

**I'm a leader,
now what?**



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but as they progress in their career they might need to learn
some **leadership skills**.

Can they benefit from this?

What does a developer need to learn to become a tech lead,
team lead or manager?

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I'm going to tell you my story.

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2014

People left the team, I had the opportunity to become the **architect**.

The architect goal is to guide the team technically thinking of what we want to achieve in the future product and teaching the team what they need to know to build that product.

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Months
later

I started to struggle: I know to write code, but not to deal with a team

"I guide a team of 10 people, I don't have time to review all of their code"

"I teach something to my team, but they keep doing the old way"

"I keep reacting to bugs all day and have no time to prepare new features"

"I have to be involved in all of the difficult bugs because the team doesn't know how to solve them"

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And then I decided to look for a **mentor**



And for 6 months my way to see the world was shaken because my mentor started asking me questions that made me realise some important topics:



1. Change happens in YOU



1. Change happens in **YOU**

If **YOU** want somebody to do something in a different way, **YOU** have to change the way **YOU** influence that person.

For example: if the developer didn't do the right way, that's because **YOU** didn't explain the way he could understand or **YOU** didn't provide him training or **YOU** didn't ask him to paraphrase what you said.

1. Change happens in **YOU**

You must not expect people to change their behaviour.
You change your action first.

It's hard to hear:
the problem is **YOU**, not them.

But then you can take actions to change your behaviour and influence them in a different way. And if it doesn't work, you change it again until it works.

2. It's your fault if you don't have time



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When you don't have time you can do 2 things:

- delegate
- prioritise

Do you trust the developers to delegate their tasks?

Are you comfortable to prioritise tasks?

2. It's your fault if you don't have time

Delegation

I have a list of 20 items.

Do I need to be the only person to do all of them?

My team has 10 people so they can help me with these items.

So, I have to start thinking of which items I can delegate and which I really need to do myself.

How to delegate:

- Tell someone what you need their help with.
- Give them time and trust that they will do their best.
- Once in a while, check in to see how they're doing and if they need help along the way.

It might take a lot of help in the first one, but this will reduce as they learn and as they see you **trust** them.

- To Do 1
- To Do 2
- To Do 3
- To Do 4
- To Do 5
- To Do 6
- To Do 7
- To Do 8
- To Do 9
- To Do 10
- To Do 11
- To Do 12
- To Do 13
- To Do 14
- To Do 15
- To Do 16
- To Do 17
- To Do 18
- To Do 19
- To Do 20

2. It's your fault if you don't have time

When you delegate a task remember:

You are not **responsible** for the task anymore,
but you are **accountable** for the task.

Don't forget about the task, check in with the person how the task is evolving.

- ☐ To Do 1
- ☒ ~~To Do 2~~
- ☒ ~~To Do 3~~
- ☐ To Do 4
- ☒ ~~To Do 5~~
- ☒ ~~To Do 6~~
- ☐ To Do 7
- ☒ ~~To Do 8~~
- ☐ To Do 9
- ☒ ~~To Do 10~~
- ☒ ~~To Do 11~~
- ☐ To Do 12
- ☐ To Do 13
- ☒ ~~To Do 14~~
- ☒ ~~To Do 15~~
- ☐ To Do 16
- ☐ To Do 17
- ☐ To Do 18
- ☒ ~~To Do 19~~
- ☐ To Do 20

2. It's your fault if you don't have time

Prioritisation:

Now my list of 20 items has only 10, but they still need to be done asap.

What is the most important one? Forget the other, focus on that one and get it done.

I need to be say **NO** to what's not important. It's hard, but it gets more comfortable when you start doing it.

- ☐ To Do 1
- ☒ To Do 2
- ☒ To Do 3
- ☒ To Do 4
- ☒ To Do 5
- ☒ To Do 6
- ☒ To Do 7
- ☒ To Do 8
- ☒ To Do 9
- ☒ To Do 10
- ☒ To Do 11
- ☒ To Do 12
- ☒ To Do 13
- ☒ To Do 14
- ☒ To Do 15
- ☒ To Do 16
- ☒ **To Do 17**
- ☒ To Do 18
- ☒ To Do 19
- ☒ To Do 20

3. Be patient



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Result won't happen overnight.

You have to trust yourself that you are doing a great job and believe you will find results in the future.

And keep doing it for months, a little bit every day: consistency.

Six months later things will be different.

It's like going to the gym. If you go every week, you won't see changes from one week to another, but by the end of the year your body will be different.

Consistency and patience

4. Listen. And then talk



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Always listen first.

You're patient so if one of your team members want to talk to you about a problem they have, give him your time. Seat, relax and listen to him.

Change in your mind:

You are not **WASTING** time listening to him, you're **INVESTING** time in him.

It's the time you can provide a little feedback to get him into track or to teach him a specific technical detail or to suggest a way to approach the customer...

First, give him time to talk, and then you can talk:
Communication.

4. Listen. And then talk

Communication:

Pay attention to how he reacts to your communication. If he did something in a different way, maybe YOU weren't clear enough.

Communication is not about what you say, but about what the other person understands. If they didn't understand, **YOU** have to change the way you say it.

5. Team is the decision maker



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No one likes to be following orders. So, ask the team what they want. Value their ideas.

When the team takes part in the decision making, they boost their sense of **COMMITMENT**, being more interested in overcoming obstacles.

6. Feedback



6. Feedback

People like to listen to what you think of them, they feel important.

2 types of feedback:

- redirect
- recognize

6. Feedback

Feedback to redirect:

when someone is doing something wrong, you have to tell them. It can be uncomfortable, but they will only know they're doing something wrong, if someone says.

Use facts: "I saw" instead of "Someone told me"

There are techniques for this. I started with the **sandwich feedback**:

- Praise what they did well
- Talk about the problem and the impact of that behaviour in the team and decide actions
- Show how his good behaviour can help him overcome the problems

6. Feedback

Feedback to recognize:

people love listening that they're doing a good job, it boosts their energy.

If you saw someone doing something good that should be standard, praise him for doing it and he will repeat over and over.

7. Celebrate



7. Celebrate

Remember that you have to be patient and things will happen a little everyday?

So, don't expect to reach 100% to celebrate success. Find ways to celebrate small achievements, because they will boost team morale and energize them to keep on working on that direction. And it's alright if you need to take some steps back, that's part of life.

2017

This was a good way to start.

After applying this on my team, I noticed they were much different, I trusted them more, I could do strategic work, I could breath.

And I decided to move to a **team lead** position because I noticed I liked people more than code.

I AM A LEADER, NOW WHAT?



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I captured all I learned from my mentor in an ebook. This book is basic. Although I mention negotiation, don't expect to find negotiation techniques, because it's target to someone that knows nothing about leadership and wants to give their first steps.



2018

I took more courses that taught me more advanced topics that I use until today and, maybe, one day, there will be a second book.

- Self awareness
- How to develop autonomy
- How to increase collaboration
- Other techniques for feedback
- Leadership styles
- How to make unbiased decisions
- How to solve conflicts
- Negotiation
- How to nurture change

But this is another story (stablished leaders that want to become better leaders)

Reminders



leader = servant

to lead = to influence

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