



# How to Grow Your Engineers into Great Leaders

LDX3

# The Big Mistake

A group of young basketball players, both male and female, are sitting on a blue bench in a gymnasium. They are wearing white jerseys with blue trim. The players are looking in various directions, some towards the camera and others away. The background is a plain, light-colored wall.

**Assuming Your Best  
Engineer Will Be Your Best  
Managerial Candidate**

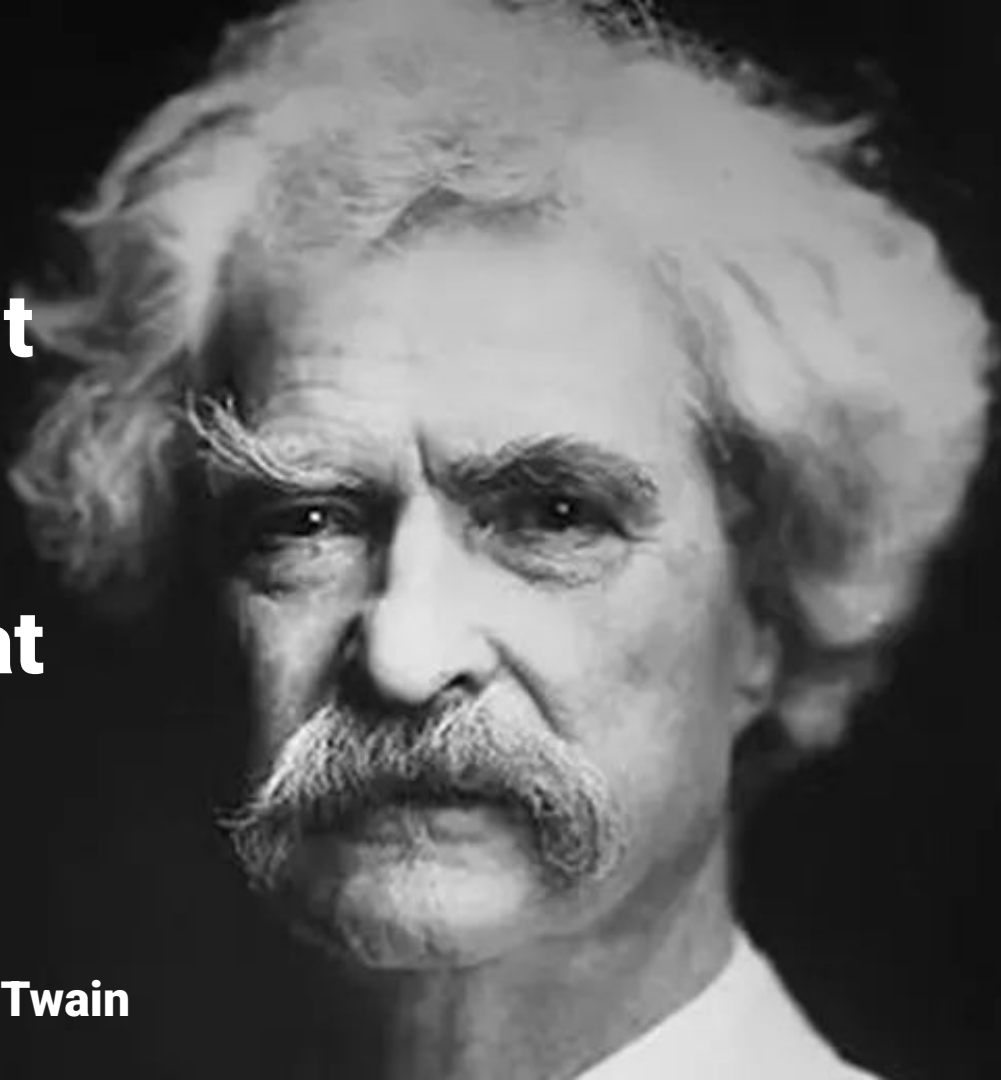
**Code management  $\neq$  People management**

**Depth of knowledge  $\neq$  Breadth of knowledge**

**Control over your deliverables  
influence others  $\neq$  Ability to**

**“It ain’t what you don’t know that gets you into trouble. It’s what you know for sure that just ain’t so.”**

**Mark Twain**



# My First Leadership Hire Was a Mistake

The Company

USA  
om al Estat

Lorem ipsum dolor sit amet,  
sed diam nonum

rem  
k  
m

Follow

Visit website

...

✕  
Lorem ipsum dolor sit amet consectetur  
adipiscing elit proin nquisque felis sit fringilla  
Lorem ipsum dolor sit amet consectetur.

✕  
Lorem ipsum dolor sit amet consectetur  
adipiscing elit proin nquisque felis sit fringilla  
Lorem ipsum dolor sit amet consectetur.

About

Lorem ipsum dolor sit amet consectetur adipiscing elit proin nostra eu, platea ultrices suspendisse vivamus magna

# The Systemic Failure

**We Build Scalable  
Engineering Systems, but  
Can Fail at Building  
Scalable People Systems**

A field of crops at sunset with a glowing blue network overlay. The sun is low on the horizon, casting a warm glow over the scene. The crops are arranged in neat rows, and a glowing blue network of lines and nodes is overlaid on the field, suggesting a digital or engineering system. The text is centered and reads: 

**People Systems +  
Engineering Systems  
Allows us to Scale!**

The background features a dark gray, semi-transparent organizational chart. It consists of a central vertical line with several horizontal branches extending to the left and right. Each branch leads to a rectangular box containing a simple line-art icon of a person's head and shoulders, followed by three horizontal lines representing text. The chart is layered behind the main text, with some boxes appearing more prominent than others due to perspective and opacity.

**I Couldn't Scale  
Myself!**

# What Organizations Reward

The behaviors that create short-term wins can undermine long-term organizational scaling.



**Key Takeaway:** Organizations often over-reward behaviors that drive immediate results, while under-investing in the behaviors that build long-term, compounding value.

**A Growing Business Fuels  
Constantly Increasing  
Complexity**

# Organizational Complexity Scales Faster Than Leadership Capability

*Hypergrowth often creates "leadership debt."*



## Organizational Complexity

(Processes, dependencies, communication overhead, coordination needs)

## Leadership Capability

(Leadership depth, people management skills, decision quality, organizational alignment)

# The Development Process

A young girl with dark curly hair, wearing a blue and white striped shirt, is sitting at a desk in a classroom. She is looking towards the camera with a slight smile and has her right hand raised high, pointing upwards. In the background, other children are seated at desks, some with their hands raised. The classroom has blue walls and various educational posters and maps on the wall. The text "You Can Spot It Early" is overlaid in large white font across the center of the image.

**You Can Spot It Early**

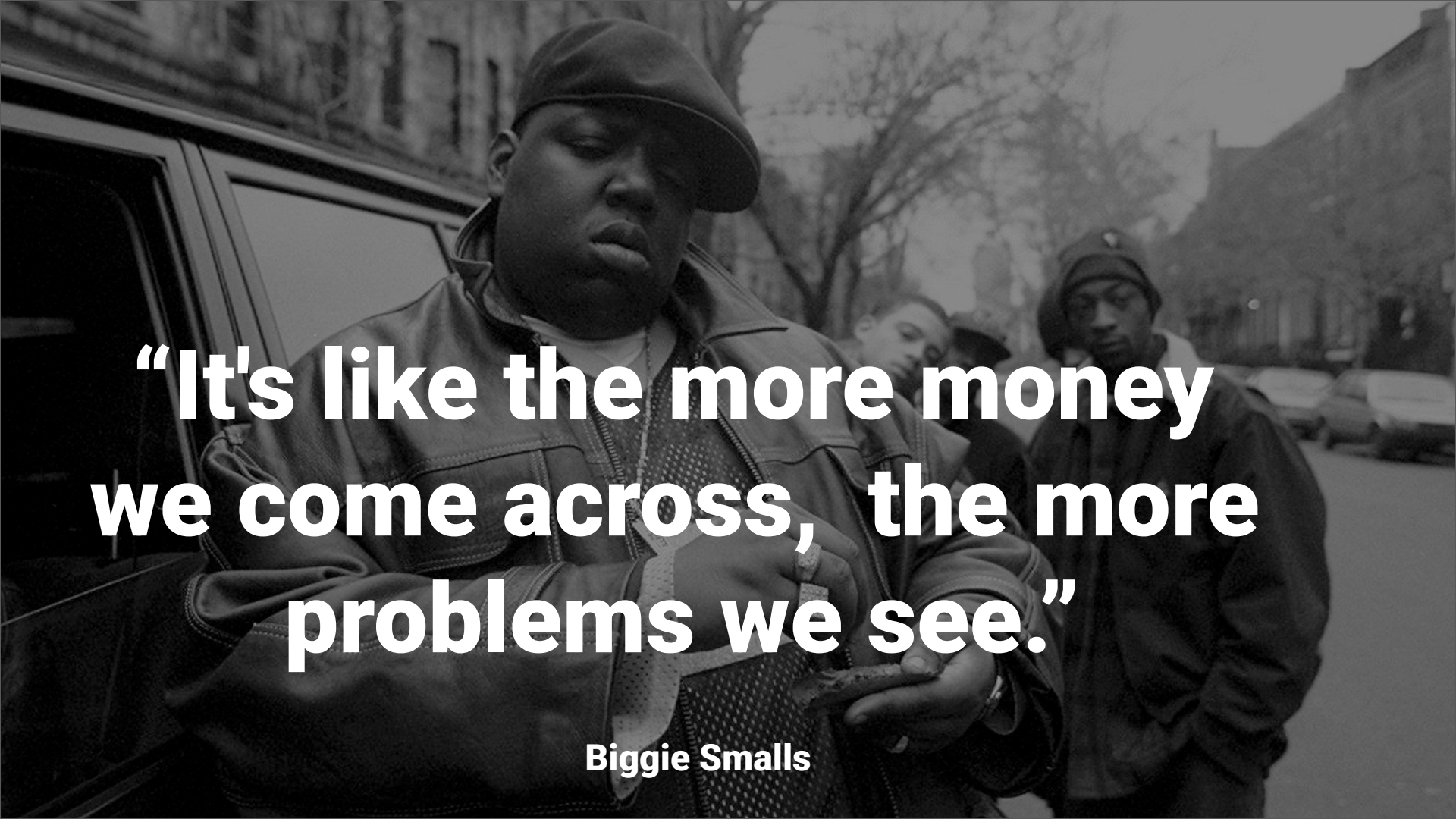
**It'll **Never** Feel Like  
the Right Time to  
Transition!**

**“I’m interested,  
but not right now!”**

**“I don’t want my coding  
skills to diminish”**

**“Will I end up in countless meetings all day?”**

**“Will this add more stress  
to my life?”**



**“It's like the more money  
we come across, the more  
problems we see.”**

**Biggie Smalls**

# **New Managers Don't Look Perfect**



A photograph of a forest path with tall, thin trees and a ground covered in green and brown foliage. The text is overlaid in the center of the image.

**Enable Leadership  
Responsibilities Before the  
Title**

**Mentorship Is Not Enough!**

**Sometimes The  
Right Move Is  
Letting Them Go**



# **The Call to Action**

**Understand Your Talent  
Density and  
Business Needs**

- **Identify a potential leader**
- **Identify a gap with a need**
- **Mentor & Sponsor**
- **Step Back!**



**Thank You**