



OUR FOR-IMPACT CULTURE CODE

WHY FOR-IMPACT?

“Non-profit” is a legal structure, not a way of doing things.

And we don't believe we should define ourselves in the negative.

Instead, we exist to create

IMPACT.

Hence, this is our for-impact culture.



In everything we do,
we believe in proving it's
possible to deliver high-quality,
low-cost healthcare to
the world's poor.

Proving possibility requires
REMARKABLE results.

DEF: REMARKABLE

Worthy of remark; striking

The driving force
behind our for-impact
culture is to get
REMARKABLE
results for our patients.



WHY CARE ABOUT CULTURE?



Culture IS strategy.

—Jim Collins

Great teams bring the same entrepreneurial energy to improving their culture as they do to improving their product.



We want to build
the best global
health organization
in the world.



To do that, we need a culture where remarkable people produce remarkable results.

People & results.
That's what makes
a great organization
people love and
invest in.

Here are the

11 PRINCIPLES

that drive our for-impact culture.

POSSIBLE'S FOR-IMPACT CULTURE CODE

1. We put our patients first.
2. We embrace challenge with grit.
3. We treat efficiency as a moral must.
4. We think big.
5. We build simple.
6. We challenge conventional thinking.
7. We realize great design creates dignity.
8. We are transparent until it hurts.
9. We balance professional intensity with personal support.
10. We make commitments with integrity.
11. We believe everything is impossible, until it isn't.

A woman with dark hair, a nose ring, and a colorful beaded necklace is smiling and holding a young child. The child is wearing a light blue sweater and has their hand raised. A large white circle with the number '1' inside is overlaid on the image, centered over the woman's face and the child's head.

1

We put our patients first.

Our #1 rule:

SOLVE FOR THE PATIENT.



In every patient, we aim to see the possibilities we see in those we love.

The dignity and opportunity of our patients are far more important than our own egos or who gets credit.

Favor the patient's interest above the team's.

Favor the team's interest above your own.



PATIENTS

TEAM

SELF



2

We embrace challenge with grit.

We are obligated to
the battle, but not
entitled to its fruits.

—Bhagavad Gita

If building effective healthcare systems for the poor were easy, everyone would do it. We do this work

PRECISELY

because it is labeled as “impossible” by many.





We expect failure and tremendous degrees of adversity.

GRIT is what we deploy to get remarkable results anyway.

DEF: GRIT

Indomitable spirit;
passion and
perseverance for
long-term goals

The only thing that I see that is distinctly different about me is I'm not afraid to die on a treadmill. I will not be outworked, period. You might have more talent than me, you might be smarter than me, you might be sexier than me, you might be all of those things—you got it on me in nine categories. But if we get on the treadmill together, there's two things: You're getting off first, or I'm going to die. It's really that simple.

—Will Smith



We seek out people with grit
because we are building a
FORMIDABLE team.

DEF: FORMIDABLE

The kind of team who “seems like they’ll get what they want, regardless of whatever obstacles are in the way.”

*h/t to Paul Graham for this definition

A photograph of a woman holding a newborn baby wrapped in a patterned blanket. A man is leaning over, looking at the baby. The scene is set in a hospital or clinical environment. A large white circle with the number '3' is overlaid on the image.

3

We treat efficiency as a moral must.

When your outcome is impact,

TIME

is a terrible thing to waste.

And when you're working
in the world's most
challenging environments
under constant uncertainty,
the way to maximize
learning is to minimize the
time to try things.



It's everyone's job to turn
time into resources and
possibility for our patients.

We are obsessed with using simple tools to shrink the time we spend on “work about work”. There is a **CRITICAL** and constant push towards making our individual and team workflows as efficient as possible.

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Watsi- Patient Profiles

8 Share

Unassigned Due Date


| Filter | New | Archive |
|-------------|-----|---------|
| Watsi-Audit | > | > |
| Gynecology | > | > |
| orthopedic | > | > |
| orthopedic | > | > |
| general sx | > | > |

Watsi- Patient Pr... To Submit Up...

Laxmi Saud

- Abscess
- ✓ upload pt. profile + costing worksheet to db
 - ✓ add "condition" to description [sp]
 - ✓ post diagnostics travel date 10/24/2013 [rm]
 - ✓ send patient for diagnostics [rm]
 - ✓ update: patient diagnostics complete [rm]
 - ✓ send completed on-board profile to watsi [sr]
 - ✓ update: Profile accepted [sr]
 - ✓ schedule and post treatment date Oct. 28
 - ✓ update: Treatment complete [rm]
 - ✓ upload Off-Board photo and interview to db
 - send off-board profile to watsi [sr]
 - transfer from watsi \$ [sr]
 - complete patient registry Part II + outcome [r]

View earlier activity

 **Ramesh Mahar Surgery needed.**
Oct 27 at 11:57pm + ♥

Followers

hi SP +

Invite Teammates

An aerial photograph of a large, multi-story building complex situated in a snowy mountain landscape. The buildings have dark roofs with solar panels. The scene is overlaid with a semi-transparent red filter. A large white circle is centered in the upper half of the image, containing the number '4'.

4

We think big.

Lions can catch, kill, and eat mice, but they will die doing so because it's a calorie negative endeavor.

So instead they hunt antelopes.



Like lions, we can't afford to hunt mice.

Nearly 1 billion people around the world lack access to high-quality healthcare.

Thinking

BIG

is balanced by focused execution.

Spreading resources
thin to appear big is
enticing and common
in impact work.

But it's dishonest and leads
to low-quality impact.



Instead, we set goals
that are big enough to
matter and small
enough to achieve.



5

Gateway
We build simple.

Complexity is easy.

Simplicity is hard.

People ignore complexity.

People enjoy simplicity.

Complexity makes work feel like a burden.

Simplicity makes work feel like progress.



Our goal is to minimize
complexity as we grow.

| That is really hard to do.

But otherwise, complexity
and bureaucracy flourish,
great people leave, and
results suffer.



6

We challenge conventional thinking.



Most conventional
“wisdom” says the poor
can’t have high-quality,
low-cost healthcare.

When confronted with that “wisdom,” we should always ask:

Is this the beginning of a
conversation about getting
healthcare to the poor or the
end of one?

—Dr. Paul Farmer

□ When challenging convention:

Don't be angry.

Don't be arrogant.

DO demand data to justify
conventional wisdom.

If data doesn't exist, solve
for the patient and prove
possibility with data.

If data doesn't exist, solve for
the patient and prove possibility
with data. It's our job to solve for

THE PATIENT

and win debates with data—
not create enemies based on opinion.

A woman with a joyful expression, wearing a vibrant, multi-colored sari with intricate patterns. She has a bindi on her forehead and is wearing a necklace and a watch. A large white circle with the number 7 inside is centered over her face.

7

We realize great design creates dignity.



Everything we build,
from a hospital to a
business card, has real
implications for the

DIGNITY

of our patients and
the effectiveness of
our impact.



Great design isn't a luxury—
it's a powerful and real
priority in everything we do.

Design isn't just the way something looks. It's the whole thing, the way something actually works, on so many different levels. Ultimately, of course, design defines so much of our experience. I think there's a profound and enduring beauty in simplicity, in clarity, in efficiency. It's about bringing order to complexity.

—Jonathan Ives



8

We are transparent until it hurts.

“Sunlight is the best
disinfectant.”

—Louis Brandeis



At the core, we believe in transparency because it's an accountability guarantee against our own human frailties.

A black and white photograph of two men in white lab coats. One man is standing on the left, leaning over a desk. The other man is sitting at the desk on the right, looking down at a document. The background shows a laboratory with large windows and a sign on the wall. The sign has text in Hindi: 'कृपया सुना, व्यस्त बाहिर' (Please listen, busy outside), 'दफ्तरी नगी बरनो' (Don't come to the office), and 'L&B परिषद' (L&B Council).

We believe it's most
important to be

TRANSPARENT

about our impact
data, finances,
and failures.

We also work to build in transparency as a default state in our systems.

A few examples:

We publish Quarterly Impact Reports openly covering all areas of the organization.

We use Asana so team members can see everything happening across the organization.

Our strategy, areas of responsibility, milestones, and board minutes are open within the team.




9

We balance professional intensity with personal support.

We're a team, not a family.
We hire, develop and cut
smartly so we have stars in
every position.

—Netflix



Solving one of the
world's most
challenging problems
requires intense
commitment.

We are supportive

AND intense.

But when push comes to
shove, we are intense.



Yet our leaders constantly remind themselves to be professionally uncompromising and personally supportive.

We only select leaders who are “givers”—people who are always looking to add value to their teammates’ lives inside and outside of work.

A few ways we are personally supportive:

We use our networks to find world-class mentors for team members.

We use a reciprocity listserve so anyone can ask for support inside or outside of work.

We let people own their 1 on 1 meetings with their managers so they can cover their needs.



10

We make commitments with integrity.

A small body of determined
spirits fired by an unquenchable
faith in their mission can alter
the course of history.

—Mahatma Gandhi



It's important to our patients
we have internal consistency—
that what we think, say,
and do is aligned.

Plus, Google found that dependability is the 2nd most important contributing factor to team performance.





We have designed a globally coordinated team that is information-intensive and relies on remote collaboration.

The only way to create team trust and outcomes for our patients in this environment is to deliver on commitments.

Bone healing is a great metaphor here: If you take good care of a fracture, the bone becomes stronger than it was before. If you take good care of your promises, the relationship becomes stronger than it was before.

—Fred Kofman

A close-up photograph of a woman with a joyful expression, smiling broadly and looking upwards. She has a nose ring and is wearing a green top. The background shows other people in colorful clothing, suggesting a festive or social gathering. A white circle is superimposed over the center of her face, containing the number '11'.

11

We believe everything is impossible, until it isn't.



We go to work every day determined to create a better world—to expand humanity’s belief about what’s possible.

Hope is the belief in the
plausibility of the possible as
opposed to the necessity of
the probable.

—Maimonides

In our team,

HOPE

isn't a fluffy, soft, or naïve concept.



We believe in a hard-edged
hope—one created when
possibility is earned through
execution against all odds.

Do we sound like your kind of people?

Join us to prove possibility.

JOIN US

Want to share something with us?

[WRITE US](#)

See our work.

WATCH OUR MANIFESTO

Thanks to the many exceptional teams and individuals who influence our evolving for-impact culture. We recommend reading their work for more insights.



asana.com



hubspot.com



netflix.com



managementcenter.org



pih.org



forimpact.org

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