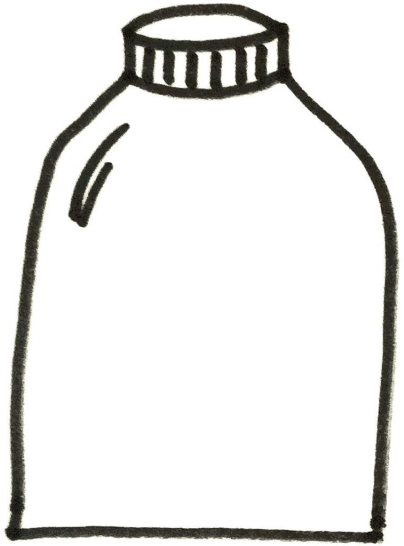
Filling the jar of impact and trust as a Principal Engineer

Nayana Shetty
Principal Engineer
The LEGO Group

@shettyny

The story of a large mayonnaise jar



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Is the jar full?

now?

and now?

Initiatives and their priorities

Thanks to **@annashipman**

Some Context

QA Lead

Tech Lead

Principal Engineer

Who am I

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The LEGO Group at a glance

Family-owned
Danish company
founded in

The LEGO name
comes from ‘LEg GOdt’
meaning
‘play well’

#1
Reputable
Brand

Source: RepTrak* 2023

111
countries

27,300+
colleagues

25% of profits
to the LEGO Foundation

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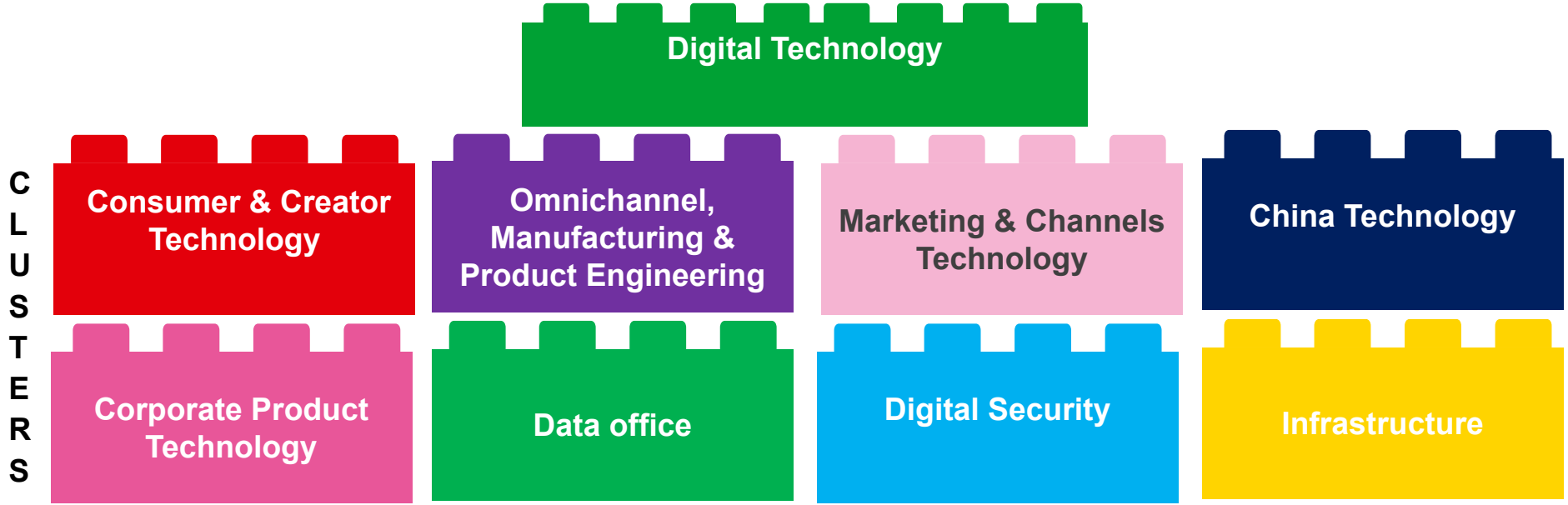
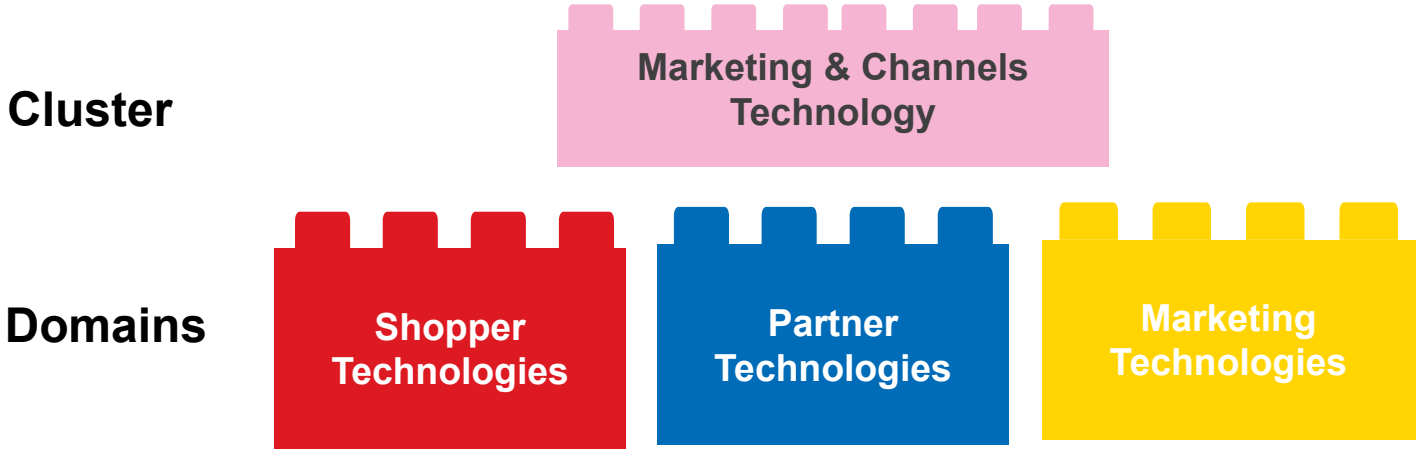
Digital Technology in a glace



Marketing and Channels Technology in a glace



Not a police officer

Not a wizard

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The explorer...

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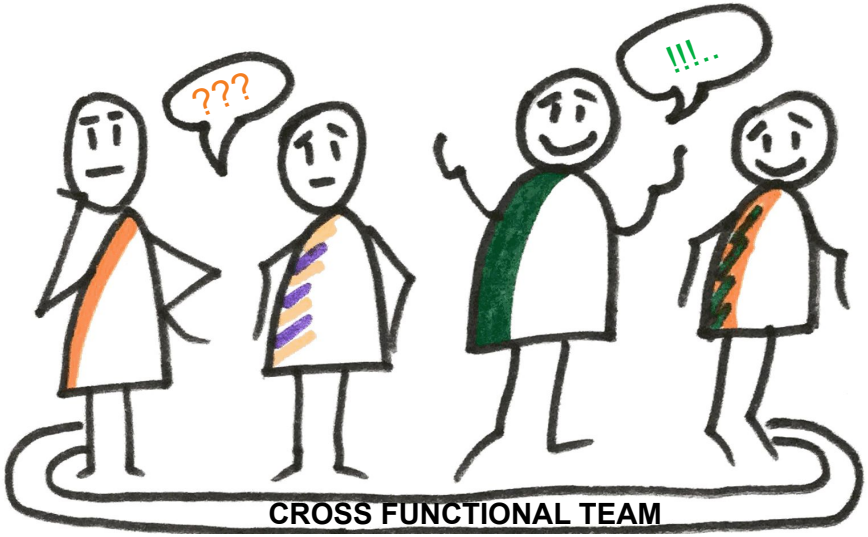
The explorer...



In this talk:

6 key takeaways

1. Build trust before you can create big impact

2. Develop empathy wider

3. Rely on your leader

4. Learn to use the trust you built

5. Nurture your support network

6. Repriortise for impact when it feels right

In this talk:

How to identify Rocks, pebbles and sand

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Takeaway 1

1. **Build trust before you can create big impact**

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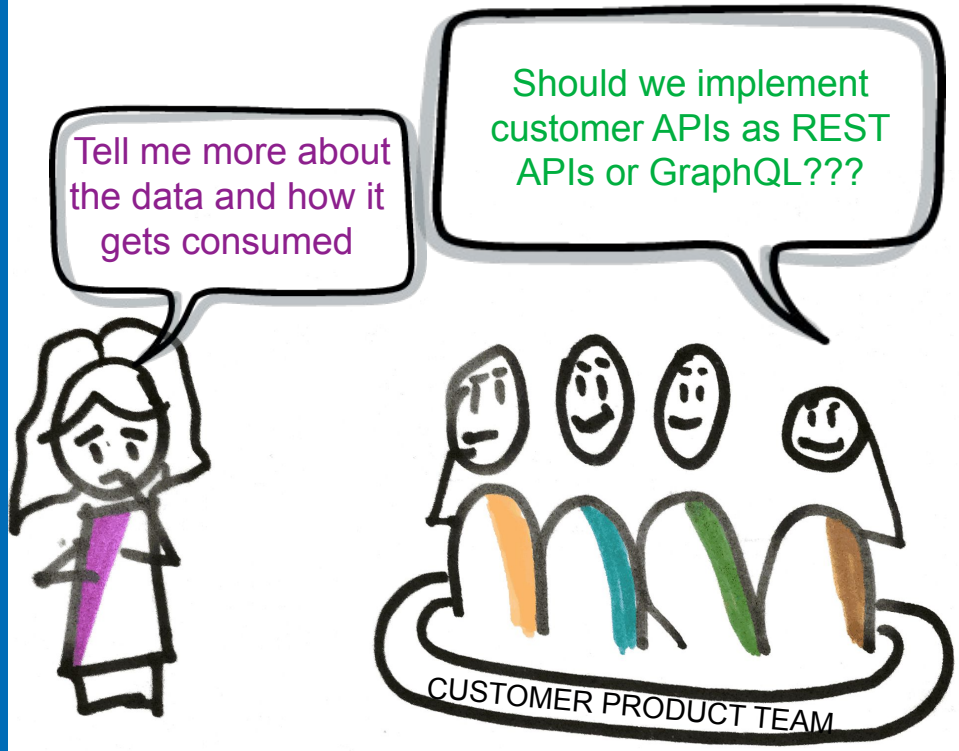
Spend time with the Product teams



SAND ??..

IMPACT

TRUST

Spend time working with Senior Directors

Spend time building communities

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Takeaway 2

1. Build trust before you can create big impact

2. Develop empathy wider

3. Rely on your leader

4. Learn to use the trust you built

5. Nurture your support network

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Spend time listening to feedback on the ground

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Spend time diving deep into services in product teams

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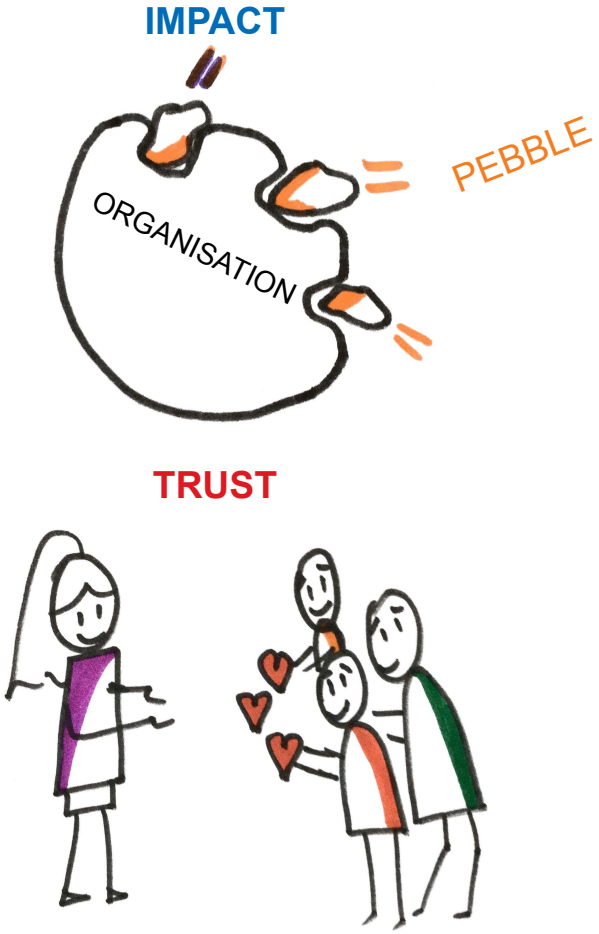
PEBBLE ??..



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Takeaway 3

1. Build trust before you can create big impact

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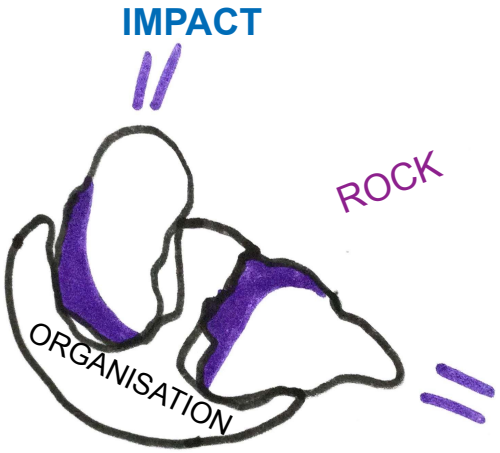
Ask your leader for that first big initiative

Ask your leader for that first big initiative

ROCK ??..



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Takeaway 4

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Lean on your allies as a force multiplier

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Takeaway 5

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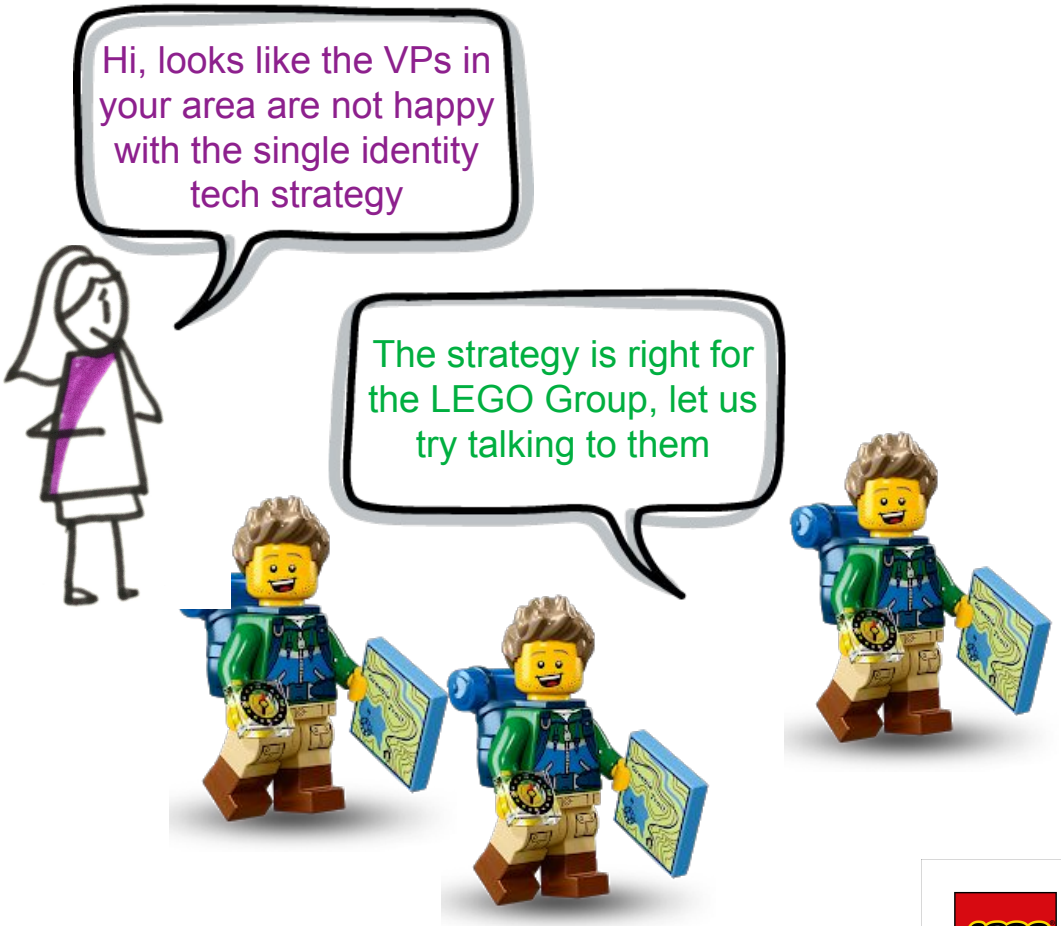
Use other Principal Engineers as your support network



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Takeaway 6

1. Build trust before you can create big impact

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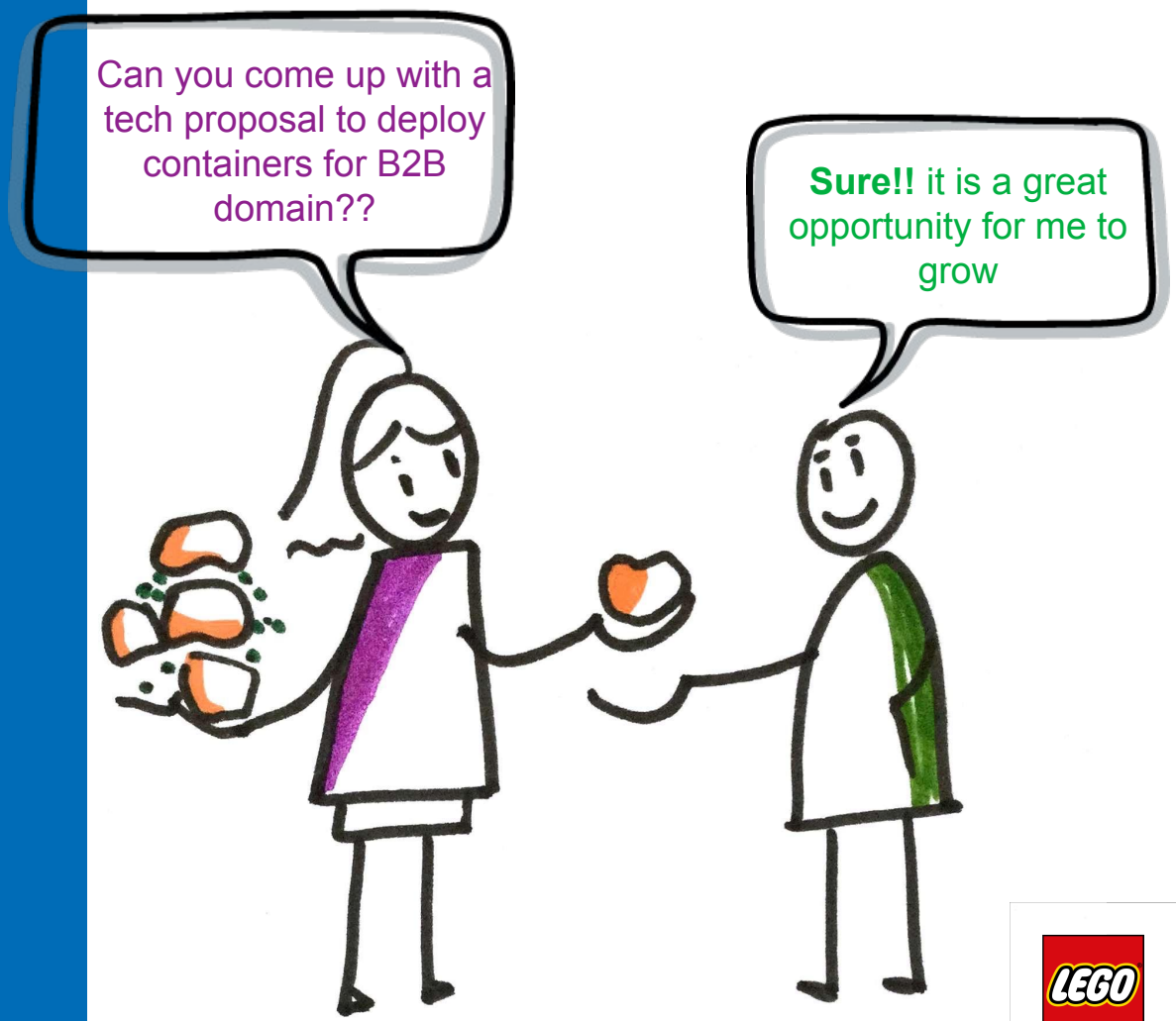
Delegation


Can you come up with a tech proposal to deploy containers for B2B domain??
Sure!! it is a great opportunity for me to grow

What am I currently work on

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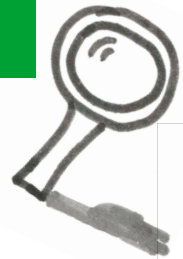
Open Questions

How does delegation work when you can only influence without authority?

How to create transparency for initiatives you get involved in?



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Summary

1. Build trust before you can create big impact

2. Develop empathy wider

3. Rely on your leader

4. Learn to use the trust you built

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Takeaway 1

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Takeaway 2

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Takeaway 3

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Takeaway 4

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Takeaway 5

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Takeaway 6

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6. Reprioritise for impact when it feels right

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Summary

Thank You...

https://www.lego.com/en-gb/careers

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Thank You...

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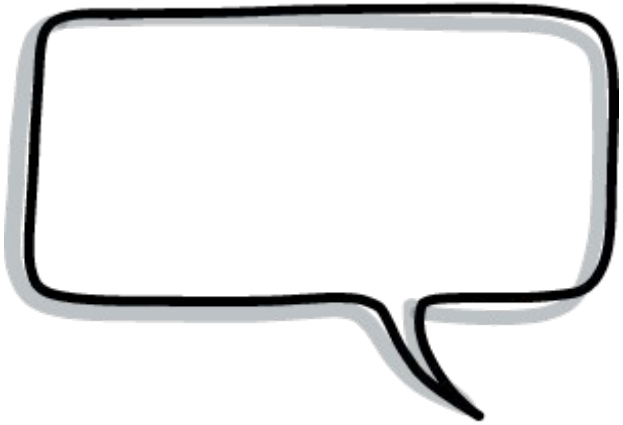
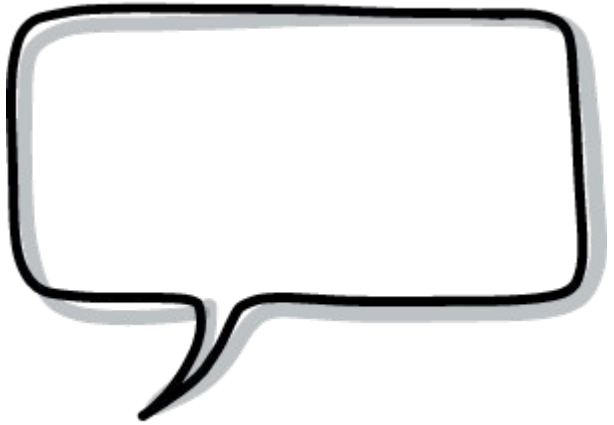
Thanks to **Susanne Krogh-Hansen** for mentoring me on visual thinking





001 LEGO White

HEX	#F6F6F6
RGB	246, 246, 246
CMYK	4, 3, 3, 0
RAL	9010
PMS	Cool Gray 1 C
NCS	0601-G34Y

024 LEGO Bright Yellow

HEX	#FFD400
RGB	255, 212, 0
CMYK	0, 15, 100, 0
RAL	1023
PMS	109 C
NCS	0580-Y10R

106 LEGO Bright Orange

HEX	#F47D20
RGB	244, 125, 32
CMYK	0, 63, 100, 0
RAL	2003
PMS	1505 C
NCS	0580-Y50R

021 LEGO Bright Red

HEX	#DD1A22
RGB	221, 26, 34
CMYK	0, 100, 100, 7
RAL	3020
PMS	485 C
NCS	0585-Y90R

222 LEGO Light Purple

HEX	#F6ADCD
RGB	246, 173, 205
CMYK	0, 40, 0, 0
RAL	330-80-20
PMS	244 C
NCS	1040-R30B

268 LEGO Medium Lilac

HEX	#4C2F92
RGB	76, 47, 146
CMYK	88, 100, 0, 0
RAL	300-30-40
PMS	268 C
NCS	4052-R60B

023 LEGO Bright Blue

HEX	#006CB7
RGB	0, 108, 183
CMYK	100, 55, 0, 0
RAL	5017
PMS	300 C
NCS	3065-R90B

321 LEGO Dark Azur

HEX	#00A3DA
RGB	0, 163, 218
CMYK	89, 12, 4, 0
RAL	230-60-40
PMS	299 C
NCS	2055-B10G

037 LEGO Bright Green

HEX	#00AF4D
RGB	0, 175, 77

026 LEGO Black

HEX	#000000
RGB	0, 0, 0