

*“Our best people  
don’t just **fit** our  
culture, they  
**further** it.”*

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**CULTURE HAND BOOK**

# How To Use This Book

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Welcome! This book will give you an insight into what makes our company tick, show you some tools used by members of a high functioning team, and how we deal with the challenges facing us as a consultancy, working in dynamic and challenging environments.

You will learn to constructively question industry norms, support others and find your sweet spot, what you do best, what comes naturally to you and what you enjoy doing.

The concepts presented to you are intended to spark your curiosity, we encourage you to do some further reading on the parts that speak to you.

The best part of all is, that the culture and concepts you are exposed to at No Bounds will flow on into your personal lives too.

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*For detailed operational guidance, procedures and policies please refer to the No Bounds Safety Management System. All matters pertaining to your employment rights and obligations are in your contract.*

*This book is editable, so you can add to it, and make notes and suggestions. We welcome your additions, notes, doodles or whatever you feel like, as this book is constantly evolving and we are sure that every bright new mind that joins our team will have something to add.*

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# Preface

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In 2013, we set out to offer the Minerals industry innovative and affordable exploration solutions.



Over time, it became apparent that there is more to exploration than just bringing the greatest minds together to collaborate on a project, or filling bags with dirt!

The ability to form a cohesive team, growing a culture that will allow the team to reach its goals and then surpass them is paramount.



No Bounds culture draws on the Lead Geologist's broad experience base, spanning over 20 years, with juniors and majors, a continued drive for professional development and the diversity that her life has afforded her.

# Welcome To No Bounds

## Mineral Exploration Consultants

Now that you have passed the interview process with flying colours, waded through the litigious engagement documents and signed your contract...

Congratulations and welcome to No Bounds Mineral Exploration Consultants.

No Bounds has a unique way of forming exploration teams. You will learn the art of effective leadership and grow a skill set that you will take with you everywhere you go - these skills are especially useful for dealing with problematic children, we aren't joking!

This book has been put together by someone who has learnt the hard way, through trial and error, tears and perseverance. The idea is to make your time here as easy as possible, so that you can spend more time exploring and exceeding our client's expectations.



# No Bounds' Core Values

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## AUTHENTICITY

We strongly encourage you to just be yourself - we know the best work happens when we're comfortable!



## TRANSPARENCY

By promoting transparency between ourselves and our clients, we remove the unknown factors and achieve greatness.



## INNOVATION

We don't just do things because that's how it's been done forever. Challenging industry norms ensures we stand out from the crowd and succeed where others have failed.



## EMPATHY

Empathy is the **most** important value in our ethos. Use it when liaising with a landholder, listening to a team member or being blasted by a frustrated driller because you've made them re-drill the last 250m!



## EXPLORATION

Staying curious is what we do - in work and life. It's amazing what you will turn up if you just keep on searching!

## The T-Shirt Analogy



The Front of Your  
Shirt



The Back of Your Shirt



# Putting Our Core Values Into Action

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Reading, reciting and preaching core values does nothing for their meaning in the eyes of our team members and clients. Exhibiting them with our actions is what's meaningful.

What you are saying (front of your shirt) and how people experience you (back of your shirt) directly correlates to our credibility.

Differences and disconnects here will work against us when forming valuable relationships with each other and our key stakeholders.

## RESILIENCE

Resilience is the capacity to rebound from adversity strengthened and more resourceful.

-Sutcliffe & Vogus, 2003

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## BUILDING RESILIENCE

- Resilience is a skill that can be learned and developed.
- It begins with knowing yourself – your strengths and weaknesses. Know your triggers – what are you like when you are under the pump?
- In these increasingly high pressured, challenging times, you need to be personally resilient and look after yourself proactively and 'in the moment'.

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Resilience is a powerful attribute to harness in the Mineral Exploration industry and essential to looking after your mental health when push comes to shove! The nature of the industry will force difficult situations upon you, you'll come into the firing line from time to time and this may affect you in more ways than one. We strive to stay ahead of the game, but conflict is unavoidable - it's how you deal with it that matters.

Resilience allows you to bounce back, learn from the situation and afford the other parties a level of empathy that will often be the first steps towards rectification, learning and advancement of a problematic scenario. At No Bounds, we all stand together, we are all in this together, you are never alone, and you are encouraged to reach out to the team in high pressure situations.

# Managing vs Leading

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No Bounds is focused on leading, not managing. If it's a new concept for you, here are a few of the differences.

MANAGING AND LEADING		
	MANAGING	LEADING
Direction	Provide Direction	Frame key questions
Protection	Shield from threats	Let pressure be felt
Control Conflict	Restore order	Expose & let emerge
Shape Norms	Maintain norms	Challenge norms
Orientation	Clarify responsibility	Challenge & disorient

*Heifetz, Ronald A. and Laurie, Donald L. 1997, "The Work of Leadership" Harvard Business Review January*

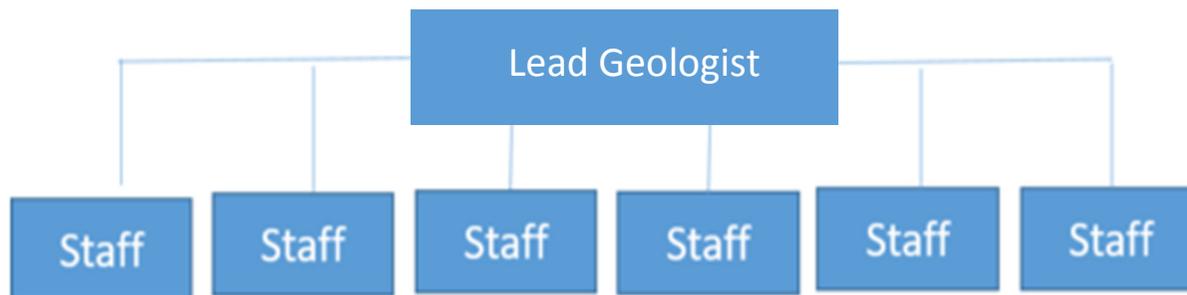


## We Think So!

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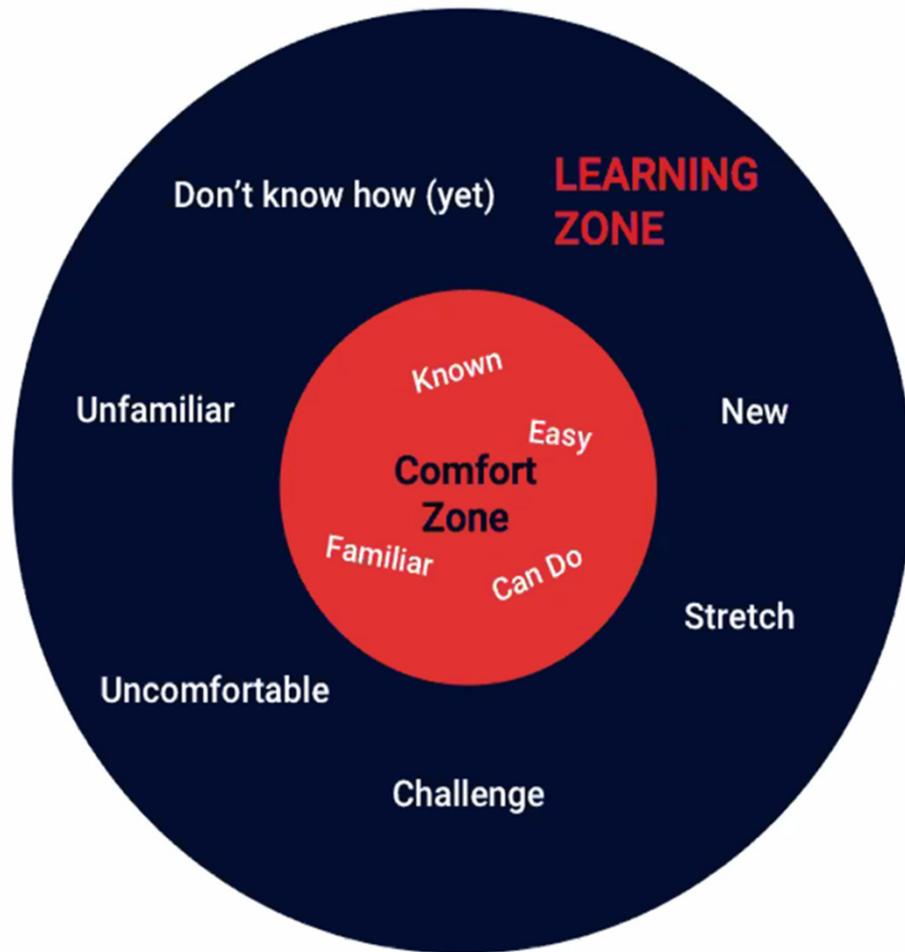
No Bounds' Lead Geologist oversees all the projects and is there to provide support and technical guidance to the team.

Adopting a flat structure gives the entire team a greater sense of authorship when driving projects and minimises the likelihood of micromanaging.



# Leave Your Comfort Zone Behind!

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Exploration excellence isn't achieved by staying within our comfort zones, even though it's human to want to.

We ask you to move outside of your comfort zone, push yourself, and see what happens...trust us, it's usually good!

It's OK to be scared or unsure of the path you may be about to embark on, we have all been there! Your team is here to support you, help with mistakes, and celebrate successes!



# WE HAVE A NO ASSES RULE.

(Truth: We **try hard** not to hire them. But, they temporarily sneak in sometimes.)

No Bounds is growing, jobs often require teams to be put together quickly and we are always looking to meet quality professionals.

To prevent the proverbial from infiltrating our team, we encourage our team to refer people to us - if you like these people, we probably will too!

Difficult people are often encountered in the established teams of our clients. It's up to us to lead by example in these cases and rise above the noise.

# A Scientific Theory Of Happiness

We are scientists, so why not learn from one and use his model? This is Martin Seligman's theoretical model of happiness (PERMAH).

It's a great thing for a company to be able to say that they have made a positive impact on their employees' well-being and happiness. It's important to us, and exactly what we work towards.

The beauty of this is that when we are putting out the good vibes, the key stakeholders pick up on them, and everybody wins!

## P.E.R.M.A.H MODEL

**Positive Emotions** – joy, hope, happiness – reframing the way we look at the world.

**Engagement** – leverage the things you're good at.

**Relationships** – belonging, part of a community, social capital, cultivate relationships.

**Meaning** – recognise the impact of what you do on other things and people.

**Accomplishment** – learn from what we do, develop grit and growth, celebrate achievements.

**Health (new)** – physical and mental health.



# How Am I Doing ?

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The 360 degree feedback tool will allow you to gain an understanding of how you are performing in the eyes of your peers.

This tool is deployed throughout our company, on a regular basis and will provide you with an insight into areas for growth and support.

There is no pass or fail here, we just believe constructive feedback leads to the development of rewarding coach/coachee relationships with your peers.

# Transparency and Effective Communication Is Paramount!

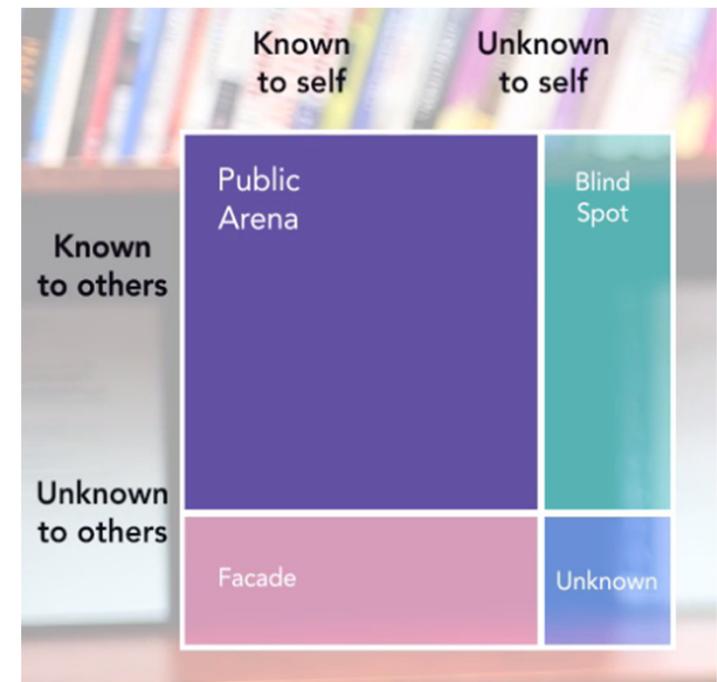
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It does not matter if we bring together the best minds in the industry, if we can't communicate effectively and transparently, then our learnings may be lost.

The Johari window provides us with an understanding of various communication archetypes and at No Bounds we like to operate with a high level of engagement.

This means that by increasing the awareness throughout our team we decrease the probability of unforeseen complications, while boosting morale and productivity.

This model will help you understand the needs of our key stakeholders and their communication styles.



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# Do You Live in a Fool's Paradise?

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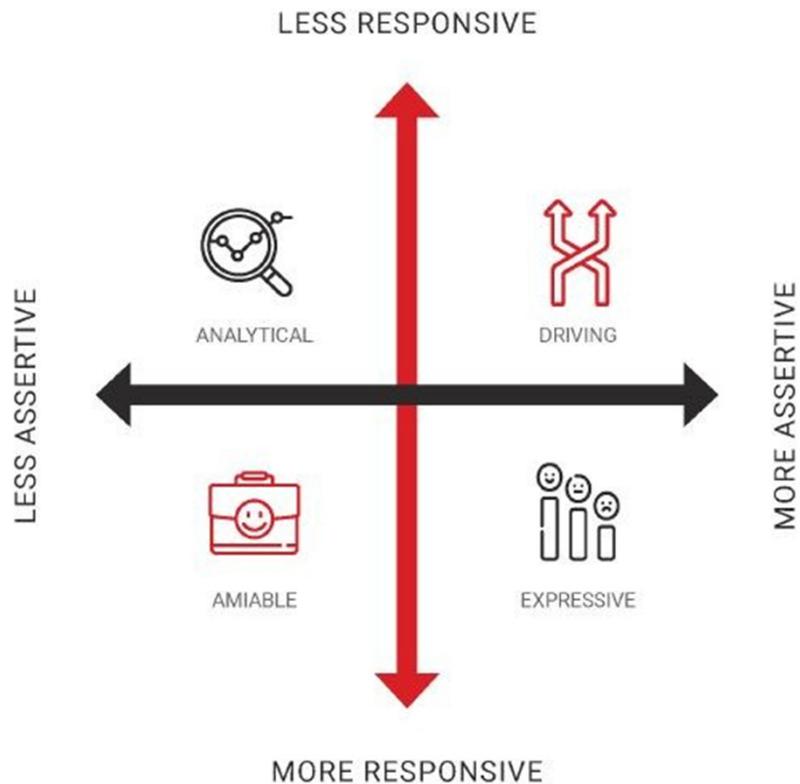
No, you don't, and neither do your team members.

Feedback is an essential part of our lives and keeps us all in check.

Learning how to give it in a positive and constructive manner is key.

The Situation Behaviour Impact Model (aka SBI) provides some guidance here and will allow the receiver to digest rather than regurgitate your feedback.

# Understand your Audience



*(Image adapted from: Merrill and Reid, 1999)*

It takes all different types of people to make an effective team and achieve our goals.

It is important to be able to recognise different personality types and how to effectively communicate with each of them. No one is better or worse, and each type has its strengths and weaknesses.

Our clients are just as important an audience as our team members, so our attention to communication detail is paramount in the way we speak to them.

A photograph of two children, a girl and a boy, dressed as scientists in white lab coats. They are in a laboratory setting with various glassware, including beakers, test tubes, and a microscope. The girl on the left has a red substance on her lab coat and a surprised expression. The boy on the right has a blue substance on his face and is holding a test tube. The background is dark and smoky, suggesting an experiment in progress.

We encourage experimentation.

Better to try, sometimes failing, than to not try and fail for sure!

*We don't mind **making mistakes**, we do mind **repeating them***

*Every mistake gives us a lesson, which we all can learn from*

Our industry thrives on experimentation, which in turn leads to discovery, but we all know this is not a simple process. We are all here to support you and learn from each other. Be sure to share your trials and tribulations with the team, just leave the ego at the door!



# Conflict is a part of life, it's up to us to decide how we deal with it.

In high pressure situations such as we experience on a daily basis in the minerals industry, it is often too easy to fly up the "Ladder of Inference", adding fuel to a fire and moving further away from a resolution.

Consider stepping back and looking at the big picture, put yourself in their shoes.

The safest place is on the bottom run of the ladder!

# So you've joined our team, then been sent to work with a new team.



No Bounds team members will occasionally find themselves thrust into an established client's team or be part of a newly formed team. Quite often your experience in a team will be determined by what stage that team is at.

Recognising the various stages of team formation will enable you to act accordingly and become a high functioning team member.

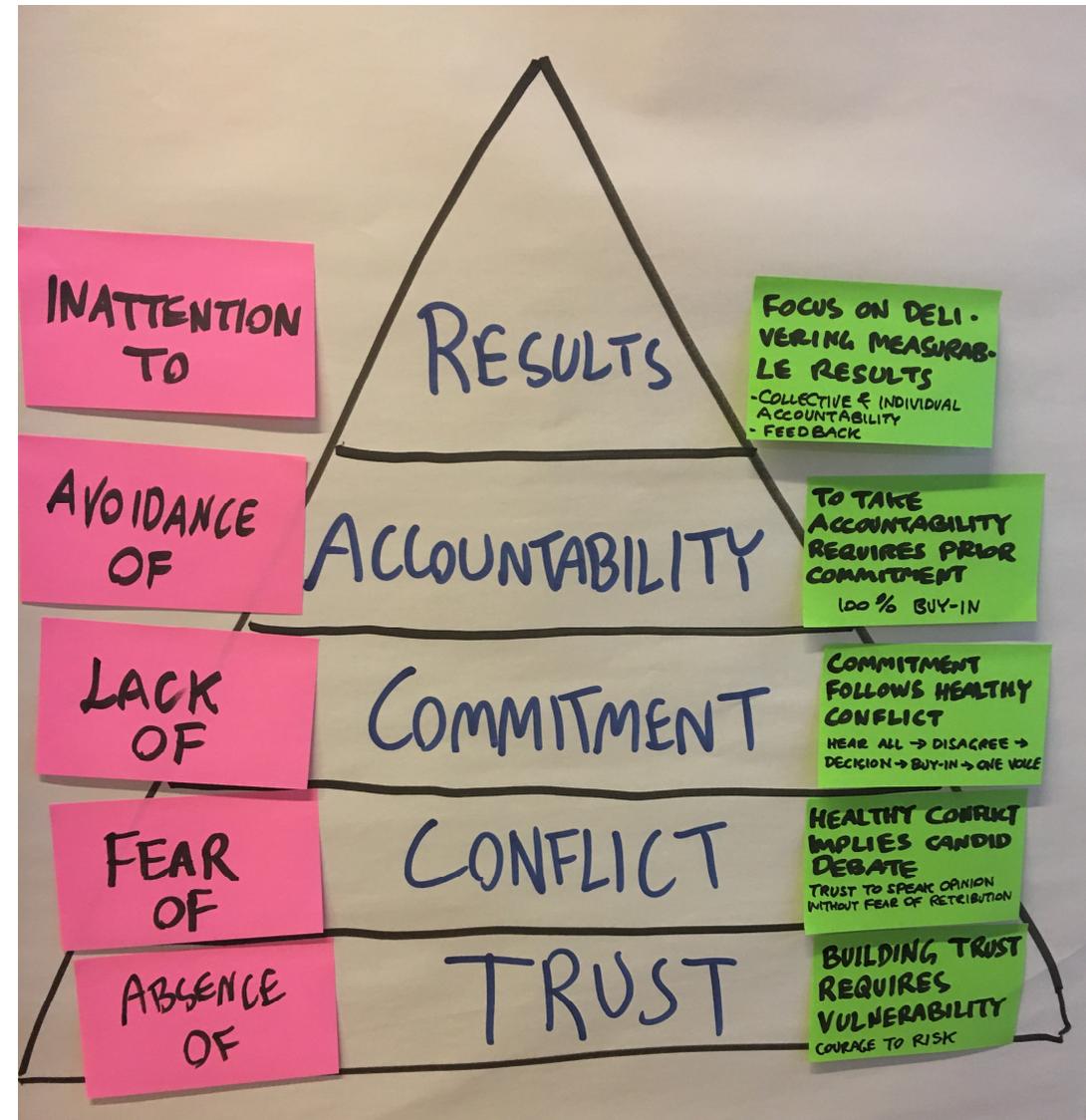
Tuckman's stages of team development is a powerful tool to help you on this journey.

# Dysfunctional teams are rampant in our industry!

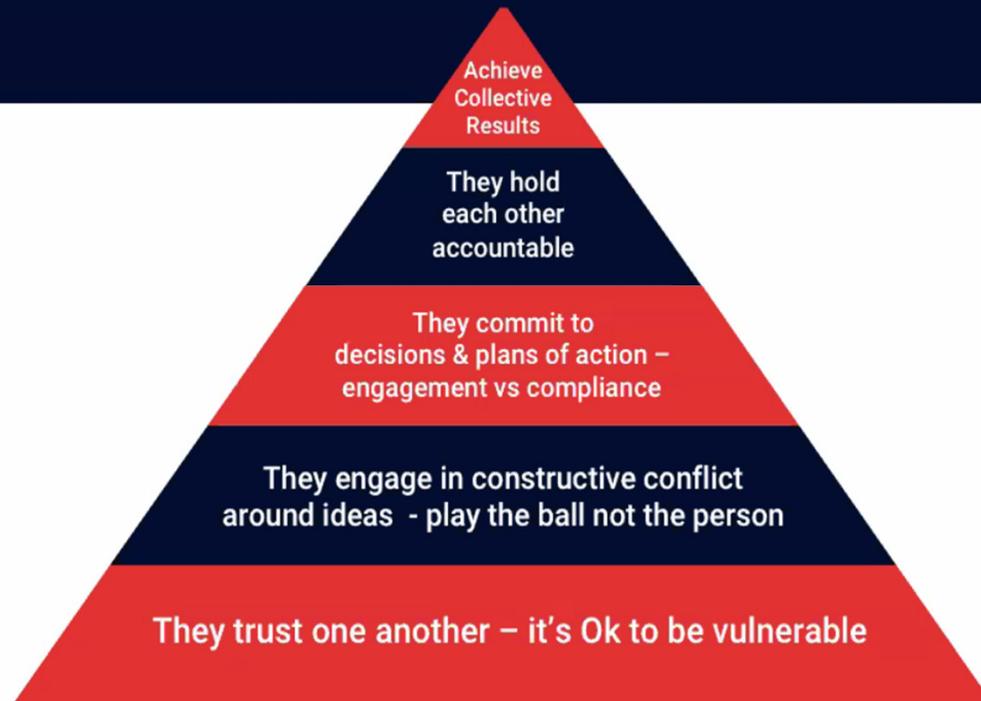
While our team culture is one to be appreciated, this is not the norm and the Principal has spent more than her fair share of time as a member of a dysfunctional team.

When we work with or become part of a dysfunctional team, it helps to be able to recognise where the issues lie so that we can support and lift the team up.

After all, who likes going to a job with a bunch of people who don't want to be there, let alone trust each other?



## HIGHLY FUNCTIONAL TEAM



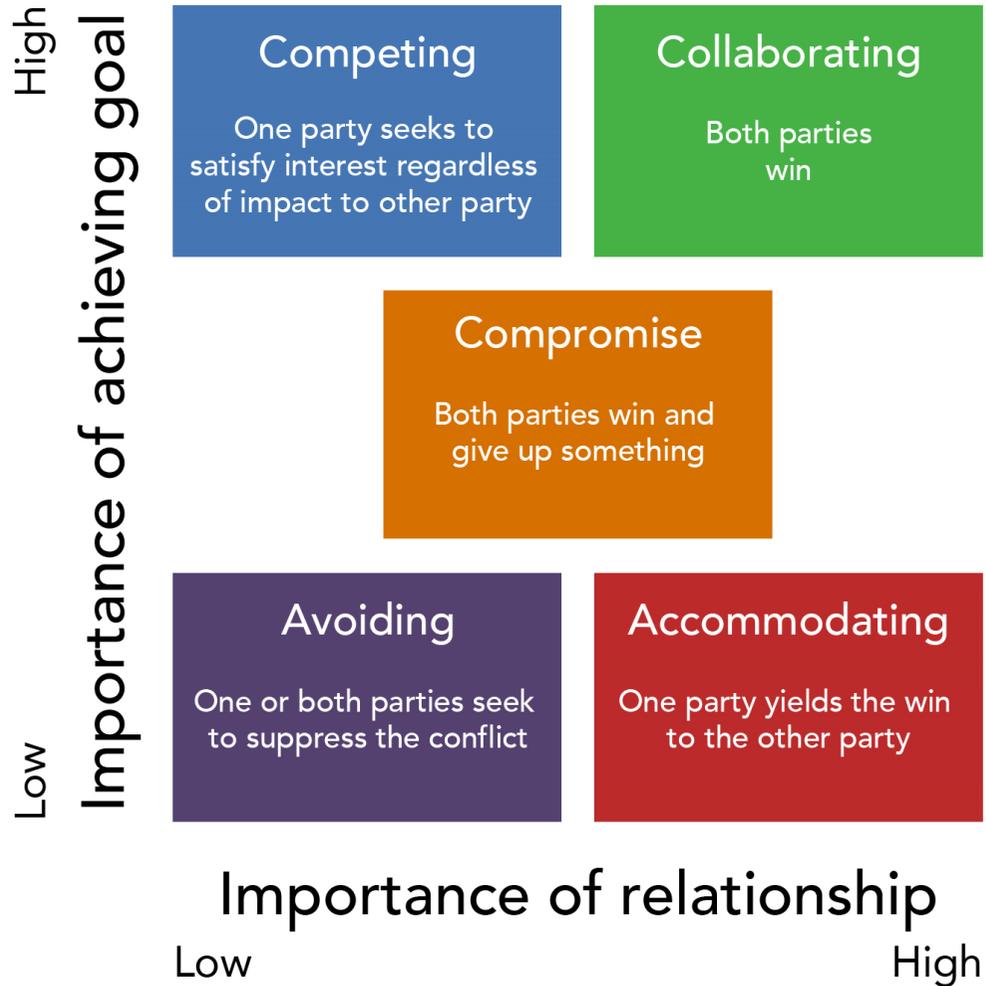
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# Let's Focus on Being the Best Team We Can

Our team strives to leave the dysfunctional traits at the door and support each other to be the best team possible.

It seems like the obvious choice, but it's pretty easy to get sucked into the dark side of dysfunctional human behaviour. It happens, but at No Bounds, we practice doing better.

If you see this happening around you, speak up - we are listening!



# Collaboration Wins!

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The power of collaboration is a force to be reckoned with, and leads to long-term robust relationships.

The industry doesn't need super heroes, although being able to see thru cover would greatly save on drilling costs and lead to numerous discoveries!

Thomas-Kilmann's model provides insight to the best means of conflict resolution - no prizes for guessing that it is collaboration!

# Bet You Didn't Know You'd Be A Coach Too!

At No Bounds, we never want to stop learning and growing.

Our team culture encourages its members to actively form coaching partnerships with each other, to develop skills and overcome challenges.

This is not just aimed at new starters either - the principal regularly engages as a coach and/or coachee with her peers.

Why struggle along by yourself when you can succeed with the help of a friend?

## COACHING WITH THE GROW MODEL

GOAL

Tell me about the problem  
What does the situation look like  
When the problem is Resolved?

REALITY

What are you experiencing?  
What have you already tried?  
What obstacles are in your way?

OPTIONS

What are your options?  
What would you do if you knew  
you couldn't fail?

WILL DO

What are your next steps?  
What will you do? By when?  
What support do you need?

## The Four Doors Of Change



Things we  
**used** to be  
able to do  
and still **can**

Things we  
**couldn't** do  
before and  
**still can't**  
now

Things we  
**used** to be  
able to do  
but **can't**  
now

Things we  
**couldn't** do  
before but  
**can** now

# Change Is Inevitable

Dealing with change is what we do daily and is a necessary part of the exploration process.

It is important to look at every change as an opportunity to do a better job and to appreciate and work with the possibilities that arise when change occurs.

Running through the changes with your team members will provide the clarity and direction needed to ditch the “immunity to change” phenomenon.

# Complex Problems = SWOT Analysis

This type of analysis can be applied on the macro or micro scale.

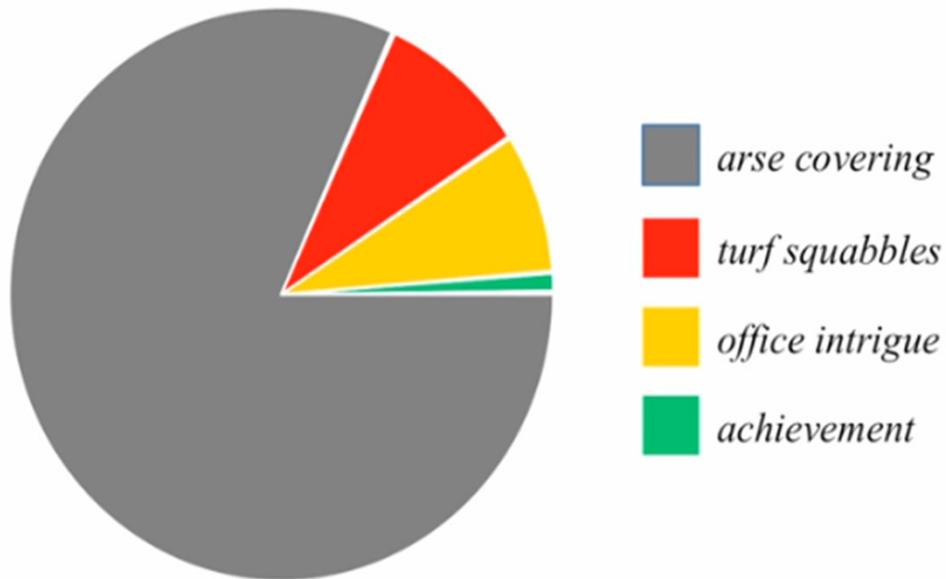
Understanding what we do best and in which areas we are lacking enables us to monitor potential threats, in turn unlocking hidden opportunities.

Applying this on a team level is a great way of allowing all members to take authorship of the team's direction.



# Spend more time achieving your goals and less time covering your arse!

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*Time spent per “average” work day in an “average” company (emphasis on average)*

Too much time is spent writing emails just to create a paper trail, effectively mitigating oneself from any accountability.

We encourage you to take authorship of your works, communicate in an open form and share your experiences.

In short, we just don’t subscribe to the blame game mentality, so there is no need to insulate yourself or feel threatened by just having a go!

# Epilogue

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This book has been put together with the best of intentions. We know problems arise, and No Bounds is committed to creating a work culture that works through those problems effectively and empathetically.

The handbook vocalises our goals, beliefs and tools for dealing with the everyday life in a dynamic team.

If you find yourself a member of a team or project that is not standing up to our goals or beliefs, be the agent of change. Help bring the team around, fly the No Bounds flag and share our culture with pride.

Version 1 - Written by Kim Boundy, 10/2020

All comments are welcomed, by internal or external sources and can be sent to:  
[kimboundy@nobounds.com.au](mailto:kimboundy@nobounds.com.au)





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