

>>> DEBUGGING LEADERSHIP

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PYDATA LONDON





>>> **DEBUGGING LEADERSHIP**

SIX COMMON ERRORS WHEN MOVING FROM CODE TO MANAGEMENT

TRACEBACK

MANTIS CO-FOUNDER (2021-2025)



FREELANCE (2018-2021)

LEAD DATA SCIENTIST (2017-2018)

DATA SCIENTIST (2015-2017)

ACADEMIA (2009-2015)

BUSHCRAFT INSTRUCTOR (2004-2009)



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# TRACEBACK

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TECHNICAL

LEADERSHIP

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24 Year  
Old me



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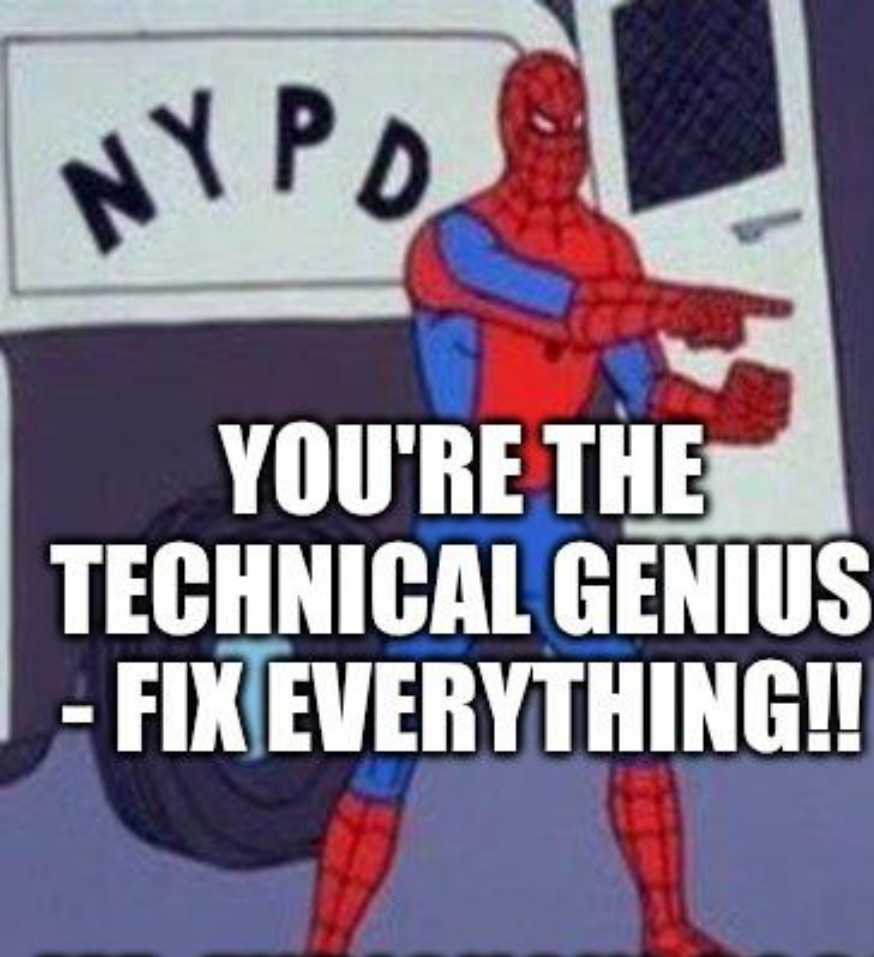
# 1. ASSERTION ERROR

## IMPOSTER\_SYNDROME



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**YOU'RE THE  
TECHNICAL GENIUS  
- FIX EVERYTHING!!**

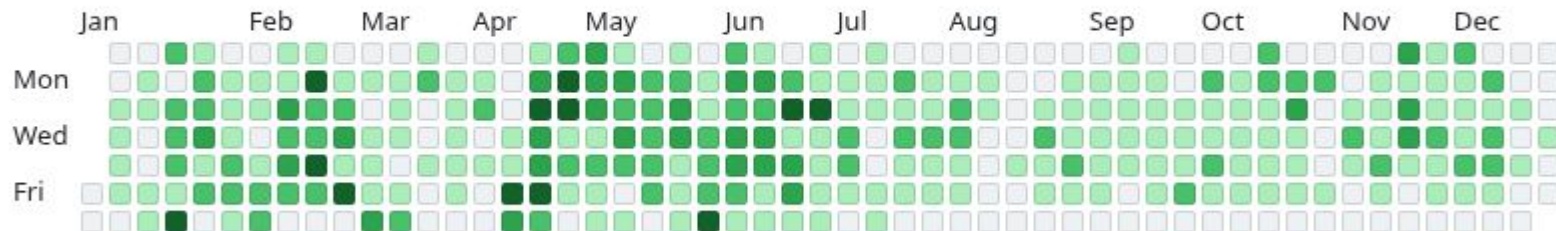


**YOU'RE THE  
VISIONARY LEADER -  
DECIDE EVERYTHING!!**

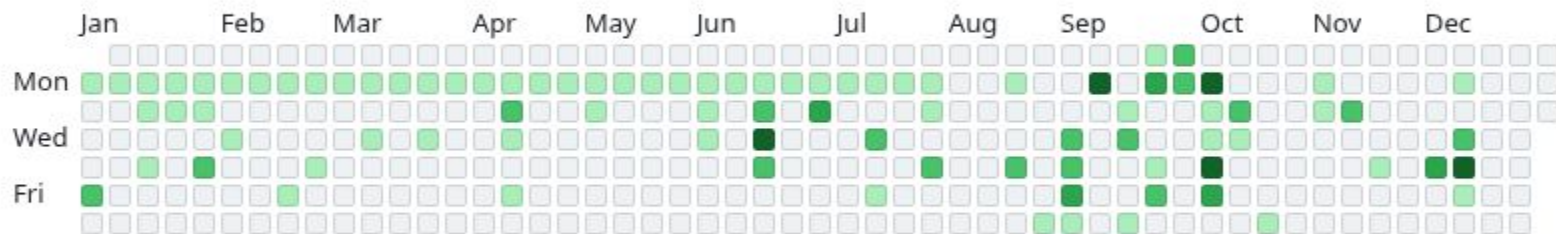
**ME: FURIOUSLY GOOGLING HOW TO DO BOTH**



# 2021



# 2024



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# PyData London 2025

JUNE 6-8, 2025

Tutorials: Friday, June 6

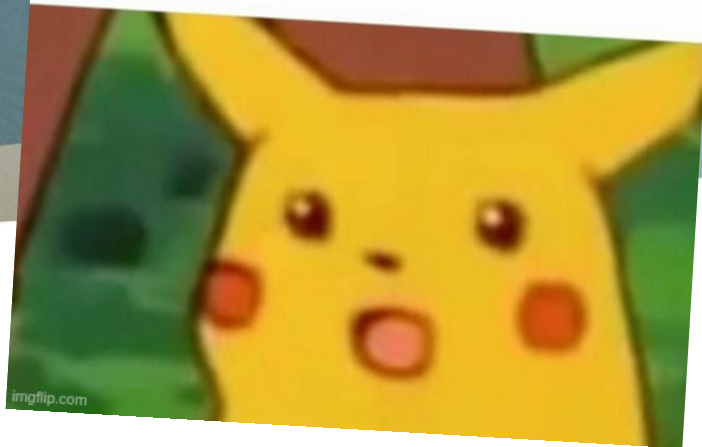
Talks: Saturday-Sunday, June 7-8

Convene Sancroft, St. Paul's

Me: Submit Talk to Pydata

Pydata: Talk accepted

Me:

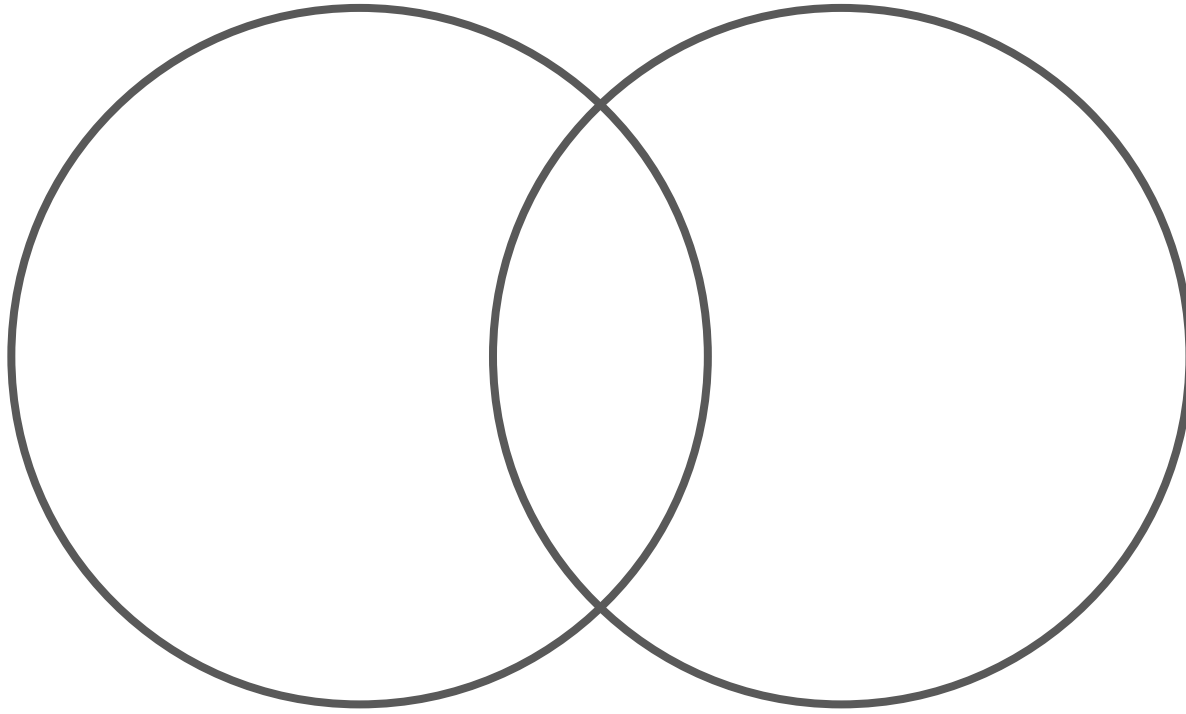


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- 1. Talk to People. Get Context.**
- 2. Ask: What if I wasn't there?**
- 3. Change is not irreversible**

# TECHNICAL


# LEADERSHIP



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## 2. DEADLOCK ERROR

### UNABLE TO RELEASE CONTROL





1. **An email is not a PR**
2. **“Perfection” does not scale**
3. **Latrines need to get dug**

# 3. KEY ERROR

CULTURE NOT DEFINED



**1. Be deliberate**

**2. Hard to build,  
Easy to lose**

**3. At hard times  
It will show**

## We believe

- 1 If you can't reproduce it, it didn't happen. We believe that our work should be easily reproducible. This sounds self evident, but ensuring reproducibility takes planning and discipline. Reproducibility encourages trust in the results, enables better collaboration within a team, and reduces duplication of work.
- 2 Open source software and practices have made, among other things, the AI revolution possible. They accelerate progress, and encourage collaboration between people and organisations. We use open source by default, and contribute to the open source community where possible.
- 3 AI and NLP are not neutral technologies and the way we choose to use them can bring tremendous positives but can have potential unintended consequences. We review the use of AI on a per project basis to mitigate unintended negative outcomes.
- 4 It's our responsibility to combat climate change to support a more sustainable way of life. Large Generative AI models are causing ever greater environmental impacts. We believe that for many applications smaller, less environmentally impactful models are better from a business point of view, and we advocate for their use.
- 5 We want to provide a healthy working environment to everyone at Mantis that balances work and life and prioritises mental wellbeing. We believe flexibility and regular feedback play a crucial role in fostering a comfortable and rewarding working environment.



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# 4. CONNECTION ERROR

## SIGNAL NOT RECEIVED

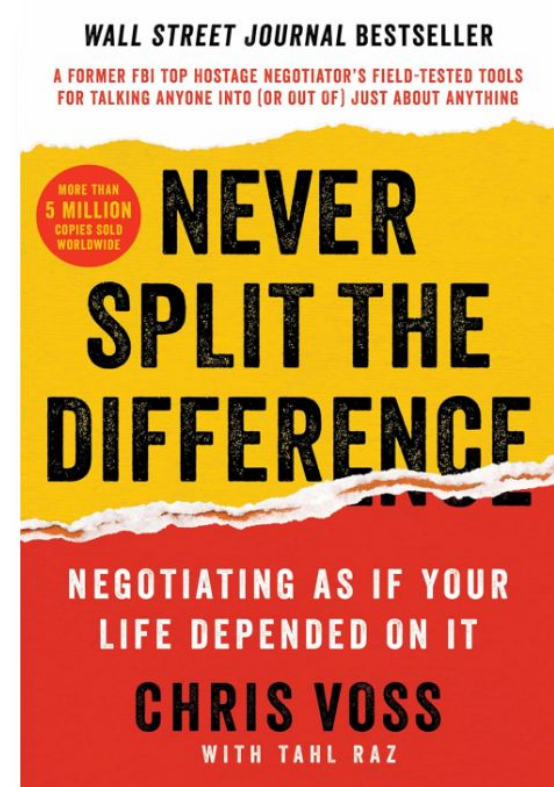




# Everything is negotiation

## Tactical Empathy:

1. Mirroring
2. Labelling
3. Open ended questions

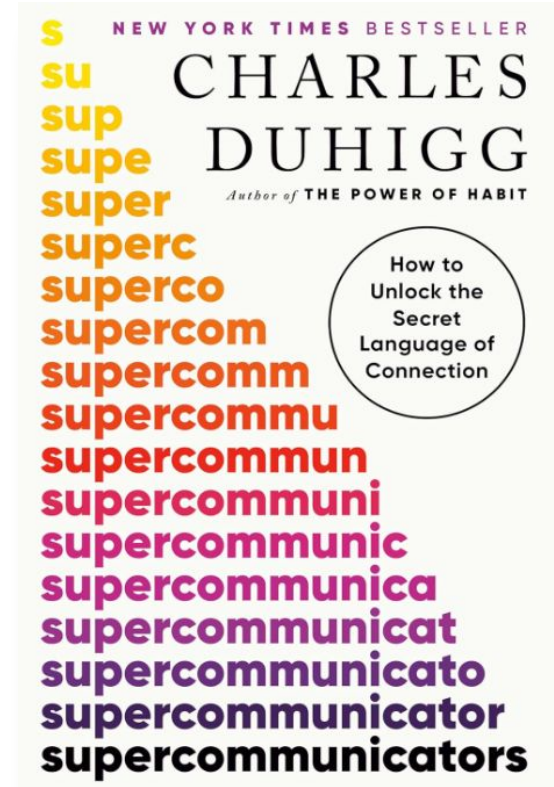


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# Vulnerability is a superpower

## Three kinds of conversation:

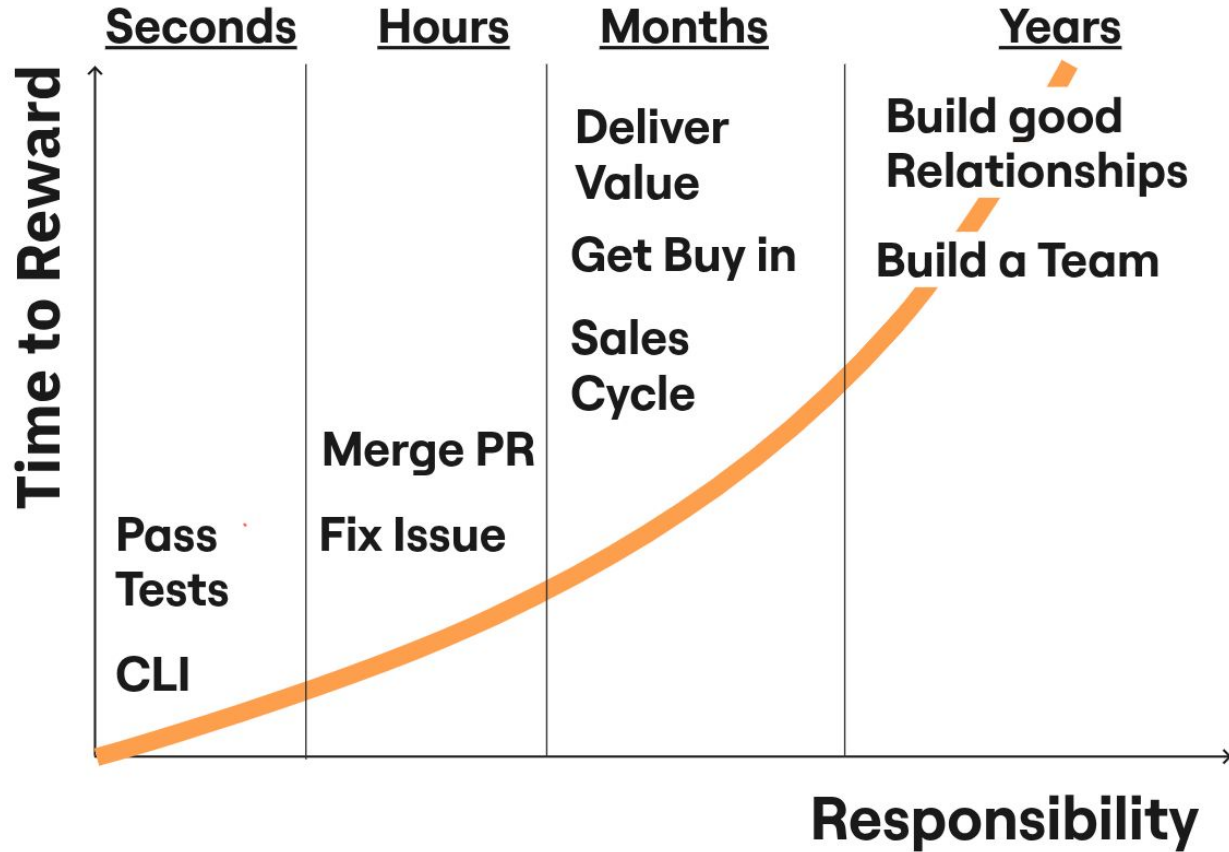
1. Practical: Let's find a solution
2. Emotional: I need your support
3. Social: Build our relationship



## 5. TYPE ERROR

INSTANT\_GRATIFICATION  
IS NOT CALLABLE





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Merging  
PRs and  
passing tests



Getting  
buy-in  
for the  
next project

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# 6. RUNTIME ERROR

## SYSTEM OVERLOAD



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**CONGRATULATIONS ON YOUR**

**PROMOTION!!**

- 1. Don't do it alone**
- 2. Prioritise your wellbeing**
- 3. Therapy is like pair programming**

# Mindset matters more than you think:

## Stress is Debilitating vs Stress Is Enhancing

Bosshard M, Gomez P. *Effectiveness of stress arousal reappraisal and stress-is-enhancing mindset interventions on task performance outcomes: a meta-analysis of randomized controlled trials.*  
Sci Rep. 2024 Apr 4;14(1):7923.

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**PYDATA  
VALENCIA  
IS COMING!**



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>>> QUIT

THANK YOU



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PYDATA LONDON

