

Message

From: Schuyler [REDACTED] [/O=THEFACEBOOK/OU=EXTERNAL
(FYDIBOHF25SPDLT)/CN=RECIPIENTS/CN=[REDACTED]]
Sent: 9/21/2017 12:20:05 AM
To: Sheryl Sandberg [REDACTED]@fb.com]; Maxine Williams [REDACTED]@fb.com]; Mike Schroepfer [REDACTED]@fb.com];
Schuyler [REDACTED]@fb.com]; Netta [REDACTED]@fb.com]; Andrew [REDACTED]@fb.com];
Lori Goler [REDACTED]@fb.com]; Janelle Gale [REDACTED]@fb.com]; Justin Osofsky [REDACTED]@fb.com]; Brynn [REDACTED]
[REDACTED]@fb.com]; Julien [REDACTED]@fb.com]; Kyle [REDACTED]@fb.com]; Lachlan [REDACTED]
[REDACTED]@fb.com]; Lindsey [REDACTED]@fb.com]; Mike [REDACTED]@fb.com]; Vanessa [REDACTED]
[REDACTED]@fb.com]; Carolyn [REDACTED]@fb.com]; Carson [REDACTED]@fb.com]; Daniel [REDACTED]
[REDACTED]@fb.com]; Dan [REDACTED]@fb.com]; Jose [REDACTED]@fb.com]; Diana [REDACTED]
[REDACTED]@fb.com]; Nicole [REDACTED]@fb.com]; Guy Rosen [REDACTED]@fb.com]
Subject: Latest All Hands
Attachments: All Hands - all speaker scripts - 6.docx

All – sharing the latest draft of the All Hands. As a reminder, please email any feedback to the speakers directly. On Friday, we'll do another full run-through with slides.

CONFIDENTIAL
CONFIDENTIAL

META3047MDL-158-00000001
METANMAG-037-00016571
PLTF EX-01843_0001

PLTF EX
PLTF EX-01843

Mark - intro

Good morning everyone! I missed you guys. Thanks for holding things down while I was out. I heard it's been a quiet month.

[[Before we get into what this All-Hands is all about, I want to say something quickly about Russia.

[Last week], I outlined steps we're taking to protect election integrity and make sure that Facebook is a force for good in democracy. While the amount of problematic content we have found remains relatively small, we take any attempted interference as a serious issue. A lot of our mission is to give people a voice and to bring people closer together, and it's disturbing that Russian intelligence used our tools for the opposite.

I want to thank all of you who have been working on this, and I also want to thank the teams working on our civic engagement products. The tools you're building may not get as much attention as foreign interference, but they're having a much bigger impact on democracies around the world.]]

In the future, we're going to have more challenges like this -- not less. That's why this All-Hands is about strengthening our internal culture so we can stay focused and keep doing the right thing for our community.

Our new mission is focused on building community to bring the world together with the idea that communities are what give us the strength and meaning to do bigger things in the world. But in order to deliver on that mission, we need a strong internal community that helps us come together and do what we need to do in the world.

This is something we have complete control over. When people ask me what the key to our success is going forward, I always say it's our ability to execute. It's not about what other companies are doing -- it's about what we're doing.

That's why, to help guide our culture early on, we put five core values in place -- Be bold; Focus on impact; Move fast; Be open; Build social value. Many of you have heard about them at Orientation and seen them on the walls. We try to make them present because they guide everything we do.

But the way we execute those values at different scales varies. What it meant to "move fast" five or ten years ago is different from what it means today. So we need to come back and spend time on them as the company changes to make sure we're applying them in the right way.

Right now, we have an ambitious roadmap with products on three, five and ten year time horizons. It's the most complex set of goals we've ever set for ourselves, and that's why it's more important than ever to have a strong internal community that lets us operationalize against all of them.

I think there are two major challenges and opportunities we're facing right now. The first is that we need to scale our internal community and build a more diverse, supportive culture to give us the strength and meaning to do what we need in the world.

When you're a smaller company and you're not sure if you're going to survive, it's a lot easier to put the interests of the community ahead of your own. But for a lot of reasons, as companies grow and get more stable, it's easier to feel disconnected from people we don't work with on a regular basis. All of a sudden, you're not relating to them as a person -- they're just those people over there on that team.

I think we're feeling a little bit of that as we scale. And I'll give you a specific example of what I'm talking about.

A couple months ago, there was a question at Q&A that said, "Can we please, please finally improve Search on Facebook?"

Now, I want everyone to feel comfortable asking hard questions. That's an important part of our culture, too. And it's true that we have a lot of work to do to improve Search. But at this point in the company's evolution, I'm more worried about the culture of how we provide feedback to each other than I am about the Search strategy.

On the one hand, there's an issue of respect and how we relate to each other. We have a couple hundred people working on Search, and when they hear a question like "Can we please, please finally improve Search?" it can feel like they're not being supported.

But the bigger issue is that if we're killing all the new stuff that other people are doing -- or attacking each other personally -- we're not going to be a very innovative company over the long-term.

I think part of the solution is assuming everyone is coming from a place of good intent. Instead of making people feel like they're being attacked for what they're doing, we need to assume everyone is trying to do something great. We work really hard to hire people who can make our products and our community better, and everyone here is really good at what they do. It's important to remember that.

So we need to think about how we're scaling a more diverse, supportive culture. We also need to make sure we're scaling a culture that encourages people to take risks and work on hard, long-term projects.

As a company, we've built some of the most engaging products in history -- and we need to make them better and better over time. But it's not enough to improve and extend the things that we already have. We also need to try and do new things.

That can be hard. With a community of more than 2 billion people, we could put all our energy into making incremental improvements and it would make a lot of people's lives better. It's difficult to get people to work on long-term, risky projects that don't always deliver clear value -- whether it's risky new bets or a lot of our defense and integrity work. But it's also true that some of the biggest improvements to our existing products have grown out of new things we've tried.

Take Live, for example. We didn't expect Live to be as big as it is today. We just found a good idea and kept going. Facebook was like that, too.

And then there are the projects that didn't succeed. How many of you have even heard of Paper or Facebook Home? We discontinued both of them, but they actually ended up pioneering a bunch of new ways of doing things. Through Home we came up with the idea of chat heads that are now part of the user experience on Messenger on Android. And through Paper we came up with the whole notion of more immersive story designs which is now part of News Feed.

We need to keep taking these risks -- even if they don't succeed right away, or ever. But I'm worried that process is getting in the way of us taking the risks we need to take. Specifically, people have told me the way we run our performance cycle discourages them from taking on longer-term projects or bigger risks

because they might not be able to show impact in a 6 month period by shipping a bunch of stuff. That mindset needs to change.

Today, we're going to go through each of our values in the context of how they can help us address both of these challenges -- scaling a more diverse, supportive culture that encourages people to take risks and work on hard, long-term projects.

Originally we were going to do this All-Hands [last month] and talk about some of these cultural and scaling issues at a higher level, but I wanted to make sure we actually had some concrete things we're doing that we can share. Over the last few weeks, we've gotten feedback from a lot of you, and today we're going to share what we've heard and some of the changes we're making based on that feedback.

For example, we're going to report progress on the products we're working on over our 3/5/10 year time horizons more often so more people can get involved. We're going to evolve our performance review process to better support long-term, risky projects. We're going to develop a program that helps people give and receive feedback in all kinds of situations -- from 1:1s, to team meetings, to groups. And we're going to improve the internal Facebook groups experience to focus on support and respect.

So I hope you take today to listen to what we're doing and then think about how you can help us build a strong internal community as we scale so we can deliver on our mission and do what we need to do in the world. And now, I'm going to hand it off to Julien talk about what it means to be bold.

1- Be Bold: Risk-taking [Julien]

1) Intro + Value and what it means to me

- Hello, my name is Julien [REDACTED] and I am a member of the Workplace team and as you can probably tell from my accent, I work in the London office. Today **I want to talk to you about “being bold” and leaving the comfort zone.**
- In my 7 years here, I've have had the opportunity to work on a few ambitious initiatives (not all successful)
- But it's not until I decided to join the Workplace team, that I learned what “being bold” meant for me, personally.
- Today, I'd like to share my story: about **what 'being bold' is about** and why that leap of faith is worth it.

2) Joining Workplace: Should I stay or should I go?

- 2 years ago, I was 5 years into the company, and I was happily running the global platform partnerships team. I enjoyed working with my colleagues, and my partners. I was getting consistently good reviews... and of course I did not want that to change. I was right in the middle of my comfort zone
 - One day, my manager (Sean Ryan) proposed I join the Workplace team. He basically told me *“you worked at Microsoft before, so you must know SaaS (software as a service), go and take a look at this new product - It's like Facebook for the workplace.”*
 - I was certainly intrigued.....but then he added that I had to go “all in”, and leave everything else behind. He wanted a 100% commitment. I was not expecting that.
- **I honestly didn't know what to do. I was scared of losing everything.**
 - At that time, the Workplace team in London had a big & ambitious vision: *“they wanted to change how companies worked”*.
 - They had a product that a few Facebook employees were using
 - but they had ZERO customers. ZERO USERS.
- My first reaction was **“I don't want to go”**: I loved my job, I loved my team and I loved my partners. I could have done that job for 10 more years. I wanted to keep getting good reviews.
- But I realized it was an opportunity to do something that hadn't been done before. To go from 0 to 1.
 - At FB we have examples of people who embraced big bets: Deb Liu & Mobile App Ads, Chris [REDACTED] & I.org, Boz & Ads. It worked out ok for them, and for the company.
 - If Workplace was to fail, I could always go back to my old job, or join another team at Facebook.
 - Plus, failing hard seems to be OK in this company. it's one of our company values, written all over the walls of our offices around the world.

Last but not least, I heard through the grapevine that Mark really wanted Workplace to work...and I've always believed it's important to make our CEO happy (*and the COO too*).

3) Jumping in (with both feet)

- **When we started, selling and building Workplace was tough.**
 - When you have zero users, you do whatever it takes to grow, whatever it takes to have more users at the end of the day than you had when you woke up. It's war time, all the time.
 - When we started, I had to put my wife's company on Workplace, I even put my sister's company (a company of 3 people) on Workplace, just to see if it would work (*it did not*). No company was too small for Workplace. We grew inch by inch.

- On top of the criticism from our potential clients, some of our toughest critics came from within Facebook itself.
 - I don't know why but everyone at Facebook seemed to have an opinion about Workplace. Colleagues asked why we were creating Workplace in the first place. They said it was a distraction for the company, some predicted that it would never work.
 - Our own colleagues were shorting us, and it was not always fun for the WP team.
- Then one day, after a few months, the team came back with a signed contract, and a press release from RBS (a big bank in the UK, 120K employees), and we knew that we had a chance. *(Add Nascar Slide)*

And 2 days ago, we announced that Walmart, the largest employer on the planet started deploying Workplace to their 2.5M employees.

4) What I learned and why it matters: what's in it for you.

- There are countless opportunities at Facebook today that are undefined or risky.
 - We're still only 1% done and have big challenges ahead. We are investing in long term projects where we need feedback and support as we try, fail, and try again, in an attempt to redefine industries, for the better.
- [ask the audience: Who took a big professional risk recently?] So, if you're someone trying to figure out what to work on next, or considering whether you should take a chance, you should know the following:
 - When you step outside your comfort zone, you are guaranteed to grow both personally and professionally.
 - Sit with the discomfort and think about the opportunity.
 - Failing provides lessons both for you and those around you. Even if you fail hard, you can help other people in the company.
 - Remember we really do celebrate our failures here.
 - This company will support you.
 - With feedback. Everyone had an opinion about Workplace -- sometimes good, sometimes bad, sometimes really bad. We read it all, and took it all personally because we really wanted to build something our colleagues, and our clients would love. The feedback helped us a lot.
 - Colleagues will roll up their sleeves. On Workplace: people sent us leads (ex: Nicola/Easyjet, Zuck McDonald's, Sheryl/Delta). The SMB team sent people. The Security team helped win over CIOs. Some Engs moved to London. The support we received from our XFN colleagues was overwhelming. That's what FB employees do. They support each other.

5) What Facebook is doing/What's going to change at FB.

- Being bold in the next phase will mean raising your hands for new and hard things
- To help you do this, we will begin to share more regularly how we are progressing on our 3/5/10 year roadmap projects, but also on emerging ones – we are committed to sharing more about how we're doing relative to our roadmap — what's working and what we're learning — so you can find places where your skills and interests align with what we need, and how you can better support these projects

6) Conclusion/Call to action:

Building Workplace is hard, we are literally 0.01% finished...but because it's hard, and because we are trying to do something that no one has done before here, it's fun. It's a lot of fun. We love every minute of

the journey and I have zero regrets.

I am sure many people here are in the same situation I was in 2 years ago, so please ask yourself:

- **Am I optimizing for boldness or comfort?**
- **Am I supporting those who are being bold?**

As you wonder “What would you do if you weren’t afraid”? please remember that Facebook is a company that ALWAYS encourages, rewards and celebrates those who take risks.

2- Move Fast: Learn fast [Guy Rosen]

Value and what it means to me

- Hi, I'm Guy and I work on the Protect & Care team.
- I joined Facebook 4 years ago from a startup. When my friends heard I would be part of a larger company, they all said the same: from now on everything will be bureaucratic... inefficient... and mostly, you'll move slow.
- Boy were they wrong! I wish in my startup years, I'd have moved as fast as Facebook does.
- As most companies grow, they slow down because they're more afraid of making mistakes than they are of losing opportunities.
- Not so at Facebook. For us, moving fast enables us to build more things and to *learn* faster.
- This emphasis on *learning fast* as a core element of *moving fast* is something I was reminded of first hand this year, in our work on Live.

My story

- This was the first Facebook Live I ever saw. Ricky Gervais, from his bathtub, in 2015.
- At the time, Facebook Live was this niche product available only to public figures. They embraced Live's ability to create more intimate experiences with their audiences.
- In December 2015, we began to make Live available to anyone who wanted to broadcast. A month later, the Video team looked at the data and realized – we were on to something.
- Within a week, the entire video org re-focused on Live, and added 100 engineers to the 10 already on it. The team went into Lockdown, a time-honored Facebook tradition when teams work together to focus on a specific project for a period of time.
- Three months later, we announced a slew of new capabilities that took the market by storm: a video tab focused on Live, Live reactions, Live filters, Live doodling, replays of comments and more.
- By the end of 2016, we'd seen live broadcasts from all seven continents and even from space. Thanks to moving fast, Facebook Live was a success.
- But, with that success some painful use cases began to emerge.
 - In January of this year, the beating of a Chicago man was broadcast on Live.
 - In April, we had more tragic incidents, including a man in Thailand who broadcast the horrific murder of his 11-month old girl, and then took his own life.
- Keeping our community safe is a priority. We'd built safety features into Live from day one, and we were slowly improving them - but it was becoming clear that we had to do better. We had to learn fast, and move fast again.
- We started our own version of a Lockdown, this time dedicated to Safety on Live. This was a partnership across Community Operations, Product Policy and the product teams.
- At the time, it was my second month on the Protect & Care team. I had come from several years working on growth, where you work hard to connect the world and things mostly go up and to the right, and suddenly here I was dealing with real-world harm. It was intense, it was scary – but it has also been the most rewarding thing I've ever worked on.
- The turning point for me was when we realized Live was actually an opportunity - it's different than regular posts or videos where our goal is to keep bad content off the site. Live is in real time, which means if we react fast enough, we can have real-world impact. We can actually *save* lives!
- Firstly, we committed to hiring 3000 reviewers to improve response times
- Secondly, we worked around the clock on faster review times and better tools for reviewers
- Two months later, we exited lockdown having shipped dozens of improvements to our systems, including a new review tool with rewind, speed controls, reaction timelines, automatic transcripts and more – and even an AI system that flags videos to us before they're even reported.

- Here is my favorite result of the team's work: before Lockdown it would take us as much as 6 hours to get to Live videos reported to us. After lockdown: just 9 minutes.
- Learning fast helped us build a platform that can save lives. Here's an example.
- Earlier this month, a young woman in Brazil posted that she was going to take her life.
- Community Operations and our legal team escalated to local law enforcement, who sent firefighters to the woman's location for a welfare check.
- We later learned this was her fourth attempt at suicide. The officials were able to transport her to get the help she needed.
- The firefighters sent us this photo as a thank you for helping to save this woman's life. These are the stories that send a chill down my spine.

What FB is doing

- These examples are a reminder that our products bring people together, but as we have also learned, there are negative or abusive use cases. In the past couple of years it's become clear that when moving fast, we also need to keep our community safe.
- Recently we've built multiple Integrity product teams that focus on these abusive use cases. To keep us moving fast, we're creating several programs:
- First, we've created an Integrity Framework, which lays out how these teams collaborate across different problems and surfaces.
- Secondly, we're going to create an educational program to help teams think about abusive use cases and bake safety into our products from day one. We often talk about Product Sense as an important skill, knowing how our products are used by people. We need to develop a similar sense for how our products can be *misused*.
- Third, we will staff community risk assessment teams and will make it easy for people to help us discover where our products are vulnerable to misuse, similar to our white hat program on security.
- The common theme here is to ensure we can **Move Fast and Keep the Community Safe**.

What I learned and why it matters

- Moving fast and learning fast is hard.
- In January of last year, the video team had just wrapped up the half planning we all do twice a year, presented it and everyone was in full swing executing. When the data came in, it was clear we had to completely change our focus. That was hard.
- When we started the second Safety on Live lockdown, we were similarly heads down executing on our plans. But we realized we needed all hands on deck to keep our community safe.

What you can do

- We as a company can talk about moving fast and learning fast all day long, but it depends on all of you.
- Think about what you're working on now: what have you learned that you didn't know when you started?
- While you're moving fast, ask yourself: am I also learning fast?

3- Focus on Impact: Long-term projects [Schrep]

In the last Pulse survey, one of the comments was that “second only to Facebook, 'impact' is the word they hear most often at Facebook.” We talk about impact a lot, here.

“Focus on Impact” is an incredibly important value, but one whose meaning I've found has become commonly misunderstood.

This chart represents the essence of focusing on impact: it's being smart about identifying what parts of a project allow us to get at 80% of the value with 20% of the effort. Focusing on the essential features, performance, and quality first, and then thinking hard before going on to the next project. It's about avoiding the trap of diminishing returns. It's about making the best use of our time.

Facebook Photos is a good example of us focusing on impact. When it launched, Facebook Photos lacked most of the features of the other photo sharing platforms. Instead of spending time matching those features, we focused on the part of the product that allowed us to get at the most value with the least effort, the thing that mattered most: people. We knew that people often take pictures of other people, and then share those photos, so we focused on making that easier to do than ever with photo tagging and sharing. This was the most important feature - almost the *only* feature - in Photos, but it quickly drove Facebook to be the largest photo sharing site in the world.

This chart shows the results of a focus on impact. By constantly asking ourselves “what's the easiest way to have the largest effect,” our team has managed to deliver incredible results with fewer resources on tighter timelines than our competition.

We have become exceptional at this, and more recently, exceptional at measuring this. I remember when we used to ship new versions of News Feed without really understanding the impact on our metrics. Over the years we've developed detailed and highly tuned metrics, giving us a way to link even small changes to their impact.

This is where I think we've taken it too far. Our ability to measure every change in terms of its impact on key metrics has resulted in many of us starting to interpret “Focus on Impact” as:

“Focus on moving a well understood metric by the end of the half”

This is a big problem, and not just because it doesn't really fit on a poster. We need to fix this if we want to succeed in our mission.

Why? Because most of the important challenges and opportunities we have today can't be squeezed into 6 month projects. In fact, in the last few years, we've seen a shift towards more and more projects that are longer term. That's may be because success requires us to build new ecosystems, or because the project requires us to develop entirely new technology.

Thinking about long term impact isn't new. As long as I've been at Facebook we've focused on ambitious, long term goals Those long term ambitions and the engineering challenges they imply are what attracted me to Facebook, and the devoted focus on impact has made it easier to make the hard decisions required to achieve them.

For me, a great example of this is from 2011. At the time people were rapidly moving from the web to mobile, and iOS was the largest mobile platform. We were mostly a web company, and had built an iOS app

that was essentially a web app running in a container. As we were adding features, our app quality and performance was steadily declining. People weren't happy, and we were quickly falling behind. Our efforts to make this approach work had clearly hit diminishing returns.

We had to take a different approach.

So we decided to completely re-write our iOS app from scratch, ditching the web view and using native code. This project was codenamed Wilde. We figured that people liked Facebook, they just wanted an app that worked. We figured we could have the most impact with a focus on performance and reliability, *not* new features.

This wasn't a quick fix. Over the course of *three PSC cycles*, the team put all their effort into the rewrite, and only released absolutely critical show-stopper bug fixes for the existing version. To put that in perspective, imagine if I told you that from now until the end of next year you couldn't ship a single new feature on mobile!

Oh, and this was in the middle of our IPO, so it's not like there was any public scrutiny on us or anything.

But when we shipped Wilde in 2012, it had buttery smooth performance, great reliability and reviews skyrocketed. People on Facebook started to quickly shift to mobile. This one project became the foundation on which we built our successful mobile business.

There are tons of examples of us successfully investing in longer term projects that are critical to our business:

- HHVM
- Putting Ads in Feed
- Sparse Neural Nets for ads optimization and Newsfeed ranking
- Stopping all on ads interfaces for a rewrite

Reflecting on these projects, it's clear to me what made them work: thinking about long term impact while measuring progress against short term milestones. Each team had a clear vision of how they'd provide impact in the long term. They had a clear set of milestones that would indicate in the short term if a team was focused and executing well. They also had leadership who could clearly communicate why investing in the long term was so critical.

To shift to a focus on long term impact, we need to take these attributes and scale them across the company.

How are we going to do this?

- We're going to make sure we use the full range of assessments to reward progress during the PSC. We know many teams are already doing this, but for those that aren't, this means you can get high ratings for interim milestones before a product has shipped. We are going to use the examples from projects that worked to build a toolkit for managers and teams to better manage and run long term projects, so people get full range of credit at all phases of the project. We'll leverage years of work from many teams, for example infrastructure has a well honed "Big Bets" framework.
- As Mark said, for projects that are particularly important but high risk, we are going to experiment how we evaluate them in the PSC process. He will identify a small set of projects in Q1 and share them with you.
- Finally, for teams working on six-month cycles, nothing will change.

- These changes will be rolled out during the Q1 PSC.

While PSC is one part of the equation, to make this work we need everyone's help to keep a focus on long term impact. A lot of the time longer term projects are met with strong resistance. For example, during Wilde, many product teams were negatively impacted by not being able to ship new features. Pressure to sneak features into the existing app, or add them to the rewrite was *intense*.

It's also easy to be critical of long term projects where it's hard to predict the impact on our existing metrics or products. Some of our most valuable technologies, like React or Hack, were really quite unpopular when they were just starting out.

This is a natural reaction that we all have to work against. Personally, I can remember five years ago I was skeptical of our investments in computer vision. Fast forward to today, and our computer vision platform is used by more than 40 teams, is a critical component to many products including accessibility and VR, and is responsible for reporting and downranking 90% of the spam and pornography uploaded to Facebook. It's hard to imagine where we'd be without it.

So I need your help to make sure we give these projects the time and space they need to develop. It's up to each of us to remember that impact is about making the best use of our time to deliver results that are meaningful to our business — and those results can take lots of different forms — fixing bugs, developing a team, building client relationships, hitting milestones, learning from failure, and shipping products. However, the one thing they all have in common is making Facebook better not just in the next 6 months, but in the long term.

This is the way I think about our value of focusing on impact, and the way I want you to think about it when you see the poster. Not what you can do within a six month timeframe, but the big picture. You want to ask yourself: ***“Am I working on something that has a meaningful impact on Facebook's long term mission? Am I making measurable progress?”***

And now I'd like to welcome Maxine to talk about being open.

4- Be Open: Diversity + identity [Maxine]

Julien, Guy, and Schrep just talked about the first cultural areas we're focused on: being bold, learning fast, and focusing on impact in the long-term and progress in the short-term. Sheryl and I are going to talk about the foundation that underpins this culture: a supportive and diverse community. Without a strong foundation of community, our ability to work on the hard stuff together falls apart.

Value and what it means to me

'Be open' is a fundamental value at Facebook and is more important now than ever. When this company began, and even when I started only four years ago, it was a simpler place. Now we have data centers and offices in 57 cities around the world and more than 20,000 employees from all kinds of backgrounds. Diversity is the norm now rather than the exception, and that improves our ability to have better results but it also challenges openness to the core. This is a complex place, and let's face it, we're an intense bunch we can be passionate about our beliefs and positions.

When people are confronted with difficult issues, it is normal to become uncomfortable and to either retreat, or to attack, but no one has ever grown from either of those approaches. We grow from engagement – especially when we risk our comfort to engage. Growth, not comfort, is the promise of openness and without it, we all march in place.

My story

Last summer when Philando Castille was killed by a police officer in Minnesota as he sat in his car with his family, it would have been hard to be in America, to work at this company (whose Live video product streamed much of it), and not experience intense emotions. Corey [REDACTED] posted in the internal Black@ group that he had several colleagues and managers acknowledge and begin conversations with him about the murders of Philando and others, which was, he said, "a very big deal" and "meant something." A couple of weeks after the killing, Corey started an internal group called the "Allyship Working group" where a diverse group of folks get together to address topics like "privilege" or "fear". As the group admin, he set some rules. He said "This is, first and foremost, a space for learning. By joining, you acknowledge that we all have diverse experiences and perspectives that get a fair place here." Corey, and all the people he interacts with are getting right in there and making openness work to approach understanding.

If you have attended my New Hire Orientation session, you would have heard me say that at Facebook, we are betting on openness and diversity in a big way, but I also am clear that these will only be allowed to deliver on their potential if we follow three norms (1) assume good intent (2) be respectful in communicating our views and (3) be forgiving. Every week I ask the audience to guess why someone like me, growing up on a tropical island surrounded by beautiful warm Caribbean sea would choose not to go swimming often. The answer usually comes after tons of guesses, which oddly always begin with "Sharks!" It's the simple yet complex fact that my very curly hair takes a long time to detangle once it's subject to salt water, and shampoo companies do not focus on developing products for curly hair. One day as people tried to guess, a guy at the back of the room put his hand up and insisted he knew the answer. To everyone's shock he shouted out "its because you are black and black people sink when they get in water because your bone density is higher than normal."

You know when you have those experiences when you are watching yourself and you literally don't know what your self is going to do?! I was like "oh yeah self, this is gonna be good!". First it was the shock, then the sadness and annoyance that crazy eugenics theories are still out there suggesting black inferiority. Here I was trying to give a simple story that showed how open I could be about who I was, and my coworker, on his day #1, decides to challenge how we manage openness to the core. It is literally when people's

opinions are furthest from your own, when they are in conflict with what you see as fundamental, that being open to them (both the people and their views) is hardest.

What I learned and why it matters

The first principle in managing all of this -Presuming good intent - is fundamental, and arises in all kinds of situations. As offensive as that comment was to me, I could also tell that it was said with absolutely no intention to offend. He had bad information. I had an opportunity to correct him, and I did that respectfully. We worked through the discomfort, discussed it and moved on. This is not a common situation, thank goodness. In most cases it is easier to assume good intent especially when we see the good work people are doing across the company. This matters most in relation to people you don't know.

When we have a question about a product, we can ask it with the assumption that the team might have thought of the issue we are raising. Words like, "you likely considered this..." go a long way. In the difficult situation when someone says something we find offensive, assume that our colleague did not mean to offend. Starting with: "You likely did not mean what you said to come out this way, but..." gives people space to recognize that they might have unconscious bias. And we all have bias.

What Facebook is doing

It's because we know we each have our own biases that we created the managing unconscious bias training. Take it. You learn about yourself and you understand others better. It's a win win. We have a Be The Ally course to help us all get better equipped at building our community by being there for each other. Whoever you are, you can learn how to be a better colleague and advocate for others. Managing Inclusion is the third in the suite of offerings that teaches us how to better manage diverse teams, and we're now done piloting this and ready to make it available to all of you.

In addition to addressing bias, we're focused on building a strong feedback culture. At the core, openness is about talking to each other. Every day. Real talk. It's about appreciating the goodness around us, and it's also about being clear and honest when things aren't working. This is hard, and it's particularly hard at scale. To help us all build this muscle, we're developing a new class called Feedback at Facebook, which we'll pilot later this half. The goal of this experience is to expand people's mindsets, skills and comfort in giving feedback...about the small things and the big things.

None of this is easy and it's really tiring, especially if you feel like you bear the burden of explaining so much. But this is the price of progress. When we give up on the work of understanding, when we lead with judgment, when we choose to shut down rather than to open up, we build walls, not wisdom.

What you can do

We can only build stronger communities in the world if we are willing to get up close to each other, to open ourselves up, to *really* talk to one another, to celebrate our diverse community and to grow together. We each create this space to be open by assuming good intent. It's equally important to be respectful, and to be forgiving. These are things that each of us needs to practice every day, to build our community and to become our best, most open selves. So when you find a conversation turning uncomfortable, ask yourself, "**Am I assuming good intent?**" That is the very best place to start.

And with that, I'd like to introduce Sheryl...

5- Build Social Value: Supportive community [Sheryl]

as Maxine said – need to build a supportive community in order to support our long-term work

- this is what allows us to take risks, fix problems, and place big bets

close today by talking about our final value – build social value

- yes, one people most often forget – maybe less catchy than “move fast”
- always something Mark and all of us care about deeply

more important now than ever

- because of challenges we’re facing as a company and seeing in the world
- but also because – at heart of our mission

as Mark said - we are focused on building community for the 2B people on Facebook

- can only do that if we build supportive community here
- think of it as dogfooding our mission

relationships we have with each other – as partners, as colleagues, as friends – what many of us would call our #FBFamily – are critical

- these relationships power us as individuals and as a company

how we support each other – whether we strengthen or harm these relationships – directly affects our ability to execute on mission

- see this every day

in preparation for this All Hands I posted to Employee FYI

- asked examples – you felt our community at its best and worst
- so many responses – thank you:

Valerie [REDACTED] trapped in apartment – Hurricane Sandy without contact for 3 days

- her FBNY family – with her parents – literally rescued her

Will-Glory [REDACTED] shared that

- when 1,000 people assembled in Hacker Square
 - mourn murders of Philando Castile and Alton Sterling
- she felt that she worked in a place where black lives matter

Fosco [REDACTED] [PRONUNCIATION] posted in MPK Social offering lunch with a Trump supporter – himself

- 30 lunches later
 - says it was incredible experience, and we have a lot more in common than you’d think

Vicky [REDACTED] told – team dinner one night – challenges of meeting women to date

- and how her parents had not spoken to her since she came out
- her team insisted on going with her to a lesbian bar after dinner

these examples – just a few of the ways we support each other when we bring our whole selves to work

- show how we create a sense of belonging – the thing that defines community

one of biggest takeaways from our work on Groups – how much time people spend nurturing successful communities

- we have to do the same with this community

as we scale

- more people, more threads, more opportunities to misread the signals
- know people less well – or not at all
- means it's harder to maintain strong and supportive social bonds
- but this is when it's even more important to offer support, not less

stories I shared show we're good at supporting people on personal challenges

- but not as good at supporting people outside of our core team on work
- sometimes when a product is launched – tear into our colleagues publicly
- sometimes we don't treat each other with deep respect

from day 1, Mark set an open culture here – so I know we can raise the debate without silencing each other

- we can keep asking each other the honest questions – without being hurtful
- we can keep giving each other real – and sometimes hard – feedback
 - do it way builds stronger relationships

3 things we can all do to build social value within FB

First, we can assume good intent

- repeating what Maxine said on purpose – because this is critical
- when you have suggestions on a product, on a benefit, anything – assume good intent

Second, make it constructive

we can be particularly hard on each other in Facebook company groups

- heard from team leaders who spent days dealing with a post that questioned someone's motives, people who won't comment on internal threads for fear of the response
- when we cut down others who are working on hard problems or risky projects – it gets harder to get talented people to work on those projects, which compounds the problem

when you have feedback, keep giving it – but not always in front of the broadest possible audience

- give people the respect of telling them directly when it's appropriate

applaud each other not just for coming up with problems - but for coming up with solutions

- what we praise each other for is what we will do

12,000 active Groups on FB

- this half we're focusing on supporting the behavior we want to see in these groups:
 - guidance to help everyone engage in respectful and constructive dialogue
 - pinned to the top of groups and shared for everyone at Facebook to refer to
 - support and more training for group admins

longer term – Workplace team exploring product functionality to keep groups safe and supportive

- take what we learned internally and ship to our clients too
- we all need to migrate to Workplace to make this possible
 - if you haven't already transitioned, please join the other 80% of the company who have

Finally – put this community first

- orientation – ‘this is your company now’
 - remember “your” is plural as well as singular
- we are at our best when we don’t just work to hit our own goals – but we work to help other people achieve theirs

this past half, eng team piloted “org contributions” – reward people for helping others achieve their goals

- starting in Q1, going to ask org leaders to define areas where they need help from others
 - things like mentoring, interviewing, leading Facebook Resource Groups such as Women@, Veterans@, etc.
- put them into calibrations so that when we evaluate ourselves and others, helping each other is an explicit part of those ratings

So as you leave today, ask yourself: How can you build social value here?

- pitch in and offer to help – even and especially on hardest projects
- take the bets that might be good for company even if personally daunting
- ask yourself if your work and your actions are growing and strengthening relationships

Wrap up

Eric [REDACTED] our FB colleague

- has been at the company for 8 years
- battling a brain tumor
- wrote amazing post a few weeks ago

shared “The Secret” of how to be successful here

what was that secret? Being a supportive colleague

- As he wrote, “For me, The Secret was always about collaboration. I never thought I was the most brilliant person on my team, nor did I invent any world-changing new technologies. But everyone who’s ever worked with me knows that I could always be counted on to listen, learn, and share what I know, whenever I was able to. Or find the right person if not.”

time is precious for everyone – especially for Eric – took the time to pen this for all of us

Eric – I join everyone here in thanking you – service to FB and this contribution

- imitation best form of flattery – strive to live up to your example every day

ask everyone else here to do that – and to live our values every day