XOS
XORD OPERATING SYSTEM

XORD

Foreword

Xord is a state-of-the-art blockchain development company creating the most powerful products and services with the biggest companies across the globe. We intend to create a legacy that advances the cause of humanity and create beautiful products while doing so.

To get everyone rowing in the same direction, a company needs an operating system. The operating system is the underlying processes and dynamics on which the company runs. This book is the compilation of not only the processes which are a part of Xord's operating system but also our aims and focus. It also contains an explanation of the culture of Xord, something that we want to preserve as our core.

This book is written and compiled by Javeria Afzal, Chief Culture Officer.

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Xord Operating System

Xord has grown from a mere idea to a fast-growing company. In this journey, the tree it has grown into is a result of the efforts of all the people who stepped in and took charge. The reason for our exclusivity and what makes us different from the rest is our people and culture. Xord is a mission-driven company. Being mission-driven means existing for a purpose. The purpose of our existence is greater than implementing Blockchain and bringing honesty and transparency to the systems of the world. We do not only exist to create value in terms of technology but also to create value in the lives of people who are a part of Xord. We want to provide each one of you with the experience of being a part of something great. Hence, each member of the team is expected to be intrinsically motivated to contribute to our mission.

Just as climbing a mountain takes one's potential to new heights, working at Xord should push you to your limits. Just as mountaineers endure more than they might have considered possible, our people should achieve and experience more than they believe. Just like passionate climbers like to be outside their comfort zone, at Xord, we should say yes to opportunities that are outside our comfort zone and set goals that feel slightly unattainable. And just like climbing a mountain is a moving meditation, we expect everyone to focus on one and one thing only, that is, the greater good of the company.

About The Xord Basecamp

The basecamps are the campsites at the base of Mount Everest, K2, or other high mountains that are used by mountain climbers during their ascent to the summit.
The reason that we chose this name is that it reinforces a mindset that it is just the start of our journey together, and the path to the proverbial summit is going to be long and hard. We believe that the only way to reach the "summit" is through extreme perseverance, and we need to build a culture of people who are as passionate about reaching the "summit" as we are.
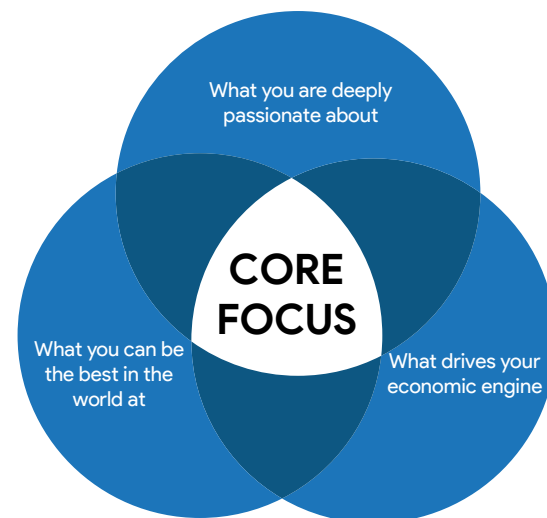
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Let's Row In The Same Direction

Beginning with the vision of Xord, who and what we are, where we are going, and how we are going to get there. A company's vision is created by defining its core focus and core values. Just as roots anchor the tree, the core values, and core focus anchors the company built on them. By getting all the people in an organization rowing in the same direction, we can achieve anything.

"Do one thing and do it better than anyone."

Core focus, as the name indicates, is something that comes from the compan y's core and we must stay laser-focused on it. It is a simple, crystalline concept that flows from a deep under-standing of the intersection of the three circles:

Core focus requires a severe standard of excellence. It's about understanding what your or-ganization truly has the potential to be the very best at and sticking to it.

Our Core Focus

"Empowering people to create an honest world."

We believe that Blockchains would form the foundation on which the world will run in the next decade. We aspire to play a role in the transformation of the world to more honest sys-tems. We strive to form a culture where we build autonomous and self-sustainable teams that build innovative products using blockchain technology to simplify it for the world.

Our Culture & Core Values

"An organization is only as good as the individuals running it."

Our core values are the principles to guide decisions and inspire people throughout the or-ganization over a long period of time.

We seek high performance.

Our culture is rigorous in implementing exacting standards of high performance at all levels.

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Here is how we define high-performance at Xord:

- We value our core values so a high-performing Xordian must exhibit all our core values.
- To become a star performer, the Xordian should be 10X better than the average in doing creative/innovative work.
- To adapt to the changing world, high performing Xordian follows this: ↑ **flexibility** → ↑ **speed** → ↓ **efficiency** → **creative/innovative work** → **quick adaptation to new changes**
- A high-performing Xordian enjoys freedom with responsibility. He/she is creative but self-disciplined, self-managed, and self-motivated.

## The Importance of Good Communication:

By good communication we mean:

- Communication should be concise, clear, and easily understood.
- You are known for truthfulness and directness.
- You only say things about your fellow colleagues you will say to their faces.
- You are unbiased when disagreeing with others.
- As a team lead you are the first person your team should communicate with in case of any problem.
- Consult to Culture Core regarding your life at Xord and Talent Management regarding your work at Xord.
- You can reach out to any person in Xord to discuss any problem.

Our Core Values

Core values can be measured in behaviors. They are a beacon for talent that is intrinsically motivated to accomplish our company's goals. For our company, clearly defining these values gives us the structure to create more committed, stronger teams.
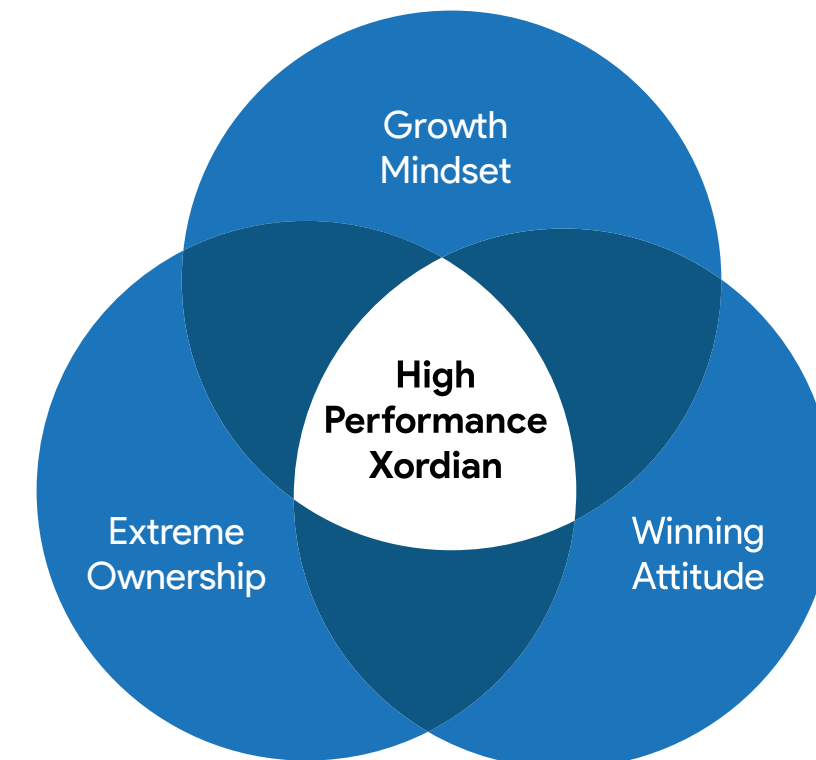
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Growth Mindset

Our culture encourages a growth mindset. This creates an environment where people always question the norms and are obsessed with learning new things. People with a growth mindset never back down from a challenge because they see it as an opportunity to flourish. They persist in the face of setbacks because they see failure as a chance of stretching their abilities. They help other people grow and are not threatened by their success.

Amazon is a great example when it comes to developing a growth mindset. A growth mindset is about prioritizing to learn new things. So, starting as an online bookseller, Amazon learned supply chain logistics that made it a dominant retailer. The invention of the Kindle is also one such example. Amazon was confident enough to learn and practice something innovative. The invention of an e-reader changed the future of how books are published and read. There is a saying at Amazon,
"You have to be an optimist to be an entrepreneur."
And Amazon did exactly that. It never let pessimism take over and continued with learning, experimenting, and growing. This way, the leaders of Amazon inculcated the growth mindset in their people so that they continue to learn and stretch their abilities no matter what. This is what makes Amazon prepared to thrive in the future of business.

By growth mindset we mean:

1. You work hard to develop qualities in yourself that you don't have.
2. You always strive for better with creativity.
3. You reanalyze problems to find new ways to solve problems.
4. You are hungry to learn more.
5. You always keep room for improvement.
6. You are fast to work around the difficulties.
7. You don't have a problem with admitting mistakes.
8. You exhibit skills in domains other than your expertise.

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Extreme Ownership

Extreme ownership is the practice of owning everything to an extreme degree. Climbing a mountain teaches mountaineers to take responsibility for what they do and what's happening around them. This builds trust, strengthens, and motivates the climbers to continue despite harsh weather. We want our people to feel the responsibility to take new initiatives and contribute to what the team requires of them. This way we'll develop ourselves into better leaders.

This can be further explained by an example. Jocko Willink writes in his book "Extreme Ownership" about the real stories that happened on the battlefield in Ramadi, Iraq. He writes that on the battlefield even the inconceivable could happen. Friendly fire is a mortal sin to the Navy SEALs. One such incident happened to Jocko's Task Unit Bruiser. Although a lot of factors were certainly responsible for the mortal sin that occurred, Jocko would have wanted to put the blame somewhere. But he displayed the highest level of ownership and took all the responsibility on himself. This helped them in digging deep to find actual problems and implementing solutions to avoid them in the future. This also led his team to build a high level of trust in him.

By extreme ownership we mean:

1. Whatever role you play at Xord, you should own it to generate positive results.
2. You are accountable for your every action.
3. You are concerned about Xord as much as the founders of Xord would.
4. Xord's problems are your problems and you help fix them to the best of your capabilities.
5. You always try to identify and fix the root causes of the problems instead of treating symptoms.
6. You seek not what is best for yourself but what is best for Xord.

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Winning Attitude

People with a winning attitude always display perseverance which means they see everything through to the end, no matter what challenges come their way. Their attitude is what makes them stick to the long-term goals when they are given all the reasons to quit. They don't back-off in the face of setbacks and use every ounce of their will to strive for their goals. A passionate mountain climber with a winning attitude sets a goal and never quits until he reaches the summit no matter how much time it takes.

A good example of a winning attitude can be seen in the case of SpaceX. SpaceX was founded with the aim to create low-cost rockets to travel to Mars one day. Although the idea seemed ridiculous to many, SpaceX didn't back off from this crazy dream. The company had funds to launch 4 rockets. Out of 4, the first 3 launches were a failure. After the third failed launch, SpaceX was left with the last money it had. If the fourth launch would also have resulted in failure, that was it for SpaceX. But it was a success. This describes how people with a winning attitude never give up even when confronted with back-to-back failures.

By winning attitude we mean:

1. You show perseverance when confronted with setbacks.
2. You believe in the long-term vision of Xord and do everything to help achieve it.
3. You are optimistic in tough times and a source of optimism for other Xordians.
4. You are intrinsically motivated to do what's best for Xord and you motivate others.
5. You stay committed and work hard until you achieve your objectives.
6. You exhibit bias-to-action.
7. You avoid analysis-paralysis.
8. You prioritize things by judging what should be done when to yield the best results.

Clock Building - A Timeless Principle

When something is built around a single great idea or a single great personality, it cannot endure over generations. When the foundations are laid on anything that is short-lived, the idea, no matter how great it is, is destined to wear out. The principle of clock building is about shifting the perspective in a way that yields fruitful results. According to this principle, the success of visionary companies is not a result of a single great idea or a great visionary but it comes from the organization's processes and dynamics embedded in it. It is about developing such processes in an organization that continue to produce results even after the people who created them are long gone. This principle opposes the principle of time telling. If a person is a time teller, the function will die with the person telling it. But if he is a clock builder, people will continue to benefit from the product as long as the clock keeps ticking even after the person who created it is no longer alive.
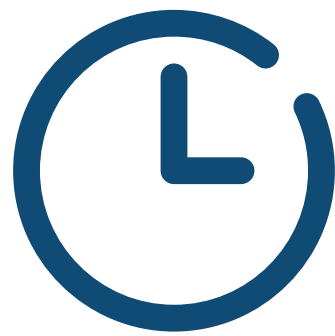
The Clocks We Are Building

Right People - Our Most Important Asset

Since the beginning, we emphasized creating extraordinary experiences for the people at Xord. We believe that our high-performance people are our most important asset and each one of them holds significant value. Here at Xord, we are a team and so we discourage the use of the term 'employees' for our people. Instead we call them Xordians who constitute a team with a common vision en route to achieve greatness.

We Are The Advocates of Entrepreneurship

To normalize the culture of entrepreneurship is one of our responsibilities. Xord is all about developing a culture of innovation. We aim to catalyze innovation, growth, and entrepreneurship in Pakistan. Our purpose is to empower people by instilling an entrepreneurial mindset. We support crazy ideas and we welcome every kind of creativity.

We are also home to ventures like Novon, VoirStudio, BlockApex and Expedite and we are always open to radical and disruptive ideas. We have built this culture of entrepreneurship upon our core values so that each new venture within the umbrella of Xord does not miss the strong culture to continue with. This balance between preserving our core and stimulating progress will help us create the future we want to live in.

To further foster the culture of entrepreneurship, we have worked with multiple crypto startups and helped them get off the ground. Many of our partners are super creative technopreneurs, such as Blockzero, DoYourTip, and Noshify.

How We Handle The Crux Moves

During a high-altitude climb, there come moments that challenge the climbers intellectually, physically, and emotionally. These moments are called Crux Moves. The way climbers handle the crux moves determines whether they'll reach the summit or not. All the valuable and creative endeavors have their own crux moves. Our success and failure are determined by the way we respond to those crux moves.

Your ability to succeed is in direct proportion to your ability to solve your problems.

People who have a growth mindset and extreme ownership are honest, therefore, we believe in creating a culture where the truth is heard and the brutal facts confronted. One of the key ways to achieve this is by openly addressing the issues and then working together to solve them.

Before jumping to solutions it is important to prioritize the issues. The crux moves that need to be handled quickly are identified, discussed, and solved.

Identification
It is difficult to identify an issue without determining the root cause. This means digging deeper into the stated issue to find the root matter. This could be a long process but once it is done, the issues can be solved in less time.

Discussion
In handling our crux moves, the discussion is the opportunity for everyone to have their say regarding the issue at hand. Everything is on the table in an open environment where nothing is sacred. When the issues are identified, solutions become obvious and hence discussions don't usually consume a lot of time.

Solution
Solution is basically an action that is performed to put an end to a problem. An individual or a group of people are assigned that action. This way the issues are addressed and solved in a smooth and efficient manner.

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We Foster The Culture of Transparency

Our aim is to get people aligned behind a common goal that results from developing trust among each other. At Xord, we have created a culture of transparency and openness to let people know that they are trusted and valued team members. We encourage Xordians to provide their feedback and raise questions that build trust. Not only our organizational structure is designed in such a way that facilitates transparency but also the quarterly goals of each Xordian are made visible to everyone. This would result in personal growth and a higher sense of ownership.

At Xord, Freedom & Responsibility Go Hand-in-Hand

The culture of discipline is an idea of a culture where people are given freedom with responsibility. We want to craft an environment that gives people full freedom to execute their roles the way they want with a sense of responsibility that they would be held accountable for their actions. This requires each of us to be disciplined and willing to go to extreme lengths to fulfill our responsibilities. This way we can take disciplined action within the framework of our core focus. Creating a disciplined environment through force by a disciplinarian is time telling while creating a culture of discipline where individuals have the freedom to experiment and are responsible for their actions is clock building.

We Know The Importance Of Dealing With The Reality

We believe that there is a difference between giving people the opportunity to have their say and the opportunity to be heard. Therefore, to create a climate where the truth is heard, we lead with questions instead of answers that ultimately lead to the best possible insights. We support our people to engage in dialogues, debates, and discussions in search of the best answers. It should be the responsibility of each of us to extract maximum learning from every failure. This fosters the culture of carrying out autopsies without blame.

We Believe In Setting Good Context

Building a clock means creating an atmosphere where people are given some necessary directions and they are set free to make decisions and achieve the best results the way they want. It is synonymous with setting context which means embracing the ultimate objectives with clear understanding of the strategies and tactics. In such an environment, people know their roles and responsibilities. Setting a clear context facilitates A players to produce A+ results.

They have a clear context to make decisions on their own and the decisions that are made are transparent. Good context setting could involve the following factors:

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1. Focus on the results rather than process. Whatever decision is made after clearly understanding the context should align with the objectives of Xord.
2. While setting the context, things should be prioritized on the basis of urgency and must be communicated well.
3. The level of refinement should also be clearly defined. For example: Some tasks may require us to make no mistakes as the results wouldn't be reversed. Or there are some errors that are reversible, here the level of precision could be less.
4. Also communicate clearly, what defines success and who are the stakeholders to set the context.

The opposite of setting a clear and well-defined context is to control. Control is only good:

1. In case of emergency, when we have to make a decision on the fly.
2. When the person is still learning his/her way through the job.
3. When we know a wrong person owns the seat.

If we fail to set the context properly, the mistakes made by our teams would be our responsibility. Once the context is defined, it should effectively be communicated to each member of the team so that we don't feel the need to control people.

Xordians

High-Performance Xordian

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Level 5 Leaders

Seemingly ordinary people quietly producing extraordinary results.

Level 5
Level 5 Executive

Level 4
Effective Leader

Level 3
Competent
Manager

Level 2
Contributing
Team Member

Level 1
Highly Capable
Individual

'Level 5' refers to a five-level hierarchy of executive capabilities, with Level 5 at the top. Level 5 leaders embody a paradoxical mix of personal humility and professional will. They are ambitious, to be sure, but ambitious first and foremost for the company, not themselves.

Level 5 leaders are a study in duality: modest and willful, humble and fearless. Here are the two sides of Level 5 Leadership.

Professional Will	Personal Humility
Creates superb results, a clear catalyst in the transition from good to great.	Demonstrates a compelling modesty, shunning public adulation; never boastful.
Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.	Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.
Sets the standard of building an enduring great company; will settle for nothing less.	Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.
Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.	Looks out the window, not in the mirror, to apportion credit for the success of the company - to other people, external factors, and good luck.

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It is one of the traits of Level 5 leaders that they build great companies that can endure even when they are long gone. Instead of making fortunes for themselves, they focus on building a clock that keeps ticking, that is, they build processes that prove to be fruitful over multiple generations.

There are two categories of people: those who do not have the seed of Level 5 and those who do. Here at Xord, we strive to only make those people part of our team who have the potential to evolve to Level 5. Even if it is ignored, under the right circumstances they could be developed. Whether or not we make it all the way to Level 5, it is worth the effort.

Right People & Right Seats

When you love what you do, it is largely because you love who you do it with. For this, we need to have the right people on our bus. Whether someone is the right person has more to do with character attributes than educational background or practical skills. We believe that skills, specialized knowledge, or work experience are more teachable and learnable traits. On the other hand, work ethics, basic intelligence, dedication to fulfilling commitments and values are more ingrained.

Getting the right people on the bus means having the people that share the company's core values. They not only fit but they thrive in the culture of the company. They make the company a better place to be. Getting the right people before making the right strategies to run a company is also a way of clock building. Once we have the right people on the bus, they will keep thriving even in the face of chaos and uncertainty.

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After having the right people, the next but equally important thing is to make sure that these people are in the right seats. If each of us is operating within our area of greatest skill and our roles fit with our unique abilities then only we can say that we are in the right seats.

Right People on the Bus

Anyone who fits in the high-performance culture is the right person on the bus. Such a person is the one who:
- Values our core values
- Is a good team player as well as a good leader
- Is 10X better than the average in creative/innovative work
- Takes quick decisions and prefers speed over efficiency
- Is quicker to adapt to changes
- Delivers more than expected without continuously being told what to do
- Has directness and candor
- Is self-aware and self-improving
- Is self-managing and self-disciplined

Keeper Test

Keeper Test is a quarterly assessment of all the Xordians that is conducted by the team leads for their teams. It is based on the above-mentioned attributes. Keeper test helps team leads to determine how many of their team members are high-performance, average-performance, and low-performance. The aim of carrying out this quarterly assessment is to build stronger teams with all the right people.

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Right People in the Right Seats

After determining that people are the right people on the bus it is important to get them in the right seats. A seat cannot be created without a well-structured organization. We represent our organization as:

Highly Aligned, Loosely Coupled
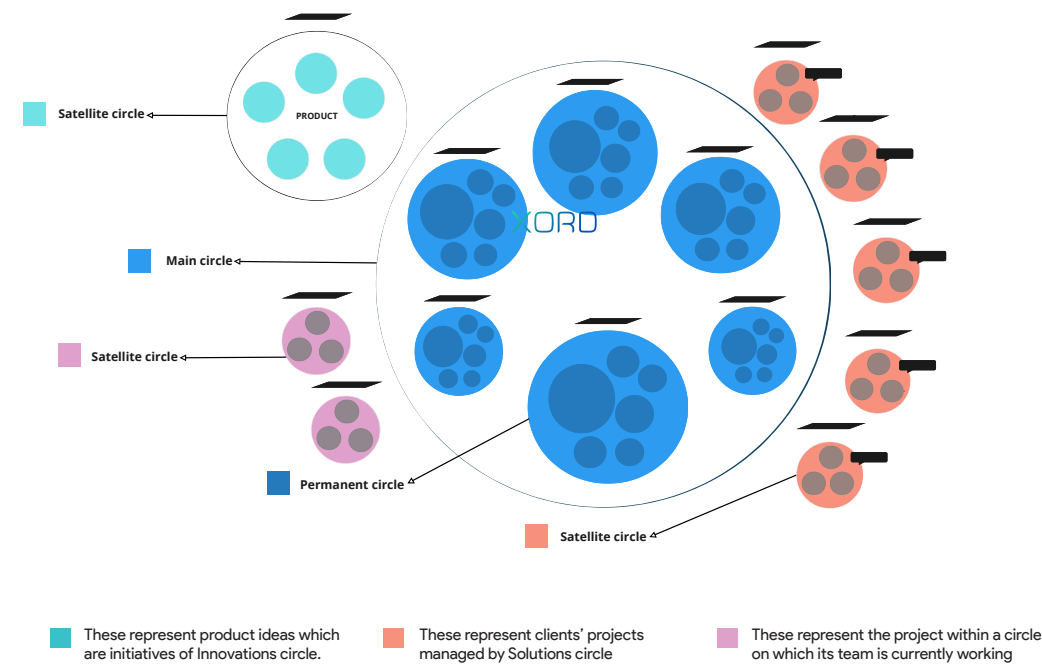
Xord Organizational Structure

We have the kind of organizational structure that allows people to have more authority. Here at Xord, the roles are spread in the form of circles. Since the authority is distributed, it allows for better and fast decision-making. It is a way of making everyone more responsible and empowered to play their roles in the best interest of the company.

We firmly believe that people thrive when given flexibility and freedom. Xord's organizational structure lets everyone utilize their skills with freedom within multiple circles. At the same time, they are also responsible for the results they produce.

This organizational structure is such that the Xordians have to remain highly aligned with the missions and vision of Xord and at the same time they are given the flexibility to play their roles and achieve goals the way they find most effective. There is trust and co-ordination among teams that saves time for approving strategies and ensures speedy work ethics. The structure also clarifies the functions, roles, and reporting structure, and with this level of clarity, we can make sure that the right seats are owned by the right people.

GWC

In order to determine this, we also use another tool known as GWC.
GWC stands for get it, want it, and capacity to do it. It works as a filter. To understand the concept behind GWC, assume that the people are given seats but they did not step up and fully assume their roles. They may not be performing because they may be missing one of the three factors: they don't get it, they don't want it, or they don't have the capacity to do it. Although if they are removed from the role and put in a more suitable position, they can excel.

Get It

It simply means that you truly understand your role, the culture, the system, the pace, and how everything comes together.

Want It

It means that you genuinely like the job. You don't only understand the role but you want to do it based on fair compensation and responsibility.

Capacity to Do It

When you have time as well as the mental, physical, and emotional capability to do a job, it means you have the capacity to do it well.

Three-Strike Rule

A "no" on any of these three means it's not the right seat for the person. This tool is one of the ways to stay honest with oneself.

The Three-Strike Rule is applied to someone who is below the bar. After communicating the keeper test results to people, they are given a chance to better their performance. The three-strike rule work as follows:

- **Strike One** - We discuss the issues and expectations and give them 30 days to correct the problem.
- **Strike Two** - If there is no improvement, we discuss their performance again and give them another 30 days.
- **Strike Three** - If still there is no improvement then they are not going to change and must go.

Shoot For The Mountain Top

Before setting out to conquer a mountain, mountaineers set multiple goals to achieve a bigger goal of reaching the summit. They make strategies to deal with the mishaps and setbacks along the way. Their whole journey is about taking baby steps towards a bigger goal. To take those baby steps it is important to have clarity and motivation. Similarly, when we set small goals to achieve bigger objectives in our life it helps in improving our focus and clarity. It motivates us to push through the barriers and achieve our goals.

OKRs (Objectives and Key Results)

At Xord, we set quarterly objectives. OKRs (Objectives and Key Results) is a tool to set challenging goals with measurable results. OKR is a simple goal-setting framework to create alignment and engagement around measurable and dynamic goals. The essence of the OKR system lies in:
- Measurable key results
- Accountability
- Stretching

OKR has two components:
- **Objective** - An inspirational and qualitative description of what we want to achieve. The objective could be of two types:

- **Key Results** - Milestones to measure progress towards the objective.

¤ Roof Shots are hard but achievable goals where success means achieving 100% goals.
¤ Moon Shots are goals just beyond the threshold of what seems possible.

Why do we use the OKRs system?

» It ensures alignment. You can align your daily tasks when you know what your short-term objective is.
» It brings clarity. You know what should be done to achieve an objective which helps in clearing the clutter and prioritize daily tasks.
» It gives direction. OKRs help in setting the right direction to achieve your goals
» It makes performance tracking easy because each of the key results is measurable.
» When you set challenging goals, you push yourself to the limits to achieve them which causes you to work outside your comfort zone.
» It ensures rocket growth as a consequence of pushing yourself beyond limits.
» The OKRs are visible to everyone in the company. This creates a sense of ownership and is a good way to keep accountability.

The performance is tracked in monthly or bi-monthly meetings where the progress is discussed and the hindrances in achieving the objectives are tackled. Therefore, it is a continuous process of improving your performance throughout each quarter. The objectives are set with clarity but once they are set, there is no room left for excuses.

The Scorecard

Another method of tracking weekly performance and progress is via scorecard. Scorecards are a way to keep a track of the most important routine jobs that directly impact the health of the company. Each department lists the most important measurables and names of people responsible for each. The scorecard is reviewed weekly. It is an efficient way to trace problems in achieving goals and solving them right away.

Who	Measurables	Goal	January				February				March				
			4	11	18	25	1	8	15	22	1	8	15	22	29

Summit and Beyond

"In a truly great company, profits and cash flow become like blood and water to a healthy body: they are absolutely essential for life, but they are not the very point of life."
-Jim Collins

When mountain climbers aim to reach the summit, they know that the path to achieving it wouldn't be easy. To train their body and to become resilient and self-sufficient, they have to train hard because climbing a mountain is all about struggling, feeling the pain, and pushing oneself with determination and perseverance. All of this only comes from getting involved in something that you care so much about. You want to make it the greatest it can possibly be, not because of what you will get, but just because it can be done.
This applies to anything you do in life that you really care about and want to make it the greatest. It is when you care deeply enough about the work in which you are engaged, and when your responsibilities line up with your own personal three circles. By doing this, you will start to grow, inevitably, toward becoming a Level 5 leader.

"For, in the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work."

Instill core values and core purpose (the fundamental reason for being beyond just making money) as principles to guide decisions and inspire people over a long period of time. Through this, you might gain that rare tranquility that comes from knowing that you've had a hand in creating something of intrinsic excellence that makes a contribution.

Perhaps you might even gain that deepest of all satisfactions: knowing that your short time here on this earth has been well spent and that it mattered.

Acknowlegements

- Written & compiled by Javeria Afzal
- Designed & edited by Muhammad Asad Ali
- Reviewed & proofread by Khawaja Abdul Sami and Syed Fahad

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