Tennessee v. Meta
Case No. 23-1364-IV
PX-01480

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Your self-review and feedback about you can be downloaded for personal use but please use judgment and be mindful of any confidential projects that may be mentioned.



Adam Mosseri
Head of Instagram @ London, GBR
2023

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Performance Review



Chris Cox • Chief Product Officer
Submitted 2023-08-23

Rationale for the performance signal Adam received.

[not answered]

How is Adam's impact tracking relative to their role and level so far this year? Include impact achieved, progress against business goals, and contributions to building internal community as part of the impact assessment.

[not answered]

How well is Adam exhibiting behaviors that are expected for their role and level?

[not answered]

How well did Adam support their team and enable them to achieve impact?

[not answered]

Next steps on how Adam can increase their impact and which skills they can develop or improve this year.

[not answered]

2023 Mid-year Process Calibration Notes

Performance Signal
Significantly Above Expectations

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2023 Year-end Ratings & Promos Calibration Notes

Rating
Not Filled Out

Self Review



Adam Mosseri • Head of Instagram
Submitted 2023-07-03

What impact have you achieved so far?

Include progress against business goals, contributions to building internal community, and impact achieved. For Engineers, the Project Impact axis may be described here.

Overall, Instagram had an amazing half. Sharing, messaging, engagement, growth, and revenue are all at all-time highs, and we see both meaningful contributions in our backtests and tailwinds from good decisions from previous halves. All of this happened despite cutting the team by ~13%, which is roughly double the size of the cuts we made in H2 2022. The one important soft spot is teens in developed markets, but I'm incredibly proud of what we accomplished this half.

What are the skills/behaviors that led to the outcomes/impact achieved, including work on efficiency? Identify 1-2 Meta Skills or Levels & Expectations. For Engineers, the Engineering Excellence, Direction, and People axis may be described here.

I believe that the main factors that led to our progress were a solid strategy, effective leadership, and enough room for teams to develop new ideas. We did not mistake our execution errors in the second half of 2022 for a strategic mistake, and remained dedicated to reels and recommendations. Our functional leaders stayed on top of execution, despite the workload that came with our layoffs. Additionally, we intensified our focus on conversation starters within messaging and remained patient with Notes, which were shipped and drove more teen sessions than the entire Relevance team.

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Adam Mosseri • Head of Instagram
Submitted 2024-01-08

Highlight your impact relative to goals and expectations. Your mid-year self-review will be included in the year-end review process. Because of this, focus on impact, progress, and results achieved since then. Include contributions to efficiency initiatives and building internal community. If axes are applicable for your role, you can include them here.

2023 was rough, but I believe I was involved in shipping more impact than in any year of my tenure at the company. There is a lot more to do and to be concerned about, but high level it was a phenomenal year.

My intent was to double down on what was working, like Reels and recommendations, and make at least one new thing work. Looking back I'm happy about the progress on both, particularly with Threads and Notes turning out so well.

My specific goals were to (1) stabilize teen growth, (2) grow Instagram's relevance, (3) close the gap between reels and the competition, and (4) sustainably grow active creators. I missed on (1) but made progress I'm very proud of there. We did remarkably well on (2) and (3), and I missed on (4).

MAP is up 11%, DAP +15%, messages +26%, total time spent +34%, revenue +37%, likes/DAU +37%, comments/DAU +12%. Every top-line key metric is up. This is driven by strong work shipped from 2023 *and* good decisions from previous years, like consolidating ranking teams and making space for more creativity.

Teen growth in developed markets, though not yet healthy, is looking up and has stabilized in roughly half of those countries. MAU continues to fall, but we we have a credible path to stabilize for the first time.

I am also very proud of the team I've built. We have a strong concentration of talent, particularly in PM, DS, design, and engineering; they are lean mean teams. We've also exported a fair bit of strong talent, while maintaining a high level of execution and results.

Share 1-3 strengths (work you most enjoyed and excelled at). Use the Meta Skills or Levels & Expectations as you reflect on your strengths.

I believe my strengths lie in communication, talent attraction and retention, and problem-solving, and I rely on these skills every day to perform my job. There is always room for improvement in each of these areas, and I am eager to continue growing and enhancing my abilities. The type of work I find most enjoyable is structured differently. I feel the most fulfilled when I have the opportunity to collaborate with individuals from whom I can learn, especially when it involves creating new products and technologies that excite me. Although this type of work does not make up the majority

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of my time, I was fortunate enough to engage in a significant amount of it last year, particularly with Threads, and for that, I am grateful.

Share 1-3 areas you want to develop or improve. Use the Meta Skills or Levels & Expectations as you reflect on your development or improvement.

Here are a few things I'd like to focus on, though this list it not yet comprehensive.

1. **Leveling up my staff.** There's a gap in seniority between me and my staff, which I'd like to close. I'd also like to continue to built more trust between them.
2. **Leveling up our execution.** We do good work, but not enough great work. It's too easy to spot basics that we should be doing better, particularly when looking at work across org lines.
3. **Making space for creativity.** I worry that, particularly as we scale and dial in execution, we often make less space for creativity from the working teams to the most senior leadership roles.
4. **Going deeper in a few places.** I think I can do more good for the teams by being deeper in ~three areas, and being less involved in everything else.

What new experiences do you want to have, and/or what career goals do you want to work toward? This could include developing new skills, moving teams or roles, becoming a people manager/individual contributor, or taking on a new project.

I get a lot of energy from getting out there in the world and spending time with people outside the company, both those who heavily use our platforms and those who don't. I would like to do more of this in 2024, building relationships with interesting people from whom I can learn and spending more time with creatives who rely on Instagram.

Feedback About My Manager



Natalie [redacted] - Director, Strategy & Operations, Instagram
Shared with Adam • Submitted 2023-06-27

What are 1-2 things Adam is doing well? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

1. **Focus and prioritization**

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Adam has led the Instagram team in doubling down on our focus and prioritization at a time when high-priority projects like P92, Gen AI, Creator GTM, and ongoing central youth efforts require both his time, and the time and resources of our teams. Of particular note was his early focus ahead of the teams and other leaders with Project OES, to review OES impact, dependencies and contingency plans to our highest priorities, when the company and our teams were still focusing on targeted reductions and spans/layers.

1. **Scaling his leadership**

For the past year, Adam has continually focused on delegating his leadership to his direct reports and skip-level product VPs to empower his team and scale his leadership in the way of decision making and DRIs. This has been felt by his directs and PG leads, as well as across the business functions such as the creator GTM.

What are 1-2 things Adam could be doing better? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

Adam continues to be pulled in at the cross-company level as well as on Instagram. When he is working on cross-company initiatives, I encourage Adam to continue sharing and communicating what he's working on, how it impacts the company, and how impacts the instagram team as this has been well received among his leadership team, and we can focus on doing the same for our wider PGs.



Jenni Romanek • VP, Head of Analytics, Instagram
Shared with Adam • Submitted 2023-06-29

What are 1-2 things Adam is doing well? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

- Adam continues to transparently communicate context to me, his directs, and the broader Instagram org, enabling the right work and prioritization to happen. This is something he's done well as long as I've worked with him. In 2023, he's also been transparently sharing his weekly priorities with his leadership team, which has given me a lot more visibility into where he's spending time and what he cares about.
- Adam rolled out our refreshed Instagram mission to inspire creativity that brings people closer, which has landed well and provided shared clarity about what success looks like.

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- Adam provides the autonomy I need to do my job well, but I know he's always available to talk through thorny problems and he provides clear guidance when I raise issues.

What are 1-2 things Adam could be doing better? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

Adam knows, I'm passionate about better activating pillar leads. A few ideas:

- Clarifying the role of pillar vs. PG leads/what we need from pillar leads. Some pillar leads expect to be decision-makers on more things. It would help if we transparently communicated where we expect decision-making to be tops down and why.
- Reinforcing we expect that group to proactively raise problems. Following RIFs, many folks are operating as though their teams' existence depends on showing short-term wins. I don't think the answer is blanket affirmations, but rather being transparent that we will periodically look to restack talent and focus areas.



Max Eulenstein • VP, Head of Product Management, Instagram
Shared with Adam • Submitted 2023-06-30

What are 1-2 things Adam is doing well? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

- **Vision.** We've gone back and forth on the precise wording for the mission statement, but the over the past 2 years, Adam has been consistent about the core idea of connecting over content, and building at the intersection of entertainment and friends. I think this is well-internalized by the team at this point, and you see it reflected in the ideas that the team generates across Reels, Friend Sharing, Ranking, and even in areas like Explore redesign.
- **Prioritization.** I think this has improved meaningfully in the past 12-24 months. Adam has been extremely clear about our focus on teens. This, combined with a more concise set of topline metrics, and more consistency in our stated product priorities, means that we're a more focused organization and individual teams can make better decisions about what to focus on.

What are 1-2 things Adam could be doing better? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

- **Narrowing and going deep in some areas**. I think Adam could have more impact by

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doing deep in a few IG areas, e.g. Reels differentiation. Adam is increasingly putting his energy towards areas like x-family Creators and x-meta Youth, but there's opportunity for him to push hard in some pockets of Instagram where has a strong POV on direction.

- **Balancing simplicity with exploration**. As an organization, we've shifted towards more exploration by lowering our testing guardrails and introducing more labs teams. We still need to figure out how we balance this positive change with a focus on simplicity.

N **Nam Nguyen Engineering • Head of Engineering, Instagram**
Shared with Adam • Submitted 2023-06-30

What are 1-2 things Adam is doing well? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

Adam led us through OE in the best possible ways. He prepared us well on many things related to OE (span & layer, XFN ratio, locations, growth, priorities, ...) As a result, many of us had proper time to consider and plan for different options for the changes. In addition, Adam's decision on London was a difficult but right decision, and I appreciated Adam to standing behind such decision.

As challenging as it has been for Adam to lead from London, he continued to be involved in product and business decisions. He gave the team feedback on direction, strategy, roadmap, ideas, ...

With IG leads, Adam also spent adequate time with the group. He travelled to SF/NY and facilitated offsite and in-person gathering with the group. Thanks to Adam's guidance, we have come together as a more cohesive unit this year.

What are 1-2 things Adam could be doing better? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

We still have a few suboptimal situations with some of our key senior roles in the org, and I hope Adam would help raise the urgency or help with the solutions. For example, Tanya being IGB PM lead has not been the most optimal arrangement for IGB/IG/ABP.

On Process Efficiency (part of Meta's Move Fast), I'd love to learn more about our plan, approach, and milestones. I am working with IG Privacy Review Move Fast, and I'd love to see how we can help there.

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Kristin Hendrix • VP, Head of Research, Instagram
Shared with Adam • Submitted 2023-07-11

What are 1-2 things Adam is doing well? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

So sorry this is late - between VPN issues + COVID, been a doozy of a couple of weeks!

- Adam's worked really hard to build connection between the IG Leadership group, and we've gotten a bit closer over the past half
- consistently does a great job relaying relevant info to the IG Leads group (eg, context from small group) - transparency is a major and appreciated strength
- has lead some critical cross-Meta initiatives for creators, youth, and Threads
- lead the org through changes never before experienced by Meta with compassion and empathy (eg, the April and May layoffs and restructuring)
- has identified and embraced areas where he can "lean out" so other leads can take the reins and lighten his load a bit
- breaks through roadblocks like The Hulk

What are 1-2 things Adam could be doing better? Consider how they supported both you and the team, and how they enabled the team to achieve impact.

- continue to invest in IG Leads group cohesion and inclusivity
- there are some areas where even more directiveness might be necessary (like youth strategy) given that functions are necessarily bringing each other along with their objectives, target audiences so it's felt a bit slow, reactive, and disjointed
- personally, would love to get Adam's mentorship in the coming half on ways I can expand my own toolkit and influence to lead strategically beyond research

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Max Eulenstein • VP, Head of Product Management, Instagram
Shared with Adam • Submitted 2024-01-02

What are 1-2 things Adam is doing well? Consider how they supported you and enabled the team to achieve impact.

- **Prioritization.** I said this in my last round of feedback, but I think it's worth

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repeating: Adam has helped the Instagram organization focus and it's leading to better results. Adam has been extremely clear about our focus on teens, and helped us maintain a shorter, more consistent list of top priorities. Adam has consistently pushed for hard trade-offs to achieve our goals and been willing to accept the consequences, e.g. pushing for more original content even at some cost to engagement.

- **Pushing for excellence**. In the last few months, Adam has asked the Instagram org to "step up" and aim to win rather than just do good work. I've also seen Adam take a harder line with his staff on holding the right bar for people, e.g. up-leveling our Communities XFN team. I think this is a really positive message that will increase the chance that Instagram wins.

What are 1-2 things Adam could be doing better? Consider how they supported you and enabled the team to achieve impact.

Overall, I have a lot of confidence that Adam will put Instagram on a winning trajectory. Two areas where I think Adam could be uniquely impactful are:

- **Messaging**. Instagram's messaging product will have a major impact on teen usage, and therefore our chances of winning with teens, over the next 5 years. We need to close gaps on messaging data usage for ranking, group messaging, and PREQ to compete effectively, but we haven't made material progress on any of these issues in 2023. Adam is uniquely positioned to help push for better execution because there are three top-level product groups are involved (Instagram, Messenger, and Family Foundation).
- **Emphasizing craft, simplicity, and long-term thinking**. Instagram has shifted towards a higher velocity of product tests by lowering our testing guardrails and introducing more labs teams. We are also supporting a higher number of integrations (threads growth, FB app growth, meta verified growth, etc.) and dealing with real revenue/engagement commitments that occasionally lead to clunky product executions. Adam is uniquely positioned to help us find the right balance and hold the line on shipping lower quality experiences that might achieve a short-term objective, but compromise our long-term brand/market position.



Jenni Romanek • VP, Head of Analytics, Instagram
Shared with Adam • Submitted 2024-01-08

What are 1-2 things Adam is doing well? Consider how they supported you and enabled the team to achieve impact.

- Adam is a strong communicator. He's very transparent with his leads, equipping us

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with the information we need to do our jobs effectively and prioritize properly. It's been a huge help to get weekly visibility into what he's prioritizing.

- Adam is an unparalleled product and strategy leader. He can give thoughtful, nuanced feedback on almost any topic, and I've learned a lot and significantly upleveled my product thinking through working closely with him. One thing Adam is uniquely skilled at is contextualizing his feedback within a broader landscape. He pays close attention to what's happening in the world through many different angles -- what's happening globally in politics, government and legislature; what's happening in the economy and various business sectors; what's trending culturally and why. There are very few people who can retain as much information, knowledge and data as Adam. I'm not sure how he does it, but it makes him incredibly effective.
- Adam continues to provide me with the autonomy I need to do my job well, but he's always there to help when needed. For instance, when I escalated to Adam concerns about our 2024 GPU allocation shortage, he amplified the message to key leaders in a way that significantly strengthened it, even dialing in from PTO to ensure the impact of GPUs on engagement and revenue was well internalized.

What are 1-2 things Adam could be doing better? Consider how they supported you and enabled the team to achieve impact.

Adam has been intentional about how he's spending and focusing his time, and I would encourage him to continue this intentional prioritization. A lot of people want things from Adam that aren't the best use of his time (e.g. speaking or doing a Q&A for function X's offsite, weighing in on product decision Y that a team emailed directly to Adam even though it should go through his leads).

An inspiring message from Adam to the org has been, "we're good in a lot of areas (2nd or 3rd place in the industry), but not excellent (1st place) in any." One thing that could be valuable is clarifying a POV on what we most want to best at (e.g. recs? friend sharing? the intersection of those things?).



Ashley Alexander • VP, Head of Product Management, Instagram
Shared with Adam • Submitted 2024-01-08

What are 1-2 things Adam is doing well? Consider how they supported you and enabled the team to achieve impact.

- **Puts pressure where things aren't going well and holds us to high standards**: Adam is good about calling out areas that aren't going well and pushing us and the

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broader team to perform better. Even if things are going well in terms of topline trends (e.g., as they were with overall IG engagement this half), Adam makes sure we don't take our eye off the ball of where the puck is going (e.g., lots of urgency around DM teens concerning trends). Adam also pushes for more excellence culturally (e.g., via his talk track of our performance being "good" but not "great", pushing for better tech<>biz collaboration).

- **Really cares about and looks out for his people**: I have an immense amount of gratitude for how Adam has managed me, particularly in this past year when I made the huge life transition into motherhood. I found the transition to be challenging for various reasons (fertility challenges, choosing to breastfeed exclusively for the whole first year), and I can't think of many places I could do it in the way I did with such a high intensity job. This is truly in thanks to Adam for being really supportive, particularly in giving me flexibility on how I approach the job as long as I deliver the work (e.g., starting the days early, taking a break for kid bedtime before logging back on). This is just one example, but I've seen time and again how much Adam really cares about the people he supports.

What are 1-2 things Adam could be doing better? Consider how they supported you and enabled the team to achieve impact.

I still don't feel I've quite nailed engaging Adam in the best ways when it comes to decision-making. To that end, one thing I found really helpful this half has been having visibility into Adam's individual priorities to guide where we involve him more (e.g., via his personal Adam tracker list, in 1:1s), so would love to continue that in the new year, and also very open to any and all feedback on what I can do better to make sure the teams and I are engaging him in the best ways!



Natalie [redacted] • Director, Strategy & Operations, Instagram
Shared with Adam • Submitted 2024-01-08

What are 1-2 things Adam is doing well? Consider how they supported you and enabled the team to achieve impact.

Leadership and accountability

Balancing the growth and demands of Threads including the dynamics of the Threads PG leads with Sharing, and pushing the teams while remaining nimble, has been a huge strength and testament to Adam's leadership this year. It's been inspiring to see Adam demonstrate his adaptability, accountability and ability to inspire the teams through execution

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What are 1-2 things Adam could be doing better? Consider how they supported you and enabled the team to achieve impact.

Continued focus on scaled leadership and reduced redundancies

Adam continues to focus on this and we are at a great moment of scaled leadership and reduced redundancies through ownership and decision making delegation. As we move into 2024, a continued focus on this as we move into our next round of org changes will be a good push for his directs

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Brett Westervelt • VP, Head of Instagram Design
Shared with Adam • Submitted 2024-01-08

What are 1-2 things Adam is doing well? Consider how they supported you and enabled the team to achieve impact.

1. **Encouraging an ownership mentality** – For Instagram and now Threads, Adam models taking ownership and responsibility for the entire outcome, even if key areas aren't fully in his direct responsibility. He builds relationships and leans in to make sure what needs to happen, happens. I've seen this filtering down to the rest of the Instagram team and it's helping people live out what we've long talked about here – that nothing at Meta is someone else's problem.
2. **Working efficiently** – Adam's helped the Instagram team figure out how to get a lot done this year in an efficient way without sacrificing craft and quality. Adam does a great job laying out what's most important and ensuring we put our best people on those things, even if that means moving people or working across org lines. He gets in the detail to an appropriate level without micromanaging.

What are 1-2 things Adam could be doing better? Consider how they supported you and enabled the team to achieve impact.

1. **Vision drumbeats** – Adam is great at articulating what we're working on and why it matters, but I think our team needs to hear that vision in a simpler, more repetitive way so that they really internalize the 1-2 things that are most important.
2. **Working out strategy together as a leadership team** – We can tend towards dividing and conquering as a leadership group because there's a lot to do. I think we'd benefit from spending more time on Instagram and Thread's overall strategy, together.

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Kristin Hendrix • VP, Head of Research, Instagram
Shared with Adam • Submitted 2024-01-08

What are 1-2 things Adam is doing well? Consider how they supported you and enabled the team to achieve impact.

1. Adam **leads with empathy** - when my mom went on hospice, he encouraged me to take time away and not worry about work and was incredibly supportive when she passed away. I never felt like I was dropping the ball or putting burden on others by being out for a few days.
2. **Gives actionable feedback** - I've taken to heart his feedback about seeing the forest and not getting caught among the trees.
3. **Cascades senior leadership discussions** as appropriate - eg, shares relevant small group context to help leads do our jobs effectively.
4. **Committed to cohesion** among leads group (but still finding our footing here).
5. **Resilient** in the face of press, leaks, mischaracterizations of how we operate and set strategies. His leads strive to emulate his "onward" mentality in the face of challenges.

What are 1-2 things Adam could be doing better? Consider how they supported you and enabled the team to achieve impact.

1. **Building cohesion among IG Leads group** - both among tech leads and tech-business leads. Leads group feels somewhat disjointed/siloed/incohesive. In our efforts to divide workstreams among us for the sake of efficiency, this often means not all leads are brought along and then we're backchanneling with each other to figure out what we missed.
2. Even **more clarity/directness around expectations/preferences throughout an initiative**. Sometimes either a) teams are guessing what Adam's expectations/preferences are because they haven't been explicitly communicated so that causes a lot of backchanneling and games of telephone so the team doesn't burn cycles developing a proposal that doesn't meet the parameters or b) Adam feels he's been clear/direct about his preferences/expectations, but the team doesn't necessarily feel that way. Recent example is around Appearance Comparison and associated topics. Adam's feedback in a recent review felt new to a lot of folks on the team.
3. **Somehow devoting a bit more time to his leads crew**. We all understand how busy he is, but sometimes we go long stretches without 1:1s and then it means the next one is jam-packed (and exhausting for both Adam and the report). This may not be feasible, but happy to help brainstorm options.

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N **Nam Nguyen Engineering • Head of Engineering, Instagram**
Shared with Adam • Submitted 2024-01-08

What are 1-2 things Adam is doing well? Consider how they supported you and enabled the team to achieve impact.

A few things Adam did quite well in 2023:

- (product) Adam continued to steer IG to focus on the key priorities, especially with IG Teens Growth and Threads. Such consistency and repeated drum beating helped make things easier for all of us to collaborate and prioritize.
- (culture) Adam has recently challenged us to not settle for second best or good enough. Rather we should aim to be exceptional and the best at something relevant.
- (people/org) Adam pushed for a few of us to discuss about weak links within / across our org, most recently IG Communities, and forced us to raise the urgency and come up with options to improve the org.
- (IG-wide communication) through such events as all-hands and Q&A, Adam and IG leads have regularly updated the org on many things going on around Meta and progress, issues, and changes with IG.

What are 1-2 things Adam could be doing better? Consider how they supported you and enabled the team to achieve impact.

A few specific areas I'd love to have Adam's attention:

- (talent review) same as with IG Communities, my observation is that we have blind spots in our org in key areas, whether with ENG or with XFN, and I'd love for Adam to continue making the push on this to all of us. Please work with Adana (HRBP) to keep this going.
- (MSGR/IGD & E2EE) there remain many gaps between our expectations (from IG product team) and MSGR & E2EE leads (to Rish and team on PREQ and to Prashant and team on E2EE). The earlier we bridge these gaps, the better we will be. Would love to get some regular time from Adam on this, so Brett, Max, and I can then own this with our peers in MSGR and FF.
- (for me) I rarely include me in upward review. But I'd love to get some regular conversations with Adam about what I haven't done well (or done well :)), so I can make adjustments along the way.

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Thanks



Alison [redacted] • Data Scientist, Analytics
Submitted 2023-01-11

#thanks Adam Mosseri, Aigerim [redacted], Angela [redacted], Ashley Yuki, Ian [redacted], Justin [redacted], Mike [redacted] Nick [redacted], Nino [redacted] Prasad [redacted], Rads [redacted], Roberto Medri, Ryan [redacted] Tairin [redacted], Vishal Shah, and Yisi [redacted] for working with #womenindata on our 2022 Women in Leadership features!



Josephine [redacted] • Country Marketing Manager, Nordics
Submitted 2023-02-03

#thanks to all our wonderful speakers Angie Gifford Adam Mosseri Zehra [redacted] Goksu [redacted] Kai [redacted] Edel [redacted] Karen [redacted] Peter [redacted] Isabelle [redacted]



Nicola Mendelsohn • Vice President, Global Business Group
Submitted 2023-02-23

#thanks Adam for joining the Country Director offsite this week in London. I know the group really appreciated hearing your perspective on the future of Instagram, how you're thinking about prioritization, and the prompt to keep encouraging the group to keep bringing the insights from the field to product. Thank you for spending the time, and I hope you and the family feel better soon.

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Pete [redacted] • Software Engineer, Mobile iOS
Submitted 2023-03-21

^ Hi Adam, #thanks for your help in getting collapsing nav across the finish.

Back in October 2022, I created an MVP of collapsing nav as a side project, posted it in CSR, but received strong opposition.

With your and Jojo's help we unblocked the workstream, and got it into dogfooding by EOY.

As we ship iOS top nav this week, I want to personally thank you for your support throughout the project.

Great wins!

instagram:post_vpvd_impressions:overall +0.135%±0.064 (+17.69M/day)
instagram:abp:ad_metrics:revenue_usd_cents:overall +0.368%±0.132 (+$137M/year)
instagram:activity_feed:dap:overall +3.04%±0.075 (+6M/day)
instagram:sessions:core_foreground_sessions:us_only +0.245%±0.218 (+5.898M/day)
instagram:clips_media:video_playback:bounded_watch_time_ms_min_3s_max_60s:with_country_us 0.3080%±0.1858
Stories DAP +464.8K±290.8K



Nupur [redacted], Software Engineer
Submitted 2023-04-26

#thanks Adam Mosseri, Nam Nguyen Engineering and Abby [redacted] for creating such an inclusive environment and authentically answering the tough questions!



Clara [redacted] • Strategic Partnerships, EMEA Fashion Lead
Submitted 2023-05-16

#Thanks to Adam Mosseri, Charles Porch and Eva Chen for stopping by the event to say

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hello to the creators!



Caroline [redacted] • Consumer Product Marketing Lead, Integrity (Instagram)
Submitted 2023-05-31

Huge #thanks to the people who made this moment possible- Adam, Paige, Liz, Marina, Seine, Patrick, Eric, Dennis, Tony, Jeffrey, Lisette, Madison and more!



Jim [redacted] • Logistics Operations Program Manager
Submitted 2023-08-23

#latin
Fireside Chat with Adam Mosseri | Latin@ Career Circles
Thank you for the insightful fireside chat. Love the "generalist with range" comment. Also your conversation felt very open and authentic. Thank you

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Adrian [redacted] • Head of Music Label Partnerships & Publishing BD LATAM
Submitted 2023-09-15

This is my 5th LHHM at Meta and it has been quite extraordinary to watch the evolution of the company, its products and, of course, our unique relationship with the music industry during this time. But what fills my heart with joy is to witness how the company has continued to exalt, support and invest in Latinx culture - that evolution has been palpable. #Thanks to all the colleagues, friends, allies, mentors and leaders that keep up the good fight and make it possible, not least Alyssa Marcel Emily Alexandra Jonathan Malika Liz Tolu Nicole Mary Carmen Pedro Vilhena Omar , MLP Head Megan West, MCBD Head Tamara Hrivnak and Latinx@ exec sponsors Francisco Varela and Adam Mosseri

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Dana [redacted] • Manager, Product Design
Submitted 2023-10-10

(It appears this thanks came from a closed or secret group that you do not belong to. Please ask the author for more context).



Dulce [redacted] Program Manager, Product Testing
Submitted 2023-10-17

#Thanks to our executive sponsors Adam Mosseri & Francisco [redacted] for the continued sponsorship for Latin@



Sridhar [redacted] • Software Engineering Manager
Submitted 2023-11-02

Apologies we couldn't react sooner. I just returned from a week long vacation late last night. #thanks @Mark [redacted] for jumping on it quickly and leading the diagnosis & solutioning.

@Adam - I will be following up and make sure this is addressed asap. Thanks.



Ananth [redacted] • Product Manager
Submitted 2023-11-22

Hi Chris, Adam, and Ashley,

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Happy Thanksgiving! In the season of giving thanks, we wanted to thank you for your participation in the "Fireside Chat" at PM Con 2023 on September 13.

We had a fantastic turnout, both in-person in MPK and other campuses, as well as on livestream. In the post-event survey, 76% of attendees said they were satisfied or very satisfied with PM Con 2023. And 97% of people found the "Fireside Chat" to be relevant or very relevant. Amazing!

Thank you for being generous with your time and supporting the wider PM community at Meta. In 2024, we will be moving PM Con to land earlier in the year around the end of H1'24. We will reach out with specifics sometime soon. Until then, we wish you and your families all the best during the holidays. Chat soon!

Cheers,
Ananth (PM Con STO) and the Meta PM Con Planning Team



Jessica [redacted] • SPM, Global Partnerships, Northern Europe
Submitted 2023-12-08

With #Thanks to everyone who was involved in bringing the event to life, including Adam Mosseri for taking the time to record a bespoke shout out for the event, it was the PERFECT way to kick off the session and open the event, Louise [redacted] for being an advocate and supporter as well as setting the scene on the launch of Threads and how it sits in the landscape of our Family of Apps and Sarah [redacted] for hosting our Panel conversation brilliantly and with tonnes of wit and enthusiasm.



Kristie [redacted] Creator Monetization & Innovation Programs Manager Beauty
Submitted 2024-01-08

#thanks to Adam Mosseri, Claire [redacted], Tricia [redacted], and Natalie [redacted] for prioritizing this event at the end of what I'm sure was a long week of creator conversations in LA. Adam's presence truly brought everything to the next level and both creators and THR were thrilled to connect!

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Vikram [redacted] • Marketing Science Director
Submitted 2024-02-27

Very enjoyable and enlightening Q&A. #thanks for doing this Jin Ah & Adam !

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