

Harbor leadership team

WHY WE EXIST

Set direction for the company and remove what blocks it: strategy, budget, senior hiring, and the standards we hold each other to. We exist to make the few decisions only this group can make, and to leave every other decision with the people closest to the work.

WHAT WE VALUE

- Candor. We say the hard thing early, kindly.
- Rigor. Claims come with evidence attached.
- Service. The user's problem outranks our preferences.

HOW WE WORK

- Disagree in the room, decide in the room, align outside it
- Papers are read before the meeting; we discuss, we do not present
- What is said here stays here; what is decided here is shared within a week
- Each of us speaks for the company first and our function second
- Reversible calls get a day, expensive ones get a week

WHO HOLDS WHAT

Chief executive	Final call on strategy, and the tie-break
Chair of the week	Rotates: runs the agenda, keeps time, closes each decision
Decisions scribe	Records what was decided, by whom, and why

HOW WE DECIDE

The lead decides, with advice given openly. Honest hierarchy. It works when advice is truly gathered first and the reasoning is shared after.

WHEN WE MEET

- Weekly exec: Mondays, 90 minutes: decisions before updates
- Deep dive: Monthly: one topic, pre-read required
- Offsite: Quarterly: strategy, plus the honest retrospective

HOW WE'LL KNOW IT'S WORKING

- Every decision leaves the room with an owner, a date, and a stated reason
- Nothing decided here is relitigated in side conversations
- Our direct reports can name the quarter's three priorities unprompted

Review: Twice a year, at the January and July offsites

AGREED BY