

Christian's Guiding Philosophy Packet (2025)



While there are several legal documents that are needed to start working at the company, I feel it is important I share an initial alignment and understanding on several of my guiding principles as we look to grow our company along with shaping its future. In order to best communicate these points, I have assembled, and will continue to maintain, this document outlining many lessons and beliefs that I have kept track of and noted over my career, so far, based on observations, guidance, and learnings that I feel are characteristic of successful organizations. It is an evolving list and absolutely will continue to change and advance over time. The points raised are in no particular order and sometimes are not fully defined (and are more of notes I have made).

I encourage you to read through this packet carefully and then spend some time reflecting on the points raised here. If we are expected to dominate the industry and continue to release innovative products, we need to be internally aligned and ensure we are always working towards building a strong and diverse internal culture. As diversity implies, alignment does not always necessarily mean full agreement or needing to have similar thoughts. It means we are committing to working towards the same goals and understand the philosophy that is sometimes necessary - "disagree but commit." **I share this packet, not in the hopes you agree exactly with every point, but rather, that you understand my thought process and my commitment to encourage the transparency, communication, and discussion I hope to foster here.**

Make no mistake, shipping great products is essential to our growth and even survival as a company. However, having a positive culture will be essential to building the team and infrastructure to support our plans for domination. I greatly enjoy thinking about and implementing ways to continue to improve every aspect of our organization. While I agree with all of the points outlined in this document at the present time, I am fully aware many will change (sometimes radically) over time based on new understandings, insights, and evolution of the organization and the people behind it.

If you ever have any suggestions, questions, or other ideas, I strongly encourage you to reach out to me and would be more than happy to discuss these points and hopefully learn some new items from new viewpoints!

Christian Reed

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Mission Statement (External)

REEKON Tools is upgrading construction job sites with a suite of interconnected software and hardware tools designed to work seamlessly to streamline operations and maximize efficiency. REEKON Products are well designed, easy to use, accessible, and look (and work) as though they belong on a job site. They provide an order of magnitude improvement to speed, error reduction, safety, and/or workflow improvements.

Guiding Company Principles

1. **Don't make process for the sake of making process**

1. Any new process being proposed should contain several key elements in presentation format:
 1. What problem is it solving
 2. What is the expected impact/improvement
 3. What do we anticipate will be the cost to implement (time, money, resources, etc)
 4. How will we evaluate the process to gauge whether or not it is working

2. **Presentations**

1. Should be consolidated and get to the point
2. Share relevant data in clear format that can be communicated
3. Practice running through ahead of time
4. BLUF (bottom line up front) should share
 1. Goals for presentation
 2. Recommendation of presenter (so no guessing during presentation itself)

3. **Engineering Velocity, Innovation, and Quality products is top goal for engineering team**

1. We will make things quicker than our competitors
2. Our products will be more innovative than what is available on the market
3. We will stand behind the products we make and feel confident in their stated specs and that we would gladly use them ourselves

4. **Meetings should be kept to a minimum**

1. Don't make a meeting for 30 minutes if 20 minutes will work
2. What is the minimum number of participants needed
3. Individual contributors should not be spending more than 10% of their time in meetings
4. Laptops should not be considered a requirement for some meetings
5. Agendas should be published and maintained for each meeting on calendar invite

5. **All engineers should be speaking with and observing customers**

1. Doesn't matter if this is a company organized event or you asking someone in Home Depot why they are buying a particular tool - understanding customer motivations, habits, and needs will ensure we make informed products and decisions

6. **Amazon leadership principles**

1. Lots of great points here, don't need to be followed as religiously as Amazon but they raise several good points.
2. <https://www.amazon.jobs/en/principles>

7. **Efforts are appreciated, results are rewarded**

8. **It pays to be a winner**

9. **Every excuse is a nail in the house of failure**

10. **You can't expect what you don't inspect**

1. Does not mean micromanage
 2. Be aware of the work and product development occurring around you and in direct support of things you are working on, “I didn’t know” is not an excuse to be unaware of something happening in regards to a project you are working on
- 11. Praise in public, constructively criticize in private**
1. Negative feedback should be given promptly and in private
 2. Positive feedback should be given when justified and publicly
- 12. Any meeting/discussion/brainstorming session should include your notebook**
1. Pen and paper at all times nearby
- 13. Always Be Closing (ABC)**
1. See things through to the end
 2. Ensure handoffs are complete and check in to make sure it is actually getting accomplished
 3. Ship or die (literally for company)
 4. Make sure shit gets done, not efforts, and close them out
 5. Success/Failure should not be confused with closing, good or bad, see things through to a logical conclusion
- 14. Be a champion of the company**
1. Never respond in a negative manner to anyone in regards to the company. If someone is criticizing our products, or operations, we constructive thank them for the feedback and then internally discuss why that individual may of had a negative thought in the first place
 2. When opportunity permits, we spread the message of what we are doing and why we think different
- 15. Diversity of backgrounds and thoughts is essential to exceeding company goals**
1. Over time, we will build a diverse and inclusive organization to ensure we have a wide pool of thinking to foster innovation and rapid development
 2. The best ideas are the ones we haven’t thought of and we don’t get closer to finding those ideas without a diverse set of experiences and backgrounds on our team.
- 16. Treat coworkers with the highest level of respect**
1. We want to build diverse and inclusive team that is obsessed with making great products
 2. No trash talking others at work
- 17. Bill Bellicheck approach**
1. “Success is the best revenge” no need to shit on competitors or anyone else
 1. When we see a dumb product, we should consider its downfalls and think about what we would have done differently
 2. Praise in public, get better and improve in private
 3. Bulletin board material (we never forget and use as motivation)
- 18. Take care of your desk**
1. No messy desks
 2. No messy workspaces “24 hour rule”
- 19. Odds and Ends Effort**
1. Too Little
 1. Scribbled name of a drawer on a piece of masking tape
 2. Too Much
 1. Neat with flowers, hand written, labeled, designs
 3. Just Right
 1. Label maker label
 1. Centered
 2. Correct location

3. Attention to detail, not a ton of time spent but much higher quality result

20. Perfection is the enemy of progress

1. Two 80% solutions in one week are better than one 87% solution in 4 weeks
2. We will always ship great products but iterations are essential to get there
3. Some products, on day 1, we don't know what the customer will exactly want or use it for
4. Best guess (based on data) is necessary with a plan to rapidly improve once we get initial feedback

21. Become familiar with the industry and “state of the art”

1. Should be conversational about any competing brand or power/hand tool company
2. Keep an eye on startups/kickstarters/new innovations/etc

22. If your game is tight, your style can be loose

1. There is no need to impose a specific system, process, or method on anybody and often the best solutions are ones adopted and owned by the individual. However, having this flexibility is contingent on accomplishing things that need to be completed and performing to an exceptional standard (which leads to this level of flexibility)

23. What's my favorite [Product/accomplishment/milestone]? The next one

1. Always need to be pushing to grow, improve, get better, and make the next thing even more substantial. Complacency is an easy trap to fall into and need to make sure we stay sharp and
2. *“I am willing to take as much time as needed between projects to find my next thing. But I always want it to be a project that, if successful, will make the rest of my career look like a footnote.”*

1. Sam Altman

24. Where there is a void in communication, negativity will fill it

1. It is essential to remain aligned and communicate often in the proper channels. Keeping a cohesive team and understanding what is going on around you is important to perform your job correctly and make educated decisions (having the most complete picture possible)

25. Perfect Results Count - Not a Perfect Process

1. The process to get to our final destination may often be chaotic and messy. The key to remember that the end result or product that we ship is most important and most representative.

26. There are two types of failure - experimental and operational

1. Experimental - we have tried something new with expected positive results and it didn't work out. This is healthy and will help us learn
2. Operational - we have done something 10 times already and the 11th was a disaster. This is not healthy and represents a problem with execution.

27. Don't be afraid to call someone (on the phone) if you want something done quickly

1. The quickest way to get someone's attention is to call them
2. Email, texts, web chat, etc, while convenient and less confrontational in some cases, is almost always going to be slower than calling someone directly

28. When you hear a wild idea or something that sounds crazy when you first hear it, train yourself to take a step back and consider the point before responding with your first thought

1. It is human nature to dismiss ideas that sound crazy at first. However, some of our most successful actions taken as a company and in our products started as crazy sounding ideas.
2. Focus on “how could this possible.” Maybe the actions required may be unusual or new

29. Avoid being defensive when someone asks about your work or projects you are managing

1. Assume everyone is after the same goal of truth and improvements vs personal attacks or inquisitions.
2. Joint understanding of problems are needed to solve our most difficult challenges

30. Speak in clear english whenever possible, regardless of technical complexity

1. It is a skill to be able to communicate issues clearly and concisely and highlights true understanding of issues

31. People don't want a ¼" drill, they want a ¼" hole

1. We are focused on solving problems through HW and SW, not crafting new things, products, or features for the sake of technology or coolness

32. If you are unwilling to disrupt your business, there will always be someone willing to do it for you.