IGNITE THE FIRE management that sparks new leaders
NICK CALDWELL
@nickcald

Chief Product Officer
VP of Engineering
General Manager
MBA
Board Member
EARLY CHALLENGES AT REDDIT

- Triple the team size
- Timeframe: 1 year
- Tech Leads vs Managers
VOIGHT KAMPF TEST
FOR ENGINEERING MANAGERS
What do you care about more, people or architecture?

What are your thoughts on shipping towards a deadline?

Your PM tells your reports to immediately start working on a feature, what do you do?

You spend one full day a week working with recruiting, how do you feel?
RESULTS
AND A NEW CHALLENGE

- Managers and Directors: 20
- Architects: 10
- Promoted from Within: 50%
- Accuracy after 1 Year: 90%
LEADERSHIP AT SCALE

- Specialization and Focus
- Politics and Boundaries
- Ownership

Microsoft Org Chart
IMPACT OF MISSING LEADERSHIP

- Lower Productivity
- Lower Retention
- Lower Development
- Poor Delegation
- BURNOUT

What is the main source of employee burnout at your current workplace?

- A) Work overload: 19.4%
- B) Toxic Culture: 17.5%
- C) Lack of control and career growth: 15.4%
- D) Insufficient reward: 12.4%
- E) Poor leadership and unclear direction: 22.0%
- F) Burnout isn't a problem at my company: 9.7%
- G) Other: 2.5%

Total: 9,103

Data: TeamBlind.com
How can we **scale** leadership?
How can we scale leadership?
1. LEADERSHIP ISN’T MANAGEMENT
## Leadership vs Management

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>MANAGER</th>
<th>LEADER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make up of role</td>
<td>Stability</td>
<td>Change</td>
</tr>
<tr>
<td>Decision making</td>
<td>Makes</td>
<td>Facilitates</td>
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<tr>
<td>Approach</td>
<td>Plans detail around constraints</td>
<td>Sets and leads direction</td>
</tr>
<tr>
<td>Vision</td>
<td>Short-term: today</td>
<td>Long-term: Horizon</td>
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<tr>
<td>Control</td>
<td>Formal Influence</td>
<td>Personal charm</td>
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<tr>
<td>Appeals to</td>
<td>The head</td>
<td>The heart</td>
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<tr>
<td>Culture</td>
<td>Endorses</td>
<td>Shapes</td>
</tr>
<tr>
<td>Action</td>
<td>Reactive</td>
<td>Proactive</td>
</tr>
<tr>
<td>Risk</td>
<td>Minimises</td>
<td>Takes</td>
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<tr>
<td>Rules</td>
<td>Makes</td>
<td>Breaks</td>
</tr>
<tr>
<td>Direction</td>
<td>Existing direction / keeps the status quo</td>
<td>New direction / challenges the norm</td>
</tr>
<tr>
<td>Values</td>
<td>Results</td>
<td>Achievement</td>
</tr>
<tr>
<td>Concern</td>
<td>Doing the thing right</td>
<td>Doing the right thing</td>
</tr>
<tr>
<td>Focus</td>
<td>Managing work</td>
<td>Leading people</td>
</tr>
<tr>
<td>Human Resource</td>
<td>Subordinates</td>
<td>Followers</td>
</tr>
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</table>
Leadership is working with goals and vision.

Management is working with objectives.
MANHATTAN PROJECT

The most closely guarded military operation of World War Two.

Brought together thousands of people across multiple industries in a race to develop a critical military advantage for the allied forces.

Operated by two very different personalities, one a leader, the other a manager.
“He knew how to organize, cajole, humor, soothe feelings - how to lead powerfully without seeming to do so. He was an exemplar of dedication, a hero who never lost his humanness.

Disappointing him somehow carried with it a sense of wrongdoing. Los Alamos’ amazing success grew out of the brilliance, enthusiasm and charisma with which Oppenheimer led it.”

- Edward Tellar
LESLEI GROVES

“The biggest sonovabitch I’ve ever met in my life.”

“He had absolute confidence in his decisions and he was absolutely ruthless in how he approached a problem to get it done ... I’ve often thought that if were to have to do my part all over again I would select Groves as boss.”

- Lt. Col. Kenneth D. Nichols
POSITIONAL LEADERSHIP DOESN’T SCALE

5 Managers

- DIRECTOR
  - MANAGER
    - Employee
    - Employee
  - MANAGER
    - Employee
    - Employee
  - MANAGER
    - Employee
    - Employee
  - MANAGER
    - Employee
    - Employee

20 Potential Leaders

- Employee
- Employee
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- Employee
To scale we must get our employees to look for opportunities to lead instead of positions. It’s what they want!
At your next team meeting, discuss the problems that you or other managers across the organization are grappling with but don’t have capacity to fix.

**Provide Visibility**

**Invite Discussion**

Question the team: What should the organization do to solve these problems?

Solutions only, no complaining!

**Wait and Repeat**

A leader will take your bait… eventually.

**Sponsor and Reward**

Immediately provide support, even if it’s just to say “let’s follow up after the meeting to discuss the details.”

**Manager Tool:** Leadership Breadcrumbs
INDIVIDUAL TOOL: THE GOLDEN QUESTION

What would you do if you had another pair of hands?
2. **ANYONE CAN BE A LEADER**
Do traits define a leader?
An entire industry wants you to think so!
Spending $24B On Leadership Training Every Year
Books - $20
Conferences - $500+
Classes - $2,000+
Question the Status Quo

"At work and at home, I am often the one suggesting ways to streamline processes, to do things better. Questioning the Status Quo is part of who I am, and it is part of what Berkeley taught me."

Selina Lee, MBA 14
Senior Financial Analyst, Goldman Sachs, San Francisco, California
Previous degree: BA, Economics, University of California, Irvine

Confidence Without Attitude

"I had a stereotype of MBA students before coming to Berkeley-Haas. Type A, arrogant, snobbish. My classmates couldn't be farther from the stereotype. They are humble and generous, yet still extremely driven. I was often blown away by their drive and finding lessons in everyday life. That is still true, only now I am more learning from my classmates than to.

Eric Peterson, MBA 13
Evantine Research Analyst, Symphony Asset Management, San Francisco, California
Previous degree: BS, Business Administration, University of Arizona

Students Always

"I wrote about the Students Always Defining Principle in my application essay. As the youngest child, I never had a chance to be the center of attention. The experience of leading and finding lessons in everyday life. That is still true, only now I am more learning from my classmates than to."

Aarti Shetty, MBA 15
Marketing Consultant, Twitter, San Jose, California
Previous degree: MS, Biomedical Engineering, University of Southern California, and BS, Biomedical Engineering, University of Mumbai.

Beyond Yourself

"I saw two aspects to the Defining Principles Beyond Yourself. First is the way you can influence the world around you. The second is the idea of your network. You need to open yourself to people who are doing big things. The second brings an authentic reflection of your own dreams, goals and ideals."

Nick Caldwell, MBA 15
Product Software Development Manager, Facebook, Washington, D.C.
Previous degree: BS, Computer Science, Massachusetts Institute of Technology.

MBA - $100,000+
Top 5 Leadership Traits

But is this *actually* true? Let’s test...

1. Vision
2. Empathy
3. Empowerment
4. Charisma
5. Expertise
STEVE JOBS
APPLE
Visionary, Charisma
Empowering
Amazon warehouse workers skip bathroom breaks to keep their jobs, says report

In the UK, an undercover reporter and a labor survey exposed harrowing work conditions

By Shannon Liao | @Shannon_Liao | Apr 16, 2018, 2:11pm EDT
ELON MUSK
TESLA, SPACEX, ... , ETC.

Expertise

Burnin’ Out
MARK ZUCKERBERG
FACEBOOK

+ Vision, Expertise
- Charisma
LEADERSHIP POTENTIAL
How are we supposed to know?

Nerd Lawyer

Stoner with an Unfortunate Hat
LEADERSHIP POTENTIAL
How are we supposed to know?

Nobel Prize Winner

Nobel Prize Winner
Quiet Tony: A short story about looking for leadership traits
Passion Is Leadership Fuel
1992 Study by Kriefel and Patler

Participants Surveyed
Chose a career for **passion** or **money**?

- 1500
- 101 Millionaires
  - 100 Chose Passion
  - 1 Chose Money!

20 years later...
Instead of traits, look for passion
Blue Flame: Perfect alignment between individual passion and organizational needs.
**MANAGER TOOL: BLUE FLAME CHART**

- **Intrinsic Motivators**
  - What you do if no one was telling you what to do?
  - What team problems would you try to fix?
  - What do you want to learn?

- **Extrinsic Motivators**
  - What are the major problems faced by organization?
  - What does your manager talk about during 1:1s and team meetings?
  - Are there new industry trends on technologies that could help the team?
INDIVIDUAL TOOL: FEEDBACK

Intrinsic Motivators

Extrinsic Motivators

Team Member Feedback

“What do you think I’m good at?”

Because no one can see themselves clearly
3. CREATE LEADERSHIP MOMENTS
WHY POTENTIAL LEADERS DON’T SPARK?

The first rule of leadership is everything is your fault.

Survey: American Management Association International
LEADERSHIP
STEP FUNCTION

Individual

Contributor

Leader

A short story about my leadership moment
CREATE LEADERSHIP CULTURE

MOVE FAST AND BREAK THINGS
WELCOME TO NORDSTROM

We’re glad to have you with our Company. Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them.

Nordstrom rules:
  Rule #1: Use your good judgment in all situations.
  There will be no additional rules.

Please feel free to ask your department manager, store manager or division general manager any question at any time.
SPONSORING OVERCOMES FEAR AND BUILDS CULTURE

Opportunities to sponsor
• Spare time
• Hack days
• Dedicated schedule

Push the idea like it was your own! (But give away the credit)

<table>
<thead>
<tr>
<th>Mentor</th>
<th>Sponsor</th>
</tr>
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<tbody>
<tr>
<td>Gives advice</td>
<td>Opens doors</td>
</tr>
<tr>
<td>Makes suggestions</td>
<td>Shares hard feedback</td>
</tr>
<tr>
<td>Discusses your problems</td>
<td>Pushes you to strive for more</td>
</tr>
<tr>
<td>Says positive things when asked</td>
<td>Creates opportunities for you</td>
</tr>
<tr>
<td>Tells you to believe in yourself</td>
<td>Believes in your potential</td>
</tr>
<tr>
<td>Helps you out</td>
<td>Has your back</td>
</tr>
<tr>
<td>Suggests ways to get what you want</td>
<td>Advocates for you</td>
</tr>
</tbody>
</table>
LEADERSHIP

OPPORTUNITY

PASSION

PERMISSION

OXYGEN

FUEL

SPARK

FIRE

RESULTS

What happens when you put all of these techniques together?
LEADERSHIP RESULTS

REDDIT AND LOOKER

Technical Contributions
Performance improvements, increased developer productivity, and millions of dollars in infrastructure cost reductions

• CI/CD performance testing
• Kubernetes Microservices
• GraphQL API port

People Contributions
High marks for workplace health, development, and low attrition

• Employee mentoring program
• Deep Learning Training Guild + Tensorflow
• Reddit for Good
MODERN LEADERSHIP TIPS
**YOUR NETWORK IS YOUR NET WORTH**

The most valuable coding language you can learn is **English**

Over time: People and Relationships > Code

Code a depreciating asset, your network is an appreciating asset

[Diagram showing how finding a last job opportunity is distributed:

- Networking and Connections: 70%
- Job Posting Websites: 20%
- On-Campus Recruiting: 10%

Question: How did you find your last job opportunity? ]
THE TALENT PIPELINE HAS CHANGED

CODING BOOTCAMP INDUSTRY GROWTH

INDUSTRY AGE 2013-2017

GROWTH RATE SINCE 2012, BOOTCAMPS HAVE GROWN 10X!

2013: 2,178 students
2014: 6,740 students
2015: 10,333 students
2016: 15,048 students
2017: 22,814 students

COURSE REPORT
Leaders make new leaders
CHECK THESE OUT

AMA Session
10:35am
Manhattan Ballroom
8th Floor

Follow @nickcald

Developing black tech leaders
http://devcolor.org
THANKS!