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# User Guide To Working With Me

*Revision 2, 02.01.2019*

Available at: <https://jcfausto.com/work-together/>

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# 1

## Introduction

### **Why I wrote this guide**

Welcome to my User Guide to Working with me! I offer this to you because I recognize that the faster we get to know each other and how we work, the better and stronger our relationship will be, and the more we'll accomplish together. This is a living document that will change as I learn more about myself and how we can best support each other.

### **Who should read this guide**

Everyone that want to quickly know how to interact with me in a way that I can work at my best and what can offer to you the maximum value you can get from me either as a colleague or as a manager.

# 2

## Communication

1. I find that the vast majority of issues are a result of poor or infrequent communication. It's important we communicate well and often.
2. For quick questions with very low context involved it's fine if you just send me a message on our chat app. For questions that require a context I'd rather communicate face-to-face. If you can't have a chat with me for any reason then leave a message in our chat app or drop me an e-mail and I'll get back to you as soon as possible.
3. I like to get an acknowledgment on written communications. I like quick "got it" or "on it" type of acknowledgments notes so I know things that we're discussing are moving. If it's an "FYI" from my side there's no need to respond unless you didn't understand what was informed.
4. I will always make myself available if you need me. I consider my time with my team member the most important time of my week. If you suggest a meeting

or discussion, initiate it through making an appointment on my calendar. If I suggest a discussion, I will initiate suggesting the time and place. Don't say "let's discuss" without a follow-up of when we'll discuss.

5. I don't expect you to respond to everything in real-time, but do expect you to close the loop on everything we open. If it's on my plate, I'll do the same.

# 3

## Reporting progress

1. The best way to report your progress towards your personal and professional goals is during our 1:1s. Make the best use of this time because it's entirely dedicated to you.
2. If you're a team member with more responsibilities, like a Feature Lead, create a regular, systematic way by which you share your progress against the plan with me. Collaborate with me on this. Make it as quantitative as possible. Make the line between your current goal and the team or company goals clean.
3. Share this update no less frequently than weekly.
4. I trust in data and I place a high value on data that describe your results or supports what you're trying to communicate.

# 4

## One-on-Ones

1. We'll have frequent one on ones. My responsibility will be to set up the meetings and prompt discussions.
2. This is mostly your time and your agenda. I'll explain more in detail how I do 1:1s during our first one.
3. I like using one-on-ones to check in on how you're doing, what you need from me, personnel issues, broad strategy questions that we can seed/discuss, miscellaneous activities like external events or other professional development related activities, me providing any missing context from the company or elsewhere, and bidirectional feedback.
4. You should expect bi-weekly catch ups, unless you're assuming a new role or recently joined the team, in such cases we'll have weekly catch ups.

# 5

## First 6 months working together

I will invest heavily in building a trusting relationship with you in our first six months. Here are some tips for you to reciprocate:

1. Ask plenty of questions. Do not do your job without knowing why. If you stop asking questions, I will see that as a red flag. I want to help/support you learn any other skill not related to your core function early on. You will teach me about what you do and over time, we'll learn from and teach each other based on the inputs we each receive.



# 6

## Feedback from me to you

1. You should expect to receive feedback from me not only during 1:1s or quarterly. I usually like to deliver situational feedback as well so we can celebrate or course correct things as soon as possible.
2. You should expect actionable feedback from my side. I'll never just criticize, but will offer always a possible solution or will set the expectations clear for you.

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## Feedback from you to me

I'm open to feedbacks. Just find a time and place, prepare it the same way I prepare for you (so I can act upon it) and I'll be super happy to have your feedback at any time if it's in this way.

# 8

## On micromanagement

1. I'm hands-on until I trust you. Once I trust you I'm hands-off and we'll collaborate as you need me or when I bring you ideas for us to work through together. Our relationship will feel more like a partnership or me supporting you than boss-manager if we're successful at building trust (though I will be in the manager role when needed).
2. From there, if I get in you hair again, it's because I'm losing trust in you or don't feel like we are making adequate progress on a given topic, likely because you are not satisfying my need for Communication, Reporting, or Feedback.

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## Me as a resource to you

1. Be clear what you need from me in order to get your job done. More feedback, more context, more board interaction, etc.
2. Be clear when you need the company's resources. Be data-driven about why you need it, gather alignment from the pertinent stakeholders, and show that you're being cost conscious.
3. I love to work through problems if it's useful to you.

# 10

## Professional development

1. I try very hard to hire/retain people that I would like to work for myself and are meaningfully better than me at the function they'll work. As a result, it's unlikely I will be a mentor to you in your role. My biggest value to you is to be a strong vocal advocate for you success, get you the resources you need to be successful, empower you to make impact without friction, remove any blockers to your success, lead and foster collaboration amongst the leadership team to align on a strategy that maximizes our impact, and surround you with a team of peers that inspire you. You are a key person in the company in your function and my role as a mentor can be:
  - a. Give you transparency into my role if you endeavor to follow a management path or a coaching path.
  - b. Change your role to help you change/increase your scope of responsibility/influence if you are performing and that is your goal.

- c. Create an environment where you can perform and feel fulfilled. I commit to doing all these and expect you to hold me accountable if you don't feel sufficient supported.
2. I'm highly results-oriented and as a result, it's not my first instinct to focus on professional development. I will do my best, but it will benefit you to clearly communicate your professional goals, especially during our one on ones.

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## Commitment to continuous improvement

1. Our team discussions, such as retrospectives, are a critical time. If you're invited to one of such meetings, be engaged, don't multitask, show up with body and mind, keep up with the pace of the discussion, work to grasp the nuances and participate actively. This will be a sign of engagement and commitment to continuous improvement.
2. Be proactive in identifying new opportunities that propel the team forward. It's not enough to just wear your functional hat in team discussions. This is a time for you to take off your functional hat and own the overall team and company strategy.