Agenda

- Especialista: papel ou cargo?

- Do que eles vivem? Quais atribuições e arquétipos comuns?

- Especialistas em ser especialistas

- Jornada Sênior -> Especialista

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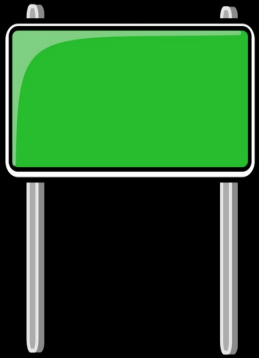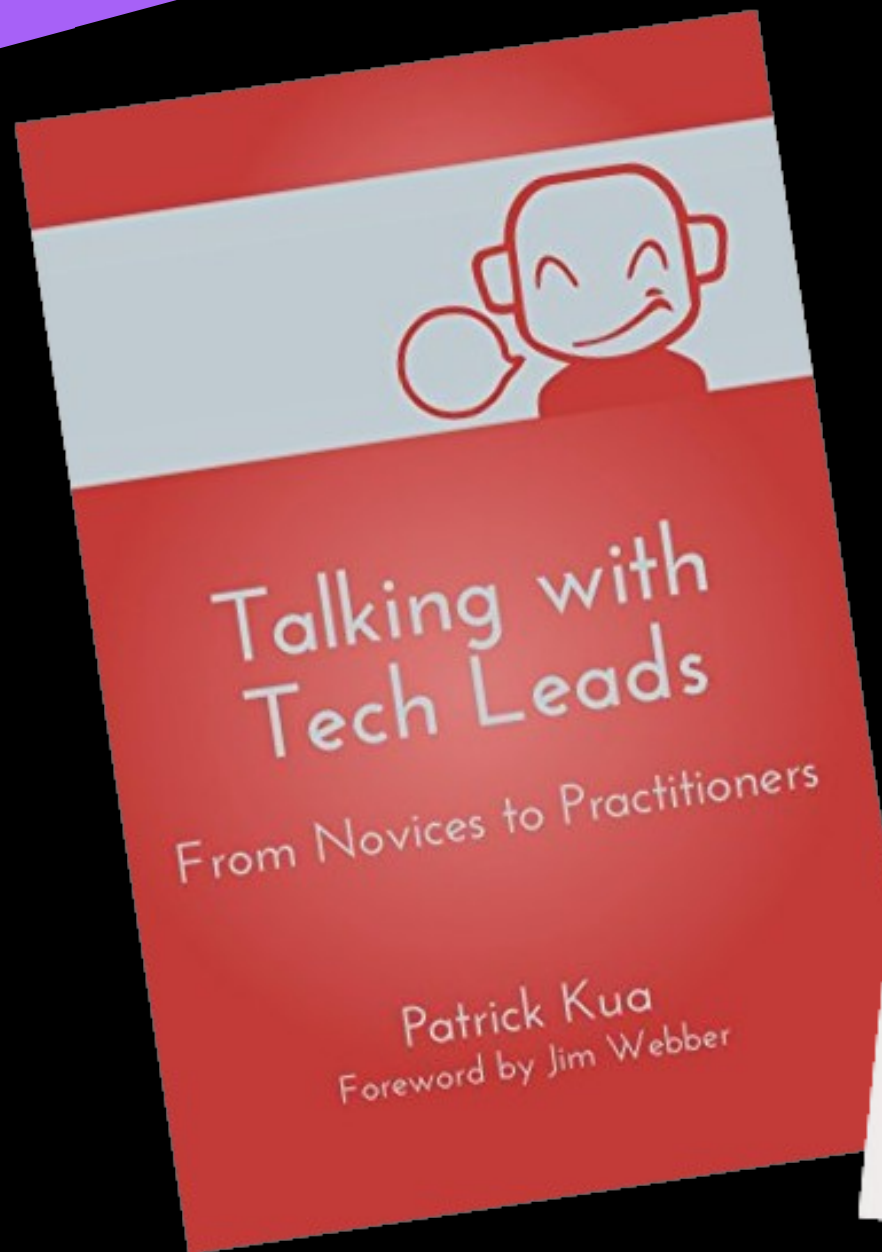
perspectivas e opiniões apresentadas
trazidas por Rafa Noronha
e não por Pravaler S/A

Referências
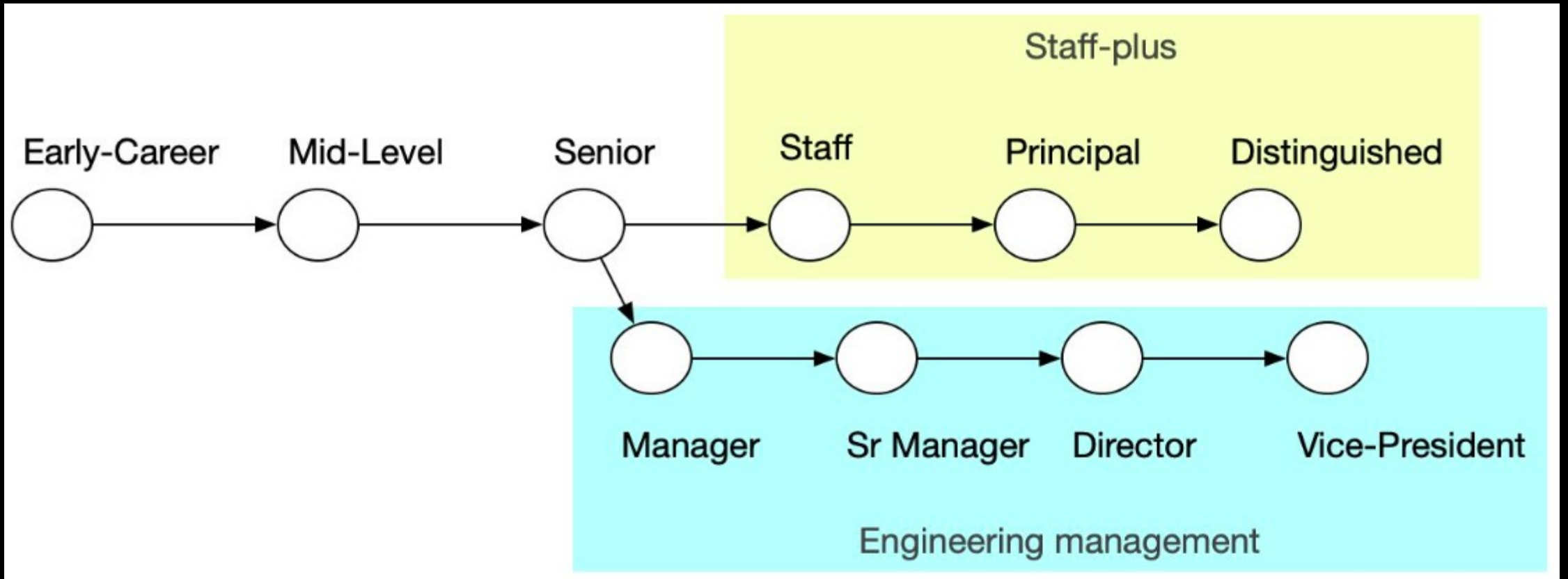
Talking with Tech Leads

From Novices to Practitioners

Patrick Kua
Foreword by Jim Webber
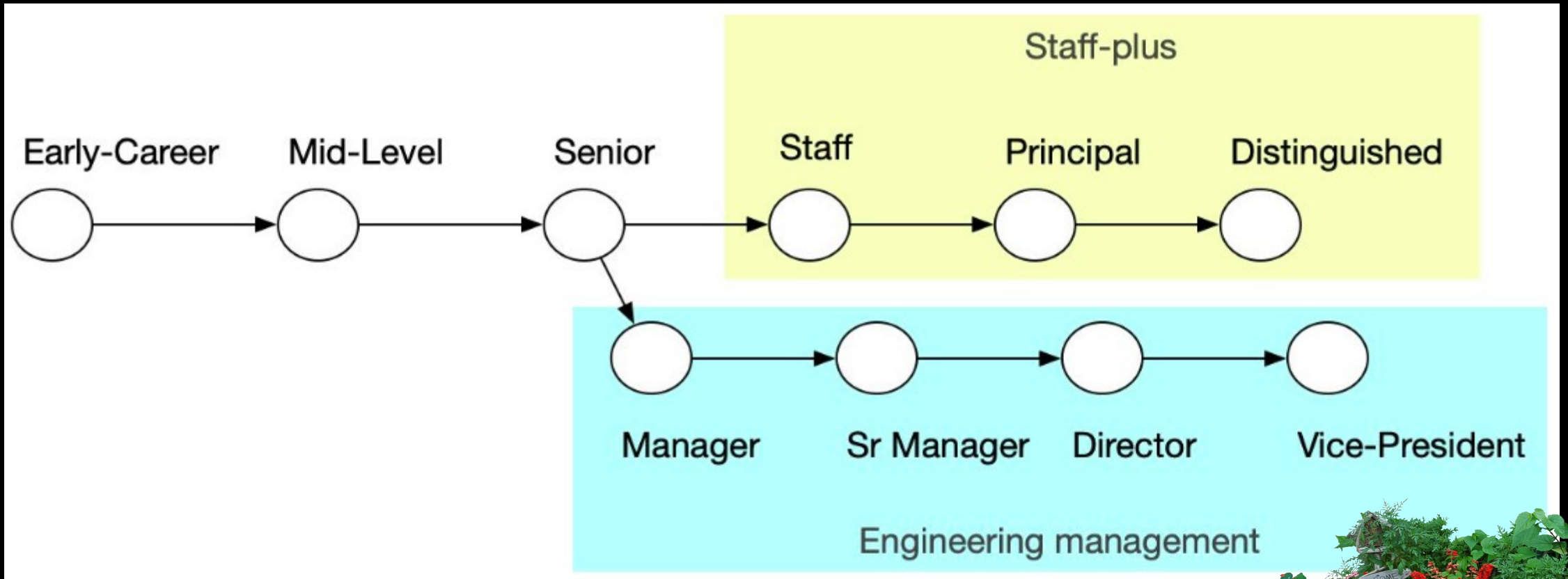
Staff Engineer

Leadership beyond the management track

Will Larson

"especialista"

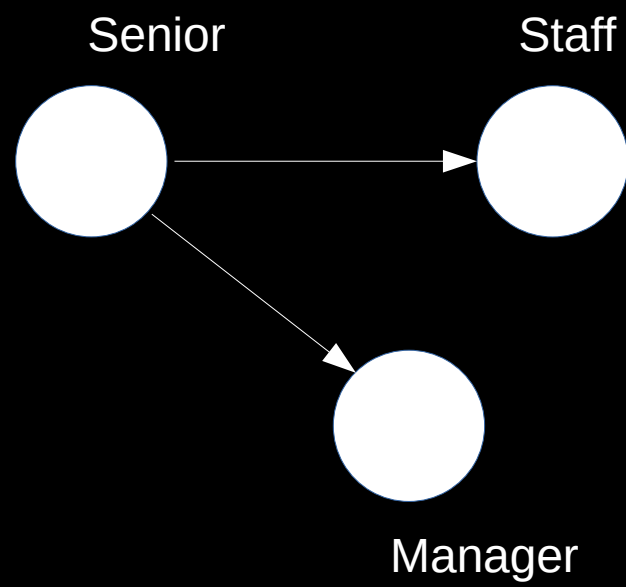# Papel ou cargo?

pravaler

Early-Career → Mid-Level → Senior

Staff-plus
Staff → Principal → Distinguished

Engineering management
Manager → Sr Manager → Director → Vice-President

Early-Career → Mid-Level → Senior

Staff-plus
Staff → Principal → Distinguished

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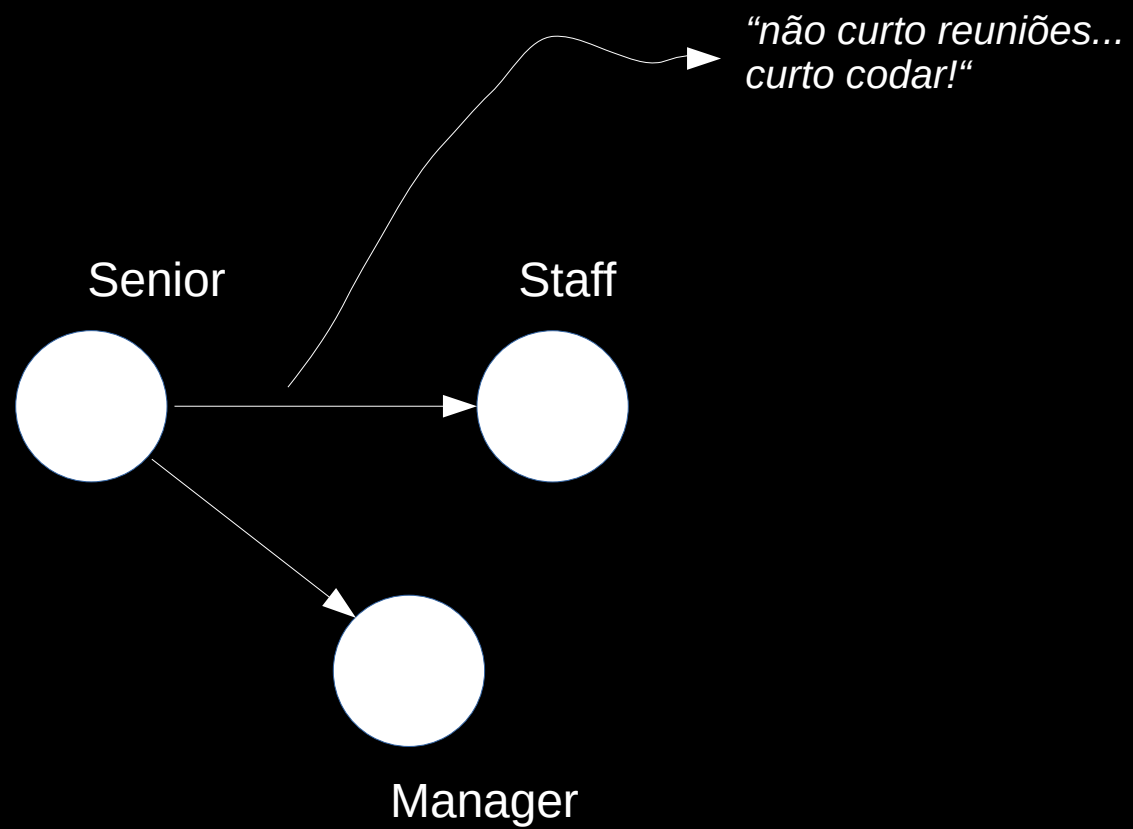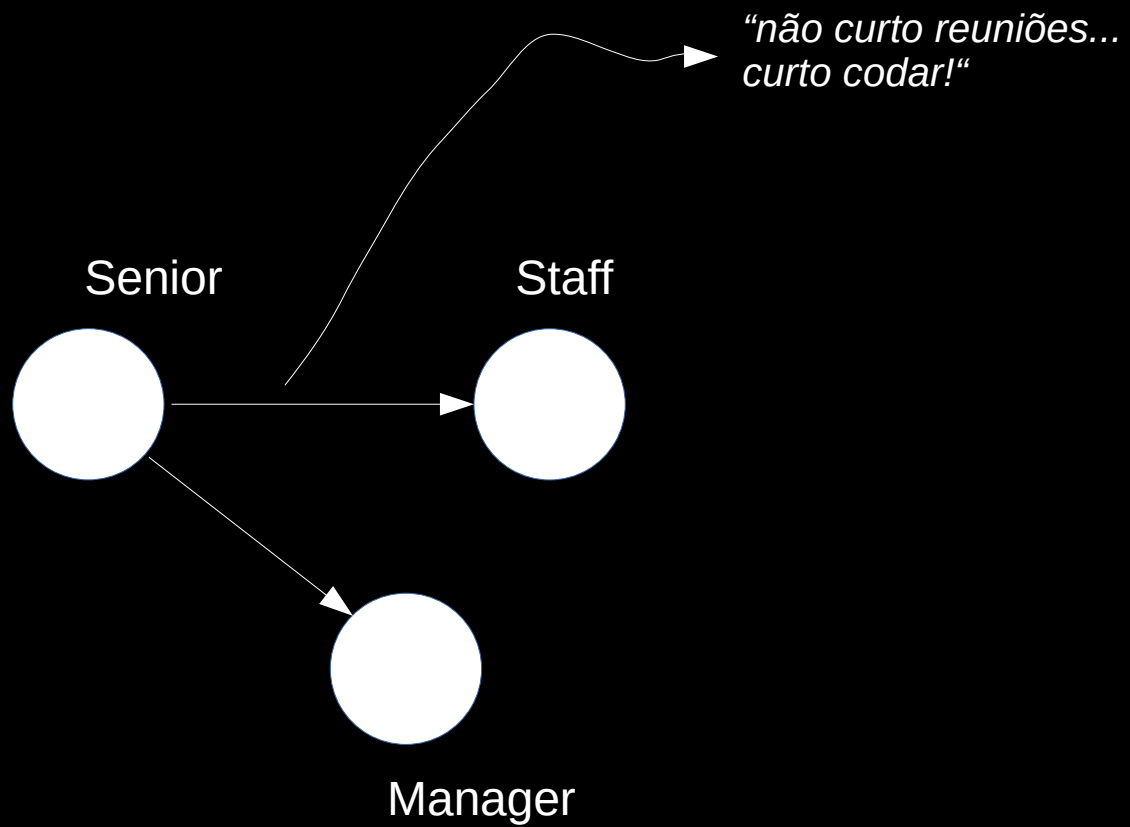
Tech Lead é o **papel mais comum**
entre Especialistas

Tech Lead

Leadership
- Facilitating
- Feedback
- Conflict Resolution
- Communication
- Risk Management
- Negotiation
- Coaching
- Influence
- Motivation
- Relationship Building
- Delegating
- Team Management

Developer
- Automated testing
- Class Design
- Refactoring
- OO
- Writing Code
- Pairing skills
- Design Patterns
- Knowledge of tools
- DB
- Analysis
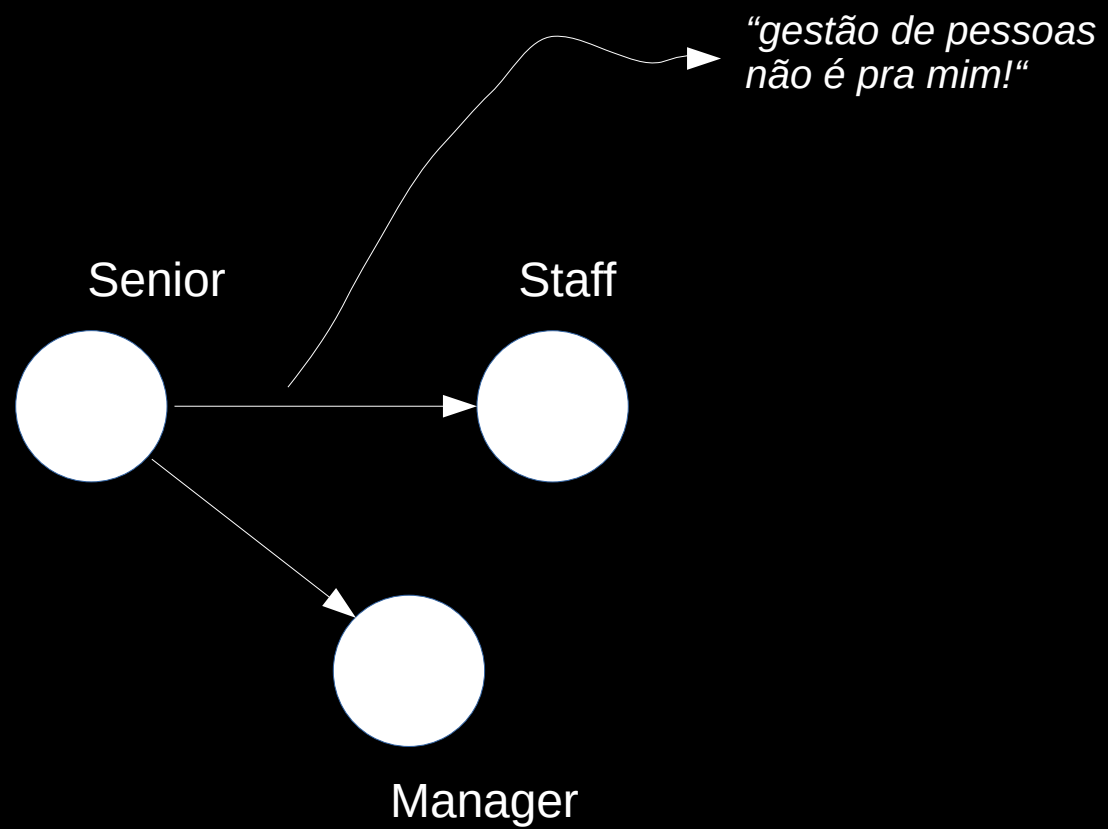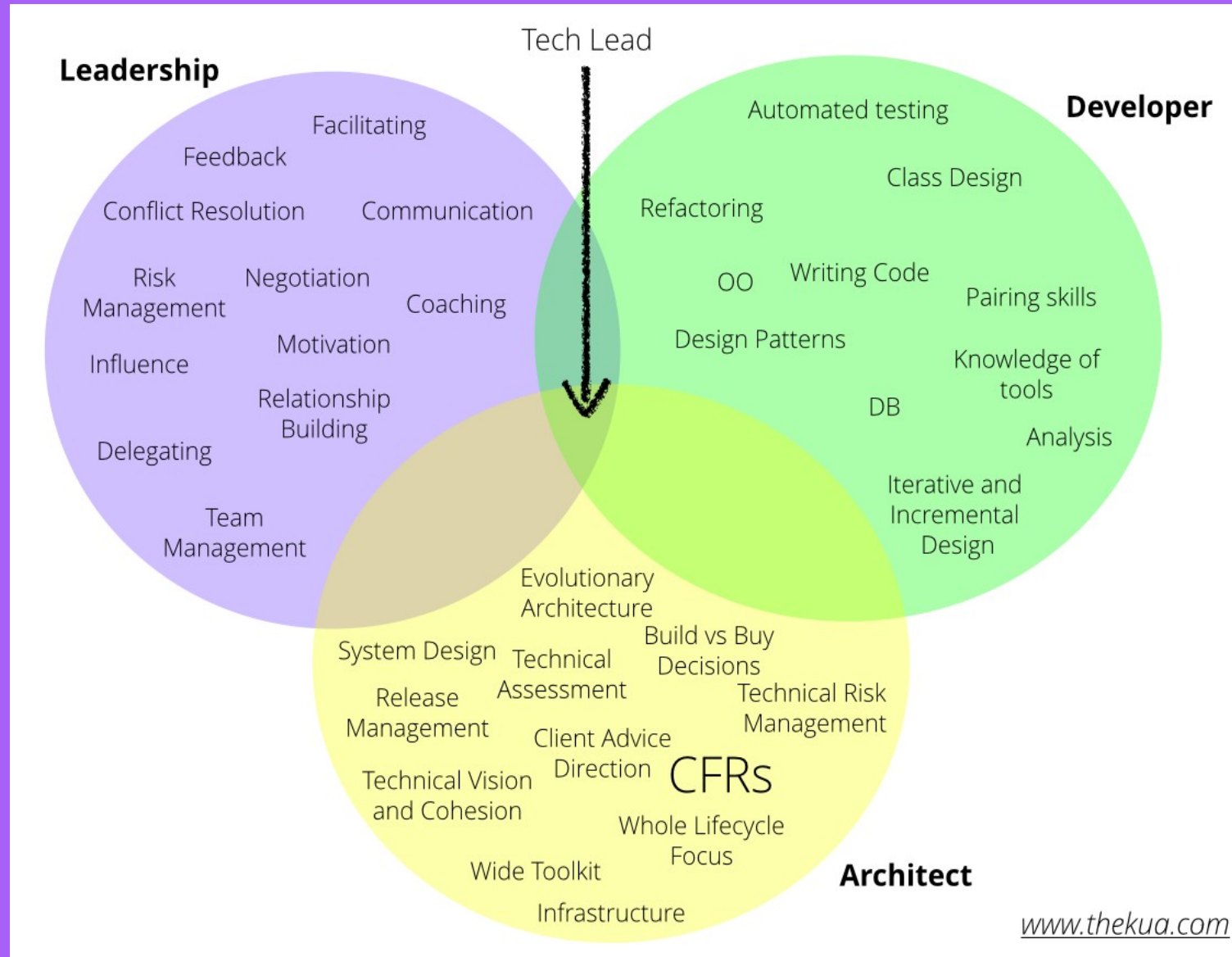- Iterative and Incremental Design

Architect
- Evolutionary Architecture
- System Design
- Technical Assessment
- Build vs Buy Decisions
- Release Management
- Technical Risk Management
- Client Advice
- Direction
- CFRs
- Technical Vision and Cohesion
- Whole Lifecycle Focus
- Wide Toolkit
- Infrastructure

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Talking with Tech Leads

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Talking with
Tech Leads

From Novices to Practitioners

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Foreword by Jim Webber

"Not being an Engineering Manager **doesn't mean that you cannot influence and help people grow**. As a Staff+ Engineer **you do need many of the core management skills**, even though you are not a manager and I have found reading management books extremely helpful.

I actually think that **these two roles**, even though they are on separate, parallel tracks, they **are closer to each other than people think**."

– Diana Pojar, Staff Data Engineer at Slack
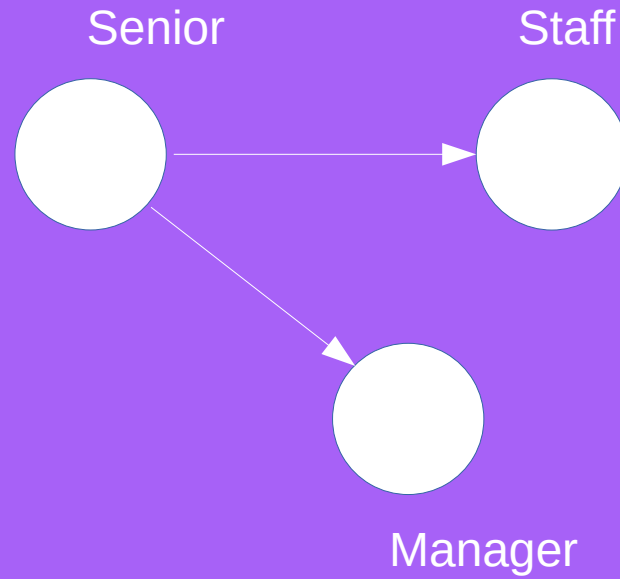
Senior
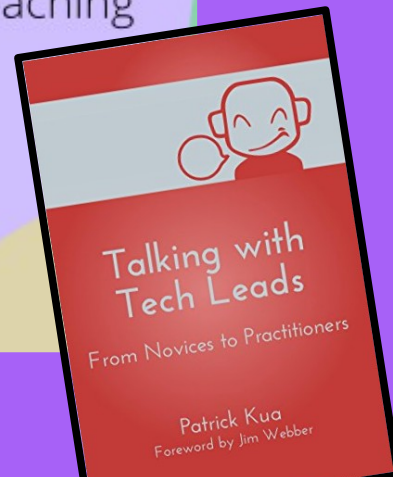
Staff

Manager

Leadership

Facilitating

Feedback

Conflict Resolution

Communication

Risk Management

Negotiation

Coaching

Motivation

Influence

Relationship Building

Delegating

Talking with Tech Leads

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Do que eles vivem?

pravaler

"The role of a Staff-plus engineer depends a lot on **what the team needs** and also what the **particular engineer's strengths** are.

Usually, their main focus is **working on projects/efforts that have strategic value** while **driving technical design** and **up-leveling their team**."

– Diana Pojar, Staff Data Engineer at Slack

"Folks that focus more on **depth** are usually experts in a particular domain and most of their time is spent on **writing code or working on technical design documents**.

Folks that focus on **breadth** usually **work more closely with the leadership** team, i**nfluencing the org or company wide technical vision**"

– Diana Pojar, Staff Data Engineer at Slack

Atribuições comuns

"I like to **help the group decide** on a shared understanding of where exactly they're trying to get and come up with a general game plan of **how to get there**"

– Joy Ebertz, Senior Staff Software Engineer at Split

"You're **far more likely to change your company**'s long-term trajectory **by growing the engineers around** you **than through personal heroics**."
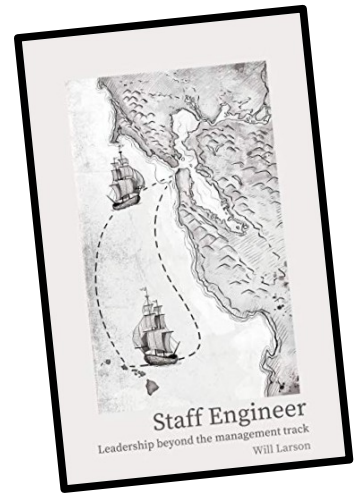
– Will Larson, CTO at Calm

"Sponsorship"

"When critical work comes to you, your first question should become,

'Who could be both successful with and grown by this work?'"

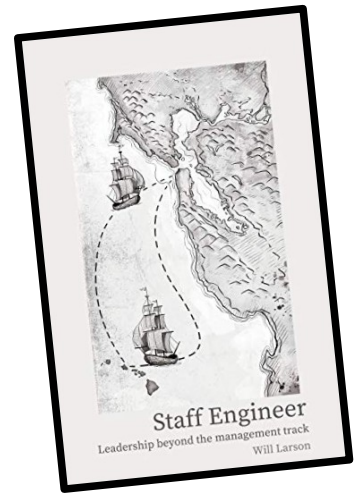– Will Larson, CTO at Calm

Exploração

" - It might be reducing your infra costs by **an order**

of magnitude

 - It might be identifying a multi-region strategy that takes

six months instead of three years"

– Will Larson, CTO at Calm
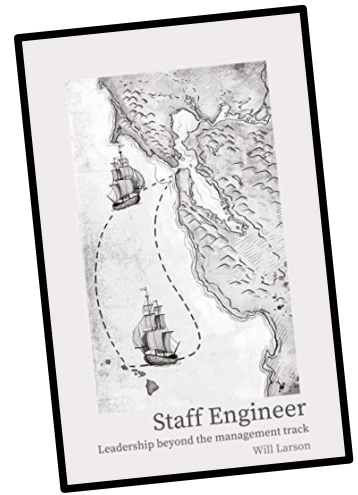
"You know that thing where everyone on a software engineering team turns up and **just writes code for eight hours a day** and then later the project is successful? No you don't. **Projects don't work like that!**"

– Tanya Reilly, Principal software engineer at Squarespace

"Yeah, it's funny. I'm a frontend architect, but by far **the main thing I've been writing lately is SQL**, because I'm doing a lot of data analysis.

I've been looking at our performance metrics **to figure out where the areas for improvement are**."

– Katie Sylor-Miller, Frontend Architect at Etsy

"Staff-plus engineers are the folks who will often get unexpectedly pulled into the room where this sort of decision is happening.

This gives them the **opportunity to inject the engineering context and perspective into a decision**"

– Will Larson, CTO at Calm

Arquétipos comuns

Tech Lead

Atuam junto a um time
e normalmente próximos a um gestor

Architect
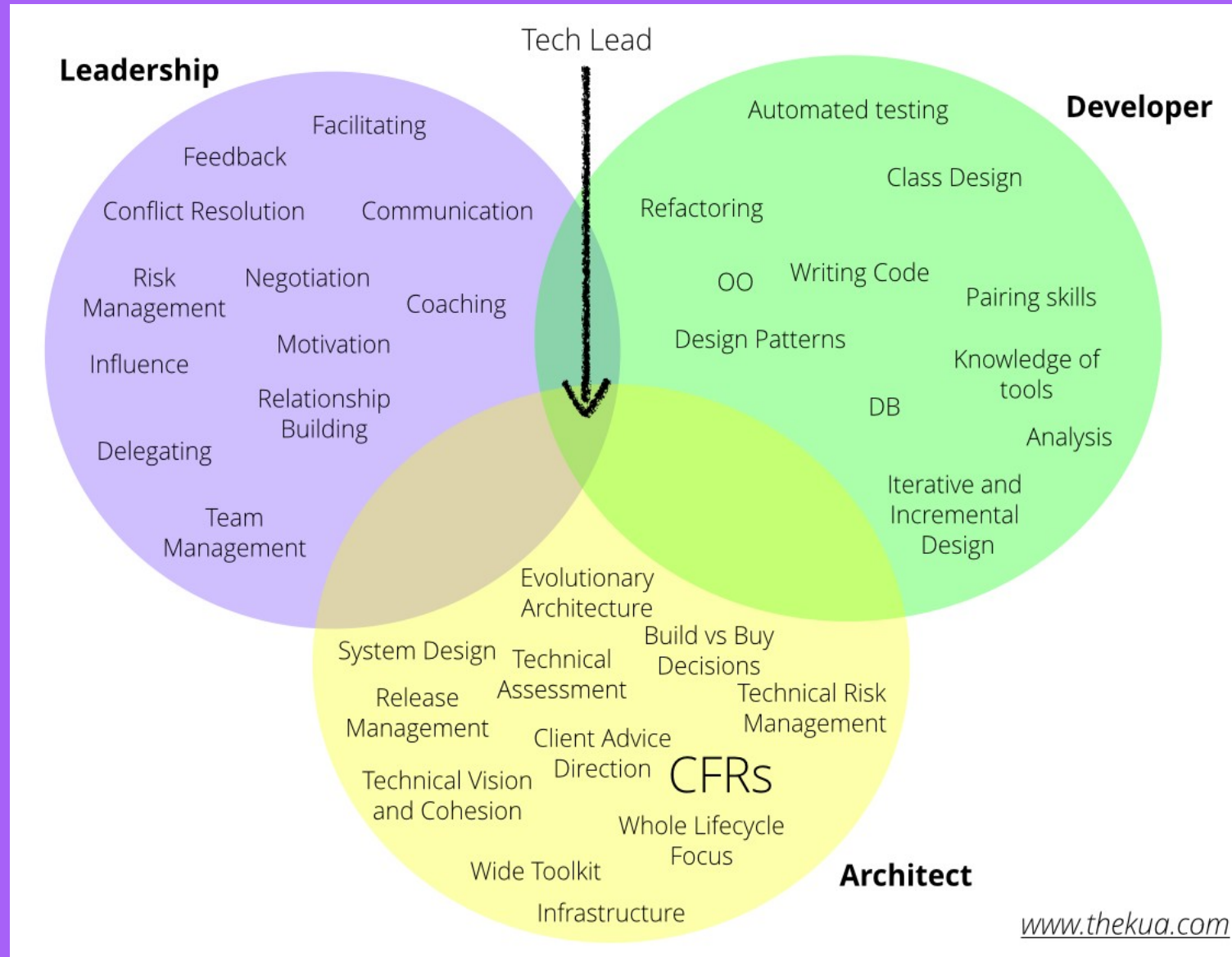
Geralmente direcionam os trabalhos
de uma area crítica para a organização

Solver

Geralmente autam como "eu-time"
resolvendo problemas complexos

Right Hand

Atuam ampliando o alcance de um executivo,
seja um CEO, CTO, VP ou outro

Tech Lead

Leadership

Facilitating
Feedback
Conflict Resolution   Communication
Risk Management   Negotiation   Coaching
Influence   Motivation
Relationship Building
Delegating
Team Management

Developer

Automated testing
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Refactoring
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Design Patterns   Knowledge of tools
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Architect

Evolutionary Architecture
Build vs Buy Decisions
System Design   Technical Assessment
Release Management   Technical Risk Management
Client Advice   Direction   CFRs
Technical Vision and Cohesion
Whole Lifecycle Focus
Wide Toolkit
Infrastructure

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Talking with Tech Leads
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Tech Lead's Weekly Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
	Primary On-Call This Week!				
8 AM		Prep proposal for Arch Review			
9 AM					
10 AM	Standup		Standup	Sprint Planning	Standup
	1:1		Interview		
11 AM	1:1				Incident Retrospective
	1:1			1:1	
12 PM	1:1			1:1	
	Lunch				
1 PM	Focus Block / Coding		Arch Review	Focus Block / Coding	Interview
2 PM		Interview			
3 PM					
4 PM					Sprint Demos
5PM					
	Child Care				
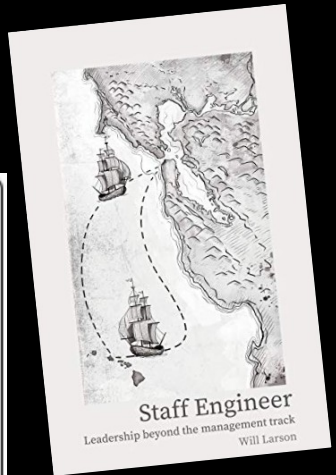
Especialistas
em ser especialistas

pravaler

"There's a **misconception** that you become

a Staff Engineer and then **you'll be in control**

of the work you do.

You transition from solving somewhat clear-cut problems,

to being responsible for finding the right problems,

and then figuring out how to convince people that it's

important to solve them."

           – Katie Sylor-Miller, Frontend Architect at Etsy

"I've taken to using the work 'energized' over 'impactful'.

'Impactful' feels company-centric, and while that's important,

'energized' is more inwards-looking.

Finding energizing work is what has kept me at Stripe

for so long, **pursuing impactful work**"

– Michelle Bu, Payments Products Tech Lead at Stripe

Gerencie qualidade técnica

- ☑ SSI-410 [Tech] <Qualidade> Autores de commit
- ☑ SSI-386 [Tech] <Qualidade> - Esteira CI/CD
- ☑ SSI-387 [Tech] <Qualidade> - Recuperar suite de testes de unidade
- ☑ SSI-403 [Tech] <Observabilidade> - Severidade inconsistente nos logs da API
- ☑ SSI-404 [Tech] <Observabilidade> - Severidade inconsistente nos logs
- ☑ SSI-405 [Tech] <Observabilidade> - Severidade inconsistente nos logs da API
- ☑ SSI-406 [Tech] <Observabilidade> - Logs "splittados" gerados
- ☑ SSI-398 [Tech] <Infra como código> Incluir a secret da API Self-Service no projeto manifests
- ☑ SSI-399 [Tech] <Infra como código> Incluir a secret no projeto manifests
- ☑ SSI-400 [Tech] <Infra como código> Incluir a secret no projeto manifests
- ☑ SSI-401 [Tech] <Infra como código> Incluir a secret no projeto manifests
- ☑ SSI-411 [Tech] <Desacoplamento> <Financeiro> informações do aluno
- ☑ SSI-412 [Tech] <Desacoplamento> <Financeiro> situação de pagamentos do aluno
- ☑ SSI-416 [Tech] Ajustar configuração do service

Crie espaço para outros

"Especially as a woman who is a Staff Engineer,

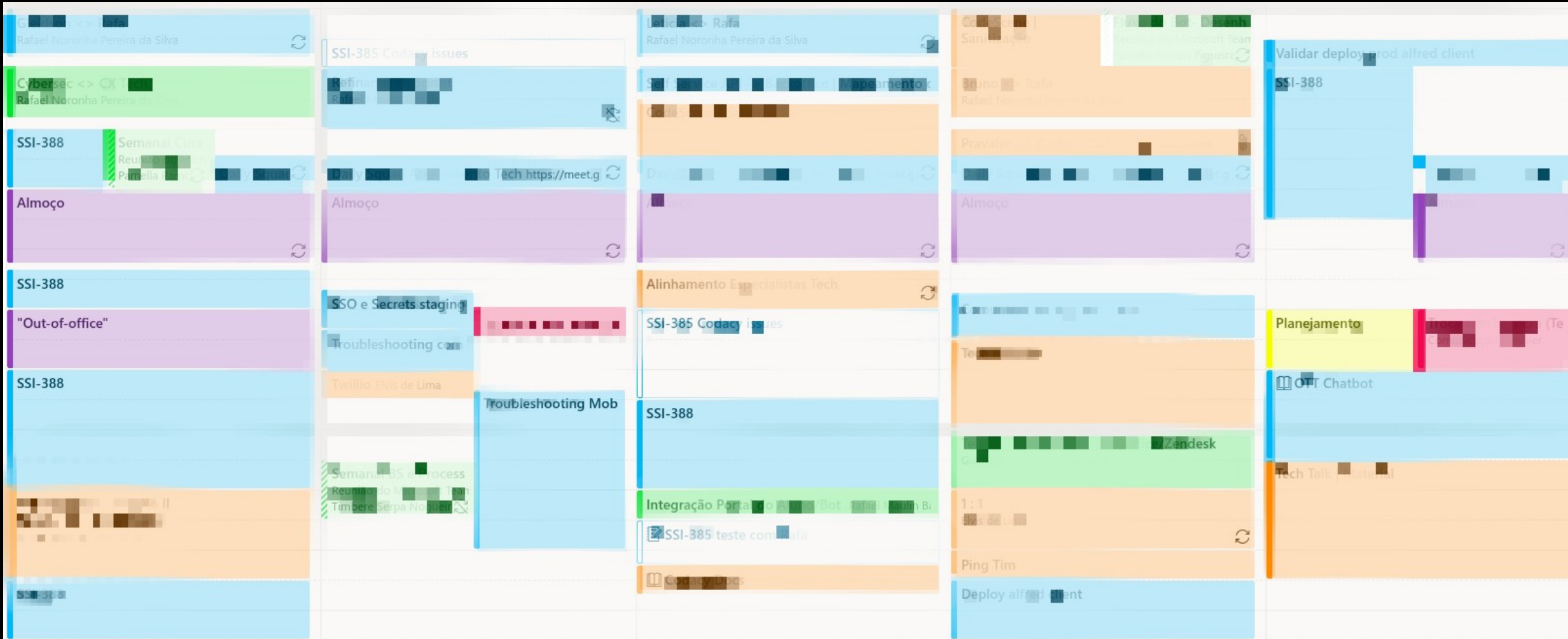I feel like **a lot of people look up to me**.

I could just keep my head down coding and that would be great,

but **I want to help other people**, especially people with imposter

syndrome.

Being visible and available for people to ask theses sort of

questions is an important part of the role"

- Ritu Vincent, Staff Engineer at Dropbox

Gerencie o tempo

Gerencie o tempo

"Acredito que ser organizado, acima de tudo, potencializa o meu uso de energia durante o dia.

Com isso as chances de **cada atividade ou reunião ter o melhor de mim** são muito maiores.

Também percebo resultados no **bem estar emocional** relacionado a baixos níveis de stress e sentimento de dever cumprido no final de uma jornada de trabalho."
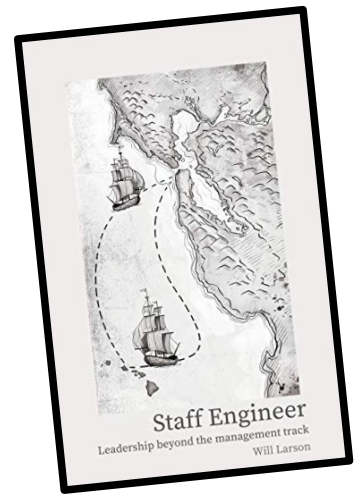
@rafanoronha

Jornada Sênior -> Especialista

pravaler

"The **best advice I've heard** is that

often **reaching Staff is a combination of**

luck, timing, and work."

– Bert Fan, Senior Staff Engineer at Slack

"Sometimes you're never going to get promoted and you should probably **be honest with yourself** and **identify when you're in that situation**.

In that case, sometimes the only way to get promoted would be to **leave the company and do something else**"

– Bert Fan, Senior Staff Engineer at Slack
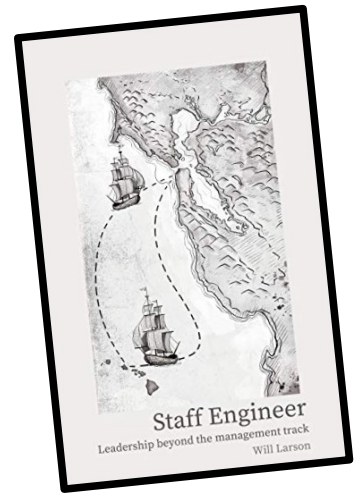
Pacotes de promoção

"At Slack, the Staff+ Engineering promotions need to have a promo package put together that illustrates with clear details and measurable information that a person operates at a certain level.

The main areas of focus are: **Technical Quality, Impact, Collaboration and Execution**"

– Diana Pojar, Staff Data Engineer at Slack

"Somewhere along the way I realized that **your manager is really on your team**. **They're looking for a way to make you grow**, be productive, be happy and become the best engineer you can be.

The way **to have an effective relationship** with your manager, **including having them sponsor you**, is to **be super honest and open with them**."

– Ritu Vincent, Staff Engineer at Dropbox
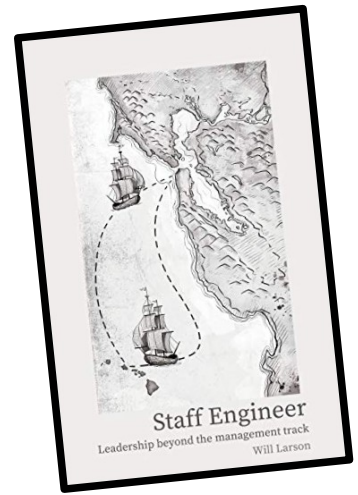
"When I decided to leave Twitter, I found out that **Slack was starting to build their Data Engineering team**.

Joining a newly-formed team at Slack was **a unique opportunity that definitely contributed to reaching Staff Engineer**.

It gave me the opportunity to work on **projects that had org or company wide impact**."
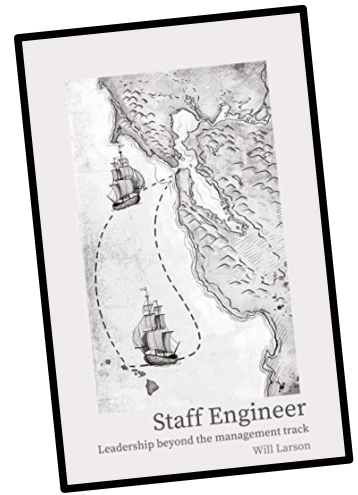
– Diana Pojar, Staff Data Engineer at Slack
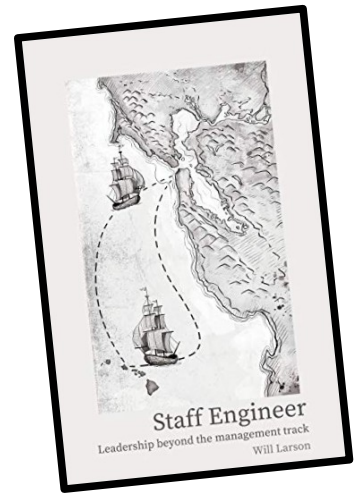
"One of the most common frustrations I've heard from engineers is that they're **not in the room where important decisions are being made**"

– Will Larson, CTO at Calm

Visibilidade

"You've probably already got the technical chops, what you need to do is **work on your reputation** at the company."

– Katie Sylor-Miller, Frontend Architect at Etsy

Visibilidade

"One of the big factors for me was definitely visibility. **Part of that came from** doing so many **things outside of normal engineering responsibilities**.

For example, I helped recruiting (…) then you'll **interact with everyone in engineering**. I also helped with onboarding, giving a core engineering presentation to incoming new hires."

– Ritu Vincent, Staff Engineer at Dropbox
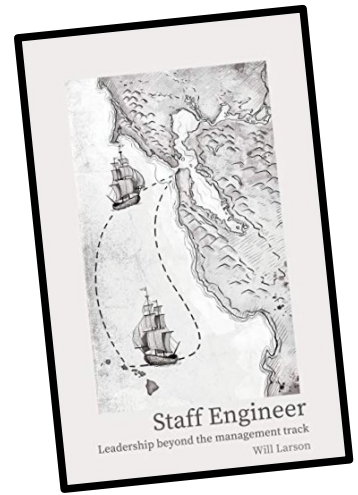
"The softer skills, **the connections across the company**, **the user focus**, **understanding the product deeply** –

these are the skills that took much longer to learn and **ultimately helped me accelerate my path to Staff** after I build my technical foundation."

– Michelle Bu, Payments Products Tech Lead at Stripe

boa sorte em sua jornada ;-)

conte com uma pessoa especialista, somos especialistas em ajudar S2

e compre os livros do Patrick e do Will!