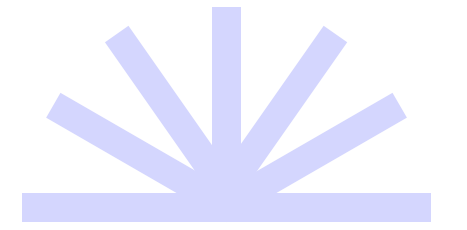


USER MANUAL  
*for*  
**Emily Campbell**



Last Updated, March 2022

# HELLO!



If you're reading this it's most likely because you are reporting to me or I am reporting to you. This deck is intended to give you an introduction into how I think and work, and my approach to setting you and the team up for success.

This is a living document. That means you are ~~welcome~~ requested to beat it up. Leave questions, challenge my assertions etc.

Most importantly, this deck is not meant to substitute the real work of building trust and getting to know each other. But you might see me refer back to it from time to time.

I'm looking forward to working with you!

*Emily*

## What I value

- Customer focus
- Investment in craft
- Intentionality
- Healthy grit
- Authenticity
- Positive demeanor
- Impact over hierarchy
- Curiosity

## Fun facts

- I have 2 kids, 2 dogs, 3 cats. It's a full house.
- We love to raft and camp. I make the time.
- Yacht Rock is my jam
- I dig self-reflection and love feedback of all kinds

**MBTI:** ENFJ (Protagonist)      **DISC:** Id (Influencer)

**Enneagram:** 7w8 (Enthusiast)

**True Colors:** Orange/Green (28) (Strategist/Achiever)

# WHAT'S IN THIS DECK?

- How I view my job
- Some thoughts on leadership
- Supporting professional development
- Skills and performance management
- My approach to feedback
- Communication approach

## **A FEW IMPORTANT CAVEATS...**

This deck represents me, and isn't necessarily representative of other leaders at our company

This is a living document that will evolve over time

Our conversations are the source of truth

# WHAT IS MY JOB

## (and what isn't...)

### **My job is to...**

- Hire and retain world class talent
- Set clear and ambitious goals aligned to business and stakeholder needs, driven by customer value
- Ensure you have the right tools, context, and team to execute on those goals
- Amplify you and ensure you are rewarded for your successes, as a team and individually
- Support you, cheer you on, and represent the team to leadership

### **To perform my job, I assume...**

- You know your job, and are very good at it
- You aspire to more than your current job
- You can perform your job better than I can
- You will tell me if you cannot do your job
- You feel safe debating me
- You trust that I have your back
- You see your success through the lens of team and company success

**My current *ROLE* is Senior Director of product design and UX research at Vendr**

# HELP ME HELP YOU



## In order for me to...

- Avoid blind spots and learn something new

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- Give clear guidance and direction

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- Avoid biased thinking

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- Build trust and give you autonomy

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- Support your development and career

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- Be your advocate

## Please help me by...

- Expressing your opinion and tell me when you think I am wrong (and practice *disagree and commit*)

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- Erring on the side of giving me more information than less, especially if you are blocked

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- Expecting me to ask questions, even if it sounds like I am disagreeing with you (most likely I am not)

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- Give me a heads up about your availability, working hours, and commitments, and ensure nothing drops

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- Share your goals, expectations, approach to feedback, challenges, and priorities

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- Let me know if something isn't working before it becomes a problem. AND share your wins!



# MANAGEMENT vs. LEADERSHIP

If there is one thing to know about me, this is it:  
**I view leadership as a skill and management as a role.**

I expect everyone on my team to demonstrate leadership, though how that manifests will vary by level and experience.

Management is a job, and an important one. Managers are responsible for ensuring processes are efficient and effective and people are positioned to be successful within them.

There can be great leaders who are poor managers (and who aren't managers). There should never be a manager who is a poor leader.

<b>Leadership Skills</b>	<b>Expected at level...</b>
Influence	Advanced
Thought Leadership	Advanced
Strategy	Intermediate
Presence	Intermediate
<b>Communication</b>	<b>Foundational</b>
<b>Problem Solving</b>	<b>Foundational</b>
<b>Accountability</b>	<b>Foundational</b>
<b>Integrity</b>	<b>Foundational</b>

# YOUR DEVELOPMENT

**Your career is yours.** It is your job to know where you want to go and to apply feedback in order to meet your goals.

**I am here to give you an outsider's perspective of your development against your goals.** I'll do my best to provide growth and learning opportunities, but it is your responsibility to step up to the plate.

If you ever feel like you are struggling to meet your goals or need help assessing them, please let me know.

I care about you as a person, not just an employee. I am committed to helping you grow as a person and giving you a path to grow professionally here.

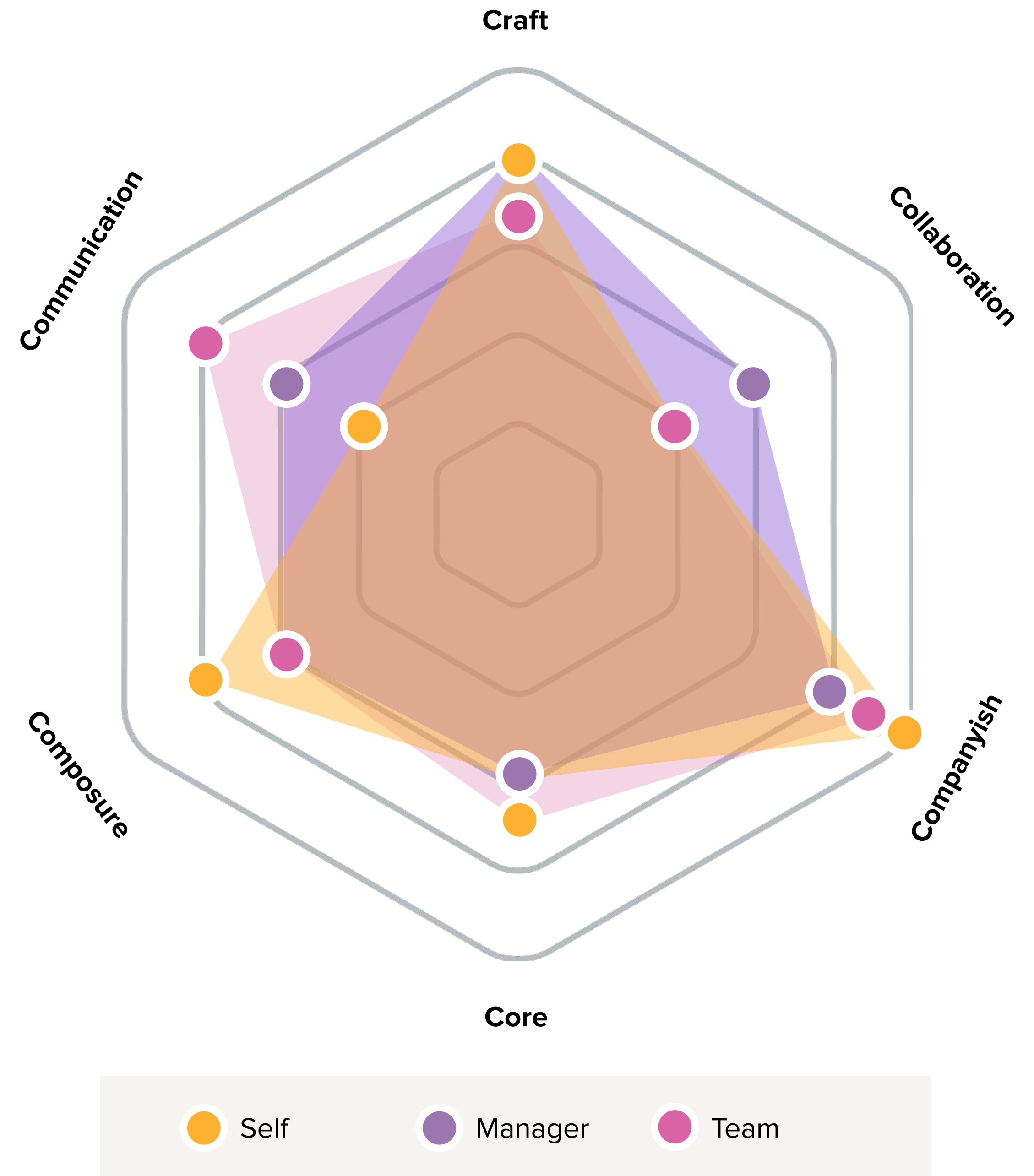


# A NOTE ON PERFORMANCE

**We will regularly be checking in on your performance against your goals.** The more frequently we have these conversations, the less they will feel personal and the faster you *can* develop.

Together we will set personal OKRs (separate from team OKRs) and revisit them quarterly.

Please tell me as soon as possible if you are struggling to meet your goals, if you need more direct feedback, or if you are not feeling challenged.





# PERFORMANCE MANAGEMENT

**Everyone who reports into me will receive regular assessments of their performance.**

This is intended to give you information to apply, NOT to be punitive.

I hope you will see this as a safe place where you can challenge yourself and reach beyond your existing capabilities. This may mean you occasionally find yourself underperforming your expectations. This is not necessarily a bad thing, and can be a good thing: demonstrating growth and resilience is a critical skill required for professional advancement!

**Note that this is my general approach and the delivery and tracking will adjust to the systems of our company**

For ease, I use a reference system for each skill area you are working on:

**GREEN:** You are on track or exceeding your goals. Any feedback is intended to help you optimize, not to correct.

**ORANGE:** Something you are doing could get in the way of your success. You need to adjust something.

**RED:** Your trajectory is unsustainable in the short term and there is a concrete and specific timebox for you to address these issues.

Being in the orange or the red should not make you panic. Temporary failure is an opportunity for growth. Unwillingness or disability to grow IS an issue. If I see signs of this, we will discuss it.

# HOW I APPROACH FEEDBACK

**To be successful, feedback requires three things:**

- You know what you are aiming for
- You have the ability to receive and interpret the information you receive (safety, timing, and mechanism)
- The information itself

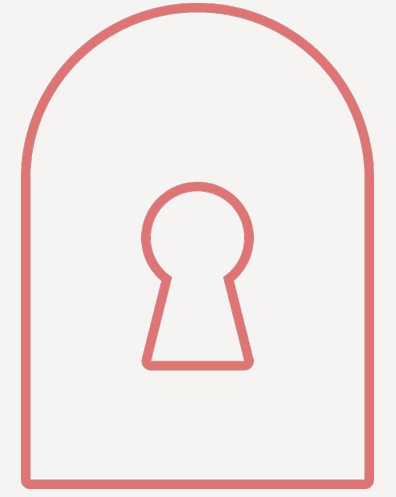
**Unsuccessful feedback is just noise.**

**Decks are a bad place to build safety and trust.** We will talk about how you receive feedback best, what types of feedback you respond to, and on what frequency.

That said, I can promise you I never shit sandwich and I will only give feedback if you are open to it. I will encourage you to accept it regularly and to see feedback as a tool.



# NOT ALL INFORMATION IS FEEDBACK...



<b>Format of information</b>	Thought or idea	<b>Feedback</b>	Assertion
<b>How to interpret it</b>	Input	<b>Signal</b>	Direction
<b>Nature of the information</b>	Discardable	<b>Applicable</b>	Decisive

# LET'S CHAT

By now, you should have my number. Never hesitate to call or text. You also have access to my calendar. You don't need permission to set up time.

Generally, this is how I communicate best against different constraints.

[1:1 template](#)

