

It's time to pay off your
Management Debt

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Engineering
Managers IL

Lemonade

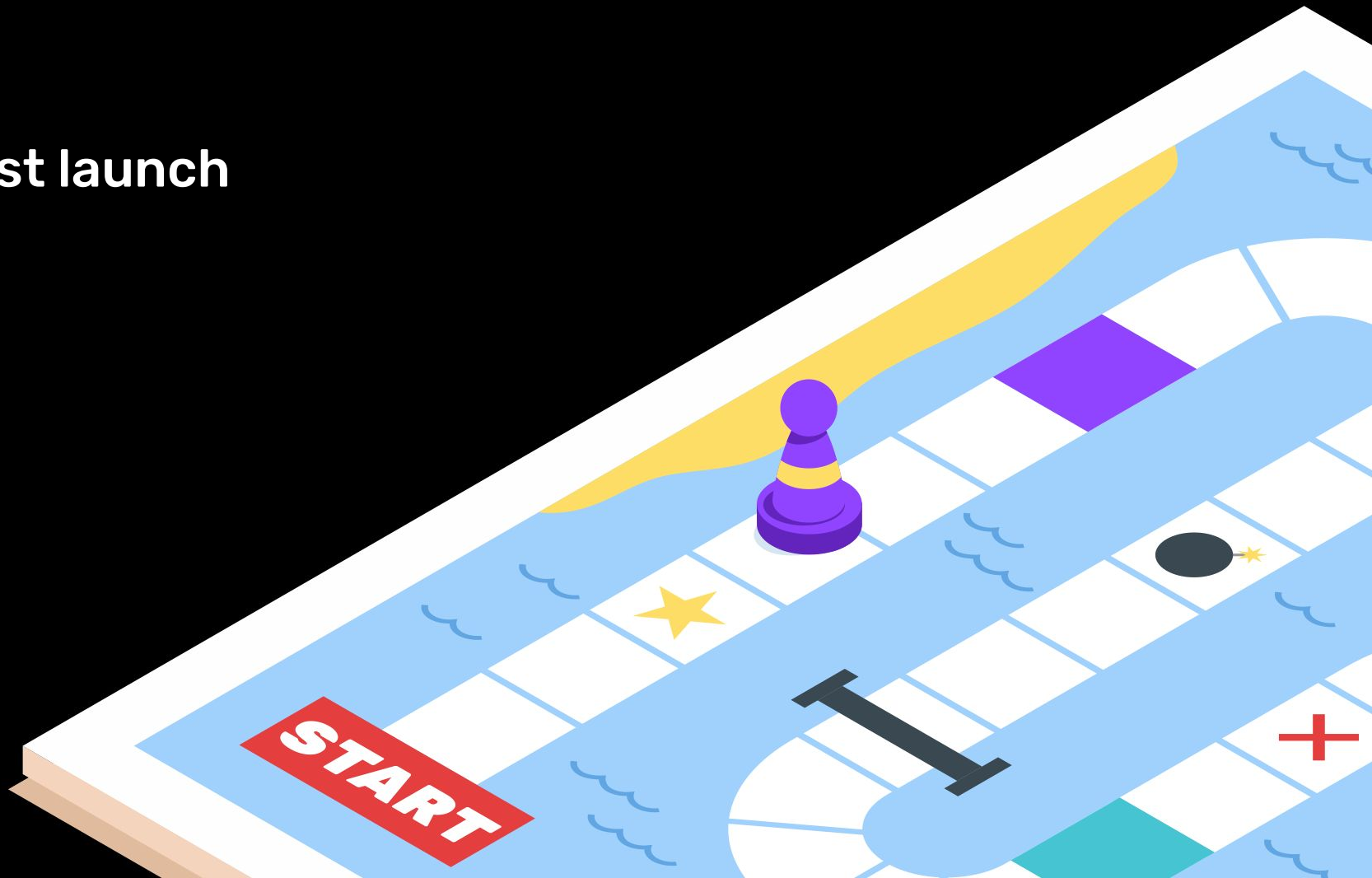
Senior Director of Engineering



Story time



Post launch





How did we get here?





What's the big deal?



Tech debt?



Management debt?

Meaning of **Management Debt** in English

Management Debt

/'mæn.ədʒ.mənt
det/

PHONETIC RESPELLING



Noun

The result of a management decision that prioritizes short term benefits over expensive long-term consequences.

Tech Debt

Management Debt

Short-term benefit



Accrues interest rate



Tech Debt

Management Debt

Visible



Measurable



Solvable by any level



It's not just about **tech debt,
it's about **management** debt**

Understanding management debt

Types of Management Debt



Organizational



Management practices & skills



People

Types of Management Debt



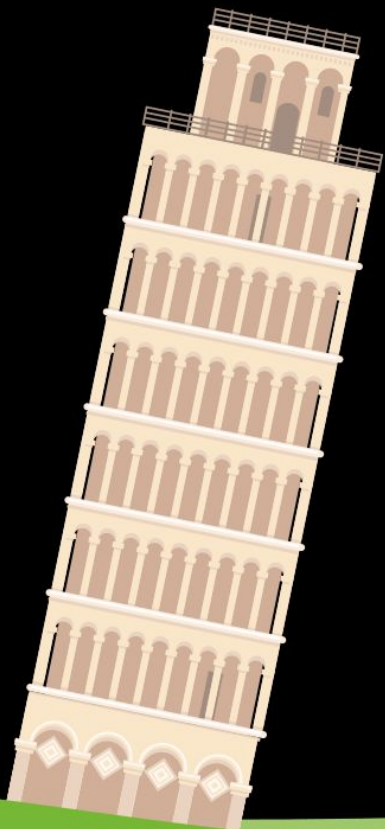
Organizational



Management practices & skills



People



Types of Management Debt



Organizational



Management practices & skills



People



Types of Management Debt



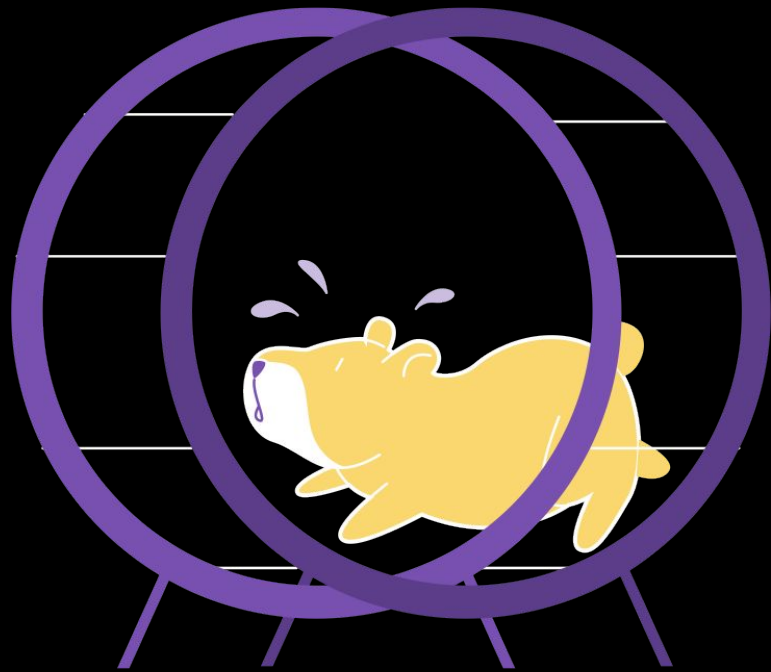
Organizational



Management practices & skills



People



Your turn

Cultivating a culture of awareness

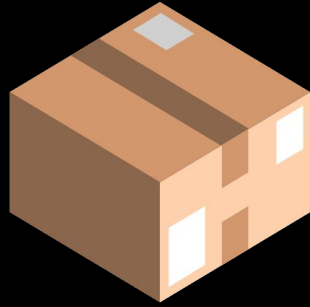




Inherited debt



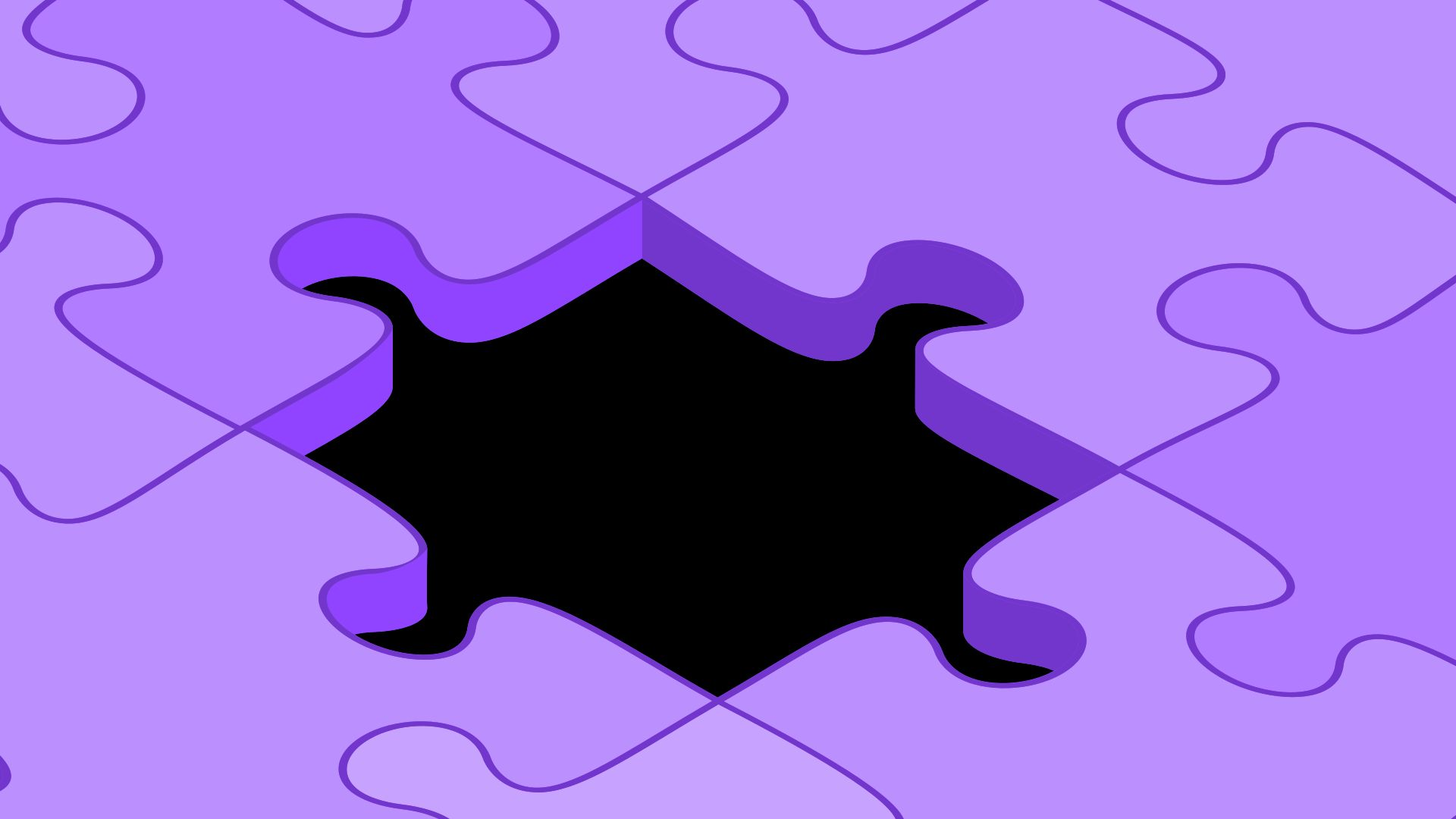
Created debt



Inherited debt



Created debt



Identifying management debt

Takeaway



**The true cost of
management debt**



Bankruptcy



TIL DEBT DO US PART





Solutions



Framework

**Managing
existing debt**



**Creating
new debt**

Existing debt

Management debt backlog

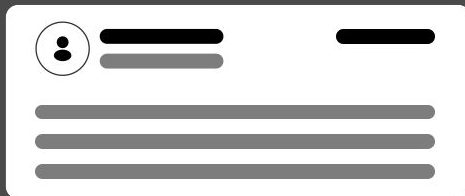
Management Debt Board

+ Add Task

• To Do

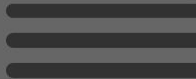


• In Progress



• Done

• To Do



+ Add Task

Title

Category

Owners

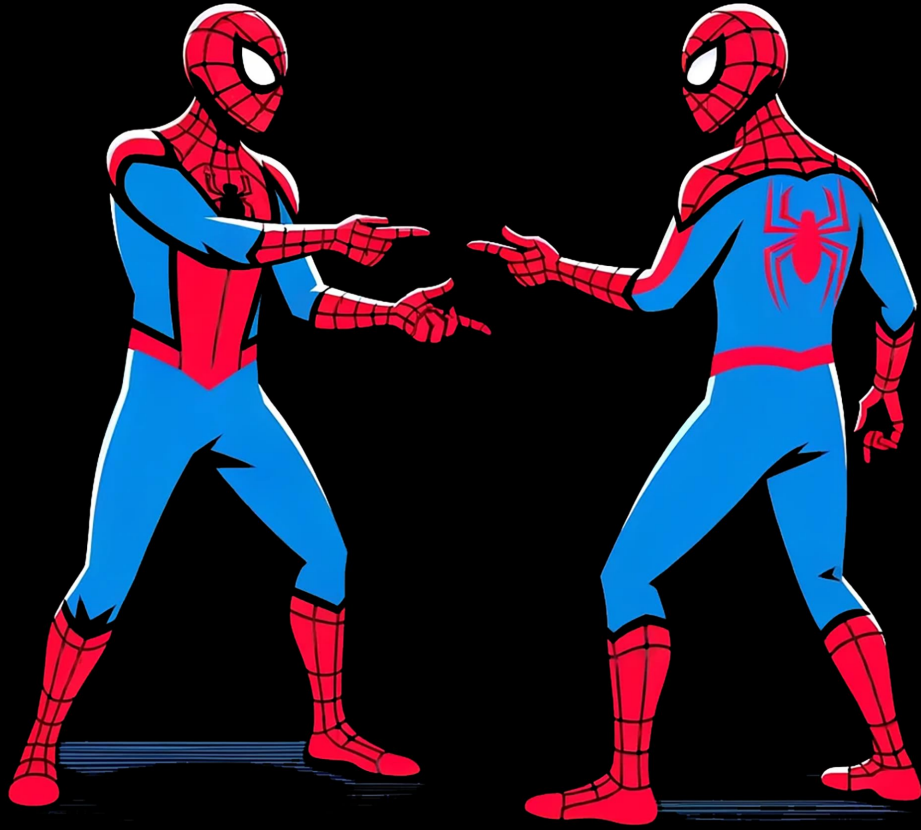
Consequences

Payoff Plan

CANCEL

ADD TASK ✓

Story time



• To Do

+ Add Task

Teams without clear ownership

Category

Organizational

Owners

Daniel

Consequences

Overhead & inefficiencies

Payoff Plan

Clear ownership || assign new domain

CANCEL

ADD TASK ✓

Story time



+ Add Task

Limited BE background

Category

Management

Owners

Daniel, Naor

Consequences

Tech leadership gap

Payoff Plan

Technical training

CANCEL

ADD TASK ✓

`callback()`

New debt

Decision making model



- 1. Why is this debt critical in the short-term?**
2. What are the long-term consequences?
3. How do we plan to pay it off?
4. Who's responsible for managing this debt?

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4. **Who's responsible for managing this debt?**

Management Debt Board

+ Add Task

• To Do



• In Progress



• Done

Added to the backlog



Story time



Why is it critical in the short-term?

Recruiting, alignment

What are the consequences?

Remote team challenges, tech risk

How to pay it off?

Boost communication, build bridges, tech leads support

Who's responsible?

Me and the group tech leadership forum

Why is it critical in the short-term?

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Why is it critical in the short-term?

Missing manager, impact on team and group

What are the consequences?

Atmosphere, growth and retention

How to pay it off?

Prioritize people and fix relationships

Who's responsible?

Me



Why is it critical in the short-term?

Missing manager, impact on team and group

What are the consequences?

Atmosphere, growth and retention

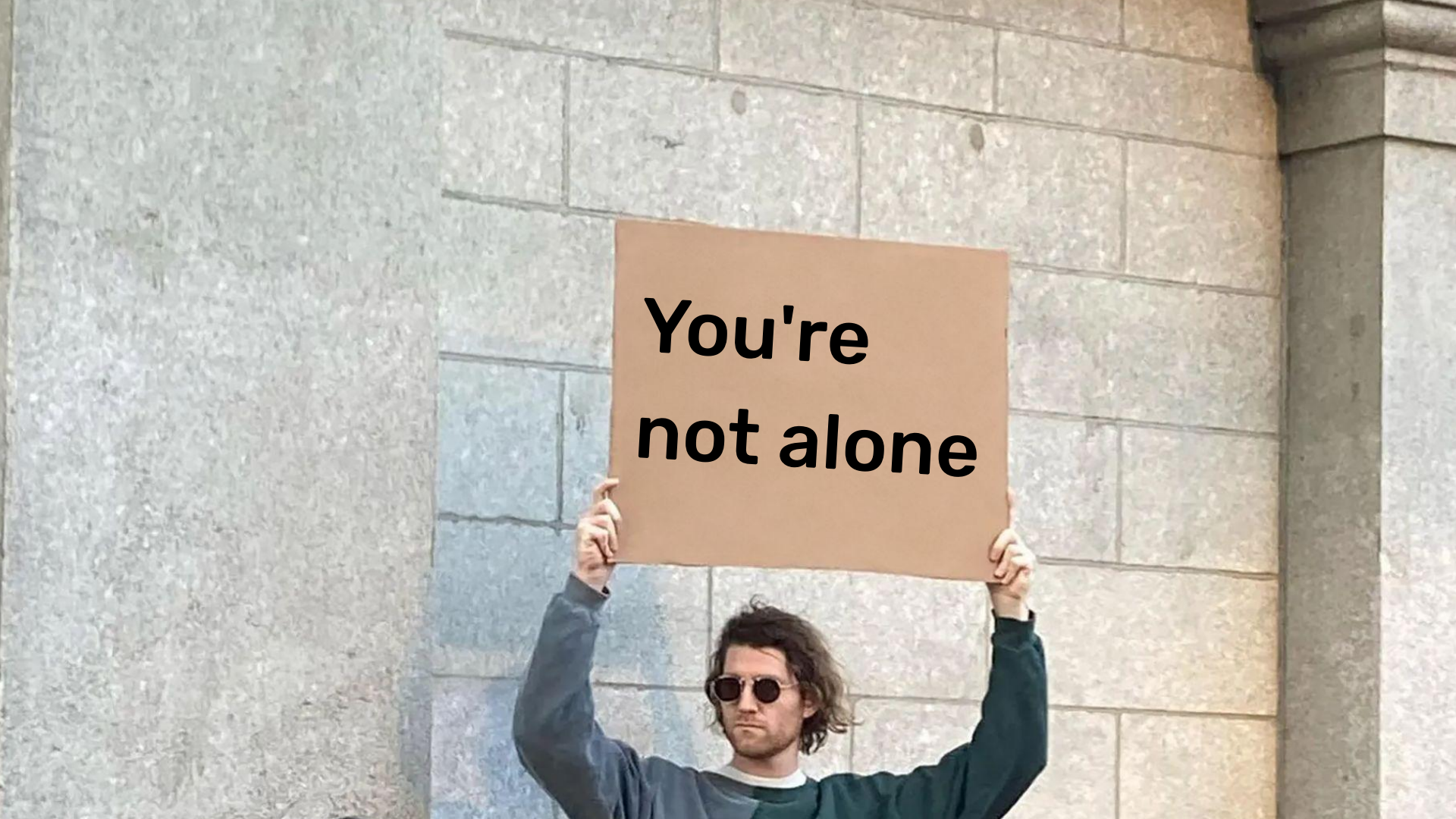
How to pay it off?

Prioritize people and fix relationships

Who's responsible?

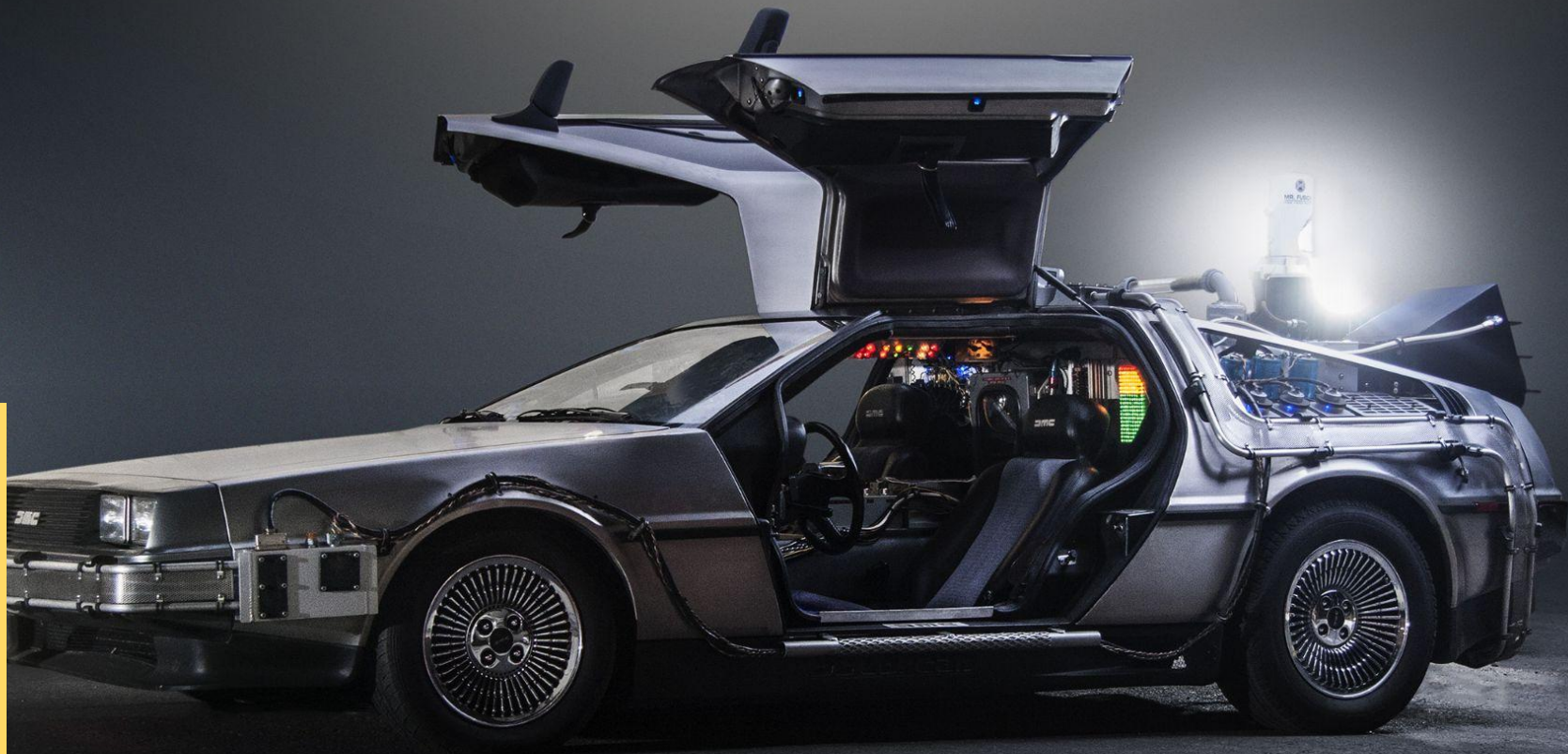
Me

Grooming the backlog

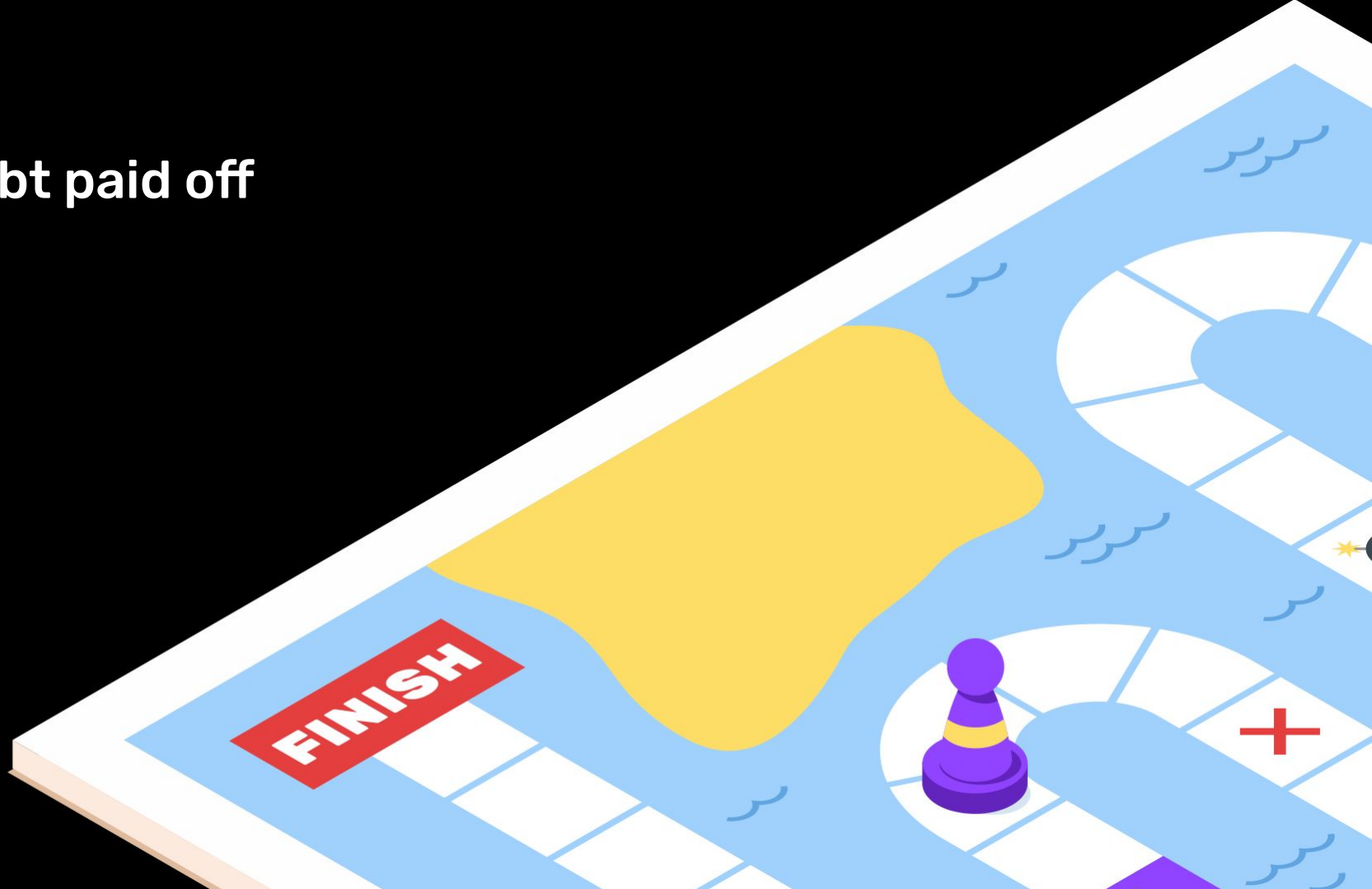
A man with long, wavy brown hair and a beard, wearing dark sunglasses and a dark green long-sleeved shirt, is holding a large, rectangular, light brown cardboard sign with both hands. The sign is held up in front of a wall made of large, rectangular, light-colored stone blocks. The man is looking directly at the camera with a neutral expression. The sign is the central focus of the image, and the text on it is clearly legible.

**You're
not alone**

Story time



Debt paid off



Reminder

Accept

Decline

Thank you!

Daniel Korn | X @korndaniel1



Engineering
Managers IL

Lemonade

Director of Engineering





Engineering
Managers IL

Lemonade

Senior Director of Engineering





Engineering
Managers IL

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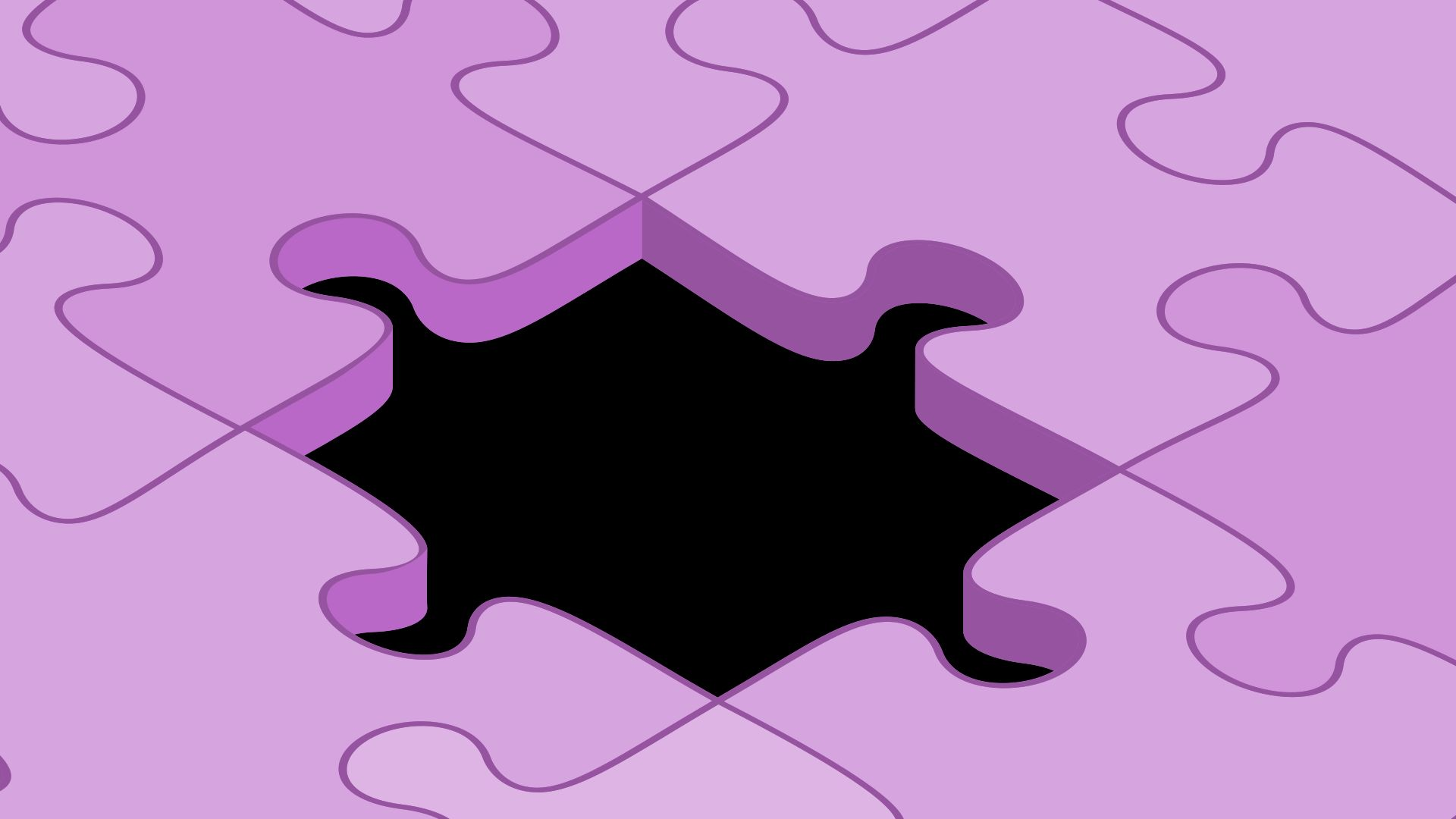
Raise your hand













Types of Management Debt



Organizational

- Compensation (pay)
- Titles
- Structure

Types of Management Debt



Management practices & skills

- Technical leadership
- Delivery management
- People development

Types of Management Debt



People

- Edit me
- Edit me
- Edit me



MUSEO DEL CANTILE DEL PISANO