

## IMVU Growth Team New Hire Document Mission Overview, Values, Practices & Guidelines

If you are reading this document, congratulations -- you have made the cut to be part of the Growth team! And you have also made a choice -- to work at a startup, to further our mission, and to make a difference to have an impact to grow the business at IMVU.

You are at IMVU because we believe you can help build a truly revolutionary organization. In fact, we believe that you can be a force multiplier - someone who will make the whole team better by being on it. The impact you will have is essential to our success.

This document describes our mission, values, work principles and organizational guidelines. This is a living document that will be updated over time.

Please live and breathe the information outlined in this document, and let us know if you feel that any of our fundamentals are getting lost as our team grows.

### Team Goals

- Add your team goals here

### IMVU Mission

Life's better when we're connected. We're on a mission to empower people to connect and go beyond social. We provide an interactive social platform where real life comes to play. In IMVU, people design their personas, experiment with their creativity, and establish deeper connections. We're creating a movement to deliver the joy of a shared experience, in a virtual world where limitations don't apply, and all bets are off. In IMVU everyone is welcome. All creativity counts. All relationships matter.

The [IMVU Brand Foundation](#) provides more information on our brand, history and marketing. It's also good to get familiar with the info in [IMVU glossary document](#).

### Growth Team Values

1. **Advance the Mission.** Life's better when we're connected. We're on a mission to empower people to connect and go beyond social.
2. **Be a Force Multiplier.** Help others grow. Fix problems you see. Work together to do more with less - time, money, and resources.

3. **Prove and Move.** Don't invest until you test – figure out the simplest way to confirm your path is right, then go full steam ahead.
4. **Growth Mindset.** Believe that talents and abilities can be developed through effort, good teaching and persistence. Never give up trying!
5. **Be the Person You Want to Work With.** Improve yourself and those around you by giving and receiving feedback humbly and helpfully.

## **Work Practices & Principles**

We mutually set expectations and then aim to exceed them. This is the single most important thing you can do to be a productive and valuable member of the team. To repeat in a slightly different way: (1) mutually set expectations with your colleagues and supervisors (e.g., on timelines and/or quality of the resulting work) and (2) meet or exceed these expectations. And if you can't meet a deadline or other expectation, flag that to your colleagues as soon as you know or think it's a possibility.

If we all take these two basic approaches, we won't have many emergency situations arise!

Below describe additional practices we feel are important -- on communication, meeting etiquette, prioritization, feedback and keys to success. Thanks in advance for reading this closely and embracing these practices.

## **Communication Practices**

1. First and foremost: be succinct. 2-4 key points are fine. Go deeper ONLY if needed.
2. Use a direct mode of communication, not an indirect one:
  - Start with your recommendation, your solution, or your conclusion. Then succinctly summarize the reasons for that recommendation/ solution/ conclusion.
  - Direct modes of communication are considered the standard for professional business organizations. This is the manner in which executives and boards communicate. This practice will help you accelerate in your career, and you should practice this.
  - The only time an indirect mode of communication (which is when you start with your methods of analysis or assumptions up front and end with your recommendation, solution or conclusion) is acceptable if you are speaking to an academic audience (since this is the style in which academics communicate) or to a hostile audience that is likely to turn off at your recommendation. In the case of a hostile audience you may need to "bring them along" to your solution or recommendation.

3. Go “across then down”. In other words, summarize your key points succinctly before describing any one point in more depth. This increases the effectiveness of any discussion. E.g., “There are three things we should discuss.” Then list or label the 3 things before describing any one of them in any depth.

## Meeting Etiquette

- Arrive on Time: Text/email in advance if you know you will be late or miss a meeting. Everyone is busy and keeping colleagues waiting isn’t respectful
- Clearly identify the leader of the meeting
- The leader of the meeting should organize it as follows (and if they don’t please help coach them to do so):
  - State objectives and agenda up front
  - Clearly review action items and responsible parties at the end
  - Share notes focusing on action items with all attendees within an hour, and ideally within 15 minutes, of the end of a meeting
- Take notes: Everyone should take notes on their own action items, but it’s critical that the leader or a designated scribe share follow up notes after the meeting
- Include only people who need to attend. Meetings can suck up productive time. Only include necessary parties (or those who have specifically asked for exposure to a topic as a growth opportunity)
- Many teams at IMVU use the [RACI model](#) to remove ambiguity about roles and to accelerate the decision-making process. You should have some familiarity with the model

## Prioritization

Proactively manage priorities: Startup life means always having too much to do. Make sure that you are prioritizing the most important work, not simply the most urgent work or the work that will be easiest to check off your to-do list. Never hesitate to ask your manager to help re-prioritize. This will help us all stay efficient and effective.

## Response Time

IMVU is still very much a startup. That means two things when it comes to response time:

1. Everyone is busy, and constantly juggling priorities (if you aren’t busy, talk to your manager!)
2. Things are, and must, move very quickly if we are going to continue to stay ahead of competition and become the company we want to be

For both of these reasons, it is imperative that none of us are waiting on each other, or keeping others (especially external stakeholders or potential customers) waiting, on time-critical

activities. And remember, just because something does not seem time-critical to you, it may be for someone else at or connected to IMVU.

As a rule of thumb, please remain somewhat connected even outside of work hours when possible. Please attempt to reply to colleagues within a few hours and keep an eye out for anything urgent, even on weekends and evenings. Note that your reply can be a simple confirmation that you've received the request, with a proposed ETA on when you will fully respond.

On the plus side, IMVU recognizes commerce happens 24/7 and not 9-5. The firm therefore supports team-members with a series of practices and policies to support this - a flexible work from home policy, unlimited time off and flexibility around working hours. Talk to your manager about all three.

### **A Culture of Feedback**

We seek to create a culture of feedback on the team because such a culture accelerates each individual's professional growth significantly and also helps create a supportive, tight-knit group. Everyone is encouraged to provide feedback on what is going well and areas for development/growth for professional development to each other during your 1:1 meeting.

### **Learn the Product**

- Take time to get proficient with the IMVU app on both mobile and desktop, then provide your feedback to the team.

### **Testing and Project tracker**

- [Growth Test Plan](#) spreadsheet to input and track all our tests, results and key learnings
- [Top Projects](#) spreadsheet to update weekly and flag if you have any dependencies from the rest of the team members to complete it