

I have a question

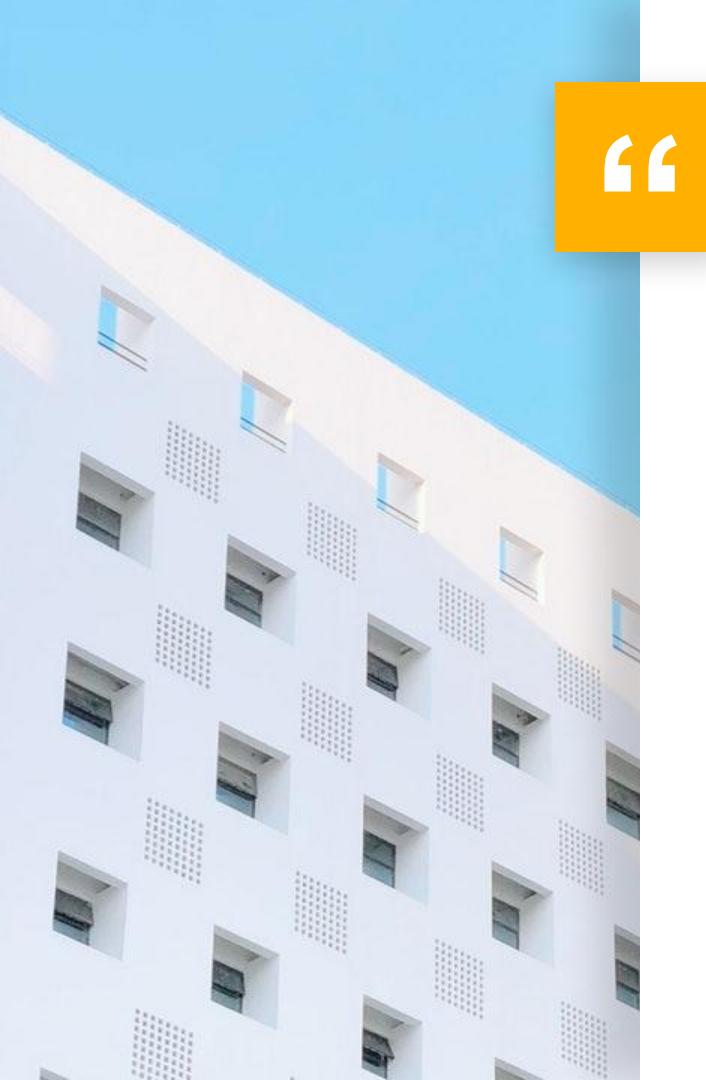
Leading with Uncertainty, Doubt, and Embarrassment

YOW! Tech Leaders
Summit

X in @SimonAubury



YOW Tech



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**So ... what's your
leadership style?**

Expectations

confident

courageous

influential

AM I A BAD LEADER IF I'M NOT ?



Hello!

I am **Simon Aubury**

Data stuff @ Simple Machines



Deutsche Bank



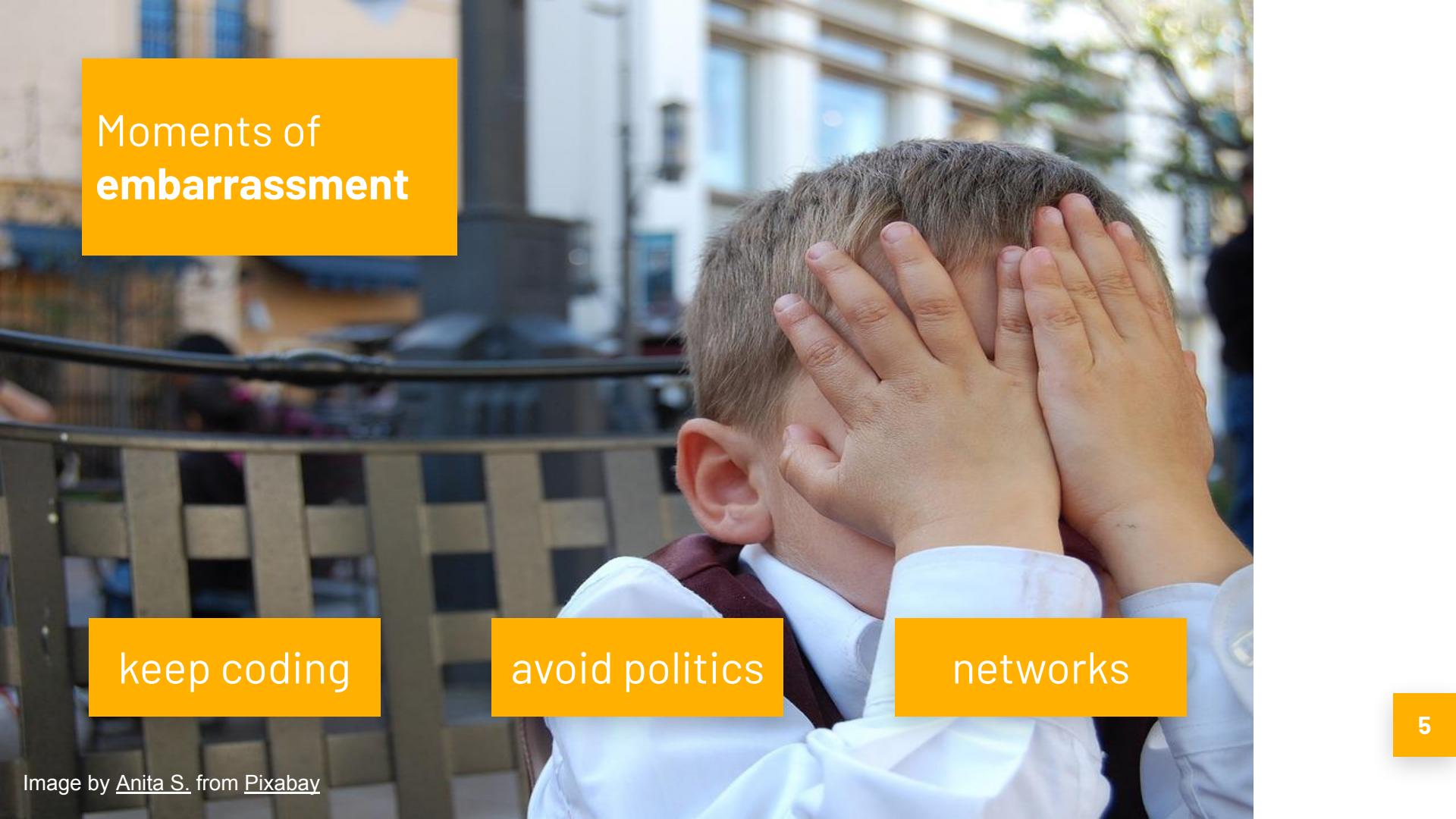
CommonwealthBank

Simple
Machines

iag

/thoughtworks



A photograph of a man from behind, wearing a white shirt and a maroon tie. He has his hands pressed against his eyes and forehead, obscuring his face. He is standing outdoors, with a blurred background of buildings and trees.

Moments of
embarrassment

keep coding

avoid politics

networks



Balcony vs
Dance floor



Where does your time go



Situational leadership ...
effort applied in one area
forgoes attention in another

Rookie mistakes



HELICOPTER MANAGEMENT AND OTHER MISTAKES

You are a freshly minted manager. You come full of rage and frustration at the poor management you've endured and witnessed in tech, and you are god damn determined not to repeat all of those mistakes.

You are tired of reporting to a manager who isn't transparent with you, who hoards critical information and isn't forthcoming about changes that impact you. You are tired of not being listened to or treated like a cog, so you swear to *really listen* and take your reports seriously.

You have seen sooooo many managers who failed to develop their people or sponsor them for growth opportunities, who blamed their team and hung them out to dry instead of having their back behind closed doors. Managers who didn't seem to care about you as people, or who never made it feel safe to say, "I need a mental health day". Managers who dangled the promise of a promotion, but even though you are doing the work, the recognition never comes.

The traps

- Only focusing down
- Over-managing
- Lopsided view
- Political naivety

[Helicopter management - and other mistakes](#)



How much
ambiguity?



Acceptable ambiguity



The best leaders I've had ... let me find my way ...

but made it clear what the goals & constraints are.

Image by [shotarrow sakamoto](#) from [Pixabay](#)

You must understand
& communicate
“the why”



Making money



Google

$$\text{Number of people searching} \times \text{Searches per person} \times \text{Dollar made per search} = \text{Revenue}$$

How does your business function

- Don't think about this as abstract
- Break it down

Benn Stancil -
[Money, Python, and the Holy Grail: Designing Operational Models](#)

lead effectively
amidst ambiguity



Style influences



Organisation

An org needs to be time tolerant for discovery and collective decisioning making

Team maturity

What a newly formed team needs is radically different to an established team

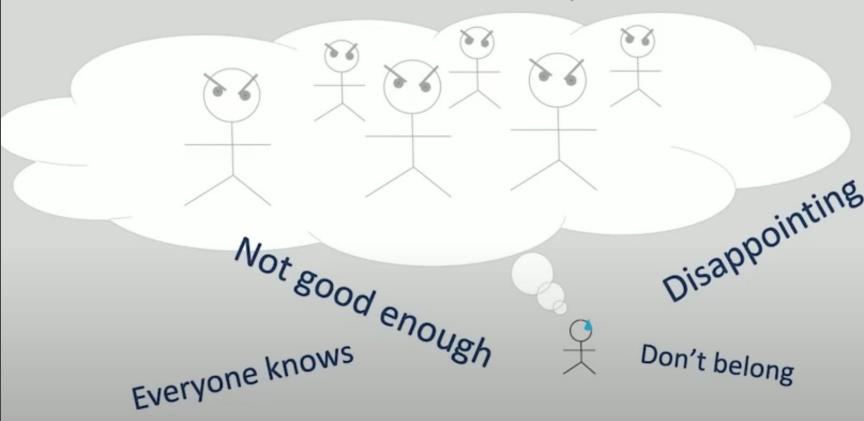
Seniority mix

Situational leadership - modulate the time taken for hand-on vs watching & learning

Insecurities around leadership



Insecurities around leadership



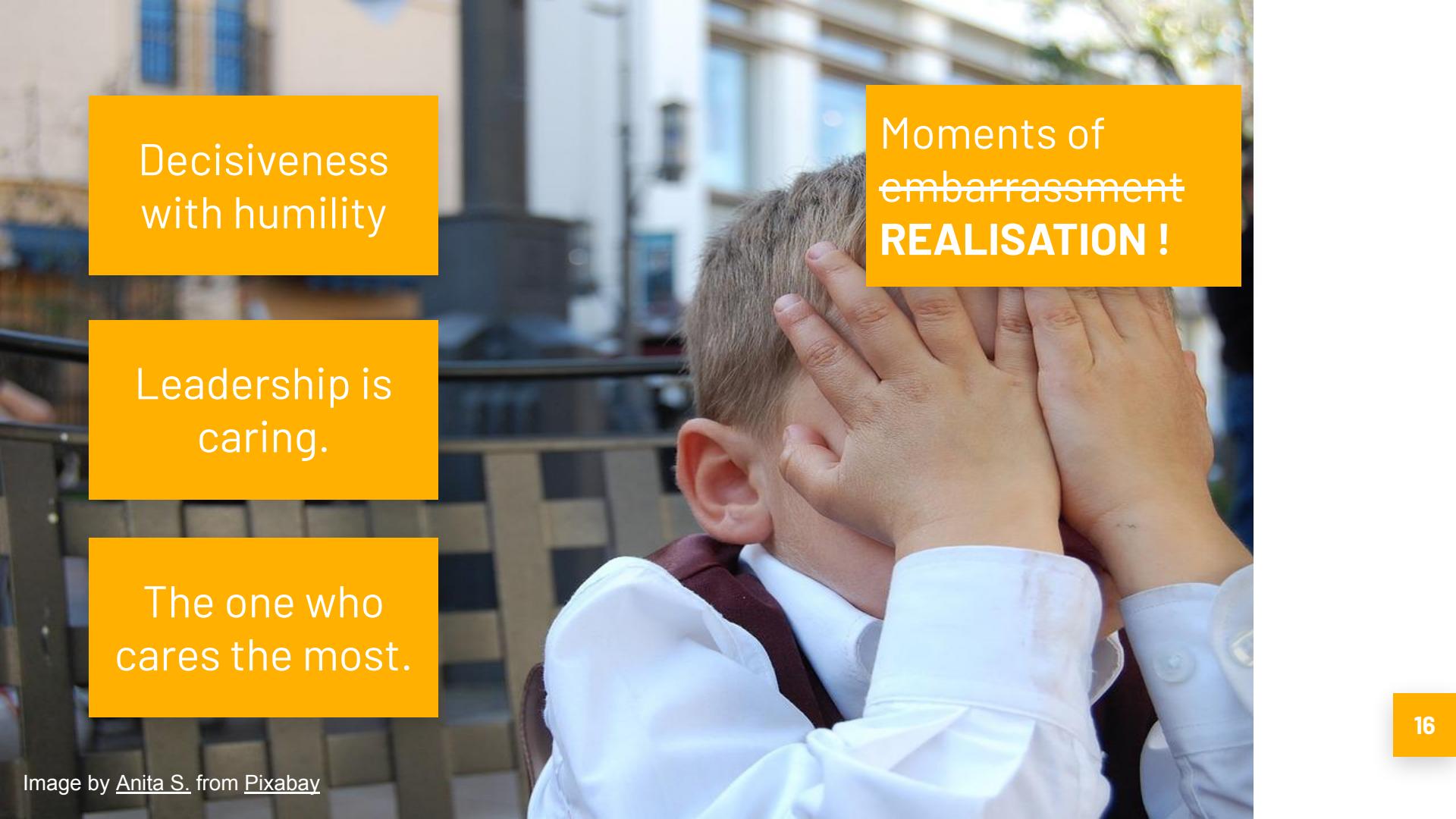
[Grow Your Own Tech Leads](#)
Ken Scambler • YOW! 2019

Feeling insecure:

- Does not in any way indicate a lack of talent

But ...

- Learning to manage insecurities is essential

A photograph of a man from behind, wearing a white shirt and a maroon tie. He has his hands pressed against his eyes and forehead, obscuring his face. He appears to be in an urban setting with buildings and trees in the background.

Decisiveness
with humility

Leadership is
caring.

The one who
cares the most.

Moments of
~~embarrassment~~
REALISATION !

A photograph of a red lifebuoy hanging from a wooden post on a sandy beach. The ocean with white-capped waves is in the background under a clear blue sky.

Leadership strategy **consequences**

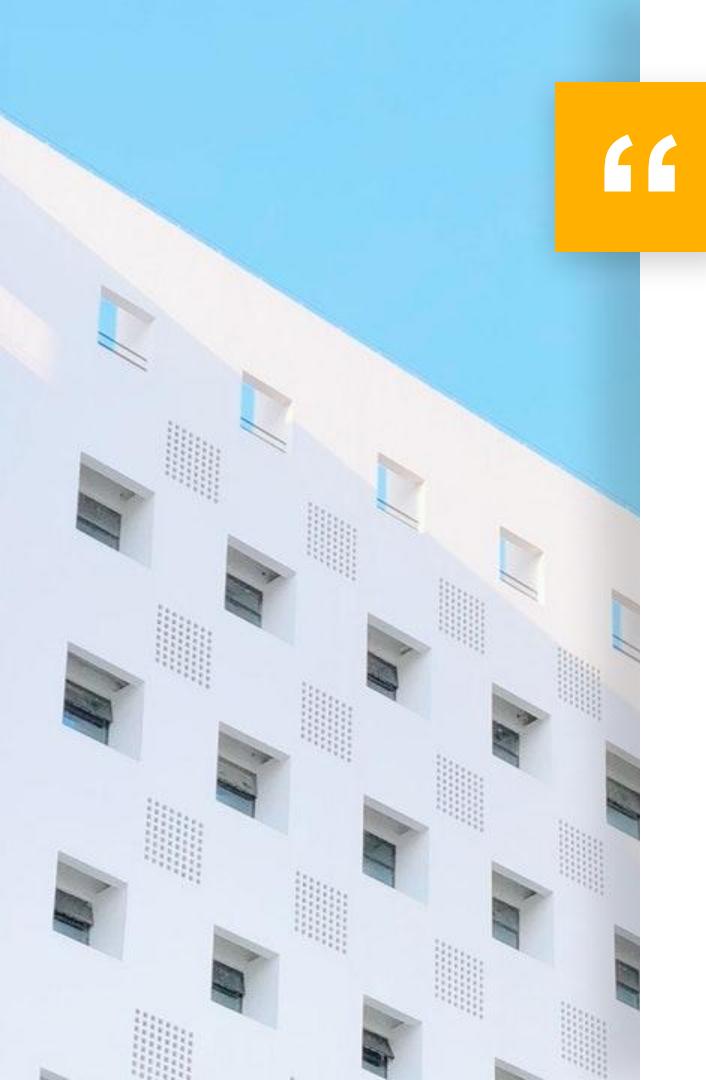
democratic
approach

trade-offs

shadow
hierarchy



Demonstrate
**The culture you
expect**



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**So ... what's your
leadership style?**

TL;DR - summary ...



Uncertainty 🤯

Is fine to acknowledge ..

but you must know the foundations

Dance or direct 🎵

You need to do both ..

but be deliberate with your focus and attention

Connected 🌐

The the true direction ...

and share with your team too

(In)-security 😰

Feeling insecure is acceptable

but learning to manage insecurities is essential

Demonstrate 💖

The culture you expect ...

but be open to feedback

Ambiguity 😕

Let me find my way ...

with clear goals & constraints

One last thing
breath



Thanks!

DO YOU  have a question ???



@SimonAubury

CREDITS



Special thanks to all the people who made and released these awesome resources for free:

- Presentation template by [SlidesCarnival](#)
- Photographs by [Unsplash](#) and [Pixabay](#)