


# Leading through a downturn



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61M

CUSTOMERS PURCHASED  
FROM SHOPIFY BUSINESSES

# Personal Experience



First



Second

Now





## Contents

1. Culture
  2. Team Organization
  3. Developing a world class team
  4. Fostering your own growth
- 
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# Culture

 Trust

 Security

 Dialogue

 Celebration



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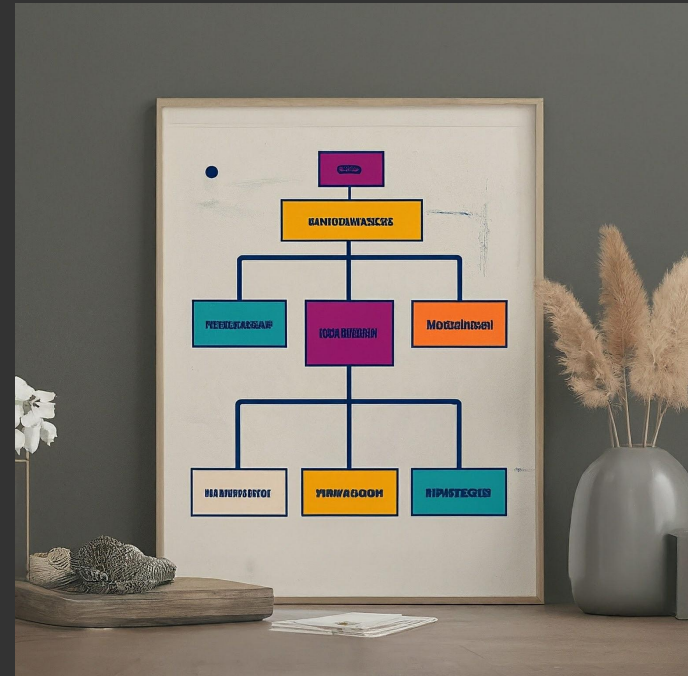


# Team Structure

New reality: slower hiring, smaller teams

Think of:

- Mentorship opportunities
- Leadership development
- Skill development



**Optimize team structure for  
impact over growth.**



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impact over growth.**

# Always-On Performance Management



# Support Movement

- Think of your company, not your team
- Better for everyone to be given the best opportunities and for teams to collaborate



# Foster Growth



Growth Plans

SMART goals



Continuous  
learning



Mentorship

1:1 and 1:many



Feedback

SBI model

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**Top minds  
deserve top  
challenges**



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# 10x through retrospection



- Where can the team improve?
- What can we learn from our mistakes?
- How are we monitoring the quality and performance of the products?
- Did we achieve the goals?
- Were our estimates close? Why or why not?



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# Your team needs **you** to be growing and on top of your game.

## Make the time

- Curate your calendar

## Get setup for success

- Mentors
- Coaches
- Peer groups

## Set goals

- Solicit feedback
- Communication
- Delegation
- Technical contributions

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**You Got This!**

Focus on what is within  
your control

**Thanks**

