

Operating Playbook

Intro

This operating playbook is intended to be your success guide during your time at Fountain. It describes the behaviors we value as an organization and how we work together day-to-day in service of an ambitious and meaningful goal:

Help hourly workers, who are traditionally an underserved workforce demographic, earn a living faster.

We find this work to be inspiring and believe that the opportunity ahead of us is substantial. We hope that this sentiment resonates with you.

Some of the following content describes how we currently operate, but much of it should be interpreted as an aspirational “North star” of where we’d like to be. The future is bright for us here at Fountain; we’re confident you will accomplish incredible things during your time here.

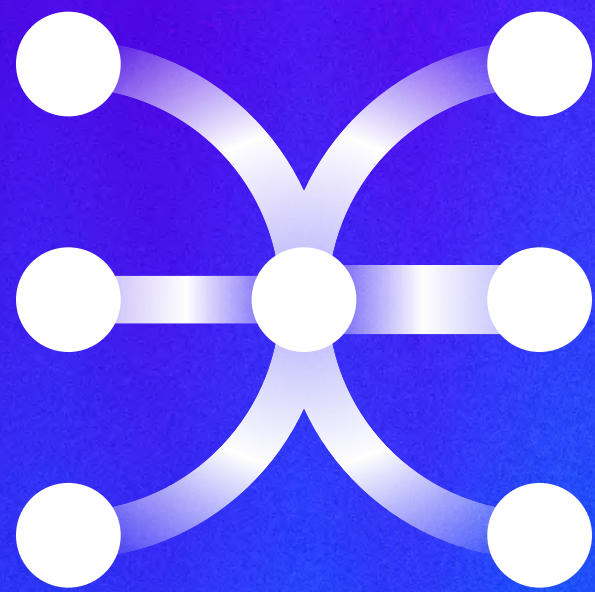


Our Culture

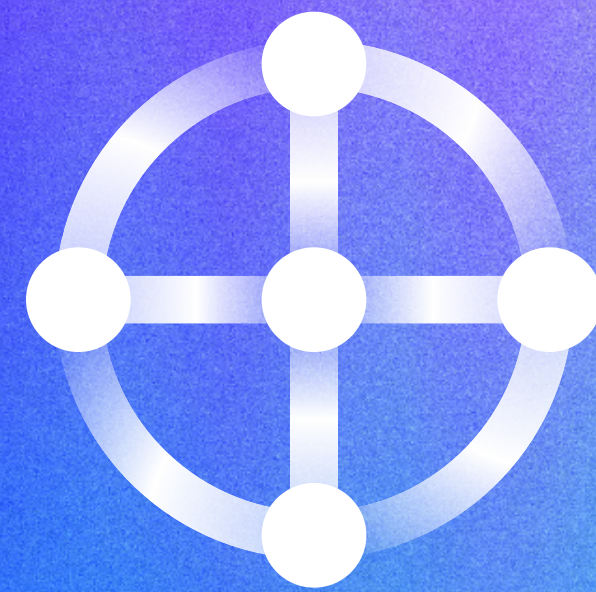
We believe culture constantly evolves and is shaped and stewarded by all members of the team. Culture is an output of existing processes, behaviors, and business dynamics rather than being the cause. Meaning, the action we, and those around us, take, shape the culture here at Fountain. We are all owners of our culture and hold an incredibly high standard for the inputs we contribute to it.

Our culture can best be summarized through our three (3) Operating Principles and four (4) Values. These operating principles and values are core to the decisions that we make, the people we hire, the processes we build, and how we work. Together, they compound and allow our team to move in a much more intentional and agile way.

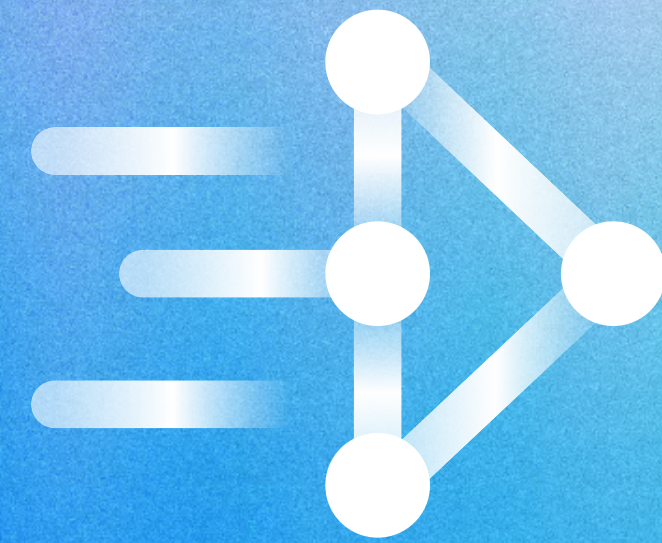
Our Operating Principles



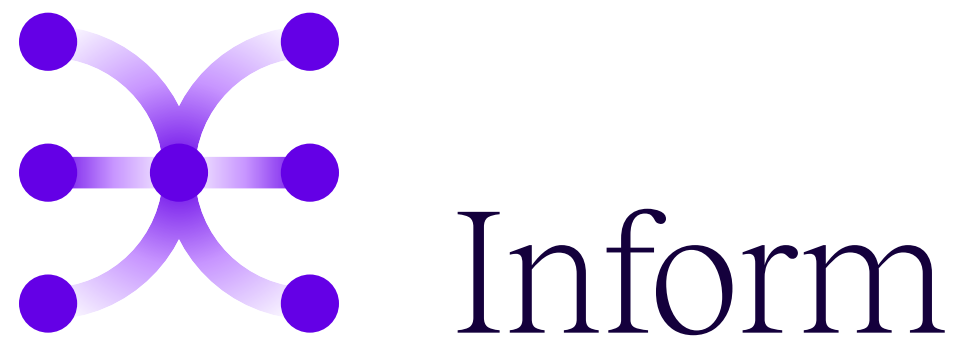
Inform



Trust



Run



Default to sharing information and bringing others along.

Being a remote-first company, communication is vital to the success of our work. We believe it is our responsibility to:

1. Make information about team goals, work-streams and initiatives available for all Fountaineers to view and we provide regular report outs on major initiatives, wins and losses.
2. Understand how our work impacts other teams and engage the right people in the process. We use the DACI framework (Driver - Approver - Contributor - Informed) as a guide to help inform who has a seat at the table and the role they play in the process.

Inform in practice

Do this...

I keep team members and cross- functional partners informed of relevant information so that there are rarely surprises.

I make it easy for others to follow my work by summarizing progress and decisions, and by sharing links to source material for deeper context.

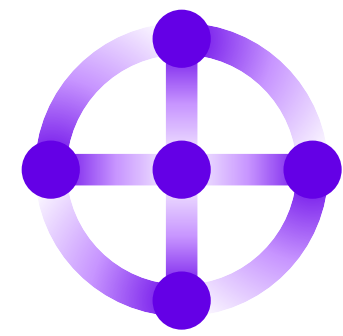
When approaching a project or question, I make sure we have a single, empowered decision-maker.

Don't do this...

I hold back information until it absolutely needs to be shared, even if it is a surprise to my teammates.

I share information about my work only when it is asked.

I move so quickly that I do not define who needs to make the decision.



Trust

Default to trusting each other's decisions.

We believe the whole is greater than the sum of its parts. As such, we trust the decisions other Fountaineers make and empower each other by providing continuous, thoughtful feedback. We assume positive intent and always default to a “disagree and commit 100%” mindset rather than disengagement or stonewalling..

Trust in practice

Do this...

When I disagree with decisions I provide feedback, contribute meaningfully and actively work to move things forward.

I trust the decisions Fountaineers make and default to assuming positive intent.

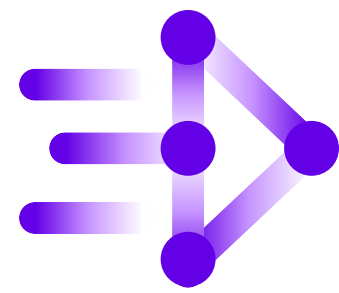
I am grateful when I receive constructive feedback about my work. I use it as an opportunity to improve and build a stronger company for our customers.

Don't do this...

When I disagree with decisions, I actively stall the work or disengage.

I veto decisions or attempt to approve/decline decisions outside of my own team.

When I receive constructive feedback about my work I become defensive and/or think the person providing the feedback is being malicious.



Run

Default to action

Our greatest competitor is inaction. As owners, we share a common duty for our customers and fellow Fountaineers: make Fountain as successful as possible. This duty will not be realized by inaction or lack of initiative or executional focus. We challenge ourselves, and others, to persist in finding solutions and getting things done. We believe even the smallest actions create ripples that can eventually turn into waves.

Run in practice

Do this...

When I see a problem, I take action or bring it to the attention of someone who can help.

I make decisions based on reasonably available information.

I carve out large portions of my calendar to focus on execution and getting work done.

Don't do this...

When I see a problem, I ignore it because I assume someone else will take action.

I wait to decide until all possible data is available.

I spend a large portion of my time in meetings or responding to questions from teammates.

Our Values

Be an Owner

Own the inputs and learn from the outcomes. As a company, on our teams, and as Fountaineers, we make a big impact with everything we do. We have a strong bias for action and see ambiguity as opportunity. We actively seek opportunities to make a larger impact and celebrate seeing things through the finish line.

It Takes All of Us

Every single contribution matters. Whether our role is on center stage or back of the house, we win as a team. We trust each other. We challenge each other to do our best work. We disagree and commit. We collectively learn from our mistakes and celebrate our successes.

Raise the Bar

Fountaineers never settle. We adapt, we innovate, and we strive to continuously improve in everything we do. We have very high standards and we hold ourselves and each other accountable to those standards. We learn from everything around us: each other, our mistakes, and our successes, all in the pursuit of getting 1% better everyday.

The Future is Bright

Fountaineers are optimistic about our work and the impact it makes. We dream big and start small. We're enthusiastic about our mission and vision. There's always a chorus of those who say it can't be done, but we think it can. There is a wonderful opportunity before us and we are excited to seize it.

Additional culture

Hiring

Always raise the bar

At a macro level, we believe that resource constraints breed creativity and invention. We are incredibly selective in our hiring and **aim to build a very lean team of highly effective teammates rather than a large team of adequate performers.** “Hire someone better than you” is our mantra and we are unwavering in our pursuit of assembling the best team imaginable.

Growth and Enablement

Learn through observation vs curriculum

As Fountaineers, we learn most by observing the great people around us and by challenging ourselves to go beyond our current limitations. We make use of the resources available and seek continuous performance feedback to accomplish our career goals. We don’t believe in building bloated L&D teams, nor do we strive for prescriptive paths to career growth. **We believe we are in the driver seat and work diligently to harness our strengths and identify our opportunities.**

Social Responsibility

Focus on what we can impact

We believe prospering talent markets require equitable access to opportunities and promote worker wellbeing and fairness. Advocating for worker wellbeing is where we believe we have the most value to add and where we see our place in the social responsibility ecosystem. We use this belief to guide how we make decisions as a company, the topics we discuss internally, and when we share our voice publicly. We don’t engage in social or political discussions, externally or internally, that aren’t core to the Fountain mission: **Opening opportunities for the global workforce.**

