

The Miserable Tier

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DEVOPS
ENTERPRISE
SUMMIT

AN  REVOLUTION EVENT



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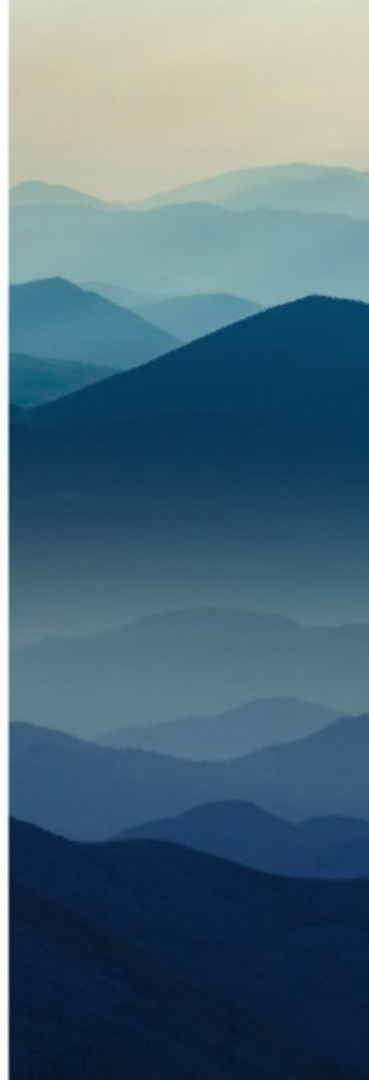


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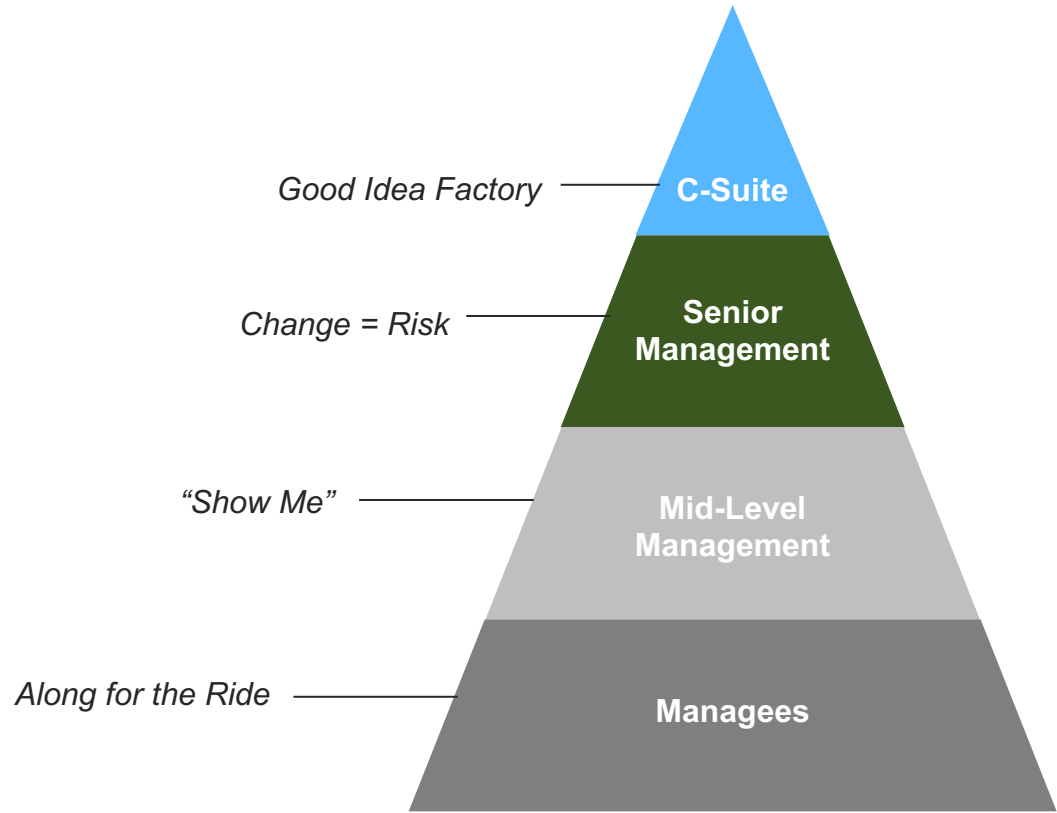


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Belongingness

Feeling part of a team

Competence

Seeing results from time spent doing what you do best

Autonomy

Directing your own work (and enabling others to do so)

Positive Emotions

Experiencing success, flow, connection

Psychological Safety

Feeling safe to learn (publicly!) and to not know

Fairness

Experiencing just treatment without favoritism or discrimination



**burnout
is
rampant**



- **Lack of a first team**
- **Distance from "real" or fun work of leadership**
- **Too much work-in-progress**

it is lonely at the top



**create
interdependence**





**plan small,
regular wins**

Individual & Organizational Habit Formation

Start with desired identity.

I am the type of person who...

- Works out regularly
- Empowers others
- Is curious

We are the type of company that...

- Helps each other
- Fosters psychological safety
- Rewards collective efforts



**you're
invited
to
practice**

Mid-Managers – Give credit across organizational lines

SVP – Practice inviting assistance

All of Us – Connect regularly with peers, seeking feedback; practice appreciations



**DISTRACTED
FROM REAL
WORK
AND THE FUN
WORK OF
LEADERSHIP**





**FIRES ARE RAMPANT
BECAUSE OF WISHFUL
THINKING, CULTURAL
RELUCTANCE TO
EXPOSE PROBLEMS,
AND HEROICS**



**DEAD
END**



**you're
invited
to
practice**

Mid-Managers – Offer opportunities for real interaction with work products through demos

SVP – Invest time in gemba; change your steering committees to action committees

All of Us - No PowerPoint



[illegible]



**you're
invited
to
practice**

Mid-Managers – Make all the work visible

SVP – Calendar-clearing exercise

All of Us – Ask questions that help colleagues be skeptical about capacity and how much effort work items require

call people in

