

400 Tech Leads.
Same problems.
None of them technical.

The tech lead
is a software engineer
responsible
for leading a development team
and accountable
for the technical deliverables of that team.

1.

Time management

“I have no time
for strategic work”



Managing
stakeholders

Managing
cross-team
initiative

Coding

Managing the
backlog

Planning

Managing stakeholders

Managing cross-team initiative

Coding

Managing the backlog

Planning

Facilitating team meetings

Driving the 1-1s

Estimating work

Assigning tasks

Building and tracking growth plans

Showcases

Onboarding

What activities can you share with your team?

Managing stakeholders

Managing cross-team initiative

Coding

Managing the backlog

Planning

Facilitating team meetings

Driving the 1-1s

Estimating work

Assigning tasks

Building and tracking growth plans

Showcases

Onboarding

Where do you want
to start?

Managing stakeholders

Managing cross-team initiative

Coding

Managing the backlog

Planning

Facilitating team meetings

Driving the 1-1s

Estimating work

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Managing stakeholders

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Facilitating team meetings

Shifting 1:1 agenda ownership to team members

Estimating work

Assigning tasks

Building and tracking growth plans

Showcases

Onboarding

→ set the new expectation

→ set the new expectation

→ deep dive into the “why no topics?”

→ set the new expectation

→ deep dive into the “why no topics?”

→ give ideas

- set the new expectation
- deep dive into the “why no topics?”
- give ideas → individual growth

Managing stakeholders

Managing cross-team initiative

Coding

Managing the backlog

Planning

Facilitating team meetings

Shifting 1:1 agenda ownership to team members

Estimating work

Assigning tasks

Supporting growth

Showcases

Onboarding

You're accountable

Managing stakeholders

Managing cross-team initiative

Coding

Managing the backlog

Planning

Facilitating team meetings

Driving the 1-1s

Estimating work

Assigning tasks

Building and tracking growth plans

Showcases

Onboarding

You're accountable
but the whole team is
responsible

2.

“I struggle to say NO”

What is important
right now?

“Let me think about it”

- evaluate priorities

- evaluate priorities
- why would you say yes?

- evaluate priorities
- why would you say yes?
- what happens if you say no?

Clear priorities

3.

Giving

constructive feedback

“I have no feedback”

“I don't know how”

“I am afraid of how
they will react”

Explore all the scenarios
you are afraid of

What's the worst that can
happen?

Our brains make the
problem bigger

4.

“I want to delegate more
but I’m afraid to”

Common sense
is not that common

“The outcome might be different”

“The quality will drop”

“I will lose all control over this task”

Set clear expectations

Set clear expectations

Outcome

Set clear expectations

Outcome

Timeline

Set clear expectations

Outcome

Timeline

Process

Most problems in tech teams
come from assuming
everyone is on the same
page

when they actually aren't

5.



3 teams


3 tech leads

1 company-wide initiative
going fully off track

“Who owned this initiative?”

“Who owned this initiative?”

  : PM

 : EM

  : CTO

- No shared timeline
- No enforced expectations
- Each team planning on their own
- Zero coordination on the big picture

When everyone is responsible
no one is

1) time management

2) saying NO

3) giving constructive feedback

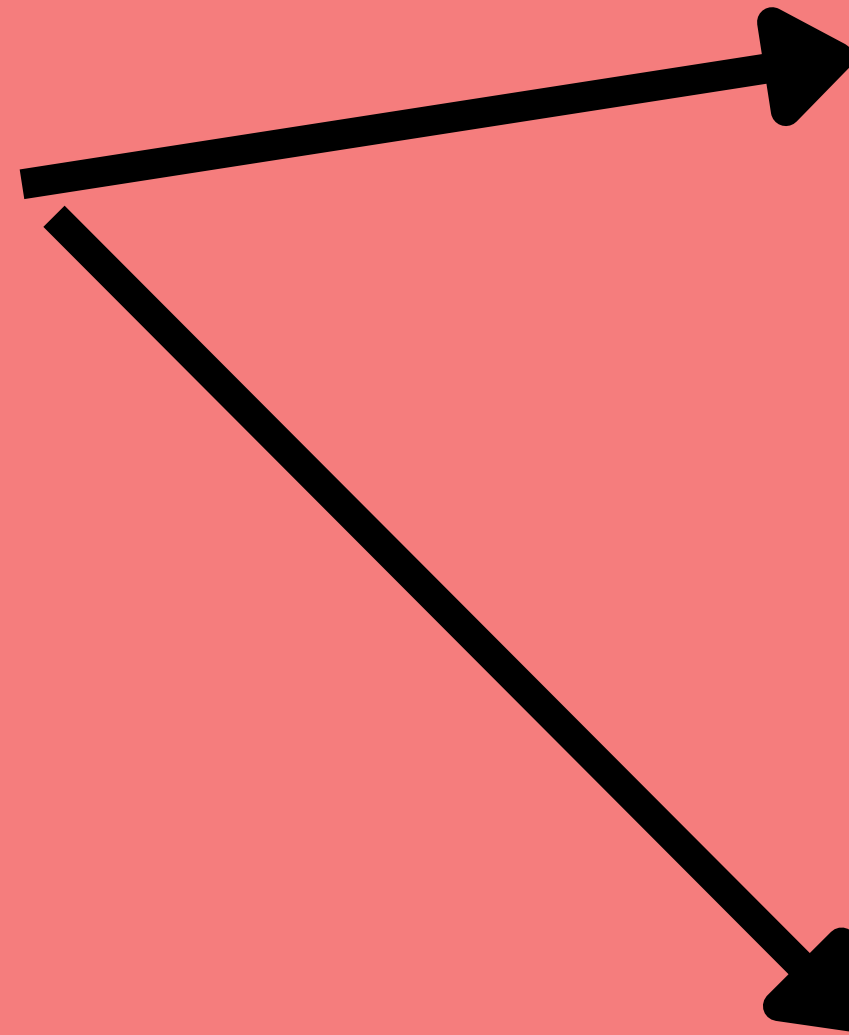
4)delegation

5)lack of clear ownership and allignment

Even in the AI era...

“How do I find time
to learn and keep up
with AI?”

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1) time management

2) saying NO

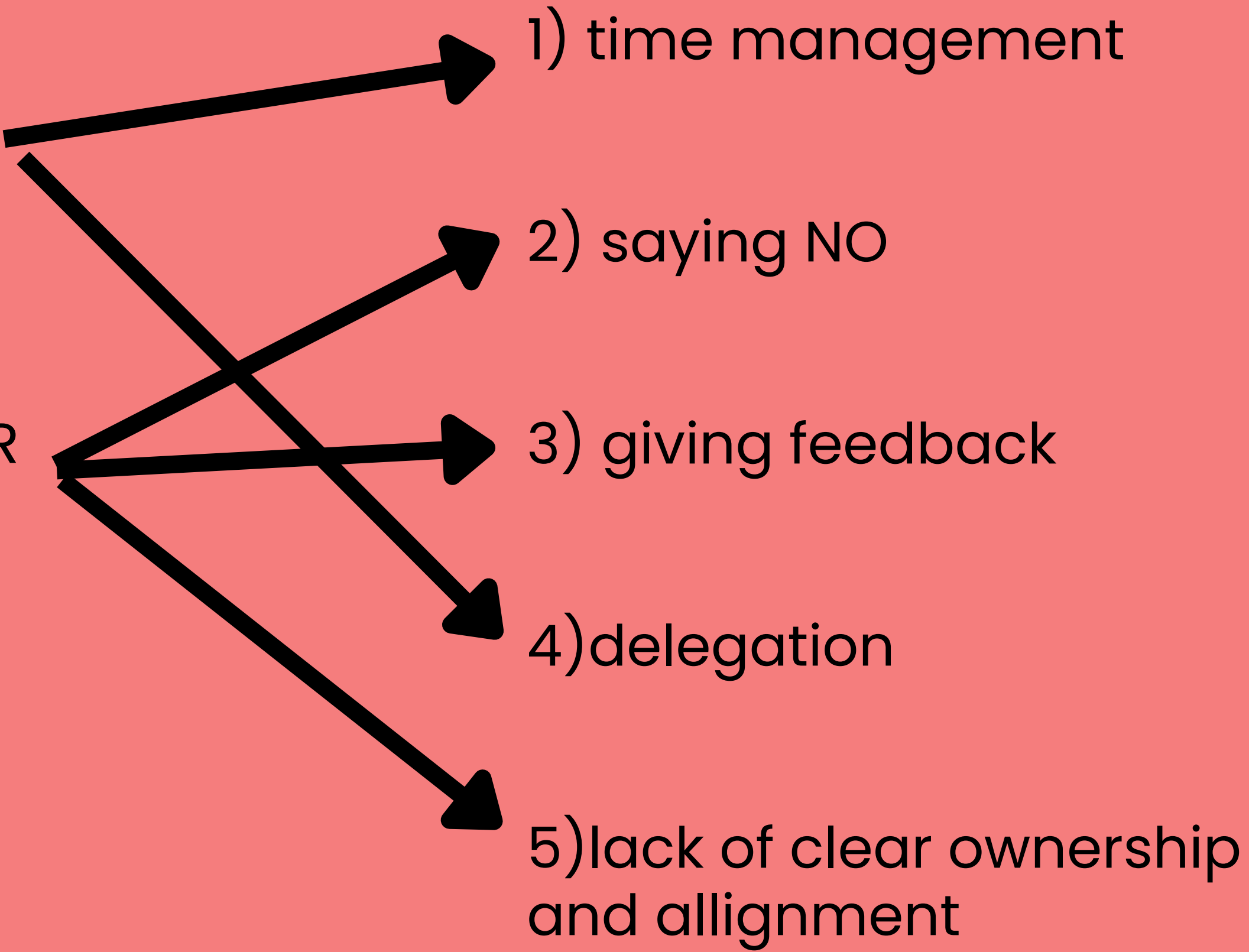
3) giving feedback

4) delegation

5) lack of clear ownership and alignment

“How do I find time to learn and keep up with AI?”

“The CEO opened a PR in our repo at 2am”



“How do I find time to learn and keep up with AI?”

“The CEO opened a PR in our repo at 2am”

“Just merge it!”
“Here are some Claude licenses! now go faster.”

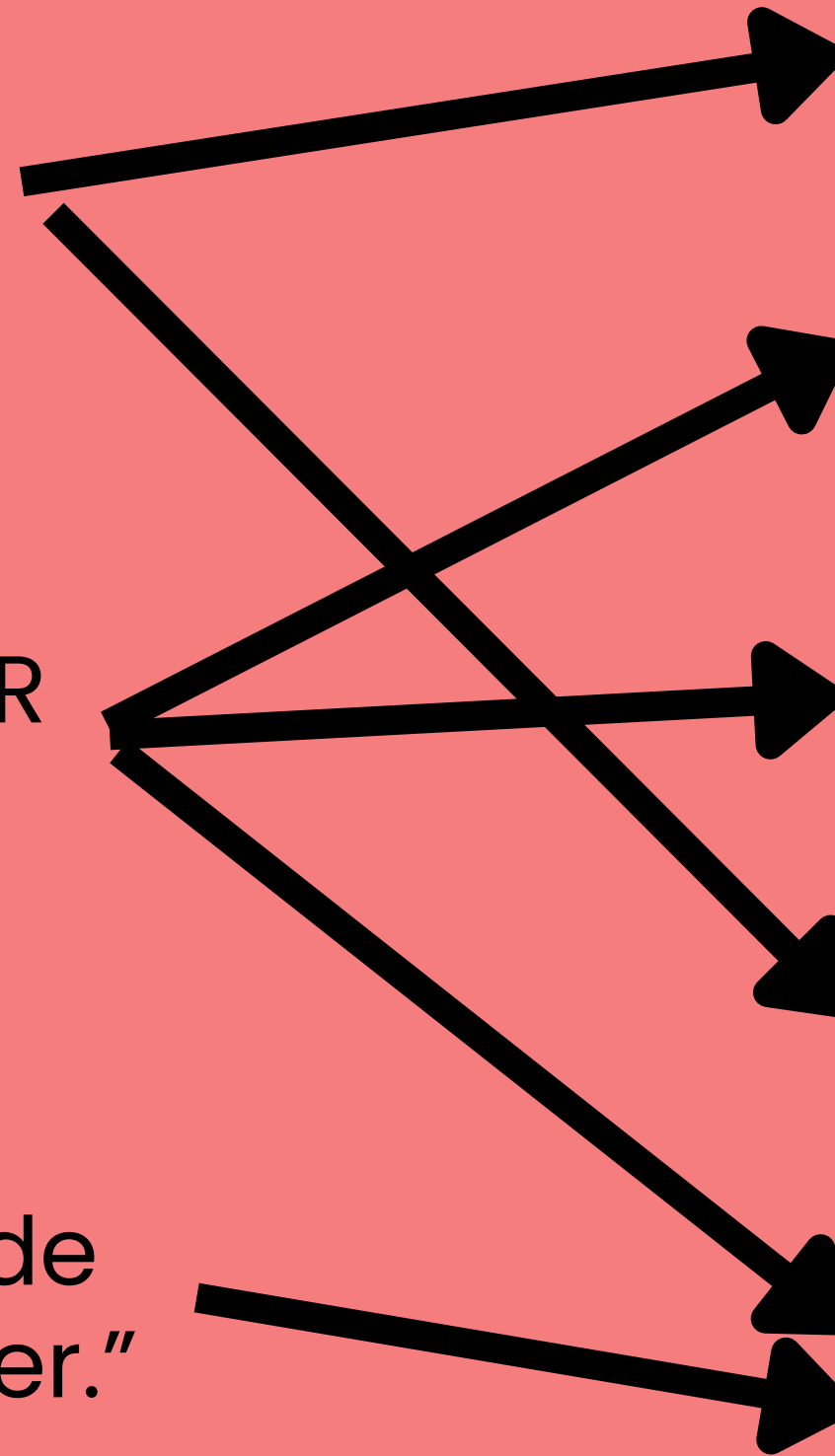
1) time management

2) saying NO

3) giving feedback

4) delegation

5) lack of clear ownership and alignment



1) Share the responsibility with your team

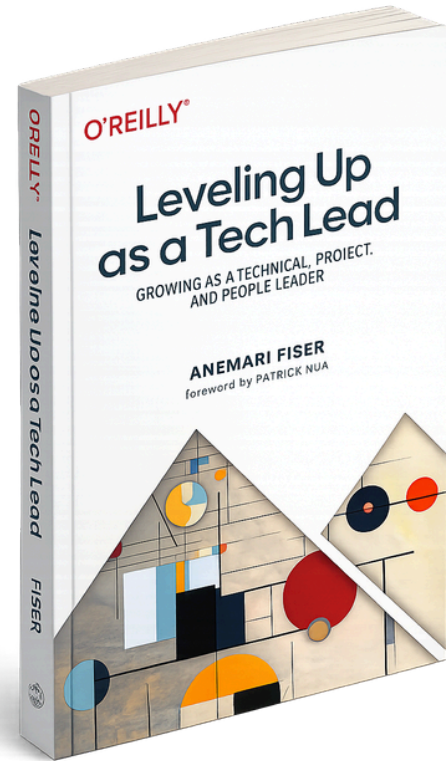
- 1) Share the responsibility with your team
- 2) Have priorities clear

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- 2) Have priorities clear
- 3) Learn to give feedback

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- 4) Make expectations EXPLICIT

- 1) Share the responsibility with your team
- 2) Have priorities clear
- 3) Learn to give feedback
- 4) Make expectations EXPLICIT
- 5) When you think you agree - ask one more time.
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Most tech problems
are people problems



Leveling up as a Tech lead

The tech lead guide



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