

- What are some honest, unfiltered things about you?
  - a. I have a temper that never helps, only ever hurts.
  - b. I am motivated by creating things and making things happen.
  - c. I get all my energy from working with other people (I'm basically a parasite).
- What drives you nuts?
  - a. Big egos. They block innovation and collaboration.
  - b. Collaborating with people who can't be open, logical and/or strategic.
  - c. Unchecked bias (also known as unconscious bias, but I think "unconscious" is too kind).
  - d. Working hard, but not smart.
- What are your quirks?
  - a. I baby talk to dogs.
  - b. I read lists from the bottom to the top.
- How can people earn an extra gold star with you?
  - a. "Yes, and" - all the time.
  - b. Staying positive when things are going good and bad.
  - c. Finding humor when things are hard or really hard.
- What qualities do you particularly value in people who work with you?
  - a. Honesty.
  - b. Smarts.
  - c. Invested.
  - d. Owning something all the way.

- What are some things that people might misunderstand about you that you should clarify?
  - a. I am not easily intimidated by (many) people. People interpret that as confidence, but really I am just completely unselfconscious because I am absolutely certain that everyone is too concerned with themselves to be thinking about what I am doing or not doing well.
  - b. I take our goals and our business seriously. But I try not to take myself or people too seriously. We all have strengths and flaws. It's better to tackle the hard, important stuff as teams over as individuals.
- How do you coach people to do their best work and develop their talents?
  - a. People typically need permission, feedback and confidence. I try to give them those things in the order needed by them.
- What's the best way to communicate with you?
  - a. Face to face. Honest and to the point. Be thoughtful. Have a POV.
- What's the best way to convince you to do something?
  - a. Have some skin in it too. Let's do it together.
  - b. Sometimes I need you to repeat an idea a few times. Maybe this means I need to be a better listener?
- How do you like to give and get feedback?
  - a. Face to face. Honest and to the point. Be thoughtful. Have a POV.