From: Rahul Srinivasan [rahulsr@google.com]
Sent: 6/13/2019 2:13:44 PM
To: Adam Juda [juda@google.com]
Subject: Time for a quick chat?
Attachments: Rahul Srinivasan - 2019 Q1 - Feedback - Perf (1).pdf

Hi Adam,

We met a couple of months ago to chat about the migration of Ad Manager to a 1P auction. Not sure if you remember me, but I'm currently an L5 PM on the Google Ad Manager team (fka DFP and AdX - display ads sell-side platform for large publishers like NYT) based out of the NYC office (resume here and my latest perf is attached).

I am (discreetly) evaluating PM positions in NYC on other teams, and was wondering if you had any openings on your team now or in the near future? If yes, would love to connect and find out more about the team if you have a few mins to chat.

Looking forward to hearing from you.

Thanks,
Rahul

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Rahul Srinivasan (rahulsr)

L5 / Product Manager II   OKRs   Snippets
2019 Q1

Your rating:

●●●◐◌   Exceeds Expectations

Achievements and projects

👁 What you respond here is visible to **peers you chose to provide feedback, managers and promotion committees**

1. Migrating Ad Manager, Admob and AdSense to a 1P auction

Rahul Srinivasan (rahulsr) • **Self** • **L5 / Product Manager II**
Role: PM Lead

Summary of my contribution
- *Summary:* Drove x-functional (PM/ Eng/ PR/ Marketing/ GSL/ Sales/ Legal/ gTech) and x-product (Ad Manager, AdMob, AdSense, GDA, DV3, Search Ads) consensus and received ACM approval to launch auctions changes across Ad Manager, Admob and AdSense, affecting auction mechanics across >$10bn in revenue; Smoothly executing on aggressive timelines (Market announcement: Mar'19; Expected launch: **Jul'19)**
  - *Project benefits:*
    - Improvement in strategic position for Google: Improves inventory access for Google buy-side and AdX competitiveness (direct access to 1P auction, lower reserve prices in the auction, leveling a previously unequal playing field), leading eventually to improved net revenue (initial estimate: ~$100mm net/ $500mm gross)
    - For partners: simpler auction (single-stage unified auction for all indirect demand), increased transparency (additional visibility into event-level data for deeper insights to improve monetization setup), improved fairness (all indirect demand play by same auction rules)
    - Product excellence: reduction in complexity across the DRX tech stack, through the deprecation of complicated features (like anonymous inventory, different reserve prices for different branding types/ buyers), which will improve serviceability
  - *Accomplishments:*
    - *Product complexity:* Improving AdX competition through floor price unification is an important strategic problem we've been trying to address for over 2 years (prior analysis), requiring difficult trade-offs (principle of publisher control vs benefits to Google); Organized discussions over >6 months to arrive at a straw-man solution (v1, v2, v3) to build a coherent product narrative that combines floor changes with migrating AdX to a 1P auction; this is a huge change in the auction that impacts customers across buy and sell-side (publishers, AdX buyers, GDA, DV3, advertisers trafficked through remnant line items) and >$10bn in revenue

- *Technical complexity:* Product decisions involved complex interactions across the entire DRX tech stack (Quality, Front-end, Serving, Forecasting, Buy-side bidding), requiring close collaboration with 20+ engineers across different teams (see tracker)
- *Organizational complexity:* Drove consensus on launch plan (product changes, evaluation of legal risks, sales messaging, marketing and PR road-map, serviceability mitigation techniques) across sell-side (Ad Manager, Admob and AdSense) and buy-side (DV 360, GDN) teams
- *Leadership:* Extended negotiations with x-functional and x-product teams with differing incentives & objectives to find mutually beneficial solutions; eg. balancing buy-side preference for a staggered/ incremental roll-out vs sell-side need for a one-time swift pub migration to reduce commercialization risk; gTech push-back on certain changes to reserve prices given risk of serviceability cost increase, in spite of upside in strategic position);
- *Communication:* Led multiple exec reviews (Sagnik update, Suresh update, DVAA review, follow-up DVAA review, ACM review) to gain approval on these complex set of changes
- *Execution:* Crafted a detailed road-map of launches; smoothly executing on a complex plan, that includes multiple dependencies across different products/ teams, and aggressive timelines (navigating varying organizational constraints across buy & sell-side)

Peer assessments (5)   ⌄

Bryan Rowley (browley) · Peer · Global Solutions Manager
Familiarity: Very familiar
Role: GSL Manager
Rahul has played in invaluable role advancing the 1P auction both inside and outside the company.

Organizational Complexity: Internally Rahul facilitating many complicated conversations across product areas ensure members from multiple buy-side and sell-side teams were aligned on the vision and with the proposed timelines.

Communication: He has been an effective communicator. He understands the product, he is able to communicate the vision and sees how the proposed changes impact multiple constituents internally and externally. He has been able to successfully handled objections from PM, Eng and Sales. We went through a lengthy back and forth with the buy-side ultimately landing very close to the initial plan he laid out. Sales has also pushed back on multiple fronts as part of the go-to-market place and Rahul has been instrumental in ensuring the we do not deviate from the core objective. He also performed incredibly well in multiple executive forums.

Martin Pál (mpal) · Peer · Senior Staff Research Scientist
Familiarity: Very familiar
Role: drx-quality TL
The first price transition is a project that requires an enormous amount of communication and planning (both internally and externally), getting a large number of stakeholders agree on both high level goals and low level strategy, while juggling hard and soft requirements from multiple eng, pm teams, sales, comms,

legal, etc. I think Rahul did an awesome job, and it was a pleasure to see him gain confidence over the course of the project. All the hard work so far has culminated in a series of VP reviews (including the ACM review) where Rahul presented to great success.

Nirmal Jayaram (nirmaljayaram) · Peer · Senior Staff Data Scientist
Familiarity: Very familiar

Nitish Korula (nitish) · Peer · Senior Staff Research Scientist
Familiarity: Very familiar
Role: First Price Auction lead
This is a massive effort, and one which multiple people have described as the biggest change in Ad Manager in a decade. Rahul is the clear PM owner, and has done basically *everything* on this project except for the engineering work. What's particularly impressive is that he did this with very little mentoring / guidance from senior PMs since his former manager, maxl@ left almost a year ago. (Until recently, he was reporting to the PM directors jbellack@ and jbigler@, each of whom obviously had many other responsibilities for AdSense and Ad Manager, so they had limited time for direct mentoring / coaching.)

Noam Wolf (nwolf) · Peer · Director - SWE
Familiarity: Very familiar
Role: Eng lead for DRX
Super impressive, Rahul was involved in the details and was also able to distill those details to the many different audiences he needed to convince or present to.

2. Revising Ad Manager pricing strategy and processes

Rahul Srinivasan (rahulsr) · Self · L5 / Product Manager II
Role: PM Lead

Summary of my contribution
- *Summary:* Drove x-functional (PM/ Eng/ GSL/ Sales/ Pricing/ Legal/ PR) consensus and received exec approval to pursue changes to Ad Manager pricing, unblocking path to improve net revenue by >$65mm by 2020 (equivalent of $325mm in gross AdX OA revenue); Working toward a pilot launch in Q2, before broad roll-out in H2'19
    - *Project benefits:*
        - Improved net revenue: Ad Manager rate card has not been updated in the last 6 years, and internal processes have evolved in a manner that isn't always aligned with our business objectives.
    - *Accomplishments*
        - *Complexity:* Needed to identify opportunities using pricing as a lever, after an assessment of price and value across our complicated product product offering (Premium fees, Small Business fees, PG/PD/PA/OA revenue shares, add-on fees for data transfer, video rates, etc), in a manner that does not negatively affect other important business objectives, that are sometimes in conflict with improving net revenue (eg. increase access to publisher inventory, improve publisher satisfaction,

avoid negative PR cycles around Google's market position in the industry etc), with no clear consensus on plan of action

- *Leadership*: Conducted extensive brainstorming and negotiations across GSL, Sales, PM, Eng over 3 months to identify opportunities to improve Ad Manager pricing, worth ~$170mm in net revenue by 2021 (reversing price erosion trends on non-strategic mature products, principles for pricing of new products, correcting inconsistencies in existing rate cards, etc); Some of these discussions were with stakeholders with differing incentives, not completely aligned (and sometimes in conflict) with opportunities to improve net revenue using pricing, leading to complex negotiations. De-prioritized ~$100mm worth of initiatives as the team tried to balance these competing objectives; Identified time-bound pilot program as a path forward for the remaining initiatives, to quantify risk and address remaining stakeholder concerns, before broader rollout.
- *Communication*: Crafted the overarching product principles and narrative around pricing; Led multiple exec presentations (Sagnik update, DVAA review) to finally gain approval on ~65mm worth of initiatives;
- *Execution*: Working closely with Sales finance team to implement these initiatives on a pilot basis across all contract renewals over a quarter, before broader roll-out to all new contracts and renewals; Worked with the video team to design processes to mitigate these issues on new products (eg. proposal for linear addressable TV)

Peer assessments (4)   ⌄

Bryan Rowley (browley) · Peer · Global Solutions Manager
Familiarity: Very familiar
Role: GSL Manager
Rahul has been a great partner in developing a comms strategy for this effort.

Leadership: Rahul has been a leader in driving conversations on this topic forward. He developed the plan and has been willing to consult with other business areas (GSL, Finance, GTM, PTM). The plan continues to evolve over time but through it all Rahul has championed the original plan appropriately pushed back on objections.

Martin Pál (mpal) · Peer · Senior Staff Research Scientist
Familiarity: Somewhat familiar
Role: drx-quality TL
Margin erosion is is a sneaky thing that eats into a business's bottom line. Rahul was and is key in an effort to update publisher contracts to actually adhere to our rate card, and refresh the rates for ad serving as well. This is by no means a sexy project, but it's a vital one to the business, and Rahul is executing on it competently.

Nitish Korula (nitish) · Peer · Senior Staff Research Scientist
Familiarity: Very familiar
Role: Eng Manager, Ad Serving and Quality

Rahul put a lot of effort into this, and came up with a clean, clear and principled proposal to achieve the goal he was tasked with, in spite of considerable complexity, and stakeholders with varying and inconsistent incentives. We may not end up pursuing the full proposal due to a change in guidance from leadership, but it was still a remarkable effort.

Random accidental alliteration in the first sentence left in to amuse / amaze Rahul. Note also the self-referential symmetrical alliteration in the preceding sentence. This is my brain on perf. :(

Noam Wolf (nwolf) • Peer • Director - SWE
This one has been tough and has been met with barriers at every corner.

3. Helping news publishers evaluate a user's propensity to subscribe

Rahul Srinivasan (rahulsr) • Self • L5 / Product Manager II
Role: Sole PM

Summary of my contribution

- *Summary:* Launched a beta product to help news publishers evaluate a user's likelihood to subscribe (live with 11 pubs); Integration of this product with Subscribe with Google to be announced at Mar'19 Google News Initiative anniversary, after coordination and execution with the News PA (under bez@)
    - *Project benefits:* Addresses an extremely popular request among our most strategic news publishers, that help inform their subscription strategy and user experience customization (eg. how many free articles should each user get before a paywall is shown?); Demonstrates Google's commitment to help news publishers with non-ad business models, which is of strategic importance to company
    - Accomplishments
        - *Product and Organizational Complexity:* Navigated the complex legal and privacy landscape through multiple conversations and negotiations with PwG teams, to be able to provide a value-additive product to publishers in a privacy-safe manner (concerns around user consent, ownership status of data, Google user privacy policy & GDPR constraints, etc); Set up new pathways to work closely with the News PA, overcoming non-existent communication and coordination channels and execution processes
        - *Leadership:* Worked directly with a few publishers (like Washington Post, McClatchy through weekly meetings) to run experiments, rapidly iterate over product features, in an attempt to speed up product-market fit evaluation, and glean insights on best strategies to leverage propensity insights, to compile a playbook (still in progress) that will allow quick scaling of product for a future GA launch; Supported TL (ericcheung@) in taking up more product responsibilities and execute autonomously, as we scaled beyond a few publishers.
        - *Communication:* Updated Ads and Commerce SVP (presentation to sridhar@) and News VP (presentation to bez@) on progress of project; Multiple external presentations to execs from news publishers, including at the Publisher Advisor Council in Lisbon (included a fireside chat), and multiple Google News Initiative events

Peer assessments (2)   ˅

Bryan Rowley (browley) · Peer · Global Solutions Manager
Familiarity: Not at all familiar

Nitish Korula (nitish) · Peer · Senior Staff Research Scientist
Familiarity: Very familiar
Role: Eng Manager, Ad Serving and Quality, directly managing the subscription propensity team
This is the one area where I think more could have been done, but in fairness to Rahul, there are only so many hours in the day. I think better alignment with Subscribe with Google in the News PA, and our own Funding Choices team could have led to clearer focus and ultimately increased the speed of finding our product-market fit.

4. Reinforcing platform attractiveness through Exchange Bidding

Rahul Srinivasan (rahulsr) · Self · L5 / Product Manager II
Role: Sell-side PM

Summary of my contribution
- *Summary:* Launched Exchange Bidding to GA and defined the post-GA product and pricing strategy; Exchange Bidding; EB Revenue: **$550m ARR**, with adoption from 500 publishers and 14 exchanges
  - *Project benefits*: Bringing non-AdX sources of demand to Ad Manager programmatically is of strategic importance to DRX, given competitive market dynamics, and is needed to reinforce the strength of the Ad Manager platform
  - *Accomplishments*
    - *Complexity*: Complex set of clients (publishers and exchanges) and internal stakeholders. Clients' (publishers and exchanges) interests are sometimes in conflict with AdX, leading to tricky product decisions (eg. around AdX cannibalization).
    - *Leadership*: Defined and built consensus around post GA strategy (presented to Ad Manager leadership), including boundaries that need to be placed on the new network bidding product, to prevent AdX cannibalization concerns on web inventory; Led the team through GA pricing changes (increasing our revenue share from 5% to 10% on app and video inventory) to remove inconsistencies between Admob and Ad Manager.
    - Execution: Successfully executed on the sell-side GA launch of the product, working closely with PR, Marketing, Sales, GSL to successfully land the product (public blog post, press coverage)

Peer assessments (2)   ˅

Bryan Rowley (browley) • **Peer** • **Global Solutions Manager**

Familiarity: Very familiar
Role: GSL Manager
Rahul was very instrumental in launching/growing EB during 2018.

Execution: Rahul was able drive the project forward on the sell-side to ensure we were able to hit milestones and bring the product to market. He worked across business areas to ensure proper messaging was delivered through Marketing, PR and Comms channels.

Nitish Korula (nitish) • **Peer** • **Senior Staff Research Scientist**

Familiarity: Very familiar
Role: Eng Manager, Ad Serving and Quality
Very good work, but I assume others will comment on it.

5. Community contributions

Rahul Srinivasan (rahulsr) • **Self** • **L5 / Product Manager II**
Summary of my contribution

- Presented at 6 user groups (received peer bonuses from viniciusreina@ and mlyall@) in 2018
- Presented at Google Publishers' Advisory Council (hosted 45 of our top News Publishers, from 17 EMEA markets, for a 1-day closed-door, C-level event in Lisbon)
- Organize the weekly PRD/Strat review meetings, for the broader Ad Manager PM, eng, UX and gTech team to share the latest thinking on specific product decisions/ roadmap for broad-based feedback and discussion

Peer assessments (1)   ⌄

Bryan Rowley (browley) • **Peer** • **Global Solutions Manager**
Familiarity: Not very familiar

Quick survey results

Summary

Keep in mind, questions with less than 3 responses will not appear.

Question	Responders	Distribution

How familiar are you with Rahul's projects and achievements?

Responders: 10

Feedback from peers who have responded "Not applicable" or "Not at all closely" have been filtered out.

Distribution:
- Extremely — 50%
- Very — 50%
- Somewhat — 0%
- Slightly — 0%
- Not at all — 0%
- No response — 0%

On the projects where you've collaborated, how closely did you work with Rahul?

Responders: 10

Distribution:
- Extremely — 70%
- Very — 20%
- Somewhat — 10%
- Slightly — 0%
- Not at all — 0%
- No response — 0%

How well does Rahul foster a culture of respect in the workplace[1]?

Responders: 10

Distribution:
- Extremely well — 100%
- Very well — 0%
- Somewhat well — 0%
- Slightly well — 0%
- Not at all well — 0%
- No response — 0%

Compared to ladder expectations for Product Manager II, how would you rate Rahul's impact?

Responders: 9

Distribution:
- Far above expectations — 44%
- Above expectations — 55%
- Aligned with expectations — 0%
- Below expectations — 0%
- Far below expectations — 0%
- No response — 0%

Compared to ladder expectations for Product Manager II, how does Rahul demonstrate independence and/or project leadership?

Responders: 9

Distribution:
- Far above expectations — 55%
- Above expectations — 44%
- Aligned with expectations — 0%
- Below expectations — 0%
- Far below expectations — 0%
- No response — 0%

Provide a brief explanation to support your responses to the questions above

I declined to respond to the questions about expecations against the PM ladder as I am not familiar with the ladder.

I have worked closely with Rahul on the first price transition, and we had regular interactions on a number of topics. I got to know him as a resourceful and attentive colleague who has a clear vision and has the chops to drive it through hard work and excellent communication skills. I could not have wished for a better PM for the first price project.

When maxl@ left DRX 9 months ago, we lost a talented and experienced senior PM. I can see Rahul growing to fill Max's old shoes -- if he keeps to his current trajectory, in a year I see him as a worthy match

growing to fill Max's old shoes - if he keeps to his current trajectory, in a year I see him as a worthy match

Question	Responders	Distribution

for Max.

I worked with Rahul on the propensity to subscribe project, and he was a great PM in terms of managing the organizational complexity (cross PA effort), product insight (propensity being a nascent product), communication with publishers and managing their expectations, etc, despite juggling with many other projects too.

Over the last year, Rahul has taken on the scope of not one, but two, L6 PM's, and it's been incredible to watch how thoughtfully and methodically he's approached thorny problems. Rahul could practically run a clinic at this point on presenting to senior leadership, forging consensus across stakeholders w/ differing objectives, and executing in a timely manner. Rahul is structured in his thinking and does a great job of simply laying out frameworks for decision making. Rahul is poised and cool under pressure, and he's someone that has won and earned the respect of his peers.

Rahul is getting close to L6/ His scope is clearly there, and he's performing well on those projects, which will land in the next couple of cycles:
- His work is "*highly cross functional involving a great deal of coordination with multiple eng and product teams [with] significant XFN complexity*". The first-price project alone involves close coordination with Legal, Sales, Marketing, PR, as well as a large number of client interactions.
- He's working on highly complex product problems with "*long-term strategic impact on the overall Product Area*". Both the first-price project and Exchange Bidding are good examples; repricing is another, that exemplifies "*no clear consensus even on the options for the solution space*".
- These are complex technical problems. First-price has 20+ engineers, and Exchange Bidding has another 40-60+. Rahul is probably one of top 3 PMs in Ad Manager when it comes to understanding the full stack and technical interactions of the problems he's working on.

I expect to be writing promotion feedback for him within the next few cycles. :) The only thing that worries me is that we're asking him to do too much, given finite bandwidth.

I've partnered with Rahul on the 1st price migration and worked with him extremely closely (daily) in that capacity. Based on that project alone, Rahul is far above expectations for a PM2 -- massive organizational complexity requiring consensus at the VP/SVP level, technical complexity across multiple products and 30+ Eng, complex strategic consequences, and relying on the right mix of communication / negotiation skills, and execution cross-team and cross-PA.

1. Rahul is one of the leading thinkers in DRX leading such complex auction-based projects such as Jedi, First Price, Platform re-pricing and others. These are some of the most complex areas in all of DVAA and Rahul led these with little to no guidance
2. Rahul sometimes can over-work himself and should "manage his managers" better to ensure he remains set up for success.

Question	Responders	Distribution

Rahul has been working on a complex portfolio or projects and doing a good job or driving them forward. He is very organized in his thoughts. This allows him to be an excellent communicator. He is able to develop clear project plans and defend his rationale in the face of objections from GSL, PTM and Sales. He has shown ability to execute on EB which its successful launch and subsequent performance and First Price as it just begins its roll-out.

Rahul owns and/or has been a key contributor to the most critical projects in Ad Manager ranging from Jedi (rolled off of day-to-day now), first price, the very challenging repricing project, and small business segmentation that he has worked on with mhop among other things. Rahul is a thought leader on product design and does a good job of actively listening in discussions, feedback and ideas from stakeholders. He works with a large set of people across cross-functional roles for these projects which are among the most challenging in Ad Manager. He is a very good communicator, negotiator, and advocate for his projects. I believe thought leadership, ownership, product insight/vision/design, communication, area all very strong. He has several big efforts under way that are expected to have a big impact on Google.

I've had the pleasure of working fairly closely with Rahul this cycle. His work on 1p, in particular, showed deep domain understanding an product leadership of the kind we have been missing for a while on AM. While we haven't launched yet the foundations have been set really well, Rahul has been very engaged and is a true champion for this change across all layers of the org as well as externally.

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[1] If you have a specific concern about a coworker's actions, you can find help at go/saysomething.

Developmental feedback

What do you do really well?

◉ What you respond here is visible to **managers**

Share one thing you're great at. Give examples of how that's helped your projects, team, or the company. Word limits do not apply to this field. Writing tips.

Rahul Srinivasan (rahulsr) • Self • L5 / Product Manager II
- Negotiating across stakeholders with differing objectives/incentives, building consensus, ensuring alignment/clarity, and executing effectively across collaborating teams.

Bryan Rowley (browley) • Peer • Global Solutions Manager
Communication - Rahul is capable of developing clear narratives and driving them forward. The first price efforts initially landed extremely well in the market thanks to his clear thinking and positioning. He is able

to frame problems and solutions in a clear and concise way. He handles objections well, pushing back where appropriate and reconsidering the path forward where appropriate.

Chris LaSala (chrisl) • Peer • Global Solutions Director

Data and Market Driven Decision Making. I am thoroughly impressed by Rahul's ability to identify and digest information across multiple dimensions (market dynamics, product capabilities, LT strategic implications, ST go-to-market implications, data driven analyses, etc) and use that information to formulate well structured and well reasoned decisions. Additionally, Rahul is intellectually curious and generally wants to understand other people's POVs in order to inform his own. I am thoroughly impressed by Rahul and how he has managed some of the more (most?) complicated product decisions we've made in years.

Jim Giles (jimgiles) • Peer • Director - SWE

Strategic thinking, product design, collaboration, and communication.

Martin Pál (mpal) • Peer • Senior Staff Research Scientist

I think Rahul is on a great trajectory: driving important large projects, being in the thick of things. Just keep doing what you're doing.

Nirmal Jayaram (nirmaljayaram) • Peer • Senior Staff Data Scientist

Rahul was thrust into a leadership role on the massive first-price migration project. He has been up for this challenge really shone in this role. He understands both the business and technical side of things, and that clearly shows in all my interactions with him. Rahul keeps calm in discussions, listens to opinions, and usually makes informed decisions and pivots as needed. I think this is a good trait to have!

Nitish Korula (nitish) • Peer • Senior Staff Research Scientist

Rahul's intelligence allows him to simultaneously keep a variety of perspectives in mind when considering any issue and consider various nuances, which helps him deal with some tough subjects and build consensus. (That is, he avoids the sometimes contrasting approach of thinking only in a simple narrative, which has some benefits, but in a complex space like ours, often misses important aspects of the problem.)

Noam Wolf (nwolf) • Peer • Director - SWE

Very thorough and knows his $h1t - Rahul goes deep on the subject matter (As he should) but is always going even deeper so that he is ready for any challenge from our buyside, execs, industry

What could you do to have more impact?

👁 What you respond here is visible to **managers**

Share one thing you could do to boost your impact. Give examples of how that change could help your projects, team, or the company. Word limits do not apply to this field. Writing tips.

Rahul Srinivasan (rahulsr) • Self • L5 / Product Manager II

- Setting a coherent and persuasive product vision that addresses complex strategic problems - eg. going forward, I intend to leverage the opportunity to clarify the sell-side perspective on privacy-safe publisher monetization strategies in a world of constrained 3P identifiers

- • More effective executive presentations that encapsulates complex and nuanced product decisions in a simple, compelling and clear manner, to improve decision making velocity

Bryan Rowley (browley) • Peer • Global Solutions Manager

Leadership: The first price efforts could have gone more smoothly from a timing perspective if broad consensus was established across the buy- and sell-sides earlier in the process. Once all were engaged, Rahul demonstrated leadership. Had there been a more proactive approach, its possible things could have moved more quickly.

Chris LaSala (chrisl) • Peer • Global Solutions Director

Rahul would benefit from more exposure to senior leadership (e.g ACM reviews, etc) and should look for opportunities to do so. I am particularly interested in seeing Rahul more engaged with the buy-side PM team as I think he could influence their decision making with more consideration of the sell-side.

Jim Giles (jimgiles) • Peer • Director - SWE

Rahul has several projects under way — landing these well is expected to have big impact on Google.

Nirmal Jayaram (nirmaljayaram) • Peer • Senior Staff Data Scientist

Even as a sell-side PM, if Rahul understands buyside objectives and constraints more, he can better ideate/ structure/ prioritize sell-side efforts that will be more aligned with the buyside vision as well. Improving this alignment will help increase velocity of buy- and sell-side efforts.

Nitish Korula (nitish) • Peer • Senior Staff Research Scientist

Rahul may occasionally benefit from *not* working things out as completely as he typically does before socializing them / sharing with others for feedback. This could allow receiving earlier feedback and identification of dead ends, as well as incorporating the feedback into this thought process.

Rahul also gets tremendous benefit from the way he thinks things through clearly and adopts a principled point of view, so it's a question of balancing that with a more fluid model. I suspect some of this will happen naturally as he develops more confidence in his own intuition and preliminary thoughts (before going through all the details), and as he continues to enhance his credibility.

Noam Wolf (nwolf) • Peer • Director - SWE

Super nit pick - I think some of the visuals in your decks could use help. Sometimes they're a little cluttered and perhaps have too much data ;)

Promotion

Considering your overall performance, do you want to nominate yourself for promotion?

Rahul Srinivasan (rahulsr) • Self • L5 / Product Manager II
No