

Tech Leadership

Diego Pacheco



Leadership Style



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

Roots



Love & Passion



Discipline & Hardworking



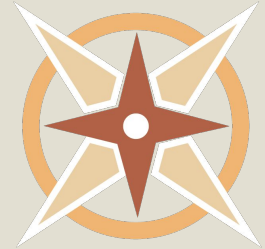
Learn & Curiosity



*Attention to Detail
& Persistent*

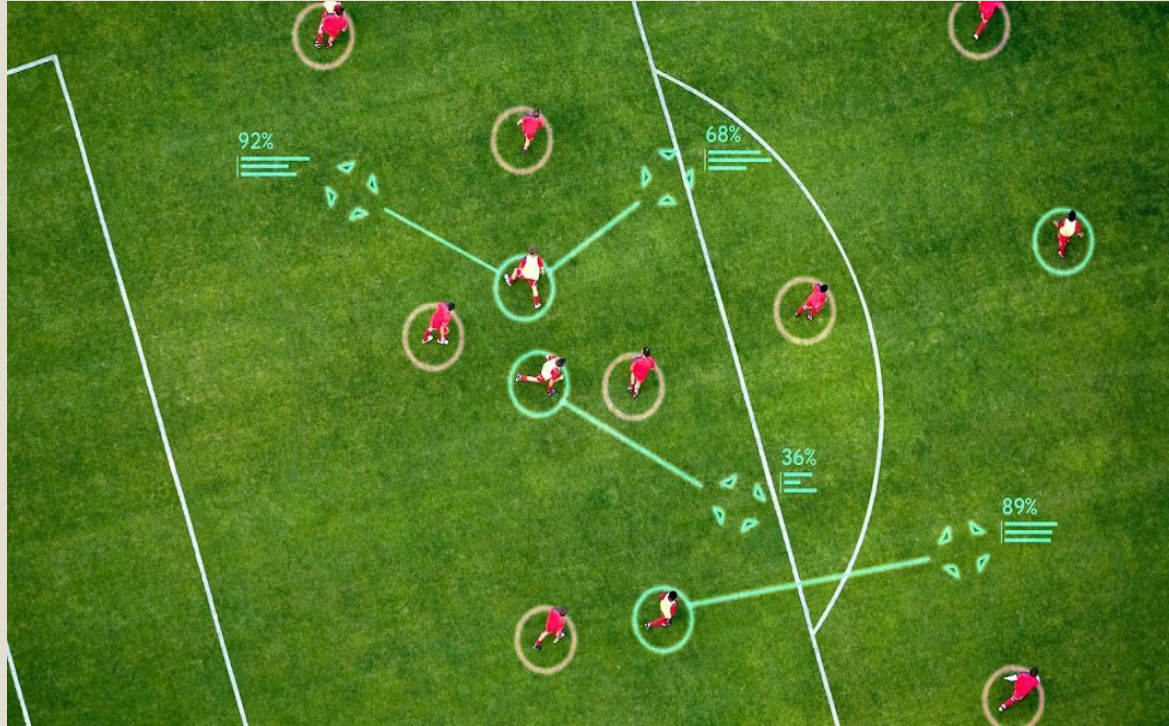


Delivery & Action



Faith & Principles

Accountability



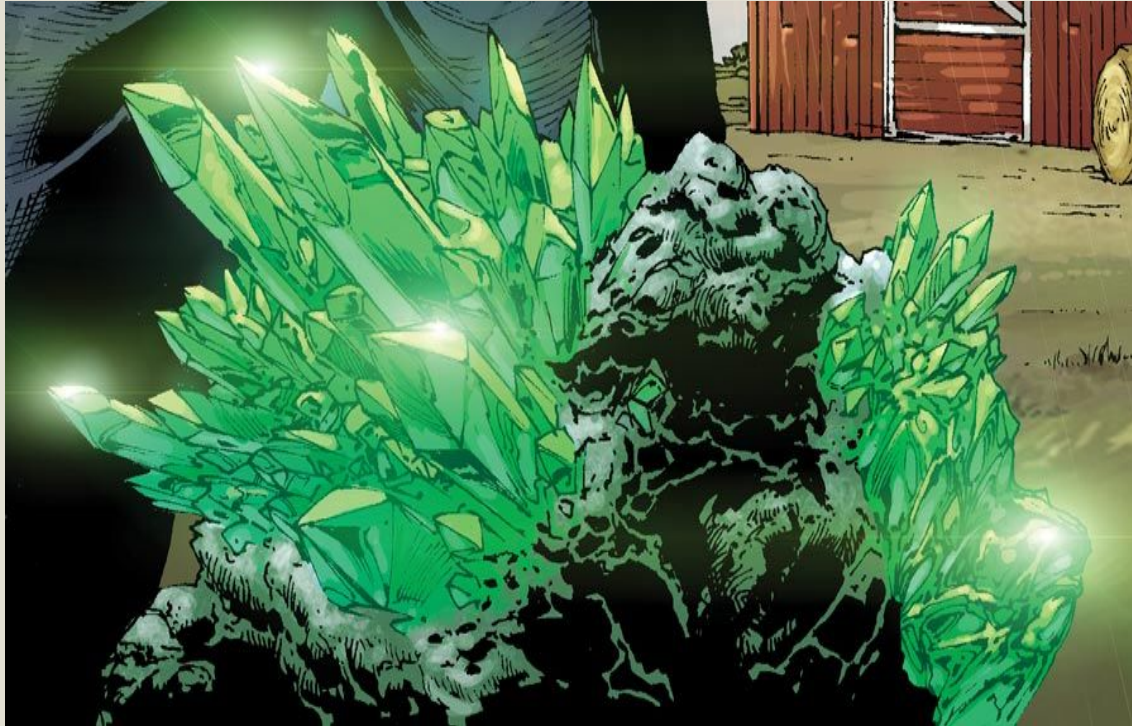
- ❑ *Prestacao de contas*
- ❑ *Responsabilidade*
- ❑ *Hold Accountable*
- ❑ *Tactical Engagement*
- ❑ *Call Out*
- ❑ *Feedback*
- ❑ *Pressure*
- ❑ *Maturity*
- ❑ *Nature of The Game*

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



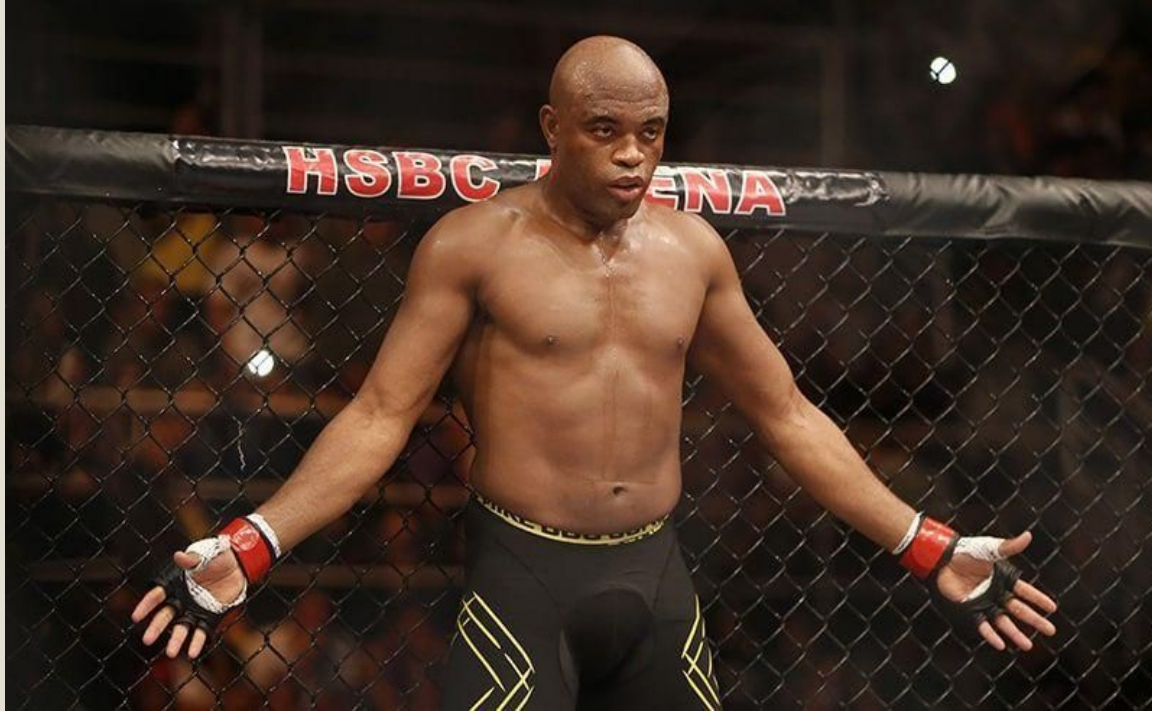
- ❑ *Chicken's Tale*
- ❑ *Visibility: Good or Bad*
- ❑ *Good Communication*
- ❑ *Proactive*
- ❑ *Celebration*
- ❑ *Small Wins*
- ❑ *Show that you CARE*
- ❑ *Own success/failures*
- ❑ *Repetition and Market*

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



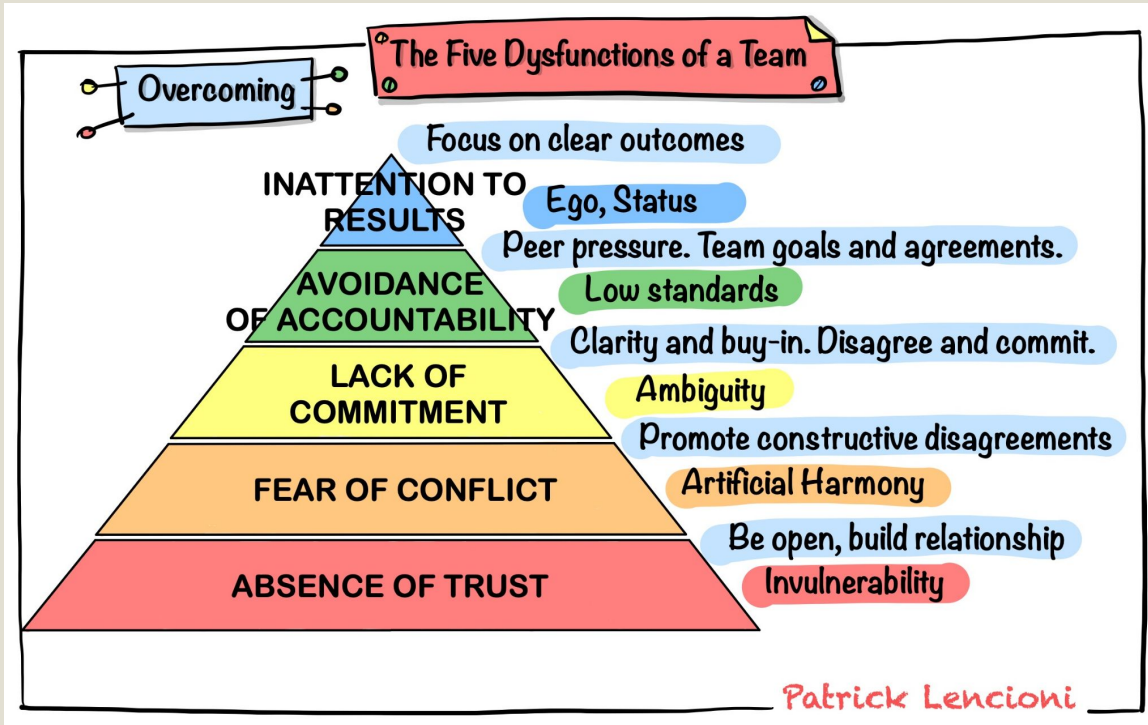
- ❑ *Chaos*
- ❑ *The 4 Seasons*
- ❑ *Problems are the best*
- ❑ *Low Performant are the best*
- ❑ *Leaders grow with problems (doctors)*
- ❑ *Gets easier over time*

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



- 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



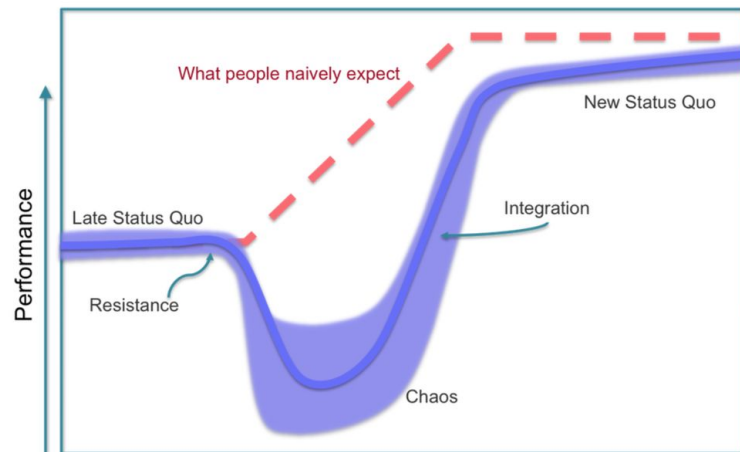
SÉRIE A 2024 | 26/10/2024

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		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



Satir 50s



Bands, Improve all bands



Focus on lower bands first but not only there

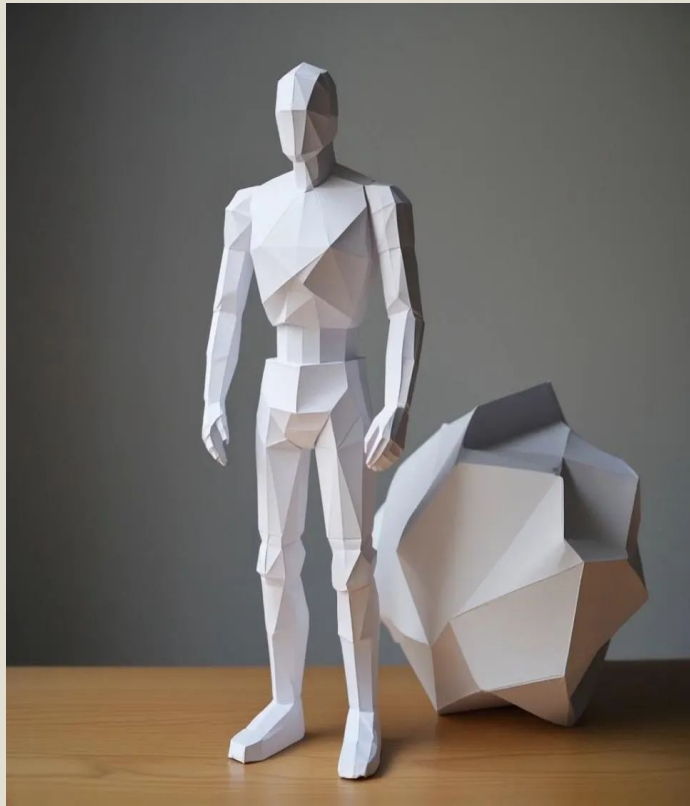


Demand More



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...

THANK YOU



I'm looking forward to
working together with you.