

Working with Julian

An (optional) Guide to Understand How My Mind Works

Leadership Principles

- **Challenge internally, champion externally.** I find it's most helpful when our team is each other's biggest critics by challenging the status quo, asking "Why?" 5 times, so that our stakeholders don't have to. Once we make a decision, we move forward together.
- **Listening before acting.** I tend to listen before I share my opinions to ensure I understand the others' PoV. In doing so, I hope to remove frictions with debates & incorporate as much feedback into our team's work as possible. In discretionary moments I will provide my honest opinions; however, know that I speak authentically, and I practice absolute candor whenever direct communication with key stakeholders is critical.
- **I hope to be predictable.** I'm a firm believer in being consistent in principles. In doing so, I hope our team & stakeholders would be less confused & can easily predict expectations.
- **Directed Independence.** My ideal working style is we work together to define project deliverables & timelines & let the team run with it. I love to get involved to remove roadblocks, problem solve or whiteboard new ideas. I also understand some team members want to iterate independently during sprints or task work, and developed

Working Style Preferences

- **Emails vs. Slack:** For action items eg reading & reviewing, email is the most effective way to reach me. For questions or discussions, Slack is my preferred platform; however, I am flexible!
- **I prioritize constructive feedback.** I work best when my feedback sessions (e.g. projects, OKRs) are structured 40% on areas I did well & 60% on areas where I could have done better with tangible examples.
- **I appreciate direct communication rather than indirect communication.** I tend to misunderstand indirect communication. Therefore convos over video works best for me.
- **More communication > less communication.** I like to send & receive updates on my projects for feedback. Soft responses like "will read later" or "sounds good" let me know that emails & projects have value. If they don't have value, then feedback is welcome.
- **I love asking questions.** Oftentimes, I will ask many questions. I do this to understand the thought process & logic of decisions / projects / concepts.
- **Logic + data speak volumes to me.** Naturally, I am very skeptical. I need to understand the data and/or thought process for me to accept concepts.
- **I work best with timelines & project plans.** I record projects on a personal gantt chart because it's important for me to see the light at the end of the tunnel for each project.
- **Complex concepts require time for me to process.** Certain concepts need time for me to completely process. Sometimes, I won't fully understand in one meeting / conversation. If that's the case, then I will come back to you later with succinct questions.
- **I am a visual learner.** The best way to explain a concept to me is to visualize it. I love visualizing things because it allows me to easily understand how things are connected.
- **I'm a goofball.** We spend too much time at work for us not to enjoy it. I love cracking jokes, sharing memes & talking about personal interests.