

outrageously **EXTRAORDINARY**

The secret to achieving outsized success in a
world where most fail to realize their potential

***Shark* | NINJA**



The Outrageously Extraordinary Game Plan to creating value explains the WHY behind our success and is the approach needed to CONTINUE our success.

But documenting OE behaviors doesn't guarantee they'll be put into practice effectively and drive OE results. There is an underlying, foundational MINDSET component that is critical to being able to adopt and apply these behaviors. **In fact, without the OE mindset, you will never be able to drive OE actions and OE outcomes.**

The OE mindset is challenging and certainly not for everyone. However, leaders who embody this mindset are uniquely positioned to make an outsized impact on the organization, and we are committed to investing limitlessly in their skill and capability development. On the other hand, leaders who lack this mindset may find working in an OE environment extremely difficult and unfulfilling.



ONE FOUNDATIONAL MOTIVATION

**The existential need to be the
absolute best at whatever you do**

To operate in an OE fashion, you need to feel that **the results you deliver are inextricably linked to who you are** as a person, and thus, you are invested in doing absolutely whatever it takes to achieve OE results and be the best.

You are **willing and able to do things others deem crazy or impossible**. Leaders with this mindset recognize that **all success is only temporary** and are driven by their **hunger to be the best EVERY SINGLE DAY**.



The existential need to be the absolute best manifests in **FOUR KEY WAYS**

Insatiable impatience for action:

Because of their existential need to be the best, these leaders recognize that **if they aren't working on a problem, they are falling behind someone who is**. They also know that the only way to make progress on a problem is to **personally own the outcomes** and take **daily action, and learn from it**; They don't hide behind the fiction that they can think and plan their way to a solution. They **start trying things and iterate from there**.

Fanatical drive for edge:

The OE mindset requires you to not only remain vigilant, with a **productive paranoia around where things might be off track** but to be equally driven to get to a **differentiated enough insight to create a competitive advantage**. Leaders with the OE mindset know that you can't achieve extraordinary results without **True Edge**, developing a unique and differentiated mousetrap that is extremely hard to replicate.

Deep-seated confidence:

The OE Mindset requires enormous **confidence in your own ability** to solve any problem that is put in front of you. **These problems are not solved through creative genius or a brilliant insight, but by breaking them down into pieces, trying something, learning, and pivoting**. OE mindset leaders don't spin; they **make decisions and move forward** with confidence; they know that a quick decision, even if wrong, allows for forward progress, and you can always reverse direction if needed. If you are scared you might not be able to solve a problem, you are more likely to avoid it with "planning" and "strategizing" causing you to spin.

Genuine belief & commitment:

Leaders with an OE mindset are deeply **bought into the OE approach** to creating value. They **don't fight the system or try to bring just a "best practice" approach** from somewhere else. They aren't frustrated by the journey. When something feels "crazy" they think, "I must not understand yet" rather than "this is wrong." When the challenges of being OE rear up, their **existential need to be the absolute best supersedes the temptation to settle** for the easy answer.

A gameplan for the outrageously**EXTRAORDINARY**

The secret to achieving outsized success in a world where most fail to realize their potential

**Drive for the extraordinary.
Set a calculated, unimaginably
high bar in a game worth playing.**

Courageous leaders achieve outrageous success by aspiring to solve the most impactful problems. They might not end up where they planned, but they will accomplish more than they dreamed possible.

**Lead with a relentless desire
to know more. Go deeper
to see what others don't.**

Winning in an intensely competitive marketplace demands boundless curiosity, unvarnished feedback, and continuous debate to beat the odds and uncover extraordinary, groundbreaking insights.



**Be an explorer, not a tour guide.
Move with confidence down
an uncharted path.**

Explorers are comfortable being uncomfortable. They boldly venture into unknown territory where their own expertise and familiar playbooks are not enough. They build an unstoppable team, consult experts, and figure it out as they go.

**Get smarter every day.
Iterate rapidly, identify the gaps,
& pivot intentionally.**

The path to the extraordinary is never straight. Great leaders know that obstacles and wrong turns are inevitable. But their eyes are always wide open. They constantly learn from what they're doing. Searching for the smoke, striking it out, and setting a new course every day.



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





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.

PROGRESS OVER PERFECTION

We make quick, daily progress and continuously 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.

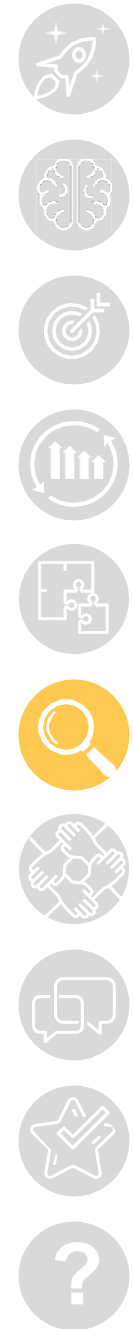


DETAILS MAKE THE DIFFERENCE

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.



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.

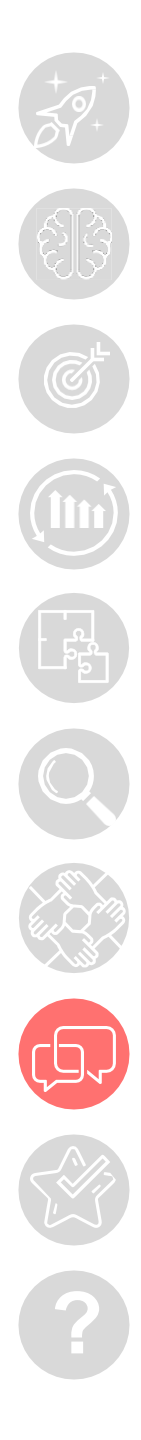


COMMUNICATING FOR IMPACT

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.



Principles of Leadership

A detailed handbook for how to excel as a SharkNinja leader.

***Shark* | NINJA**



Our five principles of leadership

Great leaders at SharkNinja excel across all 5 Leadership Principles, seeing around corners and achieving breakthrough wins for our entire organization.





Build and Lead Unstoppable Teams

Hiring and developing top talent, managing performance, and situational leadership are key attributes of leading self-sufficient teams.

Only settle for extraordinary hires

You can never invest too much time and energy identifying candidates who can deliver on breakthrough goals. Search out prospective hires who exhibit the Success Driver DNA that leads to outsized wins.

Accelerate talent independence

Develop individual members into a cohesive team who can pass the “PTO test” (operate effectively while you are out on PTO). Take to heart the principle that everyone has the potential to achieve greatness.

Speak your mind on performance

Never hesitate to give actionable, constructive, well-considered feedback. It does more than drive your success. Your input proves your care about individuals and the success of the team.

Utilize situational leadership

Use your full leadership toolkit. Recognize that different situations require different types of leadership and use the approach that will help the team get the job done in that moment.

“ No recruiter or HR department can put together a great team for you. It is the responsibility of the leader to build the right team – that’s the only way to succeed.”



Set the Direction and Truly Own Others' Success

Setting expectations, providing direction, and ensuring the team's success are key to achieving breakthrough goals.

Set clear expectations

Great teams and leaders rise to a challenge. Make sound decisions based on a deep understanding of the most recent information while driving necessary alignment with all critical stakeholders.

Be willing to make the tough calls

Consistently drive towards delivering outcomes on time and ahead of schedule, being decisive in the face of uncertainty. But don't hesitate to make quick course corrections based on current conditions.

Own the success of your team

After setting direction, great leaders guide, coach, and support their team, since they recognize that they are responsible for others' success as well as their own.

“Success is a shared victory. But it all begins with a leader's vision and inspiration.”



Be The First To Spot the Smoke

Building a strong, broad network, acting on critical information, and changing direction are key attributes of successful leaders.

Build a cross-functional network

Just knowing where you and your team stand isn't enough. Tap outside people and groups to spot change and disruption that others don't see coming.

Connect the dots

Immerse yourself in the flood of information and identify critical data points and insights in real time.

Change direction quickly

When the situation changes, rapidly translate that into new direction for your team. Maintain momentum and progress during corrections to achieve buy-in.

“We’re all staring at the same mountains of data. The trick is having a team that can find the diamonds.”



Inspire and Push Associates to Win Big

Breakthrough wins are the sign of a great team, but they don't happen without overcoming big challenges and focusing on outputs.

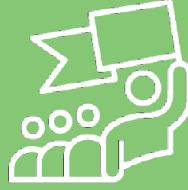
Set outsized, breakthrough goals

Great leaders and great teams rally around challenges that others offer. Taking on the challenge itself breeds confidence and progress.

Success is measured by output not inputs

Delivering on assigned inputs is often critical to achieving goals but outputs are what drive personal and company impact and success.

“Great leaders know that when you push people to overcome impossible challenges, they soon learn to push themselves.”



The Success Multiplier

Sharing innovative tools and inspiring future leaders helps everyone across our organization succeed beyond what they thought possible.

Share the tools that make leaders successful

Seek, test, and evolve best practices to drive effective leadership. Codify what you know works at SharkNinja and share it with everyone who could benefit.

Be the spark that inspires others to lead

Living and breathing great leadership in a visible way gets others excited about leading. Be the leader that inspires followership and energizes your peers as well as the next generation of leaders.

“The best leaders not only get the best outcomes out of their teams, they are a force multiplier that builds the next generation of leaders.”