



The Etho

CULTURE CODEX

DECK OVERVIEW

- ✓ Our **vision & mission**
- ✓ The obsession with our **ethos & heuristics**
- ✓ “**A**” player performance
- ✓ Why we needed **simple systems**
- ✓ Trust & context-based **decision making**
- ✓ Service leader & phalanx mentality
- ✓ Promotions & development



The Simplest Way For Etho To Dominate

**CLARITY OF PURPOSE,
DIRECTION & HEURISTICS**



OUR VISION

Add 1 Billion Years
of vitality to the world.



OUR MISSION

To help **100,000** healthcare innovators serve
100,000,000 patients in the next **10 years**

SO INNOVATIVE PRACTICES CAN:

- ✓ Transform our broken healthcare system
- ✓ Create the best patient-practitioner experiences
- ✓ Reinvent the lives of patients they serve
- ✓ Stop struggling and share their message without fear



BEST WAY TO ACCOMPLISH THIS IS

Staying in alignment with our company values and using it as the "Source of Truth" in how we make decisions to **build, create** and **act**.



NO FLUFF OR BULLSHIT VALUES

Many companies create values that are meaningless and empty because they do not strive to uphold them or **“hold the line”**.

They talk about them – **but don’t follow them.**



REAL VALUES ARE EXPOSED BY

- 01 How the company and its people make decisions
- 02 How the company creates & delivers products/services
- 03 How and who is rewarded and promoted



OUR ACTUAL VALUES

The real values of our company will be exposed by what we reward, promote and look for in our team members.

We want team members who exemplify these values.



PROBLEM WE SOLVE

Innovative healthcare providers find it difficult to attract, educate and monetize the value of their care to patients stuck in the “sickcare” paradigm.

OUR MISSION

To help 100,000 healthcare innovators over the next 10 years to serve 100,000,000 patients to transform healthcare's paradigm and future.





CORE VALUES

OUTCOME OBSESSED

We obsess over what will make the most impact in helping our customers, clients and partners create outcomes they want.

INNOVATE IMPOSSIBLE

Our work is living on the edge of impossible. If it doesn't exist, we create it. If it's never been done before, we do it.

THE PHALANX

We win the fight for our customers, clients and partners by holding the line and protecting each other.

7-STAR MINDSET

What experience is worthy of not "just 5 stars" but beyond that to 7-stars. How can we model that for those we serve.

RELENTLESS EVOLUTION

We never stop evolving. Learn. Create. Measure. Adapt. Repeat.

LONG-TERM FOCUS

Achieving our vision is the focus, which makes our focus the long-term mission, not short sighted "hacks".

NO SHIT WORK

Always eat your own cooking. Create products and solutions that you are proud to deliver.

RADICALLY TRANSPARENT

Having radical transparency will allow for us to communicate at the highest level. We can find the truth, and move past the politics and smoke & mirrors.

OUTCOME OBSESSED

Our obsession with ensuring that we impact our customers, clients and partners to get the outcomes they pay for is **priority**.

Our guiding question is below 📌

“How can we help Etho’s customers, clients and partners get the best results, with as little time and friction as possible?”

At Etho, we want to constantly be looking for ways to overdeliver on what we promise. To create outcomes that can at times, seem impossible. We do this through looking at where complexity exists in our processes, and remove it.

We’re built ***different***.



RELENTLESS EVOLUTION

One thing is guaranteed. **Change.**

What isn't guaranteed is growth.

At Etho, we are constantly evolving through seeking out ways to improve. We are growth minded and invest in learning and education that improve our skills and knowledge.

We question our dogma, our paradigms, and processes to ensure that we have the most simple and effective approach. Our company focuses on growth for the entire team. We evolve constantly toward our mission and vision.

Simply put:

The vision is concretized. The paths to achieve it are dynamic.



INNOVATE IMPOSSIBLE

We are a company that looks to create and innovate things that before we take a crack at them, they didn't exist. Our clientele all live on the edge of innovation - **we must do the same.**

The way we do this is by taking a step back, and looking from 30,000 ft at the entire problem, breaking it down into it's fundamental parts to reconfigure something brand new.

It is the **first principles** approach to problems.

When someone says, "It can't be done"...

Your response should be:

"Hold my drink. Be right back."



LONG-TERM FOCUS

At Etho, having short-term mentality is never what is going to create the big ass, world-class results we are looking for.

Sure, you can hack something for a bit and probably get away with it for a while, but in the end - the bill will come due.

Once we set our goals we don't focus on anything else except the main outcome, which is serve **100,000 practitioners over the next 10 years to serve 100M patients.**

We will have sub goals and key objectives that need to get accomplished... all adding up to that main goal.

We prioritize our tasks as a team and focus on the most impactful task - *one at a time.*

We keep the main thing, the main thing.



THE PHALANX

At Etho, we are happy that we are remote-friendly. This means our team members are trusted to work autonomously and with minimal communication. This leaves us extremely open to abuse of remote working and/or minimal work requirement without the overlord to enforce and govern working time.

This also can create pushing problems to others.

This **CANNOT** happen, because it will ruin the overall experience for our customer, clients, and partners. More importantly, our team.

We are a team – *we fail or succeed together.*

Like the movie ~~300~~ each person must cover the other person's back or the entire system fails.



NO SHIT WORK

Don't serve our customers, clients, and partners a pile of 💩

We want to build something awesome and build it right.

Does that mean we need perfection or we don't make mistakes, or need to iterate - *absolutely not*.

What that does mean is that we want to be proud of the products, services and solutions we provide. The goal is for you to feel like you created something worthy of saying, "**F*** Yeah! I did that**"

Simply put:

Don't serve something, you wouldn't eat.



7-STAR MINDSET

Going beyond an experience that is just ★★★★★

We shoot for **7-Stars**.

What would that look like? How would that experience feel?

How can make buying, working with, and collaborating with Etho so good that people who pay us can't help but tell people about us?

Referrals and unsolicited word of mouth are the #1 indicators we are on the right path and we are making our customers, clients and partners happy. We want the people who pay us to feel compelled to tell others. Ask yourself *"Is this an experience worth sharing?"*

This will ensure our success. This is our goal.



RADICALLY TRANSPARENT

At Etho we always must operate with extreme clarity and transparency.

Bureaucracy and politics will not be tolerated.

We want truth and transparency to lead us. We want teammates who will speak up when they see a problem and challenge dogma.

We believe in calling people out for failing to meet the values we have created for this company. From the *frontlines to the founders*.

We want to always communicate from truth with each other, even if it's in ugly or tough kindness. If we operate without truth, it will lead to us paying for it later – which will hurt our results.

Anything other than radical transparency – ***we will fail our clients.***



NO FLUFF OR BULLSHIT VALUES

Our values exist to give us a heading, a **North Star**. If something we do doesn't match these values it **MUST** be questioned and challenged.



IF YOU'RE IN DOUBT

Use the **Culture Codex** to make sure you're aligned
to make the right choices.



The Foundation of Our Success

"A-PLAYER" GROWTH MINDSET + PERFORMANCE



WHAT IS “A-PLAYER” PERFORMANCE?

A team member that not only delivers high-quality work they are proud of, but does it quickly without supervision.

An “A-Player” wants to raise the level of everyone around them.

Someone who wants more responsibility to help improve, fix, create solutions and innovate at Etho.

Not just accept the status quo.



WHAT IS “A-PLAYER” GROWTH MINDSET?

This is a team member that is looking to improve on their skillset and to push others to improve.

The team member who is constantly looking to become more and more skilled in their position and able to have an understanding across a large base of skills.

This is called being “T-Shaped”.

This type of person is insatiable and obsessed with becoming the best in the world at what they do - *and hellbent on being world-class at their skillset.*



WHY DO WE WANT “A-PLAYERS”?

At Etho, because of the autonomy and being able to work from home, we give to our staff – **working with A players is a necessity.**

B & C Players are people who take advantage of the freedom, push off work to others, and even worse do as much as they are “required” to do or as little as possible.

There is **NO single better way to destroy a team** of A-Players than forcing them to pick up the slack of B & C players. This is no different for our virtual office space.

Every person must hold themselves to A-Level performance because we don’t have time to monitor B & C players.



Best Way For Etho To Grow Methodically

EFFECTIVE & EFFICIENT SYSTEMIZATION



EFFECTIVE & EFFICIENT SYSTEMIZATION

We want to systemize everything with SOPs (Standard Operation Procedures), checklists, and our company wiki page to house our actions.

This will be the best way to maintain quality as we grow and bring on new team members. This will fractionalize the ramp-up time for new team members.

We will be replacing services, processes, and services for our customers, clients, and partners if we don't systemize. The rate of error will skyrocket and we will create bad experiences.



EFFECTIVE & EFFICIENT SYSTEMIZATION

EXAMPLE

Crumbl Cookies is one of the most successful businesses on the planet because what people are doing is they are essentially ***buying productized revenue at a discount.***

Any person can come in, buy a franchise, duplicate their existing systems and create a successful cookie restaurant. (These cookies are ridiculously good too)

Extremely detailed systems, SOPs and checklists is what got Crumbl franchisees their success.

We must do the same at Etho. Our product ***isn't cookies.***

It's an innovative business model + training in a box.



EFFECTIVE & EFFICIENT SYSTEMIZATION

MAINTAIN SIMPLICITY

Systems, SOPs and checklists are great for growth and key for bringing the **error rate down to 0.**

However, creating systems for the sake of creating systems is a very unproductive task.

We must have a clear definition of the problem that needs to be solved by the system we are producing or it doesn't need to be created.

Our goal at Etho is to minimize steps and simplify procedures. If **1system** can do the **job of 5**, we move to this system.

We must improve our systems, but keep our **tech stack as light as possible.**



EFFECTIVE & EFFICIENT SYSTEMIZATION

IMPROVING SYSTEMS

At Etho, our systems will only be as effective and efficient as those who are using them and paying attention to them.

We want all team members to looking for ways to remove waste or fix the problems proactively.

If you find that there is a system to be fixed and needs some adjustment or even completely scrap.

Bring this this to a team meeting with some possible solutions and why the new solution is better.



Culture Will Come Down To

HEURISTICS, DECISIONS AND INCENTIVIZATION



HEURISTICS, DECISIONS & INCENTIVIZATION

TRUST & CONTEXT

Nearly all companies operate on a hierarchical decision-making process.

This is cumbersome and adds unnecessary time to the decision-making process.

While there will be some decisions that must be approved, such as a large payment to a contractor, a legal decision, or major strategic change, we want our team to have the ability to make decisions within the parameters provided.

The context: Does this decision align with our mission, vision, and values? **If yes, make it. If not, prevent it.**

Trust is given until proven otherwise.

Just communicate the call to the team.



HEURISTICS, DECISIONS & INCENTIVIZATION **LEADERSHIP**

Most companies focus on serving the higher level leadership and rarely focus on helping the team in the supporting roles.

This is NOT how we work.

The founder works for the managers and the managers work for the frontline.

That means it's the founders job to make the manager's jobs easier, simpler to execute.

And it is the manager's job to make the frontline's job easier to execute.



HEURISTICS, DECISIONS & INCENTIVIZATION **LEADERSHIP**

If our system breaks if we only optimize for the “top” of the business.

Think of a sports team – the owner must give the necessary resources to the coaches to find the players to win the championship.

Our business is *no different*.

If leadership is self-serving – our team is held back and cannot execute at the level we expect.

The players score points, coaches ensure players are positioned to score points, and the owner has to make sure both coaches and players have what **they need to be the best.**



HEURISTICS, DECISIONS & INCENTIVIZATION **HIRING & PROMOTIONS**

At Etho, we promote within first, under these criteria:

- ***Alignment To Values***
- ***Needs***
- ***Skills***

We much rather have a person who is aligned with our values and then we can train up to “A-Level” than an outlaw who is a genius...

But only works for themselves.

We aim to hire people who fit our values first, then skills second.

People who are excited about our mission, and vision and exemplify our company's values.



2 SCENARIOS

When we operate
around our values.



When we don't & act like
debaucherous goof troops.



If You're Ever In Doubt

**USE THIS CODEX AS YOUR
NORTH STAR**





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