

## INTRODUCING

# People Manager Career Paths

Our new People Manager Career Paths are designed to support the growth and development of managers at Samsara.

These People Manager Career Paths are a framework to help **identify responsibilities 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).

These are **company-level People Manager Career Paths**. Based on these, organizations (i.e., R&D, Marketing, etc.) may develop versions that incorporate more detail specific to manager roles within their organizations.

## How to Use These People Manager Career Paths

### For all People Managers:

To **understand the expected responsibilities** at each manager level

To **identify areas of development or lateral opportunities** when paired with a Individual Development Plan (IDP)

### For Directors+:

To **improve conversations** about performance and development with Managers

To **assess and calibrate team members** based on a set of core responsibilities

### How Not to Use These People Manager Career Paths:

These are **not to be considered a complete set of roles and responsibilities** at each level. In other words, it will not reflect all job duties or requirements for every position. This should not be considered a checklist for promotion.

Please reach out to your [People Partner](#) or [performance-development@samsara.com](mailto:performance-development@samsara.com) with any questions.

The Individual Contributor Career Paths can be found [here](#).

PEOPLE MANAGERS AND LEADERS	SUPERVISOR M30	MANAGER I M40	MANAGER II M50	SENIOR MANAGER M60	DIRECTOR M70	SENIOR DIRECTOR M80	VICE PRESIDENT M90	SR. VICE PRESIDENT M100
<b>WHAT WE DO</b>								
<p><b>Scope and complexity of the role:</b></p> <p>[Measures of success: OKRs and KPIs (Examples: Expanded share of wallet, Win rates, New products, Customer feedback, Customer retention, SLAs, Engagement, Hiring, Representation, Retention)]</p>	<p>Manage predetermined set of responsibilities and outcomes, in a team lead like capacity</p> <p>Impact over immediate team/area of responsibility</p> <p>Guides individual contributors and contractors to achieve a common objective</p> <p>Emerging subject matter expert</p> <p>Developing people and team management skills</p>	<p>Manage incremental objectives and defined processes</p> <p>Impact over immediate team/area of responsibility</p> <p>Works with the team to execute on the strategy/roadmap</p> <p>Emerging subject matter expert</p> <p>Developing people and team management skills</p>	<p>Manage defined set of responsibilities and outcomes, plus incremental objectives</p> <p>Impact over immediate team/area of responsibility</p> <p>Guides the team needed to execute on the strategy/roadmap</p> <p>Subject matter expert</p> <p>Developed people and team management skills</p>	<p>Manage defined set of responsibilities and outcomes</p> <p>May lead multiple groups and/or manage other people managers</p> <p>Impact over immediate team/area of responsibility</p> <p>Builds the team needed to execute on the strategy/roadmap</p> <p>Subject matter expert</p> <p>Established people and team management skills</p>	<p>Manage portfolio of teams/projects which may span disciplines, or specific area of high impact, complexity or risk</p> <p>Empower and manage others who may include other people managers or individual contributors with specialized skills</p> <p>Impact over immediate areas/function</p> <p>Builds the organization</p> <p>Subject matter expert</p> <p>Established people/team management skills</p> <p>Emerging organizational leadership skills</p>	<p>Manage multiple teams which may span disciplines, or specific area(s) of high impact, complexity or risk</p> <p>Function-wide impact</p> <p>Defines and builds the organization</p> <p>Plans for contingencies</p> <p>Recognized subject matter expert</p> <p>Established people/team management skills</p> <p>Demonstrated organizational leadership skills</p>	<p>Manage full functions through senior level ICs, Directors, Senior Directors and maybe other VPs</p> <p>Company-wide impact</p> <p>Envisions, defines, and builds the organization</p> <p>Helps others plan for contingencies</p> <p>Thought leader with mastery of their discipline</p> <p>Organizational leader</p> <p>Expert people/team management skills</p>	<p>Manage complex and business-critical functions through VPs, Senior Directors, and some Directors</p> <p>Company-wide impact</p> <p>Envisions, defines, builds, and evolves the organization</p> <p>Anticipates change</p> <p>Thought leader with mastery of their discipline</p> <p>Organizational leader</p> <p>Expert people/team management skills</p>
<b>HOW WE DO IT</b>								
<p><b>Focus on customer success:</b> We build relationships with our customers, look to solve problems, and deliver a great customer experience.</p>	<p>Deliver quarterly goals and performance targets</p> <p>Demonstrate consistent performance</p> <p>Assist others as needed</p>	<p>Deliver quarterly goals and performance targets</p> <p>Help hire and ramp up new hires</p> <p>Coach team to serve customers</p> <p>Anticipate risks</p>	<p>Deliver quarterly goals and performance targets</p> <p>Partner to effectively diagnose and make recommendations</p> <p>Solve standard and complex issues</p>	<p>Deliver quarterly goals and performance targets</p> <p>Anticipate complex issues and develop solutions</p>	<p>Build long-term relationships with key customers</p> <p>Utilize business acumen to design, and coach others to deliver, solutions to complex and emerging issues</p> <p>Execute and deliver</p> <p>Identify top performers and coach underperformers</p>	<p>Cultivate and sustain influential customer relationships</p> <p>Deliver high performance across multiple teams</p> <p>Coach other people managers to identify top performers and coach underperformers</p>	<p>Cultivate and sustain influential relationships</p> <p>Create customer-centric organizations</p> <p>Anticipate and solve systemic, complex issues</p>	<p>Expert ability to form and evolve influential relationships and partnerships internally and externally</p> <p>Coach and hold others accountable to create customer-centric organizations</p> <p>Anticipate and solve systemic, complex issues; incorporate learnings for the future</p>
<p><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.</p>	<p>Execute on plan</p> <p>Participate in interviews</p>	<p>Contribute to team strategy</p> <p>Assess candidates</p>	<p>Develop near-term team strategy</p> <p>Partner to ensure organization is healthy</p>	<p>Develop near-term team strategy</p> <p>Contribute to longer term strategy</p> <p>Partner to ensure organization is healthy</p>	<p>Plan strategy and roadmap for the next 1-2 years with VP/Sr Director input</p> <p>Think outside of own team to influence, create and drive strategies</p> <p>Ensure effective and efficient ways of working</p> <p>Proactively take measures to ensure organization is healthy</p>	<p>Plan strategy and roadmap for next 1 - 2 years with limited input</p> <p>Influence strategy and plan in adjacent areas</p> <p>Sustain a healthy organization</p>	<p>Establish strategy and roadmap for next 1 - 3 years</p> <p>Anticipate and build the future organization</p> <p>Structure healthy organizations</p>	<p>Establish strategy and roadmap for next 3+ years in consultation with broader executive team</p> <p>Identify and deliver solutions that will impact the company, today and in the future</p> <p>Identify company-wide gaps in product, culture, and/or organization, plus gaps in the industry to address</p> <p>Coach and hold others accountable for nurturing healthy organizations</p>
<p><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.</p>	<p>Guide others to achieve a common objective</p>	<p>Help individuals perform</p> <p>Keep team engaged</p>	<p>Develop others</p> <p>Encourage learning</p>	<p>Coach others</p> <p>Support team engagement</p>	<p>Build leadership bench needed for the present</p> <p>Cultivate high-performing talent and engaged teams</p> <p>Identify new frontiers</p>	<p>Build leadership bench needed for the present and future</p> <p>Amplify engaged teams</p> <p>Identify new frontiers and helps others do the same</p>	<p>Build leadership bench for the present and future</p> <p>Lead an engaged organization to new frontiers</p>	<p>Build leadership bench for the present and future, including outside of one's immediate organization</p> <p>Lead an engaged organization to new frontiers that impact the entire company</p> <p>Track record of execution and results under varied circumstances and conditions</p>
<p><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.</p>	<p>Partner with and learn from people of varied backgrounds and experiences</p>	<p>Manage people of varied backgrounds and experiences</p>	<p>Attract and manage people of varied backgrounds and experiences</p>	<p>Attract, manage, and develop people of varied backgrounds and experiences</p> <p>Lead with inclusive behaviors and help others do the same</p>	<p>Create equitable opportunities for success</p> <p>Build diverse, multi-cultural teams and inclusive environments</p>	<p>Coach others to be more inclusive and equitable</p> <p>Build diverse, multi-cultural teams and inclusive environments</p>	<p>Hold other leaders accountable for creating equitable opportunities for success and creating inclusive teams</p> <p>Build and nurture diverse, inclusive organizations</p>	<p>Role model creating equitable opportunities for success and inclusive teams</p> <p>Build and nurture diverse talent and inclusive organizations</p> <p>Hold others accountable</p>
<p><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.</p>	<p>Consistently demonstrate values</p> <p>Help team members find the information and resources they need</p> <p>Participate in company-wide efforts to build Samsara</p>	<p>Consistently demonstrate values</p> <p>Recognize and celebrate success</p> <p>Understand Samsara's people philosophies and resources</p> <p>Participate in company-wide efforts to build Samsara</p>	<p>Consistently demonstrate company values</p> <p>Recognize, celebrate, and teach others to understand our values</p> <p>Effectively communicate Samsara's people philosophies and resources</p> <p>Participate in company-wide efforts to build Samsara</p>	<p>Consistently demonstrate company values</p> <p>Recognize, celebrate, and coach others to live our values through their behaviors</p> <p>Help others to understand and navigate Samsara's people philosophies and resources</p> <p>Participate in company-wide efforts to build Samsara</p>	<p>Role model values</p> <p>Practice Samsara Leadership Principles</p> <p>Recognize contributions and impact</p> <p>Effectively communicate Samsara's people philosophies to varied audiences</p> <p>Partner to lead cross-company efforts</p>	<p>Role model values</p> <p>Cultivate Samsara Leadership Principles in others</p> <p>Build a culture of recognition</p> <p>Drive and lead company-wide efforts</p>	<p>Role model Samsara Leadership Principles and values</p> <p>Hold leadership teams to a high standard</p> <p>Inspire and lead culture-building groups and initiatives</p>	<p>Visibly and consistently role model Samsara Leadership Principles and values</p> <p>Hold leadership teams and individuals to a high standard</p> <p>Influence others to achieve complex, shared goals</p>

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.



# People Manager Career Paths

**Supervisor  
M30**

**Manager I  
M40**

**Manager II  
M50**

**Sr. Manager  
M60**

**Director  
M70**

**Sr. Director  
M80**

**Vice President  
M90**

**Sr. Vice President  
M100**

## WHAT WE DO

### Scope and complexity of the role

**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

## HOW WE DO IT

*Each level encompasses proficiencies from the prior level, plus new ones listed here.*



**Focus on customer success:** 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



**Build for the long term:** 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



**Adopt a growth mindset:** 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
- Lead by example



**Be inclusive:** 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
- Foster a culture of belonging across your team



**Win as a team:** 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



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- 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

## HOW WE DO IT

*Each level encompasses proficiencies from the prior level, plus new ones listed here.*



**Focus on customer success:** We build relationships with our customers, look to solve problems, and deliver a great customer experience.

- Help hire and ramp up new hires
- Coach team to serve customers
- Anticipate risks



**Build for the long term:** 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.

- Contribute to team strategy
- Assess candidates



**Adopt a growth mindset:** We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.

- Help individuals perform
- Keep team engaged



**Be inclusive:** 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.

- Manage people of varied backgrounds and experiences
- Seek opportunities to demonstrate inclusive behaviors



**Win as a team:** 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.

- Recognize and celebrate success
- Understand Samsara's people philosophies and resources



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- 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

## HOW WE DO IT

*Each level encompasses proficiencies from the prior level, plus new ones listed here.*



**Focus on customer success:** We build relationships with our customers, look to solve problems, and deliver a great customer experience.

- Partner to effectively diagnose and make recommendations
- Solve standard and complex issues



**Build for the long term:** 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.

- Develop near-term team strategy
- Partner to ensure organization is healthy



**Adopt a growth mindset:** We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.

- Develop others
- Encourage learning



**Be inclusive:** 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.

- Attract and manage people of varied backgrounds and experiences
- Hold self and team members accountable for inclusivity and belonging



**Win as a team:** 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.

- Recognize, celebrate, and teach others to understand our values
- Effectively communicate Samsara's people philosophies and resources



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**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 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

## HOW WE DO IT

*Each level encompasses proficiencies from the prior level, plus new ones listed here.*



**Focus on customer success:** We build relationships with our customers, look to solve problems, and deliver a great customer experience.

- Anticipate complex issues and develop solutions



**Build for the long term:** 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.

- Contribute to longer term strategy



**Adopt a growth mindset:** We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.

- Coach others
- Support team engagement



**Be inclusive:** 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.

- Attract, manage, and develop people of varied backgrounds and experiences
- Lead with inclusive behaviors and help others do the same



**Win as a team:** 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.

- Recognize, celebrate, and coach others to live our values through their behaviors
- Help others to understand and navigate Samsara's people philosophies and resources



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## WHAT WE DO

### Scope and complexity of the role

**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 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

## HOW WE DO IT

*Each level encompasses proficiencies from the prior level, plus new ones listed here.*



**Focus on customer success:** We build relationships with our customers, look to solve problems, and deliver a great customer experience.

- Build long-term relationships with key customers
- Guide others to design and deliver solutions based on business acumen
- Execute and deliver
- Identify top performers and coach underperformers



**Build for the long term:** 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.

- Plan strategy and roadmap for the next 1-2 years with VP/Sr 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



**Adopt a growth mindset:** We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.

- Build leadership bench needed for the present
- Cultivate high-performing talent and engaged teams
- Identify new frontiers



**Be inclusive:** 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.

- Create equitable opportunities for success
- Build diverse, multi-cultural teams and inclusive environments



**Win as a team:** 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.

- 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

*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.*



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**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 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

## HOW WE DO IT

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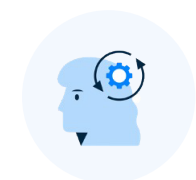
**Focus on customer success:** We build relationships with our customers, look to solve problems, and deliver a great customer experience.

- Cultivate and sustain influential customer relationships
- Deliver high performance across multiple teams
- Coach others to identify top performers and coach underperformers



**Build for the long term:** 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.

- Plan strategy and roadmap for next 1 - 2 years with limited input
- Influence strategy and plan in adjacent areas
- Sustain a healthy organization



**Adopt a growth mindset:** We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.

- Build leadership bench needed for the present and future
- Amplify engaged teams
- Identify new frontiers and helps others do the same



**Be inclusive:** 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.

- Coach others to be more inclusive and equitable



**Win as a team:** 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.

- Cultivate Samsara Leadership Principles in others
- Build a culture of recognition
- Drive and lead company-wide efforts



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### Scope and complexity of the role

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 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

## HOW WE DO IT

*Each level encompasses proficiencies from the prior level, plus new ones listed here.*



**Focus on customer success:** We build relationships with our customers, look to solve problems, and deliver a great customer experience.

- Create customer-centric organizations
- Anticipate and solve systemic, complex issues



**Build for the long term:** 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.

- Establish strategy and roadmap for next 1 - 3 years
- Anticipate and build the future organization
- Structure healthy organizations



**Adopt a growth mindset:** We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.

- Lead an engaged organization to new frontiers



**Be inclusive:** 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.

- Hold other leaders accountable for creating equitable opportunities for success and creating inclusive teams
- Build and nurture diverse, inclusive organizations



**Win as a team:** 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.

- Hold leadership teams to a high standard
- Inspire and lead culture-building groups and initiatives



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**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 complex and business-critical functions through VPs, Senior Directors, and some Directors
- Company-wide impact
- Envisions, defines, builds, and evolves the organization

- Anticipates change
- Thought leader with mastery of their discipline
- Organizational leader
- Expert people/team management skills

## HOW WE DO IT

*Each level encompasses proficiencies from the prior level, plus new ones listed here.*



**Focus on customer success:** We build relationships with our customers, look to solve problems, and deliver a great customer experience.

- Expert ability to form and evolve influential relationships and partnerships internally and externally
- Coach and hold others accountable to create customer-centric organizations
- Anticipate and solve systemic, complex issues; incorporate learnings for the future



**Build for the long term:** 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.

- Establish strategy and roadmap for next 3+ years in consultation with broader executive team
- Identify and deliver solutions that will impact the company, today and in the future
- Identify company-wide gaps in product, culture, and/or organization, plus gaps in the industry to address
- Coach and hold others accountable for nurturing healthy organizations



**Adopt a growth mindset:** We are curious and have an entrepreneurial spirit where we seek out new challenges, embracing lessons learned along the way.

- Build leadership bench for the present and future, including outside of one's immediate organization
- Lead an engaged organization to new frontiers that impact the entire company
- Track record of execution and results under varied circumstances and conditions



**Be inclusive:** 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.

- Role model creating equitable opportunities for success and inclusive teams
- Build and nurture diverse talent and inclusive organizations
- Hold others accountable



**Win as a team:** 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.

- Visibly and consistently role model Samsara Leadership Principles and values
- Hold leadership teams and individuals to a high standard
- Influence others to achieve complex, shared goals

*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.*