

salesforce

GREAT EXECUTIVE MODEL

5 characteristics that make
good executives 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 Executive Model was developed for the VP+ audience. It is endorsed by Salesforce leadership and illustrates what great leaders do. Most importantly, this model gives you specific tools that can help hone your leadership 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 EXECUTIVE CHARACTERISTICS

With the help of our executive leadership team, we've distilled the five characteristics of great executives 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>Encourages the team to generate ideas, experiment, and learn through failure</i> • <i>Sets a vision and strategy that is integrated, and drives a “company first” mindset through their teams</i> • <i>Keeps teams focused and moving forward, even in an absence of concrete information, by rallying them around a vision</i> • <i>Explains the vision and “the why” behind changes</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>Champions and translates the V2MOM</i> • <i>Drives processes that scale</i> • <i>Places equal importance on wellbeing and delivering outcomes</i> • <i>Rewards smart risks and experimentation, regardless of outcome</i> • <i>Challenges the org to think and act efficiently, achieve a desired outcome and approach barriers with confidence rather than defeat</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>Breaks down silos, bringing teams together to tackle shared goals</i> • <i>Invites and rewards productive conflict</i> • <i>Leverages and mixes different leadership styles depending on the situation</i> • <i>Seeks and embraces different points of view and experiences to unlock the collective potential of people across Salesforce</i> • <i>Treats each person in our Ohana as if they are equally as important as the next</i>

GREAT EXECUTIVE 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>Invests in and takes risk in the talent and career development of our people</i> • <i>Answers for the outcomes of their choices, behaviors, and actions in all situations in which they are involved</i> • <i>Designs ways to thank, recognize, and appreciate their teams. Sets the expectation that all people managers should do the same</i> • <i>Prioritizes developmental opportunities and potential of team members regardless of level or pedigree</i> • <i>Strives to act in an authentic, vulnerable, and courageous manner</i> • <i>Navigates the varied and complex emotional needs of any group or organization</i> • <i>Helps others combine ideas and context in unusual, unexpected ways to inspire them</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 be challenged. Speaks truth to power.</i> • <i>Shares business and personal challenges widely. Is open about the state of the organization and the personal costs of being a leader.</i> • <i>Serves employees, customers, and community without ego or self-motivation</i> • <i>Champions a culture of feedback by role modeling giving and receiving constructive feedback and having difficult conversations</i> • <i>Able to read their organization and respond to unspoken needs</i>
CHARACTERISTIC	KEY TRAITS	BEHAVIORS
 <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?

GREAT EXECUTIVE 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.

Note: in the behaviors column, the first behavior is an essential behavior. The behaviors that follow are specific to the GREAT Executive Model.

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"/>	Encourages the team to generate ideas, experiment, and learn through failure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sets a vision and strategy that is integrated, and drives a "company first" mindset through their teams
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Keeps teams focused and moving forward, even in an absence of concrete information, by rallying them around a vision
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Explains the vision and "the why" behind changes
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"/>	Champions and translates the V2MOM
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Drives processes that scale
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Places equal importance on wellbeing and delivering outcomes
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Rewards smart risks and experimentation, regardless of outcome
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Challenges the org to think and act efficiently, achieve a desired outcome and approach barriers with confidence rather than defeat
TOTAL <input type="text"/> ÷ 6 = <input type="text"/>					

GREAT EXECUTIVE 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"/>	Breaks down silos, bringing teams together to tackle shared goals
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Invites and rewards productive conflict
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leverages and mixes different leadership styles depending on the situation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Seeks and embraces different points of view and experiences to unlock the collective potential of people across Salesforce
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Treats each person in our Ohana as if they are equally as important as the next
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"/>	Invests in and takes risks in the talent and career development of our people
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Answers for the outcomes of their choices, behaviors, and actions in all situations in which they are involved
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Designs ways to thank, recognize, and appreciate their teams. Sets the expectation that all people managers should do the same
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Prioritizes developmental opportunities and potential of team members regardless of level or pedigree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Strives to act in an authentic, vulnerable, and courageous manner
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Navigates the varied and complex emotional needs of any group or organization
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Helps others combine ideas and context in unusual, unexpected ways to inspire them
TOTAL					<input type="text"/> ÷ 7 = <input type="text"/>

GREAT EXECUTIVE 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 be challenged. Speaks truth to power.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Shares business and personal challenges widely. Is open about the state of the organization and the personal costs of being a leader.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Serves employees, customers, and community without ego or self-motivation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Champions a culture of feedback by role modeling giving and receiving constructive feedback and having difficult conversations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Able to read their organization and respond to unspoken needs
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 executives 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 executive.

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"> • Be an Executive Sponsor to a key customer account. • Meet with your financial analyst to understand finance levers and trade-offs. • Deliver a customer presentation or observe a peer as they deliver. • Attend senior leadership meetings and offsites. • Practice the art of debate (see <i>Multipliers</i> for experiments you can try). <p>Read:</p> <ul style="list-style-type: none"> • <i>Business Behind the Cloud</i>, relevant business blogs and articles. • 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.

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 meetings: 1:1s, skip-levels, staff meetings, town halls. • Prioritize what's important; align with boss. • Use a time management system. • Encourage teams to reflect on what they would do differently in cases where they experienced a failure and how to apply what they learned to the future. • Try the "Talk Up Your Mistakes" Experiment from <i>Multipliers</i> to create a safe environment for risk-taking within your team. • Review priorities with your team with an emphasis on identifying obstacles. For each obstacle, identify the likelihood and impact, plus three ways to manage or mitigate the risk. <p>Read:</p> <ul style="list-style-type: none"> • Read Geoffrey Moore's: <i>Escape Velocity: Free Your Company's Future from the Pull of the Past</i> and apply the concepts when determining priorities for your organization.

DEVELOPMENT IDEAS

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"> • Ensure your people know why their work matters and how it fits into the broader company work. • Spend time attending cross-functional team meetings / events. • Invite cross-functional leaders to your org meetings to collaborate and problem solve. • Practice using a decision-making process with your teams / peers. • Use an assessment (such as MBTI, DiSC, SCARF, or StrengthsFinder) as a launching point for a discussion about the unique differences and strengths each team member brings to the organization and how to understand and leverage these differences to work as a team. • Increase transparency by sharing who has been consulted on a decision whenever a decision is shared with the team. It is not to demonstrate consensus, but to show that you considered other perspectives and implications. • Once a month, invite leaders / team members from other teams to your team meeting. Ask for feedback on where you and your team are working well or how you could work better together. (A useful structure can be "What's Working Well?" and "Even Better If?") • 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. • Danile Pink's: <i>Drive</i> <p>Training:</p> <ul style="list-style-type: none"> • Explore Trailhead find out what you can do to promote equality. Start with start with Business Value of Equality. • Engage with an executive coach.

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"> • Sponsor at least one top talent leader for promotion at any given time. • Hold your direct reports' 1:1 sacred. • Sponsor talent outside of your direct business and help them growth their career. • Get involved in a mentoring relationship. • 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. • Take five minutes in each team meeting to recognize an individual or several individuals on the team for their accomplishments. <p>Read:</p> <ul style="list-style-type: none"> • 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. • <i>The Five Dysfunctions of Teams</i> - Patrick Lencioni • <i>Mindset: The New Psychology of Success</i> - Carol Dweck • <i>Employee Engagement 2.0</i> - Kevin Kruse T • <i>Working with Emotional Intelligence</i> - Daniel Goleman

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 for your direct reports to provide you with one piece of constructive feedback in each one-on-one • Practice SBI (situation / behavior / impact) when delivering feedback. • Seek feedback from internal and external trusted advisors to improve. • Ask your direct reports to provide you with constructive feedback in each 1:1. • Ask your peers to review your strategies and goals to provide input and challenge any assumptions you may have made. • Ask for and give feedback. Use 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.

DEVELOPMENT IDEAS

CHARACTERISTIC #5: COURAGEOUS COMMUNICATOR



Key Traits	Development Ideas
<ul style="list-style-type: none"> • Impact • Boldness • Vulnerability • Humility • Candid Conversations • Listening 	<p>Training:</p> <ul style="list-style-type: none"> • Attend an executive presentation skills class. • Take the Coaching and Feedback module on Trailhead • Take the Culture of Feedback module in Manage the Salesforce Way <p>Read:</p> <ul style="list-style-type: none"> • Vital Smarts: <i>Crucial Conversations: Tools for talking when the stakes are high.</i> • Stephen Denning's: <i>The Leader's Guide to Storytelling.</i>

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"> • Read articles and/or attend trainings on design thinking, creativity and/or innovation. • 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. • Find ways to bring fun into the culture. <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 module.

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?

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 Executive Model, but you want to polish up a few specific skills? Read on to determine how to continue your journey.

HOW TO CONTINUE THE JOURNEY

Start by having a conversation with your manager. Does he or she agree with your self-assessment of your GREAT Executive strengths and weaknesses? What are the areas he or she believes you need to strengthen to grow in your career? Then meet with your Human Resources Business Partner. Ask about resources - internally or externally - you can tap into to further develop your capabilities.

STILL HAVE QUESTIONS?

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

