THE CSI 3000 TRES MIL WAY

The CSI 3000 Way represents both who we are and who we must become in order to achieve our goals.

THE CSI 3000 WAY

TRES MIL

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The best people don't just fit our culture,

they further it.

What is Culture?

A set of shared beliefs, values and practices.

Culture happens, whether intentional or not, companies always have a culture.

So why not create a culture we love?

INTRODUCTION

The CSI 3000 Way

The CSI 3000 Way is how we want to run the business, how we're going to teach the business, what kind of human beings we want in the organization, and what we're going to stand for as an organization.

The CSI 3000 Way represents both who we are and who we must become in order to achieve our goals.

This is a living, breathing document that will change over time and continually challenge the status quo.

The CSI 3000 Way is comprised of 2 parts:

People & **Process**

PART ONE

People

“At CSI 3000 we have more than employees, we have team members, friends and family. We have people we lean on, and people we push forward with. Here at CSI 3000 **our team is everything.**”

– REY RIVERA

We are in the PEOPLE business, not the concrete, asphalt or hauling business.

Our people are the number one driver of our current and future success.

Human Element Goals

Be better than anyone else at **how we treat our employees.**

Be better than anyone else at **how we connect with our employees.**

Be better than anyone else at **the relationships we develop.**

Be better than anyone at **putting our team in positions to succeed.**

Have **the best environment in the business.**

Have **the best vibe in the business.**

Have **the most fun.**

Care the most.

No Compromises

We’re never going to compromise character for talent.

We’re CSI 3000. We’re going to have both talent and character.

No brilliant jerks.

Mental Toughness

Our people are among the most mentally tough people you'll ever meet.

When they encounter setbacks, they turn them into comebacks.

We Have Enough to Win

In times of rapid growth, challenges, or unexpected obstacles, our team searches for and finds a way to get the job done rather than coming up with reasons why they can't.

We pride ourselves in making the most out of our available resources.

Radiators

Radiators uplift others.

Radiators can be, but aren't necessarily the outgoing vocal type. They just have a way of building other people up and contributing to a good vibe.

Drains

Drains are negative and take the life out of the room.

Respect

Regardless of tenure, position, pay grade, or personal opinions, each of our team members treat one another with respect.

Especially during times of conflict, our team members will treat one another professionally.

We will respect each other's professional opinions and, at times, agree to disagree. Ultimately, we'll support what's best for the team as a whole.

Temperament

Everyone will, at some point in time encounter stressful moments at work.

We have a choice at how we will react to this stress.

It's imperative that we not take out stress on our co-workers.

While everyone will have an off moment occasionally, our people keep a cool head under pressure and are conscientious of how their actions impact others.

On Passion

At CSI 3000 we like passionate people.

We are full of people who have fire in them.

However, we also know that fire can cook your food or burn your house down.

The right people know the difference between the two.

PEOPLE

Work Ethic & Hustle

At CSI 3000 we have always prided ourselves on our work ethic and hustle. These are two traits that will always be in our DNA. While hard work is important to us, let's acknowledge that there's a difference between smart hard work and stupid hard work.

Know the difference and work accordingly.

Smart

Smart hard work is putting in a good day's work and then a little more. Going the extra mile for your client and teammates.

~~Stupid~~

Stupid hard work is burning yourself out today so that you're useless to your client and teammates tomorrow. Stupid hard work is never being there for your significant other, family and friends and regretting it years later.

Diversity

We will embrace the cultures and backgrounds of all of our team members.

What makes us different is what makes us great.

We Embrace Being the Underdog

We will always stay true to our hungry, entrepreneurial, underdog beginnings.

Growth Oriented

The CSI 3000 culture is a growth oriented culture. We are always looking for ways to grow as people, leaders and in the industry.

We should strive to spend as much time as possible in “growth” mode vs. “maintenance” mode.

On Change

Certainty is an impossible goal, so we don’t attempt to provide it.

While change often forces us out of our comfort zone, it’s also what drives personal and professional growth.

Remember when Netflix used to mail DVDs? Great companies change and evolve.

Colorful Language

A little colorful language is part of who we are.

We are however mindful of being respectful to those around us.

At no time should profanity be directed in a hostile way towards a co-worker. This is not acceptable.

Go the Extra Mile

There is no “That’s not my job” at CSI 3000.

Everyone must be willing to pick up the trash lying on the floor.

Practice Going First

We don’t wait for someone else.

We take action.

Not for Everyone

CSI 3000 is not a utopian workplace.

We are not a perfect match for everyone.

And not every amazing person is a great match for us.

PART TWO

Process

Employee Freedom

Our goal is to increase employee freedom over time.

The Way You Fail/Win Matters

01 Review/Process your experiences.

02 Did you learn something? Grow?

03 Why did you fail? (Lazy or put in the work?)

04 Attitude (approach, attitude while failing? Grace?)

05 Accept.

06 Follow-up.

Institutional Knowledge

We take time to review our experiences.

- We want to repeat our wins.
- We want to eliminate our mistakes.
- We want to refine our process.

PROCESS

On Discipline

We aim to create a culture of discipline.

Disciplined people.
Disciplined thought.
Disciplined action.

Our Standards

We have higher standards than other companies.

We are CSI 3000 - we expect more from our team and deliver more than the competition.

We are always striving to raise our standards and embrace the challenge it presents.

Safety

We care about the safety of our team. We have little tolerance for those who don't take it seriously - there's too much at stake.

- Safety sometimes means slowing down.
- Other times it means slight inconvenience.
- And it means the occasional uncomfortable conversation with a team member.

Deal with it.

Loyalty

People who have been stars for us but hit a bad patch receive another chance because they will likely be stars for us again.

We ask the same of our team. If we hit a temporary bad patch, we want our people to stick with us.

But unlimited loyalty to an ineffective team member isn't what we're about.

On Advancement

The best most consistent performers with the best attitude and work ethic will get the best opportunities.

We strive to create a meritocracy.

On Seniority

We treat seniority as a tiebreaker.

If two team-members are equal in every category, but one has been here longer - then seniority will be used as a tiebreaker.

In all other instances, the best qualified person will get the nod.

On Education

We value formal education, but also have an appreciation for street smarts.

It’s everyone’s job to continue to grow and learn. We help facilitate this through on the job training, coaching and structured professional development opportunities.

We Choose What to Focus On

We minimize wasted energy on worrying about things we cannot control.

We focus on the signal not the noise.

No wasted energy on gossip.

We know that doing things correctly today eliminates wasted time & energy tomorrow.

No Self-Sabotage

We do not beat ourselves.

We do not repeat mistakes.

If there is infighting, we squash it quick.

There is no tolerance for self-inflicted drama.

On Risk

If you take risks all of the time or none of the time you fail.

We don’t take reckless risks.

We embrace calculated risks as an important step in reaching our potential.

On Finances

We are a financially disciplined organization.

We prepare to survive challenging times and to make aggressive moves when the timing is right.

Margins

We know that details matter and that every job and every point makes a difference.

We fight for every point.

On Adversity & Resiliency

We turn setbacks into comebacks.

We know that unexpected obstacles are part of business and life. We face them head on.

We also know that how we choose to react to adversity can be a differentiator between us and our competitors.

Therefore, we Embrace the Suck. It’s an opportunity.

A Dynamic Company

We strive to be a Dynamic company, ever changing and improving.

We will try new things.

We will also kill anything that’s not working.

You have to be willing to pivot.

On Hiring

Hire like your life depends on it.

- Hiring the right people can make or break a company.
- The single most important thing is to get the right people around you.
- You should never hire someone to work for you, unless you would work for them in an alternate universe.

S **Stop** generating unused reports.

C **Cancel** unproductive meetings.

R **Remove** unnecessary rules.

A **Automate** manual processes.

P **Prune** extraneous processes.

The Stop Doing List

Every time we add something to our to do list, we should analyze if we can add something to our stop doing list.

Or, if we can't stop doing something, we should ask if it can be automated?

On Technology

We embrace new technology. We aren’t afraid of it.

The quicker we can adopt - the more significant our competitive advantage is.

We educate our team constantly on technology best practices.

Preserve the Core & Stimulate Progress

We will keep clear the distinction between “what we stand for” (which will never change) and “how we do things” (which should never stop changing).

PART THREE

Our LT

(Leadership Team)



We want to be as proud of the people we grow as the company we grow.”

Lead by Example

Our leaders have to be the best examples of our culture.

They must build people up versus tearing people down.

Your Job is to Make People Better

Leaders are force multipliers.

Not to be a “Manager”.

Accountability

Accountability in leadership doesn't simply mean checking on and measuring progress.

It doesn't simply mean enforcing consequences for lack of performance.

Accountability means providing help, resources, coaching and mental health support to others in the achievement of their goals.

United

We fight more for each other than with each other.

We build and pick each other up.

It’s ok to express a different point of view and to fight for it. However, when we make a decision, we all commit to it - regardless of whether it was our choice.

Thermostats

NOT

Thermometers

Our leaders **set the temperature** versus simply reflecting the temperature of others.

OUR LT

Recognition

We catch people doing things right.

Just as it's important to address mistakes, it's also important to recognize wins.

There has to be a connection between effort and reward (beyond pay or title). Reward must be felt through feeling connected to the success of CSI 3000.

Reward can be recognition and making people feel valued. Reward can also come from feeling like you are a part of something bigger than yourself.

Elevators

While it’s important that our leaders are relatable to their team, it’s as important that they are “elevatable” - helping people get to the next level of professional development.

Tell the Truth

At some point in their careers, most people have been flat out lied to by an employer.

We tell the truth.

Not with brutality and insensitivity, but with compassion and care.

Catalysts for Change

We help shape attitudes towards change.

We are consensus builders versus consensus takers.

On Conflict

The goal isn't to create a conflict free environment.

We strive to create an atmosphere where conflict is addressed and resolved in a timely and professional manner.

Culture is Contagious

Bad culture is contagious.

Great culture is contagious.

Leaders know this and lead accordingly.

The Chain of Command

We gripe up, not down.

Leaders are role models. When a leader complains to their team, they are setting the example for them to emulate.

Not to mention, that griping down rarely results in anything but creating negative energy.

Bringing the frustration up is almost always the better way to actually create change.

Spirit of the Law vs. Letter of the Law

In the field and with our books, we are letter of the law. We respect and adhere to regulations.

For everything else, we follow the spirit of the law - following the reason, logic and intent of a rule, not getting caught up on literal wording.

FAQ & Misc. Notes

Notes on this Document

This document represents the best of our culture currently and who we aspire to be. Since our culture has not been previously spelled out to this detail, we need to keep that in mind as it pertains to leading our people.

While I expect that the vast majority of the team will be excited by this document and 100% on board, there will be those who don't fit. Since those individuals were hired before this document existed - it would be unfair for us to immediately expect them to change. They are not "grandfathered" in forever, but it's reasonable and only fair that we give them an opportunity to work on and close the gap between where they are and where our culture asks them to be.

Notes on this Document (continued)

Because the document is lengthy and attempts to cover all the bases with our culture, it's natural for some people to "cherry-pick" the parts of the culture that they identify with and to believe they are "living the culture".

We are looking for team members who represent the totality of our culture. Obviously, everyone is going to have areas that they are stronger at than others and everyone will have something that they are working towards.

Is Everyone a Fit?

The simple answer is no.

That's why it's important for us as an organization to effectively describe our culture in the recruiting process.

Candidates need to know who we are, as it is a mutual decision on working together.

How Do We Use This Document?

Everywhere and every chance we get.

- Recruiting (Job Posting & Interview Process).
- On Boarding.
- Training.
- Team Meetings & 1 on 1's.
- Performance Reviews.

FAQ & MISC. NOTES

Can My Team Have a Different Culture Than Another?

This document is meant to represent and explain the culture of CSI 3000 as a whole. These values and philosophies should be consistent amongst all layers of the company.

However, it is likely and completely fine that different departments develop their own unique identities, quirks or nuanced ways of operating. Again, as a company we value diversity and our own individuality.

The thoroughness of this document is to ensure understanding and to remove vagueness and ambiguity. Its detail is not meant in any way to stifle creativity or individuality.

We believe that the CSI 3000 Way offers lots of individual freedom while simultaneously clarifying who we are and want to be organizationally.

Isn’t this Culture Deck Kind of Long?

We feel it’s important to clearly articulate who we are and who we aspire to be.

Unfortunately, this can’t be summed up in a mission statement or wrapped up in a few core values. Both of those documents have their place, but they can’t match the specificity of a culture deck.

Also, this culture deck is significantly shorter than HubSpot or Netflix (and they seem to be doing pretty well).

Inspiration

The CSI 3000 Team.

Netflix & HubSpot.

A handful of slides have been inspired by or directly borrowed from their culture decks.

Quotes



Under pressure, you don’t rise to the occasion, you sink to the level of your training. That’s why we train so hard.”

– ANONYMOUS NAVY SEAL



There is no “Beast Mode”. There are just Beasts, and they’re like that all of the time. If you have to shift into a different mode, you’re already behind.”

– TIM GROVER

Stay Hungry, Stay Foolish

Do the Right Thing.
Problem Solve.
Execute with Detail.
Adapt.

We Always Get It Done!

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