Operating manual

Role description

Scope	Duties	Accountabilities
Sets the marketing team's overall direction and strategy. Empowers and assists teammates to own the execution of the strategy	- Supports teammates in weekly 1:1s - Represents marketing at the executive/leadership level - Syncs regularly with other team leads to ensure smooth collaboration and context sharing - Owns data analysis and infrastructure requests, podcast production, swag (these things change regularly as needs evolve)	- Grows Buffer's reach and drives new user signups (awareness and acquisition) - Ensures that all work is done at a high quality, is on-brand, and fits the overall strategy - Makes sure that teammates are fulfilled and productive

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About me

What makes you grumpy?

When I feel a lack of trust and autonomy to do the work I feel is important or exciting. When I don't get recognition for the effort I'm giving.

I like being able to move fast, to try new things, and to make an impact. And I like it when people notice

How will I know when you're grumpy?

I'm pretty good at hiding it, but if there are signs, it'll typically look like withdrawal, disinterest, or disengagement.

How can I help you when you're grumpy?

Asking me what I think and listening to my ideas. Telling me something specific you noticed and appreciated about the way I've been working.

How do you like feedback - slack, email, in person, etc?

I prefer written feedback versus live/video feedback. My ideal is a Slack message or email with an invitation to followup via video soon after. I need quick resolution to the feedback I receive, so hopping on a call or being responsive via email/Slack is best.

How do you like feedback - routine like in 1:1s, or as-it-happens?

I prefer feedback as-it-happens … just not on Fridays.

How do you prefer to receive recognition? (public or private)

I need both. Public makes me quite self-conscious, so I'd say maybe a 30/70 split of public to private.

What makes 1:1s the most valuable for you?

My approach to holding 1:1s is to create a space that is trustworthy, worthwhile, and effective for the teammate. I don't have any "blueprint" for how a 1:1 should work. If the teammate gets value from it, then that makes me incredibly happy! In general, I view 1:1s as a special time for you to bring whatever is on your mind. I've heard it said that "you get out of a 1:1 what you put into it," which I agree with mostly (it's not always so black-and-white, but it's a good starting point). Some people use them to brainstorm/get unstuck on projects, to talk strategy, to discuss career growth and opportunities, to connect socially or about life stuff, etc. Really, most anything!

What are your goals for this year? And for the next 3 months?

I'd like to continue doing the best I can in my role and for Buffer, and I think that means working toward a VP of Marketing title. In the short-term, I'd like to finish the branding project and hire a marketing engineer.

What do you need from your manager?

Trust, respect, and affirmation are three really core things for me: trust to do the work I say I'll do, respect for me as a contributor that the work is good and the value I bring to the team is important, and affirmation that I'm making an impact, doing good work, and trying my best.

From your team?

I like knowing that my team is somewhat aware of what I do. I still like doing it autonomously, but I do like knowing that someone is watching, hopefully.

From your peers? (outside the team)

I like the sense of camaraderie that comes when we're all working toward a common goal.

What's your favorite baked good?

Chocolate chip cookies