

∴MassMutual

Taming a Monster: Leading Big Change as an Individual Contributor

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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

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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”??

2 PM	
	Observability Strategy https://massmutual.zoom.us/j/941 Carroll, Norman
	J/Leaf 1:1 https://massmutual.zoom.us/j/936
3 PM	



Lunch with EA...

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



**“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



Your journey



Your tips



~~Observability?~~

SDLC

Questions/Advice for me?



I'm **Leaf** on ETLs Slack

Thanks to my crew!

Tame your monsters! 





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