

Niklaus Gerber README

Welcome to my README. I wrote this document for two reasons. It helps me to recognise and refine my thoughts and values. Hopefully, it will help you to understand me better and how to work together with me.

Why am I here?

I am here to help you and support you. My job is to provide the necessary context on what you are working on. I also represent you and the team to the rest of the company. My goal is for our team to be successful and happy.

My assumptions

You're very good at your job: You wouldn't be here if you weren't. If you feel like I'm asking you too many questions, it is because I want to have a better understanding of the overall context.

I'm not very good at your job: You're the expert. My job is to provide you with the necessary context, to ask questions and helping you to achieve better results. It's not about overruling you.

You let me know if you can't do your job: One of my primary responsibilities is to make sure that you are successful. It may very well be that I am not 100% there for you. Please let me know if you feel that you will need more support from me.

You feel safe when you discuss with me: Ideas usually get better when you look at them from all angles. Even though I sometimes will give you the feeling that I know everything better, it is generally more about working with you to find the best possible solution.

Trust is the default mode of working: Trust in a relationship is the foundation to the success of that relationship. Without trust between individuals or on a team, mediocrity and failure are the most likely

results. I have a strong belief that we will not be able to succeed if we can't trust each other. My default mode of working will always be that I trust you and that you trust me.

My expectations

I have high expectations of you and my team. However, you can demand those things from me as well.

These points are important to me:

- We all have a high degree of personal responsibility.
- We support each other.
- We are honest and open with each other.
- We hold each other accountable.
- We strive for excellence in our work and our collaboration.
- We challenge and support each other.
- We are continually learning new things and improving our skills.
- We have fun at work.

What I also appreciate

Critical thinking: Nothing is sacred and "Because we've always done it this way" is not a work culture.

Self-reflection: Self-reflection is an essential part of our development. Without it, you miss many opportunities. If you still have little experience with self-reflection, I will be happy to help you improve your skills in this area.

Empathy: Understanding our customers, is incredibly important for developing the best products and services. Empathy for our colleagues is helping us to be a strong team.

Your performance

I'll always give you feedback on your performance in our One-On-Ones. If I'm worried about your performance, I'll let you know. If you are concerned about your performance, please let me know.

How can you help me?

Do a great job: That's the expectation. Please let me know immediately if anything prevents you from achieving your goals.

Don't always agree with me: The best solutions come from a healthy discussion. We need to be able to separate our ideas from our egos. I will challenge your ideas with the goal of finding the best possible solution. I hope that you also challenge my ideas.

Communicate with me: One of my tasks is to provide context. Is there a lack of context? Let me know, and I will give you the necessary context. If this is not possible, I will try to find the required information.

My availability

Very few things are more important to me than having a conversation with you. If you want to talk, let's talk. Have you heard a rumour? Do you need more clarification? Is something blocking your work? I prefer to know about these things sooner rather than later. Come by my place or write me a message. There is no reason to wait for the next One-On-One. You can also book an appointment on my calendar at any time. I promise you that I will take time for you whenever possible.

One-On-Ones

Our One-On-One is your space where you can talk about anything you want. The meetings are primarily for you. Let me know how you feel, what you need and other wishes that are important to you. Share your thoughts about the team or your teammates and what your goals are. For me, One-On-Ones are not status meetings, unless you want to talk about the status of a project.

I will reserve some time each week for you to meet in person. If you need more time, let me know, and I will adapt to your wishes. From experience, it makes sense to note down a few things you want to talk about in advance.

Feedback

I always want to give you clear and timely feedback and hope that you do the same to me. If you have feedback for me, please give it to me. It could be something you liked and want to see more of. It could also be something you thought I could do better. Maybe I screwed up. In any case, I want to learn more from you. If you have the feeling that I would rather not hear something, then I would like to know why you think so. If we give each other feedback those three points should be kept in mind:

1. You are safe. Please don't be afraid of reprisals.
2. The amount of work required to provide feedback should be low.
3. The benefits should be high - positive results.

I prefer a personal conversation. Should it happen that you would like to start a discussion over e-mail or any other channel, I prefer that rather than not bringing it up at all.

Work-Life-Balance

I firmly believe in a healthy work-life balance. You arrive later at the office because you have had a bad night's sleep or already leave at 16:30 because you want to pick up your children from the day care centre. Maybe you need some time off for an important family occasion. Let me know about it, and we will find a solution. Unless there is an emergency, I don't expect you to be available outside office hours. I also don't expect you to work on e-mails or messages outside your working hours.

Please let me know what is important to you. It would be best if you didn't do unnecessary overtime - especially at the expense of your health or family. If you are unhappy with a situation, talk to me.