

Rebuilding at Scale: A CTO's journey in a high-growth fintech

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Lee Provoost
CTO, Flagstone



30 October 2024, 5pm



Introduction



Lee Provoost
CTO at Flagstone

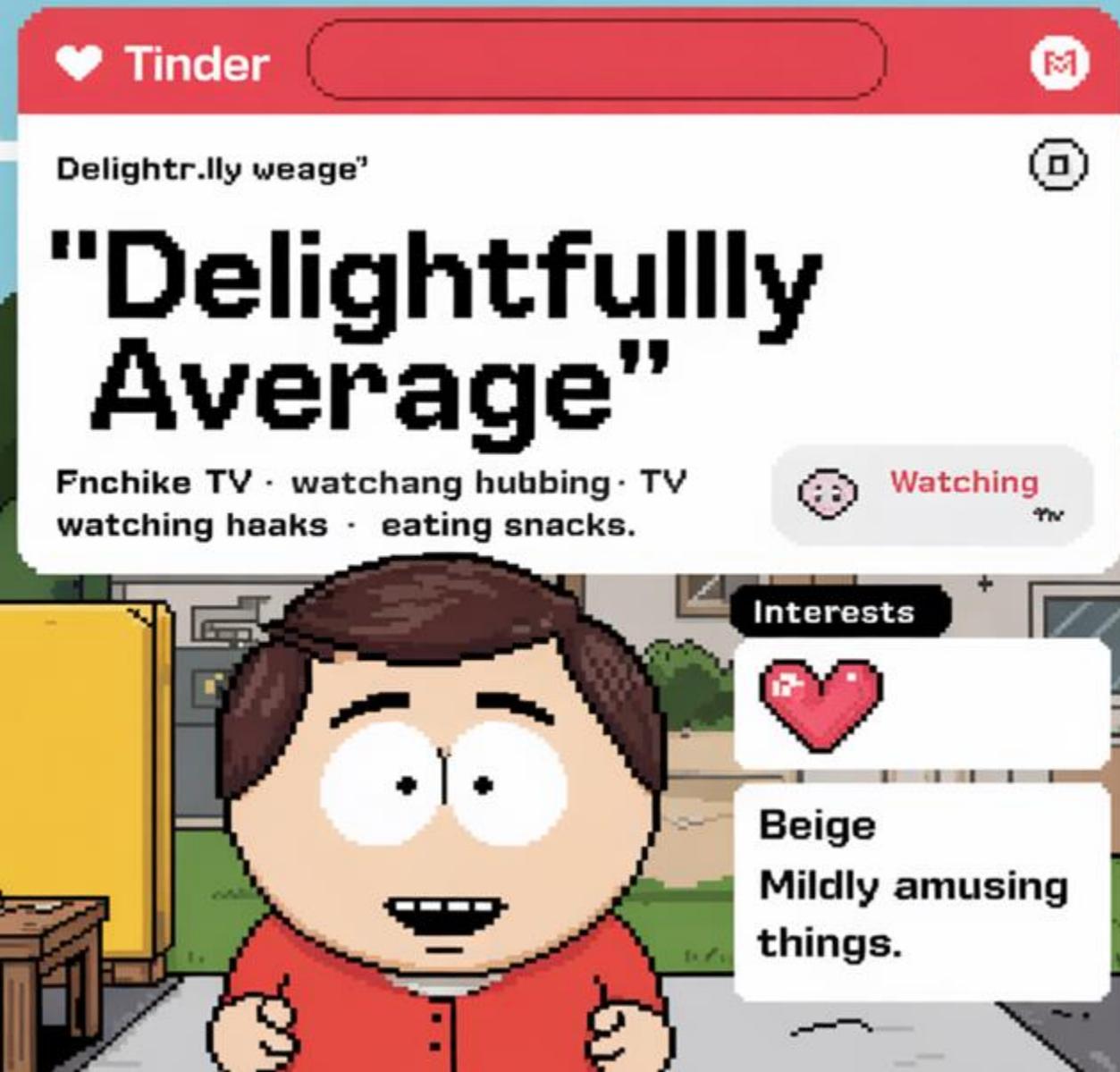
UK's leading cash savings
platform

Controversial opinion: "Michael Scott is a better boss than David Brent"



Obligatory: "we're hiring" Senior Engineering Manager / Engineering Director

How it started...

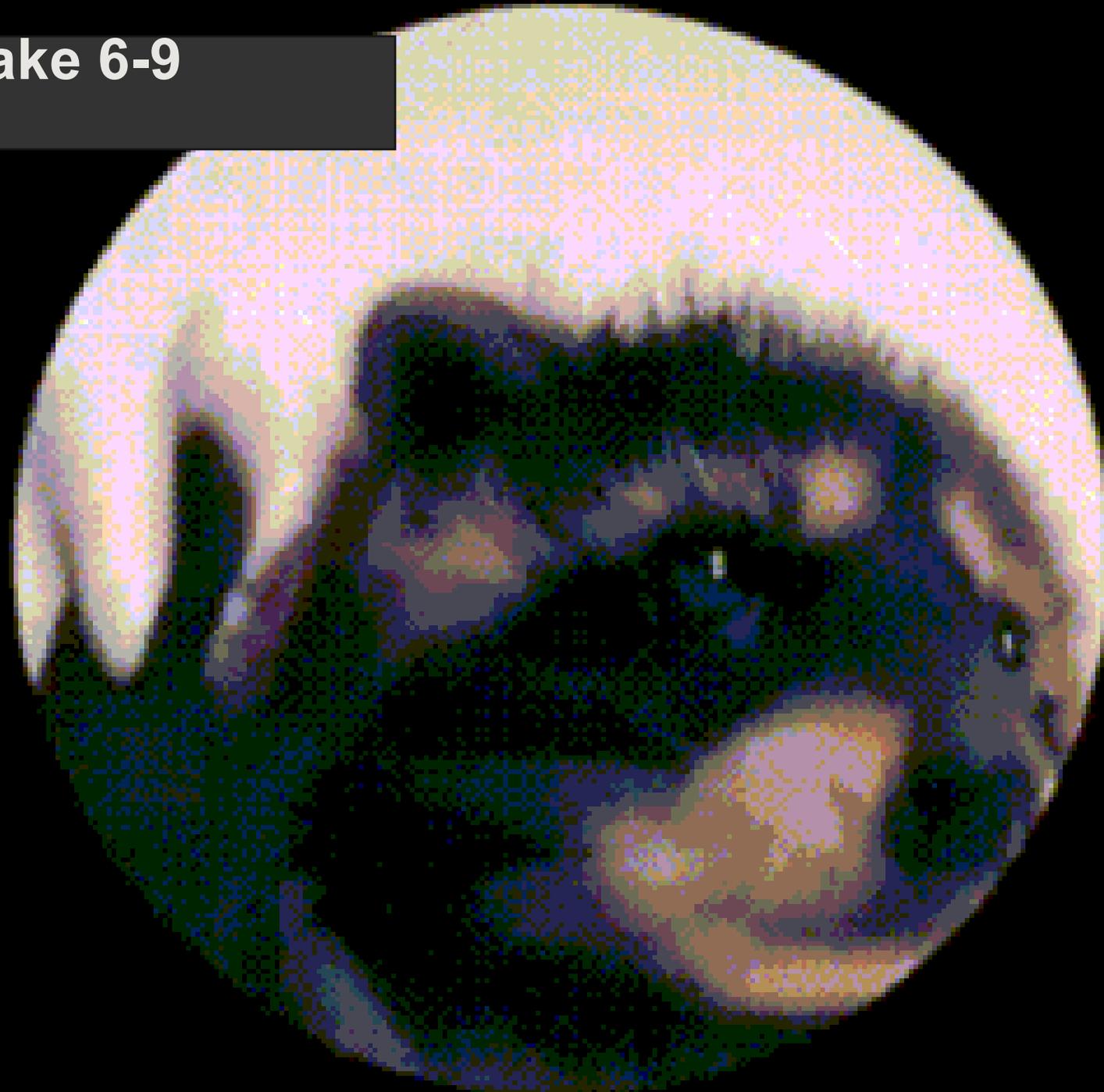


How it started...



UNDERSTAND
YOUR
SUPERPOWER

“It will only take 6-9 months”



Technical debt is easy



Technical debt is easy

commercial debt =

$\sum (\text{technical, product, business decisions}) < \text{now()} * \text{hustle}$



Where's the money?

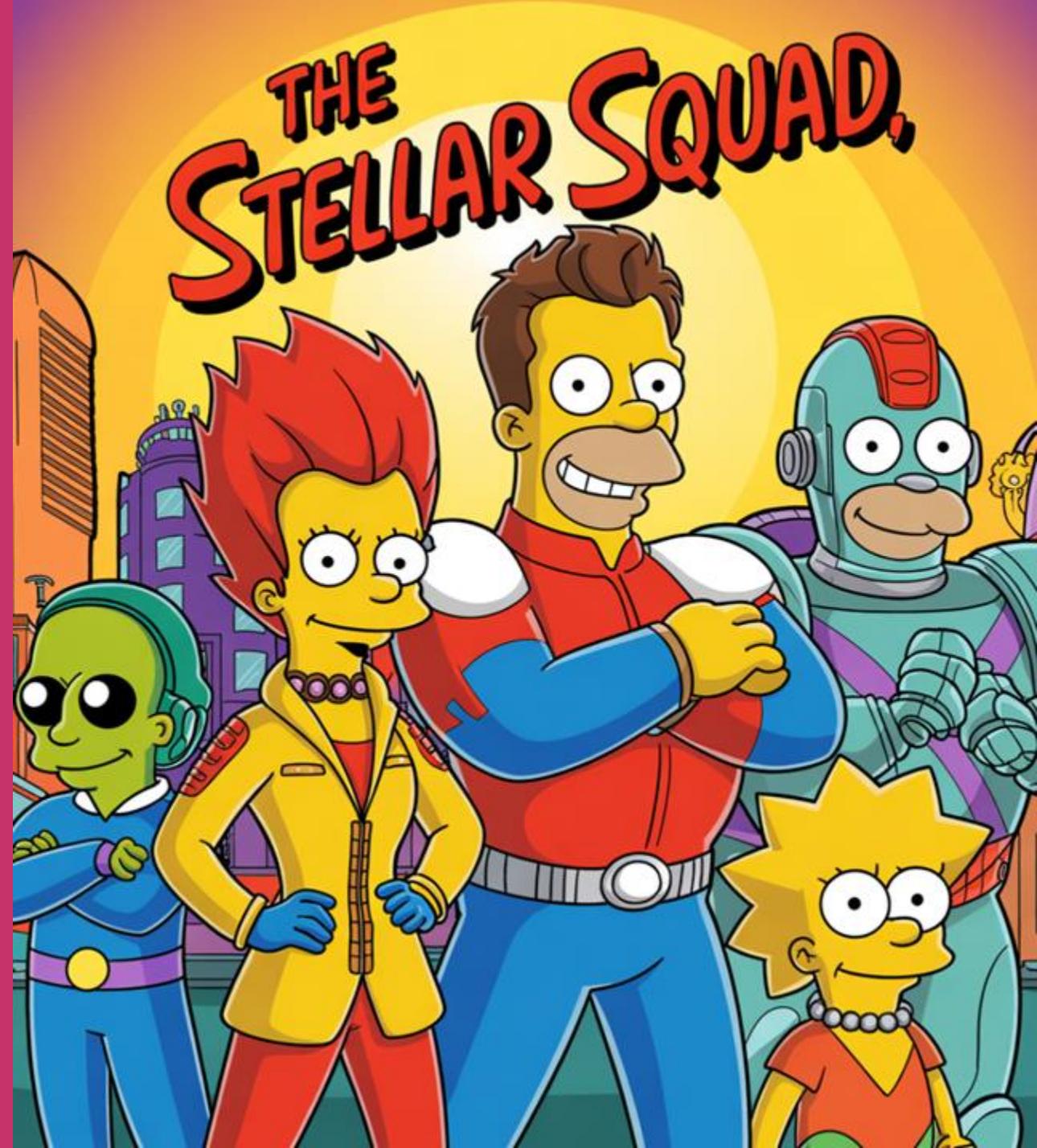


Where's the money?



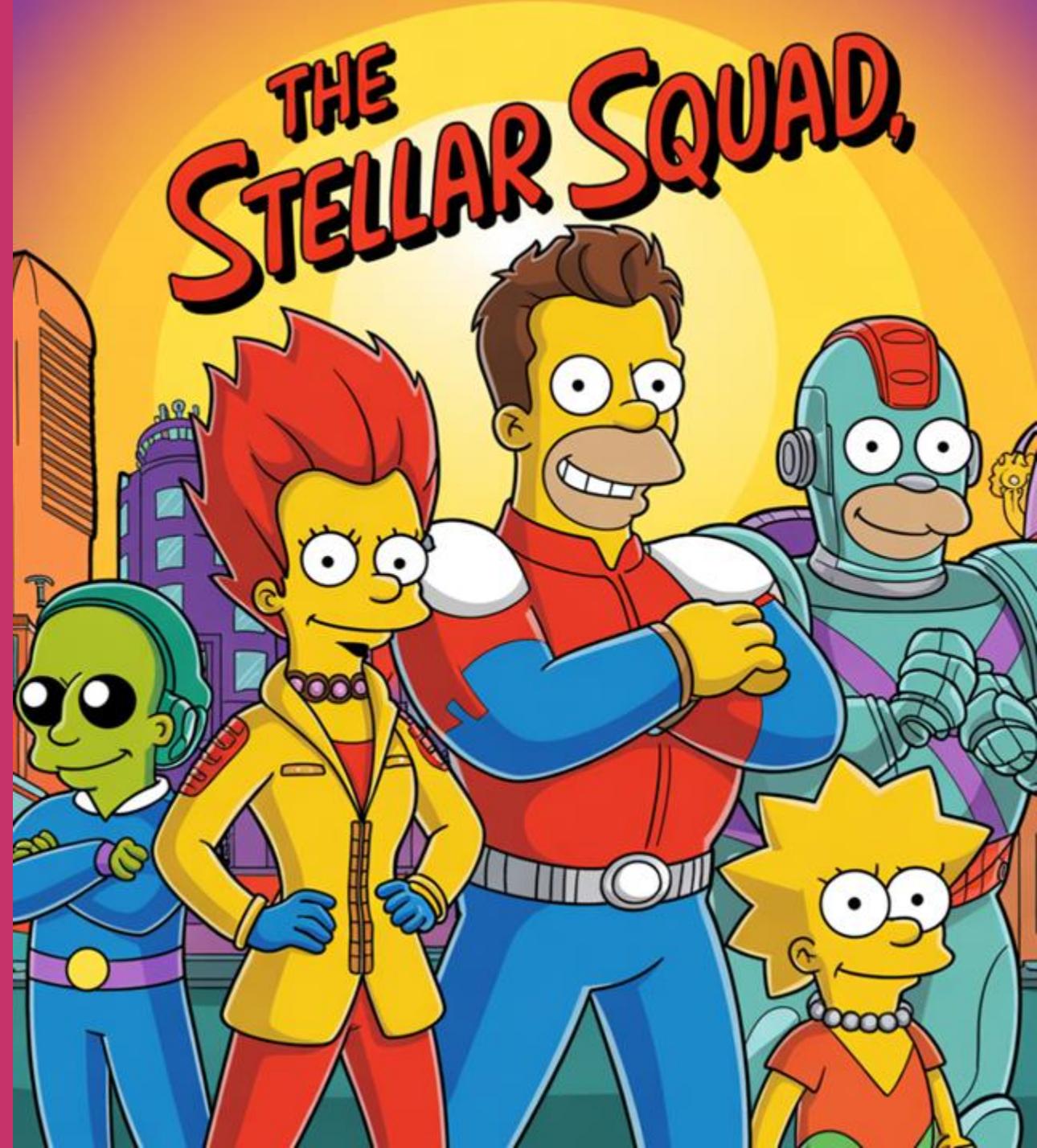
1. Focus on growth opportunities
2. Don't pursue all or nothing
3. Trust from peers and board

Trust is key



Trust is key

Your own senior technology leadership team is NOT your first team.



We are all in this together



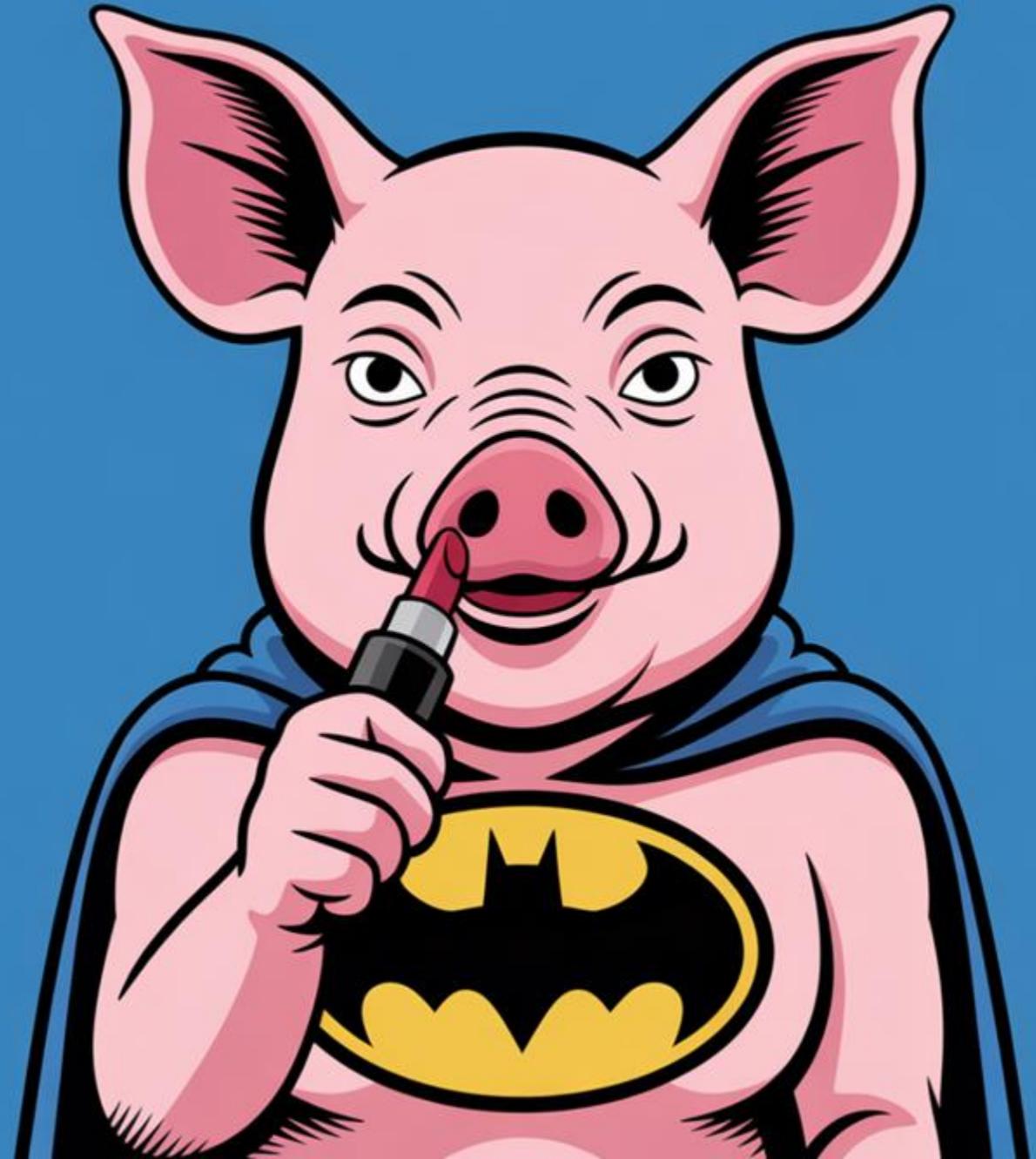
We are all in this together



1. Evangelist/cheerleader
2. Senior leader/sponsor
3. Surge sprints to unblock
4. Not everything is a tech prob

Wagile: lipstick on a pig

Just call it what it is: waterfall.
You can still be agile.



Hire the best you can afford



Look after yourself



Recap

Tom Cribb
26 Panton St SW1Y
Phone 0207 76393801

Bar 7111 2
Min 30 Oct 2024 18:51
Acc No: 3303

1	Guinness	=	7.00
1	Late Red	=	8.10
1	Birra Moretti	=	7.25
1	Birra Moretti	=	7.25

Total **£27.60**

Payment Receipt

EFT w Grat £27.60
20% VAT 20% included £4.80
Receipt no. 40/8381
Vat No: 472 781 717

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1. Understand your superpower
2. Leverage your first team
3. ~~Technical Commercial~~ Debt
4. Hire the best you can afford
5. Look after yourself