

# How to Work With Me

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I wrote this as a simple operating model for how I think, work, and collaborate. It's meant to remove guesswork, reduce friction, and help us do meaningful work together—whether you're a teammate, collaborator, or someone considering working with me.

None of this is about being perfect. It *is* about being clear, honest, and intentional.

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## High Agency, by Default

I operate with high agency and deeply appreciate working with people who do the same.

To me, high agency means:

- Taking ownership of outcomes, not just tasks
- Proposing solutions, not only surfacing problems
- Acting when the path is clear instead of waiting for permission

If you're blocked, that's okay. Just bring:

- what you've tried
- what you think the options are
- your recommendation

High agency is a muscle—it's coachable, it compounds over time, and it's built through repetition. You don't lift heavy on day one. You build consistency first.

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## What Good Work Feels Like to Me

Work is going well when:

- People are open and honest
- We stay focused and don't drift off-topic
- Projects are broken into smaller, well-defined tasks
- There's visible momentum and progress

I strongly prefer:

- A clear owner for every project
- Written goals and success criteria
- Documented results that we can measure, analyze, and learn from

If it's not owned and written down, it's probably not clear enough yet.

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## Urgency, Momentum, and Trust

I operate with a high sense of urgency—not out of stress, but out of respect.

Urgency, to me, is about:

- Momentum
- Trust
- Credibility
- Honoring commitments—especially to customers

When we say we're going to do something, following through quickly shows that we mean it. It builds confidence and demonstrates real value.

That said:

- Speed is negotiable
- Silence is not

If something is going to be delayed, I care far more about **early communication** than perfect execution. Legitimate blockers, competing priorities, or even personal commitments are completely acceptable—as long as they're communicated upfront.

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## Communication (Please Be Direct)

I appreciate clear, direct communication.

Please:

- Make the ask upfront
- Include context and what you need from me
- Feel free to ask how I'm doing—just don't stop there

I strongly prefer open, shared communication:

- Important decisions should live in public channels or docs
- No hiding context in DMs
- If knowledge helps the team represent the work better, it should be shared

Personal matters should remain private. Everything else related to work benefits from transparency.

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## Commitments and Trust

Overcommitting and staying quiet breaks trust faster than missing a deadline.

When you say “yes” to something, I believe that includes:

- Asking clarifying questions
- Aligning on success criteria
- Making sure both sides agree on what “done well” actually means

A great commitment often sounds like:

“Yes—I can do this. Before I start, I want to confirm what success looks like and how we’ll measure it.”

Delivery isn’t complete until we can point to evidence and agree it was successful.

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## Failure, Learning, and Growth

I have a lot of respect for people who can say:

“Here’s what I missed, here’s what I learned, and here’s what I’ll do differently next time.”

That response genuinely makes me smile. That’s where real learning happens.

Failure isn’t something to hide. It’s like a scab—it shows where something healed and came back stronger. You should be proud of the lesson.

What matters most after a mistake:

- Owning it
- Extracting the lesson
- Applying it forward

Blame rarely helps. Reflection almost always does.

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## Coaching and Fit

When I'm coaching someone, I look for growth signals like:

- Referencing past lessons
- Applying them to new, present-tense situations
- Adapting based on feedback

Fit isn't about raw talent alone. It shows up in habits:

- Showing up consistently
- Being on time
- Taking responsibility for the small things
- Using downtime to improve your craft

I have a shorter patience for stagnation, but a lot of patience for genuine progress. Listening, adapting, and improving buys a lot of runway with me.

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## Why Work Matters to Me

Beyond output, I'm driven by *aha moments*.

I love seeing:

- Something click for someone
- A product become a natural fit
- A customer realize their life just got easier

Helping people discover a better way of doing things—especially when it genuinely improves their day—is deeply motivating to me. I believe real progress often starts as something people couldn't imagine before.

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## In Short

If you're open, communicate early, and take ownership, then **we'll build and grow some really great shit together.**

That's the whole point.