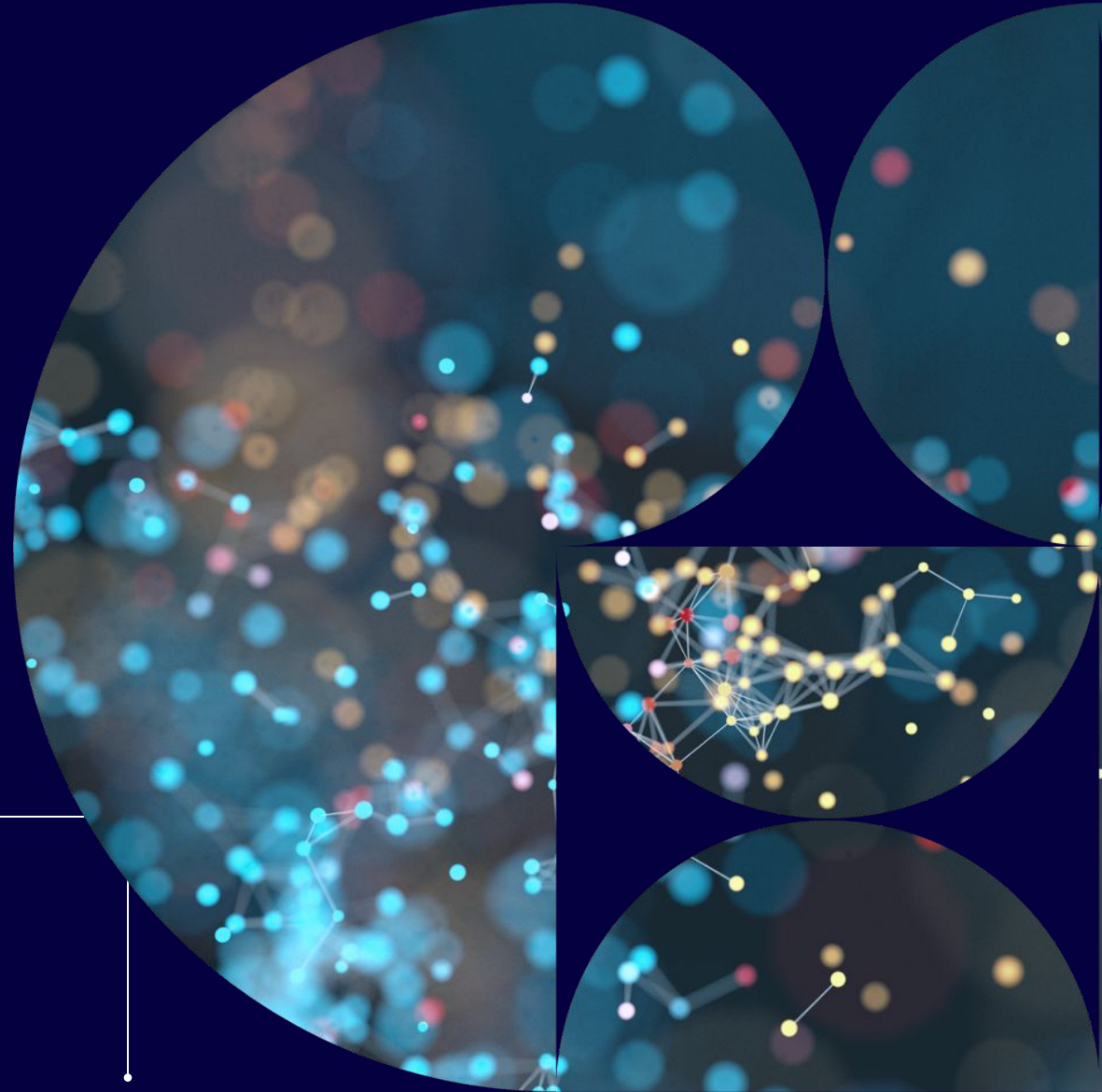




Culture Guide Carta Libertatum (Charter of Liberties)

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Culture Guide Introduction

What is it? Why do we need it?

When we started as founders we wrote down the kind of company we aspired to build. While we were small we were all involved in most decisions and helped establish our culture. As we scale we need to proactively define our culture, otherwise scaling itself will define our culture (and it may not be what we want).

We rely on a team of high performers that have the autonomy to make great decisions for us to scale. So how can we make sure that the decisions made are right for Prognos? We could write a rule book of Dos and Don'ts (and keep adding to it everyday) or we can align around our principles, values and have the culture guide us.

We choose our culture that we love, to guide us to scale to new heights, with autonomy, freedom, and trust for each other.

Inspired by what Sergey and Larry at Google, or Reed Hastings at Netflix, or Mark and Sheryl at Facebook did early in the history of these great companies to create the culture that produces great products, has loyal customers and happy employees.

Dimensions of our Culture

1. **We Live By Our Values**
2. Prognos World Order
3. Awesome Team and Amazing People
4. Alignment and Autonomy (context, not control, accountability, empowerment)
5. My Growth and Development



Live by Our Values

Picture yourself on an island with no rules, no titles, no hierarchy. How would we behave towards each other? How would we function? What would guide us?



OUR 6 VALUES



1. Be Collaborative



2. Be Courageous



3. Be Curious



4. Be Enthusiastic



5. Be Driven



6. Be a Superstar

We are all committed to living our values. The ones that don't, get voted off the island.



1. Be Collaborative

Always do what is best for the client/partner (Client Love)	In all situations, do what will drive the most LOVE for and from our clients/partners. Do what's best for our clients and partners, even if it's to our own detriment.
Check your ego at the door	It's not about you. Give all the credit to the team and take responsibility for misses. Don't let a personal agenda get in the way of doing what's best for Prognos. Make decisions based on advancing client and company goals.
We deliver the highest value to our clients/partners	Understand our clients/partners current and future needs and deliver rapidly evolving products that exceed their expectations every day
Identify a Clear Decision Maker	While we value collaboration, each decision still needs one clear decision maker. Identify the accountable decision maker and a deadline for each decision. As the decision maker, be collaborative and collect feedback from the group but do not let lack of consensus impede progress. We avoid decisions by committee (the only exception is our hiring committee guidelines).
Practice Blameless Problem Solving	Focus on solutions, rather than criticizing others. Identify lessons learned and use those to improve our processes. Maintain team harmony and manage conflict for the greater good.
Communication is key	We are a growing company, not everyone is involved with all aspects of the business. Keep others informed about what you or your teams are working on and update early if goals are likely to fall behind or if there are changes.
Create Win-Win Solutions	Learn to think from others' perspective. Discover what they need and find a way to help them meet those needs while also fulfilling your own. Win/win solutions are always more effective and longer lasting than win/lose solutions.



2. Be Courageous

Do the right thing, always

Understand our clients needs and success factors. In all situations, do what's best for the client, even if it's to our own detriment. There's no greater way to build a reputation than to steadfastly do what's right for others.

Look at the facts and don't assume

Don't assume. Gather the facts before jumping to conclusions or making quick judgements. We are shaped by our experiences. There may be more to the story than it first appears.



3. Be Curious

Think big and start small	Think about the biggest impact you can have in everything that you do. Start with some small steps immediately. This should lead to maximizing the growth of Prognos.
Be relentless about improvement	Always strive for a better way and actively seek to improve, innovate, and implement changes. Remain optimistic for change and a better future (for Prognos, healthcare, patients and beyond)
Be predictive	Address problems before they happen by anticipating future needs and market changes. Preventing issues is always more effective than fixing them.
Be curious and ask why	Challenge the process and deal with conflict head on. Healthy, vigorous debate creates better solutions. There's no better question than "Why?" It could take seven "Whys" to get to the root cause.
Learn from our mistakes and failures	From time to time we will take the wrong actions which could lead to failures. We will assess these actions, fix our mistakes and learn from our failures. We will share these learnings with each other.



4. Be Enthusiastic

Celebrate Success	Catching people doing things right is more effective than catching them doing things wrong. Regularly extend meaningful acknowledgment and appreciation in all directions throughout our company.
Be enthusiastic and positive	Believe that people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt.
Let's have fun	Have fun everyday. Remember life is short and that there are bigger problems in the world. Don't take things personally or take yourself too seriously. Laugh every day and take ownership for your own happiness.
Have purpose and believe in greater good	Do something that the world needs, that you love doing, that you are good at, and you get paid for ... have purpose. Be inspired everyday to improve the health of millions of people by predicting disease.



5. Be Driven

Act with a sense of urgency	Never put off till tomorrow what you can do today. It all adds up to help us exceed our goals.
Take ownership and honor commitments	There's no better way to earn people's trust than to be true to your word. Do what you say you are going to do, when you say you are going to do it. This includes being on time for all meetings and commitments.
Either find a way or make one	Take ownership and personal responsibility for making things happen – somehow, someday. Don't wait for things to happen. Respond to every situation by looking for how we can do it, rather than explaining why it can't be done.
Deliver results	Our success is measured by the results that we deliver. We reward and celebrate results. Set stretch goals, use OKRs to track your progress, and hold yourself accountable for achieving those results.



6. Be a Superstar

Make quality personal	Take pride in the quality of everything you touch and everything you do. Always ask yourself, "Is this my best work?" Everything you touch has your signature. Sign in bold ink.
Deliver on client/partner love	Do the little things, as well as the big things, and unexpected things that create remarkable experiences and customer loyalty. Make it easy for our clients and partners to tell others how much they love Prognos.
Be better than your previous self	Strive to continually learn and develop. See everyday as an opportunity to better yourself.
Go above and beyond	Be willing to do whatever it takes to accomplish the job, plus a little more. Take the next step to solve the problem, even if it takes doing something that's not in your job description. It's the extra mile that defines the superstar.

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Prognos World Order

1. Mission — We always march toward our mission first.
 - a. To improve health by driving the best actions learned from the world's data
2. Clients/Partners — Go Above and Beyond, delight our clients and partners, deliver the highest value for our clients
3. Prognos
 - a. Progs — Give our best to Progs and our teams
 - b. Products — Ensure that we develop world class products that create the highest value for our clients
4. Self — Grow, learn and be successful

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We are an awesome team with
amazing people!

Imagine if every person at Prognos is someone
you admire and can learn from.

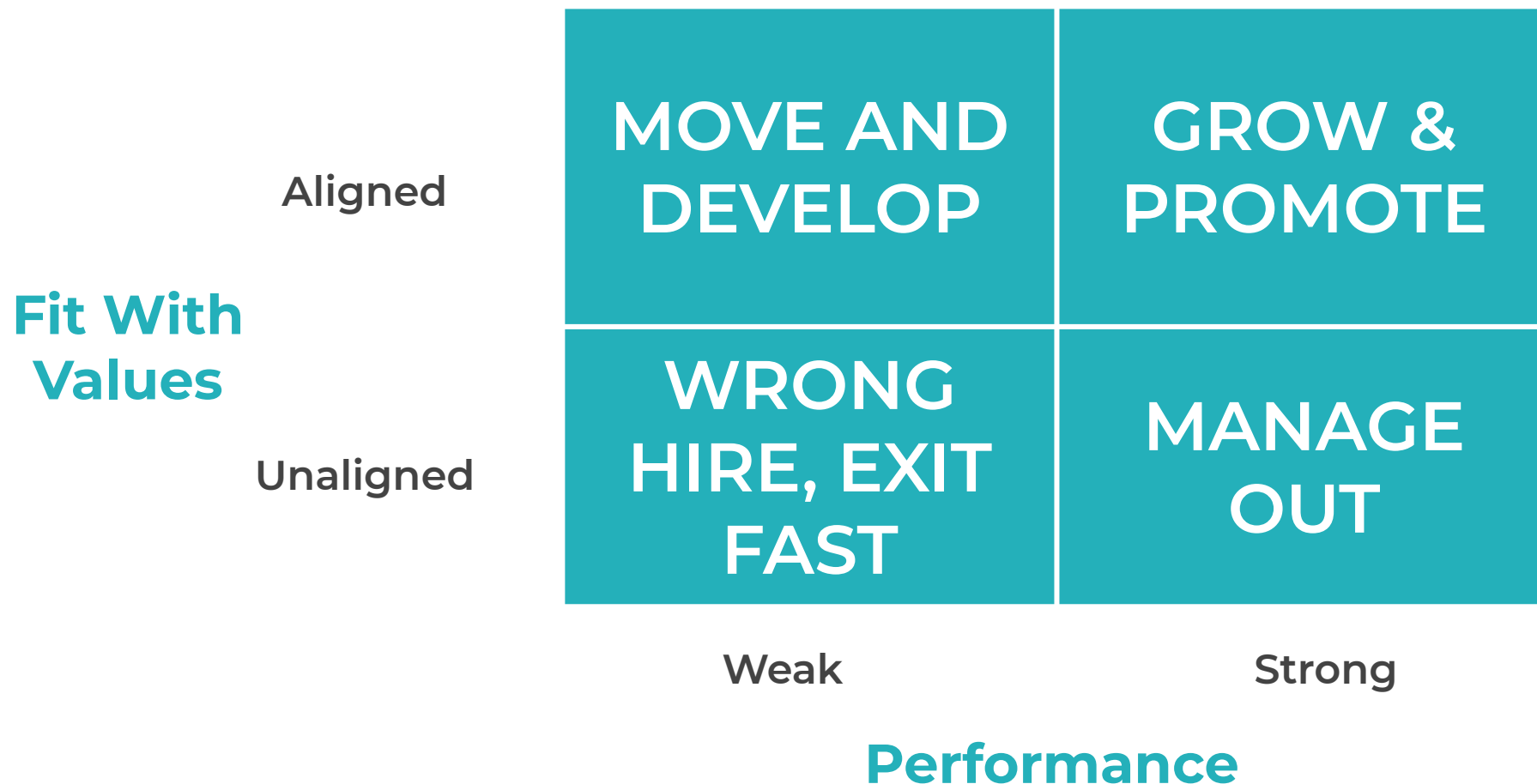
An awesome team requires amazing people
“rowing” in the same direction.

Awesome Team with Amazing People

- We are a high performing team, not a family
- We favor ability over experience
- We help each other get to “we are great” (Stage 4 - Tribal leadership)
 - Communicate, with transparency, more information, and more often.
- We try to hire the best people
- We grow [leaders](#).
- We understand that nobody is perfect.
 - We seek people out for their strengths and are willing to accept and work on our weaknesses
- We apply the ‘Keeper Test’ for Managers
 - “Which of my people, if they told me were leaving for a similar role at another company, would I fight to keep at Prognos?”
 - The rest should exit Prognos
- We like diversity and different perspectives, but we are not the right fit for everyone. That is ok. We only want people that fit our values, our culture, are high performers who want to be here.

Awesome Team with Amazing People

Prognos Performance | Values Matrix



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If we are aligned in our goals, and
are empowered to do our jobs, we
will succeed.

As we grow and scale, Progs need MORE
freedom to work, not less. Smart, capable
people, given room to run, will succeed faster
and more often.

Alignment and Autonomy

- We seek to provide an increasing amount of autonomy to our people. We understand that it is a journey.
 - We believe that excessive rules stifle growth and are hard to create for every scenario, However, we understand that some things are important (yes, there are still some rules);
 - We avoid major financial or security disasters
 - We invest every dollar wisely with the highest ROI
 - We prioritize our work and understand that we have limited resources
 - We don't do anything illegal or unethical
 - We use our common sense and we are Responsible
 - If in doubt we seek guidance
 - We understand that in our business it is important to pay attention to;
 - Regulatory Items - We follow healthcare laws and regulations
 - Privacy - Related to our data and information on healthcare constituents
 - Contracts - Our partners trust us with their data, and we honor our contracts and commitments
- We seek clear alignment around what success means (goals, objectives and key results, metrics of success)

Alignment and Autonomy

- We believe that context, not control helps us scale
 - We are guided by our strategy, goals, priorities, metrics, objectives, clearly defined roles, transparency, frameworks and self organized teams
 - Autonomy with many rules is not scalable. We do NOT want;
 - top down decision making,
 - management approval for everything,
- We understand that higher degree of alignment to our culture and being Responsible will lead to more Autonomy. It means aligning on our goals and working towards achieving them with the ability to;
 - make our own decisions for what is best for Prognos.
 - have access to the right resources and tools
 - self organizing
 - accepting accountability
 - choosing how we want to do it
 - trust and support of one another
 - simplifying

Alignment and Autonomy


Our Autonomy is guided by our principles, values and our culture and outlined in an agreement between what a team owes the business, and what the business owes a team.

- A team:
 - has a leader
 - has a clear mission and goals
 - owns its processes and continuously improves and removes impediments
 - achieves results and communicates its progress
- The business/leadership:
 - supports the team
 - helps remove impediments
 - tracks progress
 - makes changes if results are not being achieved

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Working for a high growth company is exciting, a lot of growth creates opportunities for those who seek them

At Prognos you are in charge of your professional growth and development. You will take on challenges and explore what truly fulfills and excites you

My Growth

- A lot of growth creates opportunities for those who seek them
- We expect Progs to find the place where they are going to make the most impact
 - Find challenges and explore what truly fulfills and excites you
- Sometimes people may be happy continuing what they love to do and getting better at it
- This will lead to personal and professional growth. To be promoted we look at:
 - High alignment to our values
 - Demonstrating Prognos leadership behaviors
 - Superstar at the current role
 - Strictly based on ability (not based on the time someone has spent at Prognos)
 - Next role has to be big enough and there is a clear need for that role at Prognos
- Prognos is for those who want to be here. We understand that at times, some people may outgrow Prognos and feel like they want to go somewhere else. That is ok.

My Development

- We support the development of all Progs and your manager is your guide for growth.
- We believe that you are the best person to know what is best for your development. You should own your own career/life path (don't rely on an organization to do it for you).
- We believe that the best people develop themselves by working on challenging things with amazing people that push us outside of our comfort zone. We encourage you to seek out these opportunities.
- We encourage you to use free online resources like Coursera for learning and developing new skills. We also make other tools and resources available (within reason) for those who want them.
- We encourage you to work with mentors within or outside of Prognos. You can leverage our extensive network of leaders and advisers.

Expected Prognos Leadership Behaviors

Measurement/ Standard - Demonstrated either at Prognos or previously in your career	Director/Mgr	VP	SVP	C-Suite
Successful management of team (can be direct reports or as part of a cross-functional project)	X	X	X	X
Drive, exemplify and teach Prognos values	X	X	X	X
Allocate resources in order to balance company and customer needs with internal resource constraints		X	X	X
Actively lead within Prognos (including participation on committees or on strategic initiatives)		X	X	X
Foster an environment of credibility/authenticity, stand behind decisions with the courage to course-correct as needed		X	X	X
Help set, articulate, and drive the corporate vision, mission and goals			X	X
Ability to understand and manage P&L			X	X
Demonstrate influence within/outside of his/her team and Prognos, and be regarded as a strategic/innovative thought-leader			X	X
Possess strong leadership and leadership development skills (see Leadership Training)			X	X
Champion organizational change initiatives in a way that helps all Progs understand, appreciate, and support them			X	X
Exude confidence and charisma - communicate clearly and effectively, drive engagement internally across all levels of the organization and externally with potential and existing partners and clients			X	X
Have high emotional IQ and demonstrate ability to remain calm in the face of conflict or stress			X	X
Demonstrate influence with our biggest partners (clients, suppliers, investors) in resolving issues or leading strategic opportunities that create value for the organization.			X	X
Give back and be involved in the healthcare industry - Advisory Roles, Board Roles, Teaching, Mentoring				X

Prognos Leadership Training

Training (enrolled either at Prognos or previously)	Link	Director/ Manager	VP	SVP	C-Suite
Management Fundamentals	Coursera Link	X	X	X	X
Negotiations 101	https://www.coursera.org/learn/negotiation/about	X	X	X	X
Financial Acumen for Non-financial Managers	https://www.coursera.org/learn/finance-healthcare-managers/syllabus	X	X	X	X
The Economics of Health Care Delivery	https://www.coursera.org/learn/health-economics-us-healthcare-systems/syllabus		X	X	X
Business Writing	https://www.coursera.org/learn/writing-for-business/syllabus		X	X	X
Entrepreneurship - Developing the Opportunity	https://www.coursera.org/learn/wharton-entrepreneurship-opportunity/syllabus				X
Dynamic Public Speaking Specialization	https://www.coursera.org/specializations/public-speaking/courses				X



Thank you