Managing@ Twitter Slack Strategy

Goal: Set up an always-on, easily accessible way to help foster community, improve information access, and set new managers up for success.

Why: Setting managers up as heroes means giving them the tools they need to save the day. And according to our recent manager experience survey, 1,000+ managers have expressed a need for…

- Guidance when they're just starting out.
- More opportunities to connect with each other (professionally and socially).
- Consistent information on what's happening, with clear to-dos and direction on what to tell their Tweeps·
- Easy access to resources and/or people to help them do their jobs
- Interest-specific managers (eng, managers of managers, remote managers) often feel guidance for their specific issues are lacking.
- Support when it comes to balancing IC vs. Managerial responsibilities.
- Tips on implementing team/company-wide policy changes.

How: Create regular posting cadence and always on tools to address three core aspects of our goal (and needs managers have expressed).

How we'll set new managers up for success.

- Automatically send new managers top resources (always on)

  - **How**: Content strategist pre-writes note including the top 10 resources new Twitter Managers should review during their first month. Use Slack's Workflow builder to automatically send new channel member a note with resources/tips.

- Get to know you workflow (always on)

  - **How**: Content strategist drafts get to know you questions. When someone first joins the channel, trigger workflow for the new manager to fill out some fun facts that's sent to the whole channel.

How we'll foster community.

- Manager AMAs (Monthly)

  - What: Upper-level or Tweep-favorite managers take over Slack for a day. A good opportunity for managers from different orgs/teams to get facetime with others, and answer different kinds of questions.

  - **How**: We'd need to identify managers willing to participate, and set up a schedule (with reminders) so they know when they're on deck for the AMA.

- Check In Moments (Monthly)

  - What: Monthly get to know you activity to create bonding moments. Could be a silly poll, engaging comment to get a thread going, or an open ended check-in question.

  - **How**: Create a content bank of possible polls/check-in questions for channel owners to approve. Use Slack's Workflow Builder tool to schedule the questions in advance.

- Wednesday Wisdom (Monthly)

  - What: A series in which the channel owner poses a question for managers to respond to /swap stories about. Wednesday Wisdom can be used to engage niche managers or discuss topics mentioned in the Manager Experience survey.

    - Example questions: What's one thing you knew when you were just starting out as a manager? Tips for managing remotely? Tips for balancing IC work vs. managerial responsibilities? Go-to interview questions?

  - **How**: Create a content bank of wednesday wisdom questions. Use Slack's Workflow Builder tool to schedule in advance. Possibly might need to identify folks willing to share to get the conversation going.

How we'll improve information access.

- Set up channel shortcuts to key resources (always on)

  - What: Shortcuts to include info on onboarding a new Tweep, navigating performance, leading effective teams, who to contact for…

- ○ **How**: Use Slack's Workflow builder to create shortcuts. Make sure managers know how to access shortcuts by messaging the feature in Managers, Assemble! & a quick shout out in the channel itself with directions.

- Tuesday Tip (Bi-Weekly)

  - ○ What: A weekly tip promoting resources or soft skills.

    - ■ Suggestions for segmenting: 2+ directs, Eng managers, People managers, Customers managers, Managers of managers, Remote managers, Managers of remote folks.

  - ○ **How**: Create a content bank of Tuesday tips. Use Slack's Workflow builder tool to schedule in advance.

- Manager update (Bi-Weekly)

  - ○ What: Draft bi-weekly manager update to include: What's coming, what to do/review, and what to tell your directs.

  - ○ Why: This would allow us to consistently inform managers, and cut down on competing messages from different teams in the channel.

  - ○ **How**: We'd need to set up a private manager stakeholder channel to proactively collect/consolidate updates from the people team and org representatives.

Manager Engagement Strategy Schedule				
Mon	**Tue**	**Wed**	**Thur**	**Friday**
Manager Update Bi-Weekly			Manager AMA Monthly	
	Tuesday Tip Bi-Weekly	Wed. Wisdom Monthly		
Manager Update Bi-Weekly				
	Tuesday Tip Bi-Weekly		Check In Moment Monthly	
● Welcome to Managing@ resources (Always on, new managers) ● Welcome to the channel fun facts (always on, new managers) ● Manager resource shortcuts (always on, everyone)				

Channel Set Up and Guidance.

- **Who owns the channel?** Rose Martin.

- **Who supports the channel?** Niall, and select HRBPs.

- **How do we add new members?** Automatically added based on manager LDAP.

- **What happens when someone new joins?** See [how we'll set up new managers for success.](#)

- **Public vs. Private:**

  Keep the channel public in the spirit of our guiding principle, #transparency. The manager channel is a space for managers to make friends, ask general questions about resources, and share best practices--NOT a place to share issues about specific Tweeps. And if issues about specific Tweeps aren't being discussed, why not let the few ICs who are interested in what it means to be a manager at Twitter join? While managers may talk about more sensitive subjects like comp or promo packets in Managing-At, info pertaining to these subjects is already publicly available/searchable. For anything specific, we should encourage managers to reach out to their HRBPs directly.

  Pros to going private:
    - True blue managers only space.
    - Managers will know they are safe to share questions with each other they don't want Tweeps to see.
    - Files/resources will ONLY be searchable for people in the channel
  Cons to going private:
    - Contrasts our #Transparency principle.
    - May invite conversations managers should be having privately/NOT in a channel with nearly 1,000 people.
    - Once a channel becomes private, it can't be public again.
    - Can NOT see message activity analytics
    - Messages can NOT be shared out to other channels & DMs

- **Message control:**

People Team stakeholders: Set up a private, manager stakeholder channel to include key people team players as well as org representatives. Proactively ask for manager messages from the group to be consolidated in a bi-weekly manager update (sent by channel owner).

Everyone else (incl. managers): As we scale, we can't control everything that happens in the channel (nor do we want to!). But, we do want to make sure we watch out for misinformation. To help, we'll:

- Set up keyword alerts in Slack around manager expectations, training, etc. so we can monitor what's being shared and respond quickly to anything that needs clarification.
- Set up a schedule for people team members to monitor the channel.

- **What's the difference between Managing-At and...**

M101: Just like during Flight School, managers going through m101 need a specific place to share "just starting out" questions. The M101 Slack Channel will be organized with pinned threads that correspond to the M101 modules. This will create an organized knowledge base with easy access to previous Q/A M101 attendees have asked.

Managing Remote Folks: This is a specific place to ask questions about our growing remote Tweep population and their needs--particularly as teams become more distributed and the company as a whole grows. That said, once remote work becomes ingrained in our culture, we should merge the two because our practices and policies should be the same regardless of where someone works. In the meantime, we can retrain our managers to expect tips and tricks about remote management in the main channel to prepare them for the transition and prove the main channel will cover similar things.

Manager Experience Action Plan (Phase 1)

Scope

1. Determine: Public vs. Private?
2. Establish Bi-Weekly Manager Update
3. Set up new manager welcome workflow
4. Start "Check In Question"

Project Deliverables

1. Determine: Public vs. Private
    a. Review Public vs. Private justification
2. Establish Bi-Weekly Manager Update
    a. Identify stakeholders
    b. Set up people team (and friends) manager update channel
    c. Collect updates in channel from stakeholders regarding: What's coming, what to do/review, what to tell your Tweeps.
    d. Rose reviews and sends updates on 10/20/20.
3. Set up new manager welcome workflow
    a. Use Slack Workflow Builder to set up get to know you activity when new manager joins the channel.
4. Start Monthly Check-In Question.
    a. Draft Check-In Questions (including the first one introducing the concept to managers).
    b. Once approved, use Slack Workflow Builder to schedule the next 3 through 2021 (October, November, December).

Timeline:

9/30/20: Channel Over Approves.

10/2/20: Stakeholder review. Address any gaps.

10/5/20: All people team stakeholders invited to the channel to collect updates.

10/9/20: Launch New Manager Workflow.

10/20/20: First Bi-Weekly Manager Update Launched.

10/29/20: First check-in question launched (last thursday of the month)