



SUCCESS DRIVERS

What it takes to successfully lead at SharkNinja

OUR PURPOSE

At SharkNinja, we exist to deliver on our mission of “positively impacting people’s lives, everyday in every home.”

Our consumer is parting with their hard-earned money to buy our product and we are obsessed with delivering extraordinary value and satisfaction for them, down to the smallest detail.

We win because when others say “it’s good enough” we keep going; we want to do everything possible to make our products and services as good as they can possibly be.

When we do this right, we have a chance to create something great: as a company, as a team, and as individuals.

OUR UNIQUE MINDSET

is tied directly to our purpose as an organization and is at the core of why we are successful.

Our maniacal focus on delighting our consumer leads us to be

“RARELY SATISFIED”

and to make things better each day through our

“PROGRESS OVER PERFECTION”

approach – we are here to play an Infinite Game & set Breakthrough targets and every time we hit a goal we light up a new target (beacon) and keep going.

Our knowledge of our consumer helps us to understand that

“DETAILS MAKE THE DIFFERENCE,”

resulting in memorable experiences when we get them right and unfulfilling ones when we miss. It is our job to spot the smoke before the fire and ensure every consumer has flawless experience with SharkNinja.

Our years of learning and evolving around how best to deliver something great shows us that

“WINNING IS A TEAM SPORT”

and that we are at our best when we are clear and honest with each other,

“COMMUNICATING FOR IMPACT.”

Our mindset characteristics

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Rarely satisfied
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Progress over perfection
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Details make the difference
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Winning is a team sport
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Communicating for impact



RARELY SATISFIED

We have a burning desire to win that drives us to get better every day and push others to do the same.

We are never satisfied with the target, nor do we rest on past laurels. We “dream big” and set unreasonable aspirations because we have high expectations for the company and for our own success.

Successful leaders embrace and engage in constant pushback and challenge, recognizing the importance of constructive conflict in improving outcomes.

We open our minds to what is possible, never saying, “This cannot be done.”

When we achieve a goal, we set the next “beacon” and align the team around it. We use grit and resiliency to maniacally drive to the next milestone.

AIM FOR OUTSIZED SUCCESS

Constantly challenge yourself as to what is possible, not just what was asked for. Remember that every day, someone, somewhere is trying to outcompete each of our products. We need to consistently earn the right to stay in business by setting outsized goals and then meeting or exceeding them.

CULTIVATE A LEARNING MINDSET

Recognize the intent behind challenge is to drive to better outcomes. Embrace feedback as an accelerant rather than getting defensive.

STAY STEADY UNDER PRESSURE

Recognize that things move (very) fast here; stay focused on what you can control and avoid getting overwhelmed by everything swirling around you.

KNOW THE GOALPOSTS MOVE FREQUENTLY

Every success we generate is also an opportunity to push things further. Internalize that we win by constantly aiming to get better.

RAISE YOUR HAND AND TAKE ON MORE

Embrace the upside. When you spot opportunities for additional impact, proactively take on the responsibility. You have the opportunity to chart your own path at SharkNinja—the only limit is your ambition.



PROGRESS OVER PERFECTION

We continuously make progress and adapt to move things forward, rather than requiring perfect planning.

We are comfortable operating in ambiguity and do not let imperfect information or the lack of structure paralyze us; it is more important to make a decision, start executing, and course-correct as needed, rather than getting it exactly right in the first go.

We iterate early and often.

CO-CREATE WITH TEAMMATES

Regularly invite your team, peers, and bosses to engage with your work and co-create with you; opt towards having others weigh in as early as possible to avoid wasting time going down a path that isn't the right one.

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DON'T BE AFRAID OF FAILURE

Let go of the need to be right; know that your work is likely to be improved upon by others. Fail fast and often, learn from your mistakes and incorporate those learnings in your next iteration.

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Let's not wait until we are ready for showtime. Let's start where we have something that is good enough to start up and try, and then you make a mistake and course correct. Don't over think it. Let's get to a point where we can go live with something and test it because by the time you get to 100% perfect, the problem will be redefined.

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DRIVE INCREMENTAL CHANGE

The best way to drive change is iteratively, building off existing ideas, work, platforms, and discussions.
The big splash is often a big mistake.

DON'T “BAKE THE CAKE” ON YOUR OWN

Know that everything will benefit from iteration; instead of trying to create the finished product, get it started and then get feedback as early as possible.



DETAILS MAKE THE DIFFERENCE

We “dig for the answers.”

We invest to understand how things really work, seek out new perspectives and inputs, and feel compelled to challenge assumptions and ask the second- and third-order questions to find the best possible way of doing something.

At every level of the organization, we understand the product and consumer in intimate detail, regardless of our function.

INVEST AGGRESSIVELY TO GET UP TO SPEED

SharkNinja executives are in the details of everything they engage on. Ensure you earn the credibility to contribute by demonstrating your mastery of the details. Expect to be pressed on this, especially early on.

Know that this is a tried-and-tested pathway to promotion and progress at SharkNinja.

NO MATTER WHICH FUNCTION YOU BELONG TO,
**KNOW THE PRODUCT
& CONSUMER IN
INTIMATE DETAIL**

Everything we do is driven by our consumer, and new information emerges every hour.

Seek information directly from the source where possible. You cannot succeed without intimate, constantly up-to-date knowledge of the product and consumer.

**RESIST THE
TEMPTATION
TO MANAGE
AT 35K FEET**

If it becomes apparent that you are focused on “strategy” and unwilling to master the details, you will quickly find colleagues and superiors going to those others for key information and decisions. While your team can own detailed execution, you need to understand the detail just as well to ensure things stay on track.



WINNING IS A TEAM SPORT

We make better decisions when we bring our collective minds to the table.

We align on clear expectations and own the big-picture outcomes, actively holding ourselves and others accountable for delivering exceptional results.

We have the courage to cross out of our swim lanes and into others in order to get the job done.

FREQUENTLY SHARE INFORMATION

Ensure you are keeping your colleagues updated on changes in your world; this will encourage them to keep you up-to-date on changes in theirs.

DON'T BE AFRAID TO OVERSTEP

If you see an opportunity to make things better, go after it (in partnership with the other relevant stakeholders). Do not wait for permission or agonize about crossing outside of your swim lane.

DON'T JUST READY-AIM-FIRE!

Do not drag your feet over decisions. Seek input from colleagues, arrive at a conclusion and have the courage to pull the trigger.

Nothing is unfixable, and the team will have your back.

OWN THE OUTCOME

Wins at SharkNinja are at the company level, not the individual level. Find ways to contribute to the overall outcome, rather than just worrying about delivering on your piece. Avoid thinking in terms of “hand offs.”

PEOPLE AND RELATIONSHIPS ARE PROCESS

Because of our speed to action, we don't rely on formal processes to coordinate and get things done. Relationships with colleagues are how we stay on the same page, making these an absolute “must have” rather than a “nice to have.”



COMMUNICATING FOR IMPACT

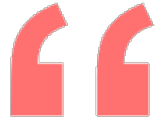
We constantly share information and bring leadership in to iterate and align on our thinking.

We challenge assumptions and are open to challenge without taking it personally.

We are completely transparent, proactively and quickly flagging mistakes in order to collectively course correct.

SHARE YOUR PERSPECTIVE

Speak up and ask the detailed, hard questions to drive to insight. Have a point of view; do not sit on the fence.



Get in front of any misses, don't drop a bomb, and be transparent so everyone knows what is happening. Instead of waiting until the project meeting with Mark to say, 'Hey, we have an issue,' reach out and give him a heads-up. It is always better to speak up when there is an issue then to have someone find out after the fact that you have tried to fix it in a silo.



OVER-COMMUNICATE

Send frequent ([e.g.](#) daily or twice-daily) updates via text, call, or email to senior leadership. Solicit their thinking and make sure you are constantly aligned.

DON'T MANAGE THE MESSAGE

Be upfront and transparent in all your conversations with leadership, sharing facts and being open about where things stand. (vs. putting a positive spin on things). Do not manufacture canned responses or over-invest in the 'dress rehearsal' for leadership meetings. Authenticity is key.

DON'T SWEEP MISTAKES UNDER THE RUG

When something goes amiss, raise the flag early and proactively. Make sure you internalize the learnings and help others learn too.