Boost program notes

Leadership styles

Everyone should way spend more time on training and development: a day a week will really pay off
- What training does the team need, and how can I get them it?

Leading vs. Managing
- Managing is good for some circumstances, e.g. with new starters or low-performers, being given more guidance is good

Leadership styles
- *Pace-setting*: pushes for high performance, leads by example, but risks burnout
- *Commanding*: tells people what to do; unpleasant to work with, but good in a crisis
- *Affiliative*: wants to be everyone's friend, listens to people, promotes harmony; nice to work with, but doesn't drive performance
- *Democratic*: leads by consensus; people feel more valued, but decisions are slower
- *Coaching:* develops people and coaches them; but some people need more direct guidance
- *Visionary:* future-facing, looks ahead and sets a direction; not always focused on the implementation

My leadership style
- I am Affiliative
  - I want to promote harmony and foster people's wellbeing
  - I focus on people rather than results
- I used to be more democratic
  - I have consciously moved away from this because I felt its limits: it doesn't scale well, decisions don't get made
  - I still want to listen to others and build consensus, but recognize when it's better to lead from the front
- I am growing towards coaching and visionary
  - Coaching is great for people development, but not for all people
  - I need to build more coaching skills by practising in the real world
  - I want to be more of a visionary, but I don't know how to improve this area
- I reject pace-setting and commanding styles

Personal brand and networking

- How we're perceived matters, particularly first impressions
- Networks are like onions; they have layers
  - Inner: your team, people you work with day-to-day
  - middle: people you work with occasionally or have worked with closely in the past,
  - outer: people you have minimal relationship with

- People I should network more with
  - Inner: Sophie, Kavleen, Noel
  - Middle: Hamish, Vicky, Shane, Nelesh, Steve Hunt, Chaice, Ed, John M, Ali, Jon LJ, Chris D, Tom W, UX, product, Paul
  - Outer: ProServe (Tiff, Kristen Lean)
- Homework: reach out to people in the outer network
- personal brand
  - resting bitch face & misogyny
  - Aim to be more open, knowing about yourself and sharing it

	Known to Self	Not Known to Self
Known to Others	**Open** (can be seen by others)	**Blind Spot** (unknown to self yet known to others)
Not Known to Others	**Hidden** (known to self, yet not known to others)	**Unknown** (not known to self or others)

- Exposure, image, performance
  - For career success: exposure is most important (60%), image is second (30%) and performance is minor (10%)
  - I feel like people can see through people who focus on image and expose -- not immediately (so people high-level seniors won't notice), but if you work with them regularly. And get resentful of the bullshit
  - All this talk of image just makes my eyes roll and puts a bad taste in my mouth. It feels snaky
  - Don't be fake, it's ok to be an introvert
- homework: 3 word google survey form; send to ~15 people from all egg parts
  - Feedback can be challenging

Helpful
competent
Supportive
Empathetic intelligent professional
serious Dependable Unpretentious Team
Knowledgable
Honest Flexible
Detailed Quiet Thorough Diligent
Thoughtful introvert

Anxious Player pragmatic
Hard-working Reliable
Underestimated

My personal brand is: smart, reliable and collaborative. I'm a great dev, I get things done, and I optimize for supporting my team.

I'm also quiet, honest, empathetic, pragmatic, thorough and flexible.

OKRs

- Each goal (objective) is defined by something measurable (key result)
  - Might have a series of KRs
  - KRs are strategies to achieve the objective
- OKRs should be **ambitious** and **measurable**
- KPIs are performance metrics to evaluate success

Objectives should have dates (by quarter) and dates should be a little ambitious but not too hard.

Should be inspirational

Key results should be measurable, quantifiable

Change management

How to plan for change you know that's coming

Adapt or die, re-evaluate strategies and tactics

People don't like change, people don't like to have to learn new ways of doing things. Uncertainty, chaos and power plays

Communicate the threat of not changing

Types of change:

1. developmental: changes to improve existing things
2. Transitional:
3. Transformational: completely new

5 stages of change (non-liner, you can go backwards)

1. vision: people will ask: what are the plans? why, what happens if we don't change? who is impacted? what does it mean for *me*
   - if you don't have answers, transparency is still good
2. skills: what do we need to learn? what info do we need? how do we share knowledge? who is involved? what do we need when?
3. incentives: what's good about these changes that can motivate people to get on board?
4. resources: people, information, systems, equipment, budget
5. action plan: what's next, who's leading, timescale, where to find info, what *you* should do

if you are missing:
- vision -> confusion
- skills -> anxiety
- incentives -> resistance
- resources -> frustration
- action plan -> false starts

When change is coming and you don't like it, decide: are you in or out? If you're in, be in

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Team meetings, feedback and 1:1s

Questions for every 1:1
- How are you? (ask twice)
- What's on your mind this week?
- How happy have you been this past week?
- How productive have you been this past week
  - What have you been working on?
- Do you have any feedback for me?

If things aren't working (for 1:1 or team meetings) consider:
- Ask for feedback on the sessions
- Review the regularlity
- Consider tools (e.g. shared agenda doc) to bring structure

For team meetings specifically:
- Guest speakers
- Fun ice-breakers or wrap-ups
- Smaller meetings with just the relevant people

Always make notes of each 1:1
- jot down topics and actions during, and take 5 minutes after to write up notes
- This lets your follow-up on previous conversations

good stuff / challenges/ extra support / next week plans

Giving feedback:
- Behaviour: describe what they did
- Impact: highlight how this impacts others
- Feelings: ask how they feel about this
- Future: come up with steps for moving on

Example: a colleague seems distracted on zoom calls. You approach them to give feedback. "Hey, how are you? ... I noticed in our team meeting yesterday, you seemed a bit distracted. Why is that? ... When

we needed your input on the conversation, we had to recap everything that we'd just said. Doing this makes the meetings take longer and is frustrating for other team members. How do you feel?... In future, you should close other windows and minimize distractions"

People housekeeping
HR, recruitment, onboarding, development, people partners, people ops

Recruitment
Agencies cost a fortune (10-15% of a years salary) so unless it's a specialist role we never use them
Jobvite integrates with linkedin, indeed
Recruitment partner will help the hiring manager (e.g. team lead) through the hiring process: they'll talk about the role and what we're looking for; posts the advert and screens cvs (seeing if it's relevant to what you want, and sort them into yes/maybe/no); do the first phone interview for you (finding out more about them, why they applied, etc); shortlist them after the phone screen, and put notes about it in jobvite; arranges interviews based on your diary; makes the job offers
The info we write on jobvite gets passed to the candidate as feedback (via the recruitment partner)
Each recruitment partner has 10-15 vacancies that they own

To start hiring, you need to agree with people partner, your manager, and finance
These people will need evaluate for: is there urgency, is there headcount, is there money?

To set salary, if we don't already know, we use benchmarking with cornferry (a big database of jobs, levels, locations)

Usually advertising to starting is 2-3 months
Always consider allowing part-time work

If it's a backfill, need to justify why the role is still needed and that role can't just be spread out among remaining team members

Partner: reviews applications, phone screen, arranges interviews, manages candidate expectations, makes the offer or rejects
you: review cvs, own the interview process, give feedback at every stage, make decision

interviews should be 45 mins + 15 for questions
questions based on competency and strengths

make sure you make time in your calendar to interview
don't want to interview too many candidates, each will take ~2 hours+ for your interview panel

you can have some freeform questions, but you need to ask each candidate the same set of questions

recruitment partner can help you write these
How many questions?

Second interview is often a task -- live task or take-home between interviews
coding: a timeboxed coding task
Have a marking sheet so you can be fair.
readability; feature complexity; code correctness; tests

Make note immediately after each interview so you don't forget

We're trialling a tool to remove names, but aren't doing it yet

does interview panel need to be the same for each candidate?

Look for a diverse interview panel, invite someone more senior, different department, different background

Only ask about things relevant to the role, and avoid off-limits topics (even if they bring up, e.g. children, don't pursue that conversation line)

internal hires must go via jobvite

Have safe small-talk topics prepared, e.g. the weather

Onboarding
They'll get an email from Carly welcoming them and explaining what to expect for their first day
Probation period is legally required in the UK, but in the US you can hire or fire anyone or quit with just 2 weeks notice
first week: meet manager, buddy, global induction sessions, receive an information handout
30-60-90 day reviews
Make an effort to catch up with new starters at the end of the week
People team has a catchup after 30 days and gives feedback to the manager if required
at 90 days, are they meeting expectations and and are we meeting theirs?
do contractors get the new starter inductions?

New starters join ever other week

Buddy should be on your team, so there's someone around for them at all times
Look for people who have been with brandwatch for a while, is warm and welcoming person

Is there's a problem with performance during probation, start talking to the people partner immediately
Probation can be extended for up to 6 months, and if needed you can terminate the contract
If it gets terminated, it shouldn't be a surprise to anyone

what benefits do contractors get? If you want it, ask Sam Williams

People partners

Promotions, transfers

compensation review, hours changes, parental leave

headcount planning

exit interviews

performance development

reorg design

reloation

succession planning

balancing what the business needs with what the individual needs

People ops

compensation and performance strategy

global benefits

compensation

dayforce

people analytics

People development

3rd-party training (Linkedin, etc)

work to fill knowledge gaps

create custom in-house training

End-of-boost chat

Key takeaways, what surprised you, what will you work on now

ask questions

- Personal brand was interesting
    - Nothing negative, nothing surprising; it's a nice confidence booster to hear people say nice things
    - Interesting to see what people don't say, or to see how I feel about more neutral things that were said
- I'm paying more attention to my network and fostering relationships, setting more time aside for catchups
    - But guilty still haven't done the egg shell -- I'm working on improving my yolk health, then I want to meet with some egg-whites
    - I'm finding it challenging to find the time, particularly since my team has grown (10 other people)

- But it feels valuable: highlighted communication problems (e.g. vision),