



# Leveling Up Your leadership team

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Director of Engineering Leadership

*Develop leaders that build **high trust** and **high performing technical** teams*

# Principles

**Practice**

**Long term  
excellence**

**Support**

# Practice

Leadership is a practice



# Long-term excellence

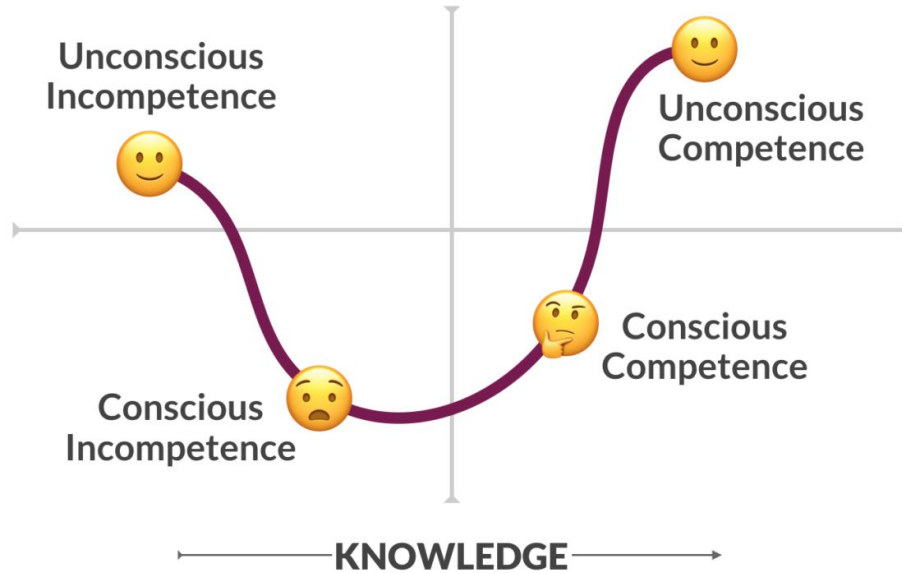
Deep learning over shortcuts





# Consciousness / Competence Framework

# Consciousness / Competency



# Support

Who will be there when the going gets tough?





# Engineering Management Accelerator



# Engineering Management Accelerator

1. Effective 1:1s
2. Giving feedback
3. Coaching
4. Managing project health
5. Stakeholder management
6. Decision making

# Engineering Management Accelerator

1. Co-facilitated by engineering leaders
2. 1.5h weekly sessions
  - a. 20% content
  - b. 40% practice
  - c. 40% discussion
3. Cohorts of 15

It's not 2021 anymore!

- Scaling leaders
- Staff engineers



# Case Studies

Real world scenarios that pose problems  
that are not easily generalized



# Learning program style

	<b>New leaders</b>	<b>Experienced leaders</b>
<i>Onboarding (0 - 6 months)</i>		
<i>Ongoing (6+ months)</i>		

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# Andy Grove - High Output Management



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“What do you think  
my job is?”

# “Do It Yourself” Case Study

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# “Do It Yourself” Case Study

1. Think of a subject: **Decision making**



# “Do It Yourself” Case Study

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2. Think of a supporting value

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3. Record the scenario(s)

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3. Record the scenario(s): **To build or not to build**
4. Ask open ended questions
  - a. **What are potential outcomes?**
  - b. **Where is the leverage for our team?**
  - c. **Where have you experienced this situation before? What was similar/different?**
  - d. **If we were not concerned about sunk cost, what decision would we make?**

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5. Change the inputs and ask more questions

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5. Change the inputs and ask more questions
6. Repeat





**THANK YOU!**

**CONTACT**