

# Operating Principles

Updated October 2024

At Noyo, our Operating Principles play a crucial role in shaping our work culture and guiding our behaviors. They reflect the values that influence our decisions and define our collaborative spirit. We encourage you to explore these principles as you prepare to share your experiences during the interview process.

## Our core operating principles are:



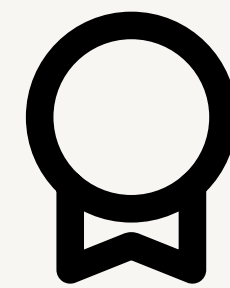
**Make magic for our users**



**Chart the course**



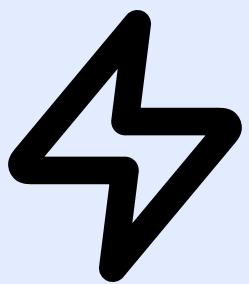
**Get the job done**



**Play to Win**



**Invest in each other**



## We make magic for our users

Noyo is on a mission to improve benefits for everyone. Most people don't get into the benefits business to build beautiful software and experiences. We did. Our users are the reason our company exists, and we aspire to make magic for them. This is, far and away, the most important thing we do.

### Constantly asking “what do our users want?”

We have to understand our customers better than anyone else, and center all of our decisions around them. Get to the root of their needs, desires, and challenges, and use that as our guide.

### Cultivating great judgment.

Nailing functionality is a good start, but the magic really happens when we've built something that solves problems in elegant, satisfying ways. Consistently delivering high quality work requires an alchemic combination of craftsmanship, creativity, rigor, and a discerning eye.

### Owning our impact on the user's experience

Whatever your role in the company, the work you do has a direct impact on our users.

### Being doctors, not patients.

People are often very good at articulating their problems, but not so good at knowing how to solve them. We do the hard work of translating what we hear from our customers into tangible, actionable, solutions to address the right problem with the right solution.

### Challenging assumptions.

We are in the business of creating meaningful change. That requires questioning why things are the way they are, including looking inward at things we may have done a certain way for a long time, and advocating for change when it's needed.



## We chart the course

We have set the destination with a clear and compelling vision for the future we are building toward, and move with intention to get from here to there.

### Looking to the future with optimism.

We believe that the future will be better than today, and that it is in our hands to bring it to life. We are realistic about the obstacles to overcome and make plans to address them, but we prefer to imagine all the big ways something could work, not all the small reasons it won't. It's easy to find ways something won't work – it's much harder, but more important, to imagine the ways it could.

### Working backwards from the destination.

Develop a compelling vision for where you want to go and what you want to achieve. Then, map the path that will bring us there most efficiently.

### Doing the work to gain conviction.

Look at the data, talk to users, inspect the feeling in your gut, understand how things work today and why, invite dissent, and find inspiration. Engage with the details and embrace the complexity of it all – this is where the real insights, and breakthroughs, emerge. Let others know how you arrived at your ideas – it contextualizes your work and invites deeper engagement from your peers.

### Staying curious.

We approach our work, our users, and each other with inquisitive open mindedness. We seek fresh perspectives. We debate with those that think differently and see what solutions we can turn up together. We are always learning – from new information, mistakes we've made, and each other – and are not shy about changing our mind as we do.



## We get the job done

We take responsibility for outcomes, and move with urgency and focus to achieve them. The work isn't done until it's all the way done, and done well.

### Deciding what matters, and dropping the rest.

Time is our most precious resource and we are selective about how we spend it. We'd rather do a few things really, really well than a lot of things just okay. Good prioritization hurts, but it is required to make rapid progress on the things that matter most.

### Shipping today, not tomorrow.

Sooner is better because progress compounds. The only way to do the industry-shaping, tide-raising, high-impact work we are here to do is to deliver great work at a steady clip. As Kevin Kelly said, "many backward steps are made by standing still." We're okay with a little impatience and recognize that things will often move a bit too fast for comfort. Our speed of execution matters a great deal. We hit the gas, every day.

### Owning our work end-to-end.

This is a high-trust, high-execution environment. We get clear on the outcome we're responsible for and take it to completion. We don't just file the ticket, we make sure it gets resolved. If the timeline is dragging, we advocate for prioritizing it. When we commit to a deadline, we hit it – and if we can't, we speak up.

### Taking the wheel.

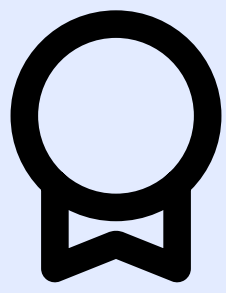
We are a team of highly collaborative, highly independent problemsolvers. People who most enjoy working here find it exciting to put our hands on the wheel and drive. We seek support, not supervision. We are resourceful and self directed. We unblock ourselves, and each other, to accelerate pace and impact. And when something just needs to get done, we find a way to get it done.

### Being scrappy, not sloppy.

We work quickly but do not cut corners on the things that matter. We balance rapid iteration with high standards for quality and craftsmanship.







## We play to win

We are working to change benefits for good. When we look back at what we've created, we should say, "only Noyo could pull that off." Great work often doesn't come without some tough encounters – whether it's having to go back to the drawing board on something you've been working hard on, untangling a really gnarly bug, disagreeing with a colleague, or putting in the extra hours to get something pixel perfect. Some days will be hard but they will not be boring.

### Chasing ambitious goals.

As Antoine de Saint-Exupéry said, "a goal without a plan is just a wish." We dream big dreams, make a plan to reach them, and then go after them with everything we've got.

### Winning and losing as a team.

High performing teams run on trust. We take on ambitious goals, manage through setbacks, and celebrate our victories – together. We do it all with impeccable coordination, clear communication, and a supportive foundation. We have fun along the way. And when someone does something to meaningfully make our company, our work, or our day better, we say thanks.

### Speaking up when something's not working.

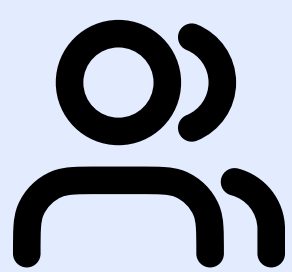
If one part of a process is broken, everyone suffers. When one person in an organization is struggling, it's everyone's problem. We raise the bar for ourselves and each other every day.

### Shipping work you're proud of.

We aspire to create something users love every corner of – whether they're exploring our docs for the first time, integrating their hundredth feature, or getting help from our team. We take pride in putting in the work to make something truly great. We don't just get it done – we get it done right. We are meticulous about polishing corners, disciplined about checking our work, and obsessive over our users' experience. Steve Jobs said, "When you're a carpenter making a beautiful chest of drawers, you're not going to use a piece of plywood on the back, even though it faces the wall and nobody will ever see it...you're going to use a beautiful piece of wood on the back. For you to sleep well at night, the aesthetic, the quality, has to be carried all the way through."

### Treating Noyo like the business it is.

We are objective about evaluating the success of our work in context of the success of the business.



## We invest in each other

This is a place where people come to accelerate their careers. To reach our potential, as individuals and as a company, we embrace challenge and balance with support.

### Teaching and learning.

People here are eager to deepen our craft and sharpen our skills. Everyone has something to teach and something to learn, and actively contributes to the group. That might mean training a teammate, raising a hand to take on a new challenge, or asking for vulnerable support. It also means offering direct and honest feedback to others when it might be hard to hear. Throughout it all, we assume positive intent and have each other's back.

### Engaging substantively with each other's work.

We believe rigorous thought from many perspectives leads to the best outcomes, and engage with each other on the work unafraid to challenge and be challenged. And when someone needs help, we are quick to lend a hand – our teammates and our users are depending on us.

### Creating opportunities for others.

Startups come with rapid change, and change means opportunity. The best way to learn is by doing, and we make a point to give people a shot. Creating space for others to grow means giving away our legos and finding new ones to play with. It means noticing someone's potential and finding ways to develop it.

### Lifting each other up.

We care for each other and treat each other exceptionally well. We go out of our way to bring out the best in others. This means celebrating someone when they nailed a new skill they've been working hard at, picking them up when they're down, generously giving credit, or finding moments to share a laugh.