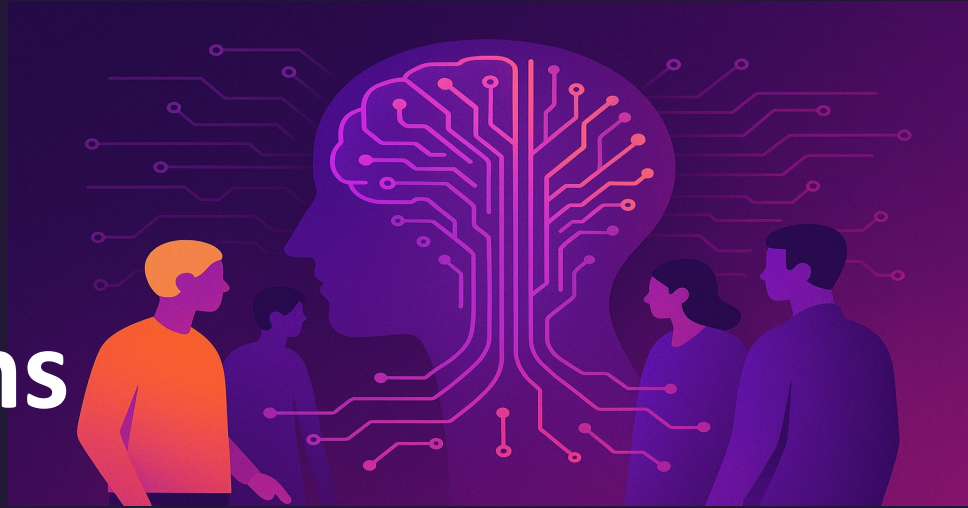


AI-Augmented Engineering Teams

Roles, Skills & Leadership

Darva Satcher

Director of Engineering, GitLab



Agenda

1 Why Traditional Teams Break

2 New Division of Labor

3 Evolving Roles in the AI Era

4 Critical Skills Needed

5 The AI Impact Playbook

Why Traditional Teams Break

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Silos

Trad: Roles separated, handoffs

AI: Work flows across code, design, test;
fluid collaboration wins

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Creative + Tech

Trad: Designers vs. engineers

AI: AI-powered creativity; creativity &
engineering converge

New Division of Responsibilities

AI vs
Human

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**AI vs
Human**

Automate & Scale

Code generation, testing, QA, ticket routing, release notes

New Division of Responsibilities

**AI vs
Human**

```
graph TD; A[AI vs Human] --- B[Automate & Scale]; A --- C[Define & Decide];
```

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Define & Decide

Set vision, strategy & priorities;
exercise ethical judgement

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Detect risks, bias & anomalies; link workflows across functions

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Lead & Innovate

Motivate teams, break silos, own accountability for outcomes

Evolving Roles in the AI Era

Role	Traditional	AI-Native
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Security Engineer	Run scans, patch threats	AI detects anomalies; focus on validation and innovation in How AI will engage with the system

Critical Skills Needed

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Continuous Learning

Static courses & books → dynamic podcasts, videos, blogs, and articles
Slow mastery → rapid experimentation & iteration

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Curiosity & Natural Language

Ask outcome-focused questions guiding AI towards value
Provide context, constraints & examples to refine responses

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Strategic Thinking & Adaptability

Adjust quickly when conditions or priorities shift
View change as opportunity, not disruption, Risk Acceptance

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Trust but Verify

Track performance, fairness & compliance in AI systems
Provide clear explanations, accountability and metrics for AI decisions

The AI Leadership Playbook

5 Strategic Moves for the Next 6 Months

1

Integrate AI into Workflows

KEY ACTIONS

- Identify **high-friction tasks**
- Pilot in **low-risk areas**
- Scale successes quickly

Quick wins & visible ROI

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Set AI Literacy Standards

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- Define baseline knowledge
- Provide **hands-on training**
- Create **shared vocabulary**

Empowered & aligned teams

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Measure & Monitor Results

KEY ACTIONS

- Track **productivity metrics**
- Compare AI vs non-AI
- Build **feedback loops**

Data-driven decisions

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Ensure Transparency

KEY ACTIONS

- Communicate **how & why**
- Clarify **limits & risks**
- Establish guidelines

Trust & compliance

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KEY ACTIONS

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Trust & compliance

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Balance Value & Responsibility

KEY ACTIONS

- Capture **quick wins**
- Avoid "AI theater"
- Consider **ethical impacts**

Sustainable transformation

AI Leadership Playbook Success Story

How GitLab Transformed Code Reviews with  GitLab

What are Code Reviews?

Code reviews are a critical part of the software development process where developers examine each other's code before it's merged into the main codebase.

This collaborative practice helps

1. Catch bugs
2. Ensures code quality
3. Maintains coding standard
4. Shares knowledge across the team.

AI Leadership Playbook Success Story

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1

Integrate AI into Workflows

Friction Point Identified:

Code reviews take a significant amount of engineering time in the development process

Solution:

Integrated Duo Code Review into our GitLab workflow with flexible options:

- Automatic triggers for code review
- On-demand selection by team members
- AI-powered suggestions to expedite development

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Set AI Literacy Standards

Actions Taken:

- Created comprehensive documentation
- Shared videos and demos
- Established common vocabulary around AI-assisted reviews

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Measure & Monitor Results

Metrics Tracked:

- MR (Merge Request) Revert Rate
- MR Cycle Time
- Review Comment Density
- Lines of Code per MR

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Communication Strategy:

- Multi-channel updates on benefits
- Clear labeling of Duo-reviewed code
- Open dialogue about AI capabilities and limitations

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Balance Value & Responsibility

Quick Wins Captured:

- Used tools to show before/after metrics
- Shared productivity gains organization-wide
- Maintained focus on quality alongside speed

Thank You!

Let's continue the conversation

 LinkedIn: linkedin.com/in/darvasatcher

 GitLab: gitlab.com/darva

**Free Prompt
Engineering Guide**

For Engineering Leaders



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