Not Exactly An Employee's Guide To Working At ConstructionBevy

v 3.2

Published: May 27, 2026

If you're reading this, you're either already part of the Bevy at ConstructionBevy, want to become part of it, or we've done something so good (or so ridiculous) that this document warrants your attention. Whatever the reason, welcome.

This document explains who we are and who we aspire to be. For prospective employees, it will help you understand what we believe is important. For members of the Bevy, it's a reminder to hold yourself, your peers, and company leaders accountable to these principles every single day.

Don't expect corporate platitudes or catchy slogans. And don't assume this is the final word—as ConstructionBevy grows, this document will evolve. But our core principles won't change. They are what we believe in. Truly. Deeply.

Missionaries, Not Mercenaries

We seek people for whom the industry-changing work we do doesn't just feed their family—it feeds their soul. We hire professionals who skate to where the puck is going, not where it is today. We're building a culture where people would be willing to work for free because we fully expect that once we achieve the kind of liquidity event we're aiming for—becoming a large, publicly traded company—the early contributors will be independently wealthy.

Our CEO saw this firsthand at Dell: the missionaries stayed, the mercenaries left (taking institutional knowledge with them), and the company got no more value from them.

People

"We're only as good as our people." It's trite. It's also true.

We look for highly intelligent, fast learners who value data over opinions and insight over experience. Beyond that, we look for culture fit: continuous learners who prefer stretch goals over safe ones, who are so interesting we want to learn from them, who have accomplished something special, who challenge our thinking with data, who leave their politics at home, and who make us better.

We're transforming the commercial construction industry—roughly 6–10% of the GDP of every country on earth. That's a $1.5 trillion market in the United States alone. The people who do this kind of work are driven by a saying we live by: "People who work at startups work harder than most are willing so they can enjoy the lives few can."

Like many post-Covid companies, we began as a virtual organization. The plan is to establish hub offices in the world's greatest cities. Remote work will always be part of our DNA—ensuring we hire the best

people no matter where they are—but we also recognize that the highest-performing teams execute even better when they're together.

In Six Months, You Should Be Telling Us What to Do

If after six months we still need to tell you what to do, we've made the wrong hire. This sets a high bar for ownership from day one. You're not here to execute tasks—you're here to lead, bring ideas, and drive the organization forward from your unique vantage point. You are closer to the metal, and your insights should shape what we prioritize and how we execute. Real leadership isn't about waiting for direction; it's about setting it.

Our Core Values

A wise executive once said, "Culture is what employees do when no one is looking." We believe that wholeheartedly. These values apply to every Bevy—whether you're working from home, a café, a hub office, or anywhere else—both professionally and personally. Because they are equally important, they're listed alphabetically (except for one, just to make sure you're paying attention).

Accountability. Take responsibility for what you do. Own up when there's an issue. No one is perfect, and taking ownership makes it easier for others to help.

AI First. As an AI-native company, we look at everything through an AI-first lens—whether it's using tools like Cursor or Replit for coding, building custom agents for customer onboarding, or automating internal workflows. Bevies who don't bring an AI-first mentality and share what they learn with their teammates will not succeed here. The multiplier effect is real: as our revenue-to-employee ratio beats industry benchmarks, individual compensation and bonuses will exceed market rates because we won't need as many people to do the same work.

Collaboration. If we're not working together, we're not working smart. Whatever you're working on is part of a larger collective effort. Ask for help. Work with others productively and positively. We won't allow culture cancers to metastasize at ConstructionBevy.

Communication. Talk, Slack, text, call—whatever it takes. Stay connected so others know what's happening. This extends to your personal life too: we don't need details, but when life gets hard, you can share without fear of reprisal.

Constructive Confrontation. Inspired by Andy Grove at Intel and highlighted by Ben Horowitz, we practice constructive confrontation: every Bevy directly and vigorously challenges ideas, plans, assumptions, and decisions—always focused on the work, never the person. We argue facts ferociously while remaining committed colleagues and friends, because politeness that obscures the truth or delays bad news is a luxury we cannot afford. This surfaces problems early, kills bad ideas fast, eliminates politics and groupthink, and drives the sharpest decisions at maximum speed. It is the operating system for our values of Dissent, Honesty, Data Driven, and Irreverence.

Data Driven. In God we trust; all others bring data. Or, as Jim Barksdale put it: "If you have facts, present them and we'll use them. But if all you have are opinions, we're going to use mine." (Never heard of him? A real Bevy would look him up.)

Dissent. The obligation to speak up when the data supports it. Japanese manufacturing empowered line workers to stop the line for quality issues. The same holds for knowledge workers. If something is wrong, say so.

Entrepreneurial. See the Entrepreneurship section below. And read Teddy Roosevelt's quote about being in the arena.

Generous. Not with money—with knowledge. The tech industry is unique in how freely its best minds share expertise. Our CEO embodies this, and we expect Bevies to share insights, best practices, and new discoveries across the team.

Honesty. Few things are worse than being lied to. Facts and opinions sometimes hurt, but they can always be delivered constructively and professionally.

Intellectual Curiosity. We know a lot, but we don't know everything. We want people who are always learning, always challenging, and always open to new data. If someone brings solid evidence contrary to your opinion—believe the data.

Irreverence. Push back. Take a different path. Color outside the lines—even move them. As Michael Dell taught our CEO: "Always question conventional wisdom because that's where you find opportunity."

Job Hoppers Need Not Apply. If your résumé is littered with one-to-two-year stints, you're not for us. Statistically, past behavior predicts future behavior—no matter what you say in the interview.

On time. The only thing we have in life is time. And if people are late to a meeting, they're fucking wasting our time. They will be publicly and bluntly called out for it.

Passion. We seek people who are 100% all in. Hard work, late nights, long weekends—with commensurate rewards. As our CEO likes to say: "I take my work very seriously; I don't take myself seriously at all."

Persistence. Read Calvin Coolidge's quote on persistence. Then live it.

Resilience. You will fail—especially if you're courageous, vulnerable, and pushing the envelope (which is exactly what we expect). How you respond to failure determines your success, not what happens to you. Humility, tenacity, and conscientiousness matter enormously here.

Responsiveness. This is a big deal for us—it's a sign of respect. Answer calendar invites promptly. Post daily standup updates by 10 AM local. Submit OKR weekly reflections by 5 PM Friday. If someone reaches out at a bad time, take five seconds to tell them when you'll get back to them.

Respect. The Golden Rule. We're a meritocracy and you'll be accepted for who you are. In the workplace, know when to keep personal beliefs to yourself. But debate the best programming language, where AI is headed, or the best guitarist of all time? Bring it.

Speed. The only true competitive advantage a startup has. We're always looking for ways to increase velocity and sprint discipline. All startups are born in the ICU—speed and disciplined execution get you out and create a vacuum that sucks the oxygen from competitors.

Trust. Not granted; earned. And it can take time to build. Breaking it can take no time at all.

If any of these qualities are unfamiliar or uninteresting to you, you won't be happy here. And that's okay—the world needs all kinds. Find your tribe, take the hill that motivates you. It's your career.

Owner Mentality

ConstructionBevy's CEO built this company on a distinctive insight: the founding engineering team often contributes more value than early-stage investors. Rather than raising capital and paying salaries from the start, he recruited experienced engineers who shared the mission and compensated them with vested shares reflecting the sweat equity they invested in building the product.

This approach grew into a team of approximately 30 individuals, contributing anywhere from 10 to over 70 hours per week, who built a fully functional enterprise-class Bid Preferences and Bid Coverage Board on less than $125,000. Engineers who prove their value through this "try and buy" model earn the opportunity to be onboarded full-time, ensuring mutual alignment with the company's vision and work ethic.

To foster transparency, ConstructionBevy publishes a GitHub contribution grid every Monday, with share allocations based 80% on objective metrics and 20% on subjective assessment. As the company raises capital and generates significant revenue, this model will evolve—but the owner mentality remains core to who we are.

How We Measure: OKRs

We run our business by Objectives and Key Results (OKRs). If you're unfamiliar, watch John Doerr's 11-minute TED talk "Why the Secret to Success is Setting the Right Goals" and read his book Measure What Matters. Doerr brought OKRs to Google when it had 16 employees; it now has over 180,000 and OKRs remain central to how the business runs.

At ConstructionBevy, everyone's OKRs are transparent—from the CEO down to every individual. You never have to wonder what people are working on or how they're performing. The sweet spot is achieving 0.7 to 0.8 of your OKRs; exceeding them by a wide margin means you're sandbagging, not stretching. OKRs sanction the organization to take risks and think boldly.

If you cannot firmly embrace OKRs, this is not the place for you—regardless of who you are or what your title is.

Entrepreneurship: Our Most Distinctive Value Proposition

ConstructionBevy has a business culture unlike any other. We seek the greatest talent we can find, help them grow as professionals, and—if they aspire to be entrepreneurs—we mentor them and provide seed funding when they're ready to launch. The criteria are published and transparent: more than three years at the company with consistently great-to-outstanding reviews from your manager and peers.

We want to be your first $50,000 to $1,000,000 in seed funding. We want to invest in our best people and help them accomplish their dreams—as long as the venture is not directly competitive with ConstructionBevy (and even better if it leverages our platform's APIs).

There is no company in the world doing this.

Why This Matters to Our CEO

Lee Blaylock always knew he wanted to start his own business but needed experience, a network, and time to cultivate a compelling idea. Every company he worked for was a stepping stone toward that goal.

Lee began his career at Dell Computer (badge #244, 1988–1995), moved to Dallas Semiconductor and Oracle, then became an entrepreneur. He started ServiceLane (sold to NYSE:OC) and Annandale Capital, a $1.5B investment firm and Financial Times Top 300 Advisor. He also founded startups that "started but didn't up"—and proudly wears those scars. His current companies have investors from all five of his previous ventures. Lee values relationships.

The Oracle story: Lee was recruited by the Oracle sales team that was trying to sell him software. In his final interview, the executive asked why he wanted to work at Oracle. Lee replied: "I'm going to work here two to three years, find the best engineer, then leave and start my own software business." The executive stood up, extended his hand, and said, "Welcome to F'ing Oracle! You're exactly the kind of go-getter I want on my team." Lee blew out his quota, selling $9 million of software to Frito-Lay, was promoted to Practice Director, met his future co-founder Venkatesh Kumar—and left two years and seven months later to start ServiceLane. He did exactly what he said he would.

The insight behind the funding program came from watching companies fail to invest in their own people. At Texas Instruments, Rod Canion pitched an idea for a portable computer. TI rejected it. Canion and his team left, formed Compaq Computer, and posted $114 million in first-year sales—a record at the time. TI lost the team and the opportunity. At both Dell and Oracle, Lee watched executives leave to start successful businesses while those companies rarely invested in their departing talent.

Now it's Lee's turn to do something different. Since becoming an entrepreneur, he's started and run the 5th StartUp Grind chapter (now 600+ chapters in 120+ countries), and more than 20 of his former hires have gone on to start businesses with multiple exits—software companies, a PE firm, a broker-dealer, a bitcoin miner, even a trucking business.

Whether you're in engineering, sales, finance, or customer service, ConstructionBevy could be the final stepping stone to what you really want to do: start your own business while working with a like-minded,

high-performing team, solving massive challenges, changing an industry—and accelerating your personal growth in the process.

Finding Your Personal Mission

In early 2022, CEO Lee Blaylock wrote a blog about mission—corporate and personal—and included a reading list of books he considers essential to finding yours. It offers deep insight into many subjects, including Blaylock himself:

https://leeblaylock.medium.com/my-mission-and-the-books-and-blogs-that-helped-me-find-it-e3b3549a9c5b

Business Model: Market Network

ConstructionBevy is a Market Network—combining the identity and communication of a personal network with the transactional focus of a marketplace, layered with dedicated SaaS workflow software. Market Networks are distinct from two-sided marketplaces, though the two are often confused. Companies like AngelList, HoneyBook, and Houzz are Market Networks, not marketplaces. We consider this a form of direct network effect with many-sided dynamics.

The Bottom Line

If you believe you're going to be successful no matter the effort, and that you have the intelligence, drive, grit, and work ethic to prove it—then this is the place to be. If you do not believe that, we suggest you work somewhere else.

Let's go take the hill!

Acknowledgment & Agreement

By signing below, I acknowledge that I have read and understand the Not Exactly An Employee's Guide To Working At ConstructionBevy (v 3.2). I agree to uphold the values, principles, and expectations described in this document as a condition of my employment with ConstructionBevy.

_____
Employee Signature

_____
Printed Name

_____
Date

_____
Lee Blaylock, CEO & Founder, ConstructionBevy

_____

Date