
ALLOY

Manager Handbook

People Team • Internal Use Only

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How to Use This Guide

Each part of this handbook is self-contained. Go directly to the section you need. Use your editor's search (Cmd/Ctrl+F) to find specific topics, policies, or key terms quickly.

Callout key:

- POLICY NOTE	Key policy language. See the Employee Handbook or your HRBP for the full text.
MANAGER BEST PRACTICE	Recommended behaviors and actions for effective people management.
CONVERSATION STARTER	Suggested language for common or difficult conversations.

PART I

Key People Resources

Effective management starts with knowing where to go for support. Use this handbook as your foundational reference, and the **Manager Resource Center in Notion** for detailed policies, process checklists, and templates.

Essential Contacts

HR Business Partners (HRBPs)	Your strategic partners for performance, team health, and leadership challenges.
Talent Acquisition	Partner for all open roles, candidate pipeline, and interview process design.
Employee Experience	Team events, onboarding logistics, recognition programs, and office operations.
People Operations	Systems, total rewards, and compliance.
Tech Support	Submit tickets via your team's #it-support Slack channel.

Partnering with Your HRBP

Your HR Business Partner is your strategic ally. They help you align team goals with company priorities, navigate leadership challenges, and access tools to lead confidently. **You don't need to wait for a problem to reach out.**

Great times to involve your HRBP:

- Planning team reorganizations or skills gap analysis
- Navigating performance issues or team conflicts
- Coaching and growth planning for direct reports
- Handling complaints or legal concerns
- Managing hiring, restructuring, or leadership transitions
- Preparing for performance review cycles

MANAGER BEST PRACTICE

Set a regular cadence with your HRBP — don't only loop them in when problems arise. Bring ideas and solutions, not just problems.

Your HRBP can provide engagement data, talent development programs, conflict resolution support, and ready-to-use resources.

Key People Systems

Rippling	System of record for all employment data: titles, levels, compensation, PTO requests, org chart, and benefits enrollment. Managers should switch to Admin view to approve time off and view direct report data.
Lattice	Performance management system. Run 1:1s, document feedback, set goals, and complete annual performance reviews here.
Greenhouse	Applicant Tracking System (ATS). All candidate pipeline, interview scorecard, and hiring guide templates are available here.
Easy Llama	HR trainings, including on management and leadership skills.
Notion	Knowledge base for all HR policies, templates, and resources. The People Place is your primary reference for benefits, PTO, leave policy, and compensation philosophy.

Find all people systems and tools in the Notion HR portal.

PART II

Managing the Employee Lifecycle

Hiring with Intent: Recruiting Essentials

Strategic hiring is one of the most important things you'll do as a manager. Great hires make your team — and Alloy — stronger. Your role is to attract and select people with the skills, mindset, and values to drive results and contribute to a positive culture.

Opening a Role

Reach out to your Recruiter to kick off job scoping. Before a role is posted, two documents must be completed: the **Job Description** and the **Hiring Guide**. Both are linked in The Recruitment Corner in Notion, along with the Headcount Request process.

Once you've completed these steps, your Recruiter will set up a kick-off meeting to align on the role before posting it in Greenhouse.

Your Role as Hiring Manager

- Scope the role and define ideal candidate profile
- Build & level set with the hiring team
- Role-model an Inclusive Candidate Experience (ICX)
- Provide feedback in Greenhouse within 24 hours

- Design the interview process, including a work assignment or technical challenge
- Partner with Recruiting Operations (RO) on logistics
- Lead the debriefs (when needed) and close the loop with Recruiting

- POLICY NOTE

Alloy uses a **Competency-Based Interviewing Model** to prevent bias and ensure consistency. Avoid questions about race, nationality, sex/gender, marital status, age, disability, citizenship, or current salary. You may ask if someone is legally authorized to work in the U.S.

Standard 12-step process: Kickoff → Sourcing + Inbound → Recruiter Screen → HM Interview → Work Assignment → Pre-Brief → Onsite → De-Brief → Final Selection → Verbal Offer → Acceptance → Offer Documents, Consumer Report, & Reference Checks → Formal Acceptance

MANAGER BEST PRACTICE

Before your kickoff, search LinkedIn for 2–3 profiles that represent the ideal candidate — share these with your Recruiter to accelerate sourcing alignment.

Keep your calendar up to date. Encourage your hiring team to submit Greenhouse scorecards promptly.

Every hiring manager at Alloy should actively help source and refer candidates.

Onboarding for Impact

A thoughtful onboarding experience helps new hires become productive quickly, feel connected to their team, and commit to long-term success. Strong onboarding reduces early attrition and accelerates time-to-performance.

Pre-Onboarding: Manager Checklist

- Reach out personally when the offer is signed — a warm call or note sets the tone immediately.
- Complete onboarding tasks 1 week before start: assign desk (NYC), provide key introduction list in Donut, create the 30–60–90 Day Onboarding Plan.
- Identify team Slack channels, tools, and documents your new hire will need on Day 1.

Week 1 Orientation (All New Hires)

Employee Experience runs a standardized Week 1 for every new hire. Your role is to complement this with team-specific context, not duplicate it.

Day 1	IT setup, Employee Experience welcome, Manager Welcome, security training, Wing Buddy intro
Day 2	Harassment Prevention Training, Fraud Training, Coffee Chats begin
Day 3	People Team: Benefits & Perks deep dive
Day 5	Week 1 Review & Q&A;

The 30–60–90 Day Plan

Create a tailored plan for every new hire. Include: role-specific success metrics, key documents and tools, Slack channels, critical relationships, and scheduled check-ins at 30, 60, and 90 days. Use the template in Notion's People Place.

MANAGER BEST PRACTICE

Share the 30–60–90 plan on Day 1 and review it together. Make it a living document, not a set-and-forget.

Complete your Personal User Manual and exchange it with your new hire in Week 1.

Complete the Lattice Onboarding Check-In Surveys at 30, 60, and 90 days — they're required and inform how we improve.

Introduce your new hire during a team meeting in their first week. Make the welcome visible.

Fostering a Strong, Inclusive Team Culture

Culture is not built in all-hands — it's built in the daily interactions you model and enable.

- Celebrate wins visibly — use the #props Slack channel
- Dedicate time in weekly team meetings to recognition
- Promote open, transparent communication and active listening
- Build trust through consistency, empathy, and follow-through
- Highlight DEI as a team value, not just a company initiative
- Leverage your quarterly team-building budget intentionally
- Create space for different working styles and communication preferences
- Address interpersonal friction early — don't let it fester

MANAGER BEST PRACTICE

Every manager has a quarterly budget per team member for team-building activities. Use it — refer to Alloy's Expense Policy for details and approval process.

Coaching & Performance Management

At Alloy, excellent performance means more than delivering results — it's about growing in the role and building meaningful careers. Your job is to guide, support, and empower your team to drive both individual and collective success.

Impactful 1:1s

Regular 1:1s are your primary tool for coaching, feedback, and relationship-building. Use Lattice to run them.

- Schedule them consistently and protect them — canceling signals low priority.
- Balance immediate tasks with long-term development in every agenda.
- Create a confidential space. Not everything discussed should go in notes.
- Always leave with clear, documented action items and owners.

The GROW Coaching Model

G — Goals	What do you want to achieve in this conversation and longer-term?
R — Reality	What's actually happening now? Explore the current situation honestly.
O — Options	What could you do? Generate options without judging them yet.
W — Will	What will you do, by when? Commit to a specific next step.

Mentoring vs. Coaching

Coaching targets skill-building and immediate problem-solving — it helps someone find their own answer. **Mentoring** focuses on broader career growth and long-term development — it shares your experience and perspective. Use both.

Performance Expectations: The 5-Point Scale

Sets a New Standard	Delivers goals in ways that drive impact across the organization. Creates new opportunities and raises the bar.
Exceeds Expectations	Regularly exceeds role expectations with minimal direction. Has impact beyond their immediate area.
Delivers on Expectations	Consistently meets performance expectations. Achieves core goals and understands their broader impact.
Needs Development	Meets baseline but has gaps. Needs manager coaching and a focused development plan.
Not Delivering	Regularly does not perform at role level. Requires a formal development plan and additional support.

- POLICY NOTE

Performance review cycles run annually from the start of Alloy's fiscal year. The cycle includes Talent Mapping, self and manager appraisals in Lattice, calibrations, compensation review, and formal review conversations. A full cycle typically takes three months.

Promotions require a nomination form submitted to your team leader, reviewed during calibration.

No PIPs may be issued without consultation with HR.

Managing Under-Performance

Performance management at Alloy is about helping people do their best work through clear expectations, timely feedback, and ongoing coaching. Address concerns early, while they are still specific and manageable.

For isolated issues, use the SBI model. If the same issue continues or a pattern emerges, move to more structured coaching:

- Continue giving direct, consistent feedback in 1:1s
- Document key takeaways in writing to reinforce expectations and track progress
- Align on clear next steps, timelines, and support needed
- Loop in your HRBP early to ensure the approach is fair, consistent, and appropriate

No PIP or separation plan should be discussed with an employee until HR has reviewed and approved the approach.

MANAGER BEST PRACTICE

If a team member is experiencing performance challenges, contact HR early — don't wait for a formal review cycle.

Document behavioral (not emotional) observations in Lattice. Note the impact of behavior, not your interpretation of intent.

Set SMART goals for each team member. Review them quarterly or monthly.

Giving and Receiving Feedback

The *Radical Candor* framework identifies two axes: **caring personally** and **challenging directly**. Great feedback lives in the intersection. Without care, directness becomes obnoxious aggression. Without directness, care becomes ruinous empathy — saying nothing useful because you don't want to cause discomfort.

The **SBI model** (Situation, Behavior, Impact) gives feedback a repeatable structure: describe the *situation*, name the specific *behavior*, explain the *impact*. No labels, no generalizations, no personality judgments.

The 5-Part Framework

- **1. Ask permission:** "Would you be open to some feedback right now?" Timing matters.
- **2. Be specific (Situation + Behavior):** Reference observable behaviors and concrete situations.
- **3. Name the impact:** Explain the real effect on the project, team, client, or company.
- **4. Invite dialogue:** Make space for their perspective. "I'd love to understand what was going on for you."
- **5. Agree on a next step:** Feedback without follow-through rarely changes behavior.

CONVERSATION STARTER

Constructive feedback (SBI): "Can I share some feedback? In the client call on Thursday [Situation], when the question came up about delivery dates, you gave three different answers [Behavior] — I could see the client visibly lose confidence [Impact]. What was going on for you at that moment?"

Receiving feedback: When a team member shares feedback with you, pause — thank them, reflect before responding, and follow up. Modeling receptivity is the fastest way to build a feedback-rich culture.

Supporting PTO, Leaves & Life Events

Managers play a direct role in making sure time off is accessible, encouraged, and tracked accurately.

PTO (Vacation)	Requests submitted in Rippling at least 2 weeks in advance. Max single request: 2 weeks. Talk to your team about PTO at least once per quarter to avoid year-end rushes.
Sick/Safe Days	56 hours per calendar year, available immediately upon hire. Employees notify manager and log in Rippling. No details required. Notify HR after 5 consecutive sick days.
Bereavement	Up to 5 paid days for immediate family. Additional time off can be approved. Request via Rippling.
Parental & FMLA	16 weeks paid parental leave, eligible after six months of employment. All parental and FMLA requests go through HR — refer employees to their HRBP immediately.
Other Leaves	Military, jury duty, crime victim/witness, and administrative leave are covered in the Employee Handbook. Always loop in HR before making any commitments.

- POLICY NOTE

Hybrid work: Local employees (within 100 miles/90 min) work in-office Tuesdays, Wednesdays, and Thursdays. Remote employees visit HQ 3 days per quarter, aligned to Remote Leadership Weeks.

Work location changes require a written request to HR 60 days in advance. Do not approve a move before HR completes its review.

Job abandonment: five consecutive unreported absences may trigger this. Make reasonable attempts to contact the employee first.

MANAGER BEST PRACTICE

Returning from leave: Review company updates, policy changes, employee exits, and project status before their first day back.

Managing Offboarding & Transitions

Whether voluntary or involuntary, departures need to be handled with care, consistency, and partnership with HR. How you manage endings shapes your team's trust in leadership.

Voluntary Departures

- Employee provides 2 weeks' notice to manager, followed by email to manager and HR.
- HR/IT handles: exit interview scheduling, equipment return coordination, administrative close-out.
- You handle: knowledge transfer planning, departure communications (in partnership with HRBP), and morale support for the remaining team.

Departure Communications Process

All departures (IC1–M6) must be announced to leadership by the department VP on the day of termination. After that:

- You (direct manager) speak with your team immediately after termination is complete.
- You notify key cross-functional stakeholders who collaborated with the departing employee.
- The VP communicates the departure in the appropriate leadership meeting.

Cross-Functional Distribution

Default principle: If other teams need to change how they work, who they go to, or what they prioritize → communicate it. If the impact is contained within the team → keep communication local.

Cross-Functional Departure Email Template

To: Function Leads <function-leads@alloy.com>

Subject: X Team Update

Hi all,

I wanted to share that [Name] has left Alloy.

If you were working with them on anything, here's how to route moving forward:

- [Project or workstream] → [New owner]
- [Project or workstream] → [New owner]

For anything else, you can reach out to [Manager name / team alias].

We appreciate the work [Name] contributed and wish them the best.

Thanks,
[Your name]

- POLICY NOTE

At-will employment: In the US, either party may end the employment relationship at any time, with or without cause. All terminations must be made in partnership with HR.

Post-employment references: Alloy policy is to confirm dates of employment and title only.

CONVERSATION STARTER

Team communication after a departure: "I want to share that [name] has left Alloy. This was [a personal decision / a difficult business decision]. I want to be as transparent as I can while respecting everyone's privacy. Here's what will happen next with their work..."

PART III

Becoming an Effective Manager

Becoming a manager is, in many ways, a career change. Your success is no longer measured by your individual output — it's measured by what your team achieves. This section covers the mindset shifts, practical skills, and self-awareness required to lead well at Alloy.

What Great Managers Do

Google's Project Aristotle studied hundreds of teams to find what makes them effective. The answer wasn't who was on the team — it was **how the team worked together**. Psychological safety, clear roles, dependability, and meaning topped the list. Project Oxygen identified the behaviors that distinguished their best managers — nearly all relational, not technical.

The manager's job, distilled: Create the conditions for your team to do their best work.

Be a good coach	Ask before telling. Use questions to help your team solve their own problems (GROW model). Build capability, not dependency.
Empower — don't micromanage	Give people real ownership with real authority. Define the outcome clearly, then get out of the way.
Create psychological safety	People do their best thinking when they aren't afraid to speak up, take risks, or admit mistakes.
Set clear goals and priorities	Ambiguity is expensive. Use SMART goals. Ruthlessly prioritize — a team with ten priorities has none.
Give consistent, specific feedback	Don't save it for reviews. SBI: be specific, behavioral, and focused on impact.
Invest in development	Know each person's strengths, growth edges, and career goals — and connect their daily work to both.
Remove blockers	Identify what's slowing your team down and resolve it. Often the highest-leverage thing you can do in a day.
Communicate with clarity and context	Share the "why" behind decisions. Silence breeds rumor; transparency builds trust.

MANAGER BEST PRACTICE

The identity shift: Moving from IC to manager means your job is to make everyone around you better. Ask: "What can I do to help you get unstuck?" not "Here's the answer."

Andy Grove (Intel): *Output of manager = Output of their org + Output of neighboring orgs they influence.* Your leverage is through others.

Common Scenarios & Sample Scripts

Discrimination or harassment report

CONVERSATION STARTER

"Thank you for bringing this to my attention. At Alloy we take these claims seriously. I'll need to bring this to HR on your behalf — I'll be here to support you through that process."

Do not investigate independently. Escalate to HR immediately.

Whistleblower / ethics concern

CONVERSATION STARTER

"I understand this is a real concern for you. Under our Whistleblower policy, you are protected from retaliation. The most important next step is escalating this to HR." If they prefer anonymity: direct them to Red Flag Reporting (redflagreporting.com, client code: Alloy).

Accommodation request (disability or religious)

CONVERSATION STARTER

"I appreciate you sharing this with me. Your first step is to reach out to HR — they'll walk through the specifics with you."
Never make promises or approve accommodations before HR has completed its review.

Relocation request**CONVERSATION STARTER**

"I hear you — and I want to help make this work if we can. Before I can say yes, I need HR to review the request. Please submit through the HR help portal 60 days before your intended move date."

Conflict of interest / outside employment**CONVERSATION STARTER**

"I'd like to discuss this with you. Let's involve HR to make sure we handle this correctly."

Managing Up and Across

Your effectiveness as a manager depends not just on leading down — it requires building strong relationships with your own manager and with peers across the organization.

Managing up effectively:

- Keep your manager informed proactively — no one likes surprises.
- Come with proposed solutions, not just problems.
- Be clear about what you need: a decision, a sounding board, or just an FYI.
- Advocate for your team's work and needs in leadership conversations.

Managing across effectively:

- Build relationships before you need to ask for something.
- Be clear on shared goals and mutual dependencies.
- Resolve friction directly with peers before escalating upward.

Peer to Manager

Moving from peer to manager is a structural shift, not just a title change. People who used to see you as a teammate now look to you for direction, decisions, and fairness. What tends to matter most early on is how predictable you are — are expectations clear? Are decisions applied evenly?

What Changes

- **Your role:** Your impact is less about your individual contribution and more about how effectively you set direction, create clarity, and enable others.
- **Your relationships:** You are now responsible for setting expectations, giving feedback, and making decisions that may not always align with prior dynamics.

- **Your impact:** Your words and actions carry more weight. What felt like a casual comment before can now be interpreted as direction.
- **Your credibility:** Trust is built through consistency. How you apply expectations and make decisions will be closely observed, especially early on.

Making the Transition

- **Acknowledge the shift** — have a simple, direct conversation that recognizes the change in role.
- **Reset your 1:1s** — move them into a consistent, structured space for coaching, feedback, and alignment.
- **Ask how they like to be managed** — understand preferences around feedback, communication, and autonomy.
- **Be explicit about expectations** — clarify priorities, ownership, and what good looks like.
- **Follow through consistently** — trust builds from what you do repeatedly.

CONVERSATION STARTER

"I know this is a bit different now that I'm in this role. I've really enjoyed working with you, and I want to make sure I'm being clear and fair as I step into managing the team. If anything ever feels off, just tell me and we'll figure it out."

Knowing Yourself: Strengths, Gaps & Growth

Research shows that while most people believe they're self-aware, fewer than 15% actually are — and the gap is especially pronounced in senior leaders. Success often insulates people from the honest feedback that builds self-awareness. You have to actively work against this.

Self-awareness has two dimensions: **internal** (understanding your own values, emotions, and patterns) and **external** (understanding how others experience you). High-performing leaders develop both.

Building Self-Awareness as a Practice

Seek feedback proactively	Don't wait for review cycles. Ask: "What's one thing I do that helps you most?" and "What's one thing I could do differently?"
Know your default stress response	Leaders under pressure revert to predictable patterns: controlling, avoiding, or attacking. Know yours. It shows up most when stakes are highest.
Maintain your own IDP	Individual Development Plans aren't just for your direct reports. Model the behavior. Invest your L&D; stipend with intention.

Managing Yourself: Time, Energy & Focus

Cognitively demanding tasks — strategic thinking, real coaching, giving meaningful feedback — require sustained, uninterrupted focus. **Your calendar is a policy document: it either protects the work that matters, or it doesn't.**

Andy Grove (Intel): *Output of manager = Output of their org + Output of neighboring orgs they influence.* Multiply output through others — don't just add your own.

Protecting High-Leverage Time

- Block protected time weekly for strategic thinking
- Ask weekly: What 2–3 things only I, as manager, must do?

- Audit recurring meetings quarterly: purpose, necessity, right attendees
- Delegate day-to-day execution so you can focus on what only you can do
- Protect 1:1 time — it's the highest-leverage hour of your week
- Identify energy drains and redesign around them before burnout sets in

MANAGER BEST PRACTICE

Bezos' Type 1 vs. Type 2: Type 1 decisions are irreversible and consequential — go slow. Type 2 are reversible and lower-stakes — decide fast and iterate. Most teams over-process Type 2 decisions.

"What, not how" delegation: Define the outcome and success criteria, then give genuine ownership of the path. Micromanaging the how kills initiative.

Explain the "why": Without context, people disengage or keep revisiting the decision. Every yes is a no to something else — be protective of your team's focus.

Building Psychological Safety & Trust

Psychological safety — the belief that you won't be punished for speaking up — is the single strongest predictor of team performance across 180 teams, above talent, resources, or structure.

Psychological safety is **not** being nice, avoiding conflict, or lowering the bar. It's the foundation that allows high standards to be held without fear. High safety + high standards = the learning zone.

How to Build It

Model intellectual humility	Say "I don't know" and "I was wrong" out loud. When leaders demonstrate that uncertainty is safe to voice, their teams follow.
Respond to bad news well	Curiosity before judgment. Ask: "What did we learn?" before "Who is responsible?" Your reaction the first time sets the norm for every future disclosure.
Be an active listener	Listen to understand, not to respond. Give full attention. Ask follow-up questions. Summarize back to confirm.
React consistently	Erratic reactions — even positive ones — create anxiety. The more predictable you are, the more bandwidth your team has for actual work.
Normalize productive disagreement	Invite challenge. Thank people who push back. Make "disagree and commit" an explicit norm.

MANAGER BEST PRACTICE

The "landing zone" test: Think about the last time someone brought you bad news or a mistake. Did they seem relieved after telling you, or more anxious? The answer tells you a lot about the safety level on your team.

Edmondson's posture for leaders: "I'm aware there are things I don't see clearly. I'm fallible. I need your input." This one posture, repeated consistently, changes team dynamics faster than almost anything else.

PART IV

Leading a High-Performing Team

Driving Team Strategy & Goal Setting

Strong leaders don't just react to daily challenges — they anticipate future obstacles, connect their team's work to company direction, and set goals that create sustained momentum.

SMART Goal Framework

S — Specific	State clearly what will be done
M — Measurable	Provide metrics or data targets to evaluate progress
A — Achievable	Within scope; possible to accomplish given resources
R — Relevant	Makes sense within the role and advances team/company priorities
T — Time-bound	State when it will be done; be specific on date or time frame

MANAGER BEST PRACTICE

Hold regular team planning sessions. Encourage employees to **co-create** their own goals — ownership improves follow-through.

Track what truly matters. Use shared tools so progress is visible to the full team.

Celebrate milestones publicly. Adapt goals as business context evolves.

Attributes

At Alloy, attributes define what strong performance looks like — not just what gets done, but how it gets done. For managers, attributes show up in the decisions you make every day: how you set direction, give feedback, handle trade-offs, and show up under pressure. They help clarify expectations and make performance conversations more consistent.

Effective Delegation & Decision-Making

The best managers are talent multipliers: they get 1.5–2x more from their people by giving real ownership, not managed tasks. Distinguish **Type 1** decisions (irreversible, consequential — go slow) from **Type 2** decisions (reversible, lower stakes — decide fast and iterate). Most teams over-process Type 2 decisions.

Delegation Best Practices

- Match tasks to strengths — skills, interests, and development goals
- Use the "what, not how" rule — define outcomes, not process
- Be explicit on expectations — timeline, quality bar, autonomy level
- Check in without hovering — offer support but preserve ownership
- Debrief after completion — celebrate wins and extract lessons
- Cross-train intentionally — reduces single points of failure

Decision-Making Clarity

Use the **RACI framework** to reduce friction: clarify who is **Responsible**, **Accountable**, **Consulted**, and **Informed** for major decisions. Balance speed with appropriate input.

Creating Equity & Addressing Team Dynamics

Research consistently shows that teams with higher diversity outperform on profitability and innovation — but only when inclusion is present. The manager is the primary driver of inclusion at the team level. Acknowledging that we all carry bias allows us to address it; believing we are unbiased closes off the learning.

Diversity, Equity & Inclusion in Practice

Diversity	The presence of differences — race, gender, age, background, thought, neurodiversity, and more. Prevents groupthink and broadens capability.
Equity	Giving people what they need to succeed based on their circumstances. This might mean adjusting feedback delivery, offering flexible scheduling, or sponsoring underrepresented team members.
Inclusion	Intentionally creating an environment where all employees feel they belong and have a voice. Reflected in who gets heard in meetings, who gets stretch assignments, and how freely people can raise challenges.

Understanding Unconscious Bias

Affinity bias	Gravitating toward people who remind you of yourself. Counter: "Would I make the same decision if this person had a different background?"
Confirmation bias	Seeking data that supports what you already believe. Counter: actively look for disconfirming evidence.
Halo/horns effect	Letting one trait color all judgments. Counter: use multiple data points and focus on recent, specific behaviors.

MANAGER BEST PRACTICE

Use the **Ladder of Inference** to check assumptions: trace from observation → data selected → meaning added → assumption formed → action taken.

"Diversity is being invited to the party. Inclusion is being asked to dance."

Performance Reviews & Compensation Basics

The single biggest predictor of whether employees find performance reviews useful is whether they receive feedback *throughout the year*, not just at review time. A review should be a summary of an ongoing conversation — never a revelation. **If someone is surprised by their review, the system has failed.**

- Come prepared with specific examples and stakeholder input
- Balance strengths and development areas honestly
- Performance drives compensation — not tenure or personality
- Watch for equity patterns in how rewards are distributed
- Confidentiality is non-negotiable until changes are formally approved
- Be prepared to explain the "why" even if you didn't make the final call

- POLICY NOTE

Compensation changes, promotions, and merit increases require formal HR approval. **Do not share compensation changes with employees until you have received written confirmation from HR.**

HR will partner with you to prepare for salary-change conversations following approved relocations or promotions. See the Compensation Philosophy for the foundations of our total rewards programs.

Mentoring & Developing Future Leaders

Great teams don't just deliver today — they build strength for tomorrow. Development doesn't always mean a formal promotion; it's about helping people grow in confidence, responsibility, and influence.

- Giving someone ownership of a project they haven't led before.
- Asking a team member to present to a cross-functional group.
- Having a candid conversation about career goals and connecting them to the right experiences.
- Sharing how you've navigated tough decisions — your failures are often more instructive than your successes.
- Using IDPs (Individual Development Plans) to structure growth — employee-led, manager-supported.

Using People Data for Better Decisions

Intuition is reliable only in domains with fast, accurate feedback loops. Management rarely has those. People data creates the feedback loops that intuition alone can't. The goal isn't to replace judgment — it's to pressure-test it.

- Engagement survey results and pulse data
- Performance ratings and trends over time
- Turnover, retention, and internal mobility rates
- Promotion patterns and equity of advancement
- Absenteeism and time-off patterns
- Feedback trends from 360s and peer reviews

MANAGER BEST PRACTICE

Look for **trends**, not **one-offs**. A single data point doesn't tell a full story.

Use data to prompt conversations — bring engagement insights into 1:1s and development discussions.

Pair data with context. Numbers are most powerful when combined with what you know from lived experience.

PART V

Looking Ahead

Evolving with Your Team and the Company

Strong managers don't just lead through change — they grow alongside it.

- Stay connected to company direction — help your team see how their work fits the bigger picture
- Grow your leadership style as your team changes in size, experience, or structure
- Encourage innovation and adaptability — create space to learn from failure
- Invest in your own development as actively as you invest in theirs
- Be a steady guide during change — consistency in your 1:1s and rituals provides stability
- Seek feedback not just from your manager, but from your team and peers

Leading Through Change & Uncertainty

Change is constant and uncertainty is often part of the process. People look to their manager first during times of ambiguity. What you say, how you show up, and how you handle the unknown sets the tone for your entire team.

Be present and steady	You don't need to have all the answers — but showing up consistently, listening, and staying grounded makes a measurable difference.
Communicate clearly and often	Even if things are still evolving, share what you can. Silence breeds anxiety. Transparency builds trust.
Acknowledge the impact	Change can bring excitement, stress, or both. Make space for people to process it, and offer reassurance where you genuinely can.
Focus on what's in your control	Help your team break down complexity and maintain momentum on what can be acted on today.
Keep reinforcing purpose	Remind your team why their work matters and how it connects to the bigger picture — even when that picture is still coming into focus.

Quick Reference: Who to Contact

Performance issues or PIPs	Your HRBP — always loop in before taking action
Terminations	Your HRBP — never unilateral
Harassment/discrimination report	Escalate to HR immediately; do not investigate yourself
Accommodation requests	Direct employee to HR; do not commit to anything first
Relocation or work location change	Reach out to your HRBP
Benefits questions	Sequoia (alloy@help.sequoia.com) for medical/dental/vision/HSA; Fidelity for 401k
Whistleblower / ethics concern	HR or Red Flag Reporting (redflagreporting.com, code: Alloy)
Onboarding plan (30, 60, 90) template	Notion — People Place portal
Team event budget/gifting	Expense Policy in Notion
Job Description / Hiring Guide templates	Your Recruiter or Notion — Recruitment Corner

"Becoming a manager is, in many ways, a career change. It requires investing time and energy in not only continuously developing yourself, but in developing your people. Sometimes you'll fail and sometimes you won't make the best decision. Knowing that, and taking time for reflection, will always allow you to grow."