

How to Work with Sally

A short, honest guide to how I work with my team. This is not a set of rules for how you're supposed to work, but rather what to expect from me. It's a living document— tell me where I'm off and I'll update it.

What I care most about

I believe every person has the potential to do great work, not by following a formula, but by bringing their unique perspective, creativity, and humanity to what they do. My job is to create the conditions for that to happen, not to control how you get there.

That means I lead from trust by default. I want your autonomy and ownership to grow, and I'll give you room. I'll also rely on you to tell me what you need so you can succeed.

I also care deeply about how we treat each other. No egos, no politics, no drama. Just good people doing good work together.

My working style

Collaboration over ego

How we treat each other matters. I build a team culture of respect and belonging where every voice counts and there's no room for egos.

Safe space to vent

Talk it out (respectfully). I will listen. I want you to feel heard. Then, let's point our energy toward what we can change. Sometimes we just need to say a thing out loud. I believe what you focus on, you create more of, so name it, air it, release it, and let's point our energy toward what we can actually change.

I care more about where we land than how you got there

I'll give you clear direction on where we're headed and why. How you get there is largely yours to own.

A suggestion is not necessarily a decision

When I voice an idea or a thought, I'm not handing down a directive. I'm looking for discussion. Push back (respectfully), build on it, let's discuss. I'd rather we work through ideas together and collaborate on solutions than to give you a directive.

When something's not up for debate, I'll tell you

Most things are genuinely open and your input shapes them. But some things are already decided or constrained in ways we can't control or change, and when that's true, I'll tell you plainly and explain why, so you're never left guessing.

Written and async works well

I process information really well when it's written down. Give me context in writing and I'll engage with it, then we can talk if we need to.

Communication and feedback

Open, respectful communication

How we communicate matters as much as what we create. Egos get in the way of doing good, collaborative work, so my goal is to build a team culture where we're open with each other, listen to each other's ideas and feedback, and lift each other up.

Constructive feedback, early and often

You'll never hear something at review time that I could have said in the moment. I expect the same openness from my reports.

You shouldn't have to read my mind

I'll ask directly in our 1:1s what you need from me and where I can do better. That's a standing, open invitation, not the only time I'm listening.

Mistakes are part of the work

I'll admit my mistakes openly, and I hope to create an environment where you'll feel safe doing the same. A culture where we can be honest about what isn't working is more valuable to me than one where everything looks fine on the surface but things are stuffed under the rug.

What you can count on from me

I'll show up consistently, follow through on what I say, and advocate for your growth. That includes showing up as myself during the hard moments, and I won't ask you to take risks I'm not willing to take.

I'll give you the space to tell me what you need, and I'll actually listen and adapt.

What I'm still working on

I'm fully transparent that I'm new to managing this team. I'm still learning how each of you works best, what this team needs, and where I can have the most impact as your manager. I don't have all the answers yet, and I don't pretend to.

Part of what I'm actively working on is building our strategy together with intention. I want to understand what's working, what's been frustrating, and what opportunities we haven't had the space to pursue yet. That takes time and honest conversation, and I'm committed to both.

If something I'm doing isn't working, or you have a perspective on where the team should be headed, I genuinely want to hear it. Shaping this together is the goal, not delivering a strategy from the top down.

How to reach me

I manage my Slack notifications intentionally to protect focus. It's not a sign I'm ignoring you, and async messages may not get an instant reply.

For anything urgent, tag or DM me directly and I'll surface it.

Use our 1:1s and ad-hoc time for non-urgent things that deserve real attention.

This is a starting point, written before I know each of you as well as I will. Treat it as an invitation, not a final word.