



THE HALO WAY:

Capitalising on a Futuristic Workplace



Paul Hamilton

CEO & Founder, Halo Service Solutions



Gianmarco Rubino

Product Director, HaloITSM

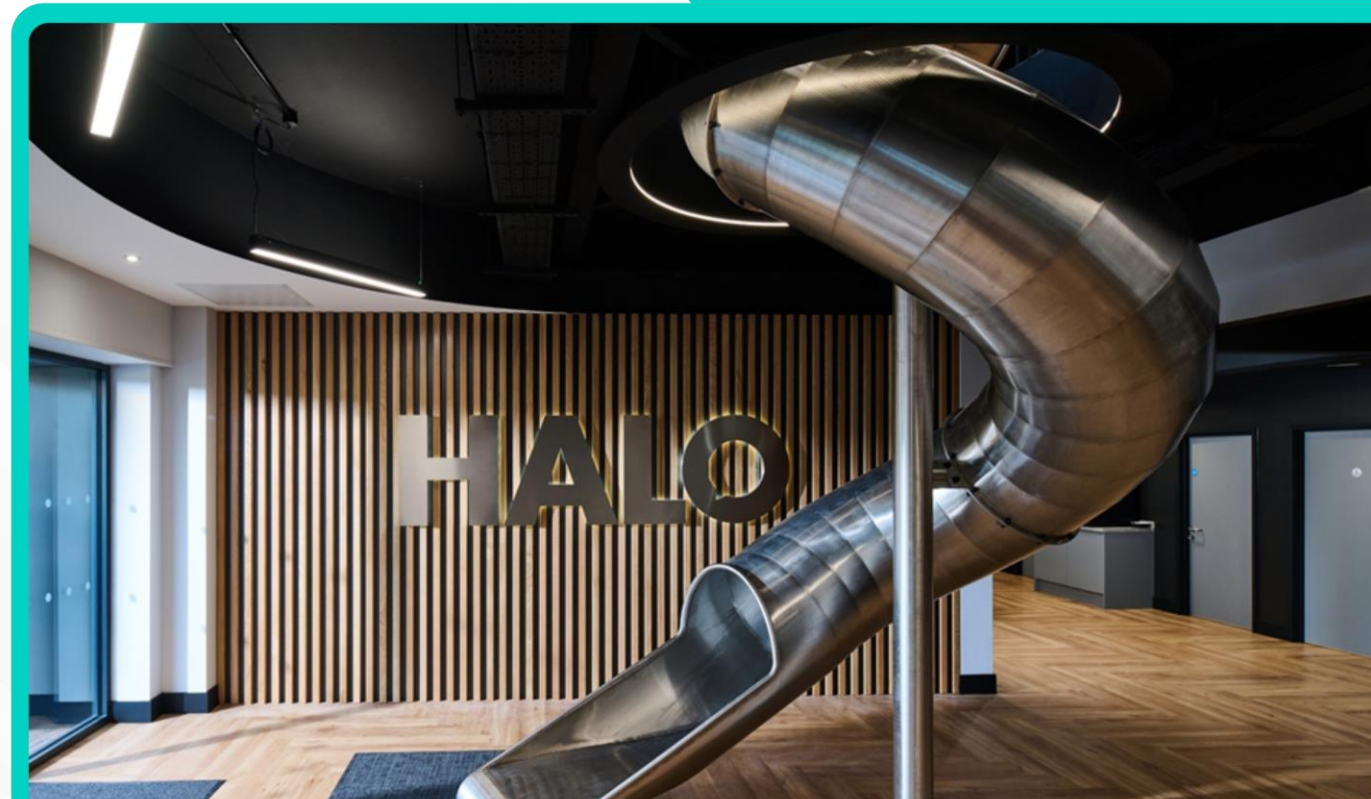
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AGENDA

- ① Introduction
- ② Focus on the long-term and challenging the norm
- ③ Four Pillars of the Futuristic Workplace
- ④ 1) Culture
- ⑤ 2) Efficiency
- ⑥ 3) Communication
- ⑦ 4) Accountability
- ⑧ Future Direction & Main Takeaways

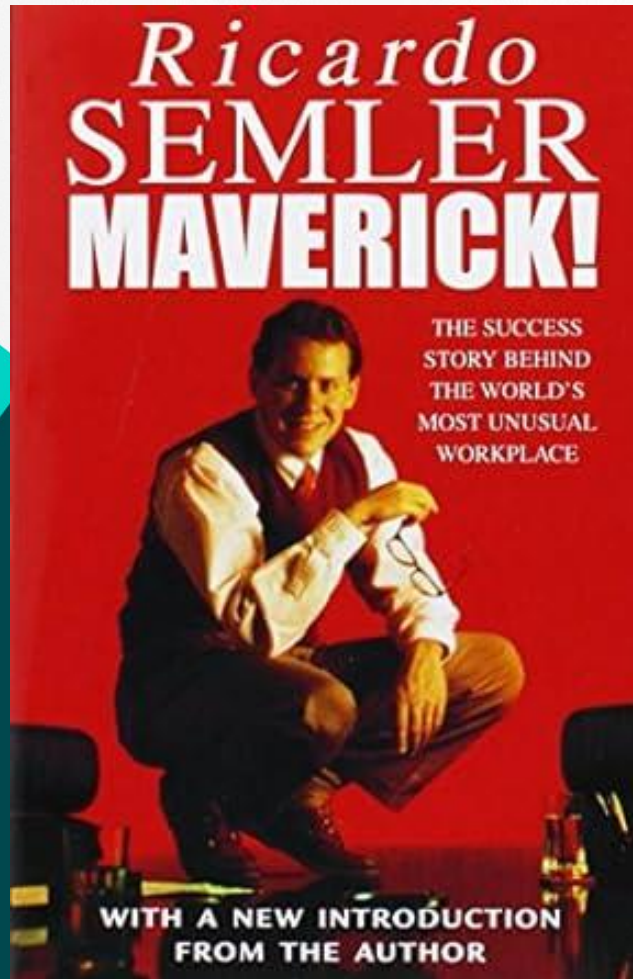
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CULTURE

- ⦿ Extremely Long-Term Thinking in everything we do
- ⦿ Democratic Workplace with little management Layer
- ⦿ Owned privately by people in the business, sharing success vital
- ⦿ “Camaraderie” and “Siege Mentality”
- ⦿ Most experienced staff sit near least experienced
- ⦿ Trust – Recognising one’s contribution
- ⦿ Freedom – Unlimited PTO and lack of internal monitoring

MAVERICK – 2002



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EFFICIENCY

- ⦿ Direct collaboration
- ⦿ Strong focus on knowledge transfer
- ⦿ We passionately believe in efficiency – cost and time
- ⦿ Importance of being in the office
- ⦿ Does remote/hybrid working need to be the norm?
- ⦿ Agility, fast decision-making speed due to short chain of command
- ⦿ "Shouldn't this meeting be an email?"

PROCESS QUOTE

"If you think people have scar tissue, you should see organizations. Each time there's a disaster, they create a process to prevent future disasters of that type. Eventually they accrete a thick layer of these processes that prevents them from moving. Then they die."

Paul Graham

Programmer, Writer and Investor

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PARKINSON'S LAW

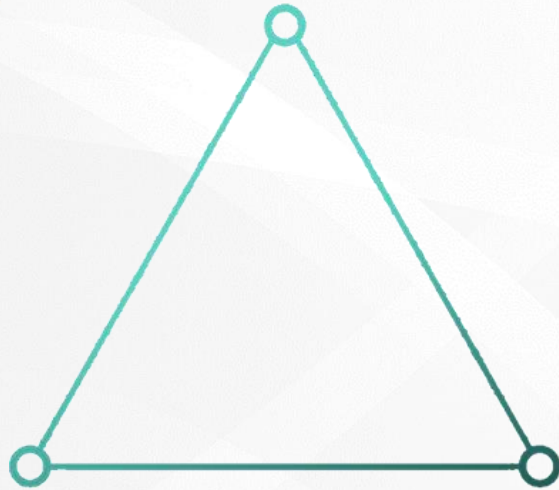
Parkinson's Law is the idea that work expands to fill the time allotted for its completion. This may mean you take longer than necessary to complete a task, or you procrastinate and complete the task right before the due date. The key to success is to challenge the way Parkinson's Law works and strive to get work done in less time.

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COMMUNICATION

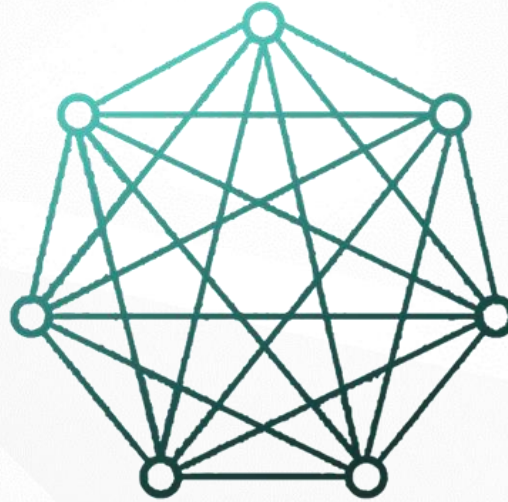
- ⦿ Balance between efficiency and lack of communication.
- ⦿ Combination of top-down and bottom-up management.
- ⦿ Management directly involved and in touch with operations to design strategy, operational teams directly feeding into strategic decision.
- ⦿ Direct honest feedback – it's hard but worth it.
- ⦿ Hire based on personality: No ego, intrinsically motivated rather than extrinsically, probably not got post grad qualifications, curiosity to travel.
- ⦿ "Shouldn't this email be a meeting?"

BROOK'S LAW



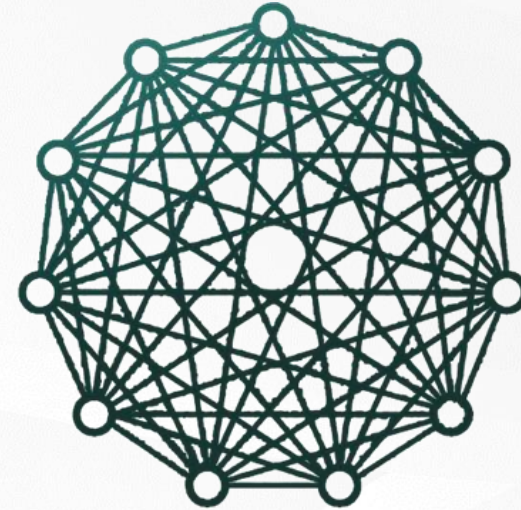
3 PEOPLE

3 lines



7 PEOPLE

21 lines



11 PEOPLE

55 lines

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ACCOUNTABILITY

- ⦿ Extreme rejection of segregation of duties
- ⦿ Staff directly responsible and accountable for own success
- ⦿ Ensuring your staff are all happy in these areas will lead to a happy workforce.
- ⦿ Conduct regular NPS surveys – and ask staff what changes would make 10/10.
- ⦿ Don't complain and only talk about problems, design and implement solutions that drive real results.
- ⦿ Respond to inevitable disappointment gracefully and don't give up

9 EXAMPLES OF ACCOUNTABILITY

1. Eliminate entitled expectations and patiently play the long game.
2. Be truly exceptional in your current role – don't underestimate how long it takes to achieve mastery.
3. Clarify and communicate your long-term career goals including your ideal next step – it is not up to your manager or anyone else to do this for you.
4. Demonstrate you can do the next role by taking on key responsibilities of that position – you don't need to ask permission to solve important business problems.
5. Make your manager's life easier, become indispensable to them and seize learning opportunities to take projects off their plate.
6. Lead by example by exuding optimism, assuming positive intent and helping others, especially through challenging times.
7. Don't complain and only talk about problems, design and implement solutions that drive real results.
8. Act like an owner and don't let your current job description hold you back from doing what is required for the business to be successful.
9. Respond to inevitable disappointment gracefully and don't give up.

Megan Brown
CEO – Refine Labs

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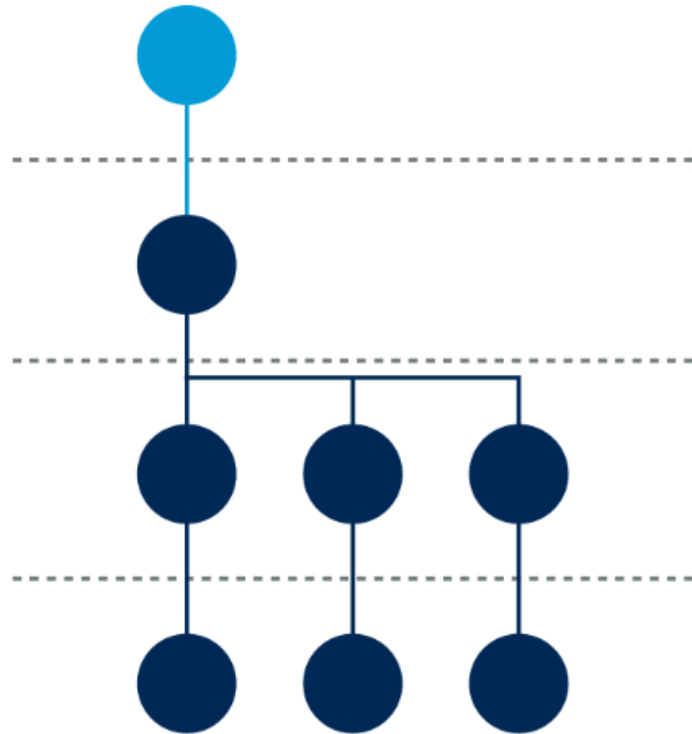
THE FUTURE

- ⦿ Maintain challenger mentality as we become a market leader.
- ⦿ Never compromise on values, foundations and standards.
- ⦿ Halo Brand – Exceptional Service.
- ⦿ Halo Brand – New way of doing business, long- term thinking.
- ⦿ Continued growth, \$1bn revenue, \$15bn valuation – no sell outs!
- ⦿ Maintaining lean and efficient structure as organisation grows.

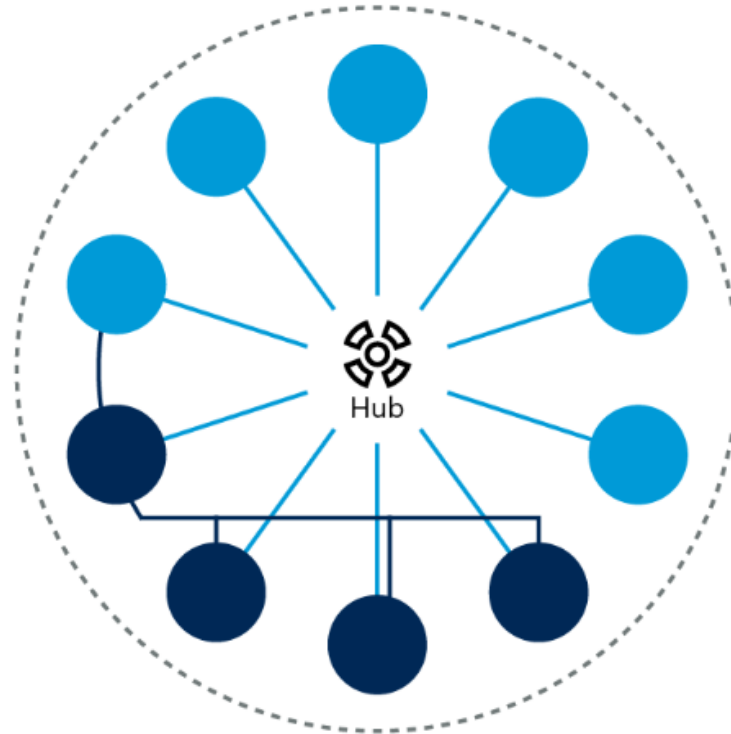
ITSM APPLICATIONS

● Non-IT Employees ● IT Staff -- Support Tier

IT Service Desk and Siloed Tiers



Collaborative Support Hub



THANK YOU

Gianmarco Rubino
Director, HaloITSM

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