



VALKYRIE CONTROLS™

FOUNDING CONSTITUTION

Version: ∞

“In everything we do... we stand for a world where there is absolute freedom to innovate. We believe in transforming the world into the best it can undeniably become. We believe in serving every employee, customer and individual with the will and resources necessary to innovate. We do this not for ourselves... but for those we call our brothers and sisters”

-The People of Valkyrie

Founding Constitutional Beliefs:

1. **Business is an infinite game.** There are no winners or losers. We decide the rules of the game... how to play it... and what the goal is. We play to stay in the game and work towards our vision for as long as we can. The game only ends when our will or resources are depleted, and thus we stop playing. We must play the game of business with an infinite mindset.
2. **The “V” in our logo stands for Vision.** All companies know *what* they do... some know *how* they do it... but the best know *why* they do it. Always remember our intangible and unreachable vision. The point of our vision is that it is unachievable, it is bigger than any and all of us. We must work towards our vision for as long as we can remain in the infinite game.
3. **The “C” in our logo stands for Control.** We as individuals and as a team cannot control what happens in the outside world. We cannot control markets. We cannot control what our competition does. We cannot control a new technology rendering our existing business models and value propositions useless overnight. The only thing we can control is how we react when danger threatens the safety of our organization. We must choose to care for each other. We must choose to trust each other. We must choose to extend the safety nets of our corporation even to the most junior individuals. We must choose to take accountability as the leaders we all are. We must choose to care for those to the left of us... to the right of us... below and above us. We must have the courage to change in any direction drastically and overnight if our vision demands it. We must choose to be proactive and recognize that even inaction is a choice. We must choose to always be together in control so that we can work towards grasping our vision.
4. **Empathy is not a weakness; it is our resolve.** I can't simply ask you to trust and collaborate with each other. Trust is not something you do. Trust is something you feel. Feelings are complicated by nature. Trust takes time to emerge, develop, and grow. It does not happen overnight and nor should anyone expect it should. We must choose to have an empathetic mindset towards our team members. We must choose empathy as the way to develop trust and give rise to highly effective teams.
5. **Never break the leadership social contract.** Enjoy the perks of being a leader in a position of authority. You earned and deserve the perks. However, never forget that those perks come at a price. A good leader is someone that has the courage to and must run towards the danger when it

emerges. It is someone that must take all the risk and self-sacrifice to protect any other individual in the organization. Leaders cannot lead a company, but instead must lead the people in the company by example and at their own peril. Being a leader is a choice, not a title. Only when all of us have a *one for all* attitude as leaders, may we create an *all for one* culture.

6. **We don't work to earn a profit; we work to earn freedom.** We spend this freedom as a commodity to get closer to our vision. There is an infinite number of ways to do this. These can vary from something like "*spending freedom helping charities fund equipment so that students may innovate... to investing in our employees' health so they may innovate within our organization... to even giving away our services at cost to people or groups that can really create a noble impact with it*"
7. **We must have a lifetime employment mentality.** We must never "let go" of anyone for performance issues. Only when they prove to be undeniably uncoachable shall we resort to such drastic measures. Mass layoffs tactics must never be used. Employees are the future of the organization. The organization must help its members learn and grow. We must show patience, empathy and love to teach our team members. We must choose to be accountable leaders and teachers.
8. **Only individuals who have proven themselves through selfless action towards our vision may own shares or part of the organization.** These individuals must be trusted not by the shareholders but by a vote of our members. We must choose to be democratic for the good of all. We must only consent authority or power to those that share and exercise our constitutional beliefs.
9. **Our worthy rivals reveal our weaknesses.** Our only competition in the infinite game is ourselves. We must choose to beat ourselves, not our worthy rivals. Our worthy rivals reveal the areas in which we need to improve so we may beat ourselves year after year. We must have a personal and emotional growth mindset. Our individual and corporate insecurities will always reveal the areas in which we must grow. We must not choose to excuse or dismiss any insecurities ever. We must accept and use all insecurities to better ourselves. We must admire our worthy rivals so they may push us to be better versions of ourselves.

10. **We must have existential flexibility.** This is the ability to make a profoundly different strategic shift because we find a better way to advance our cause/vision. This must be done even if we have already invested in one direction. This must be done simply and just because the new direction is a better way of advancing our vision. This will always look crazy to the outside world, but not to those looking to advance our vision. We must be willing to blow up our company to adjust rather than the market doing it for us. Only in the former will we stay in the infinite game.
11. **We must work every day to prevent ethical fading within our organization.** Ethical fading refers to an erosion of the ethical standards of a business in which employees become used to engaging in or condoning such behavior. Ethical fading is the product of self-deception. We must choose to be brutally honest with the ethical impact our corporate and individual choices have on others. We must avoid the overuse of euphemisms to prevent self-deception. We must never justify our unethical choices by rationalizing them, this will result in self-deception and ethical fading. When we apply finite-minded solutions to address an ethical fading problem that finite-minded thinking created, we get more ethical fading. We must apply an infinite-minded solution to address an ethical fading problem. We must look to our vision as an insurance policy from ethical fading. We must make acting ethically the standard mindset in the organization.
12. **We must never evaluate team members exclusively on performance metrics.** Performance is important no doubt. The trust level of a member with others and the trust they generate within the team culture is far more impactful. We must choose to evaluate an individual in trust and performance. We must choose to create a safe environment in which our members can develop trust with others. We must choose to create a safe environment in which our members can learn, grow, and realize their latent potential.
13. **Any leader during any formal meeting, must be the last to speak and the last to give their opinion.** We must make the time to let others speak without introducing our biases and egos. We must not ask someone to give us an update and expect a positive response. Even by asking a question first, a leader may unintentionally introduce a bias into the conversation. This can reduce honesty and communication for fear of disappointing the leader or others. Leaders must show patience and be the last ones to speak. We must ensure every team member feels like leaders give a shit about what they

have to say, instead of feeling like they have to say what their leaders want to hear. This is not easy and is something every leader at the organization must be aware of and practice.

14. **We must choose to pass authority and accountability down to others.** No one leader can nor should take accountability for the actions and results of a team. To do this and maintain a good culture of trust is impossible. We must choose to trust our team members and pass down the authority to them. This does not mean delegating everything and not helping. Instead, it means trusting team members to make self-directed decisions that work towards our vision. We must use proper language as leaders to ensure authority is passed down. We must provide support to our team members to ensure they are able to be at their natural best.
15. **We must question everything, all the time, it is always day one.** We must look at all our business models, value propositions, procedures, programs and policies as if we were looking to break them. To question the status quo is how we must find ways to improve the way we do things. We must choose to look at things differently. We must show humility as a company. We must never think we know the best way to play the infinite game. We may know one way, but there is always a better way. We must always look out for the next better way; our very survival depends on it. It is always day one.
16. **We must have a bias towards *will* rather than *resources*.** *Will* in an organization is way more valuable than resources. You can get a loan from a bank to get more *resources*. You can't buy the *will* of your team; it is something that must be earned. *Will* is fragile and must be protected at all costs. If we are faced with the choice of sacrificing *will* or *resources*, we must choose to sacrifice *resources* over *will*. We must show trust, faith, loyalty and care for our people above revenue or external pressures. We must have faith that our people will repay us with their blood, sweat and tears to push our vision forward.
17. **We must have the courage to lead.** We must recognize that all these founding constitutional beliefs are incredibly hard to follow. They require tremendous courage. It is because they are hard that we must follow them, no matter the cost. There must be no exceptions, at any point. We must choose integrity over convenience. These core beliefs are what give us *The People of Valkyrie* our identity. To ignore these core beliefs would be the same and no different than losing our identity along the journey. It would be

the same as burning everything we have built and ever stood for. If we lose our identity, we will lose it all. We must never forget what we stand for, why we are in the game, and what our vision ultimately is. Leaders must take risks. We must take risks and have the courage to go after our vision with the same will and relentless passion as day one. If we ever find ourselves going against our core values, we must have the courage to self-correct immediately and without hesitation. We must have the courage to advance a just cause bigger than ourselves, so that we may help others and find emotional fulfillment.

“If your actions inspire others to do more, feel more, dream more, help more, learn more, care more, and be more than they ever thought themselves possible... then you are a leader”

-Anonymous

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