Tech Leadership

Diego Pacheco

Leadership Style

- ❏ Kitchen Chef
- ❏ Cooks
- ❏ Experiments
- ❏ Leads by Doing
- ❏ Technical
- ❏ Never Stop Learning
- ❏ Demanding
- ❏ Teaching

Roots

Love & Passion

Discipline & Hardworking
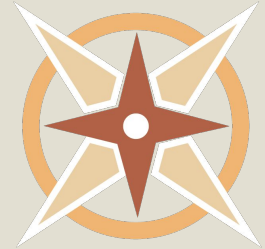

Learn & Curiosity

Attention to Detail
& Persistent

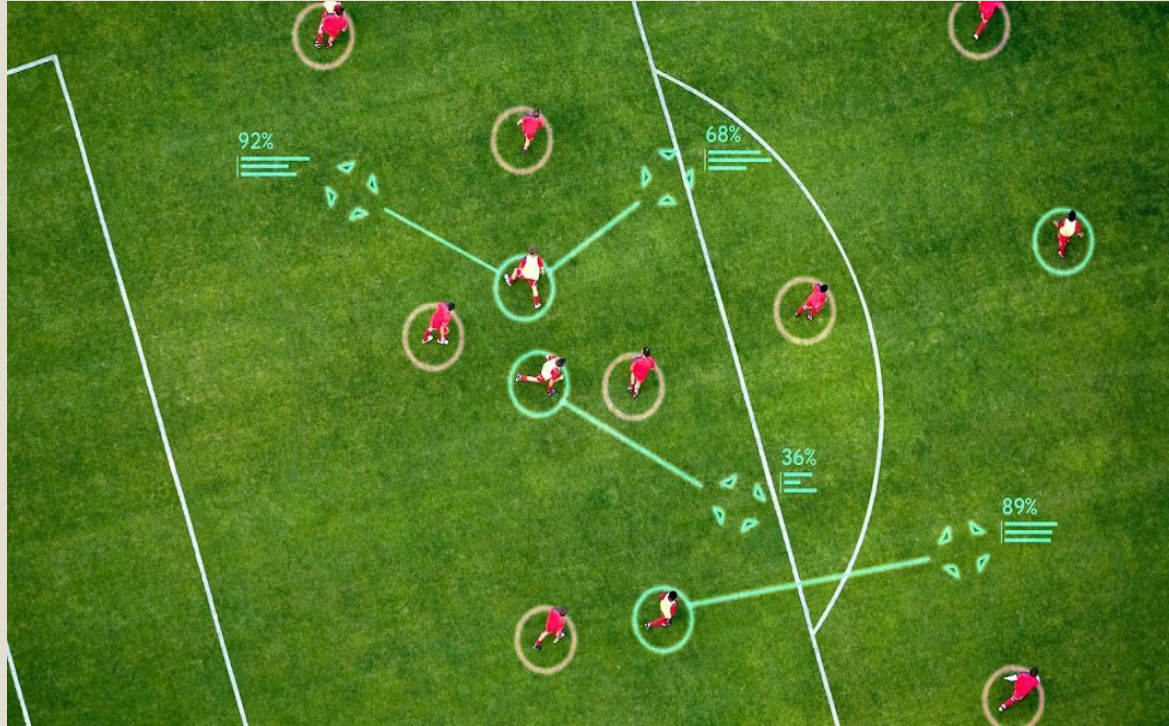Delivery & Action

Faith & Principles

Accountability

- ❑ Prestacao de contas
- ❑ Responsabilidade
- ❑ Hold Accountable
- ❑ Tactical Engagement
- ❑ Call Out
- ❑ Feedback
- ❑ Pressure
- ❑ Maturity
- ❑ Nature of The Game

Squeeze the Orange

- ❏ People want Pride
- ❏ Believe in People
- ❏ Lean on them
- ❏ Make them do more
- ❏ Can always do more
- ❏ Keep Raising the bar
- ❏ Impact on the org
- ❏ Proactive Work
- ❏ Celebrate Wins
- ❏ Make it Fun

Kryptonite
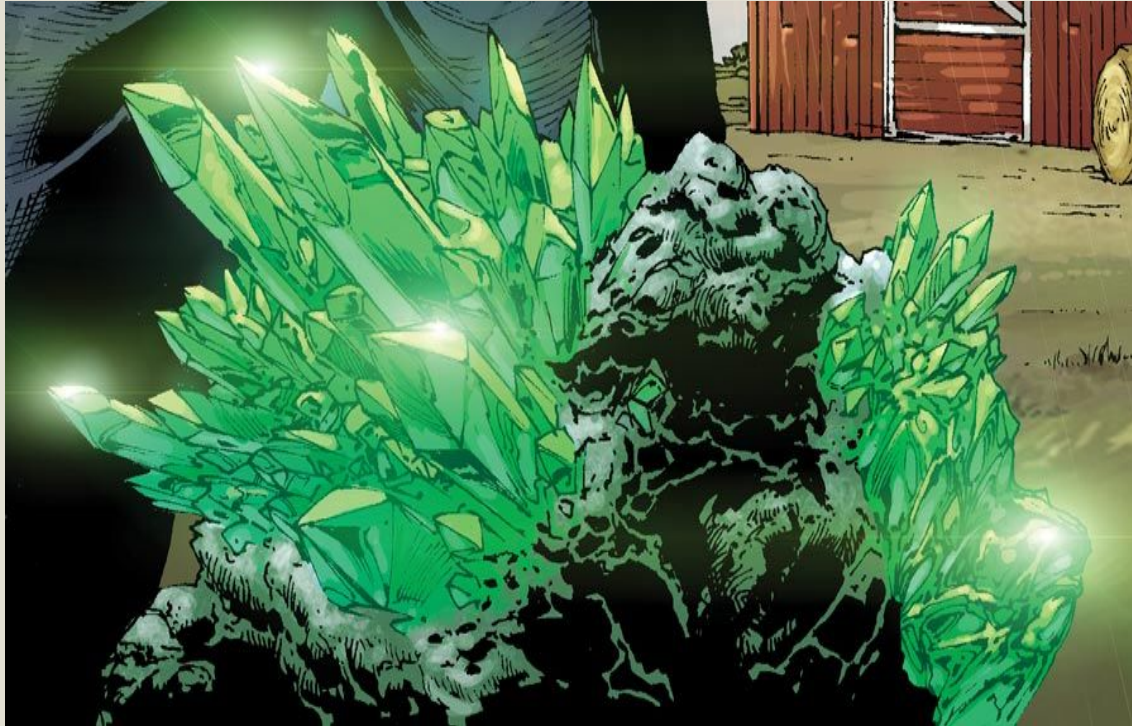
- ❏ People Can do more
- ❏ People Have Limits
- ❏ You need to know
- ❏ Experiments
- ❏ Little Doses
- ❏ Tell the right SEVERITY
- ❏ Delays can be dangerous

Chicken Gluking

- ❏ Chicken's Tale
- ❏ Visibility: Good or Bad
- ❏ Good Communication
- ❏ Proactive
- ❏ Celebration
- ❏ Small Wins
- ❏ Show that you CARE
- ❏ Own sucess/failures
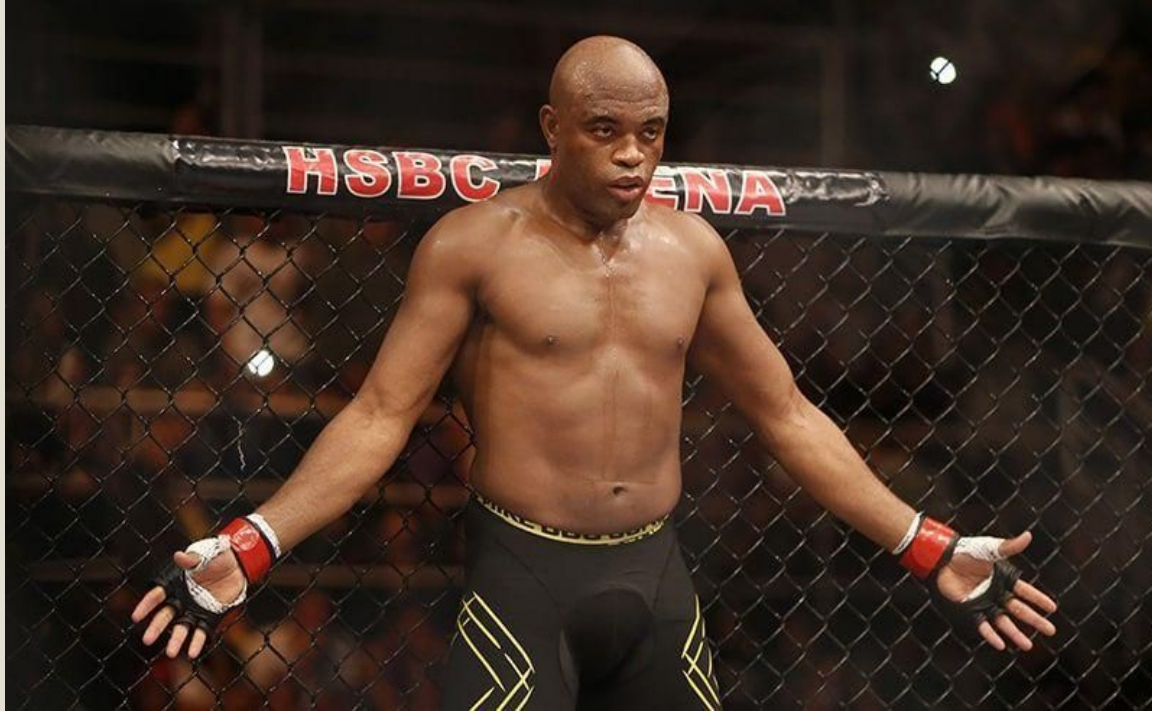- ❏ Repetition and Market

No Delay + Low Latency

- ❏ Hidden Expectations
- ❏ Timeout -> Fired
- ❏ Give more changes
- ❏ Fairness
- ❏ Don't Procrastinate
- ❏ Careful with later
- ❏ Let's win, no time to lose - champions final

Aggressiveness

- ❑ Save lives
- ❑ Saves Money
- ❑ Return of Investment
- ❑ Course Correction
- ❑ Don't worship problems
- ❑ Discipline
- ❑ Let's win - NBA

Calm seas do not make good sailors

- ❑ Chaos
- ❑ The 4 Seasons
- ❑ Problems are the best
- ❑ Low Performant are the best
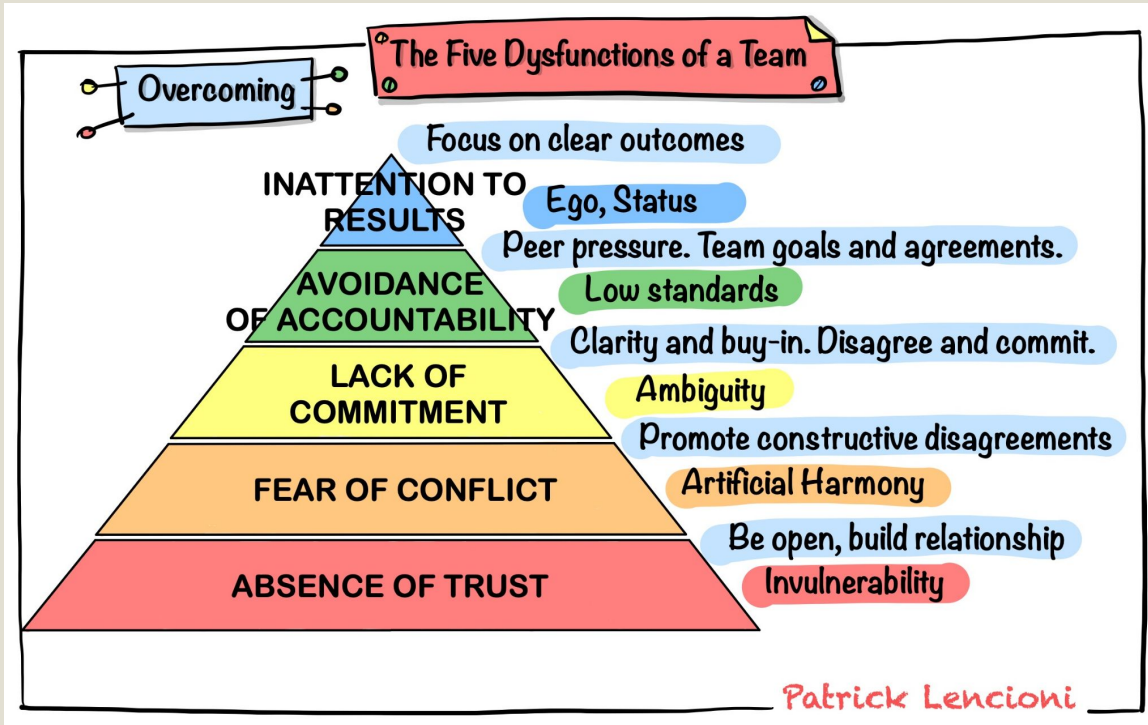- ❑ Leaders grow with problems (doctors)
- ❑ Gets easier over time

Visibility

- ❑ Daily Practice
- ❑ Away from Computer
- ❑ Slack
- ❑ This is Care
- ❑ This is Respect
- ❑ Way of Growing
- ❑ Dont see dont remember
- ❑ No matter if good of bad***

5 Dysfunctions

The Five Dysfunctions of a Team

Overcoming

- Focus on clear outcomes
- INATTENTION TO RESULTS
- Ego, Status
- Peer pressure. Team goals and agreements.
- AVOIDANCE OF ACCOUNTABILITY
- Low standards
- Clarity and buy-in. Disagree and commit.
- LACK OF COMMITMENT
- Ambiguity
- Promote constructive disagreements
- FEAR OF CONFLICT
- Artificial Harmony
- Be open, build relationship
- ABSENCE OF TRUST
- Invulnerability

Patrick Lencioni

- ❏ Teams are not mature
- ❏ Maturity is built
- ❏ People have different levels of sensibility
- ❏ People Tech Debt
- ❏ Believe in People
- ❏ Walk the Walk, Talk the Talk, fake until you make it....

Debug People

- ☐ Ask questions
- ☐ 5 Whys
- ☐ Don't assume
- ☐ Question > Judge
- ☐ Force Output
- ☐ Repetition
- ☐ LTs
- ☐ PRs + GitHub
- ☐ Retrospectives are
  IDEs in Debut mode

Dinosaur Fence

- ❏ Like a Dinosaur
- ❏ With Aggressiveness
- ❏ Look for weakness
- ❏ Train in all Fundamentals
- ❏ Make a plan to fix it
- ❏ Feedbacks to Grow
- ❏ See what others don't see

Comments / DMs

- ❑ Repeat >7x
- ❑ Ask in private
- ❑ Over and over
- ❑ Time to Time
- ❑ Eventually people speak up
- ❑ Keep on TOP of PEOPLE
- ❑ ALL TIMES
- ❑ DefCon level is...?

Unit Tests

- ❏ People need Unit Tests
- ❏ Ask questions
- ❏ Ask for Evidence
- ❏ Quentin Tarantino
- ❏ Read the Code
- ❏ Read the Ticket
- ❏ Ask explanations
- ❏ LTs

Trust by Verify

- ❏ Trust is not BLIND
- ❏ Ask questions
- ❏ Do unit Tests
- ❏ Double Check
- ❏ Make your own conclusions
- ❏ Go do a POC by yourself
- ❏ Go Research
- ❏ Ask others...

Demand & Teach

- ❏ Just Demand is B$@#!
- ❏ Need Both
- ❏ Give something to people
- ❏ Champions League
- ❏ School Exams
- ❏ Go Deep
- ❏ Hacker Mindset

Build Relationships

- ❑ 1:1s
- ❑ Meetings
- ❑ Beers
- ❑ Give up when you can
- ❑ Goes along way
- ❑ Allow you to recover easily
- ❑ Takes time
- ❑ It's very important

Over Delivery Always

- ❏ Boundaries
- ❏ Play to Win
- ❏ Conservative Estimates
- ❏ Aggressive Execution
- ❏ Communication
- ❏ DE-Risk all time
- ❏ Do always 20-30% more
- ❏ Get it VS FF

Vanilla vs 2002

Brasileirão

ge

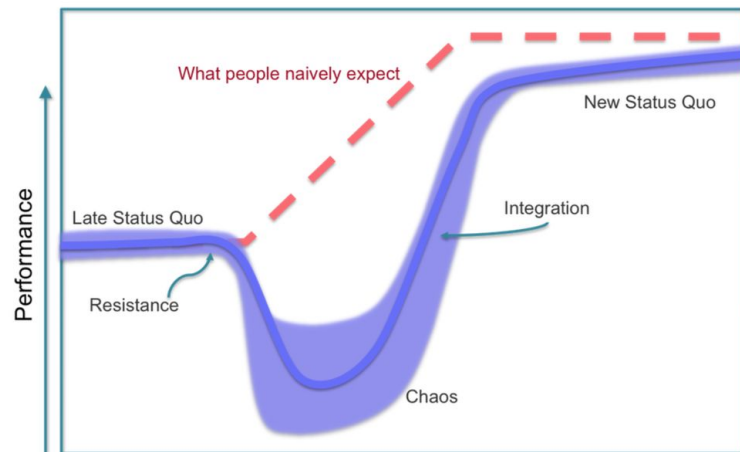|		PTS	J	V	SG
1	Botafogo	64	31	19	23
2	Palmeiras	61	31	18	28
3	Fortaleza	57	31	16	9
4	Flamengo	54	30	16	13
5	Internacional	52	30	14	14
6	São Paulo	51	31	15	9
7	Bahia	46	30	13	6
8	Cruzeiro	44	31	12	3
9	Atlético-MG	41	30	10	-3
10	Vasco	40	30	11	-8
11	Grêmio	38	31	11	-3
12	Criciúma	37	31	9	-6
13	Fluminense	36	31	10	-6
14	Vitória	35	31	10	-10
15	Athletico-PR	34	30	9	-5
16	Bragantino	34	31	8	-6
17	Juventude	34	31	8	-10
18	Corinthians	32	30	7	-6
19	Cuiabá	27	30	6	-15
20	Atlético-GO	22	31	5	-27

The Satir Model of Change
Virginia Satir

What people naively expect

New Status Quo

Performance

Late Status Quo

Integration

Resistance

Chaos

❑ Satir 50s
❑ Bands, Improve all bands
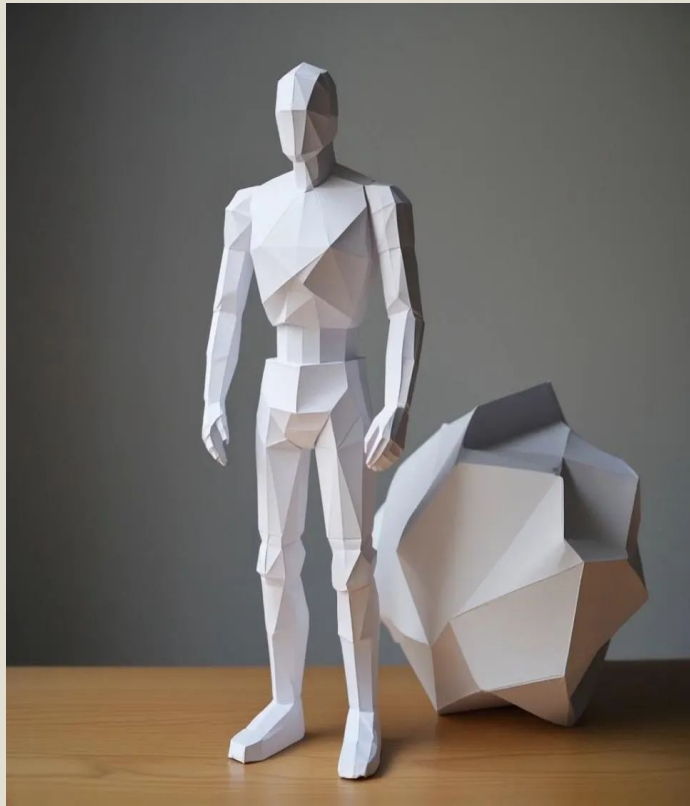❑ Focus on lower bands first but not only there
❑ Demand More
❑ Perception vs Reality

Feedback

- ❏ Quick Text == Danger
- ❏ People are not made of paper
- ❏ Explain, Give Examples
- ❏ BEAR (Behavior Effect Alternative Results)
- ❏ Say Good or To Improve
- ❏ Don't delay feedback
- ❏ Works side-by-side with Retrospectives
- ❏ People must write down (ownership)
- ❏ Remember Satir...

Pushing Back

- ❏ Rhino is a Super Bull (Armor)
- ❏ Severity must be expressed (properly)
- ❏ Always fill with explanations
- ❏ Evidence Helps
- ❏ Summaries are great
- ❏ VDM Folder
- ❏ You can disagree and commit
- ❏ We must not fear tech discussions
- ❏ Complacency is the seed of Destruction (Ignore Culture)

Lead by Example: Do Better

- ❏ Ted Lasso | Karate Kid with Jackie Chan
- ❏ How much you push yourself?
- ❏ How much you do without asking you?
- ❏ Do 10, ask 8 from people
- ❏ Dilma Metrics
- ❏ It's about continuous Improvement
- ❏ Under promise & Over Deliver
- ❏ _____

THANK YOU

I'm looking forward to working together with you.