

So, You're a New Lead Developer

Now what??

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Lead Developer ...

L3
SWE II

L4
SWE III

L5
Senior SWE

L6
Staff SWE

L7

Associate Senior Software Engineer

Associate Lead Software Engineer

Lead Software Engineer

Associate Principal Engineer

E4

E5

E6

E7

E8

E9

What are we even talking about?



Maybe It's

- **Lead Engineer**
- **Team Lead**
- **Technical Lead**
- **Project Lead**
- **Lead Developer**

For Our Purposes



- **Accountable for outcomes from a small team, single project**
- **Technical mentor**
- **Technical design**



- HR Management
- Hiring / Firing
- Formal Performance Management (PIP)

Scenario

Project Liftoff – the most important new web app in your company's arsenal of abandoned internal web apps.

Team Ravenclaw



You
Lead Developer



Alice
Senior Engineer



Bob
Engineer



Charlie
Junior Engineer



Devin
QA

Alice, Senior Engineer

- Can handle anything
- Stellar reputation but haven't worked together yet
- Probably a better coder than you



Bob, Engineer

- Good mid-level engineer
- Better on back-end
- Knows Angular but this is React
- Reputation for being a bit quiet



Charlie, Junior Engineer

- 6 months out of bootcamp
- Studied React, but server-side Node, not .NET



Devin, QA

- You're a developer ... you don't know anything about QA
- Experience in automated testing



Trust

**High functioning teams
are high trust teams.**

✓ **Require a pull request before merging**
When enabled, all commits must be made to a non-protected branch and merged into a branch that matches this rule.

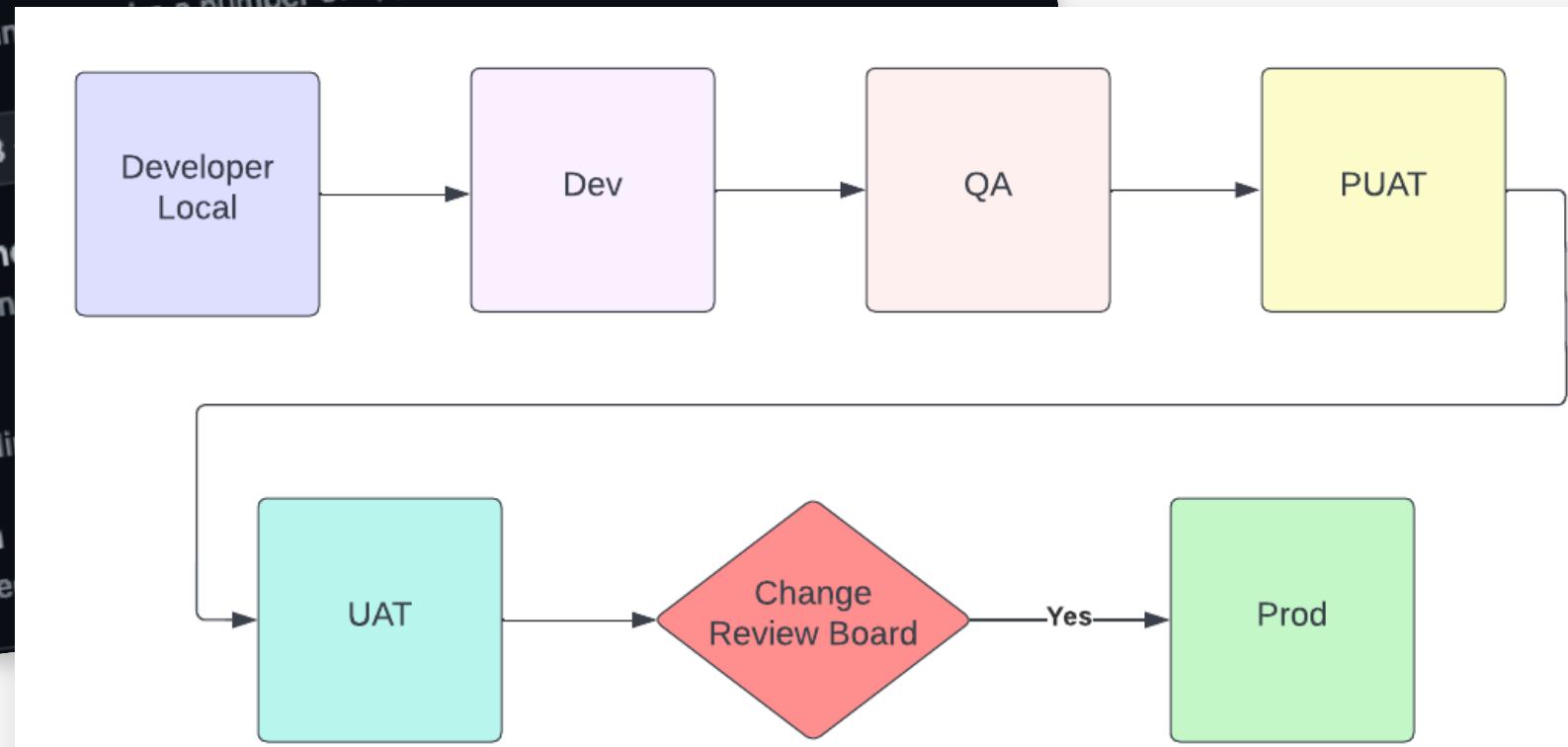
✓ **Require approvals**
When enabled, pull requests targeting a matching branch they can be merged.

Required number of approvals before merging: 13

✓ **Dismiss stale pull request approvals when new**
New reviewable commits pushed to a matching branch

✓ **Require review from Code Owners**
Require an approved review in pull requests including

✓ **Require approval of the most recent push**
The most recent push must be approved by some



Meets monthly for 1 hour.
Committing list

🚫 Code Coverage Failure

Your code coverage is 0%. You need at least 75% coverage to complete this deployment.

- CustomerLeadCtrl

Your code coverage is 0%. You need at least 75% coverage to complete this deployment.

- calculatorctrl

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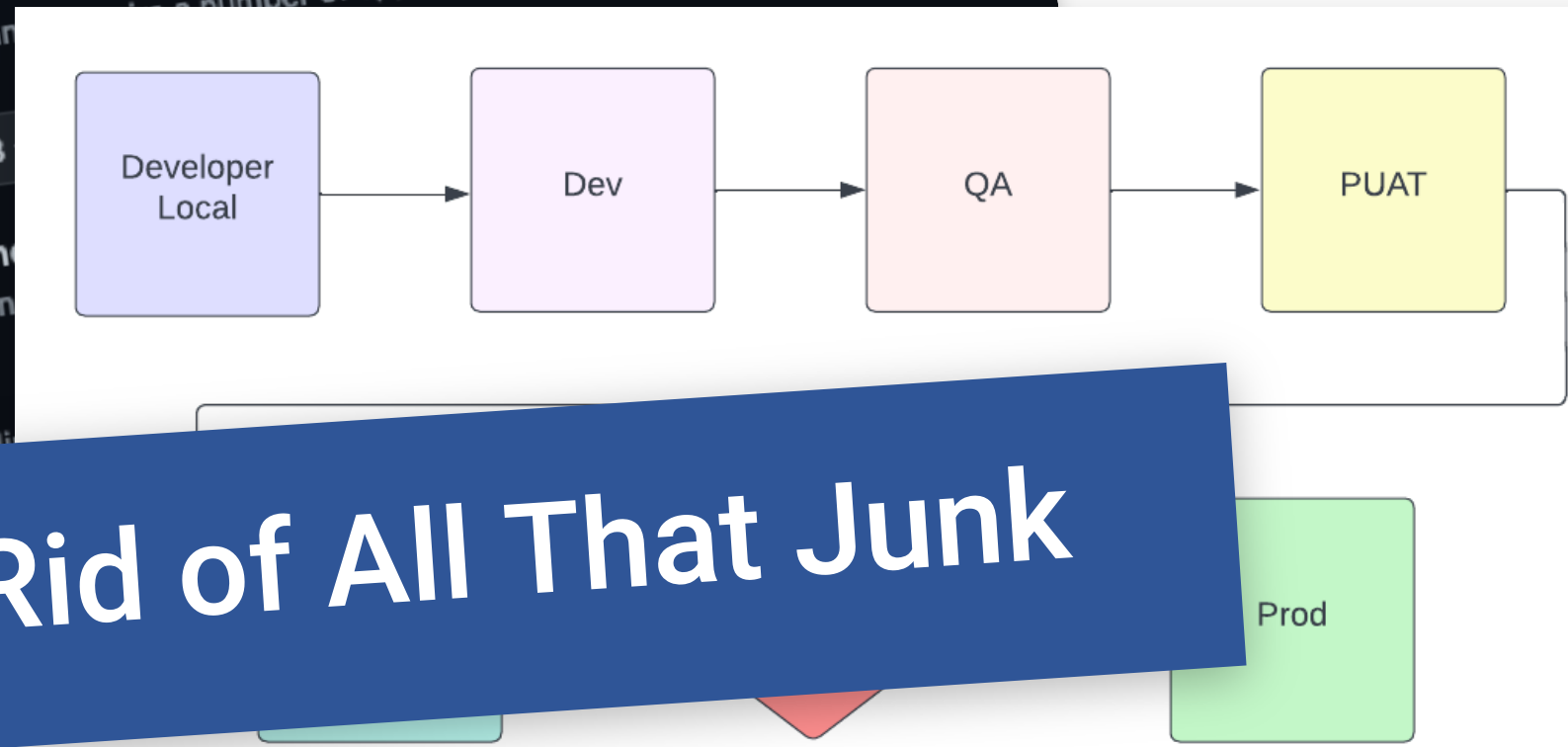
✓ **Require approvals**
When enabled, pull requests targeting a matching branch must have the required number of approvals and no changes requested before they can be merged.

Required number of approvals before merging: 13

✓ **Dismiss stale pull request approvals when new commits are pushed**
New reviewable commits pushed to a matching branch will automatically dismiss all previous approvals.

✓ **Require review from Code Owners**
Require an approved review from the repository's code owners.

✓ **Require approval from designated reviewers**
The most recent pull request approval must be from a designated reviewer.



Get Rid of All That Junk

Code Coverage Failure

Your code coverage is 0%. You need at least 75% coverage to complete this deployment.

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People > Processes

As the Agile gods decreed

1:1s

Get to know your team.

Weekly. 30 Minutes. Everyone.

I have enough meetings as it is.



14	Monday	15	Tuesday	16	Wednesday	17	Thursday	18	Friday
	Mobile App knowledge transfer session - Part 2 4542-AllStaff w/ Video (Capacity 8) Perpetual Daily Continuity	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa daily standup; Jeff Continuity Daily standup; Brian	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa e daily standup; Jeff Continuity Daily standup; Brian	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa e daily standup; Jeff Continuity Daily standup; Brian	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa e daily standup; Jeff Continuity Daily standup; Brian	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa e daily standup; Jeff Continuity Daily standup; Brian	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa e daily standup; Jeff Continuity Daily standup; Brian	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa e daily standup; Jeff Continuity Daily standup; Brian	Perpetual Bullpen Standup; INT Daily Stand-up; Trinessa e daily standup; Jeff Continuity Daily standup; Brian
	Sync			O3 w/ SO & MB					
		Engineering L10					Office Hour		ONSITE: Final Software Engineer Interview scheduled: Lovelace (8)
				(US) Viagio Events	(Formerly Townhall) Savage Room Viagio Events				ONSITE: Final Software Engineer Lovelace (8)
		Change Order Discussion		Project Review Microsoft Teams Meeting					
	Next steps								
				1:1 Matt &					Mobile Architecture sync

I get it.

**1:1s are the most useful
meetings I have as a lead.**

Give additional direction

Implement Single Sign On

 Attach

 Create subtask

 Link issue



Description

As I user I want to have Single Sign On so that I can Sign On Singly.

Acceptance Criteria

- User can single sign on

Activity

Show:

All

Comments

History

Work log



Add a comment...

Pro tip: press **M** to comment



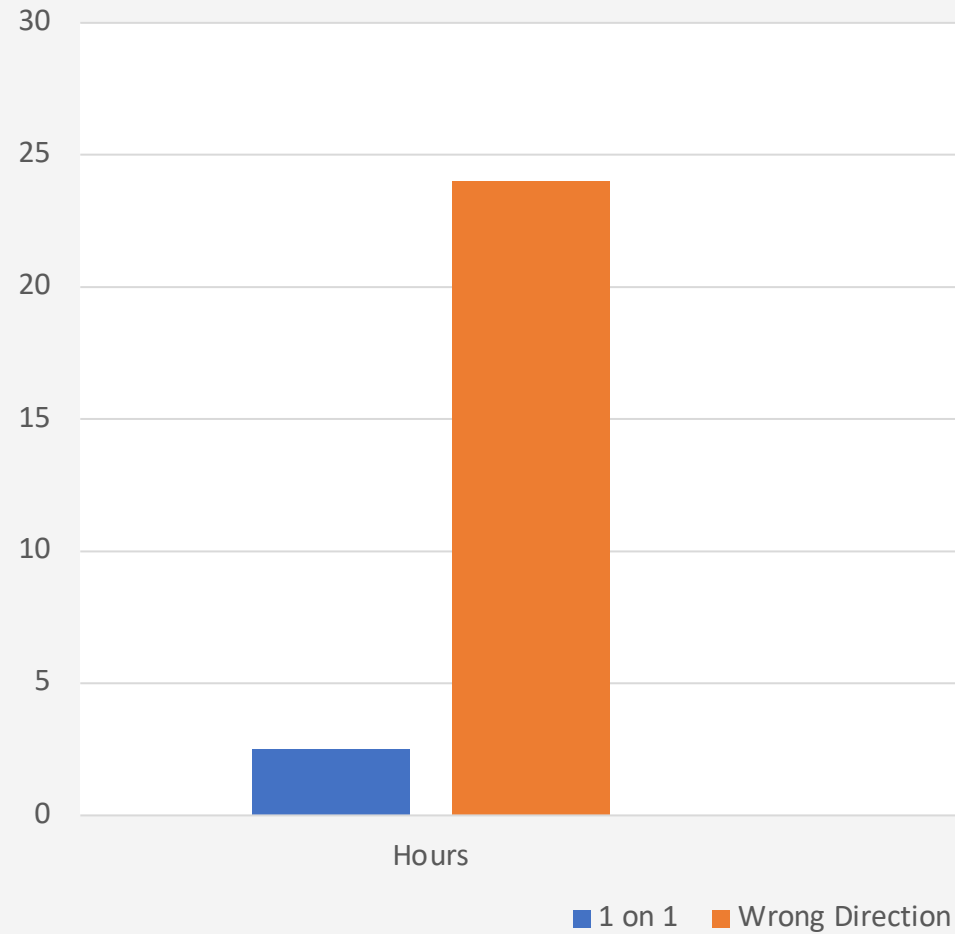
Matt Burke 1 second ago 

I have so many questions.

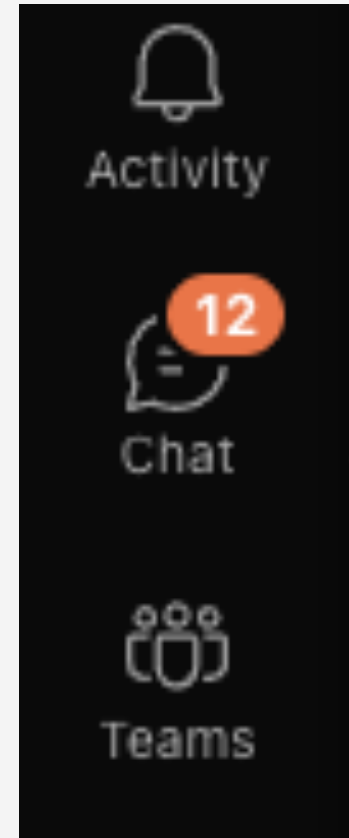
Edit · Delete · 

**5 meetings x
30 minutes
= 2.5 hours /
week**

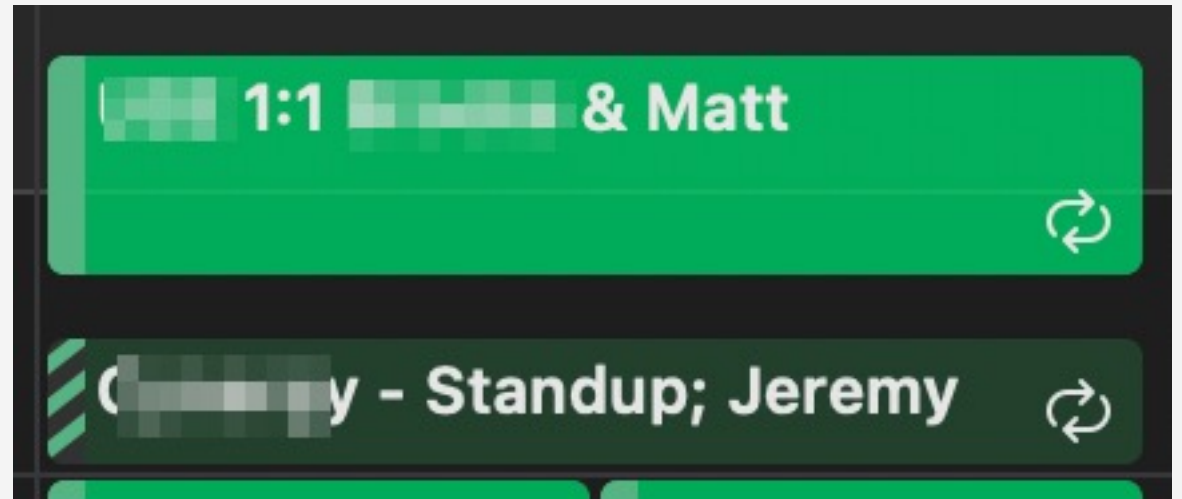
A single meeting avoids multiple days of lost effort.



Minimize ping-ponging



Minimize Gaps



Agenda: How's it Going?

15 Min for Them

- Literally, anything!
- Questions about tasks or tech
- Their new puppy

15 Min for You

- Status check
- Feedback (coming up)
- Upcoming work
- Deep dives
- Product or tech

Alice, Senior Engineer

- Talk about current work
- Look for opportunities for mentoring Bob and Charlie
- Things you can delegate
- Valuable perspective



Bob, Engineer

- Have questions ready. Ask about current work / what's interesting.
- “Tell me more about that” ... “Can you elaborate?”
- Embrace the silence.
- Don't skip!



Charlie, Junior Engineer

- Lots of tech to cover
- Build excitement by understanding the product
- Hopefully comes with questions
- Can focus a lot on the work in front of him



Devin, QA

- What's coming next
- Product knowledge will be valuable
- Perspective



**After a few months of 1:1s you
will trust each other more.**

If not, one or both of you are just untrustworthy people,
and that's a different problem.

Feedback

People want feedback.

Why are we not giving it?

Clear is kind.

The only thing I remember from “Dare to Lead” by Brene Brown.

“Just give more feedback.”

Not great advice.

Feedback Model

Manager Tools

Focused on the future.

Whether or positive or negative, the goal is encouraging future effective behavior.

Frequent

Needs to be quick. Doesn't require a ton of prep.



Can I give you some feedback?

When you ____, here's what happens:

____. Can you work on that?

**Can I give you some feedback?
When you ____, here's what happens:
___. Can you work on that?**

Permission. Action. Outcome. Call to Action.

Can I give you some feedback?

“

When you add tests to your pull request it makes it clearer that it will work and demonstrates how to use your new methods. Keep it up!

Can I make an observation?

“

I noticed you were early to standup each day this week. That really helps us get started on time and end early. Thanks!

Can I give you a tip?

“

When you don't move the JIRA ticket to QA column the flow is interrupted, and the QA team has to work extra at the end of the sprint. Can you work on that?

Permission

No point in giving feedback if they're not ready.

Alice had a bad demo.

She recovered well, but things went wrong that shouldn't have.

Action

Behavior, not emotions, feelings, etc.

Bob is angry in the client meeting.

Client changed the requirements last minute and invalidated a week of work.

Outcome

Directly connected to the action.

**Want Charlie to use 'us' language
with the client.**

Call to Action

Leave it up to them.

Devin's test automation is frequently breaking the CI process.

What if they push back?

Don't litigate the past. Now they know what you're looking for *in the future*.

What if they keep messing up?

Keep giving feedback. Brainstorm ways to improve after awhile.

How small of an event is worth feedback?

Lower the bar.

If you're not embarrassed by your first offer, it's not low enough.

My Uncle John, on buying a car.

Failed



develop



native-builds



Triggered @ 22:02 ⌚ 31m 20s # 4334

Failed



develop



android-a[redacted]



Triggered @ 10:03 ⌚ 4m 8s # 4332

Failed



develop



android-c[redacted]



Triggered @ 10:03 ⌚ 6m 22s # 4331



Merging is blocked

Merging can be performed automatically with 1 approving review.

As an administrator, you may still merge this pull request.

Merge pull request



You can also [open this in GitHub Desktop](#) or view [command line instructions](#).

**Go out and give confident
feedback.**

Set a goal!

Three months later ...



You
Lead Developer



Alice
Senior Engineer



Bob
Engineer



Charlie
Junior Engineer



Devin
QA

Questions?

What if I get feedback from a third party to pass on?

Don't do due diligence; just pass it on.

Are you blocked?

Just say no.

Delegate.

Send someone else.

No agenda, no meeting.

Make sure the meeting has an actual point.