Rebuilding at Scale: A CTO’s journey in a high-growth fintech

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Lee Provoost
CTO, Flagstone

FLAGSTONE

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Introduction

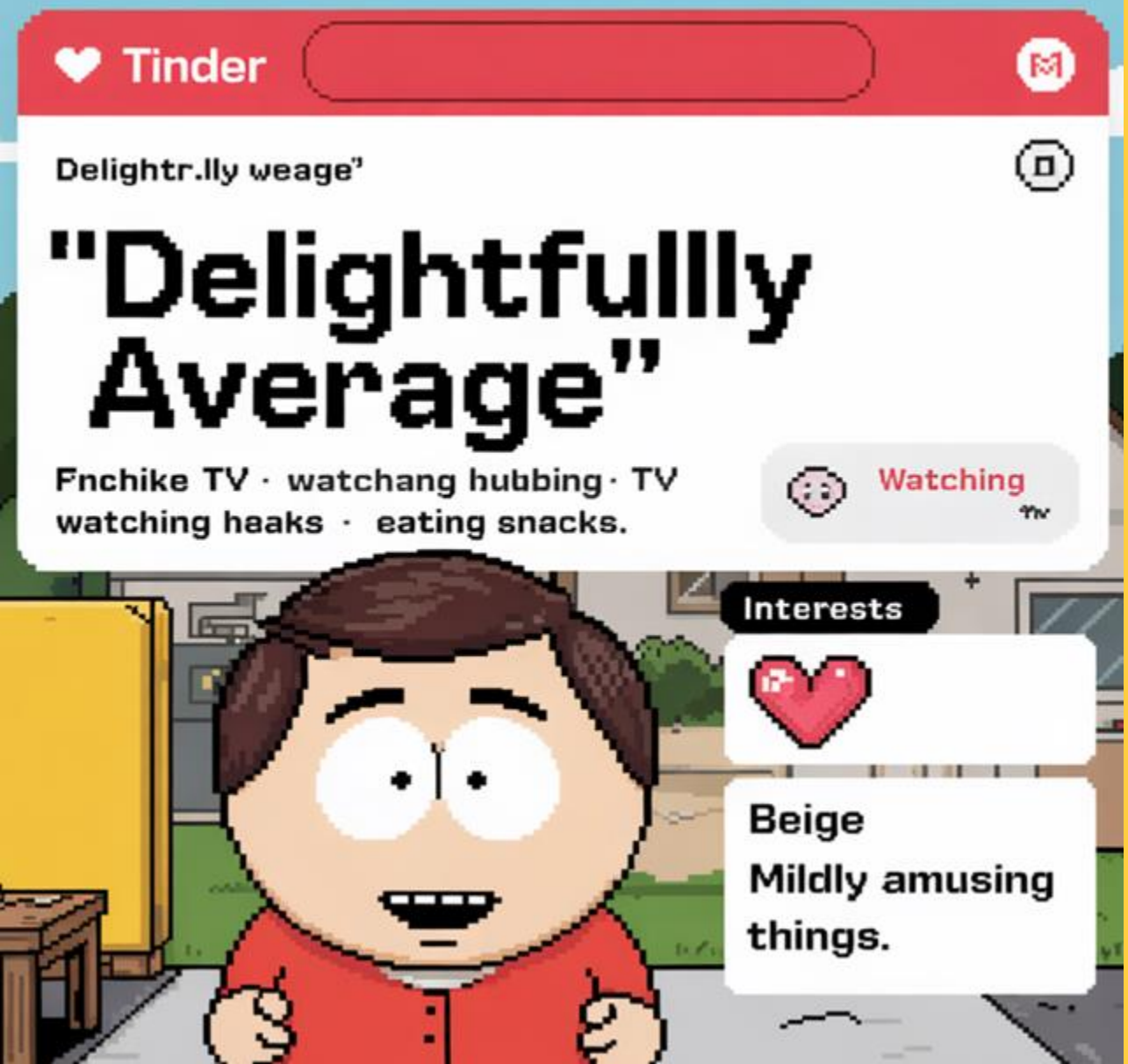
Lee Provoost
CTO at Flagstone

UK's leading cash savings platform

Controversial opinion: "Michael Scott is a better boss than David Brent"

Obligatory: "we're hiring" □ **Senior Engineering Manager / Engineering Director**

How it started…



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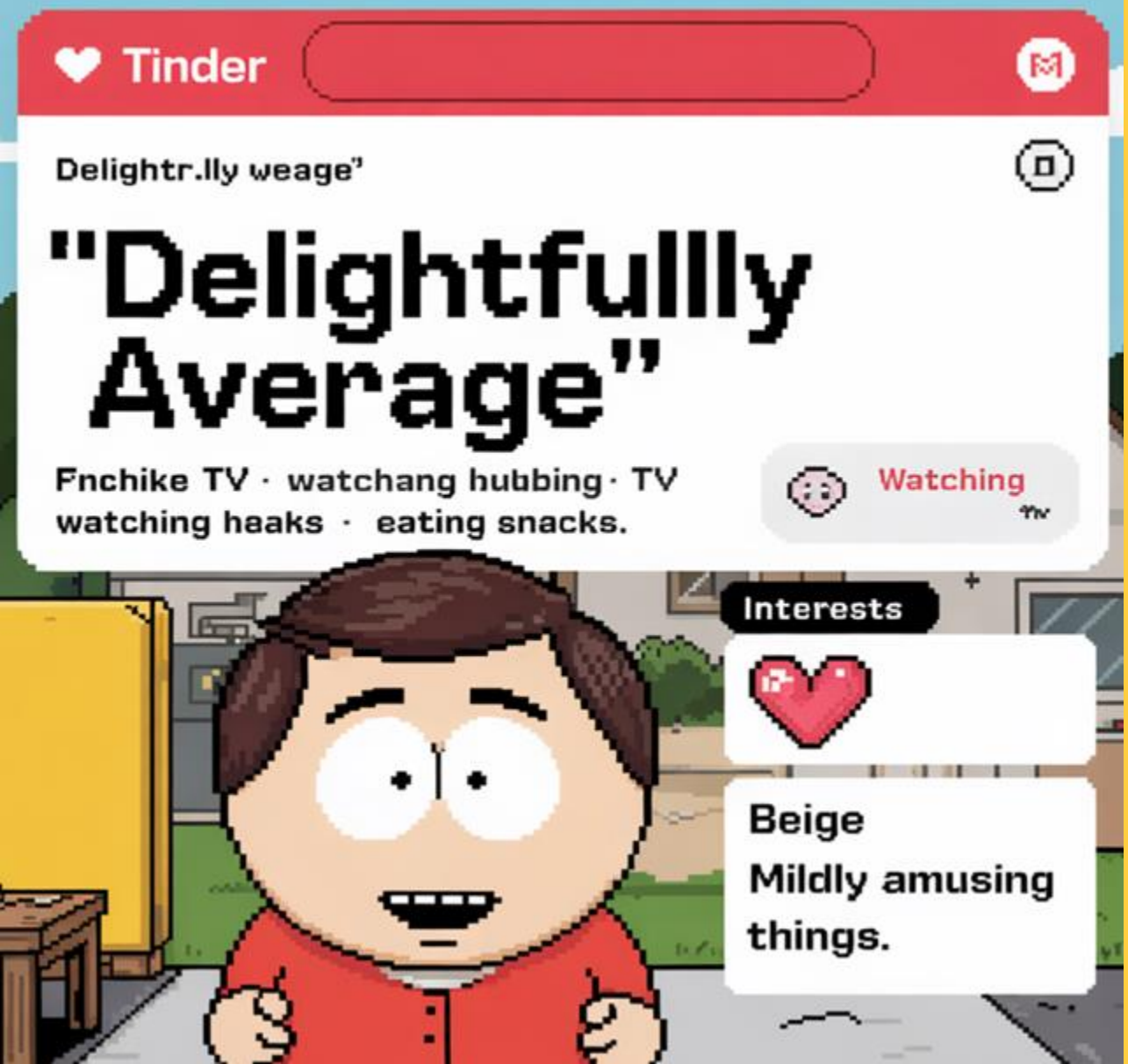
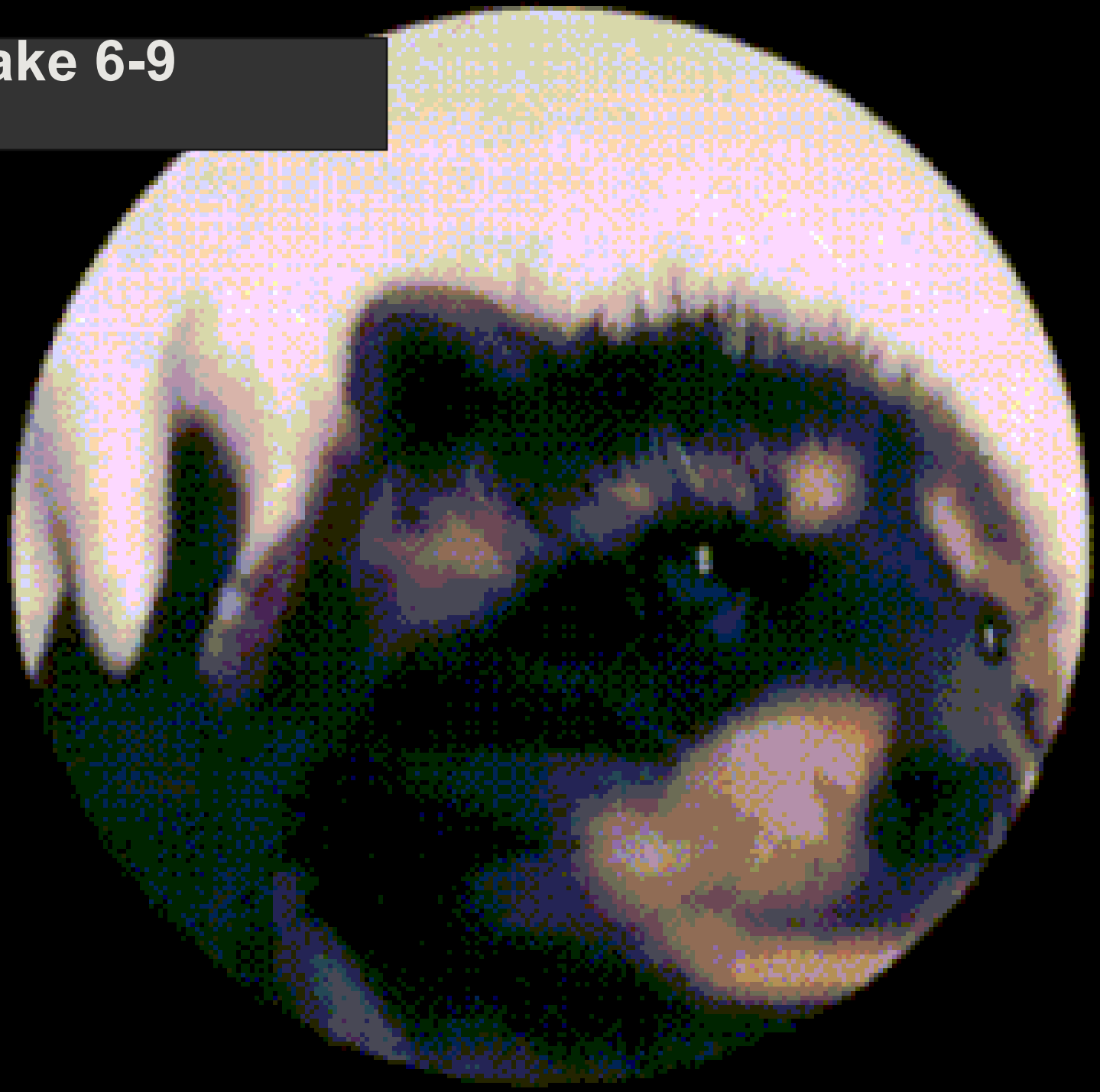


UNDERSTAND YOUR SUPERPOWER

“It will only take 6-9 months”



Technical debt is easy

Technical debt is easy

commercial debt =

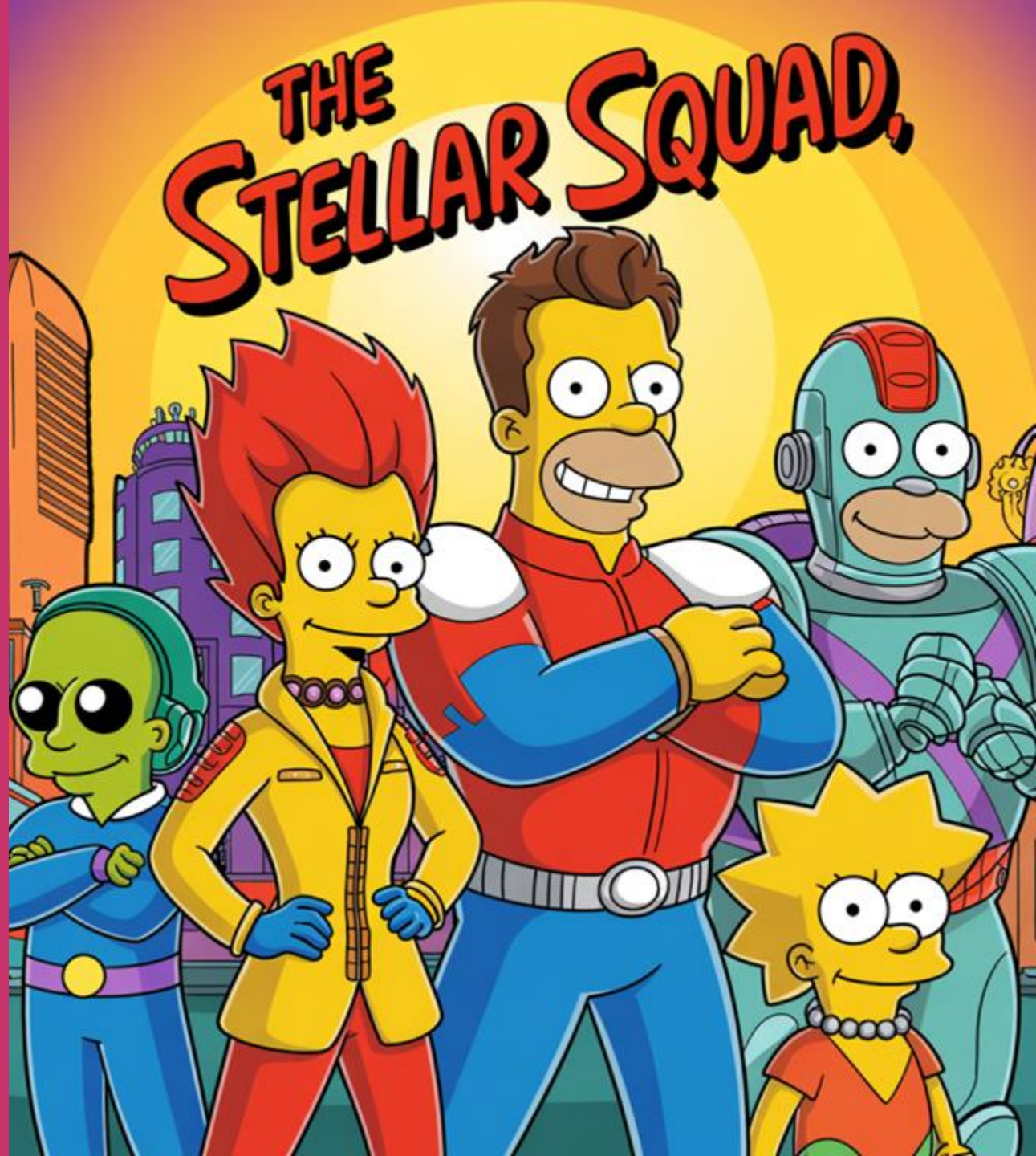
∑ (technical, product, business decisions) < now() * hustle

Where’s the money?

Where’s the money?

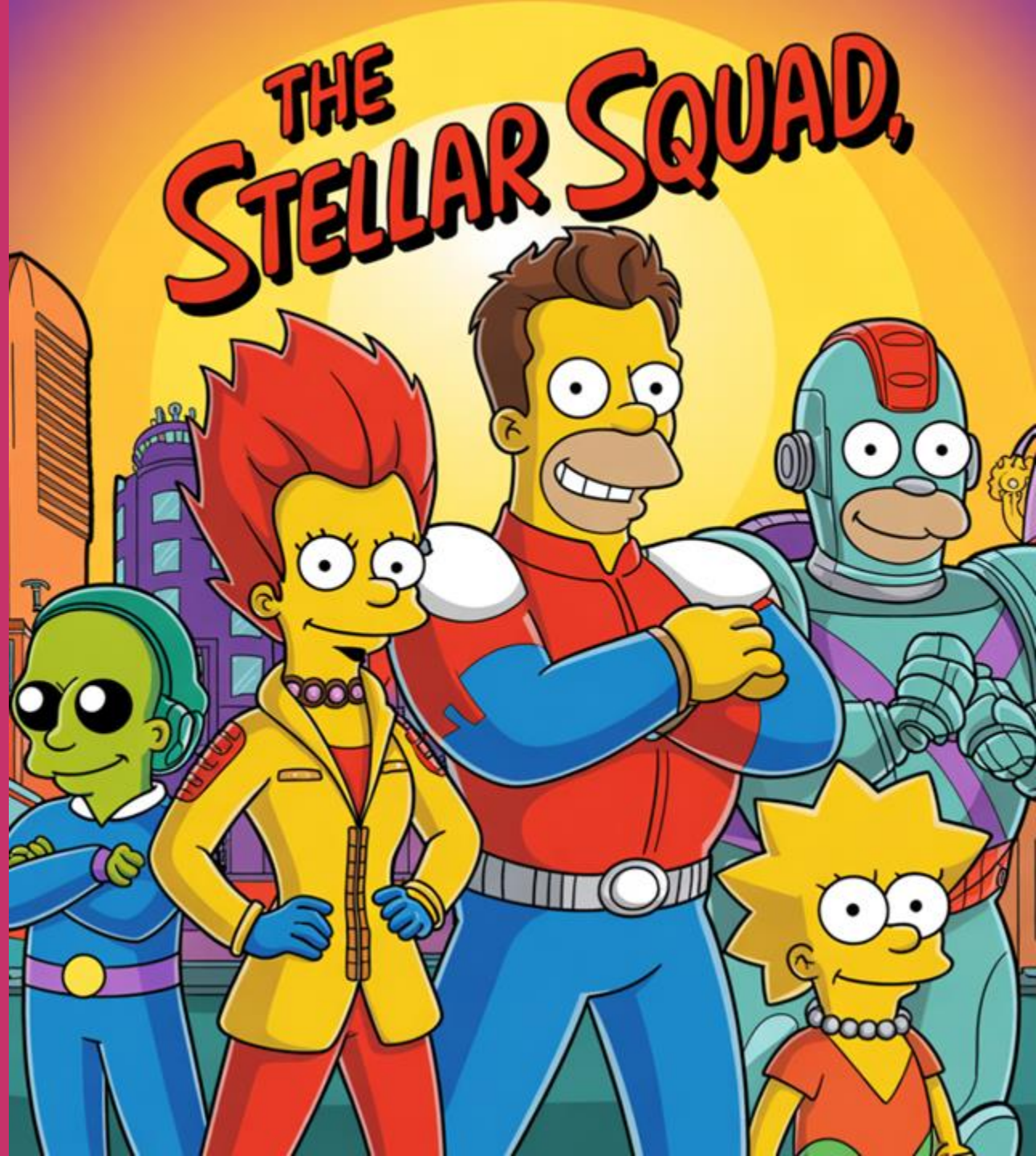
1. Focus on growth opportunities
2. Don’t pursue all or nothing
3. Trust from peers and board

Trust is key



Trust is key

Your own senior technology leadership team is NOT your first team.



We are all in this together

1. Evangelist/cheerleader
2. Senior leader/sponsor
3. Surge sprints to unblock
4. Not everything is a tech prob

Wagile: lipstick on a pig

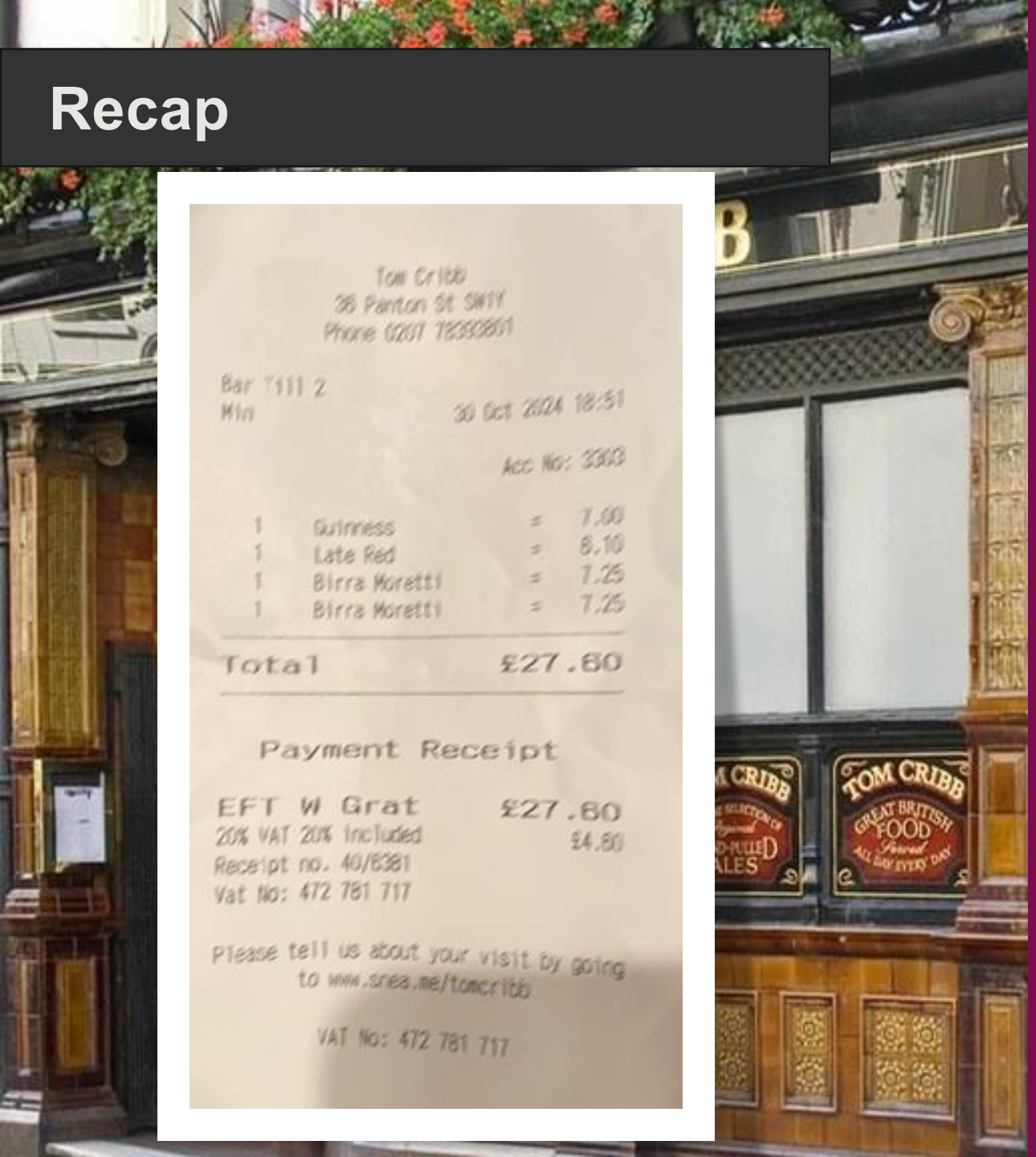
Just call it what it is: waterfall.

You can still be agile.

Hire the best you can afford
CROWD
JEN

Look after yourself

Recap



1. Understand your superpower
2. Leverage your first team
3. ~~Technical~~ Commercial Debt
4. Hire the best you can afford
5. Look after yourself