical to make the right decisions or build the right solution. Curiosity, critical thinking, and a bias for clarity guide our deep dives.

Behaviors:

- Ask probing questions and seek context when things don't add up.
- Investigate beyond the surface when quality, accuracy, or long-term outcomes are at risk.
- Stay connected to the details without getting lost in them—know when to zoom in and when to step back.



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