

Unbecoming the Bottleneck

Growing others as an IC



Alex Poulos

Staff Engineer

Ads R&D

Spotify

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Parental Leave 1: Backstory



A hectic sprint to launch 2 projects

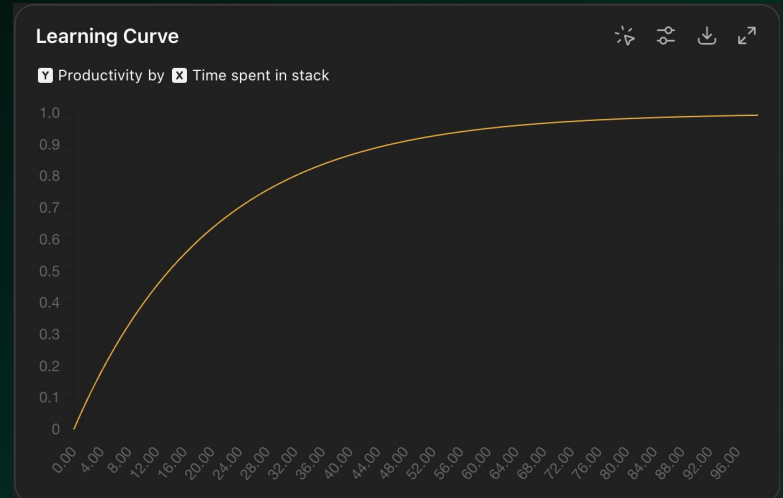
Parental Leave 1: Approach

- Create detailed RFCs
- Identified new tech leads
- “Knowledge Transfer” Meetings

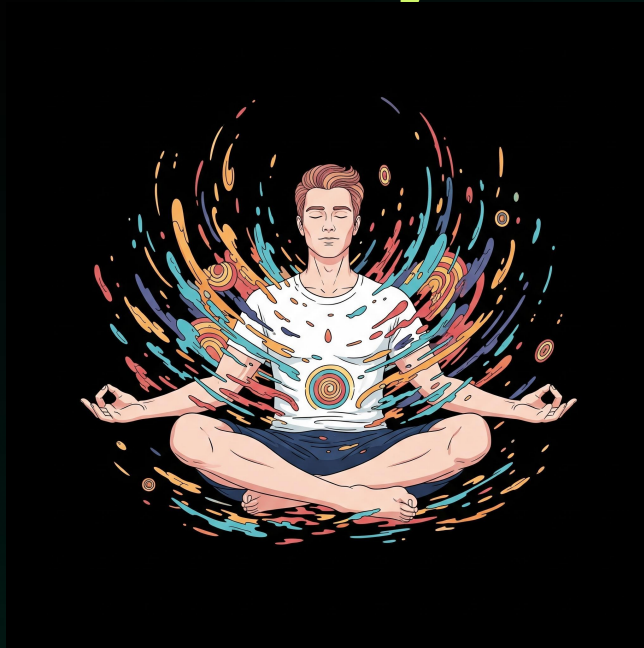


Parental Leave 1: Takeaways

- *Project* context differs from *system* context
- Learning curves are steep
- Growth takes time

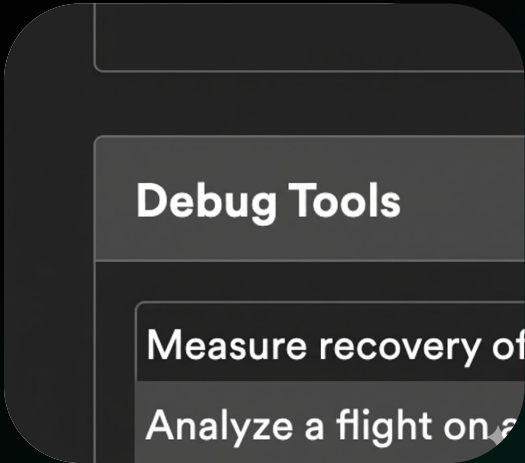


Parental Leave 2: Backstory



Trying to find zen in the chaos

Parental Leave 2: Approach



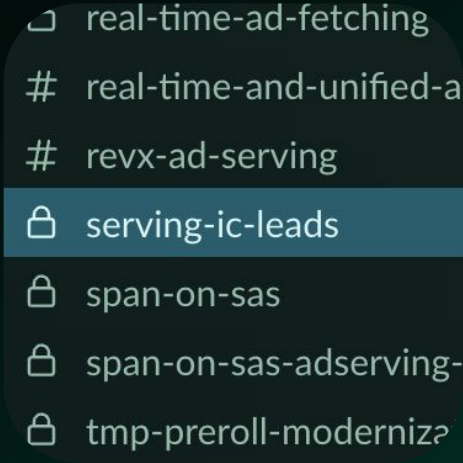
Debug Tools

Measure recovery of

Analyze a flight on a

Tech

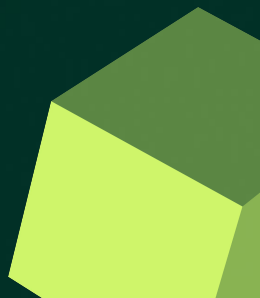
Build to empower the team



- real-time-ad-fetching
- # real-time-and-unified-a
- # revx-ad-serving
- serving-ic-leads
- span-on-sas
- span-on-sas-adserving-
- tmp-preroll-moderniza

People

Invest holistically in key people



Parental Leave 2: Takeaways

- Step away for discrete chunks of time!
- Invest in tech that empowers the team
- Invest deliberately in 2-3 key people
- Remember: one “you” is not enough for your organization

