

Strativ

Culture Deck – Diet Version

WE ARE HERE TO TO CHANGE THINGS

Disrupting recruitment
through a radical new Culture

Strativ,

WHAT IS THIS DECK?

This document is part culture deck, part employee handbook and part manifesto.

We take culture seriously and it not only shapes who we are today, but where we are going. **The way we see it, culture shapes who we are and all that we do, at every touchpoint.**

In short, it's pretty darn important.

We're really proud of our culture and formalising it is key to enable scale!



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ALWAYS START WITH THE WHY

“He who has a **Why** to live for can bear almost any **How**”

Friedrich Nietzsche

We say this a lot! When you ask why, you realise that the best ideas are usually the simplest – it's really not rocket science

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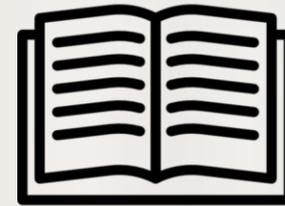
SO WHAT IS CULTURE?

noun

UK /'kʌl.tʃər/ US /'kʌl.tʃə/

Definition: the way of life, especially the general customs and beliefs, of a particular group of people at a particular time.

If vision is where we are going, culture is what ensures that we get there



...and whilst we're in a book theme, you will notice, we love self-development.

Throughout this document, we have added references to people and businesses who inspire us. We encourage you to read these books (we provide everyone with an Audible account)



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Culture is to recruiting as product is to marketing...
it is important we formalise and embrace it!



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IT'S OUR 'WHOLE GAME'

Culture isn't just part of the game... it's pretty much everything for us.

A strong culture can overcome the odd poor decision, but a weak culture cannot be saved by the best tech or the best decision-making.

In the words of legendary management consultant and writer Peter Drucker. **"Culture eats strategy for breakfast."**

(Just to be clear he didn't mean that strategy was unimportant - rather that a powerful and empowering culture was a surer route to organisational success).

SO WHAT IS CULTURE NOT?

Most companies have an empty value statements. Meaningless words displayed on walls and websites tacked on as an afterthought:

- **Excellence**
- **Noble**
- **Integrity**
- **Communication**

This is not Culture. It doesn't help if all first letters spell out a word.

Culture is also not:

- **Shit** written on a wall
- **Having** free food
- **Incentives** and Bonuses
- **The token** slide in the office

PLEASE NOTE:

We're steering well clear of typical disconnected values. With that in mind, don't worry about the specific words of this deck, you will not be tested on it. We're much more interested in you taking away your own meaning...



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“Culture enables success, but it does not cause success”

Patty McCord
(Former) Netflix Chief Talent Officer

...So what causes success?



Patty McCord – ‘Powerful: Building a Culture of Freedom & Responsibility’

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SIMPLE. PEOPLE CREATE SUCCESS

We see everything that we do in terms of 4 C's.

We like the magnet analogy. Consider us a Talent Magnet. A great **culture** helps us attract the best **consultants** and in turn helps us build meaningful relationships with the best **candidates** and **clients**.

We're proud to work with the best companies and talent out there, and this is all due to the calibre of our colleagues.

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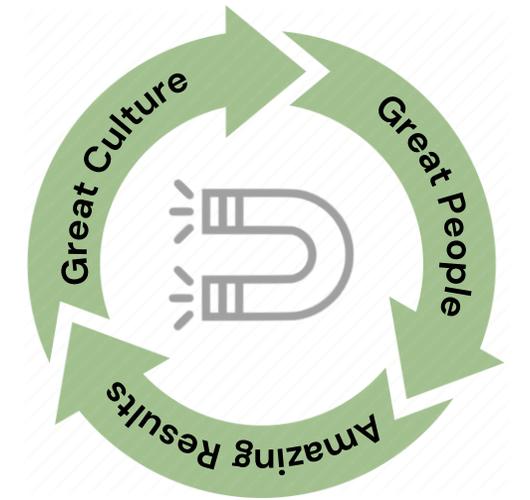
PERPETUAL CYCLES OF AWESOME

Virtuous loops and vicious cycles are everywhere in business and life in general (complex chains of events that reinforce themselves through a feedback loop).

- **Virtuous loops = good (self-fulfilling prophecy)**
- **Vicious cycles = bad (spiral of decline)**

Great people create great culture through virtuous loops.

Part of our culture is also to avoid vicious cycles - more on this later!



THE WORLD HAS CHANGED

In the new world, culture is even more important and has to exist within our hearts, rather than hallways as remote working becomes more prevalent... This is applicable to every industry!

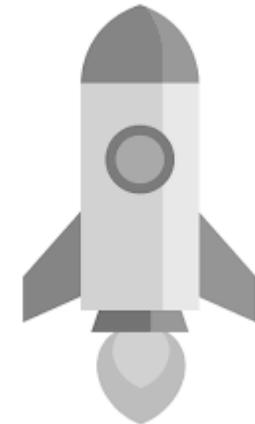
THE OLD

~~Work to make a living
Follow explicit direction
Juggle work and life
9-5 – if you're lucky!
Slaves to KPIs
Commute into work
Value amazing perks~~



THE NEW

Work to make a difference
Chart the course
Harmonise work and life
Whenever
Results driven
Connect to work from anywhere
Value amazing people



With this in mind, the recruitment industry has some **SERIOUS** work to do...

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THE GOOD. THE BAD. THE UGLY.

Recruitment is one of the worst offenders for controlling culture

The Good

- Fundamentally a great job – unique ability to speak at high level and shape businesses
- Strong incentives and rewards
- Mobility
- Fluid
- Social
- Cultivates a great attitude

~~The Bad~~

- Not authentic – pretending to be what they are not
- KPI Driven
- Aggressive, dictatorial, archaic culture
- Inconsistency
- Fixed / regimented
- Poor training
- Lies, fakery
- Reputation – transitory
- Transactional
- Enforced 12hr+ days



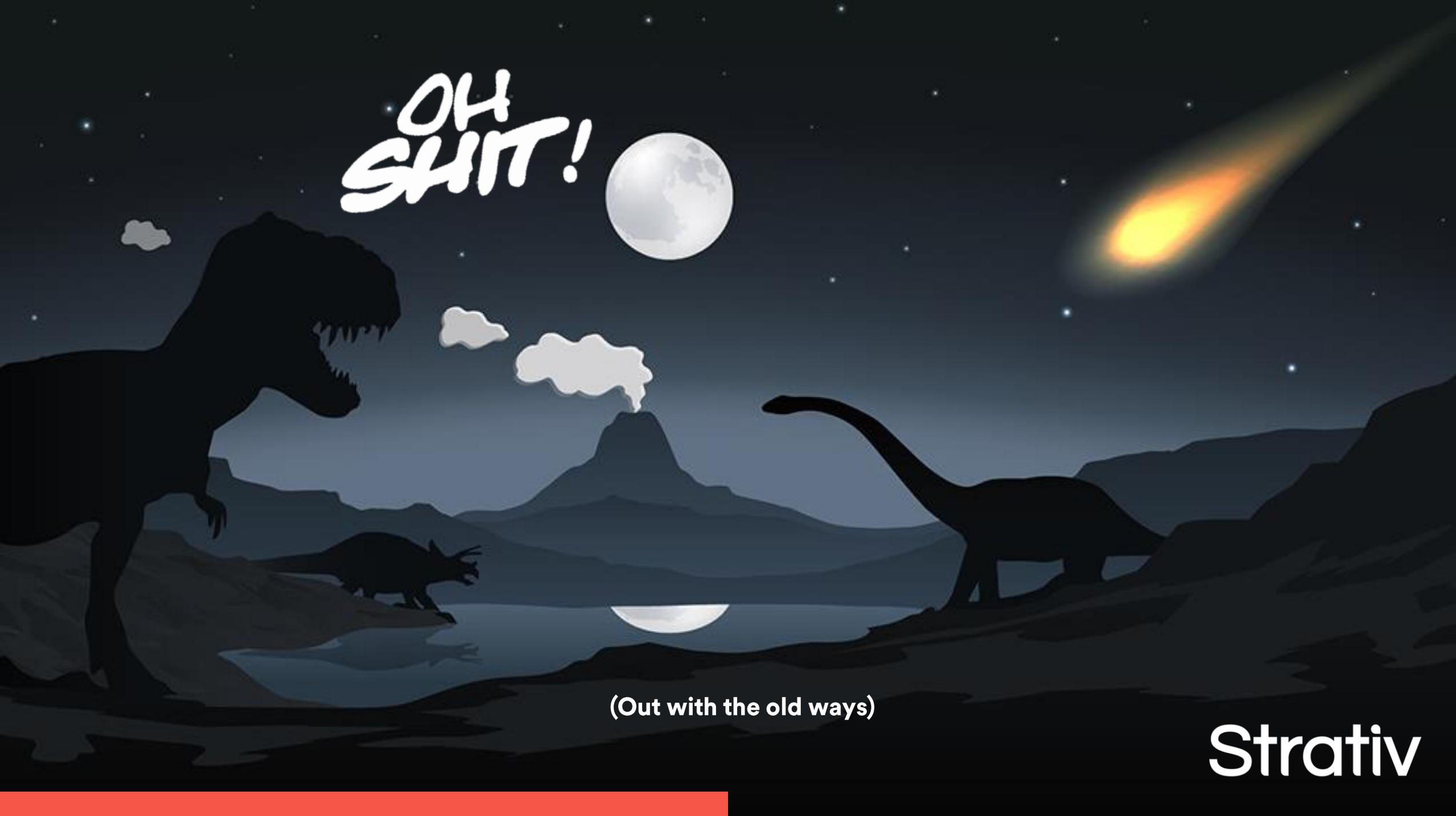
All this stuff results in vicious cycles, and it all starts with poor culture...

~~The Ugly~~

- A life of extremes burns people out. These negative experiences perpetuate negative perceptions of our industry.

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OH
SHIT!



(Out with the old ways)

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A FRESH START

(...and in with the new)

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RECRUITMENT SHOULD BE CELEBRATED

- Fundamentally, this is a great job, often done by great people
- We as a company are privileged to work with some of the best companies in the world – from tech start-ups to the world's biggest organisations.
- These businesses trust us to help build their teams – companies that will change the world that we live in.
- Who else can say they have such a deep impact in such a range of spaces?!



We understand that the job is the job, but we do work in some seriously cool industries...

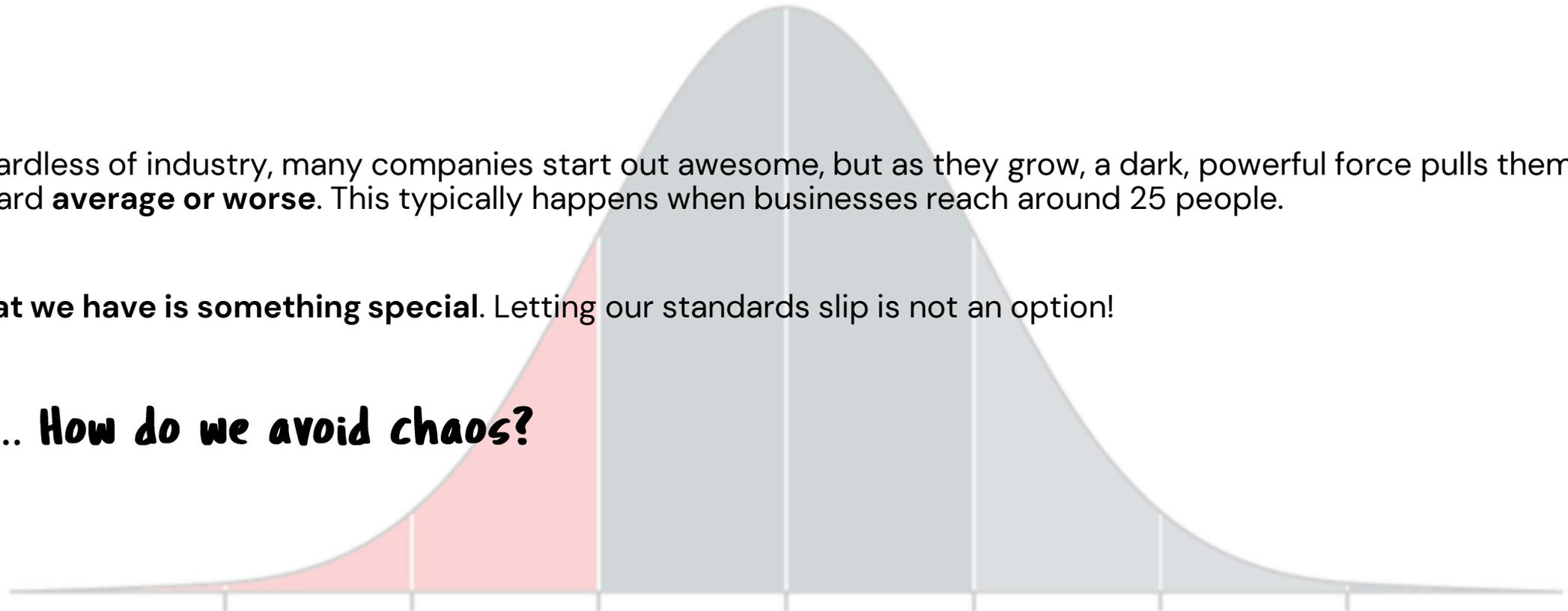
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BEING & STAYING AWESOME

Regardless of industry, many companies start out awesome, but as they grow, a dark, powerful force pulls them toward **average or worse**. This typically happens when businesses reach around 25 people.

What we have is something special. Letting our standards slip is not an option!

So... How do we avoid chaos?



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GROW WITH HIGH-PERFORMANCE PEOPLE. NOT RULES.

Run informally with self-discipline. Our model is to increase freedom and autonomy as we grow rather than to limit or inhibit. This enables us to continue to attract and retain A Players, so we ensure sustained success



Remember the virtuous cycles? Yes that's what will keep things great.

It all starts with our formula...

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OUR FORMULA

AMAZING PEOPLE (A PLAYERS)

- AUTHENTICITY
- MINDFULNESS
- GROWTH MINDSET
- POSITIVE ENERGY

(Personal traits we look for)

+ THE STRATIV WAY

- IDEA MERITOCRACY
- ALIGNED AMBIGUITY
- HOLISTIC DEVELOPMENT
- PERPETUAL OPTIMISATION

(Principles we practice)

=

AMAZING RESULTS

- BEST PLACE TO WORK IN THE WORLD
- TRUSTED BY THE WORLD'S GREATEST MINDS
- IMPACT (ACHIEVING AMAZING THINGS)
- ENJOYING THE JOURNEY

(Our vision)

Remember that line about culture being the whole game? All this creates our culture

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AMAZING PEOPLE

Intro

Authenticity

Mindfulness

Growth mindset

Positive energy

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A photograph of Steve Jobs on a stage, wearing his signature black turtleneck and glasses. He is holding a small blue device in his right hand and gesturing with his left hand. In the background, a large, white, semi-transparent Apple logo is visible against a dark background.

“A small team of A players can run circles around a giant team of B and C players”

Steve Jobs

(Quality not quantity)

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FIRST – WHAT IS A ‘TYPICAL’ A-PLAYER?

A real A-Player is rare and not a fixed thing. Most people would define an A-Player as:

- **Passes the ‘Keeper Test’** – A person on your team whom you would enthusiastically rehire
- **Profitable** – Someone who drives profitability and growth
- **Delivers** – A person of high integrity who delivers on commitments
- **Desirable** – The employee every organization covets and promotes
- **Grit** – Passion and perseverance toward long-term goals

We agree with all this, but we think there is a little more to consider!

A generic definition...

The definition of our A-Player is as unique as our customer’s own requirements!

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...SO WHAT IS A STRATIV A-PLAYER



A Strativ A Player is all that PLUS:

- **Authentic**
- **Mindful (with their ego & energy)**
- **Growth mindset (Self –development)**
- **Positive impact (get shit done + Results overall on the world)**

We debate this regularly between ourselves and we will likely continue to do so for ever but here's a quick list

Foremost, for us an A Player is someone who has a positive influence on the world (professional, personal, physical, spiritual, mental). It is someone who develops themselves and has an equally positive effect on others around them.



“You become the average of the 5 people you hang out with most”

Drew Houston
Dropbox CEO + a million others

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AMAZING PEOPLE

Intro

Authenticity

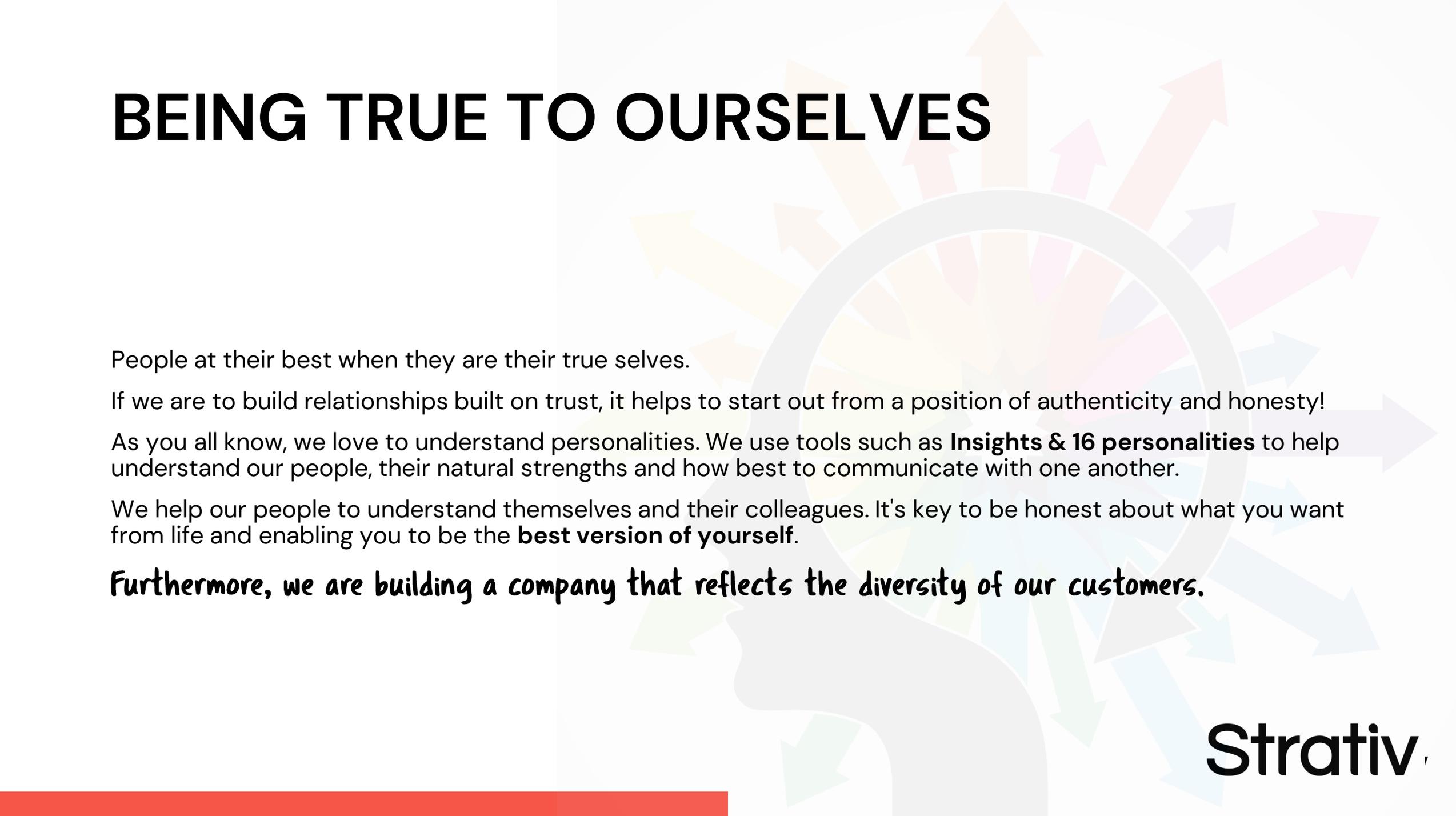
Mindfulness

Growth mindset

Positive energy

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BEING TRUE TO OURSELVES



People at their best when they are their true selves.

If we are to build relationships built on trust, it helps to start out from a position of authenticity and honesty!

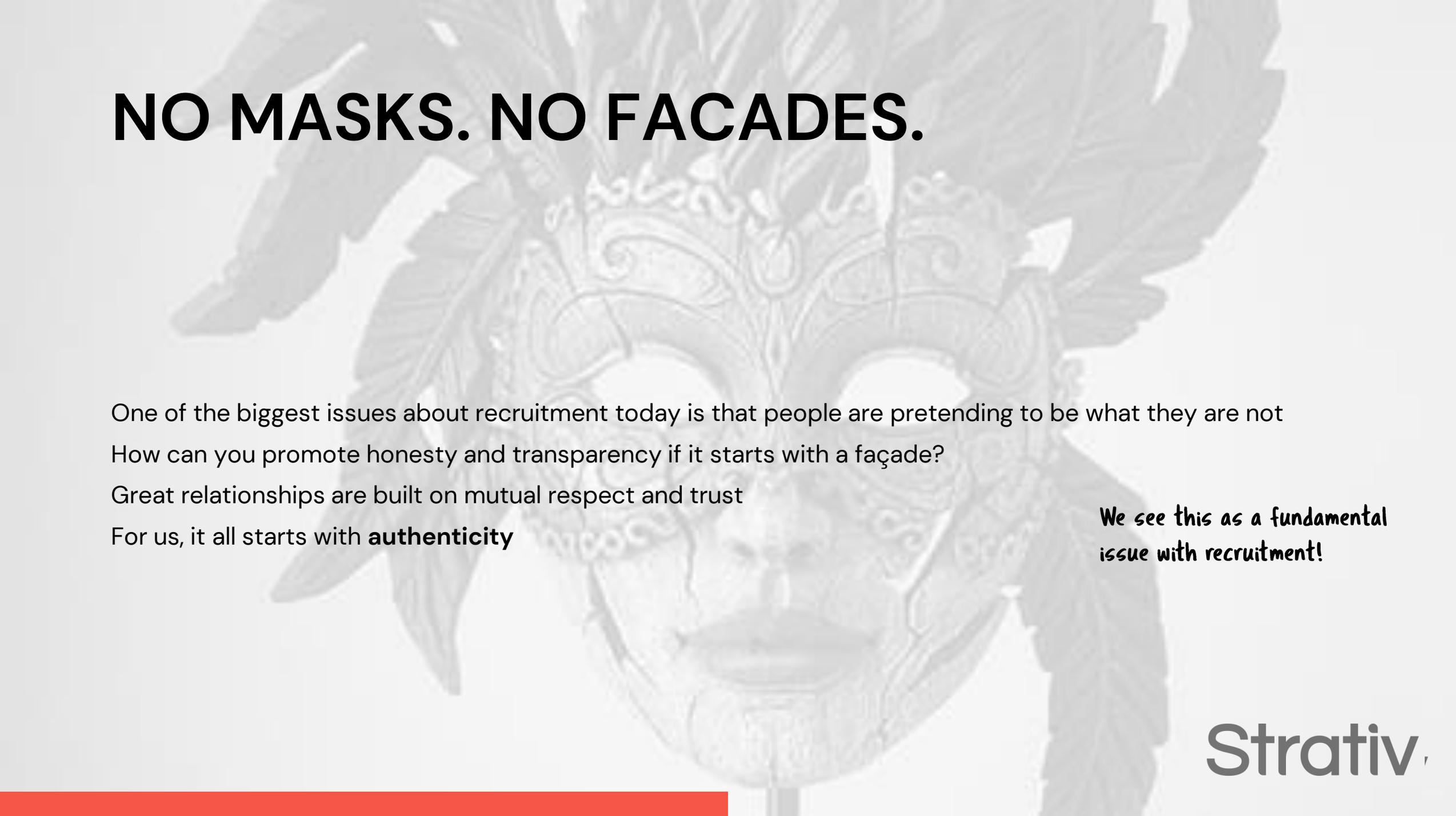
As you all know, we love to understand personalities. We use tools such as **Insights & 16 personalities** to help understand our people, their natural strengths and how best to communicate with one another.

We help our people to understand themselves and their colleagues. It's key to be honest about what you want from life and enabling you to be the **best version of yourself**.

Furthermore, we are building a company that reflects the diversity of our customers.

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NO MASKS. NO FACADES.



One of the biggest issues about recruitment today is that people are pretending to be what they are not

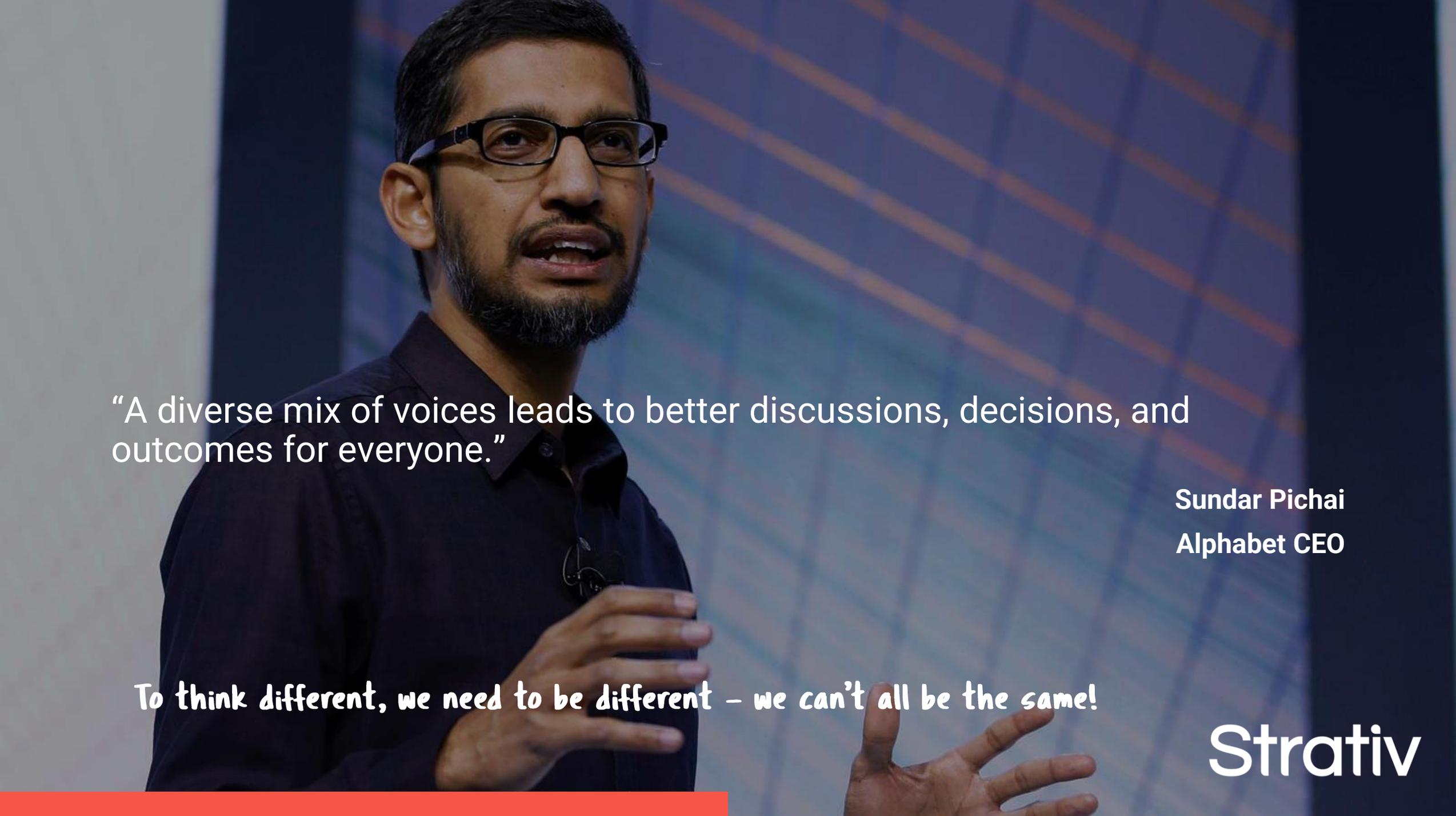
How can you promote honesty and transparency if it starts with a façade?

Great relationships are built on mutual respect and trust

For us, it all starts with **authenticity**

*We see this as a fundamental
issue with recruitment!*

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A photograph of Sundar Pichai, CEO of Alphabet, speaking. He is wearing glasses and a dark shirt, gesturing with his hands. The background is a blue wall with a grid pattern.

“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.”

Sundar Pichai
Alphabet CEO

To think different, we need to be different – we can't all be the same!

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AMAZING PEOPLE

Intro

Authenticity

Mindfulness

Growth mindset

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"We are shaped by our thoughts; we become what we think"

Gautama Buddha

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FIRST OF ALL, WHAT DO WE MEAN?

We are big advocates of the Buddhist mentality... it all starts with being mindful

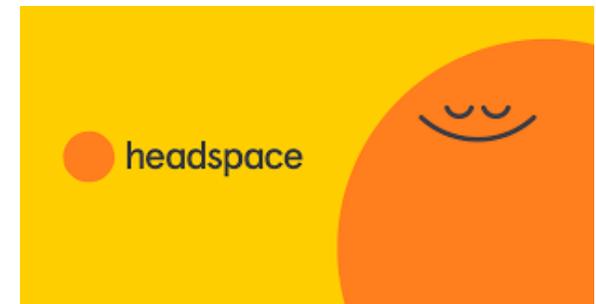
Mindfulness – is both a practice and a way of doing things. We encourage all of our people to engage in mindfulness practice (everyone gets Headspace on day one).

This practice allows you to manage stress, improve mental health, deal with challenging situations – include friends family and colleagues and allows you to see different perspectives

Being mindful means being self-aware and present in situations not letting your thoughts feeling and mentions run away with you. Mr Dalio calls it your 'higher self'.

We encourage people to be particularly mindful of the following

- **Ego** (essentially where people put themselves above all else)
- **Energy** (use your energy wisely!)



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PERSONALITY = GOOD. EGO = BAD

We understand that everyone has an ego. One thing that sets apart the good from the great is the awareness and ability to consciously manage it.

We have some big personalities here, very big and that's a good thing.

This ties into authenticity. We want people to be themselves!

We don't want zombies or no personality we just encourage our people to be mindful of ego. In our industry this ego can often cause conflict and hinder making decision making. we all know the type!

Great people often come with strong personalities, the greatest people are mindful and use these as a force for good.

AMAZING PEOPLE

Intro

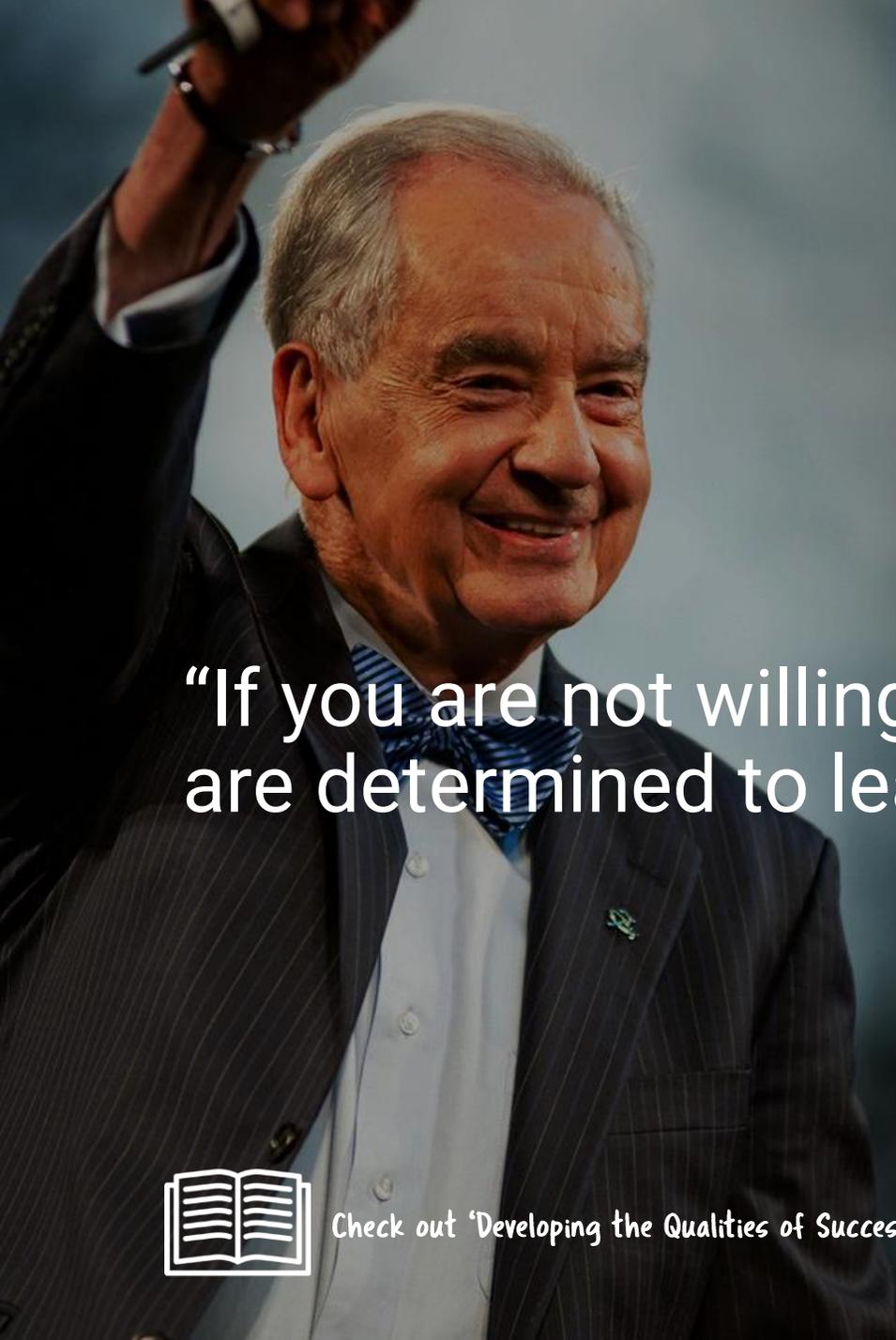
Authenticity

Mindfulness

Growth mindset

Positive energy

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“If you are not willing to learn, no one can help you. If you are determined to learn, no one can stop you.”

Zig Ziglar



Check out 'Developing the Qualities of Success' by Zig Ziglar

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GROWTH VS FIXED MINDSET

GROWTH MINDSET

Is Freedom

Persevere in the face of failures
Effort is required to build new skills
Find inspiration in others success
Embrace challenges
Accept criticism
Desire to learn
Build abilities

FIXED MINDSET

Is Limiting

Avoid challenges Give up easily
Threatened by others success
Desire to look smart
Effort is fruitless
Ignore feedback
Fixed abilities

PERSONAL & PROFESSIONAL GROWTH

We're big on development here, but we look at it slightly differently.

Personal, professional, spiritual, physical – it's all connected. We don't separate personal and professional life here, we believe the more you develop as a person, the better you become at work (and vice versa!)

You never need to ask about going to the gym, yoga, reading, holidays, spending time with your loved ones, taking classes etc. Etc. You'll never need to ask about doing anything – but we fully support any personal development.

It's important that our people have the appetite to grow.

Push yourself as hard as possible. Set stretch targets.

More on OKRs and how we objectively measure this stuff later... This is an integral part of the business

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AMAZING PEOPLE

Intro

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POSITIVE VIBES ONLY

A bit hippy-is perhaps but this makes a huge impact on our work

Our people achieve a lot and everyone is expected to do so with positive energy.

We are all expected to treat our colleagues, meetings and any challenges with a positive energy and positive resolution in mind.

You will be surprised how much more you can achieve and how much more you enjoy your work by just being mindful of bringing a positive energy to everything

“It’s your reaction to adversity, not adversity itself that determines how your life’s story will develop.”

Dieter F. Uchtdorf

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A black and white photograph of Arnold Schwarzenegger flexing his muscles on a stage. He is shirtless, showing his highly defined physique. His arms are raised, and he is looking upwards and to the right. The background is dark with many small, bright spots, suggesting a large audience or a stage with many lights. The overall mood is one of triumph and strength.

“Positive thinking can be contagious. Being surrounded by winners helps you develop into a winner.”

Arnold Schwarzenegger

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THE STRATIV WAY

Intro

Idea meritocracy

Aligned ambiguity

Holistic development

Perpetual optimisation

Strativ

SHOW ME THE WAY

The Strativ Way is a platform comprised of principles that we practice. It's basically in environment conducive to attracting and retaining A Players – a place where the people we've just described can grow and achieve amazing things.

- Idea Meritocracy
- Aligned Ambiguity
- Holistic Development
- Perpetual Optimisation



PLEASE NOTE, This is not some whimsical path. It isn't the yellow brick road. These are guiding principles

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THE STRATIV WAY

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IDEA MERITOCRACY

This one is a biggie here. We seek the truth and face the facts. No rose coloured glasses. Debates should be won with better insights, not bigger job titles. An **Idea Meritocracy** is an where best **idea** wins. Idea meritocracy only works when everyone is on the same page – a culture of **radical transparency**:

- Everyone has equal access to everything (within reason!)
- Power through sharing knowledge, not hoarding
- Measure and communicate everything – Customer happiness, employee happiness, candidate happiness, general

You are empowered – always ask



For more on this, read Ray Dalio's book 'Principles'

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MERITOCRACY DOES NOT = DEMOCRACY

Idea Meritocracy does not equal democracy. We like to get people's input and involve everyone in decision making but that's not what an idea meritocracy is.

An idea meritocracy is the search for the best answer.

So how do you get to this?

- Decide alone? = no
- Ask someone who doesn't speak up = no
- Ask someone who agrees with you = no
- Push your own agenda = no

Our solution: Speak to others who have experience or insight into the situation with different perspectives, and through thoughtful disagreement and sharing ideas come up with the best solution.

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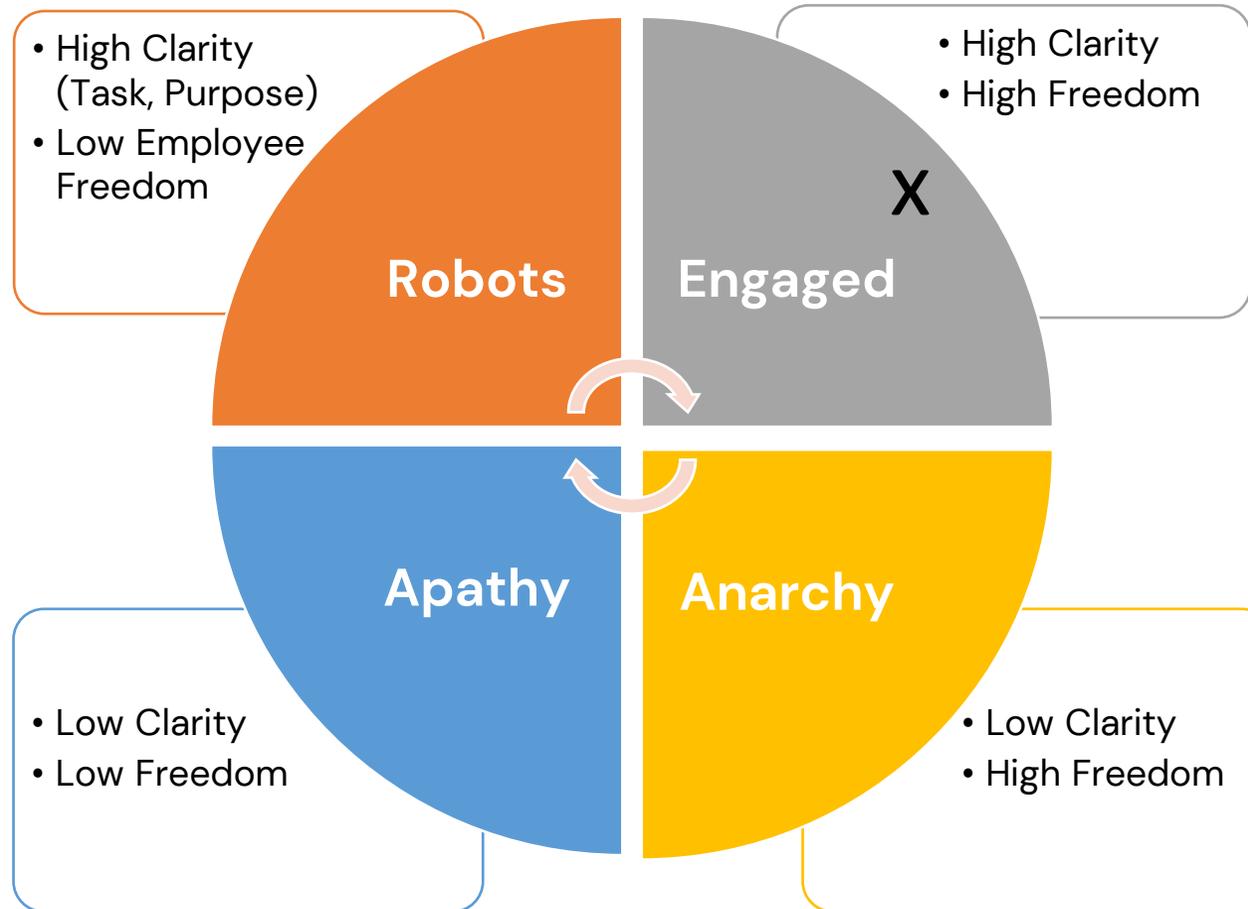
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“If you want to build a ship, don't drum up the people to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea.”

Antoine de Saint—Exupery

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FREEDOM PIE



HIGHLY ALIGNED, LOOSELY COUPLED

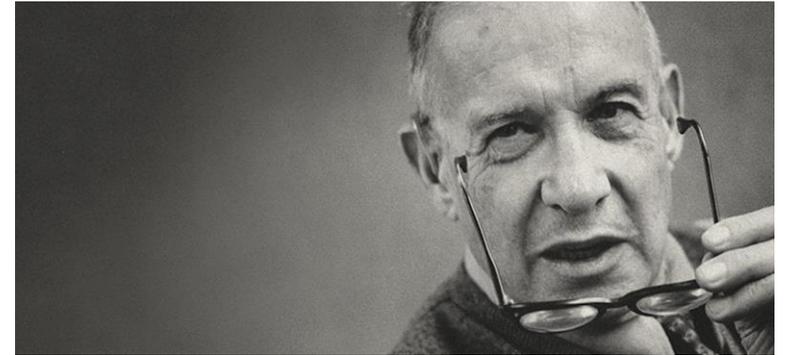
We are all about empowering freedom.

We are aligned, but how we achieve our vision is down to our people. Broadly speaking, We know the end goal – you define how we get there.

Peter Drucker theorised it, Netflix use it to great effect

We're a fast pace, fast growing company and we love it. Ambiguity comes with the territory for our type of business and we embrace it.

We all know great people can achieve great results though different methods. We embrace this.



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MINIMUM EFFECTIVE DOSE



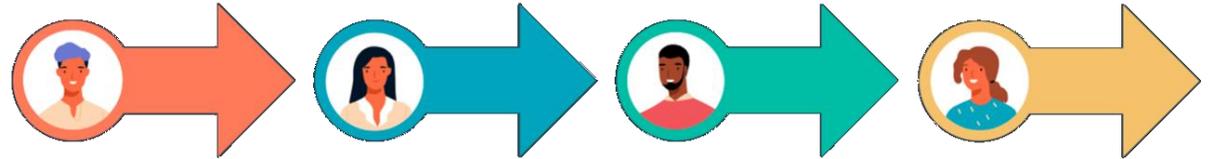
The MED is defined as the lowest dose level of a pharmaceutical product that provides a clinically significant response in average efficacy.

We use this term extensively in our operational philosophy. Everything we do has purpose. We are all busy so we don't want to do any more than absolutely necessary!

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WHAT IS ALIGNED

- Align individuals to team goals
- Align team goals to company goals
- Align company goals to customer goals



This only works with the right people ...*One more time, A Players*

Results:

- I don't know what is going on = bad
- I understand the direction we are going , I just don't know how it's going to happen yet = good

THE STRATIV WAY

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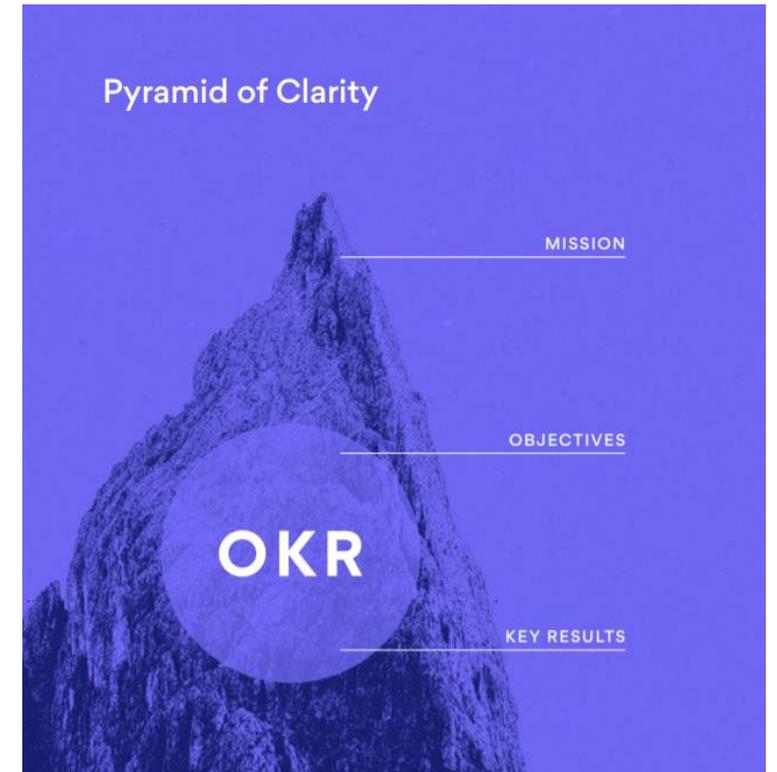
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HOW?

We've covered the whole 'results driven' approach along with holistic development and growth, so how do we actually manage this?

Recruitment is traditionally a life of extremes. We align work with personal growth. This combines personal achievements, work results, learning etc.

We use OKRs to set targets and measure (sensibly!) to enable our people along this aligned journey of enlightenment and self development



EMPOWERMENT

We really want to offer a holistic development environment and here are some of the things we're working on

- **Wellness Zone** – we know this job can be tough and mentally taxing however we don't think your mindset or relationships with your loved ones should suffer. We have an environment that encourages all types of wellbeing
- **Entrepreneurs Hub** – we have a very entrepreneurial team who are always talking about setting up new businesses, sharing thoughts from books etc. we encourage this!
- **Investment Hub** – you won't hear us incessantly go on about money here but our people are paid very well and this hub can provide a fantastic source of income. We provide information on how to invest this and create long term wealth for our colleagues – from investing in properties to stocks and shares and pensions – this is personal wealth creation for you and your families

A COACHING CULTURE

This is what provides direction and purpose within our people

We value opinion, contribution and ideas

Ask Vs Tell – We don't **tell** our colleagues what to do, instead **ask** powerful questions. This allows the everyone to create their own solutions.

You may have noticed, but everything about what we do, including the way that this deck has been conceived and delivered adopts a coaching mindset

THE STRATIV WAY

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NEVER STANDING STILL

We are a perpetual work in progress. We move as much as the wider world around us and as such, we never stand still.

New people, new locations, new perspectives, and our culture grows along with the business

Having a growth mindset to culture is how we will keep ahead

Every facet of Culture, Marketing and Operations are designed to enable our people to be the best

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TECH & PROCESS

The world is constantly evolving, technology shapes the way we all live and work.

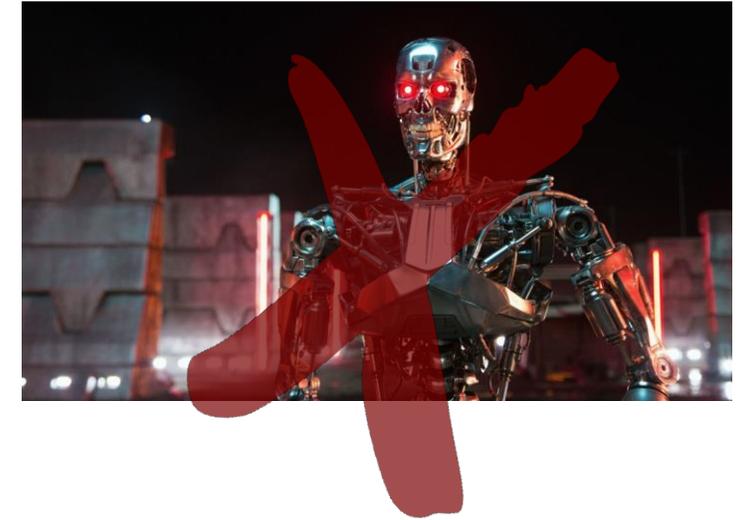
We absolutely do not see Tech as the enemy. It is not SkyNet. We don't believe that tech will totally replace recruiters – humans are more than just code

Our philosophy towards tech is to make great people even better

Using tech to reduce admin and ensure you are all adding the most value / doing the best thing / creating most value realising your goals

*****Tech is not the enemy, it is not SkyNet**

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“Antifragility is beyond resilience or robustness. The resilient resists shocks and stays the same; the antifragile gets better.”

Nassim Taleb



The concept of Antifragile was developed by Nassim Nicholas Taleb. It relates to diversity and decentralisation. Coupled with experimentation & continuous improvement this is a recipe for robustness.

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RESULTS

Intro

Best place to work in the world

Trusted by the world's greatest minds

Impact (achieving amazing things)

Enjoying the journey

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WHAT DOES THIS ALL MEAN?

So in conclusion, what does all this equate to? After all, we are a results driven business...

- Best place to work in the world (self-managing business)
- Amazing impact
- Enjoying the journey
- Trusted by the world's greatest minds

Some bold targets... but for good reason

A close-up portrait of Laszlo Bock, a bald man with blue eyes and a light beard, wearing a dark suit jacket over a light blue shirt. The background is a solid dark red color.

“If you're achieving all your goals, you're not setting them aggressively enough.”

Laszlo Bock
(Former) Google Chief People Officer



Check out 'Work Rules' by Laszlo Bock

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A SELF MANAGING BUSINESS

A **bold target** but a vision should be bold and ambitious

Great people, achieving great things together, and having fun whilst they do it. What's not to love?

Our vision is to create the world's first self-managing business.

A world class culture where empowered teams set their own goals. An aligned group enjoying exceptional results.

The greatest perk of working here is our people

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HOW DO WE ENABLE THIS?

Aligning people, marketing, ops and process

- **Elevate & Empower** – Provide the tools & platforms to maximise impact and achieve personal & professional goals.
- **Self Service Platform** – Speed, search, share. Whatever you want, when you need it.
- **Robust Framework & Waste Reduction** – Technology to reduce admin and maximise time winning business, marketing, networking etc.

RESULTS

Intro

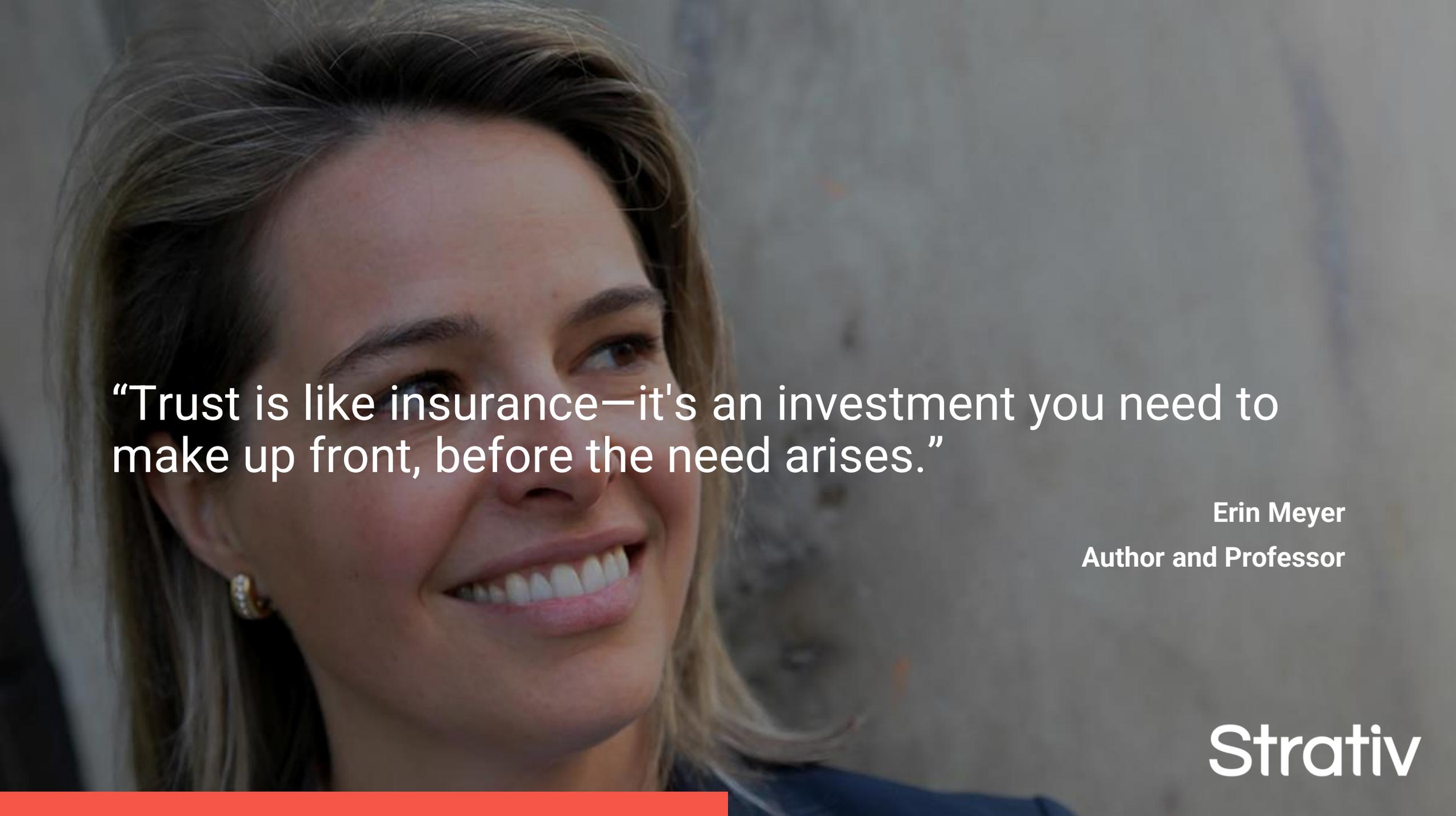
Best place to work in the world

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“Trust is like insurance—it's an investment you need to make up front, before the need arises.”

Erin Meyer
Author and Professor

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TRUST IN TALENT

- We play the long game, central to this is trust
- And build meaningful relationships with the people around us based on trust, respect and positive impact
- This is what will help us continue to:
 - Attract and retain the greatest people
 - Place the greatest candidates
 - Work with the greatest companies

RESULTS

Intro

Best place to work in the world

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“The only limit to your impact is your imagination and commitment”

Tony Robbins

Author, coach, speaker, and philanthropist.



Check out 'Unlimited Power' by Tony Robbin

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RESULTS

Intro

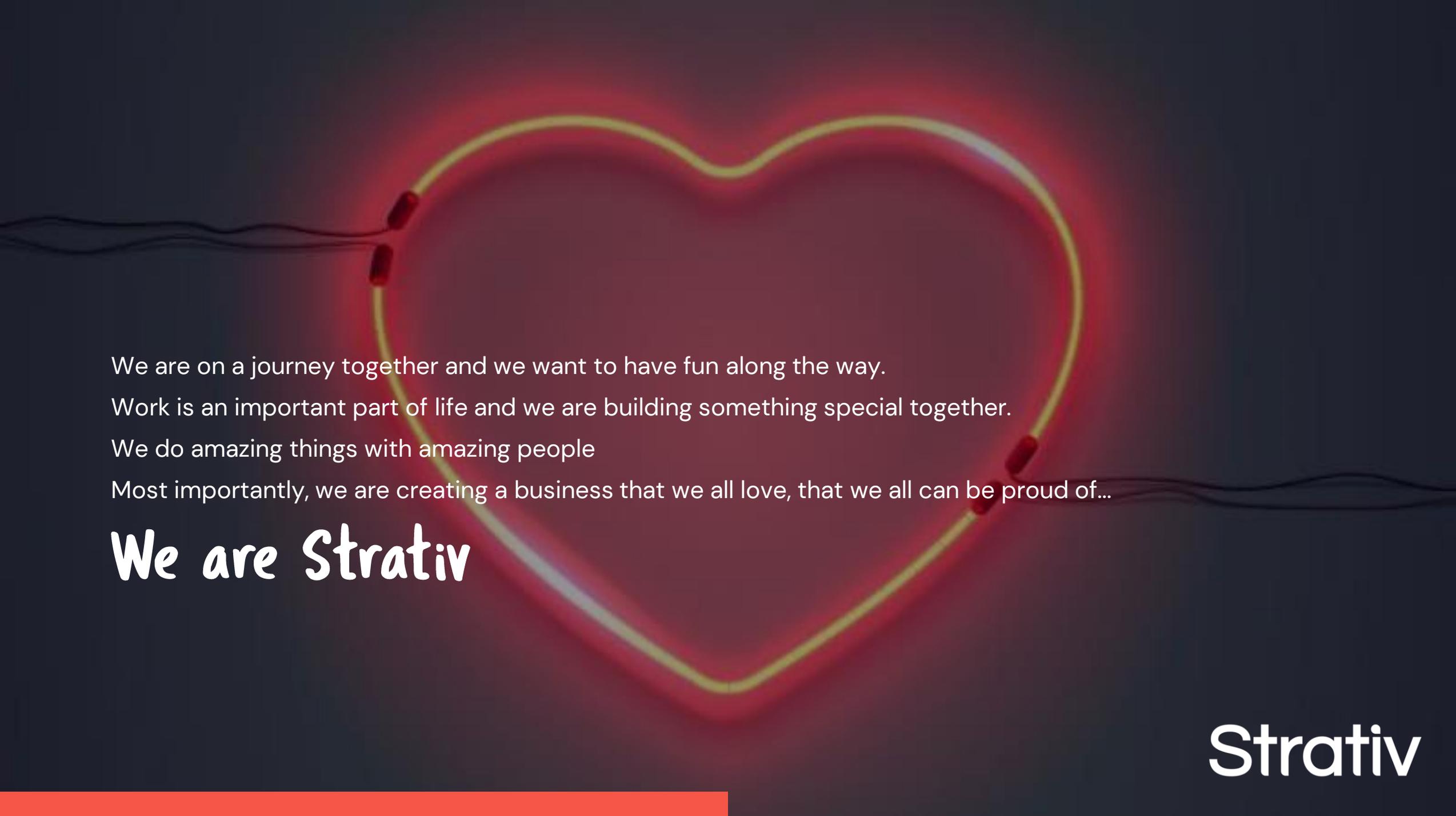
Best place to work in the world

Trusted by the world's greatest minds

Impact (achieving amazing things)

Enjoying the journey

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We are on a journey together and we want to have fun along the way.
Work is an important part of life and we are building something special together.
We do amazing things with amazing people
Most importantly, we are creating a business that we all love, that we all can be proud of...

We are Strativ

Strativ