

Adventure beyond the keyboard

Growth strategies for senior leaders

Annyce Davis - @brwngrldev







Beyond the keyboard

*Interpreting
feedback*

*Meaningful
success*

*Continuous
growth*

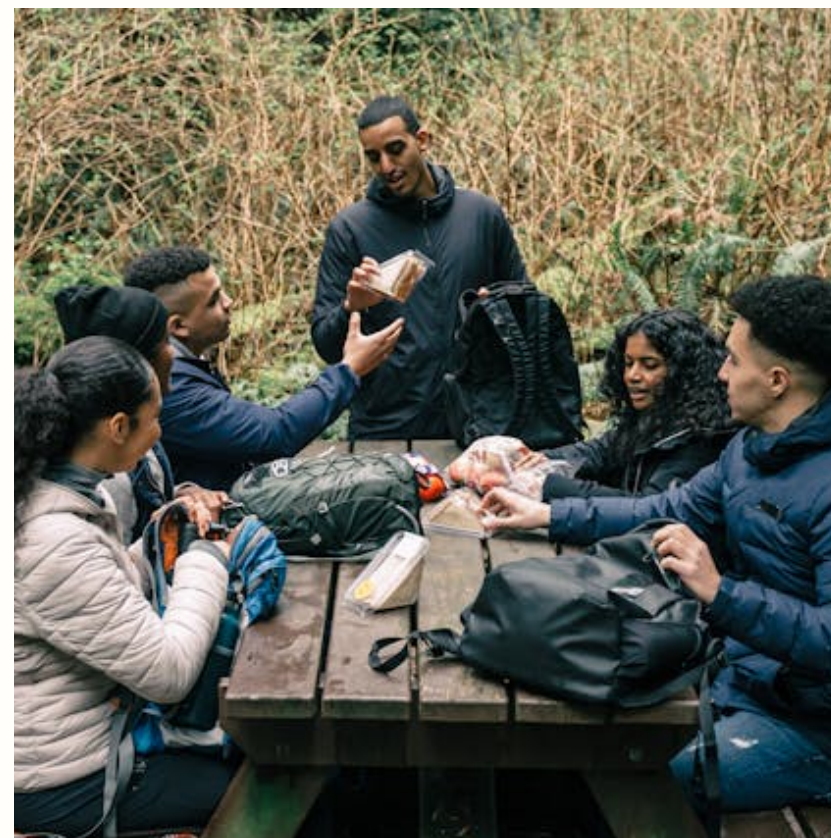
Interpreting feedback



SEAT AT THE
TABLE



PEER
FEEDBACK



ATTRITION
RATES



Interpreting feedback


**INVITED TO STRATEGIC
MEETINGS**

**HOW OFTEN DO YOU
SPEAK**

**DO PEOPLE LISTEN
ACTIVELY**

Seat at the table





Making deliberate decisions that help the organization achieve its long-term goals while being ever aware of evolving market conditions

STRATEGIC

Investing in a cost-effective data warehouse

Swapping an in-house system for an off-the-shelf product

NOT SO MUCH

Documenting bottlenecks in the system

Upgrading to the latest cloud servers

Q3 2024 MEETINGS

Invited:

Topic	Strategic
Spoke	Operational
	Technical

Topic	Strategic
Spoke	Operational
	Technical

Not invited:

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Q3 2024 MEETINGS

Invited:

Topic Financial system planning	Strategic I Operational
Spoke III	Technical II

Topic	Strategic
Spoke	Operational Technical

Not invited:

Q2 senior leadership wrap-up

Q3 2024 MEETINGS

Invited:

Topic

Financial system planning

Strategic

I

Operational

Spoke

IIII

Technical

II

Topic

Interview: Director of Engineering

Strategic

Operational

I

Spoke

III

Technical

III

Not invited:

Q2 senior leadership wrap-up

Board of Directors meeting

Q3 planning kickoff

How can I be
seen as *strategic*?



Peer feedback

At project or task
completion

Be specific in what you
want to know

Make it very easy
for them to provide it

Show appreciation and
offer to do the same



Peer feedback

Hey Person,

Now that we've wrapped up the Interstellar project, I'd love to get some feedback.

I'm specifically working on being more strategic. Can you please share **one example where you saw me being strategic on the project?** And **one example where I could have done better?**

Happy to do the same for you.

Thanks!



*“People talk
with their feet”*

-- Someone

**BUILD RELATIONSHIPS
DURING 1-ON-1S**

**STICK WITH YOUR SKIP
LEVEL MEETINGS**

**TAKE EXIT INTERVIEW
FEEDBACK SERIOUSLY**

***Keep a handle on
attrition***



SEAT AT THE
TABLE



PEER
FEEDBACK



ATTRITION
RATES



Interpreting feedback

Meaningful success





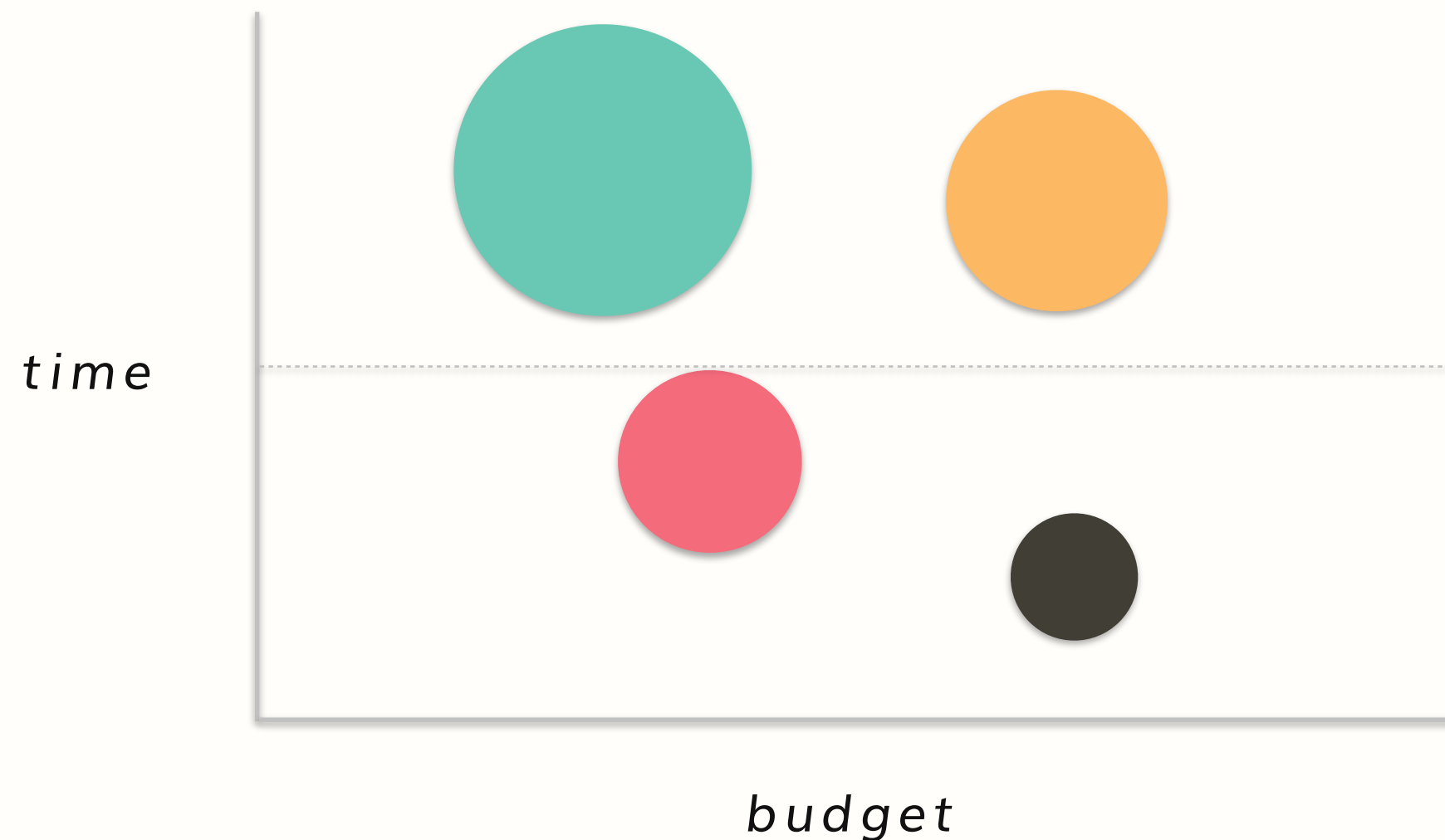
**team cycle time and
deployment frequency**



**system up/downtime and
performance**

Business Technology Metrics

PROJECT SUCCESS RATE

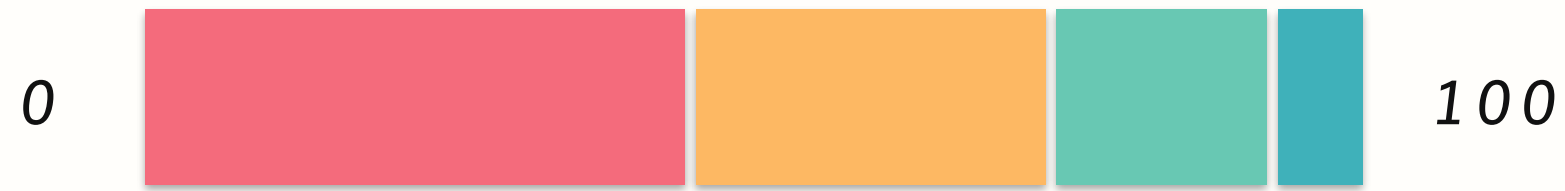


Projects delivered on **time**,
within **budget**, and meet their
objectives.

High success rate equals **strong**
alignment and **execution**.

Business Technology Metrics

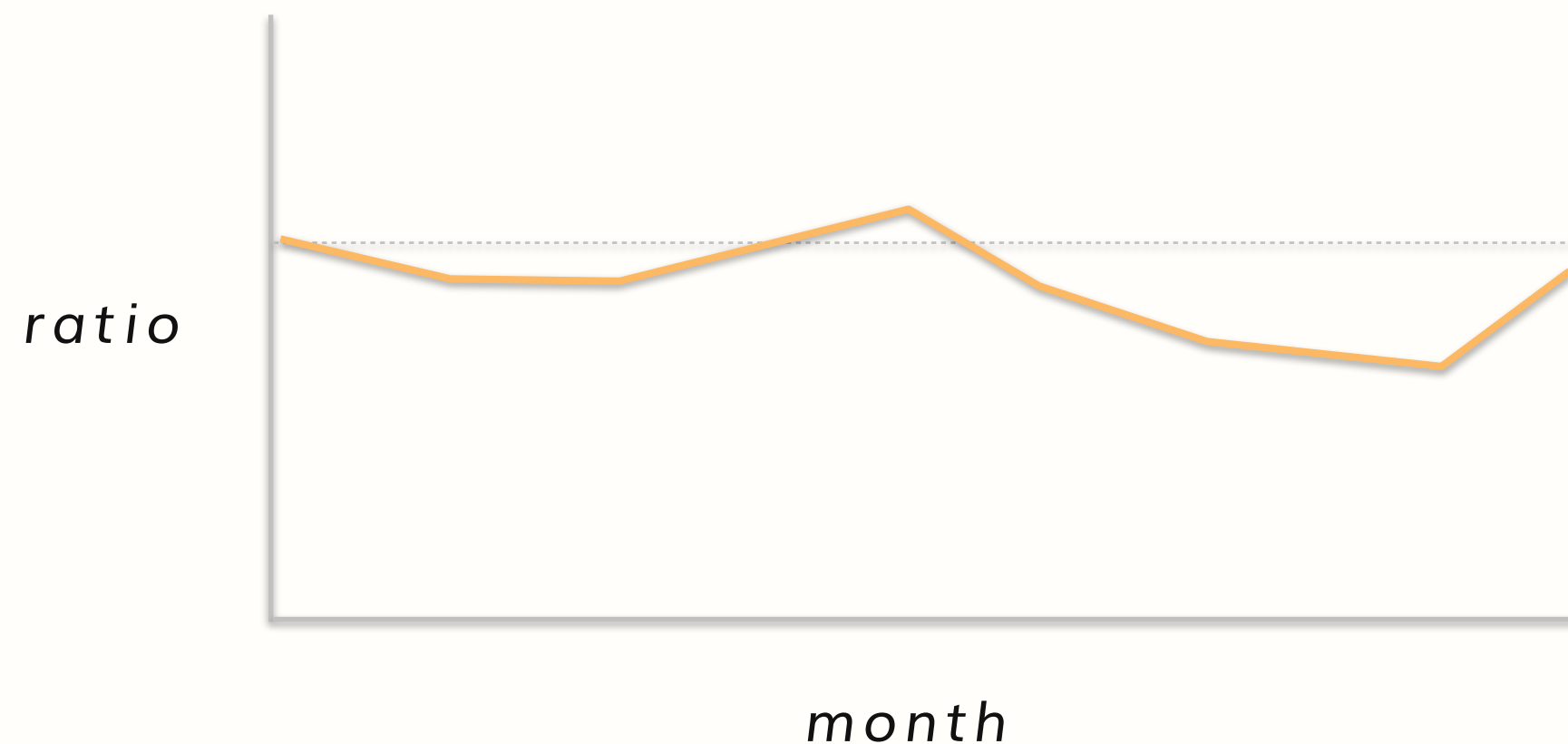
CSAT SCORE



Customer Satisfaction (CSAT) can reflect how well the **technology solutions** are **meeting customer needs** and expectations.

Business Technology Metrics

COST REVENUE RATIO



Cost Revenue Ratio (CRR) tracks technology spending in relation to the company's revenue.

Serves as an early warning signal for cost-control initiatives.



ST/STR(+)
ZNS

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Continuous growth



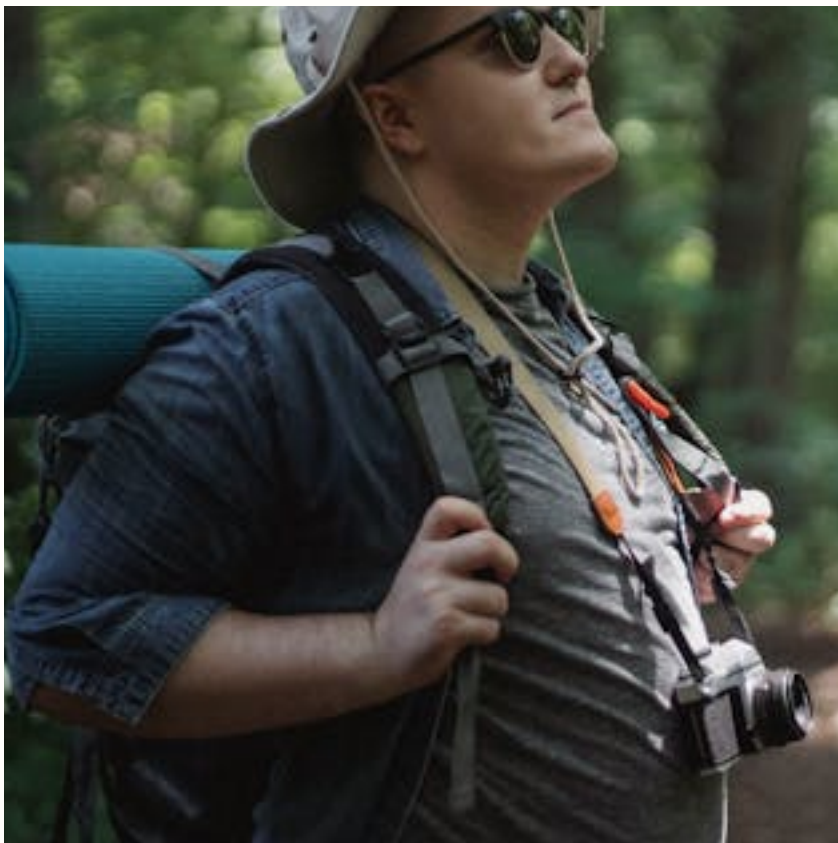


where you are and where you
want to go



helps you maintain the correct
direction to get there

Mapping your course



Requirements

- At least 10 years of experience building and delivering software products
- 5+ years of engineering management experience running web frontend and backend teams and experience managing managers for at least 2 years.
- Strong record of thriving in a customer-obsessed product development environment with evidence of helping to define and influence overall product strategy.
- Experience building high scale web and mobile front ends with React and building large scale and growing consumer propertiesAn exceptional understanding of technology best practices, application security, and history of making tradeoffs based on current needs.
- Proven track record of scaling a team in high-growth companies, not just in number of team members but also in developing team member capabilities and skills.
- History of building accountability and success by setting measurable goals and metrics for your teams.
- Ability to set strategic direction in working with senior executives, but also loves getting your hands dirty executing with the team.
- Thrive in a fast-paced, rapidly-changing, high-growth environment.
- Excellent interpersonal and communication skills, both written and verbal.
- Demonstrated ability to understand and discuss technical concepts, prioritize and evaluate opportunistic new ideas with internal and external partners.
- Proactive, solution-oriented mindset and approach to problem solving.

RED - **GREEN** - **YELLOW**

1. Select at least 3 job listings
2. Rate **how you measure up** on a red, green, yellow scale
3. Identify gaps - **reds** and **yellows**
4. Take action

What are your gaps

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RED - GREEN - YELLOW

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Identify your gaps


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What we'd like to see:

- Deep practical engineering experience in implementing, leading and delivering significant technology projects.
- Holistic technology understanding including front-end, backend, dev-ops & quality assurance and Enterprise product knowledge.
- The ability to strategically build, develop and coach a diverse and talented engineering workforce (both in-house and external) on an individual and project team level.
- Ability to establish a flourishing engineering culture that includes definition of successful standards, processes and tools to increase productivity and delivery quality.
- Genuine commitment to continuous learning and innovation, fostering a collaborative work environment based on intensive knowledge sharing and work share.
- Strong leadership and interpersonal skills that allow for successful execution of recruiting, career management and cross discipline collaboration responsibilities.
- Shows strong knowledge and experience in applying agile practices such as SCRUM or Kanban for technical delivery in distributed team environments.
- You must exhibit strong cross disciplinary collaboration, previous agency experience is a plus.
- You are a compelling storyteller with experience communicating concepts and ideas to engineers and non-engineers alike
- You have a proven ability to influence decision-making at all levels within an organization, and in a variety of contexts
- You have a servant leadership mindset and you subscribe to the cultural values cherished at CAVA
- You enjoying spending 80% of your time in planning, strategy and management meetings, and 20% scoping new projects

- **Public speaking**
- **More frontend experience**
- **Be more strategic**

A photograph of a forest path covered in fallen autumn leaves, with a soft, golden light filtering through the trees, creating a misty atmosphere. The path leads into the distance, flanked by trees with sparse, colorful foliage.

*“Two roads diverged
in a wood, and I—I
took the one less
traveled by”*

-- Robert Frost



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ATTEND CONFERENCES

TAKE A SEMINAR

KEEP IT FRESH

CHANGE JOBS "OFTEN"

LET PEOPLE KNOW

Ways to get there





RUB STICKS TOGETHER

USE A FIRE STARTER

*You need to
ask for help*





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