



# DrupalCon

NASHVILLE **2018**  
APRIL 9-13



**DrupalCon**  
NASHVILLE 2018  
APRIL 9-13

# What do you want to do when you grow up?



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# Topics

## Why?

Why Do We Do It This Way?

## How?

Tools, Tricks & Considerations

## Takeaways

Key Points & Food for Thought

A city skyline at sunset with a river in the foreground. The text "Why do we ask?" is overlaid in white. The skyline includes several skyscrapers, with the most prominent one having a distinctive pointed top. The sky is a mix of blue and orange, and the buildings are reflected in the water below.

# Why do we ask?

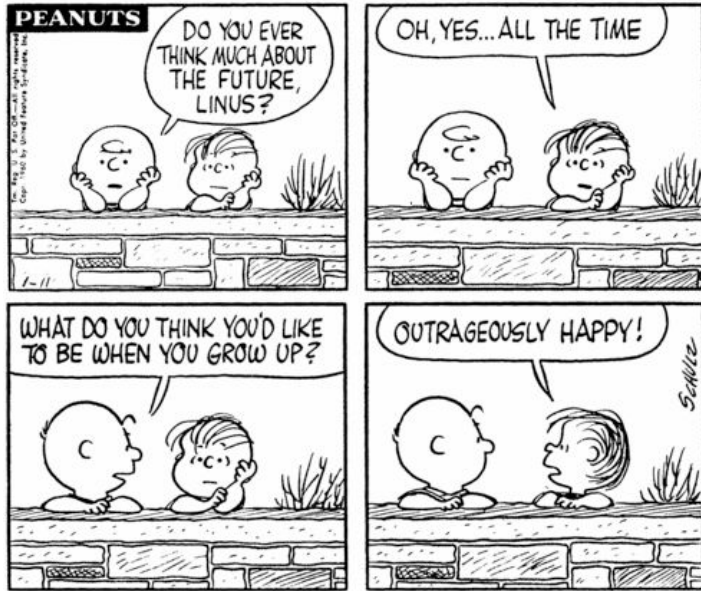
# What do you want to do when you grow up?

- Who has been asked this question?
- Who *hates* this question?

*We hope to replace the hate by the end of this session.*



# What do you want to do when you grow up?



- I'm already grown up! Right?
- Lightens the mood
- Increases creative thinking and self-awareness
- Invites exploration of current role
- Encourages participation in your own growth

*It is never too late to have a happy childhood!*

*- Tom Robbins*

# The What Ifs

- What if I just don't know?  
*(hint: it is about growth, so that is ok)*
- What if I change my mind?  
*(hint: it's ok, the tools address this)*
- What if I am already "grown up"?  
*(hint: you aren't, don't worry!)*
- What if I'm my own boss?  
*(hint: you can use these tools, too!)*
- What if I realize it's the wrong job?  
*(hint: that's ok, too. Create a new path!)*





# Why does the business care about this?



- Increases employee engagement
- When coupled with frequent check-ins:
  - Greater accountability
  - Nimble course correction
  - Clear alignment with company goals
  - Keep a pulse on overall health
- Increases team coherence
- Easier team planning

# Motivation Matters



## Short-term Motivators:

- Internal motivators work better than external motivators (long term)
- Money is only a motivator for so long

## Stronger Motivators:

- Why does it matter?
- How am I doing?
- Where am I going?

# Why does motivation matter?

- Answers the questions: “What is my purpose?” “Why am I even here?”
- Marries company and individual goals
- Provides a greater connection between the company and individual
- Increases greater understanding of the “Why” for creative contribution
- Creates internal motivations to succeed

# How am I doing? Ongoing feedback.

- Eliminates the unknowns and guessing
- Facilitates course correction if off-track
- Increases self-confidence, self-accountability, self-awareness
- Open communication of needs to/from management and employee

# Where am I going? Continual growth.

- Paints the “Big Picture”
- Provides guiding principles for smaller decisions
- Creates a roadmap for next steps
- Makes it easier to reach a goal: attainable vs. impossible
- Ensures everyone is on the same page

# Not Climbing the Corporate Ladder?

- Not all employees want to keep climbing the ladder, so growth is continuous learning at current level.
- Growth options:
  - Increase the depth of knowledge
  - Stay on top of changes in best practices relevant.  
(Technology, Process)
  - Expand into adjacent technologies



**This growth plan is totally fine.**

# MOTIVATOR OR INCENTIVE ?

## MOTIVATOR

### MINDSET / ATTITUDE FOCUS

Internal (intangible) gain

Feeling / emotion-based:  
influence, impact, legacy

Validation statements

- You can...; You are...; You will be...;

## INCENTIVE

### BEHAVIOR / ACTION FOCUS

External (tangible) gain

Object / material-based:  
little or no emotional attachment

If/then statements

- If you do this...then you will get...

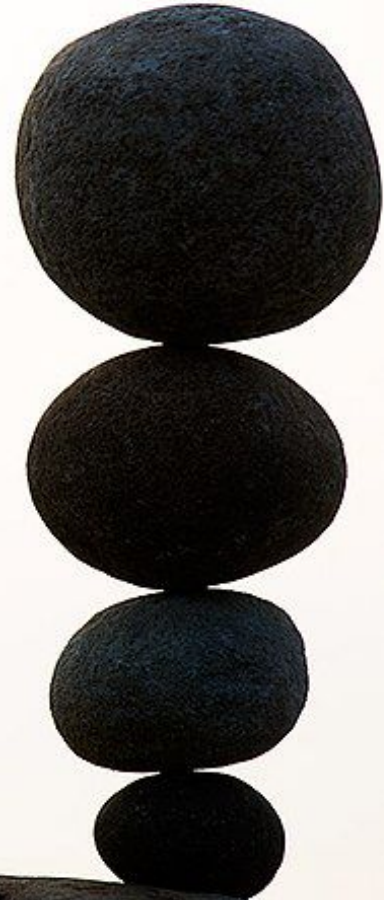
100%

EMOTIONAL ATTACHMENT / CONNECTION

0%

# It is a balancing act

- Without any incentives, internal motivation only goes so far.
- However, motivation is the main source of long term gains
- Incentives are great for short term gains
- Incentives are great secondary motivations
- Recognition is important





**“Dispirited, unmotivated,  
unappreciated workers cannot  
compete in a highly competitive  
world.”**

**Frances Hesselbein**

# Being unmotivated is bad for everyone

## Employees

- You may become a passenger in your career instead of a driver
  - you might even be on the wrong bus
- If you feel like you are in a dead end rut, you will perform as such
- If you aren't motivated, no one can help you grow

## Management

- If your employees aren't competitive, neither is your company
- This **DOES NOT** mean you should create a cut-throat competitive culture within your company.
- You are on a team together, not competing against each other.

# Open Communication Helps

- Define opportunities
- Eliminate disliked options
- Empower everyone to ask for help or space when needed
- Maintain a driving direction
- Remind you where you were going
- Reframe and inform perspectives
- Find proper individual motivators

**“The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.”**

**William Arthur Ward**

# Adjusting the sails

- Greater accountability
- Easier course correction (measurable goals needed)
- Clearer alignment with company goals and personal professional goals (transparent communication necessary)
- Increased one on one / face to face communication

*If you are a distributed team, we highly recommend video conferencing.*

# These aren't your old performance reviews

- Check-ins are:
  - Semi-formal open discussions of personal professional goals and company's business goals
  - Time to set collaborative goals for professional development
  - Time to openly discuss feedback/concerns in both directions
  - Time to check in as humans on both sides of the team
- What they are not:
  - Historical scary performance reviews of doom
  - Informal chats with no actionable outcomes
  - Behemoth plans set in stone with no guidance along the way

# Consistency & Structure Are Key

- Maintain regular schedule
  - Allows for preparation
  - Indicates it is important / a priority for both parties
  - Creates anchor for connection and issue discussion
- Come prepared
  - This goes for both sides, and cannot be stressed enough.
- Create rules of engagement and feedback guidelines
  - Allows time for both parties to talk
  - Sets explicit expectations for communication and participation

# Revisit Often

- Revisit expectations often
- Allow for change when needed.
  - These are guidelines, not hard fast rules.
- Share access to all related documents
  - Revisit between check-ins if needed
  - Use for preparation



# Choose Wisely

- Create SMART goals
- Keep the Big Picture in mind
- Many small specific goals are easier to act on than one large goal

# It isn't all doom and gloom

- Celebrate what is working
- Recognize what is going well
- Create a mutual understanding of the overlap between what both parties need or want

*Sometimes management decisions will supersede yours. At this point, there must be some realignment with expectations.*

A city skyline at sunset, with buildings and a bridge reflected in a river. The sky is a mix of blue and orange.

# It isn't always easy

*Oh, the humanity!*

# Being human

- We are humans on both sides of this equation - empathy is important.  
**Cultivating a culture of empathy is vital.**
- Humans can adjust their behavior and apply feedback
- Humans can have a perspective outside of themselves
- Humans can be good at empathy.
- Emotional connections to work/career can be huge motivators
- Most likely, as humans we get it. Even if business dictates actions that may appear otherwise.

# We're only human, after all

- Humans get things wrong sometimes
- Humans have “bad” or “off” days
- Humans might need more than one chance
- Humans can be bad at empathy
- Human emotions can sometimes cloud judgement

*“It is better to participate and fail than fail to participate.”*

*- Debasish Mridha*

**“Do more than belong: participate.  
Do more than care: help.  
Do more than believe: practice.  
Do more than be fair: be kind.  
Do more than forgive: forget.\*  
Do more than dream: work.”**

**William Arthur Ward**

# Do This

- Active listening:
  - Don't just wait for your turn to speak, listen to what is being said, repeat back what you think is being communicated
  - But... wait for your turn to speak. Allow the speaker to finish their thoughts.
- Be forthright / proactive:
  - If you have ideas, bring them up
  - If you are leading the meeting, make sure to allow space for others to talk

# And This...

- Be Engaged
  - Invest in your own growth
  - Do your best (which may not be perfect, or what you had “hoped” it would be, but show up anyway)
- Come Prepared
  - Review the document before check-in (with enough time to accomplish action items if needed)
  - Write notes for yourself ahead of time



# Remember...

- Words matter.
- Delivery of your message matters.
  - Be sincere, say what you mean
  - Be aware of tone
  - Don't sugarcoat your message
  - Don't be condescending
  - You can't always control how it is taken
  - Listen to the response you get

# Follow Through

everyone must do their part

# Working through imposter syndrome

- Trust that whoever hired you did so for a reason
- Take a moment to step back and try to look at the objective facts
- Management: Support your employee, give concrete examples

# Working through and with baggage

- Discuss and recognize previous working conditions and company cultures that may be different
- Whenever possible, quickly check those bags at the door
- Everyone: Be careful with your assumptions
- Management: Trust that people are doing their best, but address any issues quickly

# ~~Repeat Yourself~~ Try saying it another way

- It is not always personal if someone isn't quite hearing you, try a different wording
- The message is more important than the messenger
- Sometimes someone else can say it "better" (or already has)
- Sometimes, a person is "more ready" to hear the message at another time

# How to make a map

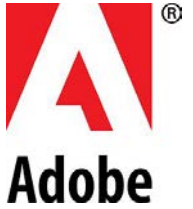
A wide-angle photograph of a city skyline at sunset. The sky is a mix of blue, orange, and pink. The city features several prominent buildings, including a tall, modern skyscraper with a glass facade. The skyline is reflected in a body of water in the foreground. A bridge is visible on the left side of the image.

# Tools we use

- Adobe's Check-In Toolkit
- Slack
  - Create dedicated channels for each employee and their management team.
- G Suite
  - Create a private folder for each employee
  - Track ongoing feedback in a single shared document
  - Share any "homework" employee is asked to do
- Ticket Tracking Software
  - Actionable items are created as tickets for tracking/reference

# Adobe Check-in Toolkit

Check-in



- Comprehensive, but lightweight
- Cycle:
  - Expectations
  - Feedback
  - Development
  - Repeat
- SMART Goals
- Feedback Guidelines
- Individual Development Plan





# Adobe Check-in Toolkit

Check-in



## EXPECTATIONS: Discussion Guide for Employees



### Guidelines:

- Take time to do this well. Clear expectations are key to an effective relationship with your manager.
- Use the expectations worksheet to start mapping out your goals.
- Come to the meeting prepared to review a draft of your SMART goals.
- Remember: Expectations must be tangible and measurable, not just aspirational.
- Ask a lot of questions.

### 1. Context

- Over the next period of time (e.g. sprint, quarter), what are the critical priorities that we must accomplish?
- Check your understanding of the business context: "How does our team support Adobe? What are your big bets for the next year?"
- What key deliverables should I aim for this year?

### 2. SMART

- Review your expectations worksheet with your manager and complete your goals together:
- Do you think these goals are stretching enough for me? Am I being unrealistic?
  - How will I be measured on these?
  - Are these properly aligned to the business goals? If not, how can I ensure that they are?

### 3. Obstacles

- Have specific tasks tied to the expectations. Not just what will be achieved, but HOW:
- From your experience, what obstacles should I anticipate?
  - Who else should I connect with to help achieve these expectations?
  - What other resources do you think I will need?

### 4. Review

- Confirm how often you would like to review progress: weekly/monthly/quarterly.
- Confirm your immediate next steps, (e.g. finalize SMART goals).
- Take the opportunity to double-check your understanding of what is expected of you.

### Follow-Through:

- Finalize your expectations and share with your manager.
- Before your next Check-in, reflect on progress made. What has been harder/easier than you thought?
- Regularly ask for business context.
- Regularly ask for informal feedback, not only in your Check-in meetings.



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## EXPECTATIONS: Discussion Guide for People Managers



### Guidelines:

- Take time to do this well. Clear expectations are key to an effective relationship with your team.
- As a manager, you will drive the expectation setting process.
- Check you have clarity of your own expectations before having this conversation.
- Remember: Expectations must be tangible and measurable, not just aspirational.

### 1. Context

- Explain how the team fits into the business unit and the broader business.
- Confirm the overarching goals for Adobe this year:
  - Be transparent and explain what is expected of you as a manager of this team. Explain your big bets for the next year.

### 2. SMART

- Check that the goals the employee has drafted are SMART and complete them together:
- What will success look like for this goal?
  - How will these goals stretch you?
  - What specific outcomes will these produce?
  - Is this timeframe realistic?
  - How do these goals align with the business/team goals?

### 3. Obstacles

- Ensure the employee has specific actions tied to the expectations. Not just what will be achieved, but HOW:
- What obstacles could get in the way of these goals?
  - How will you plan to overcome these? How can I help?

### 4. Review

- When and how shall we Check-in to review progress?
- Explain that expectations may need to evolve if the broader business goals change.
- Clarify that you will hold your employee accountable to these expectations, so it's important for them to let you know if they need to revisit them.

### Follow-Through:

- Employee completes expectations worksheet.
- Evaluate and refresh throughout the year. Set expectations at the beginning of the fiscal year and review every month or quarter.
- Set up recurring calendar invites for Check-in. Avoid canceling or rescheduling these.
- Regularly update all employees with business context/changes/risks.
- Use expectations to monitor employee's progress and achievements throughout the year.



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# Adobe Check-in Toolkit

Check-in



Adobe

## FEEDBACK: Discussion Guide for Employees



### Guidelines:

- As an employee, you will be part of a two-way feedback conversation.
- Provide timely, specific, balanced feedback.
- Don't give feedback when you are angry.
- Ask lots of questions to ensure you are clear about the feedback you're receiving.
- Remember: Constructive, critical feedback is often the most helpful to people. Don't avoid the tough conversations and be open to hearing difficult feedback.

### 1. Specifics

- "What do I do well that makes me effective? Why is that impactful?"
- "Are there any areas of performance concern that I need to be aware of?" Ask for specific examples.
- When providing feedback, state the specific facts that you know: "I have observed that you do/lay and it impacts me in this way \_\_\_\_\_"

### 2. Ask

- Pause and take time to respond to the feedback.
- Ask for suggestions:
  - "What should I stop, start, continue to do?"
  - "What is one thing, looking forward, I could change or do more of that would make me more effective?"

### 3. Impact

- When receiving feedback, consider the impact of your behavior on the situation/team. Do you need to take further action to change that impact?
- When providing feedback, describe the impact you observed on other people, both positive and negative.

### 4. Do

- Collaboratively agree on what needs to continue or change:
  - "What will you do differently in the future?"
  - "What help/support would you like from my manager or others to help you stay on track?"
  - Say thank you for the feedback.

### Follow-Through:

- Put agreed-upon changes into action.
- Before your next Check-in, consider what feedback you would like to provide.
- Regularly ask for business context, changes, and risks.
- Regularly ask for informal feedback, not only in your Check-in conversations.



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## FEEDBACK: Discussion Guide for People Managers



### Guidelines:

- As a manager, you will be part of a two-way feedback conversation.
- Provide timely, specific, balanced feedback.
- Show genuine appreciation for your team members and the value they bring to the team.
- Selected employees want to know how they're doing, tell them.
- Don't give feedback when you are angry.
- Remember: Constructive, critical feedback is often the most helpful to people. Don't avoid the tough conversations and be open to hearing difficult feedback.

### 1. Specifics

- Provide specific feedback based on your observations:
  - "X is something you do very effectively"
  - "I really appreciate your contributions to (project/team/BU) by doing X"
  - "Looking forward, if you could change or do more of X it would make you more effective."

### 2. Ask

- PAUSE and ask for the other person's reaction.
- Ask open-ended questions to understand their perspective:
  - "If you could do it again, what would you do differently?"
  - "How did you feel following that situation?"

### 3. Impact

- When receiving feedback, consider the impact of your behavior on the situation/team. Do you need to take further action to change that impact?
- When providing feedback, describe the impact you observed on other people, both positive and negative.

### 4. Do

- State or collaboratively agree on what needs to continue or change:
  - "Can I make a suggestion?.."
  - "What help/support would you like from me to help you stay on track?"
  - "What feedback do you have for me?" – remember to say thank you for feedback received.

### Follow-Through:

- Put agreed-upon changes into action.
- Regularly provide informal feedback to team members – after meetings, presentations, etc.
- Appreciate your team often and in a way that is meaningful for each of them.
- Remind your team that you are open to hearing their feedback.



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# Adobe Check-in Toolkit



Adobe

## DEVELOPMENT: Discussion Guide for Employees



### Guidelines:

- Expectations and Feedback Check-ins must happen before a development conversation.
- Reflect on interests and aspirations (use Individual Development Plan).
- Schedule meeting with your manager. You will likely have a series of meetings, not just one.
- Come to the meeting with some clear ideas to discuss.
- Remember this is a journey, don't move straight to action.

### 1. Current State

- Explain what you find most and least satisfying about your current role and why.
- Discuss other things you really enjoy doing and why.

### 2. Strengths

- Explain what you believe your strengths and development areas are.
- "Does this align with your perspective? Is there something I'm missing?"

### 3. Aspirations

- Explain your short-term (up to 12 months) and long-term (2-5 years) career aspirations.
- "What do you think could be a logical career step for me at Adobe?"
- "How well do you think my aspirations link to Adobe's goals?"

### 4. Plan

- "I've identified some experiences, coaching or learning to help me develop. What do you think is missing?"
- Discuss the potential results/business impact of these activities.
- "How did you develop your own career?"

### 5. Action

- Discuss specific actions you can take to achieve your goal(s).
- Agree upon a realistic timeframe and how to track progress against actions.
- Consider potential obstacles and how you will overcome them.

### Follow-Through:

- Employee completes Individual Development Plan (IDP).
- Schedule a follow-up meeting with manager to review progress.
- Ideally, you should review development plans every 3-6 months as part of Check-in.
- Explore online resources and internal opportunities (roles, transfers, projects, etc.).
- Before your next development Check-in with your manager, reflect on the progress you've made.



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## DEVELOPMENT: Discussion Guide for People Managers



### Guidelines:

- Expectations and Feedback Check-ins must happen before a development conversation.
- Encourage don't direct.
- Support employees on their development journey.
- Provide business context.
- Listen 70%/Talk 30%.
- Provide clarity, but don't feel like you have to have all the answers.
- Remember this is a journey, don't move straight to action.

### 1. Current State

- "What parts of your current job do you find most satisfying and why?"
- "What parts are less satisfying and why?"

### 2. Strengths

- "What are your key skills and strengths?"
- "What is a critical development area for you?"
- "What business trends or skills do you need to learn more about to remain relevant?"

### 3. Aspirations

- "What are your short and long-term career goals?"
- "Let's look at how your aspirations link to Adobe's goals."
- "Do you have a specific career move that you want to make?" (Specialist to expert, buddy to boss, international moves, etc.)

### 4. Plan

- "What types of experiences, coaching, and/or learning do you need to fulfil your aspirations?"
- "What will be the potential results/business impact of these activities?"
- "As your manager, how can I help?"

### 5. Action

- "What specific actions can you take to achieve your goal(s)?"
- "What obstacles, if any, may get in the way?"
- "How would you like us to monitor your progress against these goals?"

### Follow-Through:

- Employee completes the Individual Development Plan (IDP).
- Guide employee to on-demand resources.
- Explore internal opportunities (roles, transfers, projects).
- Confirm date for next development Check-in to review progress.
- Ideally, you should review development plans every 3-6 months as part of Check-in.



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# Adobe Check-in Toolkit

Check-in



Check-in



## Individual Development Plan (IDP)



**Objective:**  
Create a personal development plan that aligns your strengths, career aspirations and business needs.

Reflect on the questions below prior to your development discussion with your manager.

WHAT PARTS OF YOUR JOB DO YOU FIND MOST SATISFYING?	
Most Satisfying?	Why?

WHAT ARE YOUR KEY SKILLS OR STRENGTHS?	WHAT SKILLS OR STRENGTHS DO YOU WANT TO DEVELOP?

WHAT ARE YOUR SHORT AND LONG-TERM CAREER GOALS? <i>(This includes experiences you would like, not just promotions (e.g., running an event, speaking at a conference, or managing a team))</i>	
Short Term (0-12 months):	Long Term (2 to 5 years):
WHAT TYPE OF ASSIGNMENTS, EXPERIENCES, COACHING AND/OR LEARNING DO YOU NEED TO MEET YOUR GOALS?	
<i>How can your manager help?</i>	

**Action Plan:** Complete during or after development discussion with manager

DEVELOPMENT OPPORTUNITY	SPECIFIC ACTIONS YOU WILL TAKE	BUSINESS IMPACT/RESULTS	COMPLETION DATE

**Next Steps:**  
Best practices indicate that you should review development plans every 3-6 months as part of Check-in.

Next Development Plan Review Date: \_\_\_\_\_

# SMART Goals



**SMART** is an acronym that can help you and your manager identify the associated **goals** and **success** criteria for each of your manager's expectation.

- **SPECIFIC:** Who, what, where, when, and why of the achievement
- **MEASURABLE:** Clear measures of success, key metrics and milestones
- **ATTAINABLE:** Achievable, and also provides a stretch opportunity to develop and grow
- **RELEVANT:** Results focused, aligned to business priorities, and produces tangible results
- **TIME-BOUND:** A due date gives focus and sense of urgency to the work

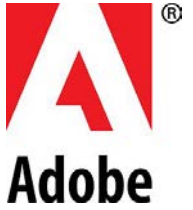


# Feedback Guidelines

- Provide timely, specific, balanced feedback.
- Don't give feedback when angry
- Show genuine appreciation for your team members and the value they bring to the team.
- Ask questions for clarity, wait for responses
- Acknowledge feedback given

*Constructive, critical feedback is often the most helpful to people.*

*Don't avoid the tough conversations. Be open to hearing difficult feedback.*



# Individual Development Plan

- Deepens connections with goals and self-assessment
- Used to create both short-term and long-term goals
- Specifically lays out expectations and needs for growth
- Transparently aligns growth roadmap with company and employee goals

*The Individual Development Plan should be revisited every 6 to 12 months.*

# What's Next?



# Key Points

1. Agency (you are the driver)
2. Motivation (no carrot dangling)
3. Active Listening
4. Accountability (to yourself, and to your company/team)
5. Growth
  - a. Creates greater agency / confidence
  - b. Creates greater internal motivation
6. Repeat this process over and over. **It isn't a one time thing.**

**“The world can ask you to participate, but it’s a day-to-day decision if you want to agree to that proposal.” - Aimee Bender**

# Motivation and support

- Not everything is rainbows and sunshine, but they are coming!
- Don't lose hope if it isn't "perfect" yet!
- You can do this!



# Final Takeaways

1. Open communication is the key.
2. It doesn't have to be too complex to make change.
  - a. If you are part of the way there, find the next steps
  - b. If you haven't started, baby steps in the right direction can make a huge difference
3. Know (or ask)
  - a. Why it matters?
  - b. How you are doing?
  - c. Where you are going?

# Links

- Adobe Toolkit -  
<https://www.adobe.com/content/dam/acom/en/aboutadobe/pdfs/adobe-check-in-toolkit.pdf>
- Motivation vs incentives -  
<https://www.intelivate.com/team-strategy/using-incentives-motivators>



**DrupalCon**  
NASHVILLE 2018  
APRIL 9-13

# Join us for contribution sprints

Friday, April 13, 2018

## Mentored Core sprint

9:00-12:00  
Room: Stolz 2

## First time sprinter workshop

9:00-12:00  
Room: Stolz 2

## General sprint

9:00-12:00  
Room: Stolz 2

**#drupalsprint**



## What did you think?

Locate this session at the DrupalCon Nashville website:

<https://events.drupal.org/nashville2018/sessions/what-do-you-want-do-when-you-grow>

Take the Survey!

<https://www.surveymonkey.com/r/DrupalConNashville>

**Thank you!**