

You know what feels awesome? Trying my hardest to build a high performance team with a culture of inclusion, feedback, and continuous improvement, and then being appreciated or it. **#pride**

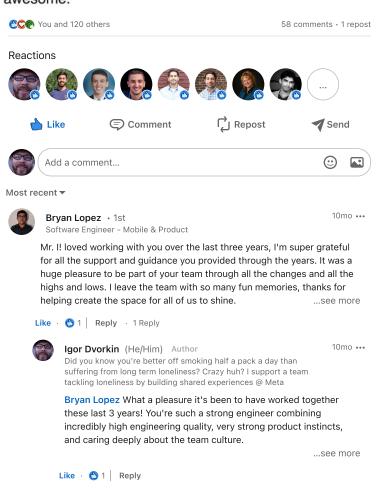
From: <redacted>

Sent: Thursday, August 15, 2019 12:00 PM

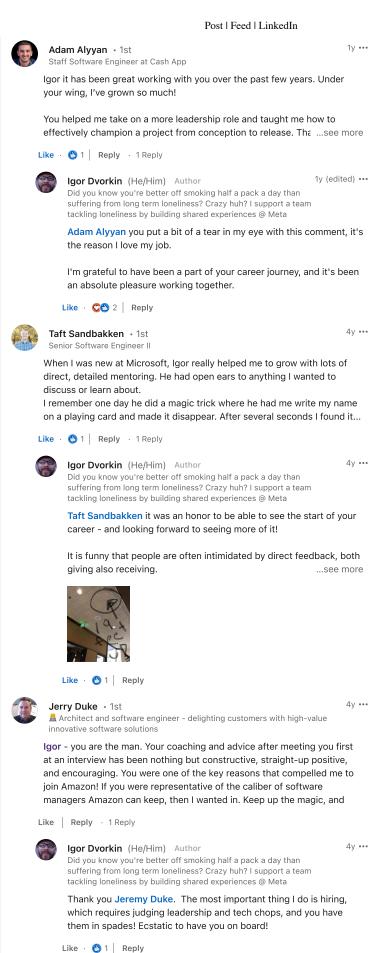
To: Dvorkin, Igor

Subject: Feedback for Igor

- **1. I admire you as a person.** You give genuine & good advices.
- 2. You made me feel comfortable, that helped me learn and grow. All our 1:1 meetings were great. It was crucial in developing my communication skills.
- 3. You're a great manager, because you care about the team. I also love to see when people get admired for their work and I have seen you doing it very often. It is awesome.



3/22/24, 4:05 PM



Guo Shi Li • 1st Software Engineer at Facebook 4y •••

Igor was one of the best managers I've encountered thus far. Though I've never directly reported to him, I've worked with his team over several projects. Through which, he showed great leadership, resource planning and was always able to create a fun environment for everyone around him. He knows how to motivate his team to get the best out of them, and able

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Igor Dvorkin (He/Him) Author

4y •••

Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta

Guo Shi Li You are my goto example of a person who seizes opportunity. When I joined your organization, much of the team had quit and code was a legacy system in shambles. Instead of whining, or being anxious, or waiting for someone to tell you what to do, you were like, who cares. You figured out the major technical

Like | Reply



Vasu Devulapalli • 1st

4y •••

Software Development Engineer at Amazon

Agree with the feedback and comments. Igor is one of the of the best managers I worked with and definitely the only manager who shows you a magic trick everytime you meet him. Super approachable, insightful and inspiring. Brings a lot of energy and often goes the extra mile for the team.

...see more

Like Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4y ...

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Vasu Devulapalli I love working with you, your customer insight and deep thought results in top shelf solutions every time.

RE: Biking to your house to tell you I was leaving ...

...see more

Like · 💍 1 | Reply



Jay Waltmunson (He/Him) • 1st

4y •••

Upper School Teacher and World Languages Department Head at Lakeside School

Igor, loved working with you - not only because you can wear any hat - technical, product centered, or customer centric - But what really differentiates you from any group of highly talented and smart technical people is your ability to stay focused while being calm, approaching hard problems in a way that isn't stressed out or aggressive - but still working

Like · 💍 3 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4y •••

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Jay Waltmunson you inspire through your actions. You're part of the rare breed that finds their passion, and the rarer breed that follows it. You were the one who cracked the nut on Smile's product market fit. I'll never forget the gift you gave me. Telling me - "Igor, why are you arguing with me? As a customer, I'm telling you why

Like · 💍 1 | Reply



Ganeshan Jayaraman • 1st Senior Principal Engineer at Blink Health 4y •••

4v •••

Great job on inspiring your team!

Like · ♠ 1 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

n

Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta

> Ganeshan Jayaraman, you rock. My acid test for technical solutions as I bootstrapped myself at Amazon was what would Ganesh do. You were critical in ensuring my team of mostly external developers (including myself) got all our tech right.

Like · 6 1 Reply



Neha Singla • 1st

4v •••

Sr. Software Engineer at Apple Cloud Services | Ex- Microsoft Azure | Ex-

+1 Igor was my manager and he is both very supportive and truly an inspiration for me. He keeps so much faith in folks that they push to prove him right. His high expectations pushed me to be my best. A typical Igor story: When I considered leaving his team, he helped me clarify my reasoning, connected me with folk that let me test my reasonings, and

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Igor Dvorkin (He/Him) Author

4v ...

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Neha Singla with folks like you on the team having faith is trivial. It was an absolute pleasure working with you - your ownership is through the roof, and your self-awareness and thirst for feedback drives continuous improvement in yourself and those around you. It was a sad day when you told me you were leaving the team, but it's

Like · 💍 1 Reply



Sanjay Verma (He/Him) • 1st

4v •••

Software Engineer with Meta (Facebook) | ExAmazon | Prev: Founder -InterviewLoop

I think it's a deserving praise. That people are humans and not resources, is what makes Igor different. I think being an engineer himself for a long time greatly helps him to work in coherence with smart or even smarter people. Igor challenges conventional management approaches (which no doubt could work with conventional large corporations); with the growth

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Igor Dvorkin (He/Him) Author

4y •••

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Thank you sir. Folks that genuinely care about growing their people skills are rare, and those that seek guidance and actively work towards improving them out of intrinsic motivation are rarer still. You're already a fantastic mentor, and I'm looking forward to you becoming a fantastic manager (but become an SDE-III first).

Like · 💍 2 Reply

Senior Software Engineer @ AWS



Sriram Kosuri • 1st

4v ...

100% agreed on the comments. Very approachable and gives awesome advice. It feels great to have him around.

· 🖰 1 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4v •••

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Sriram, you embody being part of the solution not part of the problem. It radiates from you, and makes you an inspiration and a hugely positive force. That's on top of having more tech, people, and software engineering chops then any team would need.

Like · 💍 1 | Reply



Javier Godoy Núñez (He/Him) • 1st

4v ...

Staff Software Engineer

You know what? It has been a blessing to work with you because you're a fantastic teacher about how to deal with things and not dying in the first attempt. Your ability to understand people's feelings makes me

comfortable to tell you not only what I think, but also how I feel about things, being confident about how supportive you'll be in every stage of

Like · 6 1 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4v •••

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Javier Godoy Núñez- You are a beast. You push yourself, you push the team and you push me. It's awesome. There's so much to say, but I'll tell a story instead. I posted a job, and the next day at 9PM you sent me a direct message saying "Here's a video of my marching band - I'm the one playing trumpet", lets talk about your

Like · 💍 1 | Reply



Raymond Han • 1st Head of SoFi Invest Product 4y •••

Great feedback that represents exactly what you optimize for, in people. Though I never reported to Igor, he always looks after his own, makes the workplace fun, and most importantly (from a PM's POV) wants to ship! He is definitely a walking example that being great, kind, and fun can go

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Igor Dvorkin (He/Him) Author

together to drive amazing progress.

4y •••

Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta

Thank you sir. You were, and continue to be a fantastic mentor. You're always helping me build my PM muscles. Teaching me to be better at business and product - Thank you, and can't wait to work with you again!

Like · 💍 1 | Reply

Gaurav Jalan • 1st

4y •••

Software Engineer at Facebook

+1 on the comments above. I have experienced his power to grow engineers by tactfully providing precise, insightful feedback. In fact, that's why I joined his team. I also loved how he motivated folks around him to deliver with sincere encouragement and appreciation. Now, don't let all the mushy stuff fool you, at heart Igor is an engineer's engineer. He

Like · 💍 1 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4y •••

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Anyone can say "He deeply understands tech, architecture and software engineering" but your intellectual horse power is off the chart, so that means a tonne to me. And of course, I'm always hiring!

Like · 💍 1 | Reply



Matthew Tebbs (He/Him) • 1st Leader, mentor, software engineer. 4y •••

To heap on some Igor love. Igor is someone who cares about the product, the customer and importantly the team. He was always fun to work with. Always was thinking creatively and insightfully. Rock on Igor!

Like · 💍 3 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

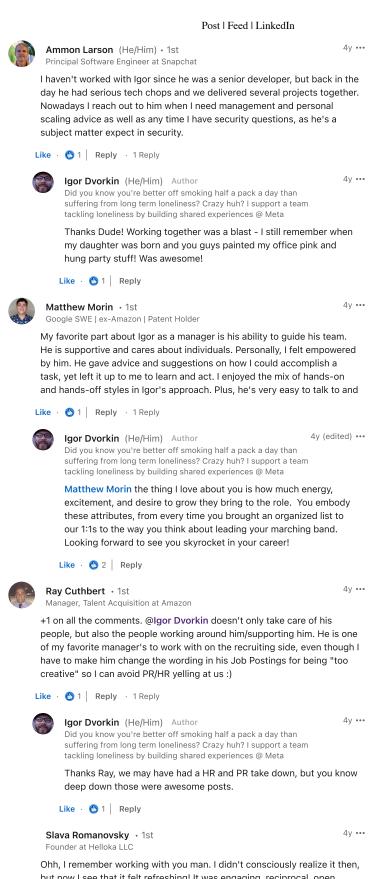
4y (edited) ···

Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta

Thank you sir! To be fair, you could have lifted "someone who cares about the product, the customer, and most importantly the team" from the review I wrote of you! Looking forward to the next time we cross paths!

4y ••• Campion Fellin • 1st Igor is awesome! I didn't report directly to him, but I felt he was someone I could go to for advice, and he gave both great personal advice and career advice. He always cares about us as humans first, employees second. Like · 💍 1 | Reply · 1 Reply 4v ... Igor Dvorkin (He/Him) Author Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta Thank you sir! You know, there's always a spot on my team if you're looking to fix that not working for me directly;) Like · 💍 1 Reply Knaan Ratosh · 1st 4v ... Senior Software Development Manager, Alexa Shopping at Amazon Igor, I got the chance to "enjoy" an incident on Black Friday with you, and actually manage to enjoy it. I still remember I got the call while I was on vacation abroad, and had to get some urgent help to connect me to multiple teams in Seattle. I called you at 5 am your time, and you were active and cheerful as if it was the middle of the day. It's this attitude that Like | Reply · 1 Reply 4y ••• Igor Dvorkin (He/Him) Author Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta Knaan Ratosh it was my pleasure. Nothing feels better then knowing when you need help you can pick up the phone and get it. That's how I feel when I work with you and your team. I recall an urgent issue which would take my team 6 weeks to fix, and you sent us your senior engineer who made a bridge solution in 3 days. Working with Like · 💍 1 | Reply 4v ••• Priyanka Karandikar-Norton • 1st Health Tech | Clinical Research +1 to all the comments above! You did a great job of not only motivating the team you directly managed but everyone else on the team too, especially when it wasn't all smooth sailing. You were a great engineering partner especially for new PMs. :) Like · 💍 1 | Reply · 1 Reply 4v (edited) ··· Igor Dvorkin (He/Him) Author Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta Priyanka Karandikar Norton So true about stormy weather - that's a great articulation! You were a great partner - your thinking had such a wide aperture, taking into consideration the big picture, then breaking that down into smaller chunks to be fleshed out. I still remember doing that card trick on an especially stormy day! And of Like · 💍 2 | Reply 4y ••• Carlos Marin Burgos (He/Him) • 1st Product Design @ Microsoft You always appreciate other's work. Always. Like · 6 1 | Reply · 1 Reply 4y ••• Igor Dvorkin (He/Him) Author Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta Aww, thanks Carlos! Your work is especially easy to appreciate! Like · 💍 1 Reply

3/22/24, 4:05 PM



but now I see that it felt refreshing! It was engaging, reciprocal, open, supportive, professional, goal-oriented, scientific and silly. It's the most

· 🖰 1 | Reply · 1 Reply

Igor Dvorkin (He/Him) Author

4y (edited) ···

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fun I've ever had working unalone! Congrats on being awesome! :D

10 years ago in fact. You were my first PM when I became an Engineering Manager. Beyond setting a high bar for the PMs that followed you, you also made it easy for me and my team to thrive and deliver. If you ever give up the "startup founder life" I'd love to work together again!!

Like · 💍 1 | Reply



Nicholas Niland • 1st Sr. Program Manager at Nike 4y •••

You are my favorite manager I have never reported to. Even when I wasn't on the team directly, I was included manager / stakeholder feedback. I agree with the sentiments above - you should start hosting brown bag manager events to get other people leaders on the same page!

Like · 💍 1 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4y •••

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Namaste - it's a pleasure working with you aswell!

Like · 💍 2 | Reply



Patrick McCrae • 1st Managing Director at LangTed 4y •••

Wow, impressive. You obviously have done a lot of things right. Not least, to create a team culture in which perceptiveness can thrive and personal feedback is volunteered. Really exceptional.

Like · 🖰 1 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4y •••

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Thanks Patrick McCrae - In my experience appreciating others makes them deliver their best - not to mention it feels great for the appreciator and appreciatee:)

Like · 💍 2 | Reply



Vlad Rișcuția • 1st
Principal Software Engineering Manager at Microsoft

4y •••

+1. Though I never reported to you, working with you was definitely a

blast. The email captures it perfectly: you give great advice, you make people feel good & comfortable, and you genuinely care.

Like · 💍 1 | Reply · 1 Reply



Igor Dvorkin (He/Him) Author

4y (edited) •••

Did you know you're better off smoking half a pack a day than suffering from long term loneliness? Crazy huh? I support a team tackling loneliness by building shared experiences @ Meta

Thank you sir. It was a pleasure working with you as well. Looking forward to our next chance to work together and finally learning how monads works thanks to your new book.

Like · 💍 1 | Reply



Zeb Mehring • 1st

4y •••

Senior Software Engineer at Google

As others have said, this rings true. Last summer, you did an excellent job of taking care of your people first and foremost (something which I've no doubt is a long-term trend). But funny enough, when your people feel happy and taken care of, they tend to take care of themselves. You certainly seem to have this oft-inverted priority straight, and it makes you

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Igor Dvorkin (He/Him) Author

4y •••

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Much obliged. Thank you sir!

