

# So you want to identify and nurture high performers?

Fasten your seatbelts!



by Will Lewis



# Hey, I'm Will

*Now*



**GoCardless**

Senior Engineering Manager

 **Attest**

Head of Engineering

 **betfair**  
EXCHANGE

Engineering Manager

# What do we want to achieve?

- ① What constitutes a high performer?
- ② How can you achieve alignment & clarity on what high performance is?
- ③ What can you do to fast track an individuals' performance?



# What does it take to be a successful software engineer?

Someone who writes code?

Someone who battles with bugs?



# The better question is..

What does it take to be a successful software engineer?

**..in your organisation**

# The what?

What does a great engineer at your company do..

**Day to day?**

**Week to week?**

# Categorise..

 Design & Architecture

 Debugging & Troubleshooting

 Developer Experience




# The how?

What **approach** do great engineers take

# Examples of 'how'

 Communication

 Commercial Awareness

 Coaching and Leadership

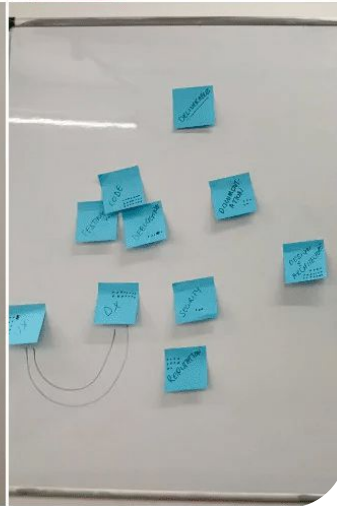
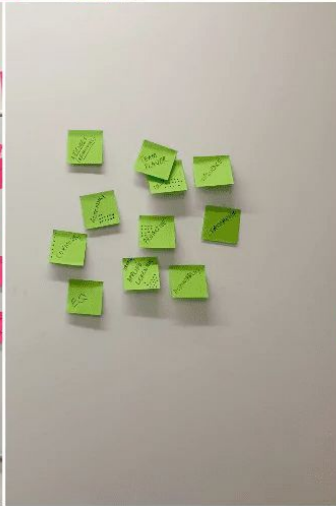
# How can you achieve alignment & clarity on what high performance looks like?

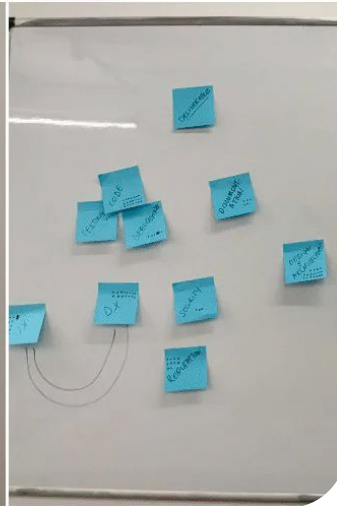
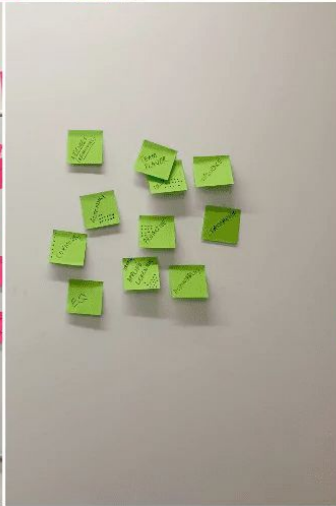
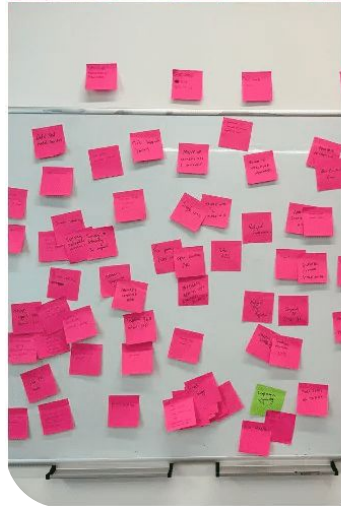
Your team should be clear on how to progress.

# Alignment

begins with

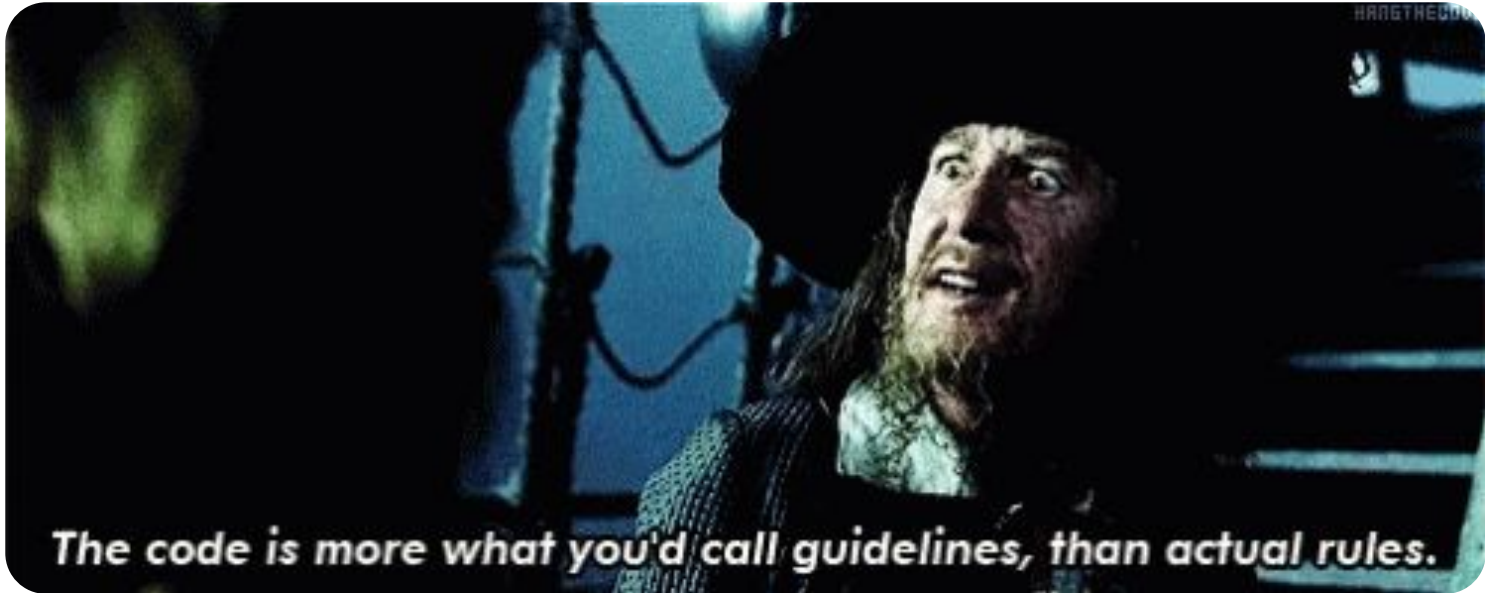
# Involvement







# Remember






# A shared view





# How can you build further clarity?

 <b>Levels</b>	1, 2, 3, 4.. Junior, Mid, Senior..
 <b>Roles</b>	Product Engineer, Security, SRE..
 <b>Departments</b>	Growth, Integrations, R&D, ..



# You may end up with a map like this

## Coding & Testing 🖥️🔍

### Level I

- Learns to write correct code, following guidance and training materials.
- Writes code with support from more senior engineers.
- Responds to PR comments and makes the necessary changes.
- Writes tests with adequate coverage with assistance of others.
- Tries to debug issues with own code in order to understand why things don't work before asking for help.

### Level II

- Able to follow established design patterns and techniques.
- Writes clean idiomatic code adhering to chapter coding standards.
- Adds appropriate logging and monitoring needed to help with debugging.
- Writes tests with adequate coverage, independently.

### Level III

- Owns the implementation of the solution to their assigned task.
- Code is easy to understand, change, and maintain.
- Proactively improves components, modules, services, systems, and codebases they encounter.
- Adds domain specific metrics to help understand application performance.
- Considers and tests edge-cases.
- Spots opportunities to improve testing.
- Chooses the right data structure for what they are trying to solve.

### Level IV

- Spots inefficient or incorrect uses of the language or bad patterns.
- Implements changes within components, modules, services, systems, or codebases that require a deep level of domain knowledge.
- Writes code that serves as an example for other engineers.
- Applies appropriate testing methodologies when testing modules, services, systems, components.

# Fast-tracking an individual's performance

Providing a tailored environment



*I'll be back before this banana  
hits the ground.*



# What can a tailored plan look like?

1 Deep dive into strengths & weaknesses

2 Understand your engineers' aspirations

3 Tie goals back to your map



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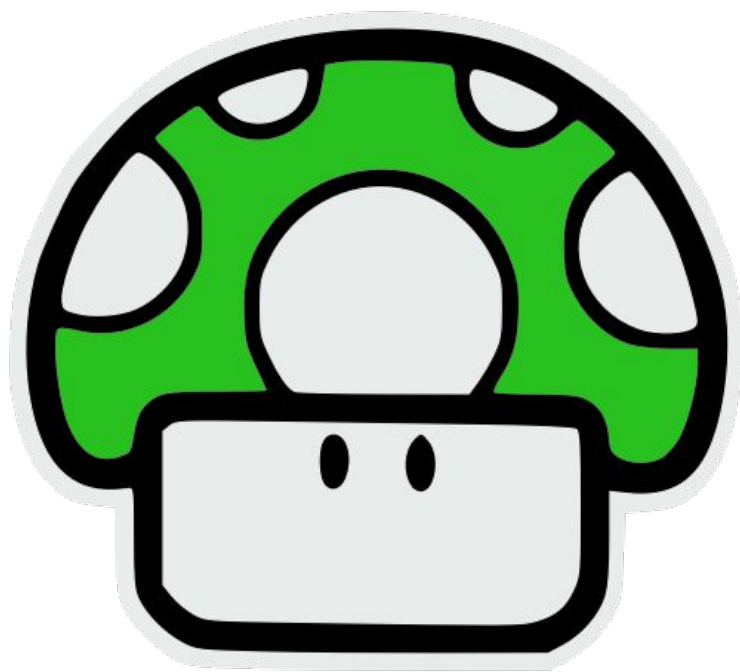


## Steve Buscemi - Growth Framework

+ Add a view

Properties Filter Sort Search ... New

Abilities & Actions	Notes	Level Q1 2020	Focus areas Q1 2020	
Communication 🗨️	Up from 3 in Q4 2019	3	<ul style="list-style-type: none"><li>- Step out and communicate more outside of the squad.</li><li>To nail level 4</li><li>- Helping out as much as you can in your chapter - new initiatives and contribute where you can</li></ul>	
Coaching & Leadership 👤		4	<ul style="list-style-type: none"><li>- Onboard and mentors new engineers</li></ul>	
Commercial Awareness 📊	Great progress here	5	<p>To nail level 4: Understand more of the core features and domain.</p> <p>Level 5:</p> <ul style="list-style-type: none"><li>- Spend time with commercial to better understand our sales process.</li><li>- Talk to Product, ask and learn about our competitors.</li></ul>	
Organisation & Self-management 📅		5	<p>Facilitating meetings - level 5. A hard skill to master and takes practice, @Will Lewis to share learning resources</p>	
Problem Solving 🧠		4	<p>Identifies multiple possible solutions to a problem and raises them for discussion - we've had great feedback on this so far</p>	



**1UP**



# Regular check-ups





# Highlight Opportunities



# 🎸 Finally, beware of creating 'Rockstar Programmers'





# Thank you

Good luck & all the best!



**wrjlewis**