



Culture of Transparency

Building Your Company's Success

A Publication of daPulse labs Ltd **dapulse** 



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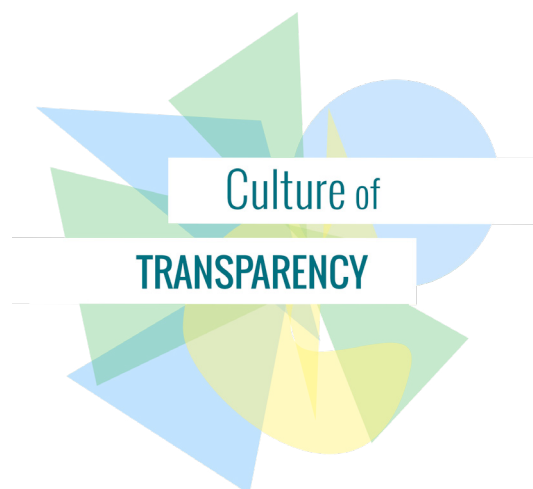
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CHAPTER ONE

If It Ain't Broke...

If It Ain't Broke...

Why Do We Need Management Innovation?

Current day management models were actually derived from old-time hierarchical structures such as monarchies, armies and religious institutions. These advocate control, discipline and efficiency over everything else



As the rest of the world evolves, it is imperative to reimagine and implement management models that are more adaptable, flexible and ultimately more stable. Globalization and disruptive technologies are constantly changing the business landscape. Companies are growing faster than ever, enlisting new employees in recruiting binges and opening new remote offices within a short time span.

Scaling up in a measured way is a new challenge that executives must face, and doing this successfully requires a growing reliance on employees and a blurring of the once rigid structural boundaries. Furthermore, companies must remain on the cutting edge, to prevent stagnation and becoming too rigid for their own good; they have to be innovative, easily adaptable and fast moving in their quest forward. But how do they do that?



CHAPTER TWO

The Solution Is Transparent

The Solution Is Transparent

A growing trend within many successful and scaling companies is to embrace transparency. A company that values transparency cultivates an inner sense of close-knit collectiveness. In a transparent company, everyone knows what their colleagues are working on at any given time and employees remain in sync with the company's goals and what pushes it forward.

Executives in transparent companies focus on keeping a sense of family within the company, regardless of its number of employees. Management does not invest in measures of keeping control and discipline, but rather focuses on keeping the sense of the bigger picture, understanding the roadblocks ahead and addressing them in a collaborative way.



Once employees within a transparent company have all the information needed regarding the company's direction, how it intends to get there and what the current status is within that process, it the best way to ensure everyone is focused and aligned to what truly matters, contributes to it and drives the company towards its goals.

This concept, which we call “the Culture of Transparency”, is embraced by some of the biggest companies in the world.

One of the biggest, of course, is Google, who famously strives to maintain a close-knit startup culture even with tens of thousands of employees worldwide.

Google flattened the middle management layer and neutralized micromanaging as a result of [internal research](#). Google is a firm believer in transparency, as can be derived from [this article](#) posted by Google’s Senior Vice President of People Operations, Laszlo Block: “Our intranet includes product roadmaps, launch plans, and employee snippets (weekly status reports)... so that everyone can see what everyone else is working on. We share everything, and trust Googlers to keep the information confidential.”

In their quest to nurture an environment where intelligent, innovative, talented workers flourish and drive the company forward, many executives of successful companies implement different aspects of transparency. Companies such as Valve, GitHub, Gore-Tex, Zappos, Medium and TreeHouse invest in new models that have transparent elements within, such as Open Allocation, Holacracy, the Flattening of the Organization and the Democracy of Innovation, some taking transparency to extreme measures.

daPulse helps make your company more transparent. By offering a collaborative platform to which everyone can contribute and anyone can follow, daPulse empowers everyone on the team. It lets people see what's missing and what's redundant.

The screenshot displays the daPulse interface. On the left, a pulse titled "iPhone beta app" is shown, featuring a blue icon and a star. Below the title, there's a section for "8 Subscribers" with a grid of user avatars. A "Write an update" box is visible, along with a list of updates from users like Roy Man and Eran Zinman. On the right, a "Product Execution Board" is displayed, showing a table of tasks and their status.

In Focus	PM	Product	R&D	Marketing	Customer ...	Due date
The New HTML Editor		Ready	Release	Launched	Satisfaction	25/12 ☺
Mobile Editing		Ready	Release	Launched	Overload	1/1
App Store		Ready	Release	Launched		1/1
Ecommerce platform		Ready	Release	In process		15/1 ⚠
Home Page Remake		Ready	Release	Waiting		1/2 ✓
My Account V2		Ready	Release			1/2
Billing Service		Ready	Release			25/2 ⚠
Template viewer		Ready	Working ...			1/3

Below the table, there's a section for "Released" tasks, which is currently empty.



Case Study 1: Stripe

stripe

The well known payment service is one of the fastest growing companies in the world. Founded less than 4 years ago, it was recently valued at \$1.75 billion. And yet, Stripe has now less than 100 employees.

Stripe is adamant in maintaining its startup culture and loose sense of coordination, even as it is growing. When hiring, Stripe managers seek out people who work well independently, as the company sees itself as “a decentralized network of independent nodes, with loose central coordination” (from Stripe CTO Greg Brockman’s [blog](#)).

Stripe’s management instills a sense of open communication between workers, with a clear vision of where the company needs to go. This is done through:

- Email Transparency - every email at Stripe is CC-ed either to the entire company or to a . This includes internal person-to-person correspondence
- A company wiki, intended for documentation and easy access
- A weekly “all hands”, where each team reviews the past week and projects what is in plan for the next

Here at daPulse, we believe transparency also means ease of accessibility, so collaboration is not confined to emails and wikis but is rather a cross-company platform that lets you share the big picture, update it in real time, collaborate and sync.



Case Study 2: Qualtrics



Qualtrics is the world's leading enterprise survey technology provider. It raised a \$70 million investment from Accel Partners and Sequoia in 2012 and now has about 450 employees.

Qualtrics CEO and founder, Ryan Smith, puts special emphasis on creating the right internal focus and a cross-company alignment towards the same objective. This is done through:

- Objectives transparency - Qualtrics built an internal system to scale up the organization by making everyone's objectives clear. Each quarter, employees fill in their objectives within the system, and check if they are compatible with the broader goals.
- Weekly reports - a collective email is sent each Monday, asking what each employee is going to get done, and what did they manage to do last week from the task list.
- Meeting Transparency - each meeting's minutes are released to the entire organization. Each board meeting is also summarized and is made available to all.

Here at daPulse, synchronization is constant, rather than quarterly or weekly. daPulse's platform enables collaborators to dig deeper into the lower level and share things at all times. When sharing becomes norm, many more options for collaboration arise.



Case Study 3: Hubspot

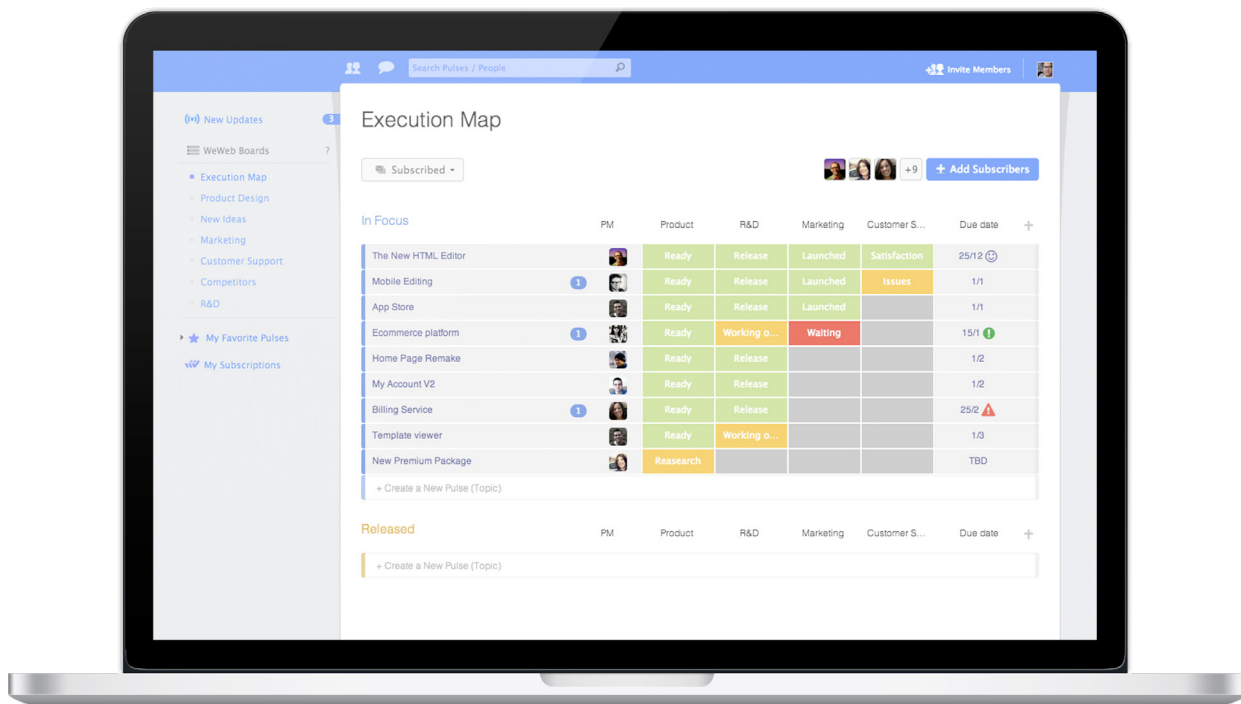


Founded in 2006, the company practically owns the term “inbound marketing” and has a great platform to support it. It now holds nearly 1,000 employees and is still growing fast. Boston Business Journal voted it one of the best companies to work for. HubSpot’s internal transparency can be seen in:

- The company wiki - which includes nearly all the data about the company, even things considered too delicate in more traditional companies. Each employee can get full disclosure of the company’s finances, such as cash balance, burn rate, etc. Every board and management meeting decks are shared on the wiki. The only information NOT shared are NDAs and individual salary information.
- Collaborative work on new initiatives. When the pricing model was revisited, the entire company contributed useful information, such as pricing pages from other companies. Including employees from across the company also resulted in having older customers paying an updated rate in exchange for enjoying an improved product. This collaboration helped create a better pricing model as employees were open to the new pricing scheme and did not resist the change.

Meeting Transparency - each meeting’s minutes are released to the entire organization. Each board meeting is also summarized and is made available to all.

daPulse offers Execution Boards in which any employee can be in charge of a topic. Each employee can choose to follow a board, regardless of their position. This helps everyone see the big picture and helps them prioritize actions, see how they contribute to the common goal and act accordingly



Case Study 4: Wix



The recent NASDAQ IPO of Israeli-based Wix helped the company reach a \$1 billion market cap.



Wix's quick scale up required flexibility and adaptability, [without compromising its belief in product transparency and company transparency](#). This was done through:

1. Cross-company involvement. Wix believes that after setting a new product vision, it is imperative to share publicly why this action is needed.



2. Creating a simple plan. A plan with clear and measurable goals can communicate the vision effectively to everyone - from marketing to engineering. Case in point: when Wix needed to create and ship an HTML5 version within two months, its management ensured the simple steps required to reach this goal were well defined, enough for all employees to understand, internalize and act on it.

3. Output-based sync. Each contributor is encouraged to publicly share work output as early as possible. The purpose of this step is to have everyone either agree and implement or suggest a course correction, if needed.

4. Making the progress transparent. The plan is segmented into action steps (e.g., Spec, Design, Development, Testing, Marketing, etc.). Displaying the status of each step in real time allows each contributor to see the progress. When seeing the full picture, contributors can immediately adjust their work to impact where it is needed most.

5. Encouraging constant feedback. Only real time feedback, from the people actually doing the work, can help identify potential roadblocks before they drive the company off-course, as well as gain new insights when they are most relevant.

daPulse was originally built to support product transparency within Wix. As we grew, we learned that the principles described above are universal and many tech companies facing these challenges may find great benefit in adopting the five simple principles of product transparency.



Conclusion

Internal transparency can be achieved in many ways. It is easy to implement and very rewarding to the company and its culture. Transparency can help create a common vision within the company, allow the employees to remain in sync and focused on what can really drive the company forward. It helps connect each employee to the loop and the vision of the bigger picture. It can help by allowing more freedom, improving communication and creating camaraderie among colleagues.

[daPulse](#) offers a solution to help align and focus the entire company around key activities by empowering everyone in the company to see the big picture.



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Grow your company with transparency

SIGN UP FREE DEMO

