

# Why you should NOT work with us

***With C4E, it's either a hell-yes, or a hell-no.***

There are no “positions” at C4E. It’s a relationship. And like any other relationship, even here, the in-between is messy. This is our attempt to run far from it.

Now, the responsibility of that is not just on you, but us too. And that’s why, we spend a lot of time documenting what we’re like. To be able to tell you what we’re truly like. At our best and our worst.

The reasons listed here emerged from conversations with people who’ve knocked on our door before. Just like you are right now. From people of ages 16 to 50+, seeking very different things.

This list has been part of our hiring process for a few months now. One of the 30+ links that we highly encourage you to start with.

## **1/ We are human-first, but demanding.**

I will start with ‘human-first’. C4E cannot be a stressful place for anyone. Imagine it this way – what’s that one place you go to when everything around you is going down? Can C4E be that place? Can its people be that? Can its people be the one to [sit in the mud with you](#)?

Human-first also means that our people create a life where there’s freedom of time and location. As of October 2024, here are some things we do to keep our freedom intact – [time at C4E](#).

Despite being human-first, we are demanding. And that means, we want –

- High-performing, highly functional and [high-agency](#) individuals
- People with a sense of urgency
- Doers. People who move the needle

In one line, we are easy-going but we are also indexed on speed and movement.

On a daily basis, I have some examples of how these things translate into work. We want to respond to all emails within 24 hours. Work on meeting notes under 24 hours. Overcommunicate about the days and times we would not be around. And [some more](#).

That said, we believe demanding is NOT EQUAL to overworking.

## 2/ Some tenets we value

While the [culture book](#) does a fair job of telling you what we believe in, there are some things that we want to re-emphasize. If you don't subscribe to these, we may not enjoy our time together.

- Reliability. This is the number 1 trait we look for. And, it is non-negotiable.
- The ability to be relentlessly resourceful. Here's how Paul Graham explains it – <http://www.paulgraham.com/relres.html>
- Overcommunication is a thumb-rule. We're also hyper-connected to each other, so there are no excuses.
- You must be proficient with jugaad, or ingenuity
- You must be an inherently curious person, or must be working on building the muscle
- We are a writing-first business. While we don't want you to have the Pulitzer or something, you must be able to put things pen to paper
- We are, by design, an ambiguous and rapidly-changing setup. If you're the kinds to expect answers in advance, you may not enjoy your time here
- We are big on team and community. We identify best as a [village](#). Even if you're an introvert, you will be able to only derive the most value if you engage in community and conversations. After all, each of us has something unique to offer to the world. And no, these are not mandatory!
- If you have a growth mindset, you will help all of us do better. Along with you. You know how they say stasis is death? That!

## 3/ Respect and kindness are non-negotiables.

Unless you believe in these from deep down, we are not a good place for you.

Again, this translates in different ways. For instance, condescending behaviour in clients (or anyone else around us) must be called out. We offer respect and we command respect. It's like "do unto others as you would have them do unto you".

## 4/ Some other things that you need to have...

- We love async work. Anything that allows us to have the freedom of time. And use our sync hours for larger, strategic discussions.
- Responsibility and accountability are very important. A quote that has stayed with us –
  - *"If I tell you to do something, you're accountable but not responsible. Following a process makes you accountable, not responsible. Using judgement to opt out of the process makes you responsible. Completing assigned homework makes you accountable. Seeking out*

*additional resources to deepen your understanding makes you responsible. Remembering your partner's birthday makes you accountable. Consistently finding ways to make them feel appreciated makes you responsible. Taking out the trash when told makes you accountable. Noticing it needs to be done and doing it makes you responsible."*

- Each project will have a DRI ([as defined by Matt Mochary](#)).
- We are neither a family, nor a sports team. We are a [village](#). Everyone looks after the well-being of each other. The best way to do so is to ensure our own houses are in order.

## **5/ You will be asked to consume the following in the first month –**

- C4E Mandatory reads we've compiled over the years – [https://docs.google.com/presentation/d/1KmXTN9FlapNvtf4aCT3WRWhcj0Oedm9LrYolncwoahQ/edit?usp=drive\\_link](https://docs.google.com/presentation/d/1KmXTN9FlapNvtf4aCT3WRWhcj0Oedm9LrYolncwoahQ/edit?usp=drive_link)
- YC Videos - [https://www.youtube.com/watch?v=CBYhVcO4WgI&list=PL5q\\_lef6zVkaTY\\_cTlk7qFNF2TidHCe-1](https://www.youtube.com/watch?v=CBYhVcO4WgI&list=PL5q_lef6zVkaTY_cTlk7qFNF2TidHCe-1)
- Mochary Method - <https://docs.google.com/document/d/1ZJZbv4J6FZ8Dnb0JuMhJxTnwl-dwqx5xIOs65DE3wO8/edit>
- PG essays - <http://www.paulgraham.com/articles.html>

And, throughout our time here, we continue to read and consume things that teach us about life, work, and living a good life.

## **6/ We do reference checks. And we will need you to give us some names.**

The list doesn't end here. We continue to add as we discover our own method AND madness.

I will end this with an invitation. If this list was counterintuitive for you, if you nodded at each pointer as though you had written this for yourself, come say hi. Tell us what we can create together.

P.S. Here are two things that we as a team weren't able to drive consensus on. And continue to think about it.

A/ We believe, "mediocre people don't build great companies".

B/ Blind belief in what we do even if that means we are called fools by people. And even though the definition of "what we do" remains open.

That was us. And I can confidently say that it's us in our truest forms because this piece has been put together by more than one person. It has inputs from people who've been there since day 1, and people who we've just met.

Until you knock on the door,  
Chandni and team C4E  
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P.S. This is an evolving document. We learn more about ourselves with each interaction, and thus, will often come back to it.