

## Prologue

The success or failure of our mission holds profound consequences for humanity. As a result, we do not operate like any company you have worked at prior or may be interviewing with currently.

**It is essential that you take the time to read and fully internalize the following so that you can determine if interviewing at TetraScience makes sense for you.** We acknowledge that our culture is not for everyone.

While our inspiring mission, exceptional team, high conviction, unwavering belief, contagious passion, unprecedented transparency, and uncommon *esprit de corps* will likely attract you to TetraScience, it is important that you understand that we operate orthogonally to that which is currently *de rigueur* in startups and larger companies alike.

We do this not to be contrarian, or to take a provocative political or cultural stance, or bring attention to ourselves, but rather to embrace proven approaches and frameworks to achieving missions and objectives which were once thought impossible.

## We are a Team, not a Family or Community

Our animating cultural and operational frame of reference is that of a team and not a family or community. More precisely, we are a serious team which relentlessly aspires to become elite and high performing in all we do. If you are seeking out a family or a community in your job search, we are not the company for you. We very much respect your self-awareness and intellectual honesty in this regard, fully support your decision, and wish you well on your career journey.

Conversely, if you are a high achiever and natural collaborator, and wish to push your limits and test your potential alongside the best of the best in pursuit of one of the world's most important missions, we may be what you're looking for after all.

## The Ties that Bind Us

While we acknowledge that we live in a highly polarized world, we are here to build a transformational, enduring, and iconic company alongside deeply committed teammates.

**As such, we focus solely on that which binds us and not on that which divides us.**

Each member of Team Tetra has agreed to be bound by our shared vision, mission, values, and ethos, along with agreed upon objectives in pursuit of our mission. This is our solemn commitment to one another, and we are categorically unaccepting of divisiveness.

Political and cultural opinions - *of any kind and from any side* – are not a part of Team Tetra’s daily discourse and are never found in company communications. We each have endless outlets, including friends, family, and social media, to express support for the causes of our choosing.

To put a finer point on this, our mission is not to accelerate and improve scientific discovery to enhance and extend the lives of members of one political party over another; or one race or ethnicity over others; or one gender etc.

Moreover, I assure you that it will take incredibly talented people from all walks of life to deliver on this mission and there is zero chance of success here if we devolve into a culture of identity - political or otherwise - versus one of shared purpose.

We come to work here as humble and committed stewards of our vital mission, and dedicated teammates who must continuously collaborate in pursuit of that mission. Thus, there is absolutely no room for distractions.

Joining Team Tetra requires you to subordinate your ego and your personal and hyphenated identities to one identity (**Team Tetra Member**) while you are working toward achieving our shared mission.

We of course fully support and celebrate your “whole person” when you are on your own time.

## Elite Teams

Whether you are a mathlete or athlete, whether you are more excited about the precision and coordination of the Vienna Philharmonic Orchestra and the USC Trojan Marching Band or that of the Navy SEALs and US Marine Corps, you will know that elite teams - *in all forms* - share a number of common traits and execute in accordance with consistent frameworks.

Elite teams are obsessively mission driven and share common values in support of that mission.

Elite teams seek out and provide perfect clarity between and among one another to minimize miscommunication and mitigate risk. Clarity of communications and expectations, coupled with relentless execution of plans, engenders deep and authentic trust which leads to a culture of psychological safety which fuels even more honest and constructive communications, team-wide trust, resulting throughput, and success.

Elite teams share commitment and accountability for all outcomes, and when that outcome is failure – as it often is when pursuing anything difficult and worthwhile – they exhibit uncommon self-awareness, embrace team-wide examination, and manifest resiliency.

Elite teams are insatiably curious and draw upon their teammates' diverse experiences and insights to benefit the entire team and improve the team's planning and execution accordingly.

Elite teams leverage tools and wield them as fulcrums to increase productivity, achieve more, and secure sustainable competitive advantages.

Elite teams demand measurement and crave honest, unvarnished, and data driven feedback so that they can improve at their craft and increase the probability of mission success.

Elite teams enjoy an uncommon *esprit de corps*, understanding more than other teams that their commitment to excellence, commitment to craft, and commitment to one another is what leads to uncommon results. Their sense of pride and solidarity is well earned and enduring.

Lastly, members of elite teams enjoy and deserve recognition but ultimately, they care about the team achieving its goals. High confidence is coupled with high humility in elite teams.

## Slow is Smooth and Smooth is Fast

The US Navy SEALs have a saying which guides much of their training and activities - **slow is smooth and smooth is fast.**

The wisdom in this approach to planning and execution stands in vivid contrast to the reckless and irresponsible one employed by most startups which have bought into the utterly insane “move fast and break things” mantra of Mark Zuckerberg.

At Team Tetra, **we fully embrace the wisdom of this SEAL axiom**, and you will hear and see this content often if you join us:

### *Slow Down*

- Startups mistakenly conflate speed and success; we do not.
- Slowing down can be deeply unsettling, particularly for startups; but not for us.
- The elite among us - in all disciplines - are all purposefully slow.

### *Get Smooth*

- Work from first principles and distill your craft to atomic units.
- Strive for zero-defect repeatable processes.
- The elite among us - in all disciplines - obsess over precision, consistency, and rhythm.
- This is how our own behaviors and organizational rhythm becomes muscle memory.

### *Go Fast*

- As we master quality, precision, and rhythm, we earn the right to increase velocity.
- Slowness and smoothness at the unit level = acceleration and efficiency at the company level.
- Velocity and predictability represent the ideal state, and what elite teams achieve.

## The Stockdale Paradox

Should you join us as a member of Team Tetra, you will be treated in all regards as an emotionally mature adult and highly paid professional and **thus you will not be pampered or placated.**

Unlike most startups which brazenly hide and/or knowingly manipulate the inevitable bad news and brutal facts that come with company building, **we embrace the Stockdale Paradox on a daily basis.**

“Every good-to-great company faced significant adversity along the way to greatness, of one sort or another. In every case, the team responded with a powerful psychological duality. On the one hand, they stoically accepted the brutal facts of reality. On the other hand, they maintained an unwavering faith in the endgame, and a commitment to prevail as a great company despite the brutal facts.”

**- Jim Collins, Author of Good to Great**

“This is a very important lesson. You must never confuse faith that you will prevail in the end—which you can never afford to lose—with the discipline to confront the most brutal facts of your current reality, whatever they might be.”

**- Admiral James Stockdale, Former Prisoner of War**

As a member of Team Tetra, you will have access to everything that the board of directors and I have access to – our cap table, balance sheet, income statement, cash flow statement, operational metrics, and SaaS metrics. In fact, my leadership team takes all of Team Tetra through our board meeting presentations and our board has access to all operational data. There is zero information asymmetry at TetraScience. We are one team, and we operate as such.

We manage the company on a rigorous Plan > Actual > Variance > Root Cause Analysis > Remediation basis and we cover all of this in frequent company-wide all-hands sessions. We have kind and constructive, but completely candid, company-wide conversations about all of this, and our culture engenders broad participation and deep interrogation of our findings. There are no third rails, and nothing is off limits. As long as questions are not snarky, they will be answered. For those who are reluctant to ask questions on live Zooms, we provide ongoing anonymized forums for questions and the leadership team shares the full Q&A, company-wide.

This is a level of radical transparency that is simply not found elsewhere.

## The Tetra Way

If you join us on this journey, you will often hear about the Tetra Way, which is the unyielding manifestation of our values in all we do, coupled with a relentless commitment to becoming elite.



## Our Values and Culture

In the spirit of transparency and clarity, corporate values are all-too-often “words on a wall” and/or they are viewed as a necessary evil by management, and/or they’re little more than vacuous virtue-signaling efforts designed to placate employees and other stakeholders.

The vast majority of startups are also black-boxes of data, with management naively believing that top-down mandates, a few vanity metrics, some employee perks, and all-hands cheerleading sessions are sufficient to motivate employees and accomplish company goals and missions.

We believe these approaches are deeply flawed and sub-optimize outcomes for all stakeholders.

**I owe it to every candidate to be clear on this front - you cannot possibly be successful here unless you're committed to manifesting the values set forth below.** This is who we are and what we stand for and it's my responsibility to set you up for success by setting expectations for all of us - *me included*. If I let you down by not living up to these values, it's incumbent upon you to let me know.

Our core values are designed to guide our behaviors, actions, and decisions such that we operate as one - decisively, productively, and collaboratively - without requiring management's permission.

We are seeking true missionaries on this journey. We are seeking problem-solvers and doers who run toward challenges. We are seeking those that possess the intellectual horsepower, curiosity, humility, and empathy to fulfill our mission for humanity's sake.

### Transparency and Context

Our vision is global in scope and our mission will impact all of humanity over time. To execute on these ambitious challenges, we must fully harness and maximize all of our assets – internal talent, customer input, partner collaboration, and investor capital.

We believe this starts with radical data transparency and business context, and that by openly and proactively sharing all vital data and making it actionable, our employees and stakeholders can solve any problem presented to them.

Asking our employees to execute in the absence of data and business context is unfair and irrational. We trust our people will make the right decisions and overcome any challenges when given data and context.

### Trust and Collaboration

All too often, companies are functionally siloed due to a lack of trust and collaboration between and among management, functional leaders, and employees, and they cultivate toxic cultures defined by internal politics and highly subjective, personality driven outcomes.

We believe there can only be trust when there is transparency. While data transparency is core to our values, so is transparency in our communications so that we can build a company on a foundation of trust.

We are committed to always communicating openly and honestly at every level of the organization, functionally, cross-functionally, internally, and externally. We are committed to empowering our employees to drive positive change across our entire ecosystem.

We expect all employees, including executives and managers, to be open and receptive to constructive feedback, while not avoiding difficult conversations. Equivocation, wishy-washy performance reviews, and conflict-avoidance help no one and ultimately set people, the company, and our stakeholders up for failure. We expect honesty, transparency, and kindness in all our communications.

We value and rely upon critical thinking and individual ideas, but we operate as one and collaborate cross-functionally, aligned by our goals in the pursuit of our vision and mission. There is simply no path to success for us in the absence of trust and collaboration among all of our stakeholders.

### Fearlessness and Resilience

What we are endeavoring to do is important and difficult. If it were easy, some other company would have done it already, and countless people around the world would have demonstrably improved lives.

We are committed to a culture defined by trust and collaboration and fueled by data transparency and business context. While we view these as necessary conditions for success, we know they are insufficient. To fulfill our potential, we must be fearless and resilient. We proactively run toward challenges of all types, we unblinkingly acknowledge and confront the brutal facts - which all innovative growth companies invariably face - and we embrace uncertainty and take calculated risks.

When we fail, individually or collectively, we quickly determine - with data - why we failed, we pick ourselves and our teammates back up, and we recommit to our mission, better prepared than before.

### Equality of Opportunity

Our mission is underscored by a profound commitment to aiding humanity on a global scale. We cannot imagine our journey without a workforce which reflects humanity's diversity.

We seek out the best of the best, regardless of gender, ethnicity, race, or age; we seek out those who embody our common values but bring with them unique and invaluable perspectives, talents, and advantages.

We are committed to ensuring that all employees feel welcomed, respected, and deeply valued. To ensure that we are walking this walk, we are committed to equal opportunity and equal compensation in all that we do. We cannot underscore enough our commitment to this ideal. We do not virtue-signal; instead, we walk the walk of equality of opportunity in all we do.



## Alignment with Customers and Partners

We seek to create abundance in all we do and avoid zero-sum outcomes.

While there is much to be proud of when working in a startup, all too often companies like ours become arrogant and dismissive of the needs and inputs of their customers and partners. They're convinced of their own brilliance, and they mistake venture-backing, innovation, and disruption, for actual commercial success and even the moral high ground.

We know that our customers and partners are the key to unlocking the world's most important scientific innovations. We know that their success is our success, we are honored and humbled by their commitment to us, and we are completely committed to ensuring they achieve their missions.

We don't believe we know more than customers and partners. We understand that they face numerous internal and market-based challenges yet have unique assets to bring to bear in solving the world's most important problems. We also understand that we have unique assets and insights to bring to bear but can't achieve our mission without them.

We live and breathe this dedication to our customers and partners, and we treat them with respect and humility and not frustration or disdain, while also passionately and collaboratively showing our customers and partners what's possible to achieve with our products. In turn, our customers drive us to constantly invent different ways to surprise and delight them and provide us with feedback that propels us to constantly improve.

## Commitment to Craft

We are passionate missionaries, but the importance of our mission necessitates that we take our craft seriously and seek to be best-in-class in all we do, regardless of our role, seniority, or tenure.

We are always prepared and highly organized. We sweat the details, as the small things enable the big things. We are professional in all we do. We communicate clearly and with purpose. We are proactive and we follow through. We collaborate cross-functionally and cross-enterprise.

We close gaps. We assume nothing and verify everything. We have high expectations of ourselves and those around us. We understand that we are members of a team and not a collection of individuals and we seek to maximize outcomes for all involved. We combine intellectual horsepower, intellectual curiosity, humility, and empathy to ensure we are always learning and evolving.

## P.S. A Note on Virtue Signaling

Virtue signaling is the opioid of the elite and entitled: cheap to produce, highly addictive, and culturally deadly.

The largest producers and consumers of this drug tend to be among the top 1% in the world, living nearly entirely in highly developed countries under the personal security blanket of well-trained militaries and nuclear arsenals and the economic security of the free-enterprise system, and with ample time on their hands to traffic, as dilettantes do, in the theoretical on social media rather than the reality that confronts 99% of the planet, day in and day out.

They tend to be self-aggrandizing and self-serving, seeking to capitalize on the real-world challenges and pain of others to elevate their importance and signal to the world that they are full of virtue. In reality, most of these people are ultimately vacuous and deeply hypocritical, often living quite different lives than the ones they purport to live when promoting their virtuousness. The vast majority of tech CEOs fall into this category, and I am often embarrassed to be considered a “tech CEO” for this very reason. They are usually insufferable and completely full of crap.

None of this is to be confused or conflated with the authentic and poignant communications, content, and appeals by those who are actually suffering in this world. To those, we have a moral obligation to focus our energies on developing plausible, implementable, and effective solutions for all that which plagues them, versus feigning empathy on social media for our own selfish benefit.

Achieving our mission will do more for humanity than all the virtue signaling and faux empathy in the world and thus we do not virtue signal here at TetraScience. **No serious human on earth cares about what we think about politics and culture;** not our customers, not our partners, and not the 99% of the 8 billion humans on earth who would strongly prefer that we simply and obsessively focus on solving humanity’s grand challenges so that we can improve and extend their lives.

Corporate theatre and performative CEO art will never be found at TetraScience.

- Patrick