How do I delegate when I can do it better myself?

Valeria Viana Gusmao - Head of Web, Strawberry

Exceptional Individual Contributor

Delivers results

Reliable, works hard, takes initiative, delivers on time and per requirements.

Solves problems

Finds efficient solutions quickly, recognises patterns, fights the fires immediately.

Prevents issues

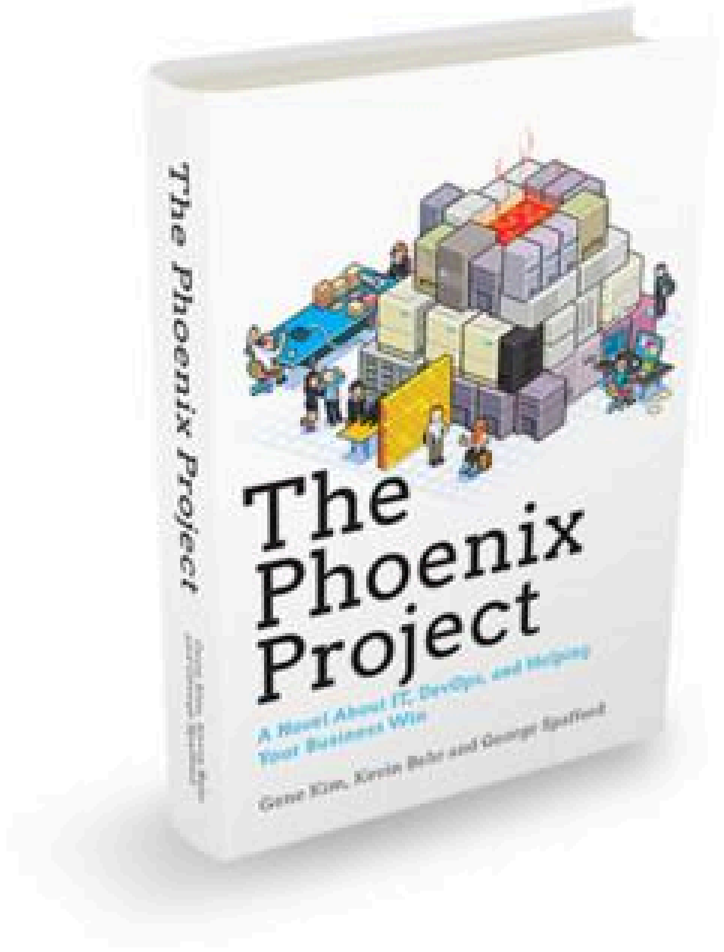
Proactively thinks about risks and takes actions to mitigate them within set priorities.

Exceptional IC ≠ Exceptional Leader

Moving from “great engineer who codes” to “leader, who enables others” can trigger real identity crisis and imposter syndrome. The transformation is painful, but necessary.

The Phoenix Project: A Novel About IT, DevOps, and Helping Your Business Win

Novel by Gene Kim, George Spafford, and Kevin Behr



“What number should go up for you to be happy?”

Vision

North Star for the team to follow, tightly linked to the team purpose

KPIs / SLIs

Meaningful, actionable and easy to measure

OKRs / SLOs

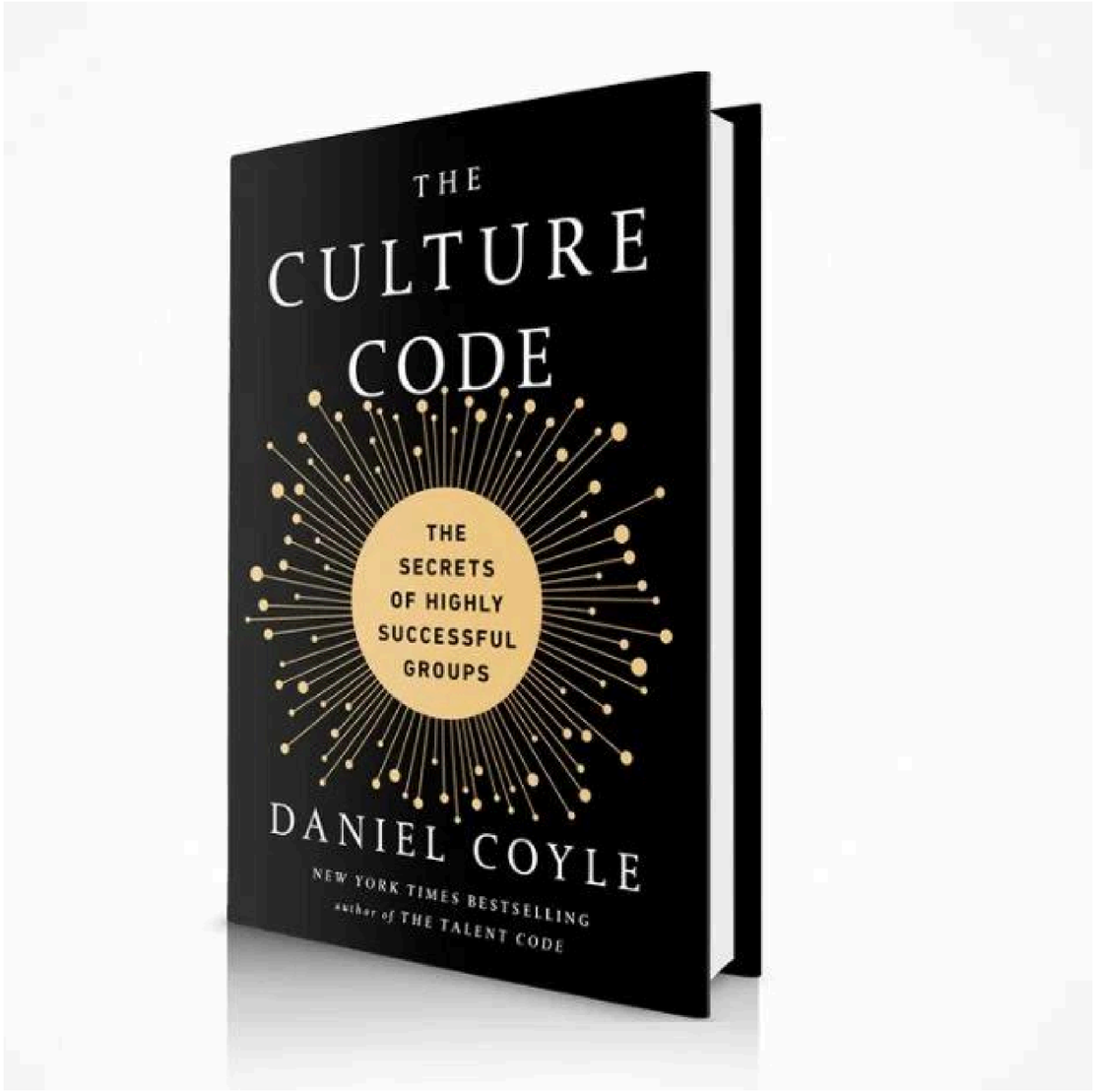
Precise objectives based on current priorities

Metrics <3 Culture

Metrics need cultural guardrails to prevent optimisation towards the wrong outcomes.

The Culture Code: The Secrets of Highly Successful Groups

Book by Daniel Coyle



Exceptional Leader

Empowers others

Helps team member develop and grow to deliver exceptional results

Creates clarity

Identifies and prioritises problems for the team to solve

Manages stakeholders

Builds trust with team stakeholders, understands their needs and advocates for the team

Check out valeriavg.dev for the full article

Thank you!