



Alicia Collymore

Snr engineering manager at incident.io

15 years in tech, 4 years in leadership



@AliciaCollymore



Setting goals

...with people who don't want to set goals

Alicia Collymore



Why is it hard?

Don't know what they want

Not sure what is possible

Just aren't driven by goals



My process






My process 🧑

Steps 🪜

1. Braindumping
2. Mapping
3. Shaping

Tools 🧰

1. Post-its
2. Whiteboard
3. Laptop

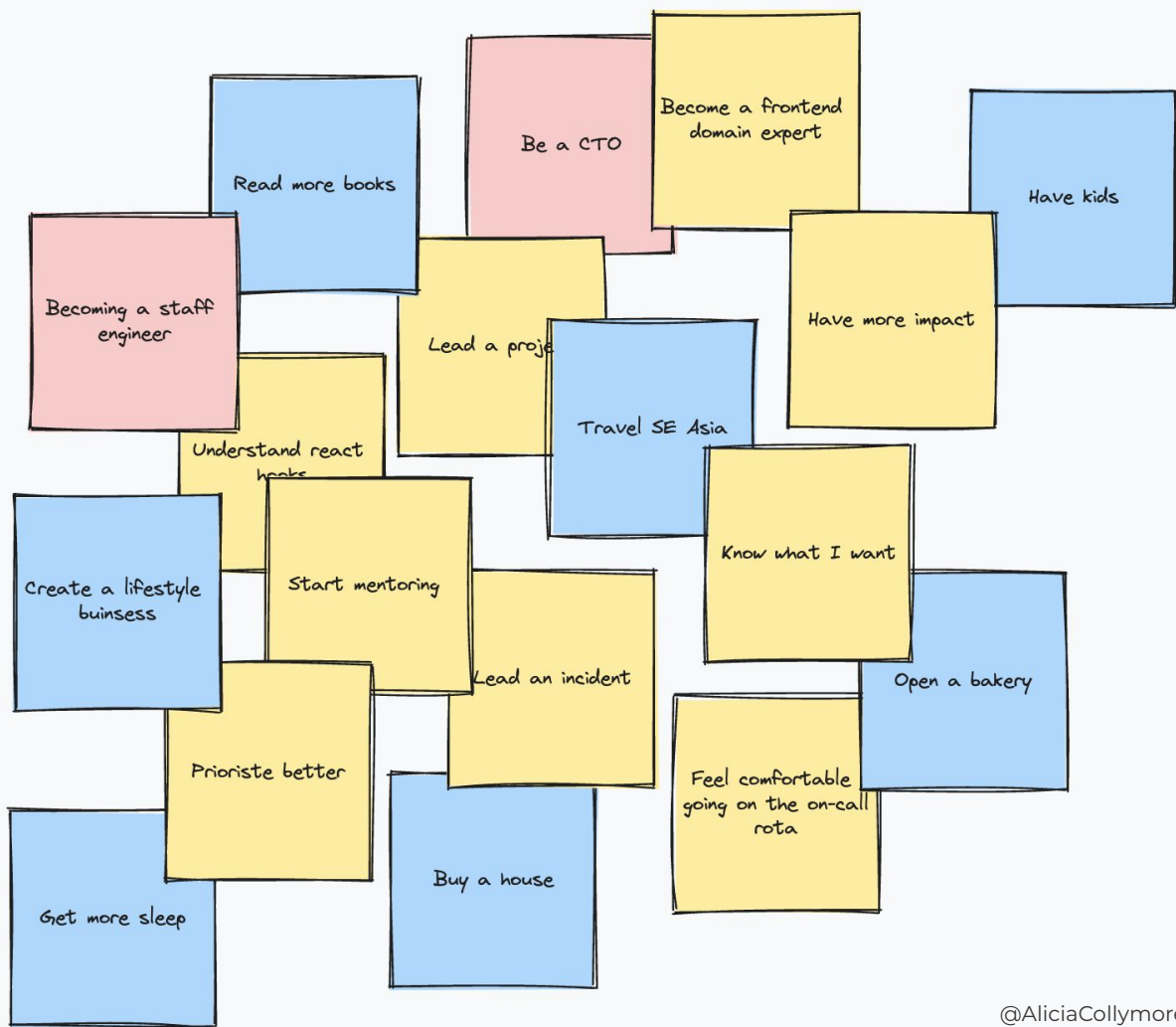
 15mins



Braindumping



Braindumping 🧠



- Set the scene for them
- Think big, think small
- Include personal life
- Use past conversations



MANAGE PROJECTS
LOSECTS
JELY

MAKE LIFE/HIRE/LEARN
INTEGRATION INTO
THE TEAM
EASIER FOR JOINERS

UNDERSTAND
OUR
INPRA MORE

UNDERSTAND
OUR DEV ENV
BETTER

POT MORE
THOUGHTS INTO
TANGIBLE SHAREABLE
THINGS (DOCS, TALKS)

WRITE BETTER
(CHANGELOGS,
DOCS..)

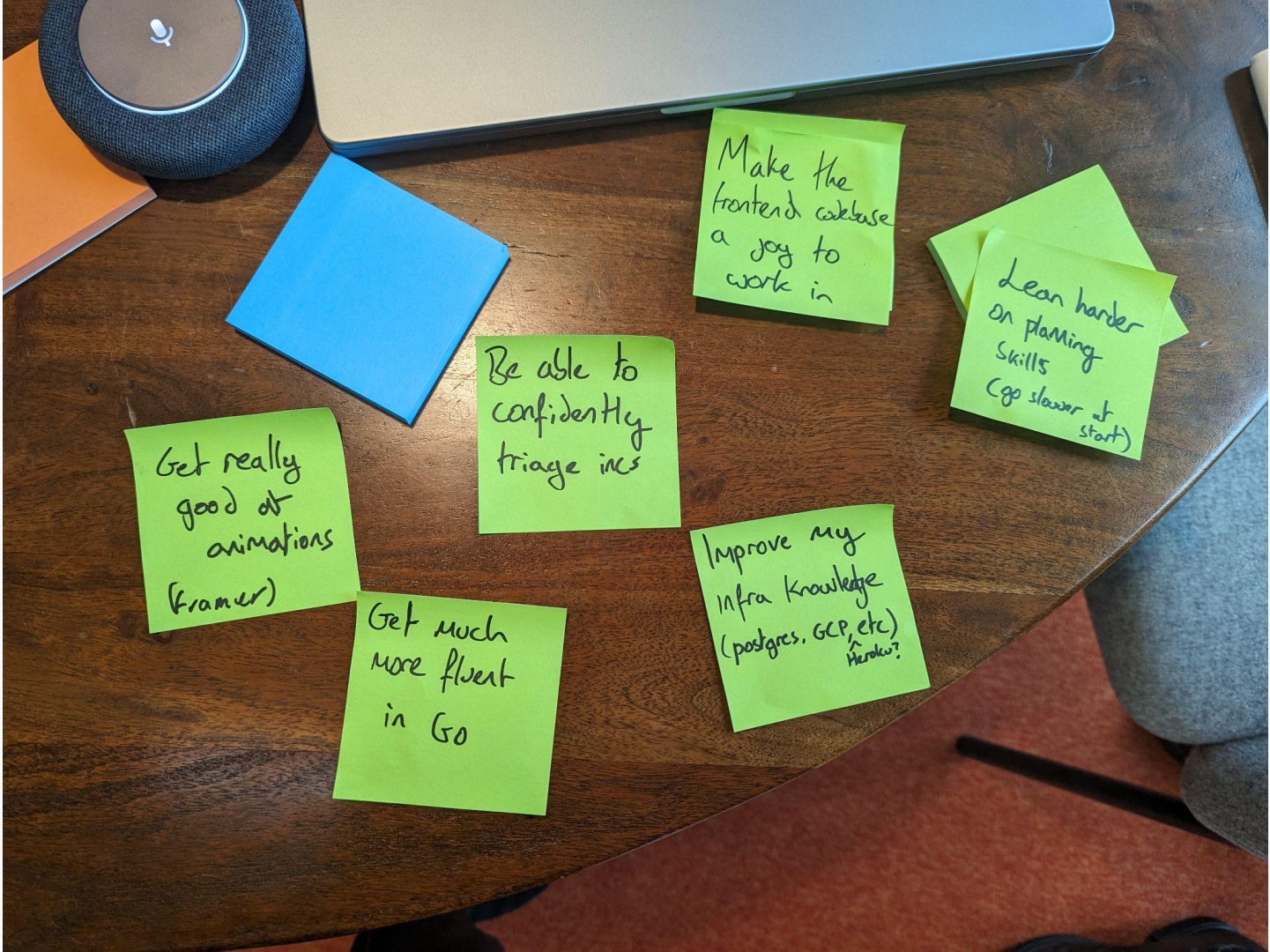
TRY MORE PEOPLE TO
MANAGE-Y
STUFF

FEEL BETTER
IN
REACT

Confidence: 3/100
Skill: 5/10 (better today)
address

FEEL BETTER
MORE
INTEGRATED
INTO THE
TEAM

FEEL MORE
COMFY WITH
ENGINE
TOUCHUPS



Make the
frontend website
a joy to
work in

Lean harder
on planning
Skills
(Go slower at
start)

Be able to
confidently
triage incs

Get really
good at
animations
(framer)

Get much
more fluent
in Go

Improve my
infra knowledge
(postgres, GCP, etc)
Heroku?



Know what I want.

Solve an important problem.
- knowing what problem / identifying

read more books (not self-help)

get rid of bad feels

be able to talk to people 
to calm | Am
+ take time to own
+ lack of accountability = bad

keep the house clean

speak with my sister / of more

know what to do as PM.

learn from others
- ask people with more people
- ask other people skills to learn

Get less / not phased by unexpected events.

Run a good planning session for ST.
- considered with delegating
- fast family + friend
- more people that want

not hate my in-laws

make best use of tools given to me ~~and~~!
- mastery

Be more engaging in meetings

time with kids without work

learn to delegate work


focus

get more sleep

prioritize better

Feel / Be confident

climb regularly weekly

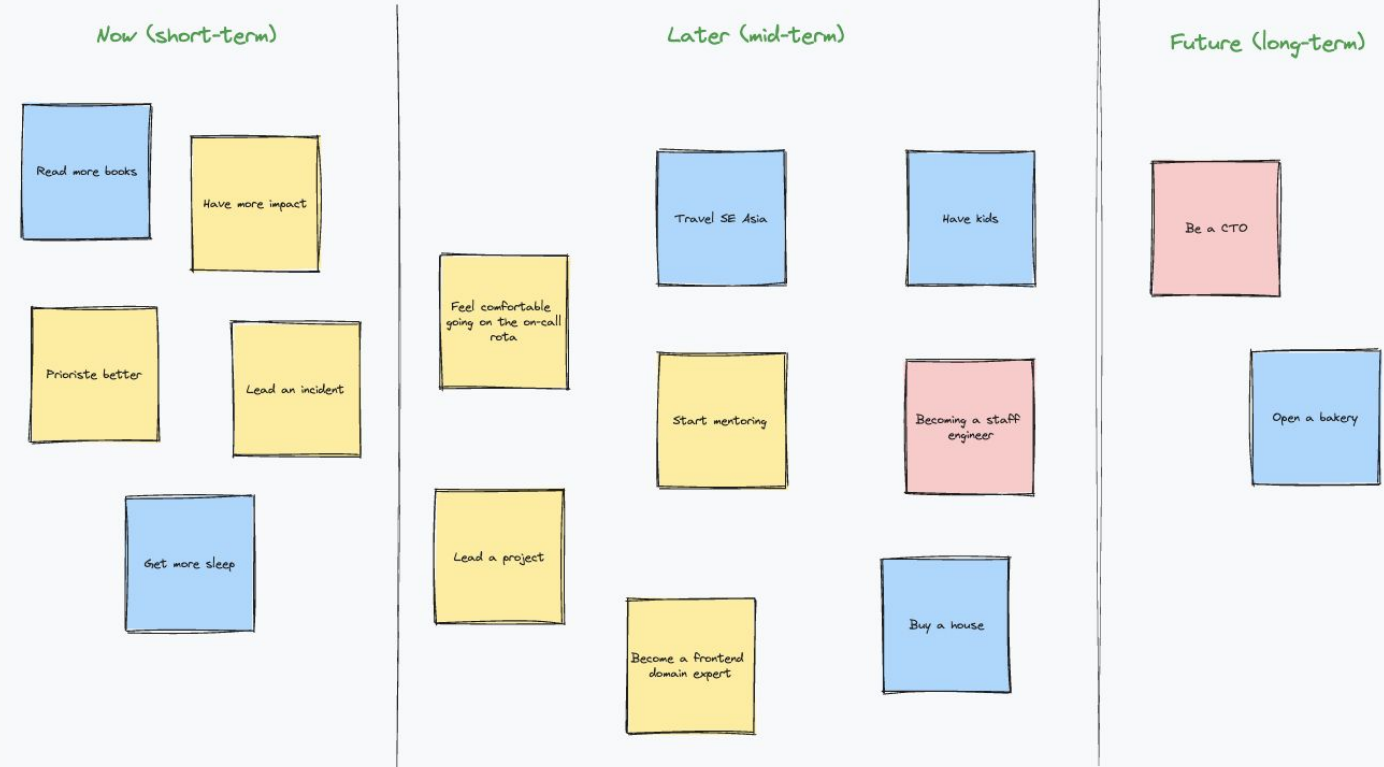
 30mins



Mapping



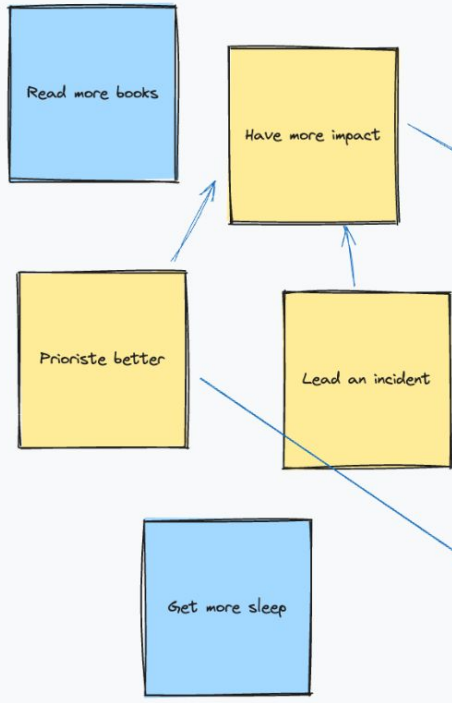
Mapping



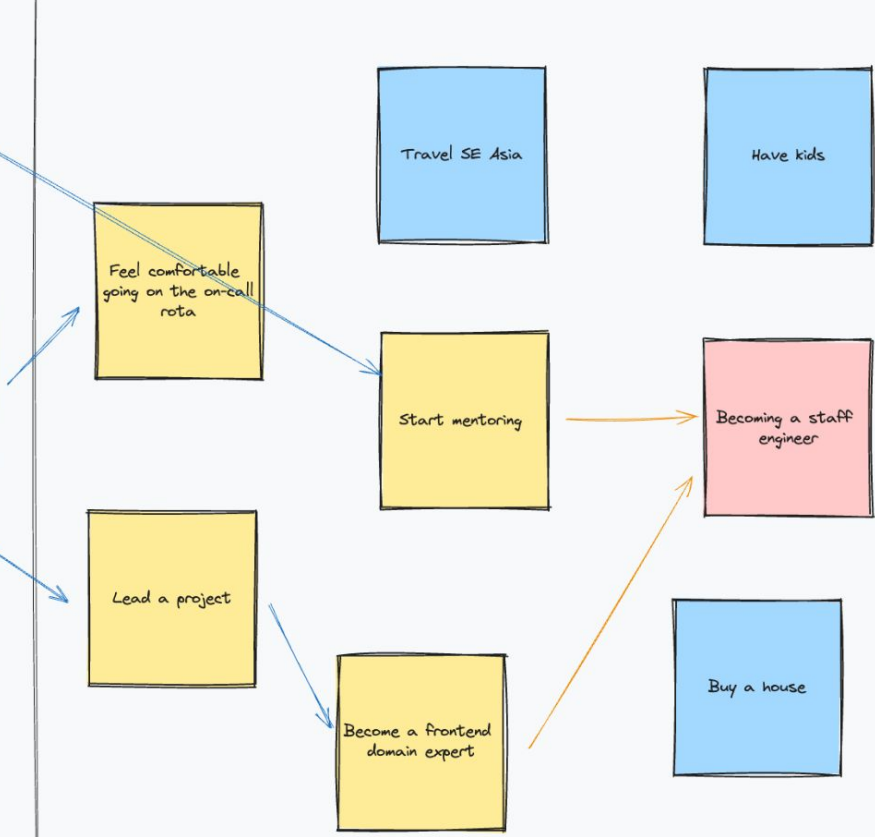
Talk them through

Create a timeline

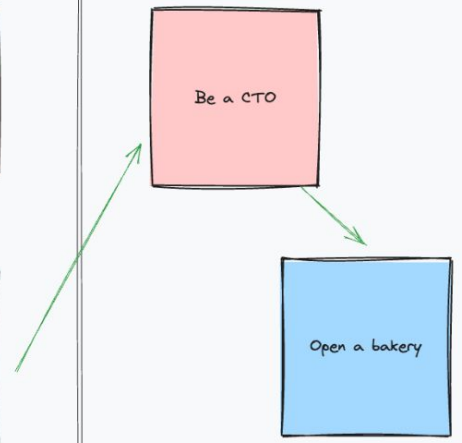
Now (short-term)



Later (mid-term)



Future (long-term)





Now.

Later

Future

To Start

IMPROVE LIFE
PHILIZ

MAKE
MEANINGFUL
CONTRIBUTIONS

UNDERSTAND
IF VISION +
CODE
VERY WELL

IMPROVE
TECH
LOOPING

IMPROVE
PRODUCT
LOOPING

RESPOND TO
MORE
CLIENT
REQUESTS

3 months

SHADOW
OTHER
TEAMS
(SABES)

WRITE
BOOK

HELP MEASUREMENT
WOMEN IN
TECH
EVENTS

ASSISTANT
MANAGER @
WOMEN
IN TECH
EVENTS

SEEM TO
PLEASE
CLIENTS

DETERMINE
ISSUES

JUNIOR
SE

DO'S / DON'T'S
(CONFERENCE)

EXPAND
NETWORK

BETTER
INTERA +
TECH
STACK

WISHLIST
SRE

LIVE
ABROAD +
WORK
REMOTELY FOR
A BIT

BETTER
ON
CALL

WANT TO BE
VERY
VERY
GOOD @
GO

START OWN
COMPANY
MAKE \$\$\$

GO INTO
KARATE

6/5/21 - Alicia to look for

TRAVEL
WITH
WOMEN

HELP
ONBOARD
OTHER
ENGINEERS

MENTOR
INTERVIEW



Feel at EASE WITH My WORKLOAD

Delegate
↓
Disconnected from people's work.

Learn a method to deal with unexpected changes.

Set up a Routine.

Reduce Work Load?

DEFINE A DAY of the Week to WORK from home

EARN 3x TIME MANAGER Skills

SET up 1:1 with all MEMBERS of team.
• K2
• Eliid
• Andrew?
• GEA?!

Complete COURSE ON LEADERSHIP

INfluence other teams.

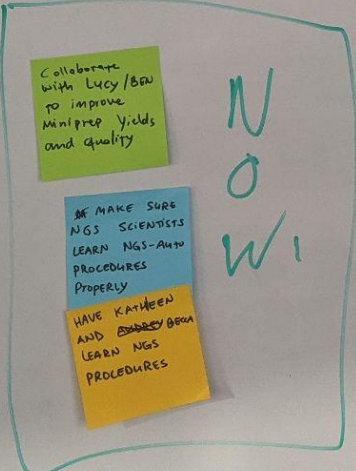
SET-UP 1:1 with Project Leads 30 min / 2 weeks

TALK about Future projects with potential project leads/ CASE STUDIES

READ ABOUT CASE STUDIES

GET a significant PAY increase when asking for a PAY RISE

SAVE X money for a HOUSE or Flat of 4/100k.



Be confident in making / proposing a big change.

WRITE A PROPOSAL for a PIECE of work

Write medium proposal

ARRANGE 2x DEMO'S OF potentially impactful Robots/equipment

COMPLETE A COURSE ON ROBOTICS Automation or programming languages

Complete course on programming



Personal.

Be less scared of front-end.
BE - 8/10
FE - 3/10 - web
FE - 6.5/10

Meetings I'm in are better
Meetings I run are good

Have stronger skill for internal service design
6/10.
- confidence
8/10

Be a reliable on-boarding

Eventually lead or co-lead our own Elixir project

Work out my card state

Contribute to the business side of engineering

FOCUS.

Go on-call

Have a reputation as a good site's fixer



Lean into good comms skills

- HC to spot ops + weed ups.

Q1

Q2

Nail leading projects

Nail the beginning (scoping)

Particularly the end.

Be a part of 3 projects where the scoping is good based on - schedule - what - resources

Lead 2 projects with a solid wrap-up (see our "leading projects" page)

Pairing, share knowledge

Documentation for feedback

Push pace in others

Keep coding

Break down cross-punch barriers

Run a session on events for everyone

Gather feedback after every project

1 project

Onboarding process (smooth)

Strong IC

Be eng #1

Probs not start my own thing

Early(ish) stage co.

Help onboard people

Inc. callab'n

Hiring!

Support Matt & Kelsey getting up to speed - feedback from them - motivation from others

Keep up the pace

Be on hiring manager intercom

Don't drop the pace



Short Term

Frontend
make nicer.

Lol

Longer Term

weakness.

x

+

Get on the on-call rota

= Debug fast
- Know when error is bad.

Improve confidence talking to customers face to face

Lead a larger, more complex project

opportunities
Alicia/Lisa

100kg snatch

Publish a D.D. adventure

Be able to architect large, complex features

= Strong full stack
- Like Lego + catalog. } Senior -> Staff

Time-block more effectively

Celebrate wins.
- Prompt.
- Check.

Have a deep internal understanding of the codebase

= Like Lisa.
- Scoped to team areas.



2021/2022.

2022/2023

Future?

Feel more confident in myself

Be more decisive with my choices/ don't feel guess all the time/ don't mull over past decisions.



Enjoy what I can doing.

I do want to be the best person as HIPP.
→ When I have too many tasks to do I stress out/overwhelmed/learn more about the process because I am taken up by just getting it all done.

I want to be a Platform Scientist.

I want to learn to code.
Automation Eng?

I would be open to a more managerial career path in the long term if I could still do some tech work.

Earn around £0k

Travel for an extended period with the aim of experiencing different cultures

Have the ability to slow my brain down when I'm in the middle of an experiment/task

To learn more about the other essays.

Produce complete a piece of music and put it out into the world.

Move into a house that's less gross than my current one and is a bit further out of central.

Be twice as strong physically as I was in 2019.

 30mins

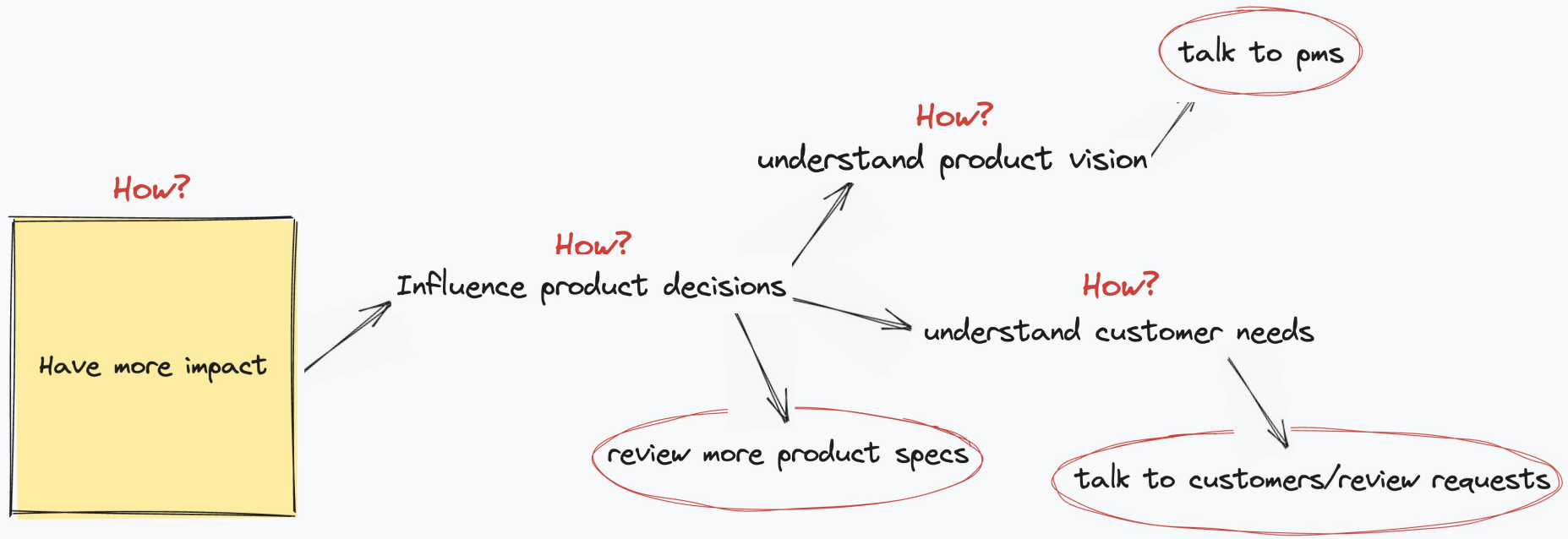


Shaping





Shaping





Shaping

talk to pms

Book regular 1:1 with PM

June 14th

talk to customers/review requests

Join 2 customer calls

July 31st

review more product specs

Review 3 product specs

July 19th



Shaping

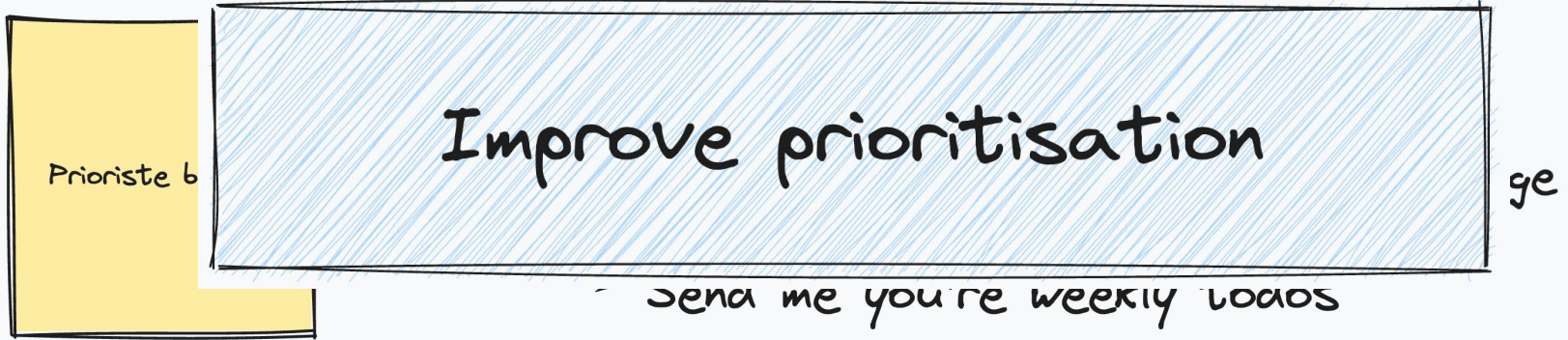


- Use this fancy tool
- Get a sense check when priotires change
- Send me you're weekly todos



Shaping

focus





Shaping

Opportunity based

Lead an inc

Lead at least 1 incident



Shaping

Improve prioritisation

Lead at least 1 incident

Book regular 1:1 with PM

June 14th

Join 2 customer calls

July 31st

Review 3 product specs

July 19th



Review and repeat





Review and repeat ♻️



Reflect and revist

What have we accomplished?

What didn't fit?

What can we add to the backlog?

What should we pick up next?



Outcomes





What you should have

Three legit goals/focuses

Career direction

Personal aspirations

Backlog of goals



Thanks for listening 🙏