

Recommended materials for the position of Global Growth Manager

A list of recommended materials to help you go through the recruitment process for the position of Global Growth Manager.

We are primarily looking for motivated and proactive activists. We do not want to focus all our attention on your current knowledge, education, or experience.

Although the position you are applying for is quite specialized, we don't require you to have in-depth knowledge of building an organization, specific tools or people management. However, the truth is that knowledge of these topics will help you perform better in certain recruitment tasks.

We want to level the playing field by providing a list of issues whose knowledge can help you in our recruitment. Take a look at these materials to gain the knowledge you need and the context of our work.

General webinars

Before proceeding to the materials, you should consider watching our pre-recorded webinar about our recruitment process, and why we encourage you to apply even if you think you're not good enough.

- [Behind the scenes of recruitment in Anima International](#) – what to expect from our recruitment process and how it works.
- [Are you afraid that you're not good enough to work in Anima International?](#) – a look at the various cognitive biases that make us poor evaluators of our own skills, and why we encourage you to apply even if you doubt yourself. This webinar was recorded during the recruitment to Open Cages, which is part of Anima International.

Our recommendations

We recommend that you read the headings and look at the subject areas that you are not familiar with. We place more importance on skills such as reasoning, intellectual humility and making judgments, so we think you should prioritize these if you are short on time.

Remember that we have prepared these materials with those who are new to the topics listed below in mind.

If you need further instructions or have questions, please do not hesitate to contact us – join@animainternational.org

Materials on activism

Useful for people with no experience in pro-animal activism or effective altruism.

Relevant topics: theory of change, effective altruism, pragmatism, veganism, animal welfare, pro-animal movement, pro-animal movement strategy, pro-animal movement interventions, prioritization, animal rights, animal liberation, cost-effectiveness.

- [Theory of Change](#) – a brief explanation of how to think about the theory of change, by Aaron Swartz
- [Lewis Bollard on how to end factory farming in our lifetimes](#) – a long but comprehensive look at the issue of industrial breeding by one of the most influential research and grant-making organizations, Open Philanthropy.
- [Alexandria Beck: How the Open Wing Alliance is driving progress worldwide](#) – explaining cooperation within the animal advocacy movement as an essential tool to combat animal suffering.
- [Aaron Ross: From Welfare to Rights: How Social Movements Win Progress](#) – why we need a pragmatic, long-term approach to animal protection if we are to succeed.
- [Stop Raising Awareness Already](#) – why spreading awareness about a problem, while intuitive, may not be the best way to change the world as a tool itself.
- [How Much Direct Suffering Is Caused by Various Animal Foods?](#) – an article explaining one way of estimating the amount of animal suffering and pointing out the differences between animal species on farms.
- [Pathways to victory: How can we end animal agriculture?](#) – an article discussing several potential action scenarios for the animal advocacy movement and an attempt to evaluate them.

Materials on working in the area of organizational culture, team building and teamwork

Useful for those not active in Anima International. Material related to the area of people management, team building, recruitment and organizational structure.

Relevant topics: psychological safety, groupthink, team building.

- [Building a psychologically safe workplace](#) – why psychological safety is important and how to build it.
- [What psychological safety is not](#) – what psychological safety is not and what it is most often confused with.
- [It turns out that group meetings are mostly a terrible way to make decisions](#) – about the groupthink problem.
- [Hierarchy is Good. Hierarchy is Essential. And Less Isn't Always Better](#) – an article on why hierarchy and structure are important.

Resources on decision-making

Useful for those not familiar with our organizational culture.

Relevant topics: intellectual humility, curiosity, evidence-based thinking, forecasting, calibration, biases and cognitive errors, counterfactual thinking, uncertainty, honesty, decision-making, personal fit, personal well-being, bottom-up approach.

- [Learning from mistakes](#) and [Kirsty Henderson: Why making mistakes will be your biggest success](#) – training and explanation of how we perceive making mistakes.
- [Julia Galef - Why you think you're right – even if you're wrong](#) – explaining why it is important to get an accurate picture of reality, even if it is unpleasant or uncomfortable.
- [Learning how to seek criticism](#) – receiving criticism.
- [Education Matters for Altruism](#) – why self-development is important in order to help.
- [Tell Culture](#) – a description of the communication standards we want to have in our organization.
- [Notes On Good Judgment And How To Develop it](#) – an article describing how to develop the ability to form judgments.

- [Julia Galef Discusses Intellectual Honesty](#) – a presentation on why intellectual honesty is important.
- [How to build a company where the best ideas win](#) – a TED Talk about building the best space to work from, the tenets of which are also found in the values of our organization.

Resources relevant to the position of Global Growth Manager.

- [Reed Hastings on Building a Streaming Empire](#) – Interview with Reed Hastings, the Co-Founder and CEO of Netflix.
- [Do Things that Don't Scale](#) – an article in which Paul Graham explains the role of successful start-up founders especially in the early days of building them
- [Coordination Headwind: How Organizations Are Like Slime Molds](#) – an emoji flip book presentation by Alex Komoroske about how dysfunctional organizational dynamics arise even when individuals are well-behaved.
- [Holden Karnofsky: Useful Vices for Wicked Problems](#) – an article describing unconventional approaches to tackling complex problems, emphasizing the value of embracing creativity, flexibility, and curiosity in problem-solving.
- [Bob Sutton: Scaling Up Excellence](#) – Stanford Professor Bob Sutton explains why scaling is about spreading and sustaining a mindset, not just a footprint.
- [Staring into the abyss as a core life skill](#) – asking yourself uncomfortable questions about the fundamentals of your work and life
- [How to Work Hard](#) – a short essay on how to work toward goals that are neither clearly defined nor externally imposed
- [The First Principles Method Explained by Elon Musk](#) – how to think in a way that doesn't get as fixated on what has been already done
- [Patrick Collison on Hiring at Stripe and the Role of a Product-Focused CEO](#) – thoughts on building your organization by Patrick Collison
- [How to be More Agentic](#) – description of how to achieve more when normal people would give up, important for builders who want to change the world.