

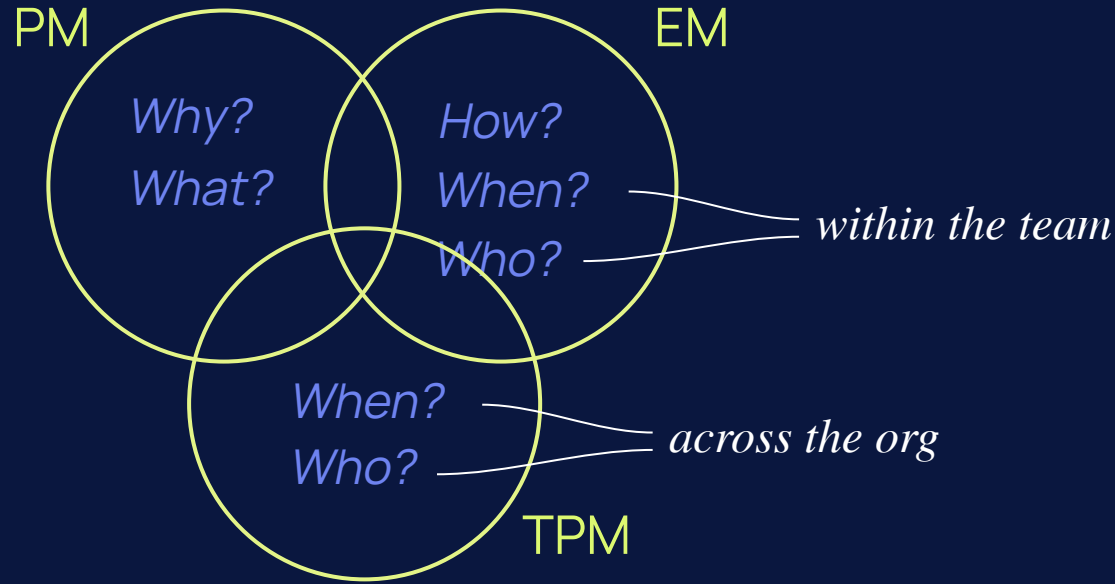


Tom Koch

Staff Technical Program Manager



# What is a *Technical Program Manager*?



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# Scaling Leadership

Insights from the 1st Staff TPM in the room



# 1. Be mindful about yourself



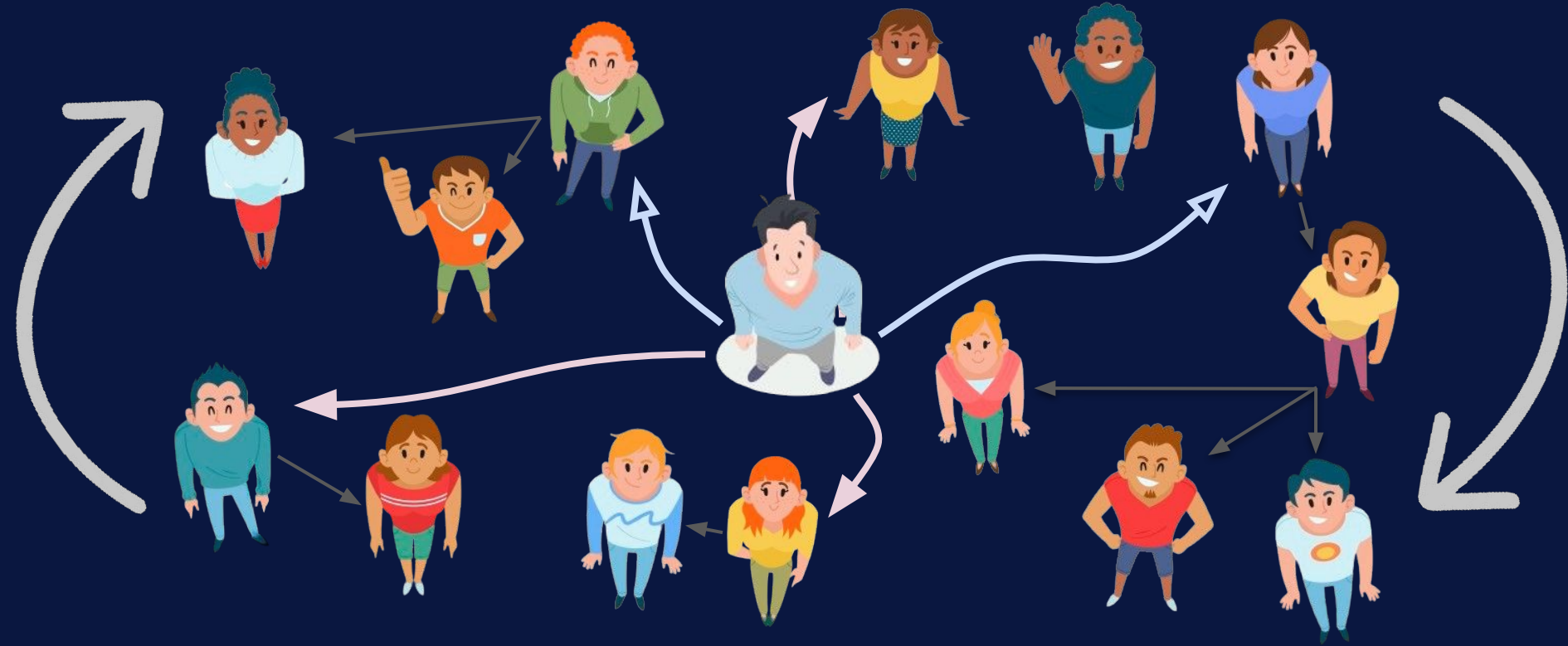
## 2. People and adaptability



# 3. The shapes of communication



## 4. Have a thoughtful strategy





# 5. Be creative



# 1. Be mindful about yourself



# Fellowship Of The Architecture (FOTA)



“As leaders, we may  
teach what we know,  
but we reproduce who  
we are.”



*John C. Maxwell*

# Leadership...

Writing

Attention to  
details

Negotiation  
/Influence



stubborn

Produce  
too much  
content

Like criticizing

... is about **giving**

... is about making a **difference**

... can occur at **any level**

... is **not** about being an **extrovert**

# Be *aware*, have a *vision*



- ★ Ask about the big problems
- ★ Understand the perspective of the majority
- ★ Step back, request feedback
- ★ Leaders have a clear and thoughtful direction
- ★ Take actions to accomplish your vision



# Target *excellence*, achieve *results*



- ★ Say what you do, do what you say
- ★ Be responsible and take actions
- ★ Deliver results

Create *space*!





## 2. People and adaptability



# Understand *People*



## **EMMA:**

- Has a good memory
- Likes cats
- **Stresses out when needing to deliver unplanned work**
- Want fewer meetings



## **BOB:**

- Has strong analytical skills
- **Likes to talk about his personal life**
- **Gets angry when facing illegitimate authority**
- Prefers regular sync to receive updates

People have a *bandwidth*



# Build *trust*, maintain *relationships*



- ★ Create **experiences** and socialize
- ★ **Empathy**: Listen to others' problems
- ★ Show **humble interest** in what others do
- ★ Be as **helpful** as a friend

People won't remember your title,  
rather how you treat them

# Your ideas will not be followed by all



# Word of mouth...



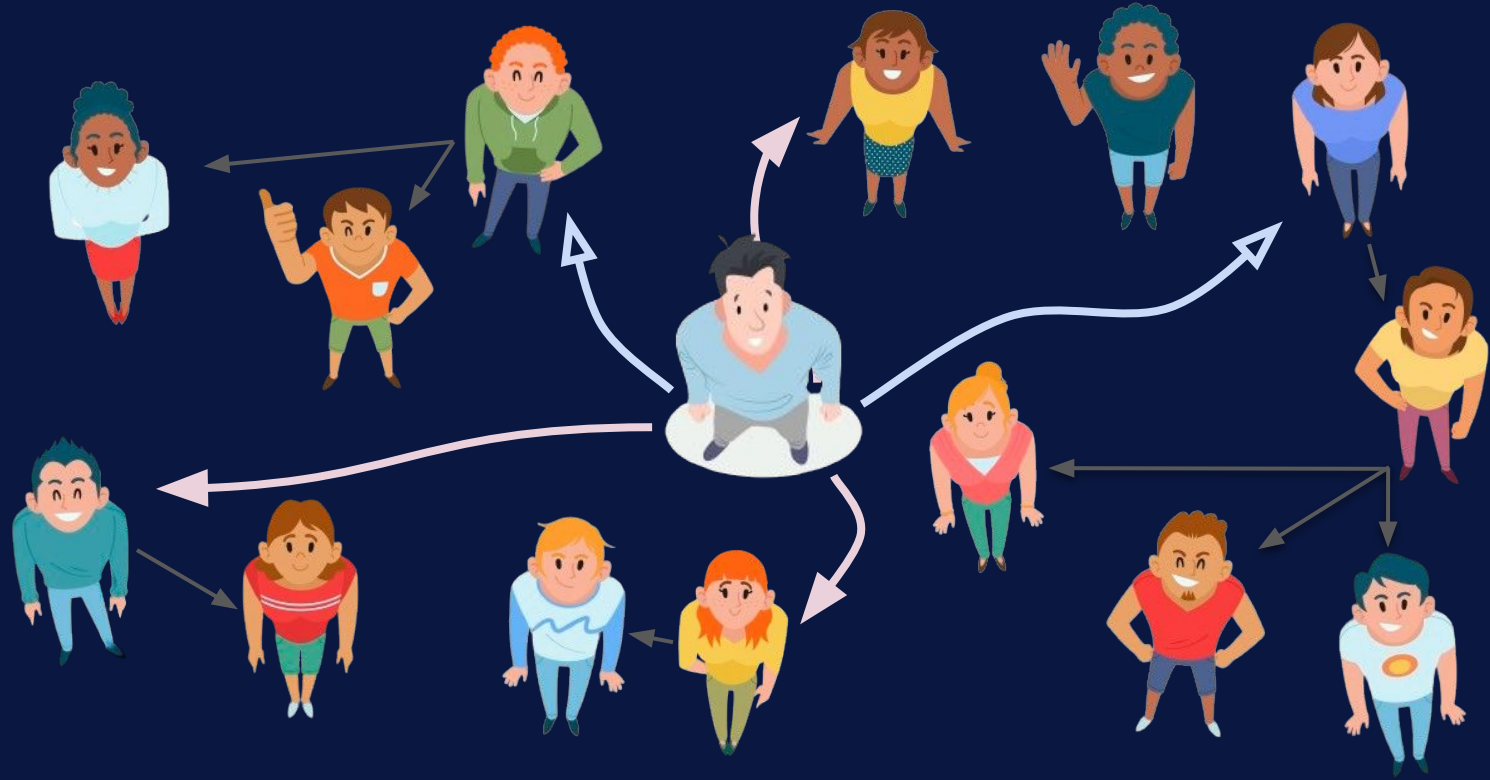
# Word of mouth will help you scale







# 3. The shapes of communication



# Tailor the *communication channel*



“What’s the purpose of that meeting? we are receiving too many of them from everywhere”



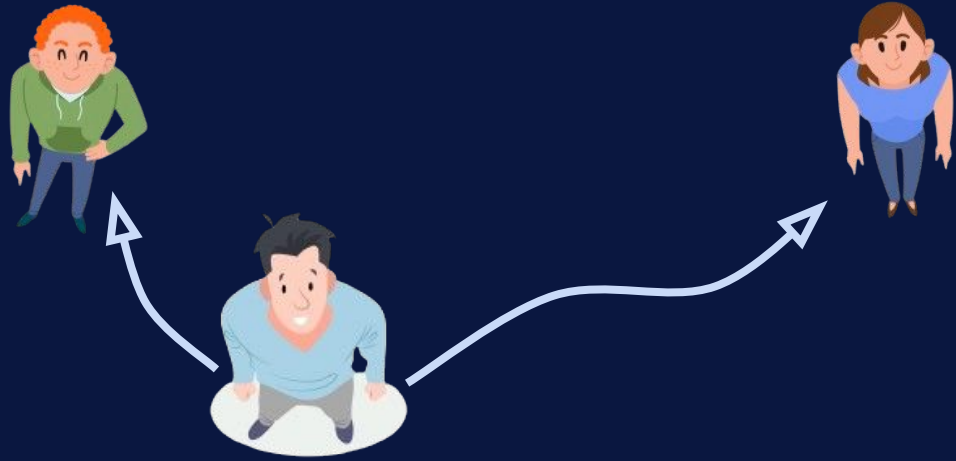
“I liked the content, but a good old doc would have been more efficient to me“



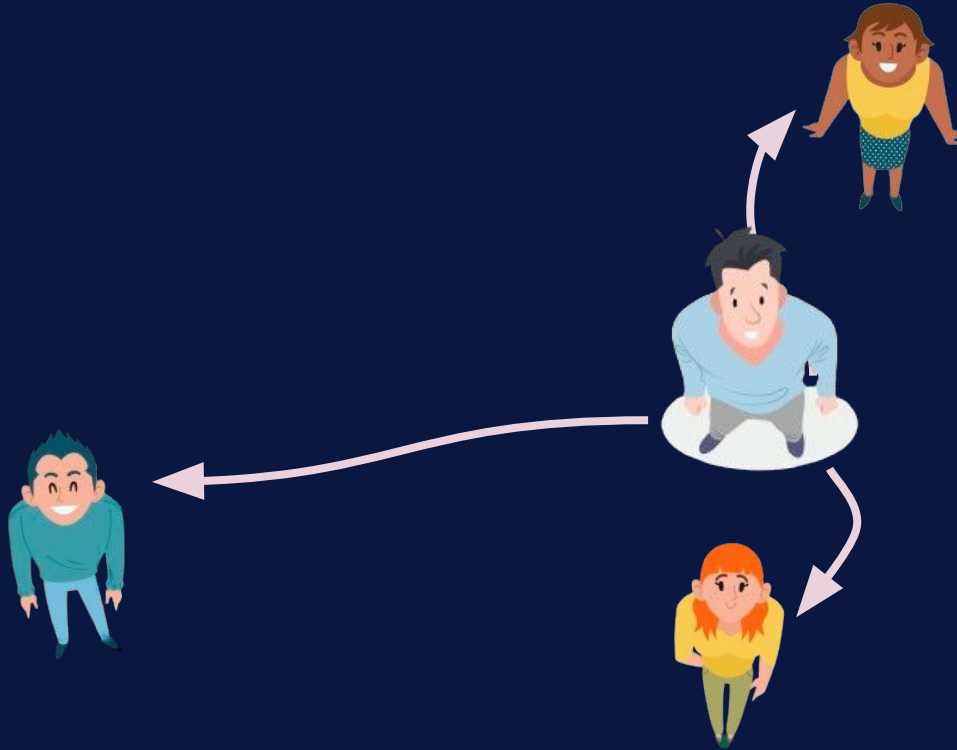
“I value these dedicated recurring sync times so my attention is focused on the topic”

# Synchronous

- ★ Active listening
- ★ Ask the right questions
- ★ Your body communicates more than you think



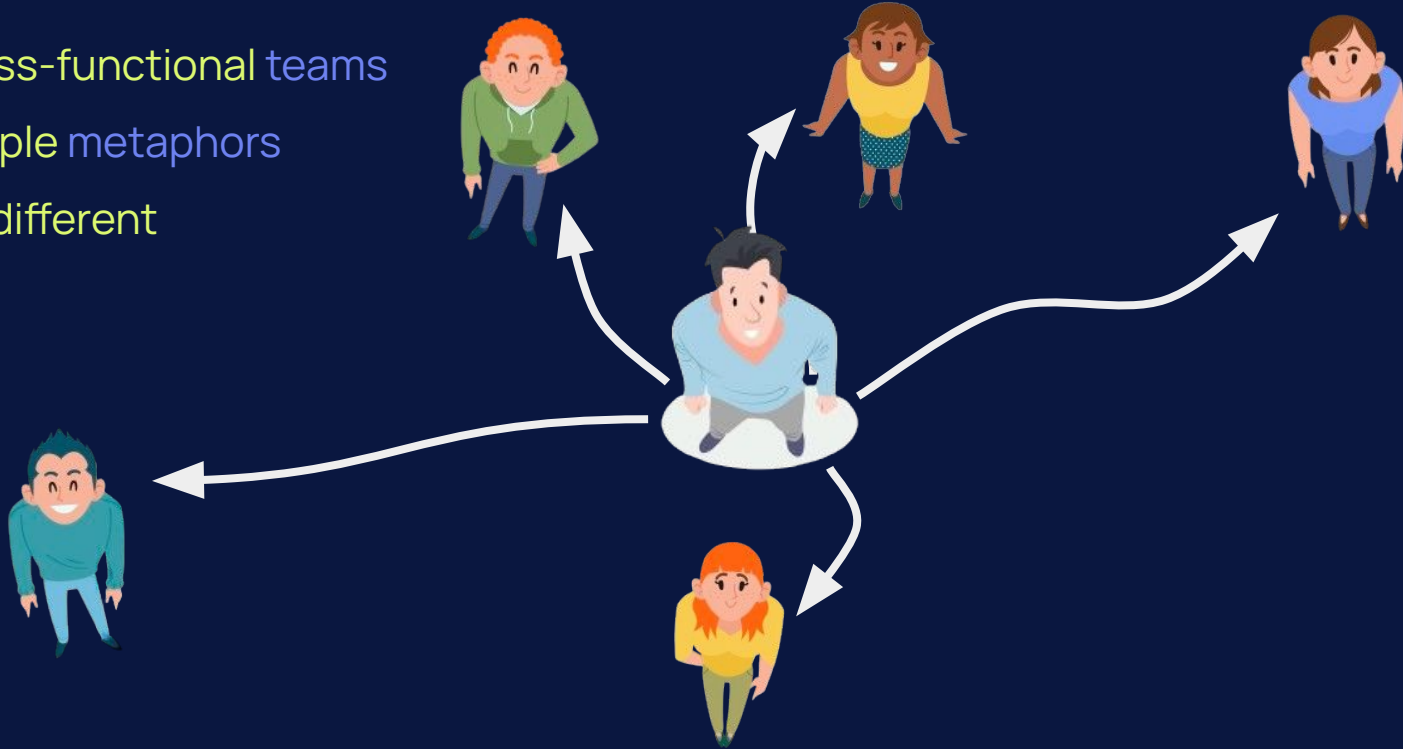
# Asynchronous

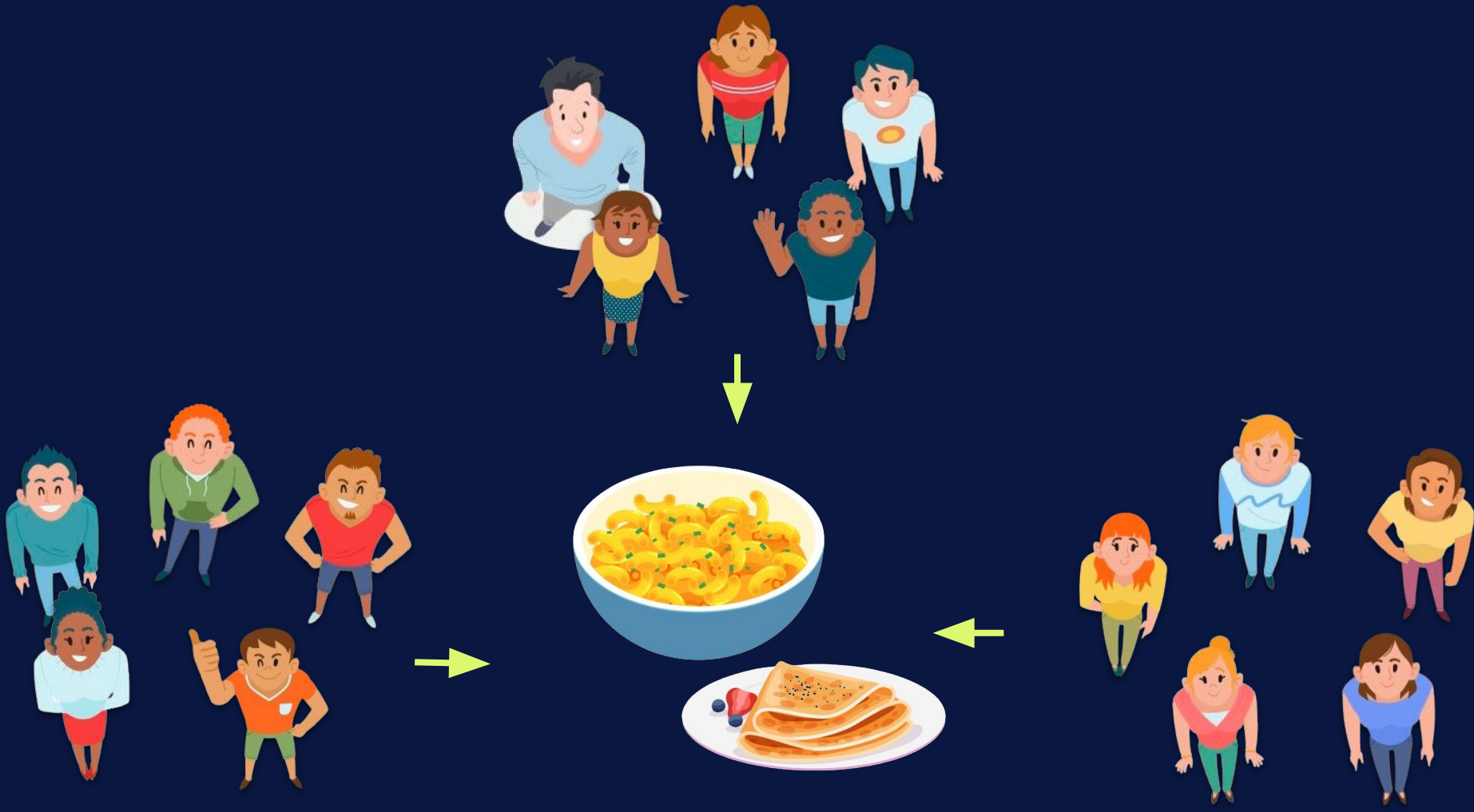


- ★ Name things
- ★ State clear goals, contextualize
- ★ Grammar matters
- ★ Add a Q&A, Appendix

# Broadcast

- ★ cross-functional teams
- ★ simple metaphors
- ★ be different

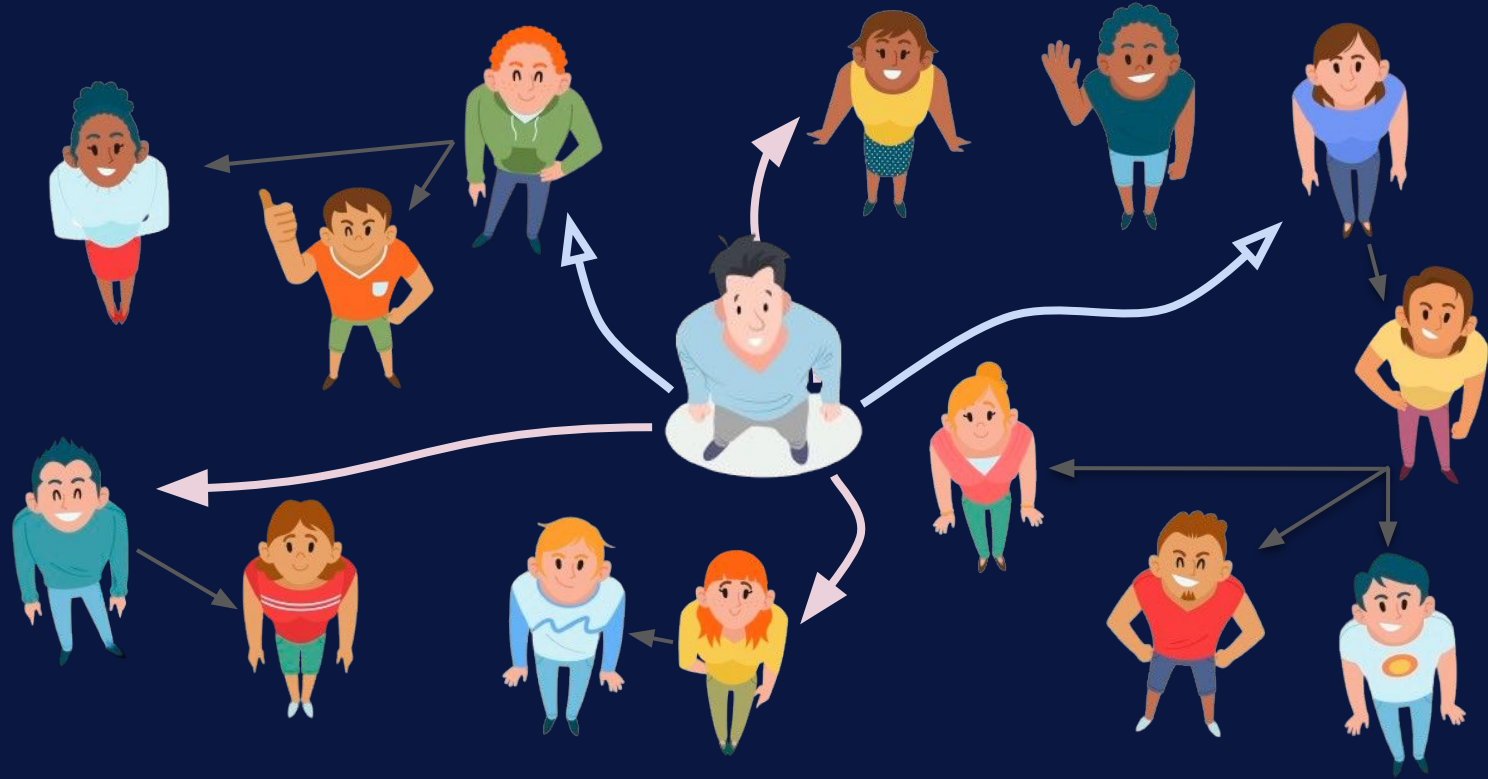




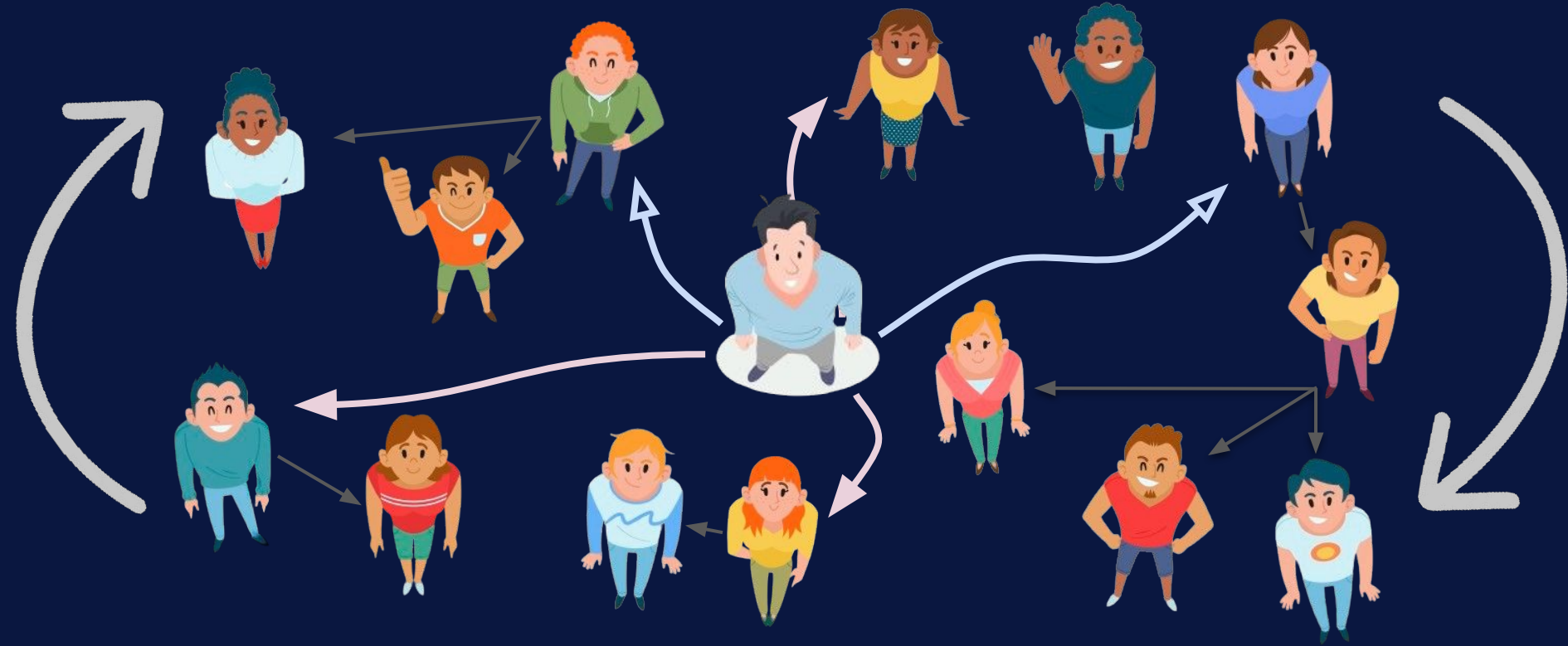




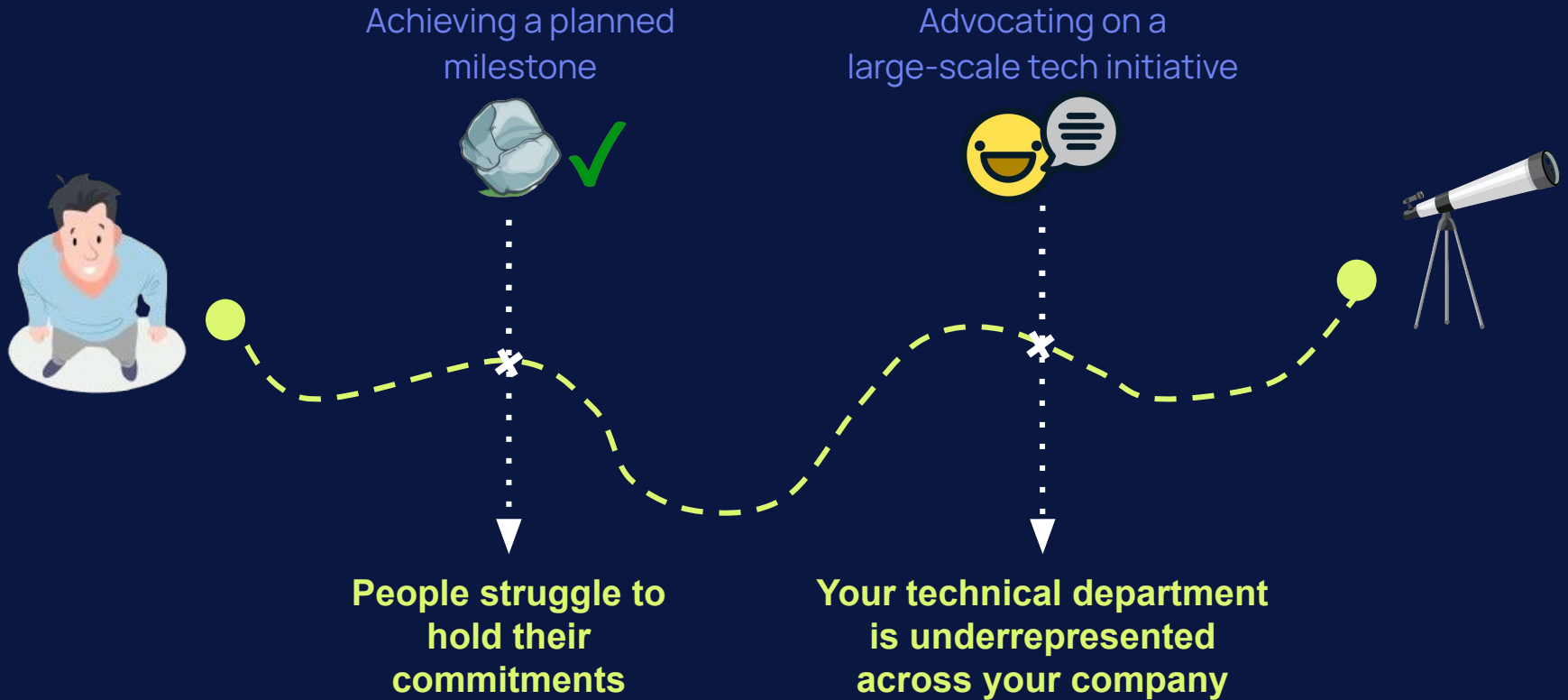
Have a plan to *hit the audience right*.



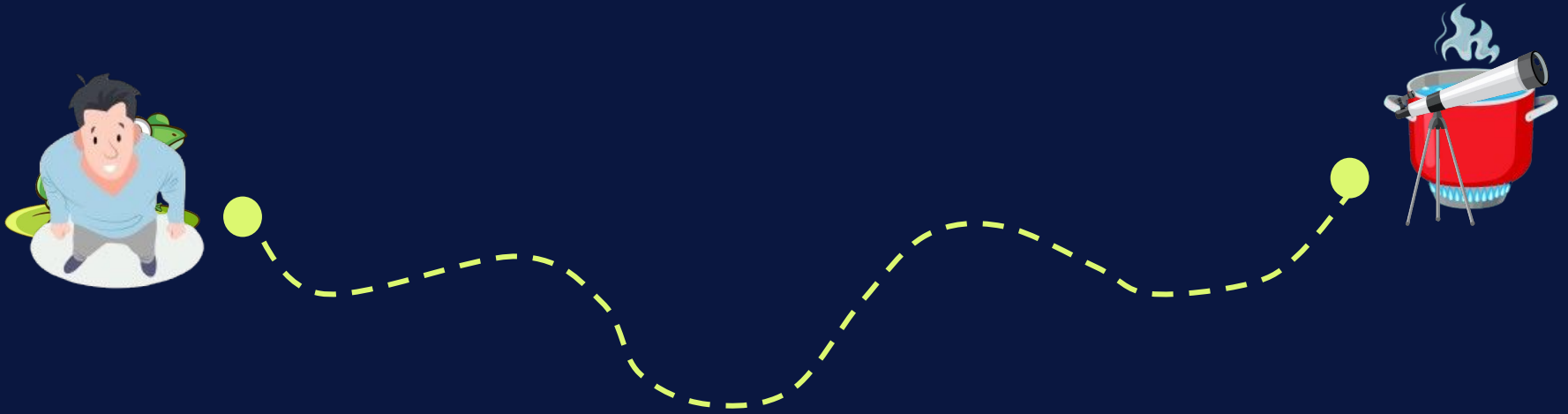
## 4. Have a thoughtful strategy



# Goals vs. *structural problems*

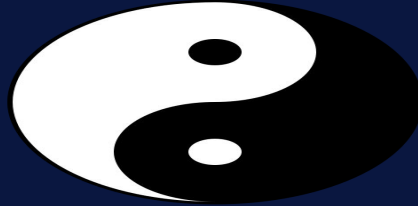


# *Change* is about boiling frogs



- ★ Be resilient, embrace change
- ★ Take ambiguity as an opportunity

# A right *influence/authority* balance



“What are you going to do to reward my  
🙄 numerous efforts on this?”

“I have other priorities going on, please  
🙄 check with my manager ”

# Horse race vs. poney



Effort: **Low**  
Relationship: **Low**



Effort: **High**  
Relationship: **High**

The more leadership the *harder to maintain*



The more leadership the *harder to maintain*





The more leadership the *harder to maintain*

Consistent high standards



# 5. Be creative



# Thank you



*Designs are inspired by Freepik*