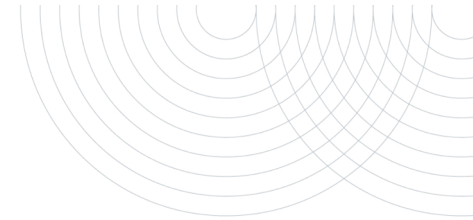


# Guide to Being a Manager At Samsara

AUGUST 2022





## Table of Contents

### Welcome

- [Welcome Letter from Sanjit Biswas](#)
- [Advice From Fellow Samsara Managers](#)

### Culture and Leadership

- [Samsara's Values](#)
- [Samsara's Values in Practice](#)
- [Manager Development](#)
  - [People Manager Career Ladders](#)
- [Building Strong Teams](#)

### Manager Onboarding Experience

- [How Samsara Will Support You In Meeting Manager Expectations](#)
- [Your First Month as a Manager Checklist](#)
- [Manager Journey \(Timeline of What to Expect\)](#)
- [Communications You 'll Receive as a Manager](#)

### Fundamentals for Supporting Your Team

- [What You Need to Know as a Manager](#)
  - [Hiring](#)
  - [Onboarding](#)

### Supporting Your Team (cont.)

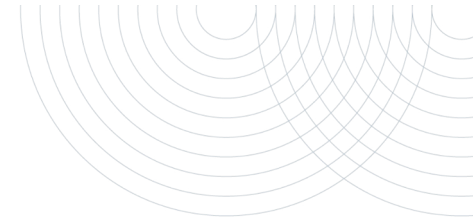
- [Employee Feedback & Engagement Surveys](#)
- [Annual Performance & Development Cycle](#)
  - [Promotions and Internal Mobility](#)
- [Our Compensation Philosophy](#)
- [Effective Communication](#)
- [Team Dynamics](#)
- [Operations](#)
  - [Benefits](#)
  - [Payroll](#)
- [Employee Resources](#)
  - [Employee Development](#)
  - [Work Location Policy](#)
  - [Supporting Mental Wellness](#)
- [Diversity, Equity, and Inclusion](#)
- [Performance and Conduct](#)

### Appendix

- [Your First Month as a Manager Checklist](#)

### Policies and Resources

- [Company Policies](#)
- [Resource Hub and Questions](#)



## Welcome Letter from Sanjit Biswas

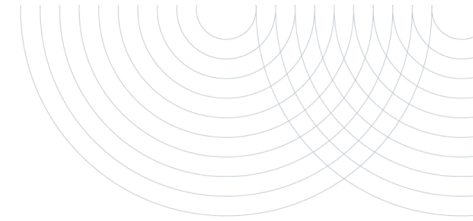
Managers,

Whether you've been at Samsara for years or are new to the company, I hope you take a moment to stop and reflect on the important role you play as a manager and leader. Each day, you lead a team that's helping to increase the safety, efficiency, and sustainability of the operations that power the global economy. When John and I founded Samsara, we never imagined our company would grow to where it is today. But while our journey to date has been remarkable, the future promises to be even greater – and you're an important part of that.

At this new phase of our company's growth, great managers are critical to our continued success. The goal of this **Guide to Being a Manager at Samsara** is to clarify the role of managers to not only drive business impact, but to help deliver an exceptional employee experience for your team. Being a great manager is a skill that can be learned, and this guide is a resource to help you continue your professional growth as a manager and leader while supporting your team.

We've always said that Samsara's success has been a combination of being at the right place, at the right time, with the right team. As managers, you all are the key to ensuring we continue to have a world-class team now and in the future. In addition to this guide, be sure to explore the various training sessions and development opportunities available to you. Thank you for all of your hard work and commitment to ongoing growth. I look forward to working with you and seeing where the future takes us!





## Advice From Fellow Samsara Managers

What's your biggest piece of advice when it comes to leading a team?



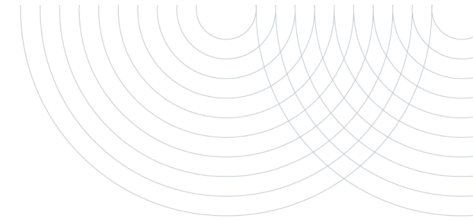
**Rhiannon Prothero | Vice President, EMEA Marketing**

"As managers, understanding the difference between being nice (hugging someone to failure) and being kind (giving feedback to help someone improve) can be a challenge. But remember that good quality feedback is a gift, and you give gifts to people you care about. Good feedback is delivered with clarity and confidence. It's well considered, thoughtful, specific, and based on fact rather than feeling. Knowing your feedback comes from a good place will help you set the tone at the beginning of the conversation, and make sure you're clear in your messages, while respecting the needs of others."



**Cassie Rommel | Manager of Software Engineering**

"I have two major communication goals as a manager: promoting psychological safety, and normalizing change. I carve out some synchronous communication time for team bonding. I've found that when people have a forum to share about themselves and find connection with team members, it leads to an inclusive environment where everyone feels comfortable sharing ideas or issues they're noticing. We normalize change on the team (a natural part of Samsara's high-growth trajectory) by talking openly about what priorities might shift and why it might happen. If someone raises a red flag or proposes a big idea that could shift our roadmap, we listen and hear them out – and if it's the right idea, we're not afraid to roll with the changes."



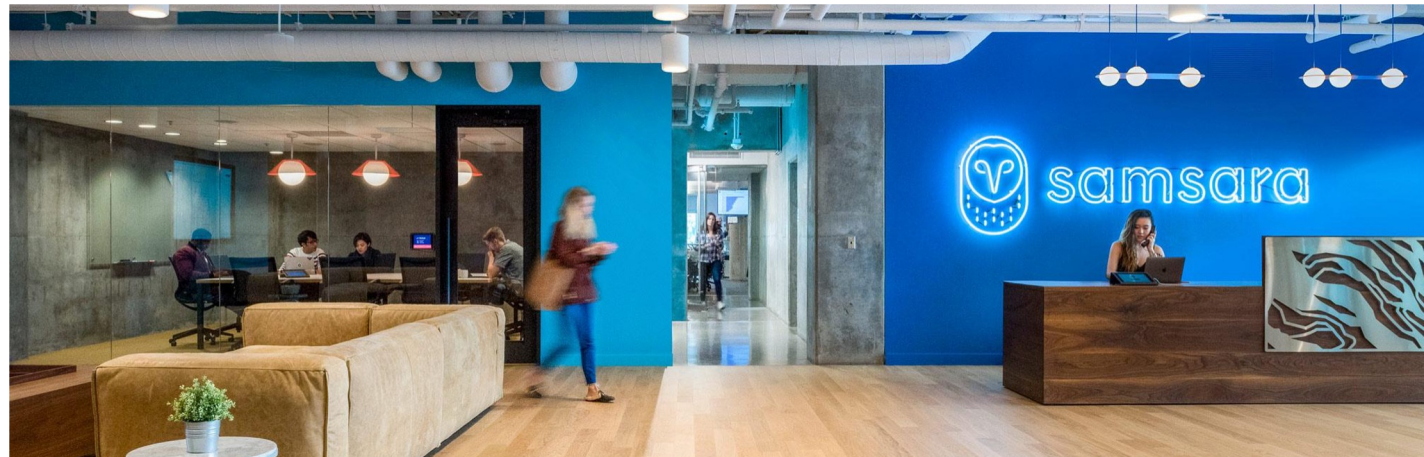
## Advice From Fellow Samsara Managers (cont.)

What's your biggest piece of advice when it comes to leading a team?



**Edward Brown | Senior People Partner**

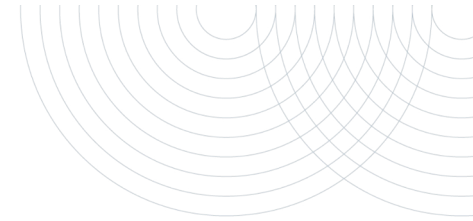
"I've noticed a trend in great leaders: they don't shy away from candid and constructive feedback, and they always put their people's development (not the promotion) first. Set clear expectations for your team members at the start of each quarter, and consistently refer back and assess their progress towards these goals throughout the quarter in 1:1s. Focus on your team member's development, and your team will reap the benefits – and promotion readiness and compensation will naturally take care of itself."



Guide to Being a Manager at Samsara

# Culture and Leadership








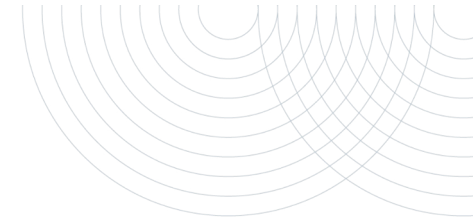


## Samsara's Values

As a manager at Samsara, a critical part of your role is to help bring the Samsara's values to life, both as an individual and as a leader for your team. At this point in our journey, we're building for the next generation of growth and cementing a strong foundation for the future. You're integral in that journey, and we look forward to seeing how you grow, how you inspire and engage your teams to do their best work, how you help our customers be successful, and, ultimately, how you make an impact on the world.

Below is a **description of Samsara's values** and **ways you can bring them to life as a leader**. Also view our [Samsara Values Manager Enablement Guide](#).

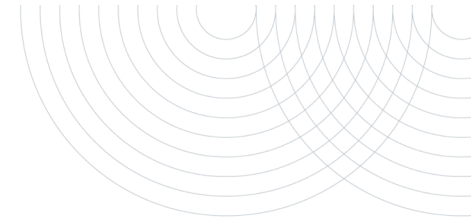
	<p><b>Focus on customer success.</b></p> <p>We build relationships with our customers, look to solve problems, and deliver a great customer experience.</p>
	<p><b>Build for the long term.</b></p> <p>We are building an enduring company that makes a positive impact on the world. The digital transformation for physical operations won't happen overnight, and we are committed to working at a sustained pace to help make it happen.</p>
	<p><b>Adopt a growth mindset.</b></p> <p>We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.</p>
	<p><b>Be inclusive.</b></p> <p>We are creating an environment where people can bring their whole, authentic selves to work, and reflect the diversity of the world we are helping to improve.</p>
	<p><b>Win as a team.</b></p> <p>We win together, celebrate together, and support each other. We all operate with trust and respect, and are excited to build and contribute to Samsara's community.</p>



## Samsara’s Values and Leadership Principles in Practice

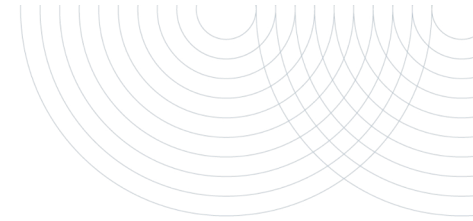
Samsara’s values are the basis for our decisions, goals, and actions, as we continue to build the future of connected operations together. **In addition, we hold managers accountable to a complimentary set of Samsara Leadership Principles.** Below we’ve outlined how these leadership principles align to our values, along with example behaviors.

Value	Aligned Leadership Principles	Behavioral Examples for Leaders
<b>Focus on customer success</b>	<ul style="list-style-type: none"> <li>• <b>Sample the customer experience.</b> Leaders sample our product features and services to understand and ensure a high quality customer experience.</li> <li>• <b>Keep standards high.</b> Leaders help make sure we maintain a high bar for product, customer experience and talent and raise it over time.</li> <li>• <b>Deliver results.</b> Leaders are accountable for everything their teams accomplish or fail to accomplish</li> <li>• <b>Run a feedback loop.</b> Leaders help their teams improve or debug a process, product, or experience through giving feedback, listening to feedback on acting on it, and communicating it back to the customers and employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Uses customer insights to drive and guide team and product development</li> <li>• Samples product features and services to understand and ensure a high quality customer experience</li> <li>• Helps their teams improve or debug a process, product, or experience through giving feedback, listening to feedback on acting on it, and communicating it back to the customers and employees</li> </ul>
<b>Build for the long term</b>	<ul style="list-style-type: none"> <li>• <b>Prioritize what’s most important.</b> Leaders figure out what is most important to focus on, plan efficiently, and help their teams collaborate and execute quickly.</li> <li>• <b>Make the call.</b> Leaders should listen and gather input, but make decisions, communicate change effectively, and take responsibility</li> <li>• <b>Do hard things for the long-term benefit.</b> Leaders invest in the future of Samsara and make hard, disciplined choices that will pay off in the long-term. Leaders have tough, honest conversations with their teams and peers.</li> </ul>	<ul style="list-style-type: none"> <li>• Articulates a compelling, inspired, and relatable vision for the future</li> <li>• Makes hard, disciplined choices that will pay off in the long-term</li> <li>• Has tough, honest conversations with teams and peers</li> <li>• Helps teams prioritize to maintain a sustainable pace of work</li> </ul>



## Samsara’s Values and Leadership Principles in Practice (cont.)

Value	Aligned Leadership Principles	Behavioral Examples for Leaders
<b>Adopt a growth mindset</b>	<ul style="list-style-type: none"> <li>• <b>Adopt a growth mindset.</b> Leaders actively pursue growth and get better.</li> <li>• <b>Run a feedback loop.</b> Leaders help their teams improve or debug a process, product, or experience through giving feedback, listening to feedback on acting on it, and communicating it back to the customers and employees. <i>(Also included in Focus on customer success.)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Views team’s mistakes as opportunities to learn</li> <li>• Challenges employees to take on unfamiliar tasks and seek new approaches to solve problems</li> <li>• Gives employees stretch assignments and connects them to other learning opportunities to support their career development</li> <li>• Readily adapts personal, interpersonal, and leadership behaviors to fit the audience and situation</li> </ul>
<b>Be inclusive</b>	<ul style="list-style-type: none"> <li>• <b>Hire, develop &amp; retain diverse talent.</b> Leaders make the team stronger by hiring diverse talent and raising the quality of the team with each new hire. Leaders develop their team members to work across teams, build skills and careers to contribute to any team at Samsara.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately</li> <li>• Promotes a team environment that values and encourages differences</li> <li>• Senses how differences will play out in terms of needs and values</li> <li>• Makes the team stronger by hiring diverse talent and raising the quality of the team with each new hire</li> </ul>
<b>Win as a team</b>	<ul style="list-style-type: none"> <li>• <b>Act selflessly.</b> Leaders do what’s right for the customer and the company, irrespective of who gets credit or what’s convenient for their team.</li> <li>• <b>Be a role model.</b> Leaders set the example for others, and don’t ask employees to do things they wouldn’t do themselves. No task is beneath them.</li> </ul>	<ul style="list-style-type: none"> <li>• Models collaboration across the organization</li> <li>• Facilitates an open dialogue with a wide variety of stakeholders</li> <li>• Promotes visibility of shared contributions to goals and celebrates wins</li> <li>• Develop team members to work across teams, building skills and careers to contribute to any team at Samsara</li> </ul>



## Manager Development



Reinforcing the critical role managers play in leading teams and helping Samsara achieve our goals, we're committed to ongoing manager and leadership development. From various guides and playbooks, to diverse learning and training opportunities, to career growth planning and more, we offer a wealth of resources to help you and your employees succeed. View our [People Manager Resources](#) intranet page for more information. Samsara also offers a [Hootfund](#) to help cover professional development expenses.



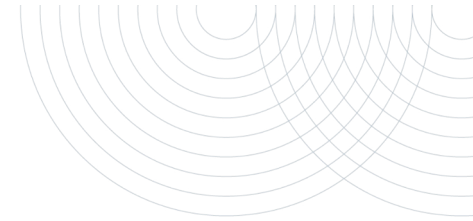
[Click to view full career paths](#)

# People Manager Career Paths

Our [People Manager Career Paths](#) are designed to support the growth and development of managers at Samsara. These Manager Career Paths are a framework to help identify competencies at each level for manager roles at Samsara. They help managers and employees understand their career trajectory and expectations for their current and future role (within or outside of the job family).

PEOPLE MANAGERS AND LEADERS	SUPERVISOR (M30)	MANAGER I (M40)	MANAGER II (M50)	SENIOR MANAGER (M60)	DIRECTOR (M70)	SENIOR DIRECTOR (M80)	VICE PRESIDENT (M90)
<b>WHAT WE DO</b>							
<b>Scope and complexity of the role:</b> [Measures of success: OKRs and KPIs (Examples: Expanded share of wallet, Win rates, New products, Customer feedback, Customer retention, SLAs, Engagement, Hiring, Representation, Retention)]	Manage predetermined set of responsibilities and outcomes, in a team lead like capacity Impact over immediate team/area of responsibility Guides individual contributors and contractors to achieve a common objective Emerging subject matter expert Developing people and team management skills	Manage incremental objectives and defined processes Impact over immediate team/area of responsibility Works with the team to execute on the strategy/roadmap Emerging subject matter expert Developing people and team management skills	Manage defined set of responsibilities and outcomes, plus incremental objectives Impact over immediate team/area of responsibility Guides the team needed to execute on the strategy/roadmap Subject matter expert Developed people and team management skills	Manage defined set of responsibilities and outcomes May lead multiple groups and/or manage other people managers Impact over immediate team/area of responsibility Builds the team needed to execute on the strategy/roadmap Subject matter expert Established people and team management skills	Manage portfolio of teams/projects which may span disciplines, or specific area of high impact, complexity or risk Empower and manage others who may include other people managers or individual contributors with specialized skills Impact over immediate areas/function Builds the organization Subject matter expert Established people/team management skills Emerging organizational leadership skills	Manage multiple teams which may span disciplines, or specific area(s) of high impact, complexity or risk Function-wide impact Defines and builds the organization Plans for contingencies Recognized subject matter expert Established people/team management skills Demonstrated organizational leadership skills	Manage full functions through senior level ICs, Directors, Senior Directors and maybe other VPs Company-wide impact Envisions, defines and builds the organization Helps others plan for contingencies Thought leader with mastery of their discipline Organizational leader Expert people/team management skills
<b>HOW WE DO IT</b>							
<b>Focus on customer success:</b> We build relationships with our customers, look to solve problems, and deliver a great customer experience.	Deliver quarterly goals and performance targets Demonstrate consistent performance Assist others as needed	Deliver quarterly goals and performance targets Help hire and ramp up new hires Coach team to serve customers Anticipate risks	Deliver quarterly goals and performance targets Partner to effectively diagnose and make recommendations Solve standard and complex issues	Deliver quarterly goals and performance targets Anticipate complex issues and develop solutions	Build long term relationships with key customers Utilize business acumen to design, and coach others to deliver, solutions to complex and emerging issues Execute and deliver Identify top performers and coach underperformers	Cultivate and sustain influential customer relationships Deliver high performance across multiple teams Coach other people managers to identify top performers and coach underperformers	Cultivate and sustain influential relationships Create customer-centric organizations Anticipate and solve systemic, complex issues
<b>Build for the long term:</b> We are building an enduring company that makes a positive impact on the world. The digital transformation for physical operations won't happen overnight, and we are committed to working at a sustained pace to help make it happen.	Execute on plan Participate in interviews	Contribute to team strategy Assess candidates	Develop near term team strategy Partner to ensure organization is healthy	Develop near term strategy Contribute to longer term strategy Partner to ensure organization is healthy	Plan strategy and roadmap for the next 1-2 years with VP/IC Director input Think outside of own team to influence, create and drive strategies Ensure effective and efficient ways of working Proactively take measures to ensure organization is healthy	Plan strategy and roadmap for next 1-2 years with limited input Influence strategy and plan in adjacent areas Sustain a healthy organization	Establish strategy and roadmap for next 1-3 years Anticipate and build the future organization Structure healthy organizations
<b>Adopt a growth mindset:</b> We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.	Guide others to achieve a common objective	Help individuals perform Keep team engaged	Develop others Encourage learning	Coach others Support team engagement	Build leadership bench needed for the present and future Cultivate high-performing talent and engaged teams Identify new frontiers	Build leadership bench needed for the present and future Amplify engaged teams Identify new frontiers and helps others do the same	Build leadership bench for the present and future Lead an engaged organization to new frontiers
<b>Be inclusive:</b> We create an environment where people can bring their whole, authentic selves to work, and that reflects the diversity of the world we are helping to improve.	Partner with and learn from people of varied backgrounds and experiences	Manage people of varied backgrounds and experiences	Attract and manage people of varied backgrounds and experiences	Attract, manage, and develop people of varied backgrounds and experiences Lead with inclusive behaviors and help others do the same	Create equitable opportunities for success Build diverse, multi-cultural teams and inclusive environments	Coach others to be more inclusive and equitable Build diverse, multi-cultural teams and inclusive environments	Hold other leaders accountable for creating equitable opportunities for success and creating inclusive teams Build and nurture diverse, inclusive organizations
<b>Win as a team:</b> We win together, celebrate together, and support each other. We all operate with trust and respect, and are excited to build and contribute to Samsara's community.	Consistently demonstrate values Help team members find the information and resources they need Participate in company-wide efforts to build Samsara	Consistently demonstrate values Recognize and celebrate success Understand Samsara's people philosophies and resources Participate in company-wide efforts to build Samsara	Consistently demonstrate company values Recognize, celebrate, and teach others to understand our values Effectively communicate Samsara's people philosophies and resources Participate in company-wide efforts to build Samsara	Consistently demonstrate company values Recognize, celebrate, and coach others to live our values through their behaviors Help others to understand and navigate Samsara's people philosophies and resources Participate in company-wide efforts to build Samsara	Role model values Practice Samsara Leadership Principles Recognize contributions and impact Effectively communicate Samsara's people philosophies to varied audiences Partner to lead cross company efforts	Role model values Cultivate Samsara Leadership Principles in others Build a culture of recognition Drive and lead company-wide efforts	Role model Samsara Leadership Principles and values Hold leadership teams to a high standard Inspire and lead culture-building groups and initiatives

Note: Technical requirements and/or subject matter expertise varies based on nature of job family. Some departments may have additional or different criteria beyond the baseline above.



## Building Strong Teams

We fundamentally believe that strong managers build strong teams. Here are some skills and ways to do that:



**Support your team:** You're the first person a team member should go to with a question or if they need help navigating their way around the company. That might mean helping them understand organizational structure, company strategy, benefits, and more. As a manager, you should take the time to understand these things so you can ultimately support your team the best that you can.

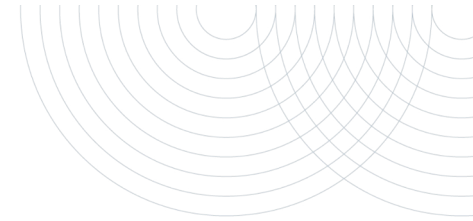
**Develop your team:** Invest the time and energy developing each and every one of the members on your team. As their leader, they'll look to you for coaching and feedback, and it's important that from the outset you establish a productive and trustworthy line of communication to allow you to do so.

**Grow your team for the future:** Hiring great talent is one of our strategic priorities, and as a manager, you'll be involved in the hiring process. As we build for the long term at Samsara, we encourage our leaders to hire for the expertise, skills, and experience that you don't yet have on your team. This helps ensure that you're bringing a diverse set of experiences, backgrounds, and ways of thinking to the table. To support this process, we've developed the Samsara Hiring Tenets, a set of best practices and [guidelines for hiring](#) at Samsara.

Guide to Being a Manager at Samsara

# Manager Onboarding Experience





## How Samsara Will Support You In Meeting Manager Expectations

Leaders should come to the table with a growth mindset and a desire to pursue challenges, strive to learn, and see the potential to always develop new skills – to ultimately grow as an individual, set an example for the rest of your team, and embody our “adopt a growth mindset” core value. Meeting our people manager’s expectations can require some trial and error, experience, and new learnings, and we don’t expect you to know it all. We’re here to help you on your journey. That’s why, to foster a culture of continued learning and growth, we’ve developed a series of onboarding exercises, opportunities and courses for you to participate to help you learn and reinforce skills, and set you up for success.

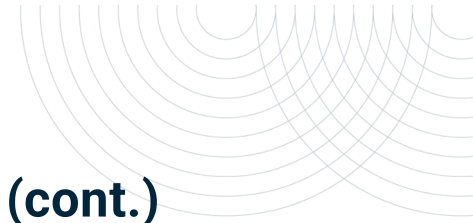
### I. **Your “First Month as a Manager Checklist”**

In your first month as a manager at Samsara, whether you’ve been at Samsara or are just joining, the first day, week, and month of becoming a manager can feel stressful, exciting, and overwhelming all at once. In the appendix, you’ll find a [list of the top items](#), many of which are described in this section below, that you need to do when first starting out as a manager at Samsara. If you’re brand-new to the company, there will be various additional onboarding tasks to complete (we’ve got you covered in another checklist!). If you have any questions about the below, please review this checklist with your People Partner

### II. **Samsara People Manager Onboarding**

This self-guided online session is an introduction to being a manager at Samsara. You’ll be expected to complete this training within your first 30 days. We make it easy: all newly hired and newly promoted managers are assigned this training via The Learning Owl.

Samsara People Manager Onboarding is a supplemental session to the other corporate onboarding tasks expected of New Hires. Review your [Flight School Checklist](#) for other trainings and e-learning to complete, such as Data Privacy and Anti-Harassment.



## How Samsara Will Support You In Meeting Manager Expectations (cont.)



### III. **Anti-Harassment Training**

All employees are entitled to work in an environment that is free of harassment, bullying, discrimination, and retaliation. Training our leaders to spot and address workplace harassment helps us to ensure that Samsara remains a positive place for employees to come to work and helps us to protect our business as we grow. All People Managers at Samsara are required to complete Anti-Harassment training within their first 30 days. This training is hosted online via The Learning Owl (accessible via Okta) and will be automatically assigned after promotion or hire.

### IV. **Data Privacy Training**

In an effort to continue building best practices around privacy and security at Samsara, as well as helping ensure we remain compliant with applicable data protection laws and regulations, each employee is required to complete Privacy training. This provides employees with guidance on the role they play in keeping personal data protected. This training is hosted online via The Learning Owl (accessible via Okta) and will be automatically assigned after promotion or hire.



## How Samsara Will Support You In Meeting Manager Expectations (cont.)

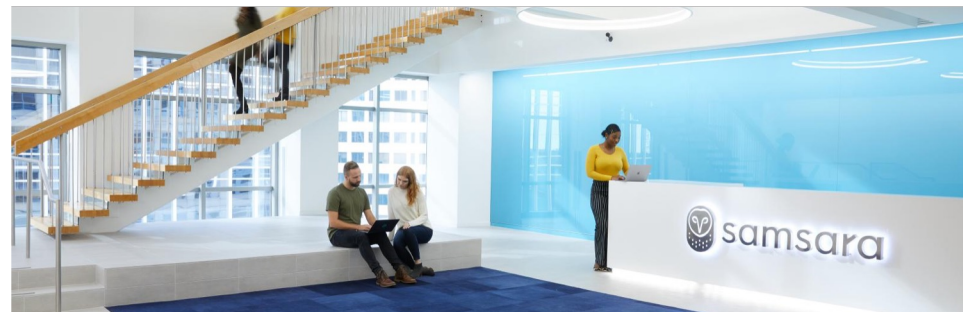


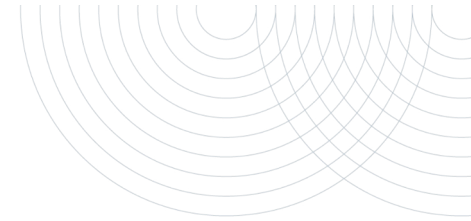
### V. **Manager Foundations**

Great people managers are catalysts and multipliers within an organization and are therefore critical to Samsara’s success. They play a core role in delivering strategy, hiring, developing, and retaining our people, and creating a culture and environment where our values flourish. This foundational training for new managers will focus on fundamental management skills and acclimate new people manager to leadership behaviors at Samsara.

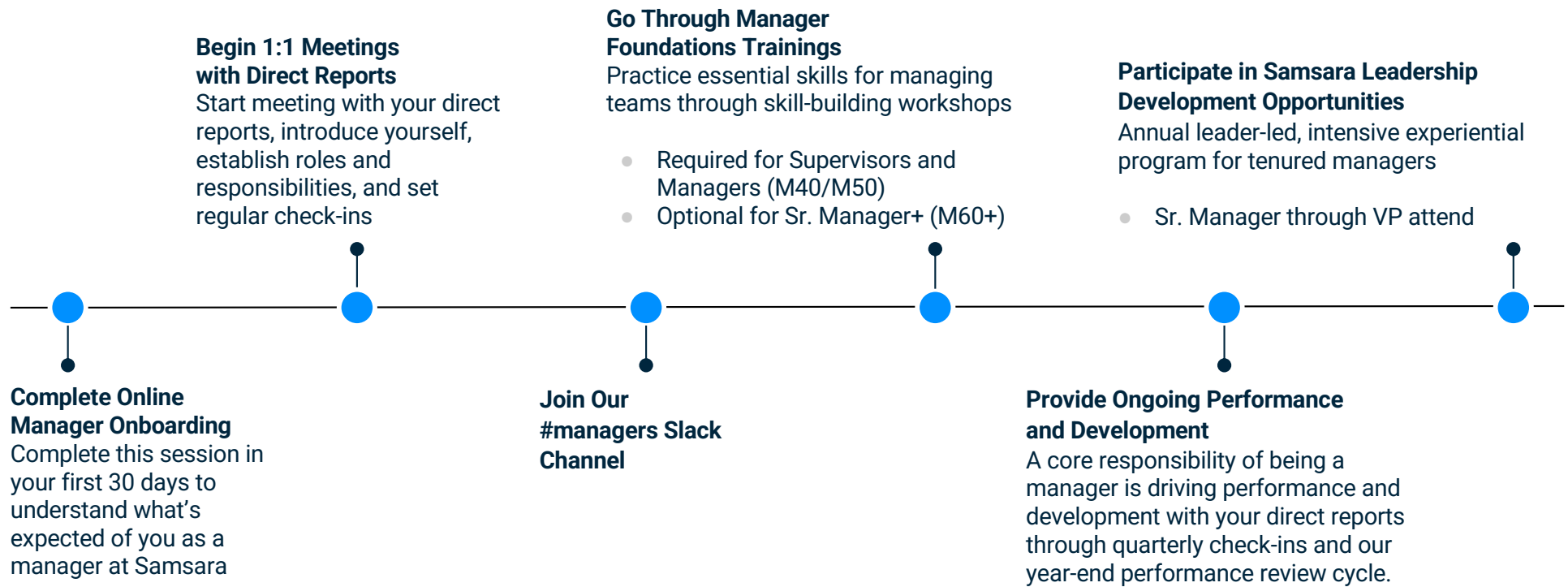
### V. **Ongoing Leadership Development Programs**

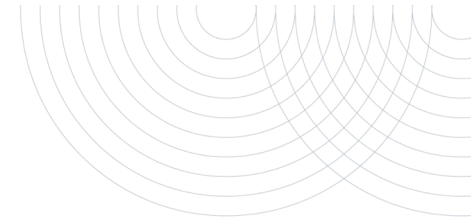
We continuously seek feedback to address the evolving needs of managers through updated and new leadership development offerings. Watch for information throughout the year on these valuable learning and growth opportunities for managers at Samsara.



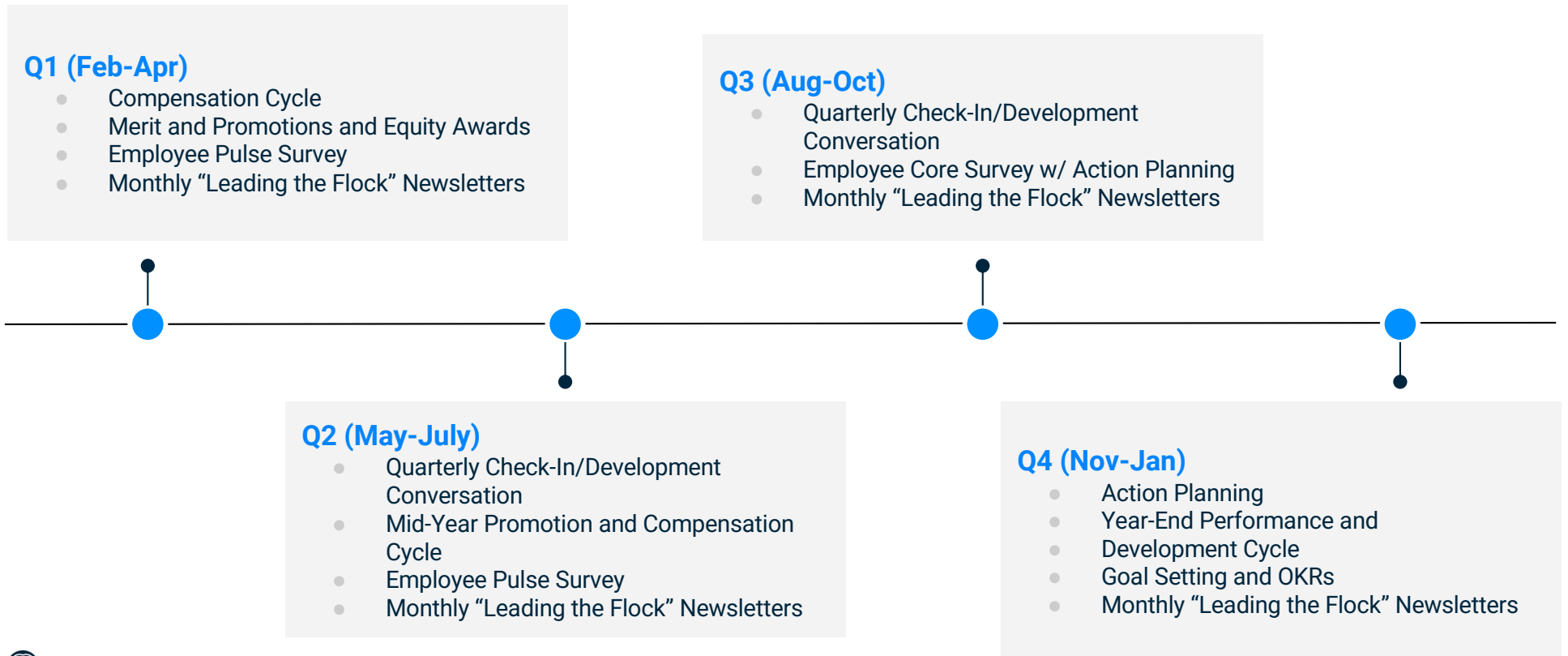


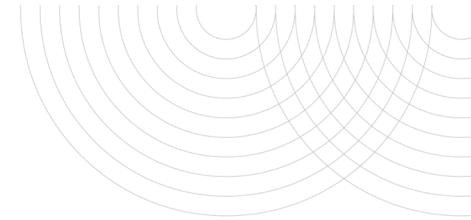
## Samsara Manager Journey





## FY24 Quarterly Overview





## Communications You'll Receive As A Manager

Being a leader comes with a lot of responsibility. That's why your Samsara People Partner and the rest of the team are here to help you continue learning, update you on important company news and upcoming communications, and, most importantly, create a culture where managers are constantly learning from each other. Here are some leadership-specific communications you should keep an eye out for:

**Leading the Flock Monthly Newsletter:** This is a monthly newsletter to support managers with ongoing development and resources to help you better manage their teams, aligned to relevant processes and programs throughout the year. Each month has a theme with relevant content to help you lead.

**Slack: #managers** is our manager-specific Slack channel that's very much a "by the managers, for the managers" channel. You'll find a weekly post with "what you need to know," "what you need to do," and other tips, along with other posts by your manager peers. It is also a key place to ask questions freely and get real-time updates, reminders, and input on manager-related issues.

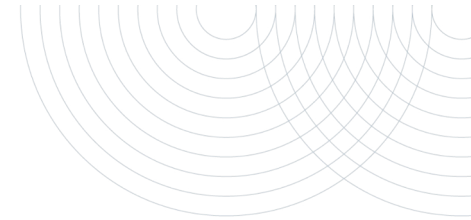
**Topical Communications:** Over the course of your manager lifecycle, you'll receive important communications from your People Partners (also known as HRBPs in other organizations), Legal, Equity, Leadership, and others. You'll work closely with each of these teams on various items, such as training, performance, development, and compensation cycles, employee engagement surveys, and more. Watch for these notes and take action on the messages you receive. Also, these important communications will be reiterated in the #managers Slack channel, so please regularly check that channel as well.

**Samsara Intranet:** Our intranet is a great resource for managers, housing all information in one place. On the manager-specific page, you'll find the most important links, updates, and news – and the information from this guide is mirrored there as well. Please check out the [People Manager Resources](#) intranet page.

Guide to Being a Manager at Samsara

# Fundamentals for Supporting Your Team





## What You Need to Know as a Manager

### Hiring

People are the key to Samsara’s success, as well as our company’s biggest investment as we build for the long term. Therefore, it’s imperative that you, as a hiring manager, are equipped to make the best possible decisions as you grow your team. No one hires perfectly, however, we can achieve a high level of consistency and standards across our hiring practices. In addition to hiring the right candidate, we should strive to deliver an exceptional experience for all candidates we interview.

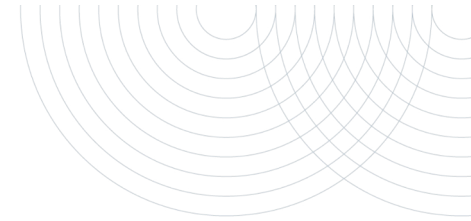
In addition to our [Samsara Hiring Tenets](#), visit the [Hiring at Samsara](#) intranet page for other valuable resources on hiring best practices and support available to you. This includes our required [HOOT Interviewer Training](#) for hiring managers.

**Hiring a contractor?** View our [Hiring a Contractor Process](#) and [Contractor Onboarding Packet](#).

### Onboarding

Onboarding new employees correctly is a critical part of being a manager. A successful onboarding helps new hires feel part of the team and ensures they have an understanding of how things are done and how their role contributes to the overall success of your business. Our [Onboarding](#) intranet page will help you execute this.





## What You Need to Know as a Manager (cont.)

### Employee Feedback

Aligned to our value “Build for the long term,” we want to continue fostering a workplace environment and culture where we work with one another (as well as our customers and partners) in an inclusive, supportive, and ethical manner. We want to ensure every employee has a place to speak up, and have their voice heard, to help build a strong company culture and a positive employee experience at Samsara.

### Engagement Surveys:

Feedback is important to us. Samsara conducts regular employee engagement surveys – one Core survey (~25 questions) and two smaller Pulse Surveys (5-8 questions) throughout the year.

Collecting feedback from employees helps us continually improve the employee experience at Samsara by identifying areas that are strong and areas of opportunity as we continue to grow and scale.

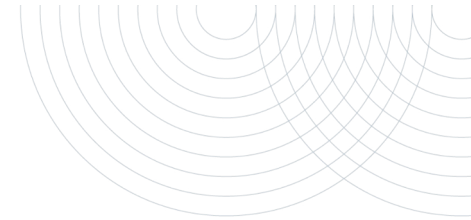
Managers have an important role to play in this process:

- Ensuring everyone on your team shares their feedback – we want everyone to have a voice.
- Sharing results and having discussions with their team to ensure their team’s concerns are understood and heard.
- Working to take action on areas improvement so we can make progress quarter over quarter.

For more information, view our [Engagement Surveys](#) intranet page.

### Reporting and Feedback Hotline

In addition to our regular employee surveys, Samsarians can also share anonymous feedback, suggestions, and concerns via our [Reporting and Feedback Hotline](#).



## What You Need to Know as a Manager (cont.)

### Performance and Development Cycles

Samsara’s performance and development process maintains a continuous feedback loop with our teams and focuses on how we grow and retain our talent as we build for the long term. In addition to more informal continuous feedback, including anytime peer feedback via [Lattice](#), our annual process includes quarterly check-ins (Q1, Q2, Q3) and a full performance and development cycle at year-end only (Q4), with semi-annual promotion and compensation cycles (mid-year, year-end). Managers are critical in helping to facilitate this process. Here are some of the **responsibilities** you’ll take on and **resources** to support you:

#### Responsibilities

- Understand the [Performance and Development](#) process at Samsara
- Hold quarterly forward-focused performance and development conversations to drive growth and success
- Participate in year-end performance and development cycle, as well as semi-annual promotion and compensation cycles (as applicable)

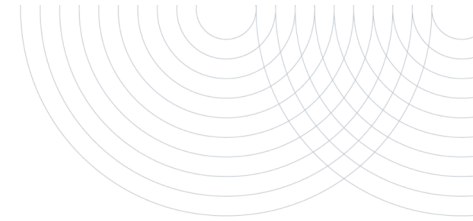
#### Important Resources

- [Manager Playbook: Performance and Development Cycle](#)
- [Promotions at Samsara](#)
- [Performance Management Workflow](#)
- [Individual Development Plans](#)

#### Promotions and Internal Mobility

At Samsara, we believe in hiring and developing the best talent, and we invest in employees from Day 1. As a manager, it’s your responsibility to ensure employees are aware of and utilizing our development resources – from training, to career coaching, to our growth fund benefit.

When it comes to promotions, we have a clear and transparent process that ensures that we make promotion decisions consistently and fairly. It also ensures we’re promoting the right people at the right time.



## What You Need to Know as a Manager (cont.)

### Promotions and Internal Mobility (cont.)

Our promotion process is structured and utilizes a standardized form that requires managers to list concrete examples of skills, accomplishments, and behaviors necessary for promotion to the next level. We also use different promotion forms for each level (e.g., IC, Manager, and Director+), as well as different promotion processes by organization (e.g., Corporate, Development, and Sales).

At Samsara, we like to promote from within whenever possible. Here's a resource to help you understand [our promotion process](#). We also want to keep and grow great talent from within the organization, so we support [internal transfers](#) as well.

Connect with your leader and peers to understand what **Career Paths** are most relevant for your team.

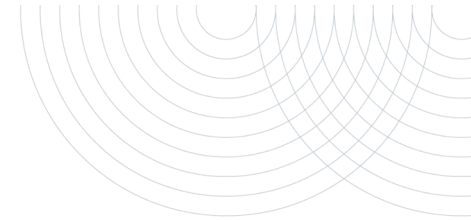
**Note:** Non-Sales promotion cycles happen twice a year. If you have a business need to promote someone off-cycle, please reach out to your People Partner.

### Annual Promotion/Compensation Cycle

As noted in the section above, our annual [Performance and Development](#) process includes a mid-year and a year-end performance and development cycle. Year-end is the primary cycle for promotions and includes merit compensation adjustments.

View more about our Promotion/Compensation Cycle and other compensation-related topics in our [Compensation Program FAQs for Managers](#).





## What You Need to Know as a Manager (cont.)

### Our Compensation Philosophy

We believe that great people build great companies, and compensation is critical to attracting and retaining the best talent.

We view compensation, at every level, as having three components – Salary, Commission/Bonus, and Equity – and we take regular industry temperature checks to ensure our compensation packages fit within or exceed the top 25% of technology companies.

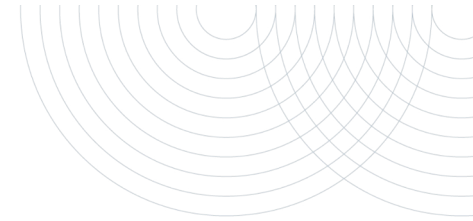
When it comes to equity, our philosophy aligns with our values: we're building for the long term. And we want our teams to be a part of it. All employees at Samsara are given equity. On top of that, we offer differentiating rewards for top performers.

We take a principled approach to hire and retain top talent and it's critical that Samsara managers understand the how, why, and when of this philosophy. For more information and additional resources, view our [Compensation](#) intranet page.

### Effective Communication

Underpinning your responsibilities as a manager is effective communication – how well you convey important information that impacts your team, support employees through change, and manage their expectations and experience. Much of this communication is about clearly articulating strategy, goals, and impact, as well as providing support, coaching, and feedback.

- **Regular 1:1s:** You should have regular recurring check-ins with your team members to share updates, feedback, answer questions, etc. This will happen through your recurring 1:1s with direct reports. Here's [a template for effective 1:1s](#) to help you along the way – and ultimately set you and your team up for success in the long term. Here are some other helpful resources to set you and your team up for success in the long term.:
  - [Effective 1:1s Key Points](#)
  - [Tips for 1:1s](#)



## What You Need to Know as a Manager (cont.)

### Effective Communication (cont.)

- **Giving and Receiving Feedback:** One of your 1:1s per month should be focused on feedback. Feel free to use [this template](#) as a guide.
  - [Feedback Skills Key Points](#)
  - [Feedback Preparation Grid](#)

Please reach out to your People Partner for more information and guidance.

### Team Dynamics

Our goal (and one of our values) is to win as a team. Managers, as our leaders, are critical in making this a reality within your team and across teams. As managers, we spend a lot of time thinking about team dynamics – keeping our teams productive and engaged to achieve our larger goals, as well as our goals for our business and our customers, and living our overarching [values](#).

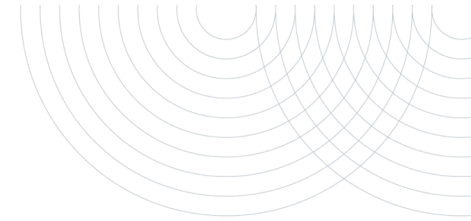
Here are some responsibilities you'll have to build a thriving team and resources to support you in that process:

### Responsibilities

- Lead by example
- Build collaborative momentum across cross-functional teams
- Build trust and shared understanding

### Resources

- [Productivity, Balance, and Wellbeing](#)
- [Diversity & Inclusion](#) (Creating Belonging & Connection)
- [Collaborating with Other Teams](#)
- [Learning & Development](#)
- [Continuous Feedback](#)



## What You Need to Know as a Manager (cont.)

### Team Dynamics (cont.)

#### Team Building

In addition to the above, team building is critical to create sustainable, high-performing teams. At Samsara, our philosophy behind our [Team Budget](#) is:

- **Building Connections:** With Samsara’s growth, building connections with colleagues is critical for our success, as it keeps us moving quickly. For this reason, we’ve created a Team Building budget to provide the necessary funds for managers to build positivity, inclusivity, and engagement across your teams
- **Team Building Event Guidelines:** We look at Team Building events through the context of time and productivity impact, as well as budget. When planning Team Building events, please offer a variety of choices to be inclusive of differing personalities, interests, and dietary restrictions. Teams should avoid spending their budgets on a single activity each time (example: happy hours).

Please refer to the [Team Budget](#) intranet page to learn about:

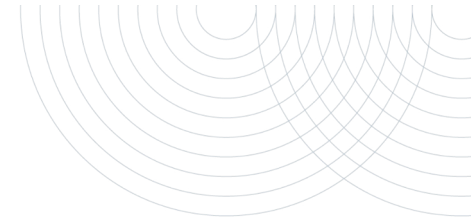
- Internal team events (suggestions and budgets): Quarterly Team Building budgets can be used for both social and business planning events such as birthdays, volunteering opportunities, team dinner, strategic planning offsite, etc.)
- Team Swag (process and budgeting)
- Work anniversaries, new parent gifts, sympathy gifts

### Operations

#### Benefits

Samsara prides itself on offering a multitude of health and wellness programs to support the well-being, enrichment, and career development of our workforce – from medical and financial programs to time off and many other perks. View our [Total Rewards](#) microsite to understand the benefits we offer.

Below we outline a few of the specific areas you should be mindful of as a manager:



## What You Need to Know as a Manager (cont.)

### Operations (cont.)

#### ***Paid Time Off (PTO)***

Some aspects of being a manager are less aspirational than others, but are still important. For example, an important part of your responsibilities is **approving paid time off**. Here's a [Time Off Tracking](#) guide to help you support and manage your team's time off.

#### ***Leaves***

We know that our employees are striving to do their best work but also understand there are moments in their lives that require them to step away from work to care for themselves or loved ones. Our leave policies help support our employees during these important life moments. View our [Leaves of Absence](#) page. Also see our [Manager Guide to Samsara Leave Policies](#) and [International](#) and [U.S.](#) FAQs.

#### ***International Assignments and Transfers***

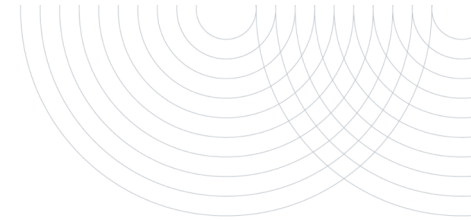
Our Global Mobility Program exists to provide support for business-required moves or assignments around the world – initiated and funded by the company. View our [Global Mobility Handbook](#) to help support employees through these transitions.

### Payroll

#### ***Timecards - Managers of non-exempt U.S. employees***

If you're managing a team member who's required to submit hours for payroll (i.e., a non-exempt employee), you'll need to review and approve submitted hours in Workday each pay period.

- Please review the [Time Tracking Handbook](#) to understand how employees submit their hours and how to approve hours.
- Please review the [Payroll](#) intranet page to understand the Time Tracking Schedule and your role and responsibility for reviewing and approving their hours.
- If you're out on an Absence (PTO, Jury Duty, etc.) during a timecard approval day, please make sure to update your Delegations in Workday. Updating your Delegations allows the system to know who should approve timecards on your behalf. [See instructions here.](#)



## What You Need to Know as a Manager (cont.)

### Employee Resources

#### Employee Development

At Samsara, we challenge ourselves and pursue growth and learning. In support of this, Samsara offers optional and required training for all individual contributors (ICs), along with our Hootfund to support additional professional development.

- [The Learning Owl](#): Serves our learning needs with required training for all Samsara employees, based on your team/role, and optional e-courses to develop skills.
- [Inclusive Workplace Series](#): Helps employees understand why inclusion matters, identify what stands in the way of inclusion, and review tools to build an inclusive culture.
- [Modern Health](#): Offers coaching and resources to support employees' mental wellbeing and professional career development.
- [Hootfund](#): Supports and encourages professional development by covering eligible expenses.

#### Work Location Policy

We want to make work at Samsara work for you and your teams. That means building a company and culture where we give people greater flexibility so they can be productive and make decisions that work for their lives. As a People Manager, your team will turn to you first with any questions or concerns about Samsara's [flexible work environment](#). Please review our [Work Location Policy](#) to help you handle voluntary work location inquiries. For business-required moves or assignments, view our [Global Mobility Handbook](#).

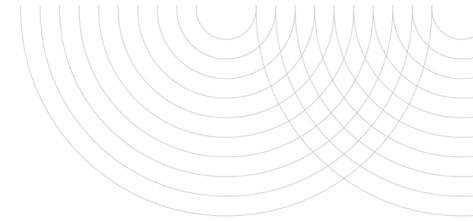
#### Peer Tip on Managing Flexible Work



There's great power in connection. In our flexible work environment, it's important to know how people want to engage and be recognized, and then tailor your approach and communications accordingly. It's also imperative to celebrate successes – big and small, professional and personal – and keep things fun. Reach out if you want some ideas!”



**Danielle Boyce**  
Inside Sales Director



## What You Need to Know as a Manager (cont.)

### Employee Resources (cont.)

#### Supporting Mental Wellness

Mental health is critical to employee well-being and developing engaging, creative, and productive teams. Here at Samsara, we want all employees to feel supported when it comes to their mental health. As a People Manager, you have the ability to check in on your team to see how they are coping with their work or anything outside of work. Please review the following resources, keep an eye out for warning signs, and check in with your team during your 1:1s.

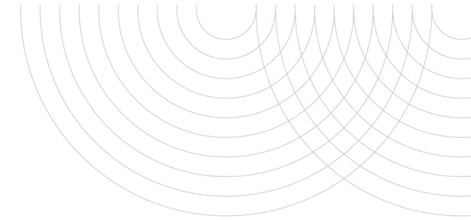
- [Supporting Mental/Emotional Wellness at Samsara](#)
- [A Manager's Guide to Supporting Mental Health](#)
- [Responding to Mental Health Crisis](#)
- [Grief Guide: Supporting Employees Through a Loss](#)

[Modern Health](#) provides an added layer of support for employees and managers. With Modern Health, you'll be able to book confidential coaching sessions and wellbeing counseling sessions with professional coaches.

#### *What should you talk about?*

Anything that's holding an employee back from success. Modern Health can help you prepare for an upcoming performance conversation, work through a conflict with an employee, develop strategies for achieving goals, or deal with unfair treatment. We suggest you also encourage your team members to use this resource.





## What You Need to Know as a Manager (cont.)

### Diversity, Equity, and Inclusion (DEI)

All employees are responsible for the culture we build. Managers play a critical role in modeling and practicing our cultural values. [Studies](#) show that promoting diversity, equity, and inclusion has a direct impact on employee retention, engagement, and business success. An inclusive workplace ensures all individuals feel comfortable or safe sharing their ideas, increasing diversity of thought, productivity, and innovation.

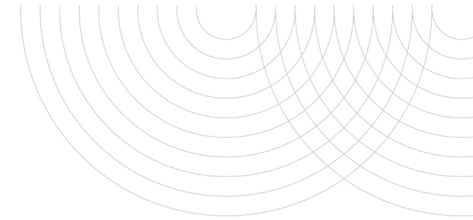
In addition to our [Inclusive Workplace Series](#), Samsara also has ERGs and Clubs to help foster belonging, inclusivity, and unity:

- **[ERGs \(Employee Resource Groups\)](#)**: Employee-led groups that act as a resource for both the group members and the organization. They're typically based upon a demographic (e.g., women), life stage (e.g., Generation Y), or function (e.g., sales), but they may also be based on other identities. Above all, they're dedicated to fostering a diverse and inclusive work environment within the context of the organization's mission, values, goals, business practices, and objectives.

- **[Communities](#)**: Employee-led groups that bring together Samsarians with shared backgrounds and/or life stages such as Parents Community, Samsara Grief Buddies or Samsara ADAPT (for neurodivergent teammates)
- **[Clubs](#)**: Employee-led groups that encourage employees to expand their network, promote company unity, and provide excitement in the workplace. Clubs can be focused on a wide variety of shared interests and vary from social clubs including beauty and cooking, to sport clubs such as basketball and soccer.

Additional tips to help develop an inclusive workplace culture:

- Acknowledge and respect remote employees in meetings: start on time, keep cameras on (when possible), ensure everyone has space to speak, and save relevant conversations for when the meeting begins.
- Keep your team accountable if you see or hear of something that disrupts an inclusive culture, loop in your People Partner if you have questions or concerns.
- Allow for non-work related discussions, or have them during a 1:1, to learn more about your employees and their interests
- Don't make assumptions, and be aware of bias.
- For team offsites, consider mixing things up by hosting different activities instead of a "Happy Hour" for each celebration.



## What You Need to Know as a Manager (cont.)

### Performance and Conduct

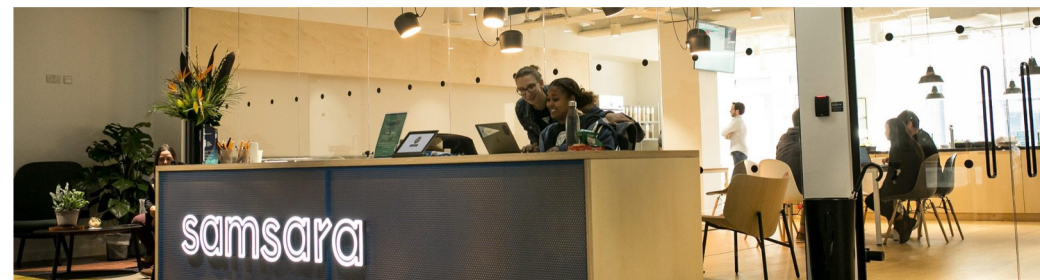
Managers are oftentimes the first point of contact for employees who have questions or concerns relating to their time here at Samsara. As such, Samsara relies on its managers to foster healthy relationships between employees and the company.

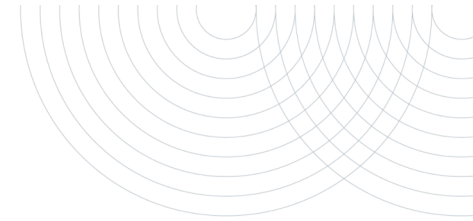
We believe it's helpful for managers to understand why their positions are so crucial to the employee experience: Managers have the authority to, and are empowered to, effectively make recommendations that impact a person's employment here at Samsara. Thus, Samsara has an interest in ensuring that managers feel equipped to engage with their staff in ways that contribute to the company's culture.

Here are some common topics where managers should reach out to the [Employee Relations team](#) for support:

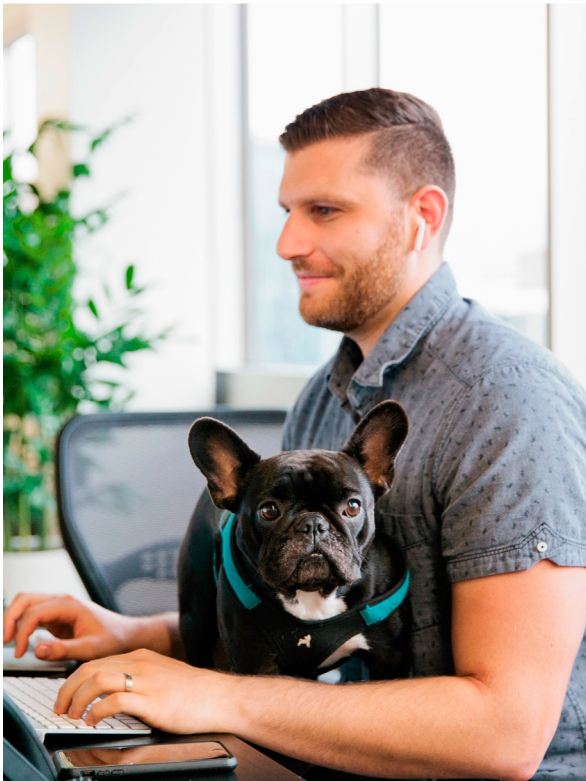
- Potential harassment and/or discrimination concerns
- Performance issues that may lead to documented feedback Performance Improvement Plans (PIPs), or beyond (see [Performance Management Workflow](#))
- Disciplinary issues relating to conduct
- Complex medical, disability, and leave accommodations
- Violations of policy; interpretations of policy
- Conflict resolution
- Employee separations

For more information, view our [Samsara Employee Relations Guide](#) or email [employee-relations@samsara.com](mailto:employee-relations@samsara.com).





## You've made it to the end of the guide!



We hope you'll continue to utilize this as a resource throughout your journey. After all, your journey as a manager is a critical one as we build for the long term, and we're committed to investing in your own growth and development as a leader. Managers play a pivotal role in living out and exemplifying our values and leadership principles, which form the foundation of our company success. **Thank you for all that you do to make Samsara world class.**

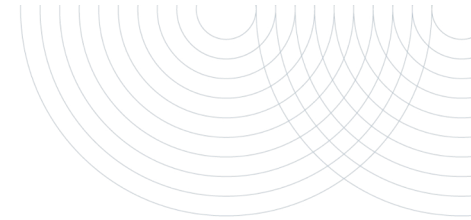
### Bonus Reading

If you're seeking other management and leadership resources, here are a few books that Sanjit and other Samsara leaders recommend:

- *High Output Management* by Andy Grove
- *Radical Candor* by Kim Scott
- *Measure What Matters* by John Doerr
- *The Making of a Manager* by Julie Zhuo
- *The Culture Code* by Daniel Coyle

Guide to Being a Manager at Samsara  
**Appendix**





## Your First Month as a Manager Checklist

FIRST 100 DAYS AS A SAMSARA MANAGER CHECKLIST			
WHEN	ACTIVITY	DETAILS	STATUS
Week One	Meet with your People Partner	<ul style="list-style-type: none"> <li>Discuss onboarding timeline, roles and responsibilities, and expectations</li> </ul>	<input type="checkbox"/>
Week One	Visit and spend time on the <a href="#">People Manager Resources</a> intranet page	<ul style="list-style-type: none"> <li>Review resource center look through skill-building courses</li> <li>Read through Samsara Leadership Principles</li> <li>Become familiar with policies and guidelines</li> <li>Learn about engagement surveys, leadership development, compensation, and more</li> </ul>	<input type="checkbox"/>
Week One	Schedule initial 1:1 meetings with each direct report	<ul style="list-style-type: none"> <li>Introduce yourself (if applicable)</li> <li>Discuss your new role and responsibilities</li> <li>Set regular check-ins</li> </ul>	<input type="checkbox"/>
Week One	Schedule 1:1 meetings with cross-functional leaders	<ul style="list-style-type: none"> <li>Introduce yourself (if applicable)</li> <li>Discuss cross-team KPIs and goals</li> <li>Establish preferred communication channel</li> </ul>	<input type="checkbox"/>
Week One	Review key clients and contacts	<ul style="list-style-type: none"> <li>Introduce yourself via email if applicable</li> </ul>	<input type="checkbox"/>
Month One	Complete Manager Onboarding via The Learning Owl.	<ul style="list-style-type: none"> <li>This is a <b>self-guided session</b> that all newly hired and newly promoted managers are required to complete in their first 30 days.</li> </ul>	<input type="checkbox"/>
Month One	Receive and read your first “Leading the Flock” manager newsletter	<ul style="list-style-type: none"> <li>Monthly manager newsletters with helpful information, tips, and events</li> </ul>	<input type="checkbox"/>
Quarter One	Confirm scheduled attendance of Manager Foundations series	<ul style="list-style-type: none"> <li>Reach out to <a href="mailto:peopleprograms@samsara.com">peopleprograms@samsara.com</a> to confirm upcoming dates</li> </ul>	<input type="checkbox"/>

## Policies and Resources

### Company Policies

Please familiarize yourself with the following:

- [Code of Conduct](#)
- [Anti-Harassment/Discrimination Policy](#)
- [HR Data Privacy Policy](#)
- [Gift and FCPA Policy](#)
- [Insider Trading Policy](#)
- [Drug Workplace Policy](#)
- [Social Media Guidelines](#)
- [Customer Data Sharing Policy](#)
- [Employee Privacy Policy](#)
- [Facial Recognition and Biometric Data Collection Policy](#)

### Resource Hub and Questions

We value continuous improvement, growth and education – especially for our leaders. We've compiled **all manager-specific information** on our [People Manager Resources](#) intranet page. We encourage you to spend a good chunk of time going through all of these resources.

We know – this is a lot of information! If you still have questions or need some more guidance, here are some people you can reach out to:

- **General Questions:** Your People Partner!
- **Questions for:**
  - **People Ops Team:** [peopleops@samsara.com](mailto:peopleops@samsara.com)
  - **Benefits:** [peopleops@samsara.com](mailto:peopleops@samsara.com)
  - **Leaves of Absence:** [peopleops@samsara.com](mailto:peopleops@samsara.com)
  - **Immigration:** [peopleops@samsara.com](mailto:peopleops@samsara.com)
  - **Int'l Assignments/Transfers:** [peopleops@samsara.com](mailto:peopleops@samsara.com)
  - **Payroll:** [payroll@samsara.com](mailto:payroll@samsara.com)
  - **Equity:** [equity@samsara.com](mailto:equity@samsara.com)
  - **Expenses:** [expenses@samsara.com](mailto:expenses@samsara.com)

