

Engineering leadership in a post-ZIRP world

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idk who you'll
find if you leave
out the "e" but
good luck









Shaded areas indicate U.S. recessions.

Source: Board of Governors of the Federal Reserve System (US)

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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 ~~Stack~~ 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**

