

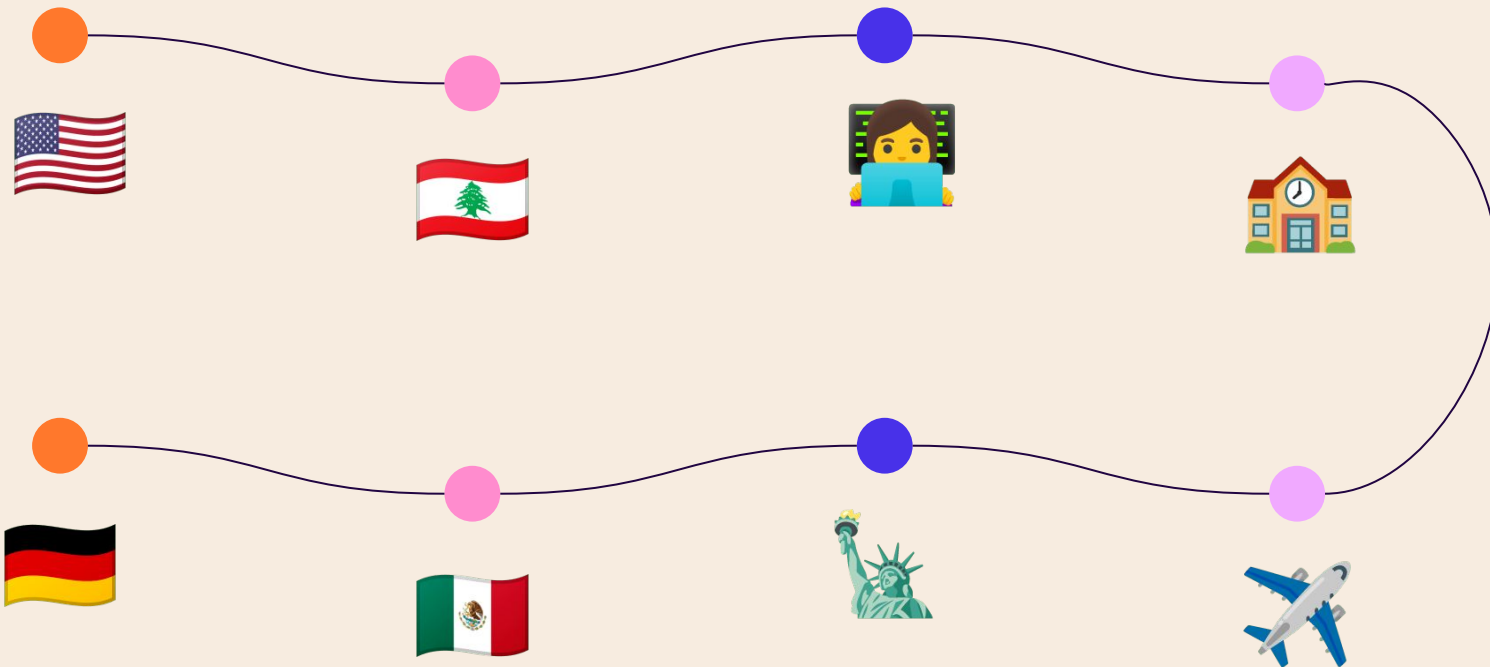
How to talk to **everyone**

Connecting to your reporting chain

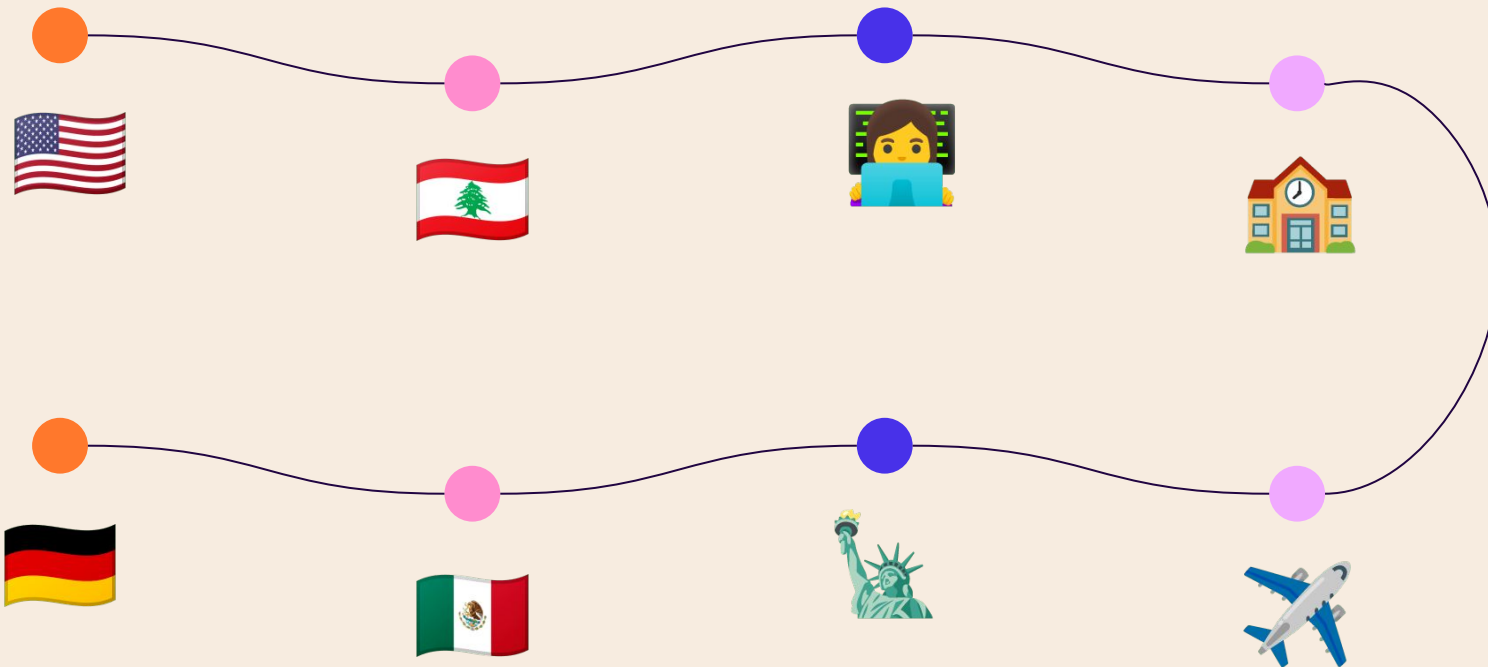
An illustration of a woman with dark hair, wearing a blue suit jacket, holding a magnifying glass over her eye. She has a large orange smile and a blue earring. Above her is a purple and blue rocket ship with a green starburst and orange flames. The background is light beige with scattered blue and orange dots and a green starburst at the bottom.

Najla Elmachtoub

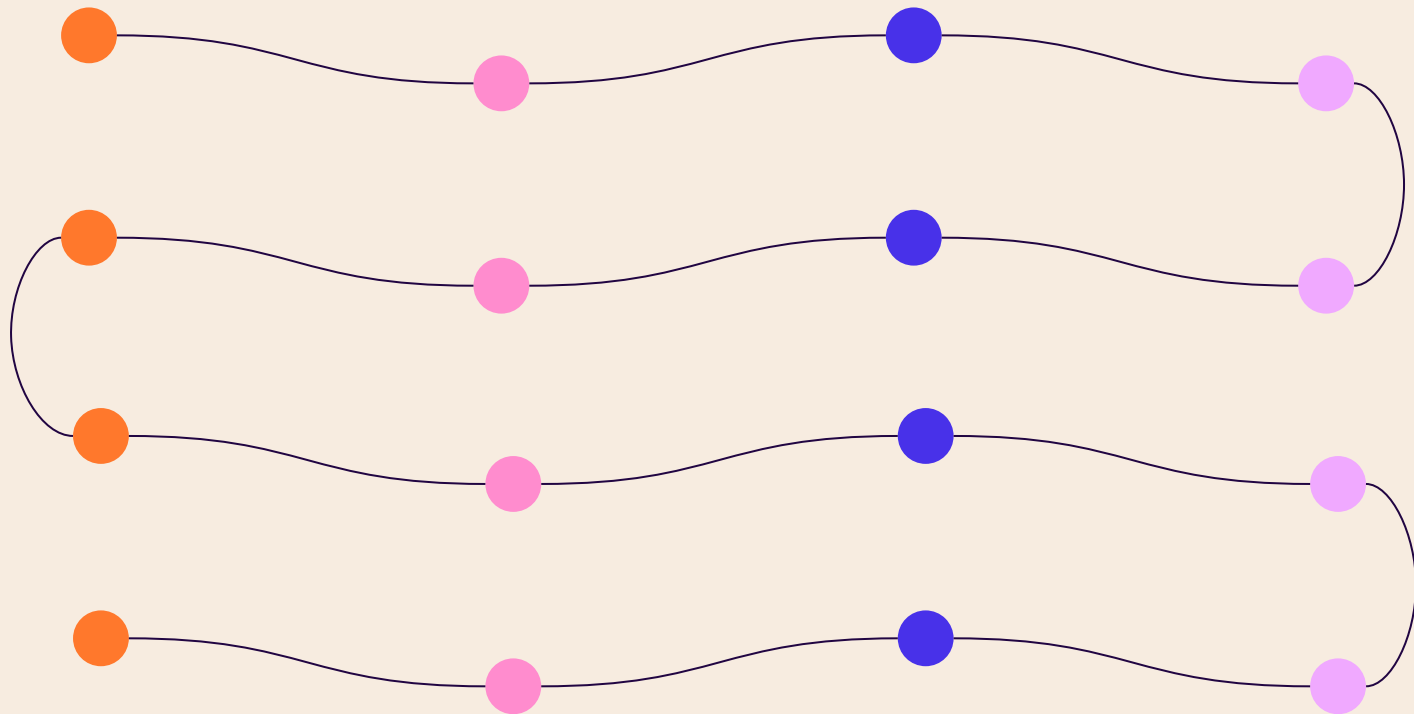
About me

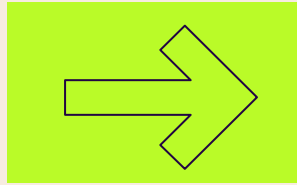


About me

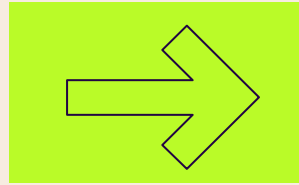


About me

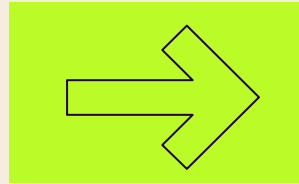




real
connection

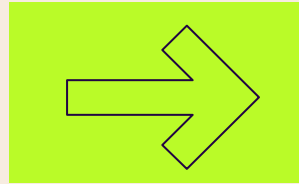


real
connection




real
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real
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**Being great at human connection
is a skill that you can learn.**

Being great at human connection is a skill that you can learn.

 too busy

 too introverted

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is a skill that you can learn.**



01


Connective 1 on 1s




01

Connective 1 on 1s






“It’s really important to me that we get to know each other. Before we get into the work, I’ll share a bit about myself and I’d love for you to do the same.”



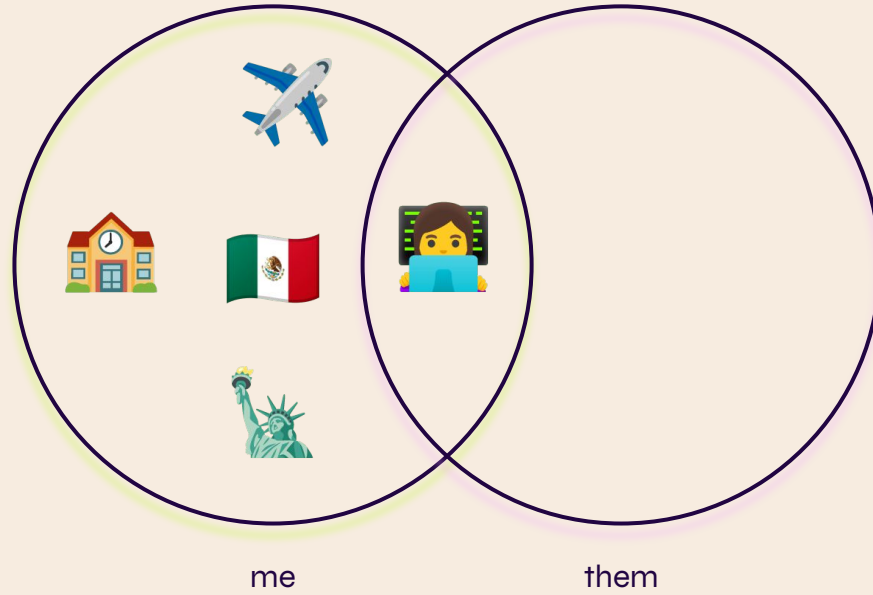
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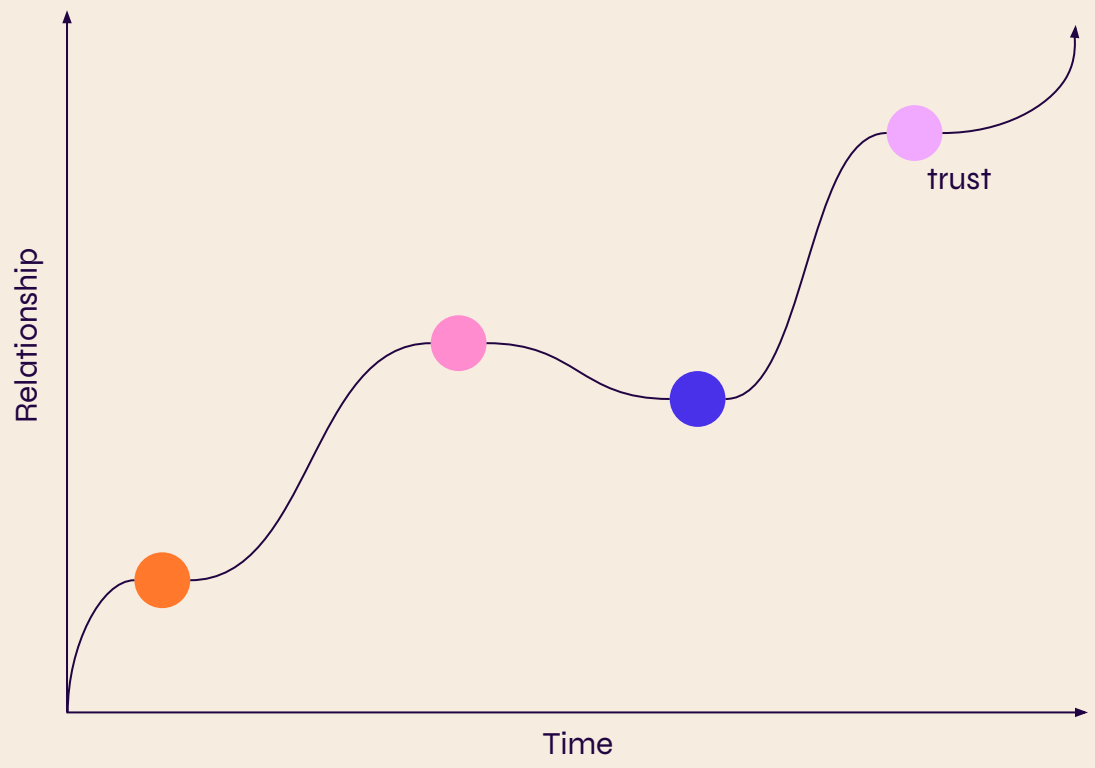


“It’s really important to me that we get to know each other. Before we get into the work, I’ll share a bit about myself and I’d love for you to do the same.”



me





Ask questions



Life

- How do you spend your time outside of work?
- How was your weekend?
- Who do you see most often?

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Career

- What are your goals?
- What skills are you working on right now?
- Is there anything I can do to support you in your growth?

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Feelings

- How are you feeling about new company policies?
- How is your work / life balance?
- Are you impacted by world events?

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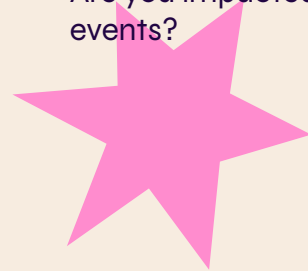
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Stay consistent



Redirect conversation

- Don't let 1 on 1s turn into status meetings
- Give feedback
- Be intentional

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Don't skip!

- Managing managers has even higher stakes
- Model behaviors that you want trickled down

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Don't skip!

- Managing managers has even higher stakes
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It's ok to be uncomfortable

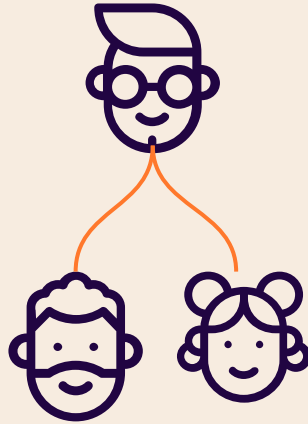
- Keep trying!
- Discomfort = growth

02

Scaling



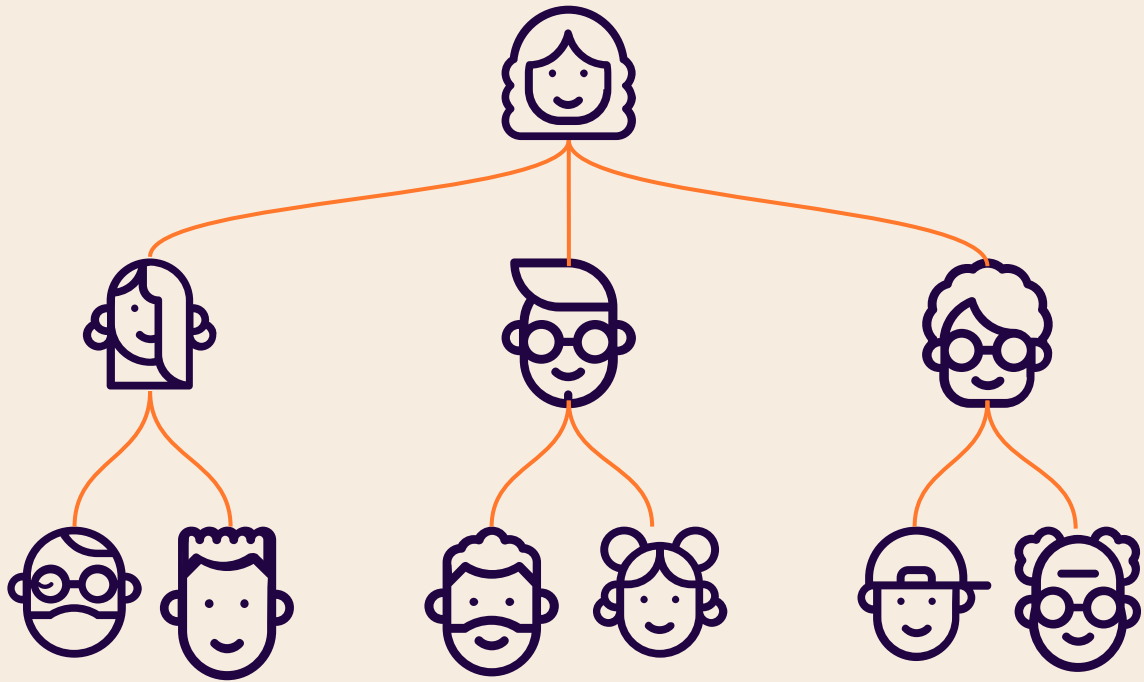
weekly



manager

engineer

weekly

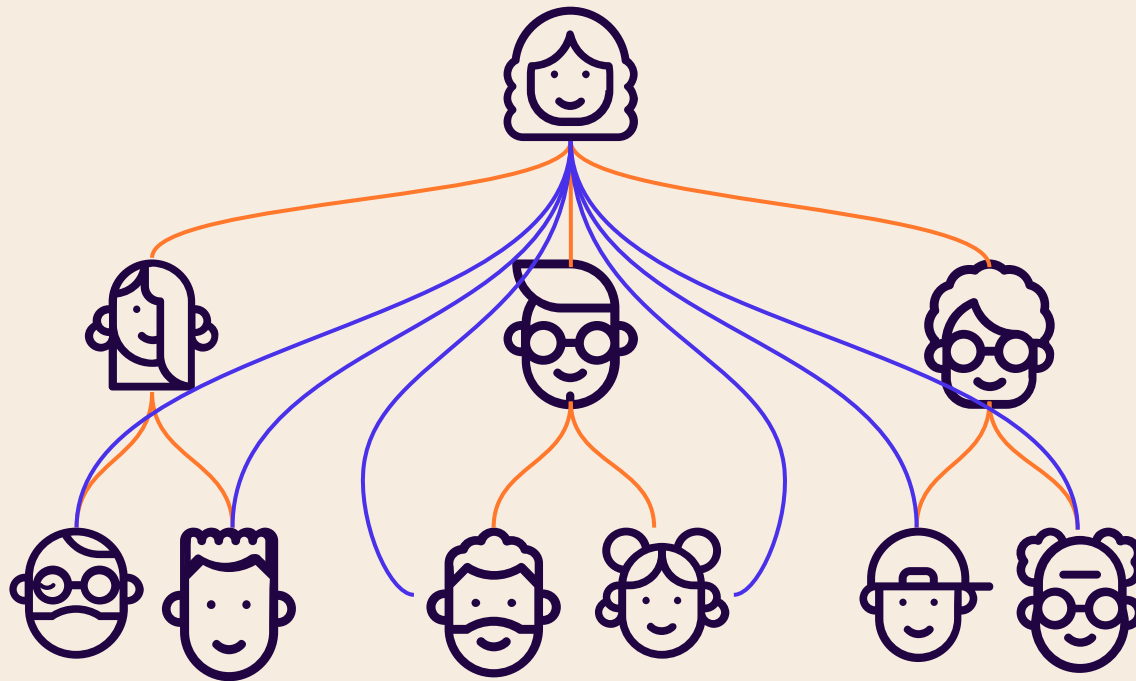


director

manager

engineer

weekly
quarterly



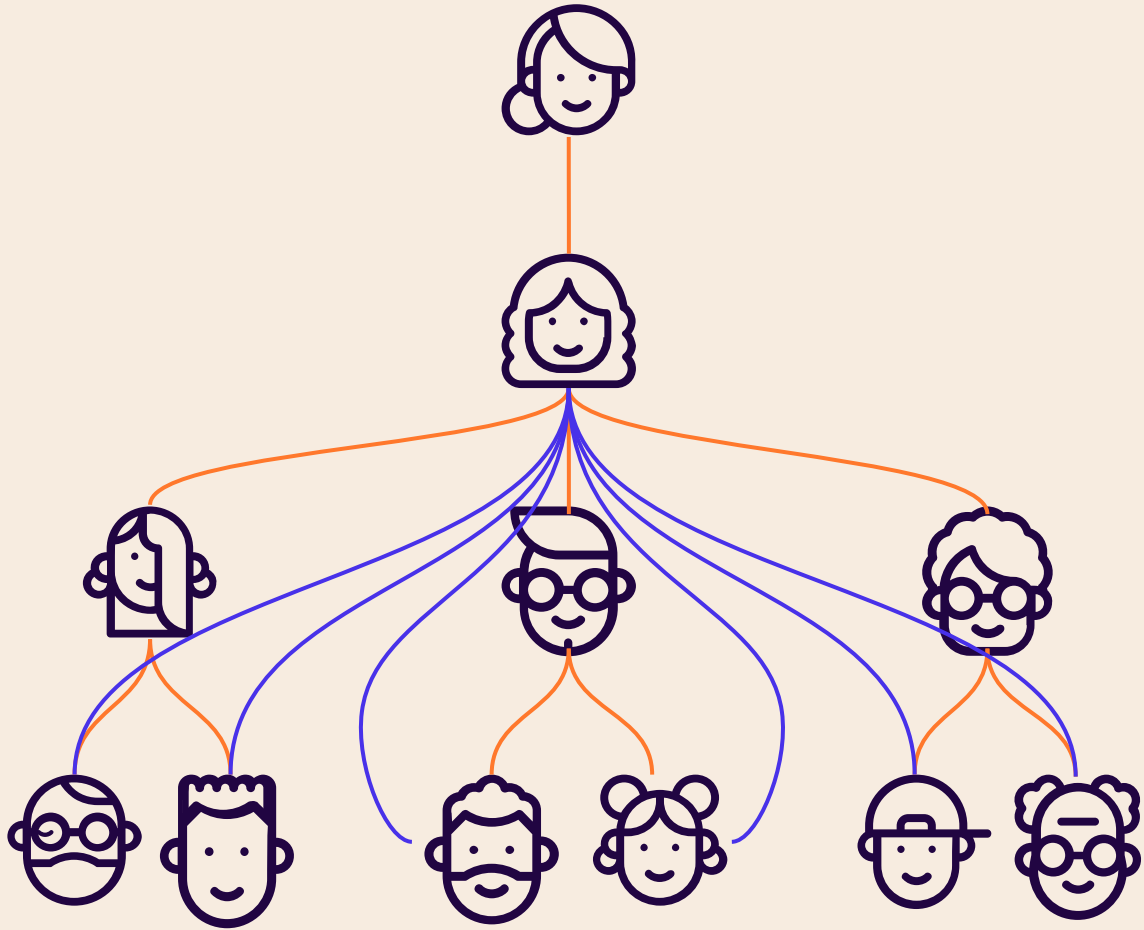
director

manager

engineer



weekly
quarterly



vp

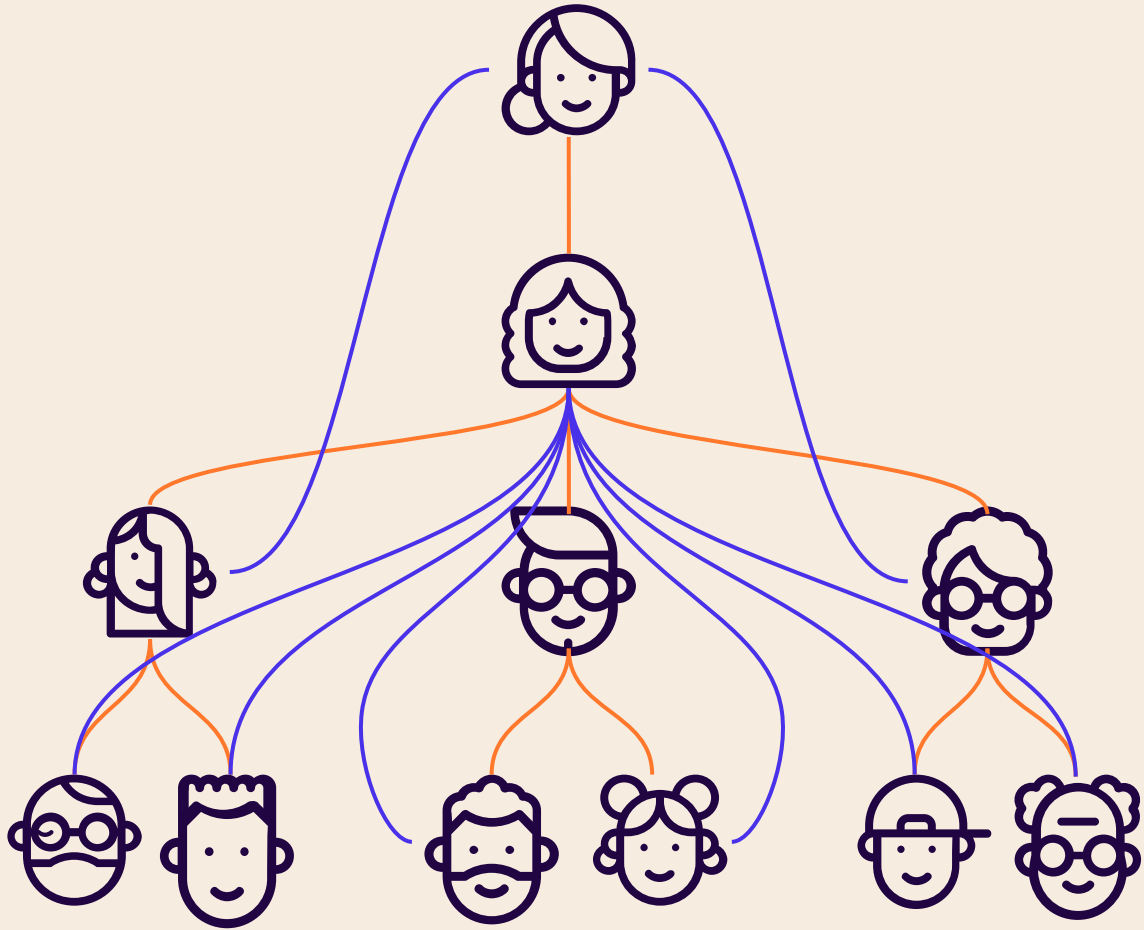
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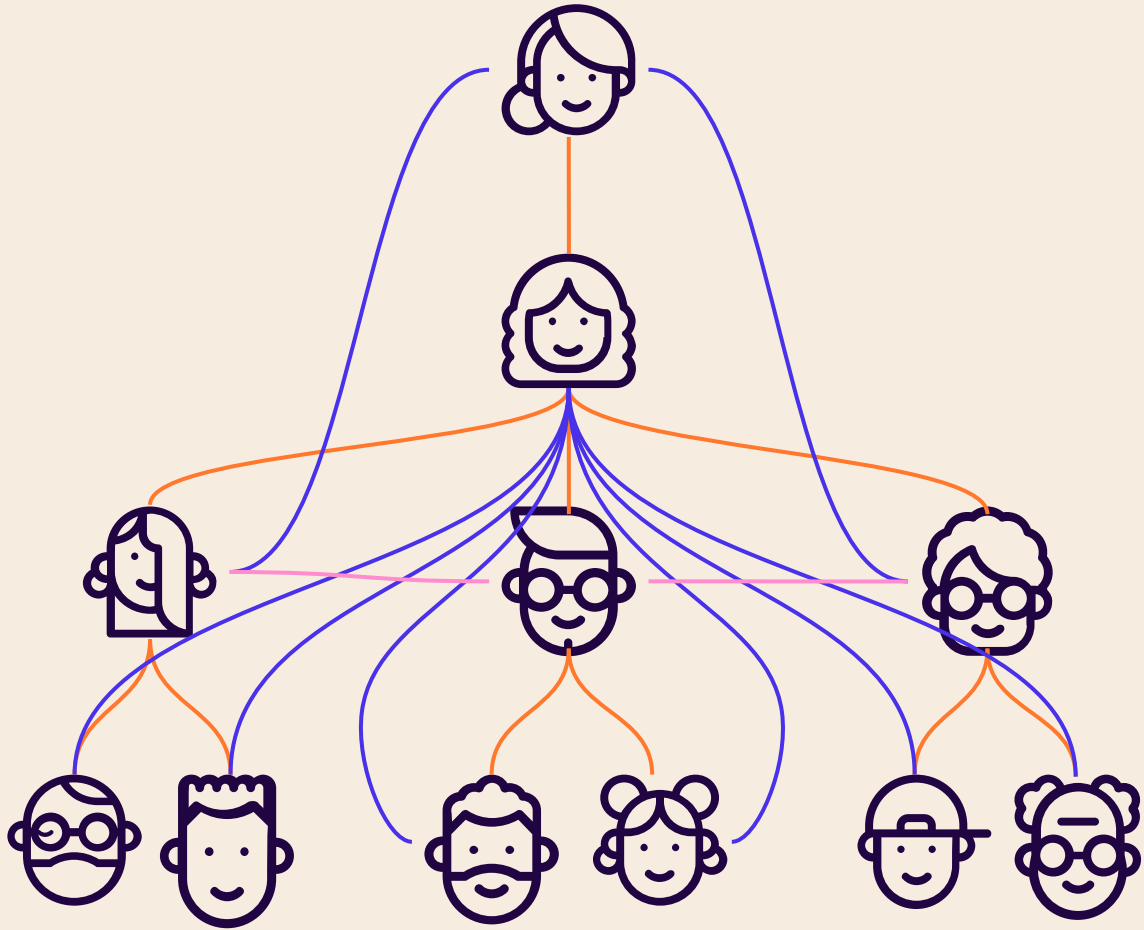
director

manager

engineer



- weekly
- quarterly
- monthly



vp

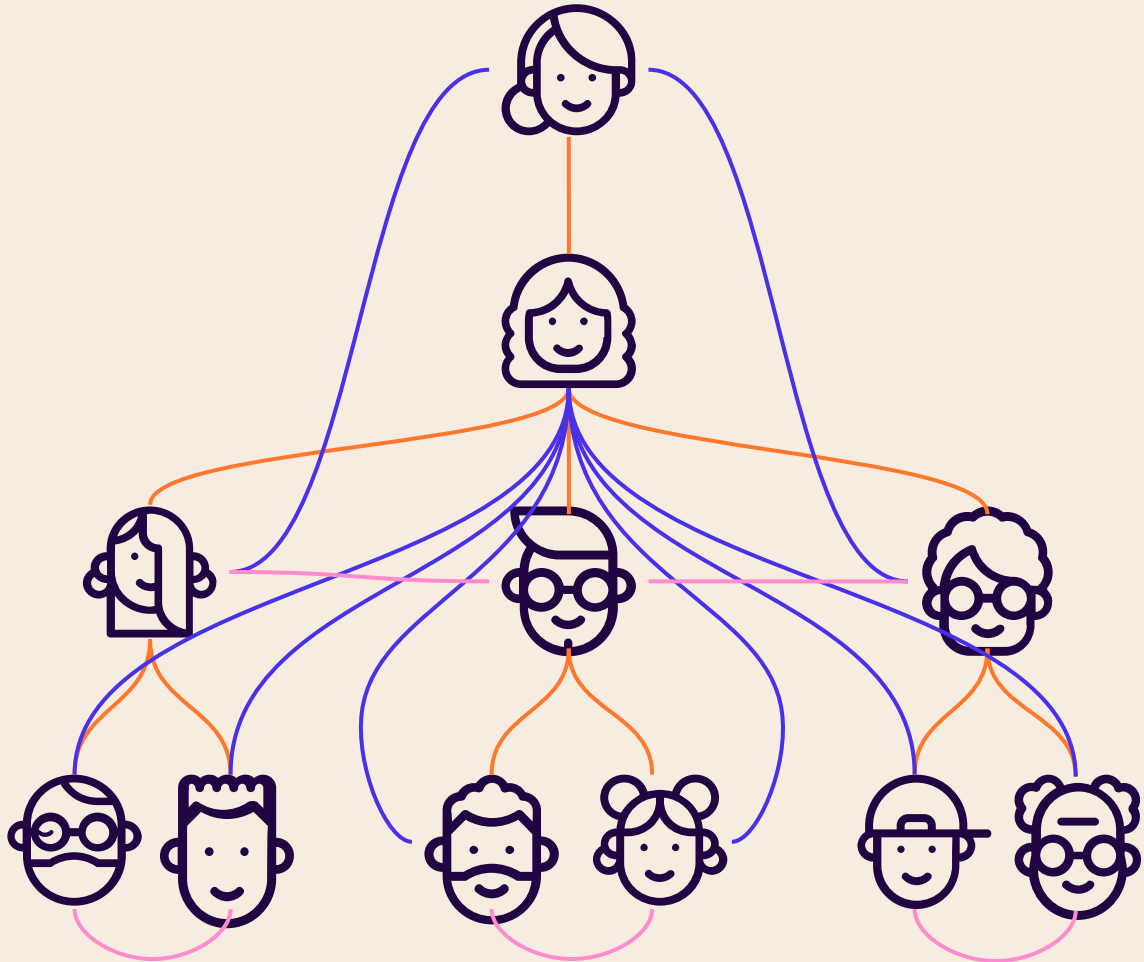
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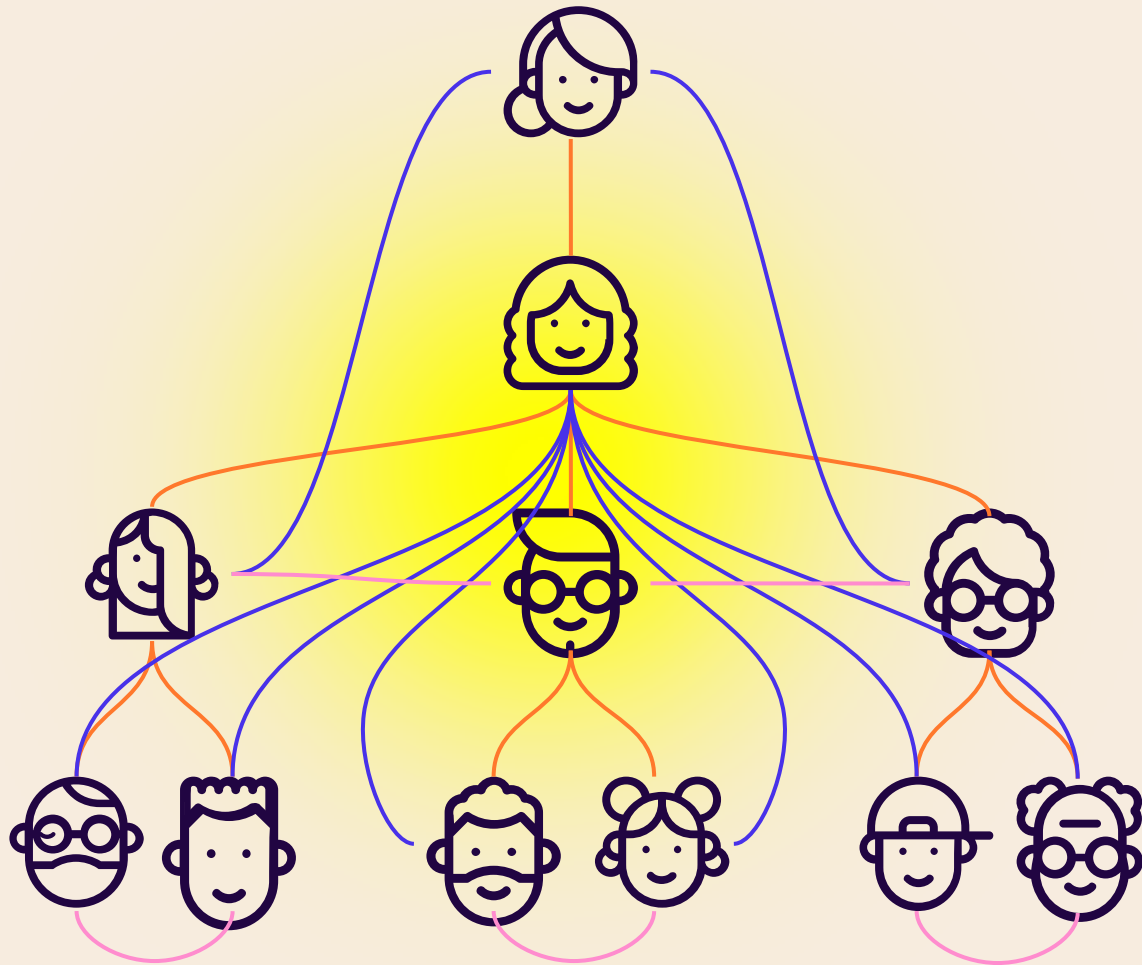


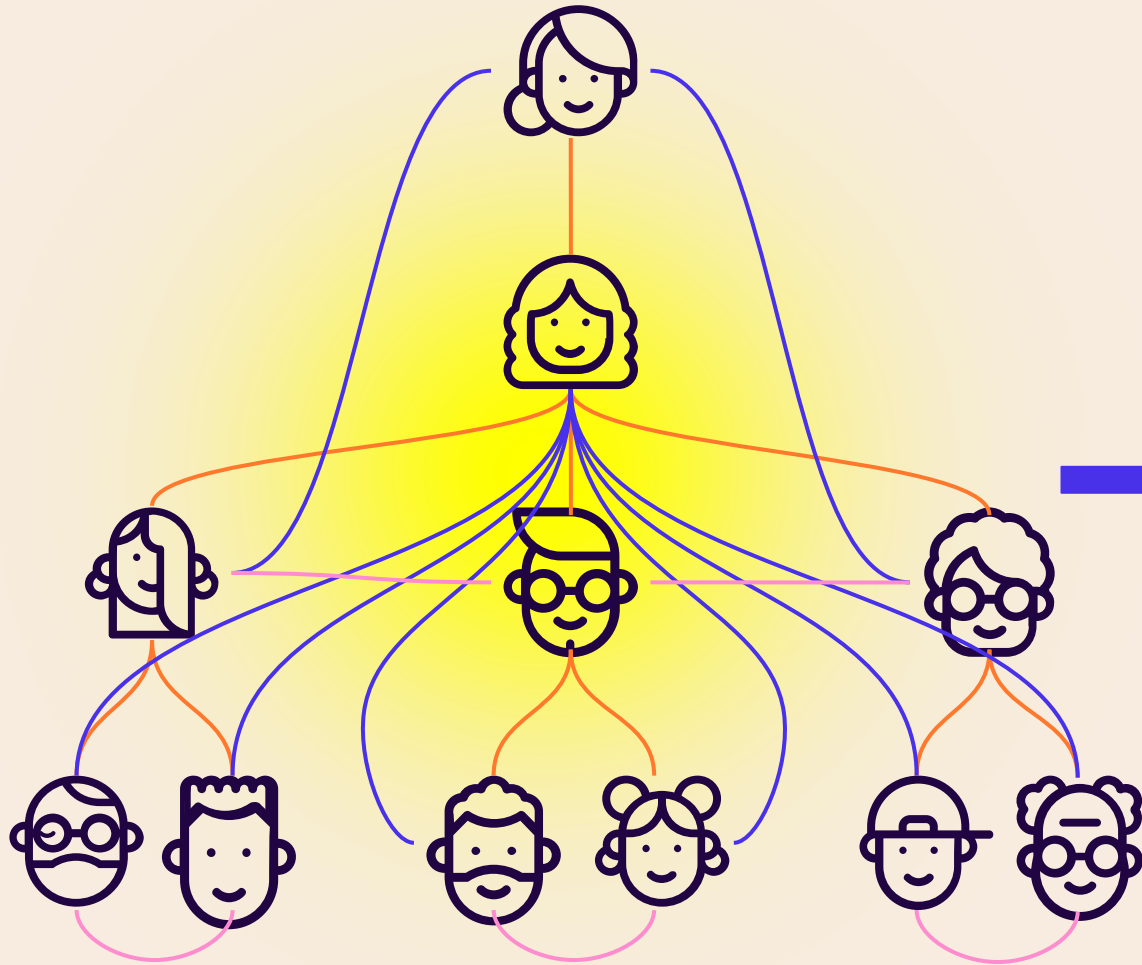
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Getting more interconnected



Include other functions

- Extend this same framework to other core functions
- Set up with anyone who you might have difficult discussions with later, like HR or stakeholders

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Play with timing

- Find a cadence that works for each 1:1 relationship
- Not all 1:1s have to be recurring; even 1 conversation can go a long way

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Try different formats

- For large gaps, consider having lunch with different teams
- Get out of the office

Make it easy



Send calendar invites that repeat



Explain your reasoning in email / Slack



Practice pitching and active listening

Make it easy



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Explain your reasoning in email / Slack



Practice pitching and active listening

03

Why?



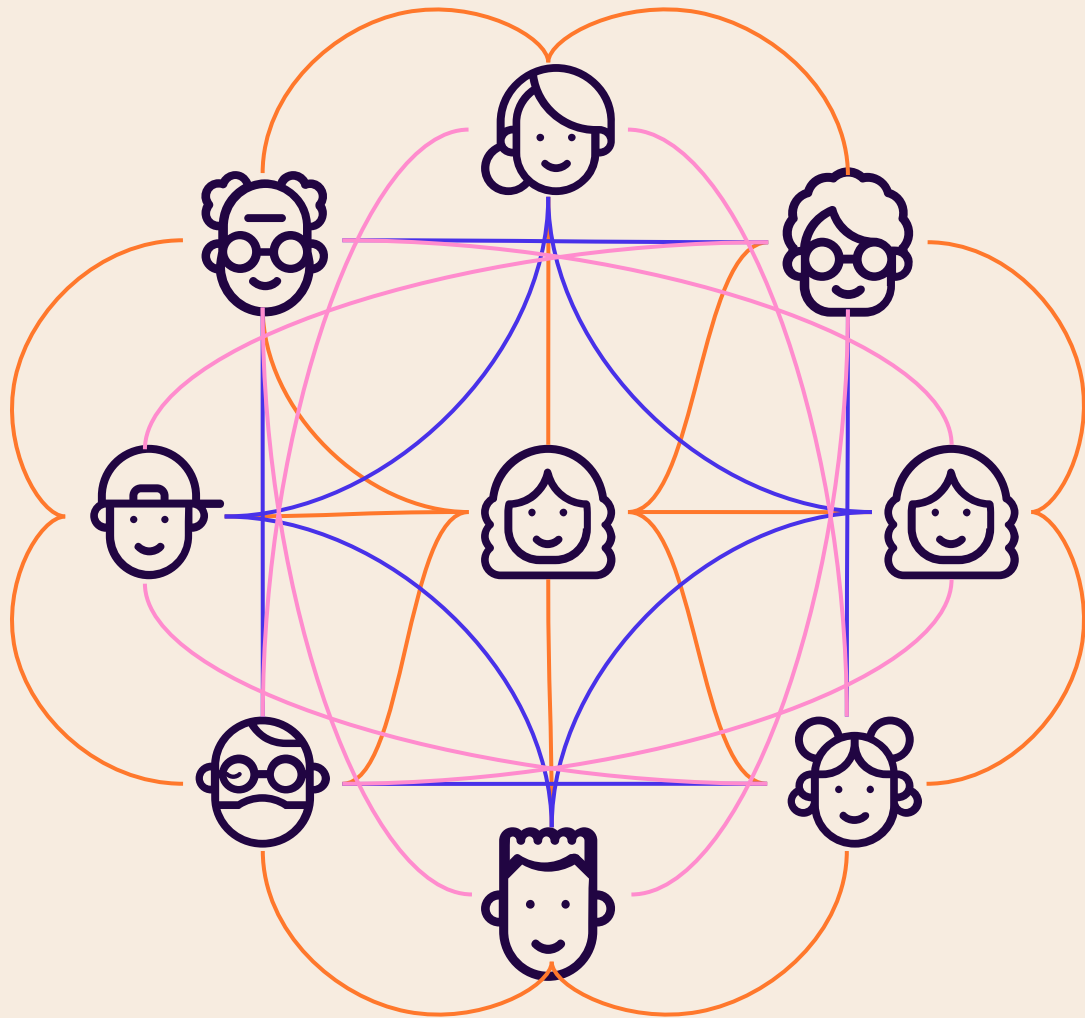


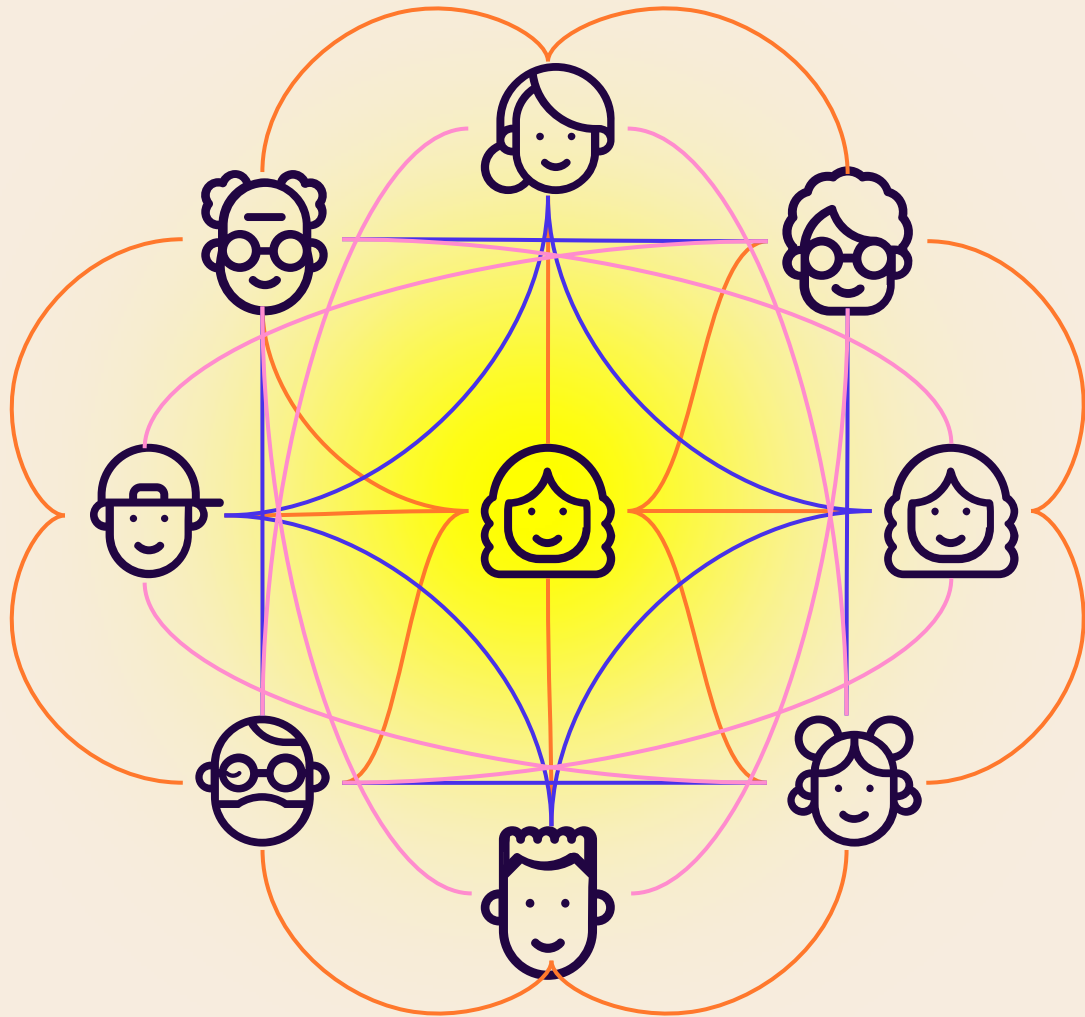
2023:

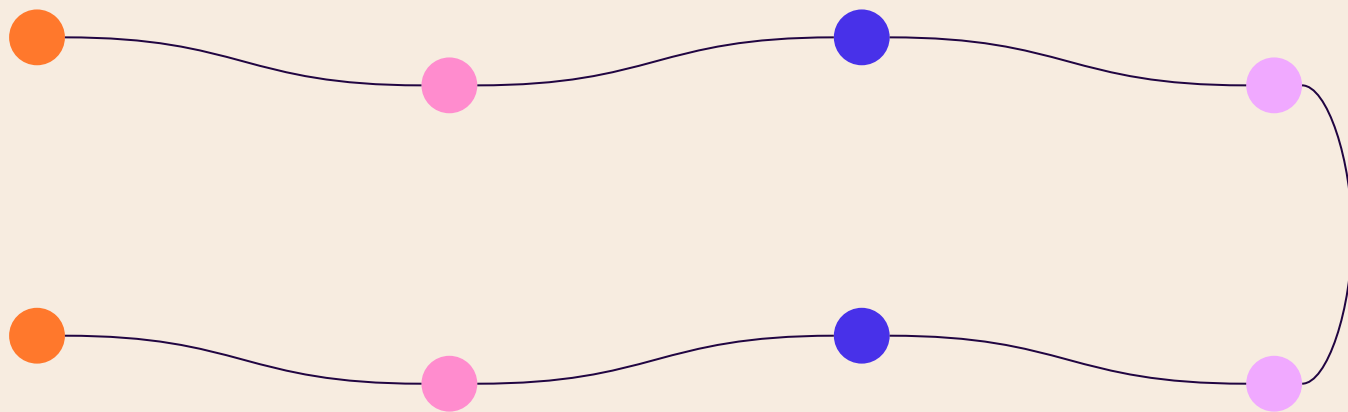
5 reorgs
50% over goal
~0 attrition



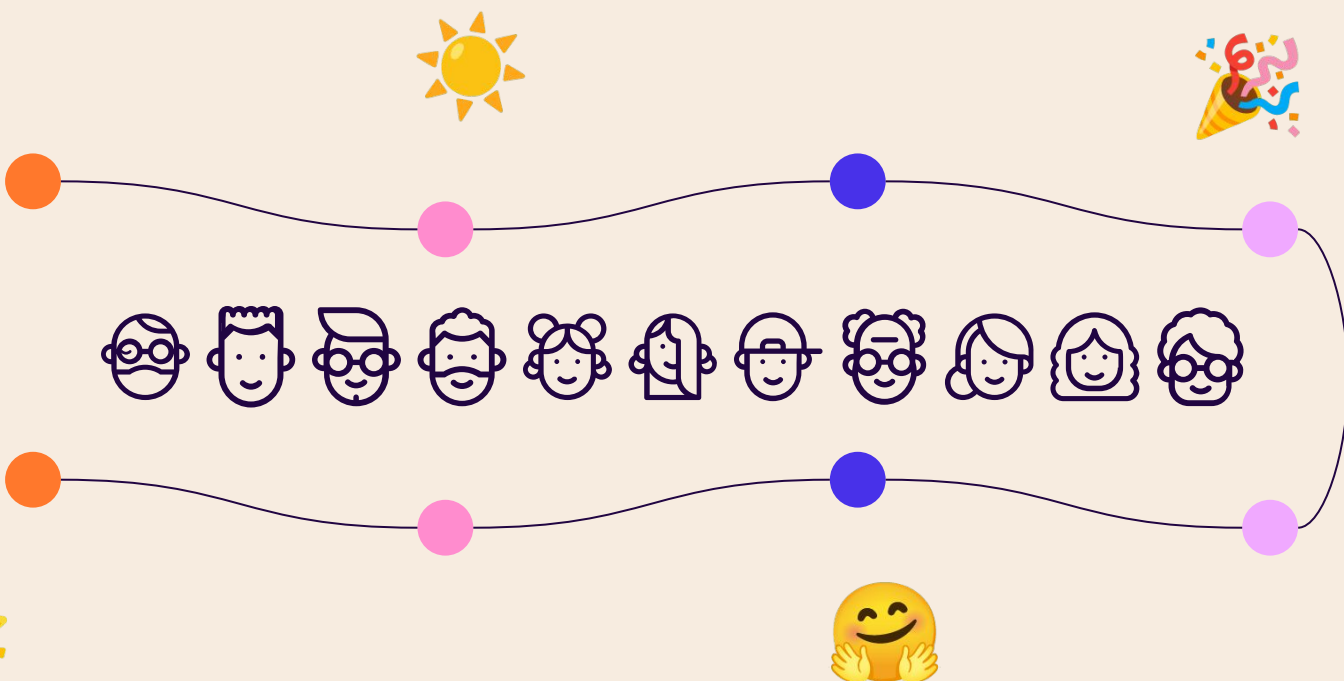














**“People who say nice guys finish last
don’t know where the finish line is.”**

Gary Shandling

Thanks

Najla Elmachtoub

Engineering Director, Delivery Hero



[linkedin.com/in/najlaelmachtoub](https://www.linkedin.com/in/najlaelmachtoub)

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