



GUIDE BOOK

since 2005



The Selleo Way



This Guide Book is intended to show you The Selleo Way, describing our organizational culture and showing how we behave, grow and work together here at Selleo.



OUR DNA

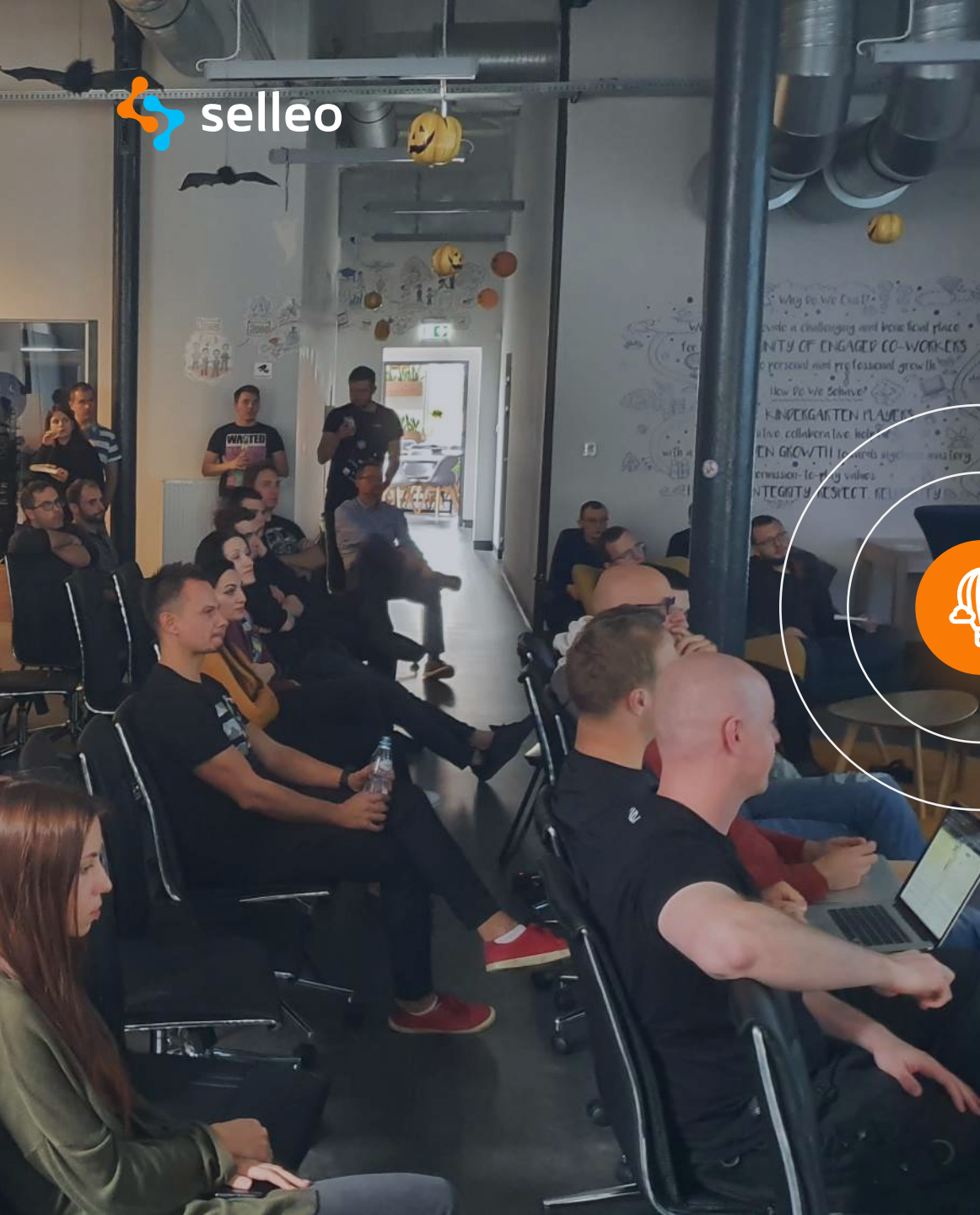
We exist to provide a **challenging and beneficial place** for the community of engaged co-workers committed to **personal and professional growth**.

This sentence defines us and is a kind of guideline for our decision-making and behaviours. This is a foundation of our culture and allows us to follow "The Selleo Way" e.g. to reflect on our own actions or select the "right" clients.

What sets Selleo apart is the enthusiasm and care taken on the project beyond scope

Jamie Engel :: CEO, Neutopia





WHO WE ARE

We are “**kindergarten players**” (positive, collaborative, helpful) with a **self-driven growth towards ingenious mastery**.

To ensure working together within a culture of our choice we apply the above rule in our processes e.g. recruitment and use it to reward and promote people within the company.

They're a team of really friendly people who are easy to talk to. It's a pleasure to work with them.

Jörn Stampehl :: CTO, ZenGuard

OUR VALUES

All the people within the Selleo community are responsible for value consistency and should question behaviors which are inconsistent with our culture.

I'm impressed by the passion they put in their daily work, their up-to-dateness of their skills.

Manuel Reil :: CTO, Alyne

PASSION

We inspire others to grow and want to accomplish great projects

RESPECT

We encourage differences of opinion and are open for healthy feedback

INTEGRITY

We are trustworthy, dependable and behave according to our values

MASTERY

We demonstrate strong performance and up-to-dateness of our skills



BUSINESS PHILOSOPHY

We believe **client satisfaction** has its roots in the **well-being and happiness of the people** who deliver the service.

More than 75% of our business comes from recurrent projects and referrals made by clients and co-workers. We'd love to make traditional marketing and sales redundant.

I really enjoyed their engagement, proactiveness in helping me to develop product backlog, and caring about business success as if it was their own project.

Piet Neirinck :: Founder, 9TEAMS

Selleo treated this engagement like more than a project and a paycheck. They are emotionally invested in what they're doing, which, to me, is unique.

Keith Roberts :: COO, SquadLocker

I feel like I can trust them as I can my own team, which is important to me.

Henrik Lindberg :: CTO, Studentvikarie



HOW WE ARE STRUCTURED

We adapted a **network-based, flat and flexible** organizational structure with **functional areas and roles**.

Selleo mindset focuses on a self-driven growth and knowledge-sharing culture combined with invitation-based management, empowerment and an entrepreneurial sense of ownership at its core.



Client Serving Teams

Self-organizing and self-managing software development teams provide services to clients. They possess sole responsibility for all the project related decisions and activities.



Functional Area Teams

These teams manage business functions such as lead generation, sales, etc. as well as coach and support software teams in soft- and business-related skills acquisition.



HOW WE MAKE DECISIONS

We **shifted the decision-making power** from Functional Area Heads towards Software Development Teams to **provide better service** to our clients.

Software Development Teams

Eager to claim authority, accountability, and ownership willing to learn and develop solid business literacy and expertise empowered to make well-informed decisions

Functional Area Heads

Relinquish the wish for dominance and the control support software development teams if/when needed share information widely

HOW WE ARCHITECT TEAMS

Teams are **co-located and work from one office** to enable clients **easy integration** of our developers into their existing team structures and processes.

Client and Team Leads guide mixed-level teams which consist of 5 to 9 software developers. We embark on engagements with at least one-man velocity and always deploy at least two people on a client's project.

Since 2012 we have run a foundation to grow and select talent from the best regional technical schools and universities. The community engagement project fuels our steady organic growth.





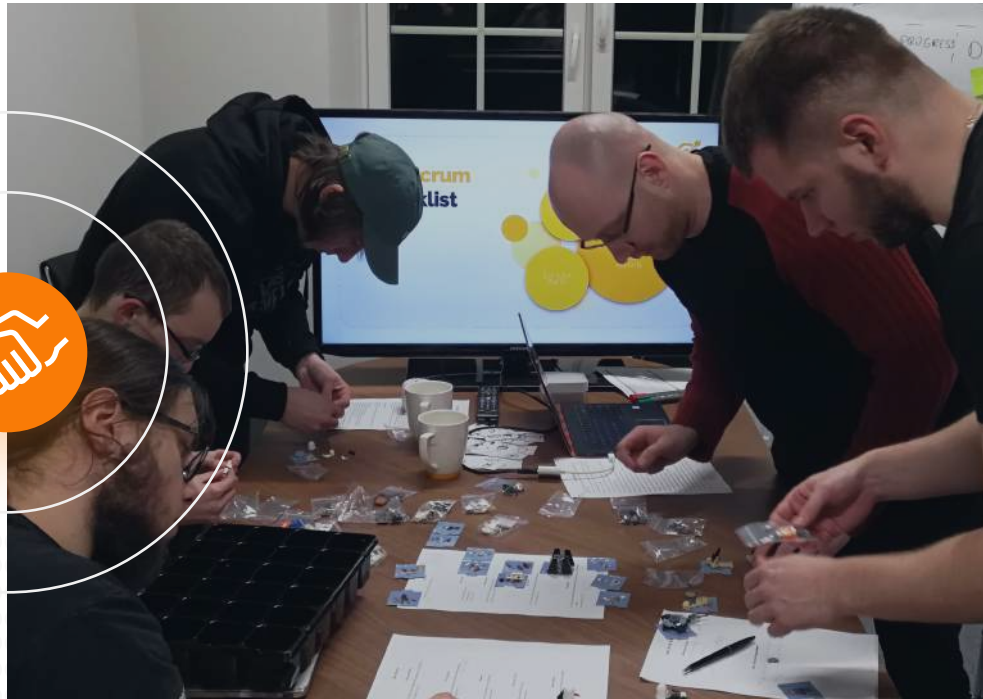
We look for people with a passion for what they do and eagerness to learn new things. As we started to expand and hire new people, we needed to craft recruitment and onboarding processes to make sure that the newcomers become a part of our culture.

HOW WE HIRE PEOPLE

While hiring, **we focus on cultural fit with the community, speed of learning and competence, in that order.**

Client and Team Leads together with their teams decide who joins the company to deliver service to clients. They co-create the process as well as are heavily engaged in its execution through communication-skills culture-driven workshops, interviews, and pair programming sessions.

For our unique approach to HR, we have won several awards like HR Dream Team 2015, EB Stars Recognition 2016 or INNOWATOR 2018



HOW WE EMPOWER PEOPLE

We use a **participative approach to decision making** based on Management 3.0 delegation levels and boards.

2

Decisions made by FA teams without bothering the service delivery people, e.g. administrative, back-office.

3

Decisions made by FA teams with advice and support of the service delivery teams, e.g. finance, investment and compensation, company branding.

4

Decisions made jointly by an FA leader and the service delivery people involved, e.g. sales and portfolio allocations.

5

Decisions made by service delivery teams with the support of an FA leader, e.g. recruitment, scrum, personal branding.

7

Decisions made by self-organizing service delivery teams, preferably without the involvement of the FA people, e.g. system design and programming, client service.

This fairly high level of delegation requires: wide information sharing and solid business literacy spread across the entire Selleo community.

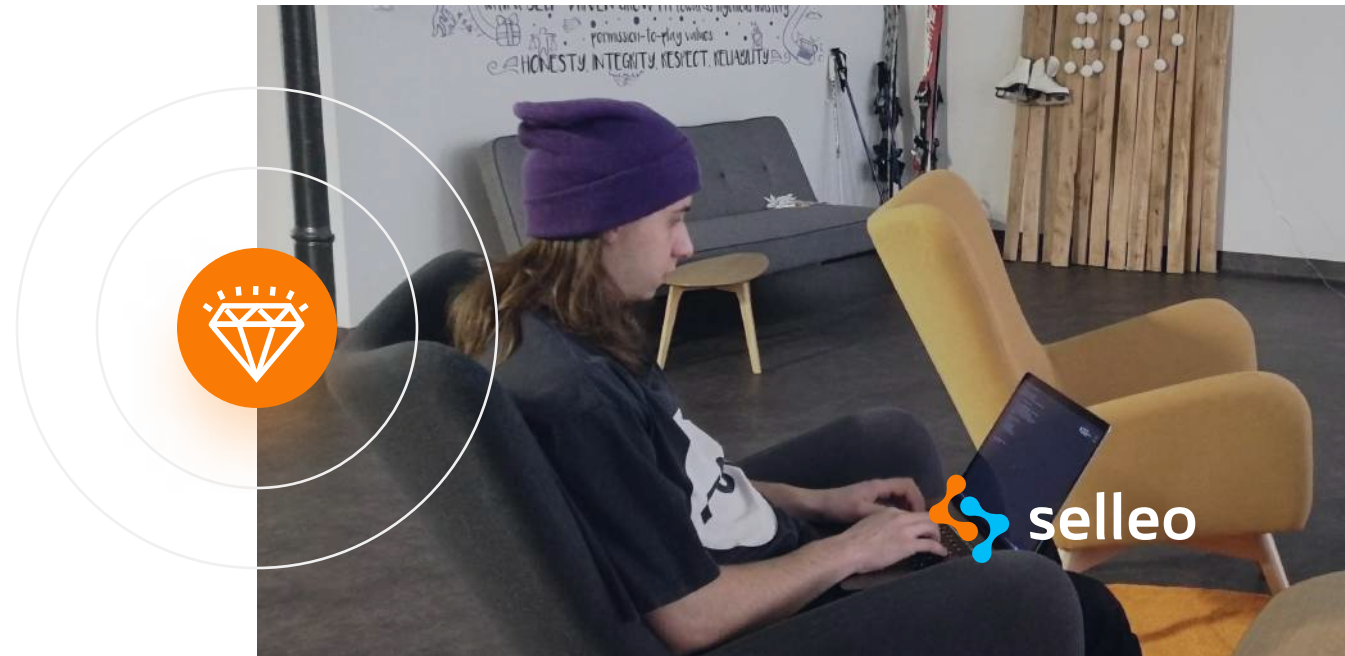
HOW WE UNLEASH MOTIVATION

We introduced **non-technical roles** that are **aligned with people's intrinsic motivation** and allow developers to grow outside typical technology challenges.

The freedom to pick up a role is coupled with the accountability to your peers who may hold you accountable for what you ventured to deliver and the obligation to achieve given business results.

Members of software development teams can select various non-technical roles (e.g. mentor, technology evangelist, brand builder) within functional areas within which they are ready and able to deliver quality service and decent results

The selection and re-arrangement of roles are based on a previous track record in a given field combined with skills and abilities. The roles which boost our business are called premium roles and they correlate with people's salaries.





HOW WE FOSTER GROWTH

We believe in **personal freedom and responsibility** for growth and development.

We strive to ensure access to a wide spectrum of learning materials and opportunities in hard technical skills but also in soft and business skills expertise.

To develop the competencies we organize internal workshops, mentoring and coaching sessions, ensure access to online training or encourage people to participate in international conferences

To boost learning at home, we introduced an OSHEE program (the Open Source Hours Engagement Experiment), which allows people from client-serving teams to spend 240 paid learning hours per year.



HOW WE IGNITE HAPPINESS

We do our best to **deploy people in roles and projects** where they feel **comfortable and joyful**.

Over the last 5 years, we have operated with a low voluntary turnover rate of 4.2% which has gone along with 8,82 Co-Worker NPS scores.

We craft a people-centered company that has a maximal impact on co-workers' happiness and provides them with opportunities to fulfill their professional and personal aspirations.

To build a company people want to belong to we attempt to ensure:

- workplace autonomy and freedom for bold ideas
- possibilities to take ownership, think outside the box and to constantly question the status quo
- office spaces with a personal touch, self-decorated with co-worker artwork to reflect the people's interests and stylistic preferences, with no status markers
- flexibility in working hours and the way we dress,
- opportunities for co-workers to strengthen the relationships and the sense of belonging e.g. board games days, joint gym workouts, running events, etc.



HOW WE SHARE INFORMATION

We always **strive to ensure** as much **openness** and **transparency** as possible to make sure everyone knows what's going on.

We take transparency seriously. Information is fairly widely shared to support the decentralized structure and decision making.

Transparency is essential when aiming for better team communication. We trust the co-workers to be able to choose for themselves if something is relevant for them or not and keep them in the picture with:

- Selleo Team Weekly Updates newsletter
- Ad hoc face to face, Slack or e-mail updates
- Thematic circle chatroom updates and operational meetings
- Monthly financial updates and company presentations
- Dashboards in tools

HOW WE PROVIDE FEEDBACK

We use feedback mechanisms to encourage commitment to **friendly behaviour and decent results**.

Our focus is on the performance of the whole system rather than any single individual.

We perceive feedback as a quest for self-awareness, professional growth, and personal development.

Some of the **feedback mechanisms** used are:

- Instantaneous peer feedback
- Weekly online suggestion box
- Periodic structured feedback sessions
- Mentoring and coaching programs
- Client Satisfaction Surveys
- Co-worker Satisfaction Surveys
- Working Environment Survey
- Surveys related to specific roles and functional areas

HOW WE MEASURE OUR WORK

We believe that what **gets measured** gets managed and what gets managed **gets done**.

As we want to assess our work from multiple perspectives we focus on three key aspects of a healthy business: Co-Worker Satisfaction, Client Satisfaction, and Profit Margin.

Surveys reveal the average score for product and service quality in the last two years has been 85% and 90.2% respectively. We keep working to go beyond that.

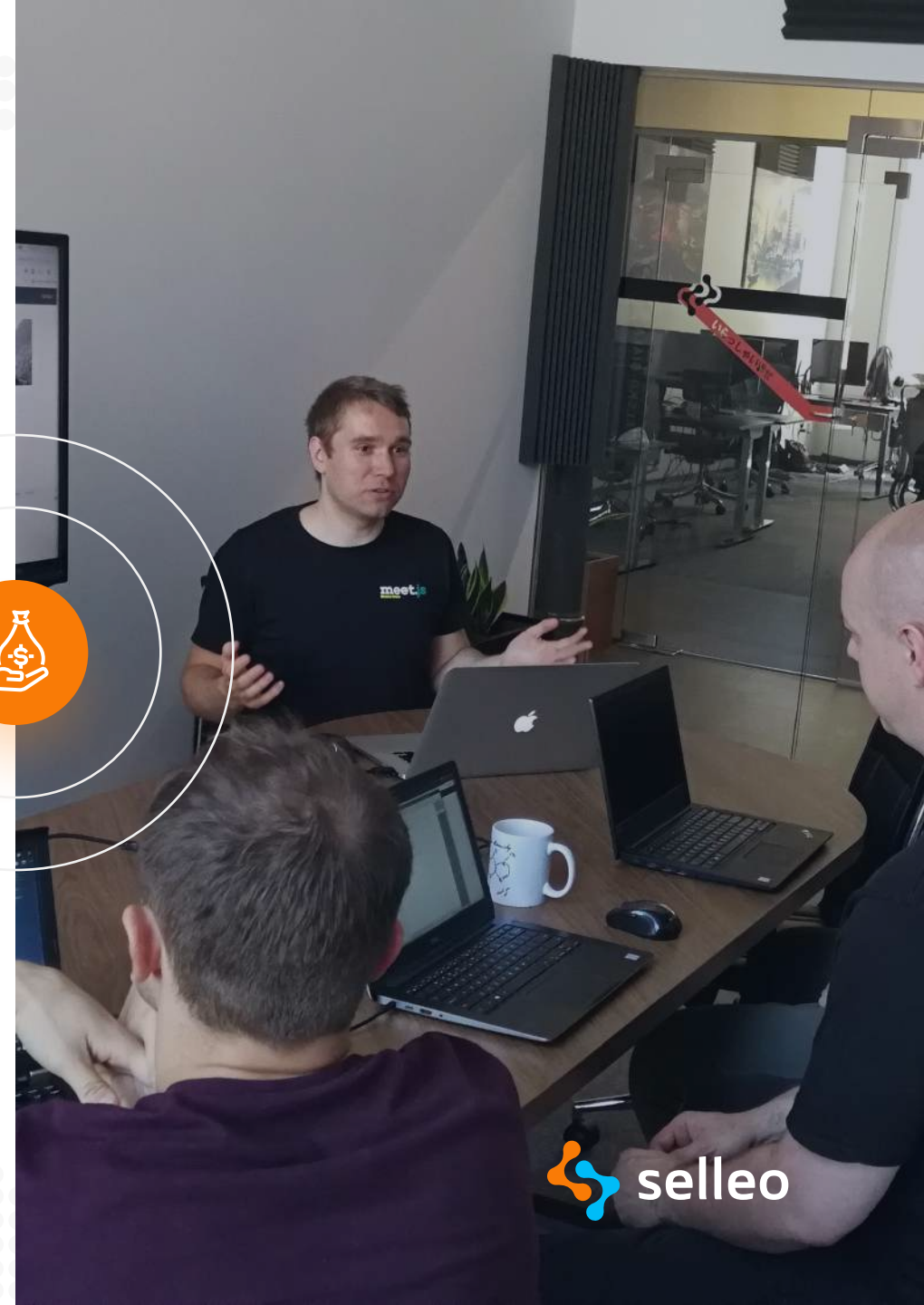
We make numbers and metrics transparent for everyone, and measure often to ensure problems don't grow too big and risky.

HOW WE COMPENSATE

We do not rely on a hierarchical superior for deciding on individual incentives and compensation and implement **company-wide profit & gain sharing**:

- Everyone's compensation is quite strongly tied to the overall financial performance of the company,
- Everyone has a say in how we distribute the profit
- Profit sharing is based on collaboration, not a competition
- Career path is aligned with people

We offer a competitive salary with monthly bonuses and the ability to get a pay raise every time people grow skills (3-6 months).



HOW WE BUILD AN INTERNAL COMMUNITY

We invite each and every co-worker to organize and/or participate in the **events which foster community integration and a sense of belonging.**

Selleo people host and organize several events like:

- Monthly Haxorz Unconference
- Official Selleo integration events
- The board games days for friends and families
- Fifa and Tekken tournaments
- Halloween Parties
- Sporting events, e.g. football, running, cycling, karting, shooting.

By bringing people together we strengthen relationships and develop networks of contacts outside our day-to-day roles.



HOW WE INVOLVE IN A LOCAL IT COMMUNITY

We have engaged in **events and initiatives** to foster the **well-being** of a broader local community we live in.

In doing so, we:

- Run a Mikstura.IT foundation which organizes Coder Dojo and tech meetups
- Support Meet.js BB meetups - the biggest front-end community in Poland
- Organize conferences for high schools "Programmer - The Job of The Future"
- Organize and run workshops for students at the local universities (ATH, WSiIZ, AWSB) and run our own web development class at Private Vocational Technical High School for Computer Science
- Sponsor and host IT-related conferences, e.g. Open Source Days, WeBB MeetUp, BB Days 4 IT.



GROW WITH US

We look for **people with passion for what they do** and eagerness to **learn new things**

Visit our Instagram to see how we behave, check out blog articles to read some insights on software development or drop us a line if you would like to explore career opportunities at Selleo.

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www.selleo.com

