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A man in a dark blue suit and striped tie is adjusting his jacket. He is standing on a modern staircase with glass railings. The background is slightly blurred, showing the architectural details of the building.

# From Engineer to Executive

Leading the Shift and Inspiring Business-Minded Tech Teams

# Executive

*Steer the company toward long-term success while ensuring that it remains competitive, financially stable, and aligned with its mission and values.*

Strategic Direction

Operational Oversight

Financial Responsibility

Team leadership and development

Stakeholder & Investor Relations

Innovation and Growth

Governance and Compliance

Inspiring and Influencing



# Realisations

1. You have to want it
2. First team is the Exec
3. Being a great functional leader isn't enough
4. The Board is also your boss
5. It's no longer just a job, it's your company
6. You are accountable for *EVERYTHING*
7. How you are evaluated will be different
8. Relationships are more important than ever
9. You inherit the debt of your predecessor
10. It can be lonely
11. You will grow in ways you did not expect
12. You need to be able to lead through influence



# Three things to focus on as a new (or aspiring) exec

Learn the business

Run the business

Influence



# Learn the business

Enough to be able to make informed choices and set strategy

Business and financial acumen

The product

The market

Customers

Competitors

Regulators



# Run the business

Embrace the accountability


Be broader than tech

Focus everybody on outcomes

Own the strategy

Help others get issues to closure

Get into the operational details



WHATEVER  
IT  
TAKES

# Leading through influence

*But you did not persuade me, Nicholas.  
You did not persuade me!*



# How do you lead through influence?

*Build Trust, Relationships and Inspire*

$$\text{Trust} = \frac{\text{C} + \text{R} + \text{I}}{\text{S}}$$

Credibility      Reliability      Intimacy

Self-orientation



# Things I have done for myself

Deep dive on the business (~6 months)

Work on self awareness (360s, get a coach)

Build a trusted network



# How to help managers prepare for the transition from Engineer to Exec

Spot people with the capacity to lead

Learn the business

Run the business

Learn to influence



You are never really prepared enough for anything important

