Culture Framework

At Anaconda we recognize culture is one of the most critical things to make us successful. This framework is a living document on how we approach culture. We expect that this framework may change from time to time as we evolve as a company.

Anaconda's Definition of Culture: The way of life at Anaconda. The ordinary behaviors, norms and beliefs driven by our values and perception of the world. The personality and soul of the company.

We take our culture seriously and expect all employees to align with our core values and add to our culture.

Vision and Mission
Empower people with data literacy, so they can ask better questions and make better sense of the world

- Drive widespread adoption of modern data analysis by creating excellent user experiences, and helping customers integrate tools & techniques throughout their organizations
- Steward open-source innovation by fostering communities and championing open standards for data and compute
- Create a marketplace community of data science users, open-source contributors, AI researchers, and cloud/chip vendors to discover, share, and sell their innovations
- Create a place where people do meaningful work, by growing our network instead of building walls

Core Values
- **Ability and Humility-** Highly competent and capable, while also recognizing that the universe is bigger than you and your view of it.
- **Empathy and Connection-** Understanding that everyone has a unique story. Meeting each person where they are and honoring that diverse contributions make us better.
- **Innovation and Action-** An unrelenting drive to think differently and the tenacity to make it happen.

Anaconda Cultural Index:

The cultural index takes ideals from Hofstede's cultural dimensions theory as a framework of how to think about culture. These indexes intend to show the ideal state of the overall temperament and "way of being" at Anaconda. Indexes aren't supposed to be a "one or the other" but more so a realistic guide of where we stand.

Power distance index (PDI): The power distance index is defined as "the extent to which more junior employees of the organization accept and expect that power is distributed unequally". A higher degree of the Index indicates that hierarchy is clearly established and executed, without doubt or reason. A lower degree of the Index signifies that employees are allowed to question authority and attempt to distribute power.

Ideal Anaconda Zone:

More Hierarchy/
More Power

Less Hierarchy/
Less Power

Anaconda believes that there must be an organizational structure with clear roles and responsibilities in place to be successful. However this does not mean that others that fall "more junior" to others don't have a valid voice- regardless of hierarchy employees should feel comfortable voicing opinions (in a respectful manner). We welcome feedback and debate but also understand that everyone will not always agree. Decision makers should gather and listen to input and then make a decision based on all data. Employees are allowed to disagree while a decision is being made, but once a decision has been ratified (although decision does not require a committee), everybody must commit to it.

We acknowledge that as we grow, increased structure may be needed.

Ideal Behaviors Shown:

● Diversity of thought- invite opposing opinions and talk through all options. When hiring, make sure there's different walks of life in your group to combat conformity thinking.

- Psychological safety- Regardless of rank, titles or role, EVERYONE should feel comfortable voicing their opinion- even if unpopular. Opinions are not "right or wrong"
- Communication flows in all directions
- Accessibility at any level
- Decision making occurs at the most relevant level- people closest to it
- We don't hire management to solely "manage"- all managers have expertise and can dig in if needed
- Acknowledge that we need to balance decision making on the impact it will have and how "irreversible" it may be- not all decisions have equal weight.

What it does not look like

- Feeling like you can't have different opinion given your level
- Afraid to speak up given your level
- "Following rank" - not being able to talk to a higher level without getting permission from your manager
- "Going around someone's back", "above someone's head", and "Stepping on toes" are not in our vocabulary.

Intentional Trade-offs

- Decision making may slow as input needs to be gathered
- Senior roles may not feel validated as much as they would in a traditional corporate culture

Individualism vs. collaboration (IVC): This index explores the "degree to which people in an organization are integrated into groups". Individualistic cultures have loose ties that often only relate an individual to his/her immediate department. They emphasize the "I" versus the "we". Its counterpart, collaborative, describes a culture in which tightly-integrated relationships tie extended families and others into groups.

Ideal Anaconda Zone:

Individual   Collaborative

Anaconda believes that every part of the organization needs to be successful for us to win. In some way, even if it's small, we depend on other departments and employees to get our work done. Interdependencies are inevidentable and we all need to rely on each other to win. This does not mean that we individually should not be accountable for our actions and output, rather, we focus on how it drives the full team forward.

Ideal Behaviors Shown:

- No "hero's mentality", Share knowledge and teach- never have single points of failure
- No blame. No finger pointing.
- Comfortable asking for help or not knowing the answer
- If someone/ a group is falling behind, ask "how can I help?"
- Learn something new every chance you get
- Mentality of "I am not done until we are done"
- Mutual success at company level and individual level

What it does not look like

- Blaming others when things go wrong
- Making decisions in a vacuum with no feedback
- Territorial mentality, knowledge brokering
- Not every decision has to be made in committee or consensus, however we should always gather feedback before a decision is made

Intentional Trade-offs

- Speed of decision making can slow given others' input is needed
- Individuals may more easily "hide" poor performance given results are credited to the team versus individuals
- High performers may feel as if they are "carrying" an unequal amount of work or are not recognized on an individual level. Fairness may seem off balanced

Uncertainty avoidance (UAI): The uncertainty avoidance index is defined as "an organization's tolerance for ambiguity", in which people embrace or avert an event of something unexpected, unknown, or away from the status quo. Societies that score a high degree in this index opt for stiff codes of behavior, guidelines, laws, and generally rely on absolute truth, or the belief that one lone truth dictates everything and people

know what it is. A lower degree in this index shows more acceptance of differing thoughts or ideas. Society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment is more free-flowing.

Ideal Anaconda Zone:

Not comfortable with Ambiguity

Comfortable with Ambiguity

Anaconda believes that in the stage we are in it would be a disadvantage to everyone to operate in a black and white environment. We acknowledge that things change and we need to be flexible in the way we accept that change. This does not mean we want things to be unstable and haphazard, but simply acknowledging that we do not have all the answers and we will embrace learning as we go.

Ideal Behaviors Shown:

- 100% OK to say "I don't know" to a question.
- Use guidelines versus rigid policy
- Put guidelines in place when needed
- Don't accept ambiguity for the sake of ambiguity if there's already a proven way
- OK to take educated risks

What it does not look like

- Process for the sake of process- feels like a "red tape" culture
- Providing incomplete or wrong information due to the cost of not having the answer
- Not iterating on programs or processes

Intentional Trade-offs

- We may fail at times given we took risks
- Exceptions may occur which may feel unfair to others
- Having to iterate on work due to the fact that we moved forward without perfect information
- We accept time wasted or paused due to not having an approach, process -- so groups of people are doing the same thing or reinventing the wheel

Freedom vs. restraint (FVR): This dimension refers to the degree of freedom and creativity that a company gives to teams and employees in fulfilling their work. Freedom is defined as "a culture that allows relatively free range of how work is done". Its counterpart, restraint, is defined as "a culture that controls work and regulates it by means of strict social norms".

Ideal Anaconda Zone:

Restraint   Freedom

Anaconda believes in giving teams the space to be creative to do their best work. This means we focus more on the result versus "did you follow this procedure". This needs to be balanced in that we want to ensure we have repeatable and scalable processes and guidelines in place to help us execute. We trust employees will balance both depending on the situation at hand.

Ideal Behaviors Shown:

- Focus more on the result versus "how did you exactly do it"
- Encourages new ways of doing things
- "It's always been done this way" is NOT in our vocabulary
- We Understand that restraints are needed for sensitive pieces of the business (i.e. there needs to be a certain way of doing something for production code, for payroll, for legal items etc.)
- Be mindful of team autonomy versus individual autonomy and how they intersect

What it does not look like

- Culture of "clock watching"
- Micro-management
- Doing whatever you want because you say so

Intentional Trade-offs

- Repeatability/ instruction of said task may not be as dependable as we focus on the result versus the "how"
- Short term decisions are quickly changing
- If people have opposing views on "how" to do something and have the "freedom" to do so, there will be conflict.

Inward vs. Outward Oriented: This orientation explores the relationship between how focused the organization is on internal issues, dynamics, employees versus being focused on the customer, market and other outside factors. In other words do you believe "customer first" or "employee first"?

Ideal Anaconda Zone:

Inward   Outward

Anaconda believes that in order to make customers successful, we need to first look inward to ensure we are healthy and thriving to serve them well. In return a happy employee drives happier customers.

Ideal Behaviors Shown:

- Make realistic goals and timelines
- Have empathy for both the employee and customer
- Customers aren't always right yet we should try to find reasonable solutions

What it does not look like

- Force employees to work towards unrealistic goals
- Stating only what the customer "wants to hear" versus engaging in an honest conversation

Intentional Trade-offs

- Customers may not feel as supported and therefore lose business
- Employee's mentality may be tilted to being more entitled
- Decisions are not prioritized based on what the customer and community needs