

Boomers¹ Culture

“Integration is a basic law in life, when we resist it, disintegration is the natural result, both inside and outside us. Thus, we come to the concept of harmony through integration”

Norman Cousins. American author, professor and world peace advocate.

Connecting and integrating, from all perspectives, is an important part of everyday life. Both in business as in our personal life will integration function as the glue that brings things together. Integration for us is not only to help people or applications (the only time we will note them as equals in this document) fit into systems in our society or the digital architecture in our IT landscape. But for us it is all about changing these structures and enabling those architectures to make them better for everyone, to create a better world for everyone.

In this document we try to put down in words the culture we want the company to stand for. Not only because we believe it will make us a better, more efficient company but also because we deeply believe it will make our employees better at anything they do, better fathers and mothers, better friends, better partners and better people in general.

This document in no way intends to copycat the traditional company values such as integrity, excellence, respect, inclusivity, entrepreneurship and collaboration or that we want to hire the best and smartest people. Not because we believe those are bad values, but just because we do not want to state the obvious. We intend this document to describe:

1. How we will enable you to bring your best self to work, day in and day out.
2. How we will allow and even better encourage you to grow in what you do and who you are.
3. How we intend to cultivate and stimulate a flexible creative and fun culture.
4. Last but not least how we will step away from bureaucracy and traditional appraisal and reward systems... and still want to make sure we only keep our highly effective people.

All of this just because we believe that if you want something new, you will have to stop doing something old.

¹ Throughout this document we will refer to the company as Boomers but also to the company's employees as Boomers

'Real' Values

In no way we want the company culture to resemble what we see in most companies' value statements, not only because these values are just boring and mind-numbing to read. In addition, they are often vague and ignored by most people including (top) management. at Boomers we don't want you to feel like someone is nibbling away on your brain when you think about the values, instead we want them to resemble the culture you always dreamed of but never were able to describe.

What you'll read below are what we believe our REAL values, sometimes written a bit unorthodoxly to make sure we bring across our point. We want them to sound natural because if that is how they resonate we maximize your chances of success and with that our chances for the culture we care about so much to thrive. Please note they come in no particular order or priority.

Community

- You place the community above yourself; this can be the Boomers community, the Boomi community but even your local community or your team community
- You understand that only by excelling in what you do and contributing to the community with all you have got we can make Boomers a better company, Boomi a better product and eventually the world a better place
- You make time to help colleagues and partners

Courage

- You say what you think, when it's in the best interest of Boomers, even if it is uncomfortable
- You investigate all angles of a problem although some of them might seem far fetched
- When the going gets tough, you keep on going
- You are able to be vulnerable, in search of truth
- It doesn't mean you don't get afraid, it means you do not let your fear stop you

Passion

- You are genuinely interested in integration questions and are deeply passionate about solving them with the Boomi IPAAS
- You actively help in making the Boomi product better than it ever has been
- You inspire others with your thirst for excellence
- You care intensely about our customers' success and their perception of our company and the product we represent
- You are tenacious and optimistic
- You push yourself because you realize no one is going to do it for you
- Never be part of the problem, always be part of the solution

Act as if the company were you own

- You seek what is best for Boomers, rather than what is best for yourself or your group
- You question actions inconsistent with our values
- You think long term, not near term
- You are open-minded in search of the best ideas
- You constantly seek improvements, allergic to a status-quo

Inclusion

- You believe this value is a right and not a privilege
- You believe our strengths lie in our differences and not in our similarities
- You collaborate effectively with people of diverse backgrounds and cultures
- You nurture and embrace differing perspectives to make better decisions
- You focus on talent and our values, rather than a person's similarity to yourself
- You understand inclusion is not about tolerance but about acceptance
- You recognize we all have biases, and work to grow past them
- You adapt your communication style to work well with people from around the world who may not share your native language

Radical Honesty

- You are known for candor, authenticity, transparency, and being non-political
- You use honesty to prevent mistakes from turning into failures
- You respect people who tell you the truth no matter how hard it may hit
- You only say things about fellow employees that you say to their face
- You admit mistakes freely and openly
- You are rather honest than impressive
- You listen well and seek to understand before reacting
- You maintain calm poise in stressful situations to draw out the clearest thinking
- If it is not right, don't do it. If it is not true, don't say it
- You provide candid, helpful, timely feedback to colleagues

DES ("Do Epic Shit")

- You accomplish amazing amounts of important work
- You innovate and create new ideas that prove useful
- You re-conceptualize issues to discover solutions to hard problems
- You challenge prevailing assumptions, and suggest better approaches
- You thrive on change
- You will either find a way, or make one

Amaze & blow your customers minds, in short "Make mom proud"

- You are unique in everything you do and who you are
- You get personal satisfaction out of amazing the people around you by writing astounding code and providing mind-blowing solutions to their problems
- You believe success is a decision
- You maintain a positive attitude despite potential setbacks
- You don't strive to be the best, you strive to be legendary
- Never cease to amaze
- You set goals you cannot possibly achieve and then grow into the person that can

It's easy to write admirable values; it's harder to live them. That is also why we included the value "act as if the company were your own" because we strongly believe that if people would use the same judgement in their actions as if they would when the company would be theirs, mostly those decisions would be the right decisions. We encourage everyone to speak up and say when things are not working. You can only start making improvements as a team once you've identified that there is something to work on. We do this because everyone has ownership of what we're building and more importantly, how we're building it. You don't just own what you're working on, you realize that what you're building connects to the entire company.

The value, "radical honesty" is most likely the hardest one for people to practice. We however believe it is one of our most important values because honesty is the only thing that can prevent a mistake from turning into a failure and moreover saves a lot of time. Conversely to the vested interest we have in an honest culture, it isn't something that everyone can handle. Not telling the truth often allows people to be more comfortable. Hence the value of radical honesty is rightly seen as one of the most challenging ones by everyone in the organization.

The value always starts with yourself. In order to thrive in our culture you should start with being honest to yourself because if you cannot tell the truth about yourself you will never be able to tell it to other people, and you will never feel at home in our company, no matter how cool the rest of the our culture deck sounds and however good the work conditions are.

Why we believe being both able to give and receive honest feedback is so important? How would you feel if people would let you run around with a piece of toilet paper stuck to your shoe. Wouldn't you want them to tell you although it might be embarrassing when they do I'm sure you will be glad afterwards and you will also look twice next time you come in contact with it. The same goes for other personal and work related matters. We truly believe people will learn faster and be better if we can make giving and receiving feedback less stressful and a more normal part of work life. If we want to improve we all need people that give us honest and well intended feedback. Ken Blanchard (an authority on leadership) states that feedback is the breakfast of champions and that is also what we believe. Feedback helps us to avoid sustained misunderstandings and the need for rules. As a Boomer we will require you to establish a feedback tone in your team, up down and across the organization, ask and give feedback yourself and act on it accordingly.

Keep calm, we are the “Dream Team”

You can teach someone a new technology stack, but you can't teach character.

At Boomers, we hire for character first. The problems we face often require emotional intelligence just as much as technical expertise. The ability to collaborate with one another is founded on everyone being able to adapt their behaviors and communication to the circumstance. Many Boomers hope to grow into senior roles, leading projects and managing teams. At Boomers, promotions are not just about building technical expertise but more about true leadership and being able to effectively guide other Boomers and keep our customers happy. There's an expectation that as you grow, you'll also help and mentor others to create our self-proclaimed dream team.

For us a dream team is a group of highly skilled individuals from various backgrounds and with various skills, who, when collaborating together, form an invincible team which defeats all odds and who can get any job done. We will always pick team players over talent because talent might win games but teamwork and intelligence are the only combinations that will win the championship and we would like every single employee in Boomers to be a champion in his/her game. Boomers realize that their individual commitment to a team effort, is what is needed to make the team work, a company work, the society work, our civilization work. We truly believe the value and gratification of being part of such a dream team is far beyond personal, it's about being part of a wolfpack, together being able to control our destination, a feeling of belonging and an ability to control our future. Hence our version of the great workplace is a dream team in pursuit of ambitious common goals. It is on such a team that you will be engulfed into a steep learning curve and rise above yourself. You will be able to take your character to the edge of who he/she is and become the master of your destiny, directly influencing and controlling your environment in order to make your (professional) life what you want it to be.

And to be clear, we understand perfectly well that having the entire company comprise the dream team is challenging. However, we believe by hiring well, fostering collaboration, embracing inclusion, supporting information sharing, and most of all discouraging office politics we have more than a fighting chance to succeed.

A lot of what we do at Boomers focusses around teams. We believe it is very important that we all bring our past experiences to the table and share our ideas, practices, and processes to elevate the team while also making sure to learn from what didn't work. We are incredibly

team oriented in this regard. All our internal teams work together to share knowledge and help one another build our engaging, cohesive company culture.

To enable this dream team culture, it is imperative that all levels of management in the organization communicate frequently with each of their team members about where they stand in order to avoid surprises. It is the managements responsibility to ensure that the company strategy is known by everyone throughout the organization. From CEO to receptionist, if the company strategy is not known and clear we cannot expect people to behave in line with this strategy.

Boomers is a .com, okay a .boutique in technical terms but in the heart a commercial organization, we are not a .org. We are not a family but strive to be a dream team. A family is about unconditional love, despite your siblings' irritating behavior. A dream team is about pushing yourself to be the best teammate you can be, caring intensely about your teammates, and knowing that you may not be on the team in your current position forever. Or in the words of Charles Darwin *"It is not the strongest of species that survives, nor the most intelligent that survives. It is the most adaptable to change, that lives within the means available and works co-operatively against common threats."*

The 'Elite Sport' analogy

In addition to founding Boomers, some of our founders have been or are involved in elite sports (e.g. Olympic Bobsled teams and World Championship triathlon participants) and a lot of the work they do with athletes and sport is very similar to the business world. Developing a healthy team culture and a balance between body and mind is as important in the sports world as it is in the corporate world. Hence we are profoundly confident that every minute spent in putting together this document is a minute well spent.

Our unique Boomers culture is the expression of our values, approaches, and philosophies about the business and industry we operate in. It confirms our focus is on team success, fun and cutting edge approaches about the new way of working. The culture is grounded in an identified sense of mission and shared goals. We expect our Boomers culture to create norms of acceptable behavior, either explicitly or implicitly conveying to members what is allowed and what is not. These norms can dictate to team members how to behave, communicate, cooperate, and deal with conflict. When clear norms are established, everyone on a team is more likely to abide by them. Very importantly, the culture creates the

atmosphere that permeates every aspect of a team's experience. Is the atmosphere relaxed

or intense? Light-hearted or competitive? Supportive or competitive? All of these qualities of a culture have real implications on how the team functions, how its members get along, and, crucially, how the athletes on the team perform and the results they get. When a team has a defined culture that is understood by all of its members, they feel an implicit pressure (in the good sense) to support that culture.

Despite one of our values being inclusion, we would like to point out we do not tolerate brilliant jerks. Netflix also gave them a place in their culture deck and they do an excellent job describing their stance as follows. *“On a dream team, there are no “brilliant jerks.” The cost to teamwork is just too high. Our view is that brilliant people are also capable of decent human interactions, and we insist upon that. When highly capable people work together in a collaborative context, they inspire each other to be more creative, more productive and ultimately more successful as a team than they could be as a collection of individuals.”*

This is exactly how we feel about them as well. However just like in other aspects of life not everyone is cut out to be part of a high performing team or working for companies that have such an outspoken culture of openness and performance. When in doubt and when you prefer stability over change, seniority over performance or when your emphasis is more geared towards traditional HR we suggest to those people to also look for such employees because, in all openness, this is not what the Boomers Culture is about.

We would like you to surround yourself with people who push you to do better and be better. No drama or negativity. Just higher goals and higher motivation, good times and positive energy, no jealousy or hate. That is how the Boomers culture intends to bring out the absolute best in each of its employees.

Just like in elite sports we also tend to pay top of market, for the value that you bring to the team that is. This pay and thus your financial security is based on your skills and reputation, not on your network, your seniority or any other metric that is subject to your performance we strongly encourage you to follow the steep learning curve that is offered in Boomers through working with amazing colleagues and on amazing projects since this will mean we can quickly start to raise your pay, and that would be an overall indication of your increasing market value and performance in the business.

We always go all in, everyday and strive to be better than yesterday because from the moment we know better we will be able to do better.

Start to finish ownership

It's your company too.

We encourage everyone to speak up and say when things are not working. You can only start making improvements as a team once you've identified that there is something to work on. We do this because everyone has ownership in what we're doing and more importantly, ownership in how we're doing it. You don't just own what you're working on, you see how what you're building impacts the entire company.

There are people on this earth who will only clean up their own back yard. Those are not the Boomers we are looking for. We want people who truly believe that caring for others and the world around you, where everyone feels a sense of responsibility to do the right thing to help the company at every moment.

We believe strongly in maintaining a high-performance culture and giving people the freedom to do their best work. For us, this translates into creating minimal controls and thus putting greater accountability with all the employees, enabling them to thrive, help them to make smarter, more creative decisions, and increase their sense of responsibility and self-discipline that will drive better projects and service for our customers.

In general we aim to replace rigid processes that are well established in big companies with the freedom and responsibility small companies facilitate. The freedom and responsibility that requires everyone to know everyone and guard the invisible boundaries of what is and is not acceptable. We like to summarize all the travel, holiday, review, compensation and document sharing policies with a simple 8 word sentence.

"Act as if the company were your own."

Because we truly believe that everyone acts according to that sentence we do not need to tell people whether or not they can put in a month's worth of laundry in an overnight hotel bill, we will not have to spend endless hours of discussions on whether or not we add an additional day to the holiday scheme or which kind of car or option will make the new car policies list. We truly believe we will create huge efficiencies and save hundreds of billable hours and management time by implementing this simple 8 word rule to replace a typical bureaucratic list of policies that require lots of setup time and maintenance, are most likely still liable for interpretation and often create a lot of friction.

If it turns out people cannot deal with this kind of freedom for us it is the sign that we hired the wrong person. A person whose personal values are too far off from our group values will never be able to add value to the team and company and will eventually come out frustrated. And although we can only blame ourselves for this miss-judgement we will not try to change a persons values because we simply don't believe it is our job to define a persons personal values. We will instead take our responsibility and direct the person into a career and company that better matches their personal values.

Heart 2 Heart meetings instead of Face 2 Face

Going further than anyone has gone before, we like to take the “everyday” out of the typical way of dealing with our employees. Instead of having face to face meetings we require our team managers to organize what we like to categorize as heart to heart meetings.

These are simple 30 min sessions in the canteen, the office, at a whiteboard or even a canoe on the river if you prefer with a 3-5 person team where we encourage our employees to openly discuss the material issues at hand in the team and we make it the employee his/her responsibility to explain his/her vision on how things are going. Openly disagree, and support his/her position by clear arguments. The back and forth of discussion can as such clarify the different views in the team.

It is the managers' responsibility to welcome, understand, and consider your opinions, your teammates' responsibility to throw in their opinion on the topic and facilitate a constructive conversation on the matter at hand.

We call it a heart to heart because we truly believe that when we have such open discussions, we help people not only vent their frustrations but also help people understand the other persons point of view, and as such get closer to each other, as in heart to heart instead of face to face.

You cannot do epic shit with basic people

Throwing all our company values in the mix we aim to produce great independent decision makers, and as such limit the management overhead that is required in other traditional companies where the C levels pride themselves to be micro managers.

The aspiration of the above-mentioned values is to encourage our staff to become confident

in the decisions they make and to only consult their manager when they are unsure of the right decision.

We will throw in every effort to ensure we create and nurture this team culture since we believe that way we create individuals who do not seek to please one individual (most often their boss) but refocus on serving the business and our customers. In most cases people serving in a micromanaged team (we like to call it an overmanaged team) tend to be very uncertain about themselves and the direction they need to go in order to bring value to the company.

We encourage our leaders to put in extra effort in order to set clear context so that others have the right information to make the right decisions. We however don't want hands-off management. We expect each leader to stay on top of things in order to guide team in the right direction, to make sure every member is aware of the company strategy, provide context to certain decisions and every member is performing at the maximum of their abilities.

We tell our people it is OK to disagree with their manager and speak up, rather than going off on their own without a sense of general direction that needs to be followed. When that happens, teams tend to land up in the wrong place doing the wrong, generally without any clue as to why they are doing things in this particular manner. More than often, blaming it on someone else. We believe that if we can get people to feel confident and secure to openly disagree and discuss about certain approaches or statements, more value is brought to the table and better, cooler and superior ideas and solutions for our customers are the net result. It will moreover give everyone a chance to shine and raise above themselves.

Shooting for the moon

As Thomas Aquinas once stated, *"If the highest aim of a captain was to preserve his ship, he would keep it in the port forever"*. The point we want to make is that you will notice throughout your career within Boomers that this culture deck will change, because we are people and we change and learn. We have no intention whatsoever to preserve our current culture, instead we want to improve it. Through diversity we are slowly learning the art of inclusion and it is teaching us to capitalize on our various skills so we can better advance in what we do and find better ways for our talented team to work together more cohesively, nimbly and effectively.

We fully understand some people will frown when they have read this culture statement,

they might wonder how it could work, wonder what we were on when we wrote it (it must have been some good stuff) or even wonder how this way of working could add value. To those people we would like to recommend not solicit on the any of the posted jobs. To the contrary, if you read this document and truly believe this is the culture you would thrive in and in which you would exceed your own limits, the culture you would like to contribute to but cannot see how your unique skillset could match any of the job descriptions posted on this website, we encourage you still submit your resume. We are constantly looking for unique talents who could help us shape this unique ecosystem we got going.

Finally

To us real success is the ability to handle systematic freedom. Freedom requires truth. Truth requires letting go of individual and collective ego distortions. Letting go requires resilience and humility. And this bone deep resilience ...IS NOTHING BUT GOLDEN. These attributes are what makes Boomers true champions.
