

A portrait of Mark McClain, a middle-aged man with grey hair, smiling and wearing a light pink shirt. He is seated in a black office chair.

Mark McClain  
CEO & Founder  
SailPoint

## How to Become a “Best Place to Work”: Advice from Winner 8 Years Running

**A**chieving ‘Best Place to Work’ means that you have created a great working environment within your business, and that the best people want to work for you. Austin-based Sail Point Technologies is even more than a high-energy, high-tech company, they have been named “Best Place to Work” for the eighth consecutive year, and their low turnover, employee morale and vibrant workplace culture is living-proof.

Known as an innovative enterprise security and identity management firm—Sail Point Technologies provides software and services to help enterprises manage their identities and data access. Sail Point Founder and CEO, Mark McClain, who is also a member of the C12 Group Central Texas, the nation’s largest Christian CEO Roundtable business advisory group, is passionate about the workplace culture that exists at Sail Point. He shares that the company’s vision and values were developed, built and nurtured through consistent actions and team learning. A company culture is a fragile asset. Every decision made can either strengthen or deteriorate it.

“At its core, we believe it’s important to treat high caliber, intelligent people like adults. People don’t want to be micromanaged, yet they want to be given direction of what success looks like. We try to be clear about strategy, vision, and mission, and give people the freedom to do what they believe they need to do to achieve that without telling them exactly how,” stated Mark.

Taking it a step further, Sail Point employees love their jobs and have fun working in teams while solving tough challenges. Mark

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shared that as a company they work hard to find the best and brightest team players. An ideal employee for Sail Point? Someone who is hungry—wanting to continue to achieve more and have teammates that will inspire and motivate them, and make them better. They are smart, yet humble.

Mark shared, “We focus on the humble part in our culture because diving into what makes the people at Sail Point unique, we found that it’s the combination of capable and competent people—without the ego. We found that humble, motivated people truly work best in a team environment.”

When talking about the basic principles to building a healthy culture, Mark referred to the famous book by Robert Fulghum, *All I Really Need to Know I Learned in Kindergarten*.

“Like the lessons we learned in kindergarten: be nice, listen, treat others kind; these same principles apply in the workplace. You can’t just say that you are going to do something, you actually need to walk the walk and do it,” Mark explained.

In healthy workplaces, leadership style means everything. It refers to the way management sees themselves and how they treat others. It’s also important that the leadership style reinforces the company’s core values. If business owners preach servant leadership but fail to lead by example or repent when we fall short, we can produce a weak and cynical culture.

Sail Point employees feel empowered and inspired. Great work and ideas are recognized and rewarded, while employees are surrounded by others with the same desire for success and job satisfaction. Perhaps the secret to a healthy workplace culture, isn’t a secret. It simply takes treating people with respect, providing the freedom to be creative, and creating guidelines of what success looks like.

### **Wise Counsel From His Peers**

As a member of the C12 Group, Mark shared, “Developing a culture takes consistency and



accountability. In my monthly C12 Group meeting, I have a sounding board of other CEOs and Owners that I can talk to about the business in an open forum. C12 gives me a safe place for humility to admit I need input and guidance, yet someone to call me out and hold me accountable.”

Mark shared that it is easy to get out of balance becoming over worked and under family. Fortunately, his fellow C12 members encourage him and provide counsel in all areas of life and business. Joining the C12 Group is one way to ensure the culture remains a high priority. With focused monthly meetings and trusted peer advisors, Mark is seeing the tremendous benefits of working on his business, rather than just in it.

Dan Walters, The C12 Central Texas Chair shared, “Mark brings the same thing to a C12 table that he brings to SailPoint. A focus on the work with a light hand of leadership. It is a winning combination as his employees keep saying year after year.

The C12 Group is all about helping Christian leaders achieve excellence through best-practice professional development, peer sharpening, consistent accountability, and learning with the eternal perspective in mind.

Sail Point has been recognized for its culture and values by leading organizations including the Austin Business Journal, Ernst & Young, Forbes and Glassdoor.

**To learn more about the C12 Group Central Texas and board meetings happening throughout the region, visit [c12centraltx.com](http://c12centraltx.com).**