

DOUG GAFF

MANAGER README



WHAT IS THIS??

I want to get to know you, and I want you to get to know me.

This is a shortcut to speed up the process based on Matt Newkirk's manager readme article:

<https://matthewnewkirk.com/2017/09/20/share-your-manager-readme/>



THIS IS ME

(In case you're not watching this on video.)

STATS:

Age: 47

Family: Brenda (wife), Delia (14 yo daughter), Ginger (cat).

From: Chicago, OH, NY, VA, MA, NH

Degrees: BS/MS EE from Virginia Tech

Countries visited: 16

Hobbies: Skiing, rock climbing, running, cycling, hiking, fishing, golf, ice hockey, home improvements, ham radio, drones, electronics, trains, live audio engineering, music, trap shooting, ...





MY JOB



IN A NUTSHELL

LIVE THE ZAPIER VALUES

HELP EVERYONE BE SUCCESSFUL

HELP ZAPIER WIN

WHAT DOES SUCCESS LOOK LIKE IN 2019?

Empowered product-focused teams that own their roadmaps and own their own outcomes.

Just enough Agile process to enhance planning and execution.

Hiring and on boarding in a way that supports our growth and ensures engineers can feel and be successful faster.

Clear career levels so that everyone knows where they can grow.

Engineering time to focus on tech debt and architecture.

Faster execution.



MY VALUES, TRAITS,
BEHAVIORS



IT'S ALL ABOUT THE TEAM

TEAMS DO:

- Take control and own their own destiny.
- Take care of each other, and hold each other accountable.
- Continuously learn and grow.
- Have fun!

TEAMS DON'T:

- Have egos
- Tolerate prima donnas
- Blame others
- Sulk in silence

HONESTY & TRANSPARENCY

Talk to me about anything & everything. I'll do the same with you.

I aspire to be gentle & direct.

I value feedback.

Fail *as well as you can*, and then learn.

Silence from me = I'm swamped.





I like engineers to solve problems together.

People and technical leaders
should naturally rise in teams and
organizations.

IQ & EQ

I'm smart, self-aware, empathetic.

I strive for humility (and fail sometimes). ***Call me on it if you're not seeing enough of it!***

I believe that everyone has room to grow personally and professionally, especially me.

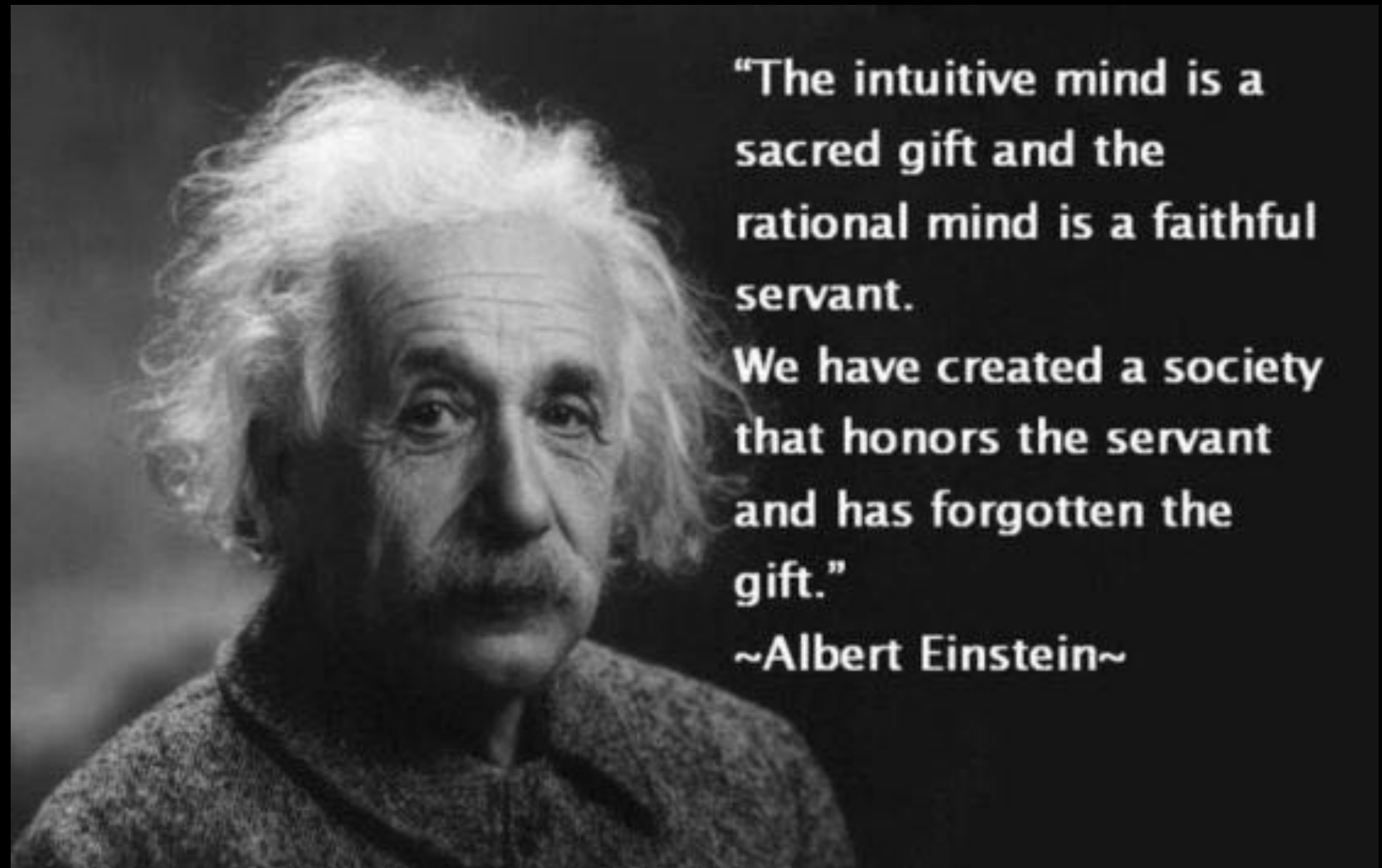


ANALYSIS & GUT

Sometimes I like to do a deep analysis to solve a problem.

Sometimes I like to go with my gut.

I like a bias towards action!





I HAVE FLAWS!

Not enough drill sergeant in me.

Default implicit trust in others, which
can sometimes lead to disappointment.

Impatient, which I overcorrect for.

Stubborn

(this list is not exhaustive 🤔)

LEADERSHIP MECHANICS

COMMUNICATIONS

Let's talk over zoom!

- Text me: I will respond immediately.
- Slack me: I will respond within the day.
- Email me: I will respond within the week.

Do not use email if it's urgent!

P.S. I hate email.

P.P.S. Yes, I know you have a lot of email.

P.P.P.S. Please just talk to me when possible.





SCHEDULING

Our calendars are likely a mess, but I will make time for you if you can't find time on my calendar. Slack me.

ONE ON ONES

You own the agenda. These meetings are for you first and me second.

Don't wait if you have something urgent.

These are more about "how can I help" and less about conveying status.

I will strive for skip-levels with everyone in engineering.





DELEGATION & EMPOWERMENT

Each initiative should have a DRI
(Directly Responsible Individual).

Leaders are empowered and entrusted
to lead.

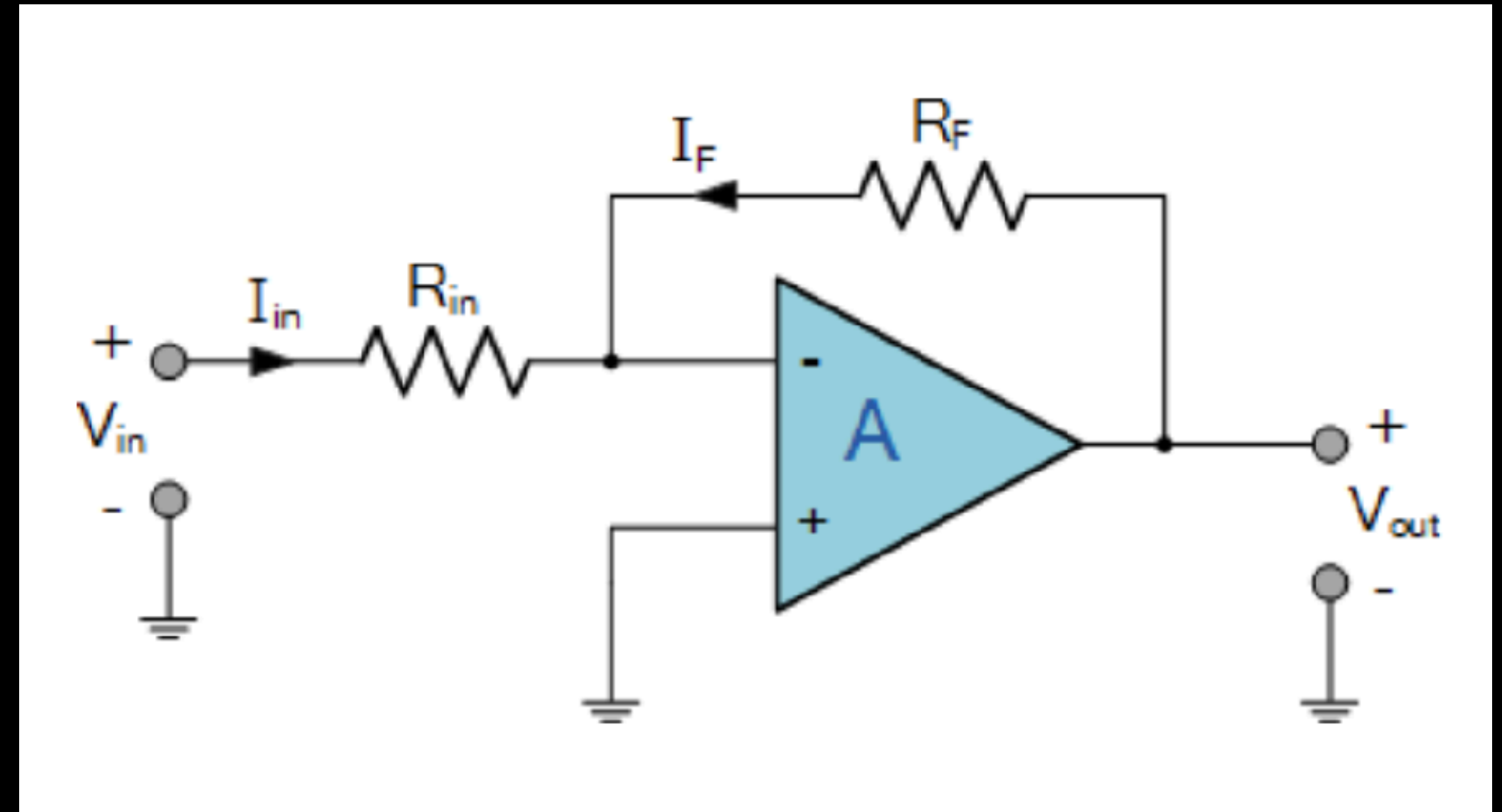
Everyone is a leader.

FEEDBACK

Provided in the context of psychological safety.

I will give you candid, supportive feedback.

I expect this from you, too.



PERFORMANCE

Beyond the standard performance reviews, I will give you regular feedback in one-on-ones.

Green - there may or may not be small things to improve, but keep doing what you're doing.

Yellow - there are one or more behaviors that, if left unchecked, will not be sustainable in the long term. Let's talk about it.

Red - there is a significant problem and a timeframe to address it. We have explicitly talked about both the problem and the timeframe.

FINALLY...

A LITTLE MORE ABOUT ME

I love to laugh!

ENTJ (mostly)

Enneagram: 3 - Achiever

Clifton Strengths: Strategic, Futuristic,
Learner, Communication, Input


Birkman: TBD

I've been called "futurist", "anti-authoritarian", "tin foil hat wearer" and many other questionable things. :)

***PLEASE DON'T TAKE ME
TOO SERIOUSLY!!***



DOUG'S PHILOSOPHY OF LIFE



When you first learn to ski/board, you fight the mountain. Snow plowing. Riding the back edge. Wide turns that slow you down.

But there's a point when you stop fighting. You pick a line, you carve, you let go, and you go where the mountain takes you. A fast, sometimes terrifying adrenalin rush.

This is life. We have to go past the point of comfort and security. We have to be scared in order to grow.

Let the mountain take you.