

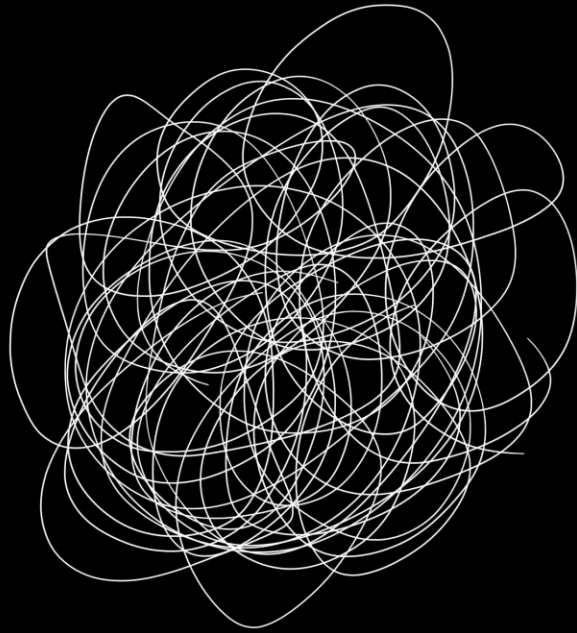
**SOFT
WEEKEND**

Александр Поломодов

Т-Банк

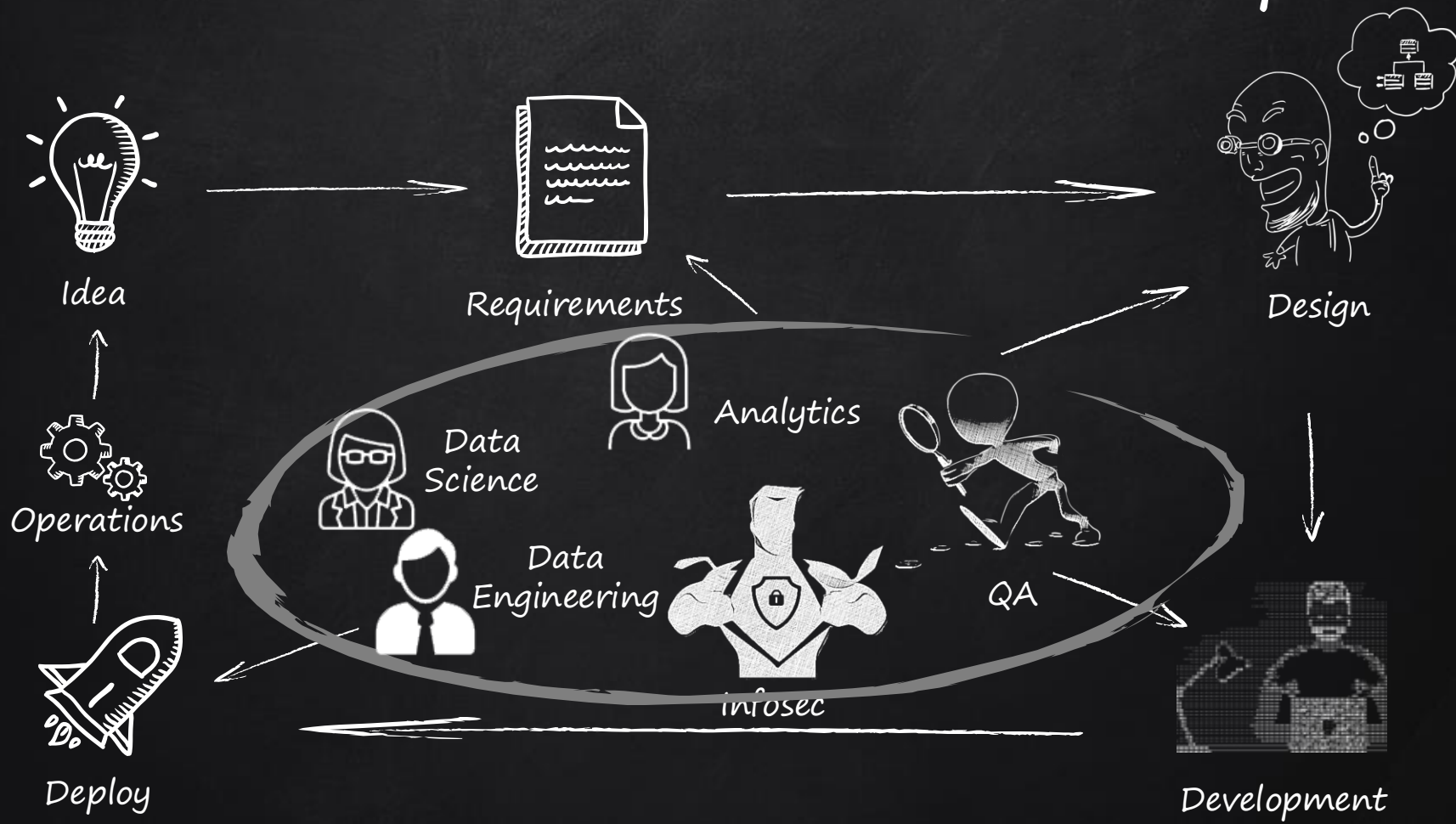
**Харды
на максимуме —
что дальше?**



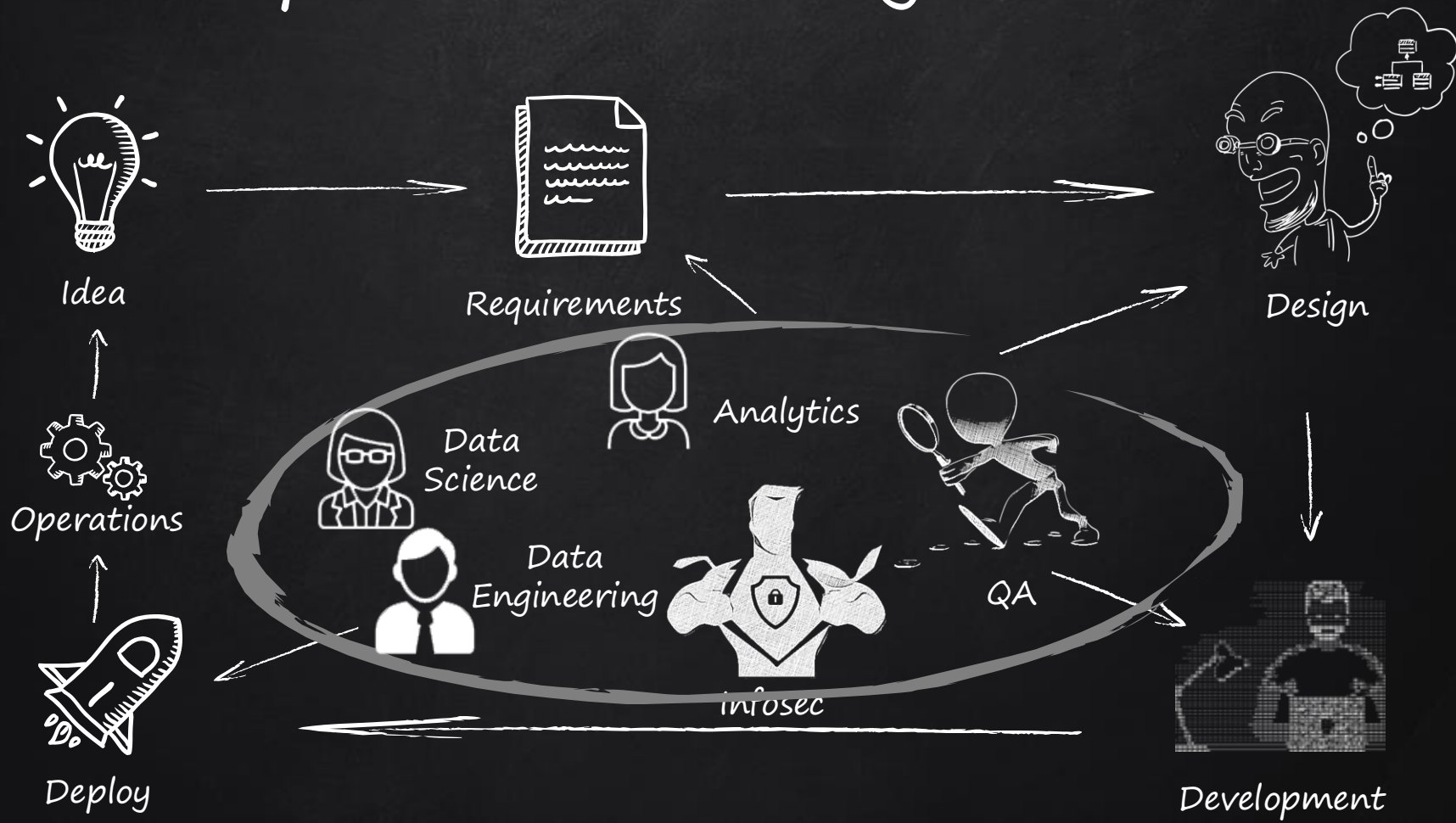


Why do we need soft skills?

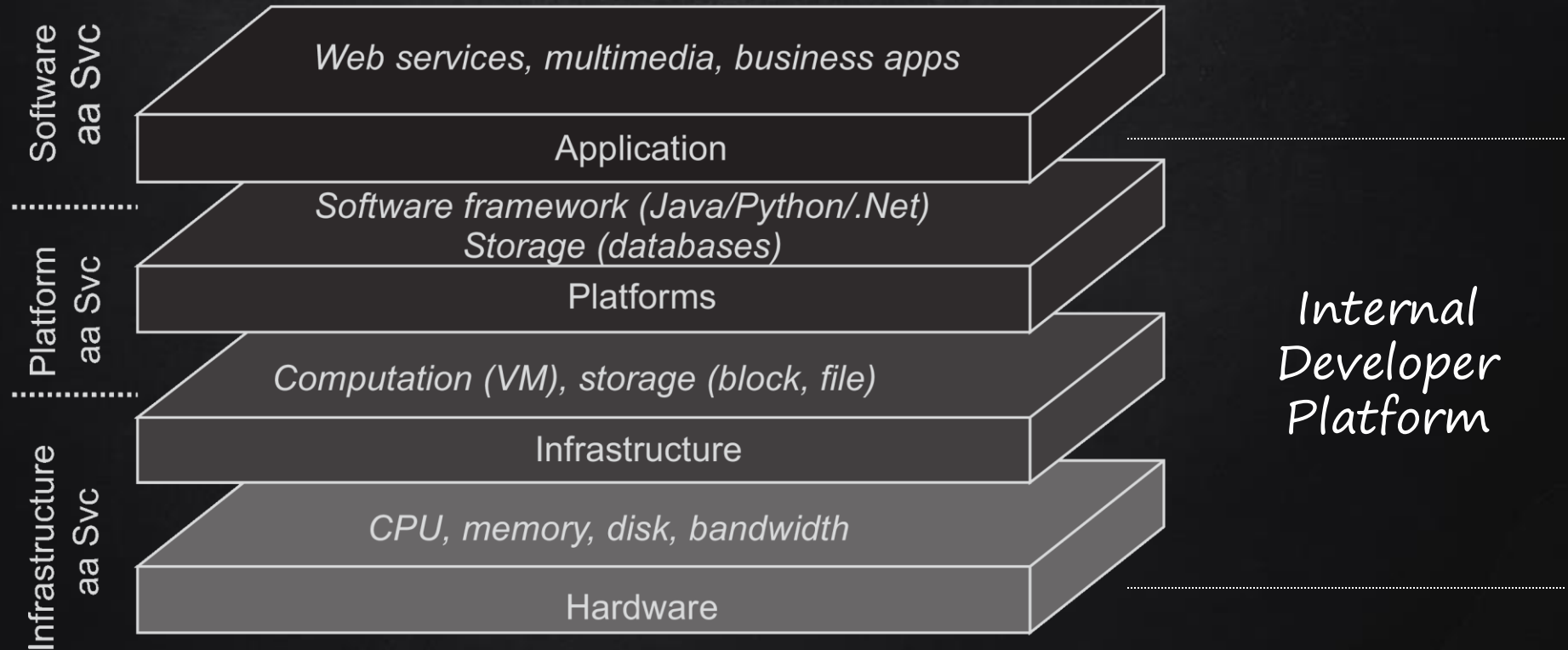
Dev ... Sec ... Data ... WTF ... Ops



Pipeline Driven Organization

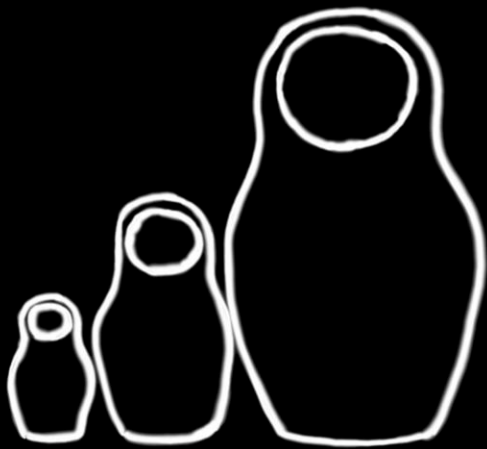


Using abstractions against Complexity



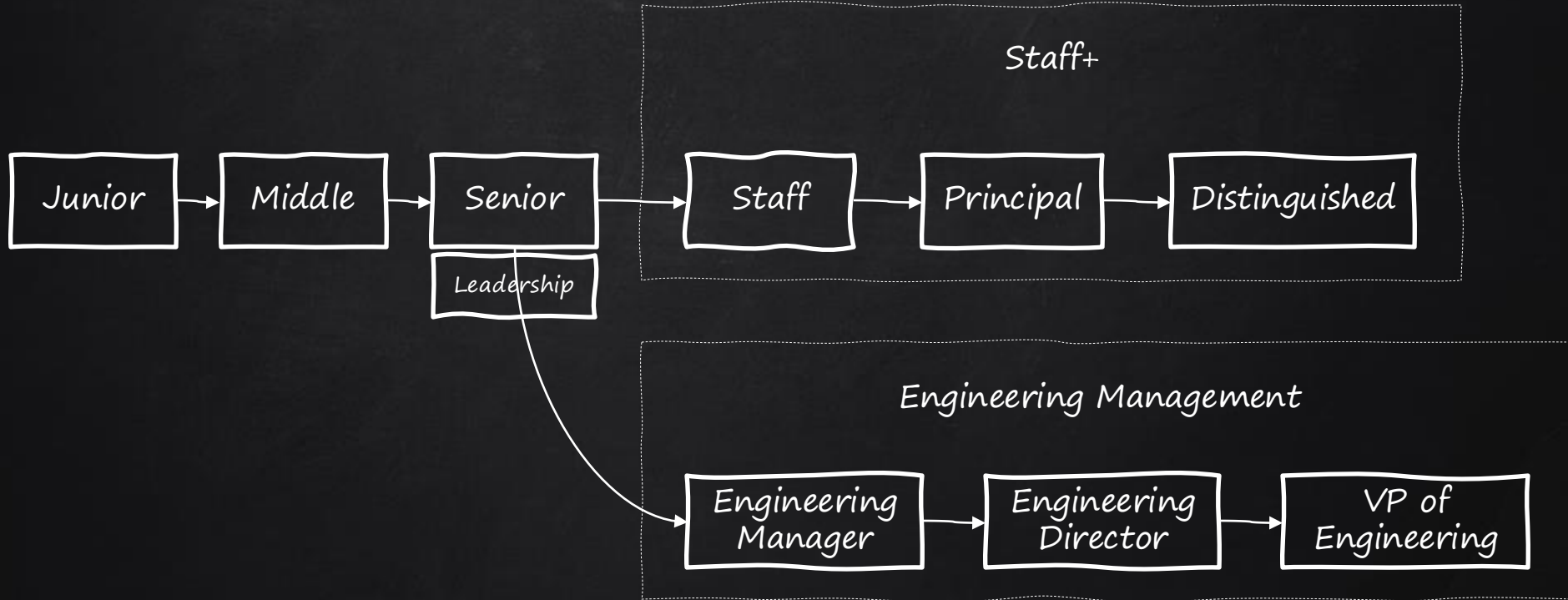
Cynefin framework



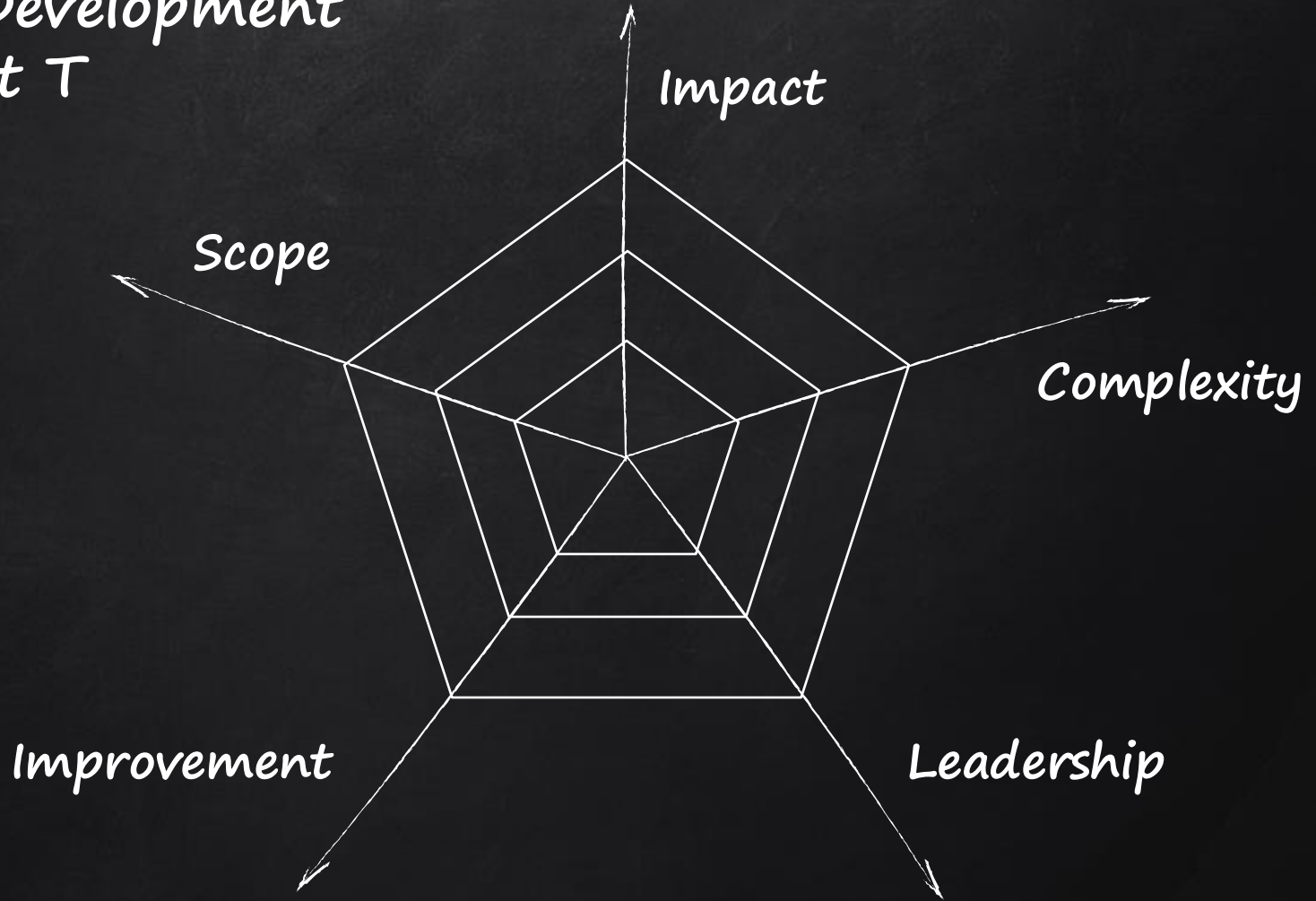


How to grow?

Engineering Career Path

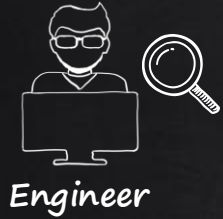


Software Development Engineer at T



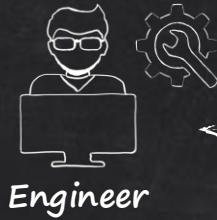
T-Growth at T

1) Explore competency matrix



Competency matrix

2) Complete next level tasks



Engineer

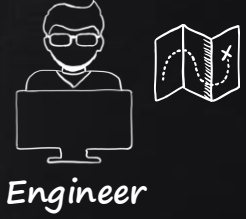
3) Manager gives feedback about tasks

Feedback on one-on-ones



Direct Manager

4) Complete over 50% of next level criteria



Engineer

8) Give feedback about promo requests



Direct Manager

7) Do required HR-processes for promo



HR managers and CnB

6) Review promotion request



Profession leads

5) Fill the promotion request



Engineer



*What do we need to improve
to become leaders?*

Skills and abilities I recommend to develop

- Ability to plan time and work (your own and even more)

Skills and abilities I recommend to develop

- ❑ Ability to plan time and work (your own and even more)
- ❑ Ability to take responsibility and deliver results

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- ❑ Communication skills and ability to negotiate

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- ❑ Skills of self-motivation and motivation of others

Skills and abilities I recommend to develop

- ❑ Ability to plan time and work (your own and even more)
- ❑ Ability to take responsibility and deliver results
- ❑ Communication skills and ability to negotiate
- ❑ Skills of self-motivation and motivation of others
- ❑ Curiosity to dive deep and ask more questions

1. *How to plan*

Eisenhower Matrix

Urgent

Less Urgent

Important

Less
Important

Eisenhower Matrix

Urgent

Less Urgent

Important

Do First

Less
Important

Eisenhower Matrix

Urgent

Less Urgent

Important

Do First

Schedule

Less
Important

Less

Eisenhower Matrix

	Urgent	Less Urgent
Important	Do First	Schedule
Less Important	Delegate	

Eisenhower Matrix

	Urgent	Less Urgent
Important	Do First	Schedule
Less Important	Delegate	To /dev/null

How to setup goals?

Standard approach



1) Usually, people first
look at where they are
now

Standard approach

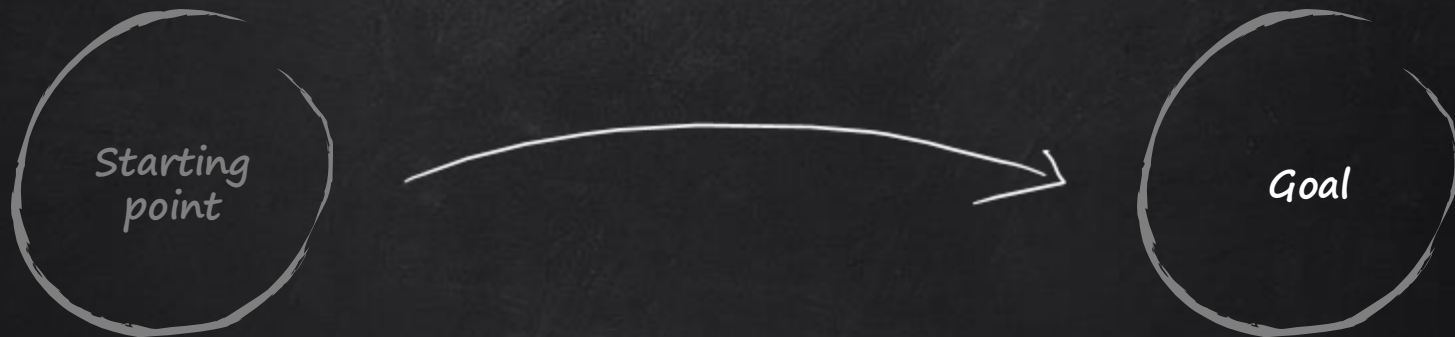


1) Usually, people first
look at where they are
now



2) Then they come up
with goals for themselves

Standard approach



1) Usually, people first
look at where they are
now

2) Then they come up
with goals for themselves

3) Then they figure out how
to close the gap between the
starting point and the goal.

Standard approach



1) Usually, people first look at where they are now

2) Then they come up with goals for themselves

3) Then they figure out how to close the gap between the starting point and the goal.

The main problem here is that thinking is constrained by the dimensions of the current situation, which acts as a "box"

Backcasting



1) Start with the desired
goal

Backcasting



1) Start with the desired goal

2) We come up with steps in the opposite direction to achieve it, starting from the goal

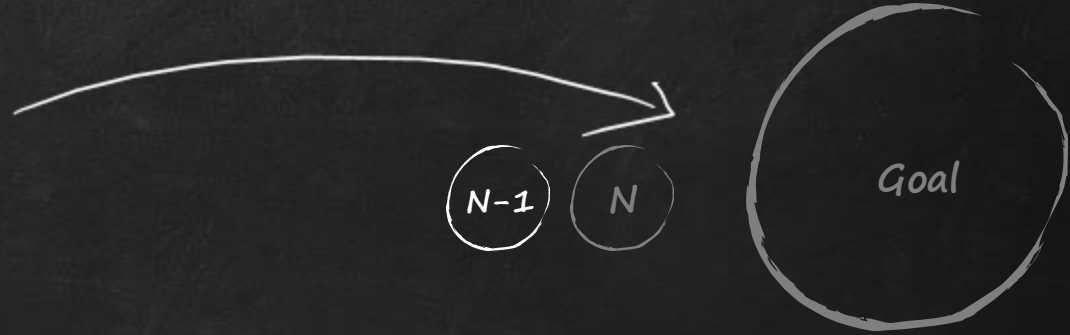
Backcasting



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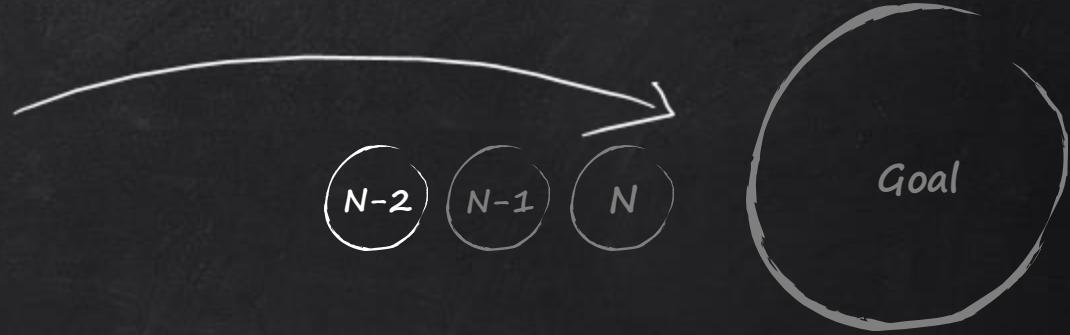
Backcasting



1) Start with the desired goal

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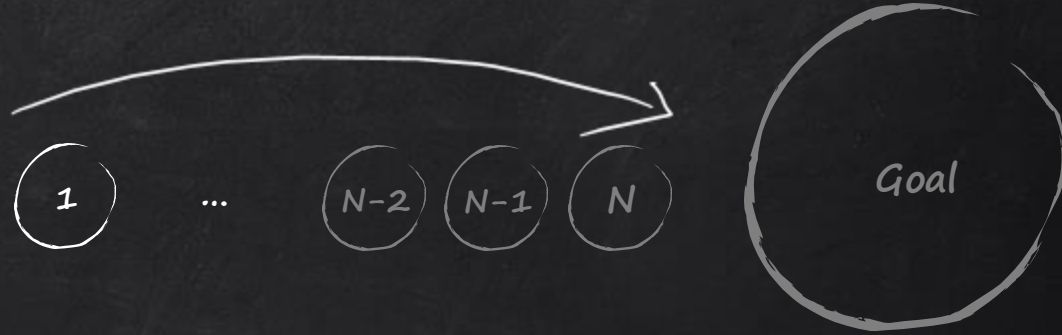
Backcasting



1) Start with the desired goal

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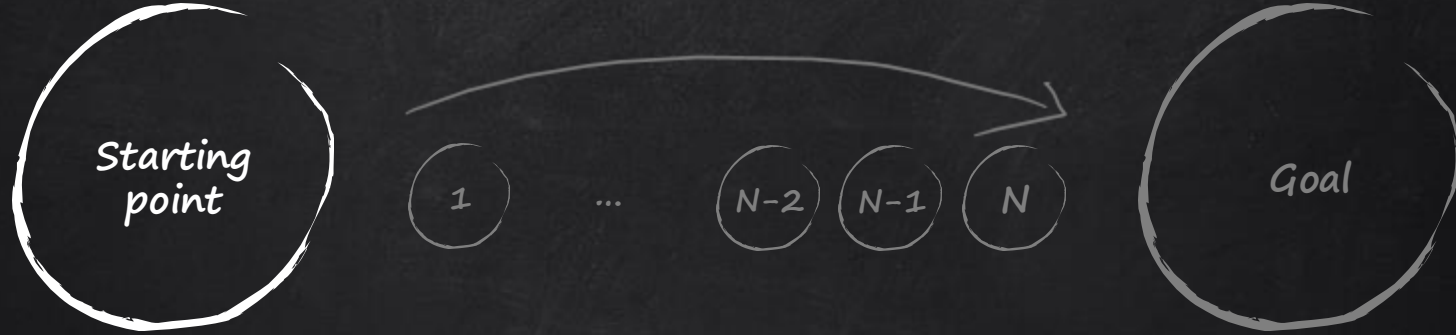
Backcasting



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Backcasting

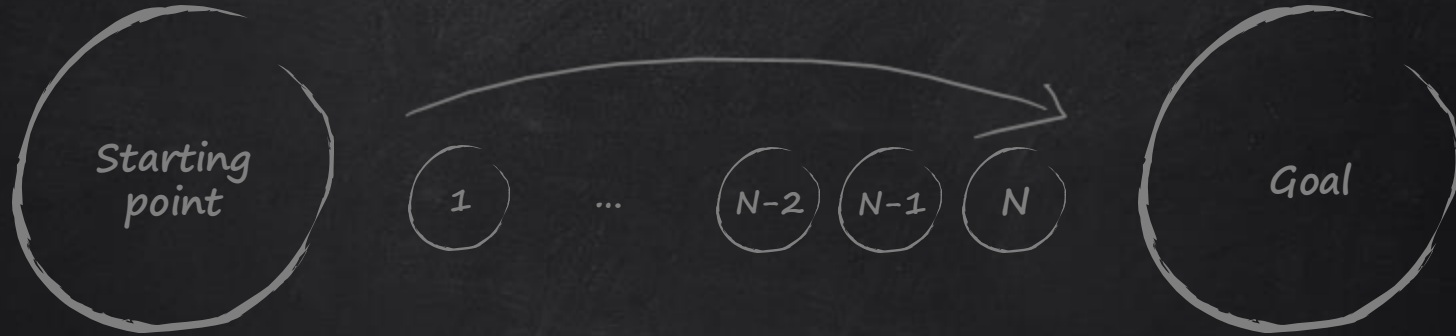


3) We reach the start, having drawn up a plan of transformations

2) We come up with steps in the opposite direction to achieve it, starting from the goal

1) Start with the desired goal

Backcasting



3) We reach the start,
having drawn up a plan of
transformations

2) We come up with steps in
the opposite direction to
achieve it, starting from the
goal

1) Start with the desired
goal

Here we fixed the problem of thinking rigidity and
made a plan for change

2. Take responsibility and
deliver results

Take responsibility and deliver results

- Acknowledge and accept responsibility (recognize your role)

Take responsibility and deliver results

- ❑ Acknowledge and accept responsibility (recognize your role)
- ❑ Set clear goals and standards (define success and avoid ambiguity)

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- ❑ Focus on what you can control (control your efforts and adapt)

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- ❑ Take initiative (be proactive and be a problem solver)

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- ❑ Maintain integrity (be honest, lead by example)

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- ❑ Set clear goals and standards (define success and avoid ambiguity)
- ❑ Focus on what you can control (control your efforts and adapt)
- ❑ Take initiative (be proactive and be a problem solver)
- ❑ Learn from mistakes (reflect and improve, be resilient)
- ❑ Maintain integrity (be honest, lead by example)
- ❑ Commit to results (follow through and use ownership mindset)

3. *Develop communication skills*

Develop communication skills

- Active listening

Develop communication skills

- ❑ *Active listening*
- ❑ *Adapt to your audience*

Develop communication skills

- ❑ Active listening
- ❑ Adapt to your audience
- ❑ Non-verbal communication

Develop communication skills

- ❑ Active listening
- ❑ Adapt to your audience
- ❑ Non-verbal communication
- ❑ Clarity and brevity

Develop communication skills

- ❑ Active listening
- ❑ Adapt to your audience
- ❑ Non-verbal communication
- ❑ Clarity and brevity
- ❑ Practice public speaking

Develop communication skills

- ❑ Active listening
- ❑ Adapt to your audience
- ❑ Non-verbal communication
- ❑ Clarity and brevity
- ❑ Practice public speaking
- ❑ Emotional awareness

Develop communication skills

- ❑ Active listening
- ❑ Adapt to your audience
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- ❑ Clarity and brevity
- ❑ Practice public speaking
- ❑ Emotional awareness
- ❑ Feedback and reflection

Develop communication skills

- ❑ Active listening
- ❑ Adapt to your audience
- ❑ Non-verbal communication
- ❑ Clarity and brevity
- ❑ Practice public speaking
- ❑ Emotional awareness
- ❑ Feedback and reflection
- ❑ Written communications

4. How to motivate yourself ...
and others

How to motivate yourself ... and others



Set a big
goal

The most sustainable goals work on several aspects of life at once: work, hobbies, personal life. Such goals are harder to give up.

How to motivate yourself ... and others



Set a big
goal



Make a plan
with
checkpoints

The plan should be clear and feasible. It is desirable that it sets the rhythm and has intermediate checkpoints

How to motivate yourself ... and others



Set a big
goal



Make a plan
with
checkpoints



Get the goal out
of your head

You can't focus on a distant
goal all the time - it's easy to
get demotivated by how far
away it is

How to motivate yourself ... and others



Set a big
goal



Make a plan
with
checkpoints



Get the goal out
of your head



Go forward, enjoying the
small steps

Achieving the next
intermediate result brings
joy. It is good if artifacts
appear as you move forward

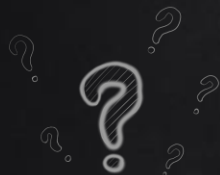
5. How to dive deep and be
curious



Complex
Problem



Theory



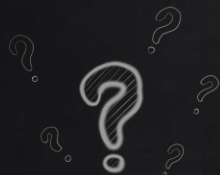
Complex
Problem



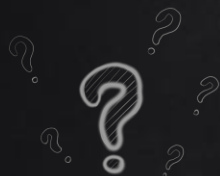
Theory



Practice



Complex
Problem



Complex
Problem



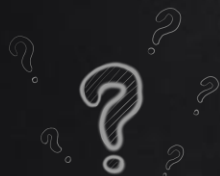
Theory



Practice



Idea



Complex
Problem



Theory



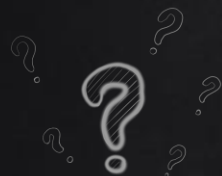
Practice



Idea



RFC



Complex
Problem



Theory



Practice



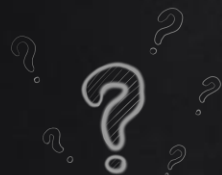
Idea



RFC



Plan



Complex
Problem



Theory



Practice



Idea



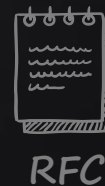
RFC



Implementation



Plan





Theory



Practice



Idea



Complicated
Problem



RFC



Checking
results



Implementation



Plan



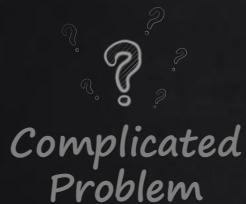
Theory



Practice



Idea



Complicated
Problem



Checking
results



Implementation



Plan



RFC

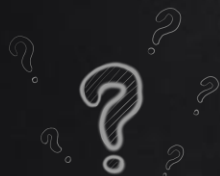
The path of the theorist



But there is another way



Complex
Problem



Complex
Problem



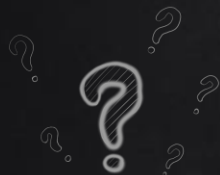
Practice



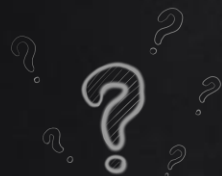
Practice



Theory



Complex
Problem



Complex
Problem



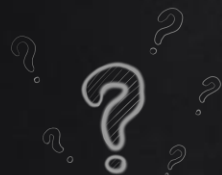
Practice



Theory



Idea



Complex
Problem



Practice



Theory



Idea



Implementation



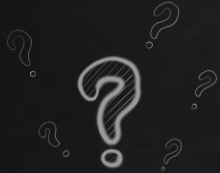
Practice



Theory



Idea



Complex
Problem



Checking
results



Implementation



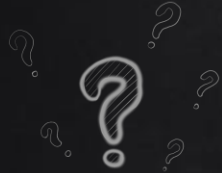
Practice



Theory



Idea



Complex
Problem

The path of the practitioner



Checking
results



Implementation



Practice



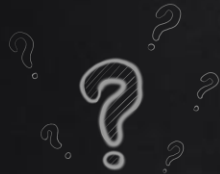
Theory



Idea



RFC



Complex
Problem

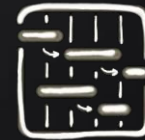
The path of the advanced practitioner



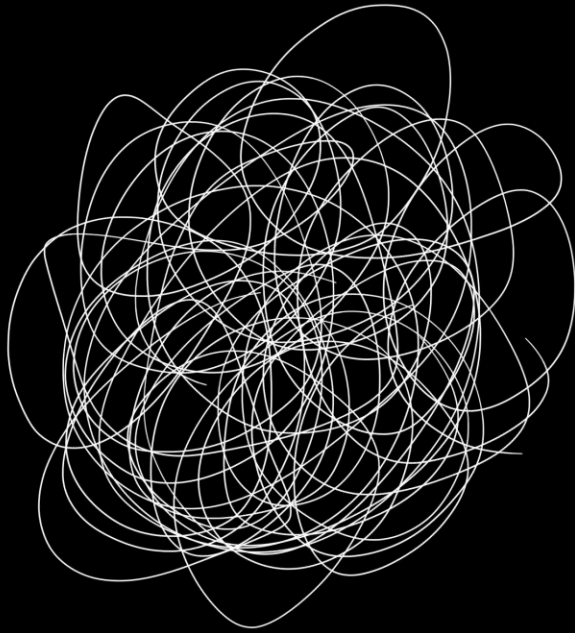
Checking
results



Implementation



Plan



*But don't forget about
hard skills*

You build it, you run it

Engineer =



+



+



- ❑ Can design solution (system design interview)
- ❑ Can implement what was designed (algo interview + java/go/... interview)
- ❑ Can handle incidents in their systems (troubleshooting interview)



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