



Manifesto



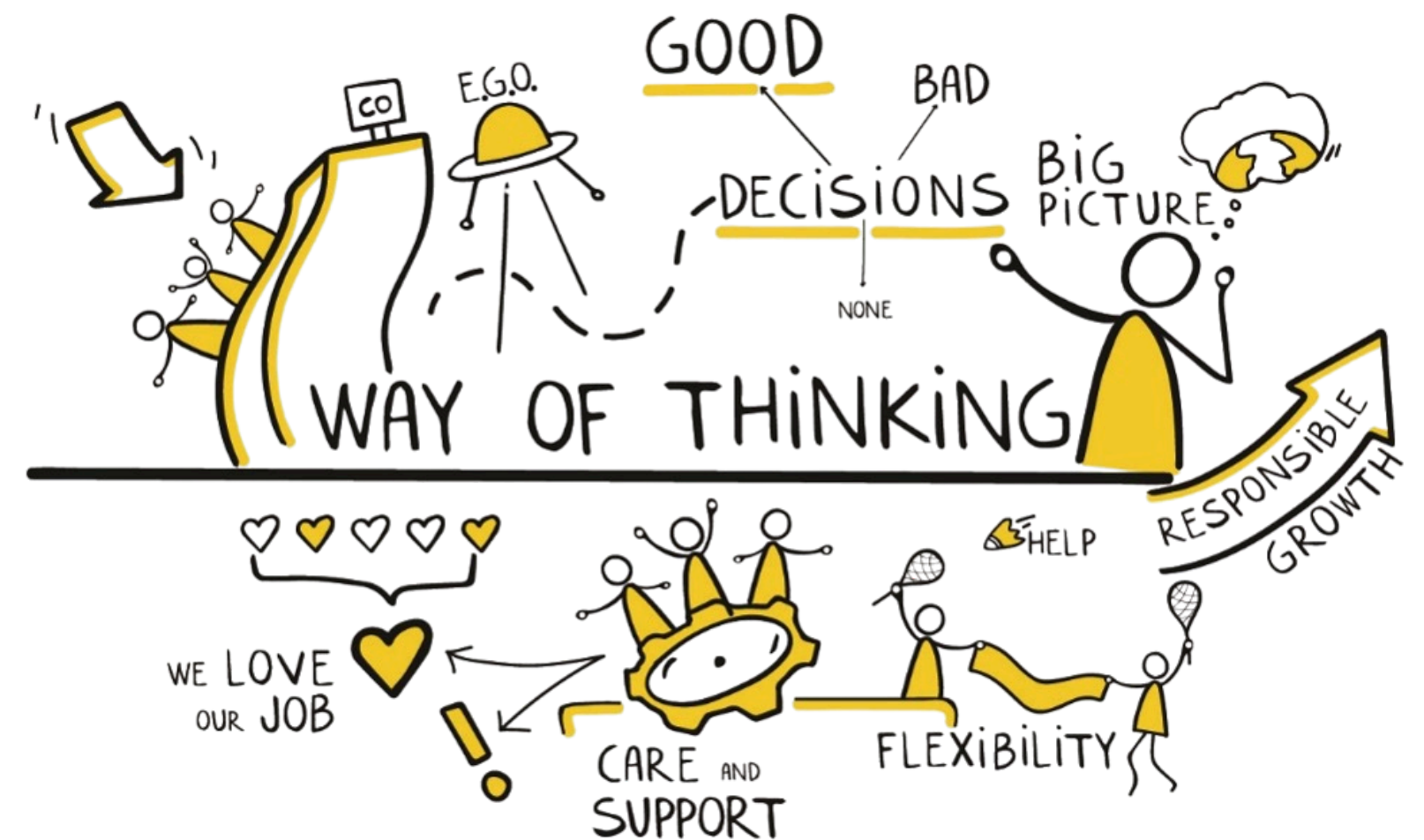
How we communicate and give feedback

- **We are transparent.** We refrain from sharing info only when is contractually or legally required, when making info public would harm or it is not entirely ours to share.
- **Transparency is not democracy.** Transparency is about being open, not making decisions by consensus. We each have a voice, but not always a vote.
- **We speak our mind.** We give each other feedback, we encourage open communication, not gossips.
- **We leave the drama for the llama.** We focus on finding solutions to problems. Not problems to solutions.
- **We avoid "the drama triangle":** victim-rescuer-persecutor. We play an active role in addressing our needs.
- **Arguments matter.** We take decisions based on facts, not assumptions.
- **We give the benefit of the doubt before assuming.** We challenge assumptions, including ours.
- **We trust each other.** We come to work with the best of intentions.
- **Feedback** is not a weapon; it is **a tool that helps us grow.**
- **We appreciate each other**, and we are proactive in showing this.
- **We try not to generalize.** "always", "ever", "never", are rarely used.



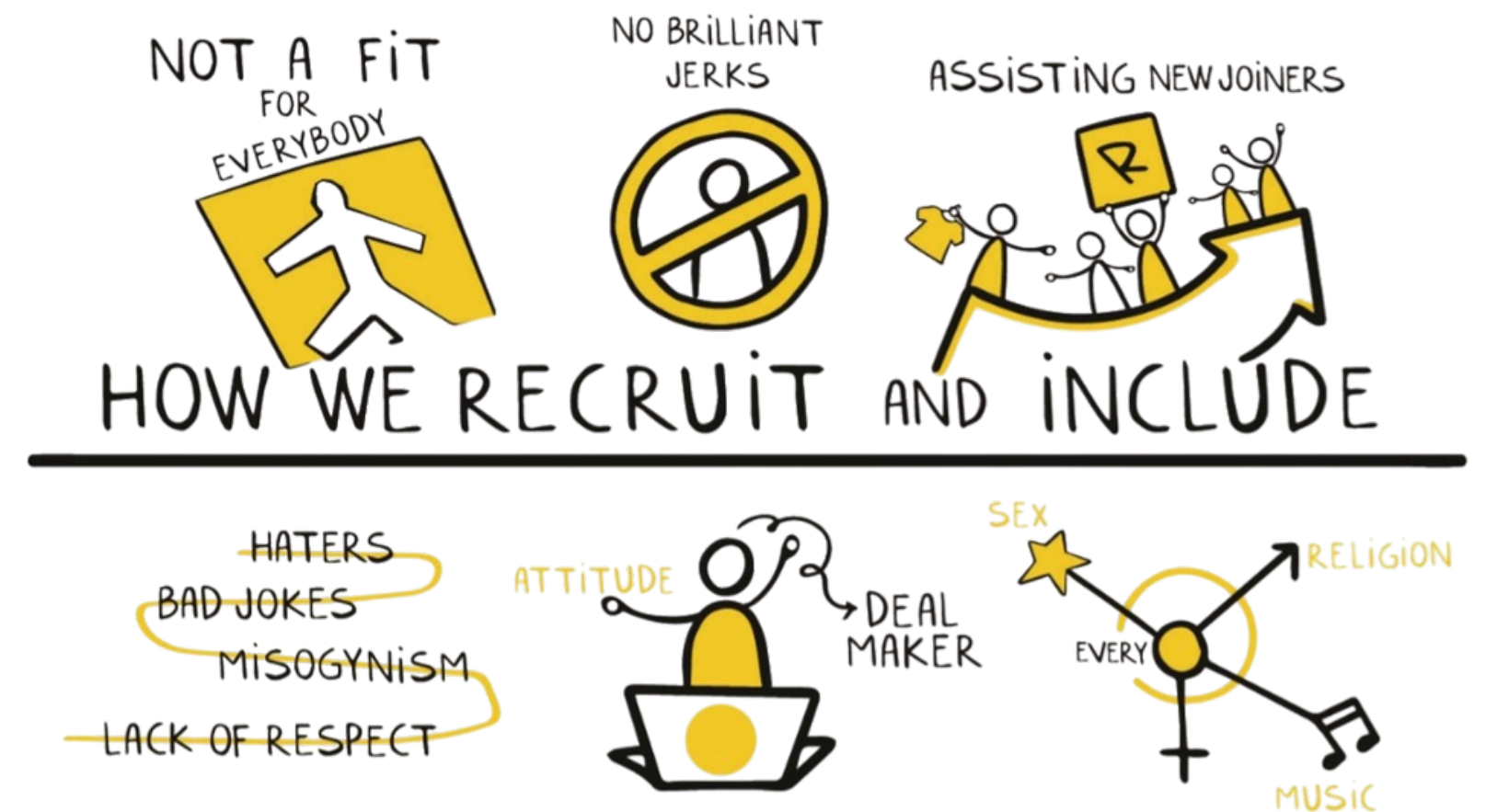
How we think

- The company is not an abstract identity. **The company is us.**
- We don't let our **ego hijack** our decision-making process.
- **We think about the big picture** and the long term when making decisions.
- A **good enough decision** is better than no decision at all.
A bad decision is better than no decision.
- **We love our job**, even though we don't like it every day.
- There are **things we love to do** and **things we have to do**.
- **We care about our wellbeing** and we support each other in the process, but it is also our individual responsibility.
- **We offer and expect flexibility** - it is not something that we take for granted.
- **We offer, get and ask for help.**
- **We are responsible for our growth.** Learning does not happen only from 9 to 5. We are committed to improving ourselves.



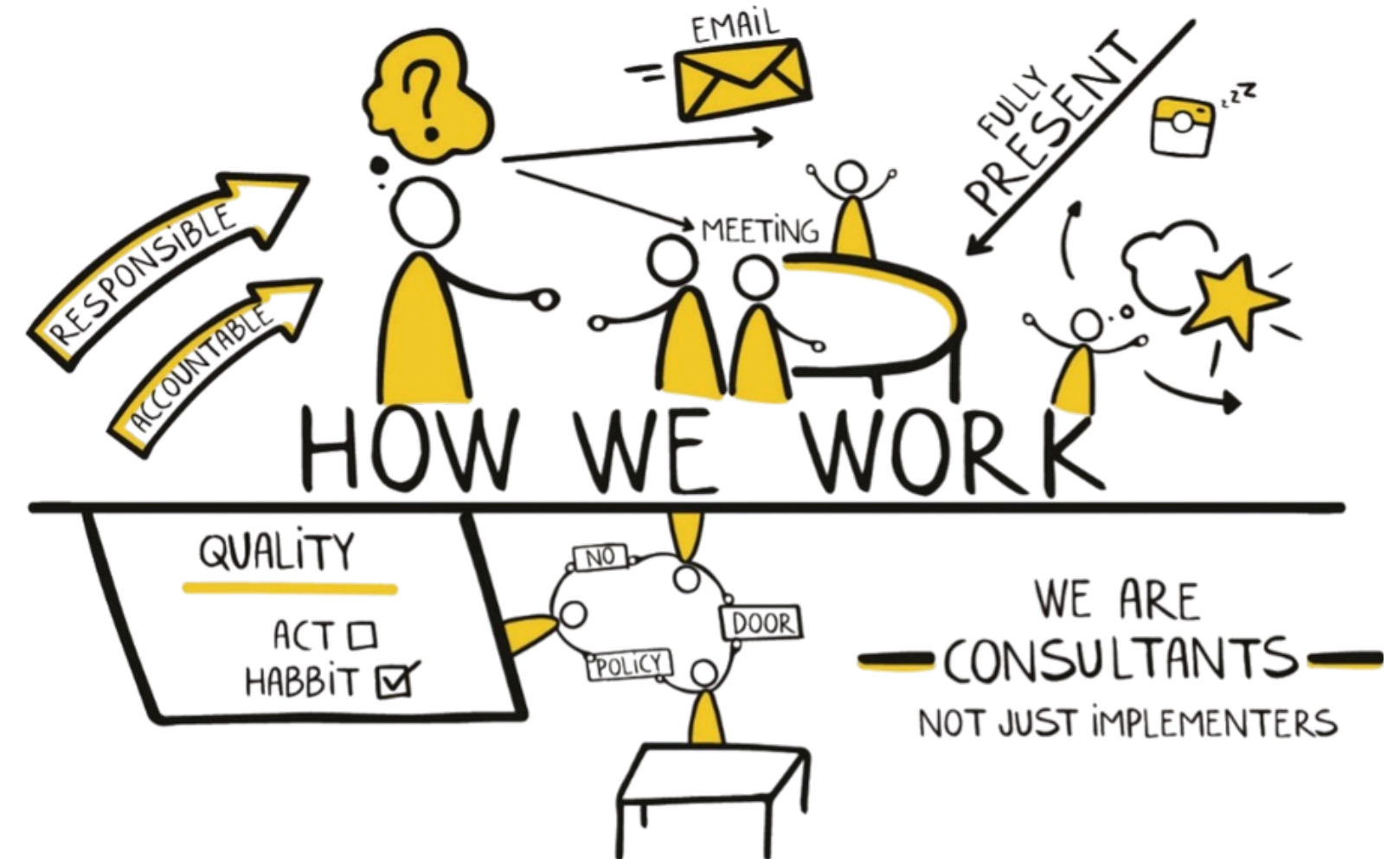
How we recruit & include

- We are **not fit for everybody**, and **not everybody is fit for us**.
- **Assisting new joiners** in becoming Rebels is everyone's job.
- Technical skills matter, and **attitude is a deal-maker**.
- **We do not go along with haters**, bad jokes, misogyny and lack of respect.
- We do not stand for **brilliant jerks**.
- **We are a company of every sex, religion, food and music taste.**



How we work

- We are all accountable and **responsible for our work**.
- Timesheets, feedback forms and other **company policies are not optional**.
- We are **fully present during our meetings**. Instagram can wait.
- “If this meeting could have been an email”, email!
- **Quality** is not an act; it is **a habit**.
- Anyone can reach anyone in the company. It's not an open-door policy. **It's a no door policy**.
- We add value by understanding the problem and coming up with solutions. **We are consultants, not just implementers**.



How we inspire

- We choose **the right way, not the comfortable way**.
- We **walk the talk**.
- We often **reflect on our own actions** and know our strong and weak points.
- We **act in a way that makes us proud** to see others act like.
- As leaders, we run regular one to ones and we **act as coaches**.
- We often show and talk about **the bigger picture** and the greater scope.
- We set and work at **high-level standards**.
- We **position ourselves as support** and assistance.
- We **treat others** and their ideas **with respect**.
- We **admit failure**.
- We **keep our commitments** and we follow up on things.
- We are **on-board with the team's final decision**, even if we don't always agree with it.
- All work and no **fun** makes us dull Rebels.

