

- If I was going to do this start-up thing at any point in my life, why not now, when I was young with nothing to lose?
- And yet, as small as we were, our dreams was enormous — we'll eventually connect the world.
- Having made it through my first few years at a hyper-growth start-up. I thought I was used to change. I was no stranger to dealing with the firsts or rolling with punches.
- In those early months and years, everything felt new and uncomfortable. Even practicing my talk in front of helpful colleagues felt like a nerve-racking ordeal.
- About mission: it feels like a deeply human endeavor to empower others.
- I knew who I was when I got up this morning, but I think I must have been changed several times since then.
- Here are all the things I struggled with. Here are all the ways I have learned
 - The goal of manager: helping a group of people achieve a common goal.
- When I first started my job: I didn't know what I didn't know.
- I had too little under my belt.
- Management: has everything to do with the fact that you are no longer trying to get something done by yourself.

- The crux of management: It's the belief that a team of people can achieve more than a single person doing it alone. It's the realization that you don't have to do everything yourself, or even how to do everything yourself.
- As a manager, it's important to understand the strength and weakness of your reports (as well as yourself).
- For managers, important processes to master include running effective meetings, future proofing against past mistakes, planning for tomorrow, and nurturing a healthy culture.
- If I spend all my time personally selling lemonade, then I'm contributing an additive amount to my business, not a multiplicative one.
- The best outcomes come from inspiring people to action, not telling them what to do.
- What makes a good leader is that they eschew the spotlight in favor of spending time and energy to do what they need to do to support and protect their people.
— Simon Sinek in Leaders Eat Last.
- If you can pinpoint a problem and motivate others to work with you to solve it, then you're leading.
- While the role of a manager can be given to someone (or taken away)

leadership is not something that can be bestowed. It must be earned. People must want to follow you.

- What turned out to be more challenging than you expected, and what was easier than you expected
- Better frame criticisms as suggestions .
- It's important to have a plan for how to scale back your individual contribution responsibilities so that you can be the best manager for your people .
- When building your team , ask yourself :
 - ① What qualities do I want in a team member ?
 - ② What skills does our team need to complement my own ?
 - ③ How should this team look and function in a year ?
- Use the newbie card to your advantage by asking as many as questions of as many as people you can . You might feel the urge to keep quiet and not draw any attention to yourself until you "know enough" , but if your goal is to ramp up quickly . you need to be proactive in your onboarding .
- Tag#: Excuse me . I'm new , so pardon the question — but can someone please explain what we are hoping to achieve with this launch ?

- New role is where you can reset your identity.

- Ask your reports:

- ① what did you and your past manager discuss that was most helpful to you?

- ② what are the ways in which you'd like to be supported?

- ③ How do you like to be recognized for great work?

- ④ What kind of feedback is most useful for you?

- Ask your manager:

- ① What does it mean to do a great job versus an average or poor job? Can you give me some examples?

- ② Can you share your impressions of how you think project X went? Why do you think that?

- ③ How do you determine which things to prioritize?

- The elephant in the room — 突如其来

- You don't build Rome in one day.

- Current worries: afraid that I might not have the right skills for the job.

- You must trust people, or life becomes impossible.

- It's human nature to want your manager to think well of you.

- A hallmark of a trusting relationship is that people feel they can share their mistakes, challenges, and fears with you. It's not easy to discuss mistakes, confront tensions, or talk about deep fears or secret hopes, but no strong relationship can be built on superficial pleasantries alone.
 - 1:1 topics:
 - x necessary for status update;
use that for deeper conversation.
 - To get started:
 - ① Discuss top priorities
 - ② Calibrate what "great" looks like
 - ③ Share feedback
 - Get the conversation moving:
 - ① What's top of mind for you right now?
 - ② What's the best use of our time today?
 - Understand:
 - ① What does your ideal outcome look like?
 - ② What's the worst case of scenario you're worried about?
 - People will forget what you said, what you did, but they will never forget how you made them feel.

- When we're going through tough times, the thing that's often the most helpful isn't advice or answers but empathy.
- Vulnerability sounds like truth and feels like courage.

Feedback.

- } Task specific
- Behavioral (Try to be less personal)

他人着想的

self-managing

- My inability to focus became a source of debilitating stress.
- No matter what obstacles you face, you first need to get deep with knowing you — your strengths, your values, your comfort zones, your blind spots, and your biases. When you fully understand yourself, you'll know where your true north lies.

◦ Imposter Syndrome

- Imposter syndrome is what makes you feel as though you're the only one with nothing worthwhile to say when you walk into a room full of people you admire. Imposter syndrome is what makes you double-, triple-, or quadruple-check your email before hitting send so nobody finds any mistakes and figures out you're actually a fraud. Imposter syndrome is the sensation that you're teetering along the edge of a sheer cliff with flailing arms, the whole world watching and waiting to see when you fall.

- The facets of our personality are like the ingredients that come together for a recipe.

- The world's top leaders come from vastly different molds — some are extroverts (Winston Churchill 周吉尔) and some are introverts (Abraham Lincoln) ; Some are demanding (Margaret Thatcher) and others remind you of a favorite relative (Mother Teresa) ; Some leave a room breathless with their vision (Nelson Mandela) and others prefer to avoid the spotlight (Bill Gates) .

- Know your strength :

① How would the people who know and like me best ? (in 3 words)

Being earnest, considerate, meticulous

② What three qualities do I possess that I am the proudest of ?

Insistent, meticulous, able to draft plan & implement plan

③ When I look back on something I did that was successful ,

what personal traits do I give credit to ?

insistent on plan, meticulous, stay positive and hard to give up .

④ What are the top three most common pieces of positive feedback

that I've received from my manager or peers ?

meticulous, positive, able to think and dig into problems

- Know your weaknesses and triggers
 - ① Whenever my worst inner critic sits on my shoulder, what does she yell at me for?

Being too indirect, not confident enough to seize opportunity.

too shy to show yourself in front of people. (self-doubt).

- ② If a magical fairy were to come and bestow on me three gifts I don't yet have, what would they be?

More trust & confidence in myself → be able to share ideas to crowd.

not afraid of making mistakes ; learn to be lazy and let go of some

less important things so I can be less sensitive.

- ③ What are three things that trigger me?

Being forced to do something I can't ask why / not making sense ;

Can't find meanings in work ;

Work / live with only selfish people.

- ④ What are the top three most common pieces of feedback from my manager or peers on how I could be more effective?

TBA.

Understand oneself at best & worst

- set "prepare for bed" alarm.
- set "daily prep" into calendar before next day.
- set "thinking time".
- It's normal to see arrogant or self-serving people.
- knowing what lifts you up or brings you down is enormously valuable.

Practice self-care

- Set boundaries by carving out time for other important aspects of your life.
- Manager is one of the best sources of learning.

Amazing meetings

- Happy families are all alike ; every unhappy family is unhappy in its own way. — Leo Tolstoy <> Anna Karenina
- Bad meetings are: you went in for clarity and left with confusion.
- Good meetings: great use of time; left with clearer sense. everyone is engaged. feel welcomed.

Hiring well

- Remember: in interview, there's no single correct approach to problems. So be confident to share your approach.
- Reject every weak hire.

Make things happen.

- The path to success is never a straight line.
- Plans are worthless, but planning is everything.
- Prioritization is key, and it's an essential managerial skill.
- practice: rank things on your to-do list and finish them in order.

“People may think focus means saying yes to the thing you’ve got to focus. But that’s not what it means at all. It means saying no to the hundred other good ideas that there are.”

— Steve Jobs.

— 2013.07.15 at Dublin CA