



AGIO CULTURE



Table of Contents

Culture 06

What Is Culture? 07

Origin Story 08

The Agio Why 10

Agio's Vision 18

The Agio Promise 20

Agio Purple Cows 22

Agio Values 24

Master The Fundamentals 28

Communicate Fearlessly 38

Speak Up 46

Be Bigger Than Your Job 52

Evolve 56

Agio Principles 62

Be Agile 66

Be Fully Formed Adults 68

Employ Force Multipliers 74

Embrace Diversity 76

Provide Evidence 78

GEL 80

Growth 84

Service & Technology 88

Brand 92

Innovation 94

Focus On Differentiation 96

Engagement 98

Curated Culture 102

Committed Development 104

Self-Management 110

Agio Gives Back 114

#OneAgio 116

Loyalty 118

Focus On Communication 122

The Art Of Service 126

Expertise/Thought Leadership 130

Be Predictable & Repeatable 132

Execute 134

Reputation 136

APPENDICES

Agio Lore	138	Informed Opinions	146
3-Legged Stool	140	Likability Matters	146
3Ws/3Cs	140	Make Better Mistakes	147
Add/Tweak/Delete	140	#OneAgio	147
Agio Academy	141	Own It	147
Agio Gives Back	141	Peak Performance	147
The Agio Way	141	Powered by Agio	148
The Art of Service	141	Problems, Not Solutions	148
Boom Project	142	Purple Cows	149
Brilliance in the Basics	142	Right Seat on the Bus	149
C-Player	142	Show Appreciation	149
Cognitive Dissonance	143	The Swirly	149
Progress over Perfection	143	Vision Mapping	150
Eat the Frog	143	We've Got You Covered	150
Employee Success Framework	144	Wins & Misses	150
High/Lows	144	#WOW	150
If it's not in the ticket...	145		
Incremental Progress	145	Agio Rockstars	152

“If you really want to know what an organization or a team values, just study their culture.”

DELE OLA



Culture is a
shared set of
beliefs, values
& practices.

» WHAT IS CULTURE? & WHY DO WE CARE ABOUT IT?

Our culture is a blend of who we are and who we aspire to be.

We care about it because a deliberately defined culture helps us

- Attract the **right** people
- Do our **best** work
- Be our **best** selves

Culture also acts as our guide; it's our roadmap for establishing **EXPECTATIONS** for you, and lays out what you can expect from Agio, every day.

Those who are aligned with this roadmap and our culture are the ones who succeed at Agio.

The Agio Culture is **WHO WE ARE AT OUR CORE**; by bringing you on board, we're demonstrating our belief that it's who you are too. You wouldn't be here if we didn't think we share a strong set of core beliefs and practices. It's our sincere expectation Agio represents a solid cultural match and a mutually beneficial growth opportunity. Our success—both yours and Agio's—is enormously reliant on this cultural fit. If you truly identify with and embrace the culture here, the road ahead is clear. There will be no insurmountable obstacles preventing you from experiencing and contributing to your personal and professional success.

If you discover this roadmap doesn't quite match where you want to go and Agio isn't the right cultural fit, that's okay too. We will be up front—this isn't for everyone. If that's the case, we'll help you find your ideal destination.

Before taking a job offer, it's worth asking:

“Do I want to become **more** like the people here?”

You can aspire to change the culture of a group, but don't overlook how the culture will change you. Few of us are immune to the values of the people around us.

ADAM GRANT

› THE AGIO CULTURE ORIGIN

In the fall of 2009, our founder, Bart McDonough was contemplating creating a new company. He affectionately referred to this nascent entity as “BartCo” (rather than the more-generic, less personalized “NewCo”) because—as you either already know or will learn soon—we’re all about specific, purpose-fit approaches. As his thoughts and plans matured into the Agio business plan, Bart knew clear expectations for both the company and its people would be critical to its success. Ambiguity and lack of accountability can destroy organizations, and he wanted to ensure Agio did not become a victim of the well-known cultural mistakes and oversights of those who came before.

Inspired by Netflix’s popular cultural deck, Bart wrote the beta version of what later became the Agio Culture Book, a quintessential guide for who Agio is as a high-performing organization and what it expects from its people.

The Agio Culture Book contains the values and key philosophies we believe must be present in our approach to both work and life if we are to create an everlasting, successful organization. It’s core to who we are, but it’s not written in stone. Quite the contrary. As the company continues growing and evolving, our culture adapts to accommodate the fast-paced world, technology, and challenges we face every day. Since we plan to be around for a long time, **WE CHOOSE TO EVOLVE.**

This is the sixth major revision to the Agio Culture Book since 2009. Our resolute commitment to continually review and update this core document demonstrates our organizational self-awareness and serves as an acknowledgment that we’re not perfect. We can always improve, and as we do, we update this book to reflect our reality. Version 6.0 gives evidence of Agio’s #IncrementalProgress as the company lives the values contained in its pages.



Be Better Than Yesterday

> THE AGIO WHY

Why do you get out of bed in the morning?

Is it just to show up and collect your check? We sure hope not. That's not what motivates us. We all need money but relegating your relationship with work to a mere financial transaction is an incredible disservice to both you and the company. It needs to be more than that. What motivates you—your why—should be aligned with Agio's Why.

Agio's Why is "to be Better than Yesterday."

You're here because we believe you get out of bed and use every new day as a chance to improve—to be better than yesterday. Not just by your standards but by others' standards as well. Are you open to feedback? Do you appreciate constructive criticism because you know it comes from a genuine place intended to help you grow? We need those answers to be "yes," because that's the only way we can achieve The Agio Vision.

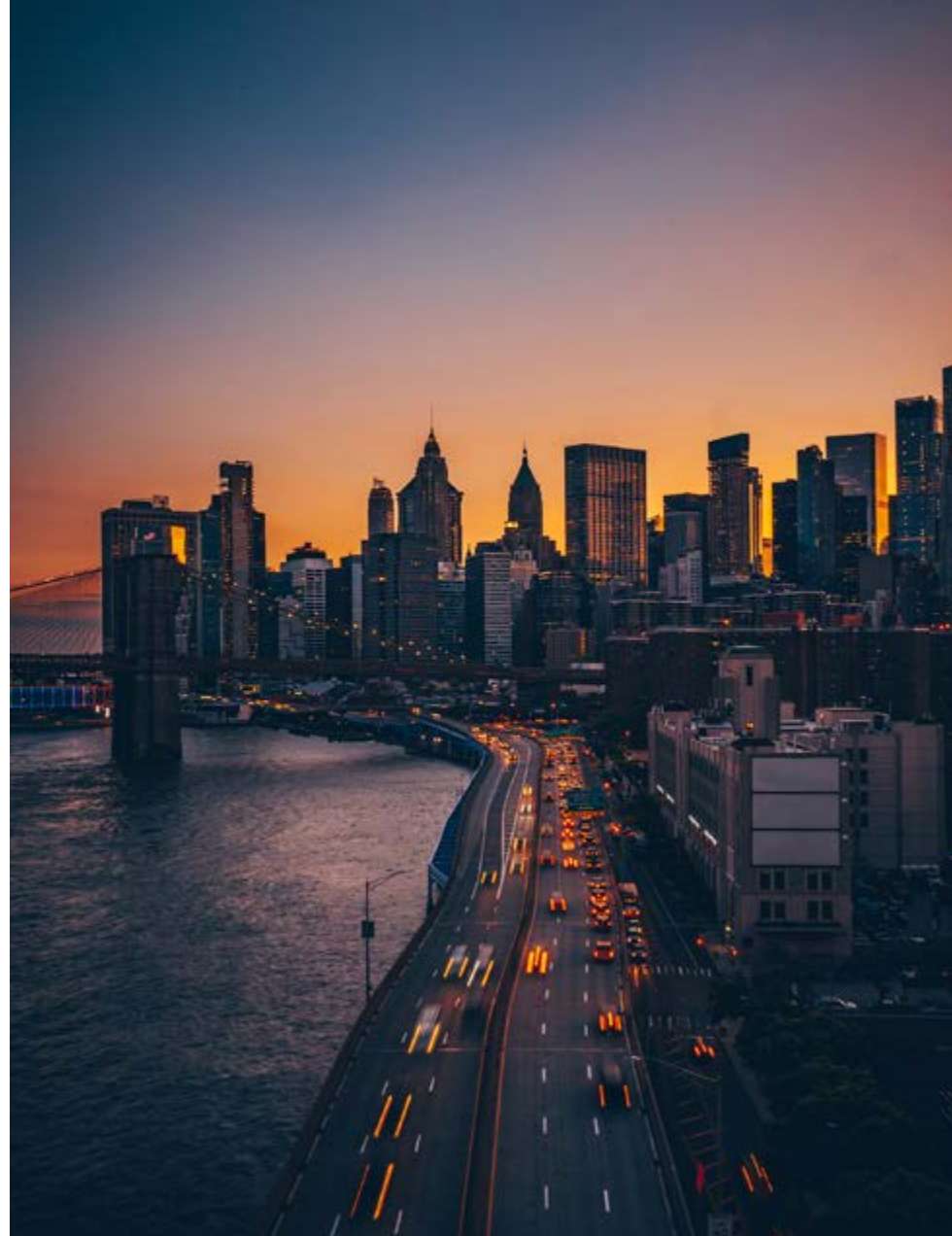
As culture is always evolving, it only makes sense for us to do so too. Together, we want to evolve a bit each day to ensure we deliver The Agio Promise: to be better than yesterday.

#BeBetterThanYesterday

Here's the thing:

“Our best competitors reveal our weaknesses. The goal is not to ‘beat’ our competition but to improve ourselves.”

SIMON SINEK

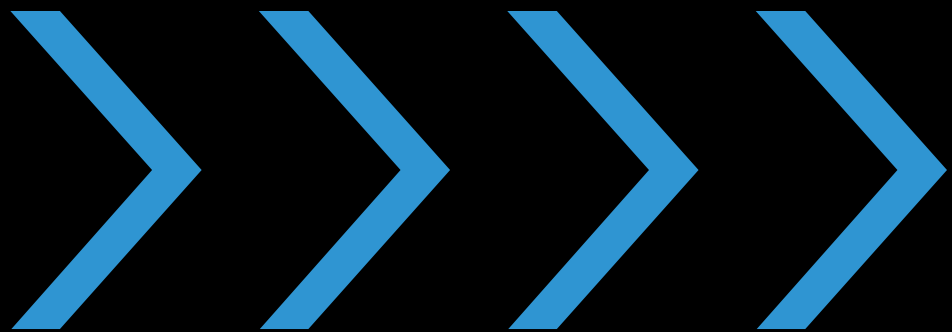


The goal becomes to better ourselves day by day.

We tell clients, “You haven’t met the perfect company. We don’t believe the perfect company exists. We will make mistakes, but you have met a company that’s **deliberately focused and determined to improve daily.**”

When we stop and ask the question, “Why are we doing this?” the answer is, “Because we believe we can be better than yesterday.”

For more about the “Why” concept, watch Simon Sinek’s TED Talk “How great leaders inspire action.”



EVERY.

DAMN.

DAY. NIKE

› THE AGIO VISION

To Empower Our Clients With Secure, Reliable, and Resilient Information Systems.

At Agio, we aim to expand the potential of our clients by empowering them with reliable, secure, and resilient information systems which make it easier to work. We are striving to make the promise of reliable, resilient, and secure information systems a reality. For our clients, this might be best described as creating a frictionless experience with their information systems.

When clients know their information systems are reliable and secure, they gain confidence that translates into the ability to expand and grow their business with Agio as a partner. More importantly we build trust. We don't just tell them we're going to prevent harm by ill-intentioned attackers or benign but impactful human error. We regularly show them. Each time our relationship gets stronger, and the level of trust grows deeper.

This focus on providing secure and reliable service results in information systems which are highly resilient in the face of individual mistakes, technology changes and innovations, devastating cyber attacks, business continuity events, etc.

Resiliency is adapting and adjusting to minimize the impact of these events. When our clients feel overwhelmed by unavoidable events, our job is to reassure them it's going to be okay, and then actually make it so. We give them the gift of resilience with our exceptional skill and determination at tackling challenges head on, even when those challenges seem daunting. Resilience is often associated with speed, flexibility and agility. We expect challenges and problems but our technology and processes are resilient and result in a frictionless environment.

If we've achieved the Agio Vision, our clients will view technology as a transparent enabler for them to conduct their business on a day-to-day basis.

Ask yourself:

“How can my team and I contribute to the effort to make Agio's clients more secure, more reliable, and more resilient? How can I contribute to providing a frictionless experience for Agio's clients?”

› THE AGIO PROMISE

To Empower Our Clients With Secure, Reliable, and Resilient Information Systems **by Gaining a Deep Industry Knowledge of Our Clients' Environments and Focusing on Superior Service.**

This is who we are today, and it's what we do every day—it's how we differentiate ourselves in the marketplace.

Remember when we said culture is a blend of who we are and who we aspire to be?

Culture matters because it helps connect the dots between The Agio Promise (today) and The Agio Vision (tomorrow).

It's the roadmap to Agio's future.



A phrase you will often hear is The Agio Way. This is a behavior that surrounds every interaction with clients or colleagues. We're respectful, professional, and communicative, and we extend a helping hand whenever it's needed.

Every client. Every interaction. Every day.

If we live The Agio Way, there will be nothing stopping us from delivering our promise.



» AGIO PURPLE COWS

Based on Seth Godin's book, Purple Cow: Transform Your Business by Being Remarkable, we deliberately defined Agio's differentiators as a managed services provider. Agio's Purple Cows represent the path to realizing our vision. It's how we talk to our clients and ourselves, making decisions that fuel greater, industry-specific capabilities and enable smooth service delivery. It makes us different, and it makes us better. Agio's Purple Cows are twofold:

1. Deep Industry Expertise through thoroughly understanding our client's industry, their sense of urgency, their partners, their regulatory environment and the overall ecosystem of which they participate.
2. Highly Personalized Service powered by data-driven technology and repeatable processes, allowing our people to deliver The Agio Way.

In short, our message to our clients is: We know your business and we know you! We know you today and as you grow and evolve, we know the future you.

Agio Values

> AGIO VALUES

If culture is our roadmap, Agio's core values are the standards of its people, and the standards and expectations we hold ourselves to as individuals.

These standards are the driving force behind

- living **our why**,
- achieving **our vision**,
- and executing **our promise**.

01 Master the Fundamentals

02 Communicate Fearlessly

03 Speak Up

04 Be Bigger Than Your Job

05 Evolve

VALUE



Master the
Fundamentals



We believe great success can only be achieved when the foundation is solid. We give you the tools to **build that foundation** as well as the permission, empowerment, and encouragement to keep returning to it.

There are some basic fundamentals we want you to master. Below are suggestions for how you should try to master them:

> FUNDAMENTALS

- **SPELLING / GRAMMAR / PUNCTUATION**

We don't expect you to be Shakespeare or Malcolm Gladwell, but we do expect you to be able to write coherent emails and articulate your ideas **clearly and appropriately** in written form. Punctuation, capitalization, and grammar are tools for creating a solid impression. When misused, they can counteract your message.

- **LISTENING**

Everyone can talk, but it takes special **discipline and focus** to listen well. We need team members who are deliberate and focused when engaging with others and who actively listen to the thoughts, ideas, and emotions being expressed by clients and colleagues.

- **READING**

If you haven't read a book since high school, Agio probably isn't the right place for you. Reading keeps your brain **challenged and engaged** in learning about the world. So please, read—and yes, audiobooks count.

- **EMPATHY**

Tech often gets a bad rap as being cold and emotionless. Agio is not. We're client-focused, and we treat people as what they are: people—people who have feelings, emotions, and diverse perspectives. It's impossible to deliver unrivaled service if we're incapable of acknowledging and **understanding others' points of view**. We consider this a fundamental requirement that sets us apart.

- **AGIO SERVICES**

It's simple: know what we do, how we do it, and **why we do it**. If you aren't sure, #SpeakUp and ask. This applies across the firm. If you're primarily in the IT services side of the business, learn about our cybersecurity offerings, and vice versa.

- **CUSTOMER SERVICE**

Learn how other companies provide great service, either by taking advantage of your network and talking to people or by doing a bit of research on the topic. What elements do other companies consider to be **table stakes** for providing a great client experience? Be relentlessly curious and share what you learn so Agio can evolve and improve.



› HOW

- **READ A BOOK**

Treat yourself to a captivating story or bone up on a history topic you've always wanted to know more about. It doesn't matter what you're reading as long as you're reading something. But we hope it's something that **helps you** be better than yesterday.

- **LISTEN TO A TED TALK / VIDEO**

Allow yourself to **be inspired** by these simple yet thought-provoking talks. We've learned it's best not to fight it—go down that rabbit hole.

- **LISTEN TO A PODCAST**

Give your eyes a break and learn by listening. There are literally thousands of podcasts covering any topic you can imagine. Find one that interests you and **tune in**.

- **WRITE A WHITE-PAPER OR A BLOG POST**

Take the knowledge in your head and put it down on paper so others can learn from it as they strive to be better than yesterday. Think of it as paying it forward: you share your knowledge with others who are trying to grow and learn, and, in turn, you might find someone else's white paper that helps you do that same. As an extra bonus, writing a white paper or a blog post **lends credibility** to you and what you do and shows that you really know your topic.

- **ATTEND A COURSE**

Training and continued personal and professional **development** are how we demonstrate our dedication to being better than yesterday. Always focus on growing and learning.

- **TEACHING**

First you learn, then you master and then you teach. Teaching is an excellent way to continue to learn a subject and **share your knowledge** with others.



The only way we succeed individually, and together, is by laying the groundwork of practice, discipline, and attention to detail.

Take time to hone your craft and **set yourself up for success**.

In addition to the thousands of external learning opportunities available, we established Agio Academy to foster a learning culture. Engage with Agio Academy and you'll reap the benefits many times over.

“Get the
fundamentals
down and the
level of everything
you do will rise.”

MICHAEL JORDAN



VALUE





In real estate, the mantra is “location, location, location.” In delivering unrivaled service at Agio, we preach “communicate, communicate, communicate, and then communicate some more.”

In simple terms, we want **timely and thorough communications**.

You don’t need to be a Pulitzer Prize–winning author, but you need to be able to (and should want to) communicate clearly.

When a client has a problem or a request, they may be stressed, frustrated, or annoyed. They want someone to address their issue quickly, with as little friction as possible. If it will take awhile, they want status updates so they know how to manage their own expectations.

Never leave a client in the dark. When that happens, the natural inclination is to assume the worst. With no information, why would a client assume all is going well? Take time to tell the client What’s Happened, What’s Been Done, and What’s Next (the 3Ws)—then do it again.

The worst feeling in a client service situation is feeling like you’re in the dark. Communicating to illuminate issues helps establish a track record for this level of communication, and trust begins to form.

“A lack of transparency results in distrust and a deep sense of insecurity.”

DALAI LAMA

Our clients are understanding when they know what's happening, so keep them aware, even if the news isn't good.

Our clients give us their trust oftentimes before we've done something to earn it; the least we can do in return is to show them respect by being honest and consistent in our communications with them. They hire us because they believe we can do the job. Take that confidence and channel it into your work. They trust us to be experts who can help them navigate difficult situations—don't take that trust lightly. Don't be arrogant—we're always improving—but channel our proven legitimacy into a boost and speak with confidence and authority, without apprehension or fear. We believe in you, our clients believe in you, and you should believe in you too.

Sugarcoating a bad situation never works out. If things are worse than a client originally thought, it's unfortunate and undesirable, but it's not an excuse to put on rose-colored glasses and deliver an overly optimistic picture of the challenges ahead.



Yes, a client will be disappointed to hear that a situation has degraded from bad to worse, but they will respect you for being honest, and you'll earn their trust by being up front, putting your expertise into action, and helping them ultimately find and achieve the right solution.

“Transparency is honesty, openness and integrity. It is fundamental to build trust on everything that matters.”

FRANK ALBERS

Clients come to believe in you—in Agio—that when something needs our attention, we're going to handle it and keep them informed along the way.



When you
leave people
in the dark,
their minds
go to dark
places.

VALUE





Speak Up was deliberately placed in the middle of the five Agio values.

Speak Up is the heart of the organization. Just as a heart pumps fresh, oxygenated blood throughout the human body, Speak Up infuses new ideas, suggestions, and improvements throughout the organization. Without it, our organization would quickly deteriorate and perish. We need your ideas, complaints, issues, and suggestions. We consider this feedback as a lifeline to our continued and future success. You see it? You feel it? **SAY IT.**

There are no wallflowers at Agio. That's not to say we don't hire introverts. We definitely do, and we need them to succeed. But introversion is more about where you derive your energy. What we're talking about is the determination to be heard. If you have something to say about a project plan, a client, or the way we're doing something at Agio, we consider it your obligation to make that known.

It's the only way we'll be able to grow and evolve as an organization. It's how we'll become better than yesterday. We didn't hire you to make widgets; we hired you for your ideas and skills. Don't hide them; bring them to light and use them to move us forward. Our success lives and dies by our willingness and ability to honestly communicate with each other and with our clients.

We're all invested and willing to play the game, which includes speaking up when something needs to be said. That being said, it's not an excuse to call people out or engage in nonproductive embarrassment, and it's not an opportunity to be petty or offend. It's meant to empower **open, candid, and honest conversations** about differing viewpoints or opinions motivated by finding the best solution for our employees, our clients, and the company.

Direct feedback and informed opinions are encouraged and expected.

Speaking up can also be scary. We work hard to provide different avenues in which to do it so your voice can be heard. Your voice is our voice, and your voice is important.

**You are empowered and expected to speak up
—it isn't optional.**

If you feel uncomfortable addressing something at Agio, start by saying, "I'd like to #SpeakUp" and then begin describing your issue. Using this value is a great way to break the ice on difficult conversations.

Quantity and persistence matter. If a single person raises a single issue once, it will be heard. If multiple people raise a single issue multiple times, it will be actioned. But if no one says anything, how can we expect anything to change?

You should expect Agio's leaders to #ListenUp to your various comments. If they don't, #SpeakUp about that. We all need to walk the talk in this area to thrive.

VALUE



Be Bigger
Than Your Job



This value isn't about you doing more than one job. It's about the hunger inside, about having a forward-focused orientation, about committing to move onward and upward, about refusing to be drawn into a box and being told "these are your boundaries." We don't believe in establishing hard limits on passion and ideas. We want you always thinking about the big picture: how what you're here to do can move the company forward.

You are more than your job description
And more than the title you hold.
It's all about creativity and potential, and
If we color inside the lines, we're never going to make it.

Cultivate curiosity for action outside of your immediate domain. Always be respectful of others and their work, but embrace the idea that fresh eyes can sometimes see things others have long become blind to.

Escape your comfort zone by challenging the status quo and look for new ways to connect the dots.

It's only when we put ourselves out there,

- **Volunteering** to help another team or colleague
- **Being a great teammate** who has the team's back and best interests at heart
- **Reaching across the aisle** to weigh in cross-departmentally
- **Sharing:**
 - a website you've found helpful
 - a book you've found interesting or helpful
 - a podcast, a movie, a TV show
 - a tool or platform you've used previously or just discovered
 - a personal customer service story—good or bad—that we can learn from
 - a personal story about how a marketing message or sales presentation influenced you

that we can create the kind of change that separates Agio from the rest.

VALUE



Evolve is the last of the 5 Agio values—another deliberate placement. This is our circular reference.

Think ambitiously, action incrementally.

Don't let perfection get in your way of progress. Make incremental steps by using the “add, tweak, delete” methodology. We know Rome wasn't built in a day, but we also know progress is impossible without change.

#IncrementalProgress

Our work lies in keeping our minds open and reminding ourselves to make small, bite-sized changes—day by day—to yield massive results over time.



We often hear “you should never stop learning.” Who can argue with that? But that’s only half the story. The more challenging part is actually carving out the time to learn. It requires making a conscious effort to dedicate time to learning, paired with a genuine curiosity and passion for continuous improvement through the acquisition of knowledge and experience.

The Agio culture celebrates learning and we are supportive of your personal evolution journey. Take a course through Agio Academy about a detailed subject or #MasterTheFundamentals and take a course on empathy.

Evolving is life’s greatest accomplishment and its greatest reward. It is instinctually that way, which is why most of us feel the pull of it. In other words, it’s in our nature to want to improve and evolve.

“ For me, becoming isn’t about arriving somewhere or achieving a certain aim. I see it instead as forward motion, a means of evolving, a way to reach continuously toward a better self. The journey doesn’t end.”

MICHELLE OBAMA



Agio Principles

> AGIO PRINCIPLES

Agio Principles are concepts we expect the organization, and specifically its leaders, to uphold.

What is the difference between the Agio Values vs the Agio Principles? The best way to explain it is to think of the Principles as top down and the Values as bottoms up. The Agio Principles have been created as a way to better set expectations of the “company.” The Agio Values are to really hold the individuals accountable to a set of behaviors and activities. For example, it is hard for the “company” to #SpeakUp or #BeBiggerThanYourJob.

However, they are certainly inter-related. For example, if everyone is properly living and practicing the #Evolve value, we will certainly have a company which will be very #Agile and deploy many #ForceMultipliers.

01 Be Agile

02 Be Fully Formed Adults

03 Employ Force Multipliers

04 Embrace Diversity

05 Provide Evidence

› BE AGILE

You should expect Agio to move fast and adapt. We will try a new methodology if we believe it aligns with our promise and moves us closer to achieving our vision. We will adopt new platforms, open new offices, launch new services, develop new products, etc.

You should expect Agio to make decisions quickly and not have decisions hung up in the bureaucracy.

We aren't laid back, we move quickly. When we find chaos, we try to make order quickly—**changing chaos to order**.

We will not wait for perfection. We do not get hung up on what-if's. If we have an idea and are confident in its ability to move us closer to our vision, we will take the leap.



We do not fear failure or shy away from evolving. Our world moves faster and faster every day.

People. Processes. Information.

Just like us, our clients enjoy instant gratification. So even though we probably can't find solutions to their problems in an instant, we sure as hell are going to try.

Advances in technology move at the speed of light, and we need to too. In this industry's ever-changing race, there will always be someone on our tail. If we pull up early or try and take it easy on the last straightaway, competitors will sneak up on us and, before we know it, we'll lose our lead. We need to be fast, flexible, and focused all the way to the finish line.

An aerial photograph of a city street with buildings, cars, and a parking lot. A large white rectangular box is centered over the image, containing text.

“Transparency
is the
currency
of trust.”

BART R. MCDONOUGH, CEO

› BE FULLY FORMED ADULTS

This is a nod to Netflix’s culture (Bart is a huge fan of the Netflix Culture document from the early 2000s).

You should expect the company to treat everyone as if they are a fully formed adult. That means talking openly about issues with your team, your colleagues, and your subordinates; listening openly; and being willing to admit there’s a better way (even if you created the current version).

One of the key attributes of whether the company and its leaders are living up to the Fully Formed Adult principle is whether the company is **transparent with both good news and bad news**.

As part of expecting the company to treat everyone as a fully formed adult, we expect all employees to exhibit adultlike behavior. Regardless of documented policy, we expect everyone at Agio to exhibit good judgment with each other, with clients, and with partners.



Our managers are asked to display empathy toward the teams they lead. More specifically, they are asked to ensure their employees' environments are ones they would want to operate in and, if not, to make changes.

All employees are empowered to raise an issue with anyone in management if they feel they are not being treated as a fully formed adult. In fact, the concept of employee empowerment is part of the "Fully Formed Adult" principle. Employees are empowered to improve our internal environment and our clients' experiences.

Another example of engaging in adultlike behavior is the giving and receiving of candid feedback. Candor is the truest form of respect between people. If you're straightforward and honest with someone—especially when

We should all be willing to help one another out, and one of the best, most compassionate ways to do that is by sharing candid feedback.

Receiving candid feedback is hard, but getting better isn't easy either. It requires introspection and self-reflection. When you're the recipient of candid feedback, I encourage you to focus on the feedback, not the source. We all make mistakes, and we should appreciate when others respectfully point them out and help us identify ways to improve. **The best thing you can do is to accept the feedback, quickly learn from it, and adapt.** That's how we improve and make progress, both as individuals and as Agio. It's how we evolve.



Mistakes/Failures
+ Candid Feedback
+ Self-Reflection
= Progress

All that said, being candid is not a license to be rude, disrespectful, or a **“brilliant jerk.”**

When sharing feedback, make sure you're coming from a good place, choose the appropriate time and place to share feedback, and deliver your message with empathy and respect.

Failure to share candid feedback limits growth. Sure, it's easier not to provide difficult feedback, but we should count on one another to speak up when we see company or individual performance which needs coaching or tweaking. It's okay to make mistakes. The key is not to dwell on the negative when we receive candid feedback and instead look at it as a gift that the person who shared the feedback cares about you and is invested in your success and the success of the company. Without it, we will never change for the better. We need and should be seeking candid feedback from our leaders, peers, clients and partners. It will only make us better—personally and professionally.

› EMPLOY FORCE MULTIPLIERS

In physics, force multipliers are tools that help amplify effort to produce more output.

At Agio, we should be focused on creating scalable systems and processes that can be used across the organization. Investing in force multipliers means more can be done with the same amount of effort.

Examples of the force multipliers we should be creating at Agio include:

- Checklists
- Templates
- Rubrics
- Frameworks
- FAQs
- Scripts
- Automation Routines
- Repeatable Processes
- Guides
- Dynamic People



With force multipliers, more is done with the same amount of effort, without a doubt; saving time and energy but producing a high volume of high-quality work is a competitive advantage that cannot be understated. It's another way we differentiate ourselves. It demonstrates we're not only fast and responsive to our clients' needs but also resourceful and incredibly productive.

We don't need to make excuses—we just need to work smarter and leverage the tools and technology at our fingertips and **get the work done.**

› EMBRACE DIVERSITY

At Agio, we believe the more diversity we have, the better we are and the more innovative ideas we will have.

We expect a diverse workforce, diverse ideas, diverse experience—all of which make Agio **stronger and ultimately more sustainable**.

We encourage our employees to use their diverse backgrounds to fuel change. We need new ideas, new perspectives, and new ways of looking at all aspects of Agio to #BeBetterThanYesterday.



We hire people for their academic and professional experiences, but it's only part of what each of us brings to the table. Our unique interpersonal and cultural experiences come to work each day. No one has had the exact same experiences as someone else, and these purely personal, exclusive experiences inform our perspectives and influence our approach to the complex challenges being solved for each other and our clients every day. **These varied experiences and often divergent opinions produce comprehensive, thoughtful solutions**, that allow us to attack problems from several different angles and try creative ideas that can only come from a diverse group of individuals who are doing their best work.

When we make claims, we must prove them.

› PROVIDE EVIDENCE

Be specific when you use data; is your path based on objective data, subjective observation, or simply on feelings? Although there's room for all of them, don't pretend that subjective observations are really objective data.

When we make claims, we must prove them. For example, how many companies talk about prioritizing customer service? Do they all do it? It's doubtful. When we make that claim, **we support it with tangible evidence.** To provide evidence of exceptional customer service, examples might include demonstrating and showing the systems we've implemented and developed, results of recent NPS surveys, or actual feedback from clients.

Understand the difference between descriptive analytics and predictive analytics, both have value but can be misinterpreted.

As an organization, we must evidence our claims and recommendations to each other and to our clients.



BUSINESS **G**ROWTH
EMPLOYEE **E**NGAGEMENT
CLIENT **L**OYALTY

We know why we get out of bed and come to Agio (The Agio Why)

We know where we're headed (Agio Vision)

We know what we need to do today (Agio Promise)

We know what we can expect from the company (Agio Principles)

We know the standards we hold for ourselves and expect from one another (Agio Values)

How do we measure those standards: our progress, attainment of The Agio Vision, the health of our employees and our clients?

We establish annual company goals around **Growth**, **Engagement**, and **Loyalty** —what we call **GEL**.



Business **Growth** Employee **Engagement** Client **Loyalty**

These goals function in tandem.

Like a three-legged stool, no singular goal can grow or shrink out of pace with the others, without the imbalance causing collapse.

The health and wellness of our people, our clients, and our finances are a direct outgrowth of our consistent, watchful eye toward the GEL balance.

The fact that our employees are in the middle of GEL is very appropriate (and helped to actually spell a word!)


BusinessGrowth

› G IN GEL

> GROWTH

Agio's growth is measured by our business development objectives and operational efficiency, encompassing:

- the **services** we sell and the technology that enables us to provide superior service
- our **brand** and the thought leadership, content, and insights we produce
- the **forward-thinking** that leads to innovation
- the **processes** we employ for scalability
- our continuous ability to execute **effectively**



“Incremental growth yields massive results over time.”

BART R. MCDONOUGH, CEO



› SERVICE & TECHNOLOGY

Our commitment to service permeates everything we do.

We're a service organization first, before we're a technology and cybersecurity company.

Technology is merely the means to the end.

**Technology builds our foundation and enables excellence.
Excellent service builds our brand.**

NEW
TECHNOLOGY
IS COMMON,

NEW
THINKING
IS RARE.

Sir Peter Blake

> BRAND

Agio's brand is essentially our personality, an integral part of our culture and our growth strategy.

We invest in a premium brand experience, founded on what we call our CorEssence.

It guides every decision we make when creating thought leadership and marketing collateral.

Our brand elicits emotion.

- It's the feelings you experience through the collective, deliberate representation of our culture, values, work, and reputation.
- It's the feeling you get from receiving support.
- It's the feeling you get when being advised on how to better protect your environment.



CORESSENCE

BOLD
SHARP
AGILE
DIRECT
RADICAL



› INNOVATION

We are the antithesis of “cookie-cutter” and “off the shelf.”

We bring creativity to our craft every day.

Technology, processes, solutions, and—most importantly—**new ways of delivering service** are our areas of focus for innovation.

This innovation is an outgrowth of our innate understanding of what our clients really need, paired with a consistent, driving force to meet and exceed that need.

If a client is looking for standard, repeatable, uninspired solutions, there's an unlimited number of companies they could contract to give them basic service and eventually fix their problems.

But clients come to us because we color outside the lines and aren't afraid to try something new and take risks. And not just try something new: invent something new, fearlessly attack problems without reservations, and harness the power of our collective creativity to design and deploy solutions to even the most complex problems.

Clients come to us because they know we're undaunted, we're inspired, and **we revel in challenge and the opportunity to innovate and impress.**

› FOCUS ON DIFFERENTIATION

Most companies are either making a good product or killing it when it comes to customer service. Startups usually are good at both in the beginning, but as they grow and mature, service typically falls by the wayside in favor of expanding the product offering and pushing out upgrades. But not us. **We have never lost sight of our commitment to our clients**, and we understand how superior service is often a true differentiator in a crowded field.

Taking the time to know our clients builds strong, trusting, and mutually respectful relationships, and the knowledge and insight gained from these thoughtful, interpersonal connections informs our technical work and enables us to create and deliver effective, bespoke systems that meet and exceed our clients' needs.



People want to work with vendors who take time to understand their issues and challenges before diving in and, in many cases, jumping to the (wrong) conclusions about what is needed. Taking the time to build relationships and listen differentiates Agio.

Customer service is not a department at Agio, it's part of our company ethos.

Employee Engagement

› E IN GEL

» ENGAGEMENT

Let's be honest: we used Growth, Engagement, and Loyalty in this order because it was the only combination that spelled a word; however, it was serendipitous that Employee Engagement ended up in the middle, because without engaged employees, the business won't grow and clients won't be loyal. **Employees are the brains and the brawn of our operations.** The generators of ideas, and the muscle that gets it done. We need their energy and creativity, and we need them relentlessly pursuing being better than yesterday.

We couldn't survive without our employees, which is why we're so consumed with making sure you're being challenged by your work, learning and growing daily, and being professionally fulfilled. Together, all of these things complete the recipe for employee engagement, and we live and die by it.

Engaged employees are the difference between a successful company and a floundering one. We're here to give you the opportunities and tools to coach you through difficult client interactions and to help you grow personally and professionally. **Most importantly, we're on your side.**



Agio aspires to be a
Destination Workplace
for Fully Formed Adults.

Come to Agio ready to work.

In your personal time, do what's necessary to ensure you're fueled and ready to go once you walk through Agio's doors. Once here

- **be curious and ask "why?"**
- **bring your passion**
- **look for inspiration**
- **get involved**
- **take the initiative**
- **challenge the status quo**

Agio's present and future depend on it.

> CURATED CULTURE

We foster a culture of effective teamwork and high-performance players.

We hire carefully, train fully, and set expectations clearly.

To protect this environment, we must manage impeccably by

- selecting for values and cultural fit not simply for experience and intelligence
- hiring fully formed adults
- firing for apathy (yes—really)

The cost to teamwork is too high to allow immaturity or apathy to permeate our culture. We celebrate different personalities and insist that our people **show up fully formed, with passion.**

› COMMITTED DEVELOPMENT

At Agio we believe true growth comes from stretching yourself.

The proof is in our stories:

- Interns becoming team leads
- People thriving after being moved to “a different seat on the bus”
- Former employees flourishing, including several Agio alumni who have become clients

We're damn proud of these stories.

We're about real development, including your career trajectory as well as the confidence you have in yourself. We will challenge you in unexpected ways.

Reread that last sentence.

We do this purposefully to expand your abilities and the concept of what you think is possible.

From Seth Godin:

ON FEELING INCOMPETENT

At some point, grown ups get tired of the feeling that accompanies growth and learning.

We start calling that feeling, “incompetence.”

We're not good at the new software, we resist a brainstorming session for a new way to solve a problem, we never did bother to learn to juggle...

Not because we don't want the outcomes, but because the journey promises to be difficult. Difficult in the sense that we'll feel incompetent.

Which accompanies all growth.

First we realize something can be done.

Then we realize we can't do it.

And finally, we get better at it.

It's the second step that messes with us.

If you care enough to make a difference, if you care enough to get better—you should care enough to experience incompetence again.



To achieve true growth, you have to be open to feedback about how you can improve. If you're unable to deal with this kind of direct feedback or radical honesty on a personal level, then Agio isn't for you.

In the end, we'll be there to celebrate you and your extraordinary achievements.

Our goal is not to hire exceptional people, have them work for a year or two, and then leave after a few years. We want this to be a long-term, committed relationship. Even though relationships change over time and are not always easy, we want to learn and grow with you, year after year.

Every day brings new challenges, with clients that have increasingly complex problems, so there's always something different and exciting to experience. The beauty is that you don't have to leave Agio to experience the great industry changes—you can enjoy them right here with us. Our agility, commitment to growth, and unwavering dedication to nurturing and challenging our people **makes Agio not only a job but also a sought-after destination.**

“You were not hired
for what you know
today, but for
your capacity to
be even better
tomorrow.”

BART MCDONOUGH, CEO

› SELF MANAGEMENT

When you manage yourself, you create a healthy environment for everyone and build sustainability into a fast-paced environment.

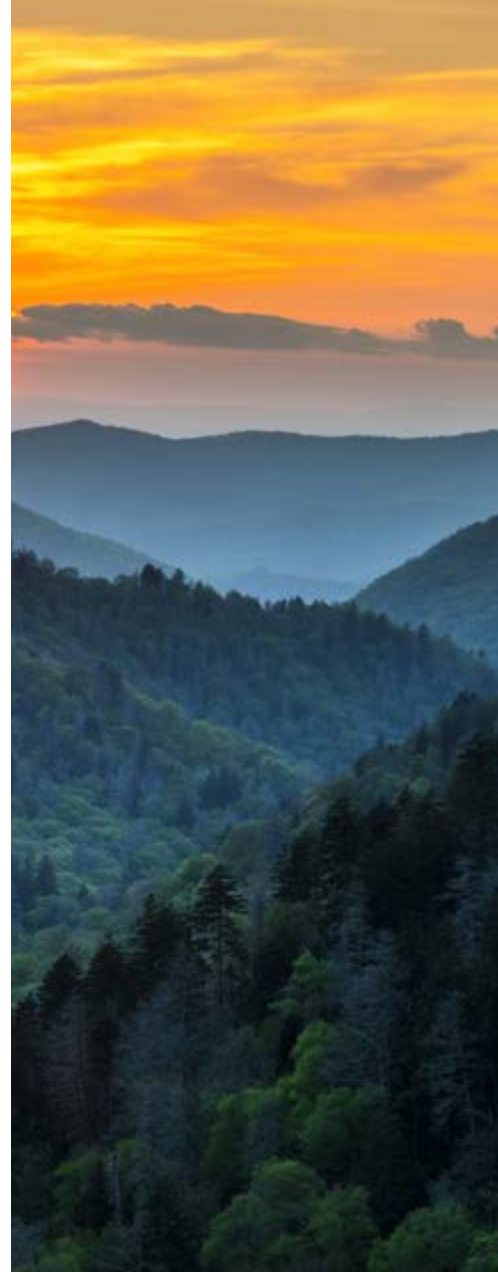
- **INPUT/OUTPUT**

If you don't like what you're getting out of a situation, consider what you're putting into it. You change your output by changing your inputs.

- **MANAGE ENERGY**

Be aware of what you give and take from others and what you give and take from yourself: build in time for rest and recuperation, take deliberate breaks throughout the day, plan your PTO or VTO intentionally. Completely disconnect from work after-hours or while on PTO.

Stress + Rest = Growth. Read *Peak Performance: Elevate Your Game, Avoid Burnout, and Thrive with the New Science of Success* (Brad Stulberg, Steve Magness, et al., 2017) to learn more about that equation.



- **BE HEALTHY**

You cannot do good work if your body isn't functioning properly. We provide healthy foods in the office and expect you to take care of yourself outside the office so you can honor your commitment to being the best you can be. Schedule time for lunch, take walking meetings when you can, and participate in office wellness challenges. Find what motivates you to be healthy and stick with it.

- **COMMIT TO GROWTH & LEARNING**

You were not hired for what you know today but for your capacity to be even better tomorrow. For this to happen, you must commit to growing your current skill set, developing self-awareness, and absorbing the lessons you've learned.

Self-awareness gives you the capacity to

**LEARN
FROM YOUR
MISTAKES.**

**AS WELL
AS YOUR
SUCCESSES.**

Lawrence Bossidy



> AGIO GIVES BACK

In an effort to make each employee's experience at Agio more fulfilling, we created the Agio Gives Back program—each employee is given 32 VTO (Volunteer Time Off) hours (4 days) each year to give back to their communities.

This empowers our employees to pursue causes they feel passionate about and helps lower stress, increase morale, and, ultimately, gives each employee one more tool in their arsenal to **#BeBetterThanYesterday**.

> #ONEAGIO

We bring it all together with #OneAgio.

When our teams operate in a symbiotic relationship, based on deposits and withdrawals, we create a vehicle for delivering more than just service.

We deliver a client experience that reaffirms “we’ve got you covered.”

From clean and concise implementations;
To consistent support backed by automation and tools which work the way they’re supposed to;
To reporting insights and recommendations;
To content on the latest IT and cybersecurity trends.

We deliver #OneAgio.



Client Loyalty

› L IN GEL

“Communication
is our most
hallowed institution,
and the mastery
of it is imperative
to our success.”

BART R. MCDONOUGH, CEO



» **LOYALTY**

Every client. Every interaction. Every day.

By practicing this mantra, we ensure our clients keep coming back.

To provide experiences that foster loyalty, we rely on one basic human emotion: **EMPATHY**. Put yourself in the client's shoes and ask, “If this were me, how would I feel about this experience?”

Through commitment to our craft, transparency, and effective communication, we deliver on our mission to be the best for our clients.

```
..._mod = modifier_ob.modifiers.new("...")
... object to mirror_ob
..._mod.mirror_object = mirror_ob

... == "MIRROR_X":
..._mod.use_x = True
..._mod.use_y = False
..._mod.use_z = False
... == "MIRROR_Y":
..._mod.use_x = False
..._mod.use...
```

› FOCUS ON COMMUNICATION: QUALITY & QUANTITY

We rely on communication to make relationships not to break them. Timely and thorough communication builds trust, and trust builds loyalty.

We've developed two frameworks—the 3Ws and the 3Cs—to help you communicate in a timely, thorough manner with our clients. These frameworks help ensure our success through thorough and timely communication.

These fundamentals arm our employees with a foundation and launch pad for delivering excellent client communication.

We will never endure if our clients don't trust us. One of the purest and easiest ways to establish trust with clients is to deliver open and honest communications. Don't withhold bad news; be up front and then tell the client what you're going to do about it. They'll respect you for your forthright manner and be calmed by your professionalism as you quickly find the right solution.

When things aren't going well for a client, you can't possibly over-communicate. Focus equally on the quantity and quality of your communications. When clients are left in the dark and to their own devices, they'll assume the worst. That's why we take the time to tell the client what's happened, what's been done, and what's next (the Agio 3Ws). It's absolutely essential for creating the long-term client relationships we aspire to establish and keep.

“The single
most important
ingredient in the
recipe for success
is transparency
because
transparency
builds trust.”

DENISE MORRISON

PAUL RICHARD

» THE ART OF SERVICE

We coined the phrase The Art of Service to remind us that service is an art as well as a science. While we lean on our processes and fundamentals, we ask that you show up every day willing to **CREATE YOUR OWN BRILLIANCE**.

This creates a harmonious environment that celebrates individualistic expression and diversity.

The Art of Service goes beyond simple assistance. It's service delivered with a passion for improving and heightening client experiences. It's delivered by someone who practices their work not as a professional obligation but as a personal craft.

In the same way, we asked lauded New York street artist Paul Richard to apply his unique craft to the most fundamental graphic element of our brand: our Swirly.

We use his interpretation of our Swirly in our materials as a constant reminder to our clients, and ourselves, of our commitment to practice The Art of Service.

LEARN
THE RULES
LIKE A PRO,

so you can

BREAK
THEM LIKE
AN ARTIST.

Pablo Picasso

› CLIENTS WANT OUR EXPERTISE/THOUGHT LEADERSHIP

On paper, what we do is not unique. There are hundreds, if not thousands, of companies selling themselves as expert IT and cybersecurity service providers. Many of them probably even have solid technical skills.

Here's where Agio breaks away from the pack: we don't define good client service as giving the client exactly what they asked for. We're not a company of yes-people—not even close. We provide value by offering industry-leading technical expertise coupled with unabashed straight talk to our clients about what they're doing right, what they're doing wrong, and how to move from wrong to right.

If we're just taking orders, we're doing uninspired work that's an incredible disservice to our clients (which would also make us an unattractive employer—definitely not an option). Clients aren't experts—that's why they hire us. So it's our duty to lead and teach them, and we can't do that if we refuse to push back.

If you want real results, you have to be willing to lead even when it is uncomfortable.

› BE PREDICTABLE & REPEATABLE

We develop processes

- to achieve repeatable, predictable results; and
- to scale for growth.

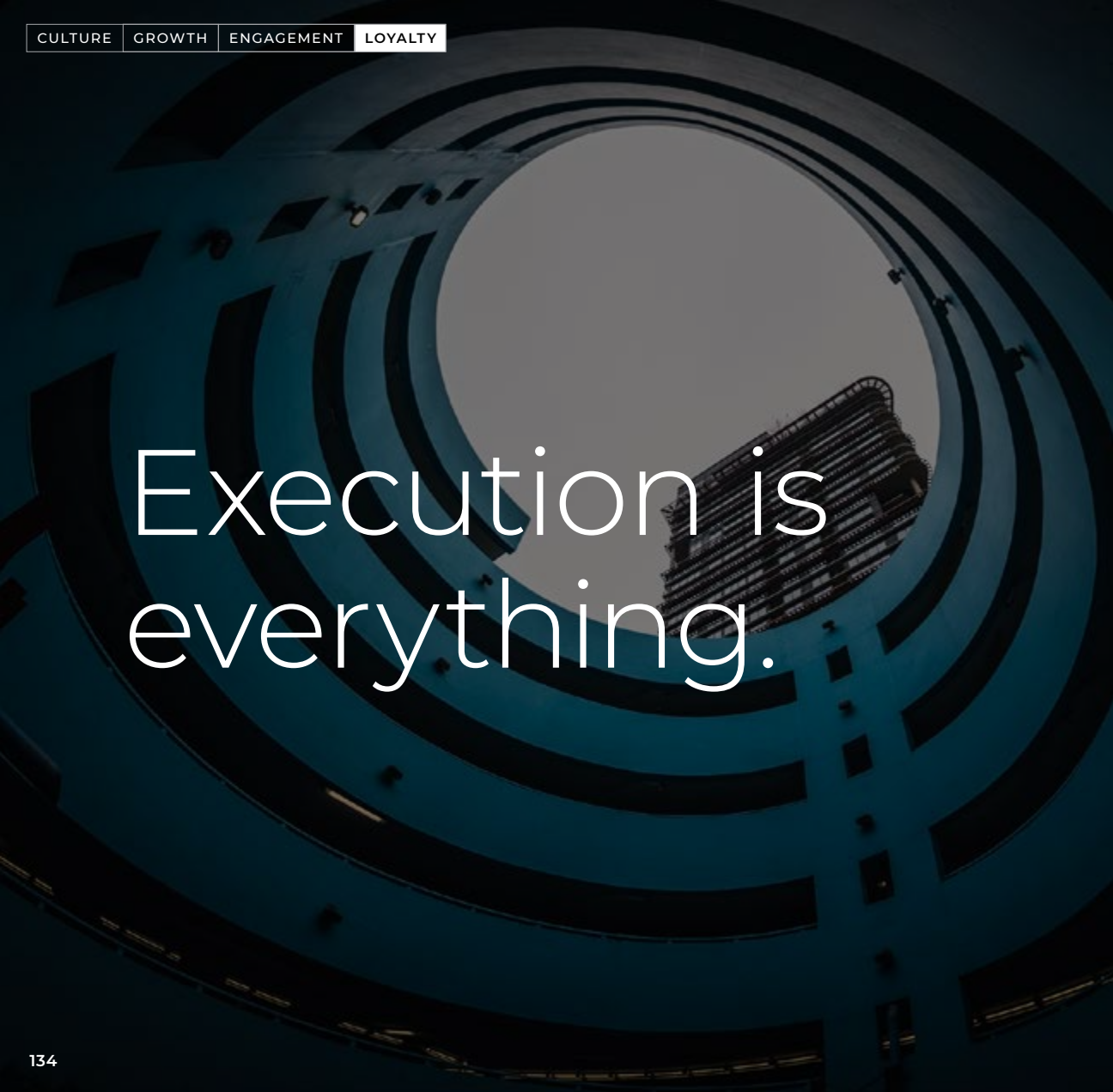
By focusing on process, we

- provide steadiness during rapid growth,
- accelerate new employee onboarding, and
- mitigate the impact of staffing changes.

This instills confidence in our clients and lowers stress throughout our organization.

Effective processes allow a greater capacity to use our values to live fully, think creatively, and innovate more often.





Execution is everything.

» EXECUTE

Flawless execution is reached only when the entire organization works together. Ours is not an individual sport, but rather a team sport, and each player at Agio is a doer and a thinker. Our keen ability to develop cutting-edge solutions and implement them shows how we approach service holistically. It's not just about great ideas, it's about flawless delivery and a balanced harmony of science and art in what we do. It all comes back to The Art of Service and how we will do everything in our power to ensure our clients get what they need to overcome their challenges and realize success.

Our ability to execute, and execute well, rests on the knowledge and implementation of our fundamentals.

Our challenge is not difficult intellectually; we know what we want to deliver, and we know what our clients need. Our challenge is one of execution.

> OUR INTEGRITY IS AGIO'S REPUTATION

Our reputation is built day by day, exchange after exchange, and interface upon interface.

Never underestimate the role you play in cementing our reputation in the eyes of our clients, our employees, and our community.



“Lose money for the firm, and I will be understanding. Lose a shred of reputation for the firm, and I will be ruthless.”

WARREN BUFFETT



Agio Lore

› APPENDIX A

- **3-LEGGED STOOL**

How Growth, Engagement, and Loyalty (GEL) work together. An engaged employee creates a loyal client, which results in a growing business. The three legs balance each other; when one fails, the other two suffer.

- **3WS/3CS**

Effective internal and external communication can be challenging. The 3Ws framework (What's Happened, What's Been Done, and What's Next) helps you communicate essential information. In addition, the 3Cs (Clock, Clarify, and Commit) help emphasize the importance of timeliness in our communications and in meeting our commitments.

- **ADD/TWEAK/DELETE**

An expression often used to evaluate a meeting, a goal, an objective or a process. As we want to be #Agile, we often find it useful to evaluate something we are doing and ask the question - should we Add, Tweak or Delete the entire item or elements of it? This is one way we live our #Evolve value.

- **AGIO ACADEMY/LEARNING CULTURE**

Agio Academy is a comprehensive learning platform that helps ensure employees are primed for success from the beginning. From onboarding to industry certifications, every Agio employee has the opportunity to deepen their knowledge and develop personally and professionally. Agio fosters a learning culture based on the philosophy that new inputs produce a better output.

- **AGIO GIVES BACK**

Agio Gives Back is Agio's volunteer time off policy. Every employee receives 32 hours of paid time off annually to volunteer and give back time to their communities. Employees can participate in group activities organized in each office or volunteer at charitable organizations of their choice.

- **THE AGIO WAY**

This behavior surrounds every interaction with clients or colleagues. We are respectful, professional and communicative. We will work with clients to see issues and requests through to their satisfied completion.

- **THE ART OF SERVICE**

Service that goes beyond simple assistance, delivered with a passion for improving and heightening the client's experience, from someone who practices their work not as a professional obligation but as a personal craft.

- **BOOM PROJECT**

A transformative project that impacts the entirety of Agio. Such projects require participation across the company.

- **BRILLIANCE IN THE BASICS**

In cybersecurity, we often talk about applying the concept of brilliance in the basics. Some cybersecurity problems require complex, expensive solutions. Our experience has shown that the most basic cybersecurity solutions—strong passwords, backing up important data, and applying patches—prevent the largest percentage of threats.

- **C-PLAYER**

An employee who is not performing to Agio's standards. This employee requires attention from management to determine whether their performance can be improved to meet Agio's standard. We work diligently with the employee under a #BeBetter plan to help them meet the standards we've set for each other.

- **COGNITIVE DISSONANCE**

In the basic terms, Agio strives to do what it says it will do. In everything from our marketing materials to our commitment to use the 3Ws, we work to keep that promise. In our #SpeakUp culture, it also means that everyone has the responsibility to identify where we are not doing what we claim and have room for improvement.

- **“DON'T LET PERFECTION GET IN THE WAY OF PROGRESS”**

Just because an idea isn't perfect or completely built out, doesn't mean we shouldn't move forward. Striving for perfection can inhibit execution. Sometimes we need to take a risk and implement an imperfect idea to gain a greater reward.

- **“EAT THE FROG”**

In *Eat That Frog!: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time*, author Brian Tracy illustrates the concept of doing the worst task—the thing you're most likely to put off—first. Mark Twain said, “If it's your job to eat a frog, it's best to do it first thing in the morning. And if it's your job to eat two frogs, it's best to eat the biggest one first.” At Agio we make lists. Sometimes those lists include things that aren't fun. We choose to do the worst task first. We “eat the frog.”

- **EMPLOYEE SUCCESS FRAMEWORK**

The Employee Success Framework is based on concepts presented in *The Truth About Employee Engagement: A Fable About Addressing the Three Root Causes of Job Misery*, Patrick Lencioni introduced the three pillars of job misery: irrelevance, anonymity, and immeasurement. In true Agio fashion, we flipped the negative terms and created the Employee Success Framework to include *acknowledgement*, *relevance*, and *measurement*. This framework is built into how managers work with their employees. The framework works to ensure employees are known and appreciated (acknowledged) by leadership. It also places importance on making sure employees understand how the work that they do has relevance in impacting others: clients, coworkers, their manager, their family, etc. Lastly, Agio works to ensure all employees understand how they're being measured. This allows the employee to not only work toward the right set of goals, but also assess their own performance and contribution at any time.

- **HIGH/LOWS**

A traditional Agio offsite, end-of-day meeting activity where participants state their low point of the day followed by their high point, in that order. Multiple answers may be given for each category with one caveat—repeats are not allowed. Later participants may find it more difficult to highlight something new than earlier participants, so attendees are encouraged to

make a list of their impressions throughout the day. The meeting leader traditionally chooses the sharing order for participants. While the leader may be amused by individuals who give multiple answers, colleagues at the end of the line may be less inclined to find it amusing. In addition, on the final day of a multiple-day offsite meeting participants may be asked to provide highs/lows on the meeting in its entirety. This activity often stands between the assembled group and cocktails!

- **“IF IT’S NOT IN THE TICKET, IT DIDN’T HAPPEN.”**

Communication is key. Documenting every interaction with a client or using the 3Ws when recording each troubleshooting step on every ticket is very important, as it ensures that anyone can review that ticket at any time to determine what the next steps should be. If you have a conversation with the client and it's not documented, then “it didn't happen.” If you reboot a server in the course of resolving an issue and don't document it, then “it didn't happen.” Document. document. document.

- **INCREMENTAL PROGRESS**

Agio is filled with overachievers who dream big. It's one of the qualities that has brought us where we are today and will continue influencing us in the future. Big dreams can be hard to put into action, especially when we're juggling day-to-day tasks. However, taken one step at a time, slowly but surely, we'll be able to make our dreams a reality.

- **INFORMED OPINIONS**

Each day we're required to make decisions that impact our teams, clients, and the company as a whole. Those decisions must be based on insights, backed up by data and facts. Without complete information, our viewpoints and ideas can be skewed. Having the right inputs (facts) allows us to make informed decisions.

- **LIKABILITY MATTERS**

- "Brilliant jerks" – For all their great productivity, employees harboring this personality flaw can severely damage Agio's team dynamic.
- Know your teammates on a personal level.
- *The Mall Test*: When interviewing a potential new employee or team member, we ask ourselves to look beyond that person's skill set and take into account how well their personality will fit in at Agio. One gut check measure is to envision spotting the person at the mall on the weekend. Would you (a) wave them down to say hello or (b) duck into the nearest store to avoid contact? If the answer is "b", the candidate does not pass The Mall Test and is unlikely to be an appropriate cultural fit.

- **"MAKE BETTER MISTAKES TOMORROW"**

We are all human. We will all make mistakes; however, it's crucial to learn from those mistakes, so we can #BeBetter each day.

- **#ONEAGIO**

It takes more than one team or one individual to create a positive experience for clients and employees. When teams work together to master the fundamentals and communicate fearlessly, the company operates efficiently generating both client and employee loyalty.

- **"OWN IT"**

We often say this when we expect people to see an issue through to completion.

- **PEAK PERFORMANCE/HEALTHY HABITS**

Stress + Rest = Growth. Inspired by the book *Peak Performance: Elevate Your Game, Avoid Burnout, and Thrive with the New Science of Success* (Brad Stulberg and Steve Magness, 2017), we believe that healthy levels of physical and mental stress can grow your body and mind. However, in the fast-paced environment at Agio, it's easy to encounter unhealthy levels of stress.

To combat this and help employees maintain a healthy work/life balance, we encourage employees to disconnect from Agio—whether after hours or on PTO—take breaks throughout the day (six minutes every hour provides healthy benefits), or engage in other activities that help employees stay at the top of their personal and professional game.

- **“POWERED BY AGIO”**

We coined this phrase to remind our audience of the momentum Agio creates when we shift from being an inhibitor to an enabler for our clients. It’s used in our email signatures, marketing materials, and swag.

- **“PROBLEMS, NOT SOLUTIONS”**

In our #SpeakUp culture, we do not expect someone who has identified a problem to automatically know the solution. It’s always okay to highlight a problem so others might work on a solution. But if you have a solution, great! A 2007 Harvard Management Update article, “Don’t Bring Me Problems—Bring Me Solutions!” states: “The bottom line is that you can’t improve performance if you’re not solving problems, and you can’t solve problems you don’t know about.” Always speak up, solution or not.

- **PURPLE COWS**

The concept of the purple cow in Seth Godin’s book, *Purple Cow: Transform Your Business by Being Remarkable*, represents identifying and promoting a company’s unique attributes to stand out within an industry—to be the purple cow in a sea of black and white.

- **“THE RIGHT SEAT ON THE BUS”**

This concept helps us identify when we have a great team member who may be “in the wrong seat,” aka the wrong role.

- **SHOW APPRECIATION/CELEBRATE**

Showing gratitude or celebrating a win, either publicly or privately, is one of the easiest ways to boost your mood and the mood of the recipient as well. Take the opportunity each day to show appreciation. You can never spread too much positivity.

- **THE SWIRLY**

A quintessential Agio element (much like the Nike swoosh) used to differentiate our brand and make it memorable. We use it on marketing materials, swag, and on the web.

- **VISION MAPPING**

The exercise of looking at our objectives for the year or quarter and mapping them to what aspect of our vision will be fulfilled on completion. This ensures we stay focused on achieving our vision while allowing us to identify areas that need further attention.

- **“WE’VE GOT YOU COVERED”**

A phrase used with employees, clients, and prospects to convey the concept that we are willing to help when our help is needed or requested.

- **WINS & MISSES**

Agio implements artificial intelligence (AI) through machine learning to read and review the language in all of our cases and determine whether a case has had a positive outcome. If so, the case is marked as a win. If plain text language is found, it’s indicative of an unhappy client experience; the case is marked a miss and followed up on by a manager.

- **#WOW**

A WOW experience is characterized by exceeding a client’s expectations and going above and beyond to create a positive outcome.





Agio Rock Stars

› APPENDIX B

Agio Rock Stars aren't perfect. No one is. But this group embraces and represents all of **the qualities and characteristics Agio holds most dear**. This diverse group may live some values louder than others—they're still individual humans with distinct personalities not carbon copies or robots—but they never conduct themselves in opposition to any of The Agio Values.

Other Agio culture attributes shared by the Agio Rock Stars:

- They're accountable
- They're fully formed adults
- They're driven
- They're Agio culture ambassadors
- They're passionate
- They're positive
- They're caring
- They're organized
- They're motivated
- They're leaders by example
- They're team players
- They communicate well, early, and often
- They're pragmatic
- They #SpeakUp
- They're realistic
- They're engaged
- They display empathy for clients and colleagues



- They're subject matter experts (SMEs) ("masters of their own domains")
- They connect the dots
- They break the rules when it's the right thing to do
- They're not afraid to challenge the status quo
- They seek to help others
- They know their relevance and demand to be measured
- They ask when they don't know
- They're always learning—#BeBetter
- They build relationships
- They mentor others
- They are dynamic, not one dimensional
- They're organizationally effective
- They're adaptable
- They're comfortable in ambiguous situations
- They help turn chaos into order
- They ask thoughtful questions
- They're advocates for clients and others

“ We are not a finished product. Our culture will continue evolving. We will make mistakes, but we will continue to get better each and every day.”

BART R. MCDONOUGH, CEO

