FLUX WAY

A handbook that explains how we think and work

INTRODUCTION

Welcome to the Flux handbook. Whether you're a new addition or a long-standing member of our team, this guide is for you. As a smart, independent thinker, you're an essential part of what makes Flux unique. This handbook isn't your typical corporate rulebook. Instead, it's a living document that outlines our collective mindset and approach to navigating the ever-changing landscape of our industry. It's designed to reinforce our culture for existing team members and provide valuable context for those just joining us.

We believe in leading by context rather than by rigid processes or direct instructions. We trust in your ability to make good decisions independently with the right context. This approach might feel uncomfortable at first, as it comes with increased responsibility, but we believe it's key to your personal growth and happiness. After all, self-evolution is one of the cornerstones of job satisfaction, and given how much time we spend at work, we consider this essential.

Our philosophy is grounded in the idea that a team of smart individuals, armed with the right context and principles, will make better decisions than a single person at the top of the organization. This handbook aims to provide you with that context and introduce you to the principles that guide our work.

Many of the ideas presented here are inspired by thought leaders and experts in various fields. We've drawn insights from books like "The Pragmatic Programmer" by Dave Thomas (one of the founders of Agile and who is personally guiding us), "Principles" by Ray Dalio, and "No Rules Rules" about Netflix's culture, as well as countless blogs and Twitter/X posts.

As technologists at Flux, we share an ambition to make a real impact. This journey can only succeed with your active participation. We acknowledge that mistakes will happen - I'll make them, we as a company will make them, and you will make them too. But that's okay, as long as we learn and grow from these experiences. It's all part of the process of becoming better at what we do.

In the following pages, you'll find our core values and principles, along with practical examples of how to apply them in your daily work. This isn't just a set of rules to follow, but a philosophy to embrace. It's designed to empower you, challenge you, and help us all grow together.

Let's build something amazing together!

Stijn De Witte

Our Core Values

This handbook is based on 9 core values that explain how we approach work, and how we can make working here a personal growth experience.

We'll give more explanation about each core value and try to explain them by using practical cases and examples.

1. Direct Developer-Client Interaction
2. Radical Truth and Transparency
3. Lead by Context
4. Continuous Feedback
5. Agile Mindset
6. Freedom with Responsibility
7. Talent Density
8. Action-Oriented Approach
9. First Principles Thinking

01

DIRECT DEVELOPER-CLIENT INTERACTION

We operate on a model that places our developers at the center of our client relationships. We work with skilled developers who interact directly with our clients. This approach stems from our belief that developers are not just coders, but capable problem-solvers who are best positioned to create innovative solutions for our clients.

Why We Choose This Model

- **Direct Communication**: by eliminating intermediaries, we ensure that the people building the solutions have a clear, unfiltered understanding of client needs.
- **Empowerment:** we trust our developers to make important decisions, fostering a sense of ownership and accountability.
- **Rapid Problem-Solving:** direct client interaction allows for quicker iterations and more efficient problem-solving.
- **Deeper Understanding:** developers gain invaluable insights into business challenges, enhancing their ability to create tailored solutions.
- **Professional Growth:** this model provides our developers with opportunities to develop client-facing skills alongside their technical expertise.

We acknowledge that this approach can be more challenging for our developers. It requires them to step out of their comfort zones, manage client expectations, and balance technical work with communication tasks. However, we believe that this challenge leads to more fulfilling work, accelerated professional growth, and ultimately, better outcomes for our clients.

It seems to be conventional wisdom that developers need project managers to translate the needs of the clients to a developer. We believe this could not be further from the truth. Developers with problem solving skills are 10 times better at it. They might lack smooth talk, but make up big time by actually solving problems.

IN PRACTICE

Developers are the primary point of contact for clients throughout the project lifecycle.

- We have Project Leads, who are experienced developers that oversee projects at a high level and mentor more junior team members. They ensure project success while fostering the growth of other developers.
- Regular client meetings are conducted by developers to discuss project progress, gather requirements, and present solutions.
- Developers are encouraged to proactively suggest improvements or alternative approaches to client projects.
- Technical decisions are made collaboratively between developers and clients, with developers providing expert guidance.
- Developers are responsible for managing project timelines and communicating any potential delays or issues directly to clients.

By placing our developers at the forefront of client interactions, we create an environment where technical expertise meets business acumen, resulting in more effective and innovative technology solutions. This approach not only benefits our clients but also provides our developers with a uniquely rewarding and growth-oriented work experience.

EXAMPLE

You are building a 3D Configurator for closets and the client contacts you for a new feature: they would like to add washing machines closets.

You quickly realise that adding washing machines introduces new constraints. For example, they have fixed dimensions.

You get back to the client and ask for more questions: Do all washing machines have the same outer dimensions or does the client need to be able to fill in dimensions? Does it need extra support for the extra weight?

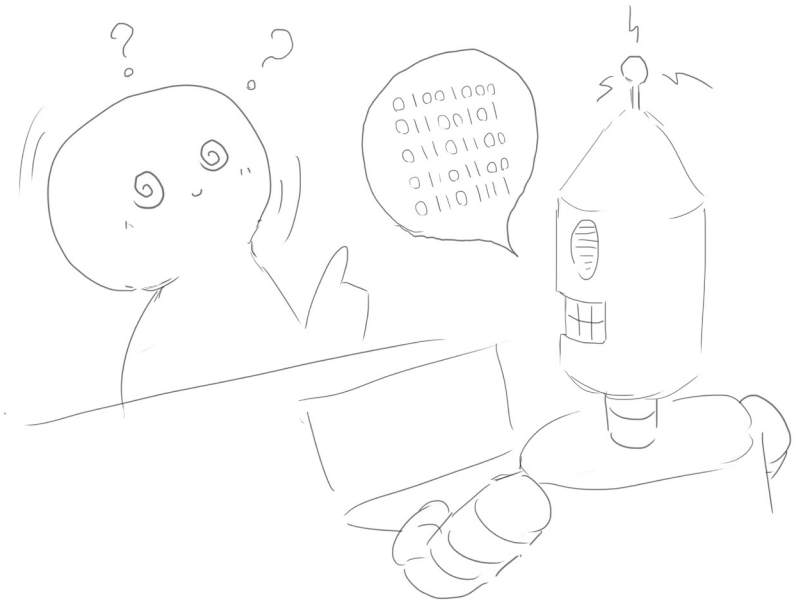
The client suggests adding a list of all washing machine brands.

You quickly give feedback that adding a long list of washing machines would be unrealistic since this would involve a long list that needs to be maintained.

By ping-ponging ideas with the client you come to the conclusion that you will use a standardised fixed dimension and that adding a list of all washing machines is not realistic. For exceptional situations, the client can add his remarks in a remarks field.

(... work in progress...)

“No protocol droid needed. Developers speak client language fluently.”



02

TRUTH AND TRANSPARENCY

We believe that honesty and openness are the foundations of a thriving organization. This principle extends not only within our team but also to our interactions with clients. Our developers, as the primary point of contact with clients, are encouraged to communicate openly and truthfully about project progress, challenges, and possibilities.

Direct Communication

We communicate directly and candidly, even when conversations are difficult. This is especially important in our developer-client relationships, where clear, honest communication can prevent misunderstandings and lead to better solutions.

Transparency with Clients

It's crucial to maintain transparency with clients throughout the project lifecycle. Clear and consistent communication is key, even when—and especially when—facing challenges or delays. While it's sometimes necessary to present information in a carefully considered manner, it's always essential to be honest and forthcoming about the project's status, including any issues, delays, or changes in scope.

Remember, the biggest offense in project management is not communicating at all. It's far better to have a potentially difficult conversation than to leave a client in the dark. When you encounter problems, communicate them promptly, but do so in a way that also presents potential solutions or mitigation strategies. This approach demonstrates professionalism and proactivity.

By keeping clients informed and being transparent about both successes and challenges, you build trust and create opportunities for collaborative problem-solving. This open communication often leads to greater understanding and flexibility from clients when issues do arise. It also helps manage expectations realistically, reducing the risk of unpleasant surprises later in the project.

In essence, while you may sometimes need to carefully craft your message, never compromise on the core truth of the situation. Your goal should always be to ensure the client has an accurate understanding of the project's status and any challenges you're facing.

Managing Expectations and Deadlines

Be cautious when discussing deadlines with clients. Often, clients push for specific dates that can create unnecessary stress. Remember, rushing your work or cutting corners is never the solution. Instead, guide clients towards more flexible timeframes, such as suggesting a delivery window rather than a specific date. Eg: We expect to have a usable version ready by mid October, we will keep you posted on the progress.

If you're not certain that all functionality will be ready by a proposed date, be upfront about it. Suggest delivering a version with core functionality by the proposed time, with additional features to follow in subsequent releases. Communicate with the client and discuss approaches but never let them push you in a corner. You do your best, you work hard so a client should also respect

the process.

The biggest mistake is promising to deliver something by a certain date when you're not sure it's feasible. Clients often make plans based on these commitments, and missing them can have cascading effects on their business. Be open and honest about possible timeframes from the start, and communicate uncertainties clearly.

If you foresee missing a proposed timeframe, inform the client as soon as possible. Remember, clients are rarely upset about missed deadlines themselves. What angers them is when they've made plans around a certain date, and missing that deadline compromises those plans. By keeping them informed throughout the process, you allow them to adjust their plans accordingly, minimizing disruption and maintaining trust.

Of course, you should do your best to deliver projects as soon as possible, just be careful with the deadline trap and keep communicating.

Learning from Mistakes

We embrace a culture of learning from mistakes. When errors occur, we view them as valuable opportunities for growth rather than reasons for blame. Our developers are encouraged to be transparent about challenges they face, both internally and with clients, fostering an environment of continuous improvement.

Open Information Flow

We believe in the power of freely flowing information. Keeping information to oneself is discouraged. When information is widely shared, better decisions can be made at all levels. This applies to both successes and failures.

1. **Sharing of Mistakes:** We emphasize openly sharing and discussing mistakes and failures. This practice ensures that everyone can learn from these experiences, fostering a culture of continuous improvement.
2. **No Information Hoarding:** We discourage keeping information to oneself. The idea is that when information is widely shared, better decisions can be made at all levels. If you have knowledge that could benefit others, share it proactively.
3. **Direct Feedback:** We encourage giving feedback directly to the person concerned, not through a chain of command. This promotes clearer communication and faster resolution of issues.
4. **Collaborative Company Meetings:** We set up regular meetings that transcend hierarchical boundaries to discuss company operations and seek improvements. This practice ensures everyone is aligned with our company's direction and challenges, and empowers each team member to contribute meaningful insights.

IN PRACTICE

- Developers should speak up if they disagree with a client's approach, offering alternative solutions backed by their expertise. Always be respectful and listen to the client, it is a two way conversation.
- When facing a technical challenge, communicate it promptly to the client, along with potential solutions.
- Provide regular, honest updates to clients about project status, including any potential delays or issues.
- Avoid committing to hard deadlines unless absolutely necessary. Propose time windows or ranges rather than specific dates.

- If a client insists on a specific deadline, break down the project into must-have and nice-to-have features, and be clear about what can realistically be delivered by that date.
- Keep clients regularly updated on progress and any potential delays.
- Participate in “sunshining” sessions where we discuss project challenges, mistakes and lessons learned, including client interactions.

EXAMPLE

Work in progress

“In the darkness of ambiguity, let transparency be your lightsaber.”

03

LEAD BY CONTEXT

We believe that developers can make the right decisions when equipped with the proper context. This principle aligns with the pragmatic approach to software development, where understanding the bigger picture is crucial for creating effective solutions.

The Power of Context Over Rigid Specifications

Clients often don't know exactly what they want; they need a solution for a business problem. Instead of relying on detailed scope documents, we embrace an iterative process guided by context. This approach allows us to adapt and refine our solutions as we gain deeper insights into the client's needs.

Empowering Decision-Making

As a company, we strive to refrain from micromanagement. Instead, we focus on providing you with the right context, trusting in your ability to make sound decisions. This empowerment is key to fostering innovation and personal growth.

Communication is Key

It's essential to maintain open lines of communication with both clients and

colleagues. Through these interactions, you can distill a good approach from the given context. Remember, good solutions often emerge from collaborative discussions and shared understanding.

Embracing Ambiguity

Don't be frustrated if you lack a clear definition at the outset of a project. Instead, view it as a challenge and an opportunity. You're being given the responsibility to add detail and craft a solution from a broad context. This problem-solving aspect is what makes our work interesting and rewarding.

The Pragmatic Approach

As the Pragmatic Programmer suggests, be a problem-solver, not just a coder. Use the context provided to think critically about the best solution. Don't just focus on what the client is asking for, but try to understand why they're asking for it. Often, the best solution addresses the underlying need rather than the surface-level request.

Continuous Learning

Each project is an opportunity to expand your understanding of different business domains. Embrace this chance to learn, as it will make you a more effective problem-solver in the long run.

IN PRACTICE

- Actively seek to understand the business context of each project.
- Ask questions to clarify ambiguities, but don't expect or rely on having all the answers upfront.
- Use iterative development to refine your understanding and solution over time.
- Communicate regularly with clients and team members to ensure your approach aligns with the overall goals.
- When faced with a decision, consider how it fits into the broader context of the project and the client's needs.

Remember, leading by context is about using your judgment, experience, and understanding to navigate complex problems. It's a skill that improves with practice and is central to our approach to development.

"Strong is the developer who seeks context before action."

04

CONTINUOUS FEEDBACK

We have the ambition to learn and grow at all times. It's human nature to stick to our comfort zone, but the only way to truly grow is when we receive feedback and use it effectively. While feedback can sometimes be confrontational, it's essential to approach it as a tool for growth and learning.

The 4A Feedback Model

To ensure feedback is constructive and well-received, we use the 4A feedback model:

- **Aim to Assist:** All feedback should be given with the intention of helping your colleague improve.
- **Actionable:** Provide specific, implementable suggestions.
- **Appreciate:** Express gratitude for the feedback received from colleagues.
- **Accept or Discard:** Have the autonomy to decide whether to act on the feedback, based on your professional judgment.

Cultivating a Feedback Culture

It's crucial that feedback is always given with the best intentions. Remember to be respectful in both giving and receiving feedback. This creates an environment where everyone feels safe to share their thoughts and ideas.

Feedback is a two way street. If you have suggestions for your colleagues or managers, don't hesitate to voice them. Your perspective is valuable, regardless of your position in the company.

Keep in mind that even those with extensive experience may have blind spots. Your feedback could be the key to helping someone overcome a longstanding challenge or see a situation from a new perspective.

Embracing Discomfort for Growth

While it's natural to feel uncomfortable when receiving critical feedback, try to embrace this discomfort. It's often a sign that you're pushing beyond your comfort zone and entering a space of potential growth.

IN PRACTICE

- Provide timely and specific feedback to colleagues when you notice areas for improvement or excellence.
- Actively seek feedback on your own performance and ideas.
- When receiving feedback, listen openly and avoid becoming defensive. Remember, it's an opportunity to learn.
- Practice giving feedback that is specific, actionable, and focused on helping the recipient improve.
- Create a habit of regular, informal feedback exchanges with team members you work closely with.
- Remember that giving clear, candid feedback is a skill - continually work on improving your ability to deliver it effectively.

By fostering a culture of continuous, candid feedback, we create an environment of rapid learning and improvement, driving both individual growth and company success. Remember, the goal is not to be right, but to get better. Feedback is a crucial tool in this journey of constant improvement.

EXAMPLE

Work in progress

"As the Death Star had a flaw, so do we. Feedback finds it."

05

AGILE MINDSET

Our agile mindset is crucial in the fast-paced world of technology development, especially when you're working directly with clients. Agile is not a set of rigid processes or methodologies; it's a way of thinking and approaching problems. Each project and client is unique, so we emphasize adaptability and flexibility over strict adherence to any particular framework.

The Essence of Agility

At its core, agility is about responding effectively to change. It's about understanding that requirements evolve, technologies advance, and client needs shift. As a pragmatic programmer, you embrace this reality and use it to your advantage.

The Agile Manifesto

We align our approach with the four main values of the Agile Manifesto:

1. Individuals and interactions over processes and tools
2. Working software over comprehensive documentation
3. Customer collaboration over contract negotiation
4. Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Iterative Development

We believe in iterative development. You're empowered to create minimum viable products (MVPs) quickly, refine them with clients, and improve based on immediate feedback. This approach allows for early course correction and ensures that the final product aligns closely with client needs.

We also emphasize the DRY (Don't Repeat Yourself) principle, a key concept from The Pragmatic Programmer. The DRY principle is all about avoiding duplication in your code. In essence, it ensures that code can be easily modified when necessary. Given that projects often evolve or change, this is an important element in our development philosophy. (For a more detailed explanation of DRY, please refer to our technical guide (not completed yet))

Adapting to Client Needs

As a developer working directly with clients, you must be ready to pivot strategies or adjust features based on evolving requirements. This agility is a key advantage of our direct developer-client interaction model. It allows you to respond quickly to new information and changing priorities.

Continuous Learning and Improvement

Agility isn't just about responding to external changes; it's also about continuously improving your skills and processes. Embrace the idea of Kaizen - continuous small improvements. After each iteration or project, take time to reflect on what worked well and what could be improved.

IN PRACTICE

- Break client projects into smaller, manageable increments, delivering value frequently. This aligns with the Pragmatic Programmer's advice to "Use Tracer Bullets to Find the Target."
- Hold regular demos with clients to showcase progress and gather immediate feedback. This embodies the agile value of customer collaboration.
- Be prepared to reprioritize tasks based on client input, always communicating the implications clearly. This reflects the agile principle of responding to change.
- Practice "Good Enough" software development. Deliver working solutions quickly, then iterate and improve based on feedback.
- Automate where possible. As the Pragmatic Programmer suggests, "Don't Use Manual Procedures." Automation frees up your time for more valuable tasks and reduces errors.
- Communicate proactively. Keep clients informed about progress, challenges, and decisions. This aligns with the agile emphasis on individuals and interactions.
- Stay curious and keep learning. The tech world evolves rapidly, and maintaining an agile mindset means constantly updating your skills and knowledge.

Remember, agility is about mindset more than methodology. It's about being responsive, adaptive, and always focused on delivering value to the client. By embracing this agile mindset, you position yourself to tackle complex problems effectively and create solutions that truly meet client needs.

"Size matters not. Agility, the true power is."

06

FREEDOM WITH RESPONSIBILITY

At the heart of our company culture lies the principle of freedom with responsibility. This approach empowers you, as a developer, to make significant decisions and drive projects forward while also managing client relationships. We believe that by granting you this autonomy, we foster an environment of innovation, personal growth, and exceptional client outcomes.

Minimizing Processes, Maximizing Trust

Our philosophy is rooted in the belief that those closest to the projects are best positioned to make decisions about it. We try to limit processes and micromanagement, trusting in your responsibility to act in the best interest of the company and our clients. This trust is paired with the expectation of accountability and commitment to our shared goals.

The Power of Decision-Making

With this freedom, you have the power to shape your projects, propose solutions directly to clients, and make technical decisions without unnecessary bureaucracy. This autonomy allows for rapid problem-solving and fosters a sense of ownership that often leads to more innovative and tailored solutions.

Balancing Freedom with Best Practices

While we encourage individual decision-making, it's crucial to remember that we operate as a team. We collectively develop best practices through our shared experiences and insights. When making decisions, it's essential to consider and apply these best practices. However, these practices aren't set in stone. If you have ideas for improving or changing them, we encourage you to voice your suggestions. Your input is valuable in refining our approaches and keeping our practices current and effective.

Navigating Constraints

Our approach requires a delicate balance. While you have the freedom to make decisions, it's crucial to understand the constraints within which you must operate. Often, we work within specific development budgets and time frames agreed upon with clients. Your role includes making informed decisions that deliver the best possible solution within these constraints. This might involve prioritizing features, finding efficient development approaches, or proposing alternative solutions that meet the client's needs within the given parameters. Navigating these constraints while exercising your freedom is a key skill we expect you to develop and refine over time.

Nurturing Junior Talent

We recognize that junior team members are still developing their skills and judgment. For them, freedom with responsibility means learning how to gather information, seek advice, and make increasingly informed decisions over time. We encourage juniors to:

1. Actively seek context from more experienced colleagues
2. Discuss their thoughts and potential decisions with others before acting

3. Learn from the decision-making processes of their peers and mentors
4. Gradually take on more decision-making responsibility as they gain experience

For more experienced team members, this means being open to questions, providing guidance, and offering constructive feedback to help juniors grow.

Master the Rules Before Breaking Them

We embrace the principle: "One must master the rules before breaking them." This philosophy applies to all aspects of our work, from coding practices to decision-making processes. We encourage team members, especially those early in their careers, to:

1. Thoroughly understand and master the established best practices, methodologies, and "rules" of their domain.
2. Gain experience applying these fundamentals in various situations.
3. As expertise grows, begin to recognize when and how to deviate from standard practices for better outcomes.
4. Innovate and "break the rules" thoughtfully, always with a clear rationale based on deep understanding.

This approach ensures that innovations and non-standard decisions are grounded in solid expertise, not lack of knowledge. It also helps maintain a balance between creativity and consistency in our work.

Professional Growth Through Responsibility

We believe this model of freedom with responsibility creates a more fulfilling work environment. It allows you to grow professionally by tackling complex

challenges head-on, developing your decision-making skills, and expanding your understanding of both technical and business aspects of our work.

IN PRACTICE

- Take full ownership of your projects, from initial scoping to final delivery.
- Make informed decisions about technical approaches, always considering the client's needs and project constraints.
- Apply team-developed best practices in your work, but don't hesitate to suggest improvements.
- Proactively communicate project status, risks, and opportunities to clients and team members.
- When faced with a decision, consider what would be best for the project, the client, and the company in the long term.
- If you're unsure about a decision, seek input from colleagues, but remember that the final call is yours.
- Be prepared to explain and justify your decisions with sound reasoning.
- Regularly reflect on your decisions and their outcomes to continually improve your decision-making skills.
- For junior members: Discuss your ideas and potential decisions with more experienced colleagues before acting. Focus on mastering established practices before proposing innovations.
- For experienced members: Provide guidance and context to junior colleagues, explaining your thought processes when making decisions. Help juniors understand when it's appropriate to follow rules strictly and when

it might be beneficial to deviate.

Remember, with great freedom comes great responsibility. We trust you to use this freedom wisely, always striving to deliver exceptional value to our clients and contribute to our collective success. This trust extends to knowing when to seek guidance and how to grow into your decision-making role over time.

“With great Force powers comes great responsibility.”

07

TALENT DENSITY

Our model of having developers work directly with clients requires a high level of talent density. As a developer at Flux, you're not only technically proficient but also a skilled problem-solver capable of understanding and addressing complex client needs effectively.

Hiring for Problem-Solving and Technical Skills

When hiring, we prioritize developers like you who demonstrate strong problem-solving abilities alongside technical expertise. We look for individuals who can:

1. Grasp the essence of a client's business challenge, even when it's not explicitly stated.
2. Translate business problems into technical solutions, bridging the gap between client needs and technological possibilities.
3. Think creatively to propose innovative solutions that clients might not have considered.
4. Adapt your communication style to explain technical concepts in a way that respects the client's level of technical understanding.

We value your approach to each client interaction with empathy and respect, regardless of the client's technical knowledge. It's your responsibility to guide

clients towards the best solutions, which often requires reading between the lines of their stated requirements.

Continuous Learning Culture

We foster a culture of continuous learning, encouraging you to enhance your technical skills, problem-solving abilities, and client interaction capabilities. This ongoing growth is crucial for maintaining our high talent density and delivering exceptional value to our clients.

IN PRACTICE

- Engage in regular training or workshops to stay at the forefront of web technology developments.
- Participate in problem-solving workshops and exercises to sharpen your analytical skills.
- Share your knowledge with team members, both about technical advancements and effective client interaction strategies.
- Practice translating complex technical concepts into language accessible to non-technical clients.
- Seek mentorship opportunities, either as a mentor or mentee, to grow in your role.
- Regularly reflect on your client interactions to identify areas for improvement in understanding and addressing their needs.
- Stay curious about our clients' industries to better anticipate and solve their business challenges.
- Stay curious and keep learning. The tech world evolves rapidly, and

EXAMPLE

work in progress

“A small team of Jedi Masters outperforms an army of stormtroopers.”

08

ACTION-ORIENTED APPROACH

In the dynamic field of technology development, especially in our direct developer-client model, the ability to act decisively, innovate creatively, and prioritize client success is crucial. This principle is encapsulated in two posters hanging on our walls: ‘Get Shit Done’ and ‘We have a strategic plan. It’s called doing things.’

Embracing a Proactive Mindset

We encourage our developers to adopt a proactive, innovative mindset. It’s important to get things done, and often your instinct and experience will guide you in the right direction. As a problem solver, believe in your skills and take action. It’s much easier for clients to give feedback on solutions you’ve created than to come up with solutions themselves.

Deep Understanding and Exceeding Client Expectations

We expect our developers to go beyond surface-level requirements and truly understand the client’s business challenges and goals. This deep understanding allows for more innovative and effective solutions. You are empowered and encouraged to go above and beyond in delivering value to clients. This might mean suggesting additional features that could benefit the client or finding innovative ways to optimize their applications.

Taking Initiative and Encouraging Bold Ideas

While it’s crucial to ask the right questions and understand the context, don’t remain inactive just because the client hasn’t provided all the details. Take initiative, propose solutions based on your understanding, and don’t hesitate to suggest unconventional ideas if you believe they will add significant value to the client’s project.

Client-Inspired Innovation

Direct interaction with clients often sparks new ideas. We encourage you to use these insights to drive innovation in our offerings. Keep abreast of the latest trends in technology and consider how they might benefit your clients.

Self-Honesty and Proactive Excellence

Evaluate your work critically and trust your instincts about its quality. When you complete a task or propose a solution, ask yourself: “Am I genuinely satisfied with this?” If you’re pleased with the result, there’s a good chance the client will be too. However, if you find yourself thinking it’s merely adequate or you have doubts, it’s likely the client will share those reservations.

Don’t ignore this internal feedback. Instead, use it as a catalyst for improvement. If you feel something isn’t up to par, take the initiative to enhance it before presenting it to the client. This proactive approach not only leads to better outcomes but also builds trust and demonstrates your commitment to excellence.

IN PRACTICE

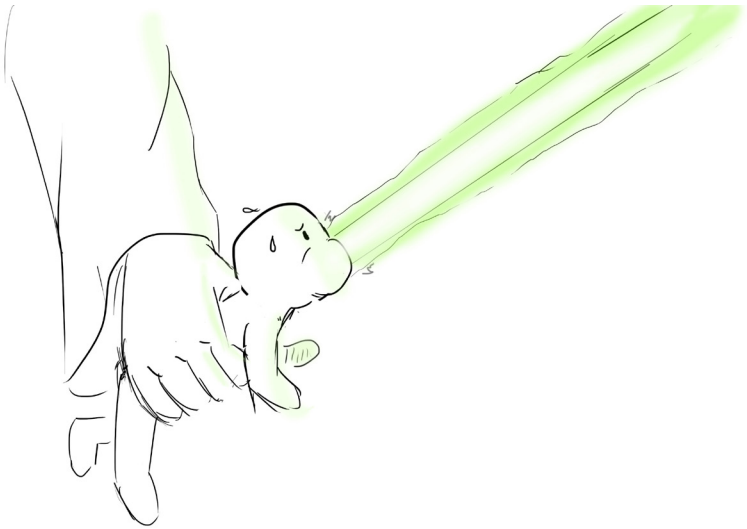
- When you identify a potential improvement for a client's project, don't wait - propose it proactively.
- If a client raises a concern, take steps to address it, communicating your plan of action clearly.
- Start with a Minimum Viable Product (MVP) approach when tackling new features or projects. Get something working quickly, then iterate based on feedback.
- If you find yourself or your team stuck in prolonged discussions without clear outcomes, ask, "What action can we take right now to move this forward?"
- Invest time in understanding your client's industry and specific business challenges.
- Regularly ask for client feedback and use this to improve your project.

EXAMPLE

work in progress

ACTION-ORIENTED APPROACH

"A lightsaber in motion stays in motion. Be the lightsaber."



09

FIRST PRINCIPLES THINKING

Challenging assumtions

first principles thinking, a concept eloquently demonstrated by theoretical physicist Richard Feynman, is based on the idea of being critical about the ‘standard way of doing things’. We encourage you to ‘dare’ to think differently than the common way of thinking. This approach involves breaking down complex problems into their most fundamental elements and then rebuilding solutions from the ground up.

In web technology, where ‘common ways’ of doing things often prevail and strong opinions abound on social media, it’s crucial to apply first principles thinking. Rather than blindly following trends or adopting popular approaches, we urge you to critically examine methods and technologies. Ask yourself: What problem is this solving? Is this the most effective solution for our specific context?

Cultivating Curiosity

We encourage a childlike curiosity about how things work. Always asking “why” helps us dig deeper into understanding the core of problems and solutions. This curiosity, combined with critical thinking, forms the basis of our first principles approach.

When encountering a new technology, don’t just learn how to use it. Strive to understand why it was developed, what problems it solves, and whether it’s

the best solution for your specific project.

Cross-Pollination of Ideas

First principles thinking allows us to draw insights from diverse fields and apply them in novel ways to our challenges. By breaking down problems to their fundamental truths, we can often find unexpected connections and solutions. This might mean drawing inspiration from fields outside of technology - perhaps engineering, architecture, psychology, or even nature - to create innovative user experiences.

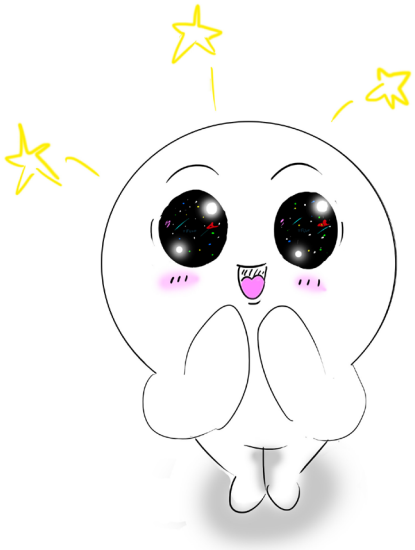
IN PRACTICE

- Regularly question established processes and ask, “Why do we do it this way?”
- When faced with a problem, start by identifying the most basic truths about the situation.
- Share examples of how first principles thinking led to breakthroughs in your work.
- For junior members: While learning established practices, also cultivate the habit of understanding the reasoning behind them.
- When you encounter a popular approach or tool on Social Media, critically evaluate its effectiveness for your specific project rather than adopting it because “everyone else is doing it.”
- Challenge opinions and trends you see on social media. Instead of accepting them at face value, break down the reasoning behind them and evaluate their merit based on first principles.
- Encourage team discussions that dig into the ‘why’ behind different technology approaches, fostering a culture of critical thinking and innovation.

EXAMPLE

work in progress

“To see beyond the stars, first look beyond your assumptions.” stormtroopers.”



CONCLUSION

These principles form the core of our company culture. They're designed to empower you, challenge you, and help us all achieve excellence together. Remember, this isn't just a set of rules - it's a way of thinking and working that sets us apart.

For new members joining our team and current members, we understand that adapting to this culture and way of working may take time. Don't feel pressured to immediately master all aspects of our approach. Instead, view this as a growth journey. Take your time to understand, internalize, and gradually implement these principles in your work. Ask questions, seek guidance from more experienced team members, and allow yourself the space to learn and adjust. Remember, personal and professional growth is a continuous process, and we're here to support you every step of the way.

As you embark on your journey with us, we encourage you to embody these principles, challenge them when necessary, and help us refine them over time. Our culture is not static - it evolves as we grow and learn together.

This is the Flux way.

(Or not really since we are always open for feedback and changes)

"May your decisions be bold, your feedback candid, and your growth continuous."