



Be Stateless



Want to give the world the power to simply create
customized networks on-demand?





We exist because...

We knew we could make an impact and re-envision network architecture despite everyone saying it couldn't be done.

It shouldn't be so time-consuming and agonizing to build large, scalable, customized networks because we all deserve information and connectivity when we need it. That packet of information traveling through the network could be what you need to buy a house, receive life-saving information, or hear from a long lost friend.

Each of us delight in solving the impossible, architecting simple yet beautiful processes and systems, being a little unconventional, and unlocking limitless opportunity for others.

We take pride in being one of the few deep tech companies born in Boulder, CO and our passion in creating a conscious culture where you get to scratch your brain every day, work with talented people, and feel the ship move from your work is why we will continue to take on the impossible. Be a connector.

The Co-Founder Relationship



"We are here to make Stateless a success. I believe, first, that this is not something where you can license the technology and someone other than Murad and myself commercialize. It needs to be us, we have the vision, we have the passion, we feel it in our soul... I truly believe that's what it's going to take to make this type of transformation happen. I also believe that Murad or myself alone wouldn't be enough. We complement each other quite well, and we owe it to each other to make this happen." -Eric Keller, CTO, Co-Founder

Eric was the PhD advisor, Murad was the PhD student. Solving the problems today's developers encountered with networks was something Eric started tackling during his own PhD days. Eric posed the questions of how others have solved this outside of networking, and Murad ran with it and together made it happen. The big ah-ha came in separating state from networking processing functions. That idea sparked the birth of a company. The student and the mentor united to commercialize a product that will ultimately shape the future of networks. Galvanized by their trust in each other, their vision to create an awesome company, and ultimately to prove to all the nay-sayers along the way that when you are passionate, see the vision, and build a great team, nothing can stop you.



We believe in Culture Adds not Culture Fits.

Finding “culture fits” means we are looking for people who “fit” our culture - who look and think just like us. That’s not what we want to build.

Ultimately, we need you to align to our values and then bring a little something extra! That’s why we call it a Culture Add!

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The Culture

Feels like...a pulsating heart, pride.

Looks like...a leading edge office with people smiling at each other.

Sounds like...multiple accents, laughing, engaged talking, whiteboarding dialogue, the clicking of computer keys.

Smells like...inspiration.

Tastes like...powerade zero, coffee, tea, La Croix, Ali Baba, and yummy cake when we celebrate people's anniversaries.



The 5 S's: An Expression of the Co-Founder Relationship

We are not going to be one of those companies that post the core values on the wall, walk away, and say, “okay, that box is checked!”

Nope! Not us.

Ours are a living, breathing manifesto as to how we all work together.

The 5 S's represent the expectations Murad and Eric have on each other and in turn, the expectations they have on us.

Will we make mistakes and do something not so supportive or sincere? Yup. But how we make up for it and repair the harm matters.

Be**Stateless**

The background of the slide features a dark blue, monochromatic image of a modern bridge spanning a body of water, with snow-capped mountains in the distance. Overlaid on this image are several thin, white concentric circles centered in the frame, creating a ripple effect. The text is positioned in the center of the image, within the area covered by the circles.

Supportive

“Be understanding and encouraging of your teammates regardless of their identity.”



Connecting **Supportive** to the Culture

This is our first core value for a reason - it is the building block of the culture and reflects our ferocious commitment to create a diverse company.

When folks feel supported then we are able to be sincere, striving, studious, and stateless. Being supportive means we can bring the truth of what we are feeling inside to the workplace. It means being willing to hear ideas and cheering each other on. It means looking out for the success of every department in the company and not just your own.

It does not mean we are always going to agree nor does it mean if I don't follow your advice or your counsel that I'm not being supportive of you because sometimes we have to make tough decisions.

But it does mean we are going to give each other the benefit of the doubt, support each other's decisions even if we disagreed with them, speak up if a decision is counter to our values, be relentless in finding the positive attributes and strengths people bring, and if we are having trouble with someone we are going to discuss directly with them. Here we say please, thank you, excuse me, I'm sorry and I apologize.

Solve the problem *and* build the relationship and have the humility to put others before yourself.

Communication and Being Supportive

“We are changing fast and going up against some of the biggest players in the industry. We can’t afford latency or failovers in our network systems so why in the world would we be okay with it in our communication and interactions with each other? ”

-Nichole, Director of People + Culture



Your Voice and Perspective Connects & Grows Us

We're passionate about creating an inclusive workplace that promotes and values diversity. Companies that are diverse in age, gender identity, race, sexual orientation, physical or mental ability, ethnicity, and perspective are proven to be better companies.

More importantly, creating an environment where everyone, from any background, feels heard, safe to express their opinions, and feel like their work matters is the right thing to do.

What **Supportive** looks like at Stateless

- We make time to help our colleagues even when we have a full plate, but we can also compassionately say no if our plates are also so full and help the person find another resource or problem solve another solution.
- If a colleague is acting out of character, we ask them how they are doing.
- We offer to pitch in for an interview even if it's not for our own team.
- We are kind, considerate, polite and helpful.
- We acknowledge each other's presence. We say good morning and good night.
- We respect the opinions of others and give others our full attention when they are talking.



What is so special about Stateless? **#CultureMatters**

We are connectors. Cross-connectors. Inter-connectors.

Whether we are connecting networks or data centers, people are at the center of that design. By working on our Supportive core value we will focus on the connections between people and process to ensure “how” we work is just as important as “what” we work on. Because ultimately, we are making the bet that culture matters.

Be a connector.

Be a connector of positivity, growth, and transformation.

Be Stateless.

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If you...

Don't believe in what we are doing...

Doubt the team's delivery but don't address the issue with your team and the folks who can do something about it...

Suck positive energy from others...

Refuse to take action to help your teammates...

Spread drama or conflict instead of addressing it directly with the actual people you are in conflict with...

Then we will give you feedback and make a plan.

If we cannot resolve it we will likely ask you to leave.

Remember we solve problems AND build relationships.

Being Supportive in Decision Making

01. State the facts
02. Take advice from your teammates and mentors
03. Never do something illegal or immoral
04. Weigh the risks and rewards
05. Make a decision
06. Support the decision as a team even if you originally disagreed with the decision. Sometimes we are going to make a wrong decision. Never finger point at a teammate if they do make the wrong decision. If we do make a mistake, acknowledge it, apologize, learn, and move forward.

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Supportive

“On an engineer’s first day, two other engineers stepped away from their busy days to help the new hire build his computer.”

- Rocco S.

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Sincere

“Be honest with yourself, your colleagues, and our customers.”



Connecting **Sincere** to the Culture

Feedback is information and information is nourishment, not power.

If it is first-hand, balanced, specific, and coming from a helpful place then the information will benefit us, our departments, and the company in out-pivoting our competitors. Transparency, honesty, and compassion will help us avoid the corporate bullshit. So, address dignity violations or unmet needs with people in the company no matter what their title says. Make requests of people to help them work better with you. Provide regular feedback in your teams.

Be a connector. With our customers, ensure you are aligned internally and then message truthfully and focused on how we are solving the problem if the news is not so great.

We want people outside Stateless to see us as a beacon of integrity.



When telling it like it is, isn't so helpful...

The shadow side of being genuine is that we may lose sight of how we're affecting others. While we pride ourselves on being real, others may experience us as being mean. "Telling it like it is" may bring a newly-found empowerment, but are we just venting or being hurtful? Does it leave people feeling disheartened or unsafe with us?

So ask yourself: Is it true? Is it Supportive?

If we only consider what is true, then we have a license to say anything that pops into our mind. Considering whether it is kind and supportive provides a check to our impulsivity. What is important is not only whether something is true, but also that we express our truth in a way that keeps the dignity of the person in tact.

Remember, we have the power to help or hinder every relationship we encounter.



What **Sincere** looks like at Stateless

- We will always provide feedback to a colleague to reinforce things they are doing well, that we need them to keep doing, or to help them improve their performance.
- If someone is talking to you about someone else, then after they have vented (which is okay) ask, “Have you addressed your issue with X?” or “Would you like some help figuring out how to address it with X?” We surface our truth with the folks who can do the most about it.
- We are open with our team about what we need so that we can partner and collaborate.
- We respectfully and compassionately address an issue with our team - saying the thing that won't be said but saying it in a respectful way.

Sincere

“When two engineers were having a conflict, Maria, a frontend engineer, stepped in to help mediate and encourage the other two engineers to be more truthful with each other. Her advice provided a positive outcome and is now becoming a standard for Stateless’ conflict resolution process.”

- Rocco S.

The background features a scenic view of a bridge spanning a body of water, with mountains in the distance. The entire image is overlaid with a semi-transparent blue filter. A series of concentric white circles are centered on the text, creating a ripple effect. Small white dots are scattered along these circles.

Studios

“Be serious and accountable for your work.”



Connecting **Studios** to the Culture

We do our work deliberately, with intention, with a purpose in mind. We drive to deliver and be accountable for delivering but lean on the supportive culture as we are not interested in cultivating hero complexes.

When people interact with our tools and our brand we want them to feel the passion, the hard work, and the excitement that we are reconfiguring the world. Whether it is engineering, sales, or people + culture, we are creating a new sense of beauty in the world.

But with this creation will inevitably come mistakes. Own up to them and talk about how to move forward.



What **Studios** looks like at Stateless

- Investing what it takes to understand and solve problems is important to us.
- We communicate our intent and are deliberate in our execution.
- We commit to a desired outcome and own the result.
- We use OKRs to keep us focused.



Fervently focused on goals

What is an OKR?

A collaborative goal-setting tool used by teams and individuals to set challenging, ambitious goals with measurable results.

Objective

Describes what you want to accomplish and why

Key Results

Measure your progress toward accomplishing your goal. Must be **SMART**

Example OKR:

- **Objective:** Kick off fundraising since we have 9 months of runway:
- **KR1:** Produce investor deck by October 1st
- **KR2:** Meet with 25 Investors by November 20th
- **KR3:** Complete 100% of due diligence document list by December 1st

**WE LOVE OUR
OKRs!**

This standard of
goal-setting is
becoming heavily
ingrained into our
company's DNA.

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Studious

“In the last year, the company implemented Objectives and Key Results (OKRs) to maintain accountability for our work. Murad had taken the time to research how to implement OKRs and the best platform for us to use. With this change came learning opportunities for everyone involved. Individuals passed along feedback to Murad, who then took the time to understand people’s struggles and strengths that grew from this new process. As a group, we are learning from our previous mistakes and continue to refine how we incorporate OKRs into our work to become a better, more focused company.”

- Christine V.

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Striving

“Always work to improve.”



Connecting **Striving** to the Culture

Use feedback, research the latest and greatest, ask around in your network.

Your brain and your heart must always be growing.

Never stop. Be curious. Ask questions before making statements.

Sometimes improving will be uncomfortable - that just means change is happening - be open to it - growth is just around the corner. Be willing to explore outside your wheelhouse to find great solutions to problems. Take the initiative to solve problems. You, your team, and the company must hold you responsible to improving your technical and people skills in order to always improve.



What **Striving** looks like at Stateless

- We recognize when there is room for improvement and will develop new skills to better ourselves and the organization.
- We encourage individuals to take calculated risks, ask for help, and fail fast.
- We always look for the positive outcome and work together with the right attitude.
- Our recruiting process is grounded in our STRIVING philosophy. Our first 20 engineers came in with little to no networking background but they quickly picked it up.

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Striving

“We recently made a change to Barefoot Tofino switches, which are programmed by the P4 programming language. Engineers have been taking extra time to learn P4 to be able to take on a new technology for the betterment of the product and personal enrichment.”

- Ali K.

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Stateless

“Be adaptable.”



Connecting **Stateless** to the Culture

Adaptability is the secret to survival.

Our networks are built on this premise of adaptability and flexibility, so, we too must embody it.

Being Stateless means you are willing to flex to accommodate others to solve problems and build relationships.

We work in a world of unknowns. You must trust that you'll solve it. Just get to the first milestone and evolve your understanding over time rather than needing to know everything before being able to make progress.

When something goes wrong or unexpected, yell, "Plot Twist!" and move on. At the same time we want to plan the work and then work the plan.

What **Stateless** looks like at Stateless

- We are open minded and willing to try new things.
- We don't need to know everything to get started. We iterate, iterate, iterate and are comfortable with ambiguity.
- We have informed and passionate positions, but are flexible.
- We are willing and able to course correct and adjust.

Stateless

“When Stanford stopped maintaining the code for RAMCloud, our key value storage system, it didn’t stop the team from using the open source system. Instead, Ofer, one of the nfapp engineers, continued with bug fixes and improvements. He has many great ideas to keep it going!”

- Dave S.

The background features a dark blue overlay with a series of concentric white circles centered on the left. On the right, a faint image of a city skyline is reflected in water, with a bridge structure visible above it. The overall aesthetic is modern and artistic.

**We hope you got a feel for culture and
check us out further!**