

MARCH 15, 2023

Scaling yourself

Increasing your scope and impact as an EM (without just working harder)



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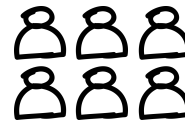
2015





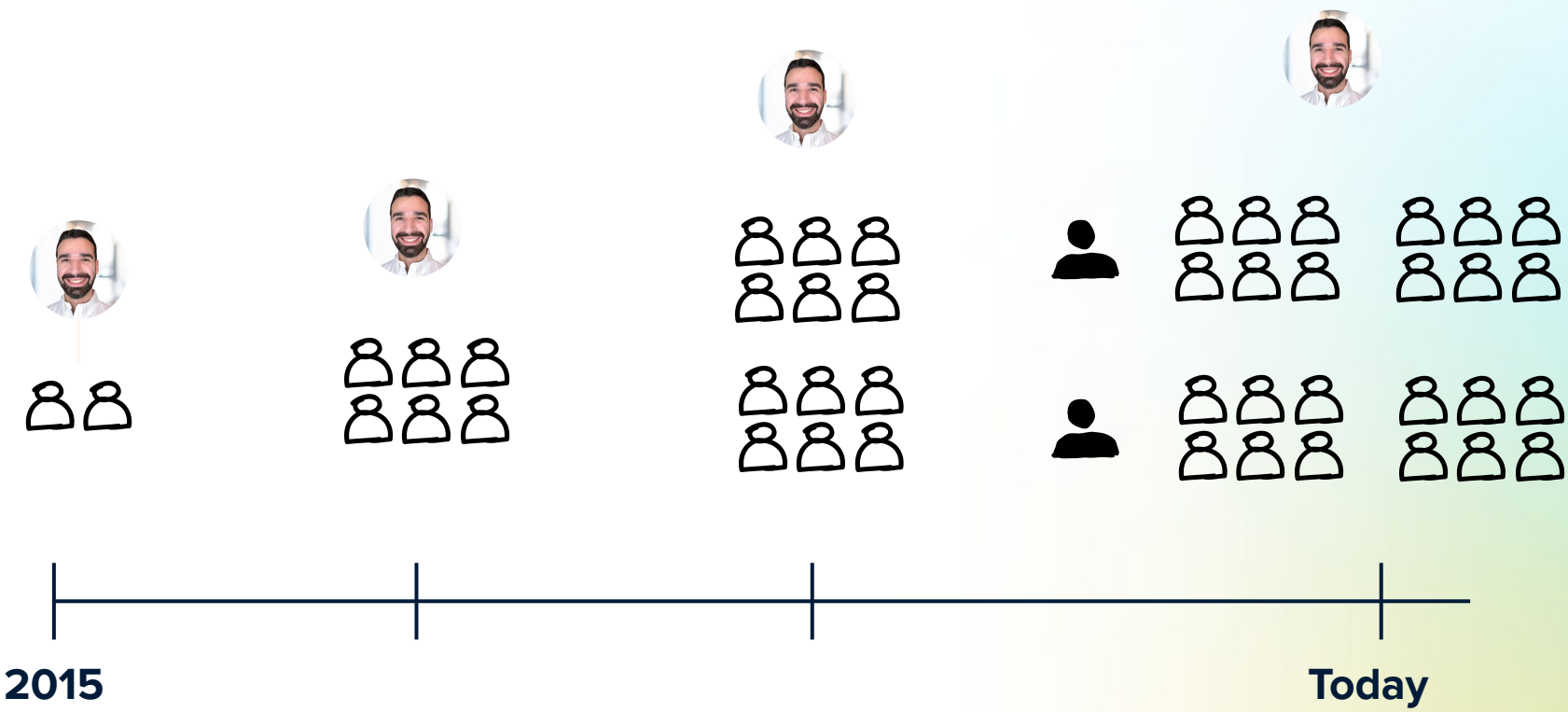
2015





2015





AGENDA

1 Auditing your time

2 Winning it back

3 Reinvesting it

Auditing your time 🕒



Managing my reports



Team processes



Planning & execution



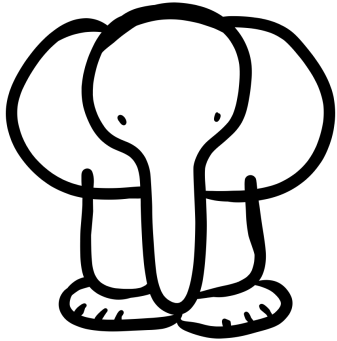
Hiring



Technical leadership



Working with peers & leaders



- The elephant in the room: should Engineering Managers be coding?
- (My take) The short answer: No
- The longer answer: EMs should avoid coding in the critical path



25%



10%



15%



10%



30%



10%



- Where am I spending most of my time?
- Where I could spend less time, while driving the same results?

10%

30%

10%

Winning back your time 🏆

WINNING BACK YOUR TIME

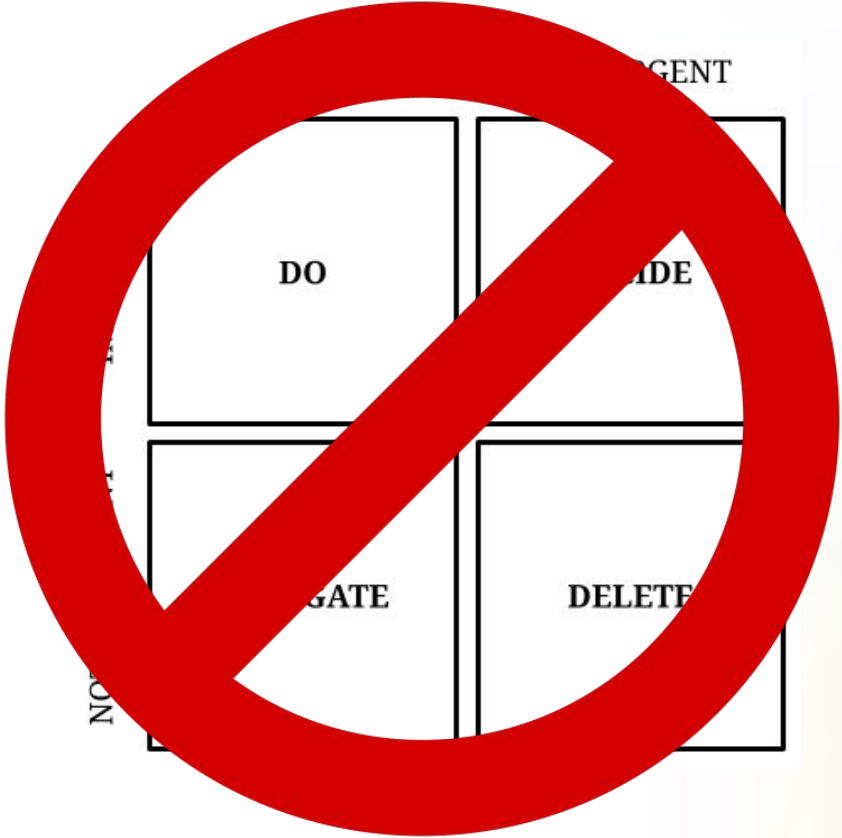
1 Delegation

2 Prioritization

Delegation

	URGENT	NOT URGENT
IMPORTANT	DO	DECIDE
NOT IMPORTANT	DELEGATE	DELETE

Delegation



Delegate outcomes, not tasks



Prep chef



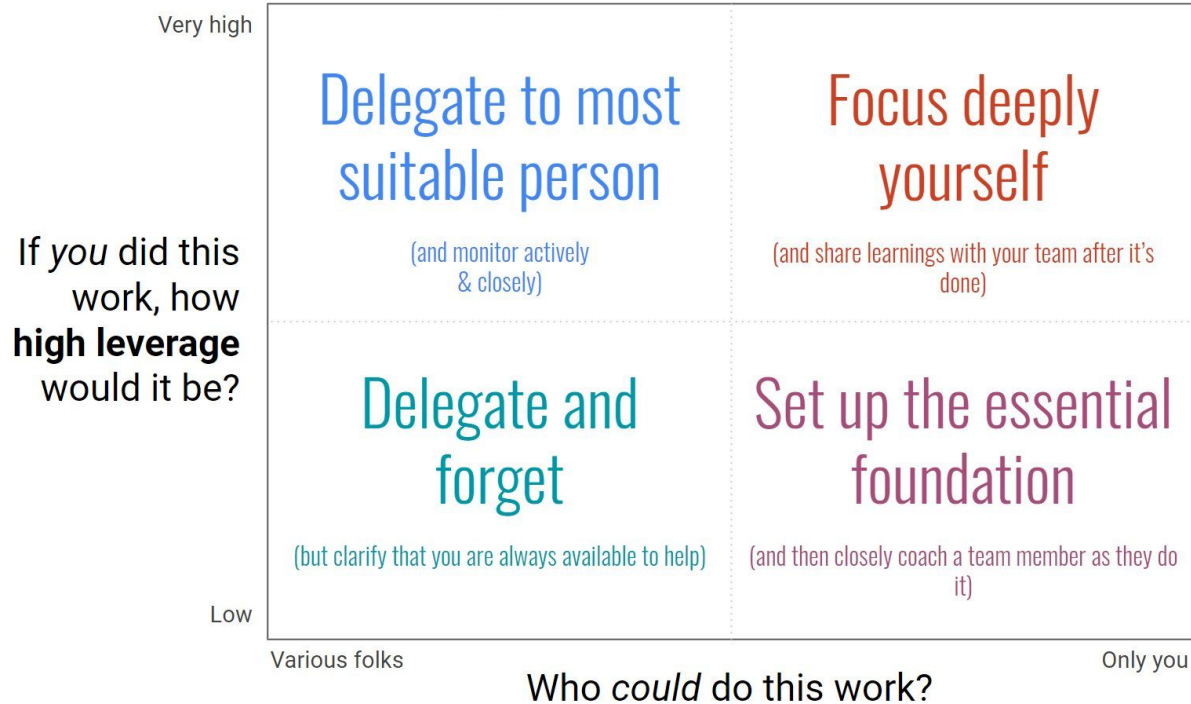
Prep chef



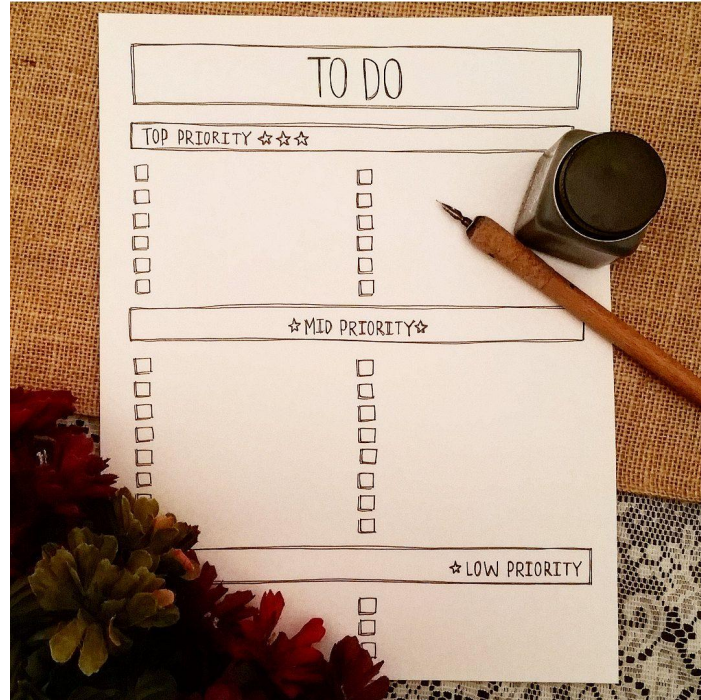
Sous chef

THE RADICAL DELEGATION FRAMEWORK

How to assign & do work that **must be done**, so you can best empower your team, avoid burnout, and make a major impact



Prioritization



Prioritization



Prioritization - “Dirty dishes”



Prioritization - “Dirty dishes”

Typical “dirty dish” problems to look out for:

- People: burnout, emerging friction between teammates, lack of motivation/clarity/vision
- Technical: lack of observability on high value systems, things happening the team can't explain (e.g. mysterious latency spikes), tech debt
- Project: unclear dependencies, lack of buy-in, misalignment on timelines


Reinvesting your time



Where to reinvest

- Focus ruthlessly on **high leverage** work
- High leverage work doesn't need to be sexy! In fact, often high leverage work correlates with being “boring”

Component	Team	Engineering Manager	PM
Personal settings	User management	Jane Doe	Laura
Job framework	Foundations	Matt Dzaman	Robbi
Integrations - Telegram	Developer platform	Matt Dzaman	Robbi
Tags	CPX	Rajat Agarwal	Jill Sc
Integrations - Github	Platform	Matt Dzaman	Robbi
Rules	Workflows	Alex Peattie	Laura



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Wrong people referenced

Team names inconsistent

Dozens of components missing

Case study: ownership matrix

- Standardized team names, made them settable by dropdown only
- Used that to look up EMs and PMs from our HR source of truth
- Audited all the existing & missing components (50 new components captured)

- Time for me: 5-10 hours
- Savings to the org: probably 1 hour a week

Where to reinvest

- Focus ruthlessly on **high leverage** work
- High leverage work doesn't need to be sexy! In fact, often high leverage work anti-correlates with being “boring”
- If you're not sure where the high leverage work is in your org, go into listening mode and ask your team(s) 💡

RECAP

R

1 Auditing your time

2 Winning it back

3 Reinvesting it

Thank you 😊!