

skeleton⁺

Culture Code

How our culture
helps to save energy.

If you look at most*
of what we do...

then why do we do it

We do it so we can...



*Sometimes you have to take a few detours to get to where you want to be

Help people and companies
save energy

skeleton⁺

We do it by developing and manufacturing
the **best** ultracapacitor-based energy
storage systems and solutions in the
world

*This [Skeleton Technologies'] device has
the best performance of any supercapacitor
tested at UC Davis to date.*

“

- *Andrew F. Burke* University of California - Davis

Culture

On their way to greatness, every company develops a culture that helps them on that journey. Let's talk about Skeleton's culture.

What is culture?

culture | 'kelCHer |

1. Company culture describes the shared values, goals, attitudes and practices that characterize an organization.
2. Culture includes the organization's **why, norms, systems, symbols, language, beliefs, and habits**. Aspects such as working environment, company policies and leadership behaviors all contribute to company culture.



Why is
culture
important?

This presentation is about how we think we as a company should behave to achieve individual and collective success.

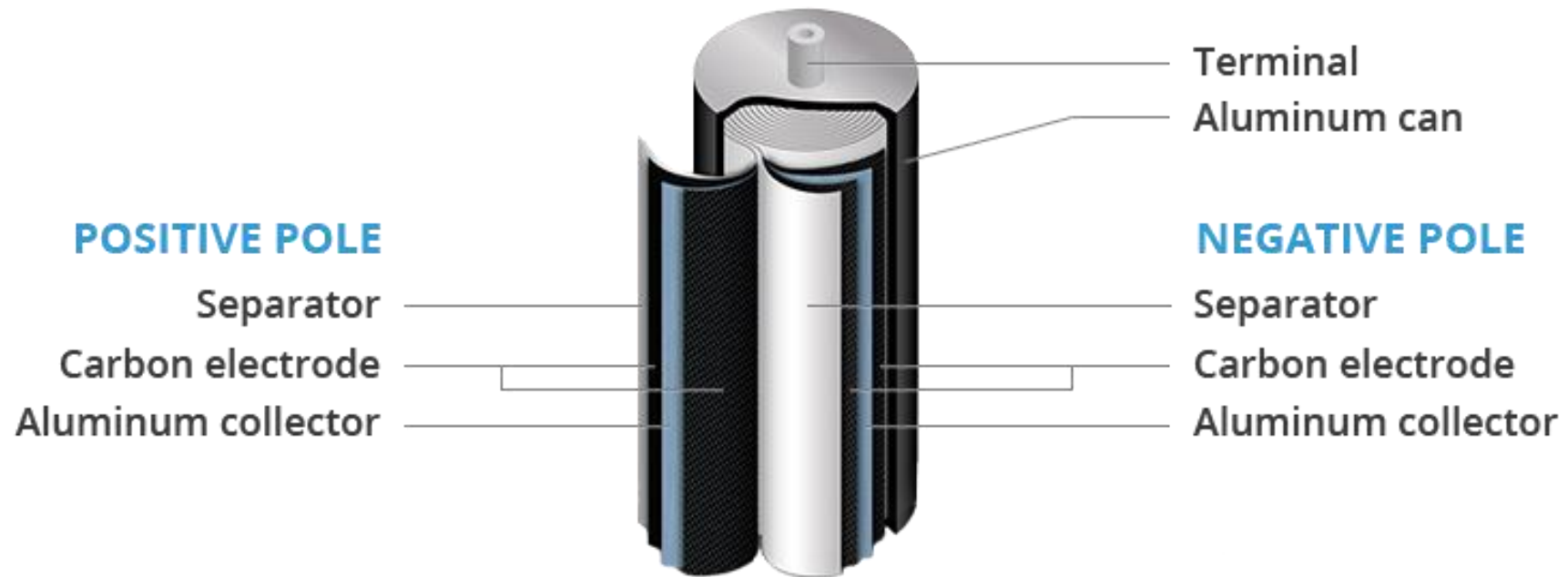
It's partly an **employee manual** and partly a **guidebook for the future.**

If we get the culture right, everything else will follow. As **Peter Drucker** said:

Culture eats strategy for breakfast.

“

At the core of every supercapacitor, you have the electrode.
In the context of our culture, the “electrode” is called
Core Values.



It's the
attitudes, behaviors, mindsets
we believe are important to succeed as a company,
so everyone should have them.

These are our **Core Values:**

get sh#t done.

We find solutions,
not describe
problems

We start with a
goal in mind and
do what it takes
to reach it

We learn through
doing, not
through endless
discussions

push boundaries.

We go
outside our
comfort
zones

We act with
a sense of
urgency

We
question
the status
quo

We keep
trying when
others would
have given
up

use good judgement.

We use
our
resources
wisely

We seek to
help, even if
it's "not our
job"

We speak up
when we see
something
that needs
solving

We value
clarity over
cleverness

“I always wondered why somebody doesn’t do something about that. Then I realized I was somebody.”

- Lily Tomlin



Just as the supercapacitor has many parts other than the electrode,



our company culture consists of
more than just the core values.

People

Who we are

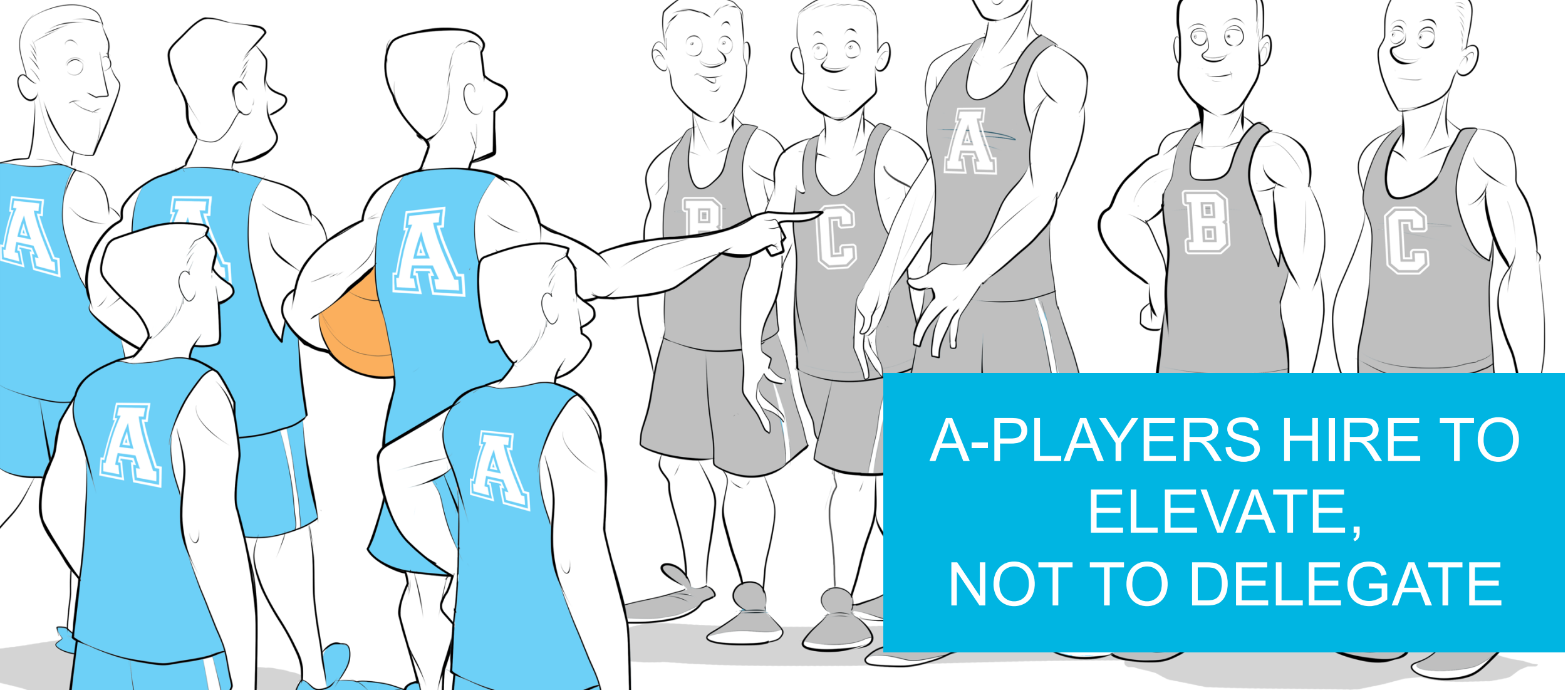
Netflix said it best when they said:

*We're a **team**, not a family.
We hire, develop and cut smartly so we
have stars in every position.*

— “ —

NETFLIX

And IN TEAM OF TOP PERFORMERS



A-PLAYERS HIRE TO
ELEVATE,
NOT TO DELEGATE

CHEAT-SHEET



Get Sh#t Done

Topic or
high level goal

Task-level

Some tasks done,
but with delays, and
not always

Lack the
skills

Competence

- Very good at their specific job
- well-rounded
- fast learners

Good at what they do
OR well-rounded in
most topics

Mostly good at what
they do, if you get
them to do it

Initiative level

Constantly exceed
expectations and show
initiative

Hit expectations but rarely
show initiative – usually
wait for direct tasks

Require constant
hands-on
management

Work orientation

Goal-oriented

Task-oriented

“Coming to work”-
oriented

CHEAT-SHEET



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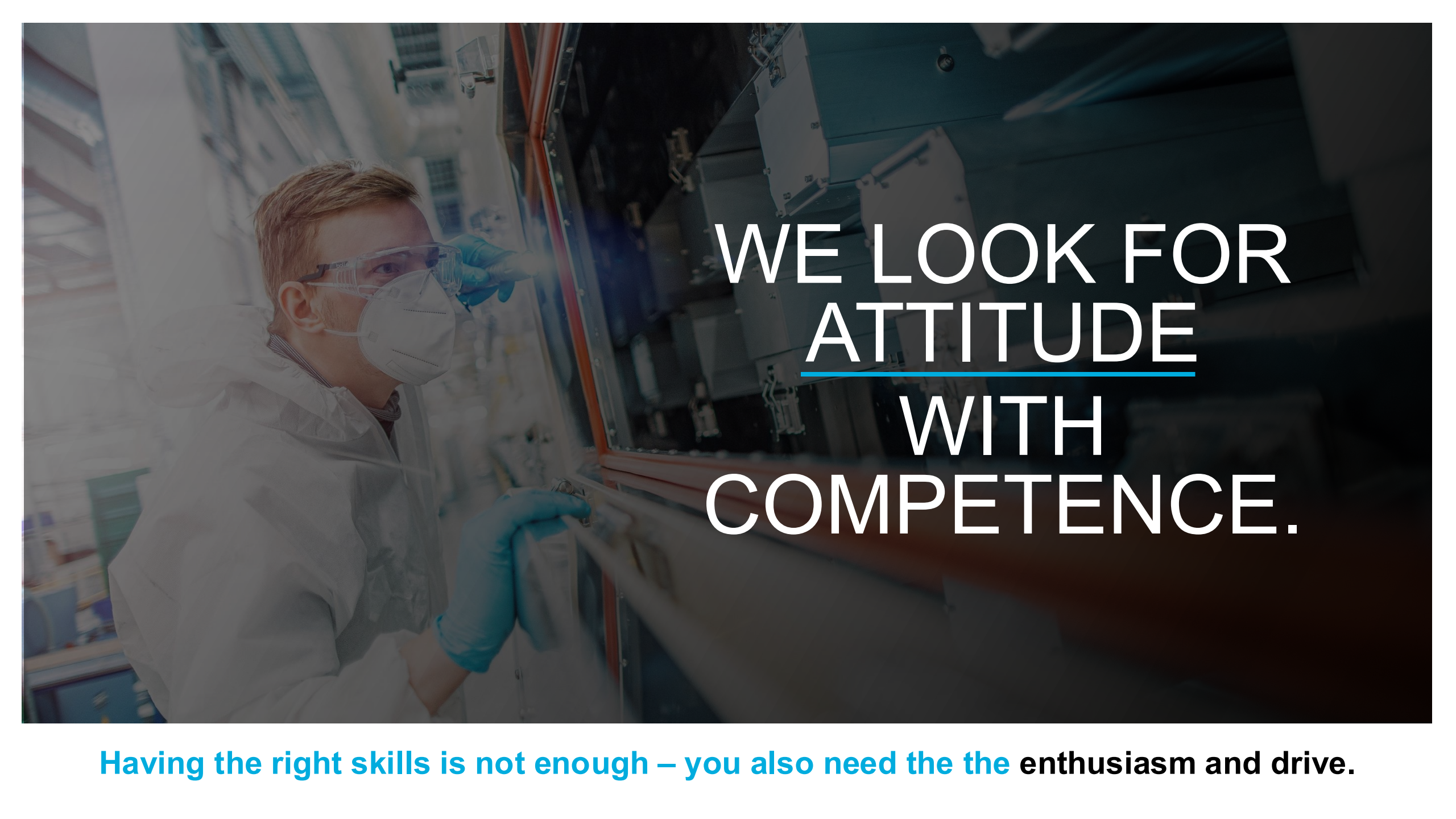
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WE LOOK FOR
ATTITUDE
WITH
COMPETENCE.

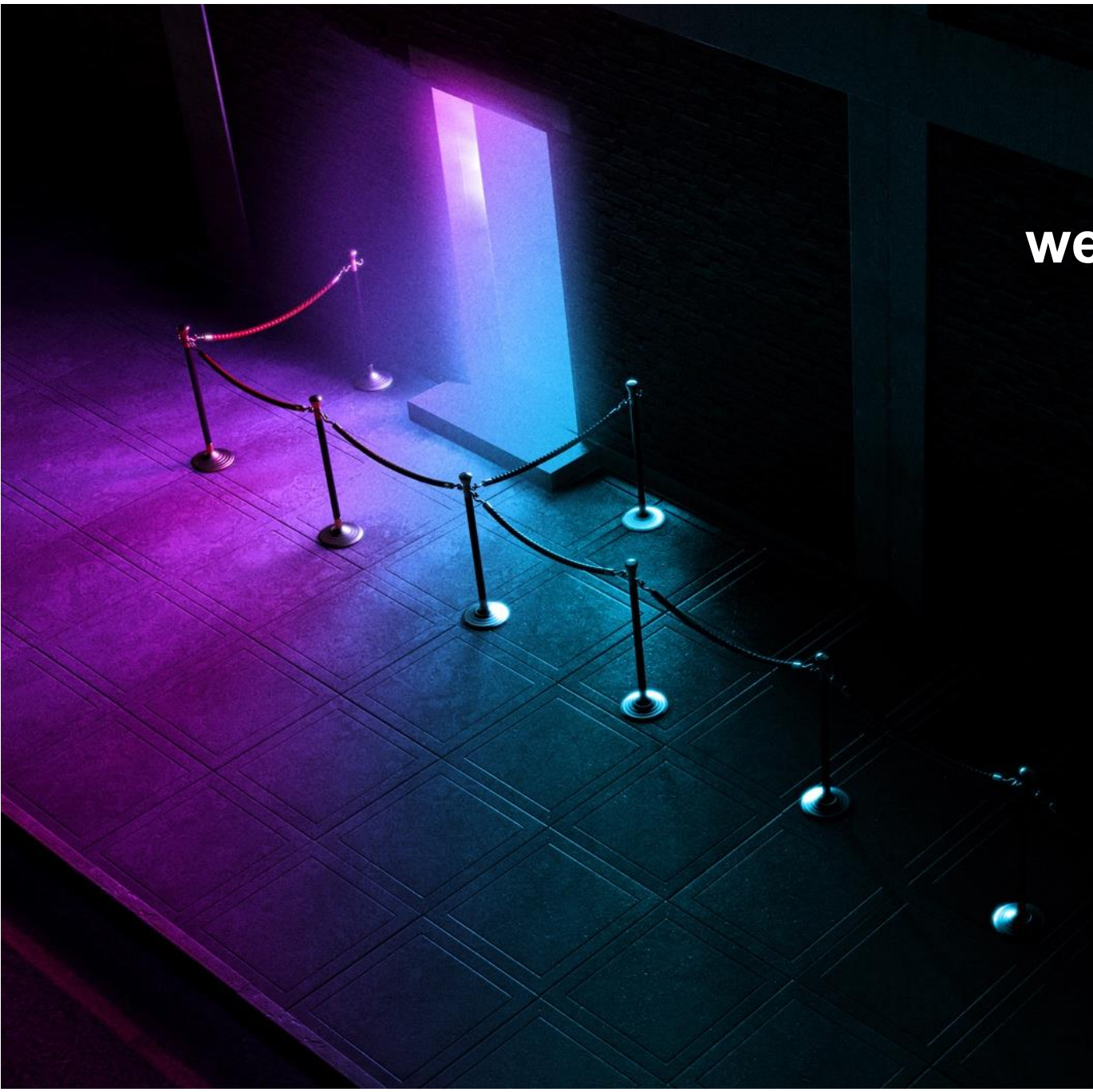
Having the right skills is not enough – you also need the the enthusiasm and drive.

However, if you come to work
with a spark in your eye,

there's nothing worse than a

**rude, whining
peacock.**





Like a nightclub,
we have a strict door policy:



NO PEACOCKS

if you put your ego in front of the company's
success your place is not in Skeleton



NO WHINERS

if you are whining about company, about your
work, about customers, about your colleagues -
your place is not in Skeleton



NO JERKS

if you belittle, disrespect, or create a toxic
environment — your place is not in Skeleton

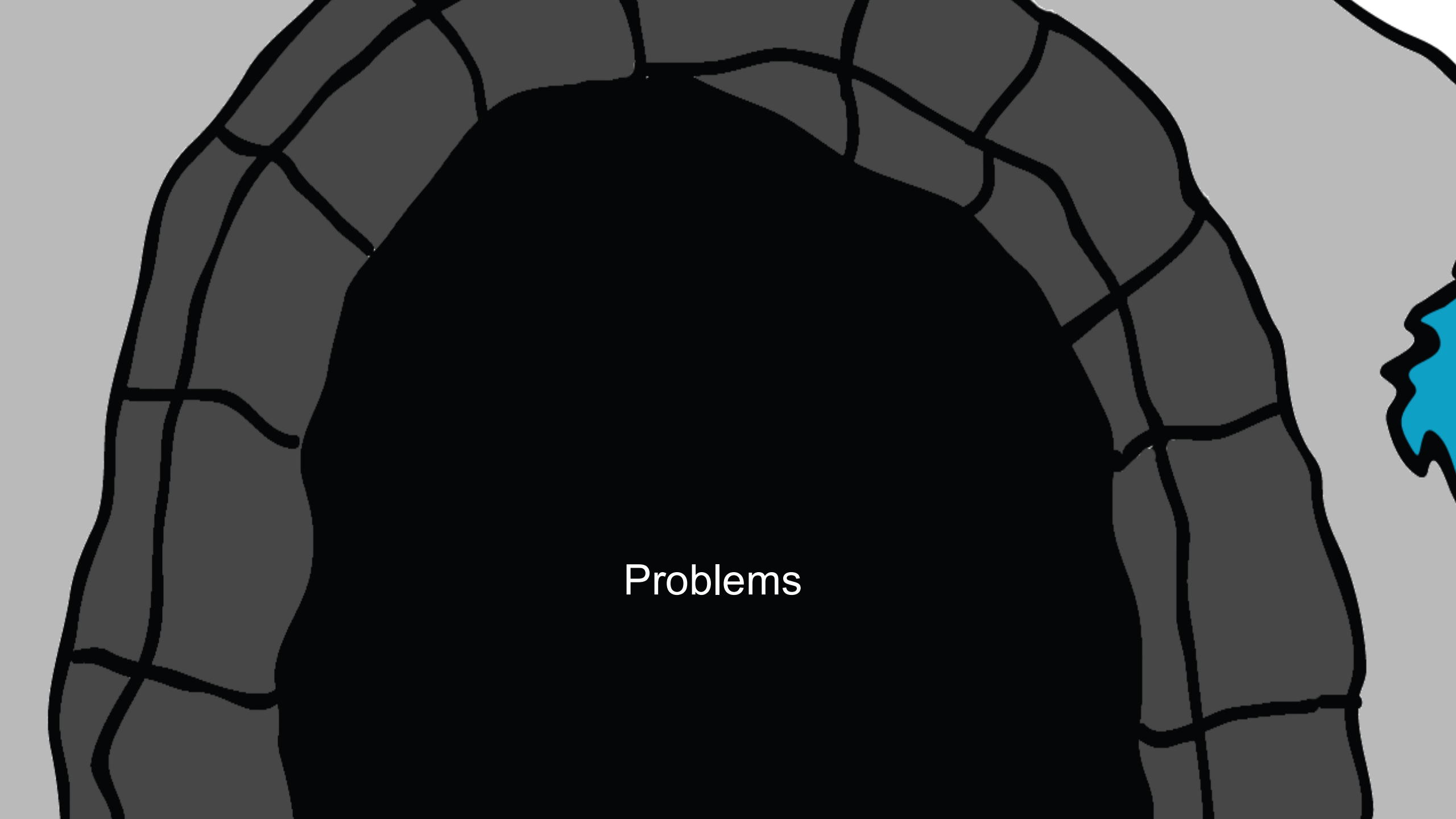
A cartoon illustration of a cave entrance. The cave is a dark, black, arched opening in a grey rock wall. The word "Problems" is written in small white text inside the cave. Outside the cave, there are three blue, bushy plants. The background is a light blue gradient with a subtle pattern of small dots.

We can be serious without
taking ourselves too seriously.

If you take things too
seriously,
you will develop
tunnel vision.



Problems

A stylized map of the African continent is shown. The landmass is outlined in black. The interior is divided into several regions by black lines. A large, solid black area covers the central part of the continent, representing a region of focus. The word "Problems" is written in white text within this black area. The surrounding areas are shaded in a medium gray. To the right of the continent, a small portion of a blue body of water is visible, also outlined in black.

Problems

Problem

**And you'll only see problems,
not solutions**

— People who know a thing or two about energy storage **and** —
— who live our values are **special**. —





So we like to work
hard on developing
our people
and promoting
from within.



— Like Calvin Candie*, you had our
curiosity when you came to work at
Skeleton

* From Quentin Tarantino's critically acclaimed movie "Django Unchained".

You'll have our attention if you

1. Live our core values

- I. Get Sh#t Done
- II. Push Boundaries
- III. Use Good Judgement

2. Are proactive and take responsibility

3. Constantly strive to become the best at what you do

We also believe that great achievers get
excited about learning things and
we all have something to learn from each other.

Which is where
Skeleton Academy
comes into play.

Skeleton Academy

- + Where we **pass along the knowledge** we have to develop as a team and as individuals.
- + And if there's a need for something we don't have in-house – we'll try to find something.

By the way, if you need a book* that
will help you develop,
then feel free to put in an order.

No need to ask, no need to double check.

*50 Shades of Grey etc. excluded.

Policy

How we behave

We work for results

and we realize that the best results are not always achieved at the office between 9 and 5.

Sometimes you need
peace and quiet to

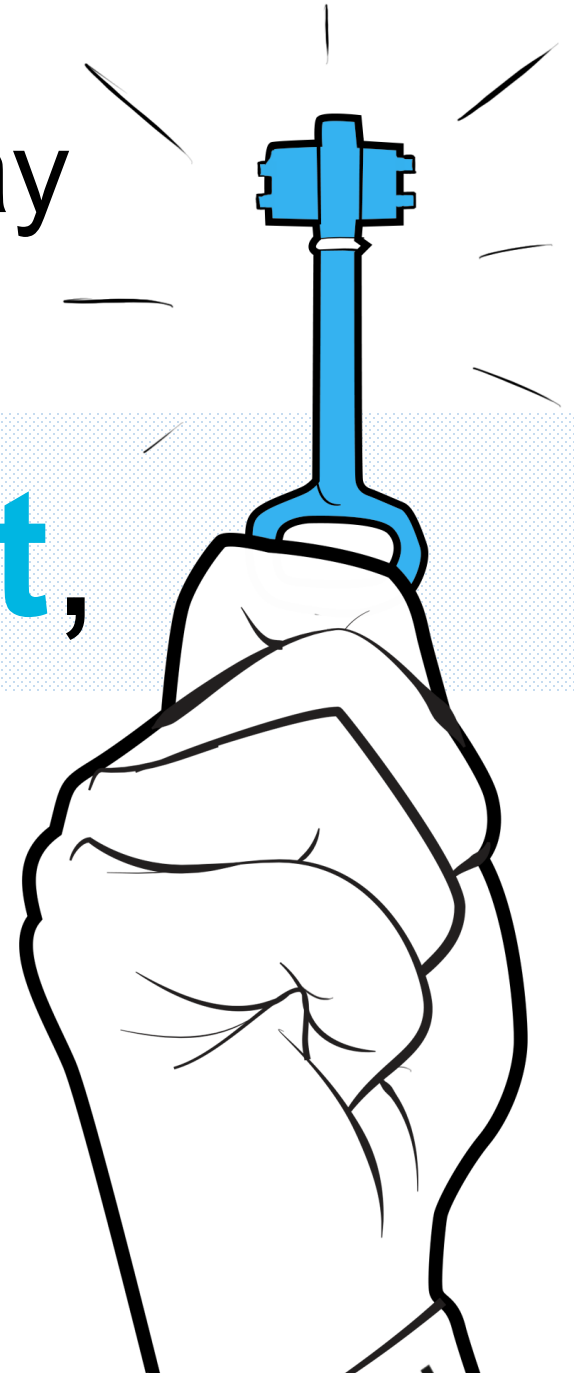
get sh#t done.



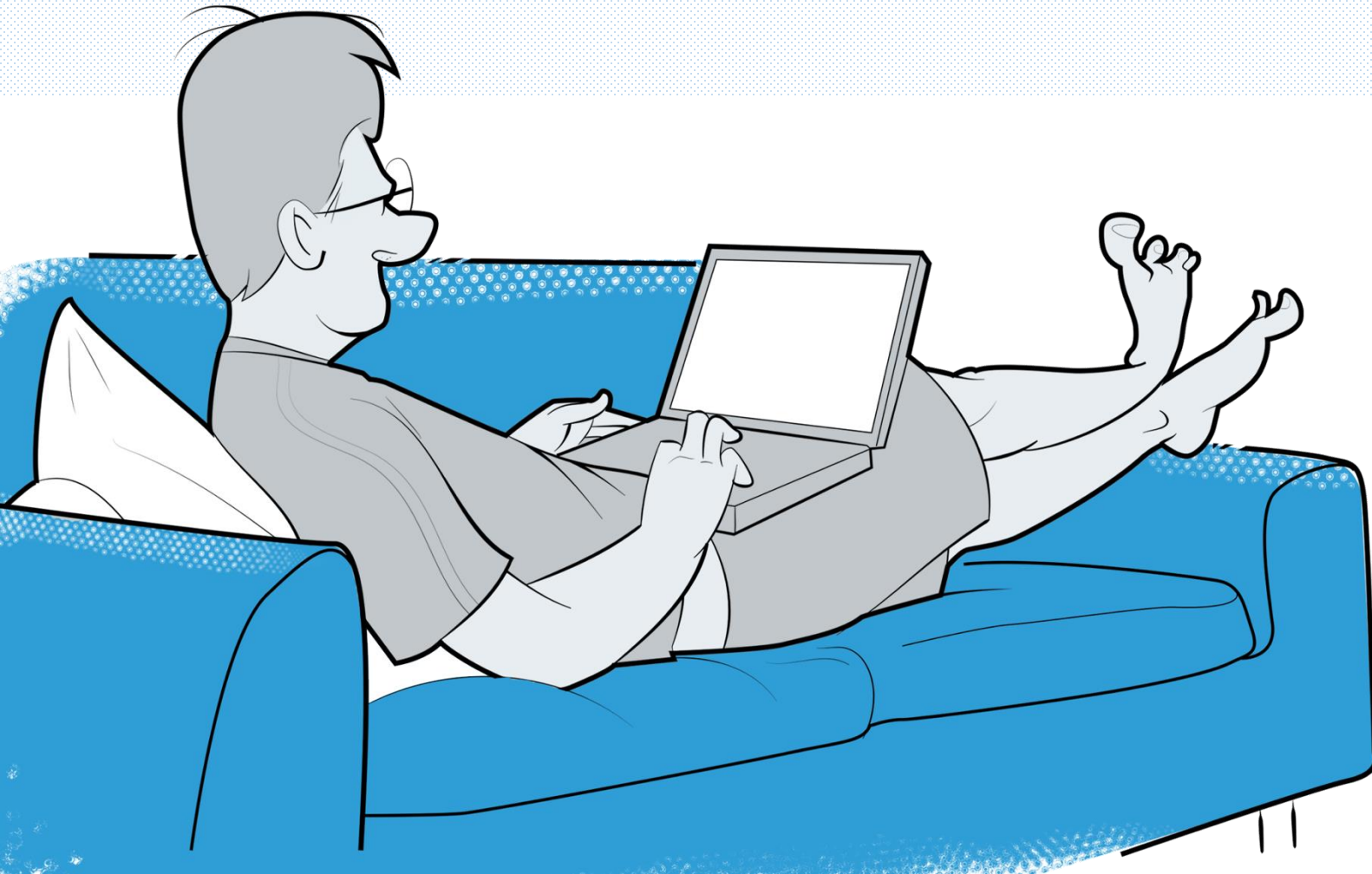
Although keep in mind that
we operate as a team,
which means meetings and direct
communication are required for the
team's results, too.

The Key Takeaway

Results are important,
location and time are
(usually) up to you



Mostly it's in the **office from 9 to 5**,
because your team is here.



Sometimes it's **at home in your underwear from whenever to whenever**,
and that's fine, too!

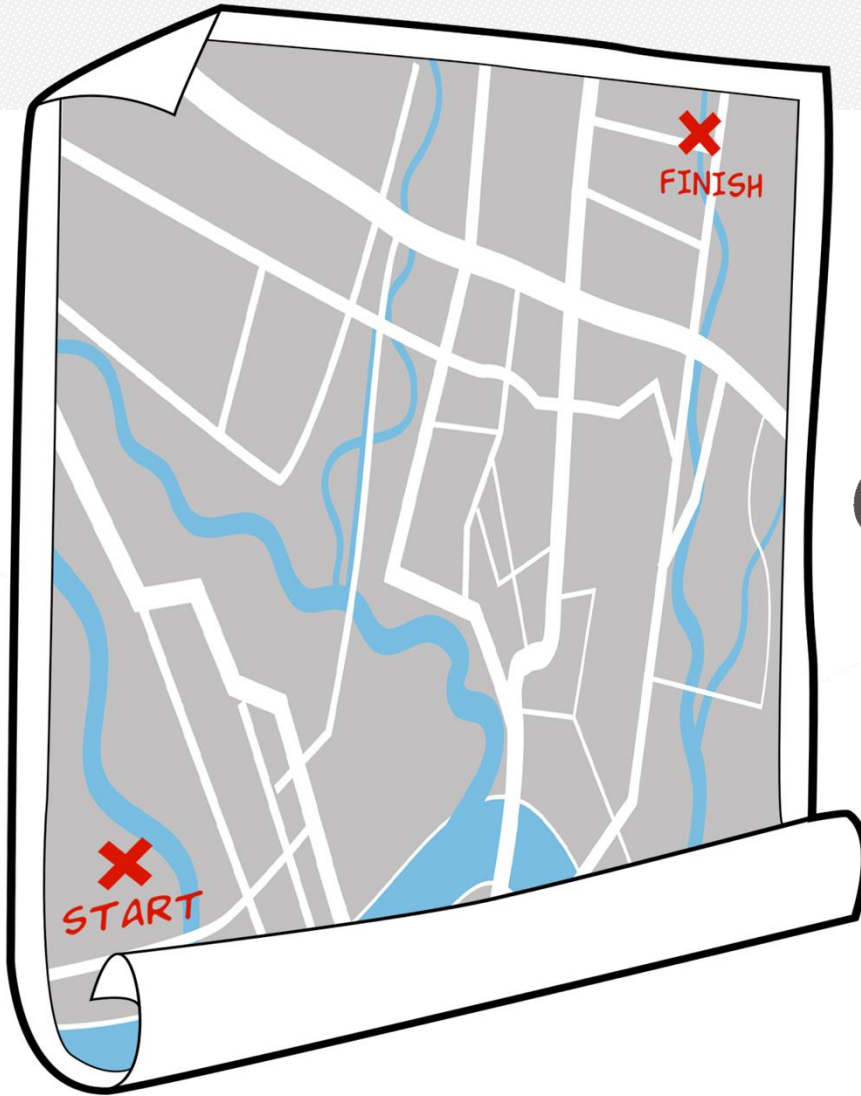
Management

How we work

We try to give
MACRO direction
instead of
MICRO management

Compare a MAP

to GPS' turn-by-turn
directions



OR



Competent people can read a map
and navigate through obstacles.

Competent people get bored easily if they
only have to follow minute directions –
especially if it leads to a dead end

Competent managers can draw a map that **guides teams** through different paths.

Even the most competent managers can't give **turn-by-turn directions** that take into account all the different paths.

However!



“In God we trust;
all others bring data”



William Edwards Deming
American business theorist, composer, economist, industrial engineer,
management consultant

We make decisions through *consensus*.

This means hearing everyone out and rallying behind the **best** answer based on data and facts, not the popular answer.



The best answers don't always
come from the top. But sometimes
we have to insist that they do.

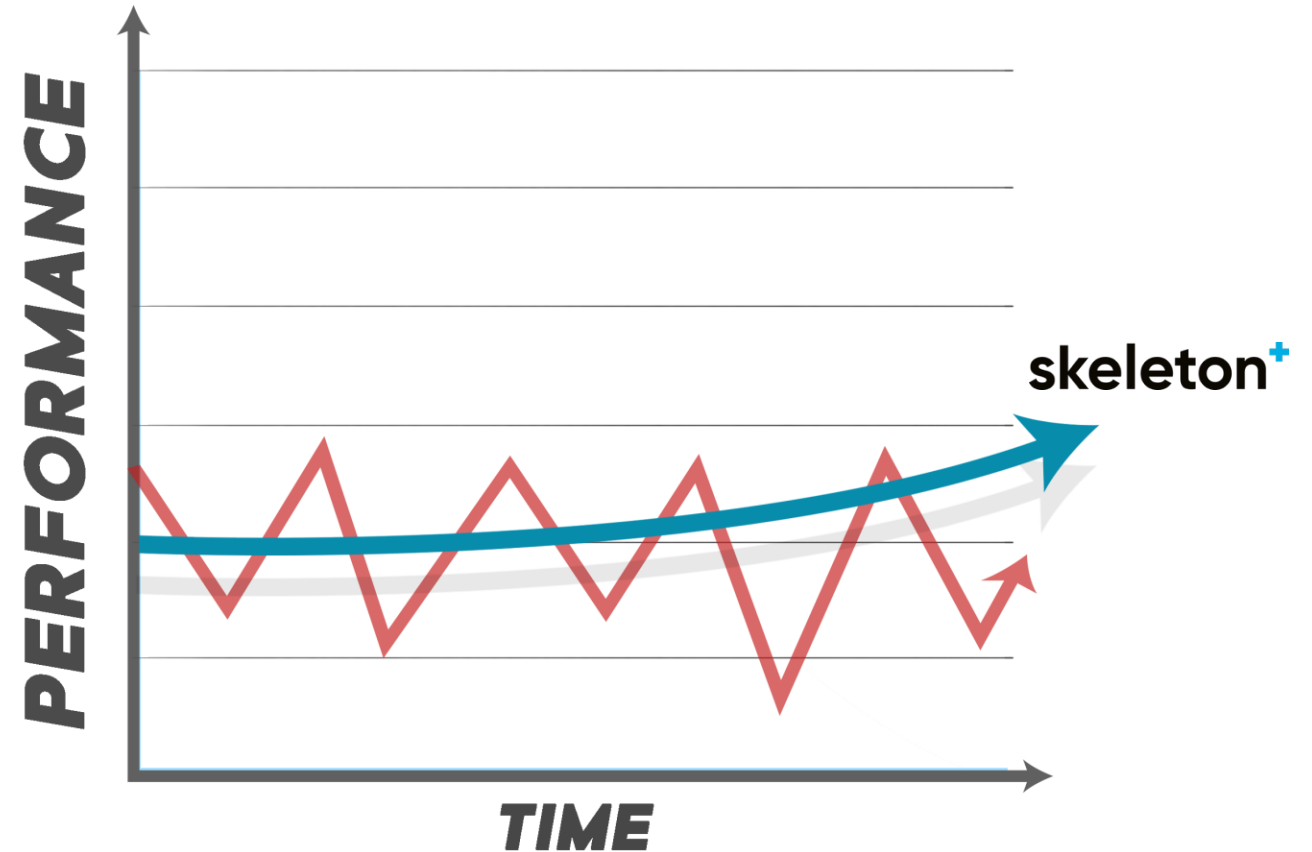
**The higher you are,
the further you see.**



Disagree but commit

You may not always agree with the decision, but once it's made, commit fully and give **100%** to reach the goal.

We are aiming for
optimal performance
over a long period of time
VS
short spikes of
peak performance.



It's a rally, not a race.

“

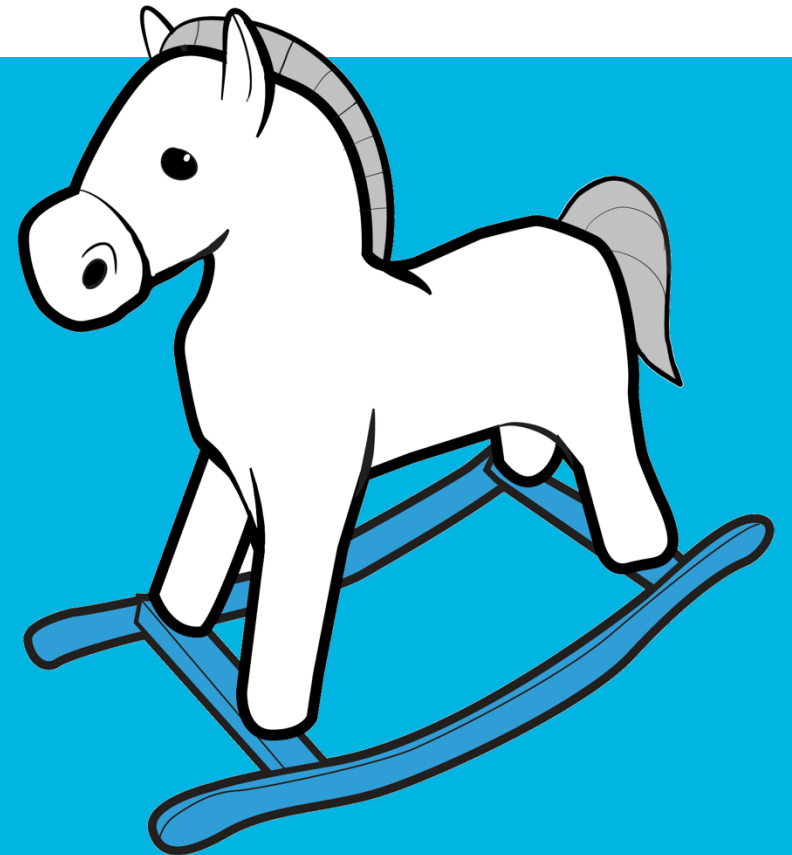
If we're constantly fighting fires, then we don't have the time to look **where** we're going, and we might find ourselves going nowhere at all.

*Don't confuse motion
with progress.*

*A rocking horse keeps moving,
but doesn't make any progress.*

— “ —

- A. Montapert



Problem solving

**Start with
ownership**

**Who is
responsible?**



**Source of
claim**

**Who says it's a
problem and
based on what
data?**



**Define
solution**

**What is the
measurable goal
and solved by
when?**

WDWBW

WHO

DOES

WHAT

BY

WHEN

Five words that take
you from “talk” to “**done**”.

OWN IT > DRIVE IT

If it's your
task, **always**
follow-up.

- ✓ Check,
- ✓ check
- ✓ check again until sh#t is done.



Kill assumptions

Assumption is the mother of all screw-ups — **verify instead of guessing.**

A profile view of Steve Jobs, wearing his signature black turtleneck and glasses, gesturing with his right hand. The background is dark.

Solve problems immediately: **18-hour rule**

Completing the most
critical tasks within an
18-hour timeframe,
eliminating everything
else as "noise"

Some structure and processes are necessary for:

- + When people join the company
- + In case people leave the company
- + Because of external rules and regulations
- + To help good people achieve more



GOOD STRUCTURE

- + OKRs
- + Centralized file storage
- + Project planning
- + “Map” meetings



BAD STRUCTURE

- 3-step approval process for small project changes
- Pre-approval for 50 EUR expenses
- Habitual meetings without a real need or agenda

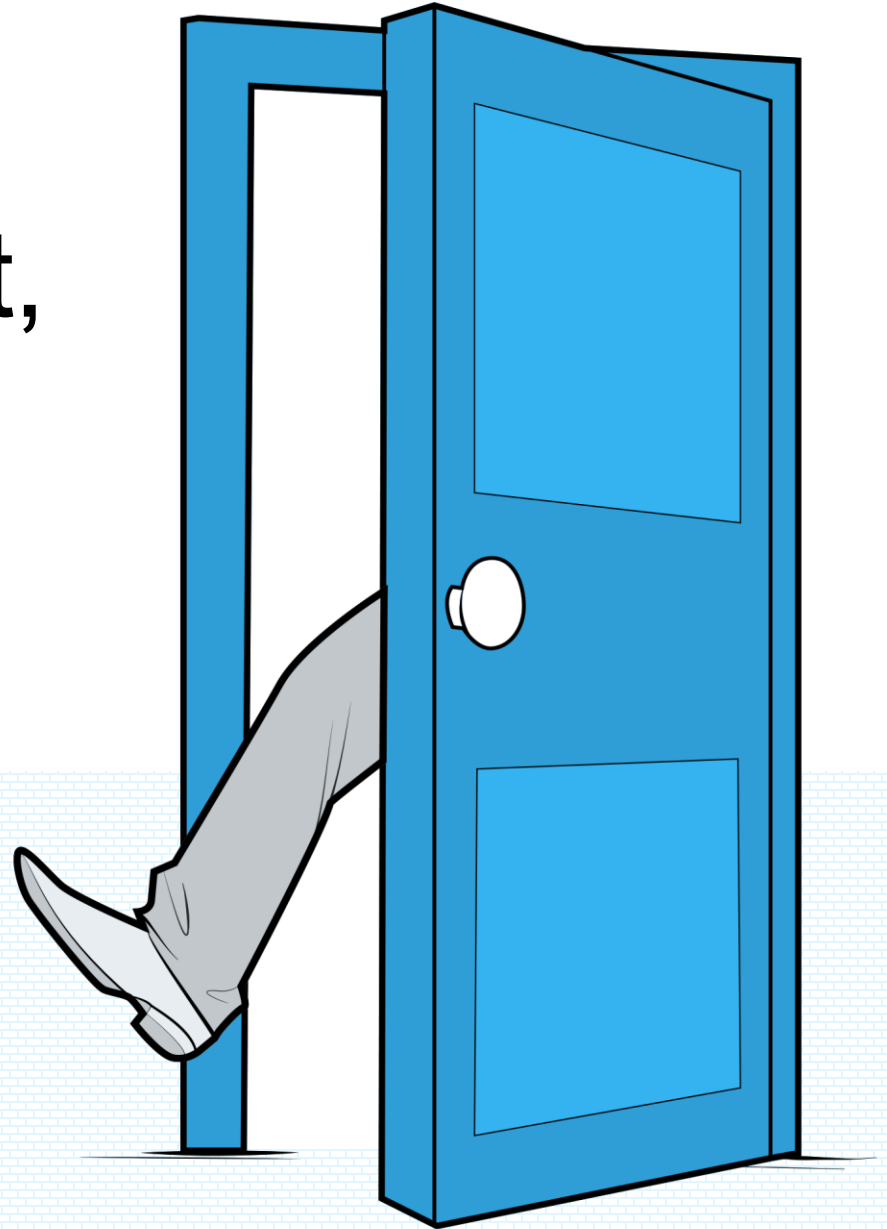
Customers

Who do we do this for

We follow a very simple logic



Having the **best product performance** is important, because it gets our foot in the door...



...but
good service
gets us the
customer.



What is good service?

1. Good design

- Everything from the products to the website should delight the customer.

2. Good communication

- Avoiding confusion and thinking of questions before they arise is an underestimated skill.

3. No bullsh#t

- We're not in a competition to tell everything, but the bullsh#t comes out sooner or later, so it's better to avoid it.

4. Delivering what's needed

- We need to figure out what's **needed**, which might not be what's *asked* originally

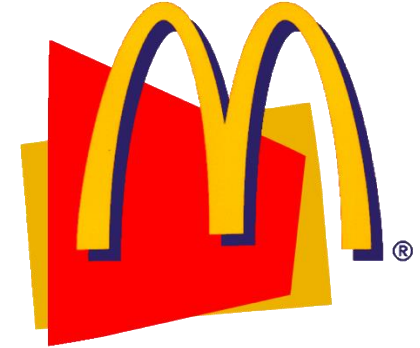


But most of all...

**Keep the
bathrooms
clean!**

Why?

Many companies can serve burgers and fries



...but few are willing to make clean bathrooms a priority.

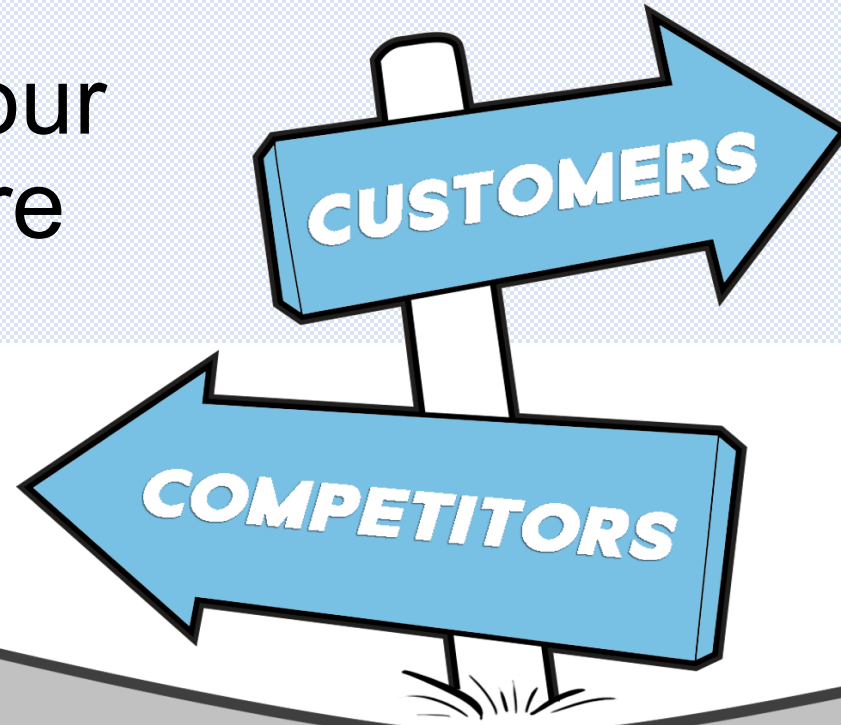
Well, it turns out people like a place that does.

The success of McDonald's is at least partly because they worked hard to keep their bathrooms clean for families with kids. Even today, it's the #1 item in their restaurant manager's manuals

Innovation

How we keep moving

Know where your
competitors are



but go where your
customers lead you

By using purposeful innovation, we won't always find what we are looking for (*mostly we will though*).

And it's OK, because

The only real failure is the failure not to try.

If you've tried something and it doesn't work, you've successfully determined what's not going to work
and

You've **learned** along the way.

And always remember that...

*The day before something's
a breakthrough,
it's a crazy idea.*

“

- P. Diamandis

Living it

It's a nice presentation, but...

... we're not there yet!

We'll be the first to admit it.

But now we have a target.
Now we know what we want and
we can call each other out on it.

Together, we'll keep moving closer to the goal.

Often you will feel that it's chaotic and things don't work out.

Well, things *are* chaotic and don't always work out on the first try.

We say don't worry about it, **it's fine.**

We'll keep working at it and **we'll get there one day.**

We are
skeleton⁺

We help to save energy.