

# Episode 336: Unlock Employee Professional Growth with a Revolutionary Feedback System with Carissa Reiniger

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**Mamie Kanfer Stewart** 00:00

Professional growth is a core part of every job, and we all want to be better at what we do, but traditional performance management processes aren't cutting it, and even giving feedback regularly, while it's important, isn't going to get us where we want to go. There's actually more we can do, and today's guest is joining us to share how her company has made growth an essential part of the employee experience. Carissa Reiniger is the founder and CEO of Silver Lining, a company with a mission to change the global economy one small business at a time. Silver Lining is an advocate for economic justice, and believes that small business is a fundamental element of creating a more just global economy. They work with small business owners from all backgrounds, and have the data to prove that when you give anyone, regardless of their demographic details, equal access and opportunity, they can succeed.

Now, before we dive in, I hope you'll consider supporting this show by becoming a member of Podcast+, for the cost of one book per month, you get awesome member perks, including the members only podcast that has extended episodes and no advertisements like this one. Check out the benefits of membership and join a community of rock star managers at [themodernmanager.com/more](https://themodernmanager.com/more). Now, here's my conversation with Carissa.

**Mamie Kanfer Stewart** 01:08

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**Mamie Kanfer Stewart** 01:34

Thank you so much for joining me today, Carissa, I'm so excited to have you back on the show. I think you were one of my very first guests when I..

**Carissa Reiniger** 01:42

Many years ago.

**Mamie Kanfer Stewart** 01:43

Oh my gosh, yes. And you're just been doing such incredible work, and I'm excited for you to share the way that you're running Silver Lining and some of the practices you have on the inside, because you're just like a rock star manager at like, you're just like, at the top of your game. And I just, I love getting to hear your stories, and I'm so excited that you're here to share them.

**Carissa Reiniger** 02:02

That's very kind of you. You'd have to ask my staff if they agree with you. But that's a that's a different story.

**Mamie Kanfer Stewart** 02:09

I still remember the story you told me about making your entire global team watch The Greatest Showman at the same time for your holiday virtual holiday party. And any manager who does that is like at the top of my list. So

**Carissa Reiniger** 02:23

It was fabulous, for the record, it was a highlight.

**Mamie Kanfer Stewart** 02:26

All right. Well, today we're actually going to talk about how you have embedded professional development into the fabric of your organization. So before I like try to make up more, why don't you just tell us at the high level, what are you doing, and then what inspired you to do it?

**Carissa Reiniger** 02:43

Yeah. So yes, we have a very robust process, which we call the SBAP process, which is the company's called Silver Lining, and we call it Silver Belt Action Plan, like the idea that you could get a silver belt in working at Silver Lining. And the idea is that instead of it being about a performance review, it's about this idea of performance optimization. And so we do a full, what other companies would call 360, we do a full 360 process every six months. Our full time people team probably spend four months a year just managing this 360 process. It's a huge investment of company time and resources. But every single person in the company gets feedback from their peers, their downline reports, if they have them and then their boss and their boss's boss. So there's multiple layers of feedback. The feedback comes in the form of, like, a survey, but there's a room and opportunity for conversation. So if anyone feels like they really want to, like talk to someone to give them encouragement or to resolve a conflict, we try to make sure there's open space for all those real, necessary conversations to get spark. And the idea is that in these 360s in these surveys, we're looking at the full human so we're looking at your day to day behaviors. Do they show up on time? Are they reliable? Do you feel like they're participating in chat, like, are you connecting with them, just in our basic ways of being together? We do a values check, so everyone gives feedback on their connection to our company values. Then we do a behaviors check, are they doing what you think they need to do for the company to succeed and their part in it to succeed? And then a results check, are they effectively delivering results for the individual, the team they're on and the company? And then we take all that feedback, we put it into a custom report for each individual person they get a chance to read it before the meetings, and then every human at Silver Lining gets a meeting with their direct manager and one person from the people team and them, so like a triangle of support. And the goal is to review the information, but more importantly, to discuss what to do about it. You know, are there things that we really want to celebrate? We want to call out, we want to be excited about? And, you know, really, like celebrate the good, and then out of the feedback and the areas for improvement, every single person on the team sets one professional development goal for the next six months. That's our action plan, and then we invest company resources to get them the combination of training, mentorship, outside, support, inside, support that we need for them to get in order for them to hopefully accomplish their own personal goals. You know, are there things that we really want to celebrate? We want to call out, we want to be excited about? And, you know, really, like celebrate the good, and then out of the feedback and the areas for improvement, every single person on the team sets one professional development goal for the next six months. That's our action plan, and then we invest company resources to get them the combination of training, mentorship, outside, support, inside, support that we need for them to get in order for them to hopefully accomplish their own personal goals.

**Mamie Kanfer Stewart** 05:09

So incredible. Hence why I was like, Carissa is the best.

**Carissa Reiniger** 05:12

Our philosophy is that for the company to succeed, we need all teams to succeed. For the teams to succeed, we need the individuals to succeed. And so you can't just sort of sit at a high level and say, like, Let's drive these KPIs as a CEO, I need every human to succeed in order for the company to succeed the collective. And also, wouldn't it be an honor to run a company where people come and they actually get better? You know, every six months, they're getting better as humans like that's a gift I'd love to give the people that I get to work with. And so it's really this like relationship between individual performance and collective performance, and how we drive them together very intentionally.

**Mamie Kanfer Stewart** 05:51

When did you start this process?

**Carissa Reiniger** 05:53

The company is almost 20 years old, which is crazy, and we've been doing it for probably 14 of these last 20 years, consistently. I think we've gotten much better at it, thanks to my people team, not me, in the last five years, I think we've really escalated how we're using it and how effective it is. We've been doing it for a long time. It's been a deep part of our ethos for a very long time.

**Mamie Kanfer Stewart** 06:15

Let's actually, like, dive into some of the details, because you said you have a whole people team that spends like, four months a year doing this, and that's a lot of time. So can you kind of walk us through the timeline of, you know, from okay, we're starting. This is round one for 2025 what happens between then and the completion of that feedback and decision of what the action plans are.

**Carissa Reiniger** 06:37

So we do them in February and August. So we run the company in six months sprints. We call them, where we set targets for our collective growth that we hit by the end of June and the end of December, and then the sbaps, the 360s happened shortly thereafter, so that we're also not just doing it in like a bubble. You know, it's not just well, did Chris a perform or not? It's well, did

the company perform or not? And then how do we step back and look at, well, did the teams perform or not? And then did the individuals? So there's context wrapped in it. One of the things we're trying to teach our team all the time is maybe you're a star performer and you need to be rewarded for that, but if the company overall didn't have a good six months, we probably can't give raises, right? So we're trying, we're trying to show the relationship between an individual, a team, and company's performance so that everyone sees that you can't separate one from the other. You can't be an ego driven individual performer that thinks that you deserve everything if the collective that you're a part of isn't succeeding, and you can't build a collective that succeeds if the individuals aren't performing. And so how do you as top line managers, mid level managers and individuals, take collective responsibility for performance of the whole structure, every part of it? So what happens first is we end our six month sprint at the end of December and the end of June, and we basically do a town hall with the staff to report out we're tracking our progress on our goals publicly, so we all know what's happening, but we have a conversation about how we did in that six month sprint collectively as a company. And then each team does a debrief about how they did in that last six months, and they sort of do self reflection and self analysis. And then I do a one week retreat with my executive team, with my we call them the mdri team, the most directly responsible individuals. We go offline for five days. We sit in a room and we say, Okay, what happened in the last six months? What's good? What can we build on? What was not good? What do we have to change? And based on that, what are our objectives for the next six months? And then we do the 360s so the 360s are happening in the context of collective performance, team performance, and then sort of mdri shared reflection, review and planning for what's to come. And then we release basically these surveys. So we've got a template. We update the template every every time we do it, just because we learn more and it gets better. But we've got this very detailed template, and the first step is to send it to everyone so they do their self reflection. But then everyone gets a combination of like eight to 12 assessments for other people, their bosses, their peers, their reports, and everyone has a two week period of time to basically fill in all their surveys, all their results. As any good manager knows, you spend a lot of that two weeks chasing people to actually do what they need to do. So our people team very diligently makes sure that everyone's feedback is accounted for. They're amazing at that one little like very practical tip on the last two days, we do body double sessions where we literally have zoom rooms open and people who have not submitted their forms actually get invited into that non negotiable room to finish them. So we're creating space for the expectation that there will be non engagement or people will get busy or distracted, and we just make sure it gets done once that two week period closes, there's a two week period where everyone then gets the sort of curated reports, and so the individual and their boss gets the report, that is the collective feedback from everybody, and in that moment in the survey and the self reflection, the team member also gets to say if they would like a raise or a promotion, if they think they've deserved it based on individual, team, collective success. So they've got context, they understand the full picture, and they can basically advocate for themselves in that all the managers review each individual the managers then have a one week period to review all the feedback, the requests, the things, the thinking, and then the mdri team works with the people team to put together basically a suggested report of anyone who might deserve a raise or a promotion that when we pre decide that before the meetings happen. And then any other issues that may be coming up, they present that to me as a CEO, I review it, and we agree on

themes budgets. We basically pre agree on all the decisions that we want to make based on this collective body at work. And then we start a four week process of meetings. And there's just basically meetings happening all day long, every day between these triangles of the team member, their manager, and a member of the people team to have the conversations, to build the action plans. And then once all those meetings are done, the people team spends the next two weeks basically setting up whatever support each individual needs based on what came out of the sbaps. That's the process. It takes about beginning to end. It takes about two months. But it's important. The most important thing, I think, to note is the context it sits within, which is it's sitting sort of right after this six month sprint ends, and we have had time to evaluate what worked and did it work company wide, and then try to translate that down into the individual. Yeah.

**Mamie Kanfer Stewart** 11:24

And I heard the other piece of the context that is so important is you've also decided where you're headed for the next six months, because what someone needs to learn or grow might be more relevant to how their role is shifting based on the new vision and the kind of work ahead, and maybe less on what they did last six months.

**Carissa Reiniger** 11:40

Exactly. And to that, that's a really important part, because we have this conversation with our staff all the time. Promotions don't happen because you've been doing something for a long time, and they may not even happen because you had six months of good performance. It's there's a lot of context to hold you know, if your skill set is x, but the goals for the next six months are y, even if you're a high performer, it's not the right time to promote you because your skill set of x won't support the goals, and we're actually going to set you up to fail. Why would we do that to you? Let's wait six more months and let's see what happens. You know, or if someone is a star performer, but they have no management experience, a topic you're very passionate about, and I share, and I've learned a lot from you on Well, jumping to being a manager is maybe not the right solution. Maybe shadow a manager for the next six months and get to the point where you're really ready for that promotion, if that's what you want, six months from now. So the other thing about doing it every six months, actually, is, I find that our team is much more open to having very honest conversations. If you feel like you're gonna wait for your next chance to get a promotion or a raise to, like, three years from now, you're urgent about it. You're gonna fight. But if you know that there's another chance every six months, you can actually step back and maybe even ask, like, Am I really ready for this? Is this really the right decision for me? We also give everyone, if we're willing to offer them a promotion or a raise, we give them the chance to decline it and wait for six months from now, if they think that they're going to be so high contributing for the next six months that they're going to get a better

promotion or a raise in the next cycle, so they can decline the promotion or a raise and basically advocate for more in six months as well.

**Mamie Kanfer Stewart** 13:12

And if you've accepted a raise or promotion, does that make you ineligible for another for a certain period of time?

**Carissa Reiniger** 13:17

You only get one a year maximum. So if you take it, you're ineligible the next six months. But it creates agency for the team members. They're not sitting there waiting for us to bestow upon them something they're engaged in the process of their professional development is now the right time for me. I really want it, but you know what? In six months, I'll be better for it, and I'll be able to advocate for more, or the company's going in this direction. That's not my skill set. Maybe I need a different job than I thought I needed, right? And so it creates these very, I would say, we have very honest conversations, which I think are incredibly helpful.

**Mamie Kanfer Stewart** 13:49

I have so many more questions, but a couple of things just quickly. One, how many people are we talking about here in your company? And how many people are on your people team?

**Carissa Reiniger** 13:57

60 full time staff and three full time people team. So our ratio is one to 20 in all of our scaling and all of our growth projections, we account for keeping this system in place. We're very dedicated to our people, and so we'll need to scale our people team at a much higher proportion than other companies do. But that is an investment we're prepared to make. It's in our financial model.

**Mamie Kanfer Stewart** 14:18

It's amazing. You're doing this with so many people too. It's just incredible. Okay, I would just like imagining someone listening, being like, Oh, it's great when you do it for like 12 people, but like, we're doing it. Okay? So then second kind of question, related right? Is you're a global company, so you have team members in like 30 some countries.

**Carissa Reiniger** 14:34

Yeah, we have, we have customers in 77 countries, and staff in 26 countries, every continent except for Antarctica.

**Mamie Kanfer Stewart** 14:40

And do you do anything differently for folks in different countries, or is the system kind of straight across the board?

**Carissa Reiniger** 14:47

It's 100% the same for everybody. So we have no in person offices. All of this is done remotely. Our team is remote, but fully committed and fully connected. That's sort of our way of thinking of it. They're not freelancers. They're full time team members. And, you know, doing business globally with so many different personalities, cultural contexts, religions, backgrounds, Wi Fi capabilities. Our team is as diverse as is humanly possible, quite literally, one of the things that I just think is so important to remember is we spend so much time thinking about how we're different as humans, but actually also we are so similar as humans. What all of our staff want is the good job, fair pay, the chance to grow and develop, the chance to be better to believe that someone cares about them, and so we have not had to iterate in any way, shape or form or process for the diversity of our team.

**Mamie Kanfer Stewart** 15:35

That's amazing. And also, like really true humans are humans.

**Carissa Reiniger** 15:39

We're humans. We want to do good work. We want to know how to be better. We want to get rewarded. I mean, we're so similar when it comes down to it, when it comes down to the basics.

**Mamie Kanfer Stewart** 15:47



All right, let's talk about the conversation that happened and the planning of support. Because I think, you know, even just in general, when managers give feedback and we have these kind of performance conversations or just general feedback conversations, there's always the like, okay, so what? Right? So what do we do with this? So can you tell us a little bit more about one, how those conversations flow? And how do you keep people from getting really defensive? Like, I imagine, like, once you've been through this process and you've done a couple times, like, Oh, this is so easy, but if you're new to the team, you know, they feel a little prickly to be part of a 360 when you're like, six months into your job. So how do you make those conversations flow? And then I want to talk more about the setting up of the support systems.

**Carissa Reiniger 16:30**

Yeah, I think it's a really good point. I mean, a lot of people join Silver Lining and the things that maybe you or I think, make it so special, people feel overwhelmed by it. I mean, that's an important thing to know, because in exchange for us giving so much to people, we expect so much back, right? It's a very open culture. We have hard conversations. We're always talking about growth. It's not a place you come and like, clock in, clock out and like, live your best life. You know that's not a culture of Silver Lining at all. So in exchange for all this deep investment in people, they do have to become open to this their own ongoing growth and development. It's a company where you don't come and stay. It's a company where you come and you grow. And so that can feel very counter culture to most people who have worked in almost any other environment. So it's worth noting that it's not all easy, like sometimes people are overwhelmed by it. Sometimes people think it's like creepy that we want to talk about their growth so much. There's a lot of almost like behavior change that we need to do, depending on the culture or the context that people come to us from, so that that is worth saying out loud in terms of the conversations themselves. This is why we always have a people team member there. They facilitate the conversation. So we've learned that no matter how amazing our managers are, and we spend a lot of time and money trying to help them be amazing, including hiring you, which we should do again soon, no matter how much they care, how good they are, how much we train them, getting into those conversations and delivering hard feedback is basically almost impossible. For 99% of people in the world, it's really hard, and so the people team is there to make sure that sort of the truth is revealed. The other the other thing that someone probably especially in hard conversations, because the survey, the written document, has been delivered in advance. Everyone's read it. We think that's really important. No one's coming to the meeting, having a surprise conversation. Everyone is coming knowing what's going to happen. We're going to talk about the good we're going to talk about theories of improvement. If there's a really bad issue, we're going to talk about that. We're going to make a plan. So there's a lot of prep work we do to sort of prepare people for how to have the conversation. We do two trainings before every SBAP season with the whole staff to just normalize it and to talk about it, to try to make sure people feel comfortable with it. We train the managers. We do manager training every six months. We redo manager training to get them ready to have the conversations they need to have, to have to think about how to do it, and then the people team are in the room facilitating conversations. So there's a lot that we do to try to tee up those conversations going

well. And even then, they don't all go well. You know, I've had so many stories of someone got a promotion that we never agreed to, and they didn't deserve because the manager basically folded in the meeting, or, you know, something that was really hard that had to be addressed. Sort of did it. It got delayed, and we had to go back and do it again. It's fraught. There's a lot of issues that come out of it. But the big thing is the preparation, the no surprises, a third party facilitator of the conversation. And every year, I would say, two SBAPs really don't go well. Like, two of those meetings don't go well. So let's call it a ratio of like one in 30. And so then we do them again. We escalate it. We bring in, if they don't go well, we do it again, but we bring in the manager's boss and the most senior level person of our people team. So we basically, like escalate the level of seniority in the conversation to create more support to do it as well as possible. If there was some conflict that emerged or something really went wrong.

**Mamie Kanfer Stewart** 19:48

I love it. You don't just let it go. It's just like, oh, well, we'll do it again in six months. It's like, no, no, we have to get this right. We did it.

**Carissa Reiniger** 19:53

You would argue, I let nothing go for better and mostly for worse. They would say.

**Mamie Kanfer Stewart** 20:01

All right, let's talk about the support process. And you said it takes about two weeks to, like, set up the supports. How do you allocate financials resources to folks? How do you like do you help them find the right resources, mentors, programs, kind of how does that all unfold?

**Carissa Reiniger** 20:18

So we have a template, of course, that every team member gets at the end of their SBAP, where they are encouraged to basically take all the lessons and learnings and all. Agreements made during the call and put it into this one page plan, which is, I mean, it literally takes them four minutes if they do it. Who are you? What do you want to work on? You know, checklist of the things that you're going to get support around any requests you have. And we put the onus of responsibility on the team member to complete that form and submit it to our people team. The reason for that is in behavior design, which you know a lot about too. If someone's not committed to the change, it is a waste of time, money and energy to try to you cannot change anyone but is not interested in their own change. So the first step is they prompt that support.

We don't spend time and money and energy on someone who doesn't submit that form, because even if they need it, it won't help them. It's also very telling who does it and who does it. So it's a really, really obvious way for me to see who's self guided, who's responsible, who's committed to growth, and that has a very big impact on who I choose to elevate in the company over time, or give more responsibility to once they submit it. The rule with the people team is basically an unlimited budget within reason. That's how that's how we talk about it. Every six months, guys, it's an unlimited budget within reason. Get them what they need. If someone is willing to, like, fill out that form, ask for support, identify what they need. We're going to meet them where they're at and give us, you know, give it everything they've got. So it's always a combination of training courses which we could pay for outside mentors. We might activate people in our community that we think could be particularly good for them. So we match make them to really good mentors, really detailed coaching. I mean, we could, we could give them a paid coach if they think that they need a very, very specific thing they need to work on. And then we have a chaplain at silver lining. So sometimes they need more support with life matters, philosophical issues, trauma, that's unprocessed, that would be like a therapist or our chaplain. And then we have two in house coaches. So two people on our team are certified as coaches, and so sometimes they just need to go into like, weekly or monthly coaching with our people team just to get some rhythm and structure into their life. So depending on what it is, they're trying to work on a skill, an attitude, a behavior, a habit. We sort of help them build the plan they need, and then we have unlimited budget within reason to tap into all those resources.

**Mamie Kanfer Stewart** 22:37

Okay, what about the ongoing accountability to their plan? Then, is it? Is are they kind of, you know, assuming that it's not like weekly coaching, where there's accountability built in? Is it now kind of All right, go off, do your growth, and we'll check in again in our next 360 or is there something else between?

**Carissa Reiniger** 22:53

So it's up to them. And again, that is very telling. So they have the option to do a weekly coaching call with someone from our people team, a monthly coaching call with someone from our people team, or no coaching calls with someone from our people team. And those are really accountability calls against this plan they've created. So they choose it. Most of them choose a monthly coaching call, to their credit, some more than you think, choose a weekly coaching call. I mean, people who are really committed to their growth, they really double down and they're and the thing that's so exciting is you see the results of that. I mean, if someone has submitted their sbap form. They're doing all the things they said they wanted. They're doing weekly coaching with our with our people team. I mean, you start to see the acceleration of their growth so fast. It's so beautiful to witness it. So we really again, we defer to them, we follow them. And I would say, you know, 5% of people probably never do what they said they wanted to do. That's

very telling, and part of what we look at in the next SBAP cycle, six months from now, is their behavior from the previous six months. So there is this accountability that's built in to say we wouldn't fire someone for not being proactive with their growth, but it would certainly be a factor if they want a phrase or a promotion, right? It would certainly be a factor in how we view their potential for growth, because the only way to grow in seniority is to actually have the ability to grow as a human because you have to have, you know, increased capacity, skill and, you know, mental fitness, and so it's definitely a lead indicator of their future at Silver Lining. It's not cause for dismissal. We don't, we're very clear them. We're not. It doesn't affect your salary, but it does give us a view on if you're someone we can rely on to grow with the business.

**Mamie Kanfer Stewart 24:32**

Anything else about this process that you want to share, that you think is unique or special, or tips, if we were like we want to do this with our team.

**Carissa Reiniger 24:40**

So I think the biggest thing that I we keep learning this lesson because we keep failing at this and so is just setting as many expectations up front as possible. For example, we had a hard six months, the first six months of 2024 um, just, I think, like everyone in the world, budgets got cut. We just had a, we had a tough six months. And so when we went into the August SBAPs, we didn't give anyone promotions or raises. We basically said, let's hold our cash flow. Let's settle the system down. Let's see what happens in this US elect like, let's just, let's just pause for a minute, protect our cash reserves. And we said it a couple of times to the team, but I don't think I did a good enough. It was a flaw in my leadership to not really, like, have a town hall before the SBAPs and really talk about things in a, really, like, an even more transparent way. And so there. So we had more friction in the SBAPs in August than we typically do, because of that. You know, there's been a couple of instances where people went into having really hard conversations about performance during the SBAPs, and the employee felt like it was like new news to them, right? And that's a breakdown of the manager having honest conversations all the time and not just waiting for the sbap to happen. So I think the number one tip, I would say, is to be as transparent as possible all the time not wait for the SBAPs. The SBAPs are these like wonderful moments of just divine clarity across the whole system, but they really should be the culmination of all the conversations and truths that have been happening between them at this six month rigor. So ridiculously transparent communication, lots of expectation setting and having all the conversations that you eventually have in the sbap every day leading up to it, but using it as sort of like a stake in the ground to either nail decisions or plans or truths or good or celebration, as opposed to it being the only place people are getting feedback.

**Mamie Kanfer Stewart 26:24**

Last question before we wrap up, do you also get a 360?

**Carissa Reiniger** 26:28

Of course I do. It is complicated, because it's hard to figure out who I report to. So who's in the room is complicated, but actually it's something that I thought about in August. We were so busy that we really didn't do my sbap as transparently as I thought we should. So I got the feedback, but I basically just read the report. There was no meeting around it. And so something that I actually will be implementing this next round is a team wide review of my sbap. So just like just a chance for the technically, I report to everybody at Silver lining, and so my sbap review will be fit the whole company.

**Mamie Kanfer Stewart** 27:00

I love that. Whenever I do 360s with managers, I always tell them that you need to figure out what you're going to share back with your team about what you heard with your boss if you're not the boss, and with your team like you need to process and then share back and reflect and then make your commitments about how you're going to change and grow and what you need from people to be able to do that effectively. So I love it. You're like, Yes, everyone here is actually my boss I report to.

**Carissa Reiniger** 27:23

Everyone is my boss. I mean, that's and that really, but that's really the truth. And I think that, again, just a little side note, we don't call our management team the leadership team or the executive team. They're the MDRI team, which is the most directly responsible individual. And so it's this idea like and even when we talk about people wanting promotions or raises, we always say it's not an increase in power, it's an increase in responsibility. And are you ready for it? And do you want it? Are you sure? Because it is not better and faster and fancier, it is harder, and there's more burden and there's more pressure. And so a lot of what we're looking at and looking for, and the reason why we look so deeply at how they handled their own personal growth is that we see so clearly that someone's emotional intelligence, their capacity to grow their capacity to handle sustained pressure, their capacity to continue to evolve as their job responsibilities evolve, is the most defining characteristic of someone that succeeds in a promotion. If they think that they're a rock star and they've got it all figured out. And even if they are a rock star and they do have it all figured out at the job they've already been doing that is not the condition of someone ready for a promotion. That's the condition of someone that's a star performer who should keep being a star performer, doing the job they're oh so good at. We're really dedicated to. And this whole process is deeply steeped in the idea of responsibility. You are responsible for your individual performance, which then has a deep impact on your

team and the collective, and you are responsible for your personal growth. We will help you, but you show us that you're ready, and as your capacity for responsibility grows, so too will your title and your compensation.

**Mamie Kanfer Stewart** 28:58

Yes, yes, yes. Okay, where can people learn more about you and what Silver Lining is all about?

**Carissa Reiniger** 29:04

So it's [smallbizsilverlining.com](https://smallbizsilverlining.com). That's our website. If you're a small business watching and you want to learn about slap our Small Business Growth program, you can go to [slapcenter.com](https://slapcenter.com). If you want to learn about working at Silver Lining, you go to [smallbizsilverlining.com/careers](https://smallbizsilverlining.com/careers). And if you find us online, we're really transparent about our email addresses and our phone numbers, so you're welcome to reach out to us anytime.

**Mamie Kanfer Stewart** 29:27

Amazing. Thank you so so much, Carissa. I always love learning about the things that you're doing inside Silver Lining, because it's just fabulous.

**Carissa Reiniger** 29:36

Thank you for having me. And I really mean this. One of the biggest challenges as we grow Silver Lining is building that middle management group. It really is very, very hard, even in the context of this conversation, to help someone move from being an individual performer to a manager of other people. It's the hardest jump we see people make. And so I say that just to say that I think this podcast and your work is so critical and so important, and I'm grateful for it. I think it's really, really important, and I have benefited from it. So thank you.

**Mamie Kanfer Stewart** 30:06

Thank you.

**Mamie Kanfer Stewart** 30:07

Carissa is providing members of Podcast+ with the actual questions and templates that Silver Lining uses for their process. To get this guest bonus and many more become a member at [themodernmanager.com/more](https://themodernmanager.com/more). All the links are in the show notes, and they can be delivered to your inbox when you subscribe to my newsletter. Find that at [themodernmanager.com](https://themodernmanager.com). Thanks again for listening. Until next time.