

Growing People

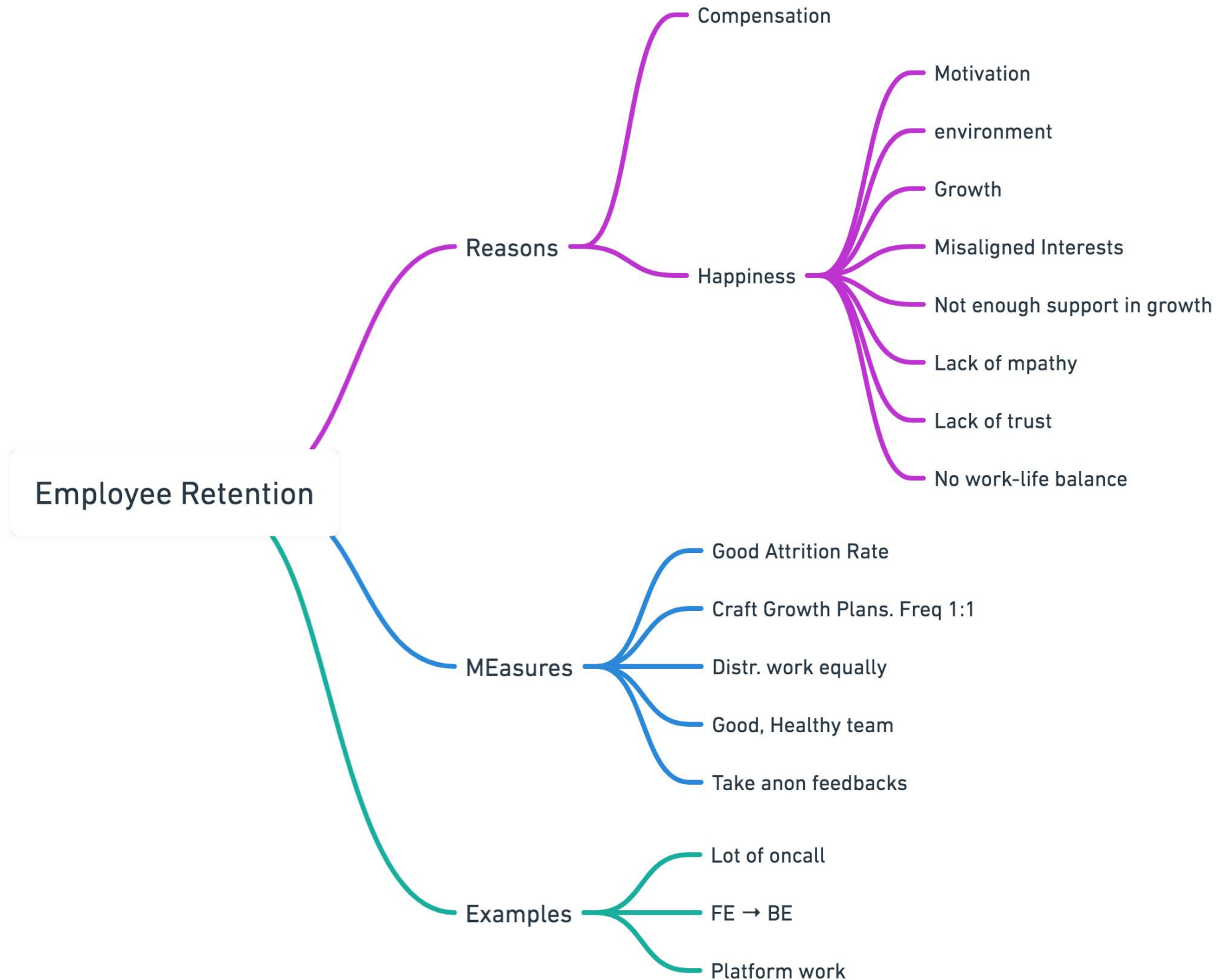
Plan

- Promotion is a lagging indicator
- Growth plan to target gaps for promotion
- Find promotion sponsors

Followup

- When they are not ready?
- If IC switch to Manager?
 - Enjoy working with people
 - BReadth vs depth of projects
 - team over myself
- Meets expectation Guy
 - Discuss
 - Give diff tasks
- Proactively grow IC to leadership





Diversity Hiring

```
graph LR; DH[Diversity Hiring] --- Pros; DH --- Approach; Pros --- P1[Larger pool of hiring]; Pros --- P2[Innovative Ideas]; Pros --- P3[Healthy team]; Pros --- P4[Low attrition rate]; Approach --- A1[Increase the funnel]; Approach --- A2[Help in prep for interviews]; Approach --- A3[Give supportive env]; Approach --- A4[Never lower the bar];
```

A mind map titled "Diversity Hiring" is shown. The central node is "Diversity Hiring" in a light yellow box. It branches into two main categories: "Pros" (purple line) and "Approach" (blue line). "Pros" further branches into four sub-points: "Larger pool of hiring", "Innovative Ideas", "Healthy team", and "Low attrition rate". "Approach" branches into four sub-points: "Increase the funnel", "Help in prep for interviews", "Give supportive env", and "Never lower the bar".

Pros

Larger pool of hiring

Innovative Ideas

Healthy team

Low attrition rate

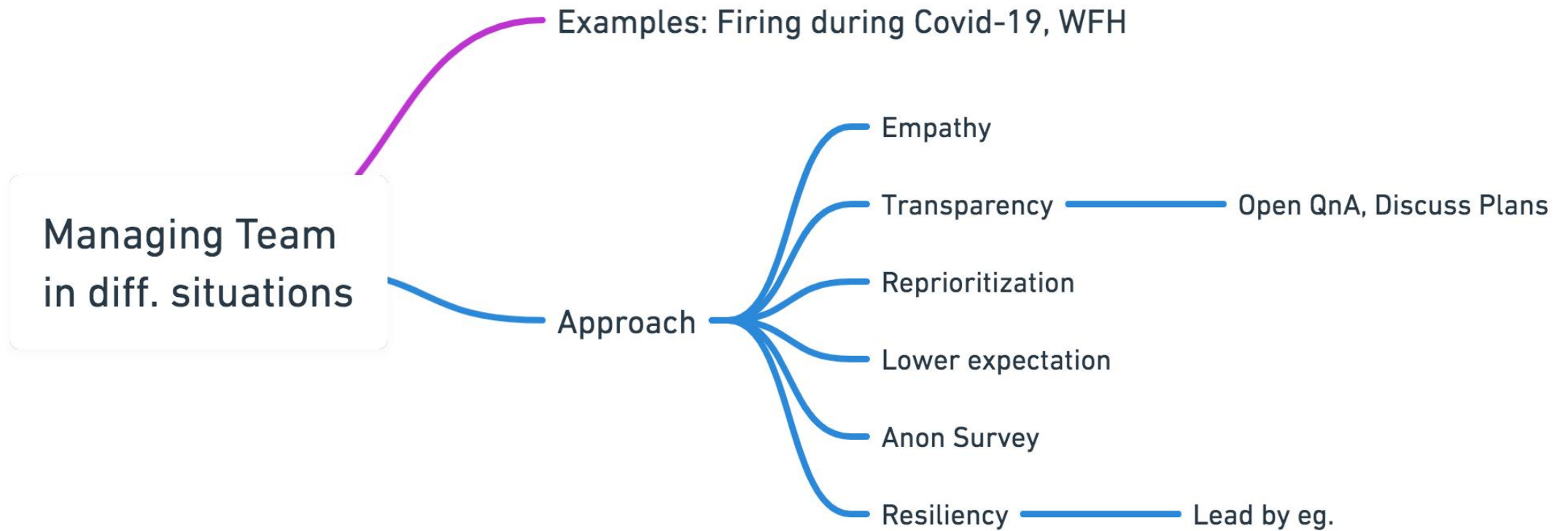
Approach

Increase the funnel

Help in prep for interviews

Give supportive env

Never lower the bar





Constructive Feedback

```
graph LR; A[Constructive Feedback] --- B[Approach]; A --- C[Examples]; B --- D[Action Items]; B --- E[Constructive Tone]; B --- F[Unbiased]; C --- G[Prod Down]; C --- H[LEad not able o run meeting]
```

A mind map diagram with 'Constructive Feedback' at the center. It branches into two main categories: 'Approach' and 'Examples'. 'Approach' further branches into 'Action Items', 'Constructive Tone', and 'Unbiased'. 'Examples' branches into 'Prod Down' and 'LEad not able o run meeting'.

Approach

Action Items

Constructive Tone

Unbiased

Examples

Prod Down

LEad not able o run meeting

Performance Review/Calibration

Process

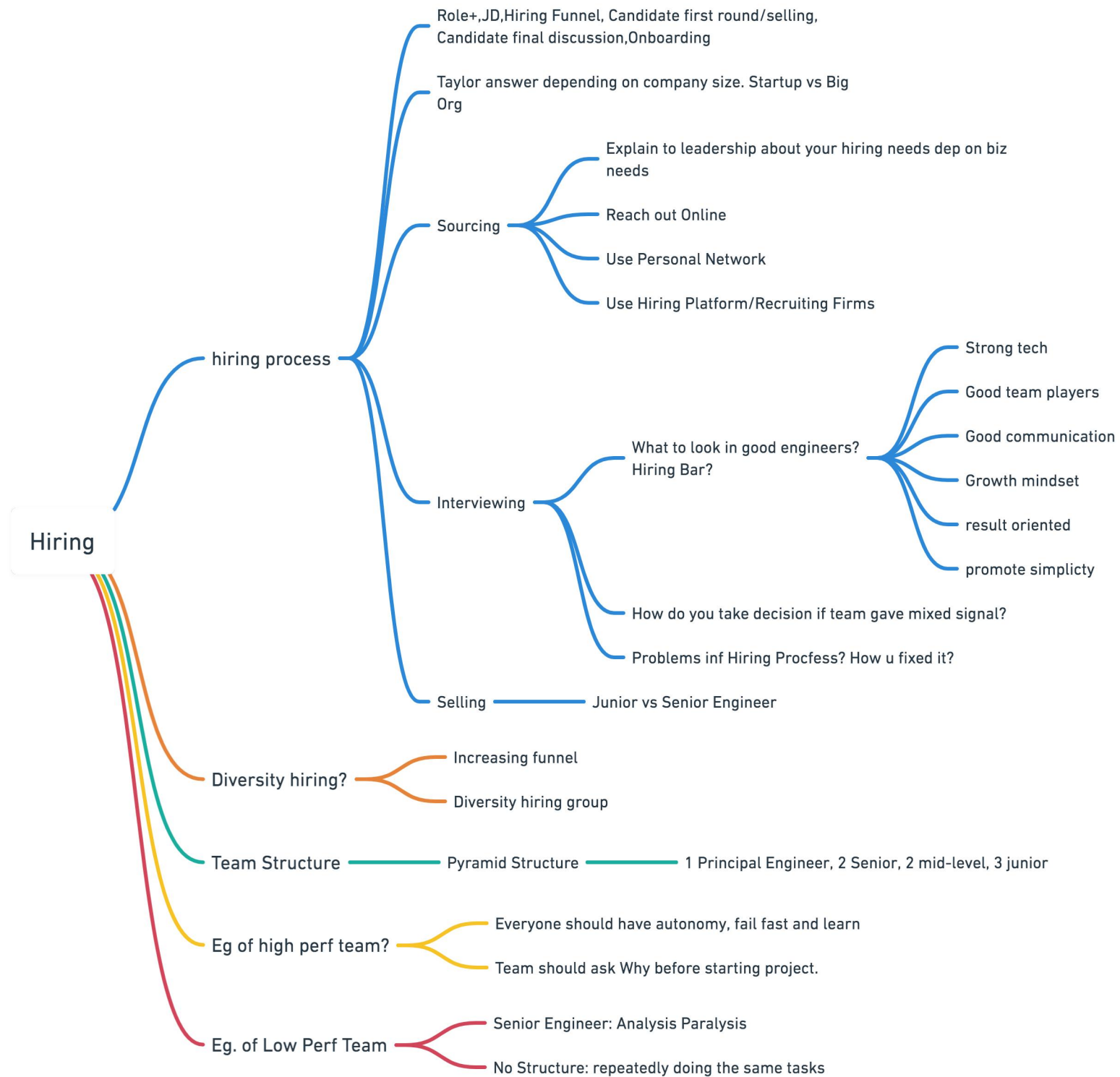
- Employee Self Review ———— MEasurable Contribution
- Peer feedback
 - 3-4 peers.
 - Some withing team, some ext stakeholder
- Company wide calibration
- Inform feedbacks to emp
- Inform final rating
 - Feedback
 - Rating
 - Growth Plans
 - Accomplishments
- Questions:
 - Reportee didn't agree
 - Your peer EM disagreed with you
 - Ensure rating is not surprise



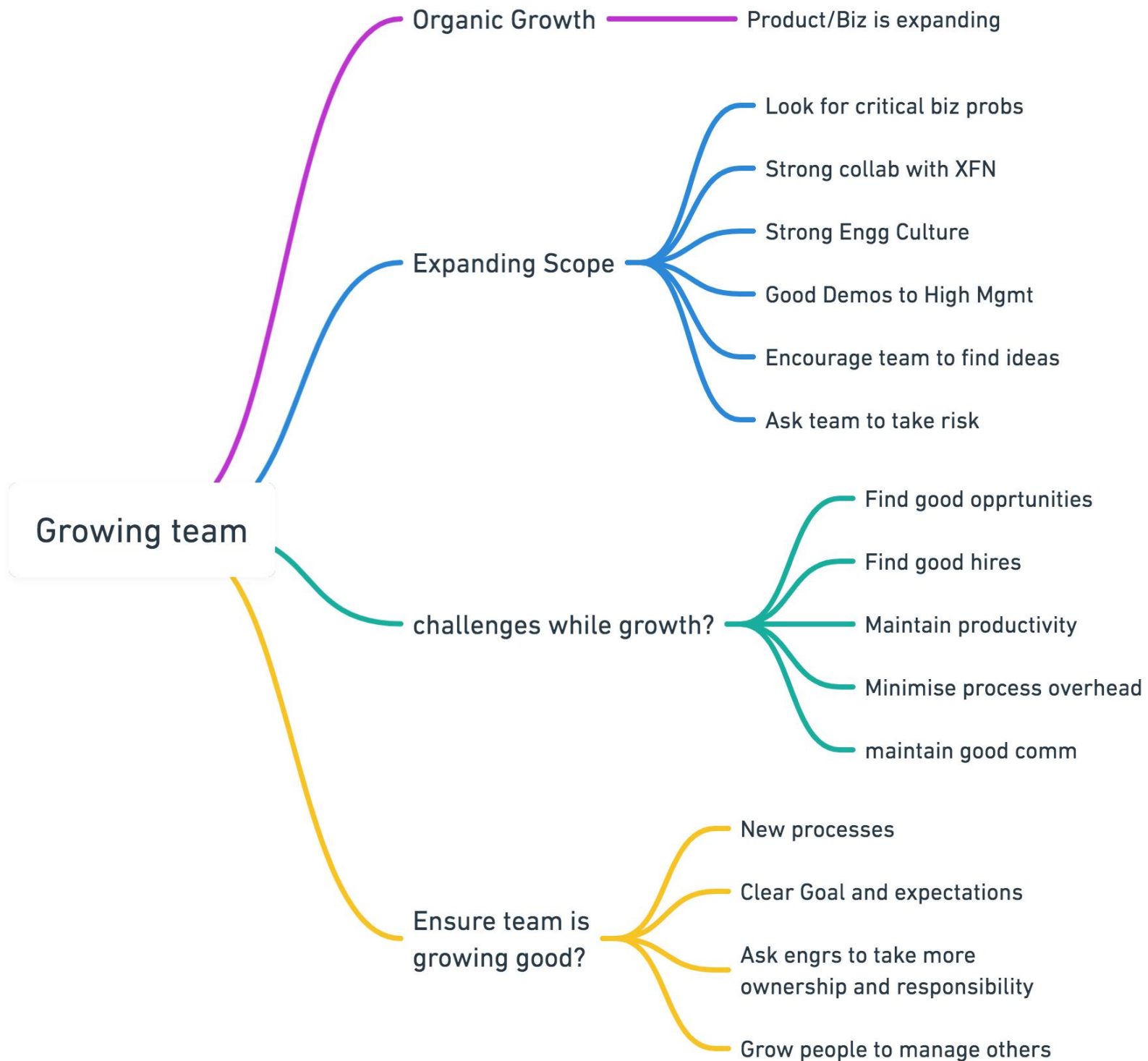


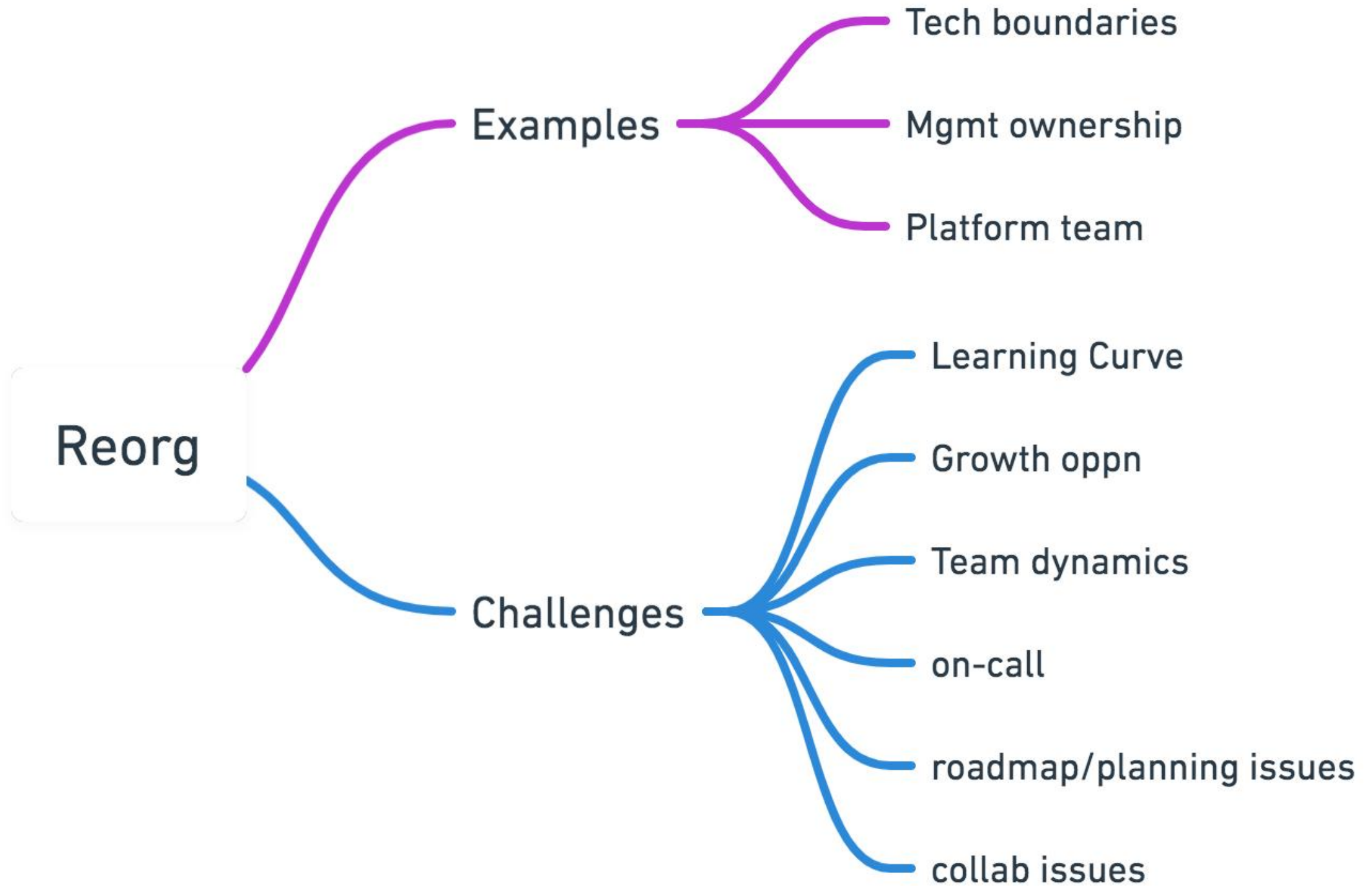












Onboarding

Process

Info Doc

OKRs

team structure

Oncall process

Roadmap

Ramp-up Mentor

Regular 1:1s

Bring to all meetings

customize to needs

Working with Product Managers

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graph LR; A[Working with Product Managers] --- B[Open Communication]; A --- C[Prioritization, Roadmapping]; A --- D[User Centric Approach]; A --- E[Conflict Resolution]; A --- F[Feedback Loops]; A --- G[Technical Expertise];
```

Open Communication

Prioritization, Roadmapping

User Centric Approach

Conflict Resolution

Feedback Loops

Technical Expertise

Building High Perf Team

```
graph LR; A[Building High Perf Team] --- B[Hiring, TA]; A --- C[Clear Goals]; A --- D[Effective Communication]; A --- E[Skill Developemtn]; A --- F[Setting High Standards]; A --- G[Monitoring Metrics];
```

A mind map diagram with a central node 'Building High Perf Team' connected to six peripheral nodes: 'Hiring, TA', 'Clear Goals', 'Effective Communication', 'Skill Developemtn', 'Setting High Standards', and 'Monitoring Metrics'. Each connection is represented by a curved line of a different color.

Hiring, TA

Clear Goals

Effective Communication

Skill Developemtn

Setting High Standards

Monitoring Metrics

Leadership Style

Not a fixed style

Flexible: depending on situation, people and org

Mix

Visionary

Start from
Company Goals

How much customers, leadership want this

Helps team resolve issues with +ive mindset

During layoffs, reorgs: Team focus fwd instead of backward

Coaching

Situations: 1:1, Perf Reviews, Delegating tasks

Act like GPS: Where they are, where they want to go

Frameworks: SBI models to give feedback

Democratic

Day-to-day tasks, Architecture, Sprint Retros,

Encourage collaboration, team efforts

Impact as EM

```
graph LR; A[Impact as EM] --- B[Something that drives, bring happiness in day-to-day work, thinking innovative ideas]; A --- C[Informing self and team what impact they are bringing to the world→High PErf team.]; A --- D[Customer Impact]; A --- E[Managing project effectively, helping team grow];
```

Something that drives, bring happiness in day-to-day work, thinking innovative ideas

Informing self and team what impact they are bringing to the world→High PErf team.

Customer Impact

Managing project effectively, helping team grow