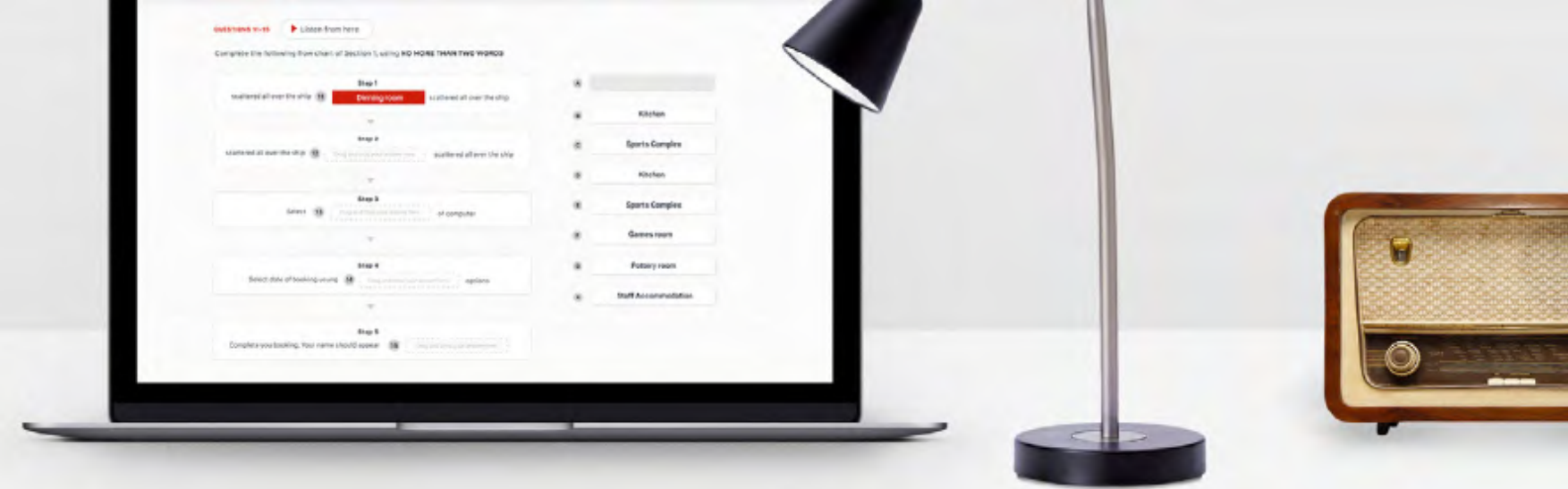


# Life at **CULTURE BOOK** DOL

# Outline



## Our story

- 01 What we realize
- 02 What we do, what we aim for

## People we love

- 04 D+ Blood
- 07  $S^4$  - How we communicate
- 12  $R^3$  - How we deal with adversities
- 16  $P^2$  - How we do things
- 18  $1.01^{365}$  - Everyday improvement

## How we build an all-star team

- 20 Our hiring & cutting philosophy
- 23 Your reward

## How you work at DOL

- 25 "Responsibly Flexible"
- 26 Working individually
- 28 Working within team

Part I

# Our Story



## **We realize that**

**Native English teachers** barely understand non-native learners' distinct problems and difficulties in learning English as these teachers learn how to speak and write English simply by living in an English environment for years.

**Non-native English teachers**, despite understanding these problems, still follow native ones, employing teaching methods that require years-long accumulation of vocabulary, grammar and social knowledge, and long-term exposure to authentic English.

**At DOL**, we believe we can smartly, effectively shorten such discouraging, unforeseeable, seemingly endless period.





# What we do

We have invented a method that integrates **mathematical mindset**, **artificial intelligence** and **quantifiable learning process** into English learning, thereby shortening non-natives' English learning curve by half.

# What we aim for

We aim to bring this most effective and smartest method to 100 million English learners - 10% of all english speakers and learners in the world, by 2023.

We set the standards for the 21st century English teaching in the world.

# People we love

Part II

**—their  
values**

**D+ Blood**

**P<sup>2</sup>**

**R<sup>3</sup>**

**S<sup>4</sup>**

**1.01<sup>365</sup>**



# D+ Blood

---

Like dolphins, you are **smart**  
and **willing to help** others



## D+ Blood

---

Being SMART is not about having high IQ.  
We define 'smart' as...

Be able and love to see **the nature** of everything.

Getting beyond treating symptoms, you **identify root causes** and tackle these causes.



# D+ Blood

---

Being SMART is not about having high IQ. We define 'smart' as...

**Be different from others.** You refuse to follow what others have been doing. In everything you do, you aim to defy the norms, which sets us apart from other bloods.

**Example:** They say learning English is about long-term exposure and requires no need intellectual and cognitive abilities. We challenge that belief with our smart math-based methods that shorten students' learning curve by half

**Be different from your own self.** You are always willing to crush your own products, no matter how successful or outstanding it has been. You reinvent yourself.

**Example:** We changed dolenglish homepage 3 times in one year. The third one looks stunning. But oops, we built it from scratch again and ended up with this amazing 4th version.



## D+ Blood

---

Being SMART is not about having high IQ. We define 'smart' as...

**Be resourceful.** You creatively and effectively solve problems under constraints: limited financial, human resource and technological limitations.

# D+ Blood

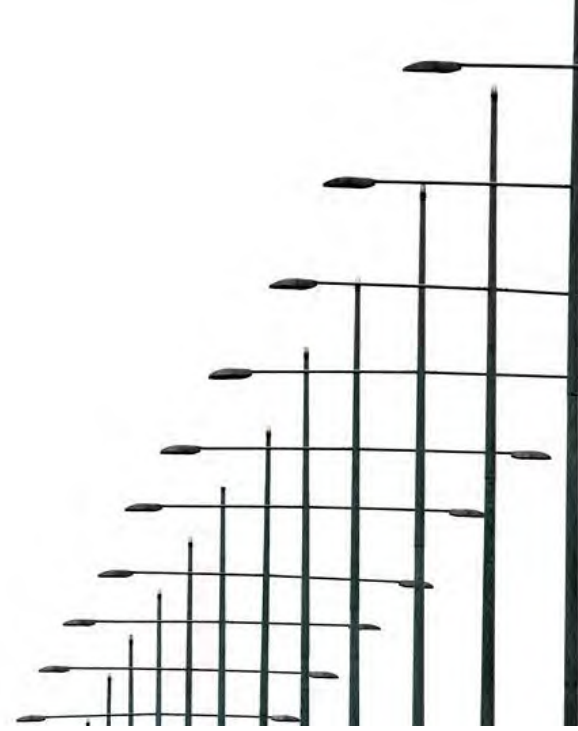
---

Dolphins are willing to help others, both outsiders and insiders.

**Think students-first.** We are a school, we do education, so anything you do, regardless of your position and place, you start by asking yourself how it helps the students.

**Be selfless in helping your peers.** You don't keep things for yourself; you openly and proactively share your knowledge with others and are prepared to be amazed by how your ideas evolve thanks to input from them.





# **S<sup>4</sup> : How we communicate**

---

Slow listening, Simple, Straightforward,  
Specific & sharp

# S<sup>4</sup>



## How we communicate



### **Slow listening.**

You listen slow rather than reacting fast. You make sure you fully understand the situation.

# S<sup>4</sup>

## How we communicate



**Straightforward.** You do not talk around, or use euphemism language. You are honest, direct and always on-point.



S<sup>4</sup>

How we  
communicate

**Simple.** No matter how complicated the problem is, you can encapsulate the essence of it within a few words. You make time and efforts to simplify things.





S<sup>4</sup>

— How we communicate

**Specific.** You always give proof and example for what you say. “For example” or “In detail” is your catchphrase. Generic language like “mai mốt” is a definite no-no.

**Sharp.** You are critical. You say things as it is without fearing power or being afraid someone might be hurt. Of course, you yourself are not hurt by truthful words.



# **R<sup>3</sup> : dealing with adversities**

---

When encountering adversities, you whisper this R3 magic spell:  
Resilient ; Rise above the odds, Rise above ambiguity.

**R<sup>3</sup>**



**Resilient.**

You are a roly poly doll,  
you fall often but you  
rebound quickly. Nothing  
can beat you down.





# R<sup>3</sup>

---

**Rise above the odds.** You get excited when encountering difficulties, as you see difficulties as the opportunities to sharpen your resourcefulness, and to reinvent yourself.

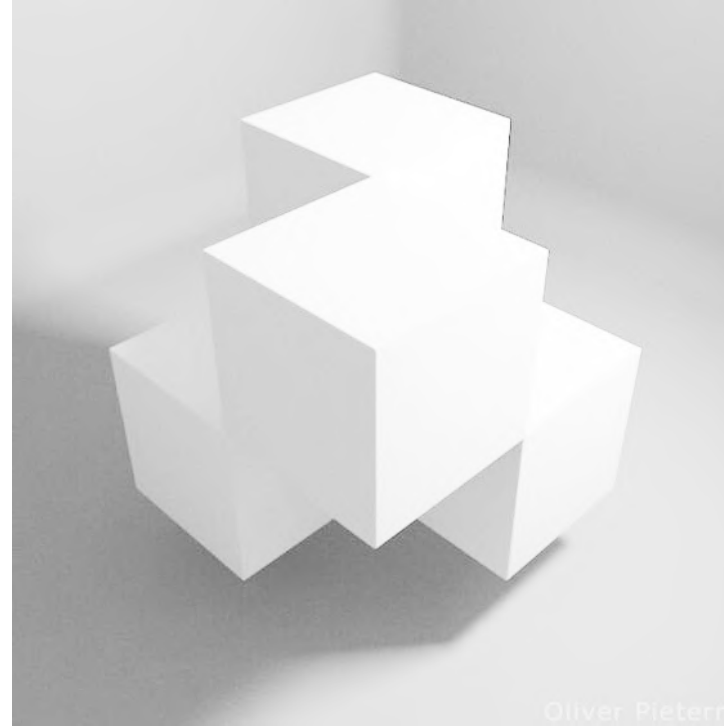




**R<sup>3</sup>**

**Rise above ambiguity.**

If there is no proven way, you create one, you make something different and unexpected.



# **P<sup>2</sup>** : Pixel Perfect

---

Your obsession in execution

**p<sup>2</sup>**  
**—**

How you complete  
your tasks

**Pixel Perfect.** You are obsessed with perfection. To elevate something into greatness, every single detail must be done right, no compromise.





# $1.01^{365}$ : Non-stop improvement

---

Last but not least: you improve day  
by day, **non-stop**



# 1.01<sup>365</sup>

The power of continuous improvement, mathematically proven:

$$1.01^{365} = 37$$

$$0.99^{365} = 0.0255$$

After each class or exercise, you are required to do reflection and answer the question: “if you could do it again, how would you do it differently?”.

# How we build an all-star team

Part III

# Our hiring & cutting philosophy —

We pay top of the market and hire the best for each position to form an all-star team in a non-fancy-office setting.







To us, a stunning workplace comprises of all-star colleagues, not five-star lunch meals, health benefits or fancy offices. When these highly capable and practical stars work together with visionary leaders in such an environment, they inspire each other to be more productive, more creative and progressing straight towards creating something unprecedented.





To keep the all-star team as growing, apart from “hire well”, we also practice “cut smartly.” A B+ performance, despite A+ effort, will be respectfully given a generous severance package\*, while an A performance will be worthily rewarded.

This is how we keep the team perform as a pro sports team, rather than a kids' football team or a family in which unconditional love, despite wrongdoings, is valued.

*\*We value those who make efforts, and thankfully and respectfully reward them with an extra month salary when they leave.*



## Your reward

---

We make sure your contributions are rewarded fast and worthily. There will be no trivial benefits, we believe progressive high-performing individuals deserve a significant salary raise every year.

Once or twice a year, we have a performance review to justify your salary raise based on 3-4 criteria (depending on your position):

Student Contribution  
Ability Improvement  
New Skill Development  
Culture Contribution



# How you work

Part IV

# Responsibly Flexible



We give you enough freedom to flexibly  
and responsibly perform your work.



# Individually: Responsibility

---

We do not lead you. You lead yourself and take credit in whatever you do.



## Sense of responsibility

Responsibility starts with simple self-discipline like meeting the deadlines. You are given a flexible working schedule as long as you get things done timely.

## “Chính tôi” mindset.

Let's answer these questions: Who makes the class effective? Who ensures family happiness? Who makes the company thrive? Who helps the country develop?

It's not everyone. It's not someone. “It's me!”

You take all responsibility and credit. You do not blame circumstances or your colleagues.

# Management within team: Flexibility

---

To foster self-leadership, we make sure to give you enough freedom.





## Freedom over process.

Your leader does help you in the beginning: breaking down tasks, guiding the steps, foreseeing your problems. But when it comes to execution, you are given the freedom to perform your tasks. In any case, you are encouraged to improvise and initiate your own process as long as you can prove its effectiveness.

You are also motivated and rewarded to show your leader things-need-improving in the beginning period.

