

LDX3



# Up and down the management track

Equalising your leadership style  
across pressures of scale



**Hello!**



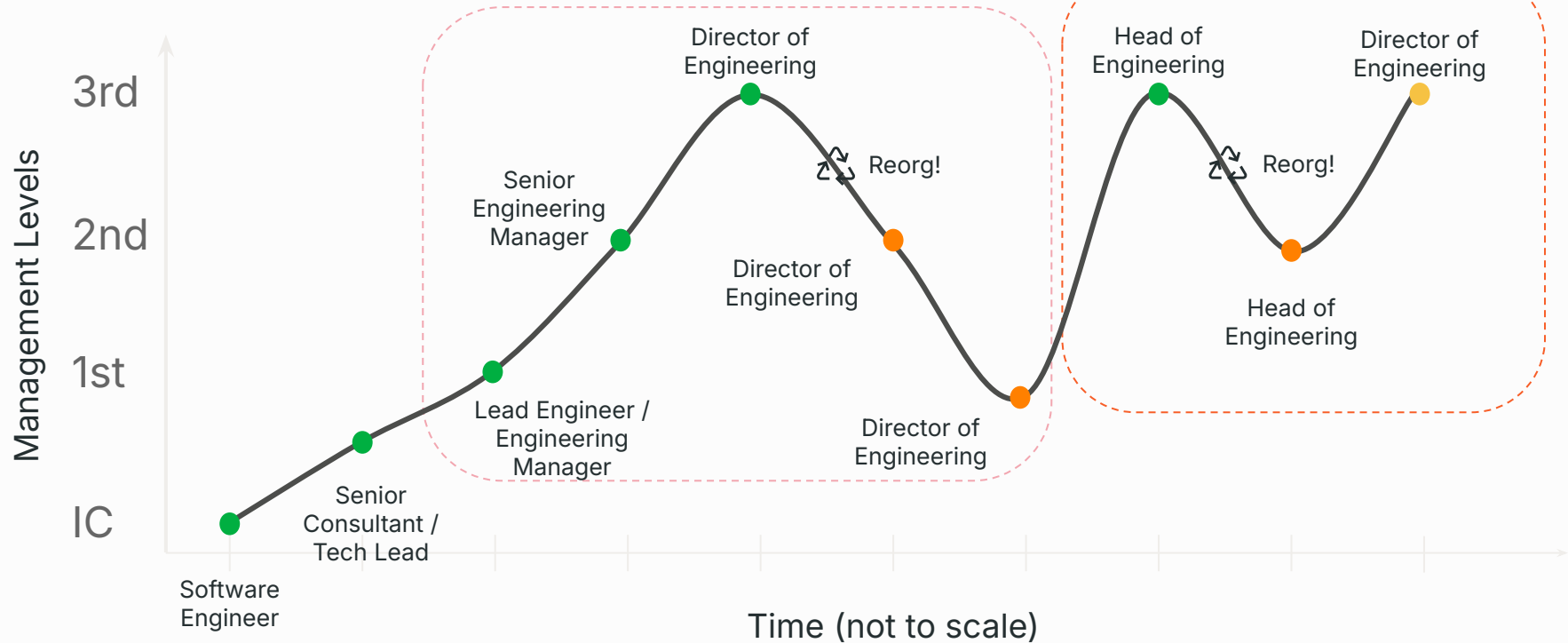
**Karen Lee Rigg**  
*Director of Engineering*  
*Just Eat Takeaway.com (JET)*



# An Unconventional Journey

## Enterprise (JET)

### Start up/Scale up



# IC → Manager



The hardest thing a senior engineer will ever do... is letting go

# IC → Manager Lessons

0 to 1



## What I had to unlearn

“Is the ticket done?”

“Why is it blocked?”

“Let me jump in”

## What to do instead

“What's your biggest challenge right now?”

“What have you tried?”

“What would you do differently?”



The shift is from answers to questions, from solving to enabling.



## Key Takeaway

***As a Manager, if you're  
still the smartest  
technical person in every  
room you walk into,  
you're probably doing it  
wrong.***



# Manager → Manager of Managers



The biggest mistake? Staying tactical

# Manager → Manager of Managers



## From Tactical to Operational

Tactical actions are short-term and task-focused

Operational activities are broader and ongoing

You are not just in charge of the people, you are in charge of the execution

# Manager → Manager of Managers Lessons

1 to 2



## Common Mistakes

Only looking down instead of sideways and up

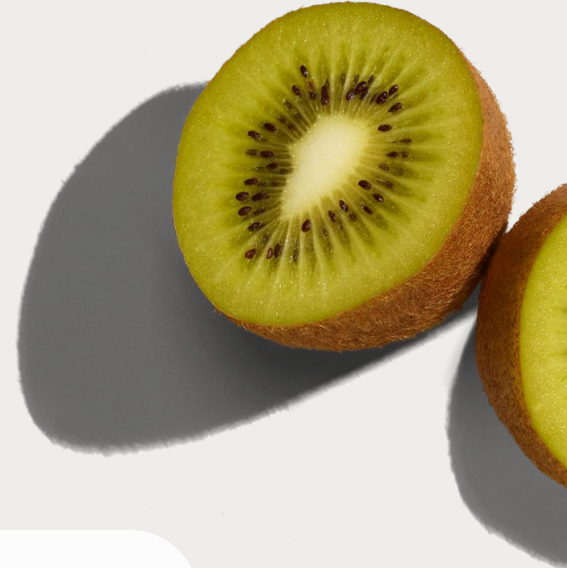
Looking sideways and up before looking down

Expecting your manager own your career development

## Instead

Get really good at 360° management

1. Managing Down
2. Managing Sideways
3. Managing Up
4. Managing In



That's great, but what does it mean to manage down, sideways, up and in?

# 360° Management



## **Manage Down**

Pick the **right people**

Trust, **but verify**

Create a **feedback network**

**Focus on outcomes,**  
not activity

# 360° Management



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## Manage Sideways

Build relationships with  
**peers**

Approach with an  
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Make them **successful**

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Make your manager's  
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Make your manager  
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## Manage Yourself

Own your **career**

Manage your  
**emotions**



### Key Takeaway

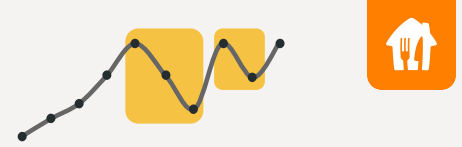
***At 2nd level, the most important work is not below you. It's beside you, above you and in you. If your calendar is full of 1:1s with your skip levels, something is wrong***

# Going Down

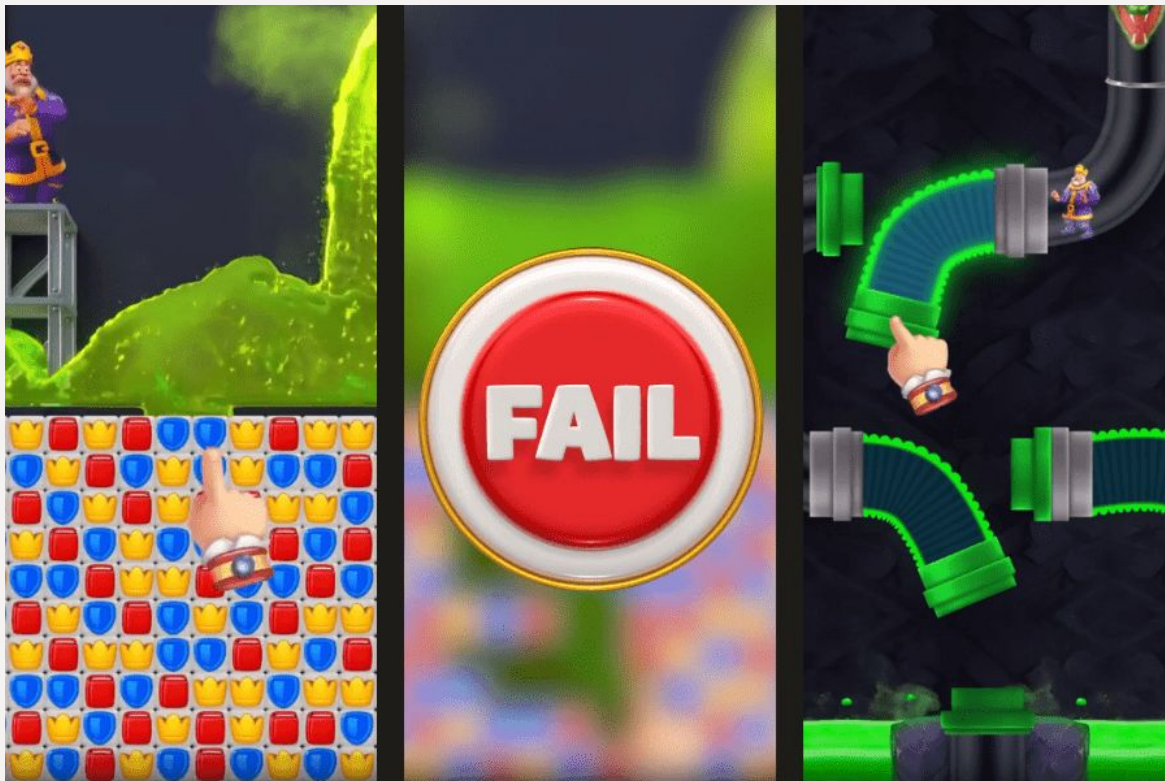
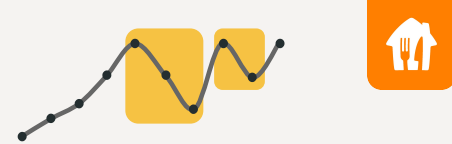


A step back? Or...

# Going Down



# Going Down



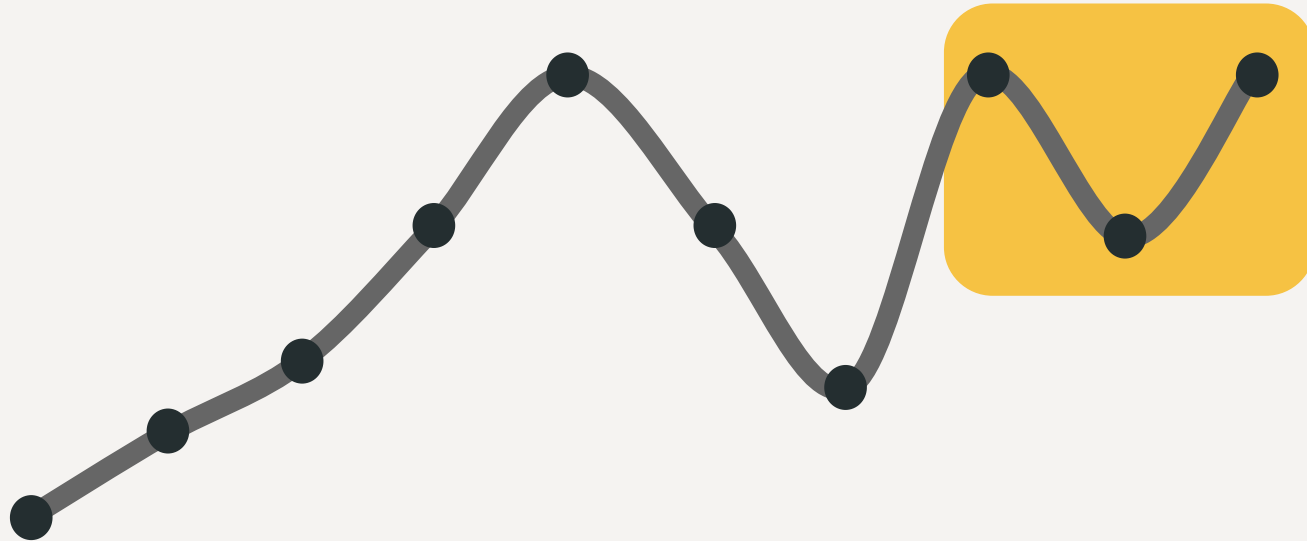


## Key Takeaway

***A step back is only a setback if  
you treat it as one.***



# From Execution to Strategy



I am executive now... but I am still just a grunt!

# From Execution to Strategy



## As a manager

You lead **Individuals**



## As a manager of managers

You lead **Managers**



## As a manager of managers of managers

You build systems and lead **Organisations**





# Scope vs Scale



# The three things that matter most at this level



## Prioritise the business - Strategy first, structure

**second** the structure that makes your strategy work, then put the right people in it.



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Your judgment of people matters at every level, but the consequences of getting it wrong scale dramatically



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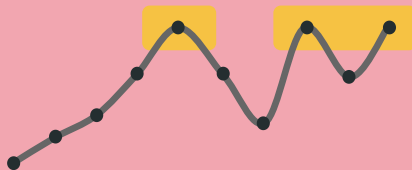
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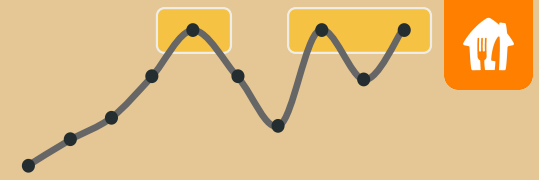


## **At this scale, culture is your only lever**

Culture is the operating system that determines how people behave when you're not in the room



# Becoming a strategic thinker



## Where are we now?

Brutal facts.

An honest assessment of your organisation's current capabilities, gaps, and health. Not what you wish were true, what is actually true.

## Where do we need to be?

The end goal.

Derived from what the business strategy actually requires, not from what you want to build. This is the question that forces you to understand the business.

## How do we get there?

This is your strategy.

Not a vision statement, but a set of deliberate choices about what you will do, what you won't do, and in what order.



### Key Takeaway

***At 3rd level, if you're spending most of your time on people management, you're still operating at second level. Your job is to build the system that makes everything else work.***



# The pattern that shows up



## Let go of what worked

At every level of leadership, the thing that earned you the promotion becomes the thing that limits you if you don't let it go.

## The Success Traps

**IC → 1:** Your technical depth

**1 → 2:** Being great with people

**2 → 3:** Running a tight operation



# The leadership principles don't change regardless of level



## **Strong foundations, then let go**

Develop your nose for talent

Pick the right people

Trust, but verify

Outcomes, not activity



## **Understand where you fit**

Learn the business so that you know how to put it first



## **Culture is your operating system**

What behaviours do you reward, and what behaviours do you tolerate?



## **Communicate a clear vision**

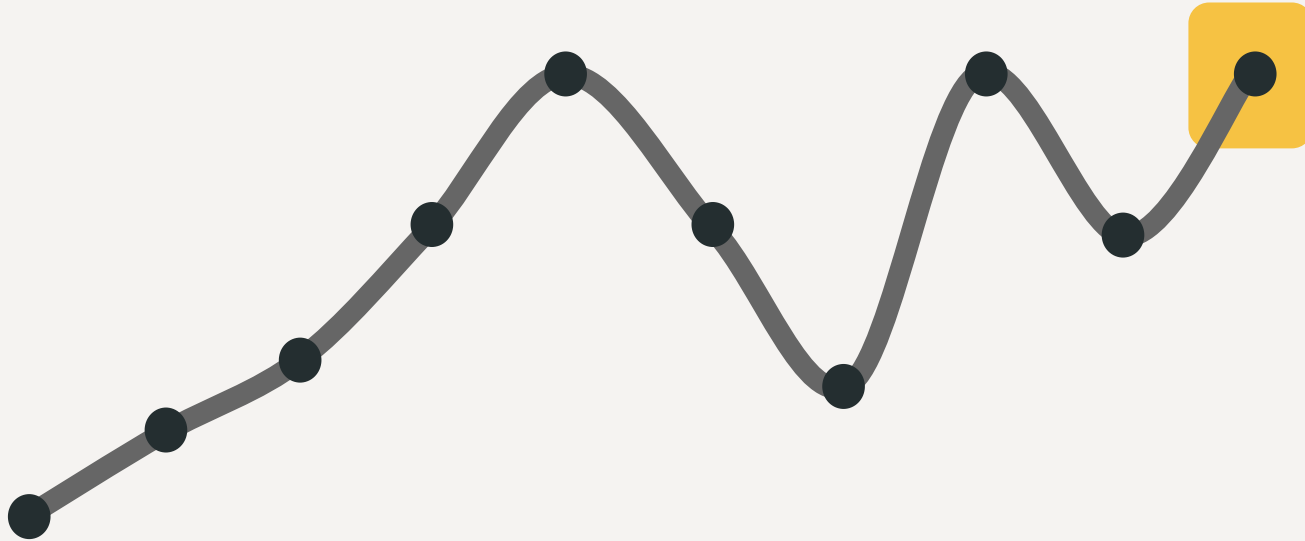
Your people can't execute if they don't understand



## **Build feedback network**

Psychological safety with skip levels and diagonals

# Reflecting on where I am now



## A change in perspective



*It just depends on how  
you choose to look at it.*



# Thanks for listening



Karen Lee Rigg  
**Director of Engineering**



LinkedIn

Looking to get to the next level?  
I have **2 coaching slots available.**

