At Slack, for example, we believe in providing an excellent experience for our users.

Leaders must be experts in practice.

There are *no shortcuts* to mastery. Instead, it is something that needs to be intentionally developed. Ask yourself (and those around you): What are my biggest areas for growth? What skills do I need to develop in order to become an expert?

But here’s the thing — when you keep knowledge to yourself, you are not helping other people around you grow, because you are making others depend on you. You are not helping yourself grow, because you are not freeing yourself up to learn new things. You are preventing others from contributing, and you are actively hurting the team.

Let your manager know which skills you’re looking to build. Keep an eye out for upcoming projects, and proactively let your manager know which ones spark your interest and why. During a project, think about how you can target specific skills to develop while you’re working on it. This will help you maximize your time at work.

 Focusing on the impact directs the conversation towards your growth and contribution to the company. If

Ask specific questions, and get down to as much detail as possible: