HOW WE HIRE & OPERATE © PHLAIR

## How we win and build an A+ team

## Traits we look for

Bias for action

Ego second

Comfortable with intensity - we put in the extra hours and weekends\* when needed

Hands-on, regardless of title or years of experience

Figure things out independently and without hand-holding

Simplifier

Excellence is the standard, which also means mistakes are ok

## Team composition

~90% Junior, ~10% Experienced

Being junior means you're eager to learn. Being experienced means you help others move faster, avoid mistakes, and raise the bar. We get that senior people often have more commitments but leadership means showing up (i.e. you cannot always leave at 6 when you are leading a team).

## \*Extra hours/ weekends

If your workstream is the bottleneck, you don't stop.

This is an attitude, rather than an instruction to "serve hours". We expect to hit our goals and it often means putting in the hours ~12h/day.

