

We are Cargonauts

The cargo.one Leitmotif



A cargonaut's guide to living at the apex of air cargo, as part of the pioneer culture that exists beyond the industry's status quo.

leitmotif / 'laɪt.məʊ ,ti:f/

From German Leitmotiv ("leading motif"), from leiten ("to lead") + Motiv ("motif"). A leitmotif in a person's life is an idea or an object which occurs again and again. A modern example of leitmotif occurs in the Star Wars film franchise, such as when "The Imperial March" plays whenever Darth Vader appears on screen.



Growth is the priority.

We prioritize personal and business growth. We work at cargo.one not to pay our lifestyle, but to grow personally and professionally. Hockey stick growth is not a smooth line, it's a collection of magnificent highs and devastating lows, which in sum will make us stronger.

Talent, skill and expertise are not innate gifts. We believe that they can be developed with hard work, dedication and the right attitude. Growth is a mindset.



Think Big. Act incrementally. Talk to the user. Challenge. Iterate.

We envision the big picture, we have a north star and don't shy away from big challenges. We always start with who we are, what we know, whom we know and what we can afford. We work incrementally, talk to the user, deliver increments fast and gather tangible feedback. We take big visions and goals, slice them into manageable tasks and complete them iteratively and incrementally.

We attract great investors and great customers – we leverage them, we don't work in isolation.

We persist in the face of setbacks and are resilient in failure. We recognize that if we never failed, we never dared greatly enough. We reflect when we fail and learn from it. We thrive on challenges and working in uncertainty. Surprises are opportunities. We constantly challenge the status quo as well as ourselves.



Take ownership. Move beyond the ordinary. Exceed expectations.

We achieve growth by challenging the status quo, by working hard, by persevering, by learning, by sacrificing, by showing courage and most of all, by loving what we do or are learning to do.

We never assume that things are the way they are due to any particular reason. Chances are that everything we do can be done in a better way. We are never the object of a situation, we are in charge of making our work exceptional. We never wait for somebody to tell us to deliver greatness. We don't wait for direction, we ask if we need it. We offer our opinion. We are here to challenge the status quo.

We push ourselves to redefine boundaries and exceed expectations. Hard work beats talent when talent doesn't work hard!



Show backbone. Reject bullshit. Build relationships. Serve the team.

We think of ourselves as a professional sports team. We win championships together. We learn from each other and find inspiration in the success of others. We're role models for each other and all of us are cargo.one founders. We do what's best for the company as a whole and are never territorial. We push each other to be the best teammates we can be. We go the extra mile to help each other.

We support and deeply care about each other. We foster collaboration and relationships that create psychological safety within the team, both for leaders and team members. We build an environment of mutual respect and trust.

We say what we mean and mean what we say, even if it's uncomfortable. We give and demand candid feedback because feedback lets us grow. We are venturesome and vulnerable in front of our peers, we embrace failure and we learn from it.

We care about building real value over perception and we believe that finding the truth is more important than being right. We may not always agree, but we always speak our minds. No matter our personal opinions, we jointly work to reach decisions. Once a decision is reached, we commit to bringing it into effect and only then challenge and iterate.



Cultivate playfulness.

We recognize play to be the strongest motivator and we are committed to being playful. We believe that innovation doesn't take place in serious, silent, calm, and cautious environments.

We like to laugh and we should laugh a lot. Play draws us closer together. We are playful, rebellious, hungry and foolish. The glasses at cargo.one are always half full. We have fun together. We are Cargonauts.



Objectively hire people that are better than you in a meaningful way and give them slightly more authority than you are comfortable with.

We recognize that our single biggest constraint to sustainable growth is our ability to hire the very best people. We do not ever compromise on our hiring standards. When we hire, we don't trust our gut. We assess candidates objectively. And we give candidates reasons to join. We hire people that will thrive in the environment we provide and that will help everyone around them to become more successful. We hire people that choose to think of themselves as founders and act like ones. We give people the trust and opportunity to lead the way, to push us forward and to co-create cargo.one.

We must not fear to share information with our teammates. We default to being open. We are giving people slightly more trust, freedom and authority than we are comfortable with giving them. If we are not nervous we haven't given them enough. We manage not through punishment or rewards but by clearing roadblocks and serving the team.