



FIELD GUIDE



EXPLORE | INNOVATE | LEAD

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Welcome to your first day at Online

As a new Onliner, it won't be long before you notice that we are a work-in-progress, even after more than twenty years in business. That's because we are continuously striving for greatness. Yes, we could settle for less, but we just can't help ourselves. It's in our genes. And the longer you work with us, we are confident that you will feel like you are rubbing shoulders with some like-minded souls – the kind of souls who are still on the verge of doing their best work. While the Japanese call this attitude of continuous improvement “Kaizan,” we prefer to call it “life as an Onliner.” It's an attitude that creates a contagious energy that will challenge you to step up your game and make a difference. And as you strive to make that difference, we want you to know that you are more than a member of our team, you are becoming an integral part of Online's DNA.



Our Genome Project

At Online, our success depends upon our ability to foster a “Culture of Innovation.” This culture is based on two fundamental premises:

1. Change in business is constant - demanding our clients to be innovative in order to keep up; and,
2. Our people are our business.

From our perspective, this “Culture of Innovation” is a by-product of what we like to call the “DNA of Innovation.” Simply put, the DNA of Innovation is comprised of a few key traits:

- Humility - keeps us open to new ideas
- Curiosity - keeps us eager to know more
- Flexibility – keeps us able to adjust to the constant changes in our industry
- Tenacity - keeps us going, recognizing that occasional failure is inevitable and absolute failure can only happen when we stop

When Online corrals these like-minded souls together in one room - people with the genetic markers for these key traits - we just know that some very innovative thinking is going to take place. And so, when all is said and done, we believe that it is our “Culture of Innovation” that makes Online an unstoppable force.

The Tao of Online (Part 1)

Sooner or later, and probably sooner than later, you will hear someone mention something about a three-legged stool. It's not really geek-speak or an obscure code. It is more fundamental than that. It's a belief that originated with our founder (Chuck) that now permeates the entire company. It's rooted in common sense, and it simply means that our decisions should end in results that are good for all three legs of the stool - Onliners, our clients, and our company. The trick of course is to keep all three in balance. We admit that from time-to-time things can go a little askew. But we truly believe that your professional life, our clients' objectives, and our company can come together harmoniously if we make an honest effort.



The Tao of Online (Part 2)

We admit it... we generally like to get up and go to work. But we're not all about work. We believe it's important to keep work in proper perspective of the "bigger things in life" - spending time with families and friends, taking time off to travel, or just relaxing and recharging your batteries.

Simply put, a good home life makes for a better work life and a good work life makes for a better home life. Perfect balance is struck when we can hardly wait to get to work in the morning, and we can hardly wait to get home at the end of the day.



Local Guides Available

The only constant is change - and change demands innovation! For our clients, standing still is not an option. Innovation, however, can be a scary place fraught with dead ends and pitfalls. To reduce anxiety and make the journey safer, we need to guide our clients through these dangerous waters. To do this, we must understand our client's business challenges as well as the changing technological landscape. Our goal as guides is to successfully get a client from point A to point B safely. More specifically, by injecting a dose of innovative thinking and helping our clients explore their strategic alternatives, we are effectively positioning them to become leaders in their field.

Now, it really wouldn't make sense for us to challenge our clients to explore alternate possibilities if we didn't also challenge you to do the same. And so, we encourage you to be innovative, explore your possibilities, and discover the limits of your potential. To make sure you find your way around the company and get the most out of your career at Online, you too (not unlike our clients) will be assigned a local guide as your career mentor. Your mentor will help you assess where you are today, help you understand where we are traveling as a company and, in that context, help you plan your future career path.



Life in the Jungle

Welcome to the jungle. Life moves pretty fast around here and technology and business don't stand still for very long. It's the nature of our environment. Whether your day is spent within an Online office or at one of our client's work places, the challenge doesn't change much. On any given day there is a lot to do, and sometimes it can be difficult to get it all done in the time allotted.

We deal with these day-to-day challenges by working as a pack. As a member of the pack, everyone does their part to get the job done. But sometimes it also means doing a little extra to help somebody else out. And on the days you need some extra help, it's comforting to know that someone has got your back.



Hablamos el Idioma (We Speak the Language)

We used to debate whether we were a technology company that creates business solutions, or a business consulting company that creates technology solutions. In order to end the debate, we declared that we are “bilingual.” In our world, we couldn’t be successful unless we spoke both business and technology fluently.

It takes a special mix of people to do what we do. In order to solve our clients’ tough business process problems, it is mandatory that we develop a solid understanding of their various businesses. We pride ourselves on attracting people from all walks of business –

people who have worked in many of the same businesses or industries as our clients. That’s why you will see people with titles such as “Business Analyst” and “Project Manager” along with some MBA’s thrown in the mix. And keeping true to our early beginnings, we know that we couldn’t do what we do today without our PhD’s in math and engineering, and our architects, developers, and DBA’s with their various certifications and degrees. At Online, we work together in harmony, and it is the curiosity and respect that one side has for the other that makes us good at what we do.



Lead Climbing

Many companies will tell you that they want to reach new heights and put up new routes. But when it comes right down to it, they are afraid of failure. As a company, we can honestly say that we are not afraid to fail. From the very beginning, Online has reached ever higher, expanding its horizons – in spite of adversity along the way. We believe that it’s our inability to accept failure that prevents us from backing down from even the toughest challenges. In the wrong hands, this tenacious attitude could be disastrous. However, we believe that our culture has the right constitution to handle it. It’s a matter of readiness. We’re conscious of the need to stay on the leading edge of technology while being very careful not to get so far ahead of ourselves that we fall off. It’s all about stretching and being brave, without getting in over our heads.



Size Matters

Most people who sign on at Online do so because they like our size - not too big, not too small. Because we don't choose many, we choose the best. We're picky like that. And if you haven't already gathered, you will not be a number here. We are too small to think of our people as numbers, and we're not designed to carry dead weight. We run lean and mean. To most this will come as no surprise, and it's likely to be the precise reason that you are here. You want to make a difference. You need your presence to be felt.

And you believe that this is the place that you can do just that.

People are surprised when they hear about projects we have won in the face of much larger, big name competitors. But to us, it's no surprise that clients recognize that we are a good fit - that our value comes from our qualities, not our body count. And for our clients to feel like we're a good fit for them, it's essential that you are a good fit for us.

Left Brain, Right Brain, Whole Brain

Consistently solving the tough problems takes more than just smart people. It takes people with different thinking styles, different biases, different expertise, and different life experiences. Throughout the organization you will find people who think like you and have similar backgrounds, but you will also find people with dissimilar backgrounds who you don't fully understand. It's the wonderful combination of our differences that makes us, well – different – and therein lies the secret to our success.

Our differences allow us to solve multi-dimensional problems with multi-faceted perspectives. In all likelihood, you will end up on a cross-functional team where your unique expertise and experiences will add a different perspective and additional value to solving our client's challenges. So share your differences, your creativity, and your unique perspective. As the saying goes - if everyone were the same, the world would be a boring place. At Online, we refuse to be boring.

Hardwired for Hard Work

As an organization, we are hardwired for hard work. This probably sounds masochistic to some, but to us it is all in the name of fun. The reason is simple. To be successful we need to attract and keep the brightest people. And bright people need to be engaged and entertained. This isn't just part of the corporate culture. It's literally in the company's DNA.

It's about challenge. It's about succeeding where others have failed. It's about leaving your mark. To do our best work as individuals and as a company, we look for the projects with tricky bits. The kind of work that requires garnering a clear understanding of the business problem at hand, and paying close attention to the subtleties of the hard technical work in order to crack the nut. The kind of work that increases our credentials and proves we are up to even bigger challenges. We thrive on the challenges that push our creativity and resourcefulness, test our powers of reason and innovation, and make us pull together to succeed. We have little choice – the alternative is to do less than fulfilling work.



Our Double Helix

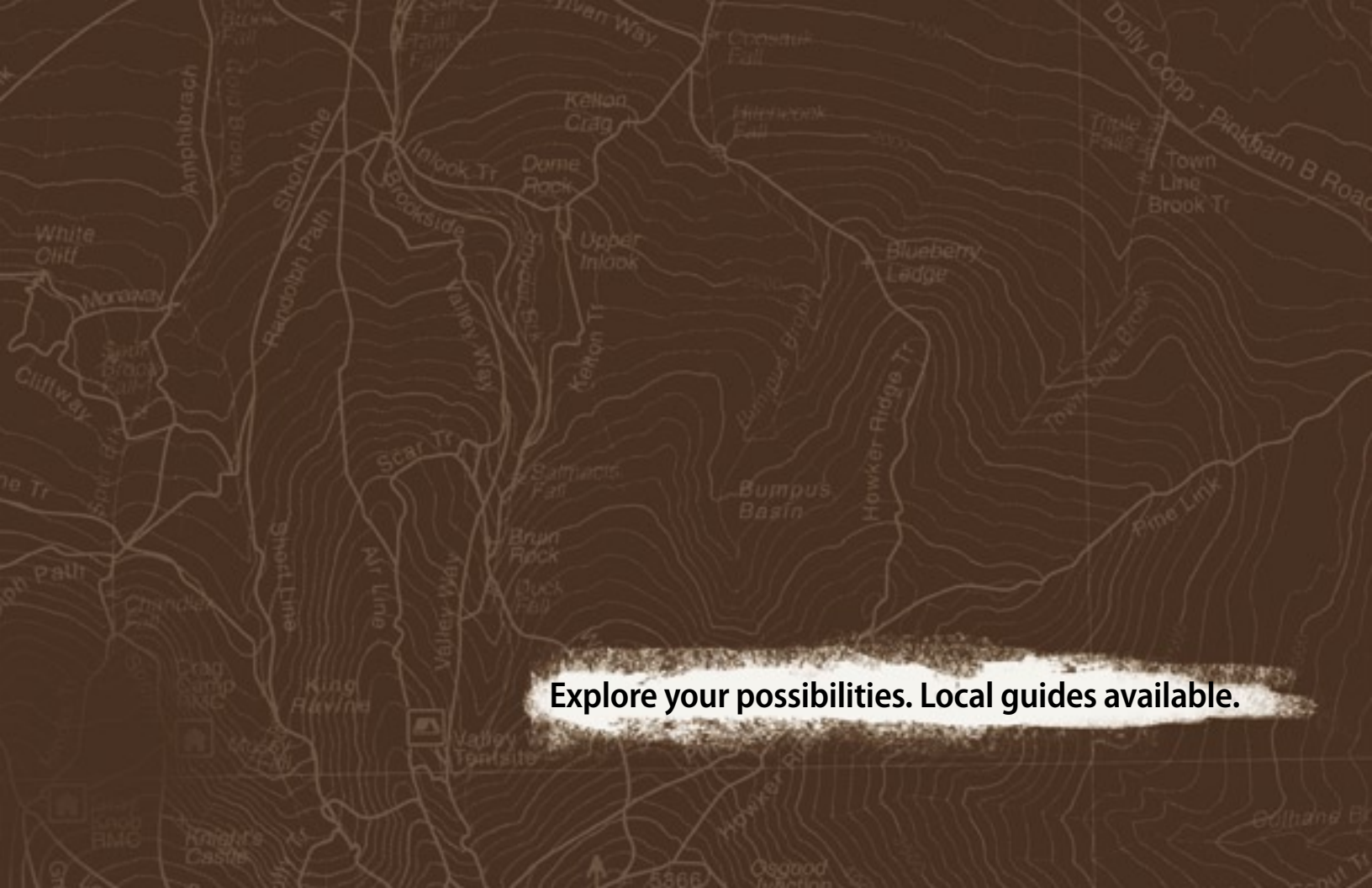
As you integrate yourself into the company and become part of its DNA, we have the following requests to make of you – as we do of all our existing Onliners. True, these requests may appear exceedingly simple. Still, your ability to fulfill them is exceedingly important. Because at the end of the day, you are playing an integral role in helping us build and maintain the kind of corporate culture that we all wish to enjoy at Online – a Culture of Innovation.

We ask that you don't:

- Act selfishly.
- Disparage others.
- Duck responsibility.
- Play the busy card.
- Leave others hanging.
- Make excuses.
- Make promises you don't keep.
- Say it can't be done.
- Accept mediocrity.
- Underestimate team potential.
- Make today the same as yesterday.

We ask that you do:

- Work hard.
- Play hard.
- Treat clients like guests in your home.
- Treat co-workers like you want to be treated.
- Strive to exceed what you promise.
- Smile even when you don't feel like it.
- Encourage others.
- Give credit where credit is due.
- Think before speaking.
- Keep things in perspective.
- Set the bar ever higher.



Explore your possibilities. Local guides available.