

# Blind spots

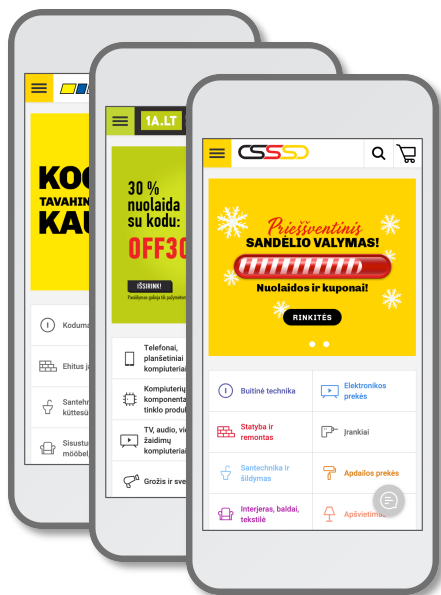
Transitioning from developer to team lead

Mindaugas Pelionis, Kesko Senukai Digital

# Me


- Web developer since 2001
- Mostly individual contributor
- Product manager at Kesko Senukai Digital
- Somewhere around here

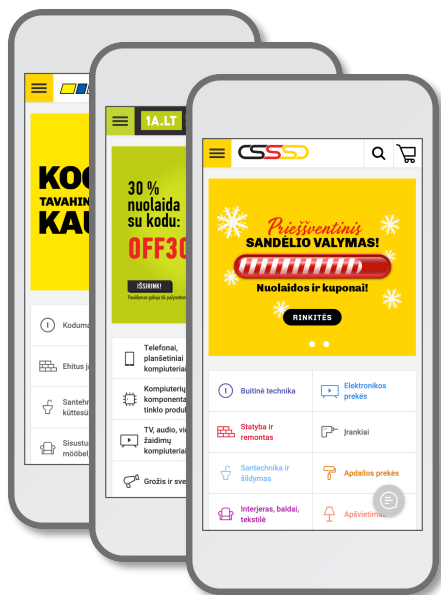




 [k-rauta.ee](http://k-rauta.ee)  
[1a.ee](http://1a.ee)


 [ksenukai.lv](http://ksenukai.lv)  
[1a.lv](http://1a.lv)

 [senukai.lt](http://senukai.lt)  
[1a.lt](http://1a.lt)



 k-rauta.ee  
1a.ee

 ksenukai.lv  
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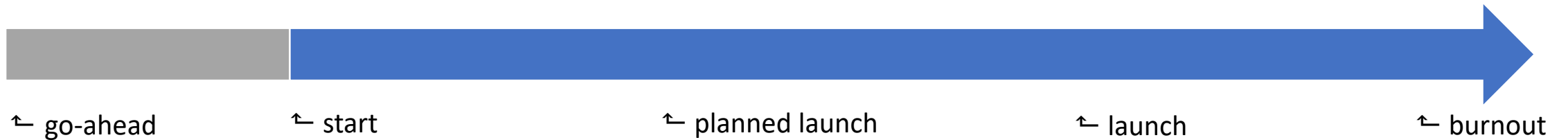
 senukai.lt  
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The project

# Rewrite from scratch

- Different technology
- +2 team members
- External and internal stakeholders
- More of everything
- Crunched timeline



The mistakes

I kept doing my job





# I kept doing my job

...but the job had changed

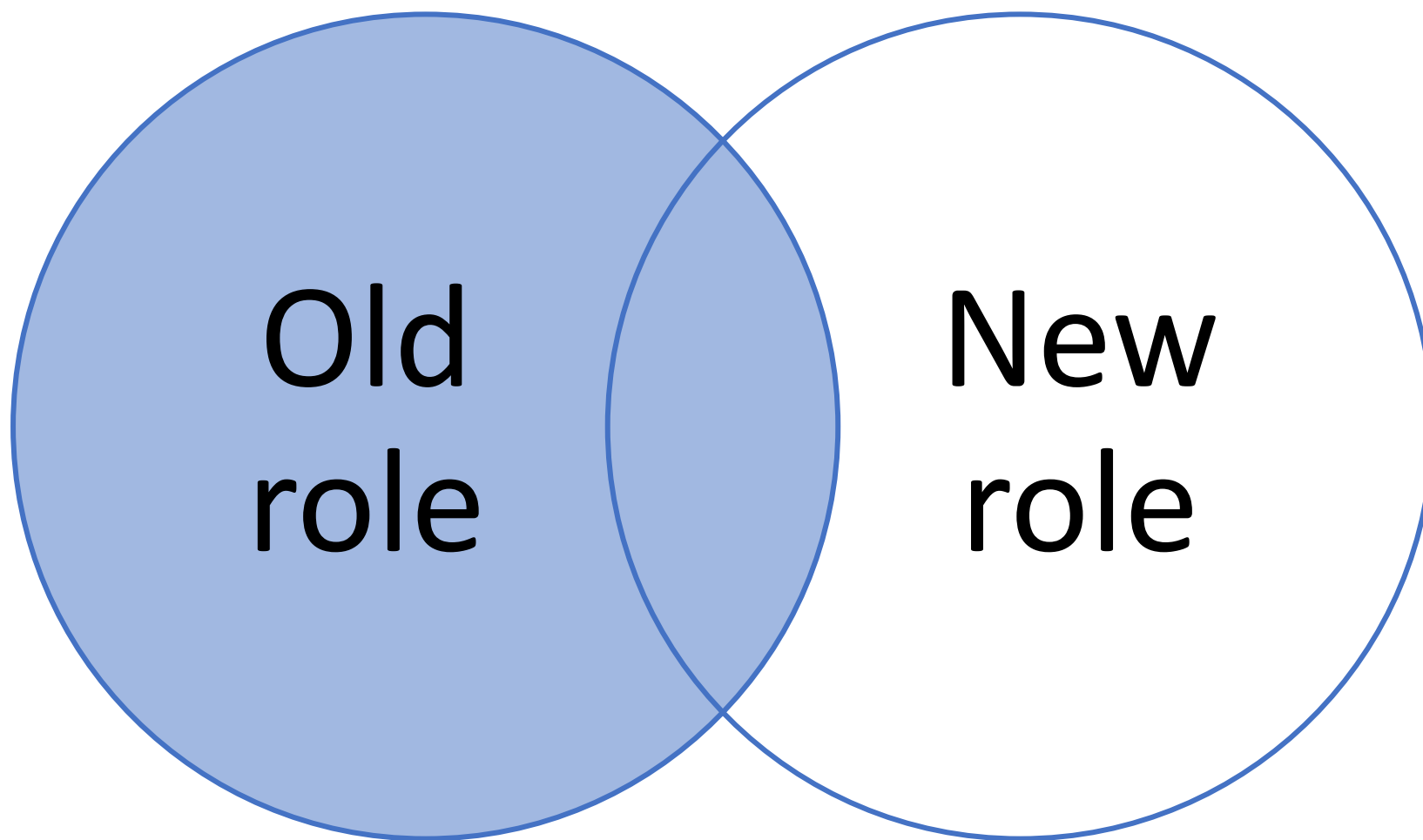


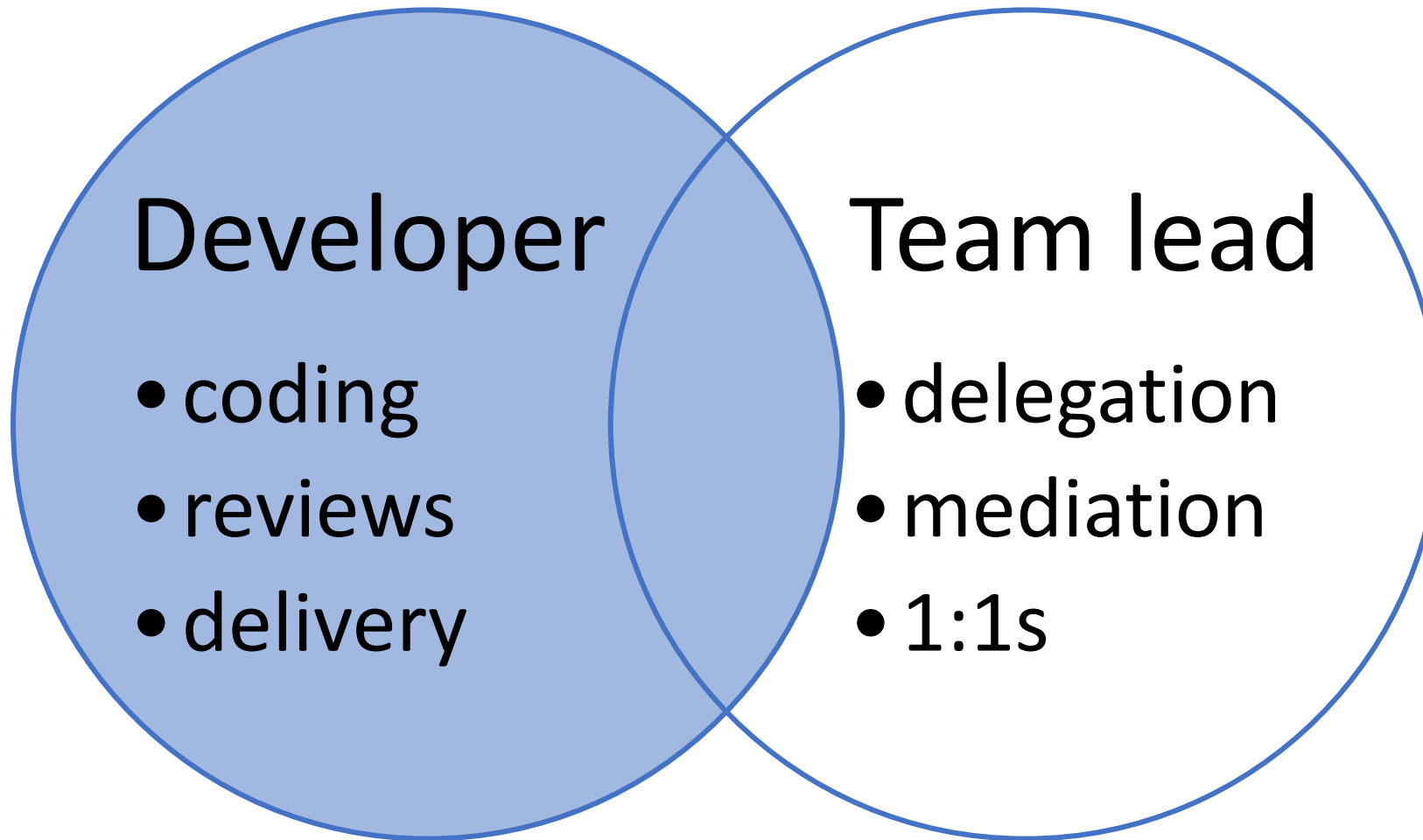
# I kept doing my job

...but the job had changed



Overlooking the skill gap





Known

Unknown

Knowns

Unknowns

|  |  |
|--|--|
|  |  |
|  |  |

Known

Unknown

Knowns

**Ruby**  
**PostgreSQL**

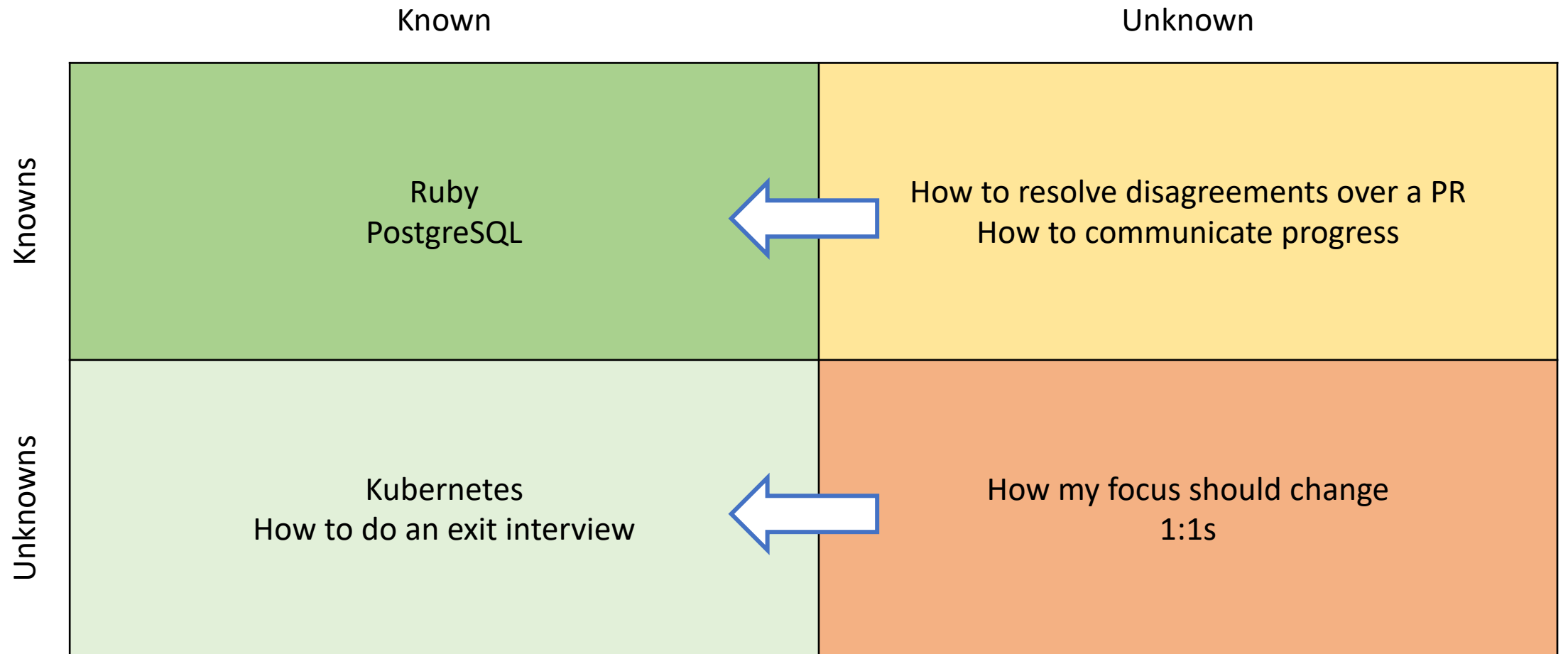
Unknowns

|          | Known   | Unknown |
|----------|---|---------|
| Knowns   | <p>Ruby<br/>PostgreSQL</p>                                      |         |
| Unknowns | <p><b>Kubernetes</b><br/><b>How to do an exit interview</b></p> |         |

|          | Known   | Unknown   |
|----------|---|---|
| Knowns   | <p>Ruby<br/>PostgreSQL</p>                        | <p><b>How to resolve disagreements over a PR</b><br/><b>How to lift team spirit</b></p> |
| Unknowns | <p>Kubernetes<br/>How to do an exit interview</p> |   |



|          | Known   | Unknown   |
|----------|---|---|
| Knowns   | <p>Ruby<br/>PostgreSQL</p>                        | <p>How to resolve disagreements over a PR<br/>How to communicate progress</p> |
| Unknowns | <p>Kubernetes<br/>How to do an exit interview</p> | <p><b>How my focus should change</b><br/><b>1:1s</b></p>                      |



I did what I did best



# I did what I did best

...but not what was more important at the time

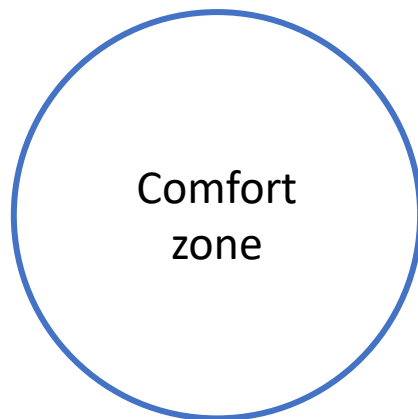


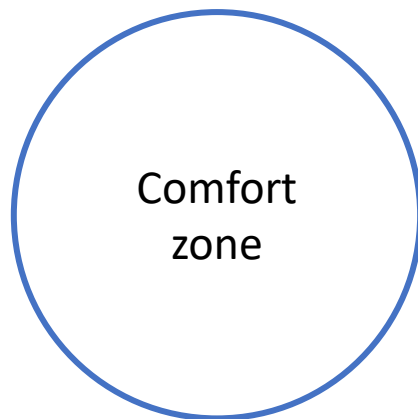
# I did what I did best

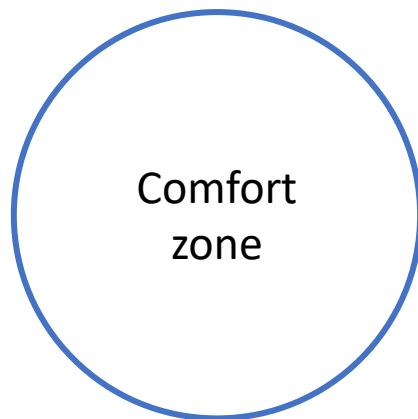
...but not what was more important at the time



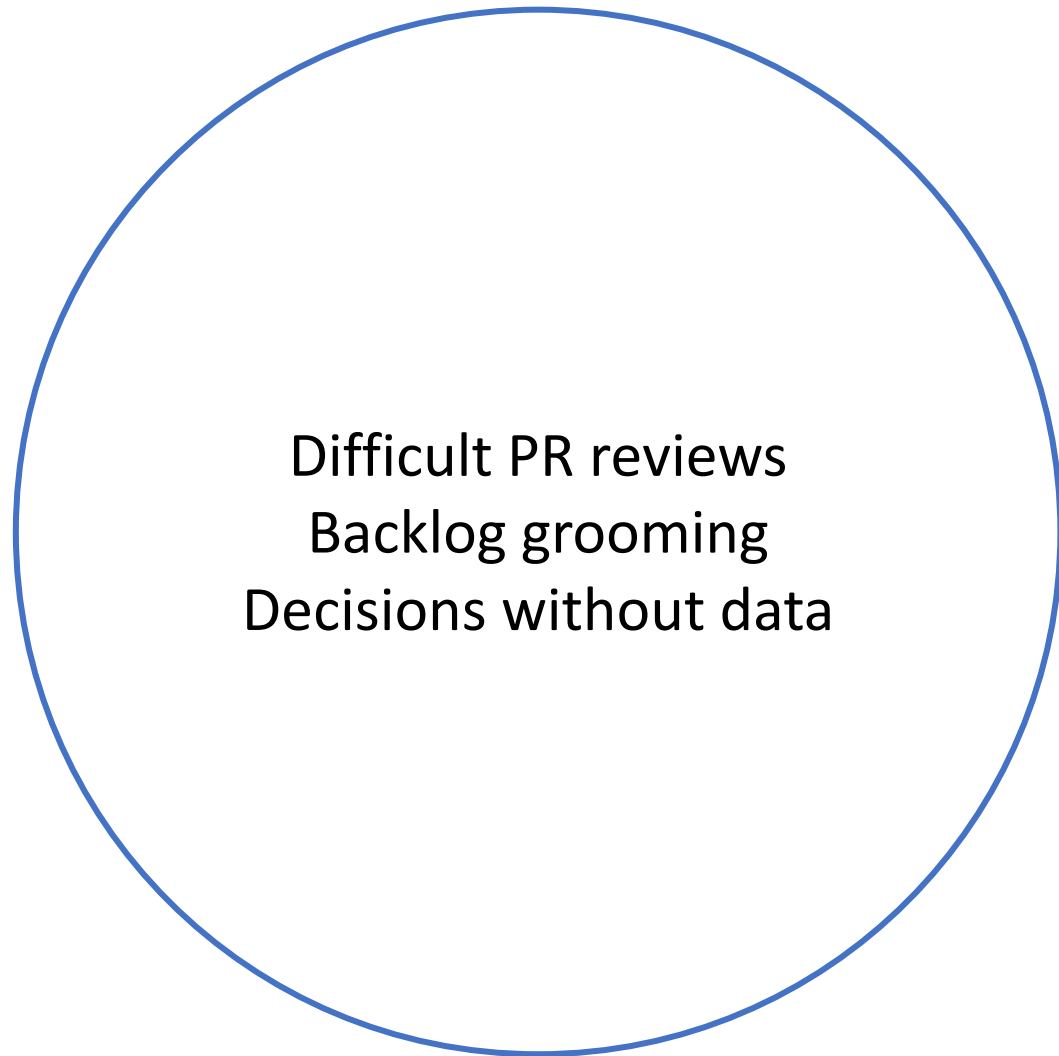
Hiding in the comfort zone











I did everything



# I did everything

...when I should have shared knowledge and delegated more



# I did everything

...when I should have shared knowledge and delegated more



Single point of failure

# Bottleneck

- Gated PR review process

# Bottleneck

- Gated PR review process
- Starved backlog

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- Gated PR review process
- Starved backlog
- Vision and roadmap not communicated enough

# Bottleneck

- Gated PR review process
- Starved backlog
- Vision and roadmap not communicated enough
- Burnout



# The mistakes

# The mistakes

I kept doing my job

# The mistakes

I kept doing my job

Overlooked the skill gap

# The mistakes

I kept doing my job

I did what I did best

Overlooked the skill gap

# The mistakes

I kept doing my job

Overlooked the skill gap

I did what I did best

Procrastinated on the important

# The mistakes

I kept doing my job

Overlooked the skill gap

I did what I did best

Procrastinated on the important

I did everything

# The mistakes

I kept doing my job

Overlooked the skill gap

I did what I did best

Procrastinated on the important

I did everything

Become the bottleneck

The look back





Team

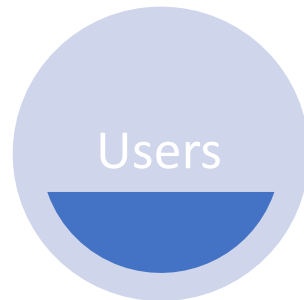


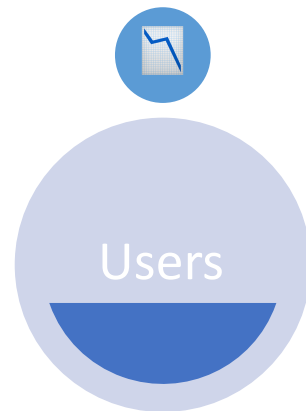
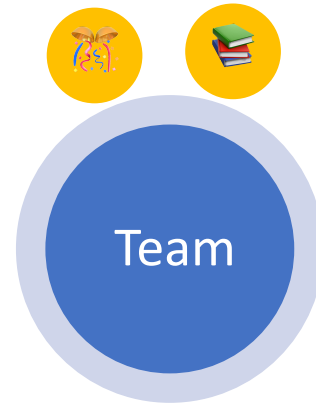
Users



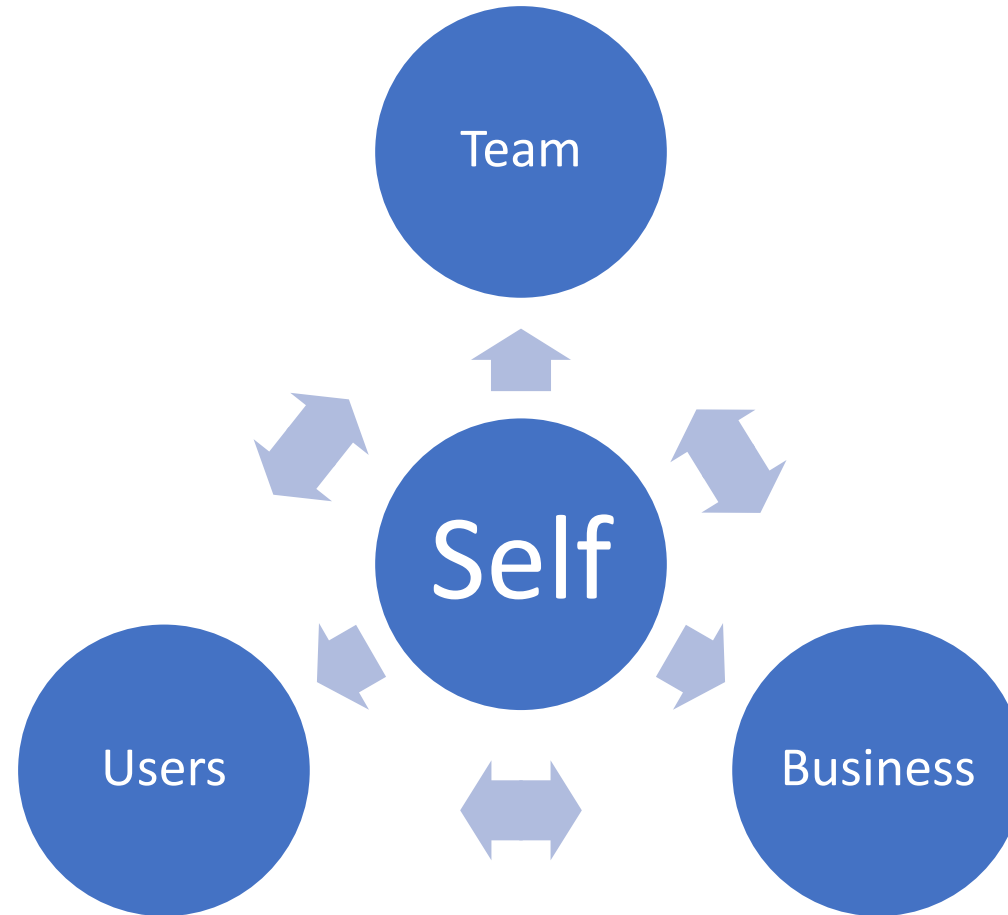
Business

# It is normal

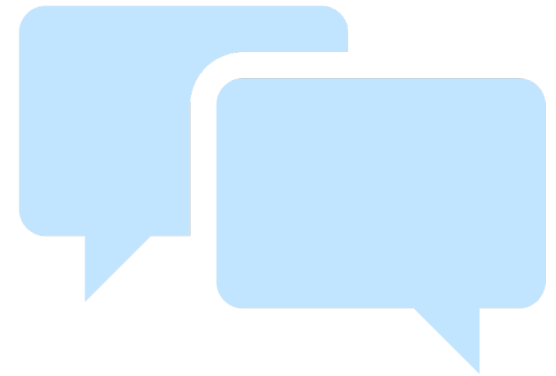




# The fourth responsibility

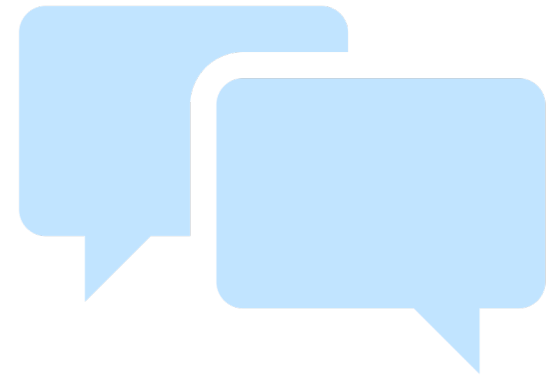


# Talk



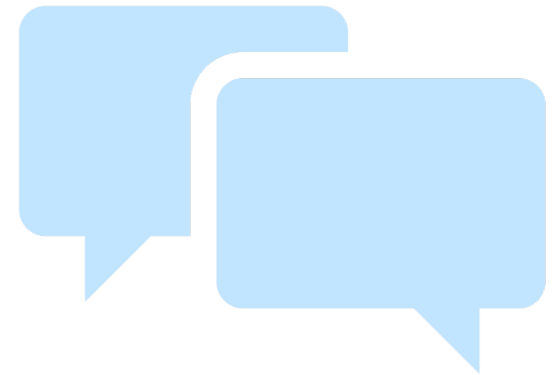
# Talk

- Uncovers blind spots



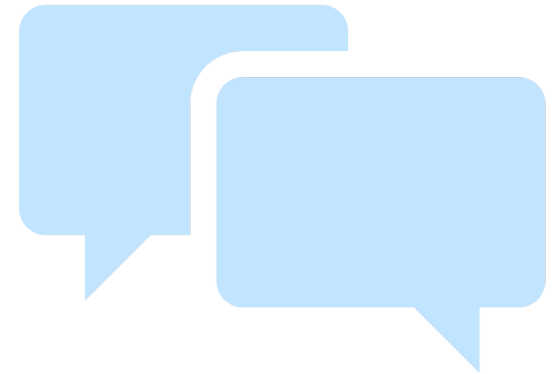
# Talk

- Uncovers blind spots
- Uncovers better solutions



# Talk

- Uncovers blind spots
- Uncovers better solutions
- Solves a lot of things





# Takeaways

# Takeaways



Compromise is normal

# Takeaways



Compromise is normal



Take care of self

# Takeaways



Compromise is normal



Take care of self



Talk

Thank you