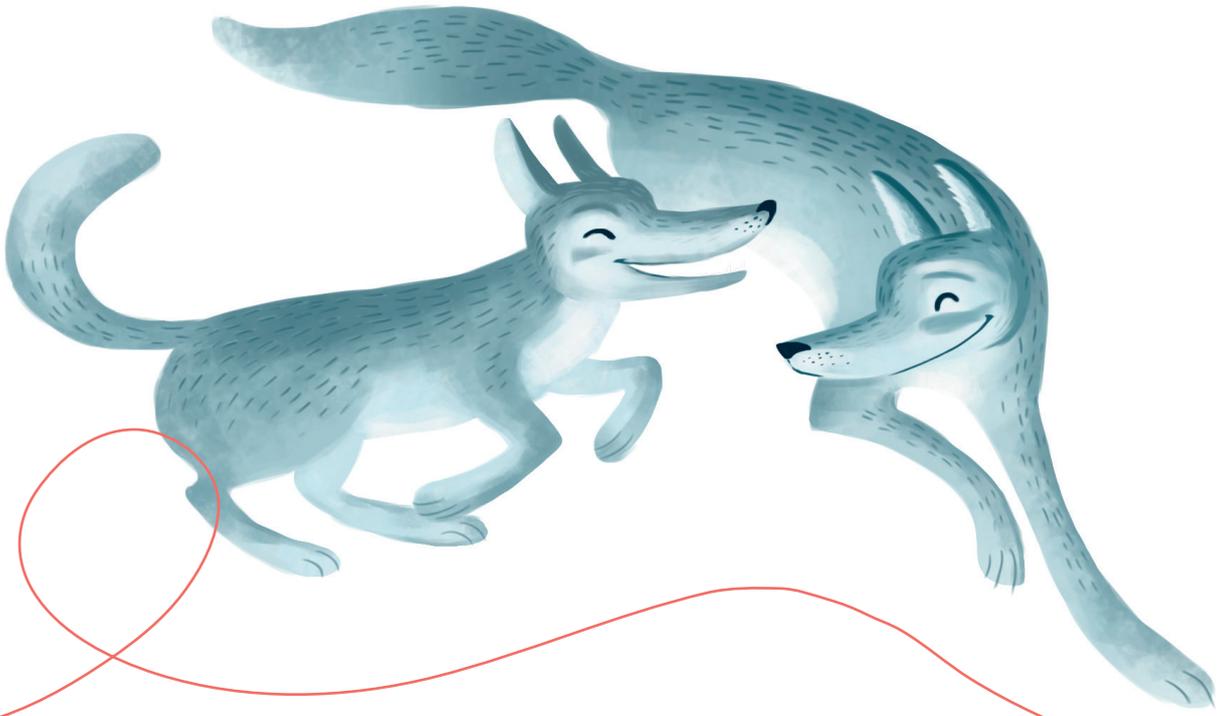


**TUXERA**

# **Company Culture Handbook**





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# About the company culture at Tuxera

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**Tuxera was founded** based on our passion to solve complex and meaningful problems, in turn making everyday life simpler. Passion is something we have always embraced in Tuxera. It doesn't matter who you are or where are you from, passion is one of the main things we are looking for.

**For many of us** Tuxera is much more than just a workplace. We have always employed talents from all over the world and welcomed them in our family-like culture where having fun, enjoying each other's company, and contributing to society is just as important as getting things done for our customers.

**I wish you the best** and memorable experiences along the journey.

**Szabolcs Szakacsits**  
Founder, President, & CTO

**I strongly believe** that by taking good care of our people in Tuxera, or the Tuxerians as often referred, the people will take good care of our customers, each other, and the business. I also believe that the company is us: we define who we are as a company and are each responsible for making this the place where we want to spend a big part of our lives. Culture cannot be outsourced.

**We all have different** roles within the company, but all those roles are needed in order to succeed and all of them need to be respected similarly. Treating each other equally and respecting one another as equal human beings are really the cornerstones of succeeding together, which I believe is the only way to succeed – and to fail.

**Treating each other equally and respecting one another as equal human beings are really the cornerstones of succeeding together.**

**Finally, culture is** something that cannot be defined by top management. It is what happens when no one is watching. We can only try to enable, remove hurdles, and nurture – and communicate. The purpose of this handbook is to communicate those excerpts that represent our culture. These stories are gathered from the people of Tuxera, by the people of Tuxera, and for you, dear people of Tuxera. Because you are awesome.

**Tuukka Ahoniemi**  
CEO

**I reflect on company culture** through leadership, and often I get the question, “What is Tuxera leadership all about?”

**In my opinion,** Tuxera leadership is about the same values as general Tuxera culture. Equality, flexibility, diversity, and the ability to be yourself wrapped up in a blanket of L&L (love and limits).

**My task is to** make sure our leaders have the correct tools to take care of our people: coaching, individual touch, and true passion for the work we do. This journey is never-ending, but that is the reason why this is so exciting.

**Henry Hiltunen**  
VP, People & Culture

## Our mission

We create quality-assured software for world-leading companies to help you store and do more with your data.

## Our vision

To make all data easy to manage and accessible exactly when and where people want it.

**We challenge the status quo and embrace new technologies and new ideas.**

## Our values

### **Customer success is our success**

Customers are at the heart of everything we do. We are attentive to their needs and work efficiently and flexibly to meet them. Everything we build, we also test rigorously. The result is quality-driven, reliable storage and networking software, built to expectations. When people are delighted with devices powered by our software, our customers succeed – and we share in their success.

### **Great relationships are built on trust**

Our people work to achieve common goals while enjoying the freedom to determine our day-to-day work. We have confidence that our colleagues will handle their responsibilities to the best of their abilities. An open door greets us when we stop by to chat with others, and all our company operations are transparent. Trust and transparency carry over to our work with customers and partners. They know they can count on

us to deliver what we promise. Our strong reputation in the storage industry is built on this assurance.

### **Make it work**

Everything is possible. Our people are passionate and enthusiastic about what we do. We challenge the status quo and embrace new technologies and new ideas. We are committed to continuous learning and coach each other along the way. Together, we always find a way to “make it work.”

### **We're better together**

Tuxera strives to be a great place to work. Nurturing our people is key to our continued success. We're committed to maintaining a collaborative and fun working atmosphere – enjoying our time spent together is a priority, not an afterthought. In our relationships with each other and the community at large, we embrace diversity and different ways thinking. We foster community spirit near and far.”

# Using the handbook



**This handbook is** a bit of everything: a written summary, a guiding vision, an eye-opener, and a thought-provoker. Perhaps, most importantly, it is a tool for you to use as a guide when thinking about culture and our impact on it — something we don't necessarily do too often.

**The handbook consists** of stories around important themes of Tuxera culture. The themes and related content were gathered together by Tuxerians in various workshops and interviews and then distilled into stories.

**Each story represents** a possible situation in our work life, or in this case, in a forest

full of different types of animal inhabitants with their own roles and personas. Many of the stories might seem simple or naive at first, but actually represent a situation where there is not necessarily a single right answer or even a right answer at all. That's why, to accompany each story, we've included a list of takeaways and related questions for you to think about and to discuss with others when using the handbook. It's the thought process that matters!

**And, one can imagine:** if it's difficult for the forest animals featured here to get along and overcome challenges, it's even more so for us people out here in the real world!

### **If you are a team lead:**

Take your time. Spend thought on each story. The book is designed so that you can take in one topic at a time, and evaluate the story, the question, and the takeaways at your own pace – in your own peace and comfort. We hope that you reflect upon the content and critically, constructively assess how you and your team interact, and where improvements and support are possible.

### **If you are a new hire:**

The handbook was created through interviews, workshops, and polls over the course of a year at Tuxera. We hope that the handbook gives you insight into how Tuxera treats its most valuable asset, the people, and how we hope Tuxera's people treat each other. Carefully read through the content and reflect, either privately or with others.

### **If you are a part of Tuxera already:**

No matter who you are or how long you have been part of this organization, we hope that this handbook possesses qualities you recognize in Tuxera. In the same sense that being a cutting-edge technology company requires us to change and improve all the time, so too, should we dedicate care and attention to our company culture, and strive to continuously improve. Many of these stories reflect that, and we challenge our people to strive to do better and treat each other with respect and care. We hope that you reflect on each story and topic with equal care and attention.

**No matter who you are or how long you have been part of this organization, we hope that this handbook possesses qualities you recognize in Tuxera.**

### **The handbook will:**

- Help give an insight into what kind of company we are and what we work towards becoming from an insider's point of view.
- Help create dialogue and inspire critical thought about whether we as individuals are creating an environment that is safe, healthy, and a good place to work.
- Lead to a better understanding of each other, which in turn leads to us operating better together.

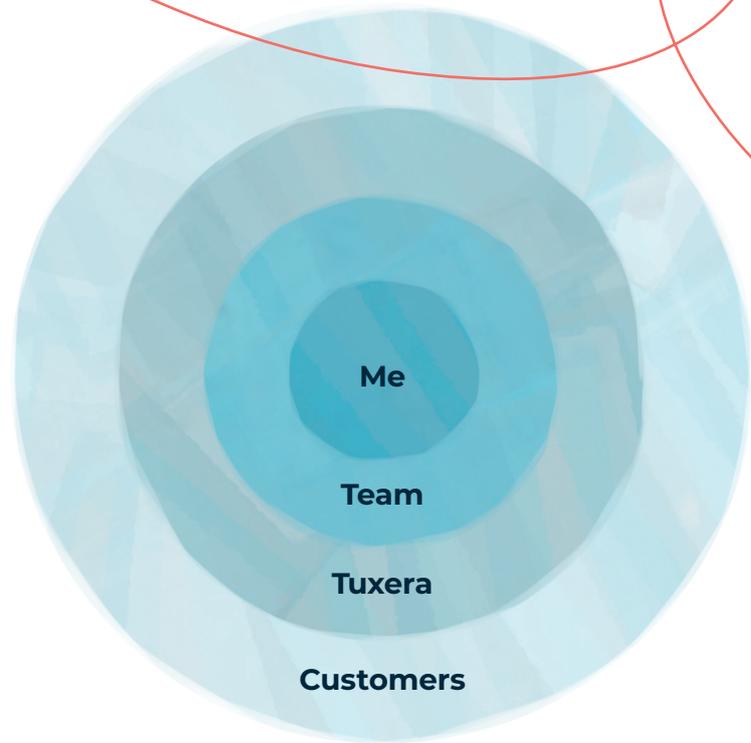
**The company culture** handbook is not intended as a code of conduct, nor as a rule book.

# Handbook content and logic

**The topics are the result** of material gathered through surveys, workshops, and interviews.

**The majority of people** who weighed in on the contents of this handbook requested that we focus most on the angle of how well we are able to be ourselves at Tuxera, and what that means in an organizational setting.

**The bulk of the handbook** is split into two points of view. The first section places the focus close, to the individual level and our interpersonal relations from a narrow angle. The second section expands the focal range and explores themes from a level of team, organization, and externals like clients.



# Ability to be yourself



This section is structured from an internal, personal point of view. Being yourself at home and being yourself in an organizational setting sometimes aren't the same thing, so let's focus on the organizational aspect.

## **So, what does “being yourself” mean in an organizational setting?**

**We encourage you** to be realistic about your personal limits and skills. It means owning what you do know and what you can offer.

**Setting this level** of honesty provides opportunities for personal growth, and the growth of your team and colleagues.

**Being yourself here** at Tuxera comes with responsibility, too. It means owning what

you bring to the table, and respecting others within the organization. Part of having the ability to be yourself in an organizational setting is also forming a fundamental respect of basic human kindness and courtesy.

**Everyone is welcome** the way they are. There is no need to hide their size, shape, age, gender, identity, or circumstances.

**“Being yourself”** means owning your organization's particular style, circumstances, sense of humor, eccentricities, oddities and

conventions. What you see is what you get. And if you own your organization's unique personality and have confidence in what people (customers, clients, competitors, employees) see, then you can build on that rather than spend your time and energy holding together a facade.

**In an organization,** the ability to be yourself is an important aspect of a company culture that is healthy, supportive, and growing.



# Self-improvement

**Fox was ambitious.** Every chance a task came along that looked like it would result in a step up, Fox jumped on it. In the process, Fox grew tired. The training and energy it took to keep up with all the tasks and responsibilities wore Fox down. Eventually, Fox asked Owl for help. Being Fox's supervisor, Owl could theoretically plan a path that would lead to the ambitious goals Fox had in mind.

Owl tried to plan a good path for Fox, but in the end, Fox felt unsatisfied by the steps and tasks. Something was missing in the work.

Fox turned to Cat for help. Cat was clever and wise, and after listening to Fox's story, Cat said, "What do you want in your career? What's your passion? What do you find most interesting? Owl doesn't know these things – only you do."

A lightbulb switched on in Fox's head after that. Fox went back to Owl and together they planned a new career path, with Fox's answers to Cat's questions in mind. It meant hard work, new training, and new responsibilities – but in time, Fox was standing at the top of the field in a role that felt right. Fox had passion for the job and energy for new challenges.

**Are you in the habit of assessing your career, where it is going, and why?**

## Takeaways:

- Supervisors are here to help you get on the right path, but that path should come from you.
- There are opportunities for self-improvement here, make sure you discuss what your goals are and actively plan with your supervisor(s) how to make that happen.
- Self-improvement takes on different shapes and sizes, so ask yourself what that means to you and check in with your team and your supervisor to make it happen.



# Equality

**Hare and Tiger are fundamentally** different from one another. They possess different qualities and priorities – their circumstances are different. Their goals are varied, and in some cases overlap. No matter how different the two of them are, though, they are afforded the same respect and care in an organizational setting to achieve their goals and have their needs met.

They realize this and strive to treat each other with respect and courtesy. Sometimes, tempers or impatience get in the way, but they are learning and growing together as colleagues and as a result, the customers are happier and the organization functions healthier. Equality is an intentional, thoughtful process, which requires time, understanding, and effort. Although sometimes they struggle to find the energy and occasionally forget to make the extra effort, they understand the necessity of it – and, importantly, that equality will not happen if the effort and energy are not invested.

**How would you handle a situation where you saw that someone, even you, struggles with factors in life that seem to have started that person off from behind others in the organization?**

## Takeaways:

- The goal is to do better in moments that challenge our perception and realize that our colleagues and their differences are something to celebrate rather than dismiss or put down.
- Equality is a broad, multi-layered topic.
- We aim for understanding and respect, and we try to widen the focus of our perception.
- Our diversity brings strength to the team, and we celebrate this even though at times there are wrinkles or bumps.
- We understand that each person has different circumstances, and we work towards making sure everyone has the resources and opportunities they need to succeed.



# Flexibility

**Owl is a manager** with a puzzle to solve. Fox is a member of Owl's team. Fox is organized, methodical, and routine-oriented. However, Fox often loses focus on the big picture, instead spending a lot of time on the minor details. This leads to Fox regularly spending extraordinary amounts of time to complete tasks.

Bear is another member of Owl's team. Where Fox is routine-oriented and methodical, Bear is the opposite. Bear, however, is skilled at creating efficient processes that allow them to solve tasks in a timely manner. This often results in Bear having empty hands.

Owl respects both team members and recognizes their strengths and their weaknesses. However, Owl is often conflicted about how to support them. The puzzle is a difficult one to solve.

Not only are the team members quite different from each other, they also live on opposite ends of the forest. This often results in the challenge that when Fox's day is ending, Bear's is just beginning. They do their best to communicate and cooperate together to accommodate the distance, but sometimes it's a struggle, leaving each one feeling as though they are pulling more weight than the other.

Both Fox and Bear need careful consideration to make sure they excel and have an environment where they feel comfortable and welcome. While at the same time, there should be awareness of deadlines and how actions impact others.

**What would you do if you were Owl?**

## Takeaways:

- Flexibility is more than having the ability to come and go freely.
- Respect and communication for others at work should be taken into consideration. Do you communicate your availability with teammates? Are you undervaluing yourself by working consistently longer hours? Are your hours hurting other people's ability to perform?
- Methods that work for one may not work for another. Good intentions might result in interrupted work processes and anxiety instead of relief. Giving more to those who work faster might feel unfair or a punishment. What is fair?
- As a global organization, we have multiple time zones to handle. Are you giving your colleagues time and space to give thoughtful input? Are you making an effort to meet teammates on their time and vice versa?



# Life balance

**Lynx has a hand in many projects** and levels of the forest, and is incredibly focused – dealing both with internal matters as well as topics outside of the forest. With so much time and energy spent in a high state of alert every day, Lynx needs the time to leave the pressing matters of the forest behind on the weekends and after hours to spend time alone to recharge. Solitude is crucial for Lynx’s functionality.

Wolf on the other hand, has a relatively solitary role in the organization. Wolf likes to work on a project, without interruption, until it’s done. If the work is interrupted unnecessarily, then Wolf feels anxious and unfocused. However, once the project is finalized, Wolf likes to take some time off and meet friends and family in order to recharge. This method of working and then taking time off to socialize is crucial for Wolf’s functionality.

**How do you handle your wellbeing and life balance?**

**Have you thought about how your methods might differ from others around you in our organization?**

## Takeaways:

- What life balance means to you might not mean the same thing to another person.
- Understanding and respecting when others have said they are no longer available for work is critical to maintaining a healthy work environment.
- Finding a balance between everyone’s diverse needs is challenging. Communication is key in finding what works and not being blindsided by someone struggling.
- Life balance is important because it ensures better work quality and helps to avoid burnout.



# Comradery

**Hare, a junior member** of the forest, is incredibly passionate and excited about their work. Hare's excitement occasionally manifests as impatience. One day, Hare published something that they were eager to share, but a small error in the document slipped by Hare's nose. Wolf noticed this mistake, but instead of going directly to Hare, Wolf announced the error to the rest of the forest, ridiculing Hare and putting down the junior's hard work.

Embarrassed, Hare grew reluctant to share new accomplishments and became distant from the team.

Cat noticed the shift in Hare's behavior. The two had a private conversation, and Cat reached out to Fox for help. Fox, being detail-oriented and methodical, agreed to mentor Hare and develop processes of checking and testing to help Hare avoid future mistakes due to rushing so much. Additionally, Cat privately spoke with Owl and Meerkat, the team leads, and encouraged them to address the open teasing that hurt Hare's ability to trust the team. Not only did they discuss the hurtful behavior with Wolf, they began to speak more about supporting and lifting teammates up. This resulted in a noticeable change in tone amongst teams.

**How would you handle a situation where you notice someone on your team is being either intentionally or unintentionally diminished by another's words or actions?**

## Takeaways:

- Comradery is rooted in respect.
- Having fun and joking should not be at the expense of anyone else. Being polite or courteous doesn't diminish a message. It's possible to give constructive feedback without causing harm.
- Encouragement and kindness go a long way, and result in much healthier work environments and deeper comradery than in places that have developed an atmosphere of teasing and criticism.
- Mentors share their knowledge and help juniors grow in safe, healthy ways.
- Communication in situations that feel uncomfortable or detrimental to the team is important.

# Tuxera as a whole



In the previous section, we focused on being ourselves in an organizational setting. This section has a wider focal point, including your team, your colleagues, our regional offices, Tuxera, and outwards into our dealings with customers and partners.

## **What does being part of Tuxera mean?**

Being part of Tuxera means understanding that your actions not only affect you, but also strongly affect the whole organization.

**How you behave** towards your colleagues and our clients can have a wider impact than at first imagined.

**Contributing and being** an active part of Tuxera as an organization gives you the opportunity to grow professionally.

**While we welcome** everyone as they are, respect lives at the foundation of our culture. Simply put: a group that works together holds together better.



# Cooperation

**Bear and Fox decided to build** a burrow of tunnels and rooms beneath the forest, so that the animals could have a warm and dry place during the long, cold winter months. Owl came along to help, and they eventually accomplished digging a single, comfortable hole in the ground. It was a nice, clean place – not at all dirty or dank. Everyone was warm and dry.

One room was quite small, though, and they had plans for a bigger burrow to fit more of the forest creatures. So Owl, Bear, and Fox decided they would split up and each work separately to speed up the process of building more rooms. At the end of the day, they had the original room, and three new holes, but no one had discussed tunnels. And without tunnels, they simply had a collection of holes rather than a complete, connected burrow. No one was comfortable, and they were all quite lonely in their own, individual, closed rooms.

Cat happened to be walking by just then and paused to observe the strange construction. “Whatever are you doing?” asked Cat. “We are trying to build a burrow for everyone,” replied the others. Cat thought for a moment, then said, “It will take time, but if you cooperate, you can build tunnels, and find ways to turn your holes in the ground into a proper burrow.”

With Cat’s help, Bear, Fox, and Owl began to build tunnels between the rooms. Gradually, the burrow took shape under the ground. In time, all three could move through the tunnels between the rooms easily, they were no longer alone and isolated, and the burrow was very comfortable indeed. Above ground, they observed their work, and were proud of their cooperation.

**Have you established methods with your team that help you collaborate and cooperate with each other to achieve your shared goals?**

## Takeaways:

- Cooperation doesn’t necessarily happen naturally, even if everyone has a common goal.
- Cooperation needs communication, common vision, shared goals, and an understanding of the task.
- Having the capacity to listen and communicate calmly and accepting that others need to be able to contribute helps cooperation succeed.



# Inclusion

**For months, Lynx and Tiger** had been working together on a customer project. Tiger was eager to call the task complete, certain that they had done all they could, and to the best of their ability. Lynx agreed that they had spent enough time and energy on the project. But before agreeing to call the project finished, Lynx paused and said, “We need fresh eyes. The two of us have been looking at this so closely for so long, that we may have missed something important.”

Tiger, although reluctant, agreed. They reached out to Meerkat and asked for help. Meerkat agreed but brought Hare, a junior member of the forest, into the review process as well. Tiger was skeptical that Meerkat thought a junior would be able to contribute anything worthwhile to the task. “Hare is so inexperienced, surely another would be better suited?” asked Tiger from Meerkat.

“Less experience doesn’t take away from the fact that Hare is observant and knowledgeable.” Sure enough, Hare was able to spot inconsistencies and flaws that neither Tiger nor Lynx had found. Tiger reconsidered the earlier assumption that Hare would have brought no value to the project, and began to actively reach out to other colleagues – learning that despite Tiger’s experience, including others with different skillsets into processes brought a wider perspective. In the end, this added value to the work.

**Have you helped establish an inclusive atmosphere by speaking up or vouching for someone you believe in who might be overlooked?**

## Takeaways:

- Including people who have different perspectives and ways of observing can be the difference between weakness and strength.
- It’s important to remember that we all have the right to be included and respected, despite differences in experience, gender, cultural background, and/or medical needs.
- Respecting and respectfully challenging each other can lead to new discoveries and new ways of thinking.
- Removing barriers and building fewer walls fosters a healthier communication within the company.
- Dare to be open minded – you might be surprised!



# Diversity: richness from variety



**Tiger and Wolf had a problem** they couldn't solve. For days, they had tried to find a way to remove an obstacle that was blocking a way through the forest. A pile of heavy rocks had fallen into a ravine and were so tightly packed, it was a wall of stone. They were unable to go under it or around it, and they could not go through it. The obstacle was too heavy to lift or move, and it was too steep for any of them to climb.

Finally, they turned to their colleague, Owl and said, "Owl, will you fly up and look at our problem from above? We simply can't find a way through from here."

Owl agreed and flew over the obstacle. From above, Owl clearly saw the solution. Owl returned to the others. "We need Meerkat's help."

The animals fetched Meerkat, and Owl said, "You must climb the young tree next to the obstacle. Tiger is an excellent climber, but the tree is too delicate for them to climb. On the other side of the blockage, there is a small stone at the base. If you remove that stone, the obstacle will crumble, and then Bear can help move the boulders off the path."

Meerkat followed Owl's instructions, climbed the sapling, and removed the small stone from the other side of the obstacle. The rubble tumbled down, and allowed Bear to move the heaviest stones while the others helped in their own way to clear the obstacle.

## Takeaways:

- Diversity at the workplace is built on the ability to acknowledge the individual strengths of our teammates and the potential they bring.
- A diverse team has the potential to grow an organization's perspective.
- Diversity is attained over time, and thoughtfully, based on skills and expertise, willingness to do good work, and enthusiasm as well as understanding and respect.



# Diversity: temperament and sentiment

**Meerkat was already** an incredible manager, constantly striving to enable the team to succeed and show their best selves. Everyone enjoyed working with Meerkat. The forest relied on Meerkat. For a long time, though, Meerkat struggled with intense anxiety. Meerkat spent enormous amounts of energy to hide this anxiety, growing wearier and more stressed about it as time went on. Meerkat had never told anyone in the forest about this struggle. Meerkat was worried that it was a taboo topic that might result in the others taking responsibilities away.

The turning point came when Meerkat grew too tired to hide anymore, and finally decided to talk to Lynx about the situation. Lynx made an effort to listen and understand, even though it was not something that Lynx personally ever had to handle. They agreed that Meerkat should stop hiding their anxiety and needed to address the state of Meerkat's health. Together, they developed a system that allowed for Meerkat to make healthy decisions to manage their anxiety. Lynx also requested that any time Meerkat was feeling overwhelmed, to come and inform Lynx.

"We've got this," said Lynx. Lynx understood that Meerkat's burden was not just Meerkat's alone, and would eventually become the weight of the whole team if healthy steps were not taken.

Meerkat, by acknowledging the internal struggle and reaching out to Lynx, was given the liberty to learn how to manage it, as well as develop tools to make healthier decisions. This included realizing when Meerkat simply needed someone to talk to and not trying to hide anymore.

**Are you aware that we have comprehensive health care which includes mental as well as physical care?**

## Takeaways:

- Diversity at the workplace includes neurological and emotional diversity.
- Mental health is important, and should not have a stigma attached to it.
- If someone is struggling, you or a colleague, there are programs that are available through the organization to get professional help.
- Developing tools to communicate healthily about each other's needs will enable the team to be more aware.



# External communication

**Lynx knew all the important** songbirds of the forest. Lynx, Bear, and Fox kept up a good relationship with the birds, bringing them berries collected by other forest animals to keep them happy and well-fed. In turn, the birds would keep their coats free of bugs. The animals understood that the trade-off kept the forest healthy.

One day, Lynx encountered a new bird – one with a clever beak and bright eyes. Inspired to win the bird’s trust, Lynx hurried back to Bear and Fox and told them about the new bird. They saw the bird again, pursued by animals from a nearby forest, offering food. Lynx, Bear, and Fox were clever and patient, and observed the bird to see what it ate. Soon, they realized that the bird favored red berries. Together, the group decided which berry to collect.

With a huge pile of red berries in tow, Lynx returned to the spot where the bird first appeared. The bird came back. Suspicious, it flew away, and Lynx was worried it would not return. Patiently, Lynx waited. Some time later, the bird came back with others. Soon, the whole branch was full of similar birds, all looking down at Lynx and the red berries. They clearly wanted the berries, but they were concerned about Lynx.

“These are for you,” said Lynx. “The forest here is full of the red berries you like so much. We will make sure you have all the fresh berries you can eat! In return, we ask that you stay in our forest and keep the bugs off our coats.”

The flock of birds consulted amongst each other, and soon agreed to the arrangement. Overjoyed, Fox, Bear, and Lynx took the good news back to the others.

## Takeaways:

- Building relationships with our customers is a team effort. Every team member is necessary in the process.
- Each customer’s individual needs are important. Communicating those needs to the wider team helps them see the bigger picture and comprehend why the team needs to come together.
- Customer relationships lead to great results only when all levels of the organization are working together – from sales, to product management, engineering, support, and management.
- Healthy customer bonds are the result of successfully balancing between internal and external communications.



# Internal communication

**Wolf was upset** and came to Owl for help. Tiger was being stubborn about a project deadline and refused to accept that Wolf needed help and more time. Owl, concerned, took Tiger aside to discuss. “Why aren’t you listening to Wolf? The customer will suffer if you force Wolf to make a deadline that will result in poor work. Wolf’s well-being is also at risk.”

Tiger frowned and replied, “When I give a task to someone, I expect the task to be performed without fuss – and on time.” Owl persisted, though and said, “Tiger, this isn’t sustainable! We have a responsibility to our team to create an environment where they feel respected and are able to say when they need help, and on the other hand, we have to respect our clients’ needs and deliver quality work.”

After some thought, Tiger agreed, saying, “My old forest was different. I am not used to this way of working.” Then Owl brought Tiger and Wolf together. “Tiger, please see that we have an understanding culture, which encourages discussion and thought. Wolf was not ‘fussing’ when Wolf came to you about the deadline. Wolf was doing the right thing: expressing their worry about meeting the goal.”

Tiger listened to Wolf’s concerns, and they agreed that the task was too involved to be met at a quality level in the timeframe Tiger wanted. They moved the deadline, and Wolf was allowed space to focus on doing a good job.

**Do you feel like you have healthy ways of communicating with colleagues about challenges that may arise from differences in working ethics?**

## Takeaways:

- While Tuxera respects and celebrates cultural differences, in some situations, Tuxera’s company culture will respectfully overrule a method or way of acting that is detrimental to others in the organization.
- We consider asking for support or help a virtue, and a sign of trust and willingness to make it work.
- Communication, transparency, and willingness to admit mistakes are amongst Tuxera’s founding principles. We view it as a strength.
- Respectfully challenging superiors is encouraged. It creates a dialogue around the task – often resulting in excellent results.

# Closing thoughts



**Throughout the creation** of the company culture handbook, we encountered again and again the same undercurrent of respect at the root all of these themes. Tuxera is growing and evolving, and with that growth comes the noble challenge of upholding basic standards of common courtesy, communication, and understanding.

**It's a process,** and some days you might feel more like Hare than Owl, while other days you are most definitely Cat. The forest creatures are a vehicle to a message and

window into difficult scenarios that might feel outside of your realm of experience until you're in the thick of it.

**We all need to** tap into each of the characters sometimes – whether it's Cat, Hare, or Owl. This is to make sure Tuxera's culture evolves, and Tuxera continues to be a great future workplace for all of us.

**We hope you have** enjoyed the handbook and recognize your input in these pages.



**Special thanks to everyone involved in making this project happen!**

