

Hello, world! I'm Jamie Bell.

Hey team!

This document is my Manager README, but it's written for you! I've packed it with information on how I do my best work, what I value, who I am, what I'm working on, and things you can ask me about. I'm hoping this makes our communication become more effective and helps us build a better working relationship.

All in all, I'm pretty adaptable in how I work and how I can best help you. I can dive into a high-level strategy, roll up my sleeves and whip up an email, or hop on a Zoom call and just figure it out. I feel like I am at my best, however, when I get to creatively solve problems and take action, & bring all of the team's talents and ideas together to do just that!

WHO I AM

My top 10 Gallup strengths are: Input, Adaptability, Restorative, Ideation, Responsibility, Empathy, Achiever, Communication, Strategic, Learner. These are pretty dead-on and accurately reflect a lot of the things I value, the skills I bring to the table, and how I work and operate on a day-to-day basis. I'm also a Risk Number 60, an ENFJ, a Pisces, and the Sorting Hat has told me I'm meant for Gryffindor.

I am a problem-solver, first and foremost. I dislike problems and I LoOOoooooOOVe creative, strategic solutions, and I'm here to help you find and execute them!

Presenting a problem as "well, that's just the way it is" is one of my biggest pet peeves. The way I see it, you can either present a problem and 1.) offer up a few solutions along with it (so impressive!) or 2.) if you aren't sure how to solve it at all, just be honest about it and ask for help! I absolutely thrive on that and am so willing to help you work it out or find someone who can.

PS: I know that isn't always possible, especially when the challenge is unclear, but I love to see that you recognize it as a problem & have given it some good thought up to this point!

I don't consider myself to be 'above' any kind of work and am happy to help however you need it. I will always be willing to help remove roadblocks or dive in and work alongside you. This also means that we're going to challenge each other and celebrate our successes. I'm not afraid of tough conversations, but I will also be available to sing your praises and help with your growth, both personally and professionally!

MY WORK QUIRKS

- If you need anything from me, this is my preferred communication hierarchy, from most urgent to least urgent: Zoom call, phone call, text, Slack DM, email, Slack channel notification, Asana, carrier pigeon.
 - **I have strong opinions, loosely held.** I am going to make a decision and move things forward (likely because I have to!) but please know that I want to hear your opinion, as well, and I am *truly* open-minded. If you are particularly passionate about something, I'm here to listen!
 - I'm also likely going to question what *you're* doing at some point; it's coming from a place of trying to better understand it, and from wanting to be more efficient and find solutions to larger problems. With that, though, PLEASE feel free to question *my* calls or ideas -- we'll all be better for it! Don't be afraid to question a decision, and just Slack me about it if you'd rather not do it in a meeting. :)
 - **I can't multitask well**, despite the amount of Chrome tabs I have open. If you need dedicated time with me and super-focused attention, just throw a meeting on my calendar and/or let me know exactly what you need!
 - Sometimes my communication can come off sharp, critical, or just generally grumpy. Please don't take it personally! I'm working on it, too! (Nine times out of ten, I just need a snack.)
 - I'll probably Slack you/email you at weird hours; don't feel any pressure to respond immediately if it's outside working time! I'm just one of those people that has to write down the thought the second I have it, or it will float far far far away.
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WHAT I VALUE AT WORK

Customer over company over department.

This is a decision-making framework I absolutely live by. I am a huge advocate for the customer as our #1 priority. At the end of the day, our customers don't see our company as a bunch of departments. Nobody who interacts with our company should feel like they're interacting with an entirely different company at any point in the customer experience. So we have to learn to work across departments and ensure that every interaction feels like part of the same seamless journey.

And as an individual, I believe and want to ensure that your work is aligned with our department's goals, the company's mission, and the customer's experience.

Self-starting (and asking for forgiveness later!)

You are **not** in a passive role on this team. Do not wait for work to come to you, or wait to ask a certain question, or wait for someone else to solve a problem. By all means, if you are nervous to

make a decision or if something doesn't feel quite right, trust that instinct and run it by me or the CEO. But if you believe in it, and you're not going to miss a deadline, then go for it, or submit it as a project...just get the wheels in motion. :)

Assume positive intent.

Go into every interaction with another employee (or customer!) and assume they mean well and have come to the conversation with a positive purpose. If they're distracted, or angry, or stubborn, or confused, have empathy for that person and understand that there's an entire world of reasons they could be feeling that way, and don't take it personally. Be patient and think about their frame of reference.

This means assuming, from the start, that people are:

- in their role for a good reason, and each interaction is an opportunity to learn from them
- trying to help you or learn from you -- not trying to force their opinion or waste your time
- trying to make a project better for the department, company, or customer -- not themselves
- doing the best they can with the data, resources, and perspective they have, to make the best choices they can -- not acting without consideration, or with ill intent

Embrace learning and take small steps each day!

Digital marketing at a tech company is a dynamic, challenging job. You have to be willing to learn at every moment of every day, and willing to adapt if you need to. That can be incredibly overwhelming; you'll often find yourself working through a problem you've never seen before or learning a skill that's hard to grasp. Take it slow and steady, and (using an affirmation I stole from a former coworker and absolutely loved) just remind yourself:

- *This is the most inexperienced I'll ever be*
- *This is the least I'll ever know*
- *This is the furthest I'll ever have to go*

HOW WE DO OUR BEST WORK

Know how you work best.

I want to make sure that we're creating a space where you can do your best work, and in order to do that, we both have to have a great understanding of what that means *to you*. Do you value a stricter work/life balance? Do you enjoy walking meetings? Do you hate it when people interrupt you while you're wearing headphones? Do you like ambiguity or lots of direction? Those kinds of questions and answers help us both create an environment where you can CRUSH it.

One-on-ones, every month!

I typically call them "parties" and they're my favorite conversations *ever*. These meetings are your time, and I'll always ask if there's anything specific you'd like to talk about in advance. (If not, then I

will typically have prepared questions 1-3 days ahead of time that deep dive into a particular topic or address a larger issue.)

We'll also do weekly check-ins, too, which are typically more tactical and focused on the day-to-day work and current priorities!

Be present (and tech-free, if possible) and engaged in meetings.

If something comes up and you need to be 'on call,' just note that at the beginning of the meeting, or step out to take a call. But in most cases, I prefer for you to be actively listening and participating in group meetings, and that's difficult to accomplish if everyone's on their phones or laptops. (I'm working on this, too!)

WHAT I'M WORKING ON:

- Directing my focus in the right direction at all times and being present and mindful.
 - Giving direct, in-the-moment feedback, positive or negative!
 - Keeping an eye on meeting fatigue and making sure there's time on my calendar to be present with the team for at least a part of every day.
 - Giving myself dedicated time to rabbit hole.
 - Preparing meeting agendas in advance!
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PERSONAL DETAILS:

I'm married to an Air Force pilot, Andy, and we have three pets: a cat named Suzie (14), a Labrador/Beagle mix and rescue named Reggie (4), and a brand new-to-us rescue Pit Bull/Husky mix named Nellie (2). No kids yet but we'll have 2-3 eventually! We currently live in a suburb of Sacramento and all of the good restaurants are in strip malls.

A FEW OF MY FAVORITE THINGS:

Small furry animals, jumpsuits, thrift shopping, overly fancy lunches, gin cocktails, Buffy the Vampire Slayer, self-improvement, finding great restaurants in new places, the full spectrum of movies (from bad action films to Oscar winners), anything in miniature form, puns, Jimmy Eat World, juicy pear Jelly Bellys.