Special Projects principles

The following principles reflect the philosophy and working culture of Special Projects GmbH ("SP" or "The Company"). While they are **not legally binding**, they serve as a guiding framework for collaboration and decision-making within SP and in client engagements. The Service Provider acknowledges and understands these principles as part of SP's working approach.

How we operate

1. Always be a player character. Think independently, take initiative, and shape outcomes.
2. Do interesting things. Boredom is a warning sign, not a default state.
3. Gravitate toward high stakes. When great values are at stake, there is great value for us to build and protect.
4. Never lose sight of the bigger picture.
5. Defy the law of least resistance. We go where the impact is, not where it's easiest.
6. Work for a strong Europe.

On value creation

7. Our business idea is to make people care and companies matter.
8. All communication is essentially about risk-taking. This means we are in the business of understanding and leveraging calculated risk.
9. Outcome over process. While good processes support outcomes, it's the end game that actually counts.
10. We are doers. We know that most value is created in the execution.
11. Deal with the situation as it is. While we have firm beliefs, we focus on adapting rather than resisting reality.
12. We inform ourselves extensively—and creatively—to seek the truth. We're never better than the data we are trained at, so we strive to find and obtain information advantages.
13. Speed of execution. We understand and value the importance of speed in processes and act decisively and swiftly.
14. We use first principles to make better decisions. Best practices and warning examples support our thinking, but we don't compare ourselves or our clients too much with others; we strive to break free from our surroundings.
15. We're a special task force. We're only out for the best talent.

On client relations & project management

16. We don't take on new clients without knowing why. We critically assess the conditions to do an impactful job.
17. We build trust from the ground up. It is the small actions that give us trust to influence key decisions.
18. We stand firmly by our clients (and colleagues) in their hardest moments. We show our true faces in adversity.
19. We design the smallest teams required to do exceptional work. Reducing teams to their essential size makes the work more exceptional.

20. We collaborate closely with our clients. Today's conditions require a more deeply embedded approach to the client-consultant relationship.
21. We take an iterative approach to planning and strategic development. Experimentation allows for continuous learning and adaptation.
22. We are mindful of clients' time. It is usually their scarcest resource.
23. We are committed to unbiased guidance over maximising our short-term gains.
24. We are engaged—always switched on—but never activists blinded by ideology at the expense of reality.
25. Our message to clients: To build a world-class brand, you must first understand what it truly takes. Only then can you achieve the impossible.

On self-leadership

26. We hold ourselves to high standards.
27. We accept the ambiguity of not having perfect knowledge before making decisions. While we strive for clarity, ambiguity is constant and needs to be managed.
28. Making mistakes is part of life, but refusing to acknowledge them is problematic.
29. Be careful of letting praise lead you to vanity or letting blame lead you to self-pity. Maintain a grounded perspective.
30. In the era of AI, we are staunch believers in the human touch. We love technology but we don't outsource reasoning to it.
31. Maximise the value of time. Time is our most limited resource.

On building teams

32. We are obsessive about every colleague's personal development and growth. We design ambitious programmes and objectives for each individual in the firm.
33. We implement rare initiatives to retain our top talent. Exceptional opportunities for learning, fair compensation, and flexible work arrangements.
34. We instil a culture of accountability where team members take ownership of their projects and outcomes.

We stay committed to learning, adapting, and holding ourselves to these principles in everything we do.