Navigating the Chaos of Scaling

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Vitor Reis

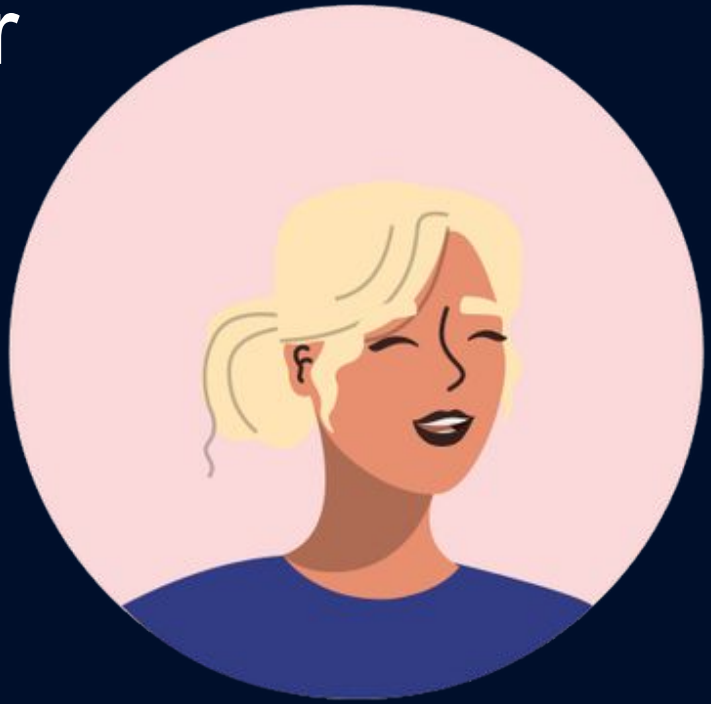
Director, Software Engineering at Delivery Hero

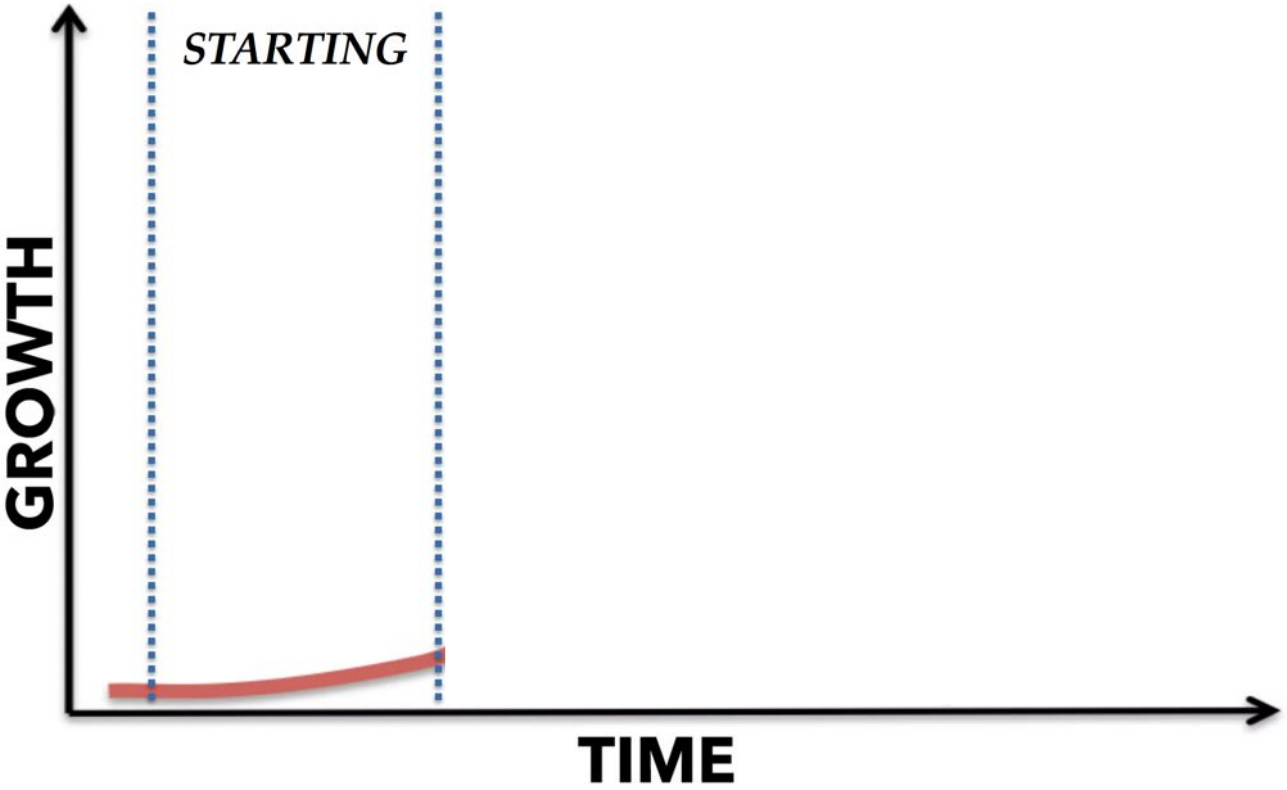
Logistics Driver Apps

@vitorreisdev

A short fictional story

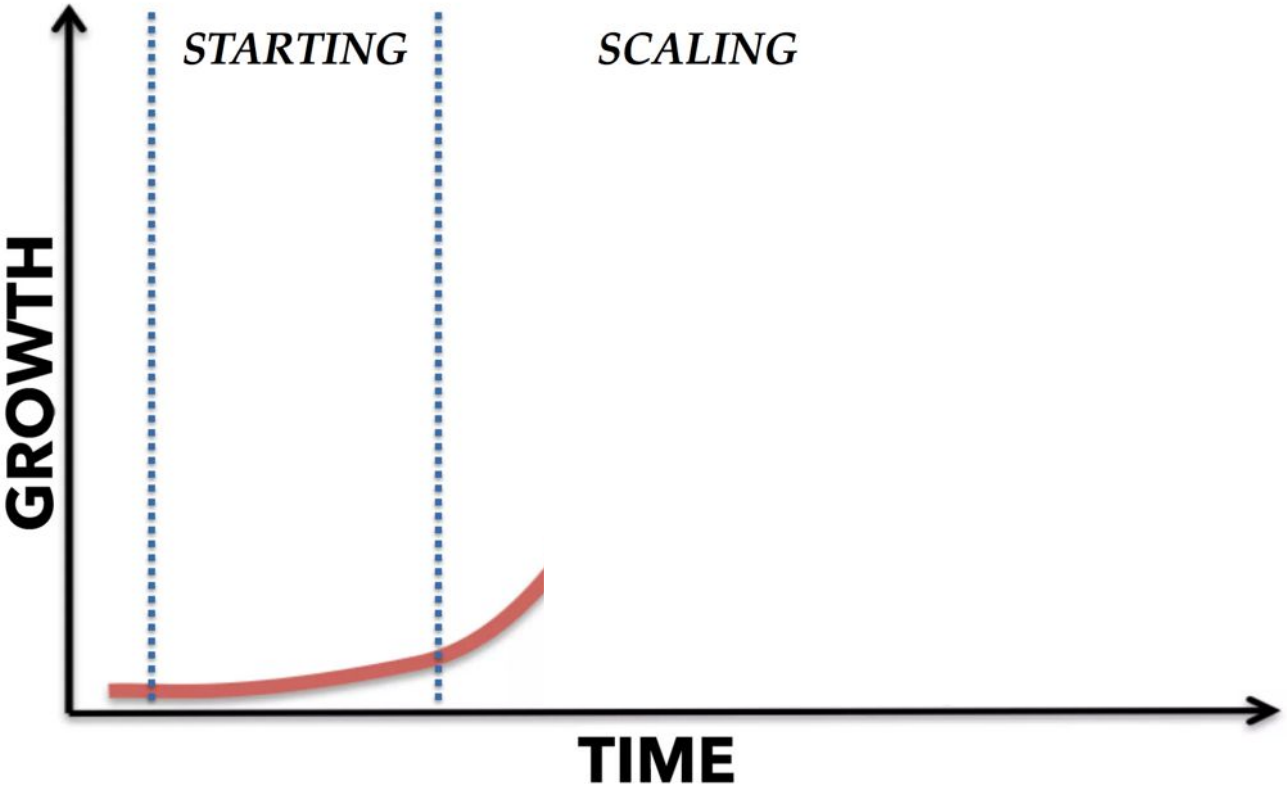
Anna joins a small company as engineer



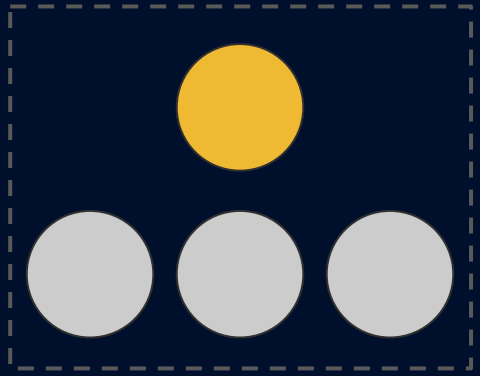

STARTING
GROWTH
TIME

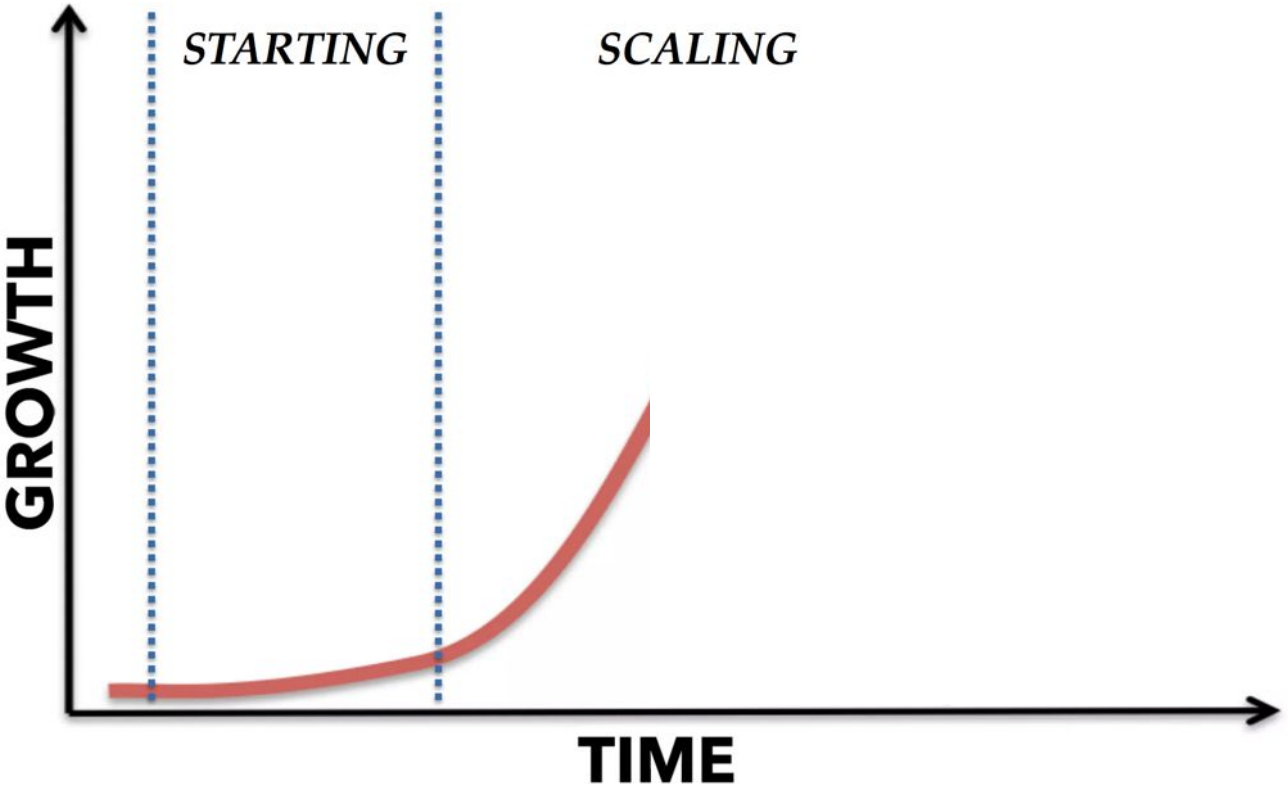
Boss

“Congrats!
You are now a
tech lead!”

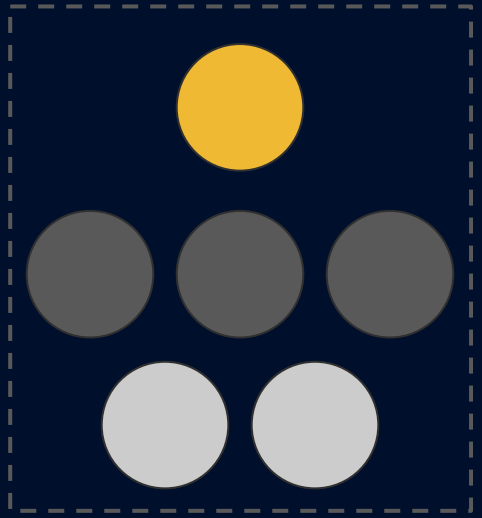

STARTING
SCALING
GROWTH
TIME

Anna

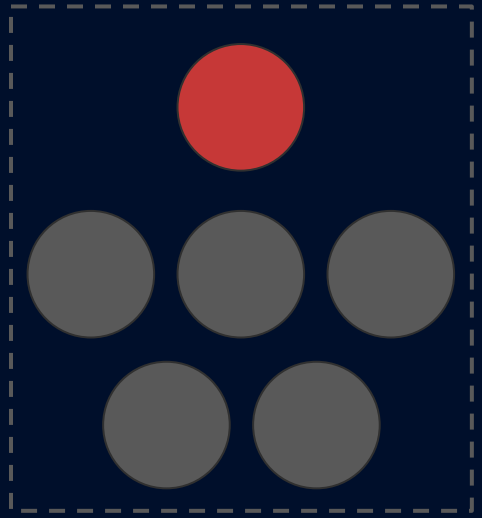



STARTING
SCALING
GROWTH
TIME

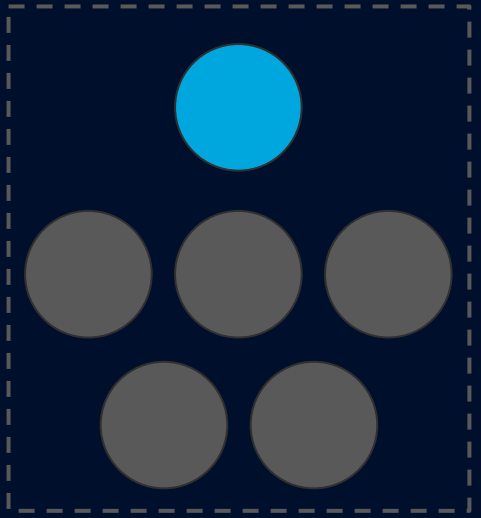
Anna



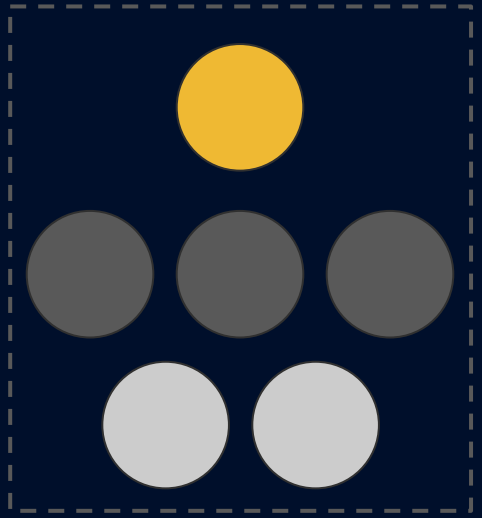
Maria



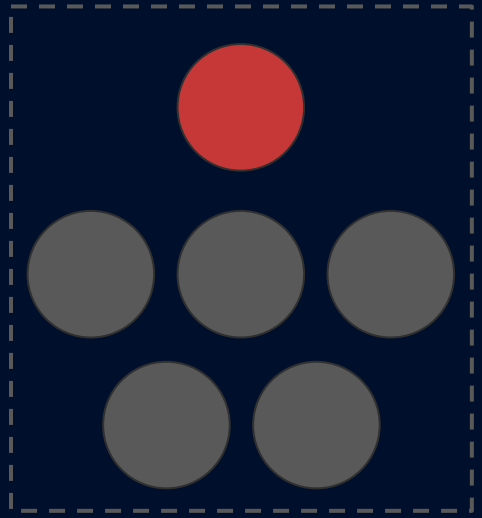
Sara



Anna



~~Maria~~



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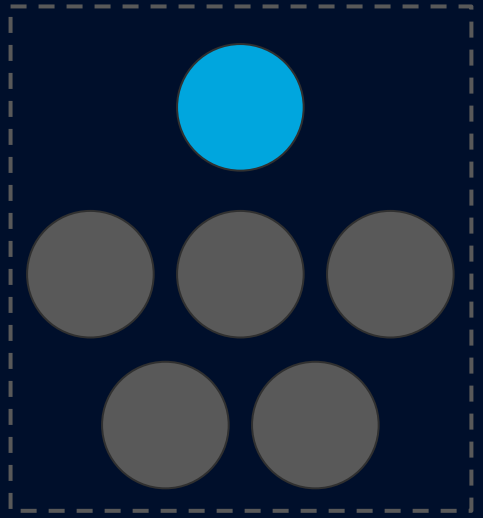
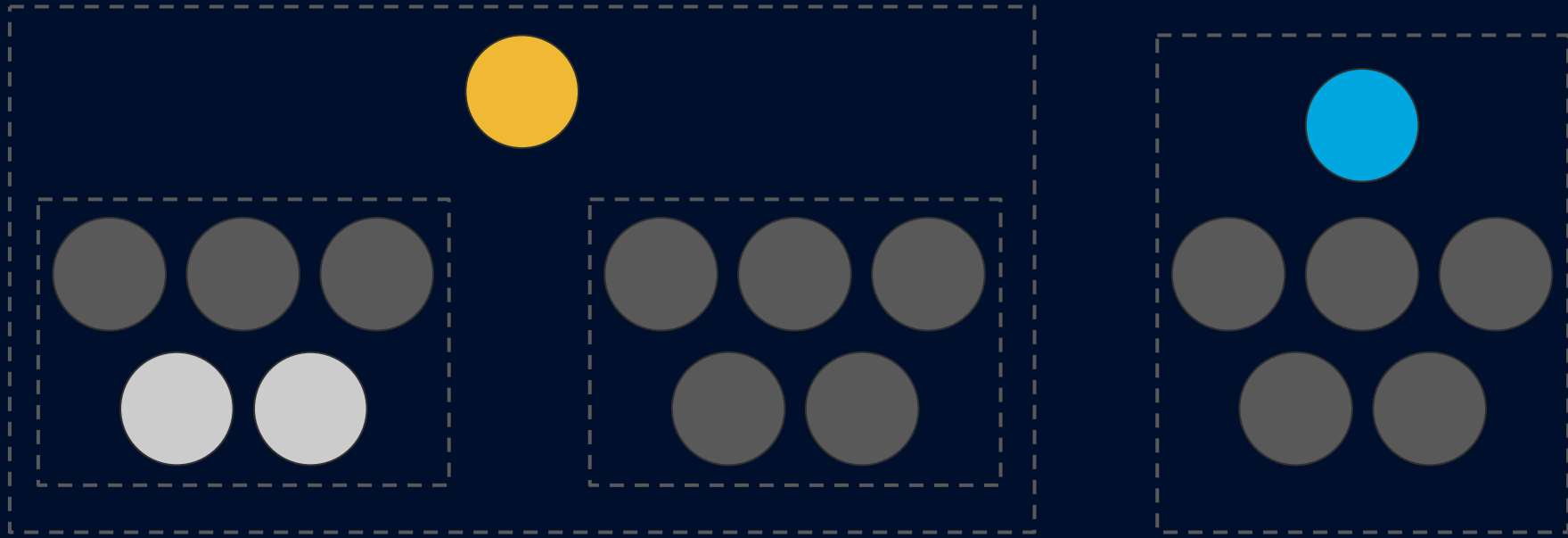
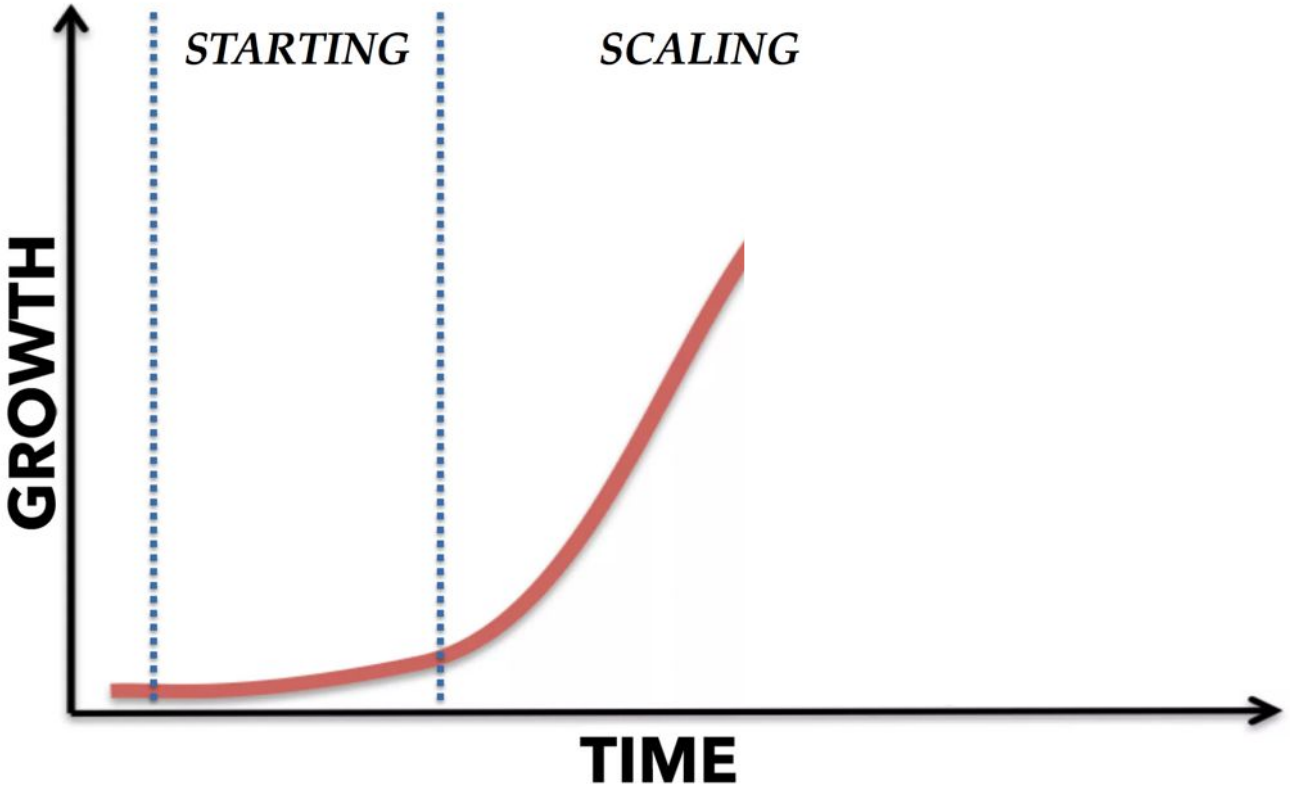


Anna

Sara




STARTING
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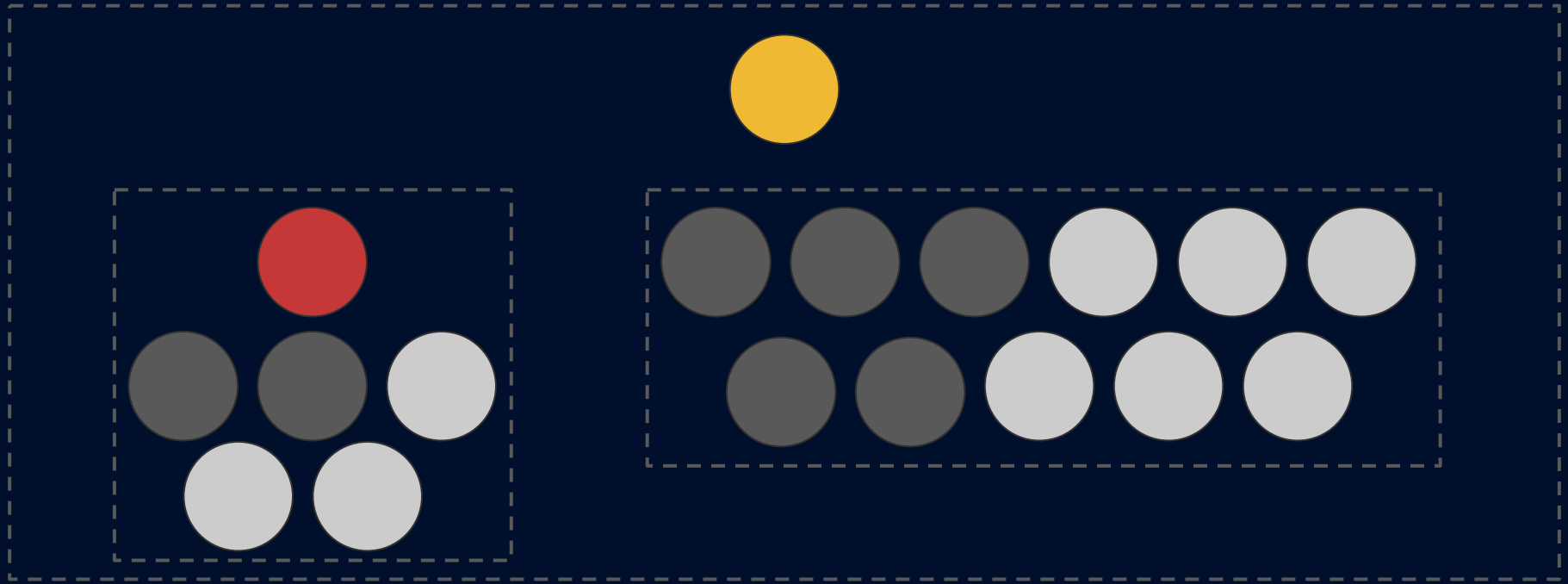
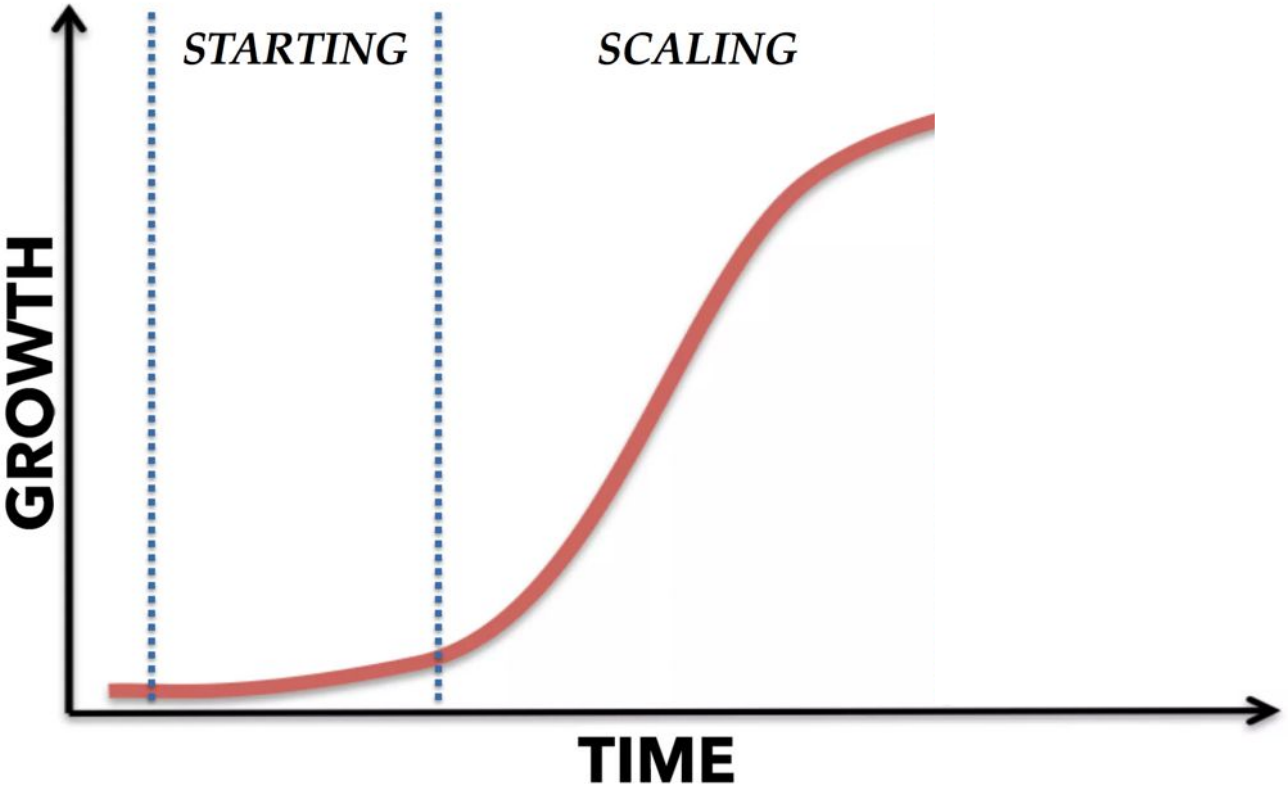
GROWTH
TIME

Fast forward a few months




STARTING
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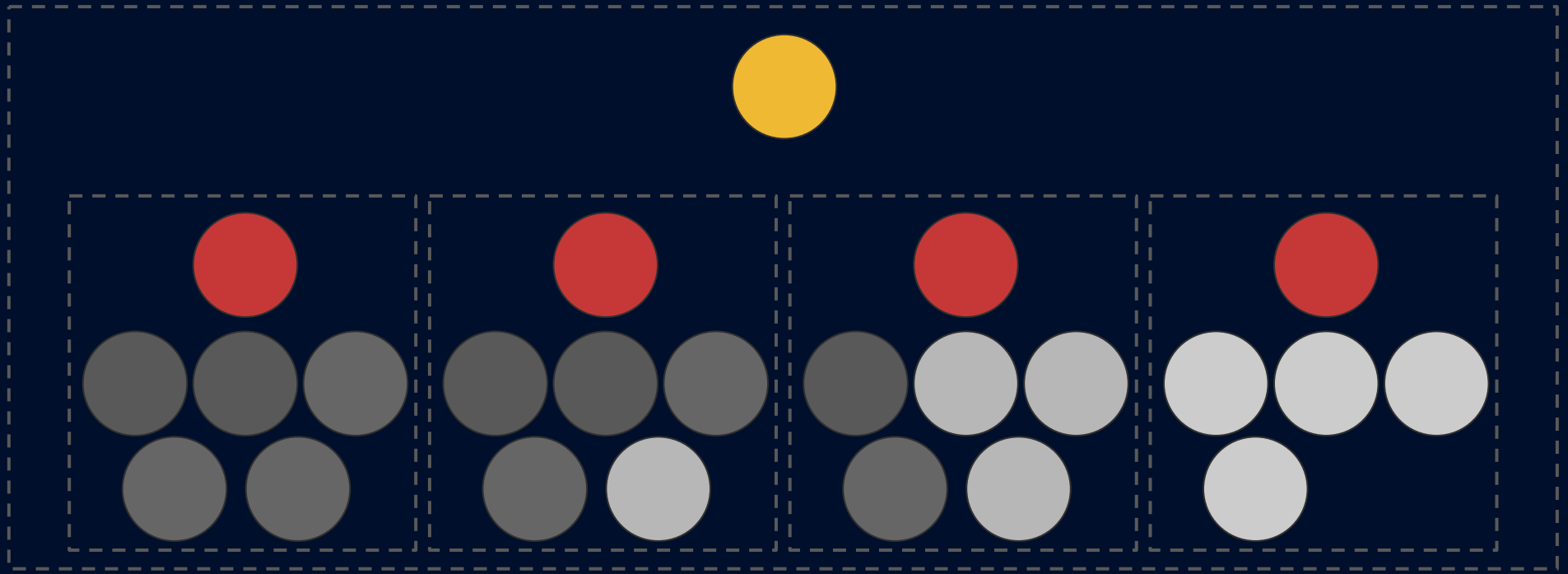
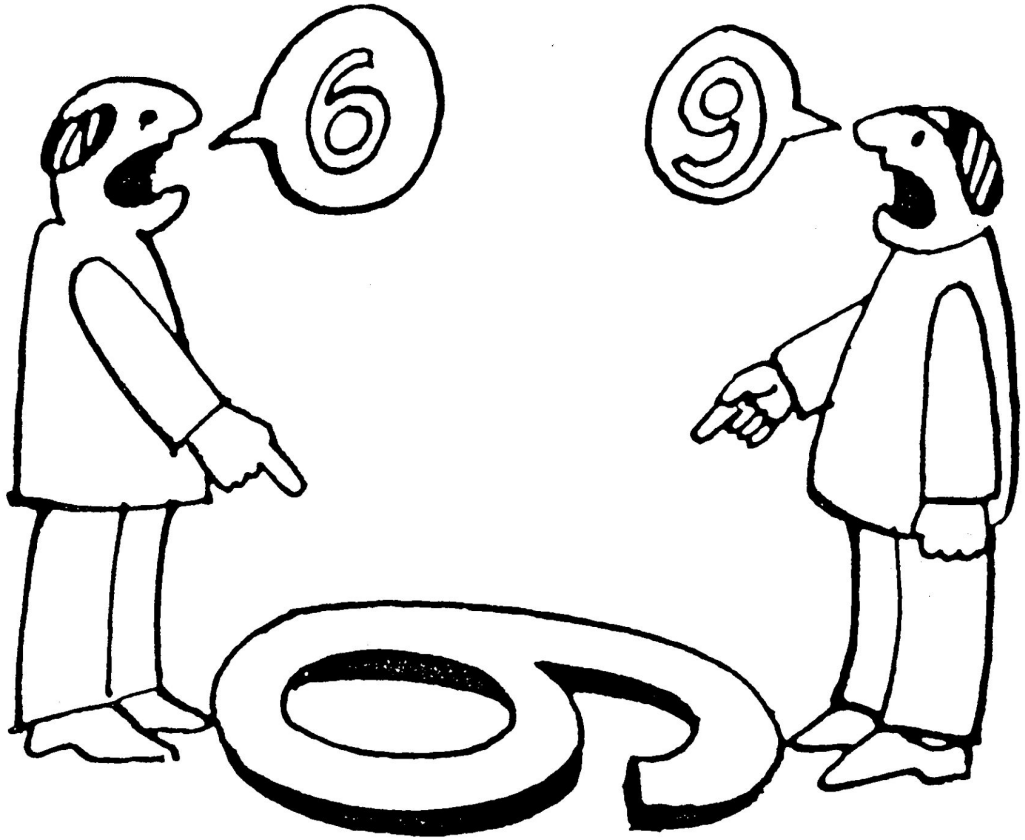
Anna leads multiple teams



How come she **progressed** so **quickly** while others haven’t?

1. BE SELF-AWARE

What do you mean by being self-aware?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Am I the first person with question X?

Anna

“Hey boss,
how does
‘great’ looks like?”

WALL STREET JOURNAL BESTSELLER

"Are you a new manager? Are you a little scared? Fear not. Julie Zhuo is here to help. This book will get you on the right track and keep you there."
—**DANIEL H. PINK**, author of *When* and *Drive*

THE MAKING OF A MANAGER

WHAT TO DO WHEN EVERYONE LOOKS TO YOU

JULIE ZHUO

HOW TO BE A GREAT BOSS

RADICAL CANDOR

WITHOUT LOSING YOUR HUMANITY

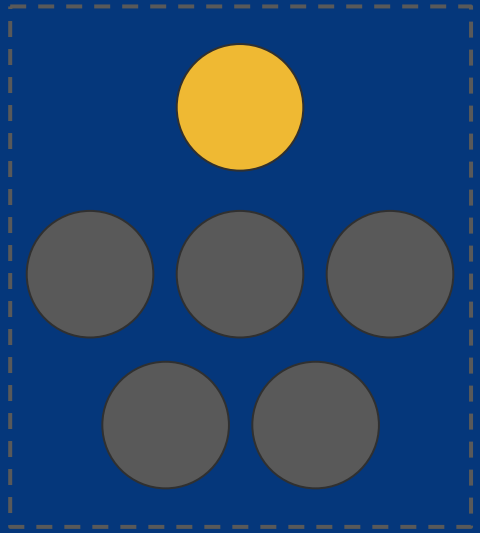
'WILL HELP YOU INSPIRE TEAMS TO DO THE BEST WORK OF THEIR LIVES' SHERYL SANDBERG

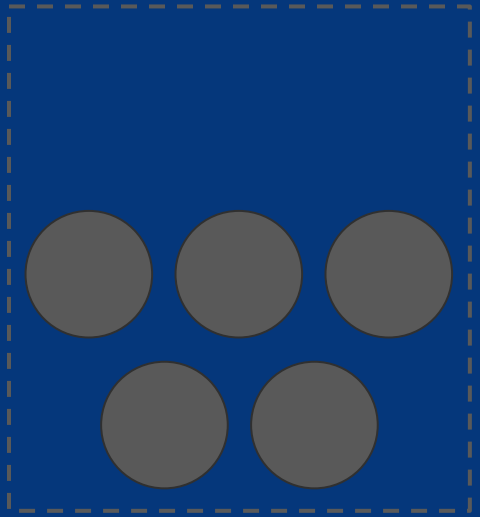
KIM SCOTT

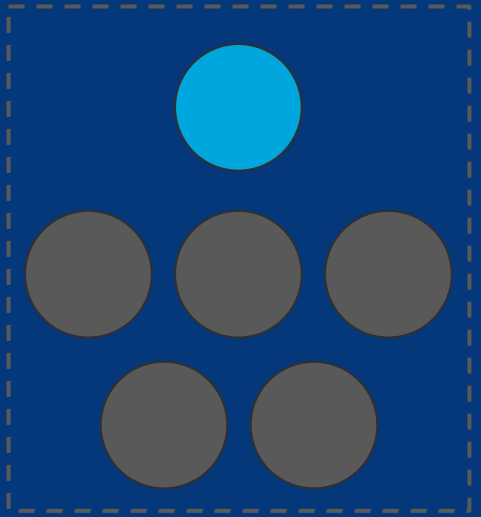
Anna

?

Sara







2. **BE REPLACEABLE**

First Round Review

Management

‘Give Away Your Legos’ and Other Commandments for Scaling Startups

Molly Graham has seen a lot. Her team at **Google** leapt from 25 to 125 in just 9 months. During her 4+ years at **Facebook**, the company exploded from 500 employees serving 80 million users to 5,500 employees and over 1.1 billion users. (Her job was to sort out the culture, compensation, and performance systems to help make that possible — no big

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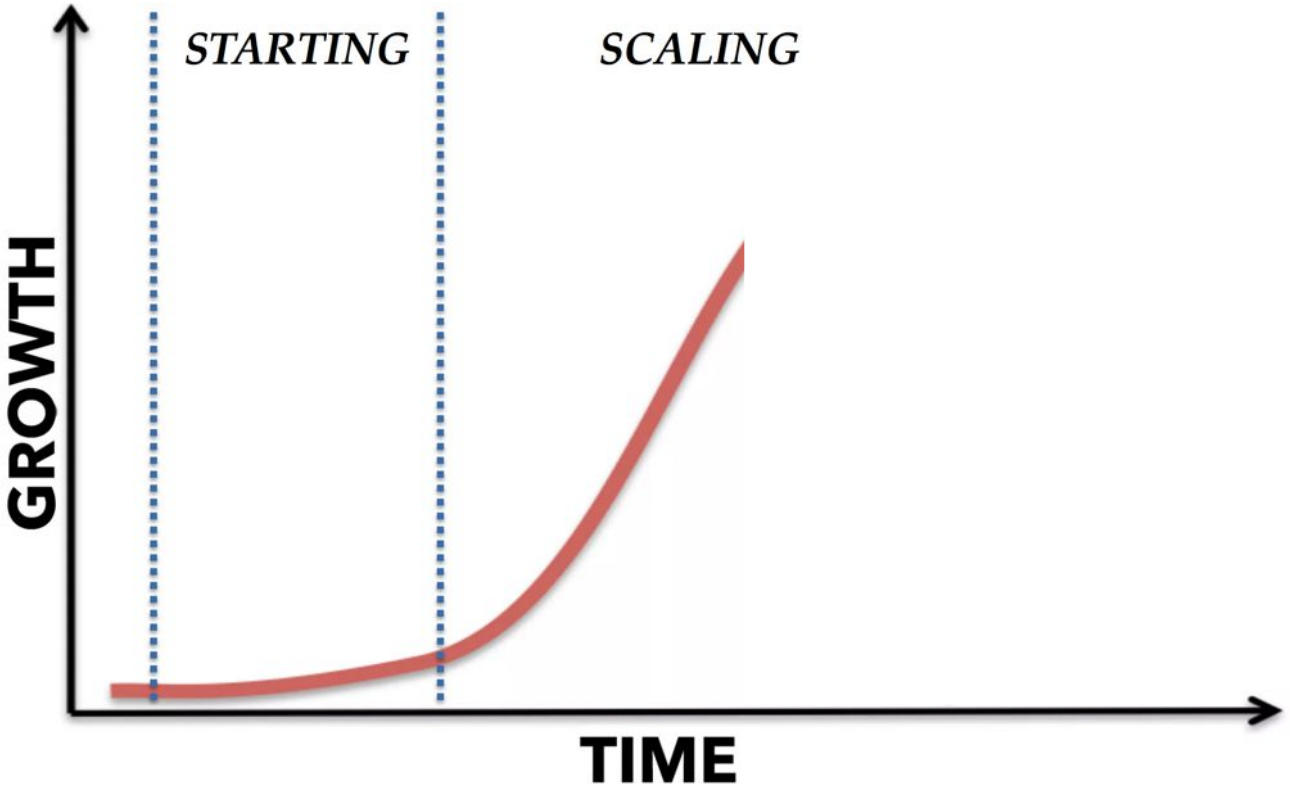
When you start adding people. **People get nervous.**

When you start adding people. **People get nervous.**

- Is that new person **taking my job**?
- What if they **don’t do it the right way**?
- What **if they’re better than me** at it?

If you want to grow as fast as your company, you have to give away your job every couple months.


STARTING
SCALING
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3. **FOCUS ON COMMUNICATION**

Everything that used to come naturally is now a **struggle**

WRITING IS THINKING

And… You also need to

over-communicate

4. BE EFFICIENT WITH YOUR TIME

“Tell me how you spend **your time** and I will tell you what **your priorities** really are”

Reflect on your time
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How to get better in time management?

Chaos is part of the journey