



THE TEQIE HANDBOOK

INNOVATE/ENGINEER/TRANSFORM/SCALE

This Handbook contains what we believe you need to get you started, and is a summary of do's and don'ts as well as our core beliefs and values.

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For more information, check our ["Portal"](#) or ask your manager or a buddy.

WELCOME, NEWBIE!

We hire for high potential, so becoming one of us is already a compliment in itself. As the founder of Softeq, I believe that the ability to recognize something new and the initiative and grit to act on it, are the two core elements of success in a career and in business.

We believe that new hires always have experience and ideas that can make us stronger. As Steve Jobs once said, “It doesn't make sense to hire smart people and tell them what to do. We hire smart people so they can tell us what to do.” Therefore at Softeq, we give you a lot of freedom to act. We admire those who derive inspiration from a great challenge, as great challenges are what nearly all our customers come to us with. We're happy to have you on board...so let's get started!

WHO ARE WE?

We're Teqies and we're creating a better future with you.

We're using innovation and technology to create a better future for ourselves. For our customers. For our communities. For the world.

We thrive on technical complexity. We're a full-stack, full-cycle consultative engineering services company. We innovate, transform, engineer, and scale. We are builders.

We are different and we like it that way. Being different allows us to do what others have deemed impossible. Have a project that's never been done before? A puzzle that's hard to solve? Is someone's hair on fire? We're in.

We have incredibly high standards and we hire exceptional people who enjoy pushing themselves to perform at the highest levels.



We surround ourselves with people driven to do the right things and act with integrity even when no one is looking. And we have fun while doing it.

Does this sound like you? If yes, we're happy you are here and we look forward to doing great things together. If this doesn't sound like you, you might be happier and more successful elsewhere.

Our Core Artifacts

In order to be a Teqie you need to learn our ways! If we chose you, it means that we are sure you are capable of doing it, and suspect that you are already very much like one of us. Our ways are reflected in a few artifacts: our Vision, our Mission, our business model, and our values.

Our Vision

Softeq is a global consulting, software engineering and R&D company, trusted by innovative customers to address their complex technical challenges. We provide the full cycle of innovation services:

- ✔ Technological business consultancy
- ✔ Solution and product ideation and prototyping
- ✔ Startup consulting & acceleration
- ✔ Startup funding provided by Softeq Ventures
- ✔ Software, firmware, hardware development and support

We operate as a privately owned, geographically distributed company, uniting various locations and teams by common business processes, management practices, culture, and values. We grow as a profitable, sustainable business by focusing on clients' needs and building long-term mutually beneficial relationships, supporting and guiding our clients throughout the whole lifecycle of their solutions and products.



Our Mission

Short Version / Motto:

CREATING A BETTER FUTURE WITH YOU

Expanded Version:

CREATING A BETTER FUTURE WITH YOU BY DEVELOPING INNOVATIVE TECHNOLOGY SOLUTIONS

- ✓ We commit to designing, developing, and delivering complex smart solutions on time and on budget using a creative and result-oriented approach
- ✓ We are highly innovative and enjoy engineering new and meaningful solutions that make the world better
- ✓ We play nice with others and collaborate as partners, learning and working together as one team
- ✓ We approach our work based on trust and a win-win mindset
- ✓ We have empathy for our customers and understand their needs. We care for our employees and provide a positive work environment with challenging, impactful projects. We support our communities by investing our time and resources

Our Core Values

All Teqies share and are guided by values – every day, in every decision and action. We crystallized what we believe into five core values:

TECCI: Trust, **E**mpathy, **C**ollaboration, **C**ommitment And **I**nnovation

Our TECCI values acronym (pronounced “Teqie”, like “Tek-ee”) helps to remind us of what is most important to follow no matter what. These five values support our Vision and Mission.





Trust

For us, trust is the foundation of a successful relationship. So we do everything it takes to build it. We value honesty and expect the same. We're transparent, yet use discretion when needed. We feel safe enough to be around each other and around our partners and clients, to show vulnerability.

Trust is reflected in our day-to-day behavior by:

- ✓ Believing our colleagues
- ✓ Providing accurate information
- ✓ Explaining our decisions
- ✓ Preserving confidentiality
- ✓ Expressing doubts openly
- ✓ Sharing feedback openly
- ✓ Admitting our mistakes publicly
- ✓ Admitting our weaknesses

We give everyone who joins our team a lot of trust and responsibility. We operate with the assumption that everyone will do the right thing, including you.

Empathy

We're sensitive to other people's thoughts and feelings: their needs, opinions, inner drivers, challenges, business values, and goals. We listen, aim to understand, and act on them. We're open to change, share perspectives, make decisions, and improve the way we work to make our relationships better.



Empathy is reflected in our day-to-day behavior by:

- ✓ Taking the perspective of others
- ✓ Respecting the opinions of others
- ✓ Practicing active listening
- ✓ Empathizing and caring for others
- ✓ Being compassionate
- ✓ Being self-aware

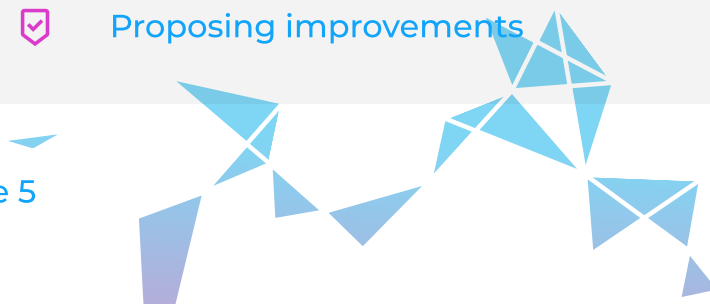
[Simon Sinek](#) believes that Empathy — the ability to recognize and share other people's feelings — is the most important instrument in a leader's toolbox, and I agree with him. It's something that I've tried to refine in myself, but I would extend Simon's definition to include all roles, not just leaders.

Collaboration

We foster team spirit, be it in an internal collaboration or a client project. We define rules and processes together and then respect them. We put on a partner hat — get engaged, provide support, ideate, share knowledge and experience to achieve common goals.

Collaboration is reflected in our day-to-day behavior by:

- ✓ Joyfully sharing kudos
- ✓ Helping others to solve conflicts
- ✓ Sharing opinions openly
- ✓ Supporting others
- ✓ Proposing improvements





- ✓ Showing tolerance to mistakes
- ✓ Sharing knowledge
- ✓ Seeking feedback
- ✓ Building relationships
- ✓ Cheering others up

If you have an idea for improvement or see a problem that needs to be addressed – please do everything you can to get our attention and our support to improve what needs to be improved. In fact, we believe that this is the duty of every Teqie in order to ensure our success.

Commitment

We honor our obligations and keep our word by putting in the talent, skills, energy, and sincere effort. We combine hard work with a genuine enthusiasm for what we do. We hold ourselves accountable for getting things done so that we meet or exceed expectations.

Commitment is reflected in our day-to-day behavior by:

- ✓ Being resilient
- ✓ Fulfilling our commitments
- ✓ Being persistent in achieving what we set out to do
- ✓ Exceeding expectations
- ✓ Saying what we do and communicate any changes
- ✓ Clarifying expectations
- ✓ Making mistakes responsibly



Our commitment is shown by doing what we said, when we said, for how much we said. We follow the rule of the Boy Scouts: “Always leave the campground cleaner than you found it.” All objections are welcomed before a decision is made. If a decision is made, everyone executes it as their own. If needed, disagree but commit.

Innovation

We’re constant learners — soaking up the latest tech trends. This helps us forge an inspiring environment for being creative. This way, we bring in relevant knowledge and skills to each project.

We think outside the box. We’re not afraid to experiment, try new methods, and adapt them to specific needs and goals.

Innovation is reflected in our day-to-day behavior by:

- ✓ Seeing things not how they are, but how they may possibly be if improved
- ✓ Generating ideas
- ✓ Challenging the status quo
- ✓ Synthesizing to come up with something new
- ✓ Appreciating diversity
- ✓ Acting like an entrepreneur
- ✓ Adapting to change
- ✓ Balancing stability and innovation
- ✓ Committing to challenges
- ✓ Perceiving problems positively
- ✓ Matching tactics with strategy



We seek and maintain a thirst for constant learning, because technology moves fast and is quickly outdated. The effectiveness of our learning and development depends on us, so we are responsible for what we get out of it.

We often face serious challenges in order to deliver what the customer needs, so we are comfortable and accustomed to approaching uncharted territories. Thus, a lot of what we do is pure experiment, where we are literally creating something new. In order to succeed here we give you the full freedom to fail. Please fail, and fail responsibly, drawing conclusions and improving the result – this is what we are here for.

Our Business Model: Customer Intimacy

Customer Intimacy (CI) is our chosen business model, as you can tell from our core values above. CI means that the core of what we do is to tailor the solution we design to fit like nothing else would, like something one would never find ready-made. Customer intimate companies don't deliver what the market wants, but what a specific customer desires. Customer Intimacy requires empathy to gain a shared understanding of customer problems and needs among all team members: you are aligned on the true needs of the individual customer.

Our purpose is not to compete on price and become just another Hi-Tech body shop. Instead we continue to develop ourselves as highly qualified and demanded experts, providing unique services for unique needs.

Customer Intimacy is reflected in our day-to-day behavior by:

- ✓ Clarifying and managing customer expectations
- ✓ Seeking and executing necessary improvements
- ✓ Soliciting feedback constantly



- ✓ Seeing the situation from the customer's point of view
- ✓ Updating the customer on everything we do
- ✓ Staying in contact with customers
- ✓ Foreseeing the needs of customers and acting on them
- ✓ Foreseeing necessary improvements and implementing them
- ✓ Strengthening relationships with customers
- ✓ Considering long-term customer plans and adopting to them

UNDERSTANDING WHAT'S EXPECTED FROM YOU

It's your own responsibility to understand what's expected from you. Your manager should explain your responsibilities. However, if you are unclear at any time, you must ask.

Your #1 job here is making Softeq a success. If you see any opportunity to improve things around here, please act even if the opportunity is outside your area of responsibility. You have a personal stake in Softeq's success, so make sure you share your ideas, otherwise there is no value in them.

Goal Setting And Feedback

It is expected that you and your manager discuss your goals and performance informally, on a regular basis. If you need more feedback or any other input from your manager, take the initiative and ask. We value initiative and constant feedback, and believe that it is up to you to get the input and the feedback you need in order to perform at a high level.



Kudos are at the heart of our culture: Teqies like to give kudos. If you notice someone doing a great job, don't hesitate to give them kudos or a HighFive for a job well done via our #kudos Slack channel or 15Five app.

Security

Security and confidentiality are really, really important to us. And they are really, really important to our customers. After all, they're trusting us with their most closely held secrets – their Intellectual Property.

We believe the best way to create a security-conscious culture is for all Teqies to be well aware of security policies and the reasons behind them.

This means:

- ✔ Completing our mandatory security training every year
- ✔ Being security conscious at all times
- ✔ Complying with all security policies and procedures
- ✔ Communicating with others if you see security issues

Sick Days

If you're sick, please stay home. Take care of yourself and protect others from getting sick. Contact your manager by any means possible as soon as you can, ideally before your day is supposed to start. If you've accrued vacation or sick leave, request time off from your manager via our [Vacay app](#). Rest up and come back to us with the fresh energy necessary to tackle the next big problem.



Vacation Time

We believe vacations are important. Use your vacation — that's what it's there for. We only ask that you get your manager's approval first and schedule it in advance, again via our Vacay app. If you have any questions about your vacation days, please consult with your local HR for details.

Keep in mind that although we'll try, we can't accommodate every vacation request. Your colleagues may have already requested those days off or a project deadline may create vacation blackout periods. Please don't book your tickets or vacation accommodations before you get that approval or you may lose that deposit.

Resolving Concerns

We want to provide a positive working environment and treat people as the individuals they are.

If you have a concern, please speak freely and openly with anyone you think can help you evaluate and resolve the issues. If you aren't sure who to talk to, contact Human Resources. We will always do our best to provide a healthy, fulfilling, productive, and amicable workplace.

Have Fun

Teqies like to play as hard as they work. One of our favorite phrases is "Work Hard, Play Harder." Our HR team tries it's best at organizing fun things for us to do. Make new friends, push yourself in new ways, and try new things. We want you to be passionate about what you do, and have fun doing it.



THE BOTTOM LINE

It's simple: just behave like the sort of person you want your coworker to be and treat everyone like you want to be treated. Together, we must make Softeq the kind of company where people enjoy coming to work. We consider anything less than that to be a failure.

**At the end of the day, we either do the right thing, or we do not.
This is how we understand whether we are doing the right thing:**

- ✓ If what we do makes Softeq stronger – it's the right thing to do
- ✓ If what we do makes life easier for our colleagues – it's the right thing to do
- ✓ If we follow procedures and principles and not emotions and attitudes while solving difficult problems or making decisions – it's the right thing to do
- ✓ If we make the work we do transferable and the result of the work reproducible in our absence – it's the right thing to do
- ✓ If we are punctual, respect agreements and keep our word – it's the right thing to do
- ✓ If we stick to the most important, truly value-added activity – it's the right thing to do

Being guided by all of the above is enough to stay on track and make the right decisions. I hope that quite soon, when you get to be a buddy for a newbie, you will be sharing all of this as your own.

We're Happy To Have You Here!

*Christopher A. Howard
Founder and CEO of Softeq*