

TRILLION DOLLAR COACH

The Leadership Playbook of
Silicon Valley's Bill Campbell

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BILL'S FRAMEWORK FOR 1:1s AND REVIEWS

PERFORMANCE ON JOB REQUIREMENTS

- Could be sales figures
 - Could be product delivery or product milestones
 - Could be customer feedback or product quality
 - Could be budget numbers
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RELATIONSHIP WITH PEER GROUPS

(This is critical for company integration and cohesiveness)

- Product and Engineering
 - Marketing and Product
 - Sales and Engineering
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MANAGEMENT/LEADERSHIP

- Are you guiding/coaching your people?
 - Are you weeding out the bad ones?
 - Are you working hard at hiring?
 - Are you able to get your people to do heroic things?
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INNOVATION (BEST PRACTICES)

- Are you constantly moving ahead . . . thinking about how to continually get better?
 - Are you constantly evaluating new technologies, new products, new practices?
 - Do you measure yourself against the best in the industry/world?
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CORE ATTRIBUTES

For the past 12 months, to what extent do you agree/disagree that each person:

- Displayed extraordinary in-role performance.
- Exemplified world-class leadership.
- Achieved outcomes that were in the best interest of both Google as a whole and his/her organization.
- Expanded the boundaries of what is possible for Google through innovation and/or application of best practices.
- Collaborated effectively with peers (for example, worked well together, resolved barriers/issues with others) and championed the same in his/her team.
- Contributed effectively during senior team meetings (for example, was prepared, participated actively, listened well, was open and respectful to others, disagreed constructively).

PRODUCT LEADER ATTRIBUTES

For the past 12 months, to what extent do you agree/disagree that each person demonstrated exemplary leadership in the following areas:

- Product Vision
- Product Quality
- Product Execution

OPEN-TEXT QUESTIONS

- What differentiates each SVP and makes him/her effective today?
 - What advice would you give each SVP to be more effective and/or have greater impact?
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