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Modern Beauty. Confident Decisions.

Leading the RealSelf Way

Slides

- **You can watch Ward, CTO/CPO and other [talk through these slides](#).**
  - Videos are best way for you to absorb the material, but you can also go through these slides on your own
  - Remember there are a lot of **great links** in this presentation for **learning more**, including **Recommended Reading** at the end.
- **April 2021 Update**
  - This is very much work-in-progress; **[please give us anonymous feedback](#)**!

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Overview

Who, What & When

"In order to **deliver results that matter** to customers (value) and business ($), we must create a **psychologically safe environment** where people are free to make mistakes **in order to grow and learn**. Only leaders who develop their skills at **emotional intelligence** can achieve this.

This is leading the **RealSelf Way**.

Ward, CTO/CPO @ RealSelf

Who Is This For?

Who It's For

✔ **Newly Hired People Leaders**
  ○ Even if you've led people before

✔ **Newly Promoted People Leaders**
  ○ Great introduction to help you understand your new role

✔ **Leaders at every level**
  ○ Whether people report to you or not, learning how to lead through influence is a critical skill for everyone

Who It's Not For

✖ **No one**
  ○ We think everyone at RealSelf can benefit from the material here, even if you never intend to have direct reports

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When Should I Take This?

Within 30 Days

- **Newly Hired, Promoted People Leaders**
  - Important that you understand expectations
  - Ensure you know what resources are available

Every 1-2 Years

- **People Leaders**
  - Great refresher to help you keep up-to-date as this material evolves

What Is This?

What It Is

✔ **Introduction in Leading the RealSelf Way**
  ○ How are we different than other companies

✔ **Help you get a better idea of how we think about the qualities of leadership**
  ○ How can you best ensure your and your team's success based on our values

✔ **Understand expectations of you as a people leader & leader**
  ○ It's not just about people, but about leadership, too

What It Is Not

✖ **In-depth discussion of everything you will be expected to do as a people leader**
  ○ Whenever possible, **links are provided** to said modules for **additional learning and discovery** by you

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What's Covered

- **Foundational Concepts:** Introduce concepts that underpin all of leadership at RealSelf
- **Understanding RealSelf BOPs:** Behavioral & Operating Principles embody our values, and are our north-stars used by everyone to help guide what we do and how we act
- **Learning & Growth Mindset:** We're committed to improve ourselves and others every day.

- **Delivering Results That Matter:** We need to be connected to deliver Big R Results that grow our company.
- **Giving & Receiving Feedback**: It's not only important to whom we say things to, but also how, what, and when also matter
- **Managing For Performance:** We are high-performance culture that believes in the value of doing things that matter. This will introduce the general cadence and expectations of you.

Recommended Self-Instruction

- **Monday, Wednesday, Friday:** watch videos on modules in this deck
- **Tuesday, Friday (optional):** watch embedded videos in this deck

Monday (~60m)	Tuesday (~45m)	Wednesday (~60m)	Thursday (~120m)	Friday (~60m)
• Overview • Foundational Concepts • Understanding BOPs	• BOPs Videos	• Learning & Growth Mindset • Delivering Results that Matter	• COE Video • Lean Thinking Video	• Giving & Receiving Feedback • Managing For Performance

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Key Takeaways

If you learn nothing else today, then remember:

- **Emotional Intelligence (EI/EQ)**
    - you cannot lead others till you can lead (manage) yourself
    - It's a learnable skill
- **Psychological Safety**
    - We're responsible for creating an environment where people feel empowered to learn & grow
- **Delivering Results That Matter**
    - We are here to build a global company that positively impacts our industry
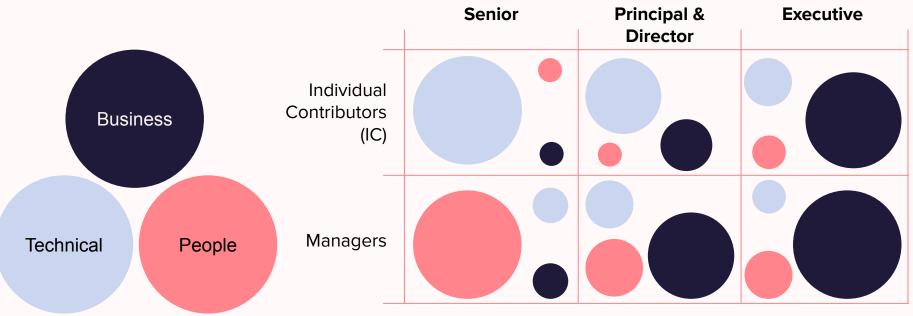
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Foundational Concepts

If nothing else, please remember this

Foundational Concepts

1. **Balance** being a *people* **leader** and *business* **leader**
    Balance **little r results** with **Big R Results**

2. Establish **healthy**, *psychologically safe* **working relationship**
    between yourself and your reports vis-a-vis **Maslow Hierarchy**

3. Understand **importance of emotional intelligence** (EI/EQ) as a
    learnable skill

Balancing People & Results

Spheres of Responsibilities for Leaders

** Sphere sizes illustrate *approximate relative* importance to each other

Your Responsibilities as *People* Leader

What They Are

✔ **Provide psychologically safe environment**
  ○ Ensure folks can reach their fullest potential

✔ **Provide real-time feedback**
  ○ Help folks see how they can improve in the moment

✔ **Provide career coaching**
  ○ Help folks understand their options in the future

What They Are Not

✖ **Protect people from the truth**
  ○ Everyone, including you, needs to embrace who we are; both the good bits and not so good bits

✖ **Do the work for them**
  ○ We must allow people the choice to fail by not working on self-awareness and self-actualization

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Your Responsibilities as People *Leader*

What They Are

✔ **Deliver Results that Matter**
- ○ Ensure you and your team are working on the most important things to the business

What They Are Not

✖ **Only Focus on Team**
- ○ No matter how well-run and happy your team is, it cannot be at the exclusion of delivering results

Balancing Little r vs Big R Results

Little r results

- **People Development:** ensure you're growing the members of your team
- **Prioritization & Planning:** ensure your team knows what to work on, when to work on it, and to what degree
- **Process Improvement:** ensuring you are maturing the processes and tools your team has to do their job

Big R Results

- **Be Impactful:** ensure your team is working on the most important things to the business
- **Grow Business:** find ways for your team to contribute to the growth (revenue) of the company
  - If you cannot contribute directly to revenue then help reduce costs or improve team efficiency (do more with same team)

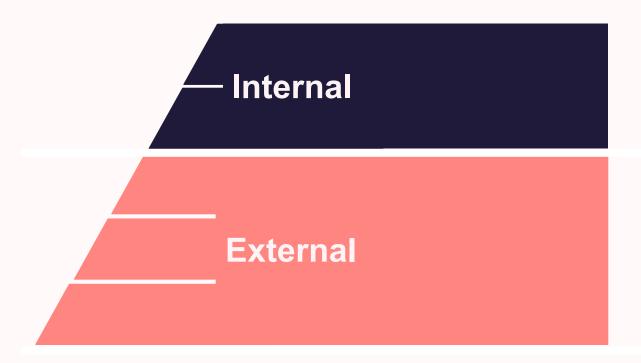People leaders must do both. Yes, the job is very challenging.

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Psychological Safety

Maslow Hierarchy of Needs

Self Actualization
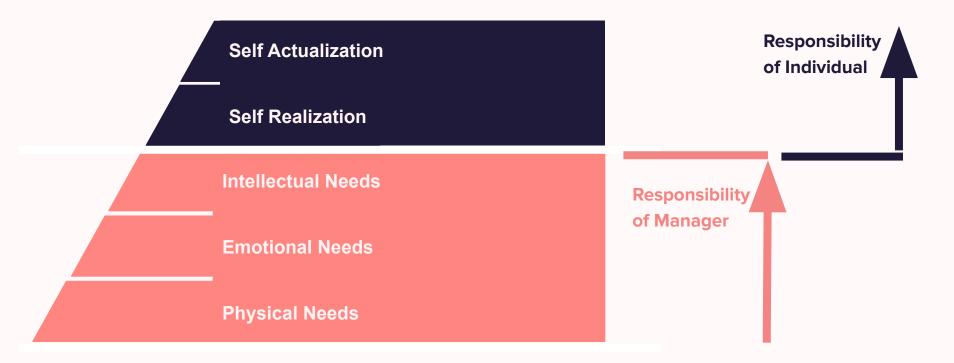
Self Realization

Intellectual Needs

Emotional Needs

Physical Needs

- **Move up** from bottom **as needs are met**

- **Move up and down** based on **current environment**

Psychological Safety

Internal

External

- **Upper half** focussed on **internal state**

- **Lower half** focussed on **external environment**

Domains of Responsibility

Psychological Safety

Accountability

Psychological Safety

Responsibility of Individual

Focussed on knowing where they are and where they are headed

Responsibility of Manager

Creates environment that allows employees to feel safe enough to make mistakes and learn

Emotional Intelligence as a Skill

What is Emotional Intelligence (EI or EQ)

What It Is

✔   Set of qualities that help you better understand yourself, your surroundings along with others in a contextually relevant and helpful way

✔   Learnable

What It Is Not

✖   People who are emotionally moved by other people or situations

✖   Either born with or not

EI Domains of Expertise

Management of One's Self

Management of One's Surroundings and the People In It

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EI Domains of Expertise

Self Awareness	Self Actualization	Social Awareness	Relationship Management
Emotional Self Awareness	Emotional Self-Control	Compassion	Influence
	Adaptability		Coach & Mentor
	Achievement Orientation	Organizational Awareness	Conflict Management
	Positive Outlook		Teamwork
			Inspirational Leadership

Source: More than Sound, 2017

Influence vs Authority

Learn More

- **Harvard Business Review article [Emotional Intelligence Has 12 Elements. Which Do You Need to Work On?](#)**

We're All Works in Progress

- **Be Forgiving** of your Past
- **Be Firm** of your Present
- **Be Flexible** of your Future
  - **Learn More** from Ward (CTO) on these three truths.

It's very common **throughout your career** (even C-suite executives) to have moments of **imposter syndrome**, sense of **being overwhelmed**, and **questioning your ability** to do the job.

Understanding RealSelf BOPs

Behavioral & Operating Principles (BOPs)

Values

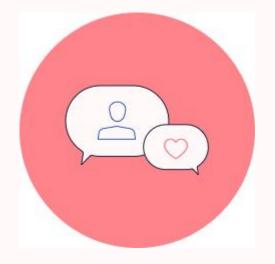A person's principles or standards of behavior; one's judgment of what is important in life.

Behaviors

The way in which one acts or conducts oneself, especially toward others.

Operating Principles

Operating Principles, or as they are often referred to, a company's **operating** system, are essentially the way that organizations put their values into practice and get things done. Many companies rely on **operating principles** to get things done faster. They also influence culture and values.

Obsess about customers.

Satisfying customer problems comes first and foremost. Begin with the customer's point of view—whether consumer, provider, or brand—to shape the experience and solutions that we offer.

Obsess about customers.

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Stay curious.

Instead of resting in the belief that you have it all figured out, keep asking questions and always be looking toward what's next.

Stay curious.

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Keep it simple.

Straightforward thinking keeps things moving. Distill down to what's fundamental, and focus on delivering a value added experience.

Keep it simple.

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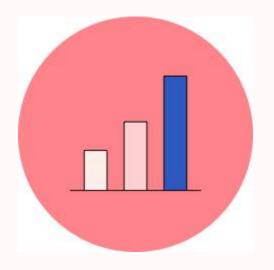
Think like an owner.

Generate ideas and make decisions from a place of personal responsibility for the entire company's results. You're a steward of our scarce resources—time, energy, and money. Spend them like they are your own.

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Think like an owner.
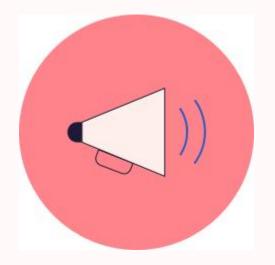
Deliver results.

Set a high bar and focus efforts to achieve organizational results. There's a difference between what you do and what you deliver. Your actions should yield real results.

Deliver results.

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Be direct.

Communicate authentically and thoughtfully. Clear, well-intentioned feedback is trusted and taken to heart.

Context Setting on Be Direct

What It Means @ RealSelf

✔ **Focus on objectifiable truths**

✔ **Clear, explicit articulation of expectations**

✔ **Setting the person up for future success**

What It Does Not Means @ RealSelf

✖ **License to be a jerk**

✖ **Communicating without concern to how its received**

✖ **Attacking the person as an individual or human-being**

Be direct.

Act like a leader.

Work toward our common purpose, regardless of your role, title, or area of responsibility. Do what's good for the whole of the company, our team, and the growth of those around you.

Act like a leader.

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Learn More

- **Behaviors & Operating Principles [in-depth presentation](#)**
- **[Quick reference](#) with links to videos of employees talking about each BOP**

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Learning & Growth Mindset

Learning & Growth Mindset

- **Critical skill and attitude** of everyone at RealSelf
  - **The Fate Box:** Embrace our ignorance as the key to our success
  - **Fail Fast, Learn Quickly:** Important we are learning as fast as possible
  - **Own Our Problems:** Ensure we hold ourselves accountable to the business
- **Celebration of Errors (COES):** learn how all the above concepts build into a practical way to: 1) instill psychological safety; 2) comfort with failing (fast); 3) being accountable to the business; and, 5) ensure we own our problems

The Fate Box

Suffer Our Fate vs *Own Our Destiny*

- **We can either own our destiny (be proactive) or wait for our fate (be passive)**
  - *Owning our problems* is a key prerequisite
- **Fate & Destiny share the same origin: our ignorance**
  - Self-awareness, learning & growth mindset, and psychological safety are key prerequisite
- **There are no guarantees, but**
  - Doing nothing ensures Fate
  - Doing something is best chance at Destiny

	I Know	I Don't Know
I Know	Things we know we know	Things we know we don't know (yet)
I Don't Know	Things we knew and now forgot	Fate or Destiny?

6-minute video with updated slides and article on [The Fate Box](#) by Ward (CTO)

Fail Fast, Learn Quickly

Lean Thinking

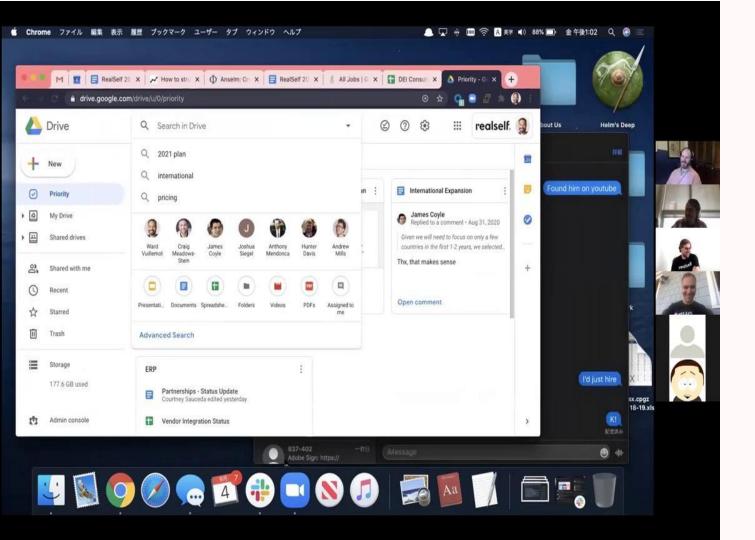- **Start with Customer, Work Backwards**
  - Work on the most important things to the Business and our Customers
- **Value Added (VA) vs Non-Value Added Work**
  - VA = anything customer is willing to pay for
  - NVA = everything else (e.g. meetings, this presentation, et cetera)
  - Only 20% of what we do is VA
  - Only 50% of NVA is necessary ➡ ~40% of what we do is completely unnecessary
- **Priority:**
  - VA > Necessary NVA > ~~Unnecessary NVA~~
  - Ruthlessly eliminate Unnecessary NVA

60-minute share-out on Lean Thinking by Ward (CTO)

Try, Try, and Try Again

- **Iterate on an Idea**
  - Don't get discouraged if your first attempt an idea does not work out
  - It takes time to refine an idea
  - Leverage A/B testing, bandit testing, and other testing methodologies to quickly get signal if your idea is right or not
- **Don't Let Perfection Get in the Way of Good Enough**
  - Get ideas to our customers (into production) **as soon as possible**
  - No matter how smart you are, our **customers are smarter: learn from them**
  - No matter how smart you are, your **first idea will be wrong: iterate**

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We Own Our Problems

Solve Problems, Don't Admire Them

Do

✔ **Take Ownership**
  - ○ See a problem own it (solve it or ensure solid hand-off)

✔ **Get to Root Cause**
  - ○ Ensure we don't see this problem again

✔ **Escalate**
  - ○ Don't be afraid to ask for advice
  - ○ Come with options and strong recommendation

Don't

✖ **Ignore or Assume Something Else Has It**
  - ○ Till you know otherwise, assume you are the only who knows about the problem

✖ **Hit the Snooze Button**
  - ○ Don't just make the problem (symptoms) go away

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Help Yourself by Empowering Others

Do

✔ **Take Ownership**
  - See a problem own it (solve it or ensure solid hand-off)

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Processes Manage Normalcy
Leaders Manage Abnormalcy

Process & Normalcy

- **Planned & Predictable**
  - People know what to do & expect
- **Everyone knows and follows**
  - Removes tribal knowledge
- **Everyone can contribute to**
  - Everyone owns & helps improve over time

Leaders & Abnormalcy

- **Unplanned Things**
  - Requires your high judgement
- **Things Break**
  - Requires your high judgement
- **New Pattern Emerges**
  - Requires your high judgement to turn into process

Help Yourself, Empower Others

- **Only do work if you're adding value**
- **Create tools and ways for others to do the work themselves (self-service)**
  - Engineering worked to empower Customer Support to manage web chat without requiring Engineering to constantly turn on/off things
  - Engineering worked to empower Content Team by integrating Content CMS so they can create and publish content to the website without needing to go through Engineering
  - B2C Marketing Email partnered with Analytics to empower themselves to manage personalized email campaigns with support from Engineering or Analytics

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Earn the Right to Think About Tomorrow: Take Care of Today First

- **We all love to think about what our team will do tomorrow**
  - This is privilege earned, not a right of leadership
- **Ensure that today is going well before thinking about tomorrow**
  - Do you know your team's inputs?
  - Are your team's inputs going the right direction?
  - Are there no emergent asks of you or your team?
  - If YES to all then you can focus on tomorrow

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Celebration of Errors: COEs

COEs, More than Root Cause Analysis

What They Are

- Opportunity for us to **share out impactful events at the company**
- Opportunity to review how we made a mistake, and understand how we can **do better next time**
- **Continually learn** so we can **improve ourselves, our processes, and our business**
- Opportunity to exhibit **Think Like an Owner & Be Direct**

What They Are Not

- Opportunity to **berate, belittle or accuse people of not doing their jobs**
- Opportunity to **hide issues impacting the business or customers**

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When Is A Good Time for COE?

- **Whenever we discover something that impacts the business (e.g. customer experience, traffic, registration, revenue, et cetera)**
- **Should you write a COE for every little thing? No.**
  - Use them as an opportunity to learn and improve our processes so we do not repeat ourselves

Our Story

Working Backwards

Customer First

Cliffs NOTES

- In the beginning there was **Nothing**. All was dark. From the depths born from our own Ignorance, **Fate** comes to shackle us to Nox, Mother of Darkness.
- We, the Heroes, to defeat **Fate**, must extinguish **Ignorance**. Only then can we seek our **Destiny** with **Customer**, our true love.
- Along our journey of the **Path of Learning**, we acquire the legendary hammer of **5 Why's**
- Unbeknownst to us, hidden in **Fogs of Apathy** languishes our equal parts adonic and aphroditic **Customer**
- The **5 Whys**, our compass to true North, brings us to the shores of the **Island of Problems**. But what Problem to Slay? And how?
- Only when we undertake the final, inner journey to **Customer Empathy**, guided by the Sage of **Value Add**, can we identify our Customer's Problem.
- Upon the Anvil of **Design Thinking** we forge our steely Spear of **Solution** to slay Customer's Problem, and so win their heart.

COE Fundamentals & Philosophy

Learn More

- **[COEs](#) are in their own team drive**
- **[Getting Started](#) includes a ton of useful information**
  - [COE Fundamentals & Philosophy](#) slidedeck, which includes a [60-minute presentation by Ward](#) (our CTO, who introduced COEs to RealSelf). Learn how he thinks about COEs to get a better understanding of their origin and intent.
  - [COE, Best of Examples](#) link to great COEs that exhibit our [COE best practices](#)
  - Copy and move the correct year and quarter our [COE template](#) to get started writing your own today.

Delivering Results that Matter

Inputs, Outputs & Frameworks

- **Inputs**
  - Leading indicators
  - Tend to be directly controllable
  - Early warning to outputs going bad
- **Outputs**
  - Things business cares about (revenue, traffic, registration)
  - Tend to be indirectly controllable (through inputs)
- **Frameworks**
  - Tie inputs to outputs
  - Help us see clearly early if we get the expected outputs

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OKRs

- **O is for Objective**
- **KR is for Key Results**
- **Tie Your and Your Team's Work to Company OKRs**
  - Clear?
  - Inspiring?
  - Public?
  - Measurable?
- **[Learn More](#) on OKRs**

Planning Matters, Plans Don't

- **We do two-week, quarterly, and annual planning**
  - We do our best, but plans are not perfect
  - Plans change based on new information
  - Be flexible
- **Creating Rolling 2-3 Quarter Plans**
  - Ensure you have an idea of the biggest things (and why) you want your team to tackle
  - Continually groom as your learn new things
- **Learn More on RealSelf Quarterly & Annual Planning**

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Balancing Creating vs Maintaining

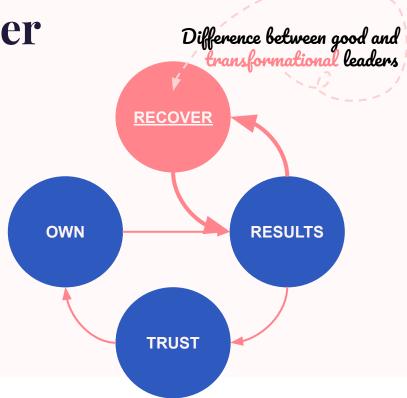- **Everything we build must be maintained**
  - Similar to a building, we likely have different cadenances for maintaining different parts (e.g. kitchens vs bathrooms vs roof)
- **Majority of our time (80%) should be spent creating and remaining should be spent maintaining (20%)**
  - (Tech) debt is an important concept and every leader should be figuring out what they need to maintaining
  - Ideally tax creating new features with maintenance work; avoid maintenance for the sake of maintenance

Manage Work as a Risk Portfolio

- **We want to swing for the fences, but it also good also to play conservatively and run the bases from time to time**
  - **Foundational:** (low to medium risk, low reward) includes (tech) debt and maintenance; this is work that enables other work but in itself does not generate value-add for the business
  - **KPI-driven:** (low risk, low to medium reward) includes work where we have strong confidence (85% or better) of known improvement (e.g. 1 week of work to improve conversion rate by 100 bps)
  - **Speculative:** (medium risk, low to high reward) includes work we have some confidence (less than 65%) of known improvement (e.g. eCommerce site)

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Qualities of a Transformational Leader

1. **THINK BIG:** What **should we do**, not what can we do. Figure out how to bridge where we are to where we must be

2. **FRAMEWORK:** Create and maintain frameworks to measure & audit inputs to outputs that help know what is and is not working at any moment

3. **RECOVER:** When things do not go to plan or get expected results they proactively try new things

Difference between good and transformational leaders

RECOVER

OWN

RESULTS

TRUST

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Feedback

- Which of these statements do you agree with most?

1. I avoid giving feedback.
2. I do not like receiving feedback.
3. I find giving or receiving feedback difficult.
4. I give feedback often.
5. I receive feedback often.
6. I find it easy to give and receive feedback.

Which BOP does this tie to most?

BE DIRECT

- We can only fix **what we know about**
- **Feedback is a gift; both giving and receiving**

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Foundation: Be Direct

- We can only fix **what we know about**

- **Feedback is a gift; both giving and receiving**

What we will cover in this section:

- Try to make feedback your superpower!
- Framework for feedback
- 6 tips

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Feedback

- Why is giving feedback so *hard?*

1. I have not had formal training.
2. I am so close my team it feels personal.
3. I have never seen feedback modeled in a way I can relate to.
4. I am afraid the person will leave if I give them direct feedback.
5. It doesn't work/it's too much work.

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What is so difficult about feedback? The data.

- No formal training

- Can be alienating

- It is a lot of work, it takes too much time, evaluate, measure, re-evaluate

- Most people don't like confrontation!

Gallup
12,000 people
38% did not get better after receiving feedback.
Does it work?

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Gallup Data

- **21% avoid it**

- **37% dread it**

- **Public feedback is everywhere (impersonal)**
  - 1:1 is hard
  - Feels personal
  - You know your team

Are you in good company?

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What would have made a bad (feedback) experience better?

- Acknowledge my hard work

- Accurate

- Next steps

- Knew it was coming

- Trusted the giver

- Expectations

- Different person

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Framework for Giving Feedback: TYPES

Praise

Coaching

Evaluation

Framework for Giving Feedback

Praise

- We strength: elevates team or org
- Me strength: what energized them? What can only they do/bring?
- **For Job Well Done vs. Job Much Needed**
  - Do not conflate activity (well done) with productivity (much needed)
  - Don't conflate activity (inputs) with outcome (outputs)
  - Don't conflate activity (inputs) with results (outputs)
- **For Reinforcing Behavior we want repeated**
  - Tying inputs (behaviors) to outputs (great work)

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Framework for Giving Feedback

Coaching

- Adapt pivot learn and grow
- What would happen if?
- What are your thoughts?
- Give choices
  - Do you want to work on this as your own?
  - Do you want me to help brainstorm?
- State the observations

Praise can be **one** person taking. Coaching has to be **two people talking.**

Framework for Giving Feedback

Evaluation

- Are you meeting expectations for your role?
- Are you on track
- How are you performing compared to your peer group? Benchmarks, others in your role?
- Evaluation once a quarter or bi-annually
- Should be against a measurement or metric

6
TIPS

For Making Feedback Your Superpower!

Tips – #1

- **Ask:**
  - What kind of feedback do you want?
  - What do you want most?
  - What area are you trying to develop in most?
  - Do you prefer private or public feedback?

Example: What you should know about me.

Tips – #2

- **State intentions**
  - Ally not an enemy
  - You don't want them fixated on your intentions
  - You want them to focus on their next steps
- **Do not make person feel defensive**
- **Process over People**
  - Assume best intentions

Tips – #3

- **Check-in**

  - They may have heard: *You might want to take up paddling.*

  - You said: *If you don't grab an oar now and start paddling you're not going to make it.*

Tip #4

- **Real Time Feedback**
  - People want it, but often apply abstractly to a future self
  - Reality is, feedback is given to the current self and current situation which requires people to see themselves for who they are, not who they are yet
  - You can only change what you know.

People always say they want feedback. *I want to be better. I want to improve.*

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Tip #5

- **Listen:**
  - *Listening is the only way to go from your idea to our idea.*
- **Why is listening so hard?**
  - Talking 130-175 words per minute and process 900 or more
  - Listening taxonomy is terrible
- **Should not be evaluating, you should be listening.**
  - Critical thinking has gotten you where you are - but you want to lean into relational listening not critical listening.
  - No judgement in relational listening.
  - Listen up to loosen up!

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Tip #6

Going from here to there

- Here = current self (r/t feedback)
- There = future, aspirational self (career coaching)
- How do you I get to NYC?
  - Cannot plan till you know where I am currently, what my timeline is, my budget, et cetera

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Feedback – Summary

- Be Direct
- Make feedback your superpower by using the framework:
  - Praise
  - Coaching
  - Evaluation
- Follow the 6 tips

Practice.

Clear & Unambiguous Communications

Foundation: Think Like an Owner

- Understands the **underlying need and intent of an ask**
  - more than just doing things
- Constantly evaluating your work to ensure it's to the **maximize benefit of the overall company**

Micro- vs Macro-managing

- **Micro-manage:** focus on every little thing an employee does; very little autonomy or agency given

- **Macro-manage:** focus on expected outcomes and given autonomy & agency for employee to figure out how

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Inputs vs Outputs

- **Ideally we manage to outputs (results)**
- **Provide visibility into inputs through measuring & frameworks**
  - Connect inputs to the outputs
  - Connect employees inputs (their work) to the expected outcomes (outputs)

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Managing for Performance

Employee Lifecycle

- Recruit & Retain
- On-Boarding
- Rewards & Recognition
- Employee Development
- Conflict Resolution
- Respectful Terminations

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The Approach

- Own your performance
- Regular & real-time feedback
- Transparent
- Consistent
- Check for Bias

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Performance Levers

- Annual Review
- Merit/Bonus Cycle
- Quarterly Calibrations (market/promo)
- Quarterly Check-in 1:1
- Weekly/Bi-Weekly 1:1
- Talent Review
- 360 Review
- OKRs - Updated Quarterly

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1:1 Cadence & Subject Matter

- **Conduct 1:1 with your directs minimally once a week**
  - Often this is largely tactical check-in on what they are currently working on
  - Recommend having career growth check ins at least twice a year
- **Conduct 1:1 with your skips minimally once a month or quarter**
- **Quarterly Check-In 1:1s**
  - 1:1 following the quarterly calibration session to share feedback on performance

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Attributes to Consider

- BOPs - Behaviors & Operating Principles

- Business Acumen

- Leadership

- Communication

- Execution & **Results**

- Technical or Role Specific Aptitude

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Break out Attributes

Business Acumen

Keenness and quickness in understanding and dealing with a scope and details in a manner that is likely to lead to a good outcome for the business. Also, how well do they know how what they do/are doing connects to the business.

Leadership

A person does not have to be a people leader to have strong leadership. Leadership is both building relationships and a practical skill encompassing the ability of an individual to motivate, influence, mentor or guide other individuals, teams, or entire organizations.

Break out Attributes

Communication

How well does the employee convey meanings from one entity or group to another. Does the person help those to understand and bring people together? Is the individual able to be direct and respectful? Communication also includes how the person listens and responds.

Technical or Role Specific Aptitude

Does this employee know their job well? Can they help solve team/cross-functional issues through the work that they do? Are they performing at the level they are at?

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Execution *& Results*

- Emphasis is on results, not just execution
- Do not conflate activity with *productivity*
- Ultimately, doing a job well is not enough. We must all do jobs well that matter to the business.
  - [Recall little r vs Big R results?](#) Little r is focused on execution, Big R is focussed on Results.

Ratings

How they Are Used

- To discuss performance
- To add consistency
- To reward
- To coach

How They Are Not Used

- To Stack Rank
- To support bias
- Punishment/Retribution

Our Ratings Defined

1	2	3	4	5
Does Not Meet	**Below**	**Meets**	**Exceeds**	**Transformational**
Rarely or never meets expectations, Performs attribute(s) opposite of expectation, Performing attribute(s) 1 level below current level	Sometimes meet expectations and sometimes not, Not performing attribute(s) at current level	Exhibits attribute(s) consistently, does not dip below expectations, Performing attribute(s) at their level	Exhibits strong attribute(s) and stands out - above most, Value add beyond expectations, Performing attribute(s) at meets 1 level above current level	Authentic behavior, not seen widely in org, To be modeled after, Performing attribute(s) at exceeds 2 level above current level

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What is Transformational?

Generally speaking, performing 2+ levels above there current level.

Exhibits behaviors others across company point toward for emulation

- Entry-level manager (L5) driving department-wide recruiting across multiple peer managers (example of director-level impact)
- Entry-level marketer (L3) mentoring and driving major team effort (example of senior marketer impact)

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Calibrating

- **Levels are important way to set clear expectations of both skills and overall behaviors**
    - A person at the same level should exhibit similar business acumen, communications, and judgement regardless of their specific role (e.g. Sales, Marketing, Engineering)
    - We will work with you to ensure you have the same understanding of each level's expectations to ensure that all employees are being set up for success

Performance Success Plans

- Willing & Able
- Put in the work
- Believe
- ~~Managing Out~~

Career Levels & Paths

Leveling

- **Levels are universal across RealSelf**
  - L5 Manager in Engineering should have the same level of accountability, judgement, communication and prioritization skills as a Manager in Marketing, Sales, or Finance
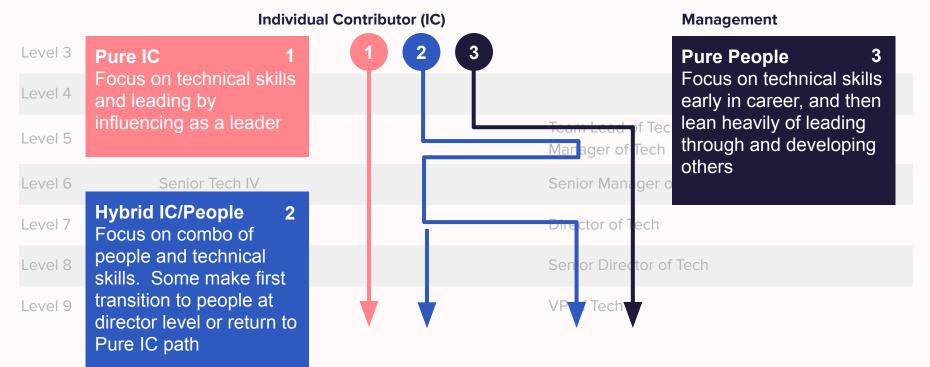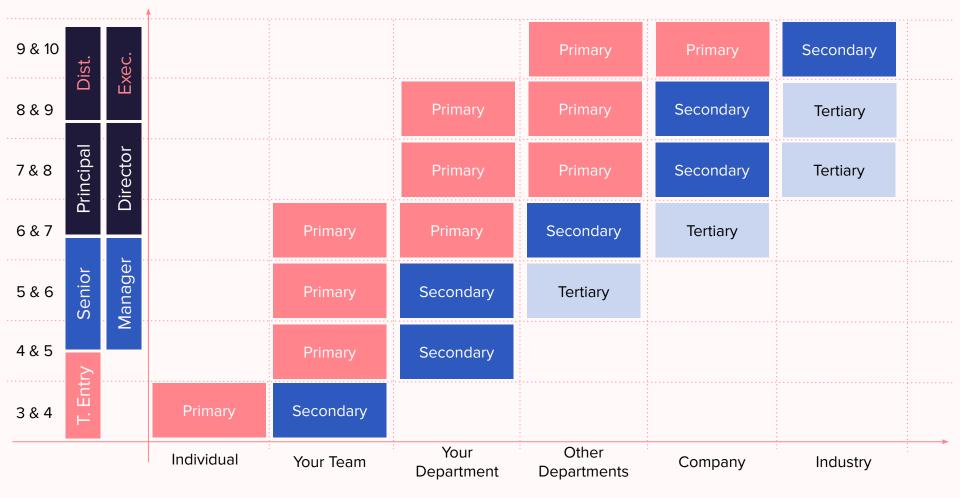- **Differences across roles**
  - While a L5 throughout the company has the same set of soft skills, their technical skills will vary. A Manager in Engineering will not necessarily be qualified to be a Manager in Finance.
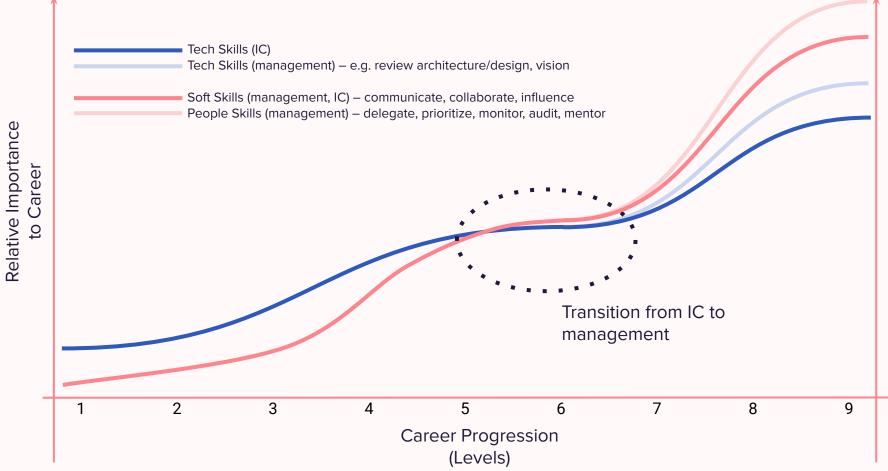- **Why?**
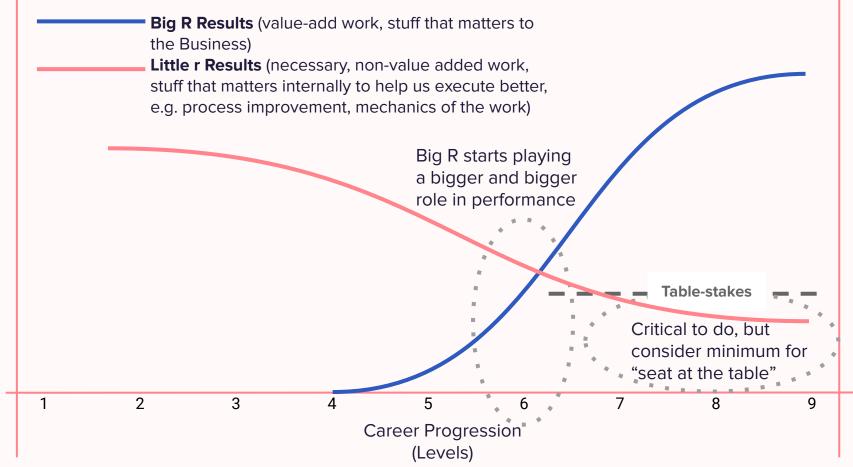 - Ensures everyone has best chance of near- and long-term career success

Common Career Paths

Individual Contributor (IC)

Management

Level 3

Pure IC   **1**
Focus on technical skills and leading by influencing as a leader

Pure People   **3**
Focus on technical skills early in career, and then lean heavily of leading through and developing others

Level 4

Level 5

Team Lead of Tech

Manager of Tech

Level 6

Senior Tech IV

Senior Manager o

Hybrid IC/People   **2**
Focus on combo of people and technical skills. Some make first transition to people at director level or return to Pure IC path

Level 7

Director of Tech

Level 8

Senior Director of Tech

Level 9

VP of Tech

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Span of Influence & Responsibility

Skills: Career Progression & What Matters Most

Big R Results (value-add work, stuff that matters to the Business)

Little r Results (necessary, non-value added work, stuff that matters internally to help us execute better, e.g. process improvement, mechanics of the work)

Big R starts playing a bigger and bigger role in performance

Table-stakes

Critical to do, but consider minimum for "seat at the table"

Career Progression (Levels)

Importance to Career

1   2   3   4   5   6   7   8   9
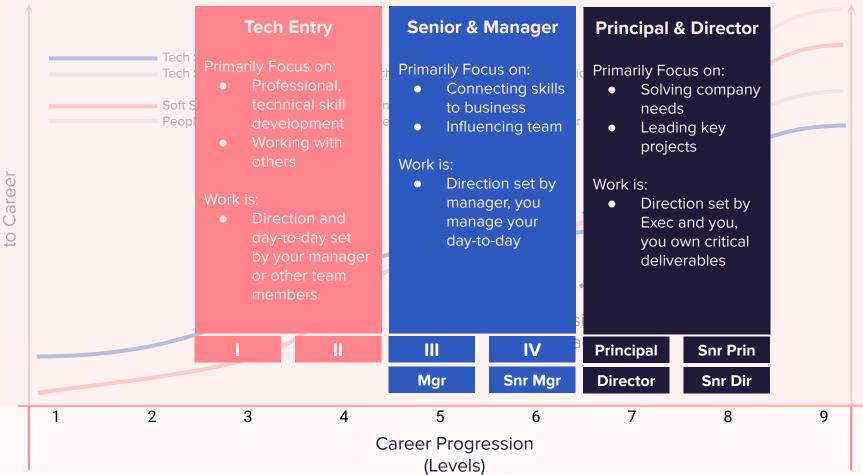
Execution & Results: Career Progression & What Matters Most

Tech Entry

Primarily Focus on:
- Professional, technical skill development
- Working with others

Work is:
- Direction and day-to-day set by your manager or other team members

Senior & Manager

Primarily Focus on:
- Connecting skills to business
- Influencing team

Work is:
- Direction set by manager, you manage your day-to-day

Principal & Director

Primarily Focus on:
- Solving company needs
- Leading key projects

Work is:
- Direction set by Exec and you, you own critical deliverables

Tech S...
Tech S...

Soft S...
Peopl...

Relative Importance to Career

Absolute Mastery

I	II	III	IV	Principal	Snr Prin
		Mgr	Snr Mgr	Director	Snr Dir

1 2 3 4 5 6 7 8 9

Career Progression
(Levels)

Career Progression & What Matters Most Continued

Technology Career Progression

Chart legend:
- Fast (15y to CxO)
- Typical (21y to CxO)
- Relaxed (30y to CxO)

Y-axis: Years for Promotion (0, 2, 4, 6)

X-axis categories:
- Tech Entry I --> Tech Entry II
- Tech Entry II --> Senior III
- Senior III --> Senior IV
- Senior IV --> Principal
- Principal --> Snr Principal
- Snr Principal --> Distinguished
- Distinguished --> VP
- VP --> CxO

- Everyone's career and career progression is different
- Not everyone will reach, or want to reach, Distinguished or higher
- YMMV

Career Progression

Difficulty & Ambiguity

Your manager shoulders more of the burden to help guide and ensure your early success while you focus on skill acquisition

You increasingly shoulder more of guiding your work & career through self-awareness, and your ability to connect your work's value to the business

You are nearly, if not completely, self-guided and self-sufficient in managing yourself and your team with complete accountability for everything & everyone under you

Stage

Entry

Senior

Director

Executive

- **Ambiguity is a feature**, not a bug
- Things get **harder the further you go**, often exponentially so
- Sooner you own your career, the farther and faster you will go
- **Be empowered**

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Promotions

Promotions

- **We promote when a person is ready throughout the year**
- **Two Stages**
  - **Stage One - Promotion Proposal**: manager and employee write together a promotion proposal that clearly outlines expectations at next level, what areas are already met, and what areas need work. This needs to be submitted to your C-level for approval
  - **Stage Two - Promotion Nomination**: once an employee has met all the requirements set out in the promotion proposal, manager submits to HR and their C-level executive for final approval

Promotions for Individual Contributors

Promotions require the approval of the following managers based on the level of promotion:

	Your Manager	Other Managers	VP of Department	C-Level
Tech Entry (e.g. I, II)	✔		✔	
Senior (e.g. III, IV)	✔	✔	✔	
Principal	✔	✔	✔	✔✔
Distinguished	✔	✔	✔	✔✔

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Promotions for Managers

Promotions require the approval of the following managers based on the level of promotion:

	Your Manager	Other Managers	VP of Department	C-Level
Manager or Team Lead	✔	✔	✔	
Senior	✔	✔	✔	
Director	✔	✔	✔	✔✔
VP	✔	✔	✔	✔✔

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Holding Ourselves & Others Accountable

Understand First, Do Next

- **You and Your Team should first know why before worrying about who, what, when & how**
  - Never allow yourself or your team do work "just because someone told us to"
- **Do you believe it's the right thing to do for the company?**
  - Push-back with your reasons
  - Come with a recommended plan to meet goals

Define Success (Outputs), Monitor Inputs

- **Set clear expectations of outputs (results)**
  - Promotions are tied to our ability to improve the business, not do work well
- **Row in the Same Direction as Company**
  - Align your and your team's results to our OKRs
- **Monitor the inputs (work in)**
  - Ensure you have a framework to tie inputs to outputs
  - How do you know you are going to hit your quarterly, yearly goals well in advance
- **Courage to Change Course**
  - By understanding your and your team's inputs, ruthlessly change your plans if you will not meet your commitments

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See Smoke? Escalate!

- **Don't Wait Till You Have a Fire to Ask for Help**
  - If you see something is off or broken, escalate to your leadership
- **Inform vs Asking for Help**
  - If you have under control, escalate as an "inform"
  - If you do not have under control, escalate to "ask for help"
- **If in doubt, escalate**

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Review

Key Takeaways

If you learn nothing else today, then remember:
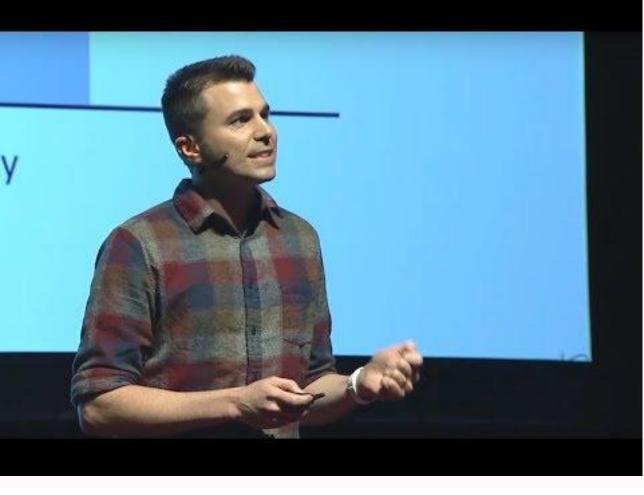
- **Emotional Intelligence (EI/EQ)**
  - you cannot lead others till you can lead (manage) yourself
  - It's a learnable skill
- **Psychological Safety**
  - We're responsible for creating an environment where people feel empowered to learn & grow
- **Delivering Results That Matter**
  - We are here to build a global company that positively impacts our industry

In A Nutshell

Without speaking directly to it, Mark Rober talks about psychologically safety leads toward a learning mindset that delivers results.

Sound familiar? It should, it's in many ways the encapsulation of many key concepts we've discussed throughout this module.

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Next Steps

- **Start of Your Journey**
  - There is a lot covered here; we do not expect you to retain all of it
  - People leadership takes years to learn and decades to master
- **Jumping Off Points**
  - Read books and articles in next section
  - Come back as you need to review & watch videos
  - Explore **Lessons, Truths, Maths & Reads For People Leaders**

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Reading Recommendations

Notes

- Reading material is **not** meant to be **exhaustive nor mandatory**.
- **Excellent stepping-off points** for many concepts presented
- Provide **richer, in depth understanding** now that you have some preliminary context

Leadership by Ward (CTO)

Lessons, Truths, Maths & Reads for People Leaders

A ton of useful information with more personal anecdotes and insights from Ward (CTO) on what it means to be a people leader, along with dozens and dozens of tips on how to approach communicating with people.

The Four-Letter Word We Need In the Workplace

How a Chief Technology Officer (hint: it's our CTO) uses love to drive success.

Strategies for remote-work success: Set clear start and end times, check in on people, have patience

Ward (CTO) gives practical tips for working successfully in a fully-remote setting. His advice is based on working 100% this way since 2015 as a technology executive.

Leading Remotely: Creating Culture From Afar

Ward (CTO) talks about his experiences building culture and leading organizations while working 100% remotely.

Leading Remotely: Lessons from 5+ Years in the Trenches

Ward (CTO) talks about his thoughts around remote-first, remote-friendly, and office-first company cultures.

More specifically, at RealSelf we are a remote-first culture; Ward explains the implications and reasons for this.

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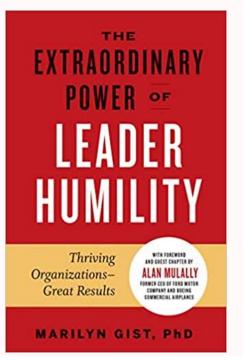
Emotional Intelligence & Psychological Safety

[Emotional Intelligence Has 12 Elements. Which Do You Need to Work On?](#)

Harvard Business Review (HBR) article on understanding the different domains of expertise you need to develop to grow your emotional intelligence (EI).

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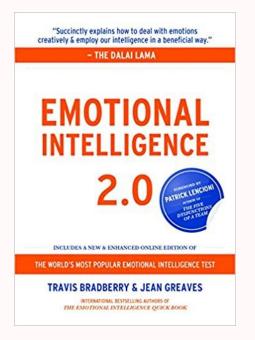
[The Extraordinary Power of Leader Humility](#)

Indispensable guide to practicing **servant leadership** with insights gleaned from interviews with dozens of distinguished leaders. The book explores each of these questions in depth, as well as the six key qualities of leader humility: a balanced ego, integrity, a compelling vision, ethical strategies, generous inclusion, and a developmental focus.
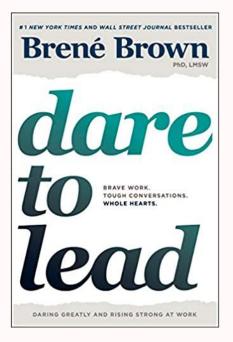
Emotional Intelligence 2.0

Provides an excellent background and practical guide to developing your own emotional intelligence (EQ).

Dare to Lead
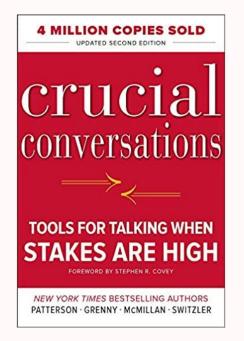
Broadly applicable, this book helps you bring vulnerability, transparency, and authenticity to your leadership.
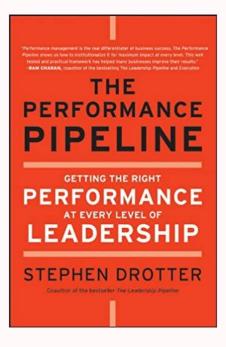
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Crucial Conversations

Great examples of how to have direct conversations without creating toxic environments.
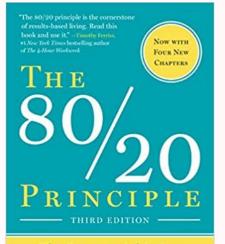
Career Development

Leadership Pipeline

Excellent book as you progress in your career from individual contributor to first-line people manager to leader of leaders, and so forth.

Best to not read all of it at once, but use as reference as you get ready for the next stage of your career.

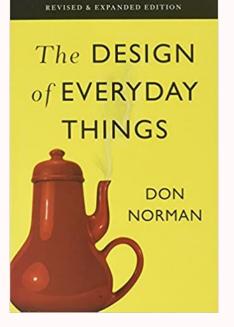realself.

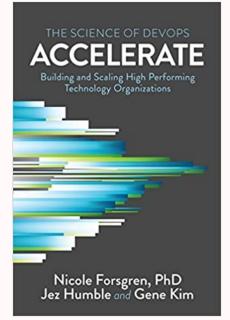# Fail Fast, Learn Quickly

The 80/20 Principle

Every leader needs to learn how to do more with less; this book starts you down that path of determining what is critical for you to focus on, versus what you need to ignore or otherwise delegate.

The Design of Everyday Things

Very useful for anyone understanding how Design impacts everything we do, and lends itself to understanding why "start with the customer and work backwards" matter to every business.

Accelerate

Required reading for every technology leader as it helps provide explanation for our adoption of DORA (DevOps Research & Assessment) metrics as our Engineering OKRs.

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Lean UX

Required reading for technology leaders as it underscores how we've evolved our collaborative processes between Product, Design, and Engineering along with how we work more holistically to understand the voice of our customers.

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