# Product Tech Leads

What does a tech lead do?

# Tech Lead Wins

These are some of the indicators that you are succeeding as a tech lead. The aim is to make a practical and concrete checklist and inspiration for things to focus on and improve. Whether and when to prioritise improving these has to be balanced with working on the building and delivering the product/capability.

### Product Outcomes

* Release to a subset of customers each 14 days
* Customer’s use and happiness with your product/capability is measured
* OKRs are defined each tertile and evaluated regularly, i.e. BTORs
* Short-term (sprint/kanban) goals are set, and 70% of them reached
* Rapid and straightforward to implement new functionality
* Value, usability, feasibility and business viability risks are assessed and minimized
* Healthy and trustful relationship within the product trio (if available)
* Engineering is represented in product discovery and evaluation

### Engineering Excellence

* Tech debt is well monitored and managed, through flow distribution
* Incidents are resolved within target timeframes and according to procedures
* The service level agreement is kept (99.7% uptime)
* L2 incident support agreement and process is setup and tested
* Observability monitoring and alerting is setup and tested
* The CI/CD pipeline is fully automated
* Release testing takes a few hours, with the help from sufficient automated testing
* Releases pass automated security scans and tests within a self-service pipeline.
* Security thread modeling and secure coding practices are integrated into daily workflow
* Flow distribution is measured and acted on (each release interval)
* DORA metrics are tracked and improved
* Updated architectural end-to-end system diagrams exists and you can explain them to anyone
* Architectural and technology decisions are reviewed and captured in decision logs

### Team and Tech Leadership

* You have 1on1s with all software developers on your team
* You are not a bottleneck on the team, people can get access to you within a few hours on most days
* Engineers have integrated AI assistance into their daily workflow
* Team health has high scores, reflecting a positive morale and environment
* Pull requests gets timely high-quality reviews
* Developer experience is at an acceptable level (flow state, cognitive load, rapid feedback)

# Tech Lead Job Outline

### Position Overview

Tech Lead of the **XXX** product/capability team.

The Tech Lead collaborates with product management and design (when available) to lead their team in delivering high-value software products while balancing feasibility, value, usability, and business viability risks.

As the technical authority and a role-model developer, the Tech Lead ensures that engineering efforts are strategically aligned, technically sound, and executed with high quality throughout discovery, development, delivery, and operations. The Tech Lead holds the title of Senior Software Developer, reports to the Engineering Director, and supports the Engineering Manager to whom developers report.

For capability teams lacking product management or design roles, the Tech Lead naturally becomes the primary point of contact for internal customers. However, they are **not** expected to assume the full scope of product management responsibilities.

### Accountabilities

The Tech Lead owns the outcome and is answerable for:

* Develop and communicate **technical vision and strategy** aligned with business goals
* Drive architectural and technology **decisions and changes** through structured reviews and logs
* Own **feasibility** and contributing to value, usability, and business viability
* Be accountable for **deliverables from developers and testers**
* Ensure **code quality and best practices** (reviews, definition of done, coding standards)
* Oversee effective **manual and automated testing**
* Measure and improve **software delivery performance**
* Implement and operate a **fully automated CI/CD pipeline** (integration, testing, security scanning, deployment)
* Establish a “**you build it, you run it”** mindset with observability, service levels, and rapid incident response
* Own the **product security** process and compliance, including threat modeling, requirements, and risks

### Responsibilities

The Tech Lead execute, facilitate or delegate:

* Lead by example by spending significant time **writing code** alongside the team
* Proactively **manage your time**, be available and not a bottleneck, by knowing what not to do and delegating effectively
* Keep updated on **AI and emerging technologies**, share insights, and drive adoption
* **Coach and mentor** engineers on technical topics via 1on1s, situational and catalyst leadership
* Assist the Engineering Manager with **recruiting, onboarding, competence development, and performance evaluations**
* Ensure effective use of **AI-assisted coding**tools and workflows
* Improve the **developer experience** by reducing cognitive load, ensuring flow state, and shortening feedback loops
* Drive technical **collaboration across teams** and contribute to engineering-wide initiatives
* Co-lead with **product management and product design**, if those roles exist on the team
* Contribute to **outcome-based OKRs** and translating them into initiatives and short-term goals
* Champion the **Product Operating Model** within your team and towards stakeholders
* Balance near- and medium-term **delivery** with **technical investment, quality, and debt**
* Engage with **external or internal customers** to understand needs, product value, and usability
* Participate in **product discovery**, aligning ideas with what is now possible

### Competencies

The successful tech lead will most likely tick several of these boxes:

Experience and knowledge

* Technically leading engineering teams and mentoring developers
* Software development of frontend, backend and cloud technologies
* System architecture, software product design and technical excellence
* Working on a cross-functional product team
* Running products in production, owning uptime, operations and incident response
* Infrastructure as code, containerization, observability, scalability, performance
* Fully automated pipelines for integration, security scanning, testing and deployment
* Integrating secure coding practices, threat modeling, and compliance requirements
* Defining outcome oriented goals, initiatives, and sprint goals

Behavior and attitude

* Embodies a collaborative, blame-free, trustful, and friendly culture
* Determined, effective, want to learn, open to new ideas
* Balances pragmatic solutions with sustainable code quality, avoiding both quick fixes and over-engineering
* Situational aware, knowing when to be assertive or supportive, factual or emotional, expert or catalyst