

salesforce

GREAT MANAGER MODEL

5 characteristics that make
good managers GREAT



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LEADERSHIP IS ART & SCIENCE.

Leadership has always been a competitive advantage at Salesforce; it is a core part of what has made us successful since our founding. Leadership at all levels – Self leadership, Team leadership, and Executive Leadership – is what will prepare us for success in our next chapter. That is why we've updated our Salesforce GREAT Leader Model, to capture behaviors we all need to collectively role model in our next phase. As our company continues to grow expand around the globe, it's more important than ever for all of us to understand expectations of our role and leverage the tools available to bring those behaviors to life.

About the GREAT Leader Model

The GREAT Model was originally developed in 2014 by the Talent Development Team for the entire organization. Three models were developed. One for individual contributors, one for managers, and one for executives. The GREAT Models outline the characteristics at each level that define what it takes to be great at Salesforce. Five characteristics were identified in the framework as well as the behaviors that are critical to live these characteristics at each level. As we grow and change as a company, we are always looking at what it takes to be great in our changing environment and to clarify these expectations. In 2018, the GREAT Model was updated across the organization to reflect our expectations of great at Salesforce. Each set of behaviors is the foundation for the next level up. As you progress in your career there are additional expectations as you take on more complexity and responsibilities.

The GREAT Manager Model was developed for people managers up to senior director level and RVPs. It is endorsed by Salesforce leadership and illustrates what great managers do. Most importantly, this model gives you specific tools that can help hone your management skills NOW and inspire those around you to think differently about everything they do.

Developed for leaders – by leaders

Our team didn't develop this model in a vacuum. Instead, we interviewed leaders, gathered data and insights, and incorporated proven leadership best practices. The result is very Salesforce-specific and helps differentiate good leaders from "Great leaders."

LEADERSHIP IS ART & SCIENCE.

Within this guide, you'll find:

- The key characteristics leaders need to succeed at Salesforce
- Key behaviors associated with each of the core characteristics
- Self-assessment exercises to show your greatest strengths and areas where you can improve
- Actionable development ideas to help you refine your skills

Start today. Start now.




With hard work, dedication, and self-reflection, leadership can be one of the most rewarding personal and professional experiences of your life.

Aloha!






GREAT MANAGER CHARACTERISTICS

With the help of our executive leadership team, we've distilled the top five characteristics of great managers at Salesforce. This section introduces you to each characteristic and its associated key traits and behaviors. Pay special attention to the behaviors column – you'll be doing a brief self-assessment in the following section.

CHARACTERISTIC	KEY TRAITS	BEHAVIORS
 SALESFORCE SMART	<ul style="list-style-type: none"> • Knowledge • Innovation • Integration • Managing Ambiguity • Change Management 	<ul style="list-style-type: none"> • <i>Knows the business, customer, and industry inside and out</i> • <i>Facilitates discussions to foster diverse thinking and experimentation among colleagues</i> • <i>“Connects the dots” between different people, products, and ideas to create a whole greater than the sum of its parts</i> • <i>Clarifies today's priorities and intentions while building toward the future</i> • <i>Connects those below to the vision, while connecting those above them to the reality of change</i>
 GET IT DONE	<ul style="list-style-type: none"> • Drive Results • V2MOM • Process Improvement • Resilience • Calculated Risk Taking • Resourcefulness 	<ul style="list-style-type: none"> • <i>Drives results even under tough circumstances</i> • <i>Prioritizes with and holds others accountable to their V2MOMs</i> • <i>Constantly challenges the status quo to improve processes and systems</i> • <i>Coaches team to handle adversity with poise</i> • <i>Gives the team the space to fail, has their backs when they do, and does not place blame</i> • <i>Helps their team to find alternative ways to their goal when resources or other factors block their path</i>
 WIN AS A TEAM	<ul style="list-style-type: none"> • Salesforce First • Collaboration • Productive Conflict • Self-Awareness • Inclusion • Teamwork • Compassion 	<ul style="list-style-type: none"> • <i>Puts the collective good of the company first</i> • <i>Encourages collaboration within and between teams</i> • <i>Facilitates debate and discussion, even if uncomfortable</i> • <i>Aware of team's style and dynamics, and adjusts accordingly</i> • <i>Prioritizes outcomes that are a result of the best of collective input</i> • <i>Asks questions to understand the lives and perspectives of colleagues in a caring way</i>

GREAT MANAGER CHARACTERISTICS

CHARACTERISTIC	KEY TRAITS	BEHAVIORS
 <p>MOTIVATE & CHAMPION</p>	<ul style="list-style-type: none"> • Development • Ownership • Gratitude • Growth Mindset • Authenticity • Emotional Intelligence • Inspiration 	<ul style="list-style-type: none"> • <i>Prioritizes building a relationship with each team member, understanding their development needs and goals, and championing their learning journey</i> • <i>Holds self and team accountable to expectations</i> • <i>Celebrates big and small contributions to make people feel appreciated for their efforts</i> • <i>Guides team to continuously grow and self-develop, especially by providing “stretch assignments”</i> • <i>Shows consistency across different audiences and settings</i> • <i>Regulates own feelings and adjusts accordingly based on the emotional cues displayed by others</i> • <i>Empowers colleagues to unlock high performance</i>
 <p>COURAGEOUS COMMUNICATOR</p>	<ul style="list-style-type: none"> • Impact • Boldness • Vulnerability • Humility • Candid Conversations • Listening 	<ul style="list-style-type: none"> • <i>Tailors message and style to the audience, uses storytelling to deliver effective presentations and messages</i> • <i>Willing to champion ideas, people, or positions despite dissent or political risk</i> • <i>Shares mistakes and failures widely</i> • <i>Handles wins with grace and humility, and losses with poise and confidence</i> • <i>Asks for, gives, and actions constructive feedback regularly. Holds difficult conversations and expects team to do the same.</i> • <i>Listens with the intent of learning and understanding, not responding</i>
 <p>VALUES</p>	<ul style="list-style-type: none"> • Trust • Customer Success • Innovation • Equality 	<ul style="list-style-type: none"> • <i>Communicates openly and deliver the highest level of service</i> • <i>Focusses on customer success to drive mutual growth</i> • <i>Consistently delivers new technology that empowers Trailblazers to innovate</i> • <i>Respects and values a diversity of people</i>

SECTION REFLECTION

Before moving onto the next section in this guide, ask yourself:

- ☐ Was I surprised to see any of these characteristics in the top 5? Why?
- ☐ Are there additional key traits I associate with each characteristic? Why?
- ☐ Which characteristic do you feel is your top strength? Your area for improvement?

MANAGER SELF-ASSESSMENT

You probably have a good sense of what you're good at and where you have opportunity to improve. Now, it's time to take it one step further with a self-assessment exercise. Check the box that best describes how effective you are (today) related to each statement. Take your time. Be honest.

As shown in the model, the first behavior in each characteristic reflects a behavior expected of all employees across levels.

When you're done, add the ratings and divide by the number of questions. Do not include questions you rated as N/A. Also, the use of "team" and "team members" can mean a project team or a group of your direct reports.

CHARACTERISTIC #1: SALESFORCE SMART



5 = Very Effective; 4 = Effective; 3 = Somewhat Effective; 2 = Ineffective; 1 = Very Ineffective

5	4	3	2	1	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Knows the business, customer, and industry inside and out
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Facilitates discussions to foster diverse thinking and experimentation among colleagues
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	"Connects the dots" between different people, products, and ideas to create a whole greater than the sum of its parts
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Clarifies today's priorities and intentions while building toward the future
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Connects those below to the vision, while connecting those above them to the reality of change
TOTAL <input type="text"/> ÷ 5 = <input type="text"/>					

CHARACTERISTIC #2: GET IT DONE



5 = Very Effective; 4 = Effective; 3 = Somewhat Effective; 2 = Ineffective; 1 = Very Ineffective

5	4	3	2	1	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Drives results even under tough circumstances
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Prioritizes with and holds others accountable to their V2MOMs
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Constantly challenges the status quo to improve processes and systems
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Coaches team to handle adversity with poise
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Gives the team the space to fail, has their backs when they do, and does not place blame
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Helps their team to find alternative ways to their goal when resources or other factors block their path
TOTAL <input type="text"/> ÷ 6 = <input type="text"/>					

MANAGER SELF-ASSESSMENT

CHARACTERISTIC #3: WIN AS A TEAM



5 = Very Effective; 4 = Effective; 3 = Somewhat Effective; 2 = Ineffective; 1 = Very Ineffective

5	4	3	2	1		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Puts the collective good of the company first	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Encourages collaboration within and between teams	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Facilitates debate and discussion, even if uncomfortable	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Aware of team's style and dynamics, and adjusts accordingly	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Prioritizes outcomes that are a result of the best of collective input	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Asks questions to understand the lives and perspectives of colleagues in a caring way	
TOTAL					<input type="text"/>	÷ 6 = <input type="text"/>

CHARACTERISTIC #4: MOTIVATE & CHAMPION



5 = Very Effective; 4 = Effective; 3 = Somewhat Effective; 2 = Ineffective; 1 = Very Ineffective

5	4	3	2	1		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Prioritizes building a relationship with each team member, understanding their development needs and goals, and championing their learning journey	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Holds self and team accountable to expectations	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Celebrates big and small contributions to make people feel appreciated for their efforts.	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Guides team to continuously grow and self-develop, especially by providing "stretch assignments"	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Shows consistency across different audiences and settings	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Regulates own feelings and adjusts accordingly based on the emotional cues displayed by others	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Empowers colleagues to unlock high performance	
TOTAL					<input type="text"/>	÷ 7 = <input type="text"/>

MANAGER SELF-ASSESSMENT

CHARACTERISTIC #5: COURAGEOUS COMMUNICATOR



5 = Very Effective; 4 = Effective; 3 = Somewhat Effective; 2 = Ineffective; 1 = Very Ineffective

5	4	3	2	1	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Tailors message and style to the audience, uses storytelling to deliver effective presentations and messages
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Willing to champion ideas, people, or positions despite dissent or political risk
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Shares mistakes and failures widely
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Handles wins with grace and humility, and losses with poise and confidence
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Asks for, gives, and actions constructive feedback regularly. Holds difficult conversations and expects team to do the same.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Listens with the intent of learning and understanding, not responding
TOTAL <input type="text"/> ÷ 6 = <input type="text"/>					

SECTION REFLECTION

Before moving onto the next section in this guide, ask yourself:

- ☐ Which three statements caused you to stop and think the hardest?
- ☐ Which characteristic had the highest score? The lowest?
- ☐ Did any of your scores surprise you? Why?
- ☐ Who can I share my assessment with to get an additional perspective?

DEVELOPMENT IDEAS

Now that you have a better sense of what behaviors make managers successful at Salesforce, and how you're measuring up in each category, it's time to get to work. This section provides actionable development ideas that will help you build, practice, and internalize these traits you need to be a great manager.

CHARACTERISTIC #1: SALESFORCE SMART



Key Traits	Development Ideas
<ul style="list-style-type: none">• Knowledge• Innovation• Integration• Managing Ambiguity• Change Management	<p>Do:</p> <ul style="list-style-type: none">• Review the priorities of key leaders in your department, function.• Shadow someone delivering a customer presentation or deliver a presentation yourself.• Shadow someone in another part of the business. <p>Read:</p> <ul style="list-style-type: none">• Business Behind the Cloud, relevant business blogs, articles, journals.• Read this blog post where Marc explains how to use your V2MOM to focus your goals and create alignment in your teams.• John Kotter's: <i>Leading Change</i> <p>Training:</p> <ul style="list-style-type: none">• Discover Peter Drucker's take on management with this MBA-focused curriculum created in partnership with the Drucker School of Management.• Explore Trailhead and take the trails that will help you learn more about our tools, processes, and customers.

CHARACTERISTIC #2: GET IT DONE



Key Traits	Development Ideas
<ul style="list-style-type: none">• Drive Results• V2MOM• Process Improvement• Resilience• Calculated Risk Taking• Resourcefulness	<p>Do:</p> <ul style="list-style-type: none">• Apply best practices for running effective 1:1, skip-level, staff meetings.• Prioritize what's important to your boss.• Use a time management system.• Review priorities with your team and work to identify obstacles. For each obstacle, identify the likelihood and impact, plus three ways to manage or mitigate the risk.• Leverage any "rookie smarts" on your team -- when you have a new team member, ask them to share their observations on things that can be improved or done differently.• Try the "Talk Up Your Mistakes" experiment from <i>Multipliers</i> to create a safe environment for risk-taking within your team.

DEVELOPMENT IDEAS

CHARACTERISTIC #2: GET IT DONE (CONTINUED)



Key Traits	Development Ideas
<ul style="list-style-type: none">• Drive Results• V2MOM• Process Improvement• Resilience• Calculated Risk Taking• Resourcefulness	<p>Do:</p> <ul style="list-style-type: none">• Provide employees with the time to focus on execution. For example, the Tech and Products org in Salesforce uses "No Meeting Thursdays" to make sure employees have the time to focus on getting things done. <p>Training:</p> <ul style="list-style-type: none">• Attend company-offered management training and apply best practices..

CHARACTERISTIC #3: WIN AS A TEAM



Key Traits	Development Ideas
<ul style="list-style-type: none">• Salesforce First• Collaboration• Productive Conflict• Self-Awareness• Teamwork• Compassion	<p>Do:</p> <ul style="list-style-type: none">• Attend meetings and events of other business leaders.• Attend company-offered management training and apply best practices.• Seek out leaders from other teams who have a different perspective than you to share their input and feedback into an idea you have or direction you are heading in.• Encourage your team to job shadow a peer in an area of interest. Enabling employees to experience a different role for a day helps to develop empathy across functions and break down barriers.• Take an assessment (like MBTI, DISC, or SCARF) with your team to learn about each other's working styles and strengths.• In team meetings, track how often each person comments to ensure everyone has a voice. <p>Read:</p> <ul style="list-style-type: none">• Travis Bradberry's: <i>Emotional Intelligence 2.0</i> and apply best practices. <p>Training:</p> <ul style="list-style-type: none">• Explore Trailhead - hit the trail to find out what you can do to promote equality.

DEVELOPMENT IDEAS

CHARACTERISTIC #4: MOTIVATE & CHAMPION



Key Traits	Development Ideas
<ul style="list-style-type: none"> • Development • Ownership • Gratitude • Growth Mindset • Authenticity • Emotional Intelligence • Inspiration 	<p>Do:</p> <ul style="list-style-type: none"> • Hold your direct reports' 1:1 sacred. • Practice GROW when coaching. [See Trailhead or Coaching book listed below to learn more about this model]. • Have a direct report represent you in a cross-functional team meeting. • Have direct reports take turns leading a team meeting or showcasing their best work and ideas. • Give your team a chance to recognize others in a simple and public way. Try ending each meeting with a lightning thank you round. It's a quick and easy way to thank individuals for their great work while also celebrating successes. • Get involved in a mentoring relationship (and encourage your team to do so, as well). • Get to know your team members on a more personal level. Try scheduling monthly chats with individual team members outside the office, with no agenda. By intentionally not having an agenda, people are able to connect on a more personal level. • Integrate a skill-building or development component into your team meetings. • Hold quarterly career-focused conversations with employees that focus solely on development and career planning. Encourage your direct reports to lead the conversation. • Ensure you have a clear structure and process for requesting work and agreements across teams. Use frameworks from the Accountability and Delegation module from the Manage The Salesforce Way Trail. <p>Read:</p> <ul style="list-style-type: none"> • John Whitmore's: <i>Coaching for Performance</i> to learn more about the GROW model for coaching. • Liz Wiseman's: <i>Multipliers</i> to explore how to get more done with fewer resources, develop and attract talent, and cultivate new ideas and energy to drive organizational change and innovation. • Carol Dweck's <i>Mindset: The New Psychology of Success</i>, which shows how success in school, work, sports, the arts, and almost every area of human endeavour can be dramatically influenced by how we think about our talents and abilities.

CHARACTERISTIC #5: COURAGEOUS COMMUNICATOR



Key Traits	Development Ideas
<ul style="list-style-type: none"> • Impact • Boldness • Vulnerability • Humility • Candid Conversations • Listening 	<p>Do:</p> <ul style="list-style-type: none"> • Ask to share your team's successes at key opportunities: 1:1 with your boss, cross-functional meetings, all hands meetings. • Seek opportunities to deliver presentations inside and outside the company and ask for feedback from others on your presentation. • Ask your direct reports to provide you with one piece of constructive feedback in each 1:1. • Coach your team members on how to give constructive feedback to each other.

DEVELOPMENT IDEAS

CHARACTERISTIC #5: COURAGEOUS COMMUNICATOR (CONTINUED)



Key Traits	Development Ideas
<ul style="list-style-type: none"> • Impact • Boldness • Vulnerability • Humility • Candid Conversations • Listening 	<p>Do:</p> <ul style="list-style-type: none"> • Ask for and give feedback. Try using the SBI (situation/behavior/impact) model. • Try the “two-second rule” in your next 1:1 - wait two seconds before responding. Respond first with an open question, then with a statement (or another question). This will help you to focus on first understanding the issue before offering a solution or answer. • Ask your manager, a peer, or a mentor to attend your next team meeting to provide feedback on what worked well, what could make it better, and any other feedback or suggestions that may help. <p>Read:</p> <ul style="list-style-type: none"> • Vital Smarts: <i>Crucial Conversations: Tools for talking when the stakes are high.</i> <p>Watch:</p> <ul style="list-style-type: none"> • Watch this video, where Simon Sinek presents a simple but powerful model for how leaders inspire action, starting with a golden circle and the question “Why?”.

SALESFORCE VALUES



Key Traits	Development Ideas
<ul style="list-style-type: none"> • Trust • Customer Success • Innovation • Equality 	<p>Do:</p> <ul style="list-style-type: none"> • Complete an individual and/or team styles or psychometric assessment. • Volunteer and share your work with your team. • Attend, and encourage others to participate, in a wellness or mindfulness course. • Ask your team for specific ways that the team can have fun together. Implement these ideas. <p>Training:</p> <ul style="list-style-type: none"> • Complete the trails on equality - start with Business Value of Equality. • Complete the Salesforce Ohana Culture Trail.

SECTION REFLECTION

Before moving onto the next section in this guide, ask yourself:

- ☐ How many of these development ideas have you already completed?
How many are you planning to complete?
- ☐ Are you willing to carve out the time and effort required to put these ideas into action?
- ☐ Pick two to three new development ideas to focus on first—including at least one from your weakest characteristic (according to your self-assessment).

READY TO TAKE ACTION? WE CAN HELP.

Overwhelmed by the work you need to do? Not sure where to begin? Or perhaps you feel pretty good about how you stack up to the GREAT Manager Model, but you want to polish up a few specific skills? Read on to identify ways you can continue your journey.

HOW TO CONTINUE THE JOURNEY

- Talk to your manager about investing in your development, whether that is through internal training opportunities or a stretch assignment.
- Ask about resources you can tap into to further develop your capabilities, like a mentoring relationship or any function-specific development resources.
- Do a job shadow to learn more about other positions within your company that you are interested in, or to share your knowledge with others.

STILL HAVE QUESTIONS?

Contact TalentDev@salesforce.com or post to the Manager Success Chatter group.

