



Working at Vizio

What it is like here, and how to know if it is the right place for you.

For candidates and new team members. October 2026.

Why this document exists

Our onboarding covers logistics: tools, calendars, who does what. This covers the rest. It is what people here wish someone had told them before they joined. Read it before you decide. If it makes a yes more confident or a no faster, it has done its job. If you are already on the team, read it as a reminder of what you signed up for.

This document has three layers. The first is what we aim at: our core value, and the five behaviors that describe it in practice. We coach toward these. Nobody here has fully arrived. The second layer is the floor. Three things are not negotiable here: honesty and transparency, being proactive, and putting others first. They come after the behaviors on purpose. We would rather you read what we aim for before you read the floor. The floor is still the part a candidate most needs to know. The third layer is the practices: how all of this shows up on an ordinary Tuesday.

Nothing in here is off limits in an interview. If a line bothers you, bring it. We would rather have that conversation before you join than six months after.

Who we are

Vizio is a cybersecurity and technology consulting firm of 14 people, based in Greenville, South Carolina, and mostly remote. Three of us had worked together before and wanted to work together again. Our first attempt at that was an algorithmic trading company. Six months in, we admitted that the only thing we really knew how to do was cybersecurity. We started over and launched a security firm in November 2020. The original name drew a cease-and-desist letter from a company that had it first. We did not fight it. We picked something short that we could trademark, and "vision" plus "us" became Vizio. That episode tells you something about how we operate. When reality changes, we adapt and keep moving.

Our purpose is to honor God by helping people thrive in a post-AI world. Our niche is the place where people, business, and technology meet. We call it people-centered problem solving. Our clients are mostly midsize and large companies in construction and engineering, manufacturing, software, financial services, and logistics. They hire us to

implement hard things right the first time. They also count on us to keep their executives from being blindsided, and to make commitments with care and then keep them. We intend to stay profitable, because a firm that is not around when a client needs it has failed them in the most basic way.

We are not an average IT service provider. We do not hire average people, we do not charge average prices, and we do not hold average expectations. The rest of this document is what that means in practice.

What we do

Pragmatic is the word at the center of how we describe ourselves. It is also the one we most want you to take seriously. Consultants as an industry tend to overinflate their own value at their customers' expense. We try to do the opposite. We give an objective view and recommend the practical thing. When a client needs less than they thought, we tell them so. That last habit costs us revenue in the short run. We think it is a large part of why clients come back, and why they send us their harder problems. The promise on our website is "Find the blind spots. Skip the busywork."

Around that center sit four kinds of work. Each is described below, with examples from our story cards. The cards are our record of what clients brought us and what changed. Clients in the cards are described by category only.

Secure

Find the blind spots and reduce the risks that are knowable. That means posture assessments against CIS or NIST, penetration tests, and vCISO programs for companies that cannot justify a security hire. Secure is the largest share of our work.

Two stories from the cards. A real estate firm's zero-trust rebuild held up under attack, but its building systems did not. A distributor cut its phishing failure rate from 26 percent to under 1 percent over eight monthly campaigns.

Compliant

Rightsize compliance effort and cost. The frameworks are CMMC, NIST 800-171, ITAR, ISO 27001, and cyber insurance requirements. The usual pattern is that the controls exist and the proof does not. So the work is often finding where the regulated data actually lives and documenting what is already true. Some of this work involves export-controlled data. It carries handling rules you will learn early.

From the cards: a defense supplier had the controls but not the paperwork. We scored the assessment before writing anything, and the score showed where the missing points were. A construction firm mapped how work really flows and found that CMMC Level 1 came down to five habits.

Dependable

Infrastructure a business can run on. That means networks, cloud, identity, and continuity that has actually been tested.

From the cards: a cloud environment with no disaster-recovery plan was rebuilt from code in about 40 minutes. A fiber provider retired seven unsupported firewalls after we proved every rule on them was dead.

Relevant

A responsible path into AI. This is what "a post-AI world" means for us in practice: governance, costed use cases, and automation that works.

From the cards: an engineering team came in saying "we should do something with AI" and left with costed use cases and a governance model. A contractor asked where to start with AI and learned that its real problem was re-keying data between systems.

Forty percent of the engagements are fixed-price projects. The rest are ongoing programs. Even with this mix, fixed price shapes how an engineer has to think here. We carry the risk. That means scope has to be clear before the work starts. A problem found in week two gets raised in week two. Fixed price is also why agreeing on what done looks like matters so much. Roughly four in ten clients have come back in a later year. If you join, read the story cards in your first month. They are the fastest way to learn what we do.

What a week looks like

A normal week here is about 50 hours. That number includes meetings, admin, training, and billable work. The 50 is the economic norm that keeps a consulting business like ours viable and our bill rates competitive. It is not how you are evaluated. Inside that number, you are judged on outcomes. Did the client get what we promised? Was the work right? Could the people around you count on you?

The flexibility is real, and it has a shape. We expect you to be generally reachable during a normal business day. When you will not be, tell people, so nobody wonders whether you have gone missing. Within those two rules, arrange your life. Leave for the school pickup. Start late after a long night. In return, land near the number over time. And treat unplugged as unplugged, in both directions. When you are off, we do not expect a reply. When you are on, we expect your attention.

Everybody bills some time, including the leadership team. Nobody here is pure overhead.

You will be in front of clients early. Our engineers lead client conversations themselves. We expect you to speak up, meet people where they are, and represent Vizius with confidence. You have the authority to act on what a client needs, whether that is lunch, a quick fix that is technically out of scope, or a hard answer. Change control still applies. A quick fix is yours to make. Anything that changes scope, cost, or timeline gets written agreement first. The authority is wide. The paper trail is not optional.

The work is broad. On a team this size you will take on problems outside your comfort zone, with experienced people to call when you get stuck. We consider that one of the better parts of working here. Do not wait for a problem that fits your resume.

Take your vacation. Three weeks of PTO a year is required, and more is fine within reason. Plan it early, arrange cover, set your out-of-office, and then unplug. Wherever you are, be all there. We will not think more of you if you work during vacation. Expect us to give you crap if you do.

Most of the work is written and remote. Box is the system of record; if it matters, it lives there. Coda is where we plan and collaborate, and Teams is for conversation.

The core value and the five behaviors

Our core value is to live out the Golden Rule in every interaction. Everything else here is an elaboration of it.

Over time the leadership team worked out what living that value well looks like. We landed on five behaviors. Each one pairs humility with something humility has to meet: reality, rigor, inquiry, agency, or mission. Humility is the common thread for a simple reason. You cannot treat someone the way you would want to be treated while assuming you already know what they need. But humility on its own is passive. Each pairing names what humility has to engage with before it is useful. Each behavior below ends with a story from the team. The people in them are not named.

Being humbly self-aware is the hinge for all five. Before a hard conversation or a big decision, ask yourself: am I tired, hungry, angry, or frustrated? Is my motive to help the other person, or to be right? Most of the damage people do at work comes from skipping that check.

Adaptable: humility meets reality

We start with the client's world, not our favorite playbook. We accept the situation as it is, look at more than one way to solve it, and pick the safest, simplest option that works. We use our experience without being ruled by it.

Adaptable does not mean doing whatever the client asks. It means taking their constraints seriously. It also means dropping a preferred approach when the facts do not support it.

One of our engineers has no love for carrier-grade routing and switching. He took on heavy network work for a teammate who was buried. It was not his lane. He flexed anyway.

Excellence: humility meets rigor

Excellence here means a deliberate focus on getting better. What got us here will not get us where we are going. We are not owed a client's business. We earn it by improving every day, staying curious, and inviting help when it will make the deliverable better. The result matters more than who gets credit.

This is different from perfectionism, which can miss deadlines while being focused on non-essential details. Excellence is the habit of asking how this could be better, and then acting on the answer. One part of that habit is a second set of eyes on every deliverable before it leaves the building. We do not charge average prices, so you do not get to deliver average work.

One teammate came to us from an unrelated field. He learned our industry and our way of working in a short time, then rebuilt the project coordinator role around what the process needed.

Intelligent empathy: humility meets inquiry

We slow down to understand people and context before we speed up to solve. We stand in other people's shoes, credit the work they have already put in, and dig for the root cause under the loudest symptom.

The word intelligent is there on purpose. Empathy here is a discipline with three steps. Learn how a person prefers to be communicated with. Meet them there. Then say the true thing in a way they can hear. That is what makes change land.

One client migration was chaotic. The calls had no agenda and went in circles. One of our engineers got to know the people on those calls one at a time. Once he understood what was going on underneath, his recommendations started to land.

Ownership: humility meets agency

We take responsibility for outcomes: the client's, our teammates', and our own. We do not pass the buck. We steward time, money, and trust as if they were our own. We surface problems early, fix what we can, and say so plainly when we miss.

Ownership has two halves. The humility half is knowing when to ask for help. The agency half is making sure the outcome is still yours after you have asked. Carrying everything alone fails both.

One colleague carries an enormous task list for a client's security program and brings order to it. He knows what he is doing, and he knows when to ask for help.

'Ungry: humility meets mission

I know, we dropped the 'H' so make our core behaviors fit 'A, E, I, O, U' but bear with us.

We are here to help, and we do not wait to be asked. We spot the need, step in, and use what we have to lift clients and teammates. The spelling is deliberate. It is how the word sounds when we say it.

'Ungry means noticing a need that nobody has named yet and moving toward it. Being busy is not the same thing.

On a Friday when someone was in a bind, a teammate said, "I'm not sure I'm the right person for this, but I'll help." Then he drove to where the problem was and sat with the people who needed him until it was done.

Three things that are not negotiable

Patrick Lencioni, in *The Advantage*, draws a line between two kinds of values. Some values make a company distinctive. Others are simply the price of admission. The five behaviors above are the first kind. They describe who we are trying to become, and we coach toward them. Nobody loses a job over a bad week on Adaptable. The three things in this section are the second kind. They are the minimum to be here at all. We do not coach on them. Breaking one is a firing matter, not a coaching conversation.

This document says "firing" exactly once, and here is why. Violations are rare. Everyone on the team meets this standard today, and we expect you will too. We name the three so that nobody is ever surprised, and so that trust in the room never has to be in question.

Each of the three is the floor version of something you have already read. 'Ungry is spotting a need nobody named; proactive is not needing to be told to do your own job. Ownership is owning an outcome you did not cause. Honesty is not hiding an outcome you did cause. The Golden Rule is the aspiration; putting others first is the floor beneath it.

Honesty and transparency

All relationships are built on trust, and there is no trust without these two.

In practice, it looks like this. Tell clients the truth about their risk, including when they need less than they thought. Tell teammates when something is stuck, including when it is your fault. When a fixed-price project is running over, say so the week you know it, not the week the invoice goes out. When you make a mistake, say "I" and say it plainly. Missing is not the violation. Hiding the miss is.

There is an upside. A team you can be honest with is a team where you do not have to carry the weight of what you have not said. Most people who join us find that a relief.

Honesty is about facts, not about relitigating decisions. Raising a new fact that changes a call is honesty. Reopening the argument with the same facts is not. More on that below.

Be proactive

If you need to be micromanaged, go work at the Bank.

We hire people who can see what needs doing and do it. In practice, that looks like this. Bring an agenda to every meeting you lead. Think about success criteria before you pick up the phone. Set the expectation contract out loud before the deadline arrives: "I am going to need this by five. Is that doable?" When you see a problem, own it until it is fixed or until someone else has agreed to take it. Letting a known problem sit because nobody assigned it to you is the thing we will not tolerate.

Proactive has limits. The quick fix is yours but in the context of change control. Working outside of the written scope is fine if you think it's needed, but ensure you communicate proactively after the fact. Within those limits, nobody here should have to ask you twice.

Nobody should have to ask you at all about the parts of your job you already know are yours.

Put others first

You do not have to be a saint to work here. But you cannot be the person who puts his own credit or comfort ahead of a client or a teammate. If you are oriented towards stepping on other people to get ahead, your time here will be brief.

In practice, say "we" when talking about what the team can do and has achieved. Say "I" when owning a miss. Take the work that is not your lane when a teammate is buried. Check in on people who have gone quiet. Notice when you are keeping score. Self-serving attitudes and behavior will set you free to find opportunities in other places of business.

How we work together

How we talk

We did not hire you to be a yes man. We want what you really think, said respectfully. The people in charge do not assume they know better because they are in charge. We go out of our way to hire smart people whose character we can trust. Your perspective is part of what we paid for. Bring your best argument to the brainstorm.

Once a decision is made, toe the line or resign. That line gets quoted a lot, so here is what it means. The debate ends when the decision does. You do not keep working the question in the hallway. You do not execute half-heartedly to prove a point. It does not mean silence, though. If the facts fundamentally change, take the new facts to the person who made the decision and ask whether the agreement should change too.

Feedback is kind, truthful, and aimed at the problem, not the person. Raise concerns when they are pebbles, before they become boulders. We borrow our vocabulary for hard conversations from Susan Scott's book 'Fierce Conversations'. You will read the book in your first year. Those conversations are not as bad as they sound. The team wins when all the cards are on the table.

Many people arrive carrying distrust from past employers without realizing it. Notice when that is happening. Assume positive intent, and give this team the chance to show you who they are. When a message is unclear, assume the best reading and ask for clarity rather than stewing on the worst one. You can count on the team to extend the same to you.

Be curious. When you wonder why we do something a certain way, or how to get access to something, ask. A fresh set of eyes is an advantage for the whole team, and there is no stupid question.

Pick the channel to fit the message. Email is for facts and agreements in writing. Anything complex or emotionally charged gets a video call or a face-to-face.

How we deliver

Agree on what done looks like before you start: the outcome, the timeline, and the client's part. Understand why the work matters to the client, because that changes what done means. Keep stakeholders looped in on what is working, what is stuck, and where input would help. That lets them see progress and help decide what happens next. When the facts change, ask whether the agreement should change too.

Test the work and the assumptions behind it. Check what happens when something fails. Test changes before they reach production or a client. If something is broken, fix it. If a process document is missing a step, add it so the next person does not chase the same problem. You are empowered to make things right. That empowerment stops where change control begins.

How we look after each other

The nature of this work makes it easy to get stuck in a bubble, and sometimes that is fine. But reach out. Check in on a peer you have not heard from. If you are feeling overwhelmed, or someone at home is, say so. Set expectations with the team and take the time you need to right the ship. We would rather know early. This is a company of people who care about you outside the task list. It stays that way only if everyone does their part.

How we grow

Vizius runs on a flywheel with trust at the center. We hire strong principal engineers. They lead client conversations and position security as an ongoing process, which earns recurring work. Clients who trust us bring us their interesting problems. Hard problems make engineers better. Engineers sharpen each other. That is what attracts the next strong hire. Each turn of the wheel brings harder problems and more trust. That is why we hire for strength rather than headcount.

A principal engineer here leads the client relationship and owns the outcome end to end, from the first meeting to the roadmap to the fix. If a project is late or over budget, or the client is unhappy, that is the PE's problem to solve. In return, the PE has the authority to make it right without asking permission. That might mean more hours, more help, or a scope fix the client is not charged for. A client should never hear "let me ask my boss" from a PE. The PE role is the growth path for engineers who want it. Growing the number of fully functional PEs is one of our main goals for the next three years.

We take craft seriously. Proverbs 22:29 puts it this way: a person skilled in their work will serve before kings.

Where we are headed: about 50 people by the end of 2030, with the culture intact. "Everyone wins" is how we describe that goal. "Everyone chooses to stay" is one of the measurables we track. We are working toward an outcome the whole team shares in.

Plan to read the following books in your first year. Vizio buys each one, in whatever format you prefer. The list: Traction (Gino Wickman), Unreasonable Hospitality (Will Guidara), Fierce Conversations (Susan Scott), The Advantage (Patrick Lencioni), Extreme Ownership (Jocko Willink and Leif Babin), The Five Dysfunctions of a Team (Patrick Lencioni), Turning the Flywheel (Jim Collins), and The 6 Types of Working Genius (Patrick Lencioni).

Is this the right place for you?

Ask yourself:

- Do you want to own a client relationship end to end, including the hard conversations?
- Do you want to be trusted with ambiguous problems and expected to figure them out?
- Can you take direct feedback, and give it?
- Will you take a demanding week in exchange for real flexibility and vacation that is actually off?
- Do you want colleagues who care about you outside the task list?

If most of those are yes, you will probably do well here.

Perfectly reasonable preferences that may indicate you won't be happy here:

- You want a defined role, a clear task queue, and a manager who sets your priorities.
- You want a predictable 40-hour week. We respect that. Our model runs on about 50.
- You would rather keep working a decision after it is made. Here, the debate ends when the decision is locked in.
- You would rather let a hard conversation wait a week. Here, waiting is the thing we push back on.
- You keep score on who gets what credit and are concerned that your contributions will always be publicly acknowledged.
- You would rather not be in front of clients.
- You want the structure, specialization, and scale of a large firm.
- Our purpose statement names God. If that language is a problem for you, it is better to know now.

If two or more of those describe you, you will probably be unhappy here within a year, and we would rather save you that.

We said at the start that our core value is to live out the Golden Rule in every interaction. We are repeating it on purpose. Every expectation above, including the three we will not negotiate, comes back to it. If treating people the way you want to be treated sounds like a good way to run a company, come talk to us.