



skyline
BRANDS

CULTURE
CODE

Whether planned or not, all
companies have a culture.

SO WHY NOT

**CREATE A
CULTURE
WE LOVE**

Culture is to recruiting as product is to marketing

Customers are more easily attracted
with a **great product**.

Talented people are more easily
attracted with a **great culture**.

Culture doesn't just help
attract amazing people,
it **amplifies** their abilities and
helps them do their best work.

As an observation...

PEOPLE HAVE DRAMATICALLY

CHANGED HOW THEY LIVE AND WORK

	THEN	NOW
FOCUS	Pension	Purpose
NEED	Good Boss	Great Colleagues
HOURS	9-5	Whenever
WORKPLACE	Office	Wherever
TENURE	Whole Career	Whatever

This document is
part manifesto and
part employee handbook

It's part who we are and
part **who we aspire to be.**

There are
5 ATTRIBUTES
that we value in people.

HUMBLE

Self aware & respectful.

When things go well,
humble people tend to
share the credit.

When things go poorly,
they tend to
shoulder the responsibility.

EMPATHETIC

Goes beyond **understanding**
another persons perspective.

Acts with compassion and respect
for customers, partners and colleagues.

ADAPTABLE

Innately curious
and constantly changing

Life-long learner.

REMARK•ABLE

worthy of being remarked upon*

Stands out by being:

Remarkably helpful.

Remarkably resourceful.

Remarkably **effective**.

EFFECTIVE PEOPLE

Are predisposed to action.
They **just do things**.

Have a sense of **ownership**.

Are **resourceful** and always
looking for leverage.

TRANSPARENT

Open and honest with others and with themselves

This is not about sharing
personal information

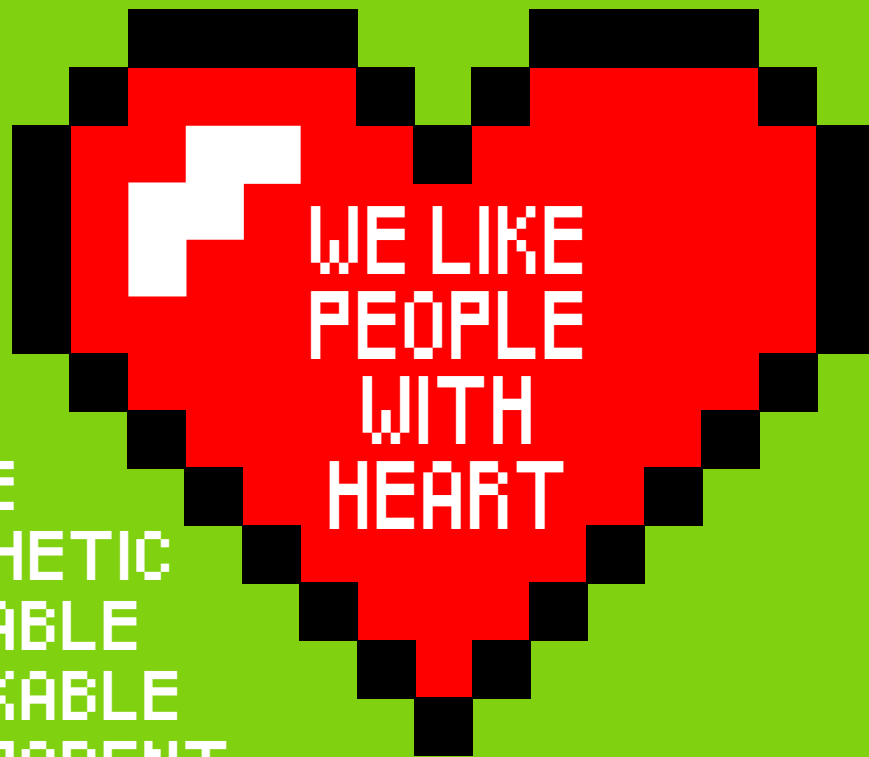
This is about **sharing knowledge**
generously

SHARING IS CARING

Effective communication should not be just from the team managers, it has to be throughout the management line, right from the CEO to middle managers to freshly hired employees.

Treat people with **respect** independent of their status or disagreement with you.

Maintain **calm** poise in stressful situations.



HUMBLE
EMPATHETIC
ADAPTABLE
REMARKABLE
TRANSPARENT



BE DIFFERENT

Dare to be different and question the status quo

One of the most important
ways we try to be different:
THINK SIMPLE.

Conventional wisdom suggests more is better. More bells, more whistles

We believe **simplicity** is a competitive advantage.

things usually start
simple.



A large iceberg floats in a dark blue ocean under a cloudy sky. The visible tip is jagged and white, while the submerged portion is a massive, flat-topped block of ice, illustrating the concept of hidden complexity.

Complexity
quietly creeps in.

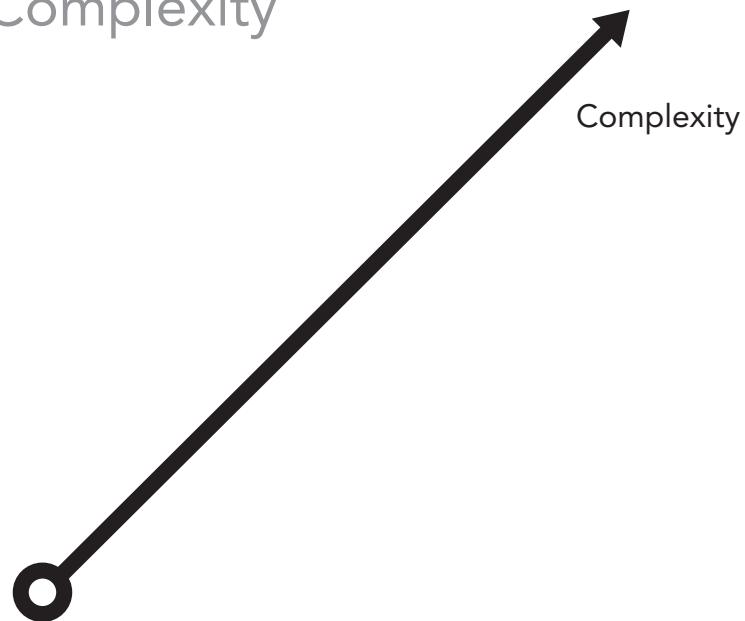
It's **toll** lies
below the surface

Why does complexity creep in?

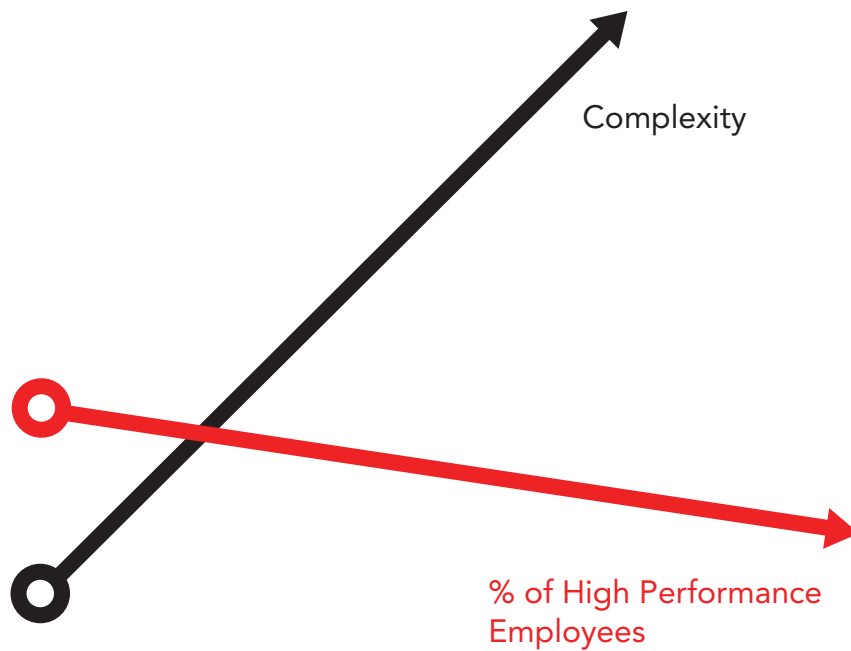
It's often the quick, seductive answer to short-term issues.

Fighting for simplicity and looking to the long-term takes courage and commitment.

Company Growth
Increases Complexity

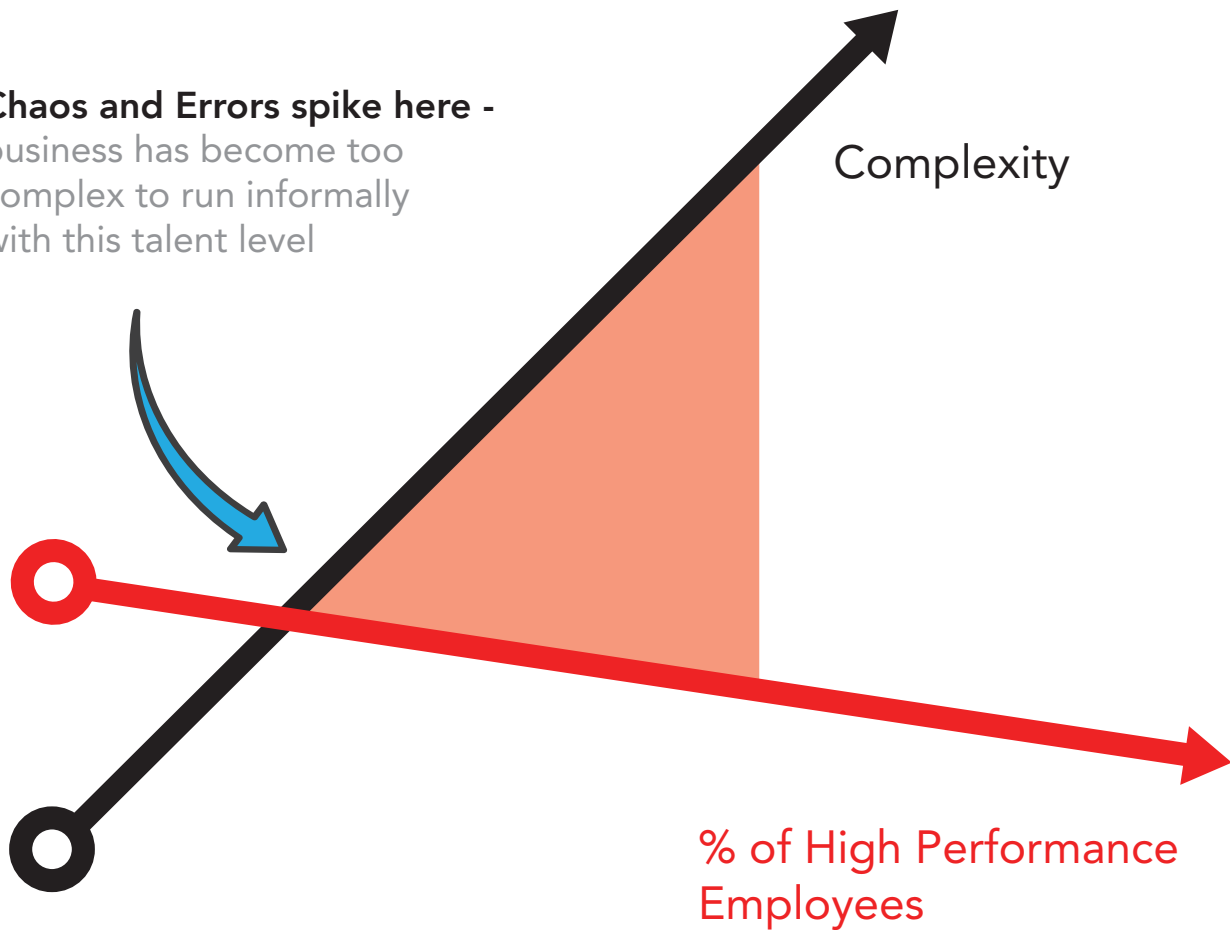


Growth Also Often
Shrinks Talent Density

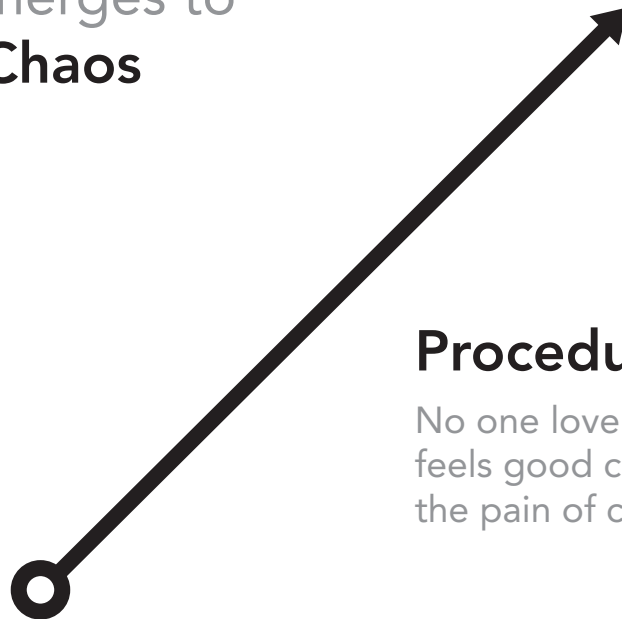


CHAOS Emerges

Chaos and Errors spike here -
business has become too
complex to run informally
with this talent level



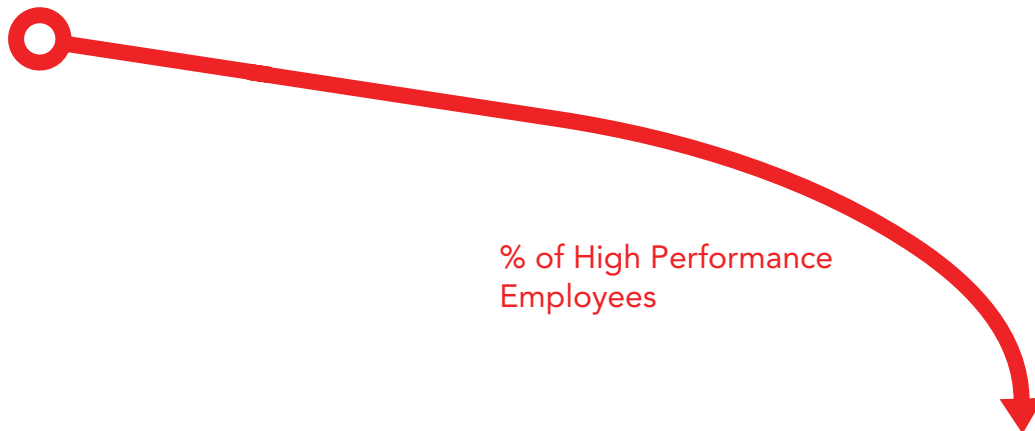
Process Emerges to
Stop the Chaos



Procedures

No one love process, but
feels good compared to
the pain of chaos

Process-focus **Drives**
More **Talent Out**



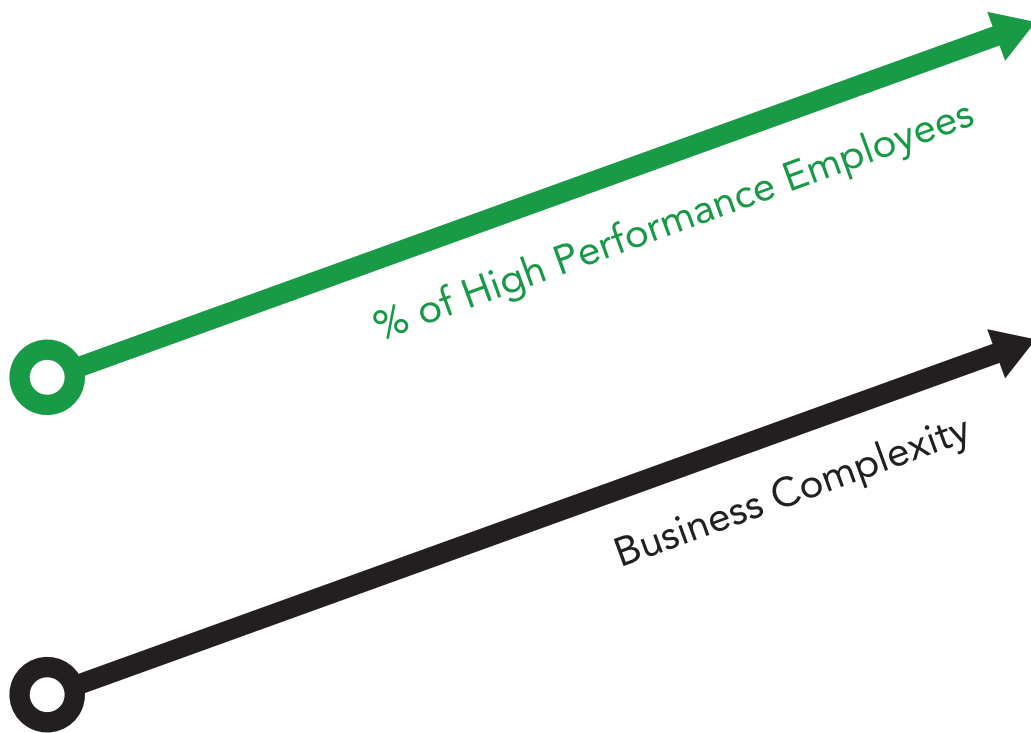
% of High Performance
Employees

Avoid Chaos as you Grow with
Ever More **High Performance**
People.

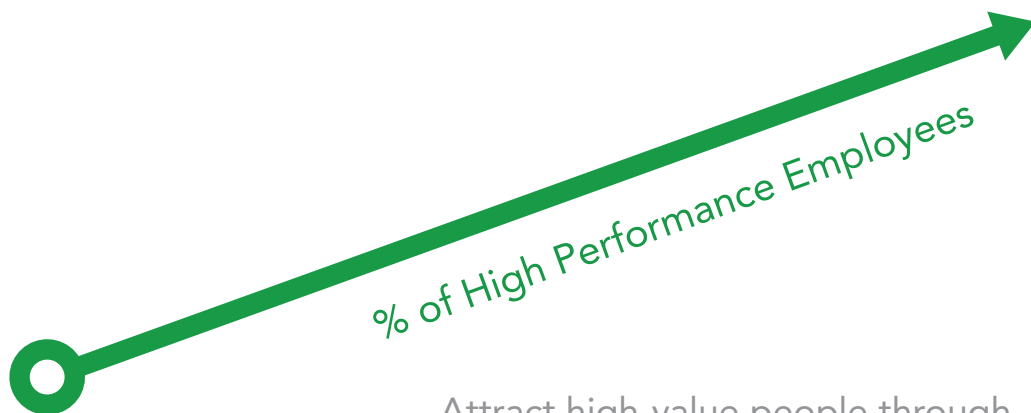
- Not with Rules

THE KEY:

Increase Talent Density
faster than Complexity Grows

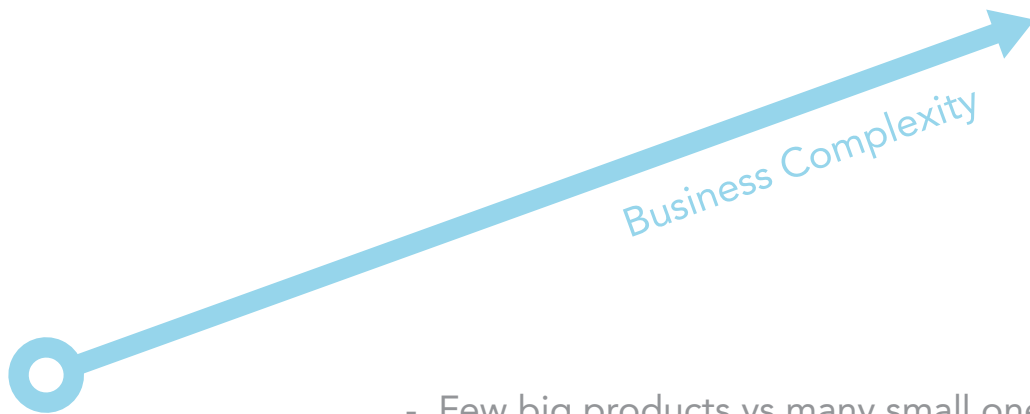


INCREASE TALENT DENSITY



- Attract high-value people through freedom to make big impact
- Be demanding about high performance culture

MINIMIZE COMPLEXITY GROWTH



- Few big products vs many small ones
- Eliminate distracting complexity
- Be wary of efficiency optimizations that increase complexity and rigidity

Responsible people
THRIVE on Freedom,
and are **WORTHY** of
Freedom

We **DON'T** have
pages of policies
and procedures



Instead we have a
3-word policy on just
about everything:

**USE
GOOD
JUDGEMENT**

- Social Media Policy
- Travel Policy
- Sick Day Policy
- Work from home during a blizzard policy

Our policy on all these (and most other) things:

**USE
GOOD
JUDGEMENT**

Our **Key** on Good Judgment:

customer > team > individual

team > individual

Don't solve for your personal interests to the detriment of the team.

customer > company

When in doubt, favor solving for the customers' interest over our own.

Results matter more
than the number of
Hours we work.



Flexible hours create an
environment that produces
better **Results.**



FREEDOM IS NOT ABSOLUTE

Like “free speech”
there are some
limited exceptions to
“freedom at work”

TYPES OF NECESSARY POLICIES

Ask your manager for
department specific policies

Workplace Environment

Do unto others as you would wish upon yourself.

Always remember the 5 Attributes in our team members
(Humble, Empathetic, Adaptable, Remarkable, & Transparent.)

Use good judgement.

Flexible Work Hours

Our company hours are 10am to 4pm, Monday through Friday.
Actual operating hours are from 9a-6p Mon-Fri for both
warehouse and office duties. Schedules should be coordinated
internally to ensure full coverage of both locations.

Dress, Hygiene, & Self Grooming Standard

While we have a casual environment, please be aware that
clients may come to visit our office so keep it professional.
Basic hygiene & self-grooming standards should be followed.

Responsible Vacation

Time away from work can be extremely healthy to maintain a work/life balance. We don't frown on people taking time off, but rather encourage that people take care of themselves and others by having some time away. Especially if you notice that your co-worker is working long hours over a sustained period.

It is important for us to take a step back to recognize and acknowledge the feelings of being "burned out." We are not as effective or efficient when we work long hours, miss meals or forego nurturing our personal lives for sustained periods of time. If you feel yourself or notice someone on your team experiencing burnout, be sure to address it right away. If you, your peers or your direct reports are showing signs of burnout, you should take time out to focus on things that relax you and improve your overall health and welfare. Burnout can cause adverse effects on your body and on your work, so take care of yourself!

You don't need to worry about taking time off to go to the gym, take a nap, go grocery shopping, doing household chores, helping someone, taking care of a loved one, etc. If something comes up or takes longer than expected and you have urgent tasks and you're able to communicate, just ensure the rest of the team knows and someone can pick up any urgent tasks.

Always make sure that your job responsibilities are covered while you are away.

Requesting Vacation

To begin the PTO Process, simply open up your Microsoft Outlook Calendar and on the Home tab click New Meeting. Then select the Start and End times of your PTO, while including clicking All Day Event. Add the rest of the Skyline Team in the To: line, and click Send! Please also remember to turn on your out of office message and include contact details of a co-worker in case anything urgent or critical comes into your inbox while you're away.

Holiday Schedule

New Year's Day	January 1st
Memorial Day	Last Monday in May
Independence Day	July 4th
Labor Day	1st Monday in September
Thanksgiving Day	4th Thursday in November
Christmas Eve	December 24th
Christmas Day	December 25th
New Year's Eve	December 31st (half day)

Don't just hire to delegate.

It's tempting to bring people in that you can push off work you don't have time for.

Hire to elevate.

Bring people in that can teach us something.
Continually seek to raise our average.

Interview Process

Hiring a new employee is truly hiring a new team member. As we continue to create an open, welcoming, and transparent culture here, we want to ensure that we add high-performing employees that can collaborate with the current team and work alongside others as we grow.

Therefore, we should ensure all individuals are compatible and suitable to add to the team, so multiple employees should meet them in the interview process. For example, the first interview can be held with the key decision-maker for an initial assessment and to qualify technical skill. Then, a second day of short, casual interviews should be held between managers & leaders in other departments, both inside and outside the department that the potential new employee will join. As we know, many of the departments work together, and this will also add to team cohesiveness as we continue to expand and succeed. This is a group methodological approach that will ensure the new member is a truly dependable high-performance employee.

Initial Employment Period

Every new employee goes through an initial period of adjustment (90 days) to learn about the Company and about his/her job. Additionally, the initial employment period gives the employee's supervisor a reasonable period of time to evaluate his/her performance.

Harassment Policy

We are committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits harassment. Therefore, Skyline Brands expects that all relationships among persons in the workplace will be business-like and free of harassment.

Definitions of Harassment

- a. Harassing conduct includes, but is not limited to: epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes and display or circulation in the workplace of written or graphic material that denigrates or shows hostility or aversion toward an individual or group.
- b. Harassment on the basis of any protected characteristic is also strictly prohibited. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, religion, national origin, age, disability, alienage or citizenship status, marital status, creed, genetic predisposition or carrier status, sexual orientation] or any other characteristic protected by law or that of his/her relatives, friends or associates, and that:
 - (i) has the purpose or effect of creating an intimidating, hostile or offensive work environment;
 - (ii) has the purpose or effect of unreasonably interfering with an individual's work performance; or
 - (iii) otherwise adversely affects an individual's employment opportunities.

Complaint Procedure

We strongly urge the reporting of all incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. Individuals who believe they have experienced conduct that they believe is contrary to Skyline Brands policy or who have concerns about such matters should file their complaints with the president.

Like software....

Organizations should be
**FREQUENTLY
REFACTORED.**

*Refactoring means to improve
internal structure without changing
external behavior*



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