

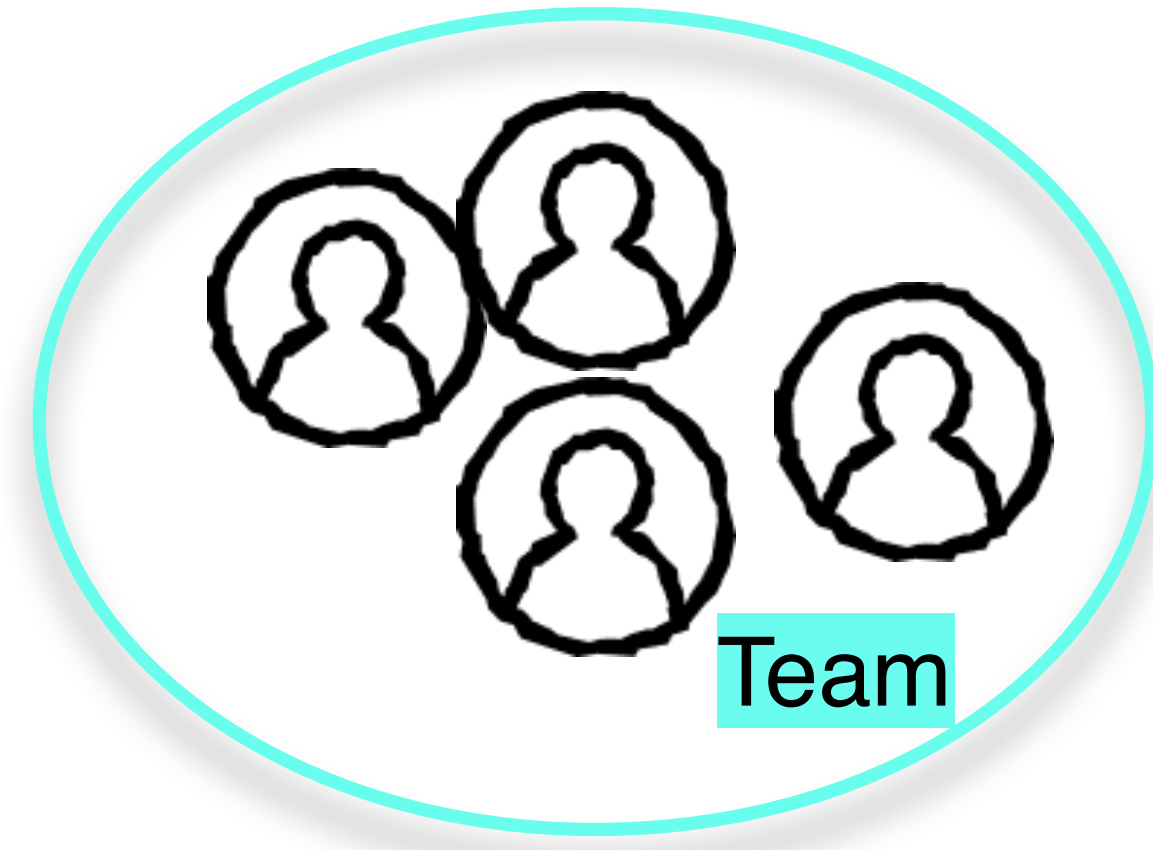
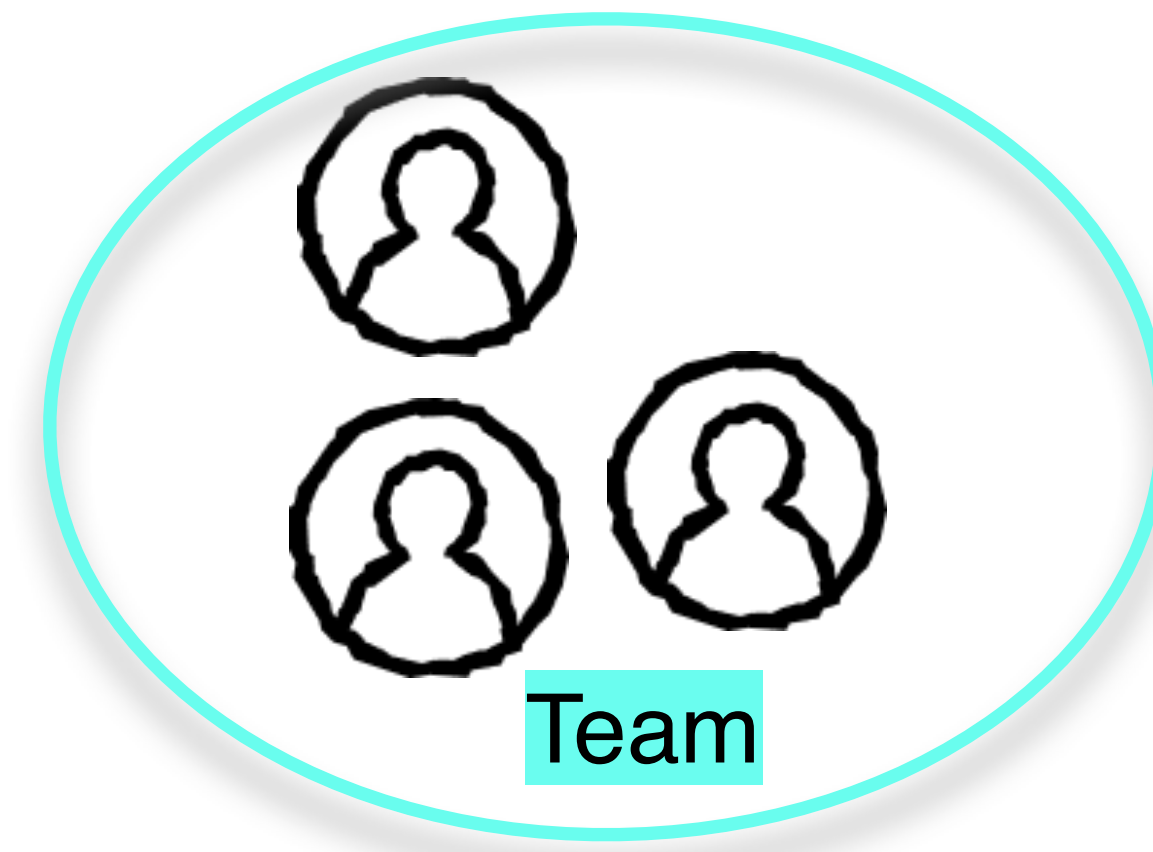
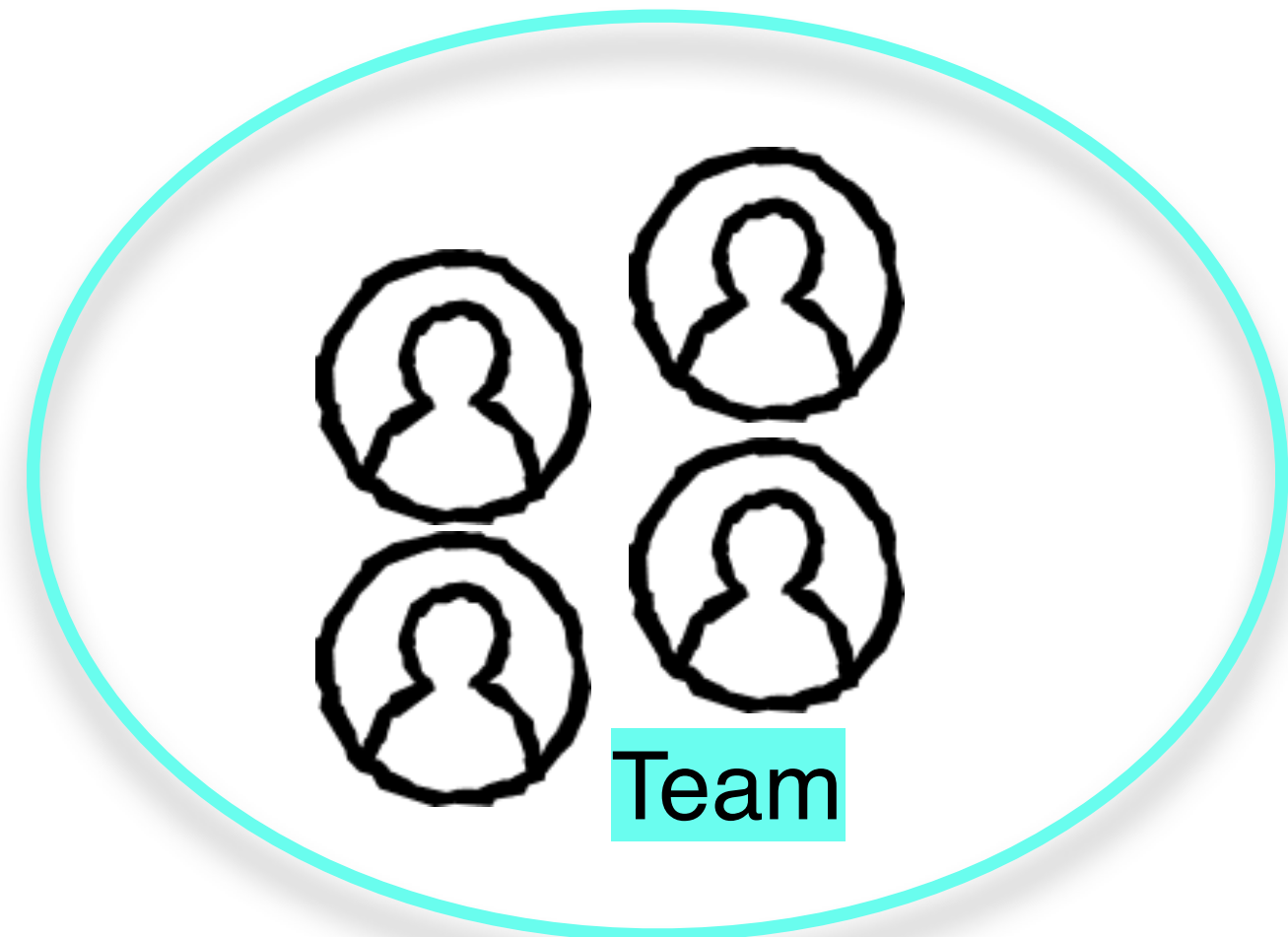
# Setting goals as a senior individual contributor



Setting goals  
as a senior  
individual contributor?

**It depends...**

Setting goals  
as a **senior+ | staff |  
principal | ...**  
individual contributor



What's  
changed?



You're not working as part of  
a team anymore

*What are my goals?* 🤔

What's  
changed?



You're not part of team  
rituals

*How do I know what's going  
on? 🤔*

What's  
changed?



Your work is more than  
coding

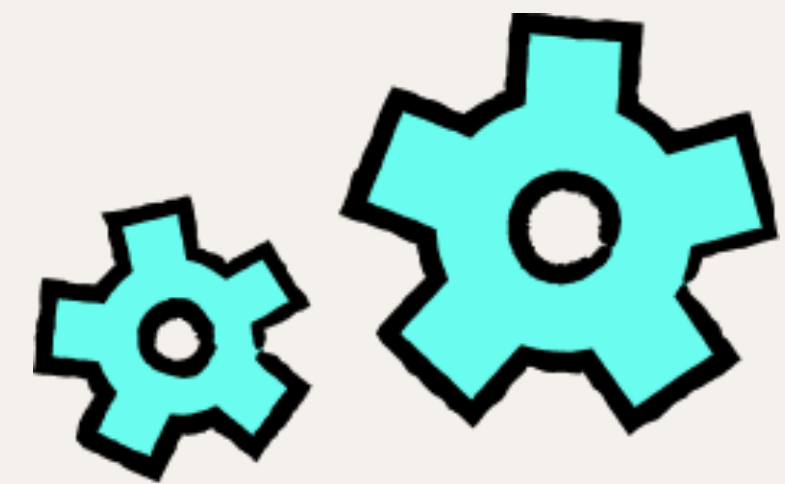
*What else should I be  
doing?! 🤔*



Setting goals  
as a senior  
individual contributor



 **BUSY WORK** 



# High impact work

**You create it!**

# 1. List all inputs

- ✓ Business and product strategies
- ✓ Teams' needs
- ✓ Engineering Org's needs

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 **Tip for managers:**  
Share business  
context

## 2. Prioritise inputs

- ✓ Company needs
- ✓ Riskiest areas or projects
- ✓ Personal growth goals

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 **Tip for managers:**  
Help connect to  
performance review




### 3. Trim it down

- ✓ Are there opportunities for delegation?

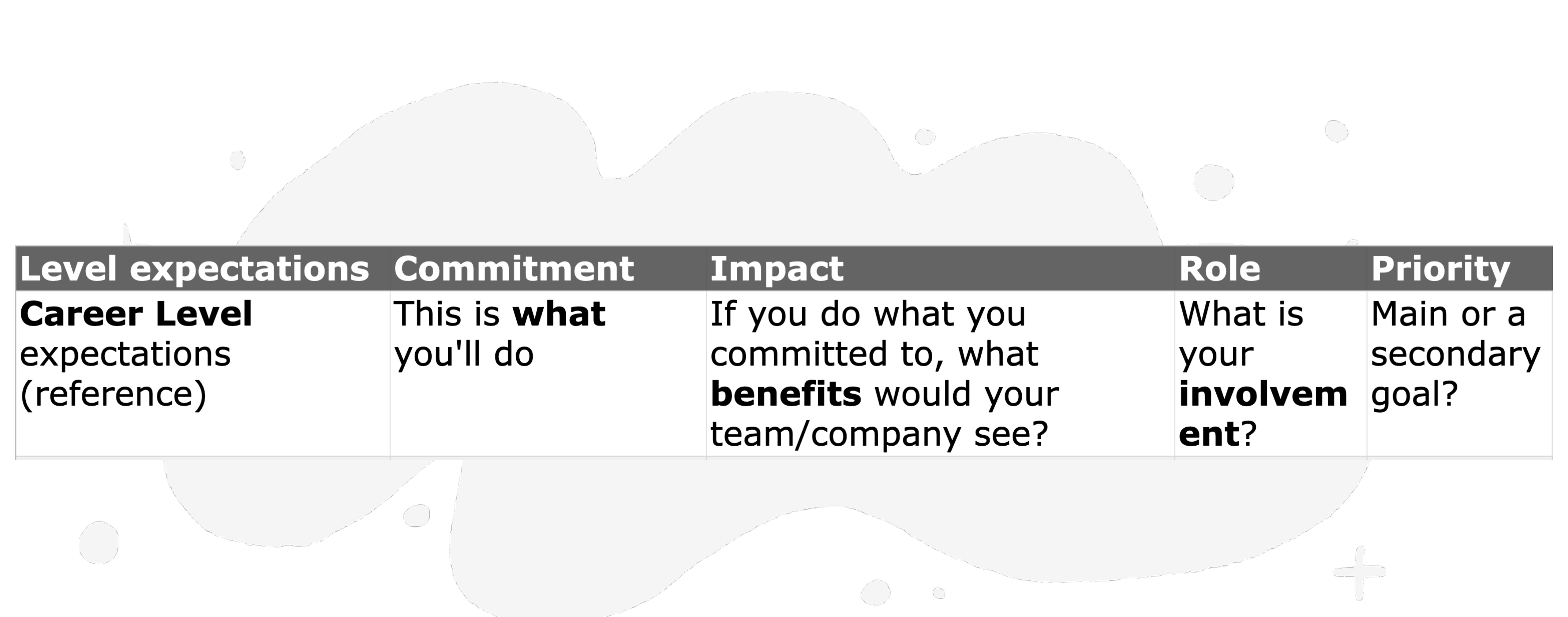
### 3. Trim it down

✓ Are there opportunities for delegation?


 **Tip for managers:**  
Help find other  
owners



# Write it down



Level expectations	Commitment	Impact	Role	Priority
<b>Career Level</b> expectations (reference)	This is <b>what</b> you'll do	If you do what you committed to, what <b>benefits</b> would your team/company see?	What is your <b>involvement</b> ?	Main or a secondary goal?

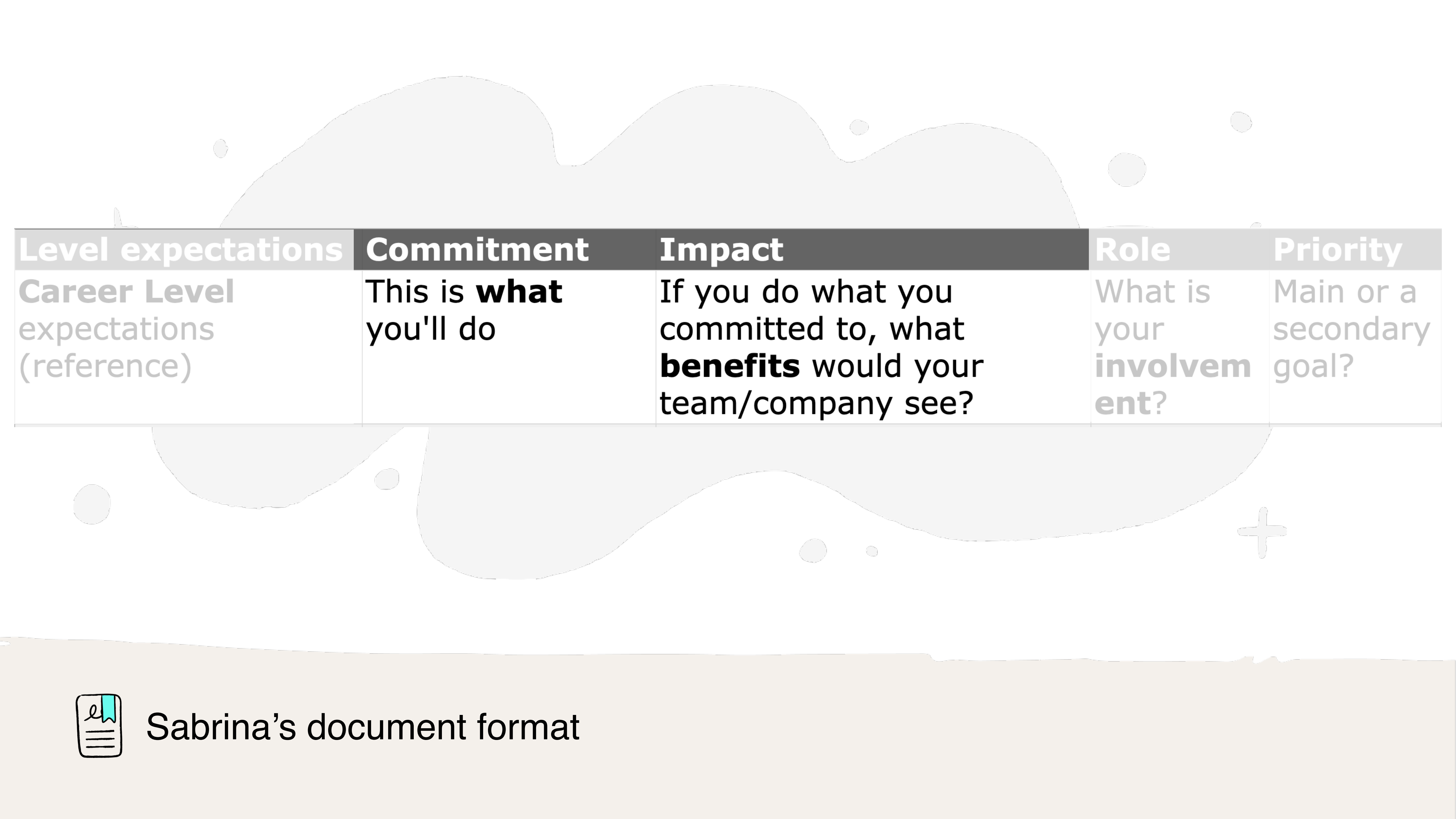


Sabrina's document format

Level expectations	Commitment	Impact	Role	Priority
<b>Career Level</b> expectations (reference)	This is <b>what</b> you'll do	If you do what you committed to, what <b>benefits</b> would your team/company see?	What is your <b>involvement</b> ?	Main or a secondary goal?



Sabrina's document format



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Sabrina's document format



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Sabrina's document format

<b>Level expectations</b>	<b>Commitment</b>	<b>Impact</b>	<b>Role</b>	<b>Priority</b>
"Monitors and raises the bar for good technical design"	Define and implement engineering-wide metrics for code quality	Teams can monitor their code quality and invest in improvements when needed	Driver	Main
"Grows capacity at staff and principal level..."	Coach Anna on project she's driving, 1:1s and joining early project scoping sessions	Anna has support needed to work on her growth areas and submit a promotion proposal for next cycle	Supporter	Secondary



An example



November 2022

LeadDev Berlin

Sabrina Leandro  
@saleandro



Share it

Get  
feedback 

from...

your manager

your peers

your cross-discipline peers

Share 

Your goals

What you'll do to deliver on your goals

How you'll work with teams

November 2022

LeadDev Berlin

Sabrina Leandro  
@saleandro



# Repeat



# Sabrina's timeline

Quarterly goals

Cycle goals

Cycle goals

Week



# Track progress

Quarterly goals

Cycle goals

Cycle goals

Week



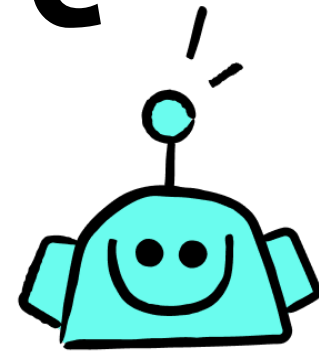
If When   
things change

**Missing context?** Re-prioritise  
or delegate

**No changes?** Say “~~no~~ not now”  
and use as input for next goal  
setting period

Setting goals  
as a senior  
individual contributor



What about  
coding? 

Prioritise as any other goal

Define why you want to do it

Spot problems and use as input  
for new goals

Setting goals  
as a senior  
individual contributor  
and more...

Beyond goal  
setting 

**Onboarding:** Role introduction

**Focus:** Saying “no” or  
reprioritising

**Motivation:** Seeing the big  
picture

**Growth:** Performance reviews

What's next for you?



# Summary

Setting goals as a  
senior individual  
contributor



Create your backlog



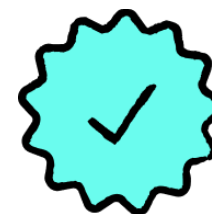
Prioritise & trim it down



Get feedback



Break it down & track progress

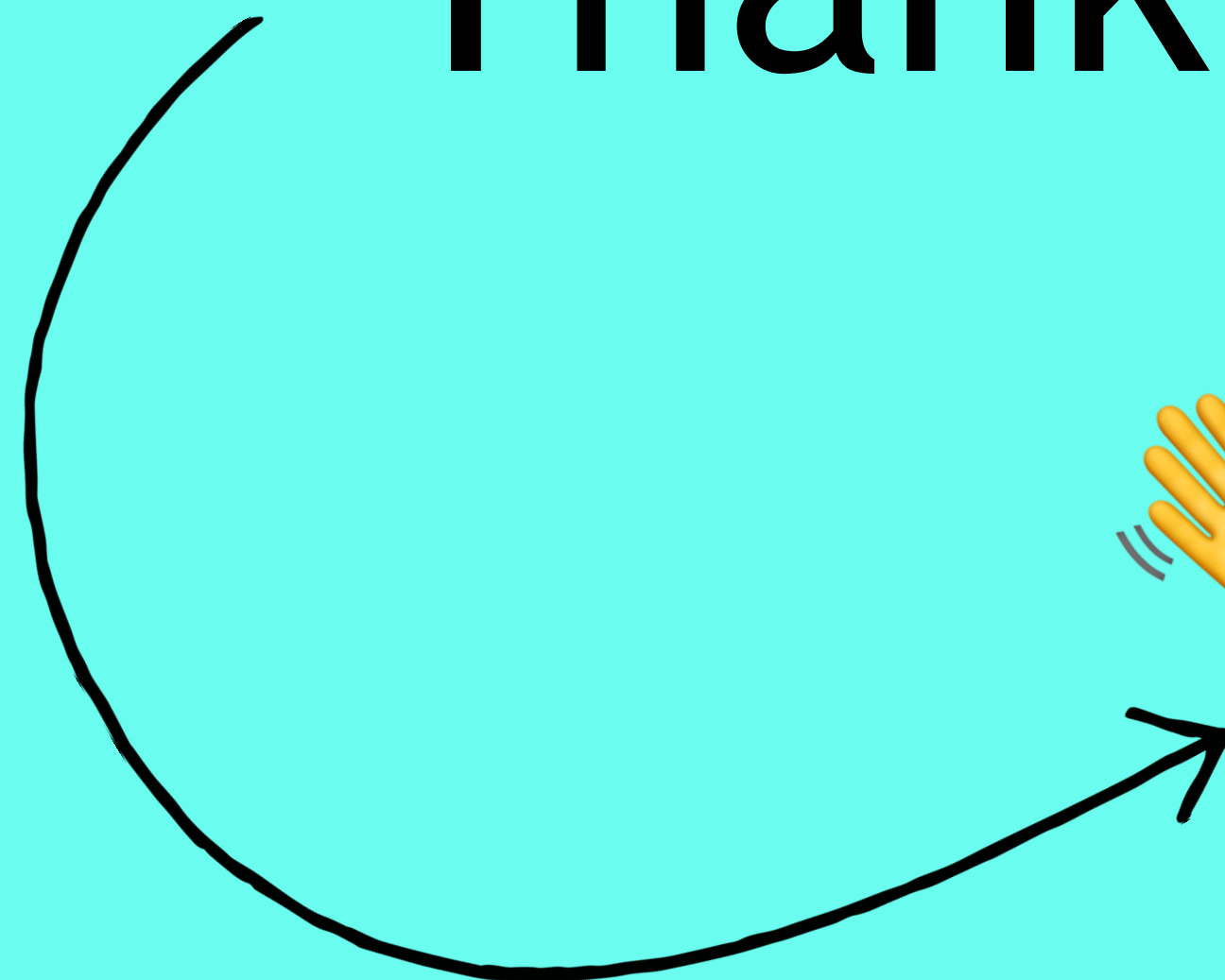


Repeat!

# Thank you!



Join me at Office Hours



# References

<https://www.intercom.com/blog/engineering-management-benefits/>

<https://charity.wtf/2017/05/11/the-engineer-manager-pendulum/>