

Upskilling Leadership Teams

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**“A saddled
horse doesn't
pass two times ”
- Old saying**

Photo by [JSB Co.](#) on [Unsplash](#)

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Now: Focus on efficiency

“**65%** of tech team executives have been asked to look for **cost efficiencies**”

- State of Upskilling 2023 by
Pluralsight



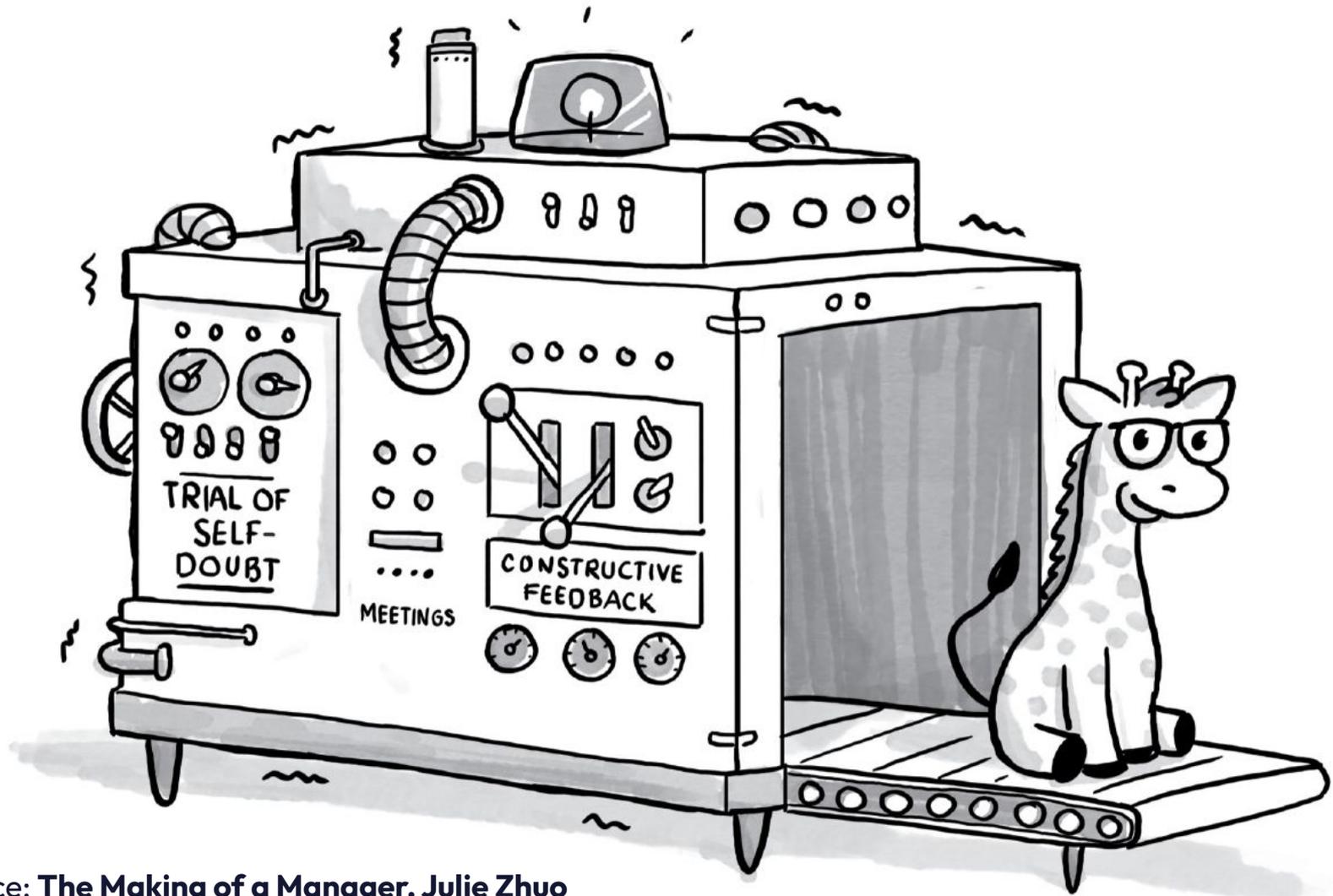
Why to upskill?

Increase

- Retention
- Engagement / Morale
- Productivity
- Quality

Decrease

- Attrition
- Time to fill
- Hiring costs



Source: **The Making of a Manager**, Julie Zhuo

**Find Potential,
Grow Potential**



How do you know if an Employee is an A, B or C player?

Source: [Greg Skloot](#), blog: Weekly Update



A, B, or C Player? What happens when...

you **delegate** to them?

when you **recruit**?

when they need to **do something new**?

they are **blocked**?



A Players

When you delegate to them, **you are confident it will get done**

When they need to do something new, **they teach themselves**

When you recruit, **you looks for others that are similar**

When they are blocked, **they ask for help**



B Players

When you delegate to them, **they get it mostly done, but need guidance**

When they need to do something new, **you have to guide them towards how to learn it**

When you recruit, **you always look for someone better**

When they are blocked, **they waste time trying to figure it out inefficiently, rather than admit they are struggling**



C Players

When you delegate to them, **you are worried it won't get done well**

When they need to do something new, **you need to precisely show them exactly how to do it, and it often still gets done wrong**

When you recruit, **you purposefully look for someone very different**

When they are blocked, **they rarely ask for help and instead just let the project slip**

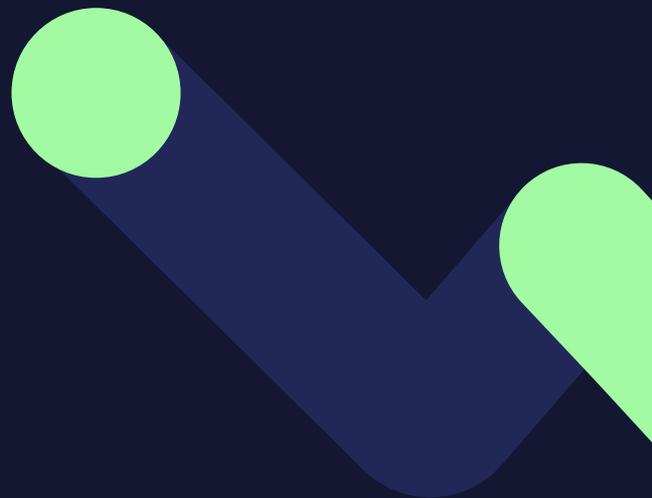
Set clear objectives and definitions for success

Hold everyone accountable for delivering results

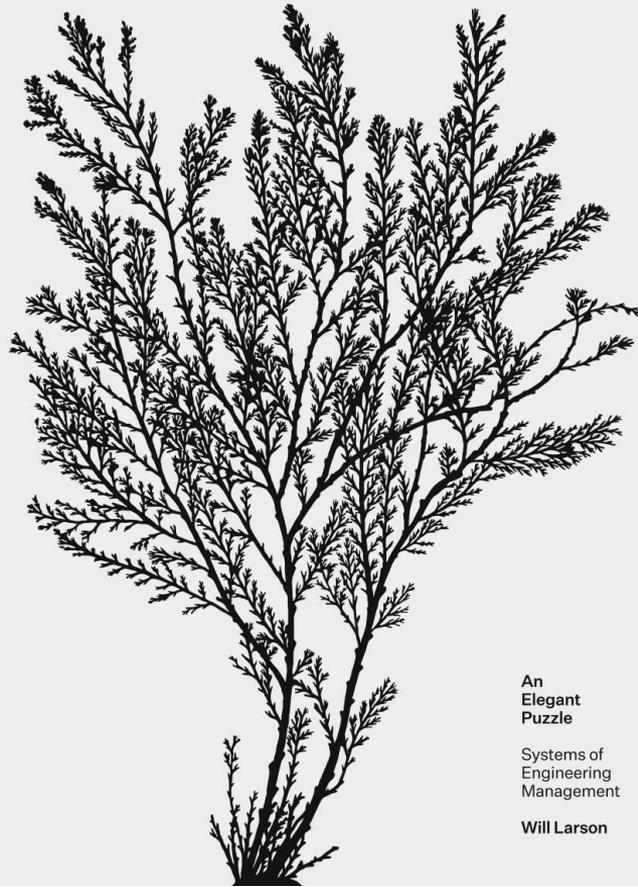
Coaching is used to turn B Players into A Players

Always (always!) let go of C players

So what...?



Define roles & find the gap



An
Elegant
Puzzle

Systems of
Engineering
Management

Will Larson



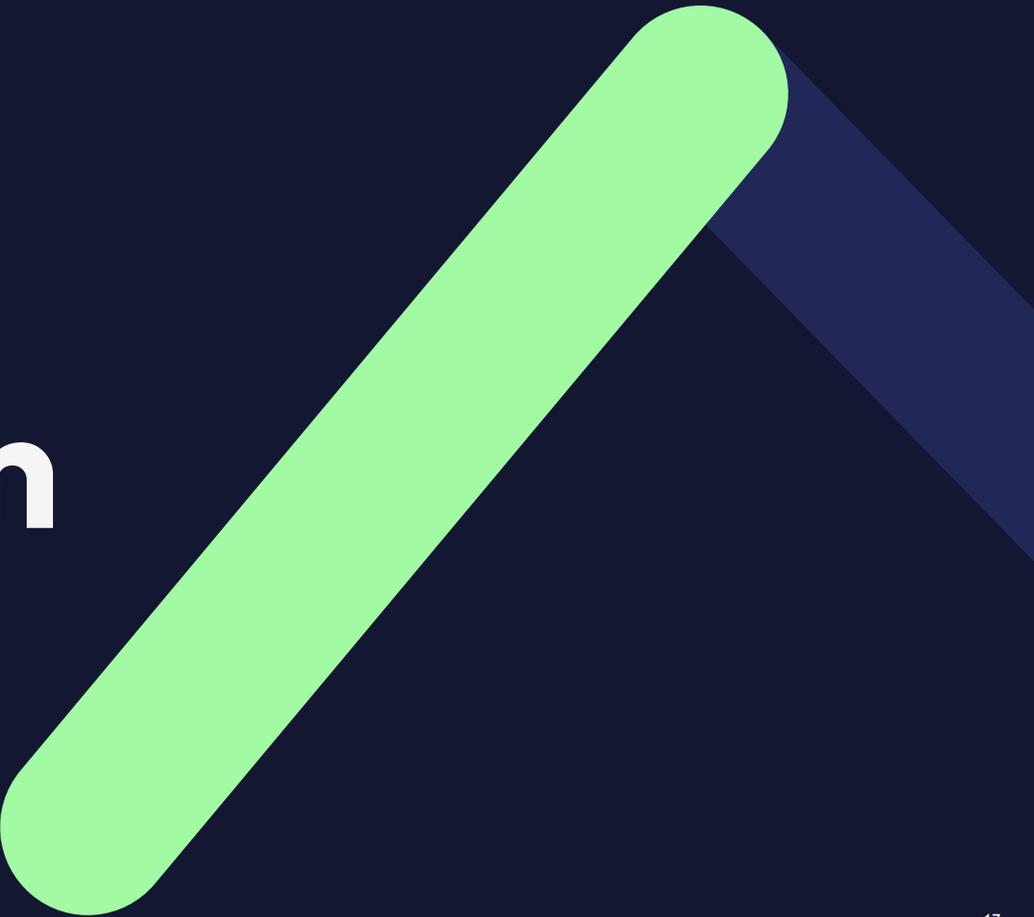
E.g.: Defining your role

- Look at your calendar and write down your role in meetings
- Look at your calendar for non meeting stuff, e.g.: interviewing, closing candidates.
- Look back over the past six months for recurring processes?
- Reflect on the individuals you support. What do they rely on you for? How do you help them?
- Audit inbound chats and emails for requests and questions coming your way.
- Audit your to-do list
- Reflect on external relationships

Repeat.



Delegation



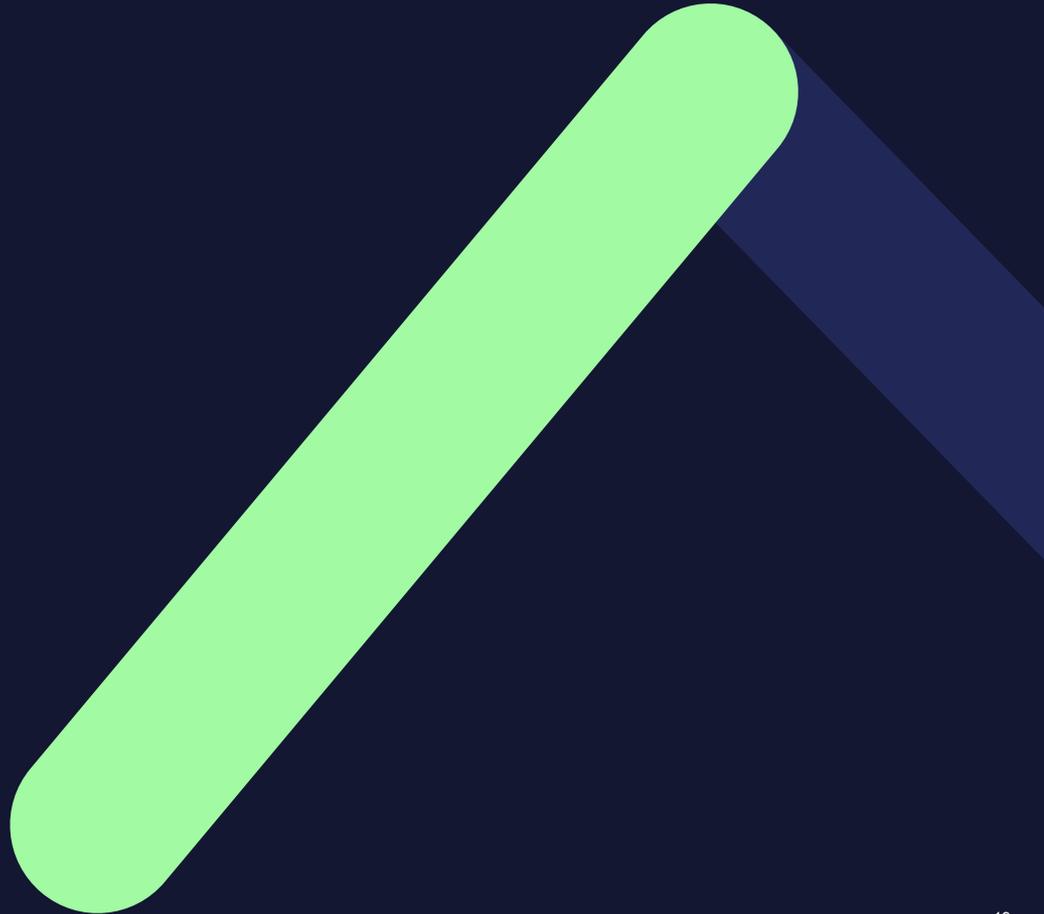
Tips by Lara Hogan



A Project Delegation Template

- Project goal
- Pro tips (Max 3)
- I will support you by...
- You should reach me out when...
- This will be a success when...

Interim process



Find Potential, Grow Potential

Identify A,B, C Players

Define Roles

Close Gaps via Delegation

Interim Process

Thanks

Do you have any questions? Drop me a message.

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What is the cost of attrition?

For **each employee** lost, the cost to the company could be **50%–250%** of his/her annual salary.

- ([SHRM](#))