



Beyond Tech in Tech Leadership

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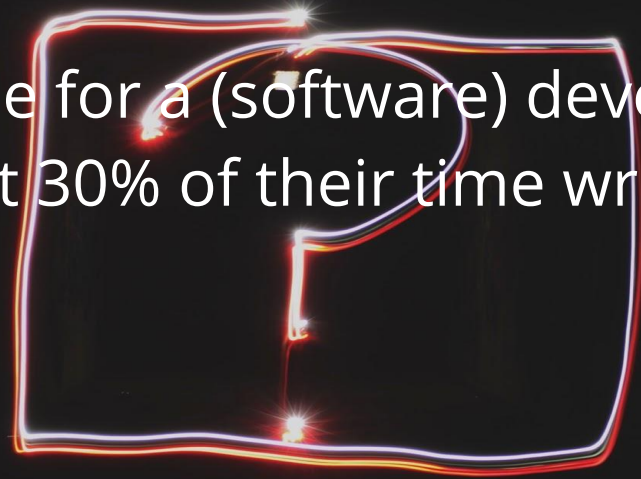
@neo4j @thoughtworks

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Who is a Tech Lead

A leader responsible for a (software) development team who spends at least 30% of their time writing code with the team



- *Pat Kua, Talking with Tech leads*

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Project Management 101

Make a list of tasks

Motivation and Vision of the Product

Success metrics

Master List - Stories, Cards, Tasks

Blockers/Unknowns?

Work through the details and unknowns

When you're stuck - lean on your team's intelligence to work this out during execution

Identify key releases and milestones

Leave room to grow into

No one is expecting a runway of tasks - they want a blueprint.

Plans, priorities, constraints always change

Check how you are tracking on reaching the milestones - Incremental value

Technical Delivery

Time to shine

You can lean on your experience to understand what is important for the completion and delivery of your work stream

Celebrate

Retrospectives

Delivery Notes

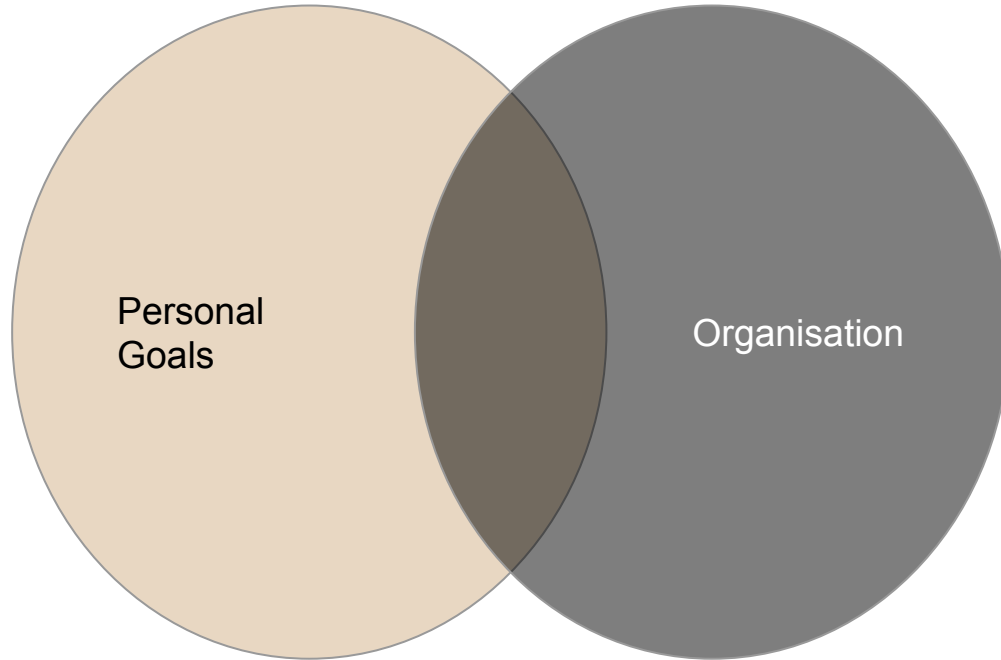
Lessons for next time

Managing your team - Regular 1:1

Good 1:1

- Time + Frequency + Place
 - Be on time, do not reschedule unless necessary and make no excuses
 - Not a regimented routine - mix things up - grab a coffee, go for a walk, unless it's a difficult conversation
- Broad expectations for this role and the person playing the role
 - Can you write this down succinctly?
- Listen + Collaborate:
 - Shared document
 - Feedback - Situation, Behaviour, Impact
 - Things you both would like to go over - Company and team updates
 - Goals

Managing your team - Setting expectations



Grad

Tech

- Own a small experiment launch - end to end

Organisation

- Set up 1:1 with Product Manager, Design Lead - Get to know their roles better

Team

- Support the onboarding document
- Help onboard the next new joiner

2 years experience

Tech

- Manage delivery for a stream of work - Something pressing that they can run point on

Organisation

- Organise a Lunch & Learn on key piece of tech

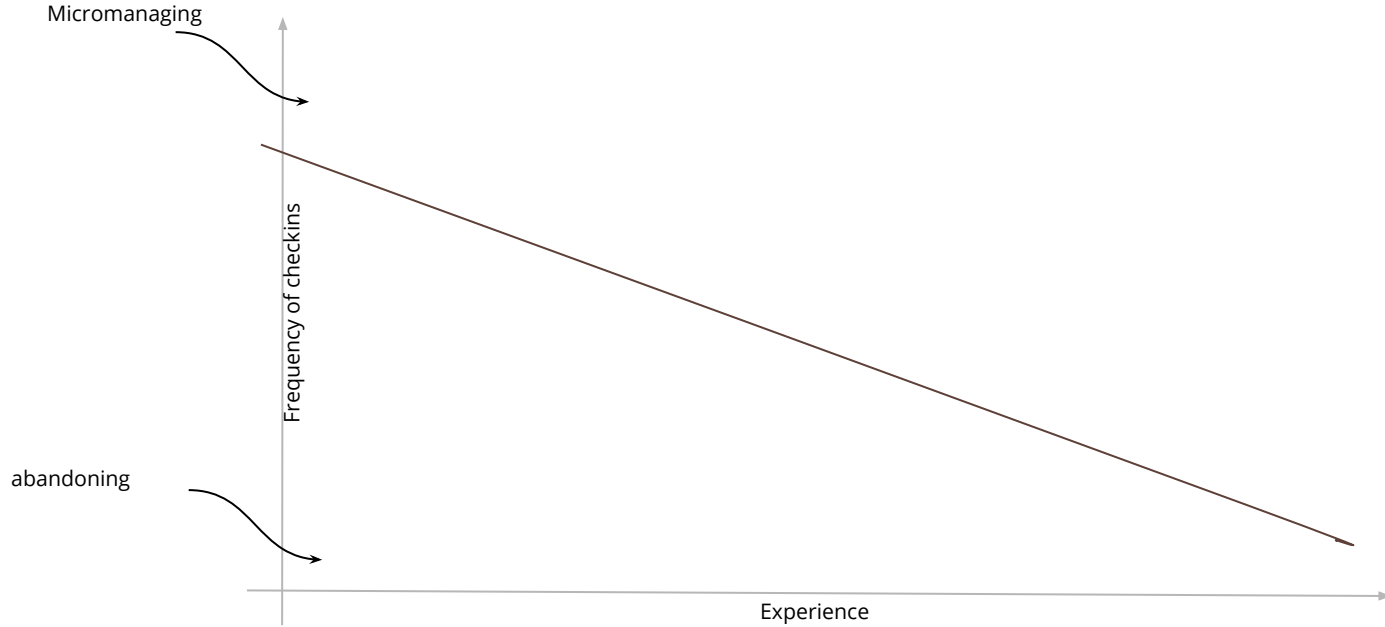
Team

- Handle one of the recurring meetings - Showcase, Retro

Managing your team - Delegating responsibilities

- Pitfalls to avoid:
 - Checking in too much or not taking care at all
 - Not being on clear on what needs doing.
 - Open ended instructions:
 - Ex: What + Why, You decide the how.
 - Not doing the way how I'd do it. - **Think Outcome not Actions**
 - Communication overhead - co-attending meetings.

Managing your team - Delegating responsibilities



Managing your team - Delegating responsibilities

Agree on the outcomes and checkpoints for tasks.

- Give people space
- Ask open questions when you want updates
 - Workout how they want to do this reporting and what meetings you should be attending
 - 3 days checkpoint
 - 1 week in
 - 1 month in
- When you have suggestion - shy away from starting a sentence with *"This will not work. It's a bad idea"*
- Keep an eye on design by committee

Managing your team - Conduct

- Be empathetic - *It doesn't hurt to be kind*
 - Do not avoid eye contact.
 - Lean in during difficult conversations.
- You represent management when you're within the team, and you represent the team when you're talking to management.
- Do not shy away from tough conversations
 - Practice with a friend
 - Don't punch down

Managing your team - Conduct

- Set boundaries for your relationship
 - Being too friendly with your direct reports: Your teammates can sometimes be your best friends but acknowledge and understand any bias this may bring in.
 - Let people vent - Sometimes they just need to, but you have to take a call when you have to step in.
 - *If someone is going on about something beyond 2 1:1s or 5 mins in one go - You may have to act*

Managing your team - Conduct

Are you sure
you want to
drop this

How do we
take this
forward?

Acknowledge:
I'm sorry this
happened

Maybe they
~~meant this~~
instead

**DON'T
GIVE UP**

**YOU ARE
NOT ALONE**

**YOU
MATTER**

You can be
empathetic without
taking sides

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Managing yourself

Accountability is different from abuse - even if it is your own mind.

Learn to unlearn and delegate

Be part of a guild/ support group - It's easier than you think it is



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Managing yourself - Monthly check ins

What have you accomplished

Things to be celebrated

Things you could have done better

How are you tracking on personal goals?

- Don't have them? Why not?
- It can be as simple as that you have learnt to present X successfully or found value in practicing and learning something - [Template]



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Nandri

Thankyou



Bibliography

- [Good Questions for your first 1:1 Lara Hogan](#)
- [Managers Path: Camille Fournier](#)
- Introspection Template for your direct reports: Praveena
- Monthly Check in Template: Praveena
- [Meet a Mentor](#)
- [Feedback Template: Karen Willis + Sara Michelazzo \(@saramichelazzo\)](#)