



The 3As: Alignment, Autonomy Accountability

The beauty of engineering Leadership
promoting OWNERSHIP

How



Leader2

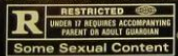
Lack of Alignment



BILL MURRAY SCARLETT JOHANSSON

Lost In Translation

FOCUS FEATURES PRESENTS AN AMERICAN ZOETROPE / ELEMENTAL FILMS PRODUCTION "LOST IN TRANSLATION" BILL MURRAY SCARLETT JOHANSSON GIOVANNI RIBISI ANNA FARIS FUMIHIRO HAYASHI MUSIC BY BRIAN REITZELL COSTUME DESIGNER NANCY STEINER
PRODUCTION DESIGNER ANNE ROSS EDITOR K.K. BARRETT EXECUTIVE PRODUCERS SARAH FLACK PRODUCED BY LANCE ACORD PRODUCED BY CALLUM GREENE ASSOCIATE PRODUCER MITCH GLAZER
EXECUTIVE PRODUCERS FRANCIS FORD COPPOLA FRIED ROOS PRODUCED BY ROSS KATZ SOFIA COPPOLA WRITTEN AND DIRECTED BY SOFIA COPPOLA
FOCUS FEATURES
www.lost-in-translation.com



SOUNDTRACK AVAILABLE ON
12
emperorNorton

FOCUS
FEATURES
www.lost-in-translation.com

The new film written and directed by Sofia Coppola

so many complete, rest of

countability

Lac

Alignment

The noun alignment refers to the correct positioning of something. If you check the alignment of your feet when running, you're checking to make sure they're not pointing to either side, but going straight ahead. Alignment has to do with adjusting something so it's in the right place.

Do we align in engineering?

Alignment is a puzzle: targets, purpose, communication,
Transparency, regular checks on those to make sure that

we stay ALIGNED!



Autonomy == Mastery

As a leader do you want to know everything? Yes!

One way is to lead each and every team to each decision, or ask them to report everything back to you immediately. Right? Wrong!



Autonomy is based on understanding and trust, on transparency and commitment.

It is an integral part of everything we as leaders do to foster accountability

Accountability

5 Dysfunctions of a Team

High Performance Team

Dysfunctional Team





The 3As: Alignment, Autonomy Accountability

How [do I make it happen] ?

Objectives 3As

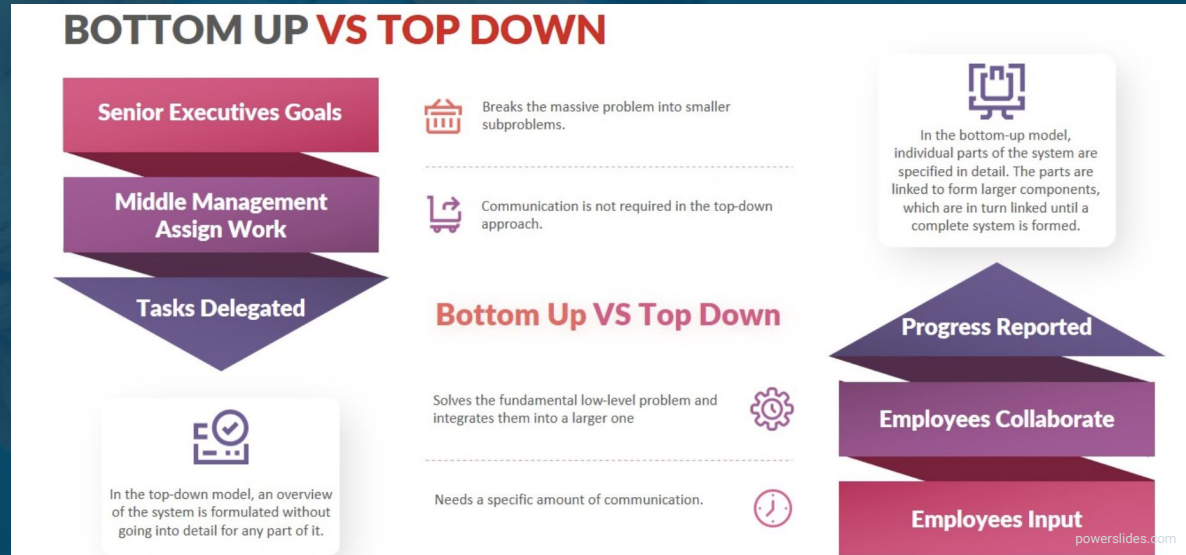
Usually performed through OKRs: Objectives [What], Key Results [how]; literally strategy and its subsequent requirements is translated to OKRs and through it digestible for all layers.

It is not the game of executive team!

It is not the game of isolated teams either!

It is the **alignment** among all that makes the puzzle work and the next steps work!

It is the mastery of the teams who through their expertise, translate, execute and report on those.



Business Metrics, KPIs [SMART]

S Specific	M Measurable	A Attainable	R Realistic	T Time-bound
<p>Do: Set real numbers with real deadlines.</p> <p>Don't: Say, "I want more visitors."</p>	<p>Do: Make sure your goal is trackable.</p> <p>Don't: Hide behind buzzwords like, "brand engagement," or, "social influence."</p>	<p>Do: Work towards a goal that is challenging, but possible.</p> <p>Don't: Try to take over the world in one night.</p>	<p>Do: Be honest with yourself- you know what you and your team are capable of.</p> <p>Don't: Forget any hurdles you may have to overcome.</p>	<p>Do: Give yourself a deadline.</p> <p>Don't: Keep pushing towards a goal you might hit, "some day."</p>

<https://www.hydratermarketing.com/blog/the-importance-of-setting-smart-goals>

Engineering is not a charity!

- We do not develop just to develop
- Resolving the tech debt is not self-target that serves our self-confidence fulfillment, if any!
- Therefore anything should not be implemented or resolved just to make some random metrics succeed!

Everything shall be aligned around business targets and translated to business goals.

Teams should be encouraged and empowered to commit, to report transparently and to do that they need the metrics to publish the results. The metrics is a way that leads your teams to express their results and through that indicate their mastery and autonomy!

Priorities - ALIGNMENT

Let us imagine following:

You have great teams, fully aligned,
but you constantly change priorities.



Will your teams thrive in an ambiguity environment, or will they stack and lose focus? How long can such a situation last?



The 3As: Alignment, Autonomy Accountability

How [do I make it happen -human factor] ?

Organisation - how it can be fatal

You need a re-org. Perfect. You do it alone. WRONG!

What means to ignore the voices/aspirations/skills of your team?

- Lack of accountability
- Withdrawal of willingness to help
- People walk the path of their own
- They feel NOT part of a team



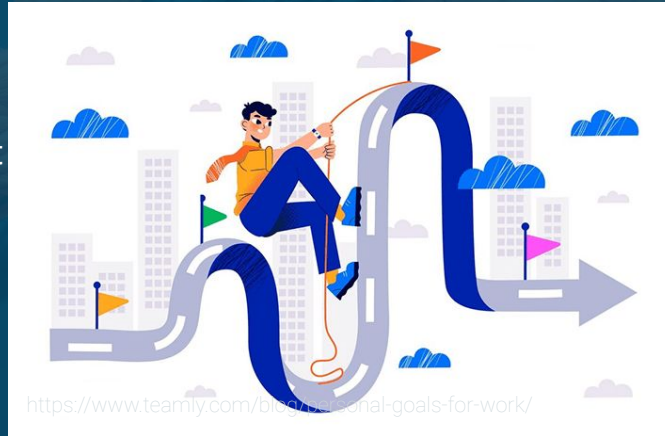
<https://goalatlas.com/what-is-organisational-alignment/>

Leads to miserable organisation, where people speak behind your back and exercise their own ways either out or up but by avoiding you!

Alignment of personal goals

Engineering is not just an idea, a concept or something away from people. Engineering exists through the people, as everything else!

The more we do not listen to the needs of our people and we do not try to satisfy their personal aspirations also, the more we threaten the stability of our foundational baseline.



Skillset, aspirations, seniority, personality: GROWING our people is key!

No alignment exists without satisfied employees, because the psychological safety and personal aspirational will always stand in between a clean and clear business communication.

Mistakes happen! Embrace them!



You demand Elite state of DORA!

Your team deployed fast, they make mistake, **you punish them** => this is a well known recipe for disengagement!

Of course engineering is not a playground; people tend to learn from mistakes though and you cannot buy/transfer experience, which is build normally through mistakes and self-reflection.

Validation, encouragement, well functioning lean processes, retrospectives, adaptability and adjustability bring results!



The 3As: Alignment, Autonomy Accountability

Summarising...

What can be systematically wrong?

**Lack of Alignment & Autonomy will lead to
lack of Accountability =>**

leaders fail!

It is indicated by [not exclusively]:

- Constantly changing priorities
- Silos
- Frustration - high attrition rate - low eNPS
- Not aligned strategy/ purpose
- Not well defined OKRs & metrics



<https://www.linkedin.com/pulse/impact-lack-alignment-leadership-team-5-aspects-affecting-egxtf>



Thank you!