## Engineering leadership in a post-ZIRP world

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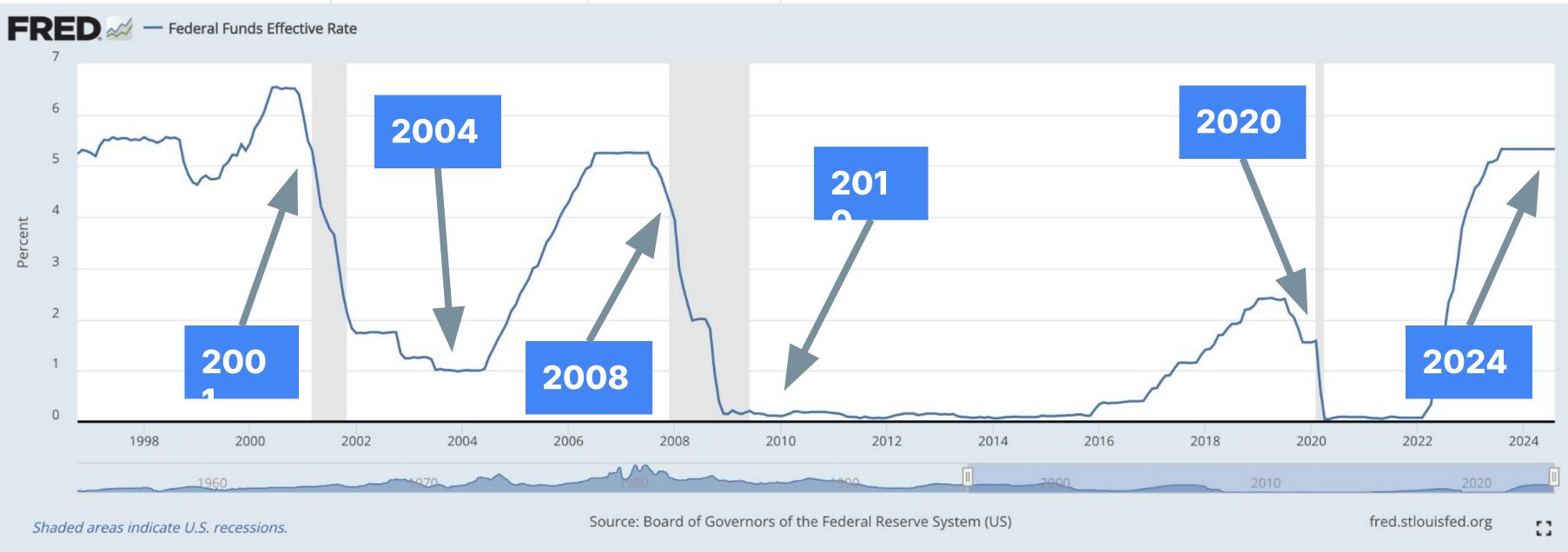
unblocked.fm swarmia.com/build idk who you'll find if you leave out the "e" but good luck

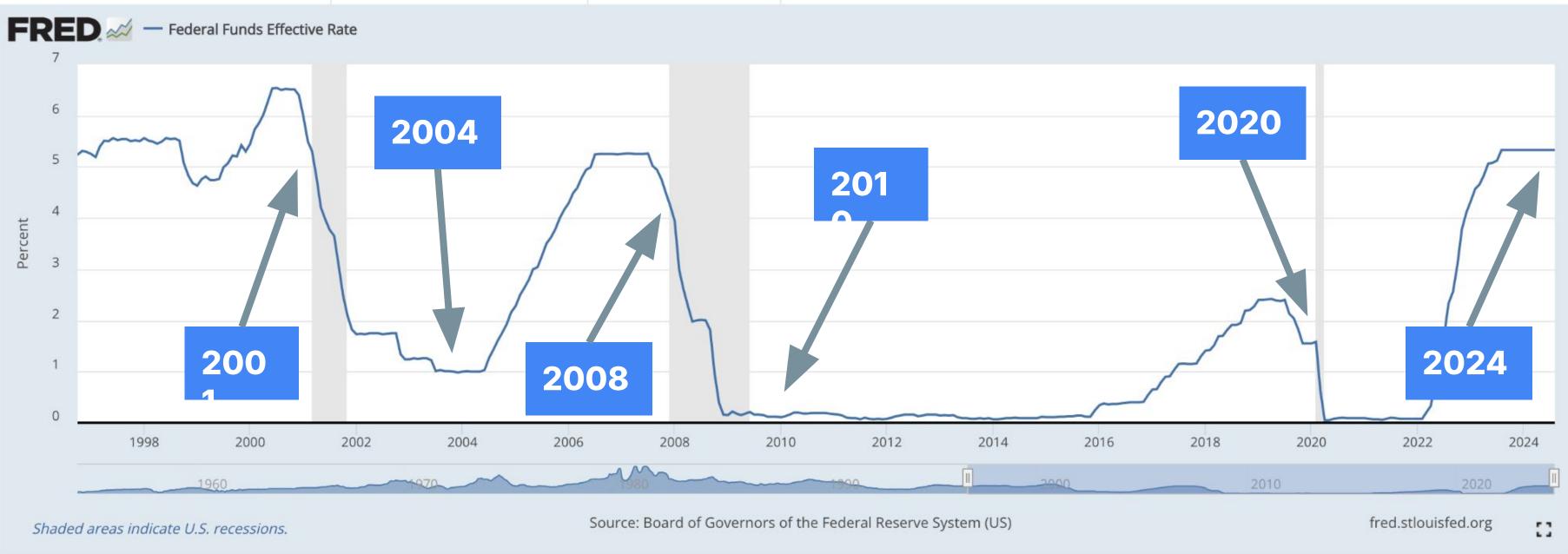






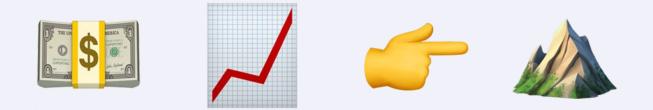












**Operational efficiency** Strategic prioritization Financial acumen Change management Metrics-driven decision-making Stakeholder management





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### **Operational efficiency**

Nail the fundamentals. Small changes; regular, automated deploys.

**Measure to improve.** Track DORA++ for continuous improvement.

**Build in <del>Slack</del> slack time.** Enforce WIP limits smaller than the team size; we don't run queue workers at 99%, don't do it to devs either.

Finish what you start. Small changes make this easier! Abandoned work is wasted work. Interruptions drive a lot of waste.





# Strategic prioritization

**Prioritize.** There's only one #1.

**Be honest, be kind.** Practice saying no by saying "yes, and ..." **Call out tradeoffs.** Talk with stakeholders to make the tough decisions together; find ways to share the pain where you can.

**Stay focused.** Changing priorities increases waste and kills productivity.















### Don't be part of the problem.

Do your teams have a framework for handling competing priorities? Are you incentivizing outcomes or outputs? Are you the source of (or conduit for) interruptions? Do you help teams say "yes, and ..." to preserve focus? Are you methodically identifying and addressing bottlenecks outside the control of individual teams?





### Next week

- Schedule a chat with someone in finance, or customer support, or marketing, or sales.
  - Add Build: Elements of an Effective Software Organization and Principles of Product Development Flow to your reading list.
  - Review and confirm your real priorities.





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**Book a call** with me



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