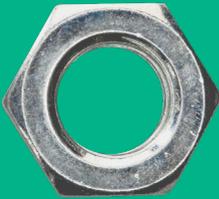


THE NUTS + BOLTS.



REV 02

Everything you need to know about EstimateOne.

THE NUTS + BOLTS.

Everything you need to know about EstimateOne.

The big book of EstimateOne

It's been over a decade now since EstimateOne first stepped out into the world and said "you know what? We're going to change things up a bit".

A lot's happened since – and most of it has been really exciting.

If knowing how much can be done in that time is what keeps us excited for the next decade, then this book is what keeps us on the same page. It's our story.

And it could be yours too.

So when you turn the page (and the pages after that), you'll find out more about who we are, what we stand for, where we're headed – and how you could fit in.

We reckon it's that last part that really makes this story a great one.

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Welcome

Hi there!

I'm Mike Ashcroft, one of EstimateOne's founders. Thanks for reading.

Our organisation had humble beginnings (cliche but true). We were two mates, drinking beers in Balaclava, talking about an idea we had to improve on the status quo in the construction industry.

More than ten years later and here I am, writing an introduction to a book about the company we formed.

Much has changed since the first beers that got us going, but EstimateOne is still motivated by the desire to do things better than we did them yesterday – and by extension, to create value for our customers, shareholders and team.

I'm incredibly proud of this business – the people who make EstimateOne what it is, and the things they achieve by working together. Its impact and legacy have eclipsed the ambitions we had when we first got started.

I'm inspired by what can be achieved when a group of incredible people work together to bring about positive change in the world. Our team and our achievements are testament to things I value deeply – thinking boldly, taking risks, being unconventional, and moving with energy and purpose. They're qualities that are now part of EstimateOne's DNA.

If you're new to EstimateOne, welcome aboard. There's no team like this one, and I look forward to meeting you.

If you're reading this and thinking about working with us, think about your own values and priorities. If you see them reflected in what you read in here, there's a good chance working with EstimateOne will be one of the most rewarding opportunities of your career.

Good luck and Godspeed!

Mike



Welcome

Hey there!

I'm Andrew, but almost everyone calls me Ritchie. (You can too.)

We've been on, and continue to be on, a wild ride. And we're lucky enough to have had enough success to be here today. The words of this book set out what's worked for us so far, and what we hope will continue to work for us.

There's a lot to be proud of at EstimateOne – the product, our market position, how we've shaped an industry. What I'm most proud of is our team – the people who dedicate their working weeks to our purpose and vision.

The most inspiring (and important) thing about our team is our commitment to continually improve how we do things. Many of the concepts in the pages to follow – our values, cycles, retros, Week 7s, feedback and more – are all designed to support a mindset of, "We can do this so much better." Whatever bar we set yesterday, we raise it today.

I never thought we'd write a book. We're a tech company, after all. But there's a permanence to what's physical – whether it's a book, or an apartment tower (tendered via E1, of course) – that signals, "This is the important stuff." It's not all the stuff. And it definitely has, and should, change as time goes by. Which bits will you change?

This business was founded on friendship – and so it follows that this book is founded on friendship. We should be very proud of what we've achieved, and what we will achieve. As friends, as much as anything else.

Cheers,
Ritchie



Hi there,

I'm Isar, EstimateOne's Chairperson. My job is to support Mike, Ritchie and the whole team, so that EstimateOne reaches its full potential.

I've been involved with all kinds of tech companies over my career. In different sectors, at different stages in their growth – and in different countries too. I've seen firsthand that the ventures that really go the distance are those that are focused on their 'what' and their 'how' in equal measure. They care about their purpose and strategy – but their values and people are just as essential.

As it turns out, balancing these is what's really important to me too. Do something big and worthwhile – and do it with people you really like spending time with (life's too short to be doing anything else!)

EstimateOne is just that place, and this book shares much of how it gets done. Enjoy the read!

Cheers,
Isar

Our Chairperson's story

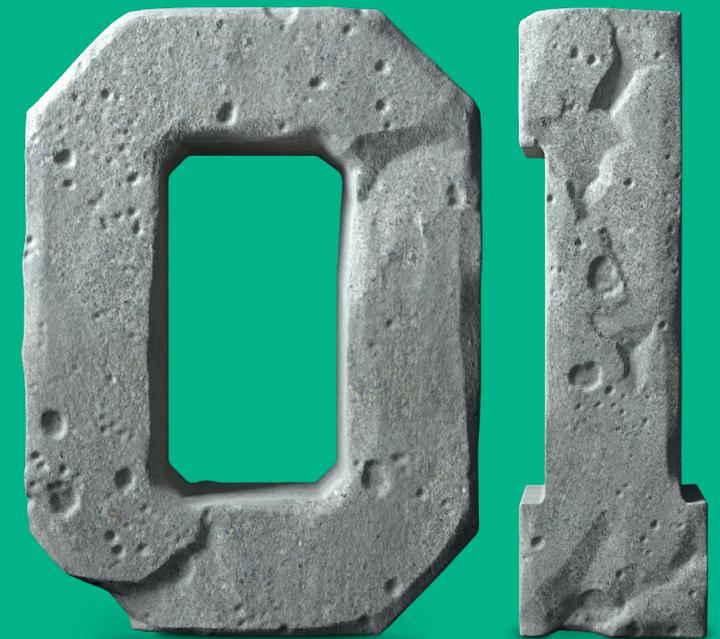


First things first...

A closer look at the Construction Industry

Tendering. Head contractors. Subbies and Sparkies. If you're already familiar with the construction industry, these sorts of terms are probably part of your everyday language. But if you're coming in new, you might be wondering why your head hurts.

We've all been there. So here's a bit of an overview of the ins and outs of the construction industry. Who's who, how they all fit together – and where we come in, too.





Commercial Construction at a glance

EstimateOne serves the commercial construction industry. And while there's no formal definition of this industry, we consider it to be all building activity that's greater than your typical residential property. It's not just limited to commercial buildings like office towers – it also includes public sector (schools, hospitals, etc.) and multi-dwelling residential buildings (high-rise apartments). Besides new builds, commercial construction also covers refurbishment, extensions, alterations and upgrades of existing buildings.

The most relevant part of this construction activity for us is that it usually includes a tendering phase – where builders submit tenders, and in the process of doing so solicit quotes from subcontractors and suppliers.

Who's who in the construction zoo

There are a whole stack of different players in this industry.

Some of the key ones include:

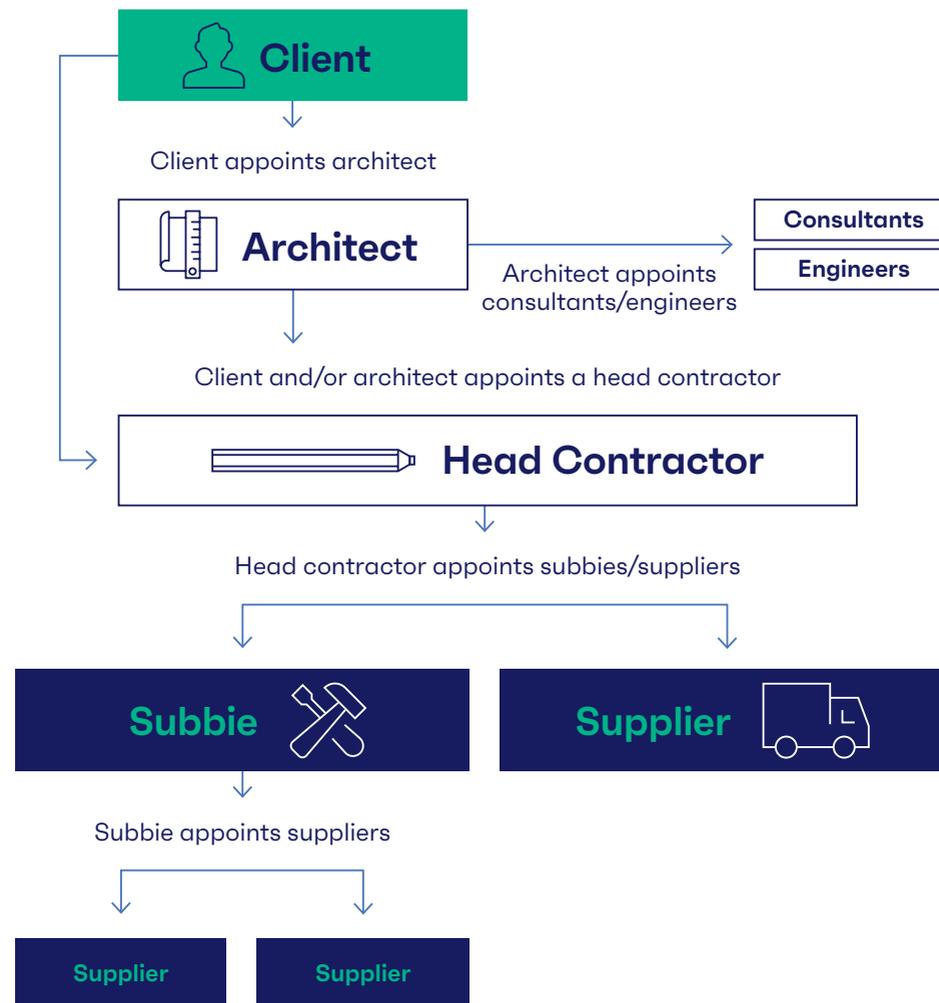
- **Client** – the person or entity that's seeking the building works to be carried out. They pay the bills.
- **Architect** – designs and specifies the detail of the building work and produces drawings and plans (paid by the client). With the client, selects the head contractor to take the lead in completing the building work.
- **Consultant / engineer** – provides specialised advice on specific aspects of the design (like planning, acoustic, mechanical or structural requirements).
- **Head contractor (builder)** – delivers the building work specified in the drawings and typically takes full accountability for its completion (paid by the client).
- **Subcontractor (or subbie)** – completes a subset of the building works that is specific to their trade/s (e.g., concreting). Paid by the Head Contractor.
- **Supplier** – provides the finished goods, materials, equipment or services needed to complete the building works (paid by the head contractor or other subcontractors).

That's a lot of pieces for the one puzzle, right? Here's a handy visual reference for how they all interact.

A typical commercial construction project

The lines aren't always clear-cut.

Some building companies might be head contractors on one job and subbies on another. And some suppliers are also paid to install or build with their supplied goods – essentially making them subbies too.



What's tendering?

The word 'tender' has a few important definitions. It describes the process of requesting proposals (the client or architect can 'tender' the job), the act of making the proposal (the head contractor can 'tender' for the job) and the actual proposal itself (head contractors submit their 'tenders').

They're all relevant to EstimateOne.

In the construction industry, tendering is happening in at least two places: between the client/architect and head contractor, and between the head contractor and subbies/suppliers. Both cases are a good way for an organisation to get a tailored, cost-effective offer for any good or service. It is commonly used in the construction industry because it helps to control costs while delivering a complex product (i.e. a building). By soliciting multiple tenders for a given item of work, an organisation has a better chance of identifying the best provider, whether they're the lowest cost or preferred for another reason.

"We help facilitate one level of this tendering: head contractors inviting subcontractors and suppliers to tender."

Still not 100%?

Here's an example we prepared earlier:

Radeon Construction is tendering the new Narre Warren High School project. They'll need quotes from subcontractors and suppliers for all of the different building elements. Each subcontractor will only supply a quote or their particular trade (e.g. concrete, electrical services, painting, etc.) – and Radeon will need several quotes from each trade so they can be sure a quote is competitive.

Radeon has identified 50 different trades involved in the proposed project. They're looking for 5 subbie quotes for each trade – or 250 in total. Otherwise known as 'a lot'.

Radeon will now need to contact at least 250 subcontractors (but more likely 500-600 subcontractors) in order to find enough organisations who are willing to quote the tender. Once those 600 subbies have confirmed, Radeon will send them the documents they'll need to price up the project and provide a quote.

(It's a lot of work.)

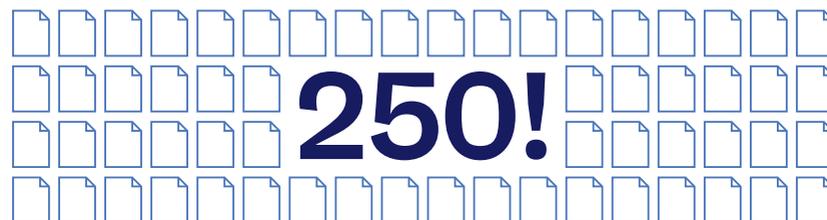
A typical tendering process



Different trades involved in the proposed project



Subcontractor quotes per trade are required, to ensure a competitive price.



Subcontractors will need to be contacted for quotes! (but more likely 500-600 subcontractors, in order to find enough organisations willing to quote the tender.)



How does EstimateOne fit in?

If you've made it this far into the book, you'll know a whole heap about what we value and how we work.

But what do we actually do? Who are our customers? How do we create value for them?

Read on – we've got answers.

Our Strategy

Our *Strategy* describes how we as an organisation plan on making a positive impact in the construction industry.

With that in mind, EstimateOne's strategy is to:

Create an industry standard procurement platform that connects the construction industry and supports better decisions by all parties.

We think procurement is a pretty exciting place to be given how much of it goes on before a construction project is completed. The decisions made during procurement have important and lasting impacts on the quality of our shared built environment – and the profitability of everyone involved.

Read on to learn how we actually go about delivering on this strategy, and for whom!

Our Audiences

EstimateOne services three key audiences:

- builders (head contractors)
- subcontractors (subbies)
- and suppliers

They all need each other to successfully win and deliver a project – and we help them out in different ways.



Builders

A builder (technically referred to as a 'head contractor') is a company who deals directly with the client at one end, and with subcontractors on the other. Head contractors often don't 'build' anything themselves. They engage subcontractors to carry out all the building works necessary as part of a head contract agreement. Examples include tier 1 builders like Multiplex, national commercial and fit-out specialists like Buildcorp as well as smaller high-end residential builders, like Sinjen in Richmond, Melbourne.



Subcontractors

Affectionately referred to as a 'subbie', a subcontractor is an organisation contracted under a head contractor to perform a specific piece of work. Subcontractors are the ones responsible for actually constructing a building under the direction of a head contractor. Examples include A. A. Plumbing and Delta Demolition.



Suppliers

Suppliers provide all manner of finished materials, fixtures, fittings and products required to build a building. If subbies provide the services, suppliers provide the goods. Suppliers can be contracted directly by the head contractor, or can supply to a subcontractor who in turn is under contract with the head contractor. Examples include National Tiles or Boral Concrete.



Our Value Propositions

We help builders be more productive.

They can use our software to distribute and manage large volumes of drawings and documents, across multiple projects at the same time, using a streamlined process to invite subcontractors to tender.

On top of that, we make it easier for them to assess trade coverage (having enough quotes for each trade) by knowing if subbies are planning to quote or not. These relationships with subbies are important to builders – so it's important to them that subbies find EstimateOne easy to learn and use.

Finally, Builders can manage their incoming quotes on our platform – so that critical information is in one secure and accessible place.

We help builders find new subbies to work with

Builders are constantly looking for great subbies to work with. We enable this by giving them a noticeboard they can post their projects to – exposing them to Australia's biggest network of subcontractors (who are all looking for projects to quote on).

Builders can control which projects are private versus publicly viewable, as well as which Subbies they allow to download plans.

We help awarded builders select the subcontractors they'll work with – and author and execute contracts with those subbies

Currently, the process of procuring subcontractors is largely analogue. As a result, room is left for human error, alongside existing inefficiencies that the right technology could easily fix.

Our contracting and procurement platform ForSite enables builders to make smarter procurement decisions and, in turn, to better manage risk across their supply chain.

Over time use of the platform should lead to improved procurement practises, providing builders with the insight to move toward making better procurement decisions with a clear view on a subbie's capacity and capability to deliver a high quality job on budget.

We help subbies find and manage upcoming work opportunities that are relevant for their trade

They can view and filter our tender noticeboard, or search for projects based on the specifics that matter to them. We also make it easier for them to access documentation for projects, let builders know if they are planning on quoting, send their quotes to builders and stay up to date with any design changes.

We create value for subbies by helping them win more work in less time – increasing their revenue while reducing their costs.

We help suppliers find and follow projects that may require their products

For suppliers looking for specific product names or brands (which might normally be hidden in pages and pages of project documentation), our search feature makes it easy to track down the specifics during tender phase – which can ultimately lead to orders for their products, goods or materials.

We create value for suppliers in a similar way to subbies – by winning more contracts to supply, while saving time and admin costs.

We help suppliers connect with the consultants that might specify them

Some suppliers have their products specified in the project documents – and the architects and engineers who write those specifications are an important source of business. We can see who has been involved in those decisions from the tender documents, then extract that information so it can be more easily searched without downloading all docs for each project.

We create value for suppliers by helping them see who has specified them (or their competitors) so they know which relationships they need to focus on, to increase their likeliness of future specifications.

“We create value for suppliers by helping them see who has specified them (or their competitors) so they know which relationships they need to focus on, to increase their likeliness of future specifications.”



Talk the talk

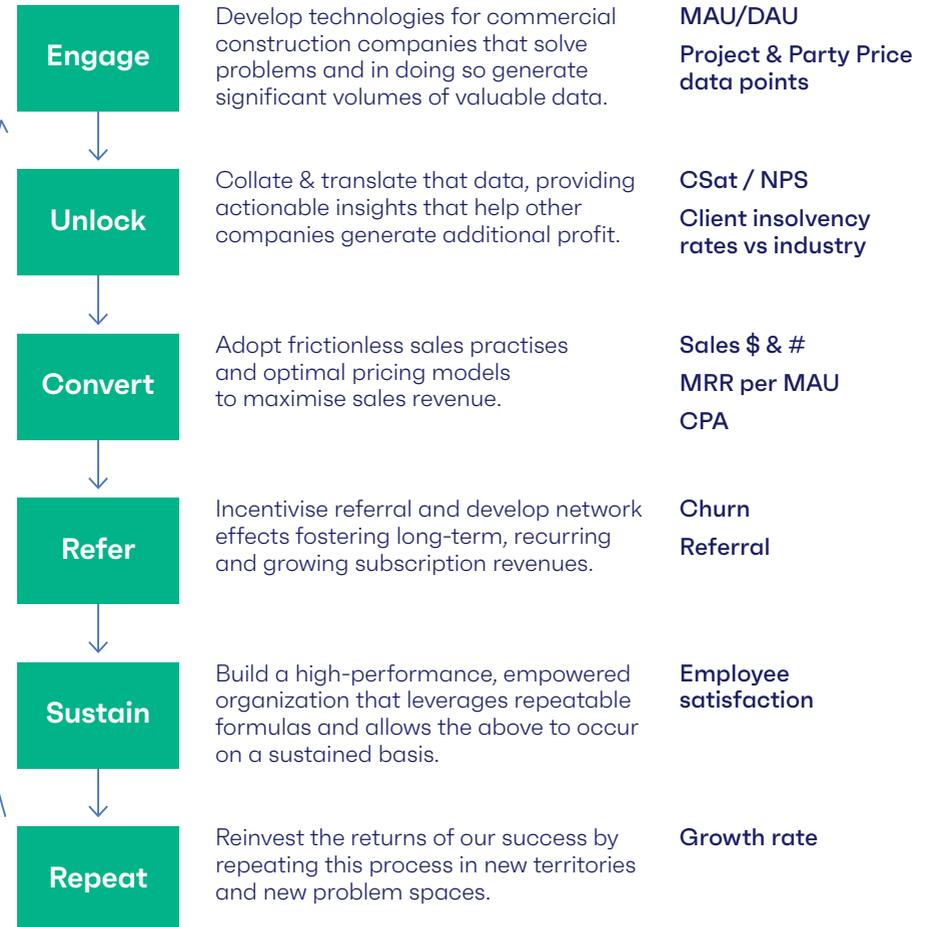
A breakdown of the acronyms we use

- MAU Monthly average users
- DAU Daily average users
- OSat Customer satisfaction
- NPS Net promoter score
- MRR Monthly recurring revenue
- CPA Cost per acquisition

Pillar

Action

Measures



Strategic Flywheel

Our formula to creating customer value

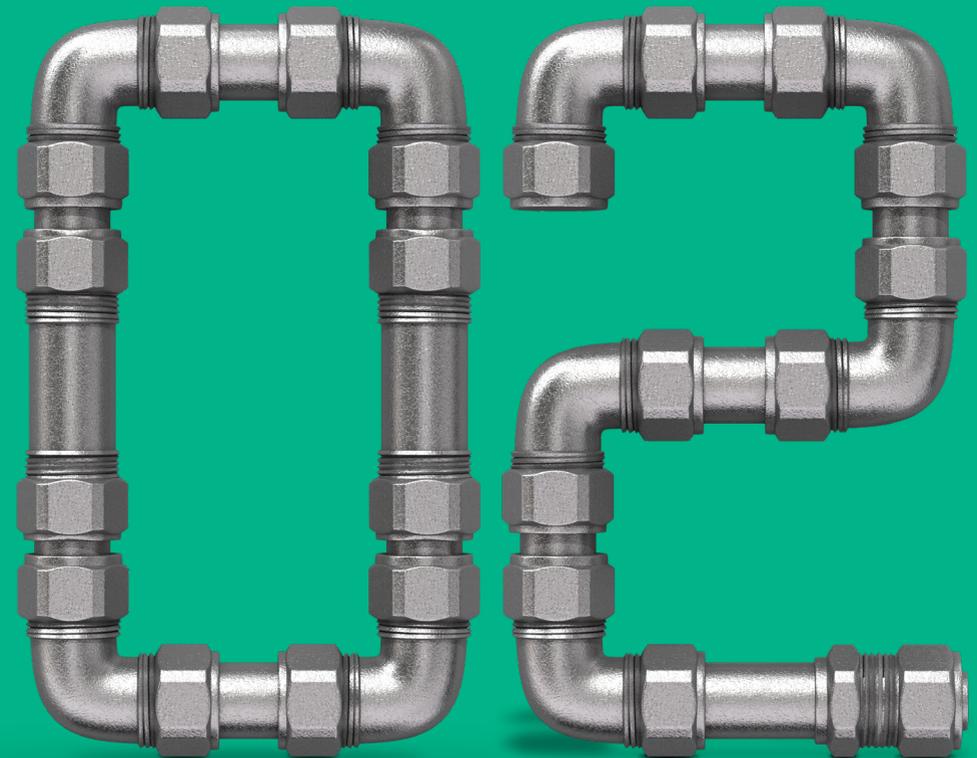
The Building Blocks

So now you're definitely across the construction industry. And you've got a clear idea of what we do. Now it's time to get to know how we do it, as an organisation full of great people.

Full disclosure, though. If you enjoy endless policies and processes, you're going to be a little disappointed. Because we don't have them here (they're really boring).

Instead, we believe in the principle of self-management. Of having a small set of essential building blocks that we've given plenty of thought to – that our team can easily understand and apply to the awesome work they do for our customers.

These are those building blocks.



AKA

Our Purpose, Vision and Values



“We have a
history of looking
forward...”

Our purpose, vision and values reflect that.

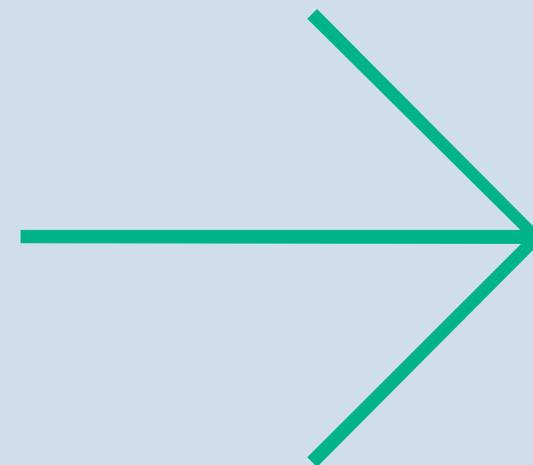
Put on your thinking cap for a sec and picture a mountain you're planning to summit with friends.

The vision describes what you'll see when you reach the peak – the future state you're aiming for. Purpose is why we're climbing this particular bloody mountain in the first place. What's really driving us? And finally, values are the non-negotiable behaviours that we agree to stick to, as a group of friends, as we go.

**If you really want to know, ask Ritchie or Mike. Clear your schedule. Bring refreshments. You might be there a while.*

Our Purpose —

To create industry,
shareholder and
team value in
equal measure.



Our Purpose

Purpose is our big 'why?'

To get a better grasp of it, consider why Mike cooked up EstimateOne in the first place. Firstly, to automate the shitty part of estimating; and secondly, to provide an income that made it possible for him to do things that were more personally important than estimating.

Today, our ambitions for creating Industry value are broader. Our team is bigger. And we have a focus on shareholder value that's connected to – but different from – team value.

The core is the same, though. We're here for our industry, for our team and for shareholders alike. They're as important as each other – and we're here to understand exactly what 'value' means to them.

And then deliver it.

**We go into a lot more detail on what we mean by industry, team and shareholder value – you can skip ahead to Page 058 if you like.*



Our Vision

Like all industries, construction has its problems.

Information exists in silos (or not at all), decisions are often made on the basis of price alone (which can lead to sub-par quality), and risk often isn't properly allocated between parties. To name a few.

We're an optimistic bunch, though. We think they're solvable problems – and the industry and the world will be better for it once they're solved.

That's our vision!

Put in a statement, it's:

A global construction industry that operates fairly and productively, creating a high quality built environment and sustainable returns for all parties.





But as much as we like the short statements that we can call out in bold letters, we also think it's important to get crunchy on what we really mean.

So let's call out a few of those key words:

Fairness

Fairness means that parties are rewarded for delivering great outcomes for their clients. Clients at all stages of construction get what they pay for. The benefits of innovation and improved practices are captured by those who create them – and any risks are handled by those with the capacity to control and reduce them (instead of those who just transfer them to someone else). Everyone gets paid for the work they've done, on time and in full. Happy days.

Productivity

Productivity means zero waste – of effort, money, or the raw materials used to construct a building. It means the right people doing the job. It means construction completed on time and on budget. It means risks are identified and avoided where possible, or handled with the lowest possible costs where they're not.

Quality

Quality means the end product is what the client needs, as agreed in the design stage. It means the build and the building are compliant and safe – delivered without defect.

Financial sustainability

Financial sustainability means that those who deliver quality results at a competitive price can predict the profits they'll make. It steers clear of those practices that rely on making a profit as a result of variations or compromises on quality or safety. The more financial stability a business has, the more it can plan to grow – and provide that same stability for their employees and owners.

Our Values

Enabled

It's all about recognising, respecting and embracing the things each of us are great at.

Taking ownership in our roles and of our development.

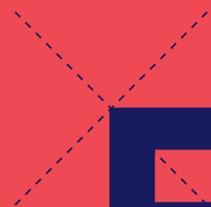
Spotting opportunities and problems across the business (and acting on them).

And creating an environment where everyone can succeed.

We love hearing stories of one team member enabling the expertise of another – because it means a whole stack of really good things are happening all at once. It means the team is working collaboratively and communicating clearly. It means someone else's amazing skills are getting the respect they deserve. And finally, it means we're playing a direct role in each other's success.

It's not just about enabling our own team's expertise, though. There are tens of thousands of bright minds using EstimateOne at any given moment – with skills and know-how we don't always have (like pricing up a construction project). What we do have, is the software to make that process simpler and more seamless. And a commitment to breaking down any barriers that slow them down along the way. This is what it means to enable the expertise of our users.

When one person enables expertise, it's a win. When all of us do it, it's a game-changer.



Expertise

Values in action

Enter the exit interview

Some people hear the words ‘exit interview’ and run for the door. They think awkward conversations, disgruntled co-workers, the works. If you have a similar reaction, you’re missing out on some pretty powerful stuff. So powerful in fact that as part of our commitment to being *Forthright and Frank*, transparent and improving the experiences of the people who work here we share them with everyone (with the consent of the person leaving).

I’ve spent hours in exit interviews here at EstimateOne – and I reckon those hours have led to countless more hours of better work. And more importantly, better outcomes.

Take an exit interview I had back in 2016. A team member named Gilad who was moving on to new frontiers. I asked Gilad for some *Forthright and Frank* reflections on where EstimateOne was as a business. Gilad had plenty of positive things to say – but he didn’t hold back when it came to what he thought was holding us back.

My own name made the list. Gilad mentioned that I was the decision-maker at EstimateOne, and that created both a bottleneck and a development ceiling for everyone else in the team.

That was tough to swallow. Especially because the last thing a CEO wants to do is block the development of their own team. We called in a HR consultant named Jim Law (the one and only), who spent an hour with every single person

in the team. Jim got their feedback on the culture at EstimateOne, as well as any potential roadblocks they were coming up against.

The feedback was unanimous. It read something like this:

“Ritchie needs to decide whether he is CEO, CTO, Head of Product, or Head of HR. No human can do them all and it won’t scale.”

That was tough to swallow too.

Empowering, though. It enabled my expertise by helping me realise I wasn’t getting the hell out of the way (and if you were paying attention a page back, you’d know that’s important). In the end, we decided to make the move towards self-management and cross-functional teams – where expertise was clustered in teams, and those teams set the course for what to do next.

Gilad proved that there’s room for Enabled Expertise every day you’re here. Right up until your exit interview.

—Ritchie

**Gilad’s feedback proved so impactful that once we’d made some changes to the organisational structure a few years later, we called him up – and he joined the EstimateOne team again! Now that’s a happy ending.*



It means communicating early, regularly and concisely.

It means being straight shooters with our colleagues and customers.

It's seeing honesty as a platform for major improvements. And it's always believing in the positive intent of others – even when they're keeping it really, really real.

Spend some time working in the construction industry and you'll quickly figure out that people say it how it is – and want you to do the same to them. There's no time for tip-toeing around sensitive topics when the industry's full of straight shooters.

Forthright & Frank is our commitment to that transparency. It's about being transparent with our teams, our leaders, our Board and our customers – so that they can trust us entirely.

Challenge directly and care personally.

Being *Forthright and Frank* can seem tough for some. But over time we've

learned that it's just about keeping it real – and what people really value is honesty. If you show care and empathy whilst still being direct and constructive then you'll be living this value – while helping the person you are giving the feedback to. And it's just as important (if not more so) to jump at any opportunity to give clear, positive feedback to people you see doing something great.

As long as you deliver that honesty in a professional way (and are open to other people doing the same), you'll start a cycle of transparency and trust. And honestly? That makes life a whole lot easier. Trust us.

Forthright + Frank





Values in action

500 reasons to keep it real

Back in 2013 I decided to run an end-of-financial-year campaign for our subbies. Considering I was still in my bedroom when I started coding, it wasn't the best start. I hit "send" and went to have a shower.

I came back to a stuff-up. Instead of sending 5,000 users one email, I'd sent 40 users 500 emails. Each. I called Mike in a panic and suggested emailing them each a \$500 Bunnings voucher. He suggested I stop trying to email clients from bed and come into the office to sort it out.

Mike also suggested we take the *Forthright and Frank* approach – skip the 501st email (they'd had enough for one morning), and call them ourselves.

Honesty really was the best policy. While a few of the subbies weren't impressed ("I thought there was a chainsaw going off next door, turns out my phone was just vibrating for two hours with notifications...") – I don't blame them – every one of them appreciated the phone call and the honest explanation. It even gave us the chance to inject a little levity into the situation ("the deal was so good we thought we'd send it to you 500 times"), because we'd had the chance to be upfront, open, and appropriately apologetic.

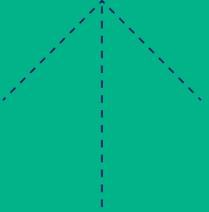
That's what being *Forthright and Frank* is all about. Getting on the front foot, communicating positively, and holding onto the belief that doing so won't just get you heard – but respected too.

And you know what?

It's still the most successful email campaign in history. Four of the 40 users actually took up the offer. No thanks to my bedroom brainwave.

—Ritchie

Authentic Ambition



It's about wanting to win – fairly.

It's about bringing value to our team, our industry and our shareholders in equal measure.

It's about creating value for the long-term benefit, not the short-term buzz.

We're an ambitious group – but we don't approach winning in that weirdly intense, losing-isn't-an-option way. We get that our journey as a start-up (and now scale-up) can create a lot of value for our customers, our shareholders and our team if we do it the right way. And that it could destroy a lot of value for one of more of these groups if we're only focusing on getting ahead.

So instead, we embrace humble ambition. Being as much about being good people – and working with good people – as we are about kicking goals. Bringing our A-game because we have a shared sense of pride – not because we're scared our jobs are on the line if we don't hit a target.

And if we do miss a target? We own it – and have a *Forthright and Frank* conversation about what we could do differently next time.

We know winning feels good at EstimateOne. But genuinely wanting each other to succeed together feels even better.

Core Values in action

Two mates. One CEO.

Founding a business is easy. Running one, less so. But leaving one to ensure it succeeds takes the cake.

I firmly believe that much of our early success came down to the partnership that Ritchie and I formed. We solved problems together, worked through challenges, came up with new ideas to test and laughed a lot about the mistakes we made.

But after a while, what got us going, started getting in the way.

One to lead. Great businesses, generally speaking, don't have two 'bosses'. No amount of creative problem solving avoided the realisation that one of us would need to take over and lead the business as CEO.

But what of the other? In our heart of hearts, we knew the equal footing we had shared as co-founders would not play out as well in a subordinate role.

One to leave. So, we weren't just deciding on a CEO. We were also deciding which founder would leave EstimateOne. There's a lot you don't see coming when you set out to build a business (most things really, if I'm honest). But, the realisation that one of us would ultimately need to leave EstimateOne so it could thrive was definitely not on my radar. Ultimately, I made what I considered to be the best decision for our burgeoning business – to depart and install Ritchie as CEO.

And it was a good call. I think the greatest testament to our friendship is that we successfully (and amicably) navigated a decision-making process that has ruined many a friendship. And a business. Ritchie and I are still great mates, and he's been an exemplary CEO for EstimateOne.

Choosing a single leader was tough but right. Reflecting on how we got there, it's clear that both Ritchie and I truly wanted to find the best for EstimateOne – to see it prosper. Despite how difficult that decision was.

Authentic Ambition can be funny that way.

Fast Forward to 2021. And our model has matured again. For us, it's always about placing the right people in the right roles. The right roles for us now are 'Founders' – part time, non-executive positions where we get to contribute to and guide the organisation, whilst making space for others to lead it. (And Ritchie and I get to have a lot more beers these days, too. The plan all along?)

—Mike





Cranes before Code



It means chasing great outcomes over great processes.

It's seeking to really, truly understand our customers.

And getting a rock-solid grip on the problem before we start brainstorming ways to solve it.

In a nutshell, *Cranes before Code* is a metaphor that helps us focus on what really matters. 'Cranes' sits at the more literal end of the spectrum – representing our customers and their world. We're in the construction industry first, and the 'tech sector' second.

It's up to us to understand both our users and the world they inhabit at a deeper level – along with the ins and outs of the construction industry at large. Once we've got that down-pat, we can create incredible solutions to challenges our users are facing every day.

If the 'code' is what we do and how we do it, then the 'cranes' are the outcomes of that work. It's not about focusing on one or the other – it's about thinking first about the outcome, and then tapping into our expertise to make it happen.

(And the developers of the world don't have to worry, either. The quality of our code is still important to us – it's just part of a bigger picture).

Values in action

Second time's the charm

“Subbies won't use this.”

That was the feedback we received when we first pitched EstimateOne to three Melbourne-based builders – after spending months developing the product. Not just an MVP – the fully-realised platform.

“It looks like something a bank would use.”

Having just come out of banking, that feedback was frustrating. Disappointing. And pretty accurate, too. And when I tried to run through the technical capabilities (local servers for low latency and API integration, for a start), I was met with a harsh – but fair – truth.

“It's too complicated. Subbies won't use it. So there's no point us using it.”

It was back to the drawing board.

And by that I mean I went travelling and assumed the industry was just slow to the innovation party. Turns out they were just telling me I'd put *Code before Cranes*.

So 12 months later, when I took another crack, we flipped the script. We went lo-fi, and thought about a real problem – like the subbies who spend hours looking through the Saturday papers for tenders. Then we built a super-simple, one-page web app that aggregated all the data being shared in the papers into one easy-to-use, easy-to-digest format. We gave it away for free, took the feedback on board and made changes.

I knew we'd put *Cranes before Code* a few months later. A guy named Gary gave us a buzz to say thanks for our Weekly Tender Report “thingy” (Gary's words, not ours). What he called it didn't matter – it was hearing that he was able to leave work on time and spend more time with his kids that really proved we'd flipped the script.

That's what *Cranes before Code* is all about. Not looking at our work as a thing of beauty – but seeing the outcomes that work achieves, and always putting that first.

—Ritchie

Don't just take our word for it.

Take theirs – the team themselves! We asked our people which of our values resonates most strongly with them ('every one of them' wasn't a suitable answer, unfortunately) – and how they're applied to the day-to-day work they do at EstimateOne.



"When I first joined, I always thought *Enabled Expertise* felt a bit generic, a bit buzz wordy, but it's become one of my favourite and most referred-to values. I love how it influences the team spirit that we have here at EstimateOne, even to the extent that our customers often feel like extended members of the teams. It couldn't be less generic if it tried."

Zaiga Finnis

EstimateOne since 20 February, 2018



"There is a quote, often misattributed to Einstein, which reads: 'If you can't explain it simply, you don't understand it well enough.' Provenance notwithstanding, I think one aspect of our *Cranes before Code* value perfectly encapsulates this sentiment.

Working at EstimateOne forces me to more thoroughly interrogate my own reasoning, because I often have to share it with the whole team.

This feedback loop is a valuable self-correction device which reminds me that shipping value to our customers is my *raison d'être*."

Christopher Dyer

EstimateOne since 3 August, 2016



"I think EstimateOne really embraces being *Forthright and Frank* in the best way possible. Not only does this show in our process (like having retrospective sessions at the end of every sprint so we can take a step back and review what has happened), but also in our everyday interactions. Lots of new initiatives and projects are born from here since no one is afraid to challenge the status quo and our common goal is to continuously improve and better serve our customers. Being *Forthright and Frank* enables me and everyone at E1 to share questions and discuss different points of view very openly and very often. We all believe that our feedback comes from the best place of intentions and that it's not connected to anything negative, it's just a bunch of people who all want to do our best together."

Thannie Phan

EstimateOne since 16 July 2020



"At EstimateOne *Cranes before Code* is a value that significantly impacts our Business Development and our day-to-day activities. Ensuring we always take the opportunity to learn more about the construction process from our existing clients means our support is industry specific, and we can really understand the nuts and bolts of what our future clients need."

Simon Herod

EstimateOne since 2 October, 2017



"It is amazing how quickly *Enabled Expertise* became a crutch in my vocabulary, I commonly find myself using it to help my team feel comfortable about their actions often stating 'You're enabling my expertise' or 'You can enable the expertise of those around you by reaching out, not asking for help is disabling all of our expertise'. It is a statement that helps us remember that we're constantly unlocking greater value."

Rami Saleh

EstimateOne since 23 September, 2014



“When asked to reflect on the values that EstimateOne holds as a business, I find it difficult to isolate just one of them as being a 'favourite'. To me, it is how they connect together to deliver a framework for deliberate and considered actions that is most valuable.

As an engineering manager, I find myself relying on the intersection between being *Forthright and Frank* and *Authentic Ambition* to be one of the strongest tools in my belt. We want to succeed and to do so as a team. For that to happen, sometimes hard conversations need to be had, whether it is about a line of code, or how we deliver a feature that has been in the works for months. Ensuring that we communicate directly, openly and effectively is how we deliver on our ambitions and to do so in a manner that puts the cranes before code, both for us and our customers.”

Adrian Palmer

EstimateOne since 25 June, 2018



“Whatever the processes and templates and tools in place for working in teams, actually communicating with one another seems like the most basic and most important requirement. The qualities of that communication; what we say to each other, when we say it, and how we say it, end up being what drives our progress as an organisation and our development as individuals. *Forthright and Frank* speaks to the all of these qualities. If we can be *Forthright and Frank* we have a much better chance of being all the other things we want to be!”

Daniel Clifton

EstimateOne since 11 June, 2018



“It’s really hard to single out just one value; I love them all. But I would say the value that resonates with me most, would be *Forthright and Frank*, as it guides me in my role every day. It encourages us to have open and honest conversations, not only with each other but also with our clients. Being in a customer-facing role, this is so refreshing, to be able to support our users and clients with integrity.”

Melanie Bull

EstimateOne since 7 January, 2013



“I think we are lucky to have a value like *Forthright and Frank* so entrenched in the way we do things. Externally, it’s a value mirrored in the industry we service and from my experience, an attitude respected/appreciated by our clients. Internally, it works because everyone understands it’s coming from the right place; never malicious. It’s actually refreshing.”

Daniel Stirling

EstimateOne since 8 May, 2017

“If we can be *Forthright and Frank* we have a much better chance of being all the other things we want to be!”

“Cranes before Code is our reminder that at the end of the day, everything we do is to help the construction industry.”



“Being *Forthright and Frank* is the fundamental value that allows all the other values to work. If we are not giving each other feedback on what we are doing well and what could be improved then when can't end up achieving the things we want to achieve. This value also encourages us to seek out feedback and treat it like gold which means that there is very little resistance to it and allows us to take it with the positive intent it is delivered. F&F for the win!”

James Law

EstimateOne since 21 February, 2018



“There's no point creating something brilliant if no one knows how to use it. *Cranes before Code* is our reminder that at the end of the day, everything we do is to help the construction industry. It's a bit of a constant back and forth, we work hard to understand how the construction industry ticks, and in turn we use this info to shape the way we communicate the value of what we do.”

Matthew Eccles

EstimateOne since 23 October, 2017



“As a relatively straightforward kind of person, I love our value of *Forthright and Frank*; the best part is that it's not just talk – we really mean it! At EstimateOne, whether you speak to a junior, a senior, or an executive, you can freely speak your mind – whether it brings up a constructive debate is another thing, but you can be sure that there will be no malicious intent regardless. Every team member is extremely friendly, encouraging, and willing to help (which also speaks to *Enabled Expertise*). My favourite side effect of this is finding that you can joke around with pretty much anyone here!”

Cassandra Tam

EstimateOne since 4 March, 2019



“Nothing is more empowering than knowing you have the tools to help someone and the support to do so without question. *Enabled Expertise* allows us to crack on with the tasks of the day, advising and assisting our customers and each other. We essentially have the green light from leadership to do what we do best, taking away any hesitation. With this kind of backing, we're able to better serve our customers and teammates, confident in our skills, willing and able to go above and beyond expectations.”

Marni Strump

EstimateOne since 5 January, 2015



“It's really refreshing to work at a company that champions the customer as much as we do. We always put the needs of the customer in the forefront so that we can alleviate inefficiencies within the construction industry. *Cranes before Code* is one of our values and it's constantly vocalised in the office so that we continue to develop a product that resonates with construction professionals. We draw upon this value to keep us grounded and remind us why we are here.”

Sophie Hack

EstimateOne since 26 June, 2017

Value Loop

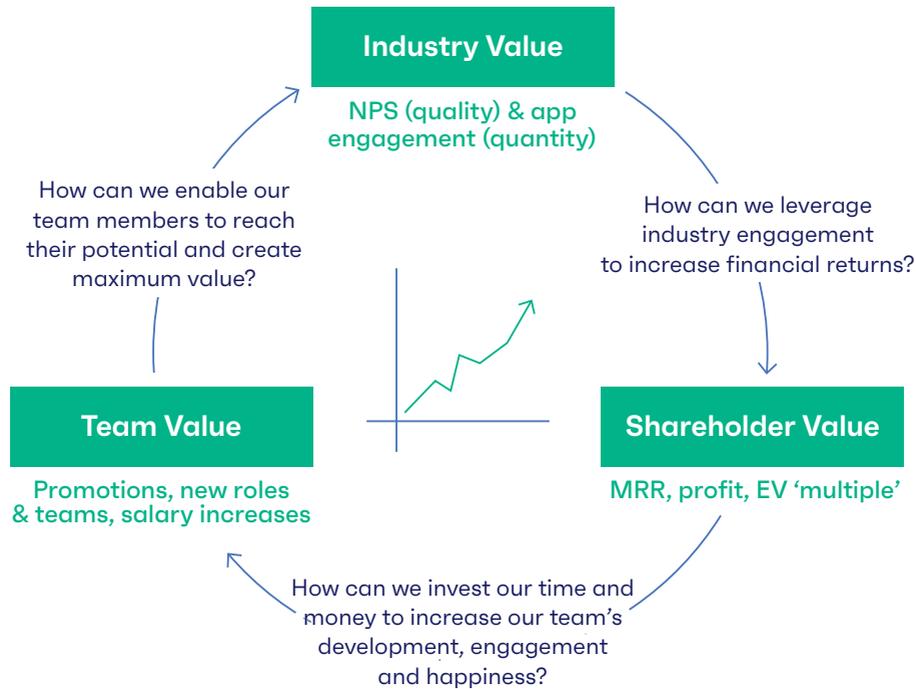
Making sense of creating value

Remember how we said earlier that ‘creating value’ would pop up a fair bit? It’s a big deal for us and a core part of our purpose. So let’s break down a little further (don’t worry, we’ve included pictures).

We consider that there are three specific types of value that we can create as an organisation. That’s where our value ‘spheres’ come in:

- **Industry value** where we create for our customers and our industry at large.
- **Shareholder value** where we create for the owners of the business and our option holders.
- **Team value** where we create for the people who work at EstimateOne.





The Value Loop

How our value spheres all work together

These three value spheres are circular and self-reinforcing. The more industry value we create, the more we earn the right to claim a portion (usually through revenue) for our shareholders. The more revenue the business earns, the more ways we can increase team value (by growing, supporting, developing and rewarding our people). The bigger and better our team – the more industry value we can create. And round we go again!

We talk, and think, about our value spheres as being equal and deeply linked. Many of our initiatives and projects explicitly target each of the spheres, both together and separately.

But if we had to pick a first among equals?

It'd be Industry Value. Without our industry, our users and our clients there'd be no shareholders or team. Which is why nobody's ever lost an argument at EstimateOne for advocating for more Industry Value.

(A few might have lost for being Swans fans, though.)

A peek at being a part of EstimateOne

So you've read about why we exist and what we do. But what about being a part of that team? What's it like to work at EstimateOne?

In a nutshell, we like to think it's exciting and inclusive. You'll be given room to do your thing and grow – and in turn, contribute to the greater team's success. You'll find most of the ins and outs of your employment – like salary, weeks of annual leave – in your contract. But that's only part of working here.



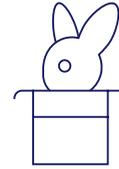
Our Principles

Think of these principles as a taste of what working at EstimateOne 'feels like'. They influence the way we think about working together – so they're definitely worth getting familiar with.



Self-management

Big fan of hierarchical, top-down, directive management? Bad news – you won't find it here. We're all about encouraging our team to self-manage. That doesn't mean haphazardly going it alone, though. It means working collaboratively with one another – while still having the confidence to be personally accountable.



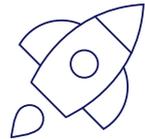
No surprises

We reckon a Performance Review that talks about something you did four months ago – and wasn't raised at the time – is both unfair and disempowering. That's why we operate from a default position of no surprises. If it's likely to impact you, you should know about it straight away. We'll keep the surprises for Christmas.



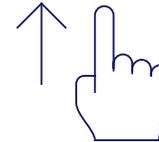
Commitments

There aren't many better ways to track performance than when a commitment that's made is upheld. That's because they're usually entered into voluntarily, while still having a specific timeline and deliverable. We avoid "I'll try to get that to you next week", and go for "You'll have this by 4pm Thursday."



Autonomy

Think of this as self-management at a team level. Instead of having a Senior Executive CEO come up with a strategy that the teams then put into action, we let the teams come up with their own visions and strategies based on their insights and expertise. (We do still coordinate the plans across the whole organisation, to make sure we're still heading in the same direction.)



Continuous improvement

We've never met a bar we didn't want to raise a little higher. And the best way to do this is to regularly review our performance – at an individual, team and organisation level. Feedback, Retros and Stay Interviews (Exit Interviews for people who aren't leaving that are shared with the team) are three ways we put this principle into practice.



Transparency

We're an open book (quite literally, considering what you've got in front of you) – and we've committed to a culture of transparency across the organisation. We don't share data breaches or anything else we're legally obliged to keep confidential. The rest you should know.

Who we are

What we're about:

We're driven by our values. Our values aren't posters on the wall – they're ideas that we all believe in and refer to daily, as core guiding principles of our individual and collective behaviour. They guide our recruitment, our product design, our pay rises, our strategy... every decision we make.

We're proud of success, but know there's so much more opportunity. We are the market leader in Australia, and we've done this by competing against billion-dollar, multi-national behemoths. But the opportunity before us makes our current success pale in comparison.

We don't take ourselves too seriously, but we do take seriously the work we do. We feel we're in a privileged position to change the construction industry for the better, and as such, doing a great job is important. But we're equally focused on enjoying the ride, forging friendships, cracking terrible jokes and laughing (awkwardly) at regular team social events.

We're all on the same team. Our collective team is the most important team of all. We don't like silos, whether they be professional, cultural or informational. We each have a responsibility to lean into our collective success, to share what we know, and to understand the needs of the construction industry. Our Friday team meetings are org-wide, and each of us are expected to understand and celebrate the work of every other team member.

We have a culture of transparency, feedback, diversity of thought, and equal opportunities for all.

We see these things as related, because you can't be – or improve – what you can't see. We've open sourced our employee handbook, our salary tables for all roles are available to all staff, the detailed feedback you get from colleagues has a name attached to it and we share detailed financial performance of the business with everyone.

We want E1 to be a career-defining place for all those that choose to work here. We believe in creating what we call 'Team Value', and pursuing that goal as hard as pursuing customer and commercial outcomes. Team Value is a holistic focus on individual career progression, wellbeing, and personal and professional growth.

What we're not about:

Big egos. We expect everyone to lead and do, and continuously create value across the organisation in the process. We're not big on "power" derived from seniority; instead, we expect everyone – from Founders to first-dayers – to play a leadership role, helping to ideate, plan and do high quality work, continuously.

'Culture' over success. At the end of the day, we're here to create value for our customers, our shareholders and each other. We need to solve real problems, generate revenue from doing so, and reinvest that money into making our organisation – and the construction industry – better as a result. If we don't do that, we don't have a strong culture – regardless of the number of team lunches, pool tables (which we don't have) and high fives. Being successful is a crucial part of our culture, and enables us to make E1 a career-defining place to work for everyone.

Arseholes. We've all worked with one and it's not much fun, so we avoid hiring them and nip them in the bud if we see them in our midst.

Working long hours. We believe people should spend time with their friends and family, pets and hobbies, so we don't want you working sixty hour weeks as the norm. We believe that refreshing yourself and taking time out allows you to do your best work.

In addition, we...

Like writing things down and sharing them

Believe in a flexible work environment

Don't believe in office pool tables or water slides

Are fans of Radical Candour

Don't believe in power hierarchies

Are driven by purpose

Have executives and founders that are approachable

Match 2:1 any charitable donations made by our team

Believe in super-safe work environment (physically and emotionally)

Allow for both collaborative and focus time & space

Want to build a world class organisation

Codify and share our Ways of Working

Pay for decent hardware and software

Aren't big fans of anonymous surveys

Assume the best in people

Believe in regular, honest, constructive feedback delivered with empathy

Believe in the value of kindness and empathy

Are outcomes focused

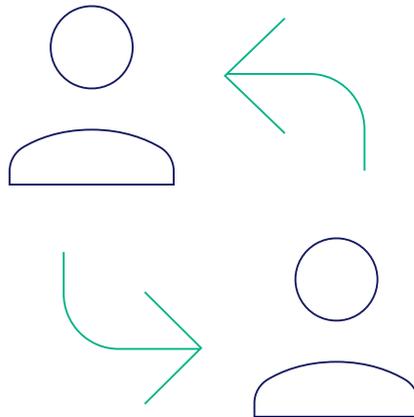
Think of leaders as enablers, facilitators and context providers, no ivory tower power trippers

Don't have a dress code

Want to create remarkable value for our customers

What we can expect from each other

Here's a closer look at the mutual expectations we have with our team members. What you could expect from working here – and what the team would expect of you on the flipside.



Where you work

You should expect:

A safe environment (both physically and emotionally) that has zero-tolerance for any talk or action that's aggressive or discriminatory.

A highly-practical office with top-notch fittings, ergonomic and comfortable work areas, and the best tech you need – plus a focus on natural light and open space.

A laidback space that gives you room to interact socially and professionally. You can wear what you want, have a beer at your desk after hours, and even bring your family or kids into the office to meet the team.

A healthy mix of team-time (meetings, workshops) and you-time (in the zone with the headphones on).

No part of the business being off limits. See a meeting you're interested in sitting in on? Feel free to attend next time. Ask any questions, of anyone, about anything.

A fine-tuned approach to working remotely. We like spending time together – and our preference has always been productive in-person conversations. COVID-19 obviously changed that – at the time we wrote this, we've moved to a 100% remote working environment. And we're figuring out what works and what doesn't, so we can have a lasting approach to WFH.

The team will expect you to:

Contribute actively to making sure that this is a safe place to work. By doing the right thing, and by calling out the wrong thing if and when you see it.

Let us know if you're going to be in after 10am (or not in at all), through the #absences channel in Slack. We can make plans accordingly, but only if we know (and the earlier the better!)

Look after yourself. If you're crook, please stay at home and get better. No one gets bonus points here for "battling through" and sneezing continuously at their desk.

Keep the office clean. That means your desk, dishes and rubbish, but also whiteboards and brainstormed sticky notes.

Whittle down that waste – waste of materials, wastes of time, and wastes of money.

What we're not really into:

We're not big into table tennis tables, bean bags, slides and whatnot. We'd rather work at work, and play pool at the pub (or the playground, if you were really hanging out for a slide).

Compensation

You should expect:

Clear salary tables and review processes We know that salary probably isn't the only reason you come to work here – but we do know it's a big part of it. So we'll keep things *Forthright & Frank*.

6-monthly salary reviews (as well as any time your role materially changes), with salary tables matched to market averages each year.

Transparency on how we're performing as a business, so that you can breathe easy, knowing we'll be able to pay you every month.

We'll fully fund your external professional development up to \$5000 a year. Think training, conferences, lunches with external mentors, and so on.

The team will expect you to:

Have a deep respect for the people that pay our wages – our customers. All our salaries are paid for by our customers, which means they should be our continual focus.

Be genuinely excited about contributing to a world-class organisation. Going above and beyond what's expected of you in your contract and giving the gig a big dose of *authentic ambition*.

Talk with us if you feel you're being underpaid. Let's talk through the incremental value you're providing to EstimateOne. We don't factor in what you might be able to earn elsewhere – although we totally understand it might factor into your thinking!

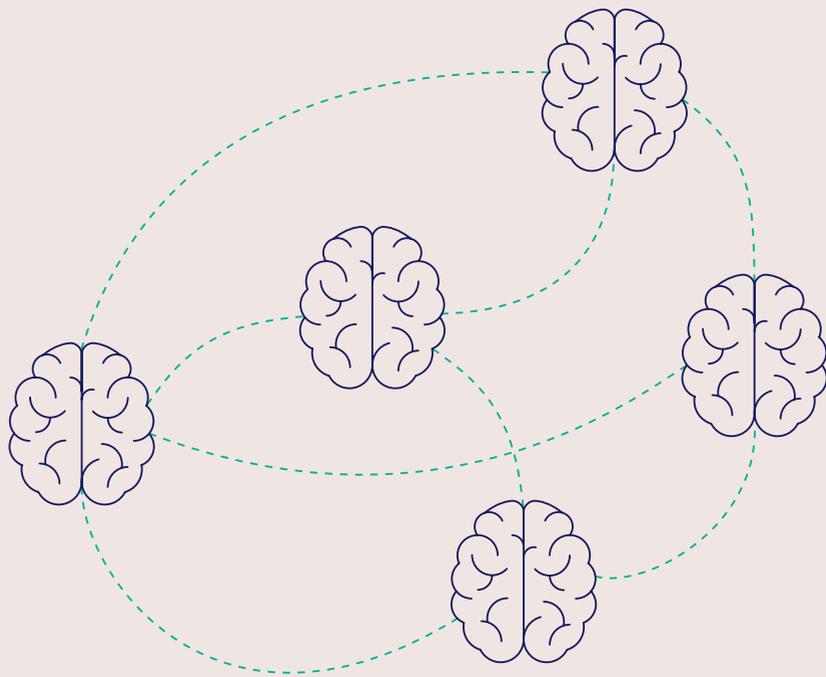
Be transparent about what you're working on – and what you intend to work on next. Not so others can micromanage you, but so we're all on the same page. And so we can keep enabling each other's expertise.

What we're not really into:

Matching an offer you get somewhere else. We prefer to pay everyone based on the value they bring to the team – not the value they could potentially bring to someone else's.



“We’re big on getting different heads together to investigate and solve problems.”



How we do work

You should expect:

No ‘boss’. Well not in the typical sense, anyway. We prefer our own take on things, with a mash-up of self-management and distributed leadership (so that you can still get support, advice or feedback from a whole bunch of specialist leaders when you need it). Leaders are tasked with making decisions where they’re needed too.

The chance to work cross-functionally.

We’re big on getting different heads together to investigate and solve problems, so you should expect to regularly work outside your strict ‘functional’ area. If you’re a developer, that means you’ll probably meet our customers. If you’re on the phones, expect to present regularly to the entire team on customer feedback.

Access to senior leaders. We don’t hide away our senior leaders in fancy private offices. Firstly, they’d get very bored. And secondly, they’re your teammate. That means there’s a good chance they’ll ask you for your input – and you’ll be able to do the same to them without worrying that you’re overstepping the mark.

The flex to set your own commitments and deadlines. It’s not often that a teammate will set a hard deadline for a job. We prefer if you let us know what can be done in what timeframe.

The team will expect you to:

Actively manage yourself. That means prioritising different tasks, asking for help when you need it (particularly if you see a roadblock up ahead), and ultimately doing a bloody good job.

Take ownership of your career. We can’t tell you what your career goals are – so you need to be *Forthright & Frank* with us so we can help make them happen!

Embrace cross-functional work. You might be a specialist developer, but both you and the wider team can benefit from your attendance at the occasional sales meeting or visit to a customer. Seeing different disciplines in action doesn’t just help your own development, it keeps work interesting too!

Have a growth mindset. You should believe that your abilities can be developed further. It’s essential for teams working together to push on and achieve great things.

Get on board with the decision. There’s nothing wrong with healthy debate – but once everyone’s shared their opinion (including you), it’s time for everyone to move ahead together.

Stick to your commitments. If it’s looking like you can’t meet a commitment you’ve made, it’s time to be *Forthright & Frank* – and let anyone who might be impacted know as soon as possible.

What we don’t really do:

Person A: “Why are we doing this?”

Person B: “I don’t know – we were just told to by the boss.”

The culture we're all creating

You should expect:

Sticking to our values – from senior leaders right through to new starters. We see ourselves as a values-driven organisation – and you should see that in the way your teammates think and act.

A team of really lovely people. Ask anyone what the best thing about working at EstimateOne is, and they'll tell you it's the people. What can we say – we've got a knack for hiring decent human beings who don't take themselves too seriously.

Continuous change. Very little is set in stone at EstimateOne. We're big on experimenting – roles, processes, marketing strategies – you name it. Things change regularly, and it definitely keeps things interesting.

A casual but hard-working environment. There's not much formality and plenty of laughs. And while we're pretty relaxed, we're still ambitious – so we're here to work hard.

Room for all of us. There are extroverts and introverts. Many of us didn't grow up in Melbourne, or even Australia. We have different backgrounds and different ambitions. And those differences aren't just okay, they're awesome.

The team will expect you to:

Live our values. There's plenty that's up for debate and discussion at EstimateOne – but our values aren't. They're the anchor point that unites as a values-driven organisation, so we expect you to live them each and every day.

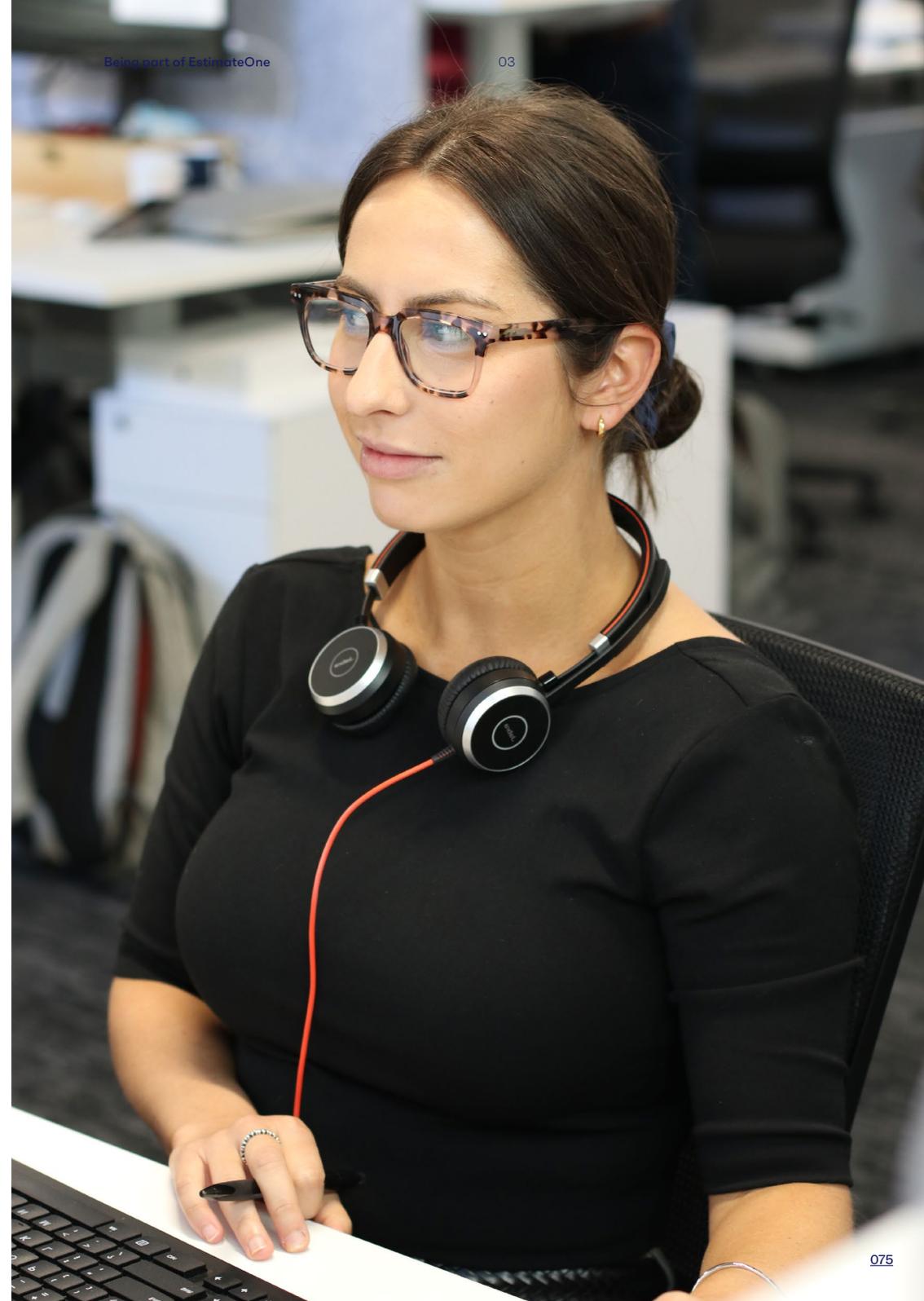
Not be territorial over your work. We don't work in silos – and we don't put hierarchy before the best ideas. So you should be a team player that doesn't get too proud or protective.

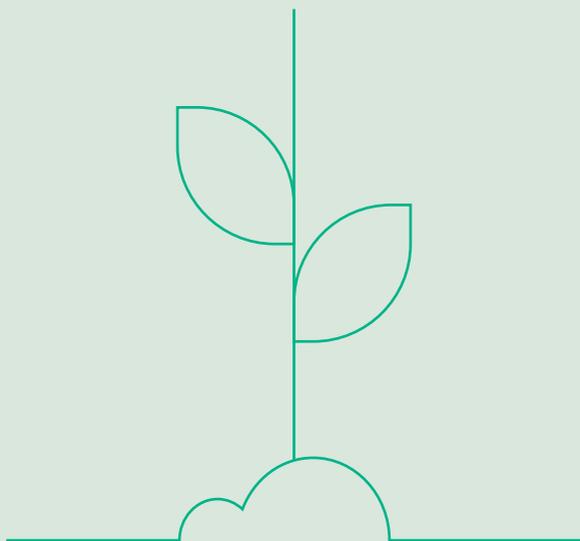
Be forgiving. We're a young, ambitious business that tries lots of things. Plenty work – but many of them don't. So you'll need to be forgiving of your colleagues – and the organisation as a whole – if things don't go as planned.

Believe in other people's best intentions. We've all got them around here – so even if you're not 100% sure on someone's motive, it's better for everyone if you assume they're trying to do the right thing.

Share your expertise with others. Expertise – whether that's skills or information – is better shared. So whether you speak up in meetings, or provide coaching to newer staff, don't be shy to share what you're amazing at.

Be in, or be out. It's pretty hard for a company's culture to be at its best when people don't like work enough to be invested – but aren't yet ready to leave. So if you're feeling a bit off, come and talk to us. You won't be shown the door – you'll be supported with whatever decision you decide to take.





“You should believe that your abilities can be developed. This view creates a love of learning and resilience that is essential for teams working together to achieve great things.”

Your learning & development

You should expect:

To develop your skills while at EstimateOne.

Our People and Culture team is here to make sure we're attracting and retaining the best and brightest – and to advance your ongoing development.

To learn from others.

Everyone is here to help, especially in your professional development. There's a big body of varied knowledge and experience within the team – and they'll be happy to share what they know with you.

A focus on entrepreneurship.

We're often talking about business ideas outside of EstimateOne – and plenty of us have our own side-hustles (or plans to start them). So when you're part of the team, you can expect your entrepreneurial side to really come to life, whether you're taking entrepreneur leave, or taking part in a 'lunch & learn' with successful founders.

A commitment to professional development.

We'll pay for up to \$5,000 worth of training, conferences, lunches with external mentors and the like – as long as you're willing to give us an overview of what you've learned at the next team meeting!

All kinds of ways to excel

We all come from different working backgrounds at EstimateOne – and approach each day differently too. So it’s no surprise that the ways we shine are different too.

(You will find a few things in common with the high achievers, though).

The first is a deep commitment to our values.

This means an Authentic Ambition to be bold and direct in communication (Forthright and Frank). To put our customer’s needs at the center of everything we do (Cranes before Code). And to trust in and help our colleagues to do great work (Enabled Expertise). You’ll hear our values being referred to just about every day while you’re at work – so it makes sense that really excelling at EstimateOne means championing them.

The second is recognising that when we succeed, we succeed as a team.

Our success stems from our cross-functional teams – that draw on the awesome range of talent and know-how that we have in the building. Really excelling means working together to get that much closer to the shared goals of the organisation. And championing new goals that we can accomplish together, too.

Finally, our high performers don’t just deliver great work. They find ways to help improve EstimateOne as they do it.

Building a plane while you’re flying it is hard (metaphorically speaking, anyway – doing it for real is probably impossible and we don’t recommend it). But it’s those high performers that find a way to use the processes and frameworks we’ve got to deliver today, while still designing and building the future of EstimateOne at the same time.

“Recognising that when we succeed, we succeed as a team.”

How the pieces fit together (A.K.A. How we’re structured)

We develop common processes to share knowledge more efficiently across EstimateOne. It’s a collective muscle that’s built in collaboration with everyone from founders to first-weekers – providing clarity and consistency around the goals we have and the decisions we make.

Success Plans. Retros. Feedback. Cycles. Kick-offs. ProductBoard. They’re the processes and rituals that we all commit to embracing and using in communication. The end result? Less ‘huh?’ moments – more ‘ah ha!’ moments. Information flows more freely, which means faster, smarter decisions are made as well.

This reduces our need for “management”.

If we’ve all got a set of common processes (the how) and we’re aligned on vision and strategy (the why), everyone has the ability to make good decisions. Instead of relying on middle management, we can encourage self-management.

Middle management, whose function in other organisations is to ensure alignment across teams and route information and work within them (usually, poorly), is less of a need. Instead, we enable self-management.

Here’s a handy definition of self-management:

- Provide sufficient context and resources so that others can set great goals (and achieve them)
- Empower people to make decisions on the relative priorities of work items – then expect they’ll do it
- Clearly articulated responsibilities and accountabilities for individuals and teams alike
- Agency and accountability in equal measure
- Networked, not hierarchical, communication lines

So what’s our stance on leaders, then?

Traditional management isn’t really our thing, but we absolutely believe in the value of leaders. More specifically, leaders who do more than just observe and advise – but who help with the responsibilities of their team as well. We’ve seen how this builds mutual respect between leaders and their teams, while giving leaders extra context as well.

We define leaders as those who:

- Act as critical interfaces between teams in the organisation
- Role model our values in their behaviours
- Champion & improve our Ways of Working
- Make sure their teams have sufficient context and capability
- Ensure their team’s goals are in line with the organisation’s – and that they’re being achieved.

Our Board works within the organisation, not above it.

Our Non-Executive Board Members – our Founders & our Chair – lean in like our leaders do. They work in the business and on it.

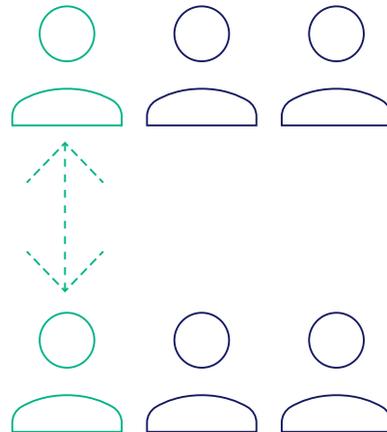
This provides two-way value. First, it allows the organisation to make the most of the pattern recognition and advice of our Founders & experienced Chair. And secondly, it provides them with a deeper connection to the organisation – so they can operate as an altogether better Board.

Our Senior Executive Team provides peak operational leadership.

Our Board is complemented by Senior Executives. They’re collectively tasked with making sure the Non-Executives have all the info they need to do their job well – while being co-custodians of our vision, values, strategy and goals.

The Senior Executive Team:

- Make a collective capital ask of the Non-Execs every quarter
- Work out how that capital is allocated across the organisation.
- Set top-line goals in line with our strategy and vision, endorsed by the Board.



The organisation as a whole is viewed through these three lenses

<p>Experience & Scale</p> <p>Take our products to market, continuously improve them, support our customers and be the engine of EstimateOne's growth.</p>	<p>Strategic Programme</p> <p>Build the future, concentrating on large opportunities consistent with our Strategy. Ensure our <i>big bets</i> are well considered and well executed against.</p>	<p>Capability</p> <p>Ensure our teams are highly engaged, well resourced, developing and sharing knowledge through our <i>Ways of Working</i>, and careers are being made.</p>
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“Our Non-Executive Board Members – our Founders & our Chair – lean in like our leaders do. They work in the business and on it.”

Success Plans

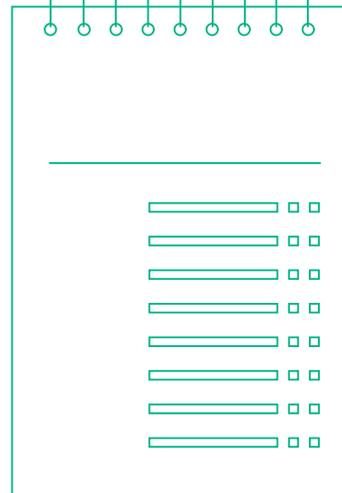
Nothing has more of an impact on our success as an organisation than the success of our people.

That's why every EstimateOne team member has a 'success plan'.

A 'success plan' is a one-of-a-kind document that helps you map out your purpose, vision and development at EstimateOne, so we can work better as a cross-functional team. Along with objective info – like your roles and responsibilities – it also includes preferences around your work style, what you value and the best ways for others to communicate with you.

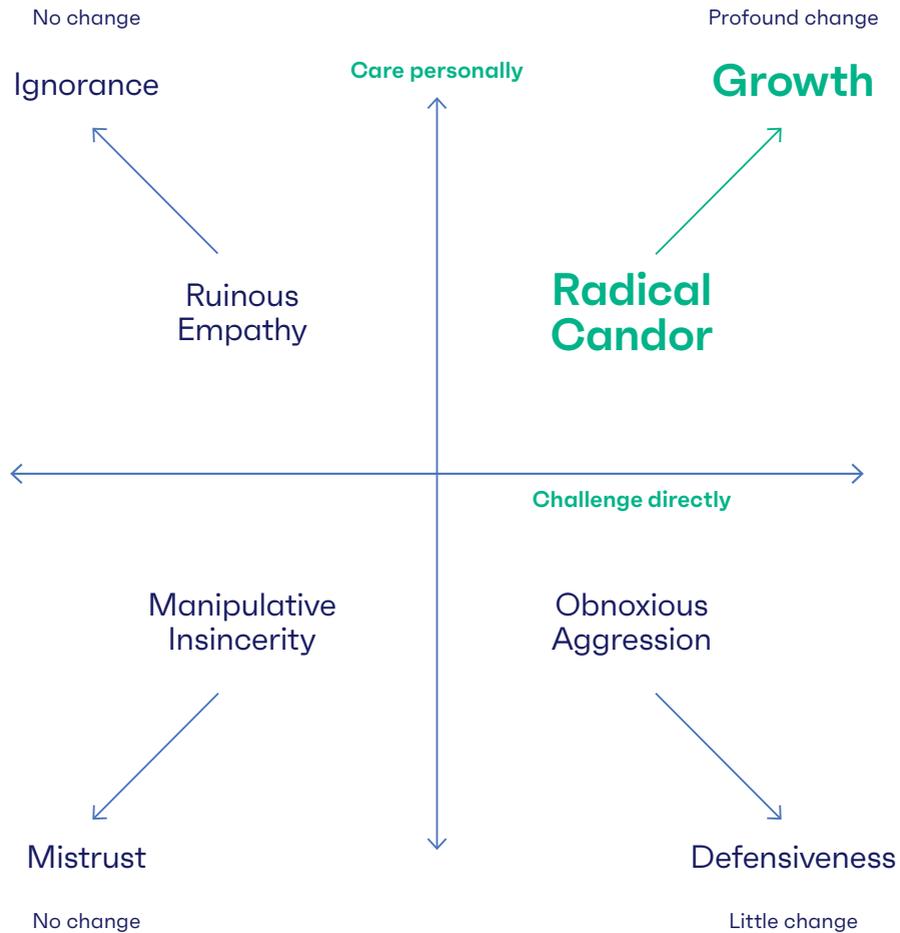
You'll have a success plan because:

- We think it's important to agree on the expectations of your role and give you a chance to drive a vision of what you want that role to be
- Sharing more about yourself gives you and the team more firepower when it comes to unlocking everything that makes you awesome
- We hate bureaucracy and filling in forms for the sake of it
- We love frameworks that help us grow our people (and our organisation).



“A Success Plan is a living, shared document unique to you that helps you map out your Purpose, Vision and Development.”





The four kinds of feedback

*Taken from *Radical Candor* by Kim Scott

“We have plenty of ambitions. Being famous for feedback is one of them.”

Feedback

Good-quality, direct feedback that’s delivered with positive intent is one of the most powerful gifts you can give a colleague.

We call this ‘Radical Candor’. (We didn’t come up with this either, Kim Scott coined it after receiving some ‘radical candor’ herself). It’s a great name for a racehorse, and an even better approach to feedback – one that demonstrates you care deeply about the individual, but don’t shy away from being direct.

In an effort to be famous for feedback, we have a process for gathering feedback for each team member at EstimateOne. This is drawn from a range of co-workers over the course of a year with the purpose of identifying things being done well, as well as opportunities to develop. The collective feedback is shared and discussed separately from salary reviews or performance evaluation.



Salary

Who said money had to be a sensitive topic? Getting paid a salary that's fair to both you and the business is just another part of a really positive employment experience.

We've created a set of ground rules that spells out how and why salaries change at EstimateOne.

They are:

- Having an approach to setting and adjusting salaries we can repeat
- Removing ad-hoc negotiation and bias
- Being crystal-clear on how performance can increase your salary
- Having a number of mutual incentives to increase salaries
- Salaries should be driven by the way a team member acts against expectations that have been established with our values in mind.

We use salary tables to give you a clear idea of what you can be expected to be paid, based on:

- your broad job function;
- your level of responsibility; and
- your behavioural evaluation.

Setting and Adjusting Salary

We generally hire people at a performance score between 1–2, knowing that there's a good chance you'll have a fair bit to learn about the industry before you can start creating a higher level of value. Your evaluation score is adjusted every time you complete an evaluation (up to every three months) and your salary is reviewed up to every six months (as long as you have had at least two evaluations). Regular check-ins keep us all on the same page and with clear expectations in sight.

Some Key Rituals

Friday Team Meetings

We love Fridays. We're only human.

But Friday afternoons are a particularly good time. That's when the whole team gets together to reflect on the week, share what we've learnt and cover off any important company-wide events. It's also pretty casual – we spend a fair bit of every meeting having a laugh.

Team Introductions

Most Fridays, one recent starter and someone that has been with the team for a while will introduce themselves by answering these questions – “How did you end up doing what you do? How did you end up at E1?”. It's a lovely way to learn more about the people in our team (new and old alike)... and how many memes they use in a preso!

Once the meeting's done, it's usually time for a beer (or a wine, if you prefer) and some downtime. It's a good way to wrap up the week – and if the cheese comes out, that's even better.

A Q&A to wrap up the day

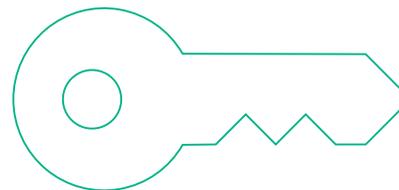
Two people will usually be nominated ahead of time to answer three of eight standing questions – and share their answers with the team. Some of the questions include, “What's the most important thing you'll be working on next week?”, or “Have you seen a team member do something great this week? If so, what was it, and why was it great?”. The answers are always insightful – and in many occasions, have totally re-shaped our product road-map and our organisational strategy.

Once the meeting's done, it's usually time for a beer (or a wine, if you prefer) and some downtime. It's a good way to wrap up the week – even if we've had to do it online a little more lately!

Founder Friday

Both of our Founders are keen to work with everyone (at some stage) across the organisation, and in particular to support us to link our work to the strategy of the organisation. They also want to support our development and entrepreneurial ambitions!

So, every Friday our Founders are available to everyone – and you have the opportunity to ask for their support and their time.



Cycles

Cycles are a structured way of breaking the year into even chunks – 7 cycles a year, 7 weeks each, with a break over Christmas and New Year.

Why have we introduced this way of working?

It's not because 7's our lucky number (although if it's yours, you'll be stoked). It's to maintain a clear focus – and to make sure we're always working on the most valuable things. The shorter time frames help us be more accurate with our planning, and chunking large projects into smaller stages usually leads to better clarity and performance. Better to tackle those big jobs one little win at a time, right? Some teams have also adopted two week sprints to break up the cycle (and the work) to even smaller bite size chunks.

The first week of the cycle is all about kicking off and gaining momentum, which carries through to week 6 – when 'work' concludes with a Showcase to share what's been done.

Week 7

A 'cycle' is effectively six weeks of structured 'work', then a seventh week (the creatively-named 'Week 7') that's dedicated to unstructured thinking, reflection, recognition, feedback and celebration. Its purpose is to break up the pace of the cycles with some downtime to reflect, share thoughts and adjust course if need be.

Sprints

We try to iterate quickly within each 7 week cycle, and it's up to each team to decide exactly how to do this. Currently most teams do this in 'Sprints', which are timeboxed (ours are usually 2 weeks) development cycles where our teams set out a clear goal and deliver small functioning pieces of work which are part of a larger project.

Showcase

It's Showcase time! We have our Showcase on Friday of Week 6 – where all our teams present all the work they've completed in the cycle. Then we all head out for a shared lunch and team activity (which is totally optional, if you're out of steam and ready for an early mark). There have been online versions of these activities too – including drawing and cooking classes, poker sessions, and online gaming. After all, a cycle is a lot of work – so it's important we put the tools down and spend some quality time together.

OKRs

‘OKR’ – or objectives and key results – is a framework used by lots of companies (like Google) to help define both the bigger picture goals (objectives) and the measurable steps we want to take to reach them (the key results). We use OKRs for every cycle.

Both streams and functions use OKRs here at EstimateOne for every cycle – with an objective or a key result often being shared when a stream and function are working together.

Retros

A ‘retro’ is short for ‘retrospective’ – a highly-structured team workshop. We do retros regularly, so our teams can look back on a specific piece of work, see what’s working, work through what isn’t, and think about ways we can improve for the next cycle.

What’s in a retro?

They’re made up of your personal reflections, which are collected as sticky notes and discussed with your team. You might answer questions like:

- what went well over the last period?
- what didn’t go so well?
- what pushed us forward?
- what held us back?
- what am I confused about?

There’s no one way to run a retro, but they’re often facilitated by someone outside of your team so that everyone can take part. And while retros form a key part of our week 7 week activities, they can be held at any time.



Other cool stuff that's worth knowing

Parental leave

We're committed to supporting our people during arguably their most important role – parenting! We want you to have the time and space to cope with what can be a difficult job. Then continue to support you with flexibility when you're ready to come back to work.

All full time and part time employees who have been at EstimateOne for 9 months or more are entitled to paid parental and paid partner parental leave.

EstimateOne offers the primary caregiver 12 weeks leave at full pay, with the option to take it as 24 weeks at half pay. In accordance with the Fair Work Act, as a primary caregiver you are entitled to take 12 months off in total (with the difference being unpaid).

For partner parental leave we offer 2 weeks full pay or 6 weeks at 60% of your full pay. This can be taken up to a year after your baby is born/adopted, taken in 1 continuous block.

Workplace giving program

We always do our bit to give back – and aim to donate two per cent of pre-tax profit to charity. We'll also match employee donations at a ratio of 2:1. That means for every \$1 (pre-tax) you put towards a cause you're passionate about, we'll donate \$2.

We calculate this every quarter. So if you've put \$50 towards a charity over three months, \$100 from us won't be far behind – so you can make an even bigger difference where it matters most.

We always do our bit to give back – and aim to donate two per cent of pre-tax profit to charity.

Entrepreneurial leave

We want to make sure every team member has the space and time to grow and learn. That's why we offer everyone five paid days of leave each year (pro-rated if you're part time) to work on those entrepreneurial pursuits you mightn't otherwise find the time to bring to life.

You'll need to have been employed at EstimateOne for six months before you can take this up, but once you're eligible, you'll get a further five days to use that year. It doesn't accrue, so you're best to take it.

What could I do?

- Start an eBay shop online to sell your handmade clothing line
- Organise a music festival
- Build an app that allows you to find someone else to do your laundry
- Start a dog-walking business
- Just about anything involving building your own business

Volunteer leave

We get that sometimes you'll want to do more than donate to make a positive difference. And all of our full-time and part-time employees who've been with us for 6 months get one day of paid leave each year to volunteer for any charitable, not-for-profit organisation. You can take them as half-days if need be, and volunteer on your own or as part of a group. This leave doesn't accrue either, so be sure to find a worthy cause to support.

What could I do?

- Create a website for a fundraising event to fight cancer
- Set up Google Adwords for a dog shelter
- Project manage a new office fit-out for a migration service
- Bookkeeping for a homeless persons' legal service
- ... anything that would be an invaluable use of your volunteered time (so you're not just making an impact here)

The bits and pieces that make up our brand

What is a brand, and what does EstimateOne's brand represent?



What's a brand?

We're literally surrounded by brands. We buy them, we talk about them, we recognise them in an instant – and sometimes we help to build them.

EstimateOne is a brand as much as it is a product or service. But what's our brand all about?

It's a promise.

One that we've made to our customers and each other. It's what we say and how we say it. What we do, but more importantly how we go about it. It's our products and equally how we build them. A combo of values, personality and attitude that customers put together to form a picture of who we are – and more importantly, why they should choose us.

It's the expectations our customers have of us.

Whether they've been customers for days, weeks or years. These expectations accumulate and evolve every time we interact with them – and a rock-solid, reliable brand experience helps us make more of the opportunities those interactions bring.

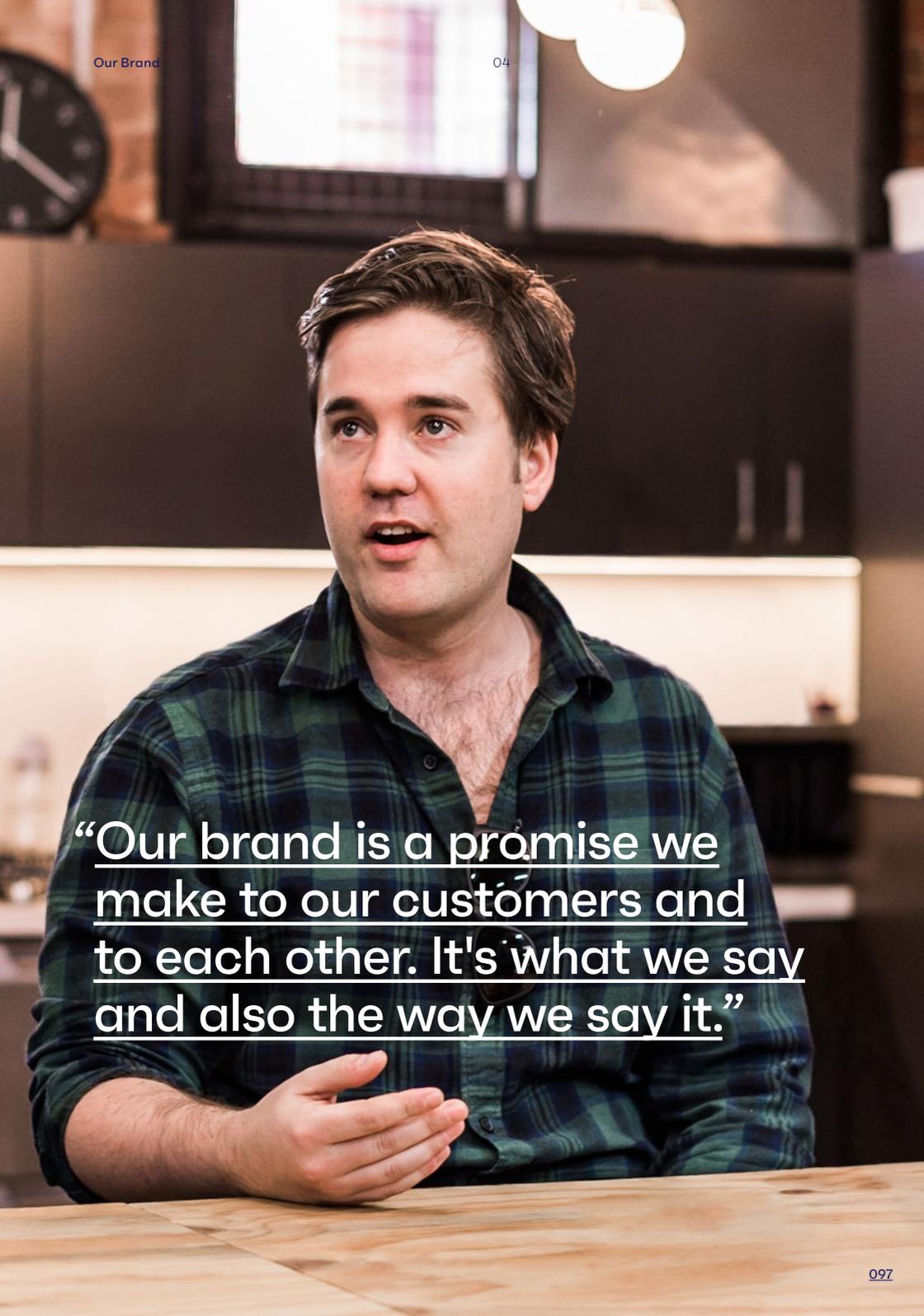
It's a way to make our team's jobs more enjoyable.

It can guide you through how to respond to customers, work with your team and plan your cycle. It should help you make decisions and push forward. And it will hopefully give you a sense of pride when you come to work every day. If that's how our brand makes you feel, we've done our job properly.

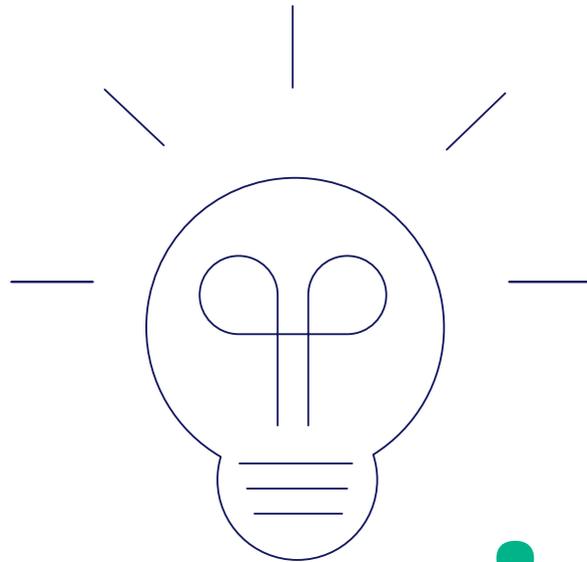
It's described in words, but it's so much more.

The following pages describe our brand in words. Our **essence** is us in a nutshell – our **promise** is how that comes to life. Our **pillars** are the ideas that set us apart from our peers, while our **personality** is the distinctive way that we go about it. And finally, our **target mindset** is how we sum up our core audiences – capturing an attitude that's in line with our own.

Like the work we do, our brand exists as an extension of our values, principles – and all the other elements you've read so far. So while you're only taking a deeper dive into the EstimateOne brand now, you've been interacting with it since the moment you picked up this book.



“Our brand is a promise we make to our customers and to each other. It's what we say and also the way we say it.”



Our Essence

Proactive

“We intelligently connect commercial construction people, helping them to work smarter with practical solutions that solve real everyday problems.”

Ingenuity

Our Promise

We intelligently connect commercial construction people to work smarter with practical solutions that solve real everyday problems.

We put ourselves in your shoes and think two-steps ahead – so you have what you need at your fingertips to think strategically and act fast.

Personality traits

Bright

Pragmatic

Can-do

Energised

Pillars



We get you

(our customer centricity)

Customer benefit:

Someone I can trust

We listen to our customers' feedback so we can always continue to improve. We use plain English, no tech jargon, and our support is there when you need it.



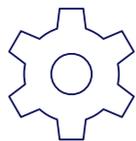
One for all

(our popularity)

Customer benefit

Access to a wide network

We're fast becoming the new industry standard for sharing detailed information during tender. More builders use us – so there's better market intelligence. And because we're affordable, nobody has to miss out.



Master of one

(our specialisation)

Customer benefit

Information that's relevant to me

We're exclusively for the commercial construction industry. We give you the power to navigate this world of information so it's most relevant for you.



Working smarter

(our smarts)

Customer benefit

Power to control complex processes

We're always enabling smarter ways of managing information in commercial construction, so our customers can think strategically and prioritise their work – giving you more control over your tendering efforts.

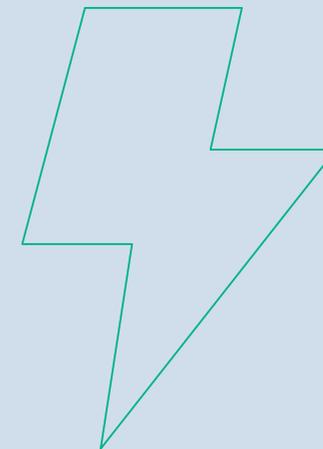
Our Target Mindset

Attentive bright sparks

More new school than old school, we appeal to those that understand the big picture – not just the task at hand, people who want to do things properly.

Strategic thinkers, they are the savvy talent in their field. Driven to succeed, they want to put their best foot forward to win. They want to be part of a success story in an industry on the verge of a technology evolution.

We are the choice for smarter, judicious construction professionals.



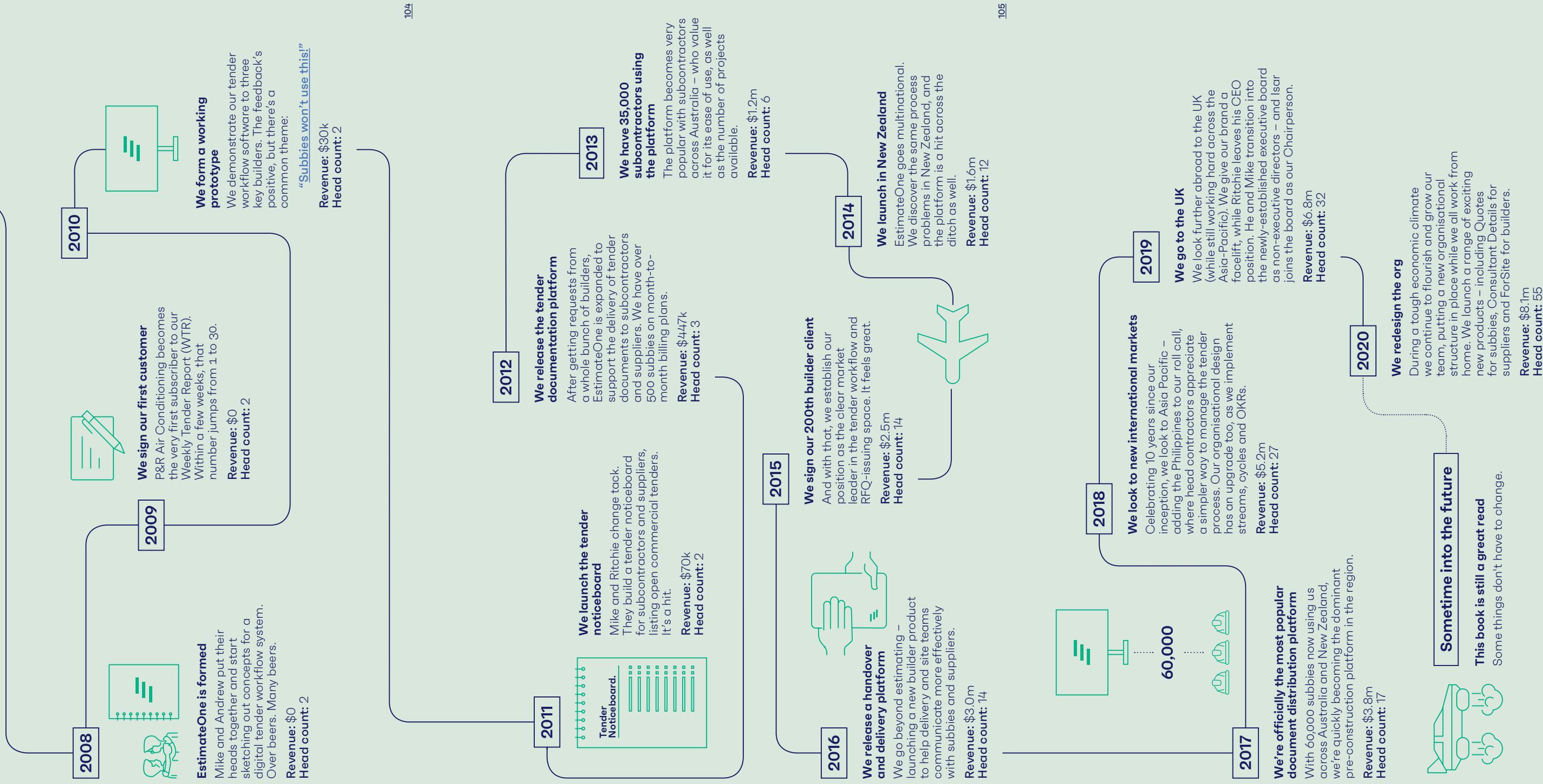
A history of making progress

Interested in the full journey?
We've managed to pull it all together
onto one (larger than normal) page.



Our Journey So Far

Keen for some time travel? Let's go back to where it all began.



The future's
looking
extra bright.

What's



Now you've made it to the end of the book,
it's time to start thinking about the next chapter.

As you've (hopefully!) gathered by now, our strategy is one of self-managed, values-led continuous improvement. Always has been.

Whether you're reading this in January, June or December, we'll be working in a cycle – towards clear visions we'd like to achieve by the end of the year. So if you're interested in what a particular team (or the whole organisation) is aiming to get done this year, ask for their strategies, roadmaps and goals. It should give you a pretty good idea of what's happening.

***Authentic Ambition* doesn't have an expiry date.**

It's all about being the best organisation we can be – doing work that makes the biggest and best possible difference to our shareholders, our industry and our team. Today, tomorrow, and all the days after that.

It's time to do amazing things.

And if you're already part of the team – or you're just about to join us – then it's time to put the book down and get to work.

next?

