

My mission as a leader is to inspire action by articulating a shared vision and asking questions. My mission as your manager is to shape our business success by equipping each of us to achieve our personal best and to deliver bar raising value for customers.

- I want to empower you to do what you need to do—then I will do my best to stay out of the way.
- I do not yell, or scream—that said, I will drive, challenge and push you to succeed and unblock you where possible.
- I will never take credit for your work.
- I will do my best to support you, defend you, and to take blows for the team as needed.
- I will trust you unless you give me a reason not to.
- I will ask you many questions. I'm a curious person and will want to learn.
- If you cannot meet a deadline or achieve a goal; I should not find out when it is due. Be proactive and work with your team and I on how we can adjust things to help.
- It is our shared responsibility to meet your goals.
- I frequently solicit feedback from others as I believe feedback plays an important role in assessing performance—yours, mine, and our team's.

Your family and your health come first. Period. If you have personal or family issues and events that you need to attend to, please do so. Just make sure to let the team and your partners know when you're not available. Please make every effort as such that you are not blocking anyone from doing their work (e.g. plan to have your files accessible, have a proxy, or set expectations that work will be paused until you're back, etc.). When attending to these issues, there are no expectations about your being on mail or responding to work issues. Please setup a free/no response needed calendar invite to your team, manager and partners for visibility.

Work-Life Integration is a priority. I am not a believer in a 24/7 work schedule and a huge believer is working effectively/efficiently during work hours. Occasionally, there will be times during a product schedule where we will need to make a strong push to meet a deadline. These should be the exception, not the rule. It is our shared responsibility to eliminate stress so that we can be amazing when we're here at work.

Open Communication. Effective communication is vital in getting the things done. I encourage open, constructive and asynchronous communication (especially for distributed teams). You should feel comfortable pushing back if you disagree with something. You should feel comfortable coming and talking to me about anything. If you don't feel you can come talk to me, our HR partner, is available to you. Feel free to reach out directly at any time.

Operational Rigor. Distributed team mechanics are important to maintaining trust, collaboration and accountability of work. I am a fan of stand-ups, weekly 1:1s, program

management hygiene, and fast escalations/remedy. If you recognize a better way to do something, please bring it up!

How to Reach Me. I will try my best to chat with you regularly. You can always ping me in Slack or Chime me for an ad-hoc 1:1. Other than in person, the best ways to reach me are:

- Email freely
- Text (610-888-6202) Please identify yourself if we haven't texted before
- Call (610-888-6202) Although be aware that I often have my ringer silenced.

I'm typically online between 8 and 9 am (EST), but am an early riser and can usually accommodate if you need to get in touch or schedule a meeting earlier. I try to log off every day around 5:30-6pm (EST). I am more than happy to make exceptions to my schedule but advanced planning is helpful as I have young children.

1:1s. I ask that you schedule 1:1s with me on a weekly basis. If you need to discuss an important issue with me and can't wait for a scheduled 1:1, please set up a time as I am happy to accommodate. I believe 1:1s are a baseline for face-to-face communications. People need different amounts of direct interaction depending on their own communications style and immediate needs. The 1:1 is your time — the responsibility is on you to make the most of it. I usually ask a lot of questions at the 1:1, and I will always aim to ask for feedback about how I am doing. Different people prepare for their 1:1s in different ways, and whatever degree of preparedness you choose should be fine with me. Let's just make sure to use the time productively. I would prefer that at least quarterly that we are checking in on our career satisfaction and growth. I will introduce you to a "gap analysis" exercise for level setting and promotion alignment/expectations.

Work Hours. As for your work hours, there are no hard and fast rules when I expect you to be "at the office". You do not need to ask permission to go to the doctor, take care of errands during the day, and so forth. Use your judgment about weighing priorities on your presence or absence during the day and update your calendar, your team, your stakeholders and partners. Always set expectations accordingly and over communicate as needed. I do have an expectation that you deliver on your expectations for partner and program teams.

Use your time off. We have vacation for a reason. If at certain points of the year, you are carrying more than 120 hours, you may receive a message from me reminding you to use it. There is never a perfect time to take a vacation. Once you accept this notion, it becomes easier to take time off. My ask of you is to give your team and partner teams enough notice to plan effectively during your absence. Be sure to log it in the time off tool and update your email with an "out of office" reminder.

Design Reviews/Studio/Crits. I love seeing work in progress. Don't be afraid of showing me work in progress; just set the context on fidelity. This can be a doc, a design, a prototype or even a high-level concept/idea worth.

Cross-Group Collaboration. With all the various products and teams, we partner closely with, cross-group collaboration will be a critical part of your success. For every project that requires cross-group collaboration with an internal group or another team, you will be measured not only on the outcome of the project, but also in the way you communicated, negotiated, and interacted with dependent teams. One way I measure cross-group collaboration is through the peer feedback I solicit from other teams that are working with us.

Career Development. Career development is a partnership between both of us. You are expected to drive your career development plan and I will support you. I'll work with you to get the right documents and artifacts together and establish a career growth plan. I am here to help you get where you want to go, but expect you to be the driver.

Present your own work. A big part of being an owner is about the clear communication of your work and ideas. I believe not only is it important to hone our presentation skills but it's important to take accountability for your work – express your vision and hear the feedback. There will be times (e.g. exec reviews) where it's more efficient to have one person present. I believe that designs and concepts usually shouldn't be communicated over email or handed off for another disciplines (PM, Eng, etc.) to present in your absence.

Don't show designs that we don't believe in; but educate on what we recommend. When partners critique our work and ask for iterations, listen to what they are saying. Don't feel like you have to take all the feedback as a directive. We should only present solutions that we recommend and feel convicted about. Of course, there may be times where you need to present a few explorations to demonstrate why something doesn't work. I will ask you to "can you show me your work", ask you "why did you decide that approach" and "what other options did you explore".

Leaders share these values:

- "I can learn from everyone."
- "There's no amount of talent that compensates for being an a-hole."
- "I think end-to-end. Always."
- "I never let the perfect get in the way of the good, or the good not be on the track to the perfect."
- "I make room for others to shine."

Leaders use these tactics:

- "I define and frame the problems before I propose solutions."

- “I put my solutions in context of the customer.”
- “When I don’t know, I say ‘I don’t know.’ And when I do know, I speak with humility and authority but will follow up with a response.”

Performance Feedback. I also believe that you should be given consistent and on-going feedback throughout the review period. This feedback should have a good balance between positive and constructive feedback. Review discussions are not the time for surprises. It is your responsibility to get time with me, the team and partners to review your work before socializing more broadly. Not only does this avoid surprises but gains early alignment.

Transparency. I am a huge believer in transparency. That does not mean I will tell you everything: if you ask me a question and I don’t know the answer, I will say, “I don’t know”; if I know the answer and can tell you, I will tell you the answer; if I know the answer but it is not appropriate for me to tell you, I will say, “I know the answer but I cannot tell you.”

Healthy Habits. It’s my job to try to make our team’s work lives as stress-free and healthy as possible. Please make sure you take the time to stretch/look away from the screen/take a quick walk every once in a while. It’s easy to forget to do this when working from home (or office), but it’s important, so don’t be afraid to block time on your calendar to give yourself a break from the screen or get some focused time on your work.

I have had the privilege to work with some amazing people throughout my career. This document is drawn from a variety of people who gave me this version of this document. Now I encourage you to steal this document. I update this document every year, and will re-release it each year as a reminder and a promise of how I will work for you.