## **🌱 Growth from Within**

Appwrite keeps a close connection with its developer community. Every once in a while, a match is made, and a community member becomes one of our own.

Eldad: “When we started Appwrite, it was important for us to build the company on the same core values that make our open-source community so great. The open-source community was our biggest competitive advantage in growing so fast and is central to our origin story. Values like transparency and collaboration are key to what we did, and we wanted to keep it that way. We wanted everyone who desired to join our journey to be able to do so regardless of their country, culture, or time zone.

This is how we started building the Appwrite team. We picked the top contributors from the Appwrite community—people who had already fallen in love with Appwrite as a product and were creative enough to contribute in their free time out of true passion. It only made sense that these individuals would become the core team of the new company. This early philosophy helped us build one of the strongest and most dedicated teams imaginable. We are committed to preserving this culture and mindset by hiring passionate and motivated individuals who find joy in their work on Appwrite and who believe in and relate to our core values and story from within and beyond the Appwrite community."

As a growing company, we try to ensure most of our leaders are existing team members, as growth from within is crucial to cultivating our culture and ethic. Therefore, we prefer our leaders to carry on with their teams. A classic pathway is for a developer to become a team lead, who might continue on to a C-level or VP role.

While managers lead, they don't necessarily dictate every aspect and decision the company makes. We like to brainstorm when it comes to hiring choices, reflect as a team on our workflow, and send out questionnaires to team members to explore ideas and get fresh input.

## 💪 Leaders in Appwrite

A remote team and a remote culture require a delicate balancing act. How do you lead a team you can't see? How do you keep people motivated when your team members don't get to converse and exchange ideas about the product? This is a task for a leader.

**Characteristics of the Appwrite Manager**

* + - \*\*Self-\*\***awareness** and an ability to be self-critical.
    - **No shame in admitting a mistake.** At Appwrite, we build a culture that celebrates wins and does not wallow in failures. Everyone fails, and failure is a big part of growing and improving. Learning from our mistakes also allows us to move fast and without fear.
    - **Transparency** is a core value. \*\*\*\*Managers should feel confident in sharing their shortcomings with their teams ([Check out Gitlab's CEO's extreme transparency](https://about.gitlab.com/handbook/ceo/#flaws)) and be prepared to work on them. Your team will be held to the same standard.
    - **Flexibility.** Our leaders have to be open to change. Different people learn differently, adjust to remote work at a different pace, and require various levels of mentoring.
    - **Empathy.** As a manager or leader, you will be proactive, be aware of your team’s mental and physical health, and have open communication with team members to ensure they are taken care of and that they are feeling well.

**Dos and Don’ts**

* + - **Say Thank You.** Acknowledge and respect your team's work and see the time and effort made by team members as humans, not solely as employees.
    - **Trust**. Learn to trust the team members and let them flourish as leaders. Establish clear communication and a set of workflow requirements to ensure you and your team are aligned and that there is transparency within the team.
    - **Value Informal Communication.** When one manages to form friendships in the workplace, employees enjoy work more, perform better, and feel like part of a team. As simple as this sounds, it works!
    - **Go Async.** We try to ensure each team involves individuals in multiple time zones; therefore, we keep communications as asynchronous as possible and prefer detailed writing over one more meeting.
    - **Recognize and Prevent Burnout.** You and the team need to rest, take days off, and go on vacation to prevent burnout. Encourage this by recognizing the need to take a breather and not expecting responses during their PTO. Set an example of a good work-life balance by taking days off yourself when needed.

🤝 Mentoring Mentorship relationships are an opportunity for team members to learn from each other's personal experiences, professional backgrounds, and perspectives. Whether the goal is to improve social or professional skills, we can benefit from being supported and guided by a team member. The mentoring process, if executed correctly, builds trust, provides a safe space to make mistakes, and encourages both personal and professional development of Mentee and Mentor. Mentees are encouraged to be held accountable for their careers, and Mentors practice leadership, healthy constructive communication, and handling feedback.  
  
 **Mentorship Meeting Structure** Every Mentee-Mentor relationship is slightly different, but this structure will help you understand the basics.  
  
 We recommend a three-month mentorship, depending on the goal.  
  
 **Prior to First Meeting**Mentee:

* + Write down your goals in two sentences and the purpose of participating in the mentorship in two sentences.
  + Make sure achieving the goal is up to you.

Mentor:

* + Set a time limit on the mentorship.
  + Decide how success will be measured.

**First Meeting – Planning a Contract**

* + Outline the challenges the mentee has to overcome to reach the target.
  + Set key progress steps and small wins.
  + Agree on the path to achieving the goal and how it will be measured.
  + Make sure both participants understand the expectations and feel they are realistic.

### **During the Mentorship Period**

Mentee:

* Inform your mentor about your preferred learning method.
* Add an item to the agenda of each meeting so the mentor knows what difficulties or challenges you are experiencing and think of possible solutions in advance.
* Send a follow-up after each meeting with a list of action items and requests for the next session.
* Do the homework.

Mentor:

* Go through the agenda in advance and come to the meeting ready with ideas to overcome challenges, rather than discussing potential solutions from scratch during the session.
* Each session should consist of a reflection on the mentee's progress.
* No scolding. It should be an open and safe discussion.
* Get specific about praise and discontent.
* Assign tasks.

**The Last Session**Take time to reflect on

* + What worked?
  + What was challenging?
  + Did you reach the goal? If not, why? What DID you achieve?
  + Provide one-on-one feedback from both the mentor/mentee.

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