



PHOENIX LABS

PHOENIX LABS
CULTURE HANDBOOK

WHO WE ARE

WELCOME TO PHOENIX LABS

We are a team of experienced game developers who have come together to make **timeless** games. We aspire for our games to be **remembered** and **shared** for generations, and for our work to be powered by **trust, courage, and an unwavering regard for players and each other**. You might know us as the developers of Dauntless, however with multiple new projects in development, we're going to be talking about what else we've been working on, soon.

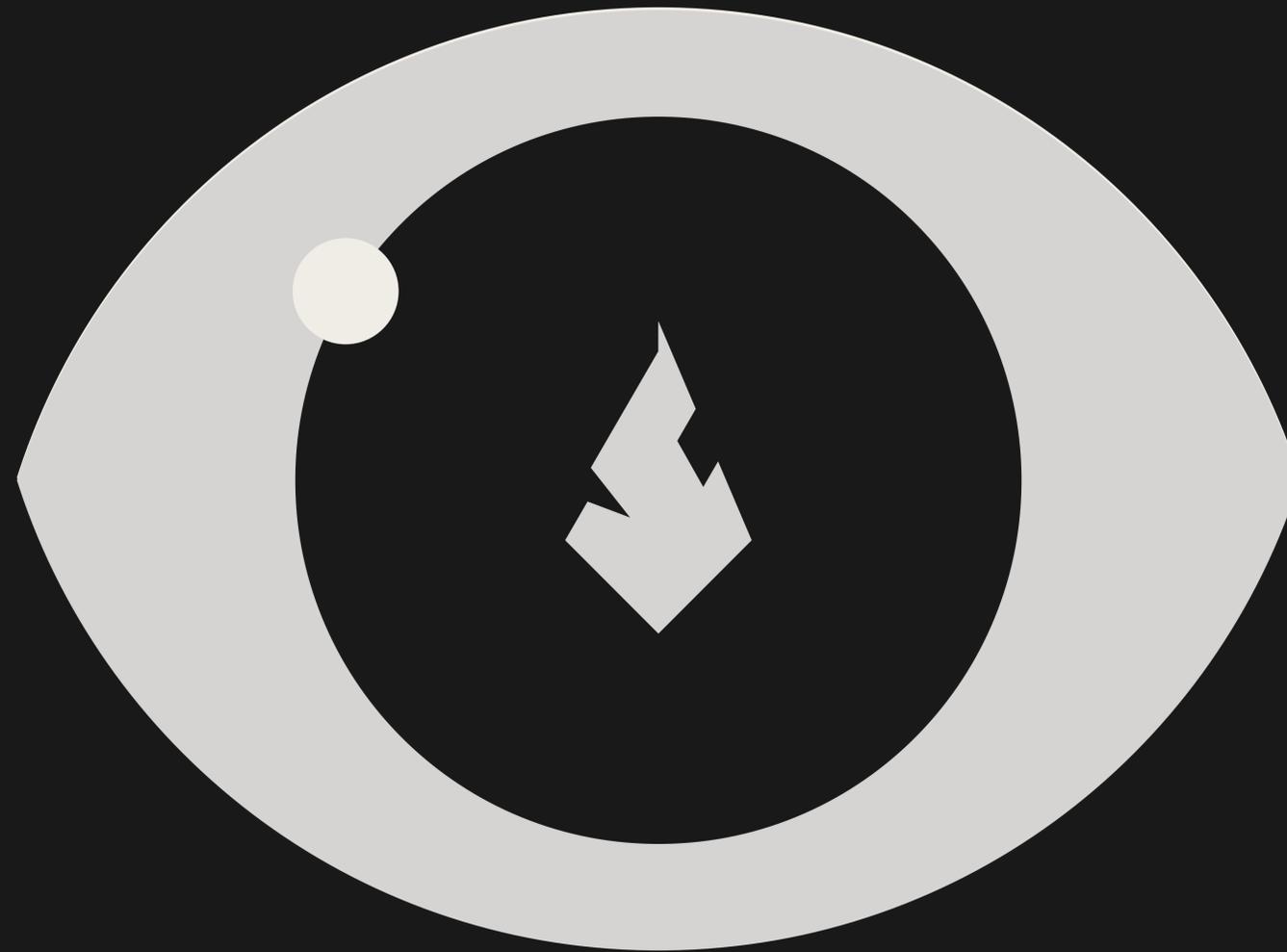
We believe *people are the ends, not the means*—it is a pillar of how we maintain our mosaic culture, and one of our key values. We express this in the passion we bring to our craft - which orients around creating deep multiplayer experiences. We are united by a love of gaming, and a desire to do the best work of our careers—together.

A VIDEO GAME COMPANY



WHY WE ARE

Phoenix Labs is a values-driven studio. Our decisions, our output, and our everyday cultural expression derive from our four pillars. The way we act as professionals and go about our work matters.

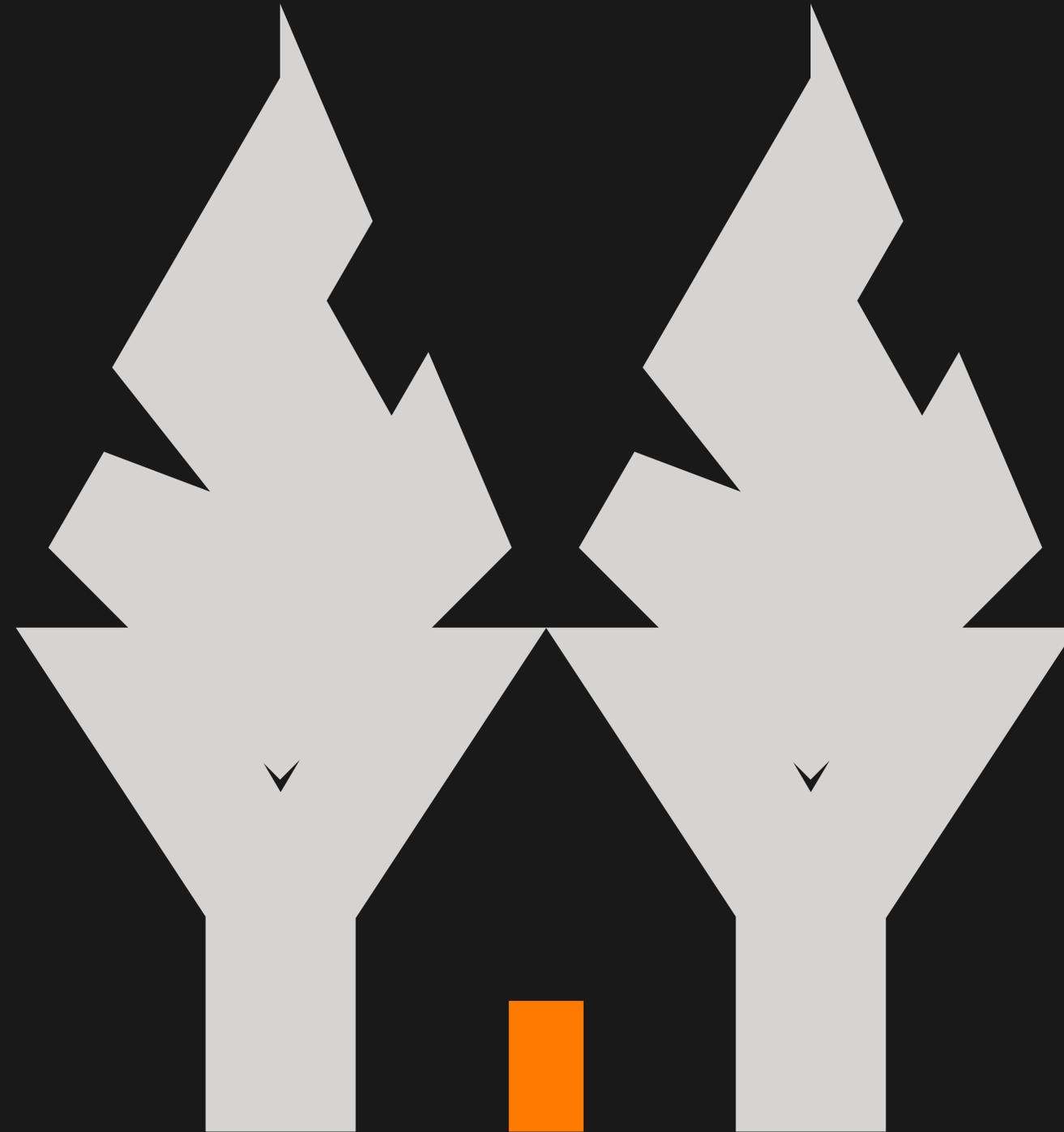


From our inception, we have embraced the ethos that the one true, uniquely differentiating factor at every studio is the people who work there. Our belief is that by placing that consideration at the heart of everything we do, we can both make timeless games and be a destination developers are proud to call home.

We aspire to play our part in progressing and elevating the industry; to do that we have to represent all players, present and future. We want to delight players worldwide with a tight selection of industry leading gaming experiences, but we believe the value we bring isn't confined to just monetary measurements. Rather, our teams want to raise the bar for how we make games together and set new standards of excellence for our industry. These goals in tandem bring more meaning to our work.



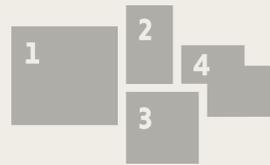
We often say internally that our aspiration is to be a place people can retire, confident they will have done the very best work of their careers. We believe empowerment is a true ownership model and that teams given accountability and authority make the best games. To that end, we are constantly iterating toward a world class production, publishing, and operations infrastructure that embraces both people and progress.



We believe a fixed mindset is the enemy of progress, so we pride ourselves in running Phoenix Labs as we would a live service game: measure, iterate, patch, take feedback, adjust, patch, repeat. We encourage a “Yes, and-” mentality, constantly seeking refinement, improvement, and growth from Lobsters to elevate our outcomes.

HOW

One of the ways Phoenix Labs seeks to differentiate itself is by embracing a high level of genuine trust between colleagues and teams. We're not here for the snacks - we're here to do the best work of our lives. We're ambitious, empathetic, accomplished professionals who believe the best games are made by teams empowered to excel. These teams are comprised of brilliant, inclusive, and compassionate "Lobsters" (our internal term for people who work at Phoenix Labs: context). When we talk about our "mosaic culture", we're reinforcing our belief that game development is better able to serve players when informed by many passionate voices and perspectives. As a studio, a diversity of perspectives has a direct impact on our quality level; every new person is an opportunity to increase the relevance of our work to players AND also evolves our internal community of Lobsters by broadening our culture.



WORK

Phoenix Labs' teams are explicitly empowered and trusted to seek optimal outcomes. We like to apply a long-term lens to such terms as "optimal" - we are in the business of making generational games, which requires sustained levels of excellence vs individual flashes of brilliance.

We realize and respect that game development is a marathon - not a sprint. We regard crunch as a failure. On the occasions a team needs to work extra hours to meet a deadline, we methodically retro and analyze how to avoid a recurrence. We unlock teams and Lobsters alike through the pursuit of sustainable and effective high performance: if you're working effectively with your team, we don't judge your approach to work-life balance.

WE

This stance can be a change of pace for Lobsters used to traditional, top-down, hierarchical organizations, but for us it just makes sense to more explicitly put people first. We have invested in an evolving combination of traditional and emergent tools and structures - the aim of which is to empower teams to help Lobsters do industry-leading work for our players.

WHAT

We take a “no brilliant jerks” approach to team building. We may joke that “teamwork makes the dream work” but we truly do believe that it takes a village to make a video game. As such, we've identified collaboration as a win condition and a key ingredient in our success. Maintaining a harmonious, collegial, candid, and professional atmosphere enables us to do our best work. Without the focused efforts of teams of talented professionals we cannot exist, we cannot create, and we cannot share timeless games with the world.



SUCCESS

Our values are not platitudes; they are more than posters on a wall or a company branded mouse pad. Remembering people are the ends, not the means, is something we expect all of our colleagues to keep at the top of their minds. We pride ourselves on being an inclusive studio - we have no tolerance for inappropriate or bullying behavior amongst our colleagues, and encourage our colleagues to lead with inspiration. When we bring new people into our community, we seek folks with diverse perspectives, who can add new flavours and ideas to the existing mosaic.

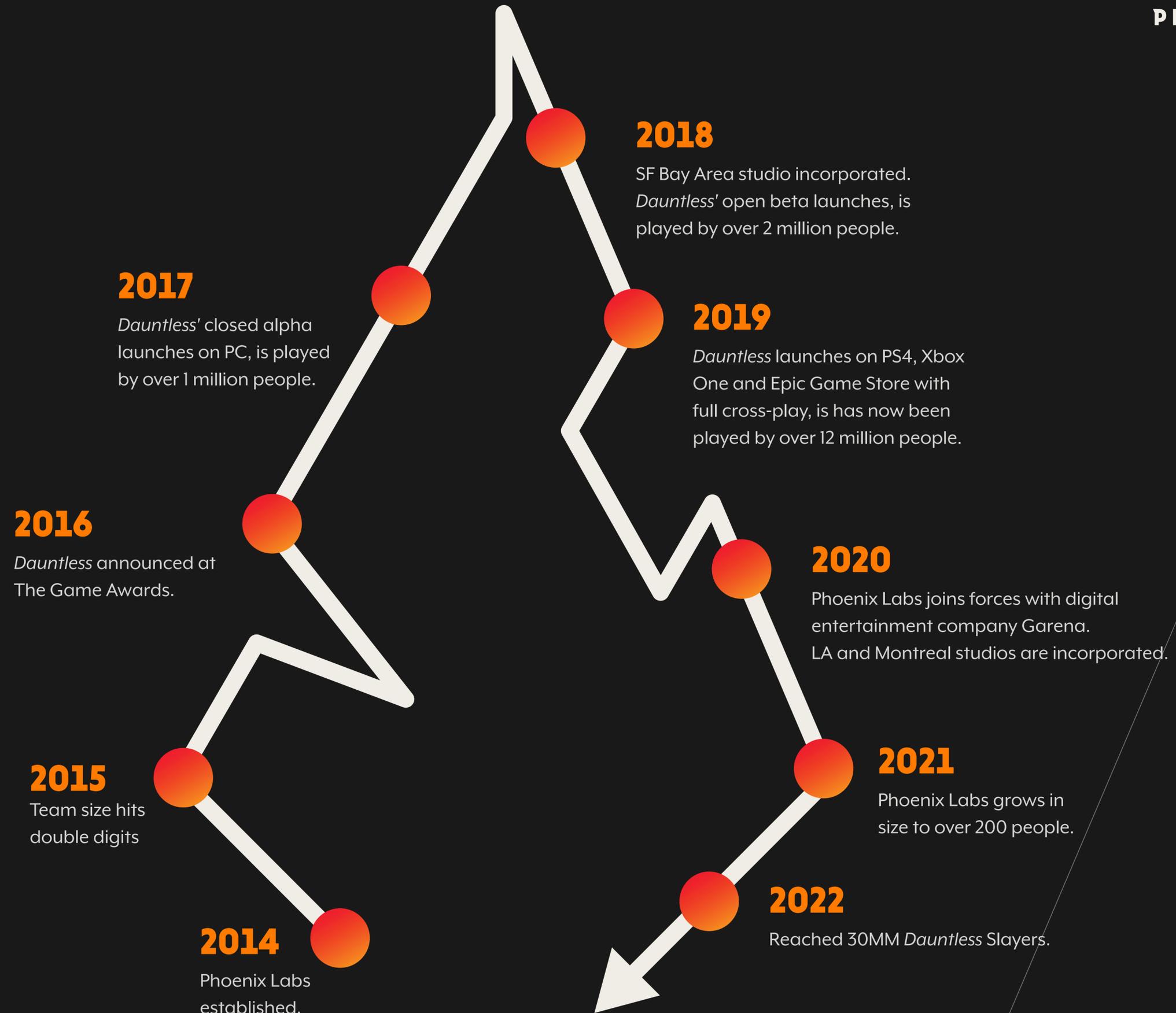
LOOKS LIKE AT PHOENIX LABS

We expect a high say:do ratio. It means what it sounds like: if you say you're going to do the thing, do the thing! We thrive when we meet our commitments - or empower ourselves and our teams by addressing blockers or concerns that stop us.

Trust is critical for us: our players trust Phoenix Labs, Phoenix Labs trusts its teams, and Lobsters trust each other. Maintaining a high say:do ratio allows us to constantly be building trust with each other, as well as operating with a high level of integrity. We seek to cultivate a welcome, friendly atmosphere that makes all people feel comfortable participating and being candid about what we need to do to win.



Doing what matters is paramount for a company that trusts its teams to the extent Phoenix Labs does. Focus combined with collaboration allows us to make smarter bets, waste less time, and be more intentional and purposeful about what we make and do.



COME JOIN US



If you're interested in pursuing career-defining work in a professional, supportive, and inclusive environment, we have an ambitious road-map and outstanding opportunities for growth-oriented team players. Our open roles can be found [here](#). If you don't see a role that fits you, reach out and tell us what we're missing out on.