What to expect when you’re expecting to report to kbohl@

*Acknowledgement: significant inspiration, adaptation, and outright theft from* [*klsmith@’s awesome doc*](https://docs.google.com/document/d/1hZq-MUlIypTUj06ae7rP2wN7CfrYwJmcUBa7lXqV2SU/edit)*.*

Goal of this doc: highlight what I expect of my team and what they can expect of me. None of this is set in stone; let’s talk about your unique situation so we can work together to enable your happiness, well-being, and success.

## My job as your manager

Starting in 2008, PeopleOps conducted research ([Project Oxygen](http://go/oxygen)) to determine which attributes correlate with effective managers at Google. “Effective” was defined to mean that their team is more likely to perform better, stay at Google, and be more satisfied. These 10 attributes describe what I should be doing:

1. Create an inclusive team environment, showing concern for success and well-being
2. Empower the team and do not micromanage
3. Support career development and discuss performance
4. Be a good coach
5. Be a good communicator - listen and share information
6. Have a clear vision and strategy for the team
7. Be productive and results-oriented
8. Collaborate across Google
9. Be a strong decision-maker
10. Have key technical skills to help advise the team

If you feel that I am not doing any of these things, or not doing them well enough, then I really, really want you to tell me so. There’s a [section](#_d0lb3tzel3s5) in this document about how to provide that feedback.

## Management Philosophy

I believe in the model of [servant leadership](https://en.wikipedia.org/wiki/Servant_leadership), which I think is well-aligned with Google’s philosophy on effective management (above). In short, my mandate is to help you be more productive and fulfilled at doing your job —not by telling you what to do, but by making sure that you’re informed, enabled, and empowered to do it.

## My expectations of you

Table-stakes: I expect you to adhere to the [Code of Conduct](http://go/code-of-conduct), to work in accordance with [our values](http://go/googlevalues), and to demonstrate the qualities and behaviors that are defined for your level on the [PM Ladder](https://docs.google.com/a/google.com/document/d/16PQHf9mnZgjX15Wgj4I-oZ1Lshe6-pXQtGnsurV9nos/pub).

I’ll particularly emphasize:

* **Own your career.**  
  I am here to help you succeed, but to do that, I need to know what you want to accomplish. If you already have a clear sense of where you want to be and how fast you want to get there, I’ll do what I can to support that. If you don’t yet have a clear plan, we can work on defining that together. If you want to explore other opportunities outside of our team (20%, fellowships, etc) or stretch opportunities (hosting interns, driving new initiatives or working groups), I will support you. I will prompt you regularly to discuss your goals and your progress toward those goals.
* **Take good care of yourself and your family.**  
  Your wellbeing and the wellbeing of your family are important. Don’t neglect either of these. When you are on leave, try to disconnect from work entirely.
* **Think about the user.**  
  The work that you do has a real impact on real people (a lot of them, as it turns out). Learn how they use our products, what their pain points are, and what makes them happy and productive. Be an advocate for their needs. Aspire to provide the best possible experience.
* **Respect and support the team.**  
  Let your teammates know they can count on you. Work together to get things done, and respect our differences.
* **Own your meetings and time**
  + Take the reins as an active leader of your sphere: schedule the meetings *you* need and set the agenda, then chase your follow-ups without prompting
  + Avoid overcommitting: steady progress on fewer things is more valuable than churning on lots of things.
  + Build reflexes to protect your time: before jumping on an ask, check on the timeline, who needs it, etc. Don’t fall victim to others’ artificial urgency. Honor your authentic “maybe”s: it’s totally reasonable to tell others that you need more (time, info, to check with someone) to think about a request. [go/effective-no](https://docs.google.com/presentation/d/1QGpIggPR_RUHEFPDEff1Sk3avGrq6S1pyBjszKSULGo/edit#slide=id.gc8043bb232_0_222) provides patterns for building this muscle if this doesn’t come naturally to you.
* **Be productive by focusing on outcomes.**  
  Your output is not a function of how many things you start; it’s measured by how many things you finish. In general, none of us multitask as well as we think we do. Everything you start incurs a mental tax, but accomplishing something you set out to do feels awesome. Learn how to identify the most important things you can be doing and try to muster all of your focus to get those things done.
* **Keep me informed.**  
  My mental model of what you’re committed to is based on the last information I received. If that information is out of date, there’s a higher probability that our expectations are no longer aligned.

## Feedback

I value any and all feedback you have to offer, both positive and negative. For most folks, it’s easier to give positive feedback than negative, so I’m primarily focusing here on ways to tell me about something I need to do better or to change. Here’s my preferred order of receiving that feedback:

1. Talk to me “in person” (either IRL or over GVC). For most situations, I hope that you’ll be comfortable talking to me directly, either in our regularly scheduled 1:1s or in a separate conversation. I will listen and ask questions to make sure that I understand your concern.
2. In an email. It can be easier to formulate your thoughts in writing, especially if the topic feels emotionally charged. If you need me to know something but you’re concerned about how to deliver the message in person, please put it in an email.
3. Skip me and talk to my manager. [Thomas](http://who/tescobar) is my manager, and you can always reach out to him if you feel that something needs to be addressed, and none of the above channels will work for you.

Do you feel like there’s something that ought to be in this document but isn’t? Please let me know.

### My feedback principles

I value feedback that is direct, timely, and actionable, and will approach feedback to you in this way. I’ll also spend time asking about your preferred style for receiving feedback, so I can adapt to you.

* My top priority is your growth and success.
* Everything we discuss is an open dialogue, so let me know if the way I’m delivering feedback is not working for you.
* If you’re struggling to read my tone, always….
  + Assume I’m not mad at you.
  + Assume there’s no blame / subtext / context unless I state it. Take my questions or comments a la carte.

## Communication

### Here’s how we do 1:1s

Structure:

* Weekly 1:1s: for anything you want to talk about, especially tactical problem-solving
  + We’ll have a dedicated, rolling 1:1 notes doc to help set an agenda and track follow-ups.
* Monthly professional development 1:1s: no “shop talk” allowed - this is carved-out time for us to talk about where you want to go and how to get you there.

Let’s make the most of our time together, and let me know how you want me to adapt to you. Particular themes that make good use of “in-person” time include:

* **Share-outs and pass-downs**: I’ll give you the updates and context you need to perform & adapt
* **Tactical problem-solving**:
  + When possible, bring some ideas for solving the problem, but if you’re stuck on something, park it and let’s talk about it. Timebox your investigation to make sure you’re not spinning your wheels, and we can use our time together to brainstorm and figure out a course of action.
* **Interpersonal blockers**: it’s my job to help clear your runway. If people are in the way, let’s strategize, and I can work with leadership to get everyone pointed north.
* **Themes you’re noticing**, whether good or bad: over time, you will have more on-the-ground information and exposure - and thus intuition - than I will. I trust and indeed depend on you to flag to me when things “smell funny,” so that we can identify if dysfunctions are afoot and, if so, how to fix them.

Less-good use of “in-person” time:

* **FYIs / updates for me**: either plop these in weekly updates (here’s a [format I like](https://docs.google.com/document/d/1yYKTvidOLez8qhFevl-aDKqgUGKzyVOLQD7HnpFMzZI/edit?usp=sharing&resourcekey=0-4_FPW8pGdr6g2abt3nPqOQ)) or drop at the top of our 1:1 doc and mark as FYI so you don’t have to waste breath & air-time on them.

### Availability / Communicating with me

These are just *my* preferences - please share yours so that we can work within the intersection.

* Work hours:
  + I anchor to Colorado work hours (9a-5p MST).
    - I will do my best not to ping you outside of these hours unless it is urgent.
    - I try to remember to schedule-send, but if I email you outside of these hours, I don’t expect you to be working or responding outside of your work hours to accommodate.
    - If I expect a response at odd hours I will be super clear about this - otherwise, please assume it can wait.
  + I can be available as early as 8a or as late as 6p if you ask in advance.
* Preferred communication channels:
  + [my favorite] Chat: ~within the hour SLO
    - pithy FYI updates
    - binary or simple questions
    - last-minute asks (hey, could you join this urgent meeting in five minutes?)
    - reactions/signaling (something weird just happened, can we talk?)
    - jokes, memes, and silliness are welcome, too! Just pre-face them with “not urgent” or similar, so I can treat them with proportional urgency.
  + Meetings: for nuanced topics.
    - If a question is too gnarly to answer over Chat, I’ll often recommend a quick VC instead.
    - If you’re chatting cross-MtW, cross-Geo, or cross-PA, there’s no expectation that you need to include me by default, indeed, please only include me if there’s unique value I can add. I trust you to drive these conversations.
  + Email: ~within 24 hour SLO
    - For status updates
    - For threads in which I can intervene. When in doubt, avoid “+Kristi FYI”, and instead give me a quick one-liner of context, e.g. “+Kristi FYI on the trade-offs of partnering with X vs. Y”
    - If I forward you something and you have no idea why or what the context is, don’t sit in pain/panic. Ask me for more info!

Communication styles: quick & breezy

* I’m an efficiency fiend, and my communication has by necessity become more terse over time. This increases the probability of things being misinterpreted, so please never hesitate to ask for clarity.
* If you ever feel like you’re not getting enough context and would like a conversation, just let me know! It’s rare that I can’t carve out a 5-10 minute slot to close something out if Chat isn’t serving us.
* I like bringing humor and levity to the workplace to lighten the mood and promote creativity. If this ever doesn’t land with you or doesn’t work for you, please let me know right away and I’ll adapt!

Escalation: I always want to have your back, and when you’re running into blockers, I want to support you. Here are just a few patterns that indicate somewhere I can help you:

* Aircover in handling a senior exec, especially escalations
* You’ve tried your hardest, but a [workstream, relationship, negotiation] seems stuck
* You’re handling something out of left field and could benefit from more context (historical, organizational, handling a prickly-seeming Googler or partner)

## Team norms

Guidance for productive, efficient work within our team:

* Working together:
  + Use good doc etiquette to express ideas well. Here are [some](https://docs.google.com/document/d/1VawcoNWezlIxYdMB4US4-1Um1uwtN6v3ESAGStkZXpw/edit#heading=h.na3dpq44vkys) [templates](https://docs.google.com/document/d/11HPNrpPf15we4NjVudKpQ4fjepmN87Gb1-tVn6kGMuQ/template/preview) to make this easier.
  + Looping one another into emails: don’t “+Bob,” also don’t “+Bob for their POV”. Provide context on the conversation to date and the specific question you have for Bob, so that Bob doesn’t have to go full Sherlock to figure out what’s going on, why it matters to Bob, and how Bob can help.
* Exec emails:
  + Use an informative title: indicate if something is FYI, announce, requiring input or a decision
  + Have a tl;dr up top and constrain this to 2 lines max
  + Constrain the entire message to one Gmail compose pane (don’t full-screen it)
  + If a decision is required, be clear when it is needed by. Sometimes a “speak now” with an affiliated concrete deadline is very effective for smoking out any opinions.
* Exec reviews:
  + Deck:
    - Have an executive summary slide up top.
    - Each slide title should be a summary of the slide such that someone can read through just the slide titles of your deck and get the jist of your argument.
    - If you have asks, consider having a specific slide for them, or demarcate them boldly if they’re within the flow of the deck.
    - Share out the deck for pre-read at least 24 “work hours” in advance. i.e. if the review is on Monday at 10 a.m., share the deck no later than the preceding Friday at 10 a.m.
  + Notes:
    - Deputize a note-taker in advance who is \*not\* you, so that you can focus on the conversation at hand.
    - Ideally, start the notes doc yourself, then share edit access with the broad team so:
      * You have the notes immediately after the review.
      * If anyone asks, “are notes being taken?” you can route them with a single URL and let them read or do whatever they need to → you need to focus on the conversation.
    - Send out a succinct notes summary within 24 hours of the review, ideally day-of.
  + Conversation:
    - If appropriate, pre-meet the meeting to build consensus among key stakeholders in advance. This can be done using existing 1:1s or by grabbing “I want to vet this with you *first*, because you’re *special*” time.
    - For Q&A, select the appropriate level of detail based on the audience.
    - It’s OK not to have an answer. Better to say “let me get back to you on that” or “we don’t know, but we’re taking steps XYZ” than to have a fake hand-wavey answer.
* Meetings:
  + [go/5min](http://go/5min)
  + Don’t double-book or schedule over folks’ lunch(time).
  + Be thoughtful about recurring meetings.
    - Does it need to recur, or can you schedule ad-hoc as needed?
    - What recurrence is really necessary?
  + Respectful meetings have agendas. Don’t attend meetings that aren’t a respectful use of your time. I will give you aircover if you receive flak for following this guidance.

## Career development philosophy

You are the primary driver of your career development and I’m on your board of directors. I can be a great resource to you, but shouldn’t be the only one: I recommend that you flesh out your personal career-dev journey with more people and resources who can provide a holistic curriculum. Here are some ideas.

* **If you haven’t lately, consider auditing the big picture**
  + Think holistically about where you are and where you want to go. Some resources I’ve found valuable:
    - [Fundamentals of Career Development](https://grow.googleplex.com/learning/ahNzfmdvb2dsZS5jb206Y2Vsc3VzchULEghBY3Rpdml0eRiAgOCTq9ixCAw/session/ahNzfmdvb2dsZS5jb206Y2Vsc3VzchQLEgdTZXNzaW9uGICAkIXh9YIKDA): [[Workbook] Career Development](https://docs.google.com/document/d/1tTo6vcEYXhv14o1DtStGF6F4JElXmwWPsP7tMU2wVbU/edit)
    - [Stretch](https://grow.googleplex.com/learning/ahNzfmdvb2dsZS5jb206Y2Vsc3VzchULEghBY3Rpdml0eRiAgICQ17b-Cgw/session/ahNzfmdvb2dsZS5jb206Y2Vsc3VzchQLEgdTZXNzaW9uGICAgJDCzIILDA):  [Stretch participant guide](https://docs.google.com/document/d/1IP9KQS1gqM2v2wZ_sM0dCMxH8gQrIF2qw9U4IvI_xak/edit), [Stretch pre-reading](https://docs.google.com/document/d/1QSWtMUQeD3HelCZfKD9wxqI9dDIZ91bxrsqlNJCuU3k/edit)
  + Primers and refreshers for PMing
    - I really liked the resources under “Theory” [here](https://docs.google.com/document/d/1PJ2V_YfQo2JIJ4kJ8-7P798SIOC3iZHxUU2a4lJyy18/edit#heading=h.jdo11h7gqxz3).
    - [The Product Manager’s Survival Guide](https://www.google.com/search?gs_ssp=eJzj4tFP1zfMSk4rrDI3TzNg9JIrKMpPKU0uUchNzEtMTy1SKC4tKsssS8xRSC_NTEkFAGytEF4&q=product+manager+survival+guide&oq=product+manager+survival&aqs=chrome.1.0i355i512j46i512j69i57j0i22i30.3552j0j1&sourceid=chrome&ie=UTF-8): no rocket surgery in there, but a helpful way to remind oneself of all the facets of PMing to make sure you’re covering all the bases.
    - Here’s a [bunch of collected wisdom from APM grads](https://docs.google.com/document/d/1twJryBNrF5P7QVfRcXzbgguA2waeuX7X1jZGfV1Ot70/edit).
      * I like and agree with Clay’s, “You’re more likely to create big opportunities than to have them handed to you.”
  + Make sure your career is sustainable.
    - Managing Your Energy for Sustained Performance isn’t taught live at Google anymore, but the [Grow course](https://grow.googleplex.com/learning/ahNzfmdvb2dsZS5jb206Y2Vsc3VzchULEghBY3Rpdml0eRiAgICQ192eCww/session/ahNzfmdvb2dsZS5jb206Y2Vsc3VzchQLEgdTZXNzaW9uGICAgJCWhJEIDA) links out to a bunch of great resources, and [here](https://docs.google.com/document/d/1LB2BrC8sTVhAVEM_Es5pGojeI5x_jF-elVVQOmU8IUE/edit#heading=h.q8dmgh404m06) are my notes from when I took the class.
    - Material under [“Reboot into safe mode”](https://docs.google.com/document/d/1uVUst9EbsJ8GO0IR6KAXTP9eLw8ZXYLcTuZI4Juf9ew/edit#bookmark=id.x2j8c9lkrppc) may be helpful, too!
* **Management coach**
  + Management coaches can help you grow career-oriented skills but are also basically work therapists. :-) If there’s anything you’re working on where you’re hitting blockers or someone who’s annoying you (including me!), a management coach is an excellent, trained third party who can help you work through it.
  + I think you can sign up [here](https://members.betterup.com/google) anytime, see details on how the program works (and Google helps pay for it) [here](https://groups.google.com/a/google.com/g/pm-learning-updates/c/qtNClRbWeZQ).
  + I recommend joining [this group](https://groups.google.com/a/google.com/g/pm-learning-updates) and [this group](https://groups.google.com/a/google.com/g/womenpm) so you can be the first to know anytime there are new programs.
  + Another resource: [go/g2gCoaches](https://sites.google.com/corp/google.com/gurusite/welcome?authuser=0)
* **Ladder-anchored**
  + Once we’re a few weeks in, I’ll encourage you to do a self-audit against the PM ladder like [this](https://docs.google.com/document/d/1BzjtJxZvME7Cg1m-PT32fz3NP5eejwTa9TOwjPEox-s/edit?resourcekey=0-1xNHiSItpNK3U4vH3RyWoA#).
  + We’ll check in on this periodically to:
    - Ensure that your work portfolio allows you to check boxes across the board
    - Investigate stretch opportunities to go deep on a particular strength or weakness
    - Check that your projects are sufficiently milestone’d for shorter-timeframe impact: our work has longer time horizons than typical PM roles.