. (Case Study Description Provided By The Harvard Business Review). The firm draws on five key tenets: 1. Hire, reward, and tolerate only fully formed adults. Ask workers to rely on logic and common sense instead of formal policies, whether the issue is communication, time off, or expenses. 2. Tell the truth about performance. Scrap formal reviews in favor of informal conversations. Offer generous severance rather than holding on to workers whose skills no longer fit your needs. 3. Managers must build great teams. This is their most important task. Don’t rate them on whether they are good mentors or fill out paperwork on time. 4. Leaders own the job of creating the company culture. You’ve got to actually model and encourage the behavior you talk up. 5. Talent managers should think like businesspeople and innovators first, and like HR people last. Forget throwing parties and handing out T-shirts; make sure every employee understands what the company needs most and exactly what’s meant by “high performance