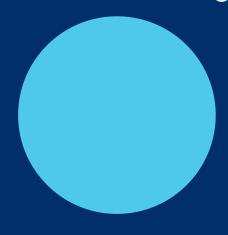


Taming a Monster: Leading Big Change as an Individual Contributor

Leaf (Jessica Roy, she/her)
Application Architect
Web Architecture & Engineering



The journey ahead



For individual contributors...



...and their managers.





About MassMutual

We help people secure their future and protect the ones they love.

- Founded in 1851
- Approximately 11,000 employees globally¹
- 2024 Best Places to Work Award (Built In)²
- Top Places to Work in Massachusetts (The Boston Globe)
- One of the FORTUNE 2024 World's Most Admired
 Companies® and ranked 102 on the 2024 Fortune
 500 list.3

2023 Industry Rankings

#2 Whole Life4

#2 Annuities⁵

#4 Pension risk transfer solutions6

#5 Individual disability income insurance⁷

18th year in a row with industry-leading dividend interest rate8

¹ as of Dec 31, 2023

² U.S. Best Places to Work, U.S. Best Large Places to Work, Best Places to Work in Boston, Best Places to Work in New York and Best Large Places to Work in New York

³ From Fortune ©2024. FORTUNE Media IP Limited. All rights reserved. FORTUNE 500 and FORTUNE World's Most Admired Company are registered trademarks of FORTUNE Media IP Limited and are used under license. FORTUNE is not affiliated with, and does not endorse products or services of, MassMutual.

⁴ LIMRA's 2023 U.S. Individual Life Insurance Sales Participant Report

⁵ LIMRA's 2023 U.S. Individual Annuity Sales Report

⁶ LIMRA's 2023 Group Annuity Risk Transfer Survey. Ranking based on single premium PRT sales

⁷ LIMRA's 2023 U.S. Individual Disability Income Participant Report

⁸ The dividend and DIR are determined annually, subject to change, and are not guaranteed.

The journey begins...

Code is magic

Winding path

Learning beats knowing



The journey continues... still an IC...



Opportunity & space



Leadership coaching



Context

I gain more powers...

Coaching others
-- pitched a role!

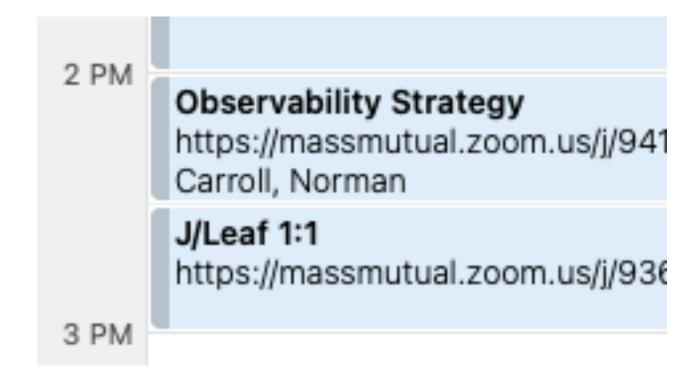


Connections

Getting to ground level



A meeting appears... "Observability"??





Lunch with EA... Third party software DORA DevOps Security Cloud Culture **SLOs** User experience **Databases** Logs Metrics Infrastructure All applications? **Pipelines FinOps AlOps** Vendor selection Process observability DevX Data Science **Analytics** Cardinality On-prem Not DevOps Traces **Business** goals **Events** OpenTelemetry SaaS

"Everybody has a horse in this race."

I'm supposed to choose the horses.

Facing the monster: ICs

Learning & coaching

Connections - how you show up

Choose horses & get to ground level



Manager support



Opportunity & space



Leadership coaching



Context and partnership

The real monster?



Help I need









Questions/Advice for me?

I'm **Leaf** on ETLS Slack

Thanks to my crew!

Tame your monsters!





.:. MassMutual