



## **PURPOSE** (*visionary over commercial*)

- What will our *dent* in the universe be?
- Who do we stand for and how will we help them succeed?
- What/who is our enemy?

### INSPIRATION

*Facebook's Purpose is to make the world more open and connected. Google's Purpose is to organize the world's information and make it universally accessible. Amazon's Purpose is to be Earth's most customer-centric company. See Also: [Building Your Company's Vision](#)*

### INTENT

1. Aligned Mental Models and Shared Goals (*we're all on the same page*)
2. Growth of New Networks (*people want to join our cause*)
3. Expanded Time Horizons (*we think long term and can delay gratification*)

## **PEOPLE** (*makers over managers*)

- How will we find and attract the best talent in the world?
- How will we retain that talent?
- What management roles can we automate or avoid?
- How can we foster autonomy and control in every position?

### INSPIRATION

*[Netflix on Culture](#), [How Spotify Recruits](#), [Hubspot's Culture Code](#)*

### INTENT

1. Talent Density (*we have the best people in every position*)
2. Adaptability (*our people are resilient*)
3. Increased Diversity (*we favor constructive dissent*)

## **PROCESS** (*simple over complicated*)

- How will we continually revisit and redesign our organization's structure?
- How will we reduce and resist unnecessary complexity as we grow?
- How do we overcome barriers to communication and action?

### INSPIRATION

*[Holacracy](#), [Valve's Employee Handbook](#), [The Lean Startup](#), [The Automatic Corporation](#), [Bezos on APIs](#), [Cynefin Framework](#)*

### INTENT

1. Dispersed control (*anyone is able to take charge and solve a problem*)
2. Interoperability (*our people and processes work together*)
3. Information Flows (*we know what each other is working on*)
4. Variety and Recombinance (*we try new things and build on what works*)

## **PRODUCT** (*dynamic over static*)

- What will we build that the world can't ignore?
- How will we test, kill, and improve products faster than our competitors?
- How can each new customer create value for all customers?

### INSPIRATION

*[Customer Development Manifesto](#), [Getting Real by 37Signals](#), [How Spotify Builds Product](#), [What Hackers Should Know About Design Thinking](#), [Why Wesabe Lost to Mint](#)*

### INTENT

1. Abductive reasoning (*we test hunches formed by examining data*)
2. Faster Reproductive Rate (*we try a new experiment every single day*)
3. Network effects (*each new customer makes our product better for all*)

## **PLATFORM** (*open over closed*)

- How can we enable outsiders to build their own businesses on top of ours?
- What processes or byproducts can we give away for a community to use and improve?

### INSPIRATION

*[Collective Intelligence Genome](#), [Sell Your By-Products](#), [STAR Model](#)*

### INTENT

1. Ecosystems (*our community is incentivized to improve our products*)
2. Generative Relationships (*we develop new strategic relationships even before we know what value they'll offer*)