Engineering Team Lead - Onboarding Plan
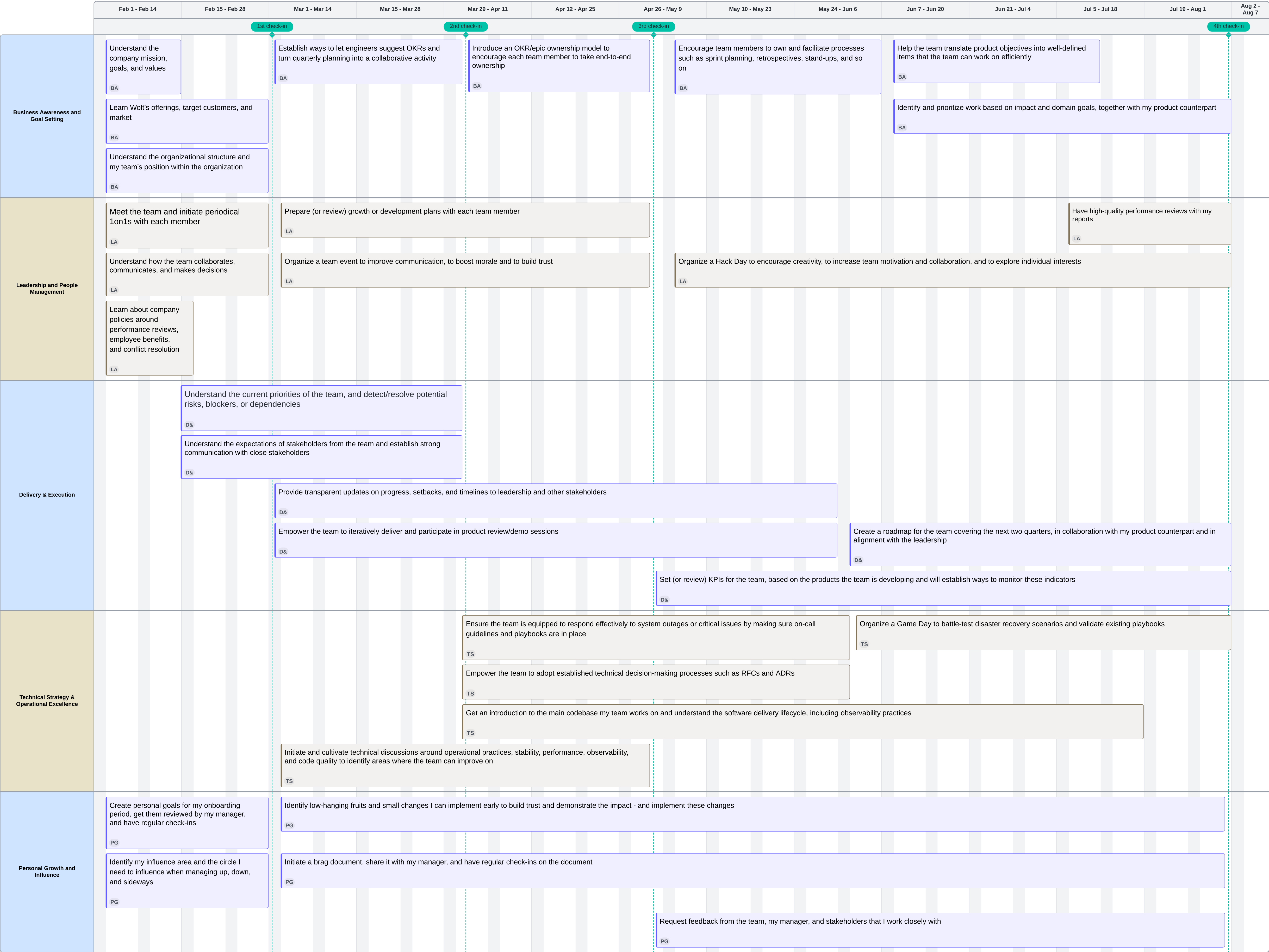
Employee: Serhat M. Dundar

Introduction

This document contains my onboarding plan for a period of 6 months, considering periodic check-ins during the 1st, 2nd, 3rd, and 6th months with my manager.

The S.M.A.R.T. *(Specific, Measurable, Achievable, Relevant, and Time-Bound)*, framework was followed in this document when setting goals, and a deduction methodology was applied when prioritizing goals and deciding on the timeline. The deduction methodology that is followed in this document prioritizes being a cultural fit and being able to display business acumen abilities. In the onboarding plan, main activities were categorized under 5 categories:

- Business Awareness and Goal Setting
- Leadership and People Management
- Delivery and Execution
- Technical Strategy and Operational Excellence
- Personal Growth and Influence

It's important to note that the plan doesn't contain or take into consideration any mandatory onboarding sessions that will be organized by Wolt, as by the time of this writing these steps were unknown.

Roadmap Timeline

Timeline periods: Feb 1 - Feb 14 | Feb 15 - Feb 28 | Mar 1 - Mar 14 | Mar 15 - Mar 28 | Mar 29 - Apr 11 | Apr 12 - Apr 25 | Apr 26 - May 9 | May 10 - May 23 | May 24 - Jun 6 | Jun 7 - Jun 20 | Jun 21 - Jul 4 | Jul 5 - Jul 18 | Jul 19 - Aug 1 | Aug 2 - Aug 7

Check-ins: 1st check-in | 2nd check-in | 3rd check-in | 4th check-in

Business Awareness and Goal Setting

- Understand the company mission, goals, and values — BA
- Learn Wolt's offerings, target customers, and market — BA
- Understand the organizational structure and my team's position within the organization — BA
- Establish ways to let engineers suggest OKRs and turn quarterly planning into a collaborative activity — BA
- Introduce an OKR/epic ownership model to encourage each team member to take end-to-end ownership — BA
- Encourage team members to own and facilitate processes such as sprint planning, retrospectives, stand-ups, and so on — BA
- Help the team translate product objectives into well-defined items that the team can work on efficiently — BA
- Identify and prioritize work based on impact and domain goals, together with my product counterpart — BA

Leadership and People Management

- Meet the team and initiate periodical 1on1s with each member — LA
- Understand how the team collaborates, communicates, and makes decisions — LA
- Learn about company policies around performance reviews, employee benefits, and conflict resolution — LA
- Prepare (or review) growth or development plans with each team member — LA
- Organize a team event to improve communication, to boost morale and to build trust — LA
- Organize a Hack Day to encourage creativity, to increase team motivation and collaboration, and to explore individual interests — LA
- Have high-quality performance reviews with my reports — LA

Delivery & Execution

- Understand the current priorities of the team, and detect/resolve potential risks, blockers, or dependencies — D&
- Understand the expectations of stakeholders from the team and establish strong communication with close stakeholders — D&
- Provide transparent updates on progress, setbacks, and timelines to leadership and other stakeholders — D&
- Empower the team to iteratively deliver and participate in product review/demo sessions — D&
- Create a roadmap for the team covering the next two quarters, in collaboration with my product counterpart and in alignment with the leadership — D&
- Set (or review) KPIs for the team, based on the products the team is developing and will establish ways to monitor these indicators — D&

Technical Strategy & Operational Excellence

- Ensure the team is equipped to respond effectively to system outages or critical issues by making sure on-call guidelines and playbooks are in place — TS
- Organize a Game Day to battle-test disaster recovery scenarios and validate existing playbooks — TS
- Empower the team to adopt established technical decision-making processes such as RFCs and ADRs — TS
- Get an introduction to the main codebase my team works on and understand the software delivery lifecycle, including observability practices — TS
- Initiate and cultivate technical discussions around operational practices, stability, performance, observability, and code quality to identify areas where the team can improve on — TS

Personal Growth and Influence

- Create personal goals for my onboarding period, get them reviewed by my manager, and have regular check-ins — PG
- Identify my influence area and the circle I need to influence when managing up, down, and sideways — PG
- Identify low-hanging fruits and small changes I can implement early to build trust and demonstrate the impact - and implement these changes — PG
- Initiate a brag document, share it with my manager, and have regular check-ins on the document — PG
- Request feedback from the team, my manager, and stakeholders that I work closely with — PG

Business Awareness and Goal Setting

1. Understand the company mission, goals, and values

S	Gain a deep understanding of the company's mission, goals, and values by reviewing internal documents, attending orientation sessions, and discussing with key stakeholders.
M	Identify at least 3 key elements of the company's mission and goals, and align my team's work with these within 15 days.
A	Participate in leadership meetings, review company materials, and consult with my manager to ensure a clear understanding of the mission, goals, and values.
R	Understanding the company's mission and values is crucial for aligning the team's efforts and ensuring that decisions contribute to broader organizational success.
T	Complete this understanding and alignment within the first 15 days of starting the role.

2. Learn Wolt's offerings, target customers, and market

S	Understand Wolt's product offerings, target customers, and market by reviewing internal product documentation, customer personas, and market reports, as well as engaging with relevant teams such as product and marketing.
M	Identify key aspects of Wolt's product portfolio, target customer demographics, and market positioning within 30 days, and apply this knowledge to better align my team's work.
A	Attend at least 2 product reviews/demos and schedule discussions with the product and/or marketing teams to clarify any questions and deepen my understanding.
R	Learning Wolt's offerings and market is essential for ensuring that my team's work contributes to Wolt's overall product success and meets the needs of its target customers.
T	Complete this understanding and alignment within the first 30 days of starting the role.

3. Understand the organizational structure and my team's position within the organization

S	Gain a comprehensive understanding of the company's organizational structure and my team's role within it by reviewing the org chart, and company hierarchy, and meeting with relevant department heads.
M	Identify key relationships between my team and other departments within the first 30 days, and ensure alignment with other teams by understanding dependencies and collaboration points that will later help the team produce a greater impact.
A	Attend at least 2 cross-functional meetings and meet with at least 3 department leaders to clarify my team's position and how we contribute to broader company objectives.
R	Understanding the organizational structure is crucial for ensuring effective collaboration and that my team is positioned to contribute to company goals.
T	Complete this understanding within the first 30 days of starting the role.

4. Establish ways to let engineers suggest OKRs and turn quarterly planning into a collaborative activity

S	Create a system for engineers to actively suggest OKRs, transforming quarterly planning into a collaborative effort by implementing a feedback loop or suggestion process.
M	Gather at least 5 OKR suggestions from engineers for the upcoming quarter, and ensure that these suggestions are discussed and considered during the planning sessions.
A	Host a planning meeting within my first 60 days, where engineers can contribute their ideas, and establish an online tool or forum for continuous OKR suggestions.
R	Involving engineers in OKR creation will increase engagement, ownership, and alignment with team and company objectives.
T	Implement this process within the first 60 days and review its effectiveness by the end of the next quarter.

5. Introduce an OKR/epic ownership model to encourage each team member to take end-to-end ownership

S	Implement the OKR/epic ownership model to promote end-to-end ownership among team members by clearly defining roles and responsibilities related to each OKR and epic.
M	Ensure that each team member is assigned at least one OKR or epic to own, aiming for 100% participation in ownership within the first quarter.
A	Conduct a kickoff meeting to explain the model and its benefits, followed by regular check-ins to provide support and gather feedback on the process.
R	Encouraging ownership will enhance accountability, increase motivation, and improve overall team performance in achieving project goals.
T	Roll out this model within the first 90 days and assess its effectiveness through team feedback and performance metrics by the end of the quarter.

6. Encourage team members to own and facilitate processes such as sprint planning, retrospectives, stand-ups, and so on.

S	Foster a culture of ownership by encouraging team members to take charge of facilitating key processes like sprint planning, retrospectives, and stand-ups.
M	Aim for 100% of team members to facilitate one of these processes during the quarter, ensuring that everyone has an opportunity to lead.
A	Provide a brief training session on effective facilitation techniques and set up a rotation schedule for facilitation roles to promote engagement and shared responsibility.
R	Encouraging team members to own these processes will enhance collaboration, improve team dynamics, and develop leadership skills within the group.
T	Implement this initiative within the first 30 days and gather feedback after each sprint cycle to evaluate its impact on team performance and engagement.

7. Help the team translate product objectives into well-defined items that the team can work on efficiently

S	Assist the team in translating high-level product objectives into clear, actionable tasks and user stories that can be efficiently worked on during sprints.
M	Aim to convert at least 3 major product objectives into a minimum of 15 well-defined tasks during the quarter, ensuring that each task has clear acceptance criteria.
A	Facilitate workshops or brainstorming sessions with the team to break down objectives into manageable items, and provide ongoing support in refining these tasks as needed.
R	Translating product objectives into actionable items will improve clarity, enhance focus, and boost the team's efficiency in delivering value to the product.
T	Complete this translation process within the first 150 days and gather feedback on the clarity and effectiveness of the tasks created.

8. Identify and prioritize work based on impact and domain goals, together with my product counterpart

S	Collaborate with my product counterpart to identify and prioritize work that aligns with impact and domain goals, ensuring that we focus on the most valuable initiatives.
M	Aim to create a prioritized backlog of at least 5 key items within the first 6 months, categorizing them based on their potential impact and alignment with domain objectives.
A	Conduct joint planning sessions to evaluate the impact of each item and align our priorities, using metrics or criteria to assess the value of each initiative.
R	Prioritizing work based on impact will help the team focus on high-value tasks, ensuring that we deliver maximum value to customers and stakeholders.
T	Complete the identification and prioritization process within the first 6 months and review the backlog regularly to adjust priorities based on evolving goals and feedback.

Leadership and People Management

1. Meet the team and initiate periodical 1on1s with each member

S	Conduct initial meetings with each team member to get to know them and understand their individual roles, challenges, and career aspirations.
M	Schedule regular 1-on-1s with all team members, aiming for at least one meeting with each member every two weeks to ensure ongoing communication and support.
A	Use these 1-on-1s to discuss progress on goals, provide feedback, and gather insights on team dynamics and individual development needs.
R	Initiating regular 1-on-1s will foster open communication, build trust, and enhance team cohesion while supporting each member's professional growth.
T	Complete the initial meetings within the first 30 days and maintain the 1-on-1 schedule throughout the quarter, adjusting the frequency as needed based on team feedback.

2. Understand how the team collaborates, communicates, and makes decisions

S	Gain a comprehensive understanding of the team's collaboration and communication styles, as well as their decision-making processes, by observing team interactions and reviewing existing workflows.
M	Conduct informal interviews or discussions with at least 80% of team members within the first 30 days to gather insights on their experiences and preferences regarding collaboration and communication.
A	Analyze the information gathered to identify strengths and areas for improvement in the team's current practices, facilitating a discussion to explore potential enhancements.
R	Understanding the team's collaboration and decision-making processes will enable me to support and enhance their effectiveness in achieving project goals.
T	Complete this assessment within the first 30 days and present findings and recommendations to the team for feedback and potential implementation.

3. Learn about company policies around performance reviews, employee benefits, and conflict resolution

S	Acquire a thorough understanding of the company's policies regarding performance reviews, employee benefits, and conflict resolution by reviewing the employee handbook and related documents.
M	Aim to complete this review within the first 15 days, identifying at least 3 key policies in each area that will inform my interactions with the team.
A	Schedule meetings with HR and relevant department heads to clarify any questions and gain insights into how these policies are implemented in practice.
R	Understanding these policies is crucial for ensuring that I can effectively support my team and navigate any related issues that may arise.
T	Complete the learning process within the first 15 days and prepare a summary of key policies to share with the team, highlighting important information that may affect their roles.

4. Prepare (or review) growth or development plans with each team member

S	Collaborate with each team member to prepare or review their individual growth and development plans, ensuring that their goals align with both personal aspirations and team objectives.
M	Aim to complete growth plan discussions with all team members within the first 90 days, setting specific development goals for each individual.
A	Utilize these meetings to identify skill gaps, training opportunities, and resources that can support each member's professional growth and career advancement.
R	Preparing or reviewing growth plans will help foster a culture of continuous improvement and engagement, enhancing team morale and productivity.
T	Complete the discussions within the first 90 days and schedule follow-up check-ins to monitor progress and make adjustments as needed.

5. Organize a team event to improve communication, boost morale, and build trust

S	I will organize a team-building event to foster better relationships and collaboration among team members. The event will include activities that encourage communication and team bonding in a relaxed environment.
M	I will ensure that at least 80% of the team participates in the event and gather feedback through a short survey afterward to assess the event's effectiveness in improving team dynamics.
A	I will coordinate with the team to select a suitable date, time, and activity (e.g., virtual games, an outdoor event, or a team lunch) within the budget and preferences of the group.
R	Organizing a team event will help strengthen team cohesion, improve morale, and create an opportunity for team members to connect outside of regular work tasks.
T	I will plan and execute the team event within the first 90 days of starting in my role, ensuring all logistics and invitations are finalized at least two weeks before the event.

6. Organize a Hack Day to encourage creativity, to increase team motivation and collaboration, and to explore individual interests

S	Plan and organize a Hack Day event where team members can work on projects of their choice, encouraging creativity and collaboration.
M	Aim for at least 80% team participation in the event and encourage the completion of at least 2 unique projects or ideas during the Hack Day.
A	Set a date for the Hack Day, secure necessary resources (e.g., space, tools, and snacks), and communicate the event details clearly to the team.
R	This goal aligns with the objective of boosting team motivation and collaboration, while also allowing team members to explore their individual interests.
T	Organize and execute the Hack Day within the 3rd and 6th months of my onboarding.

7. Have high-quality performance reviews with my reports

S	Conduct thorough and meaningful performance reviews with each direct report to evaluate their achievements, challenges, and growth areas.
M	Aim to complete performance reviews for all team members within the designated review period, ensuring each review includes specific examples of performance and actionable feedback.
A	Prepare for each review by gathering input from relevant stakeholders, reviewing individual goals, and reflecting on performance metrics to facilitate a constructive discussion.
R	High-quality performance reviews will provide valuable insights for personal and professional development, fostering a culture of accountability and continuous improvement within the team.
T	Complete the performance review process within the scheduled timeframe and solicit feedback from team members on the review experience to enhance future reviews.

Delivery and Execution

1. Understand the current priorities of the team, and detect/resolve potential risks, blockers, or dependencies

S	Conduct a comprehensive assessment of the team's current priorities by holding one-on-one meetings with each team member and facilitating a team meeting to discuss potential risks, blockers, and dependencies.
M	Identify and document at least 2 major risks or blockers and outline actionable strategies for resolving them, ensuring each identified issue has a clear owner and timeline for resolution.
A	Allocate dedicated time each week for one-on-one meetings and a team workshop to encourage open discussion about priorities and challenges.
R	This goal aligns with the objective of enhancing team efficiency and ensuring smooth project execution by proactively addressing issues.
T	Complete the assessment and documentation within 6 weeks and implement resolution strategies within the following 2 weeks.

2. Understand the expectations of stakeholders from the team and establish strong communication with close stakeholders

S	Identify key stakeholders for the team, schedule meetings to discuss their expectations, and establish a communication plan to ensure regular updates and feedback.
M	Conduct at least 5 meetings with identified stakeholders, and create a communication plan that outlines the frequency and method of updates.
A	Allocate time each week for stakeholder meetings and utilize existing communication tools (e.g., email, project management software) to facilitate ongoing dialogue.
R	This goal supports the objective of enhancing team alignment with stakeholder needs and improving project outcomes through clear communication.
T	Complete stakeholder meetings and the communication plan within 8 weeks.

3. Provide transparent updates on progress, setbacks, and timelines to leadership and other stakeholders

S	Develop a structured reporting process to provide regular updates on team progress, setbacks, and timelines to leadership and stakeholders.
M	Send out bi-weekly updates that include a summary of progress, any setbacks encountered, and an updated timeline for key initiatives, ensuring that at least 80% of updates are sent on time.
A	Utilize existing project management tools to streamline the update process and gather input from team members to ensure accurate reporting.
R	This goal aligns with the objective of fostering trust and transparency between the team and leadership, enhancing collaboration and support.
T	Implement the reporting process starting from the first check-in and maintain it for the next 3 months, with a review of effectiveness at the end of that period.

4. Empower the team to iteratively deliver and participate in product review/demo sessions

S	Facilitate regular product review/demo sessions where the team can showcase their work and receive feedback, ensuring active participation from all team members.
M	Organize bi-weekly review/demo sessions, aiming for at least 80% participation from the team and collecting feedback from stakeholders after each session.
A	Schedule these sessions during regular team meetings or set aside specific time slots, providing guidance on how to present work effectively.
R	This goal aligns with the objective of fostering a culture of collaboration and continuous improvement within the team.
T	Implement the review/demo sessions starting from the first check-in, and maintain them for the next 3 months, with an evaluation of their effectiveness and team engagement after this period.

5. Set (or review) KPIs for the team, based on the products the team is developing and will establish ways to monitor these indicators

S	Review and establish relevant KPIs for the team that align with the products being developed, and create a system for monitoring these indicators regularly.
M	Define at least 3 key performance indicators (KPIs) that will measure team performance and product success, and implement a tracking system to monitor progress.
A	Collaborate with team members and stakeholders to gather input on appropriate KPIs and utilize existing project management tools for tracking.
R	This goal aligns with the objective of enhancing team performance and ensuring that product development efforts are measurable and aligned with organizational goals.
T	Complete the KPI review and establishment between my 3rd and 6th months at Wolt.

6. Create a roadmap for the team covering the next two quarters, in collaboration with my product counterpart and in alignment with the leadership

S	Collaborate with the product counterpart to create a detailed roadmap that outlines the team's objectives, key initiatives, and deliverables for the next two quarters.
M	The roadmap will include at least 5 key initiatives, each with defined objectives, timelines, and success metrics.
A	Set up bi-weekly meetings with the product counterpart and monthly check-ins with leadership to ensure alignment and gather feedback throughout the process.
R	This goal supports the overall strategy of enhancing team productivity and ensuring that the engineering efforts are aligned with product development and leadership expectations.
T	Complete the roadmap by the end of the current quarter, with a presentation to leadership scheduled within the first week of the next quarter.

Technical Strategy and Operational Excellence

1. Initiate and cultivate technical discussions around operational practices, stability, performance, observability, and code quality to identify areas where the team can improve on

S	Organize and facilitate regular technical discussions focused on operational practices, stability, performance, observability, and code quality to identify areas for improvement in the team.
M	Hold at least 3 discussion sessions over the next quarter, with a goal of generating a list of at least 2 actionable improvement areas after each session.
A	Schedule these discussions as part of regular team meetings or set aside dedicated time, and encourage team members to bring topics for discussion.
R	This goal aligns with the objective of fostering a culture of continuous improvement and collaboration within the team.
T	Conduct these sessions between my 1st and 3rd month of onboarding at Wolt, reviewing the outcomes and progress on identified improvement areas at the end of that period.

2. Ensure the team is equipped to respond effectively to system outages or critical issues by making sure on-call guidelines and playbooks are in place

S	Develop and implement comprehensive on-call guidelines and incident response playbooks to ensure the team can effectively respond to system outages and critical issues.
M	Create at least 3 detailed playbooks for common incident scenarios and ensure that 100% of team members are familiar with the on-call guidelines.
A	Collaborate with senior team members to gather insights on incident response best practices and use existing documentation as a foundation for the playbooks.
R	This goal aligns with the objective of improving the team's readiness and responsiveness to incidents, ultimately enhancing system reliability.
T	Complete the development of on-call guidelines and playbooks after the 2nd month of my onboarding and before the 4th.

3. Empower the team to adopt established technical decision-making processes such as RFCs and ADRs

S	Introduce and promote the adoption of RFCs and ADRs within the team as standard processes for technical decision-making.
M	Ensure that at least 50% of new technical decisions made in the next quarter are documented using RFCs or ADRs.
A	Conduct a workshop to educate the team about RFCs and ADRs, providing templates and examples to facilitate their use.
R	This goal aligns with the objective of improving the transparency and quality of technical decisions within the team, fostering a culture of collaborative decision-making.
T	Implement the adoption process over the next 3 months, with a review of adherence and effectiveness at the end of that period.

4. Get an introduction to the main codebase my team works on and understand the software delivery lifecycle, including observability practices

S	Gain a comprehensive understanding of the main codebase, the software delivery lifecycle, and the current observability practices used by the team.
M	Complete at least 3 onboarding sessions or code walkthroughs with team members and document key insights about the codebase, software delivery processes, and observability practices.
A	Allocate time each week for these sessions, and utilize resources such as documentation and mentorship from team members.
R	This goal aligns with the objective of accelerating personal integration into the team and enhancing overall effectiveness in your role.
T	Achieve this understanding within the first 2nd and 5th months of my onboarding at Wolt.

5. Organize a Game Day to battle-test disaster recovery scenarios and validate existing playbooks

S	Plan and execute a Game Day event where the team will simulate disaster recovery scenarios to test and validate existing playbooks. Have an understanding of how ready the team is with chaos engineering by organizing this.
M	Conduct at least 3 different disaster recovery scenarios during the Game Day and gather feedback from all participants to assess the effectiveness of the playbooks.
A	Schedule the Game Day, prepare the necessary resources (e.g., environments, scenarios, and facilitators), and communicate the details to the team well in advance.
R	This goal aligns with the objective of enhancing the team's preparedness for real-world incidents and ensuring the effectiveness of disaster recovery processes.
T	Organize and complete the Game Day within the first 6 months.

Personal Growth and Influence

1. Create personal goals for my onboarding period, get them reviewed by my manager, and have regular check-ins

S	Develop a set of personal onboarding goals that align with team objectives, get them reviewed by my manager, and establish a schedule for regular check-ins to discuss progress.
M	Create at least 5 specific onboarding goals and conduct bi-weekly check-ins with my manager to assess progress and make any necessary adjustments.
A	Allocate time during my onboarding to reflect on key areas for development, consult with team members, and draft the goals for review.
R	This goal supports the objective of ensuring a smooth onboarding experience and aligning my efforts with the team's expectations.
T	Finalize the onboarding goals within the first 4 weeks of my onboarding period and conduct the bi-weekly check-ins for the duration of the onboarding period.

2. Identify my influence area and the circle I need to influence when managing up, down, and sideways

S	Identify my areas of influence within the organization, including the circles I need to manage and influence effectively in my role.
M	Create a visual map or diagram that outlines my influence areas and key stakeholders in each direction (upward, downward, and sideways), and identify at least 3 specific actions I can take to enhance my influence in each area.
A	Allocate time over the next month to reflect on my current relationships and interactions, gather input from colleagues, and review organizational structure and dynamics.
R	This goal aligns with the objective of improving my effectiveness as a manager and enhancing collaboration across different levels of the organization.
T	Complete the identification of my influence areas and the associated action plan within the first month.

3. Identify low-hanging fruits and small changes I can implement early to build trust and demonstrate the impact

S	Identify and implement at least 3 low-hanging fruit initiatives or small changes that can be executed quickly and will positively impact the team or processes.
M	Track the implementation of these initiatives and gather feedback from the team to measure the perceived impact of each change.
A	Dedicate time during the first month of onboarding to observe workflows, gather input from team members, and prioritize initiatives that are feasible and impactful.
R	This goal aligns with the objective of quickly establishing credibility and trust within the team while showing a commitment to continuous improvement.
T	Complete the identification of these initiatives starting from the first month of the onboarding period, and the implementation within my first 6 months at Wolt.

4.   Initiate a brag document, share it with my manager, and have regular check-ins on the document

S	Create a brag document to track and highlight my accomplishments, contributions, and learning during the onboarding period, then share it with my manager for feedback and discussion.
M	Aim to add at least 1 new entry to the brag document each week, and schedule monthly check-ins with my manager to review its content and discuss progress.
A	Allocate time each week to reflect on achievements and update the document, ensuring it remains a dynamic and useful tool for communication.
R	This goal supports the objective of maintaining transparency about my contributions and facilitating meaningful discussions about my performance and development.
T	Initiate the brag document starting from the first month of my onboarding period and maintain it throughout the onboarding duration, with monthly check-ins scheduled.

5.   Request feedback from the team, my manager, and stakeholders that I work closely with

S	Actively seek feedback from my team, manager, and key stakeholders I work closely with to understand their perceptions of my contributions and areas for improvement.
M	Aim to gather feedback from at least 5 individuals (including my team, manager, and stakeholders) through structured conversations or surveys.
A	Allocate time in the next month to conduct one-on-one feedback sessions or distribute a brief feedback survey to facilitate input.
R	This goal supports the objective of fostering open communication and continuous improvement in my role, helping me better align with team and stakeholder expectations.
T	Complete the feedback collection process within the first 6 months and analyze the feedback for actionable insights.