

How We Work

The operating principles of Houston Labs, how we organize, how we choose what to build, and the freedoms and limits we hold ourselves to.

How we're organized

Houston Labs is flat by design and independent by choice. We take our cue from Valve: hire exceptional people, give them real freedom, and let the work, not a hierarchy, decide what matters. The company is owned equally by its founders, who share both its costs and its direction.

We intend to stay small. Our ceiling is a tight, elite lab of around five hundred people at most. We would rather be the best small company in our field than a large one.

The founders:

- **Lambert (CEO).** Business and economics, a background spanning finance and film, and the relationships that connect the lab to the world. Leads business, partnerships, sales, and everything client-facing.
- **Arturo (CTO).** Research and development, infrastructure, and operations, with more than a decade in technology. Leads what we build and how it runs.

How we choose what to build

We build at the intersection of two questions: **what fascinates us** and **what furthers people**. Curiosity sets the direction; consequence keeps it honest. If a project is genuinely interesting and would leave people better equipped for the age they live in, it is a candidate. If it is only one of the two, it usually isn't.

Freedom and safeguards

We give ourselves genuine freedom to explore. That freedom comes with the safeguards our peers treat as standard, no more, no less. We don't manufacture bureaucracy, and we don't cut the corners responsible practitioners keep.

The boundary on creative expression

On research and creative expression, **the law is the only boundary**. We do nothing illegal and nothing that invites trouble. Within that boundary, we hold that creative and intellectual freedom should be as close to absolute as possible, and we do not appoint ourselves arbiters of what others may create with the tools we build. We make beautiful, capable things; we respect the law; and inside that line, we explore without apology.

The quality bar

Everything we ship is meant to be efficient, optimized, and as intelligent as we can make it, and easy enough that people actually adopt it. Ease of use is not a finishing touch; it is the whole point. A product that is powerful but unusable has failed our standard.

How we treat people

We treat our people, our partners, and each other with the respect that makes a small lab worth being part of. Partnership is a value, not an afterthought: the company works because the people in it want the people beside them to succeed.