



# TRIBAL HANDBOOK



A tribe  
is not  
built  
from  
9 to 5.



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Our Handbook  
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# ABOUT ARMORY

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We believe that empowering developers through trust and autonomy will allow the best ideas to be delivered to the world rapidly and safely.

ISAAC MOSQUERA | CTO at Armory

## A BRIEF OVERVIEW

We started Armory to help companies unlock innovation by delivering software faster. We do this by enabling customers to go from an idea to a feature in production with greater speed, safety, and automation. Netflix, Google, Amazon and other companies deliver software thousands of times per day. On the other end of the spectrum, many companies deliver software maybe once a month. We are here to increase that cadence. The Software Development Lifecycle (SDLC) is like the assembly line of ideas – the process that takes an idea all the way through development and testing to deployment. Armory has commercialized an open source platform called Spinnaker that helps automate and compress the SDLC. At the beginning of 2019, only a dozen large companies were talking publicly about their experiences with Spinnaker. Today, companies like JPMorgan Chase, Airbnb, Autodesk, Salesforce, Sony, New Relic, Snap and many others are speaking about using Spinnaker. Many of them are Armory customers. Additionally, there are over 2,400 contributors to the Spinnaker project, including Netflix, Google, Armory, AWS, Pivotal, Apple, Nike, Microsoft, Adobe, Alibaba, Huawei, SAP, Salesforce, HP, Samsung, NTT, Uber, Cisco, JPMorgan Chase, IBM, Datadog, Oracle, The Home Depot, Volvo, Accenture, and Ericsson.

WE RAISED A \$28MM SERIES B IN 2019, LED BY INSIGHT PARTNERS. THIS BRINGS OUR TOTAL FUNDS RAISED TO \$42MM. WE ALSO DID A SEED ROUND WITH GREAT INVESTORS LIKE JAVELIN, ERIC RIES, AND CROSSLINK, AND WE WERE IN YCOMBINATOR'S W17 BATCH. WE GREW BY 3X LAST YEAR AND HAVE PLANS TO GROW EVEN FASTER THIS YEAR. IT'S AN EXCITING TIME TO JOIN US!

## WHAT PROBLEM IS ARMORY SOLVING?

We want to change how people create and deliver software. Our long-term vision is to create a platform that helps anyone ship better software and to unlock the creativity of the human mind through code. And we really mean anyone, not just big companies.

The Armory founding team increased deployment frequency by over 300x at a previous com-

pany. We experienced how incredibly valuable it was to deploy our ideas into the world faster. Faster deployments led to happier engineers who could see their code running in production. This experience led the executive team to start an entirely new company. When we started Armory, we thought that deployment frequency (aka velocity) would be as transformational for every company as it had been for us.

After listening closely to our first 100 prospective customers, we quickly realized they weren't actually looking for velocity. They were looking for safety. For many companies in the Global 2000, software deployments can be harrowing. Many customers still deploy software by taking applications down for planned maintenance on a Friday night and crossing their fingers that nothing goes wrong. By listening to our prospective customers, we realized that focusing solely on velocity would have been solving the wrong problem, one that did not yet resonate with our target customers. Our prospective customers want to be able to deploy with safety and reliability. We know that once we can help our customers deploy more safely, they will then become interested in deploying with more velocity. It's hard to overstate the impact of listening so closely to our first 100 prospective customers.

We are literally building a different company because of it. We thought we knew the problem we wanted to solve, but building our product around our customers taught us that we didn't. We are solving customers' most urgent needs today. We know we are building a big, exciting and successful company solving both the short term and the longer-term problems of getting great software to the market, faster.

## INTRODUCTION TO SPINNAKER

Spinnaker is the multi-cloud software delivery orchestration platform created and open-sourced by Netflix and Google. It is backed by all major cloud vendors and hundreds of Global 2,000 enterprises.

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Customers always know their pain points, but they often express it as their version of a potential solution. Armory wins by listening to find the true customer pain and translating it to impactful, scalable features through a rigorous product development methodology. That's why we approach building products as *"build the right thing fast, not the wrong thing right."*

**DROdio**  
CEO at Armory

Historically, companies deployed code to dedicated data centers 2-4 times per quarter. Today, as infrastructure is moving to fragmented cloud targets, organizations need a way to codify software delivery to these multiple cloud targets, including AWS, GCP, Azure, Oracle, Pivotal, and Kubernetes.

Because every organization's data center is different, the process of delivering software has been fragmented across multiple tools and it is difficult to standardize delivery across a single platform. As companies move delivery to both private and public clouds, it has become feasible to leverage a delivery orchestration platform that relies on the standardized cloud API's.

Spinnaker "sits above the clouds" as a neutral, open-source platform, enabling Global 2000 companies to access the innovation in infrastructure layers and codify software delivery. Instead of each team going to production in a different way, organizations can automate a single 'golden path' to production, with, for example, a single testing policy, a single cloud policy, and a single security policy that is the same no matter which application is being delivered, or what delivery target it is being deployed to. Spinnaker ensures that organizations are delivering to the best targets (e.g., GDPR-compliant clouds, the least-latent cloud, AI clouds), and provides guardrails to ensure that everyone follows policies while having freedom within those guardrails. This is especially important as companies deploy to multicloud environments and break monolithic applications into microservices, where deployments need to be repeatable and standardized.

The cloud providers are supporting Spinnaker by building cloud drivers – a mapping layer between cloud targets and Spinnaker, to assist with the standardization of delivery.

AMAZON HAS A SERIES OF CLOUD DEPLOYMENT TARGETS AS PART OF AWS, INCLUDING EC2, ECS, EKS, FARGATE, AND LAMBDA. AWS SUPPORTS SPINNAKER SO CUSTOMERS CAN DEPLOY WORKLOADS TO ANY OF THESE CLOUD ENVIRONMENTS EASILY AND AUTOMATICALLY. "AWS REALIZED THAT CUSTOMERS WANTED A SINGLE PLATFORM TO DEPLOY APPLICATIONS TO MULTIPLE AWS TARGETS," SAYS PAUL ROBERTS, PRINCIPLE SOLUTIONS ARCHITECT, STRATEGIC ACCOUNTS, AWS.

## WHY ARMORY SPINNAKER?

Armory's enterprise distribution of Spinnaker adds proprietary features, enterprise-grade stability, and 24x7 support and services on top of open source Spinnaker. Armory Spinnaker provides customers with visibility into and control of their SDLC, empowers developers to deploy instantly and safely to any production target, and improves service resiliency and uptime.

### MANAGED SPINNAKER

- A fully managed instance of Armory Spinnaker, saving customers the cost and challenges associated with hiring and training an internal team to manage OSS Spinnaker.
- Rationalization of deployment tooling (and associated spend) and elimination of in-house code maintenance.

### THE BENEFITS OF SPINNAKER

- Enterprises are increasingly favoring open source platforms and taking steps to avoid vendor lock-in.
- A developer-friendly deployment tool that abstracts away infrastructure complexities and empowers developers to take end-to-end ownership of their services.
- A single, automated, "golden" path to production with built-in best-practices and security & compliance enforcement to enable safe, rapid, repeatable software deployments.
- Holistic visibility across the SDLC and real-time insights into the deployment and operation of services across all infrastructure vs. a siloed approach with limited visibility outside of delivery.
- Neutral across cloud and SDLC tooling vendors; can integrate with a company's existing toolchain.
- Multicloud deployment capabilities, with support from all of the major cloud providers (AWS, GCP, Microsoft Azure, OCI, PCF, Alibaba Cloud, etc.), to deploy to the ideal cloud and avoid cloud vendor lock-in.
- The support of the cloud vendors makes Spinnaker more adaptable to the fragmented cloud infrastructure landscape vs. one company having to build everything themselves for each new cloud service.
- 1-click rollbacks and advanced deployment strategies such as blue/green, automated canary analysis, and continuous verification to improve deployment resiliency and minimize the service interruptions from bad deployments.
- An open source platform, with contributions from an 8,000+ member (and growing) community and no vendor lock-in.

## PROPRIETARY FEATURES & ENTERPRISE-GRADE STABILITY

- Armory adds a number of proprietary features and solutions to OSS Spinnaker, including Policy Engine, Pipelines as Code, Terraformer, Halyard Installation & Release Management, and others.
- In Q4 2019, Armory released its Policy Engine for SDLC - the first policy engine to give organizations fine-grained, automated control of business, regulatory, security and compliance policies across the SDLC.

## POLICY ENGINE FOR SDLC

- The Policy Engine helps alleviate the bottleneck caused by the adoption of delivery and service ownership: the hesitation to hand over full control to DevOps until compliance and auditing guarantees are in place.
- Customers can set guardrails and controls per-application, per-pipeline or per-project to manage and enforce policies using granular role-based entitlement.
- Unlike other proprietary policy engines, Armory's OPA-based Policy Engine for SDLC deeply integrates with many enterprise systems of record. It provides a trusted, single pane of glass for management and control as part of a rigorous, "set-and-forget" platform.
- It is also the first policy engine that enables business and cost policies - enabling organizations to automate cloud delivery decisions based on cost/performance ratios and other business-level policies.

## SUPPORT & SERVICES

- 24x7 support, training, access to solutions architects, upstream bug remediation, and more.



In November 2019, Armory was inducted into the **JPMorgan Chase Hall of Innovation**. This award recognizes companies for innovation and delivering business value and disruption. "We started partnering with Armory to support the shift towards more frequent deployment cycles and continuous delivery in a multicloud environment. Armory provided immediate value with technical expertise, enterprise-grade software, and connectivity to the broader continuous delivery community. We are seeing a significant increase in both frequency and volume of releases with Armory's integration," says Stephen Flaherty, JP Morgan Chase's Head of Core Engineering & Enterprise Architecture. Previous winners include Tanium, Forescout, FireEye, Confluent, Cumulus Networks, and Tableau Software.

# HOW ARMORY BUILDS PRODUCTS

There are two primary approaches to developing and delivering software products. The first is to spend a long time building a product for end users before releasing it and seeking feedback, and optimizing for traditional engineering standards like reliability, scalability, and quality along the way.

The second approach is the one Armory embraces: getting a product into our customer's hands as quickly as possible so we can rapidly get feedback and iterate based on that feedback. As a startup, we have to optimize for speed.



How Armory  
Builds Products  
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We are nimble, responsive and conscious of our resources. Our philosophy is to optimize for speed: 'build the right thing fast, instead of the wrong thing, right.' Our rapid feedback and iteration loops enable us to quickly assess and determine whether we are developing the right product with the right features, for the right customers. Once we have confirmed that a product or feature satisfies a market need, we improve on it by optimizing for those traditional engineering standards.



In 2019, Armory was named the **Best New DevOps Solution Company** by **DevOps.com**. Alan Shimel, the Founder, CEO & Editor-In-Chief of MediaOps (the company behind DevOps.com) calls Armory a company that "bears watching, with the ability to change the game."

## THE ITERATIVE PROCESS AND SPINNAKER

With much of the world's software still deployed to data centers, our customers who are adopting Spinnaker are market leaders. They are critical in defining the features that will be broadly applicable as the rest of the market moves towards cloud (and Spinnaker!) migration.

These customers need a set of lightweight minimum viable product (MVP) features they can deploy and test, in turn giving Armory feedback and guidance on how best to commercialize Spinnaker. Our approach of rapidly releasing, iterating on, and then improving on features helps us validate (or invalidate) these features. We are learning alongside our customers and improving Armory Spinnaker on a near-daily basis.

As we build Armory Spinnaker, we are discovering the acceleration and unblocking features that make continuous delivery even more powerful for our current customers. Customers that adopt Spinnaker later in the market process will benefit from our early innovations. And, we'll

continue to discover features with our early innovators that will benefit later adopters. We'll stay ahead of the Spinnaker flywheel with this iterative approach to building and releasing products and features.

As we learn what the market leaders need – and as our early users and adopters implement it – our engineers return to the proven product and feature set and refactor them for optimal commercial engineering practices. We refactor the code for scalability, readability for internal maintenance, diagnostic capture, documentation, quality and readability.

First, we build the right thing quickly, and then we go back and build the right thing robustly.

## **ARMORY'S STRATEGIC ROADMAP: A PEEK**

Armory is making a deep commitment to cementing Spinnaker's position as the de facto standard for cloud-native software delivery. We are investing heavily in engineering and product development to continue enhancing the open source Spinnaker platform as well as Armory's value-added features. We are also investing in 24x7 enterprise support and services to help make our customers and the entire Spinnaker community successful. This is especially important as Spinnaker grows. The Spinnaker community has been doubling in size annually and now has more than 7,000 members, 400 contributors, and more than 100 commits per day, with support from all the major cloud vendors. Spinnaker is now being used by several hundred large enterprises.

We're also deeply invested in making Spinnaker enterprise-grade for a varied set of industry use cases, from finance to retail to technology. We've added proprietary Armory features and

OUR GOAL IS TO BUILD AN ENDURING AND IMPACTFUL COMPANY, AND OUR ROADMAP WILL HELP GET US THERE. ARMORY IS NOT HERE FOR THE SHORT-TERM: WE AREN'T LOOKING TO FLIP OR SELL THE COMPANY RAPIDLY. WE ARE THINKING AND ACTING IN WAYS THAT SUPPORT OUR LONG-TERM VISION. OUR FOUNDERS ARE SO FOCUSED ON THE LONG-TERM VALUE OF ARMORY THAT THEY HAVE ALL COMMITTED TO A 10-YEAR VESTING SCHEDULE.

enterprise-grade support that make Spinnaker an obvious choice for businesses that want to invest in a next-generation, cloud-native software delivery platform that enables them to manage risk in production in much more effective ways.

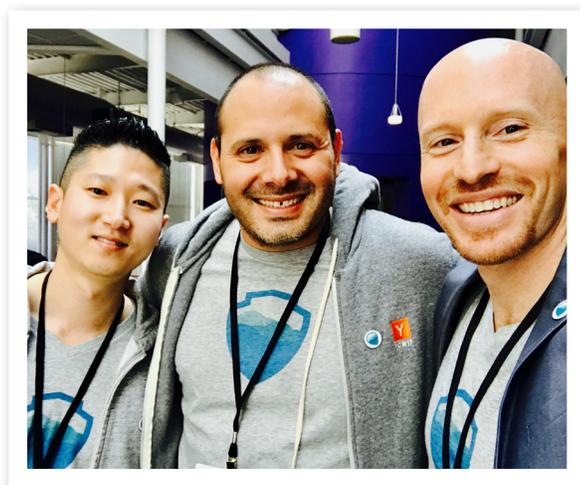
In the coming quarters, we will expand Armory Spinnaker with deeper security features, additional technology integrations to automate the SDLC, and a workload distribution engine for cost/latency/performance/policy arbitrage across cloud providers to increase cloud spend optimization.

We'll continue to add to this section to give you more details on the features we are adding (and why), our strategic roadmap, and how it dovetails with the Spinnaker OSS roadmap. You can see our current roadmap at [go.armory.io/roadmap](https://go.armory.io/roadmap)

## OUR FOUNDER'S APPROACH TO COMPANY CULTURE

Our founders – DROdio, Isaac Mosquera, and Ben Mappen – had worked together at a previous company and knew they wanted to build a special product and a special company. They know how important it is to get 'culture' right, and they made an intentional commitment to build Armory on a foundation of trust and empowerment.

Our prime objective at Armory is to build an enduring company, attract and retain talented people, and enable the world to unlock innovation through code. A key part of building Armory is to also build a culture that provides an empowering, positive experience for everyone. We believe in "empowering the edges:" giving power and information to everyone in the organization, not just to the people at the top. The edges have the most context and the ability to make the most impact. You'll learn more about this and what it means for you in later sections.



Founders Ben, Isaac and DROdio.

We are dedicated to optimizing our product around our customers, the company around our product, and the tribe around the company.

We're going to share a lot about Armory's culture in the next few pages, so you can understand how that culture directly shapes the experience of being part of Armory.

# WHY I JOINED ARMORY



**THOMAS MCGONAGLE**  
Solutions Architect

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I realized that Armory was a different kind of company from the get-go. Ben Mappen, the co-founder and Chief Product Officer, sent me a private blog post about the Solutions Architect role, and had me really intrigued. I came into the office for an onsite and was definitely hooked on the culture and the people.

My story is actually more about how Armory has impacted my life since I've joined the tribe. I recently had a difficult situation in my personal life and I very intentionally applied the leadership skills I've learned at Armory, and our tribal values as a framework for approaching and resolving the situation.

The situation was very emotional and tense, and everyone had different positions. I've been intensely practicing mindfulness over the past 6 months, which helped me stay very calm and focused. I approached the situation with a huge amount of empathy, which is a core value at Armory. I very consciously thought about what each person involved might be feeling, and how each of their perspectives was valid. Everyone needed to be listened to and heard.

I also asked for a lot of data. I've learned from Armory's data-driven culture of experimentation to gather as much information as possible to help make decisions.

In this situation, emotions were running high and it was helpful to get more data than was originally available, so that I could really, clearly understand the entire issue. I proposed to my family that we try an experiment, Armory-style. Everyone had been heard, we had the data, and I offered to lead the experiment to see if that could lead to a solution that would be good for everyone.

I was really thrilled. By intentionally applying Armory's values to this tough personal situation as a very empathetic leader, I was able to diffuse and de-escalate it. I proposed a rational, data-driven experiment to resolve it and focused on the importance of the relationships everyone had.

I believe that before joining Armory and learning and internalizing some of these approaches, I would have handled the situation very differently. It's very likely I would have jumped in at the same emotional, escalated level everyone else was at, and would not have had the leadership tools to rationally problem-solve and de-escalate to a resolution.

We talk about bringing your whole self to work at Armory. I think it works both ways. You definitely bring your whole self, but you also grow here, and you can bring that growth back into your life and apply it outside Armory.

# ARMORY'S CULTURE

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Hands-down, it was the culture that made me choose Armory. I was in talks with much larger companies like Lyft and some well-known social media companies. What really resonated with me was the culture here and how it aligned with my personal philosophy: having a good work/life balance, being able to bring your whole self to work, and understanding the dynamics of other people.

**MONICA CUYONG** | Senior Technical Recruiter at Armory

## WHY IS CULTURE IMPORTANT?

You're going to read a lot about Armory's culture in this Handbook. It's really important to us that you have a good understanding of we mean by 'company culture' in general, and Armory's culture specifically. Feeling comfortable and excited by that culture is a huge part of deciding to join a company, especially a company with a culture as pronounced as ours. Many people who choose to join the Armory tribe point to our culture as a big part of their decision.



Why Is Culture Important?  
**WATCH NOW**

**Culture is like a shadow. You cannot change it, but it changes all the time. Culture is read-only.**

NIELS PFLAEGING, Author, Organizational Change Thought Leader

We think of company culture like an operating system (OS). Just as an OS supports the critical functions of a computer, a cultural OS supports the critical functions of a company. Armory has very intentionally developed our culture from our first day.

We believe it is a foundational, bedrock element that influences everything else: how we interact with customers and team members, the product we are building, and how investable and scalable the company is for long-term value. As our co-founder Ben said very early on, "culture is what happens when the leaders are out of the room." It's the ethos that everyone lives and works by. It's how we learn together, come together, work together, make decisions together, respond in difficult situations, and show up for each other.

We believe a strong culture is important because it fosters trust. A company without a strong culture of trust has to implement strict rules and processes to get anything accomplished. In contrast, a high level of trust sharply decreases the amount of communication required to get things done. "I think we should do 'x,'" is typically followed by "OK. I trust you to do the right thing." With a strong culture, we don't need as many rules. Everyone knows how things work and what the tribe's expectations are. We can move faster and with more flexibility. That is what will enable us to grow and scale faster.

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Why did I join Armory? Isaac's vision for Spinaker and Armory, the culture, and the type of company Armory was building. I wanted to be part of it and build something great with the tribe.

**DAVID WALKER**  
Head of Business Development  
at Armory

At Armory, our cultural OS is open for experimentation and feedback. We treat our culture like the product we are building. We experiment with it, and we use the resulting data to guide us and optimize the Armory culture. By the time you refer your friends or former coworkers to this Handbook, or when your family and friends read it to understand Armory, it may be very different. We are iterating and evolving. In fact, you will be part of that growth. The cultural OS is created jointly by everyone at the company.

## WHY WE CALL IT A TRIBE

We were inspired by Enrique Fiallo's *"The Reasons Why Being Part of a Tribe is Amazing,"* portions of which are reprinted with his generous permission below. You can read the entire piece at <https://medium.com/@EnriqueFiallo/the-reasons-why-being-part-of-a-tribe-is-amazing-81ec9a7f4f3e>

*“Tribes are different. Tribes are relevant. Tribes are magical. Tribes are living, breathing organisms. The characteristics of the Tribe are where the power really lies.*

*“Tribes provide affinity: A spontaneous or natural liking for someone. A similarity of characteristics. Kinship. A non-blood tie relationship.*

*“Tribes provide intimacy: Tribes are intimate groups. Members become close as they work together on initiatives, issues, problems, and projects. In this intimacy lies great power, and the ability to speak openly and completely about anything.*

*“Tribes provide authenticity: In a Tribe you can be yourself. No judgement. No reason to pretend. You can bare your soul. No pressure to be perfect. You can be vulnerable. One major advantage of this authenticity is that time is not wasted on pretense and gamesmanship. Instead, all the Tribe's energy can be focused on the mission, the work, and collective outcomes.*

*“Tribes provide availability: Tribe members are available to each other. Someone is always there when you need them. To help with a problem, answer a question, consult, collaborate.*

*“Tribes provide faith and belief: Tribes have faith in each other. And a rock-solid belief that they can accomplish anything and get great things done. This faith and belief is what fuels the Tribe’s passion. There is nothing quite like working in collaboration with a group of people that share similar beliefs, have faith in each other and light each other’s collective fires.*

*“Tribes provide dependability and support: Tribal members are observant and vigilant. They aren’t obtrusively butting into each other’s business, but are diligent in ensuring a fellow member doesn’t struggle needlessly or gets into trouble. Tribal members take care of each other and don’t abandon fellow members to labor on their own.*

**And finally,**

- Greatness comes from the power of the Tribe and the contributions of all.
- Tribes are about acting and getting things done.
- Ditch judgement: it’s counterproductive. When Tribe members mess up, fix the problem. Get to Root Cause and put in place preventive measures but don’t be judgemental. It’s not helpful.
- Tribes demonstrate the exponential, compounding effect: 1+1 does not equal 2. In a Tribe, 1 + 1 = 42, or 176, or even 2,397!

AT ARMORY, WE CALL INDIVIDUALS ‘TRIBALS’ INSTEAD OF ‘EMPLOYEES.’ WHY? IT’S NOT A NAME CHOSEN IN A VACUUM. IT’S AN ORGANIZING SET OF PRINCIPLES AND A CULTURAL RATIONALE. MEMBERS OF A TRIBE SUPPORT EACH OTHER AS A COMMUNITY WITH A COMMON PURPOSE, MOVING MOUNTAINS FOR EACH OTHER AND FOR THE COLLECTIVE GOAL. WHEN YOU JOIN ARMORY, YOU ALSO JOIN OUR TRIBE IN MANY WAYS.

# ARMORY'S COMPANY CULTURE

## WE ARE OBSESSED WITH CUSTOMER SUCCESS

A key part of our strategy is making sure our customers don't experience the pain we went through at previous companies. Our transparency comes from confidence, and our confidence comes from our customers. We are creating a platform that enables customers to innovate with velocity and safety.

- We are continually customer-driven.
- We work to optimize for our collective customers' success.
- We focus on building the *right thing fast*, instead of the *wrong thing right*.
- Our customers define the value we're providing them. Customer needs drive how we prioritize features.
- One hour with customers is worth 8 hours in the office. (Seriously!)

## WE ARE DATA- AND EMPATHY-DRIVEN

We place equal value on objective facts and data, as well as on connecting with each other based on empathy.

- We make decisions with data, and we prioritize getting that data. We empower the edges of the organization to have as much data as possible — that's how you can make the best decisions.
- We agree to discuss, disagree, discuss again, and then commit to making a decision that's best for the tribe.
- We are driven by empathy. Empathy is the ability to understand and share the feelings of someone else. Business runs on relationships, relationships are built by people, and people are driven by their feelings. Being driven by empathy enables us to handle all interactions with respect and trust.
- Empathy drives our internal and external interactions.

## WE HAVE A CULTURE OF EXPERIMENTATION

Just as our product enables customers to iterate quickly and rollback when things don't work, we encourage the tribe to explore new ideas and experiment. We create an environment where you have the resources, data and freedom to go ahead and try things.

- We ask our team members to act first and ask for forgiveness later.
- We empower tribals to default to "action" on decisions above the waterline.
- We empower you with the tools and information you need, and support your experimentation and innovation.

- There is no “golden path” — we encourage you to experiment to find new, better ways to do things.
- As long as you learn from experiments and iterate on them for next time, there is no such thing as failure.
- Start by starting. Push for small moves. Start somewhere, start trying, and start learning.

**What do our guiding principles mean in practice for our tribe, and for you?**

**We trust you to make the right decisions:** Most decisions are “above the waterline.” That means they can be reversed if they turn out to be wrong, and they won’t sink Armory. We encourage you to default to “action” on those decisions, and ask for forgiveness instead of permission. (Some decisions are “below the waterline” and should be made carefully because they are irreversible and could sink our ship.) For above the waterline decisions, bring as much data as you can to inform your decision and use it to evaluate if the outcome is what you expected it to be. Trusting that these decisions can be reversed frees you from hesitating to try new things.

**It’s safe to try new things at Armory:** In our culture of experimentation, tribe members identify ideas that should be explored, and are empowered to go ahead and act on those ideas. We’ve created a brave space to try things. It’s bold, invigorating and inspiring, and it’s what enables us to focus on—and deliver—customer success and growth.

**You will interact with people at deep levels:** The brave space we’ve created provides opportunities for the tribe to dive deeper into conversations with no hidden agendas or judgement. We encourage Level 2 and 3 conversations between tribals so we can get to know each other well, feel safe doing so, and get amazing things done together.



**Your work will have extreme relevance:** You'll be building the technological and cultural foundation of our company with us. You'll have the kind of impact people at larger, less experimental companies can only dream of.

**We default to transparency:** Empowerment starts with transparency. You have access to the information you need to be successful. The tribe is included in most of the key decisions of the company. We have a one-sentence expense policy: "When you spend the company's money, do it in a way that's best for the company." Everything is made available to the entire tribe by default, from partnership agreements to stock option grants, to full internal compensation information. You will never wonder if you have the right information to make the right decision.

**At Armory, it starts with you:** We aren't a Wild West free-for-all with no structure or guidance. Instead, we have intentionally created an environment of trust, transparency, respect and common goals. This gives you the freedom and support you need to experiment and grow. This is how we iterate the culture and the product, and empower you to become an invaluable member of our tribe.

## INSPIRED BY "REINVENTING ORGANIZATIONS"

There have been many phases of human society and resulting organizational structures throughout history. The author Frederic Laloux wrote an inspiring book called "Reinventing Organizations" that has inspired the Armory tribe, and reflects many of the cultural values we embrace. In his book, Laloux explores these organizational phases and explains we are currently entering a stage called "evolutionary," or "teal." (Laloux assigns colors to phases).

Organizations that embrace teal structures understand that they are made up of humans, and are therefore living systems, complex, whole, and conscious ecosystems. These organizations move away from a hierarchical, centralized command and control structure towards a self-organizing structure that responds and shifts naturally to conditions. Three primary breakthroughs are common in teal organizations: self-management (authority is dis-

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I'm blown away by the intentionality behind Armory's culture. We hire empathetic, thoughtful people. Experimentation and iteration are valued. We are stepping into the marketplace in an iterative and sensible way. We go to great lengths to include everyone. It's a company with immense humanity, soul, and substance.

**KATE MacALEAVEY**  
Head of Culture and Leadership  
Development at Armory

# WHY I JOINED ARMORY



**JIMIN KIM**  
Senior Support Engineering Manager

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I was in the process of interviewing seriously with 5 great companies when I decided to join Armory. When choosing a company, I consider several factors: culture, product, company vision, and the market timing. The convergence of these factors at Armory is why I was comfortable walking away from the other opportunities I had on the table. I've had zero regrets.

There are unique parallels between Armory's mission as a company (enabling software companies to deliver and achieve maximum velocity in the software development lifecycle), and what its culture empowers (enabling individuals to realize and grow to their fullest potential). When companies can deliver innovation with velocity and safety, they are maximizing the value they provide to the world. When individuals can deliver their fullest potential and feel empowered – and safe – they are maximizing their own personal potential.

I've been in Silicon Valley for almost a decade. Until I joined Armory, I hadn't found a place where I felt able to thrive and where my full potential was unlocked. Armory is a place where I can bring real value and grow my creative and strategic ideas. We also put people and families – the extended tribe – first. The natural, symbiotic result is that the extended tribe takes care of Armory. My wife was just as thrilled as I was that I was joining Armory, because she felt the same sense of community that I did.

Another factor that contributed to my decision to join Armory was market timing. Software is dominating the world, competition is fierce, and spinning up the next billion-dollar start-up requires the right tools, culture and people. We are helping our customers do that.

The focus on customers was another key deciding factor. I felt that Armory was poised to be a market leader because of our culture of experimentation and participation in the open source community. Armory has a policy of "ship the right thing fast and iterate." We immediately gather feedback from customers and make changes rapidly. The internal culture of experimentation is a gamechanger for how customers reach out and receive technical support. The roundabout culture empowers tribals to creatively solve customer challenges. Instead of putting processes into place that increase friction, Armory constantly seeks ways to minimize friction, remove roadblocks, and add automation. This ensures that support engineers can rapidly respond to customers and gives the engineers time to contribute to the community and the open source repository.

The coalescence of the open source roundabout culture, the focus on people first, the market timing, and our obsession for customer success is how we enable innovation at scale and velocity. As a tribe, we default to action, transparency, and trust — and I'm here to play the infinite game.

tributed and collective intelligence is valued), wholeness (individuals are encouraged to bring their whole selves to work), and evolutionary purpose (the organization does not operate to a narrow plan, but listens and responds to the entire ecosystem).

Self-managing organizations do not result in a lack of structure or coordination. Instead, they replace the bottlenecks that naturally result from hierarchy with the distributed authority that arises naturally from highly functional complex systems. The proof that complex systems work is all around us: consider massive natural ecosystems like the Amazon rainforest, flocks of birds flying in perfect formation, the highly distributed global economy, or the wonders of the human brain.

In future versions of this Handbook we'll dive into teal organizations in more detail. In the meantime, we encourage you to read "Reinventing Organizations" to more fully understand why and how we are aligning the Armory culture with this evolutionary approach to organizational structure.

## **ARMORY HAS A ROUNDABOUT CULTURE**

What is a "Roundabout Culture"? We contrast roundabout culture to more traditional Command-and-Control cultures. It's useful to envision a traffic intersection, where Command-and-Control cultures are represented by stoplights, and roundabout cultures are represented—naturally—by traffic roundabouts.

At first glance, it makes intuitive sense that we need a system of rules and signals to keep drivers, pedestrians and bicyclists safe on the road. Stoplights are based on a set of assumptions, however. The most fundamental of those assumptions is that people can't be trusted to pay attention at intersections or make smart decisions. Control is centralized in a system of lights, signals, and lanes that rely on precise timing and electricity. The system attempts to account for a huge number of possible variables and scenarios. The slightest distraction or disruption can have catastrophic, often fatal, results.

In contrast, traffic roundabouts are based on an entirely different set of assumptions. Trust is implicit. It is presumed that drivers, pedestrians, and bicyclists will pay attention, and will have—and use—good judgement about who has the right-of-way, and when to go. Control is decentralized and the system is much simpler. The same number of variables and scenarios can unfold in a roundabout as at a stoplight, but participants are trusted to use good judgement in how to handle them.

**Roundabouts reduce traffic collisions resulting in serious injury by 75%, and fatalities by 90%. Trusting people appears to save lives!**

*Source: Washington State Department of Transportation*

Many traditional organizations have stoplight cultures. Command is centralized near the top of the company, and very few individuals have autonomy or control. In contrast, Armory has intentionally created a roundabout culture.

The cultural values we explored in the previous section make a great deal of sense in the context of a roundabout culture: empowerment, trust, experimentation, and access to information. By default, the Armory tribe is trusted and empowered to make the right decisions, use best judgement at ‘intersections’, and control is pushed out to the edges of the organization instead of centralized.

It’s safe to experiment, iterate, and try new things in a roundabout culture: participants are given as much information as possible, context is valued more than control, catastrophic events are minimized (decisions above the waterline are prioritized, outages are avoided), and guardrails are implemented instead of gates. This is similar to the benefits inferred by Spinnaker (deployment windows, canarying, resiliency) and is one of the ways Armory extends its culture beyond the Armory tribe to the greater customer and Spinnaker community, enabling velocity through safety.

## OPENSOURCE CULTURE & THE FLYWHEEL

Armory is commercializing an open source product. As a commercial open source software (COSS) company, we have obligations — and opportunities — that traditional proprietary software companies don’t. In building Armory’s market value and company culture, we also focus on creating value and contributing to the culture of the larger Spinnaker community. We think of this as the Open Source Culture.

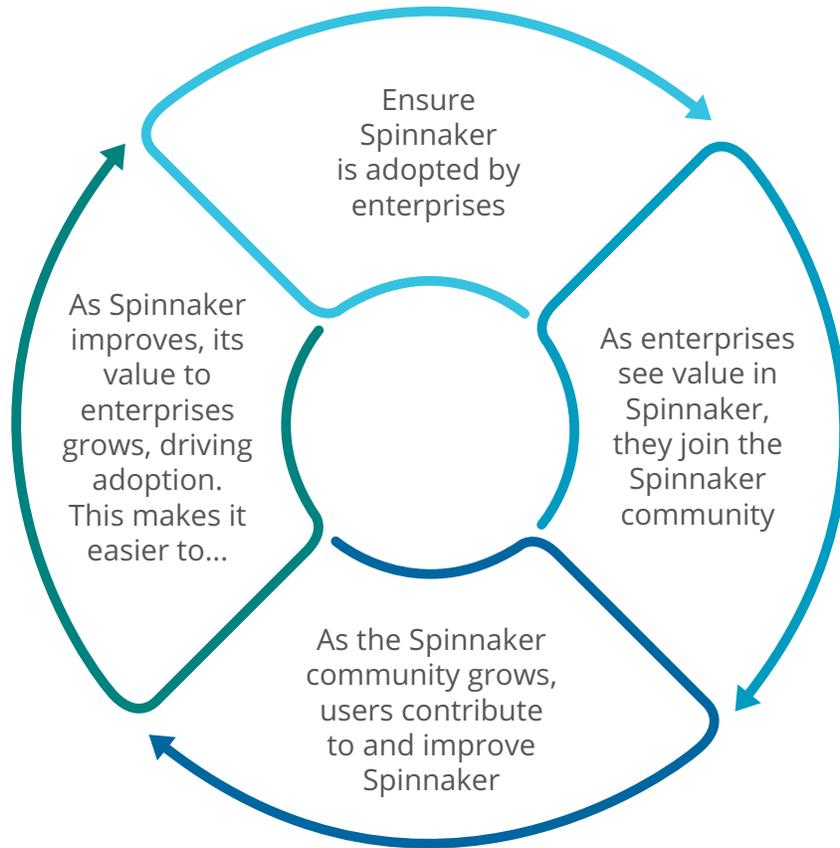
**We can do this better, together.** *On why Netflix open-sourced Spinnaker.*

**ANDREW GLOVER**, Director, Delivery Engineering, Netflix

“COSS companies are fundamentally different because they create value differently,” says Joseph Jacks, the Founder of COSS Media. We see the creation of this value as a flywheel. Flywheels are rotating mechanical devices used to create and store ‘rotational energy.’ They contain massive metal discs — some weighing over 4,000 lbs — with counterweights on the outside. It takes a lot of effort to get a flywheel moving, but once it begins to rotate, the coun-

counterweights are critical to building momentum, and the disc eventually spins faster and faster.

COSS companies need to build flywheels of value and identify the counterweights that will build momentum — and inevitability. In the case of Spinnaker, the flywheel looks something like this:



Every decision we make at Armory is considered from a different perspective than decisions made at proprietary software companies. For example, we have to decide whether to open or close source any new feature we develop. Open sourcing features improves the open source Spinnaker platform as a whole, which adds to the community counterweights and grows the size, importance and relevance of the Spinnaker project which sits at the core of our software delivery platform. On the other hand, close sourcing a new feature helps ensure that Armory captures enough of the value we're creating to more rapidly grow the company. We need to grow to continue investing in the Flywheel. Every decision we make at Armory has a COSS lens, because Spinnaker's success is Armory's success.



Open Source Culture  
& the Flywheel  
**WATCH NOW**

The community counterweight on the Spinnaker flywheel is powerful. Spinnaker has a community of companies positioning it "above the clouds" - including cloud vendors. These companies

include AWS, Google, MSOFT, Pivotal, Oracle, Alibaba, Huawei, Tencent, and Netflix. This powerful group is coming together as a community to support and grow Spinnaker as the defacto standard for cloud-native software delivery.

We believe that keeping the flywheel spinning will be driven by an additional counterweight: a new type of organizational operating system. We've talked a lot about culture and cultural operating systems in this handbook. Our Armory tribe members are also members of the Spinnaker tribe, and vice versa. The cultural operating system doesn't only flow one way. It flows out to the community and back in, contributing to the momentum and success of Spinnaker and all the companies in the ecosystem. Consider why Netflix released Spinnaker to the open source community in the first place: to make it better, together. This ethos helps drive our decisions on what to open and close source, and how to contribute back to the community.

We've used the term 'cultural operating system' several times in this handbook. We use it interchangeably with the idea of an Open Source Culture to explain how we are empowering people at the edge of the company, and defaulting to transparency so they have as much context as possible to make the best decisions for the entire Spinnaker ecosystem.

When you join Armory, you don't only join the Armory tribe. You join the open source tribe and culture, and contribute to the flywheel. It's exciting and new, and we are iterating on it every day with amazing companies who are also adding weight to the flywheel to keep the momentum going.

## ARMORY'S CULTURE EXTENDS TO THE WHOLE TRIBE

We intentionally choose to call each employee a “tribe member.” This is because we are collectively supporting each other in a unified culture with a set of organizing principles and a clear common goal. Like any other company, Armory has “teams:” the engineering team, sales team, marketing team. Like sports teams, these are groups that work together to achieve common goals. Unlike tribes, however, teams disband when specific goals are accomplished. Armory is here for the long term, and we are here to support the tribe for the long term also.

A startup is, by definition, doing something impossible. Otherwise it wouldn't be a startup! Doing impossible work requires a lot of understanding and support, not just from the tribe, but also from the broader support network of spouses, partners, families, and friends.

The tribe doesn't stop at the office doors. We know that without our support network, we would not be successful. We organize events and happy hours so the tribe and extended tribe can all get together. Armory also focuses on the general happiness of our tribals by offering perks and benefits that make life easier. For example, we pay for a companion ticket whenever you need to travel. (You'll learn more about this in the Compensation and Investing in You sections.)

Armory also hosts two annual events for the entire extended tribe: an annual company picnic and a New Year's dinner.

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Armory is the most remote-inclusive workspace I've ever been in. We are very intentional about including remote tribals in developing culture, work practices, best practices, communication, and inclusion. People are careful to ensure that they schedule meetings mindfully around different time zones.

**KATE MacALEAVEY**

Head of Culture and Leadership Development at Armory



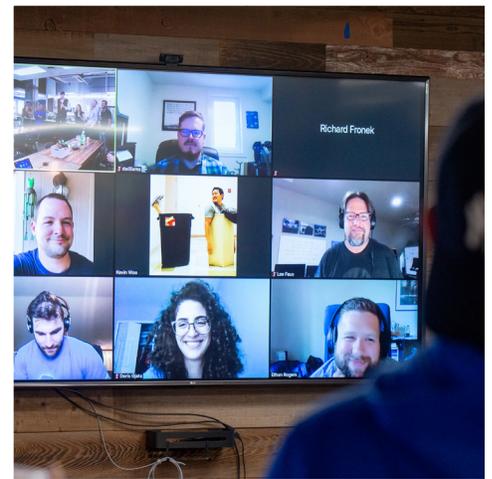
Our New Year's dinner and annual company picnic.

## SUPPORTING OUR REMOTE TRIBE

We are very intentional about ensuring that remote tribals have a positive, empowering experience and the same opportunities to experiment and contribute as onsite tribals. If you don't live close to our office, our extremely collaborative environment will help you feel as if you are right here. We've made big investments in audiovisual equipment to ensure that remote and onsite tribals can participate together in a "digital watercooler" environment. There is an always-on Zoom channel in both the main meeting space (where tribals at HQ eat lunch and participate in all-hands meetings), and in the engineering space.

The company's Slack channels are an important tool for remote tribals. Channels range from important and serious (#custdev, #product, and #engineering-questions), to one specifically for remotes with great information for remote-specific benefits, tips on audiovisual equipment for video calls, and remote coffee meetings, to fun channels that bring the extended tribe closer together (#pets and #food are extremely popular). Tribals utilize Slack extremely effectively to ensure that both onsite and remote tribals are included in and part of ongoing company conversations.

More than one remote tribal has actually painted a home office wall blue or put up the Armory logo to extend the community feeling right into their remote environment! And, to make sure that remote tribals are as fully equipped as onsite tribals, Armory covers 100% of any electronics or software you need to be more efficient or productive. (You'll learn more about this in the 'Investing in You' section.)



All-hands meeting with remote tribals.



Armory is focused on remote tribals. We are included in every meeting, and time zones are carefully considered. We invest in quality tools and technologies like web cams, headphones and video conferencing to make being remote really viable and inclusive.

**JASON McINTOSH**  
Staff Engineer at Armory

# ARMORY'S COMPENSATION

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I've never had an employer open its books the way that Armory does. When I saw the compensation models in my on-boarding documents, I was floored. There's something magical about doing this: it demystifies the whole 'who gets paid what' thing. It allows me to do better work and have better relationships with the tribe.

**ED LOMBARDO** | Account Executive at Armory

## OVERVIEW

We are hiring throughout North America. The benefits described below are specific to the United States. Global options may differ depending on your location. Please talk to your manager for specific benefits in your country.

Armory will make you an offer that has both a cash and an equity component. You can choose to maximize the cash, or maximize the equity – whatever works best for you! We offer restricted stock, regular ISO's, and early exercise options. Our plan is to build a massively successful, long-term company and we want you to decide how you'll participate in that growth.

We provide you with a calculator to help you determine how the value of your equity could play out over time. We want to make sure you understand what your equity could be worth in the long run so you can make the best decision for you and your family.

**COMPENSATION TRANSPARENCY:** We extend our culture of transparency to compensation. We believe strongly in equal compensation between tribe members at the same skill levels. We publish the compensation bands for every role internally within the company so you can always be sure that you and your peers are being compensated equally. We also share the company capitalization table with each new tribal. It's important to us that you know how option grants work, and that you have the information you need to make decisions on the equity component of your compensation.



Compensation Transparency  
**WATCH NOW**

## EQUITY

As part of the Armory tribe, you are adding long-term value to the company. The founders have committed to a 10-year vesting schedule. Tribe members are on a four-year option vesting schedule: 25% of your options are vested after your first year, and then vest monthly over the next 36 months. Once you've been at Armory for three years, we give you 10 years to exercise vested options. (Most companies only provide a 90-day window!) This way you can be sure that you want to become an equity holder in Armory, instead of having a short time window to pay for stock before you know whether it will have long-term value.

When you join us, you'll have the option (no pun intended!) to choose one of three approaches to the equity component of your compensation. We'll discuss each of these options with you so you can understand them fully. In the spirit of our data-driven culture, we want to make sure you make the best decision based on the choices available and your individual tax situation. For that reason, we require that you speak to a Certified Public Accountant prior to moving forward with one of these options.

**RESTRICTED STOCK:** We offer an early option exercise so you can purchase all your options at the current strike price when you join us and file an 83(b) election. Don't worry if you don't understand how this works: we will explain it in detail. It can be a big tax savings, especially for early tribals getting in on the ground floor. Your purchase price is the same as the value of the stock, with no tax gains.

**REGULAR OPTIONS (ISO's):** You exercise your options as you vest, or at some point after. This is the approach most people are familiar with. Generally, at the time you exercise ISOs, you will have to pay tax on the difference between the then-current fair market value and your strike price.

**EARLY EXERCISE OPTIONS:** This approach is a blend of the two approaches above and offers maximum flexibility. You choose when you want to exercise your options. If the exercised shares are not vested, they turn into restricted stock and receive favorable tax treatment.

## ADDITIONAL EQUITY

We recognize that the tribe is key to increasing Armory's long-term value. There are several situations where tribe members can receive equity in addition to the initial hire-on equity component.

**NEW HIRES GRANTS:** These grants are for new hires, at market levels. (Our grants step down by 10,000 options with each new engineering hire).

**PROMOTION GRANTS:** Promotion grants bring recipients up to the level Armory would hire today for someone new in the position. (NOTE: As an early tribal, your equity grant may already be larger than this. A promotion may therefore not necessarily result in additional options.)

**OUTSTANDING PERFORMANCE GRANTS:** We sparingly provide grants to tribals who have truly distinguished themselves on the basis of amazing accomplishments over the past year. The target size for these grants is 50% of what Armory would hire that person at for their position today. (As we grow, this pool will be reserved for non-executive tribals.)

**EVERGREEN GRANTS:** In your third year at Armory, we will issue you a new grant worth 2/3 of what you would receive if you were hired for the same position today. These evergreen grants do not have a cliff - they start vesting immediately on a 4-year vesting schedule.

# WHY I JOINED ARMORY



## ROSALIND BENOIT

Spinnaker.io Community Marketing Manager

It may not seem apparent at first glance, but there are several parallels between the culture of the rock climbing community, and culture at Armory.

When you climb, you have to secure your rope on the next bolt up the rock face (“clipping”). Clipping is scary, and one of the most dangerous stages of climbing. Once you’ve completed your clip, you feel relief, because you’re at the next point of safety. However, while you’re actually in the process of clipping, you are very vulnerable.

New climbers tend to clip as soon as they can: it reduces the amount of time they are vulnerable for. This makes sense psychologically, but it’s unwise physically. To clip as soon as possible, you have to reach high above you for the next clip, and that reach requires a lot of energy. More experienced climbers know they need to reserve energy for climbing, and assess the payoff between feeling safer and having more energy.

I’m learning how to be comfortable feeling vulnerable during a climb, how to move through the fear and understand that I can wait a little longer to clip off. I can conserve my energy and actually be safer in the long run. Climbing is teaching me to be strategic in how I face my fears. I’m learning to face fear head-on - to not actually be afraid of fear, but to turn it into a force for energy and forward movement.

Climbing is a sport that is built on a framework of trust

and communication with your climbing partners. You have to face your fears and learn to be comfortable feeling vulnerable on a rock face. You have to learn when you feel like leaning into your fears, and when you feel like taking a less challenging route. It’s ok to lean away from your fears some days.

At a group level, climbing is an environment of complete mutual trust. You have a person who holds the rope and catches you if you fall (your belaying partner). You have to trust that your belaying partner will do their job. It’s literally a matter of life and death.

The roundabout culture at Armory reminds me of climbing. I think that’s why Armory immediately felt so familiar, and like a place I knew I’d feel at home. There is absolute consent and trust in a roundabout culture. Just like climbing partners support and trust each other, the same foundation underpins the relationships at Armory.

In a similar way, the trust and communication also span the open source community and reflects the culture that Armory is building within the Spinnaker and CI/CD communities. We are nurturing an interconnected group that can’t function without each other and that is learning to trust and communicate. My role is to facilitate those conversations in the Spinnaker community and build those relationships.

The roundabout culture is unique, and I believe that’s what is enabling us to build something amazing together.

## HEALTH BENEFITS

We cover most of the cost of your medical, dental, and vision care through a variety of plans. You are eligible for health benefits after the first day of the month following your hire date. You can turn to our Gusto portal if you have questions or you want to make changes to your plan. We want you to get information quickly without having to sit on the phone with customer care.

**MEDICAL:** We cover 100% of the healthcare costs for our base medical plan (PPO 1500) for tribals. We also cover 75% of dependent costs on the base plan. Dependents are children, spouses and domestic partners. We will give you the details of each plan so you can choose the one that is right for you.

**DENTAL:** We cover 100% of the premium for tribals, and 75% for dependents.

**VISION:** We cover 100% of the premium for tribals, and 75% for dependents.

**LIFE INSURANCE:** We cover 100% of the premium for tribals, and 75% for dependents.

**LONG-TERM DISABILITY:** We cover the entire premium for tribals.

## PLANNING FOR THE FUTURE

We offer traditional and Roth 401(k) retirement savings plans for tribals. We encourage you to take advantage of them! We also allow you to deduct funds directly from your paycheck and put them into 529 college savings plans for your children.

Armory's 401(k) plan is handled through Guideline and has been structured to provide you with the opportunity to save for retirement on a tax-advantaged basis. This plan is a type of qualified retirement plan commonly referred to as a 401(k) Plan.

Two types of contributions may be made under this plan:

- Employee salary deferrals, including Roth 401(k) deferrals.
- Rollover contributions.

When you join Armory, you are immediately eligible for the 401(k) plan. Guideline will send you an invite. You will be automatically enrolled at the preset contribution rate of 5% if you do not adjust it.

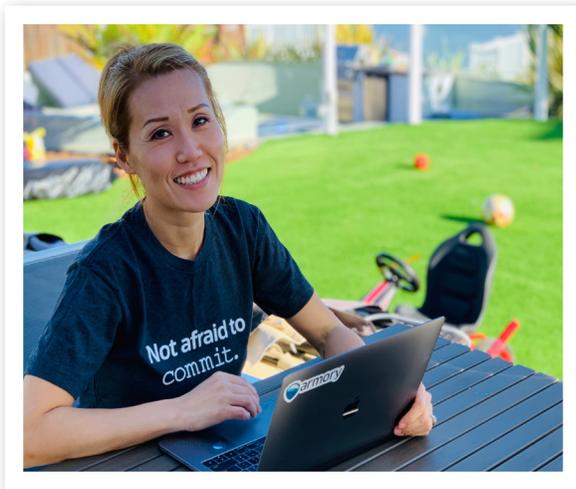
## TIME OFF

We offer unlimited discretionary personal time off (PTO). Work/life balance is critical to building a tribe – and a company – that has the energy and focus to grow something amazing. Our time off policy is simple: take as much time as you need, to recharge and re-energize. We are not focused on your input measured in increments of time. We are focused on the quality of your output!

Take time off as you need it, for doctor’s appointments, parent-teacher meetings, jury duty, voting/elections, etc. We want to ensure you have the time you need to manage your home life. These days off do not count as vacation! When you are truly on vacation, we want you to be resting and relaxing. (The DMV has never been relaxing! If you’ve found a way to make it relaxing, please let the tribe know!)



Flexible Schedules  
**WATCH NOW**



Bedi working from home.

**FLEXIBLE SCHEDULES:** We don’t watch the clock. We trust you will set the hours you need to enable great work. We encourage flexible schedules that work with your needs. Some tribals like to get in early and leave before traffic, others like to sleep in and stay late. We know that you will manage your time in the best way possible while ensuring you are available for meetings and collaborating. Some tribals like to jump back onto their computers after getting home from the office, while others don’t. We support whatever enables you to do your best work.

**VACATION POLICY:** Unlike other companies with unlimited vacation or paid time off, Armory has a 2-week minimum vacation policy. Over the course of a calendar year, you should plan to take a minimum of two weeks of vacation time. This can be all at once or in smaller trips. If your vacation plans for a year require more days, feel free. If you go twelve months without a significant break, your manager is responsible for helping you schedule your vacation. The 2-week minimum is for vacation only. It’s for you to rest and recharge. For this reason, sick days, jury duty and other non-restful time off does not count as vacation time. We want you to be at your best to contribute to the tribe!

**SICK DAY POLICY:** If you are sick, please don’t come to the office. (Seriously, please don’t come to the office and spread germs to the rest of the tribe!) Our first suggestion is to rest and

recover. If you are up to it and it doesn't affect your recovery time, working from home is an option. Your primary focus should be to get well. Sick days never count against your vacation.

**PARENTAL LEAVE:** We offer unlimited parental leave to all new parents. Our parental leave applies to any kind of new parent (births, adoptions, or having a child via surrogacy), for any tribal of any gender. In the case of complications, Armory will assist with the PFL and SDI applications. You can take as much time off as you need as a new parent, with full salary and benefits. Minimum parental leave is three months. You will work with your manager to arrange your parental leave, ensuring that your core responsibilities are covered by your peers during your time off. You will also work together to craft a re-entry strategy. Enjoy and bond with the new addition to your family and ease yourself back in as you are ready to do so.

## INVESTING IN YOU

Being part of the Armory tribe is a symbiotic relationship. Success will be short-lived if all you do is give to Armory, but don't receive equal benefit in return. We've intentionally designed the following benefits with you in mind, investing in your growth and future, and making life easier and more fun.

**CAREER PROGRESSION:** You're at your best when you are happy and passionate about the work you're doing. It's our priority to invest in your career progression so you can achieve your goals. Your manager will work with you to create a career development plan. When we have job openings to fill, we look internally first. If you are interested, we will interview you. If your skills aren't quite a match, you can work with your manager to add to those skills. Outside class? Certification program? Let's get you enrolled.

**FUN & EASY TRAVEL:** We pay for a companion ticket for any Armory travel. Bring your spouse or family and make a weekend of it! You can also have your partner/ family stay in your Armory-expensed hotel room. Our only ask is that if we need you to share the room with other tribals, you cover the cost for an extra room for your companion(s).

**FREE LUNCH + GREAT SNACKS:** Whoever said there's no free lunch has never met Armory's in-house chef, Jonathan. He makes delicious and nutritious free lunches, every day. He has a passion for food and keeps our lunches healthy and varied. Do you have favorite snacks and drinks that power your brain while you work? Let us know and we'll stock them.

**WORKING LATE?:** You might have noticed that we want to keep you fueled and well fed! Anytime you work past 6 p.m., you can expense dinner on Armory, using your company credit

card. When a group of tribals stay late to work collaboratively, we order in from a local restaurant. There are over 100 of them within walking distance of the office.

**CELL PHONE EXPENSES:** Armory will cover the cost of your monthly cell phone usage for you and up to three more lines if you switch to Armory's Verizon Wireless company plan. You'll get unlimited talk, text, and data per device on Verizon's network (22GB/month). There's no 2-year commitment unless you choose to purchase. If you choose to stay on your current plan, you can expense it out of your BOC. (Learn more about this below!)

**YOUR FUTURE & YOUR SUCCESS:** Want to go back to school at some point to earn another degree? We'll keep vesting your options while you're back in school, as long as you return to Armory for a year afterwards to apply the new skills you learned in school.

**EDUCATION:** Armory earmarks \$1800/year for each tribal for educational experiences. Conferences (those that we don't ask you attend as part of your role at Armory), learning and development, continuing education programs – we will invest in you to continue expanding your mind and skills. In our spirit of transparency and trust, we don't ask you to write a business case for these educational endeavors or seek manager approval. We trust that you are choosing the right programs for you, and encourage you to seek them out.

**YOUR PRODUCTIVITY:** We want to increase your productivity and efficiency. We will cover 100% of any electronics and 100% of any SaaS products that help you. Examples: Laptop, monitor, headphones, Mixmax, Sanebox, etc. We also share efficiency and time-hacking tools and tips internally to help the entire tribe. If you have great tips, let us know! This doesn't come out of your BOC! (Learn more below.)

**EXPENSES:** A culture built on trust enables a straightforward expense policy. We give every tribal a corporate credit card with one rule in mind: When you spend the company's money, do it in a way that's best for the company. *It's that simple.*

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The +1 travel benefit is really amazing. My wife Hillary joined me after a business trip to Italy, and we did a long weekend in Venice. The work trip to Italy and the subsequent trip together was one of the best trips of my life. Vicariously seeing and living Italy through Hillary's eyes was wonderful. This is one of the reasons being part of the Armory tribe is so special.

**THOMAS McGONAGLE**  
Solutions Architect at Armory

# BRING YOUR WHOLE SELF TO WORK WITH ARMORY'S "BOC" PERKS

In the spirit of our culture of experimentation, we are launching a new approach to our perks for both onsite (HQ) and remote tribals on February 1, 2020. This initiative, called 'Bucket of Cash' (BOC) is designed to give tribals the flexibility and empowerment to expense things that make their lives better, easier, and the most fulfilling, without having a prescriptive list of 'approved' things, or taking a one-size-fits-all approach. We believe this initiative pushes these decisions to the edges of the organization, so everyone in the tribe can choose what's most meaningful to them.

Before the new BOC program rolled out, we had a much longer, defined list of benefits and perks. With this program, we mapped out the value of those and determined a monthly amount that onsite and remote tribals can spend and expense back to Armory. We don't restrict what this money can be spent on: we trust you to use discretion and spend this perk on things that make your life better. We believe investing in you is critical!

Having a BOC to apply to whatever makes your life the most whole is in line with our philosophy that you need to be able to bring your whole self to work. We realize that every tribal has a different way of recharging. Before we moved to this flexible BOC experiment, we chose to reimburse tribals for gym memberships. But, we recognize that tribe members choose to exercise in many different ways – some love to work-out at the gym, while others hit the open road on bicycles, or climb mountains. The ability to choose to spend the BOC on a gym membership or equipment for any active pursuit means tribals can choose how to be physically active, with Armory's support. For tribals who work out at the gym, we have negotiated a tribal discount on Orange Theory memberships and class packages for tribals who want to use their BOC there.

As our Director of Business Operations, Sue Ko puts it: "What would you spend to make your life at Armory more fulfilling? Cooking or photography classes? Acupuncture? If it brings you immense joy and you come to work the next day a happier, more joyful and energized tribe member – go for it."

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BOC simplifies the ways I can make my workday the most efficient, enjoyable, and productive. It's a game-changer.

**JACOB KOBERNIK**  
Software Engineer III

## HOW DOES BOC WORK?

Our amazing accounting team figured out a starting number of \$205 monthly for onsite tribals, and \$505 monthly for remote tribals. The difference accounts for the office space and daily meals we provide at HQ.

Your monthly BOC amount accrues, so you can spend it as you need or want to. Just know that you lose it if you don't spend it by the end of the year. (You can think of it a bit like an FSA health spending account, only it's much more flexible on what you can spend it on!) We have a small accounting team and our goal is to keep this experiment simple for them, without a high accounting burden. You may choose to accrue your BOC for a larger expense or use it regularly each month. We trust you to make the decision on what you'll spend the BOC on, how, and when. BOC expenses are submitted through Expensify, where we've created a simple 'BOC' category.

We ideally like to receive Expensify receipts every week so we can reimburse you the next week. We understand that life gets busy, so make sure that BOC (or any!) receipts aren't submitted more than 90 days after the expense is incurred. Otherwise our accounting gets really complex.

Something important to note is that the BOC is taxable as ordinary income. (Only what you use, not the flat total amount available to you each month). This is the tradeoff for us to provide the benefit to the tribe.

We have chosen to try this BOC experiment this way instead of adding the perk amount to everyone's paycheck, for a few reasons. Our culture is for things to be flexible, rapidly iterated on, or possibly completely changed if the tribe gives feedback that something else would work better. It also feels more like a fulfilling perk to have the autonomy and empowerment to spend it however you'd like to (or not!). And, it's the most straightforward way to handle it on the company accounting side. We're excited to see how the BOC initiative is received by the tribe as we grow.

# PROFESSIONAL COACHING FOR THE WHOLE TRIBE: AN EXPERIMENT

From February 1 to September 25, 2020, Armory is running an experiment: we're offering the entire tribe access to professional coaching with BetterUp.

In many organizations, coaching is available only to certain management levels and above. We've launched this experiment to invest in the personal and professional development of every tribal, at every level, to grow the skills and strengths of the entire tribe.

BetterUp has extensive experience working with experienced leaders, new leaders, and individual contributors. It's a completely confidential and flexible coaching model. What do we mean by confidential? Nothing from your coaching sessions is shared with anyone other than you and your coach. This is an investment in your personal and professional growth. Armory will never learn any details from your sessions. Flexibility? We've arranged for unlimited hours of coaching during this experiment, with on-demand scheduling for sessions, web-based or on the phone.

You can select the coach you like best – and switch if you want to, at any time. You'll start with a "whole person strengths assessment" to establish a baseline and help identify what tools and skills you are already great at. With your coach, you'll target goals and areas of growth – for example, honing your leadership style, problem solving, managing uncertainty in times of change, learning how to give and receive feedback, building relationships – and you'll check-point on the strengths assessment after a quarter.

Investing in this coaching is about learning (awareness), growth (practicing new skills, behaviors, and habits), and impact (measuring the impact of this growth). We're excited to share this opportunity with the tribe and learn from this experiment.



The experiment shows the tribe is really seeing value from the coaching.

# COMPANY HOLIDAY CALENDAR – USA

Armory has a flexible approach to time off as well as recognizing specific holidays. We make it easy to find out what days the entire company is officially offline.

## HOLIDAYS 2020

January 1 | New Years Day

May 25 | Memorial Day

July 3 | Fourth of July

September 7 | Labor Day

November 26 & 27 | Thanksgiving

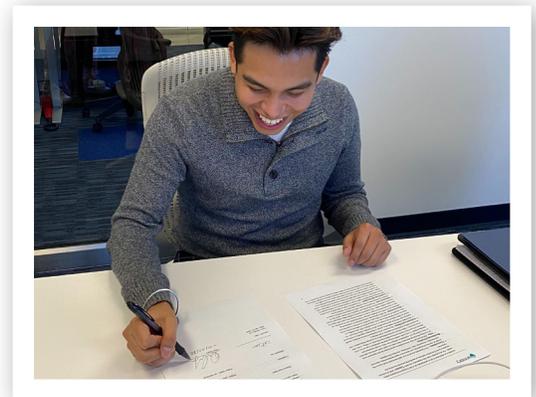
December 24 & 25 | Winter Break

## REFERRALS

If you're giving serious thought to joining the tribe at Armory, you probably have friends or great people in your network who would also be a great fit. As we grow, we are aiming for roughly 50% of our new hires to be referrals. Referring and vouching for a candidate removes much of the uncertainty and risk around hiring. Trusted tribals have worked with them before and have vetted them in a work environment over a long period of time.

Referring someone to Armory is easy:

1. Have them go to <https://go.armory.io/careers>. Our open positions are listed there. Our recruiters will reach out and if the skills look like a fit, we'll do a quick phone call to get to know the applicant.
2. If we both want to move forward, we'll do a tech phone screen and then schedule an on-site deep dive whiteboard technical interview. If a candidate is not located in the Bay area, we will pay for the flight and hotel.
3. If it looks like a fit, we'll make an offer quickly — sometimes the same day!



Pablo signing his offer the same day.

# ARMORY CULTURAL FIT: SELF-ASSESSMENT QUIZ

As you've learned by now, Armory has a very intentional culture. We believe success is achieved by investing in each other as a tribe of people, and not just as professionals from 9am – 5pm. This also extends to investing in the people in our lives who support us outside of work – the extended tribe. We create a psychologically safe environment, empower the edges of our organization to innovate faster and try new things in a brave space, default to transparency, and work in mission-driven ways.

We've learned that the Armory culture and approach to work isn't for everyone. Some people find it uncomfortably free-form or prefer to work with more structure and less autonomy. The faster you can assess if you think you'd thrive at Armory, the better.

We've created this simple self-assessment exercise to help you determine whether or not you'll love life at Armory based on what you've read so far.

For each of the following questions, rate yourself on a scale of 1 to 10.

1 = I would not be comfortable at a company where I experienced this.

5 = I'm not sure about this, but I'd be willing to give it a try.

10 = This sounds like the kind of culture I'd thrive in!

See What Your Score Means Here	
<10	This is a strong indicator you would not enjoy the culture at Armory. It's definitely not for everyone.
10-30	There's a good chance the culture at Armory is not a good fit for you. It's good to learn that early.
30-60	You may be uncomfortable working at Armory. It might be worth giving it a try to see if this new and different culture is a fit for you, especially if you are intrigued. You might want to talk to tribe members about their experiences if you are curious.
60-85	You will most likely enjoy working at Armory. Remember, it's OK to feel slightly uncomfortable on occasion. Our culture is supportive and collaborative. That feeling of discomfort will pass quickly as you realize that you are empowered to succeed.
85-100	We think it's very likely you would enjoy the Armory culture. It may be a refreshing change to other work experiences you've had in the past and provide a space to really thrive and grow.

## Assess Your Armory Culture Fit

SCORE 1-10

I prefer to define my own projects and prioritize my own time, instead of having a manager define them for me.

\_\_\_\_\_

I don't need a clearly defined job function and job responsibilities. I'm comfortable working on my own to identify what needs to be done, getting it done, and being empowered to solve problems.

\_\_\_\_\_

I'm comfortable being vulnerable in the workplace, including sharing my feelings with co-workers.

\_\_\_\_\_

I'm happy to raise my hand and participate in pop-up work groups that form to solve problems outside my primary job responsibilities.

\_\_\_\_\_

I'm comfortable moving conversations that are usually held in private, into public channels. (E.g. compensation, decision-making, company finances, etc.)

\_\_\_\_\_

As the company scales, I would be comfortable with someone joining Armory in-between me and my current manager. (E.g. I'd get a new manager and my previous manager would now be managing this new person.)

\_\_\_\_\_

I'm comfortable if Armory – and my role – shifts in response to new data in the market.

\_\_\_\_\_

I agree the company should validate ideas quickly by shipping a MVP to get customer feedback and incorporate the learnings in a following iteration.

\_\_\_\_\_

I'd be happy to spend time outside of normal work hours (evenings & weekends) to get to know other tribe members, and for my extended tribe to get to know them as well.

\_\_\_\_\_

I'd be willing to invite a remote employee who's in my town over to eat dinner at my house with my family.

\_\_\_\_\_

**YOUR SCORE:** \_\_\_\_\_

## ARMORY IN THE NEWS

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Why Investors Are Starting to Make Big Bets on Spinnaker, a Netflix-Started Software Project That Could Be The Next Big Thing in Cloud Computing

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**BUSINESS  
INSIDER**

“An increasingly large percentage of what [all companies] are is an entity that builds software: Its core DNA is becoming a software business,” Lonnie Jaffe, the managing director at Insight Partners, said. “If it’s not doing that, it’s getting replaced by some company in the same industry that is doing that.”

...putting a complex open-source project at the heart of your software-development production process is not for the faint of heart. Companies that can’t afford to hire or keep the talent needed to maintain those projects within their ranks often look to third-party vendors that are building tools around interesting open-source projects, and that’s where Armory comes in.

In August, the Silicon Valley-based Armory raised a \$28 million Series B funding round led by Jaffe of Insight Partners to build tools around Spinnaker. In an interview, Armory CEO Daniel Odio said customers were looking for a tool that could help them change the culture of their software development toward rapid but safe deployment.

Potential customers are “terrified of deploying software because they are terrified of breaking customer trust” with showstopper bugs or outright outages, Odio said. This creates a huge opportunity for companies like Armory to build tools around Spinnaker that help those customers realize the benefits of continuous deployment without having to do as much work to fit it into their regular workflow, he said.

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## Armory Bets Big On Spinnaker – The Open Source Continuous Delivery Platform From Netflix

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**Forbes**

...installing, configuring, and maintaining Spinnaker is hard. Armory's commercial implementation of Spinnaker makes it easy for enterprises to adopt this powerful tool. Simply put, Armory is attempting to do to Spinnaker what Cloudera did to Apache Hadoop – bringing the power of open source to enterprises.

Armory's Platform extends open source Spinnaker with features that enable customers to increase the velocity by making the engineering teams more efficient. It makes multi-cloud deployments a reality by orchestrating application deployments across diverse cloud platforms. From installation to security to integration with external tools, Armory adds multiple capabilities to Spinnaker to make it enterprise-ready.

"Armory is riding high on the wave of cloud-native and multi-cloud deployments. As one of the first companies to deliver commercial Spinnaker platform, it enjoys an early mover advantage."

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## Armory Raises \$28 Million to Commercialize Spinnaker

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**VentureBeat**

Armory, a member of the Continuous Delivery (CD) Foundation and the software developer commercializing the multi-cloud CD suite Spinnaker, today announced that it's secured \$28 million in series B funding led by Insight Partners. The fresh capital brings the San Mateo, California-based startup's total raised to over \$40 million following rounds totaling \$14 million, and CEO Daniel Odio says the bulk of it will fuel increased R&D around Spinnaker and the company's ongoing sales, marketing, support, and training efforts.

"Today, every [business] is building software — it's the key to every innovative company's success," said Odio, who cofounded Armory in 2016 with Ben Mappen and Isaac Mosquera. "Spinnaker is used by some of the most important companies in the world, and Armory is the only provider of an enterprise-grade version, with full support and services."

