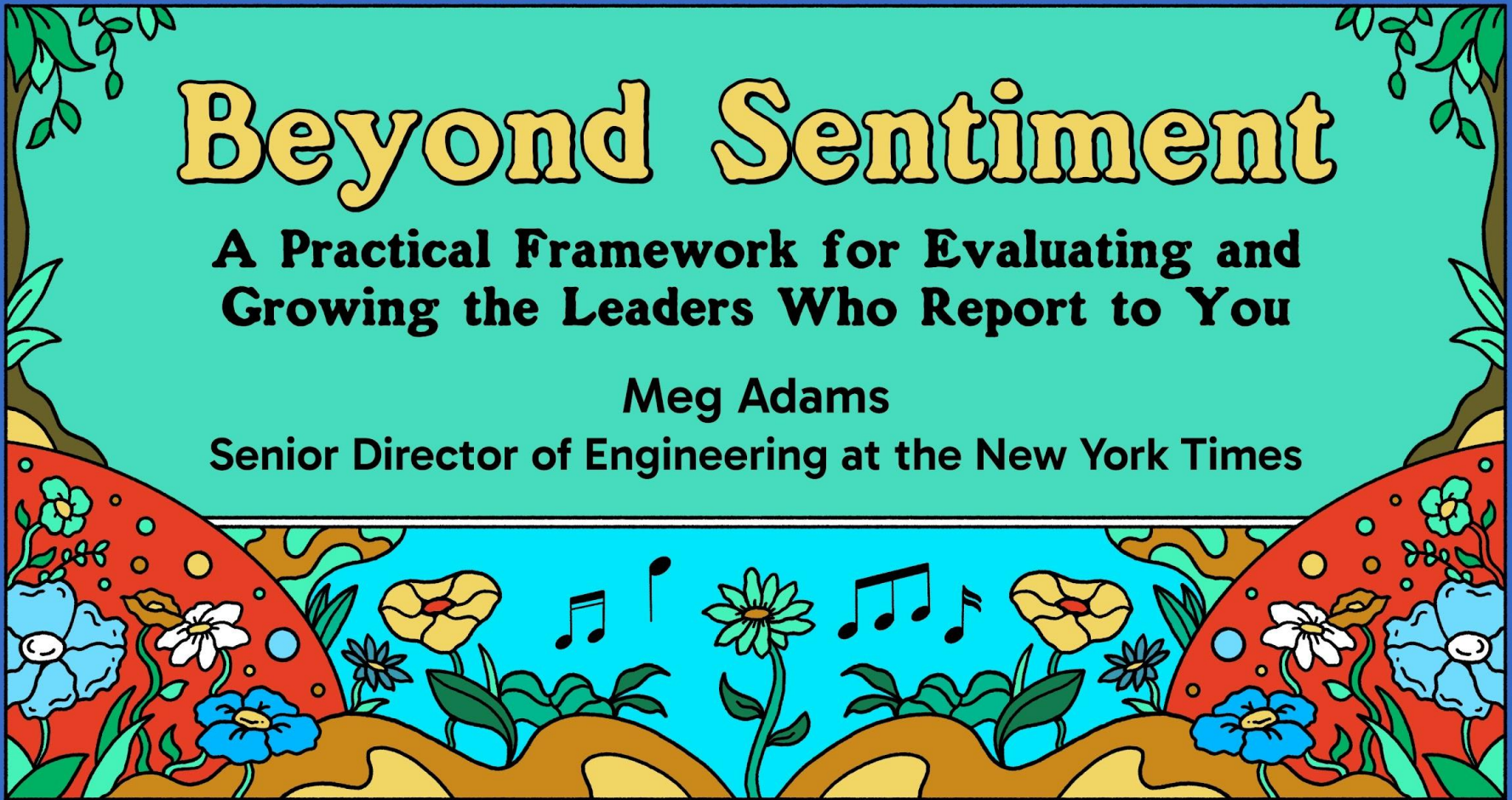


Beyond Sentiment

**A Practical Framework for Evaluating and
Growing the Leaders Who Report to You**

Meg Adams

Senior Director of Engineering at the New York Times





- **360 feedback** with themes like...
 - Supportive and positive
 - Well-liked
 - Clearer communication



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- **Vacuums** of information



Strengths

- People enjoy working with you
- Positive, supportive

Opportunities

- Communicate more clearly



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based on hearsay.



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How might I observe...



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How this person
LEADS



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How they spend
TIME



How might I observe...



How this person
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How they spend
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Managing
CONFLICT



How might I observe...



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Do they demand
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Are they
GOOD
or **POPULAR?**



Manager Observability System



Manager Observability System

Inputs



Manager Observability System

Inputs

Processing



Manager Observability System

Inputs

Processing

Outputs



Manager Observability System

Inputs

- 360 feedback
- Skip level conversations
- Engagement surveys
- Lagging indicators
(attrition, delayed projects)

Processing

Outputs



Manager Observability System

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- Best case: promotion packet!
- Formal summaries (mid-year, yearly)
- Worst case: documentation to support a PIP or an exit



Manager Observability System

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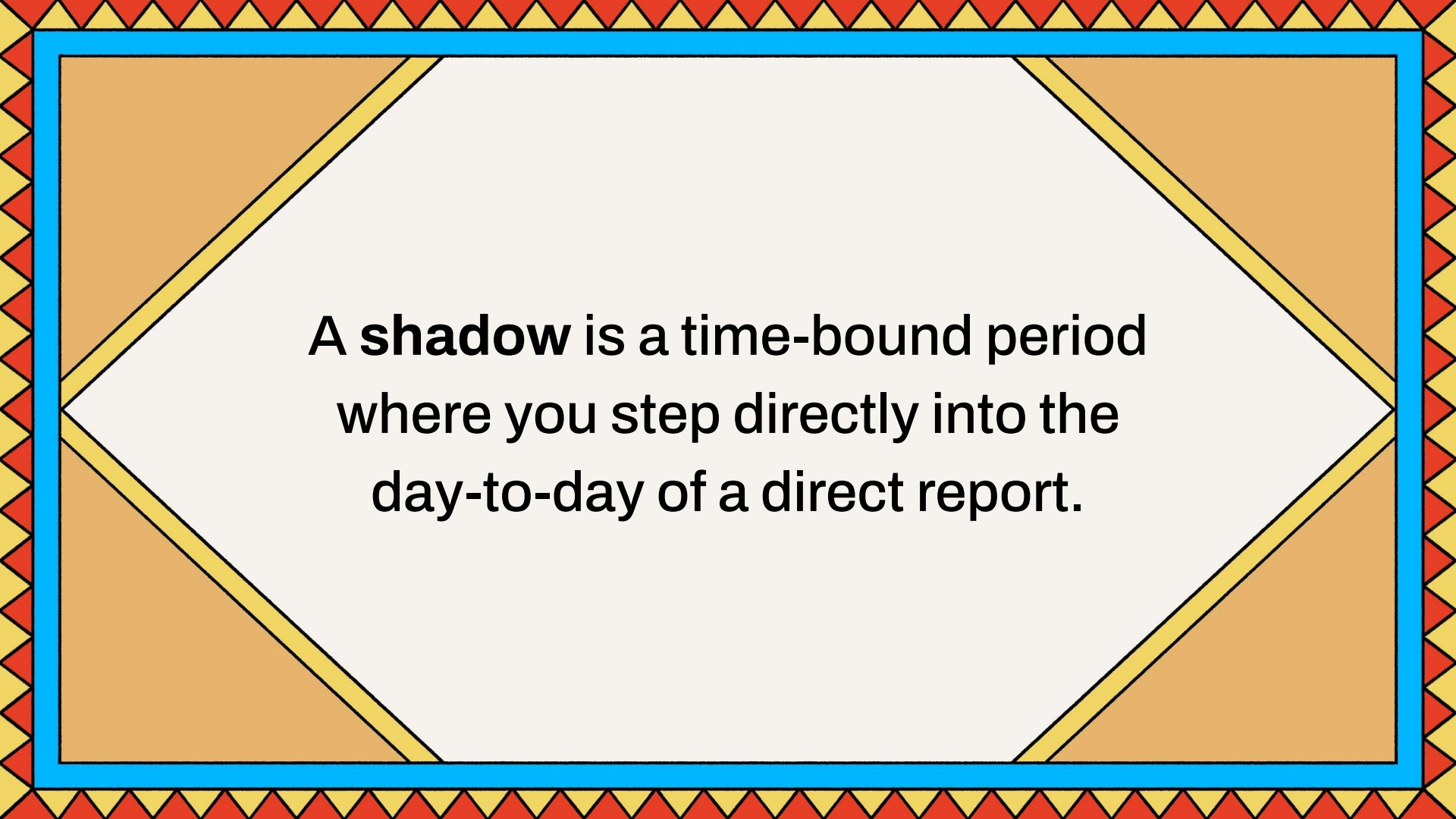
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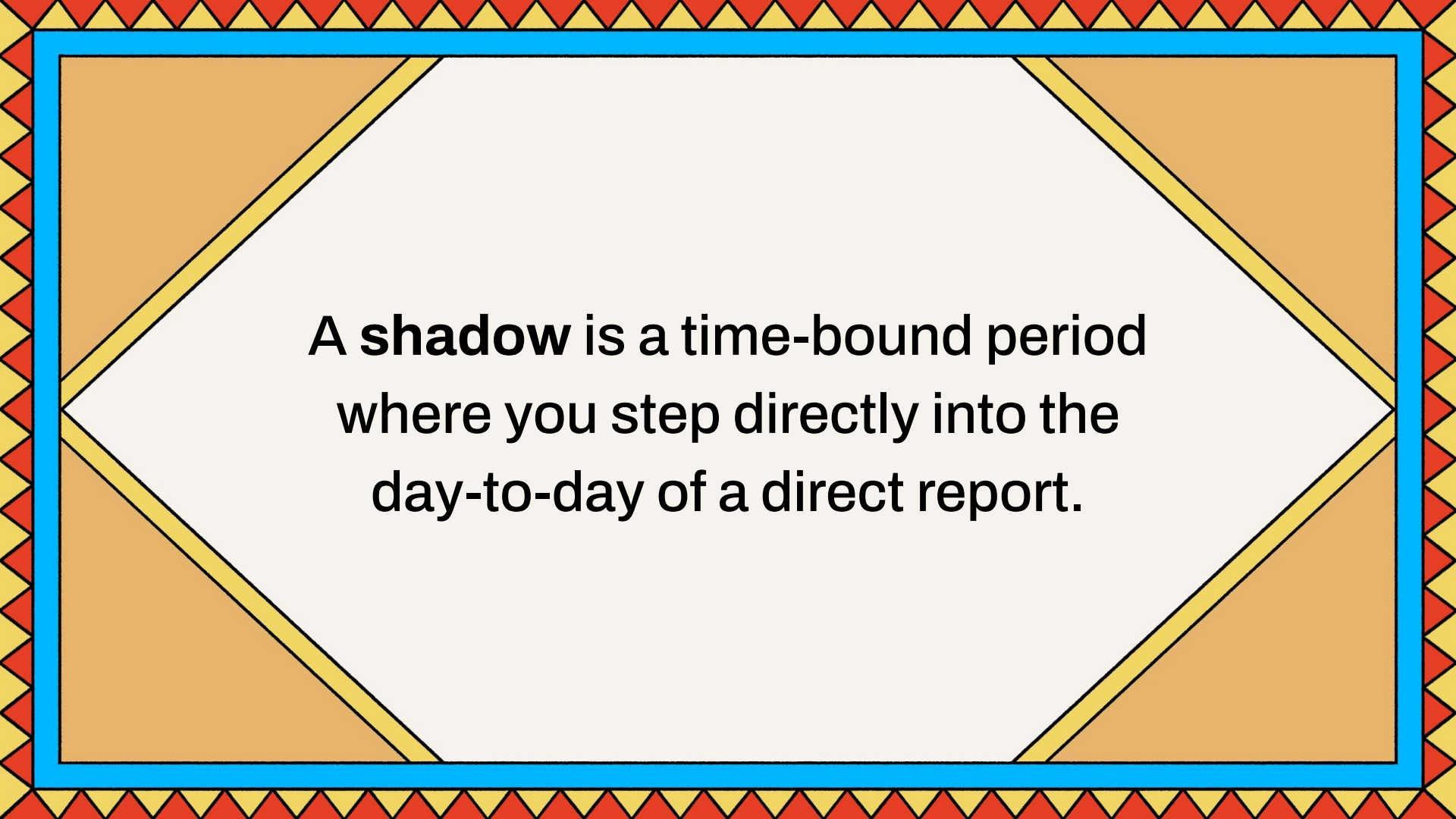


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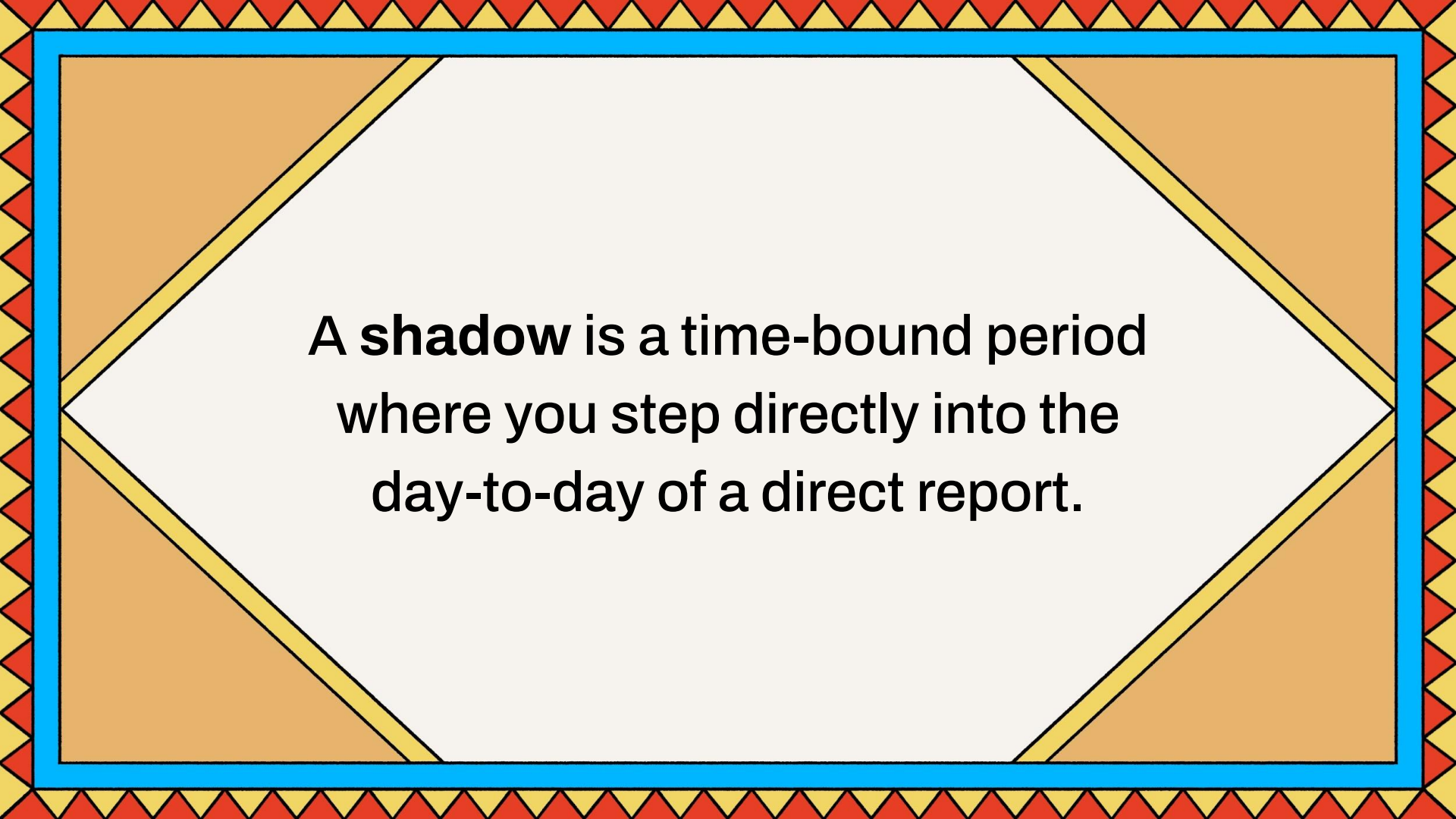
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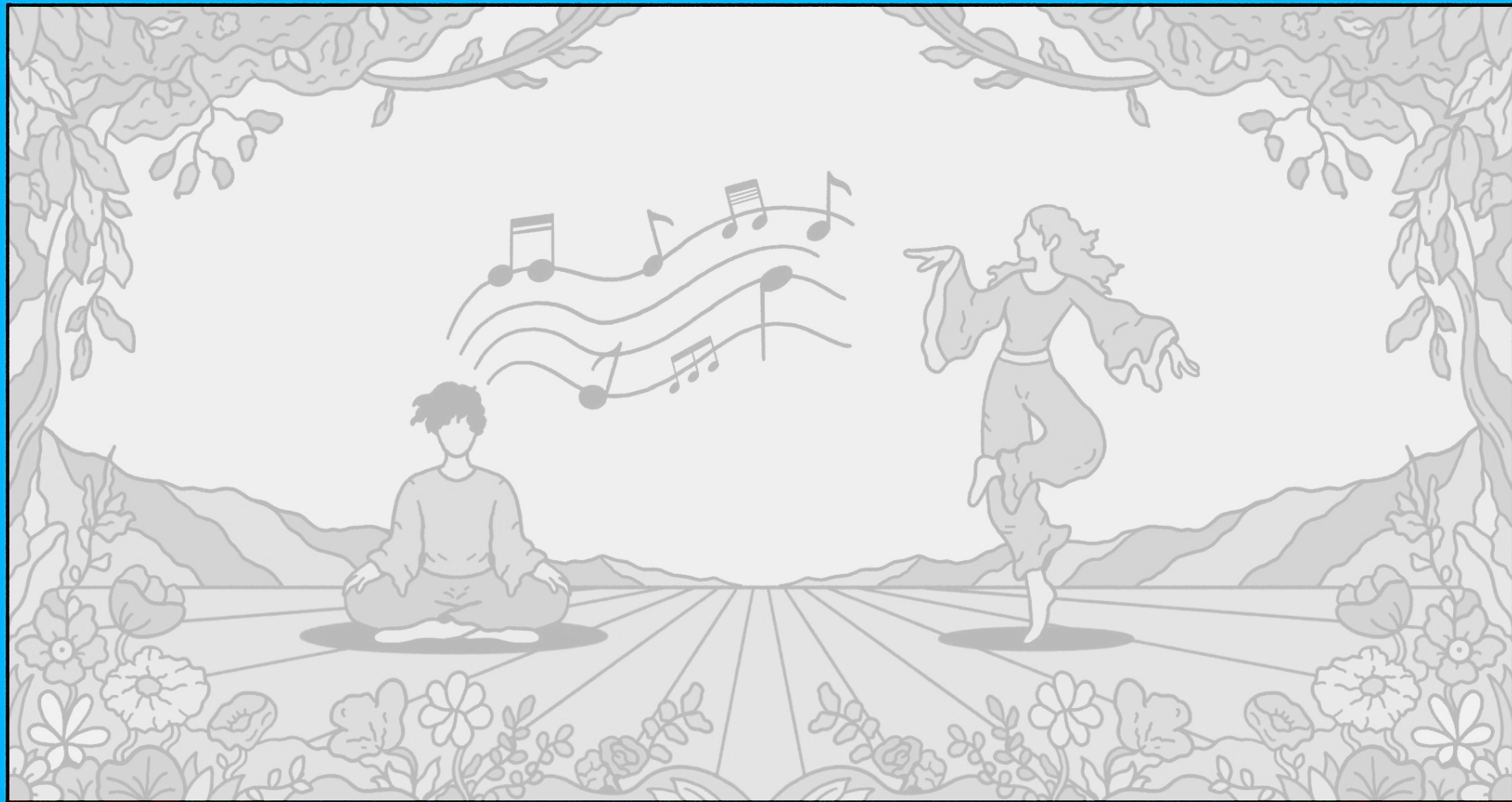
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where you step directly into the
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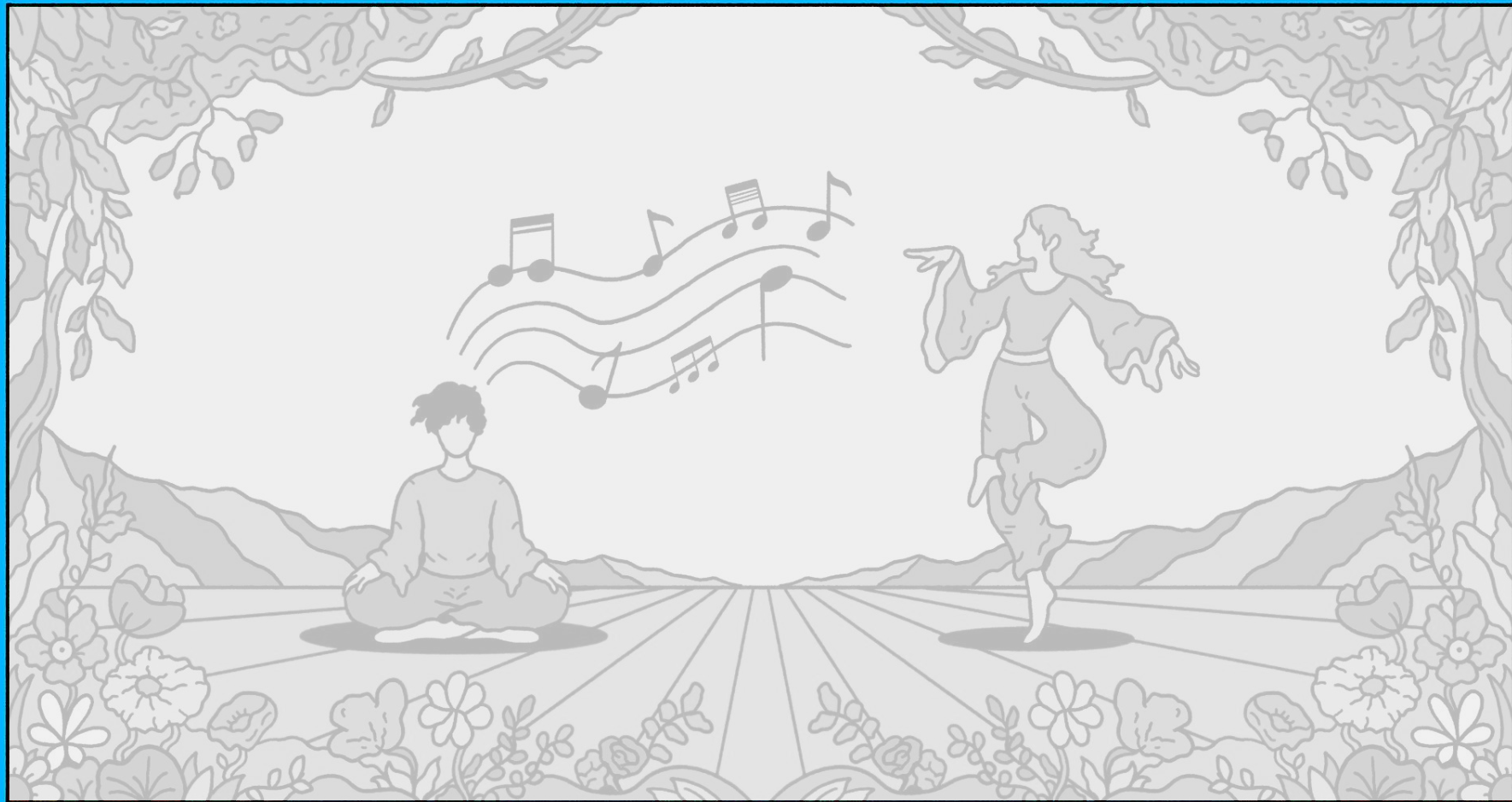


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ACTIONABLE INSIGHTS



**We scale by growing the
people who grow the
teams.**



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Raw Feedback

- **Close-knit** team
- Reports **adore their manager**
- **High performing** by many metrics (deployment frequency, change failure rate)

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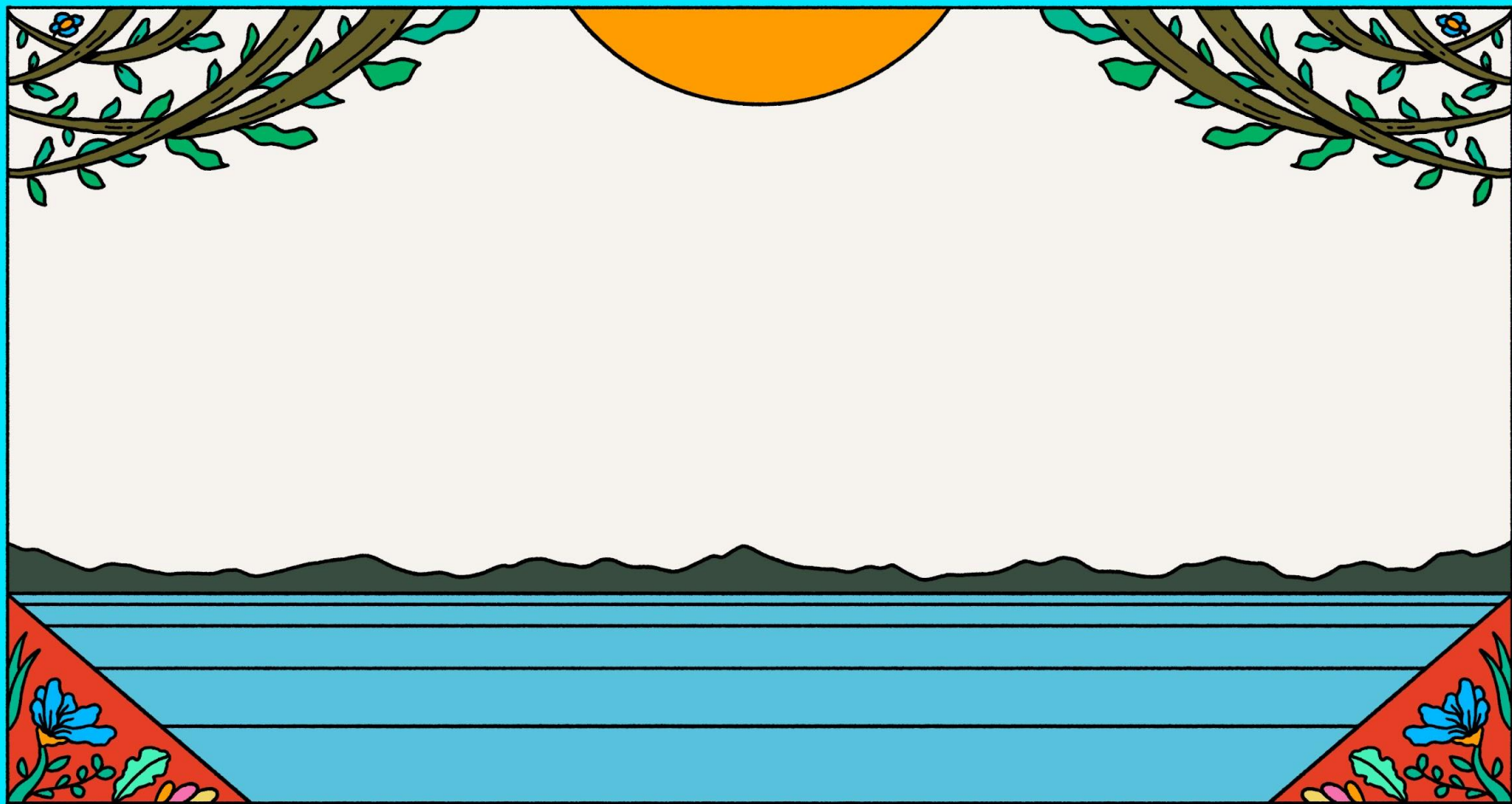
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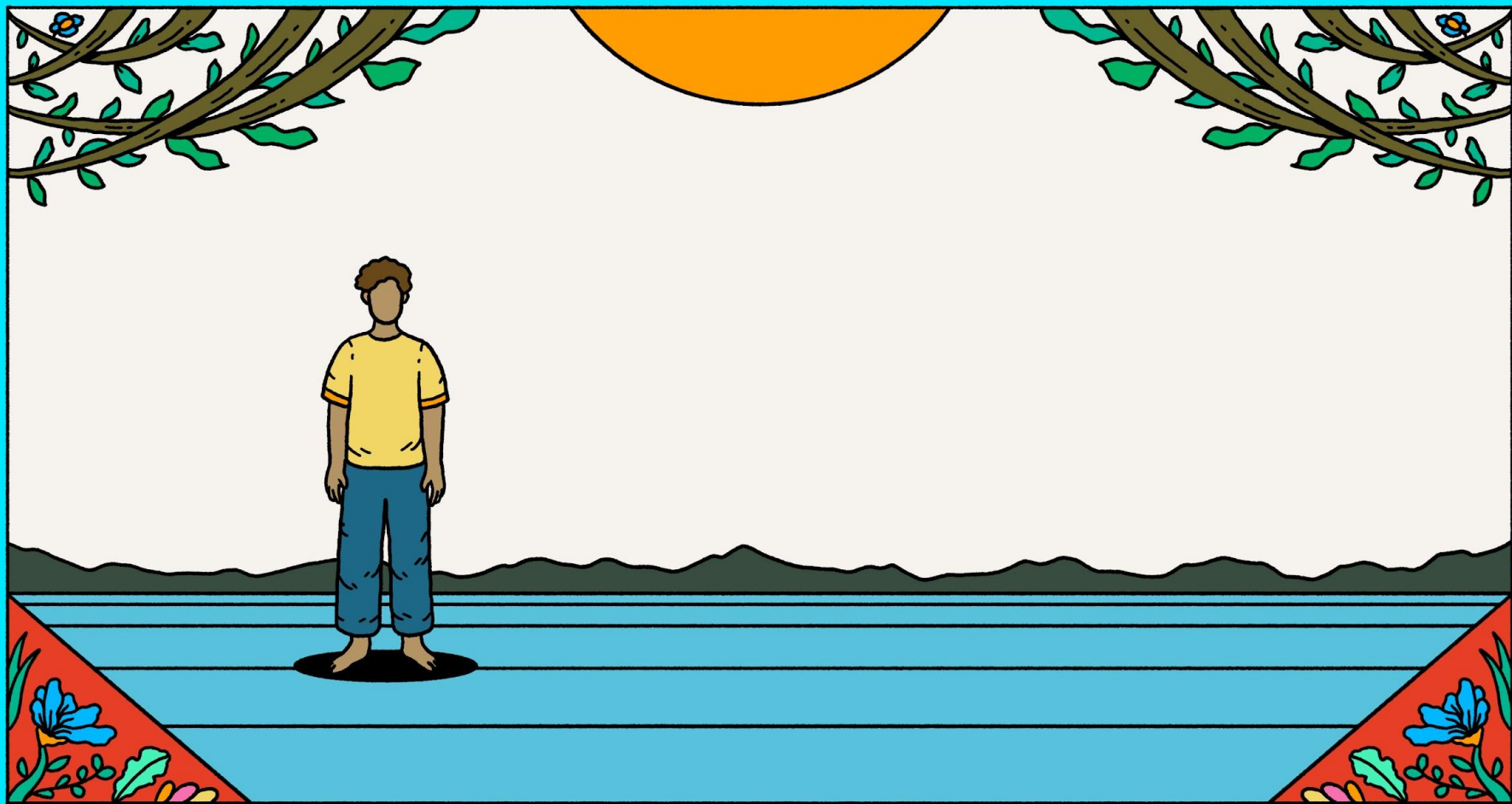
Strengths

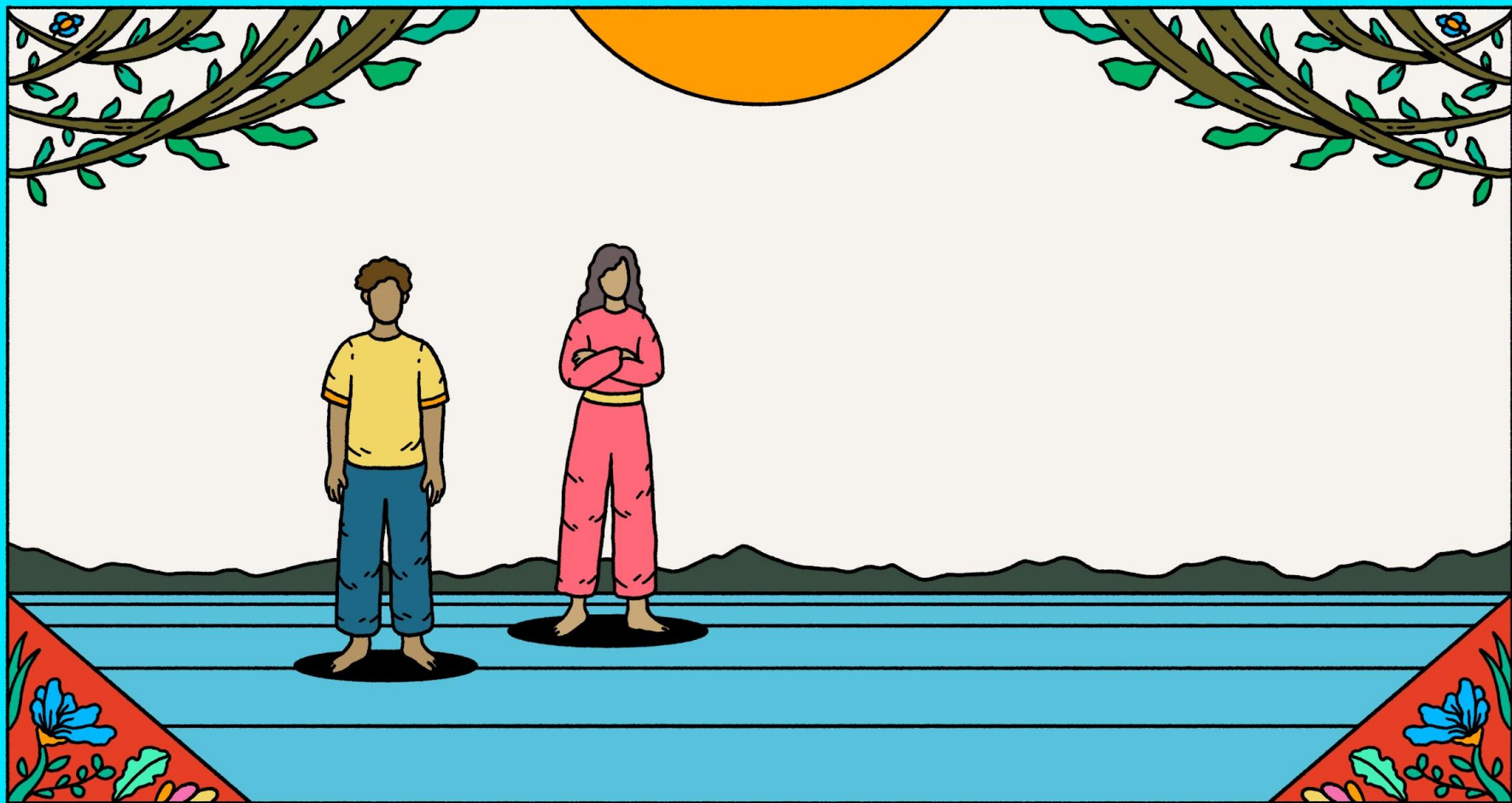
- **Fostering teaminess**
- **Strong execution**

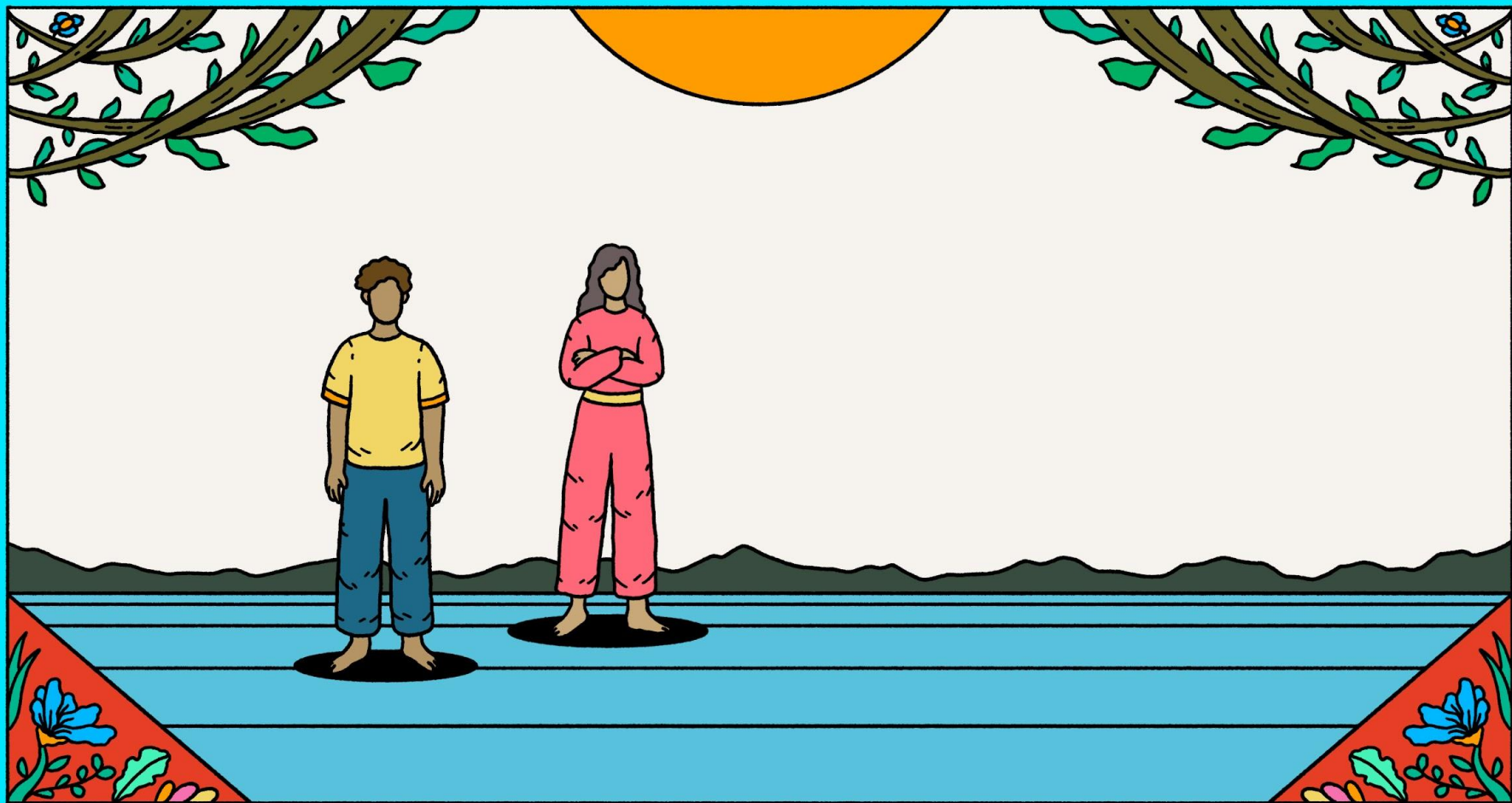
Opportunities

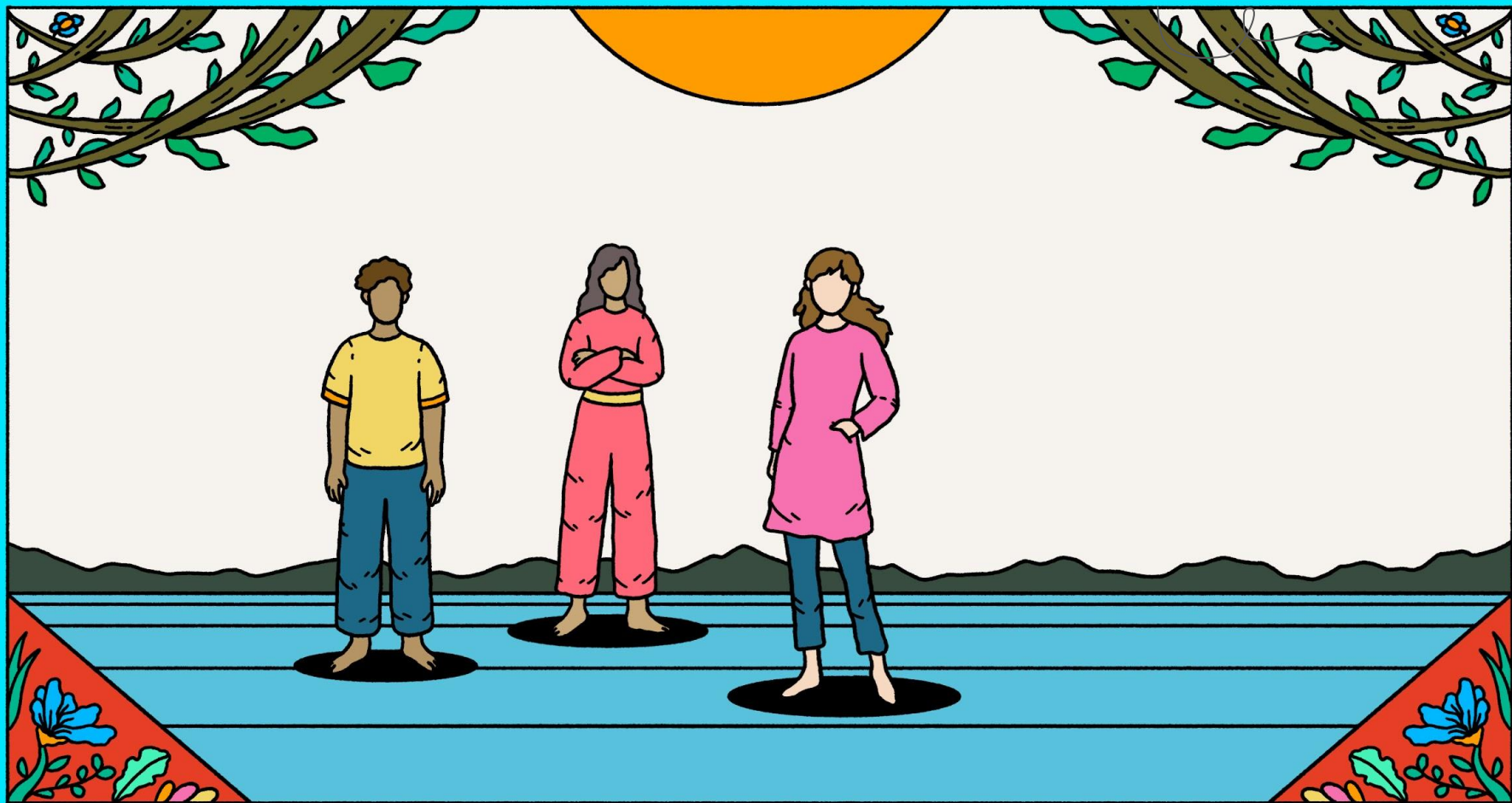
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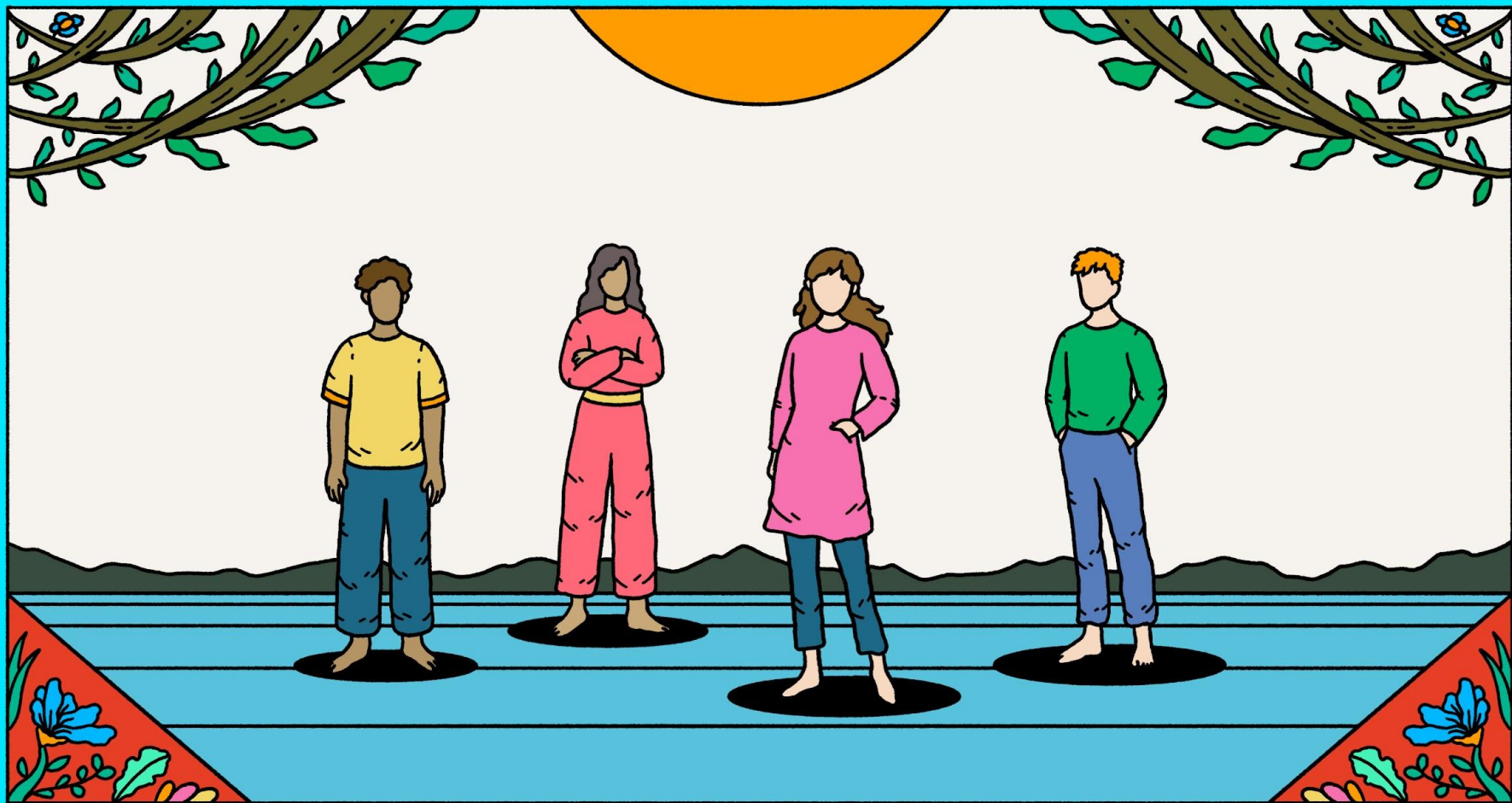






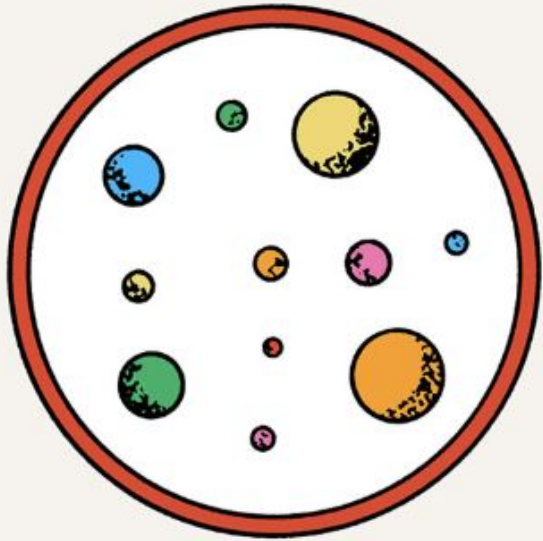






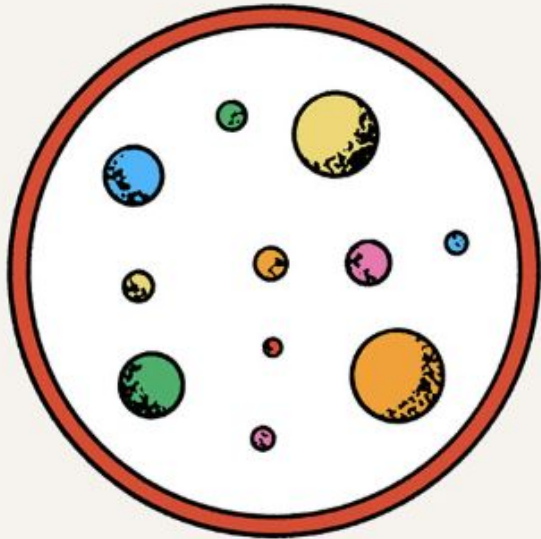
Team Building 101

Inclusion

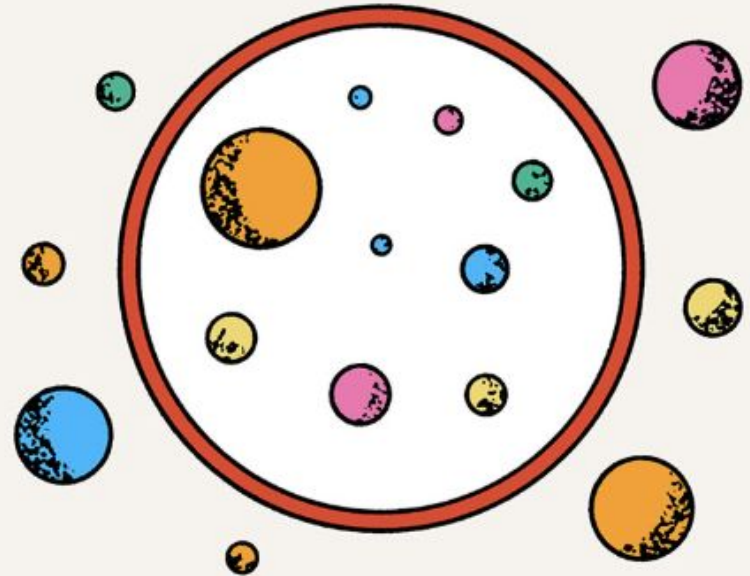


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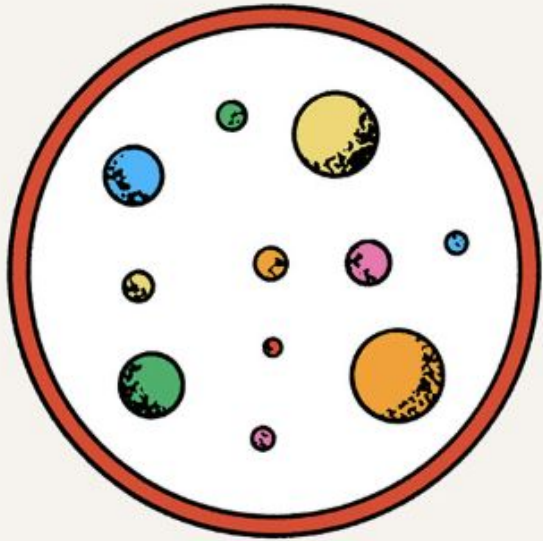


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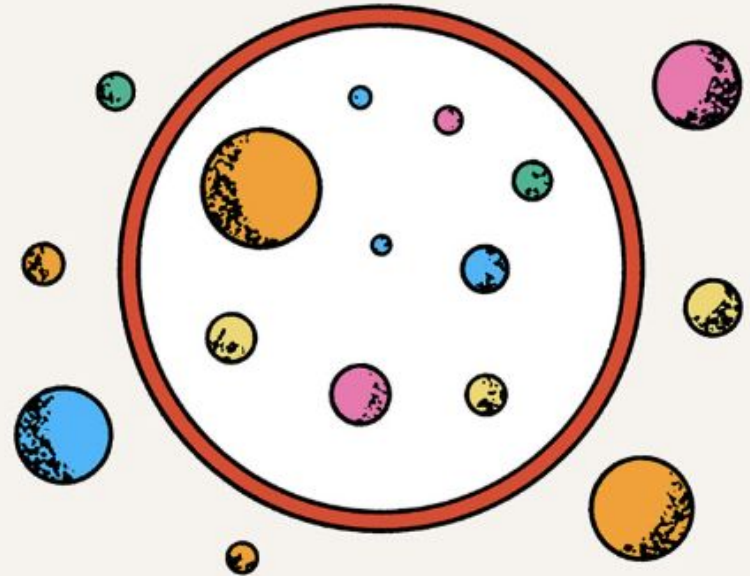


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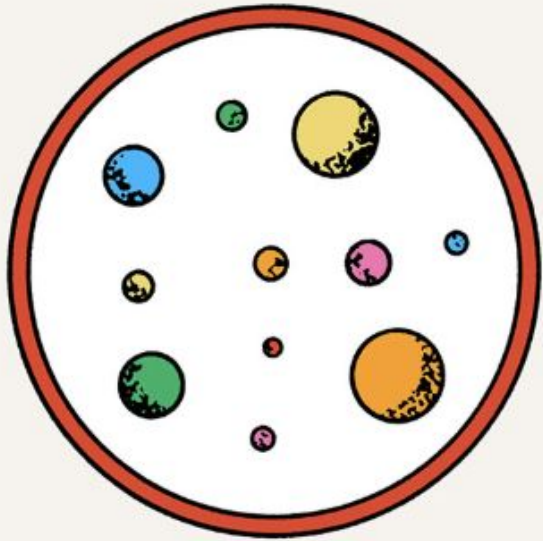


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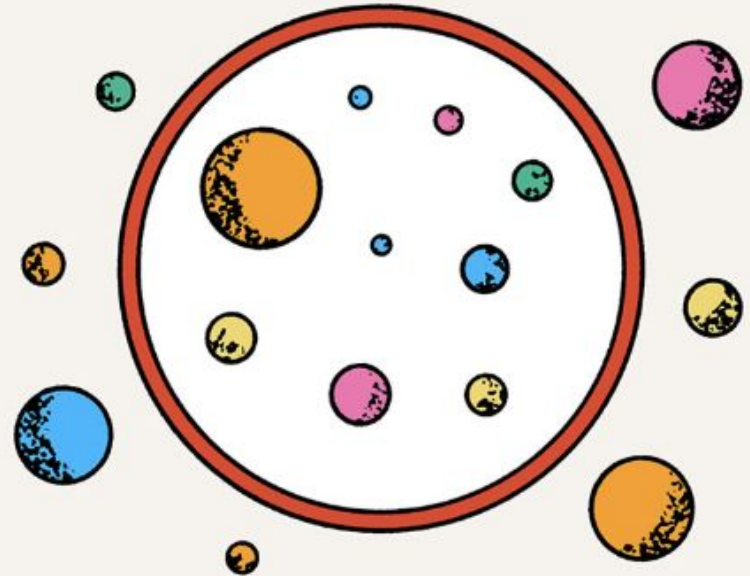


Team Building 101

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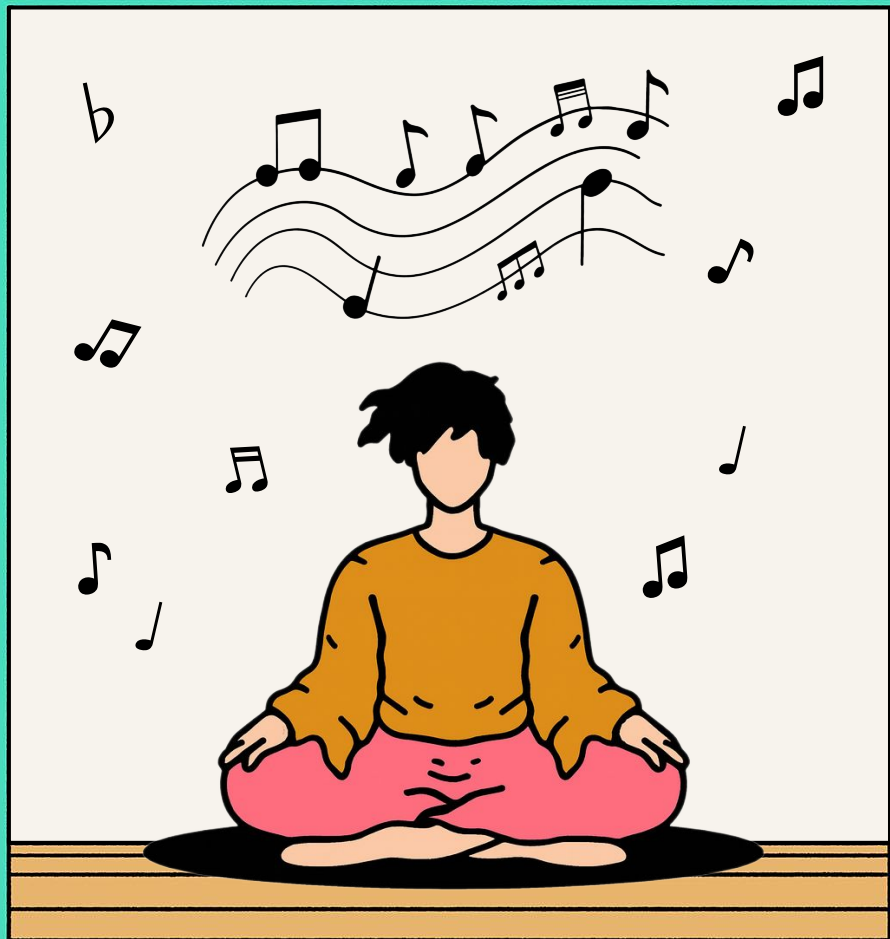


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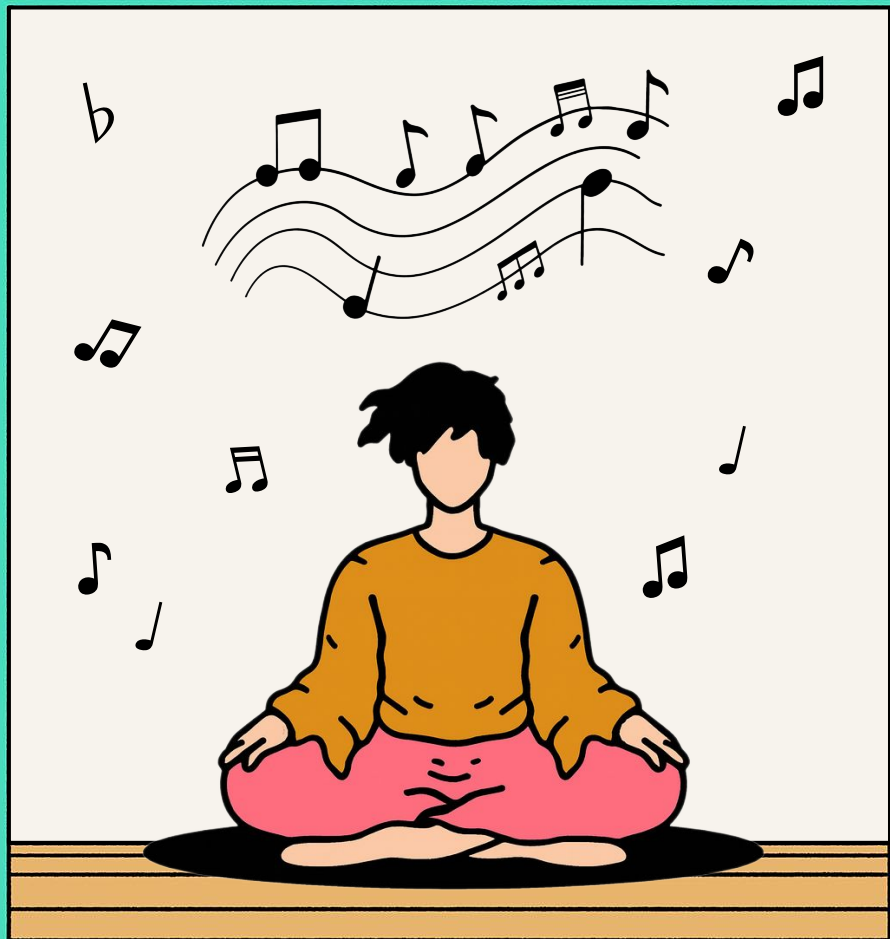
Opportunities

- Collaborate more proactively and openly - bring people along
- **Develop sustainable team building habits**



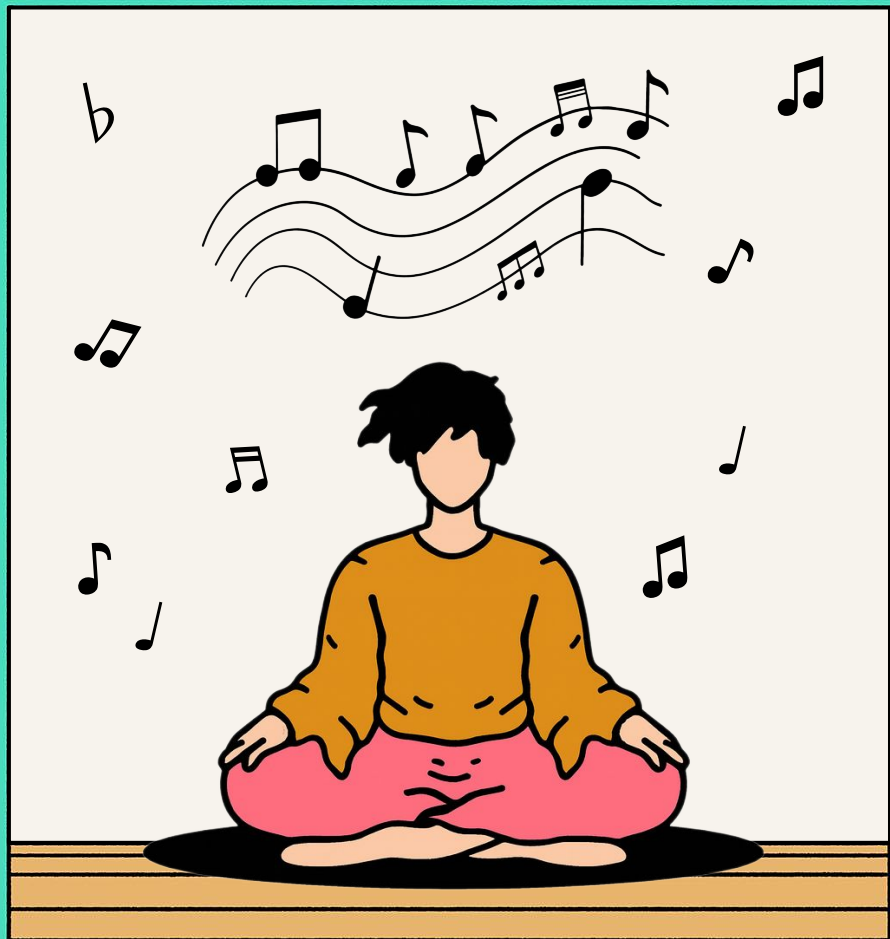
Outcomes

- Team Building 101



Outcomes

- **Team Building 101**
- **Read Tribal Leadership**



Outcomes

- **Team Building 101**
- **Read Tribal Leadership**
- **New agreements around blamelessness and managing divisive language**





bit.ly/shadow-guide

How to Shadow: **Before**

- Clear **timeline**, with a beginning and end



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How to Shadow: **Before**

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How to Shadow: **Before**

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- Get team meetings on your **calendar in advance**



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How to Shadow: **During**

- Take robust notes



Observations

Tuesday (Alignment Meeting):

- Roger (Staff) and Sarah, Dean, and Jamel (all Senior) contributed verbally in the meeting
- Ben (Mid) and Jessica (Junior) did not contribute in this meeting

...

Thursday (Team Lunch):

- Ben and Jessica were super engaged, telling the team about a bug they'd solved

Musings

I wonder if there is opportunity to better welcome more junior engineers into the conversation.

Early in the week I noticed lighter contribution from more junior team members, but that didn't prove to be true based on for the full week!



How to Shadow: **During**

- Take robust notes
- Participate with team processes, like...



How to Shadow: **During**

- Take robust notes
- **Participate** with team processes, like...
 - Onboarding documentation



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 - Join all meetings (group and 1:1)



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How to Shadow: **After**

- Close out the week with **celebration and acknowledgement**



How to Shadow: **After**

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How to Shadow: **After**

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How to Shadow: **After**

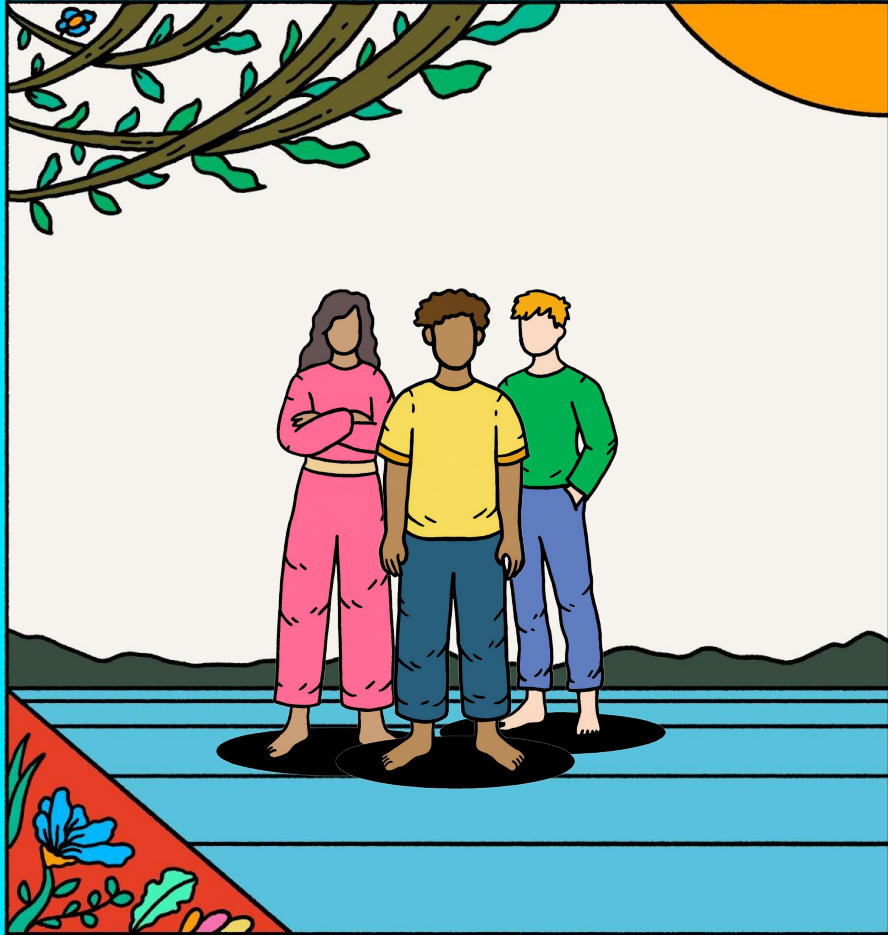
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- **Leave team channels** as promised



How to Shadow: **After**

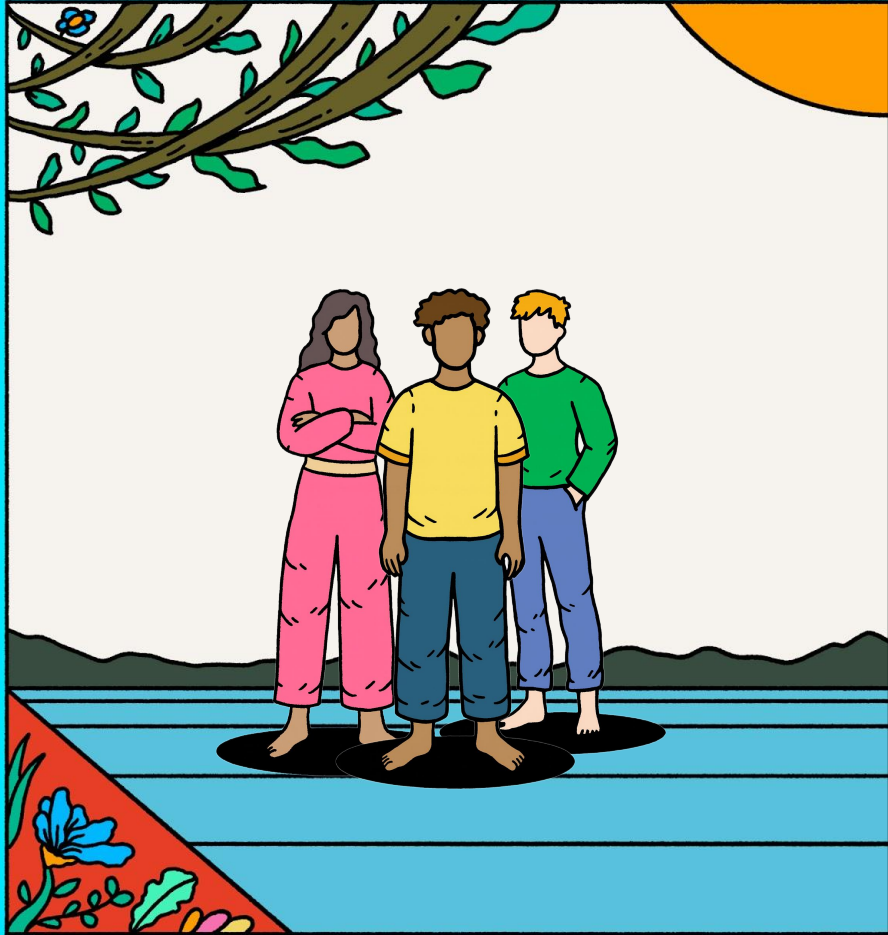
- Close out the week with **celebration and acknowledgement**
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- **Written summary** for your report





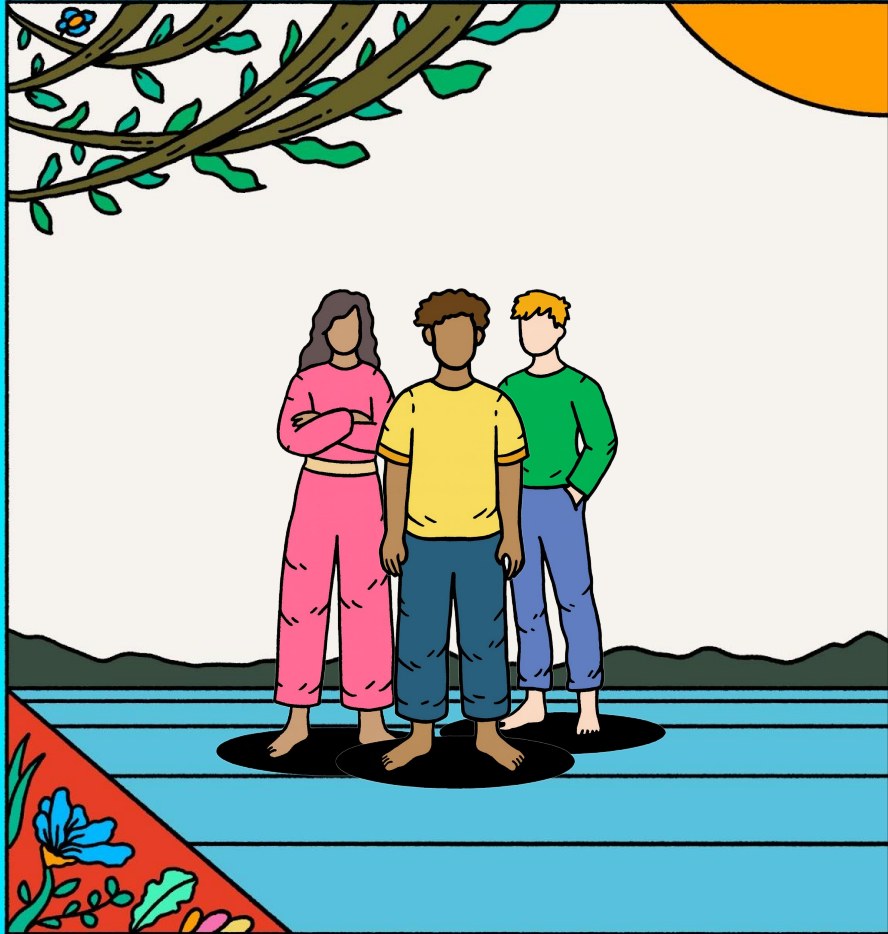
First Shadow Summary

- Document **team operating system**



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First Shadow Summary

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- **People**
- **Structure** (meetings, async comms)



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First Shadow Summary

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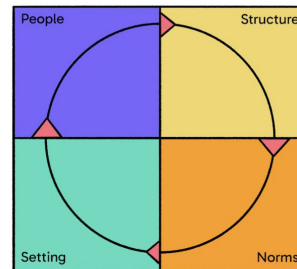
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bit.ly/team-operating-systems

OPERATING SYSTEM

a purposeful construct of
people, structure, setting, and
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First Shadow Summary

- ▶ Documented **operating system**



First Shadow Summary

- ▶ Documented **operating system**
- ▶ My **direct observations**
- ▶ **My own thoughts** and feedback based on what I observed



First Shadow Summary

- ▶ Documented **operating system**
- ▶ My **direct observations**
- ▶ **My own thoughts** and feedback based on what I observed
- ▶ **Raw input** (all other feedback we have on this employee)















Subsequent Shadow Summaries

- What's changed



Subsequent Shadow Summaries

- What's **changed**
- **Effects** of feedback



Subsequent Shadow Summaries

- What's **changed**
- **Effects** of feedback
- Confirm and clarify **new, raw sentiment data**













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