



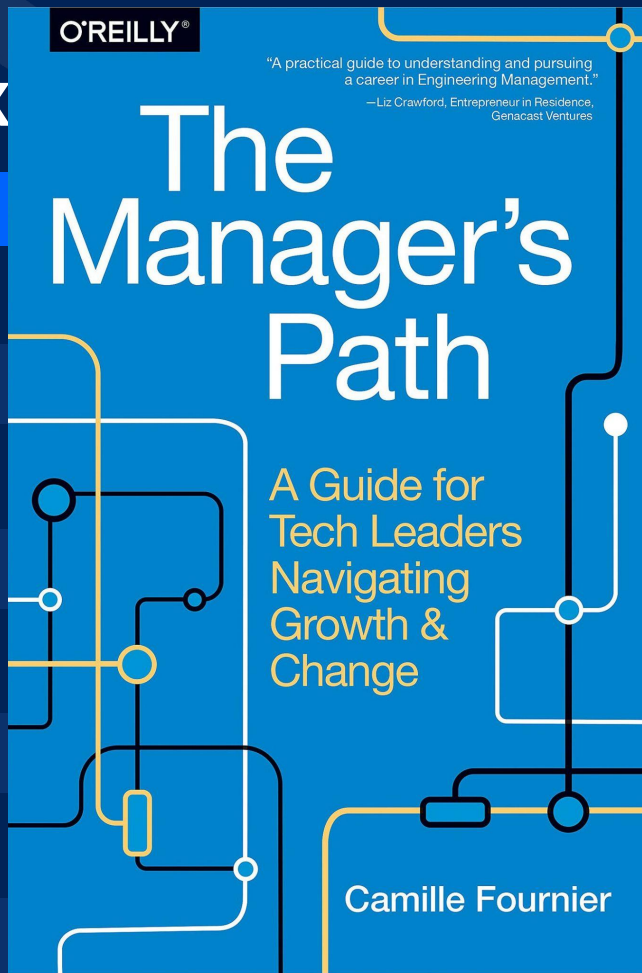
**SKILLER
WHALE**

**Turning ICs into
incredible Managers
and Leaders**



- It took months to convince an early-stage founder that the business should be B2B not B2C. Eventually, *someone else convinced them*.
- I couldn't convince a Head of Product to prioritise security things, then a database was wiped by a *hacker*.
- I was fractional CTO at a company where I'd come back in every week and find the same things *had not been done again and again*.
- At the start of my career, I was *terrible at conducting interviews*. I probably missed good hires, and probably caused unnecessary stress to other people.
- I've given advice to other tech leaders - *it's been ignored* and the exact problem predicted happened.
- People gave me advice, *I ignored it*, and the exact problem predicted happened.

Mapping out sk



	Senior Engineer	Engineering Director	Head of Engineering	CTO
Mentoring and Supporting Others	✓	✓	✓	
Core Leadership			✓	✓
Leading Delivery				
Leading Technical Decisions				
Managing People		✓		
Hiring, Firing and Performance Management		✓		
Managing Managers		✓	✓	✓
Leading a Technology Organisation			✓	✓

Mentoring and Supporting Others

1. Listening & empathy
2. Explaining technical things to other technical people
3. Identifying gaps, filling them, stretching people
4. Teaching and helping others to learn
5. Helping with progression and career goals

Managing People

1. Building trust and rapport: openness and honesty
2. When and how to say no
3. Meeting, missing and managing goals
4. How to run an effective one-to-one
5. Delivering feedback
6. Receiving feedback
7. Enabling autonomy - setting expectations and boundaries
8. Helping with progression and career goals
9. Being accountable and holding your reports to account
10. Telling people things they won't enjoy hearing
11. Managing varied and diverse teams

Hiring, Firing and Performance Management

1. Planning a hire
2. Running interviews
3. Firing and "managing out"
4. Reviewing people's work - promotion and compensation
5. Effective onboarding
6. Telling people things they won't enjoy hearing

Managing Managers

1. Teaching and helping others to learn
2. Running productive meetings
3. Meeting, missing and managing goals
4. How to run an effective one-to-one
5. Delivering feedback
6. Receiving feedback
7. When and how to say no
8. Nurturing your culture
9. Driving good group decisions
10. Imposing your direction on a group
11. Running effective skip-level meetings
12. Helping with progression and career goals
13. Being accountable and holding your reports to account
14. Enabling autonomy - expectations and boundaries
15. Making high-leverage decisions
16. Using metrics constructively
17. Designing processes & policies
18. Telling people things they won't enjoy hearing

Core Leadership

1. Leadership styles & situational leadership
2. Managing your time and prioritisation as a leader
3. Running productive meetings
4. Managing delegation
5. Creating a network of collaboration and influence
6. Influencing others
7. Telling people things they won't enjoy hearing
8. Receiving feedback
9. Delivering feedback
10. Making conflict productive

Leading Delivery

1. Explaining technical things to other technical people
2. Communicating with people who don't know your domain
3. Decomposing projects
4. Organising and prioritising project work
5. Dealing with uncertainty and responding to change
6. Stakeholder management & RACI
7. When and how to say no

Leading Technical Decisions

1. Explaining technical things to other technical people
2. Stakeholder management & RACI
3. When and how to say no
4. Driving good group decisions
5. Imposing your direction on a group
6. Making high-leverage decisions
7. Designing processes & policies

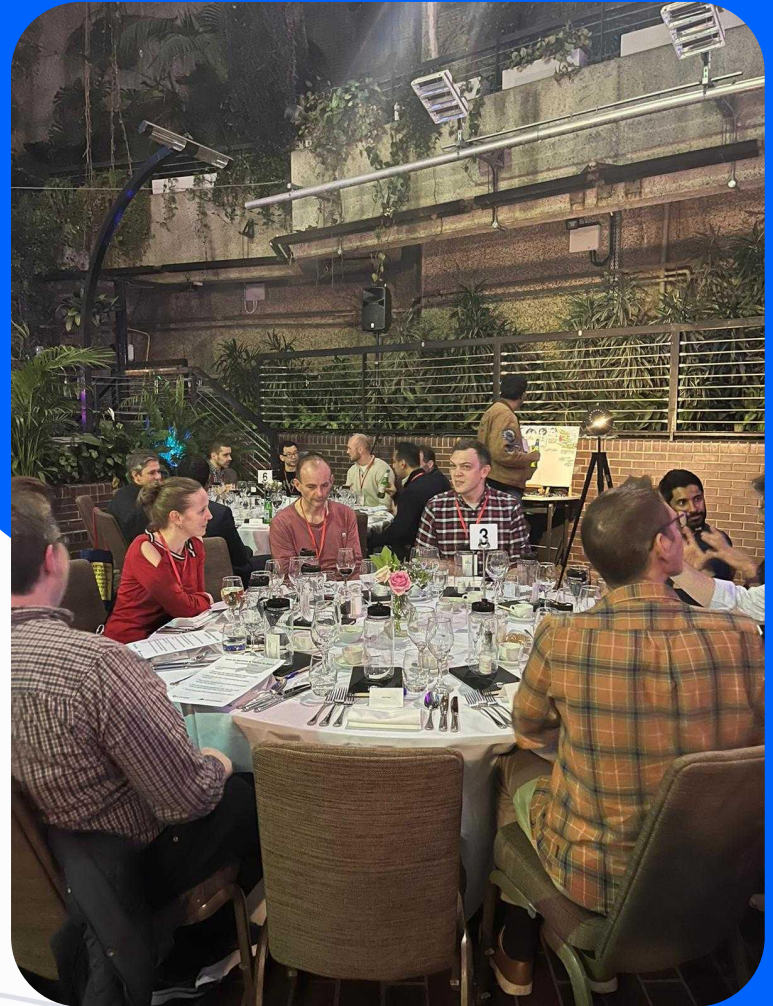
Leading a Technology Organisation

1. Decomposing projects
2. Dealing with uncertainty and responding to change
3. Stakeholder management & RACI
4. Meeting, missing and managing goals
5. Enabling autonomy - expectations and boundaries
6. Nurturing your culture
7. Making high-leverage decisions
8. Using metrics constructively
9. Designing processes & policies
10. Building a high-performing organisation
11. Debugging organisational problems
12. Developing a technical strategy

Finding gaps



I found that my own leadership growth needed to be **tech-specific**.



METHODOLOGY



Live &
experiential

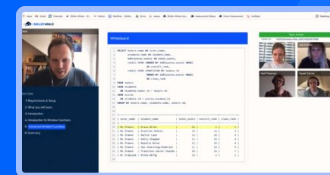


Expert-led



Diagnostic

Skiller Whale Methodology



Hands-on and
Problem-based

Research basis

- Sun and Suzuki. (2013) Diagnostic Assessment for Improving Teaching Practice. International Journal of Information and Education Technology, Vol 3 (6).
- Javidanmehr and Sarab. (2017) Cognitive Diagnostic Assessment: Issues and Considerations. International Journal of Language Testing, Vol 7, No 2.
- Reese. (2011) The-Learning-By-Doing Principle. Behavioral Development Bulletin, Vol 11.
- Chernikova, Fischer, Heitzmann et al. (2020) Simulation-Based Learning in Higher Education: A Meta-Analysis, Review of Educational Research, Vol.90(4): 499 –541

METHODOLOGY



Live &
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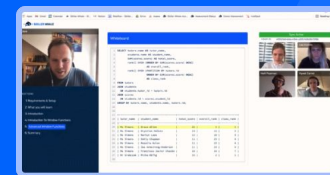


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