

# What's My Job Again?

By Cate Huston

With Illustrations  
by Joe Groove









# What Can We Learn?

 Get strategic

 Build your squad

 Restore resilience

# Get strategic



A good strategy is a hypothesis of what will work based on functional knowledge and your knowledge of your own business – this is a crucial insight. Many people find success in one area, and then fail in the next because they apply the same strategy in a different context. **Good strategy is only good in context.**

~Richard Rumelt, Good Strategy/Bad Strategy





Many writers on strategy seem to suggest that the **more dynamic the situation, the further ahead a leader must look.** This is illogical. **The more dynamic the situation, the poorer your foresight will be.** Therefore, the more uncertain and dynamic the situation, the more proximate a strategic objective must be. The proximate objective is guided by forecasts of the future, but the more uncertain the future, the more its essential logic is that of “taking a strong position and creating options,” not of looking far ahead.

~Richard Rumelt, Good Strategy/Bad Strategy



The Beginning

Forest of Fear

Mountain Path

The Blocked Path

Nessi

Goals

Treasure Island

Flintlocks

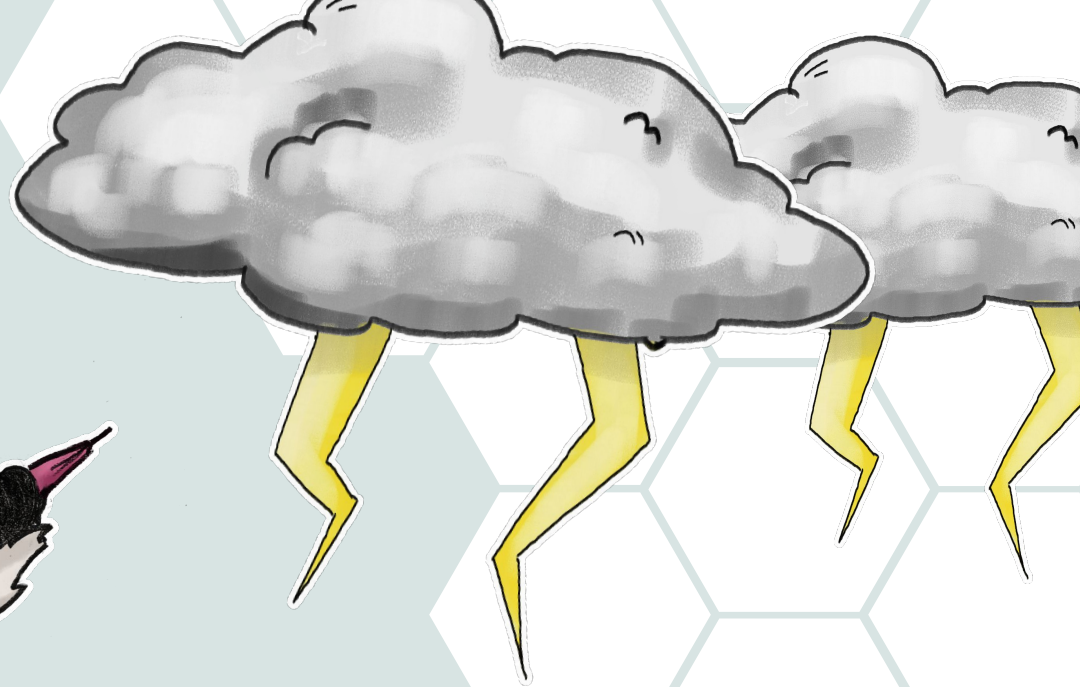
N

S

W

THE HOLE

Cross



# Product Strategy


# Technical Strategy



# Technical Strategy

 Phase 1: Assess and De-risk


 Phase 2: Core Implementation

 Phase 3: Enablement



# Team Strategy

“you-as-a-person” strategy

 this is the next bit



# Build Your Squad





# Leadership Styles

AFFILIATIVE



COACHING



DEMOCRATIC



AUTHORITATIVE



PACESETTING



COERCIVE



# Leadership Styles

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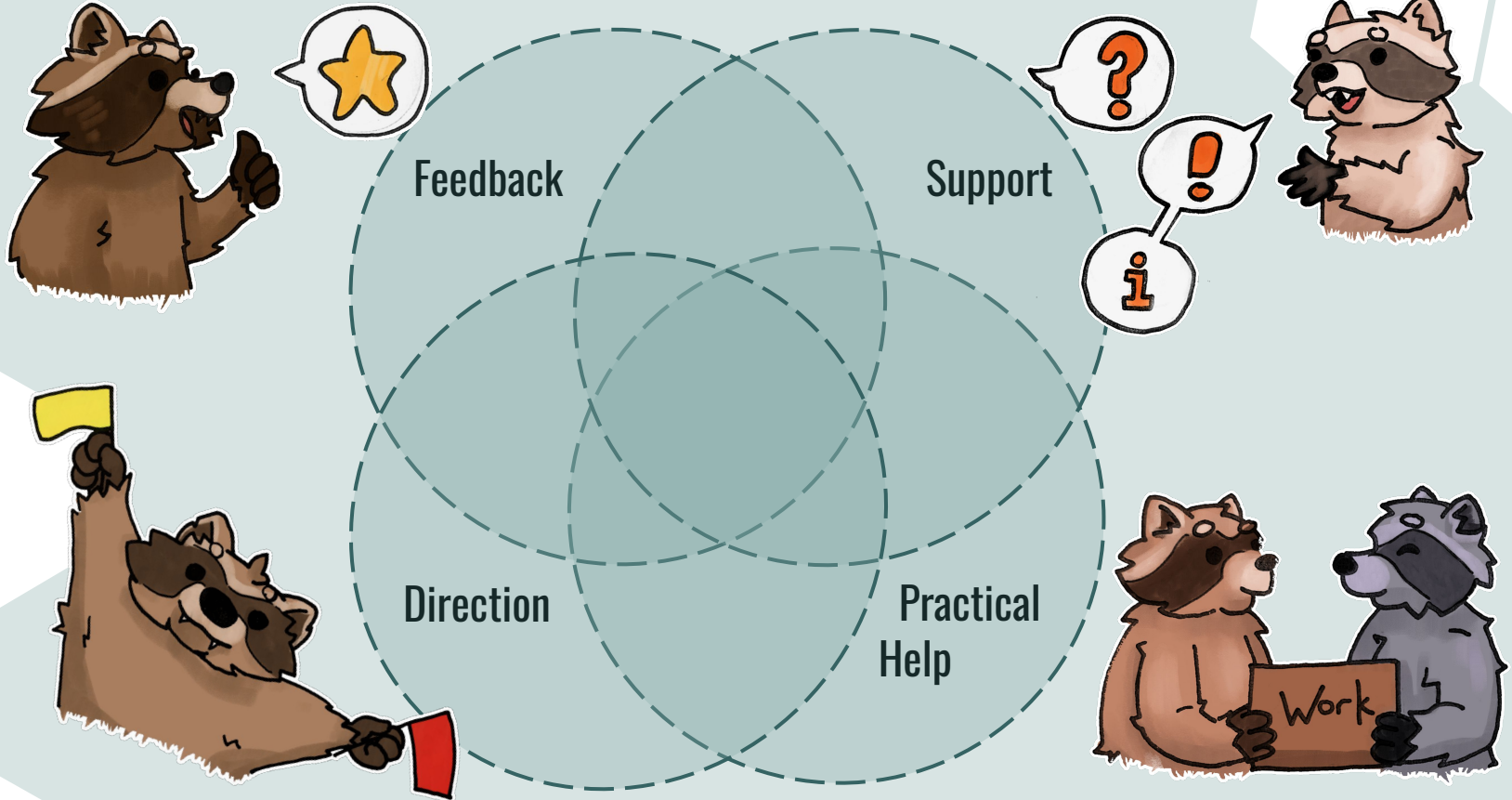
PACESETTING



COERCIVE



# Components of Management





**When your job gets harder:  
make a friend**

# Restore Resilience



# Energy Management vs Time Management



Ask yourself this:

- **What things do you add to your todo list on Monday, but delay until Friday?**
  - **Why do you put them off?**

# Energy Management vs Time Management



Ask yourself this:

- **What do you think is the most valuable thing you do?**
  - Why?
  - How much time do you spend on it?

# Energy Management vs Time Management

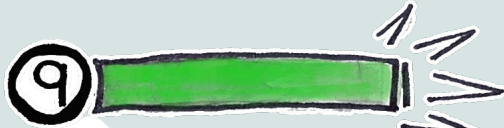


Ask yourself this:

- **What do other people think are the most valuable things you do?**
  - **Why?**
  - **How much time do you spend on them?**



# Addressing Disproportionately Energy Draining activities



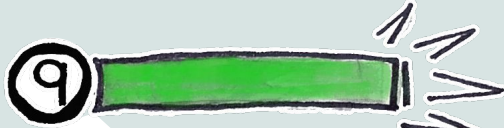
Ask yourself this:

**Are you on a learning curve?**

Consider this:

**Do you need to take more time to better understand how to approach it?**

# Addressing Disproportionately Energy Draining activities



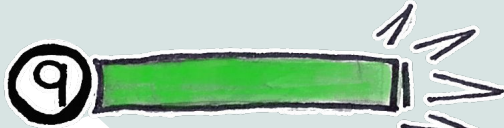
Ask yourself this:

**Are your expectations for yourself too high?**

Consider this:

**Some things only have to be done adequately!**

# Addressing Disproportionately Energy Draining activities



Ask yourself this:

**Do you need to be doing this activity?**

Consider this:

**Can you transition it to someone else, or just stop doing it?**

# The trap of being useful



# The trap of being useful



**A story  
about Dave**



**A story  
about Dave**





## Your Challenge

- Get strategic
  - 👉 Learn something you can apply to your strategy
- Build your squad
  - 👉 Make a friend
- Restore resilience
  - 👉 Be present, invest in yourself



# Where to Find Me

Building Native Applications @ DuckDuckGo

Advisor @ Glowforge & Twill

Buy my book: **The Engineering Leader** (O'Reilly)

LinkedIn: <https://www.linkedin.com/in/catehuston/>

Mastodon: <https://hachyderm.io/@cate>

[cate.blog](https://cate.blog)

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