

## Message

**From:** Ana [REDACTED] [/O=THEFACEBOOK/OU=EXTERNAL (FYDIBOHF25SPDLT)/CN=RECIPIENTS/[REDACTED]]  
**Sent:** 9/30/2017 12:35:18 AM  
**To:** Mark Zuckerberg [REDACTED]@fb.com]  
**CC:** Derick [REDACTED]@fb.com]; Jonny [REDACTED]@fb.com]; Caryn Marooney [REDACTED]@fb.com]; Keith [REDACTED]@fb.com]; Elliot Schrage [REDACTED]@fb.com]; Andrew [REDACTED]@fb.com]; Andrea Besmehn [REDACTED]@fb.com]  
**Subject:** Q&A Feedback, 9/29

Friday, 9/29

**Positive moments**

- Great framing on the release of the ads. "We are going to get better in executing our responsibility" is a nice soundbite.
- Good job getting to the essence of vague questions throughout the Q&A. On the overtime question you pivoted to work/life balance. Reminded people that this is a "marathon not a sprint" and reiterated messages from the All Hands.
- Same for the spy question. Enjoyed the joke but then switched to what we do to protect people's data, our system and private information within the company.
- "You don't win by playing defense." Nice soundbite to make the point that we need always to be on the offensive.
- "Google focused on train stations in urban areas where most people are already likely to have service (also where more politicians are based). We are more focused on rural areas that are less likely to have infrastructure." – Good answer. Shows that our efforts are more altruistic.

**Areas for improvement**

- DHS question: You eventually got there, but answer could be stronger by starting with how we are obviously against this type of policy.
- Other countries' elections: French and German elections are two positive examples of our efforts working. Would open with these case studies to show responsibility and success, and then dive deeper into the nuances.
- Election cont'd: "Keep it in perspective. Internally we need to realize that this was relatively small, unlikely to have an outcome. Externally we need to say we take this seriously." -- We should try say the same thing internally and externally. That this is serious (regardless of the scope). Feeds into "dismissiveness" meme.
- "This is defense. You never get ahead on defense you just get try to get better." Would be bad externally — press would sensationalize to indicate lack of foresight/competence.
- WhatsApp ban in China: "Not many people were using it." This could be taken out of context. We should stand up for all our users regardless of how many there are or where they are.

**Presentation**

- Overall a good Q&A. Funny moments throughout. Shot clock joke in the intro, response to "how many spies work here...?!", response to Brianna's question asking for advice... "deactivate your Gmail account."

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**From:** Ana [REDACTED]@fb.com>  
**Date:** Friday, September 22, 2017 at 5:31 PM  
**To:** Mark Zuckerberg [REDACTED]@fb.com>  
**Cc:** Keith [REDACTED]@fb.com>, Jonny Thaw [REDACTED]@fb.com>, Derick [REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Elliot Schrage [REDACTED]@fb.com>, Andrew [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>  
**Subject:** Q&A Feedback, 9/22

Welcome back to Q&A!

Friday, September 22

**Positive moments**

- Overall you did a good job at Q&A, even though the questions were pretty mixed. You reminded people what Q&A is supposed to be about, the caliber of questions you expect, and the types of questions you will not answer.

- Good soundbites - "I continue to be proud of the impact we have on democracy - a positive force" and "Our role in crisis response is something I'm very proud of"
- SF office space - direct response and shut down misperception quickly.
- Second PIP question — this was a good response and you expressed real empathy.

**Areas for improvement**

- At end of your intro, "This in no way changes my commitment to the Company or my commitment to giving away our wealth" your voice trailed off towards the end, which could be seen as uncertain or uncomfortable.
- When talking about the advantages of having a controlled company, it would be good to also explain the advantages and flexibility this structure gives Facebook to do bold things (like Sheryl's example of mobile-first) vs only getting into the details of specific clauses and how they impact your role in different hypotheticals.
- On the last election integrity question which focused on bullet three of your post, one alternative to your response "I don't think we've wrestled with this yet" could be "This is something the teams are thinking about a lot/focused on." The former could be misinterpreted as we are not yet on the case/anticipating the next wave of scrutiny.

**Presentation**

- Good intro - warm and funny, "I told you guys to hold it down"
- Good job reframing a vague question (public content) into a specific (difficulty in searching for video).

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**From:** Ana [REDACTED]@fb.com>

**Date:** Friday, August 18, 2017 at 5:27 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

**Cc:** Derick [REDACTED]@fb.com>, Keith [REDACTED]@fb.com>, Jonny Thaw [REDACTED]@fb.com>, Caryn [REDACTED]@fb.com>, Andrew [REDACTED]@fb.com>, Elliot [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>

**Subject:** Q&A Feedback, 8/18

Friday, August 18

**Positive moments**

- Closing with "I'm going to miss you guys during [leave]" was personal.



- Watch: "Our goal is to help people build community around TV/Video. If this just ends up being a YouTube, you know, what are we really doing?" This was a strong internal answer — frank and with conviction. [Note: probably not good external]

#### Areas for improvement

#### Presentation

- Good funny moment: "Q&A will continue - the company will continue...hopefully!" and "I'm a pretty self-confident guy!"
- "A sad last question..." - maybe you could have avoided saying that :)
- It was thoughtful for you in the middle of Q&A to remind folks you were open to talking more about [REDACTED] when the questions were lighter for a while. Came off as caring and transparent.

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**From:** Ana [REDACTED]@fb.com>

**Date:** Friday, August 11, 2017 at 6:17 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

**Cc:** Derick [REDACTED]@fb.com>, Keith [REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Jonny Thaw [REDACTED]@fb.com>, Bertie Thomson <bertiet@fb.com>, Andrew [REDACTED]@fb.com>, Elliot Schrage [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>

**Subject:** Q&A Feedback, 8/11

#### Friday, August 11

#### Google Employee Memo

- The intro was strong, empathetic, and honest — you made clear that you could not speak on behalf of women and underrepresented minorities. Facial expression was serious and your pauses helped convey sincerity and the weight of the matter. But it felt long and went into a few directions — wasn't clear what you really thought.
- The depth to which you wanted to discuss the issue was a little confusing: on one hand, you cautioned being too decisive because "context matters" and the issues were "tricky" and "fluid," but on the other you stated up top that you were happy to take any questions on this.
- Response to 2nd Q about firing Google employee was good. "I can't answer because I don't have all of the context." Then quickly pivot to, "Here's what I would consider." It was an honest ending — "might not be a fulfilling answer, but it's intellectually honest."
- Response to 3rd Q about unpopular opinions: Could have been shorter. This soundbite was good: "You don't have free reign to say whatever you want and offend people. The first amendment doesn't apply to a company, like it does with the government. The culture should be one where we can have hard conversations with one another and disagree," and "The amount of progress a person will make is proportional to how many hard conversations they will have."
- [REDACTED] bullying: Could have conveyed more empathy up top given the employee on the jumbotron was a [REDACTED] and visibly upset. Describing the situation as "tricky" felt light - "situation is really tough" or "this is really challenging" could be better here. By using the term "fluid," one could think the answer may actually change or that we haven't in fact made the right decision.

## Positive moments

- Company multiplier: good breakdown of 3, 5, 10 year plans and how you're thinking about our future and organization. "We have real work to do and we can't get complacent on this and we'll shift more of our good people to work on these things."
- On Twitter question, you were firm that we do not discuss M&A at Q&A but still answered the gist of the question by using IG as a case study.
- Good job incorporating Year of Travel learnings into your answer on the future of transportation. Employees are always curious to hear how YoT benefits the Company.
  - "I'm actually more excited about AR/VR and making it so that once again there's a lot more opportunity in rural areas as well."

## Presentation

*Comments on delivery, body language, connection with the audience.*

- Overall tone throughout the Q&A was balanced with seriousness and jokes when appropriate - "I'd just say you were the first hire." and "10 years ago teleconferencing was terrible, now it's slightly less terrible."

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**From:** Ana [REDACTED] fb.com>

**Date:** Friday, August 4, 2017 at 5:37 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

**Cc:** Jonny Thaw [REDACTED]@fb.com>, Bertie Thomson [REDACTED]@fb.com>, Caryn Marooney [REDACTED] fb.com>, Elliot [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>, Andrew [REDACTED] fb.com>

**Subject:** Q&A Feedback, 8/4

## Friday, August 4

## Positive moments

*Moments during Q&A where you gave a good answer. Something that would result in a positive headline externally.*

- Memorable piece of feedback: you did a good job of making a joke to give yourself time to think through the response. Good interaction and storytelling here. "Let's go back many, many years." Selling the company — an important turning point. "There were certain things I needed to make a call on and I was just slow — and it caused mayhem across the company. When your whole team says "f\* it, I'm out," that's not good."
- Prioritization: liked that you gave a tip to employees, "make sure you spend time working on the proactive you want to get done." Another good soundbite was, "It's my job to run the company not have it run me." Bath time was a nice personal touch.
- Diversity report: it was good that you acknowledged that we didn't have a good answer and would follow up.
- Innovation and competition: liked that you challenged the premise and you had some good soundbites here. Made a good connection between this and the question about AI and fear-mongering. "You start something because you believe in it and then it grows." "It's easier than ever to go start something." "In order to build a company at our scale, it's not one idea, it's idea after idea after idea."

## Areas for improvement

*Answers that if heard externally would be an issue. Comments that could be misinterpreted by employees.*

- Parental leave: it was good to clearly state your views on our broader program being the best, but it felt like you shut her down quickly and said she could challenge you.
  - Snap: "Let's not write their obituary yet.... That would be a little too soon." Press worthy comment
  - This was a little confusing: "there are optimists - they tend to be successful. There are pessimists and they tend to be right."
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## Presentation

*Comments on delivery, body language, connection with the audience.*

- Overall, good energy and connection with the audience. You gave context on questions that some people may not be up to speed on.
- Good jokes throughout. Question about your kids on Facebook, "I plan on sticking to the rules!"

## Follow up:

[REDACTED]

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**From:** Ana [REDACTED] [REDACTED]@fb.com>

**Date:** Friday, July 28, 2017 at 5:23 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

**Cc:** Jonny Thaw [REDACTED]@fb.com>, Keith [REDACTED]@fb.com>, Elliot Schrage [REDACTED]fb.com>, Andrea Besmehn [REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Andrew [REDACTED]@fb.com>, Anna [REDACTED]@fb.com>

**Subject:** Q&A Feedback, 7/28

Friday, July 28

## Positive moments

- Intro about earnings and company performance was strong. Good to remind employees that we still face challenges or have large opportunities ahead like video and messaging/iMessage.

[REDACTED]

- Mental health: Good job leading by example and reminding folks you're taking time off for baby number two. Priscilla mention makes you relatable. The combo of you, Sheryl and Lori speaking here was strong and caring.
- Culture: "Respect is a big theme I've talking about recently." — Strong, consistent answer over the weeks.
- Cafe workers: Overall a good answer, but you should start up top about our responsibility to treat contractors well and the standards we set (like minimum wage) and then go into why they're not FTE. That was the essence of the question and something to acknowledge. Terms like "comparative advantage" feel cold.

## Areas for improvement

[REDACTED]

## Presentation

- Overall good energy and laughter throughout.

[REDACTED]

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**From:** Ana [REDACTED] [REDACTED]@fb.com>

**Date:** Friday, July 21, 2017 at 5:20 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

Cc: Jonny Thaw [REDACTED]@fb.com>, Derick [REDACTED]@fb.com>, Keith [REDACTED]@fb.com>, Elliot Schrage [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Andrew [REDACTED]@fb.com>  
**Subject:** Q&A Feedback, 7/21

Friday, July 21

### Positive moments

*Moments during Q&A where you gave a good answer. Something that would result in a positive headline externally.*

- SF/Oakland office: clear and direct answer with two parts, then showed empathy, "we know traffic is bad, that's why we're running an experiment now."
- Contractors/FTE Transparency question: Good sound bites: "I was a kid when we started and I believed I had value I could add, so why wouldn't that be true of all the people that came to work here, regardless of how old they are?" and "If you trust people and give them all the information they need they will do better work. It's a more fun way to run a company and better to have everyone have full context of everything we're working on."

### Areas for improvement

*Answers that if heard externally would be an issue. Comments that could be misinterpreted by employees.*

- Groups for Pages: Started strong by explaining "meaningful" communities, but then transitioned to video to planned consumption to civic discourse. Connection wasn't the most clear between these things until the end. Would start up top with message "we're building communities around places they are already organizing" and then go into the various products we're building around them.

### Presentation

*Comments on delivery, body language, connection with the audience.*

- Overall good energy and engagement.
  - Joked through the T-Shirt question. Liked how you told a story to pivot the direction of the question.
  - YoT update: "Things changed when we found out we were having a daughter in August --- I'll miss you guys"

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**From:** Ana [REDACTED]@fb.com>

**Date:** Friday, July 7, 2017 at 5:16 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

**Cc:** Jonny Thaw [REDACTED]@fb.com>, Gabe [REDACTED]@instagram.com>, Caryn Marooney <[REDACTED]@fb.com>, Elliot Schrage [REDACTED]@fb.com>, Andrew [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>

**Subject:** Q&A Feedback, 7/7

Friday, 7/7

### Positive moments

*Moments during Q&A where you gave a good answer. Something that would result in a positive headline externally.*

- Search — a bit defensive in the first part, but the comparison with Google landed, connected with the audience, and felt genuine and supportive. good follow up about encouraging hard questions but in a more constructive tone.



- Your self review — funny intro about not having a manager to read your self review. great to mention the strength of the people on the team, “an honor to work with them,” “the best in the industry.”
- SnapChat maps — good, non-defensive answer, it's “pretty cool,” “good for them.”
- Monopolies — good direct response followed by an example (AT&T)
- One of my big issues of managing things — I don't give enough positive feedback ... “I'm never happy with what we've improved” — this was a nice personal anecdote / philosophy.
- Good Jack Ma quote about scale — putting it in context

#### Areas for improvement

*Answers that if heard externally would be an issue. Comments that could be misinterpreted by employees.*

- It's not a huge deal, but the “are we getting gassed joke” might be taken a bit off by some folks.



#### Presentation

*Comments on delivery, body language, connection with the audience.*

- Good overview of the new Willow development and the complexities involved. You were excited and energized and audience picked up on that. Great to also highlight the work of the facilities team and point back to that later.
- Particularly good energy through the entire Q&A. Smiling is difference maker. People respond well to self-deprecation from leadership.

#### Areas for follow up

Hiring process of University grads with 5+ years of working experience

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**From:** Ana [REDACTED]@fb.com>

**Date:** Friday, June 30, 2017 at 5:30 PM

**To:** Mark Zuckerberg [REDACTED]k@fb.com>

**Cc:** Jonny Thaw [REDACTED]@fb.com>, Keith [REDACTED]@fb.com>, Andrea Besmehn

[REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Andrew [REDACTED]@fb.com>, Derick [REDACTED]

[REDACTED]@fb.com>, Elliot Schrage [REDACTED]@fb.com>

**Subject:** Q&A Feedback, 6/30

Friday, 6/30

#### Positive moments

*Moments during Q&A where you gave a good answer. Something that would result in a positive headline externally.*

- Good direct responses to the questions about Sheryl and Uber, part time roles at Facebook, and use of Workplace by management and Facebook employees.
- Liked your example of Amazon's single threaded ownership process and how this is something you think about for our internal organization. Good to share what's on your mind and preview any upcoming structural changes.
- Hiring risk adverse employees - liked the PSC example about short vs long term projects, this is probably top of mind for a lot of employees right now.
- Upward mobility theory - this was a good narrative that connects to our innovation and community work.

#### Areas for improvement

*Answers that if heard externally would be an issue. Comments that could be misperceived by employees.*

- CO materials leaking: you ended your answer with “there are a lot of improvements to make. your point is right and we'll need to increase our work here” - you should start with that to humanize the response. You recognize we have a problem, then follow up with the ways we're working on it and thinking about it. This is similar to the

question about biases in algorithms. You ended with, "have empathy that it's not always going to be perfect, need to work at it and set the right goals." Would be good to bring that point up earlier in the response.

## Presentation

*Comments on delivery, body language, connection with the audience.*

- Had some funny moments in the intro that connected with the audience - joke about not getting any feedback about the new mission. Building 8 work makes me smile - hell yea! You mentioned Iowa in the intro and said, "that was fun" but it'd be good to expand and share a lesson or story with employees from your Year of Travel.

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**From:** Ana [REDACTED]@fb.com>

**Date:** Friday, June 16, 2017 at 5:30 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

**Cc:** Jonny Thaw [REDACTED]@fb.com>, Keith [REDACTED]@fb.com>, Andrea Besmehn

[REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Andrew [REDACTED]@fb.com>

**Subject:** Q&A Feedback, 6/16

Friday, 6/16

## Positive moments

*Moments during Q&A where you gave a good answer. Something that would result in a positive headline externally.*

- Liked that you asked employees for feedback on the new mission. It indicates that their voice matters and conveys transparency.
- Great summary of the Hard Questions blog and kudos to the team working on these issues.
- Original content question was answered directly and succinctly: "Yes, we are funding content." You then gave context (we don't have direct intent behavior)

- Your response to the employee's feedback on new mission is a strong one-liner, "I think of this as more an extension rather than a replacement."

## Areas for improvement

*Answers that if heard externally would be an issue. Comments that could be perceived negatively by employees.*

- You seemed slightly unsure of the direction of the new mission. During your delivery it was hard to understand what the new mission is.

## Presentation

*Comments on delivery, body language, connection with the audience.*

You had fun with the intro and cracked some jokes:

- Why are you guys so far away?! At ten years I usually get a hug or something (moved over the Faceversary recipients)
- Interns always bring back the great debates — I can't wait to answer this question again next summer!

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**From:** Jonny Thaw [REDACTED]@fb.com>

**Date:** Monday, June 12, 2017 at 12:04 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>, Ana [REDACTED]@fb.com>

**Cc:** Keith [REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Andrea Besmehn



Here's Briar's feedback on the Q&A.

It's interesting that she thought people were indifferent to the mission change announcement ... perhaps that is because we didn't actually tell them the new mission, only that we were thinking of updating it. I wouldn't be too surprised if folks in the press briefings don't show that much emotion around the mission (for most companies, the mission isn't a big deal.)

#### Briar's Notes – Friday Q&A – June 9, 2017

##### What worked well

**Nice job answering questions directly:** I consider "directly" to mean you answered the actual question within your first two sentences. By that logic, you answered 11 out of 15 questions directly—this is a major improvement over the past Q&A's I've seen! You answered 2 additional questions within 5 or 6 sentences.

- **Strongest response:** You had many really succinct responses this week, but in my opinion, your strongest was to the candidate experience question. By asking the questioner to send his friend's feedback directly to you, you sent signals to the rest of the audience that you are concerned and accessible. That's the kind of thing that positively shapes the way audiences talk and feel about you.

**Excellent balance of empathy and leadership:** This week you did an excellent job expressing empathy and camaraderie through your responses. This was especially clear when you spoke to the new father who said he almost didn't join Facebook. In your response, you let this man know you understood his concerns while at the same time explaining your perspective as a leader—well done!

**Limited history lessons:** This week you also did a great job responding to questions without giving the audience excess historical context. Instead, you supported many of your responses with great personal examples. Sometimes historical context is important, but too much can make audience feel as if you're instructing instead of talking.

##### Things to think about

**It's OK to ask for clarification:** There were two questions that you didn't quite nail.

- **Question #8:** An intern asked for your opinion on how "we" can develop future leaders that have a "backbone."
- **Question #15:** "How can we design what people love?" The person asking this question was coming at this from a philosophical angle.

In both cases, the people asking the questions were not very direct, themselves. In situations like that, don't be afraid to clarify before you respond. For example, it's OK to say *"I just want to make sure I understand. Are you asking...?"* The exception is if you get the sense you're up against someone who's enjoying the spotlight a little too much. You never want to give the floor back to someone who's trying to take over the Q&A. These people are easy to recognize because they'll speak for a long time, usually about themselves, before asking the actual question.

**Your response to the culture question struck a chord:** This was one of our strongest responses. I happened to be watching the audience the moment you started speaking and noticed that almost everyone I could see stopped looking at their phones and starting nodding in agreement with you. I wouldn't be surprised if you start to get more questions on this topic.

**Messaging on the changing mission:** Your audience didn't seem to react when you spoke about changing the mission statement. It's possible this is because you've done a good job preparing them for the change, but I wanted to flag the lack of reaction in case they're actually just indifferent (which is not a good thing). It might be a good idea to poll a random sample of employees in order to understand how they *feel* about the change. If you get the sense that people don't think it's a big deal, let's discuss how we can change the way you're talking about the shift.

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**From:** Mark Zuckerberg [REDACTED]@fb.com>  
**Date:** Friday, June 9, 2017 at 11:03 PM  
**To:** Jonny Thaw [REDACTED]@fb.com>, Ana [REDACTED] [REDACTED]@fb.com>  
**Cc:** Keith [REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>  
**Subject:** Re: Q&A Feedback, 6/9

It's interesting that you thought I was upbeat today. I was pretty exhausted and distracted, and I would have thought I'd come across as a bit more negative and low energy.

This new feedback format is good. Separately, for realtime feedback I've noticed during the Q&A that the timers aren't on during questions anymore. Who runs that?

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**From:** Jonny Thaw  
**Sent:** Friday, June 9, 2017 10:57:52 PM  
**To:** Ana [REDACTED] Mark Zuckerberg  
**Cc:** Keith [REDACTED] Caryn Marooney; Andrea Besmehn  
**Subject:** Q&A Feedback, 6/9

Briar was at Q&A today so she is going to send more detailed feedback too, especially about how directly you answered the questions. She, like us, thought the Q&A was good.

One thing I noticed today is that you had many more quotable or memorable lines than usual. This is good for both internal and external ... internally it's just much more memorable ("we have a problem with entitlement"), and externally, the quotes people include in their stories will be much better.

**Friday, 6/9**

**Positive moments**

*Moments during Q&A where you gave a good answer. Something that would result in a positive headline externally.*

The intro was great. Nice to say that you are "proud" of the teams. Shows you are grateful for their work. The quote "guiding sentence for the next 10 years" was also good.

Far and away your best answer was around entitlement and respect for each other.

Amazing quote: "If our organizational antibodies are killing all the new things we do, that's an area for concern" ...

"People are more respectful to me than they are to one another" ... "people are more respectful to me than they are to each other ... That's Bob!"

The answer on the candidate experience was also good — showed empathy, reiterated why "it's important we get good at this" ... "Can you send specific feedback?": indicates how seriously you take this.

How we can develop future young people to do the right thing? Good, clear direct answer that also shows thought leadership: "One thing that I think people miss is that the incentives are actually aligned. Don't fall into this trap of thinking that the things that are good for business are not the best for people."

**Areas for improvement**

*Answers that if heard externally would be an issue. Comments that could be perceived negatively by employees.*

- Not much negative today, Briar will have more too.



## Presentation

*Comments on delivery, body language, connection with the audience.*

- Warm, upbeat, smiling, good jokes
  - "Feel bad for the guy who does the fix of the week next week!"
  - "I'm going to stay over here until I can answer a question!"
  - "Granted that was the best line of code ever in history"
- Used personal experiences to relate to audience
  - "I can relate to traveling and missing Max."
  - Anecdote and lessons learned from News Feed rollout

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**From:** Ana [REDACTED]@fb.com>

**Date:** Friday, June 2, 2017 at 5:47 PM

**To:** Mark Zuckerberg [REDACTED]@fb.com>

**Cc:** Jonny Thaw [REDACTED]@fb.com>, Keith [REDACTED]@fb.com>, Caryn Marooney [REDACTED]@fb.com>, Andrea Besmehn [REDACTED]@fb.com>

**Subject:** Q&A Feedback, 6/2

Hi Mark, we're testing a new format for Q&A feedback. Goal is to make it more concise and actionable – and share quickly after Q&A while it's still fresh.

Let us know if you have any feedback.

Ana

## Positive moments

*Moments during Q&A where you gave a good answer. Something that would result in a positive headline externally.*

- Leaks question: I think we got the balance right between "people are good / we believe in you" and "we fire leakers."
- The batting average / slugging percentage anecdote was good "do we do one thing in the next two years that is absolutely great."
- U.K. special election: Immediately listed the products we have available: register to vote, connect with your reps, contact your reps. Acknowledging that we can do more in between the elections also shows that we are thinking about the perception issue and how to improve it.
- FB posts from teenage years/privacy: good that you acknowledged this is a newer problem/phenomenon among the youth --- especially because this was asked by a younger person. Good that you agreed that this is something teams should think about/potential room for improvement for the youth team or News Feed team.

## Areas for improvement

*Answers that if heard externally would be an issue. Comments that could be perceived negatively by employees.*

- Instagram / mental health — There was no real acknowledgement of the question or empathy, like "I care about this issue ... what you're talking about is FOMO, people feeling bad when they see others having a better life, particularly important issue for teens. I will have two teenage daughters some day so this will be personal to me too." We can also talk about how the flipside of the report is that many people come to Facebook and Instagram to seek support. (See below for more messaging on this report. I don't think you can cite research from four years ago (which blew up) as an answer to this question.

## Presentation

*Comments on delivery, body language, connection with the audience.*

- Presentation generally was warm / good — personal relationships when it comes to acquisitions

- Understandably, yet visibly frustrated when the Korean Marketing Lead took a long time to get to her question, “when are we getting to the question”

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## Instagram / Mental Health

“Keeping Instagram a safe and supportive place, where people feel comfortable expressing themselves, is our top priority - particularly when it comes to young people. Every day people from all over the world use Instagram to share their own mental health journey and get support from the community. For those struggling with mental health issues, we want them to be able to access support on Instagram when and where they need it. That’s why we work in partnership with experts to give people the tools and information they need while using the app, including how to report content, get support for a friend they are worried about or directly contact an expert to ask for advice on an issue they may be struggling with.”

## Background

- Making Instagram a safe and positive place for self-expression is our top priority. That’s why we have a set of [Community Guidelines](#) that we ask our community to follow.
- People can report any content that violates our community guidelines via our in-app tools, and we have a team of reviewers who work 24/7 to check and remove content or accounts.
- Mental health is a complex issue and we take a holistic approach to addressing it on Instagram; supporting those at risk with tools, education, and through our partnerships with third parties
- **Examples:**
  - **Bullying:** Our Privacy and Safety Centre features lots of useful information, tools, and resources to help the community, including a [page](#) on addressing abuse on Instagram. The centre provides links to online resources and Instagram’s advice around contacting local law enforcement.
  - **Self-injury:** We provide a message to users before they view content associated with certain hashtags on Instagram. The message includes a warning about the possible content they may see, and offers resources and links for support at a moment when people may need it most.
  - **Bringing parents into the conversation:** Our Help Page also offers a [Tips for parents](#) section where we encourage parents to talk to their teenagers to educate them about internet safety. This includes a ‘[Parents Guide to Instagram](#)’ which we produced with [ConnectSafely.org](#), a non-profit organisation dedicated to educating people about safety, privacy and security while using connected technology. The guide includes information about responsible sharing and the best ways to help children stay safe on Instagram – you can download this guide [here](#).
  - **Managing comments:** We added a feature to allow the community to turn off comments on any post, or list words or emojis which they consider offensive so that these words will be hidden from their posts.
- **Communities of support:** People use Instagram to share their own mental health journey and get support from the community. From dedicated accounts around an issue to unique hashtags adopted by groups, these communities are helping to make mental illnesses that are often invisible to friends and family visible through photos and videos.



