Growing the next generation of leaders:

Levelling up your teams

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Trustpilot

This talk

About Me

Is about ✅

Bringing your team of managers to a desired level of cohesion and high performance.
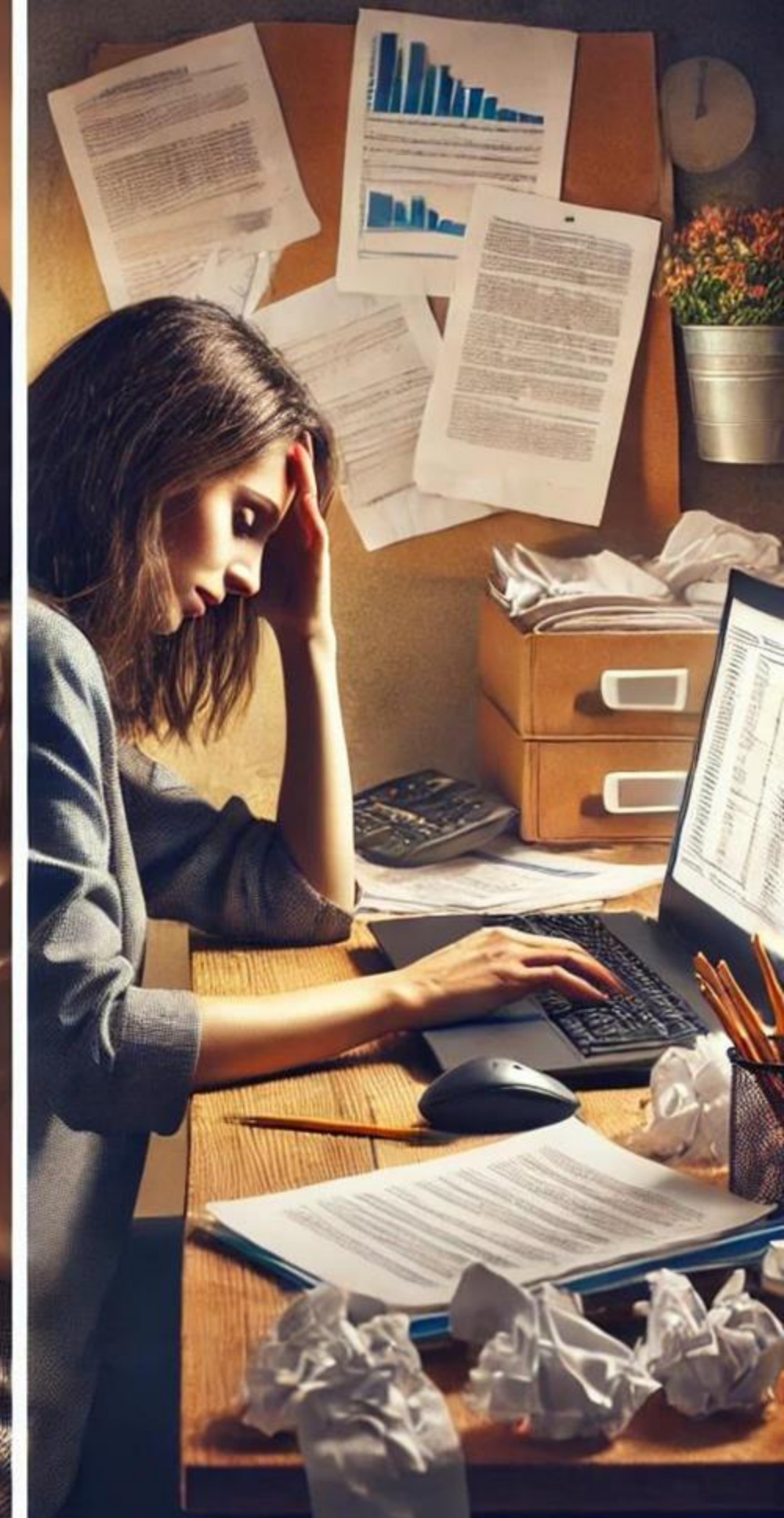
I'm Dana,

Living in Copenhagen DK. From Romania RO

From Individual Contributor to Manager to VP.

Into Crossfit and Olympic weightlifting.

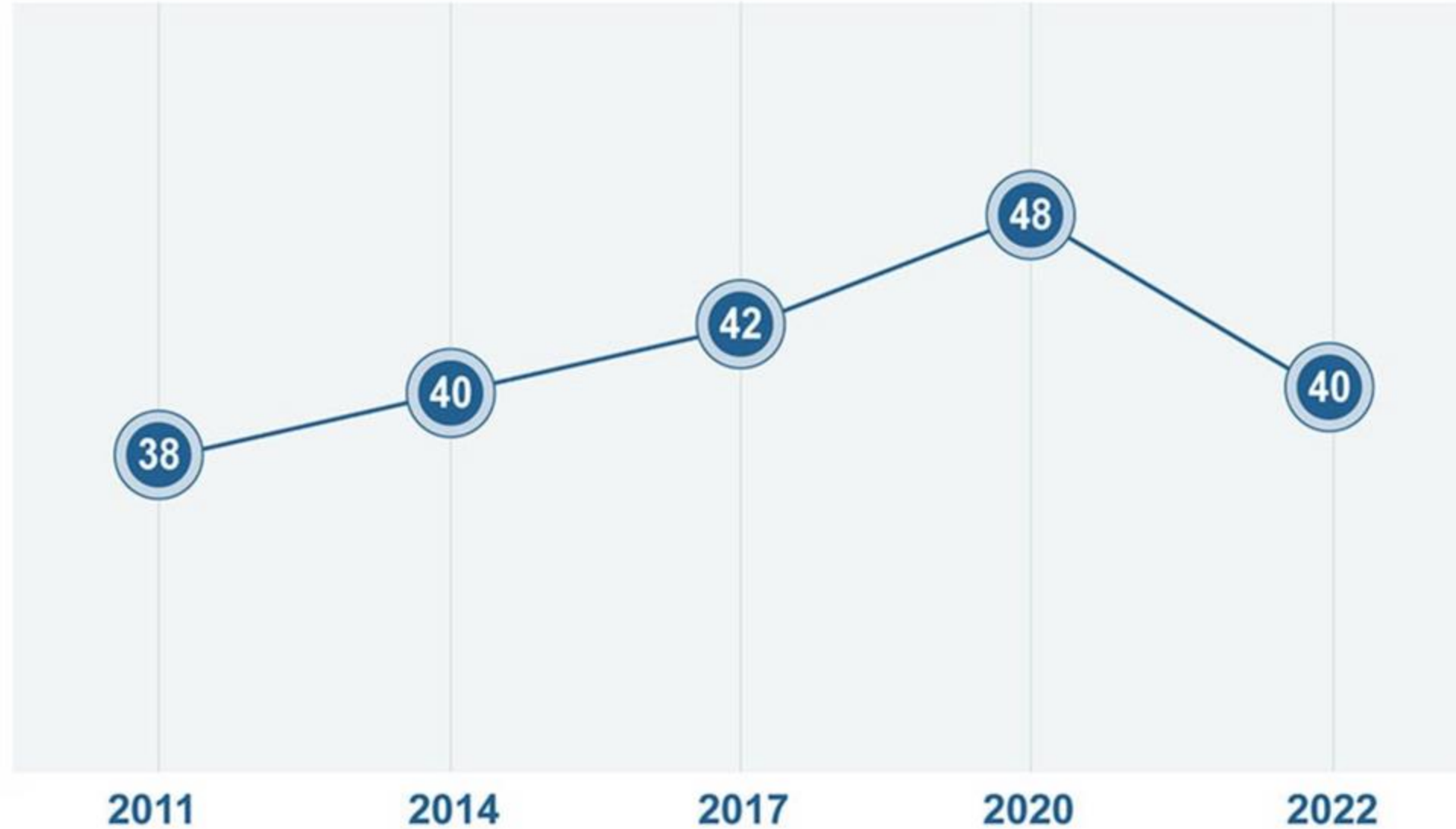# Are your managers prepared for their leadership role?

Various sources:

40-60%

**of managers feel underprepared for
their leadership roles.**

Leader Quality Ratings Reflect Biggest Drop in a Decade

Percentage of Leaders Who Rate Their Organization's Leader Quality Very Good or Excellent

> Signs of burnout are growing among leaders, with 72% reporting that they often feel used up at the end of the day, an increase from 60% in 2020.

DDI Global Leadership Forecast 2023

Levelling up your teams

Your role

01

Become a connector

Building synergies across different layers of leadership. Connecting the right people for the job-to-be-done.

02

The power of micro interactions

Every message, action and interaction matter. Even the smallest touchpoints influence team culture and morale, build trust and establish expectations.

03

Building systems

Creating structures and systems that enable the managers to operate independently and collaboratively, so they can lead effectively and without relying on you.

Think about one small action that defines your leadership style. How does it influence your team?

Demystify and contextualise leadership definition

Leadership definition

Let's plot ourselves across each dimension (3 min)

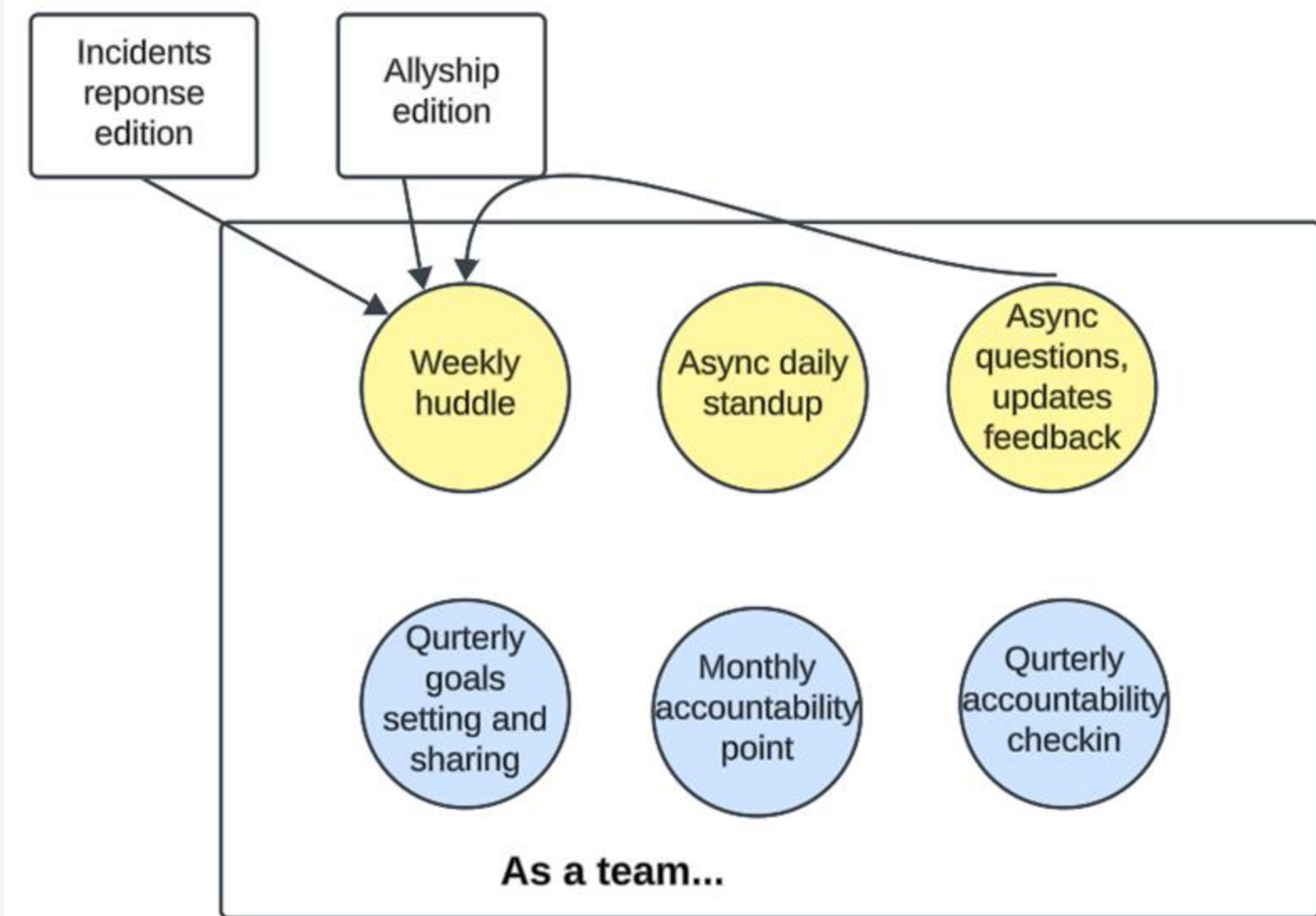| Bring Clarity | Communicate briliantly | Nurture Relationships | Change Readiness | Drive Results |

Strong

Needs improvement

Structure matters! What is your operating rhythm?

Structure matters

Balancing async and sync communication

These are "exposure" forums where you show what is important to you and for the company.

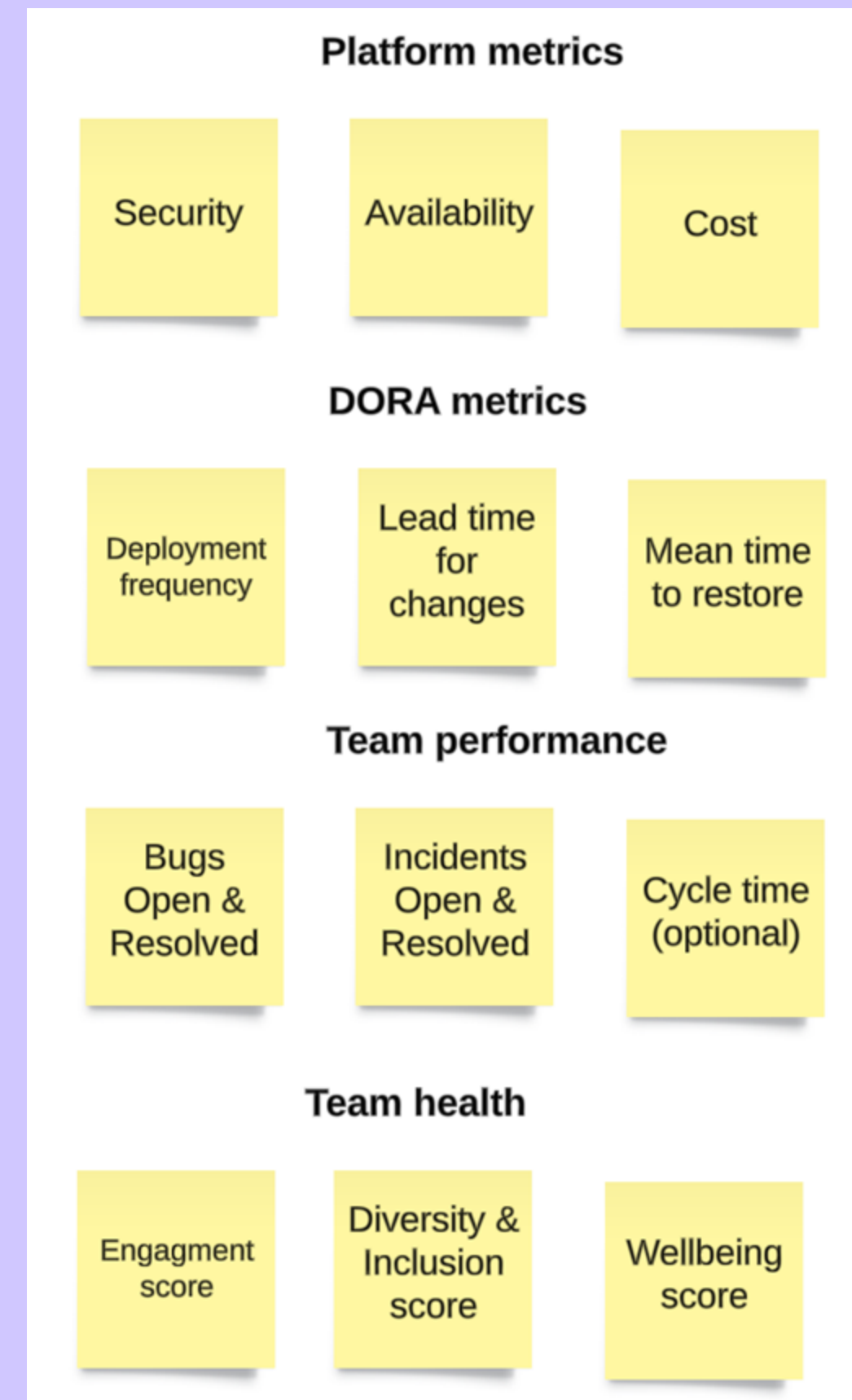Exposure to feedback, accountability, pressure, knowledge, support..

How do you measure operational excellence across teams?

Operational excellence

Building synergies across leadership levels

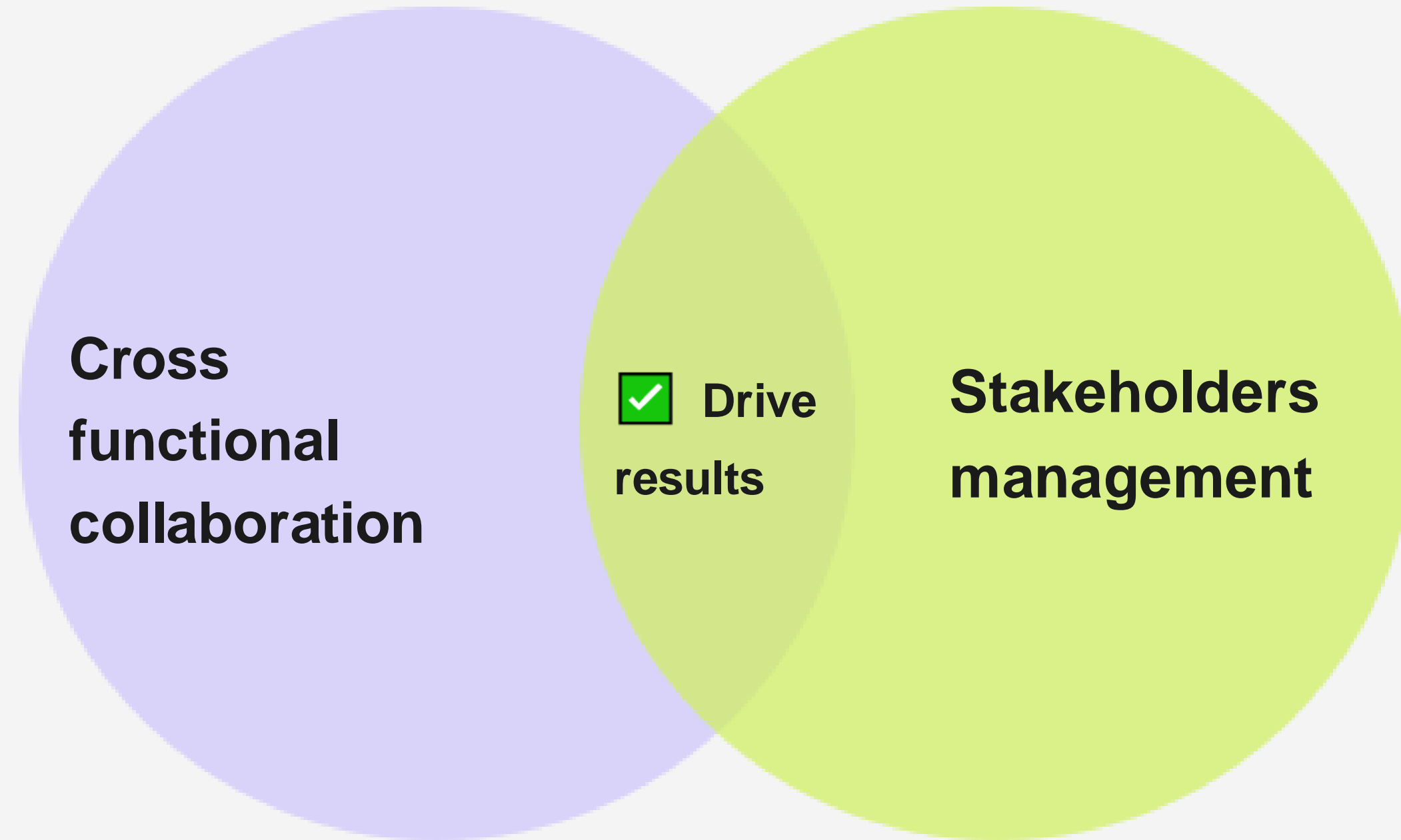Once per month with every Engineering Manager, for 1 year

Platform metrics

Security

Availability

Cost

DORA metrics

Deployment frequency

Lead time for changes

Mean time to restore

Team performance

Bugs Open & Resolved

Incidents Open & Resolved

Cycle time (optional)

Team health

Engagment score

Diversity & Inclusion score

Wellbeing score

Cross functional collaboration and stakeholders management are key enablers

Cross functional collaboration

☑️ **Drive results**

Stakeholders management

Becoming business leaders..

Cross functional collaboration

✅ Drive results

Stakeholders management

Engineering

Engineering Manager

Director

Mid-level Engineer

Business understanding

RFC reviews

Request for Comments = mechanism to propose a solution, a change to the existing systems or architecture

Monthly, 1 hour, silent reading with comments, open discussion. Buy-in and approval

✅ **Default attendees**: Engineering Managers, Staff Engineers and Senior Engineers, Security representative ▓▓▓▓▓▓▓
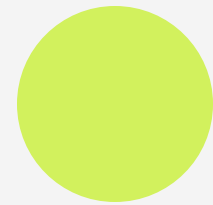
▤ This is a self-service agenda/session prep:

- As an Engineering Manager, invite the team members that are ready to share an RFC and make sure to invite representatives from other teams, as needed (SRE, DataOps, MLOps, other squads).

RFC reviews

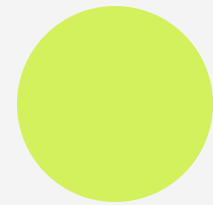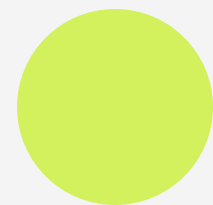solutions driven by diverse perspectives

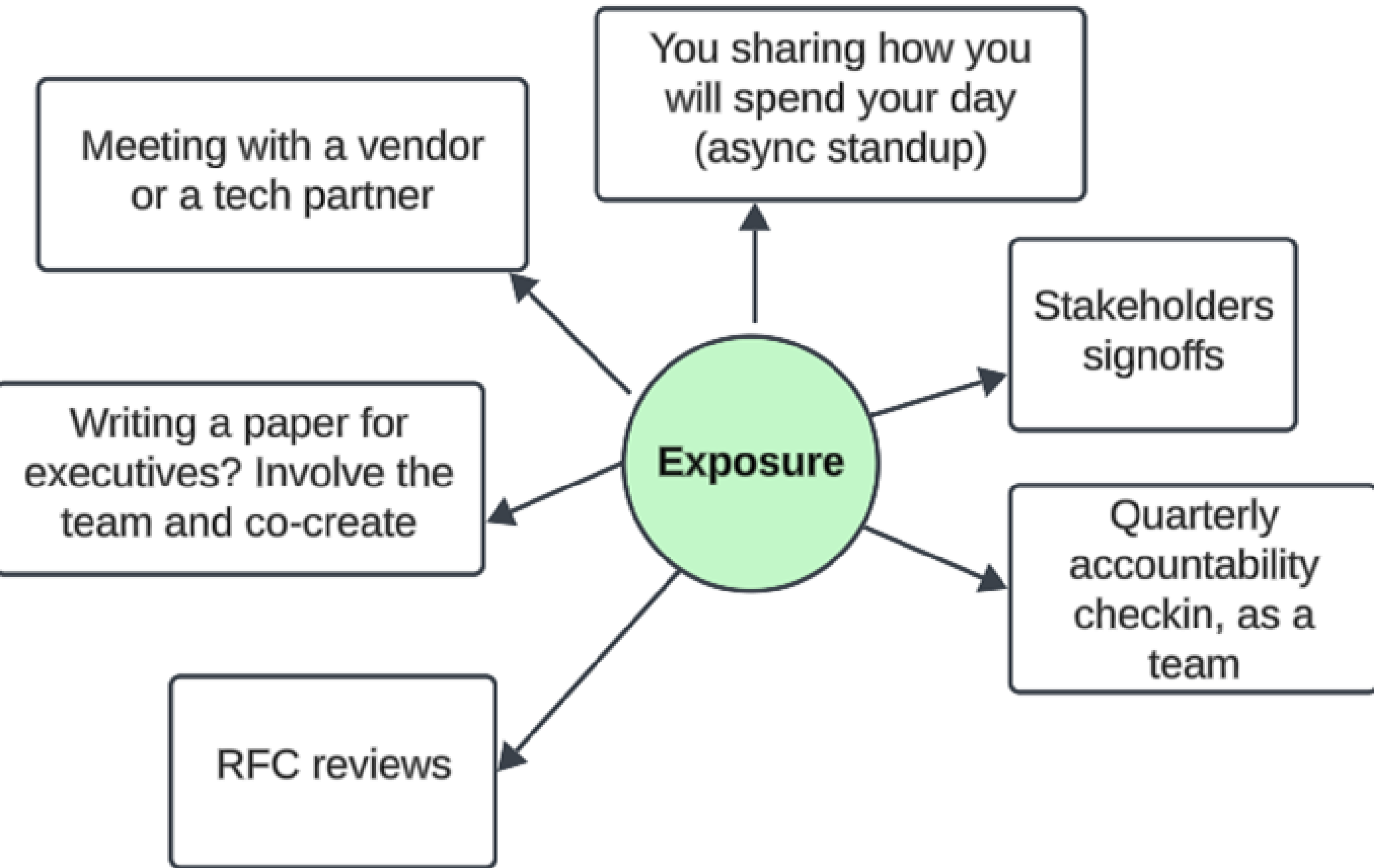|	Before	After
	Decisions made in isolation	Security, Privacy and relevant functions are involved early on
	Delayed decisions	Decisions made on the spot or within 1 week
	Limited feedback	If you are invited, you are contributing!

Levelling up your teams

You sharing how you will spend your day (async standup)

Meeting with a vendor or a tech partner

Writing a paper for executives? Involve the team and co-create

Exposure

Stakeholders signoffs

Quarterly accountability checkin, as a team

RFC reviews

Exposure

Remember about your role as a connector?

What's one system you've implemented that helps managers operate independently?

Summary

- Demystify and contextualise leadership definition

- Structure matters! What is your operating rhythm?

- How do you measure operational excellence across teams?

- Cross functional collaboration and stakeholders management are key enablers or blockers for becoming business leaders.

"Leadership is not about being in charge. It's about taking care of those in your charge."

Simon Sinek

Levelling up your teams

Thank you!