## **🌱 Growth from Within**

Appwrite keeps a close connection with its developers' community. Every once in a while, a match is made, and a community member becomes our own:

Eldad: “When we started Appwrite as a company, it was important for us to build the company on top of the same core values that make the open-source community so great. The open-source community was our biggest unfair advantage in growing so fast and is core to our origin story. Values like transparency and collaboration are core to what we did, and we wanted to keep it this way. We wanted to allow anyone who wants to join our journey to be able to do so without regard to his country, culture, or timezone.

This is how we started building the Appwrite team. We picked the top contributors from the Appwrite community. People that already fell in love with Appwrite as a product and were novel enough to contribute to us in their free time from true passion. It only made sense that these individuals would become the core team for the new company. This early philosophy helped us build one of the strongest and most passionate teams we could have imagined. Our obligation is to make sure we preserve this culture and mindset, hiring passionate and motivated individuals who find joy in their work on Appwrite and believe and relate to our core values and story from and beyond the Appwrite community."

As a growing company, we try to make sure most of our leaders are existing team members since growth from within is crucial to the maintenance of our culture and Moral. Therefore we prefer our leaders to carry in on into their teams. Our leaders will classically turn from Developers to team leads and, in the future, might continue to a C-level role or a VP role.

While managers lead, they don't necessarily dictate every aspect and decision the company takes. We like to incorporate brainstorming when it comes to who we hire to join us, retrospect as a team on our workflows, and send our questionnaires to explore ideas and thoughts coming from various team members.

## 💪 Leaders in Appwrite

A remote team and a remote culture are delicate to balance. How do you lead a team you can't see? How do you maintain motivation when your team members don't get to chitchat about the product? This is a task for a leader.

**Characteristics of the Appwrite Manager**

* + - \*\*Self-\*\***awareness** and an ability to self-criticize.
		- **No shame in admitting a mistake.** At Appwrite, we build a culture that celebrates wins and does not wallow in failures. Everyone fails, and it's a big part of us getting better. It will also allow us to move fast and without fear.
		- **Transparency** as a Core Value. \*\*\*\*Managers should feel confident to share their flaws with the team ([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 adjustments. Different people learn differently, get used to remote work at a different pace, and require various levels of mentoring.
		- **Empathy.** As a manager or leader, you will be proactive and be aware of your teams health, whether it is mental or physical, and have open communication with team members to make sure they are taken care of and that they are feeling okay.

**Do’s and Don’ts**

* + - **Say Thank You.** Acknowledge and respect your team's work and see the time and effort they put in it as humans and not solely as employees.
		- **Trust**. Learn to trust the team and let them flourish as leaders. Establish clear communication and a set of workflow requirements to make sure you and your team are aligned and there is transparency within the team.
		- **Value Informal Communication.** As simple as it is- When one manages to form friendships at the workplace, they enjoy it more, perform better, and feel like a part of the team.
		- **Go Async.** We try to assume each team consists of 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 and take days off or vacations to prevent burnout. Encourage it and the need to take a breather and not expecting responses during their PTO. Set an example by taking days off yourself when needed.

🤝 Mentoring Mentorship relationships are an opportunity for team members to learn from each other's personal experience, professional background, and perspective. 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 for both Mentee and Mentor. The Mentee is encouraged to be held accountable for their career, and the Mentor is practicing 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 you need to cover.

 We recommend a three-month-long mentorship, depending on the goal.

 **Prior to First Meeting** Mentee:

* + Write down your goal in 2 sentences and the purpose in 2 sentences
	+ Make sure achieving the goal is up to you

Mentor:

* + Set 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 get to the target.
	+ Set key progress steps and small- wins.
	+ Agree on the path to achievement and its measurement during this meeting.
	+ Make sure both participants understand the expectations and feel they are realistic.

### **During The Mentorship Period**

Mentee:

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

Mentor:

* Go through the agenda in advance and come ready with ideas to overcome challenges, rather than discussing 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 and what DID you achieve?
	+ Provide feedback 1:1 from both the mentor/mentee.

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