
Tips on scaling your leadership outside your comfort zone

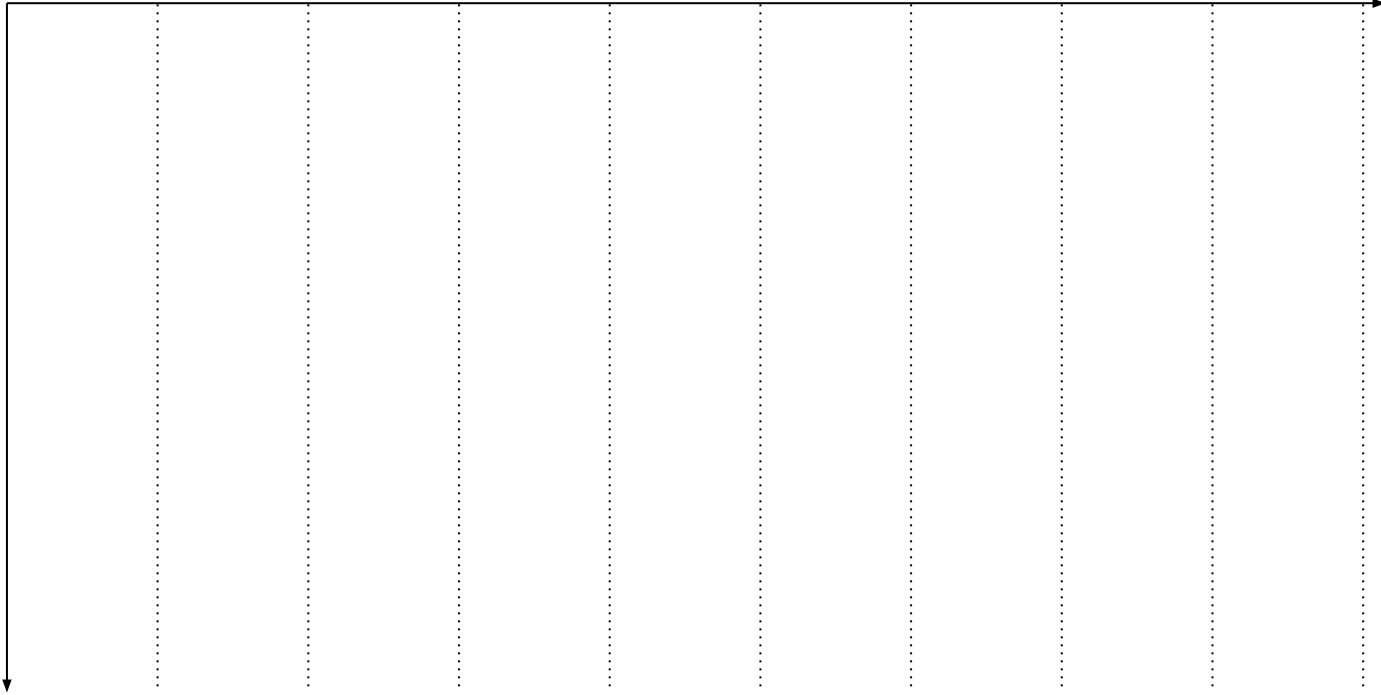
StaffPlus London 2024

Michael Tweed - Principal Software Engineer

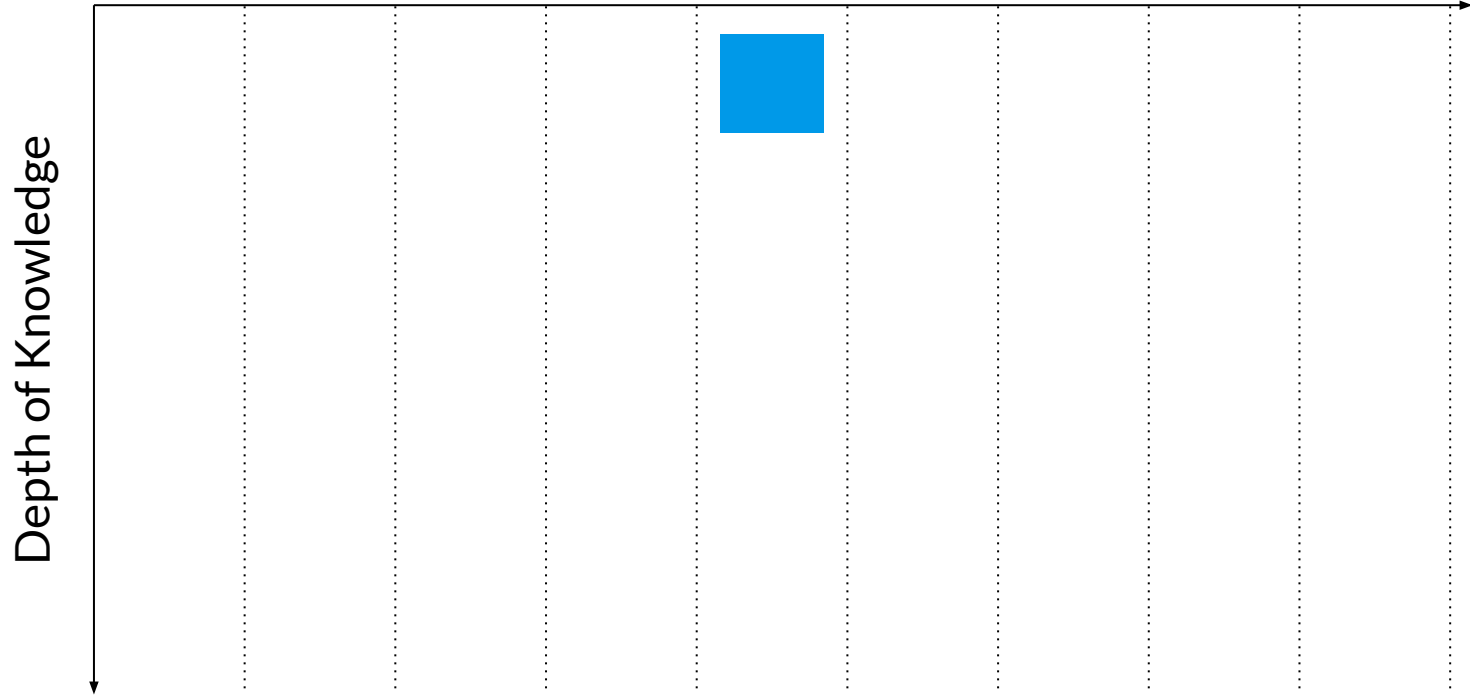
To begin... some graphs
(and letters)

Technologies
(Breadth of Knowledge)

Depth of Knowledge

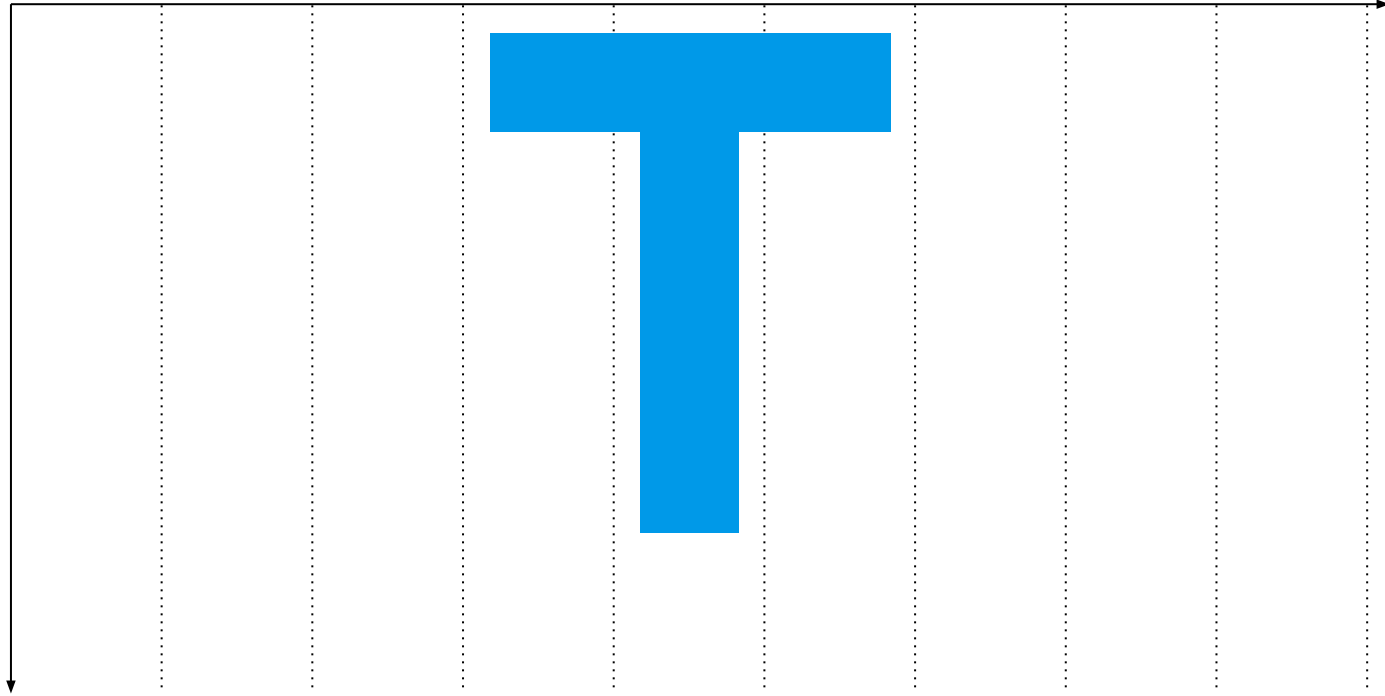


Technologies
(Breadth of Knowledge)

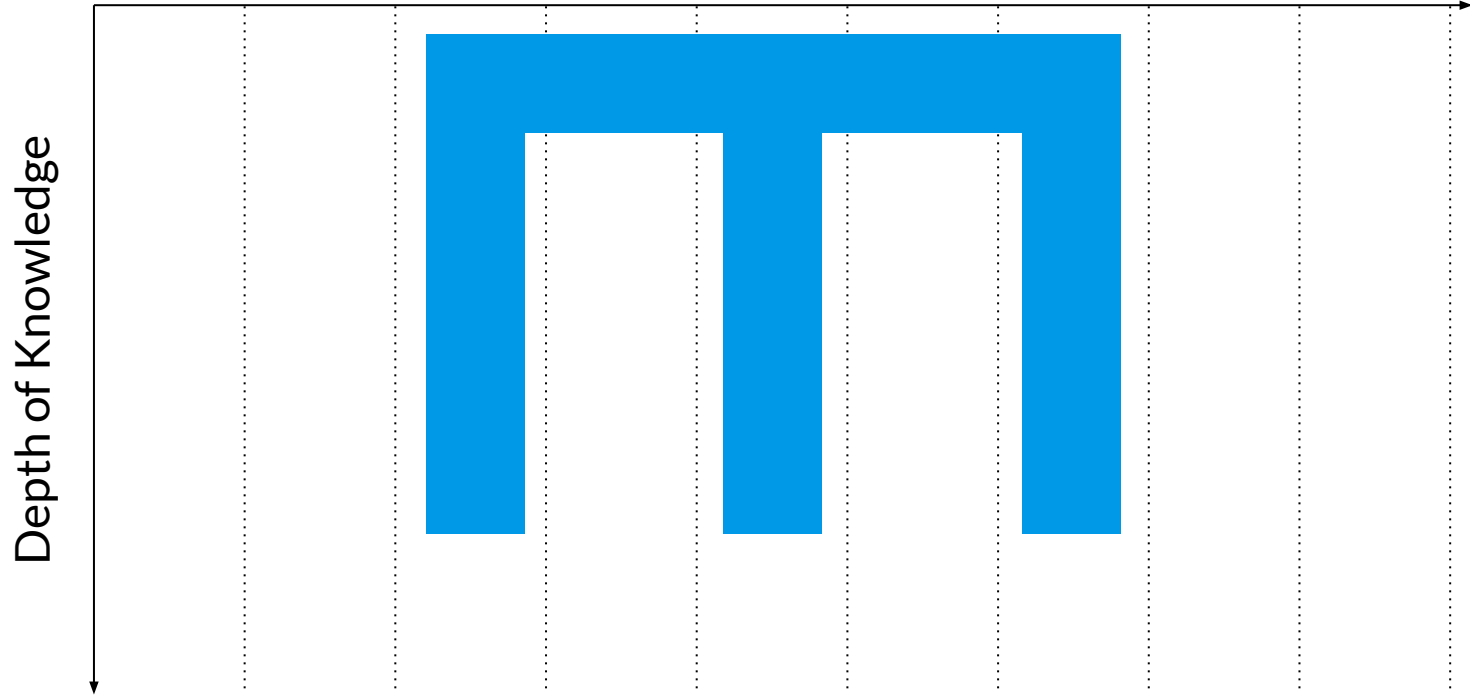


Technologies
(Breadth of Knowledge)

Depth of Knowledge

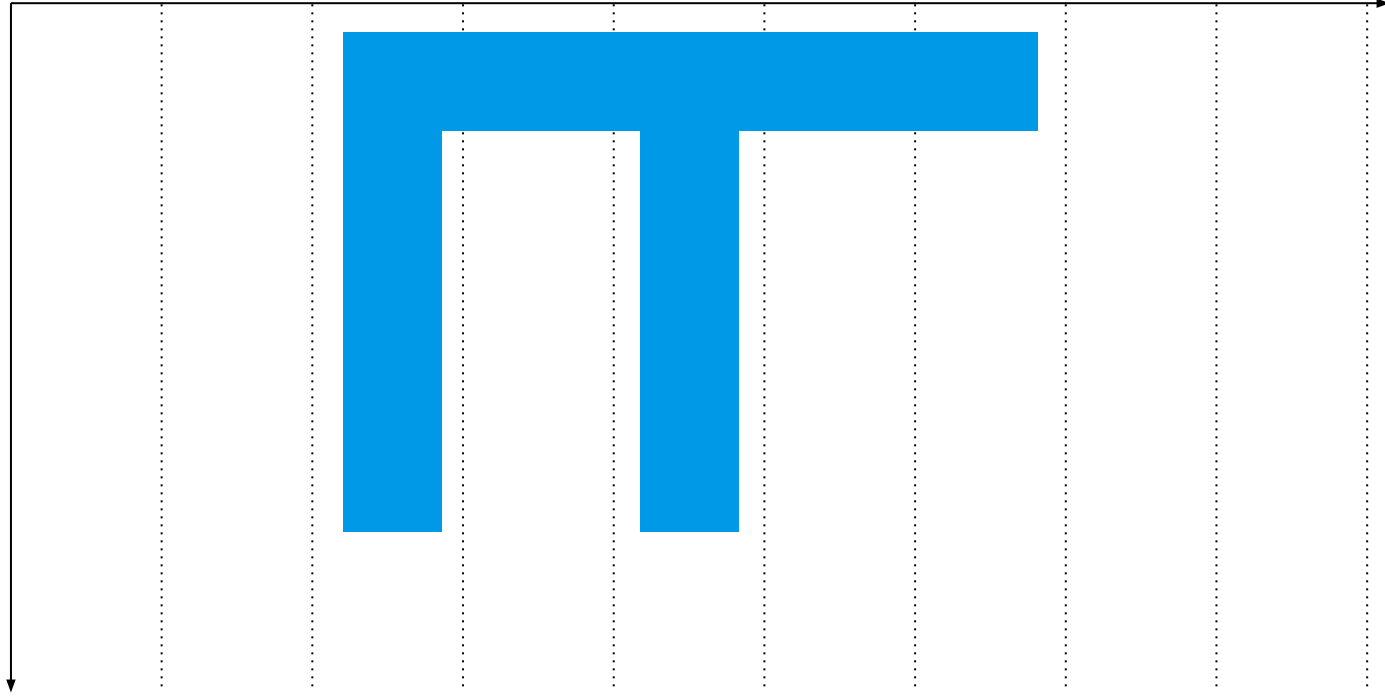


Technologies (Breadth of Knowledge)



Technologies
(Breadth of Knowledge)

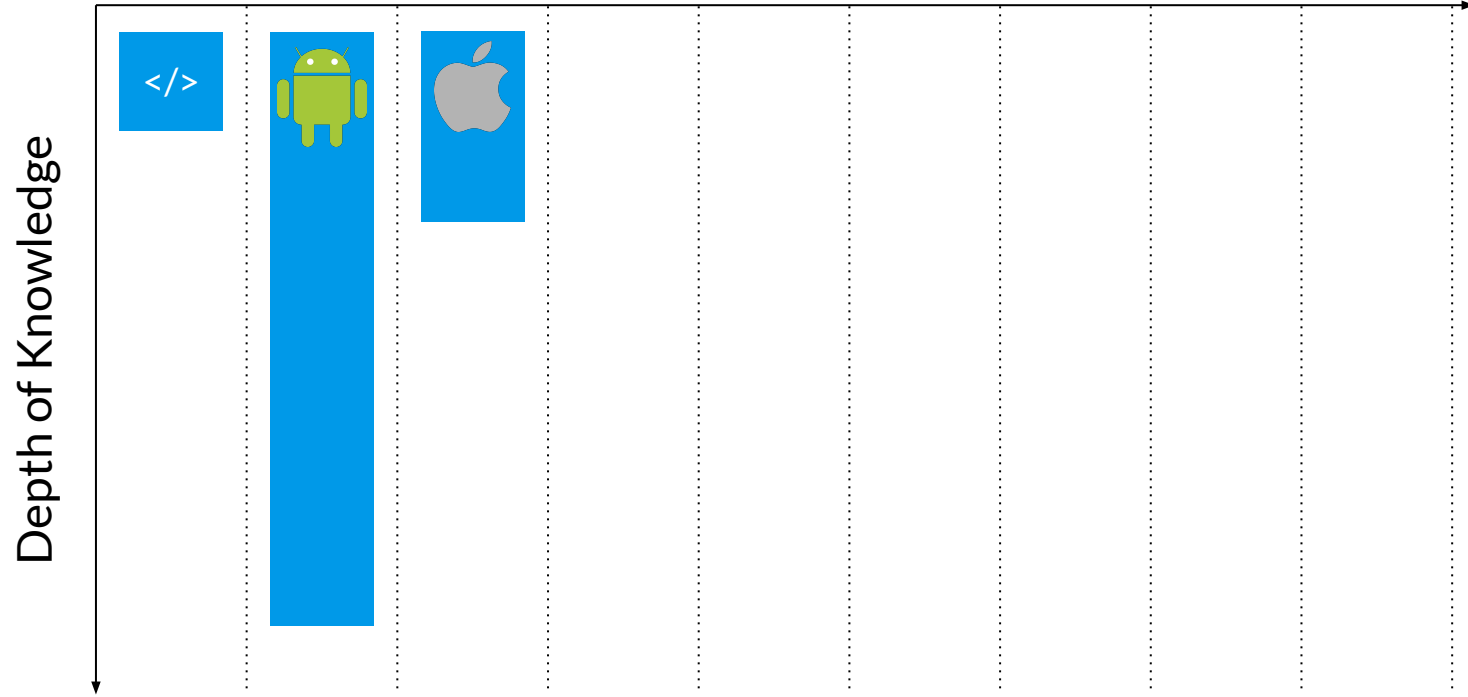
Depth of Knowledge



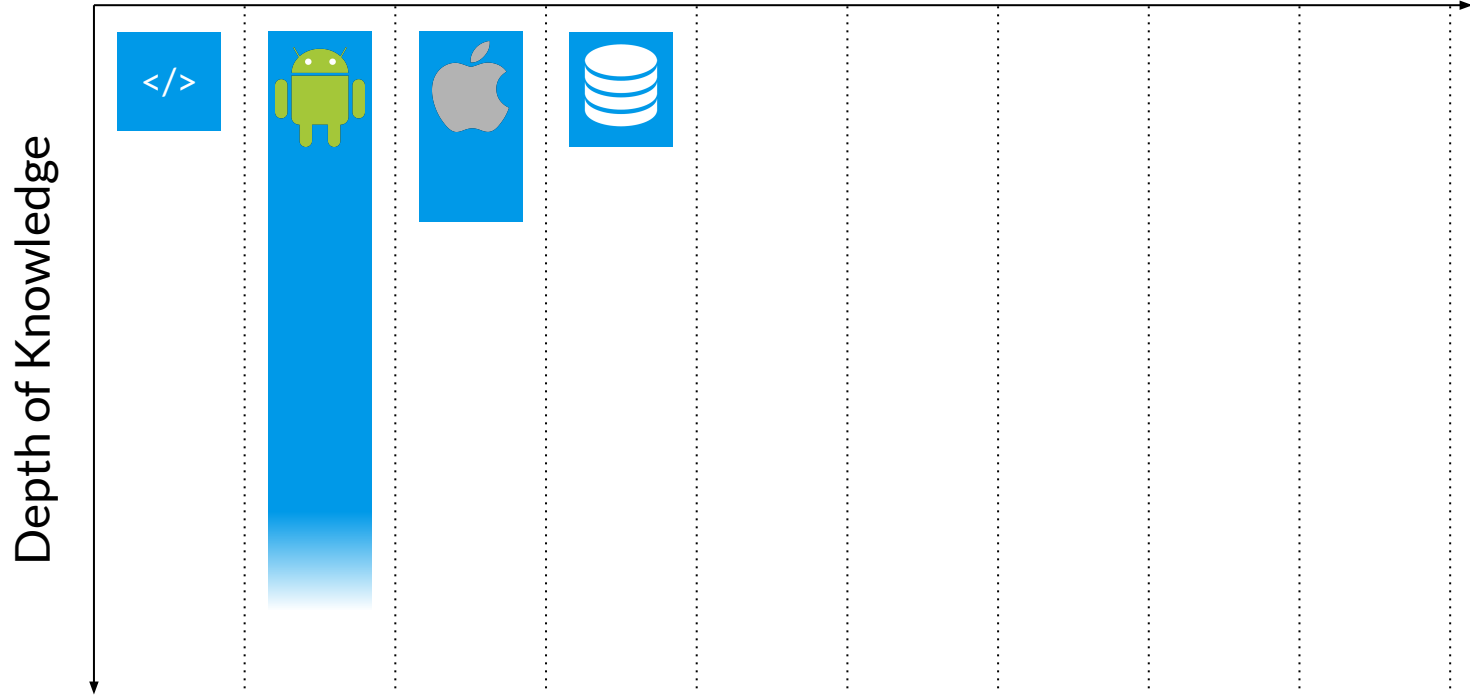
**These normally refer to purely
technical skills...**

**...but I think the concepts can be
applied to technical leadership**

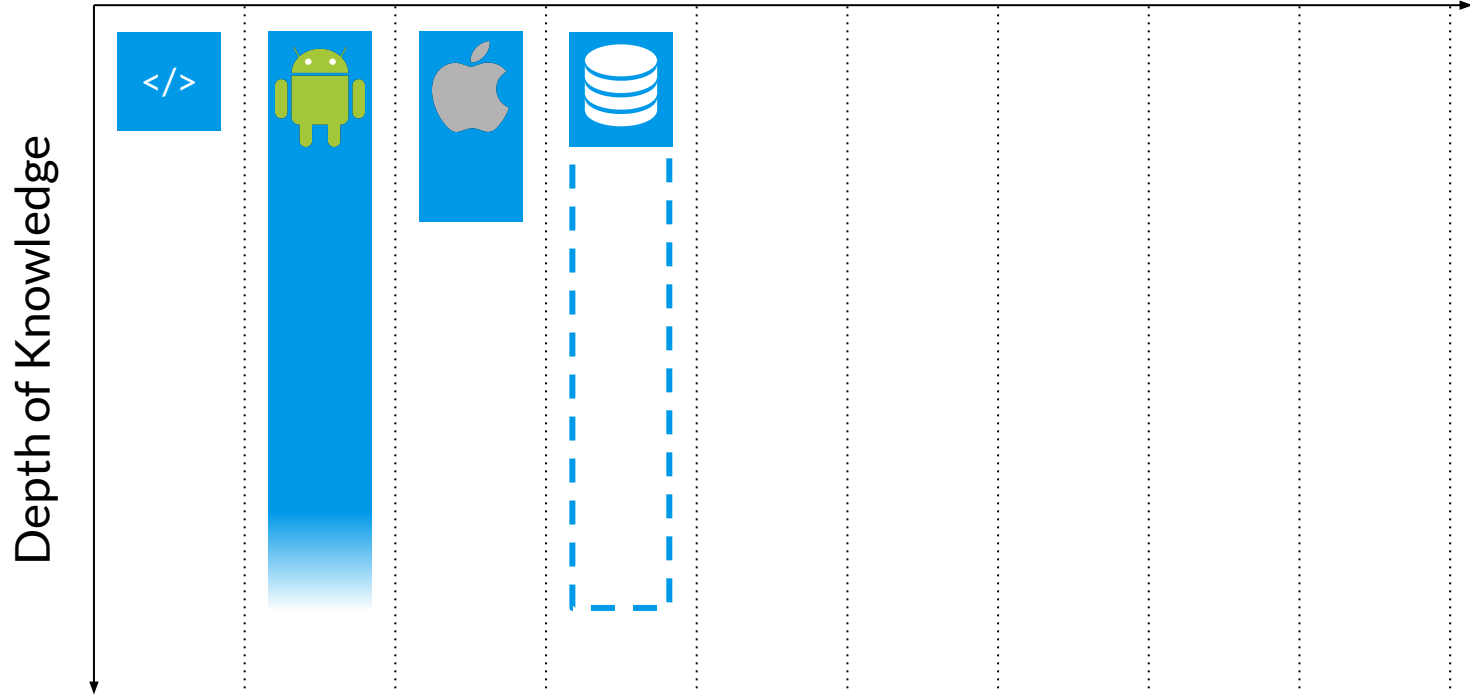
Technologies (Breadth of Knowledge)



Technologies (Breadth of Knowledge)



Technologies (Breadth of Knowledge)



What tips really helped me?

Speak to the Engineers first

- Ask for current challenges they have
- Build up trust early on

Ask questions- so what would happen if we do X?

- Allows you to start seeing connections
 - Reversing questions get good answers!
 - Helps you build a mental model
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Document everything

- You will forget a lot!
 - Allow yourself to be challenged
 - Set a deadline for your own responses
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Careful with how you bias the new/old area

- This is a very tricky balance!
- Try and keep yourself accountable

Bring in your connections

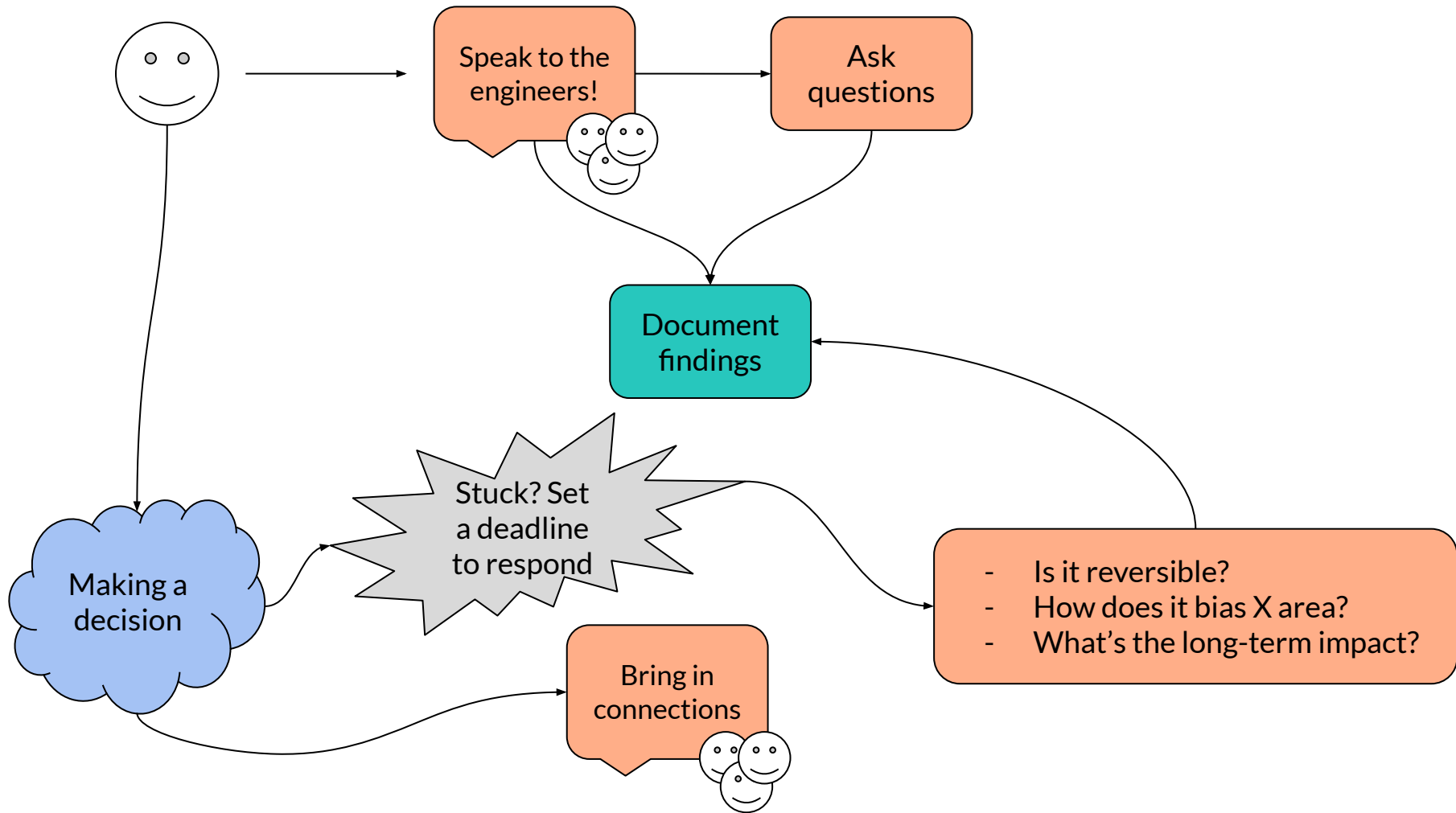
- Your value is not just direct expertise!
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Be aware of micro-decisions that build up over time

- Another very difficult balance
 - Try to avoid “doomed course of action”
 - Regular reviews with peers can help
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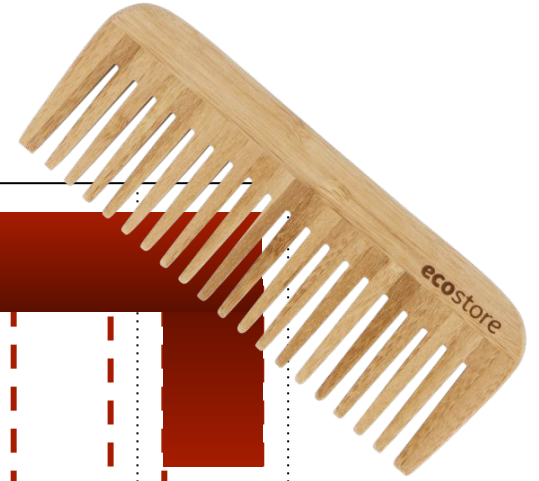
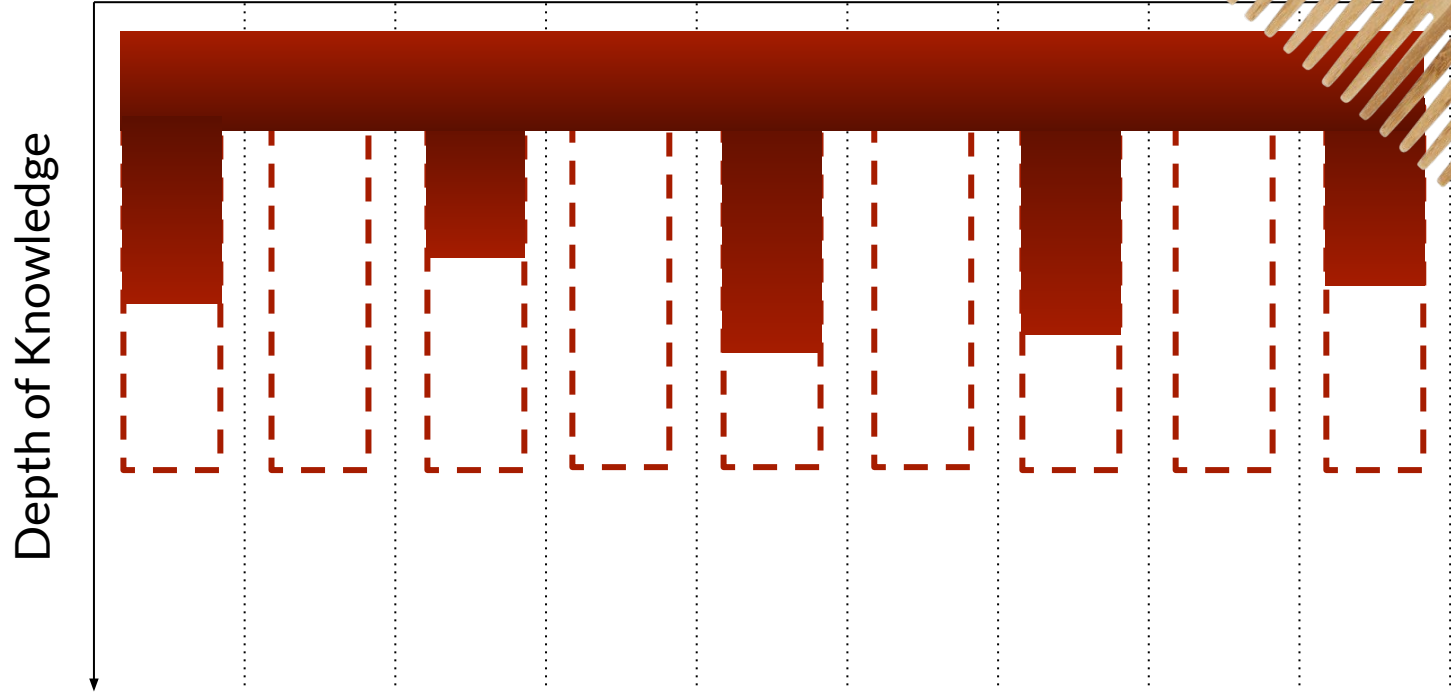
Bias towards reversible decisions

- Think of decisions like a gate
- If you're unsure of what path to take, take the reversible one



To end... one graph

Technologies (Breadth of Knowledge)



Thank you!
