

Setting goals as a staff+ engineer



Setting goals
as a staff+ engineer?

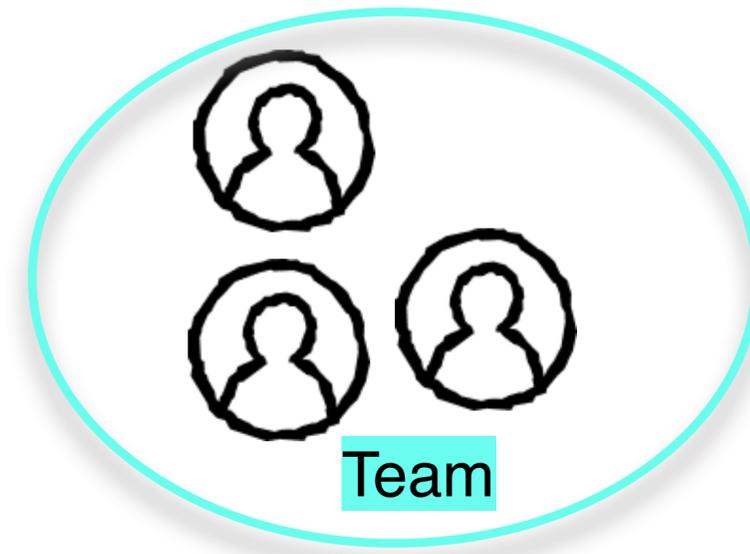
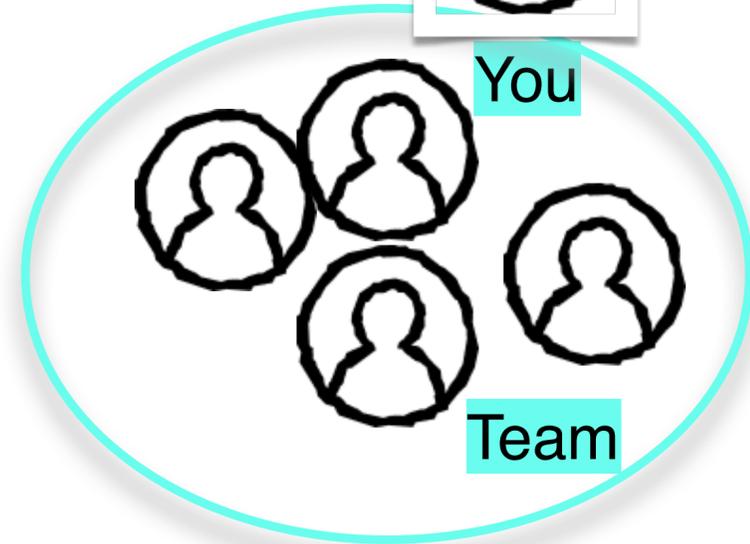
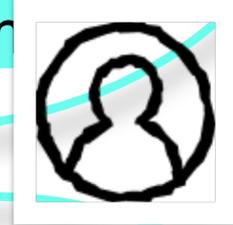
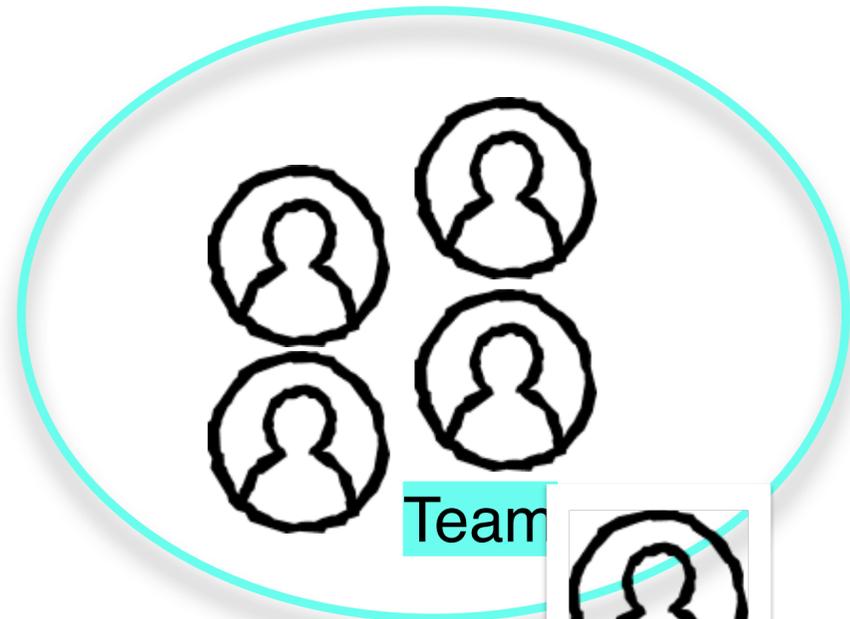
A confession... 🤪

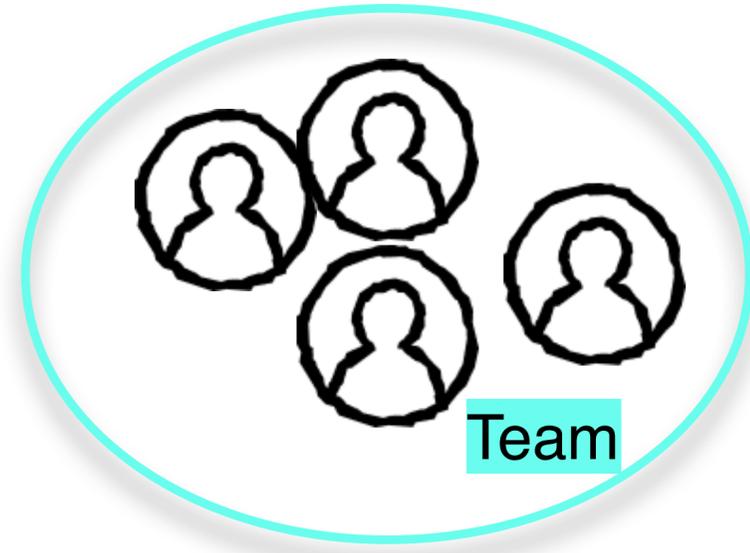
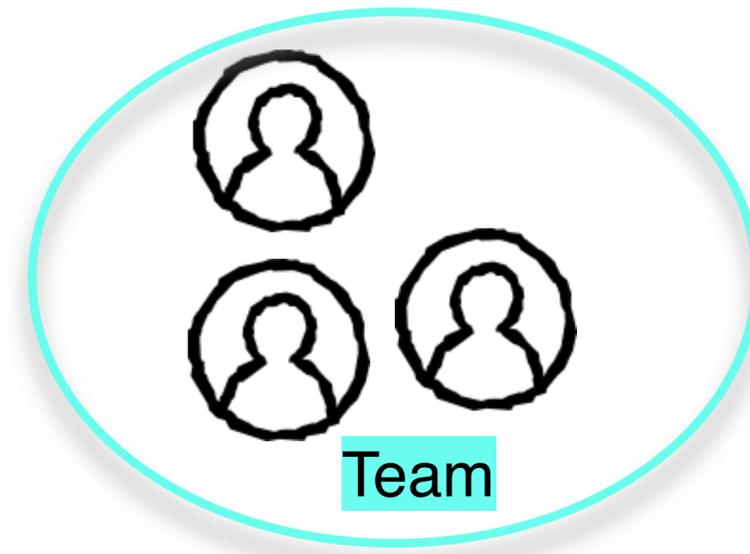
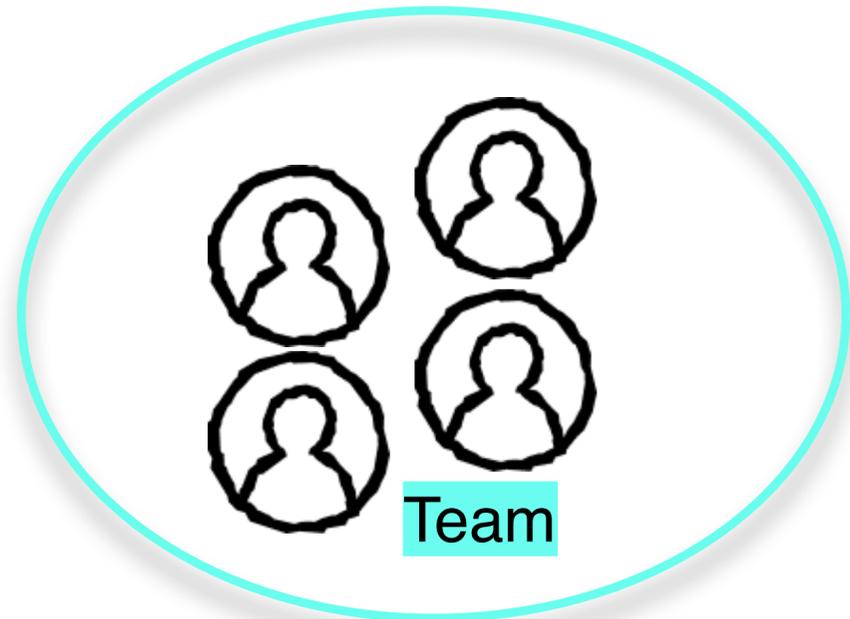
A confession... 🤪

People leader ↔ Technical leader

Setting goals as a staff+ engineer

It depends...





What's
changed?



You're not working as part of
a team anymore

What are my goals? 🤔

What's
changed?



You're not part of team
rituals

*How do I know what's going
on? 🤔*

What's
changed?



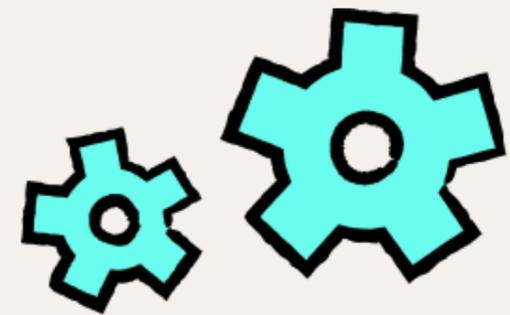
Your work is more than
coding

*What else should I be
doing?! 🤔*

Setting goals as a staff+ engineer



 **BUSY WORK** 



High impact work

You create it!

Setting goals as a staff+ engineer

1. List all inputs

- ✓ Business and product strategies

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- ✓ Business and product strategies
- ✓ Teams' needs

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- ✓ Teams' needs
- ✓ Engineering Org's needs

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 **Tip for managers:**
Share business
context

2. Prioritise inputs

- ✓ Company needs

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- ✓ Riskiest areas or projects

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- ✓ Personal growth goals

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Tip for managers:
Help connect to
performance review

3. Trim it down

- ✓ Are there opportunities for delegation?

3. Trim it down

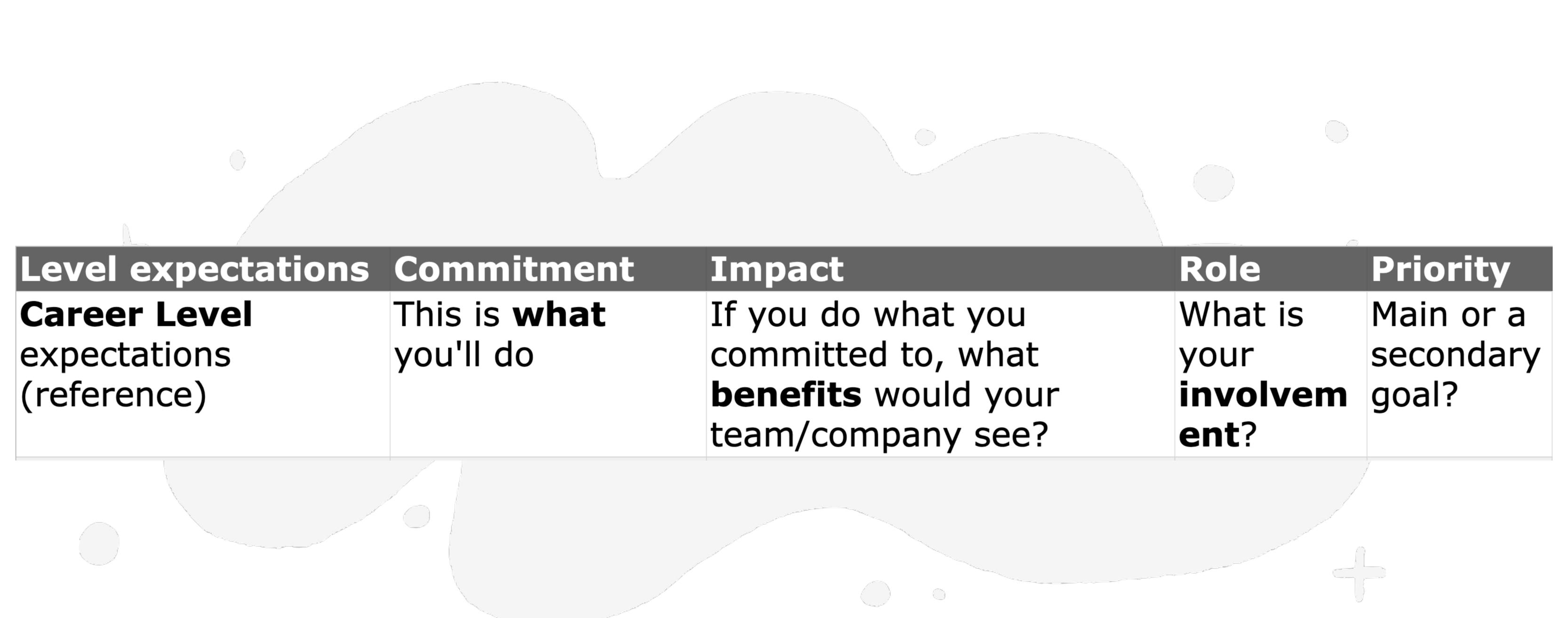
- ✓ Are there opportunities for delegation?

 **Tip for managers:**
Help find other
owners

 **An achievable backlog
prioritised by
company needs and risks
aligned with your growth goals**



Write it down



| Level expectations | Commitment | Impact | Role | Priority |
|--|----------------------------------|---|---|---------------------------------|
| Career Level expectations (reference) | This is what you'll do | If you do what you committed to, what benefits would your team/company see? | What is your involvement ? | Main or a secondary goal? |

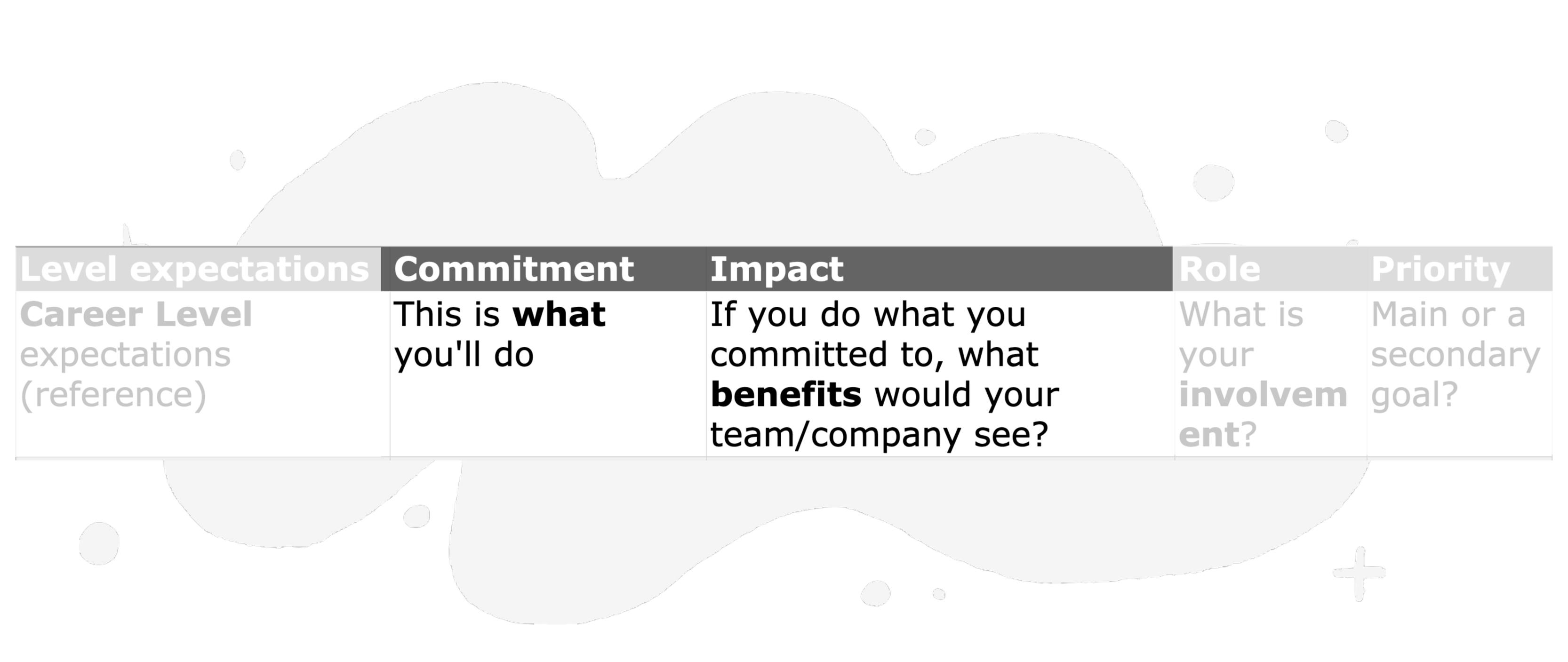


Sabrina's document format

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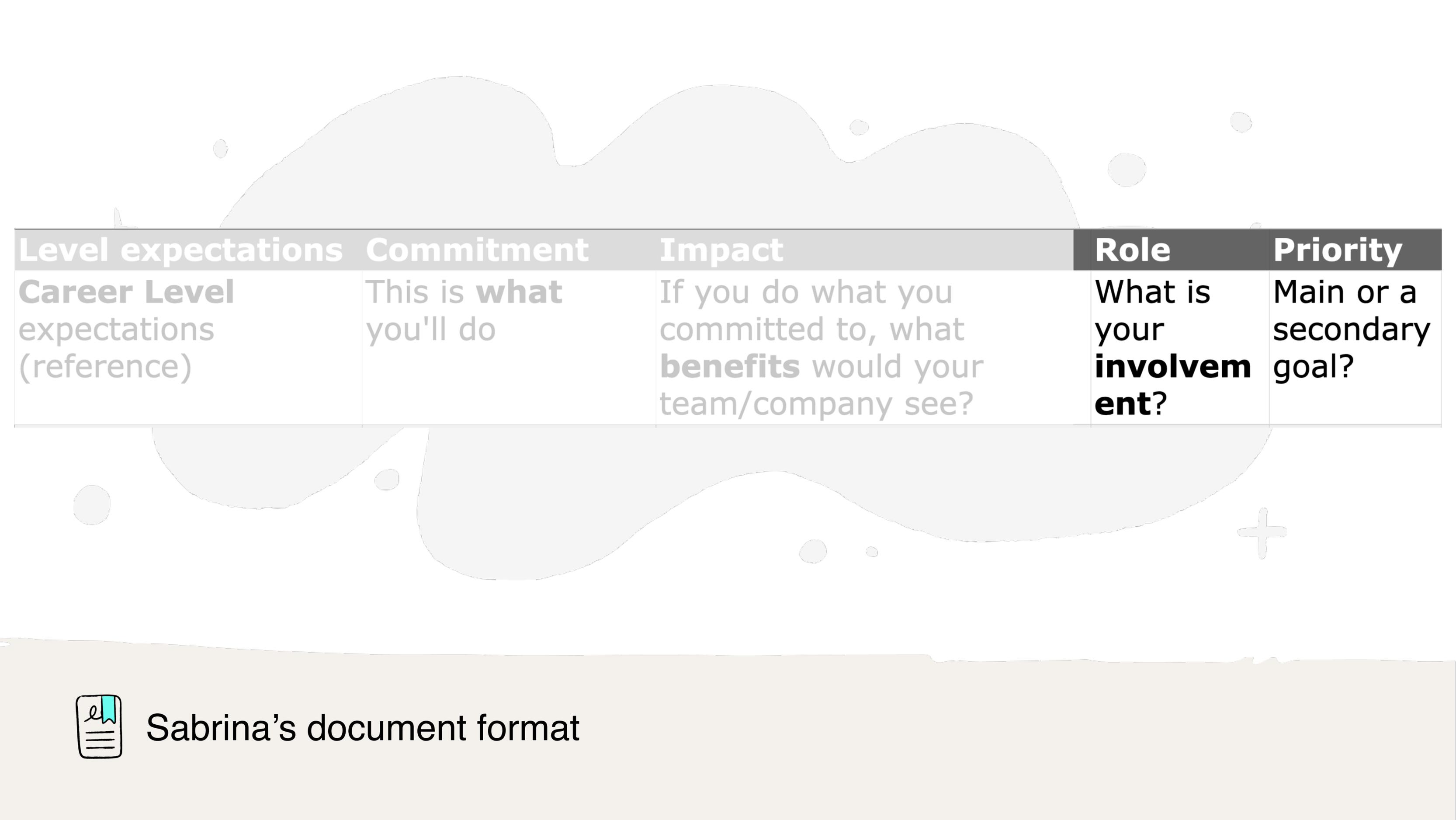
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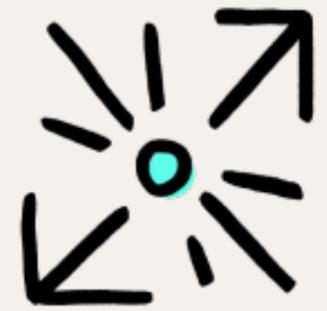


Sabrina's document format

| Level expectations | Commitment | Impact | Role | Priority |
|---|--|--|-------------|-----------------|
| "Monitors and raises the bar for good technical design" | Define and implement engineering-wide metrics for code quality | Teams can monitor their code quality and invest in improvements when needed | Driver | Main |
| "Grows capacity at staff and principal level..." | Coach Anna on project she's driving, 1:1s and joining early project scoping sessions | Anna has support needed to work on her growth areas and submit a promotion proposal for next cycle | Supporter | Secondary |



An example



Share it

Get
feedback 

from...

your manager

Get
feedback 

from...

your manager

your peers

your cross-discipline peers

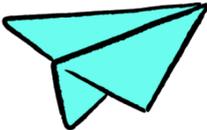
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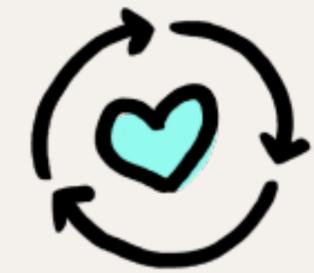
Share 

Your goals

What you'll do to deliver on your goals

How you'll work with teams

What you're not doing



Repeat



Sabrina's timeline

Quarterly goals

Cycle goals

Cycle goals

Week



Track progress

Quarterly goals

Cycle goals

Cycle goals

Week



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Quarterly goals

Cycle goals

Cycle goals

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Track progress

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If When 
things change

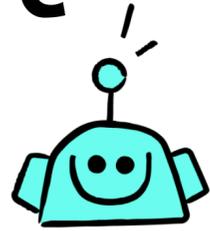
**Missing context? Re-prioritise
or delegate**

If When 
things change

Missing context? Re-prioritise
or delegate

No changes? Say “~~no~~ not now”
and use as input for next goal
setting period

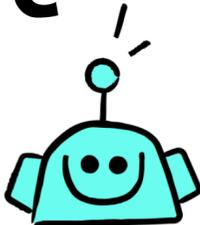
Setting goals as a staff+ engineer

What about
coding? 

Prioritise as any other goal

Define why you want to do it

Spot problems and use as input
for new goals

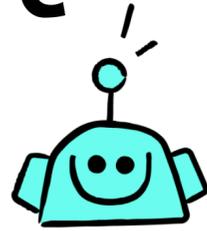
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Setting goals
as a staff+ engineer
and more...

Introducing role

Beyond goal
setting 

Beyond goal
setting 

Introducing role

Focus: Saying “no” or
reprioritising

Beyond goal
setting 

Introducing role

Focus: Saying “no” or
reprioritising

Motivation: Seeing the big
picture

Beyond goal
setting 

Introducing role

Focus: Saying “no” or
reprioritising

Motivation: Seeing the big
picture

Growth: Performance reviews
and next level

What's next for you?

Summary

Setting goals as a staff+ engineer



Create your backlog



Prioritise & trim it down



Get feedback



Break it down & track progress



Repeat!

Thank you!



Say hi during Office Hours!

