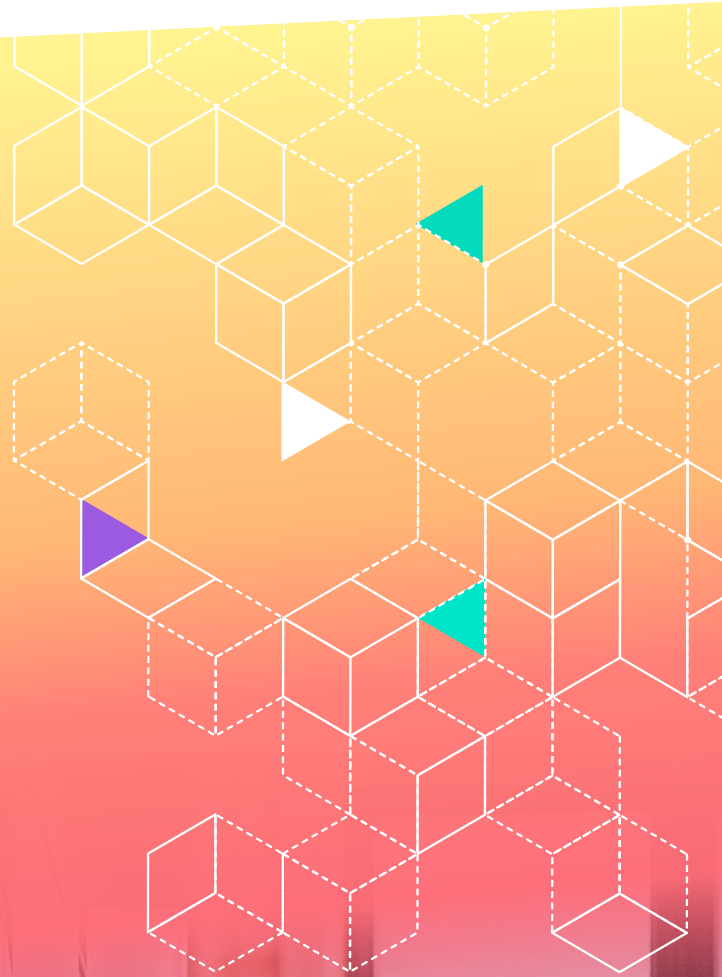


INTRO TO SPIFF CULTURE



WELCOME TO YOUR SPIFF ADVENTURE

Ernest Shackleton, one of the greatest explorers of the early 20th century purportedly published this ad to recruit for the first Trans-Antarctic expedition. He received over 5,000 applications and selected 56. How could this apply to your Spiff startup journey?

Office of the paper.

PEOPLE WANTED

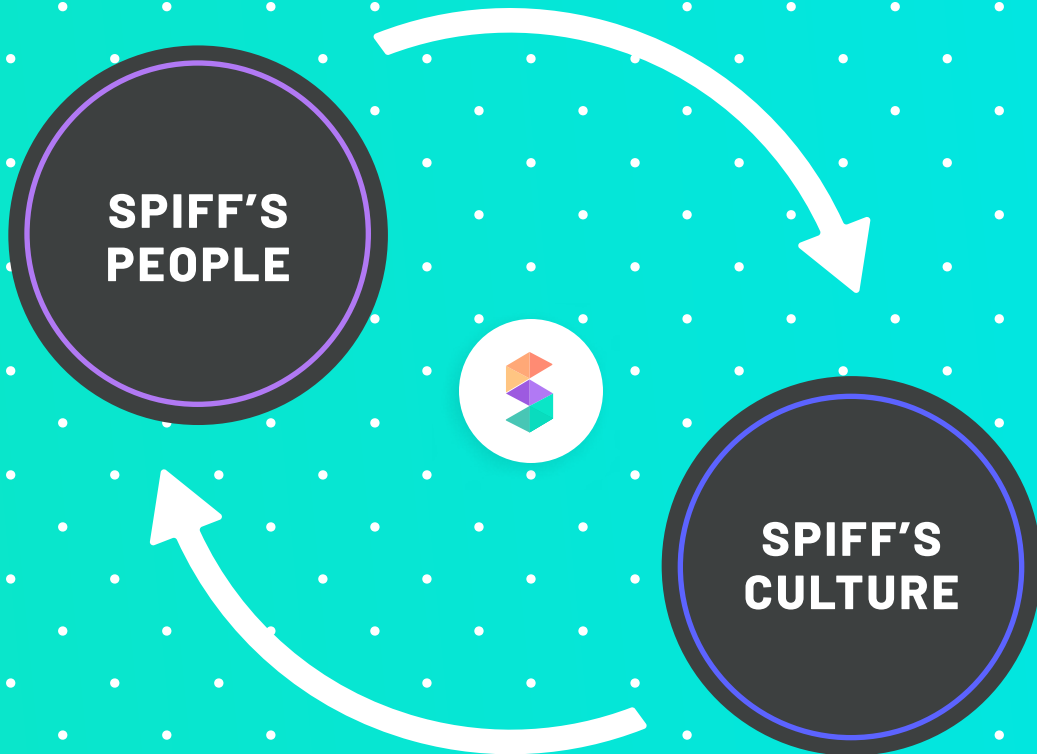
for hazardous journey, small wages, bitter cold, long months of complete darkness, constant danger. Safe return doubtful, honor and recognition in event of success.

Ernest Shackleton 4 Burlington st.

MEN — Between ages 21 to 40. Must be of



YOU HELP DEFINE OUR CULTURE



GOALS OF SPIFF CULTURE

- Inspire your best work at Spiff, your *magnum opus*
- Give you tools and ideas to help you achieve your best work
- Show you how Spiff is unique, different, and (we hope) better than other companies
- Inspire you to help cultivate our distinct culture here at Spiff – our secret to being distinct and great in the market
- Create a transformational experience at Spiff for every person

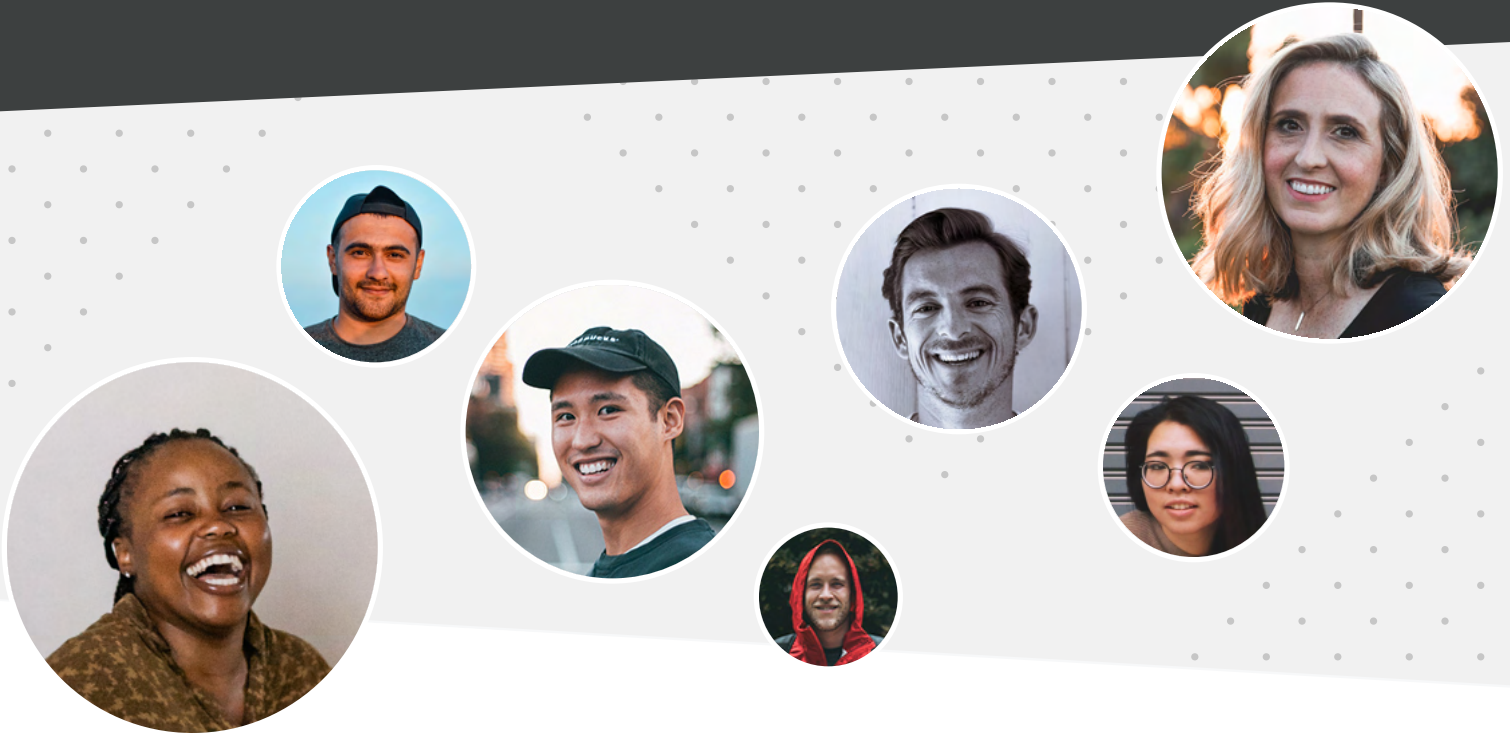


In some small way, we hope this will help you in your most important work outside of Spiff (loved ones)

SPIFF HAS NO CORE VALUES

Spiff is different in that we don't have a list of virtues or values like most other companies

There are too many leadership virtues and we like most of them.



Do we want honest, hard-working, smart, insightful, caring, kind, courageous people that put clients first at Spiff? Yes.
And there are lots of other qualities we could add.

Part of being a leader is figuring out what is needed most to help achieve the mission and becoming or securing that thing





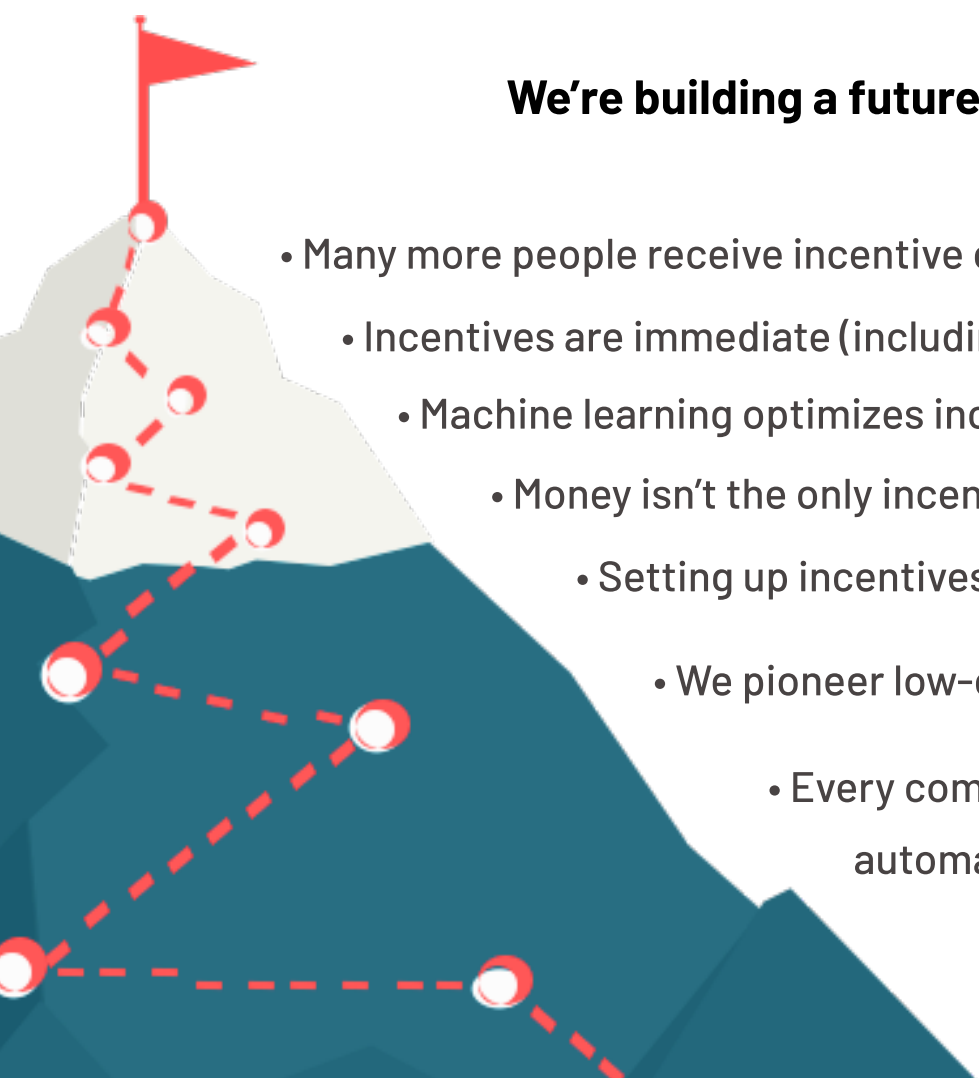
**INSTEAD,
AT SPIFF WE HAVE
A DEFINITION OF
VICTORY AND
A LEADERSHIP
MANDATE**



SPIFF'S DEFINITION OF VICTORY

Spiff's believes people are happiest when they are motivated. Spiff drives motivation through effective, real-time, data-driven, commission software.

We're building a future where:

- 
- Many more people receive incentive comp
 - Incentives are immediate (including payouts)
 - Machine learning optimizes incentives, behaviors & plans
 - Money isn't the only incentive
 - Setting up incentives is easier than running payroll
 - We pioneer low-code financial automation
 - Every complex financial process is automatable

FOR SPIFF TEAM MEMBERS

Spiff will build world-class leaders in every position to reach escape velocity. Your years at Spiff will be the best professional years of your life filled with unforgettable adventures, unparalleled development and life-long friendships.

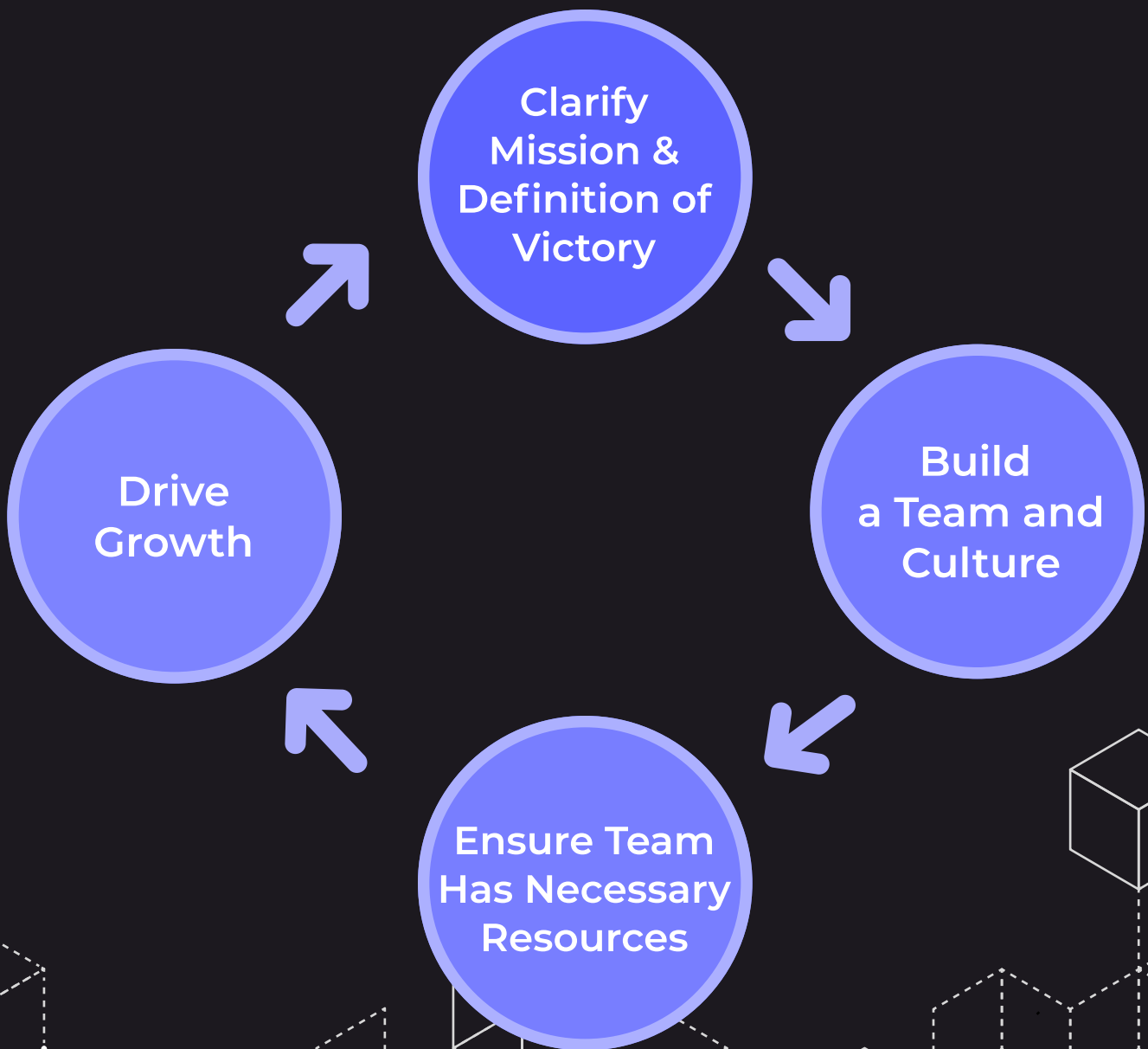
SPIFF'S LEADERSHIP MANDATE

What does leadership mean for you?
Here's our working definition:

**LEADERS CREATE RAPID,
DEEP, AND WIDESPREAD
ACHIEVEMENT OF A BOLD,
SHARED PURPOSE.**

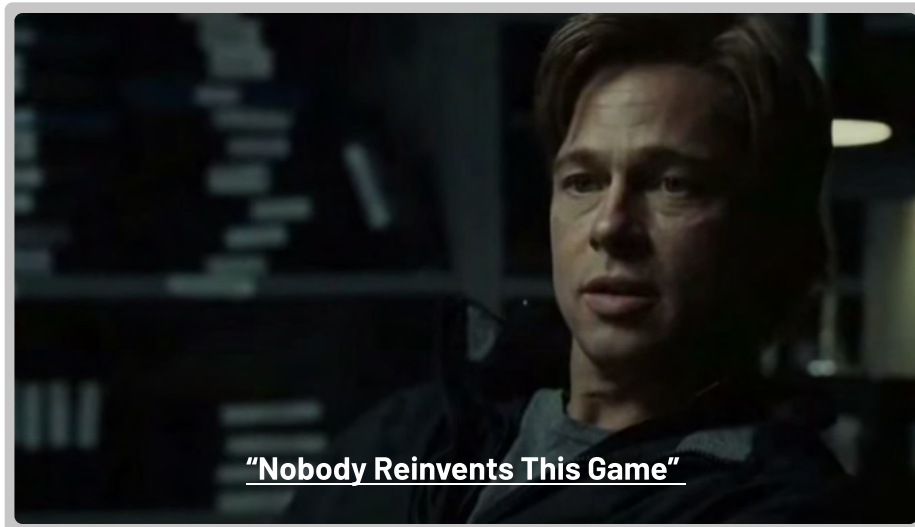
For more information, see our
'Leadership at Spiff' culture guide

EVERYBODY THINKS LIKE A CEO

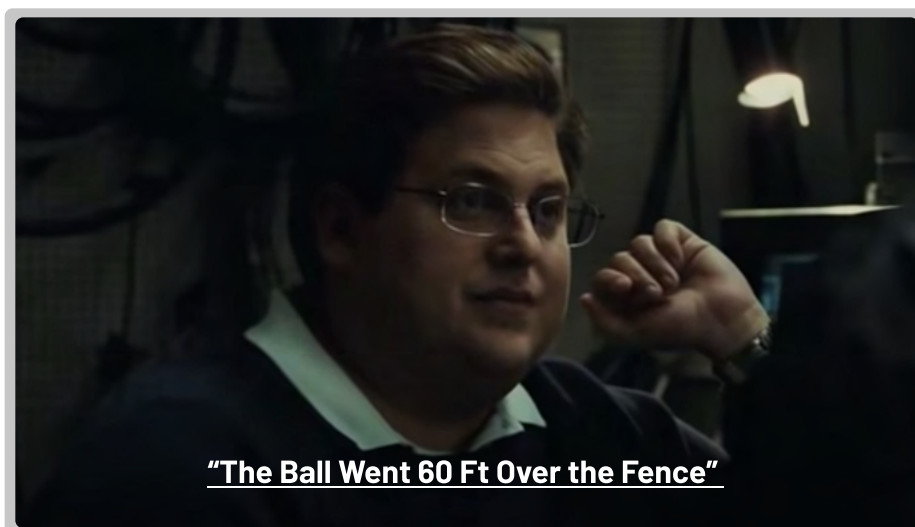


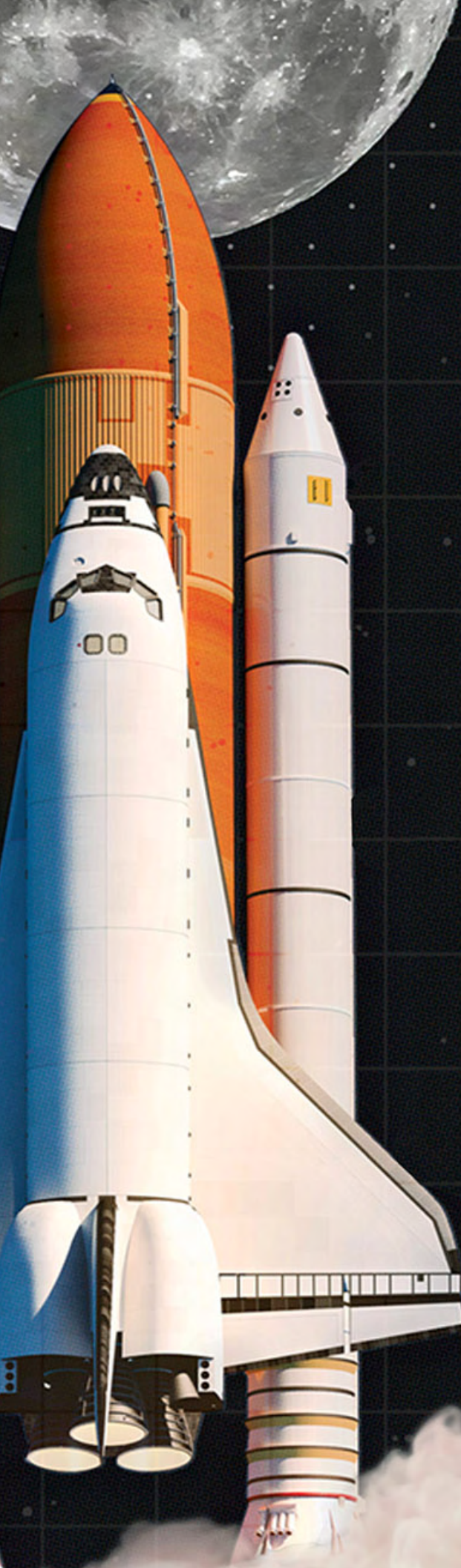
LEADERS CHANGE THE GAME

Two very short clips. First the General Manager of the Oakland A's, Billy Beane, talks about his worries and his dreams to his assistant (click on the link to watch)



After the Oakland A's tied the record for the most consecutive wins (20) in baseball history but ultimately lost the World Series, the assistant shares his thoughts about their success through a baseball metaphor (click on the link to watch)





ESCAPE VELOCITY

Many believe you can't have competition to succeed ("competition is for losers")

That's sort of right

Most successful companies start out with competitors but ultimately manage to "escape comparison" —they rise to a different class entirely

**WE CALL THIS ACHIEVING
"ESCAPE VELOCITY"**

For more information, see 'Spiff's Super Secret Plan for Achieving Escape Velocity' culture guide

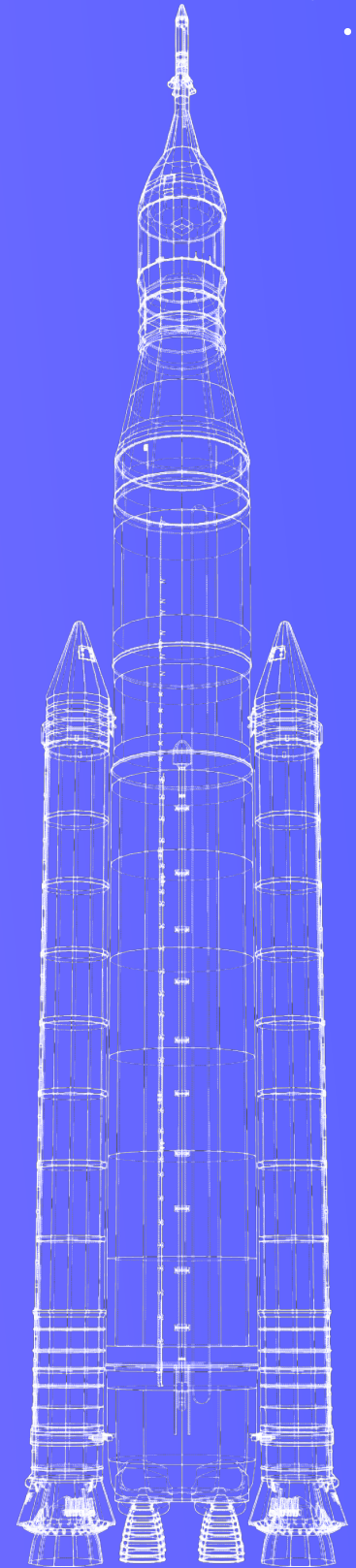


SLIP THE SURLY BONDS OF EARTH

Containers	Percent Useful Contents
Rocket	96
Soda Can	94
Molotov Cocktail	52

- If the earth were 50% larger, it wouldn't be possible to achieve orbit (with known tech)
- Rockets have to be more efficient than a soda can
- Achieving escape velocity is insanely hard
- 50% of the fuel to travel to Mars (21 months) is used achieving escape velocity (9 minutes)
- BUT once in space, it is extremely easy to move around

SOURCE: THE TYRRANY OF THE ROCKET EQUATION (NASA)



SPIFF NORMS

- 1 We believe in repeated games, so live as if you will need to be in a long-term relationship with everybody you work with
- 2 We never forget who keeps us in business
- 3 Solicit perspectives from everybody on the team
- 4 Great arguments, thinking, reasoning and data should win not seniority or experience. Experience and seniority can and often should result in being able to create great arguments, thinking and reasoning but it should stand on its own. We are an IDEA MERITOCRACY.
- 5 Always be open to and grateful for feedback, actively seek it; but when delivering it be respectful—bold, honest, even hard-hitting—but always respectful
- 6 Hire people that are smarter and better than you are, be grateful to work in an environment where others are often smarter and better than you are
- 7 Feedback, promotions, and pay should be a continuous dialog not a once a year thing



SPIFF NORMS (CONTINUED)

- 8 Diversity of opinion, thought, backgrounds, and experiences is an inherent good
- 9 Nothing can ever compensate for not working with great people—so hire very carefully
- 10 Always let people stretch into new roles—if you aren't sure if they are ready for them yet, give them a chance to prove you wrong—but on the flip side, if they prove you wrong give them helpful feedback, level with them, and make the necessary changes
- 11 Always have a clear Definition of Victory in every project, task, or meeting
- 12 Don't tolerate disrespect, discrimination or harassment in any degree —report it immediately

And since AI is going to
take over the world, in the meantime,
be human, which means be kind



AT SPIFF, WE NEVER CUT PEOPLE OFF



THE 3 LEVELS OF LISTENING AT SPIFF:

1

Good listeners don't cut people off.

2

Great listeners actively listen—following along with them and thinking through their arguments and thoughts. They have an ability to play back what they heard such that the other person feels completely understood.

3

Master listeners engage in a creative process where they actually strive to help the other person express themselves better than they could on their own. If they disagree, they strive to help the other person make their best possible argument before asserting their own.

But we also adhere to the **2-minute rule**. You should be able make a point and allow a response generally in under 2 minutes.

COMPENSATION

We adhere to Netflix's philosophy that
"Adequate performance will get you a generous severance package."

Also, we believe to recruit world-class talent we need to
compensate in a world-class way.

WE DEFINE COMPENSATION BROADLY TO INCLUDE:

Cash, salary, and benefits • Equity

Commission • Experience

Working with and learning from other world-class leaders

For more information, see our 'Your Career at Spiff' culture guide



We are happy to have compensation conversations regularly,
especially for our highest performers.

RITUALS

We have
5 primary rituals
and these are
always subject
to change:

1

Daily Goals



2

Monday Morning Standup



3

Team Standups



4

Wednesday Morning Show and Tell



5

Demo Friday



LEGENDS



**DANIELLE
HUNTER**

Head of Back-end
Engineering



**ALBERT
CANDARI**

Co-Founder and Chief
Experience Officer



**CASEY
CROUCH**

Co-Founder and Head of
Front-End Engineering



**CAROLYN
PASSEY**

Head of Customer
Success



YOUR STORY



**“ YOU TOO THEN,
SHOW YOUR METTLE
AND MAKE YOURSELF A
NAME AND A STORY.”**

—Mentor to Telemachus in The Odyssey



LAST WORD:
WE LOOK FOR CULTURE “ADDS” NOT “FITS”



To serve the age, you must betray it.

–Bono

quoting Brendan Kennally in his amazing
U Penn commencement speech.



**Hiring managers should
also not overlook cultural misfits. They can
be wellsprings of creativity and innovation.”**

–The New Analytics of Culture,
Harvard Business Review

NEVER BETRAY OUR OR YOUR ETHICS



THE WALL STREET JOURNAL TEST

Spiffers adhere to higher standards than what is legal. We hold ourselves to the highest moral standards. As a check, we follow the Wall Street Journal Test for our actions:

How would you feel if your actions, deeds, conduct, and behavior which you engage in for Spiff was published on the front-page of the Wall Street Journal in a full-length detailed article?



Everybody can be great ...
because anybody can serve. Life's
most persistent and urgent question
is, 'What are you doing for others?'

—Martin Luther King, Jr.



Leaders **raise our understanding of our moral / ethical obligations.**

We also seek to be **ethical leaders in the market** of competition.

SPIFF UP

Giving forward is a huge part
of our corporate culture



**1% OF OUR REVENUE
IS DEDICATED TO SOCIAL IMPACT**



DURING THE PANDEMIC

In partnership with Maak Impact, SPIFF UP helped kids continue their education and provide them with learning resources at home.

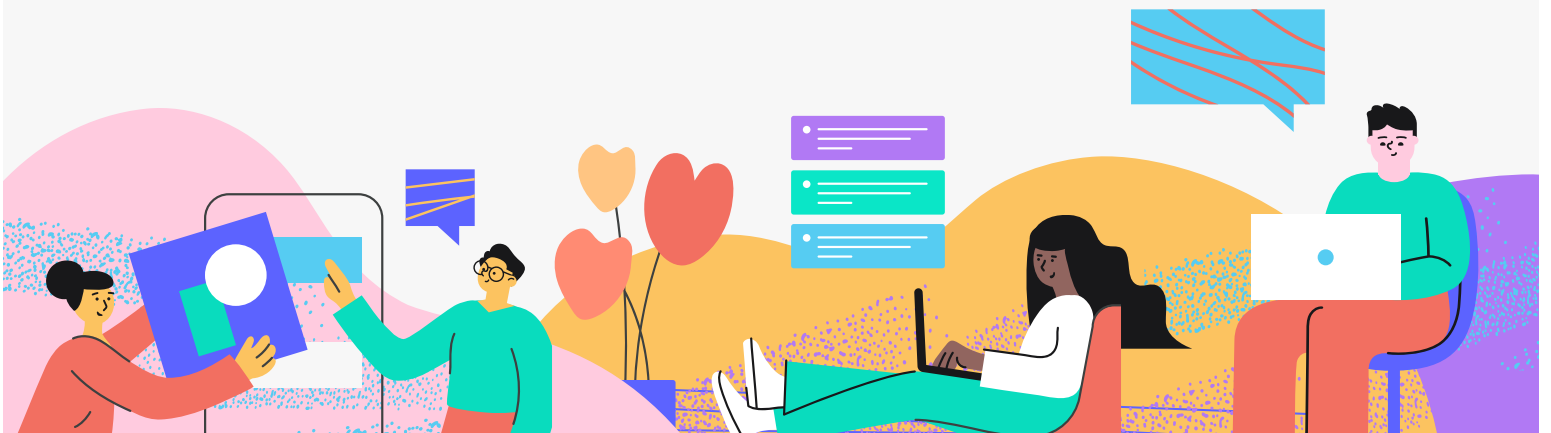


MEASURING PROGRESS TO VICTORY

GOAL	METRIC
World-class Leaders	<ul style="list-style-type: none">• Highest ARR per team member in our industry• Highest compensation in industry
Escape Velocity	<ul style="list-style-type: none">• Highest market share• Highest analyst / customer ratings
Client Service Leadership	<ul style="list-style-type: none">• Highest “delight” score• Highest NPS• Stradivarius-level product
Unforgettable Adventures	<ul style="list-style-type: none">• Internal surveys• “Laughter KPI” / have the most fun
Unparalleled Development	<ul style="list-style-type: none">• More successful leaders come from Spiff than any other company (“Success Factory”)
Life-long Friendships	<ul style="list-style-type: none">• We don’t tolerate bad apples—let them go• Level of involvement among Spiff alumni
Ethics	<ul style="list-style-type: none">• No successful legal action taken against us• Immediately let go people who violate our ethics regardless of the cost• Impact via Spiff Up



SPIFF



CONTACT US

spiff.com | hello@spiff.com