

# Culture Code

**SKELE+ON**  
TECHNOLOGIES

If you look at most\* of what we do...

then why do we do it

We do it so we can...



*\*Sometimes you have to take a few detours  
to get to where you want to be*

Help people and companies  
**save energy**

**SKELE+ON**  
**TECHNOLOGIES**

We do it by developing and manufacturing the **best** ultracapacitors and ultracapacitor-based modules in the world

*This [Skeleton Technologies'] device has the best performance of any supercapacitor tested at UC Davis to date.*

“

*- Andrew F. Burke University of California - Davis*

# Culture

On their way to greatness, every company develops a culture that helps them on that journey. Let's talk about **Skeleton's culture.**

What is culture?

# culture | 'kelCHer |

Noun

1. Organizational culture is the behavior of humans within an organization, and the meaning that people attach to those behaviors.
2. Culture includes the organization's why, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

Why is **culture** important?



# WHAT GOT US HERE, WON'T GET US THERE.

This presentation is about how we think we as a company should behave to achieve individual and collective success.

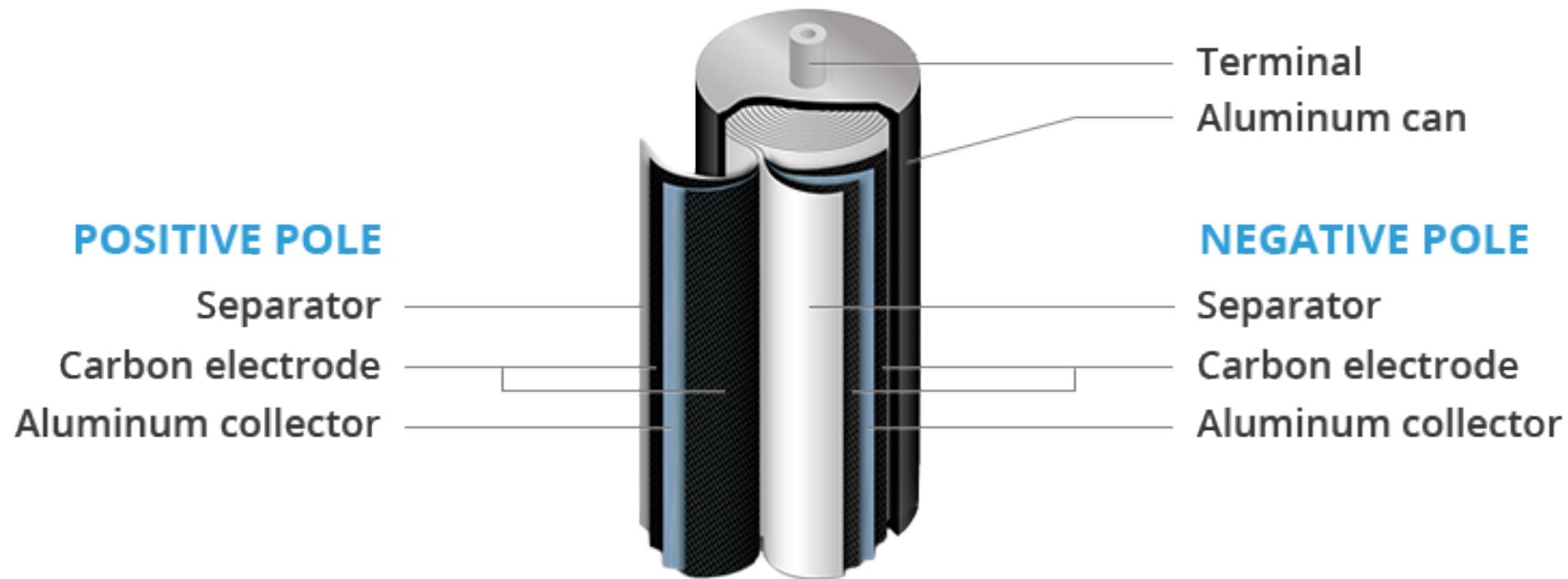
It's partly an **employee manual** and partly a **guidebook for the future.**

If we get the culture right, everything else will follow. As **Peter Drucker** said:

*Culture eats strategy for breakfast.*

“

At the core of every ultracapacitor, you have the electrode.  
In the context of our culture, the “electrode” is called  
**Core Values.**



These are the  
**attitudes, behaviors, mindsets**  
we believe are important to succeed as a company,  
so everyone should have them.

These are our **Core Values:**



**1**

## **Get Sh#t Done**

We focus on finding solutions,  
not describing problems

We start with a goal in mind  
and do what it takes to reach it

We learn through doing, not  
through endless discussions



**2**

## **Push Boundaries**

We go outside our comfort zones

We act with a sense of urgency

We question the status quo

We keep trying when others would have given up

3

## Use Good Judgement

We use our resources wisely

We seek to help, even if it's "not our job"

We speak up when we see something that needs solving

We value clarity over cleverness

*I always wondered why somebody doesn't do something about that. Then I realized I was somebody. ———— “ ————*

*- Lily Tomlin*

Just as the ultracapacitor has many parts other than the electrode,



our company culture consists of  
**more than just the core values.**

# People

Who we are



Netflix said it best when they said:

*We're a **team**, not a family.  
We hire, develop and cut smartly so we  
have stars in every position.*

— “ —

**NETFLIX**

**We are looking for people who live  
and get excited by our core values.**



Who bring with them competencies  
that we yet lacked in the team.



WE PRIORITIZE  
**ATTITUDE**  
OVER  
APTITUDE.

If you have the enthusiasm and drive –  
you can learn the rest.

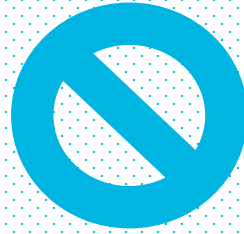
However, if you come to work  
with a spark in your eye,  
there's nothing worse than a  
**rude, whining peacock.**



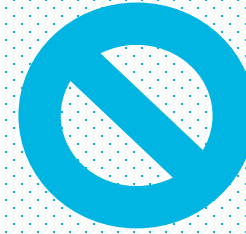
So, like a nightclub, we have a strict door policy:



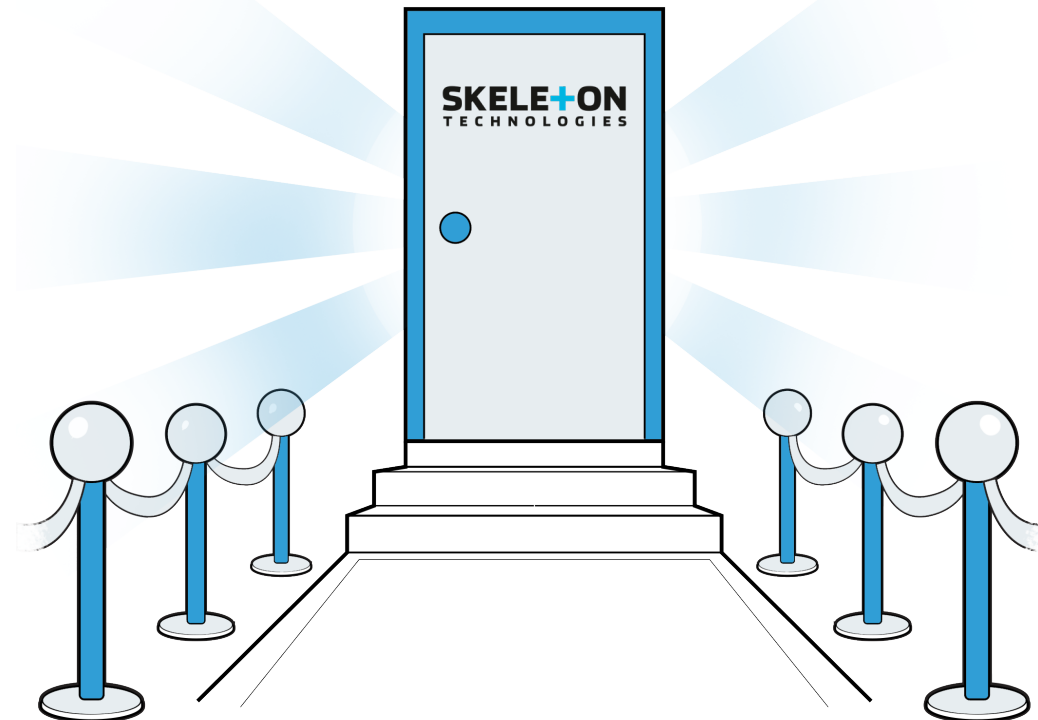
**NO PEACOCKS**



**NO WHINERS**

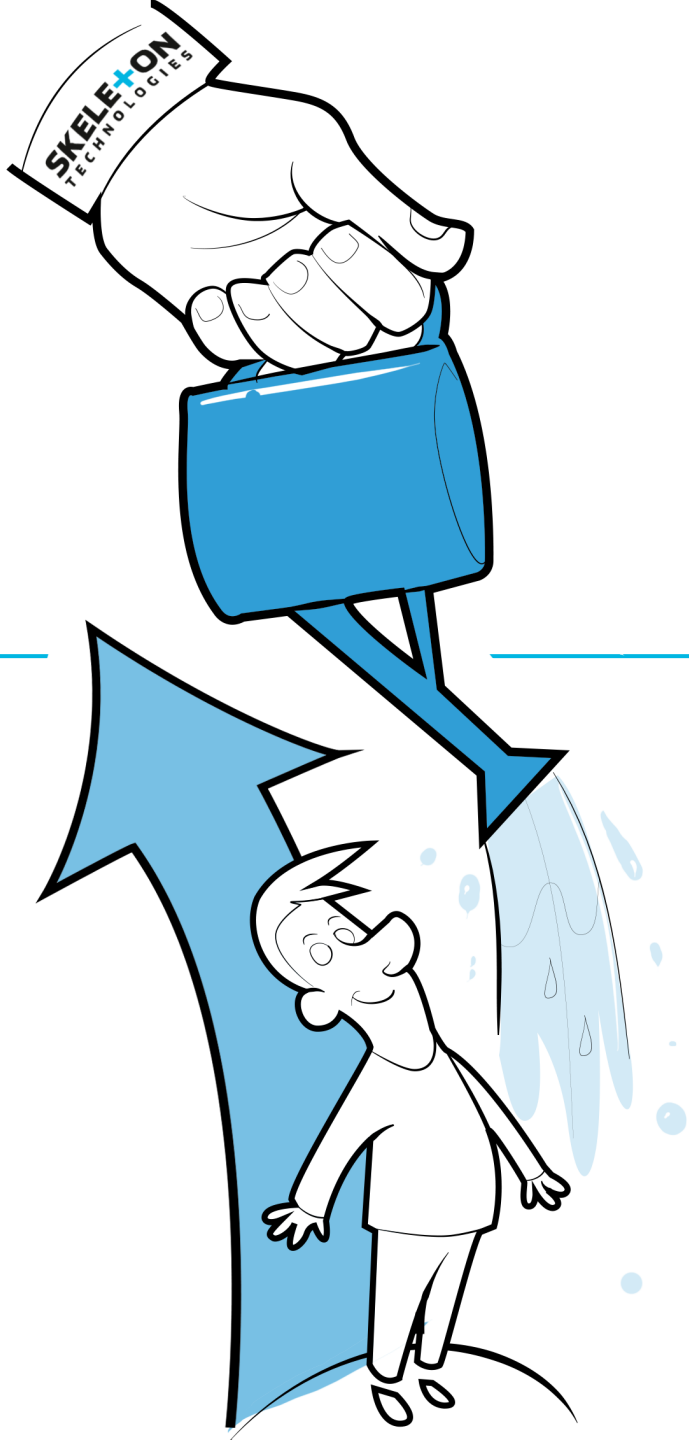


**NO JERKS**



People who know a thing or two about energy storage **and** who live our values are **special**.





So we like to work  
hard on developing  
**our people**  
and promoting  
from within.

# You'll have our attention if you

1. Live our core values
2. Accept responsibility
3. Achieve results
4. Continuously work on improving your expert knowledge



# Policy

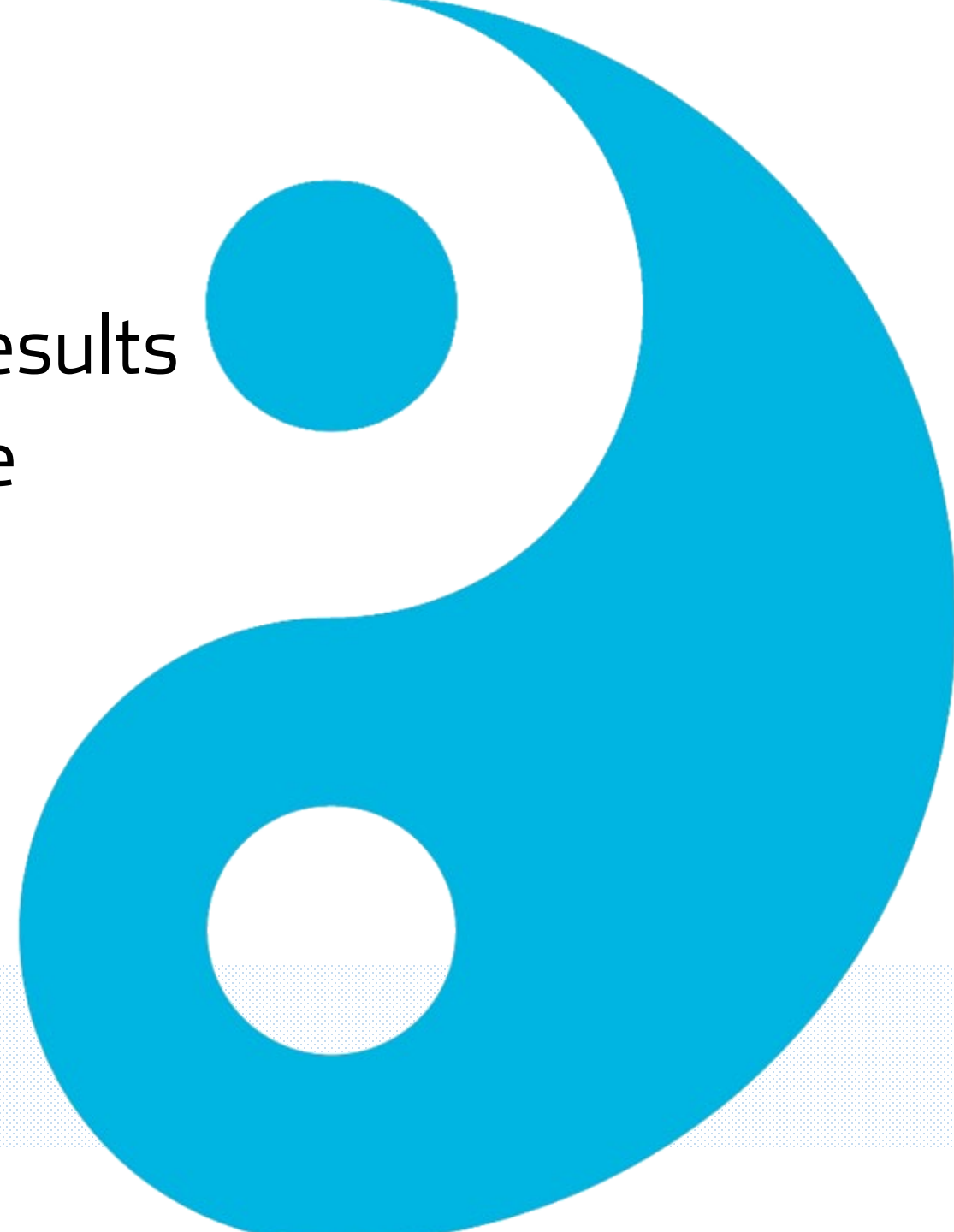
How we behave

# **We work for results**

and we realize that the best results  
are not always achieved at the  
office between 9 and 5.

Sometimes you need  
*peace and quiet* to

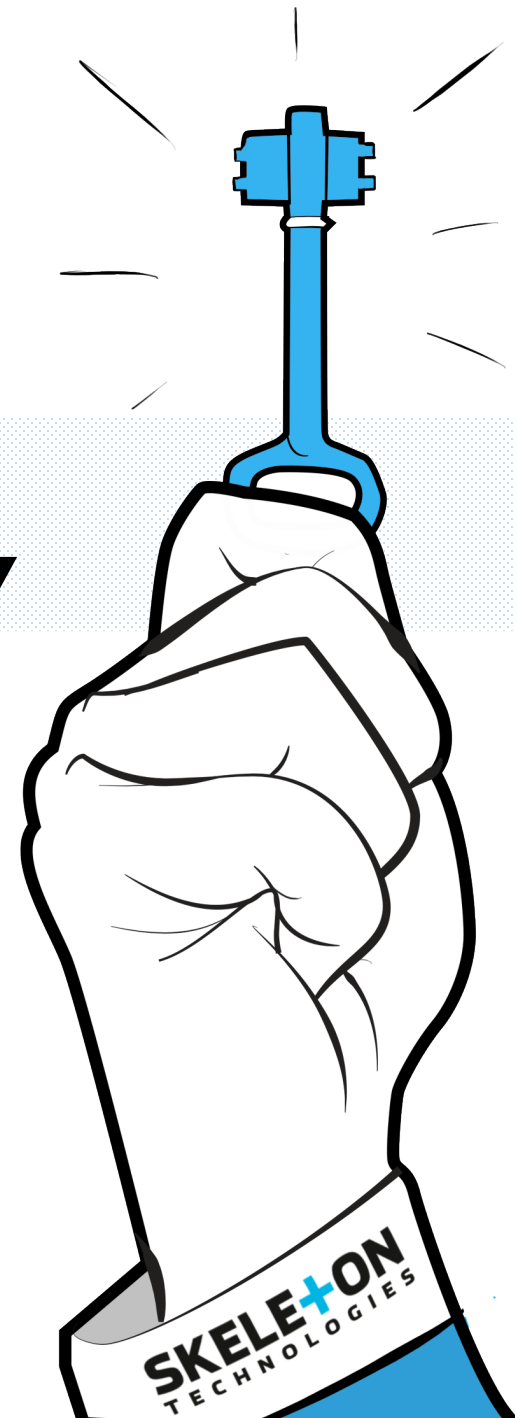
**get sh#t done.**



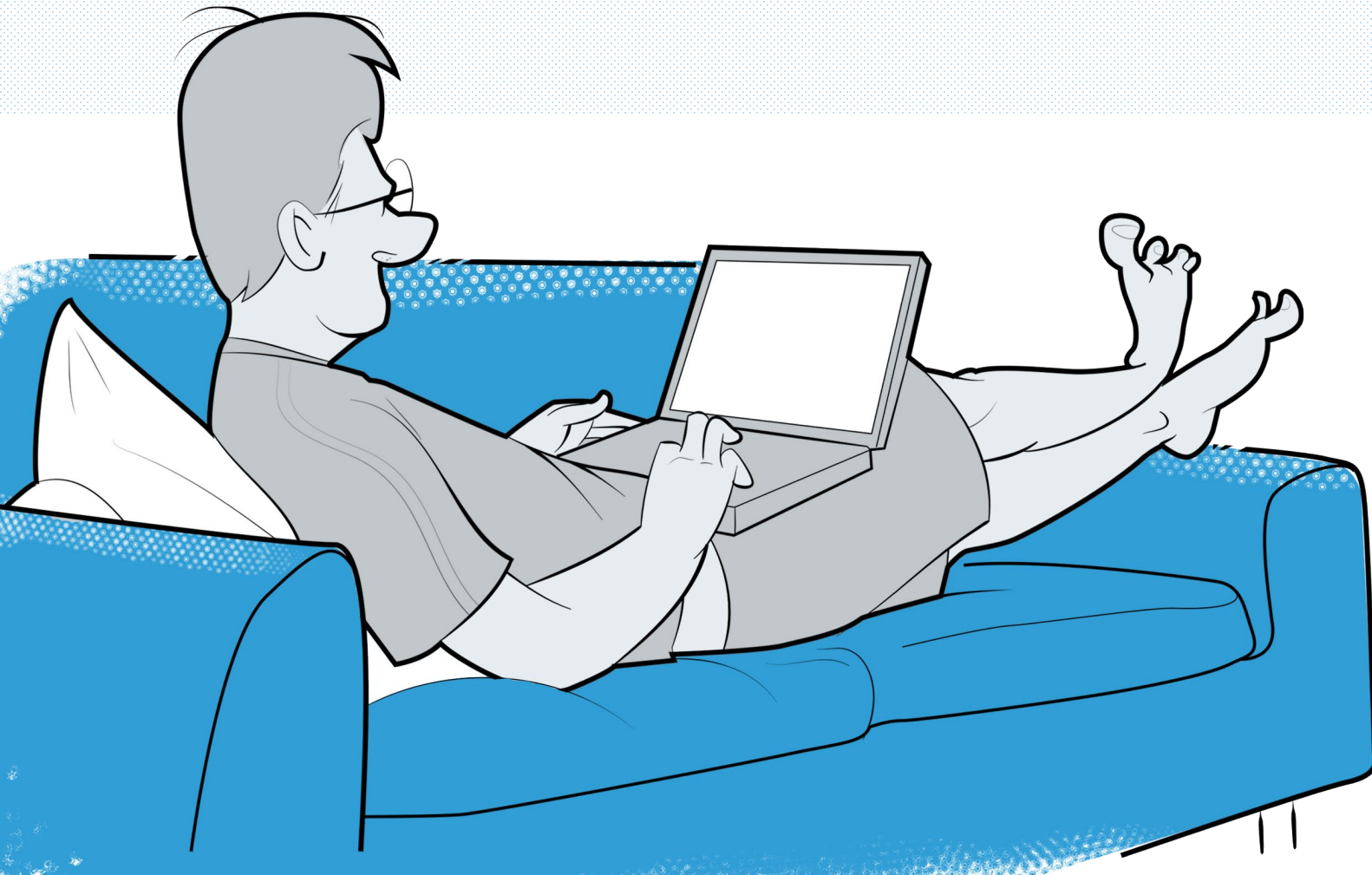
Although keep in mind that  
**we operate as a team,**  
which means meetings and direct  
communication are required for the  
**team's** results, too.

# The Key Takeaway

**Results are important,**  
location and time are  
(usually) up to you



Mostly it's in the **office from 9 to 5**, because your team is here.  
Sometimes it's **at home in your underwear**  
**from whenever to whenever,**  
and that's fine, too!

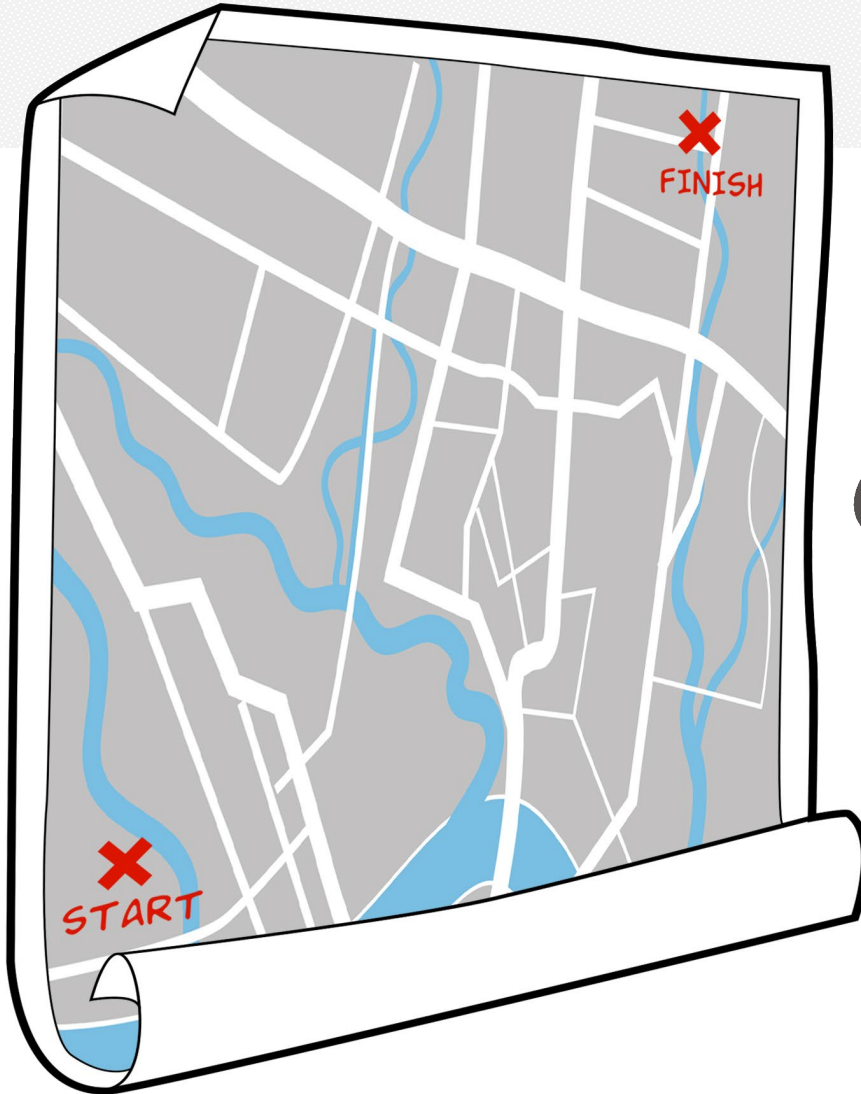


# Management

How we work

We try to give  
**MACRO direction**  
instead of  
**MICRO management**

# Compare a MAP



OR

# to GPS' turn-by-turn directions





**Competent people can read a map  
and navigate through obstacles.**

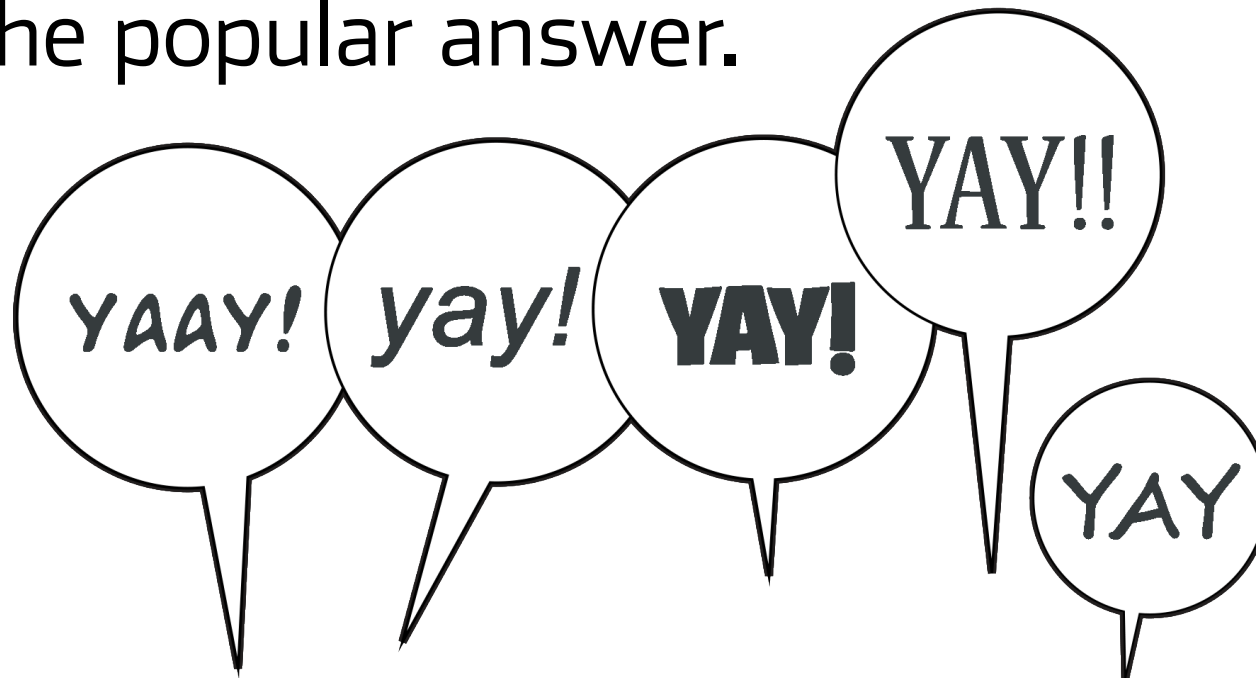
Competent people get bored easily if they  
only have to follow minute directions –  
especially if it leads to a dead end|

Competent managers can draw a map that **guides teams** through different paths.

Even the most competent managers can't give **turn-by-turn directions** that take into account all the different paths.

We make decisions through ***consensus***.

This means hearing everyone out and rallying behind the **best** answer, not the popular answer.

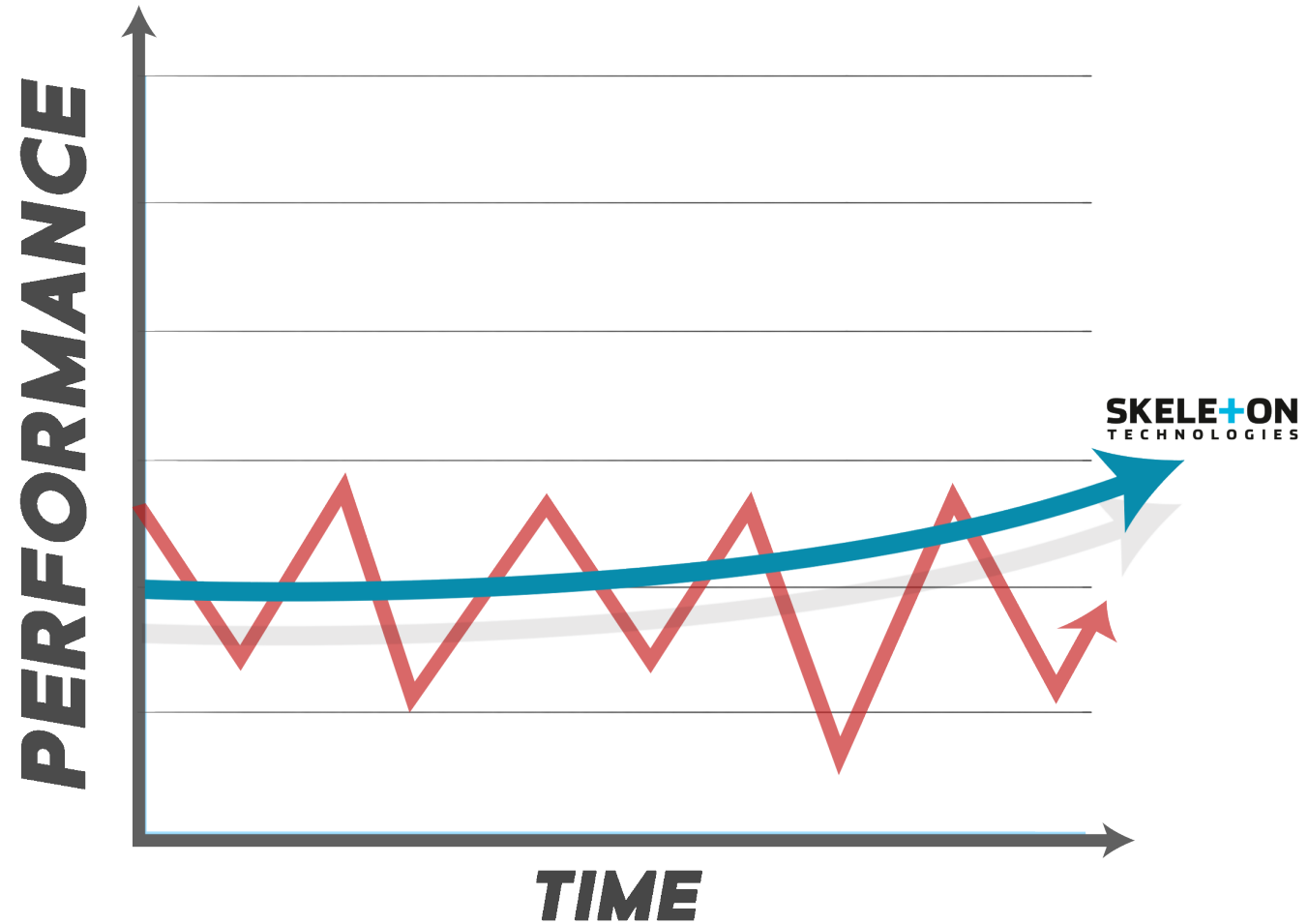


The best answers don't always come from the top. But sometimes we have to insist that they do.

**The higher you are,  
the further you see.**



We are aiming for  
**optimal performance**  
over a long period of time  
VS  
short spikes of  
peak performance.



*It's a rally, not a race.*

“

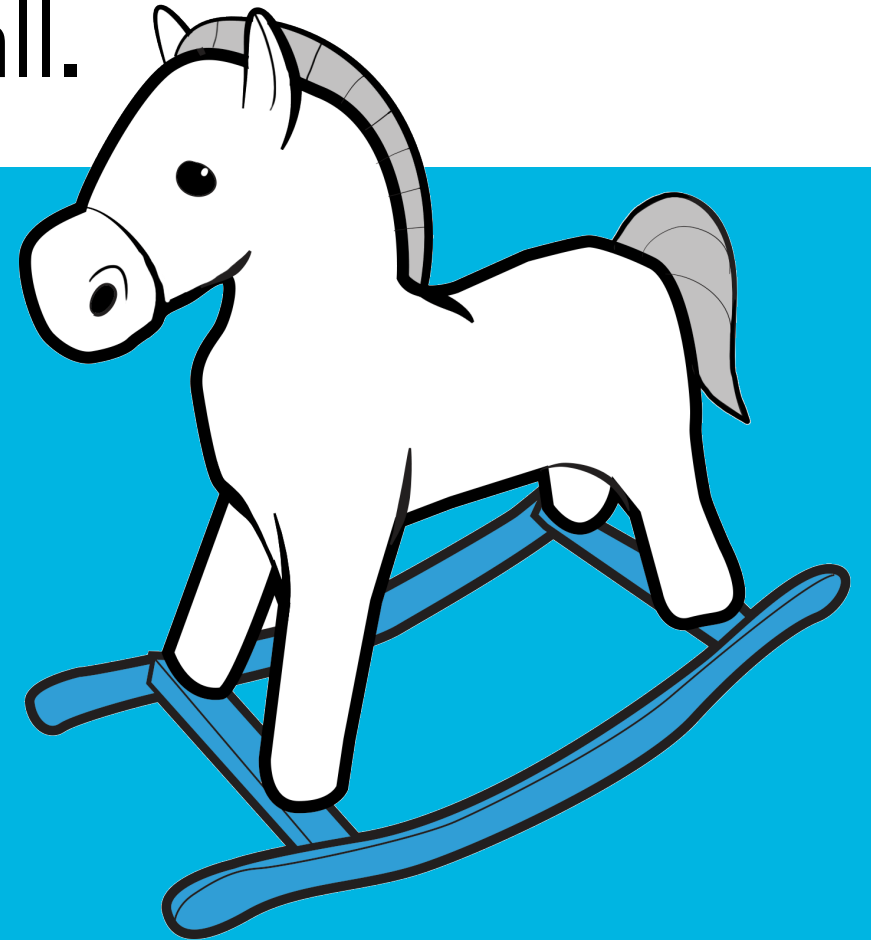
If we're constantly fighting fires, then we don't have the time to look **where** we're going, and we might find ourselves going nowhere at all.

*Don't confuse motion  
with progress.*

*A rocking horse keeps moving,  
but doesn't make any progress.*

— “ —

*- A. Montapert*



# Customers

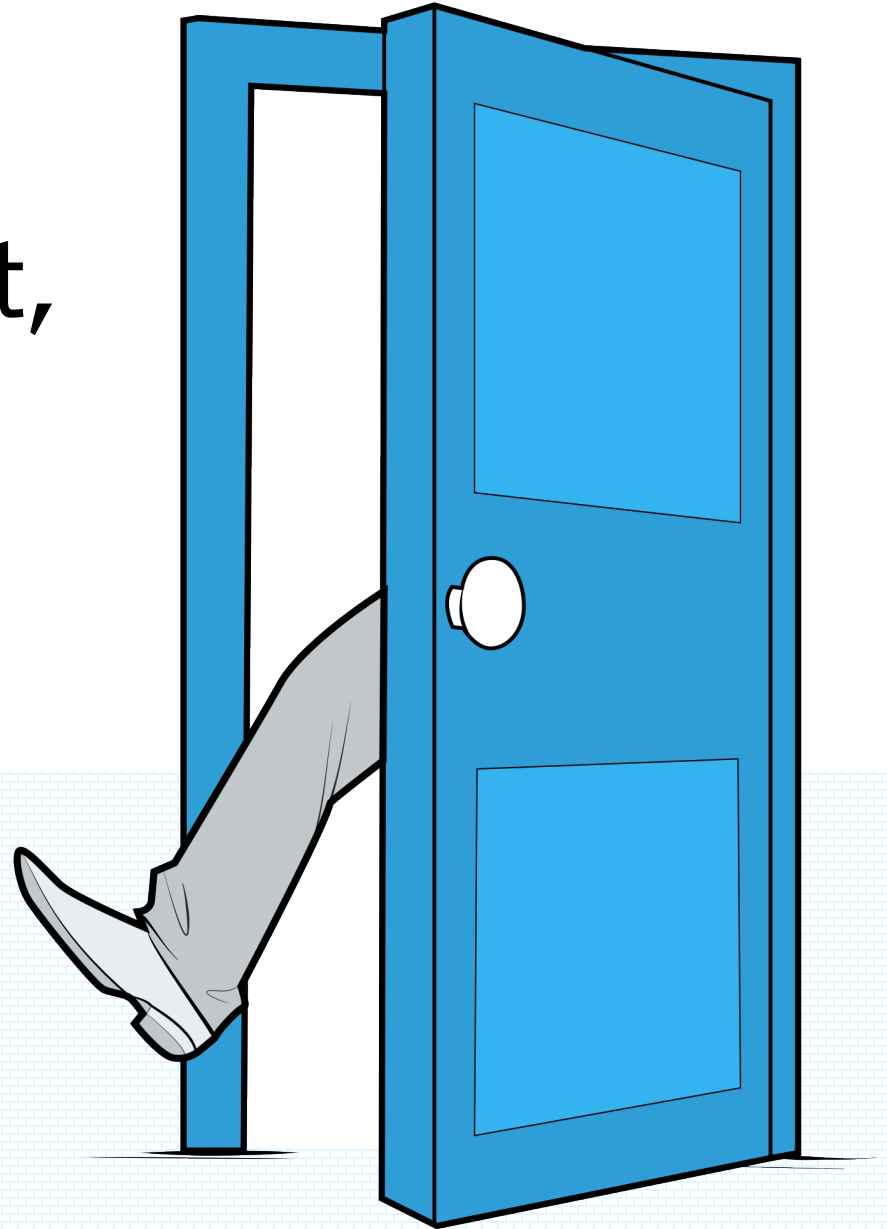
Who do we do this for

# We follow a very simple logic





Having the **best product performance** is important, because it gets our foot in the door...



...but  
**good service**  
**gets us the**  
**customer.**



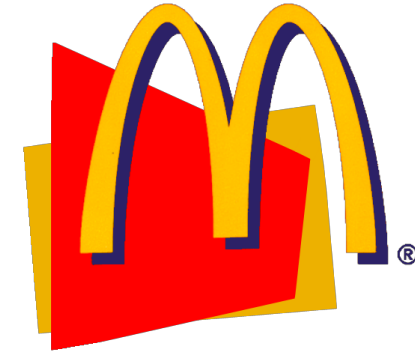


But most of all...

**Keep the  
bathrooms  
clean!**

# Why?

Many companies can serve burgers and fries



...but few are willing to make clean bathrooms a priority.

Well, it turns out people like a place that does.

*The success of McDonald's is at least partly because they worked hard to keep their bathrooms clean for families with kids. Even today, it's the #1 item in their restaurant manager's manuals*

# Innovation

How we keep moving

Know where your  
competitors are



but **go where your  
customers lead  
you**

By using purposeful innovation, we won't always find what we are looking for (*mostly we will though*).

And it's OK, because

**The only real failure is the failure to try.**

If you've tried something and it doesn't work, you've successfully determined what's not going to work and

You've **learned** along the way.

And always remember that...

*The day before something's  
a breakthrough,  
it's a crazy idea.*

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“

- P. Diamandis



**We are**

**SKELE+ON**  
**TECHNOLOGIES**

**We help to  
save energy.**