

# What's My Job Again?

By Cate Huston

With illustrations by Joe Groove









# What Can We Learn?

- **Get strategic**
- **Build your squad**
- **Restore resilience**



# Get Strategic



“A good strategy is a hypothesis of what will work based on functional knowledge and your knowledge of your own business – this is a crucial insight. Many people find success in one area, and then fail in the next because they apply the same strategy in a different context.

**Good strategy is only good in context.”**

–Richard Rumelt, Good Strategy/Bad Strategy





Many writers on strategy seem to suggest that the more dynamic the situation, the further ahead a leader must look. This is illogical. **The more dynamic the situation, the poorer your foresight will be.** Therefore, the more uncertain and dynamic the situation, the more proximate a strategic objective must be. The proximate objective is guided by forecasts of the future, but the more uncertain the future, the more its essential logic is that of “taking a strong position and creating options,” not of looking far ahead.

~Richard Rumelt, Good Strategy/Bad Strategy





NESSI

Hello

Your Start

Forest of Fear

Mountain Path

The Blocked Path

THE HOLE

KRAKEN

Crocs

Your Goal

Fluff bucks

N

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- **Time**
- **Context**
- **Direction**
- **Expertise**





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- **Time**
- **Context**
- **Direction**
- **Expertise**



- **Time**
- **Context**
- **Direction**
- **Expertise**



# Product Strategy







# Technical Strategy



# Technical Strategy

- **Phase 1: Assess and De-risk**
- **Phase 2: Core Implementation**
- **Phase 3: Enablement**







# Build Your Squad



# Leadership Styles



**Affiliative**



**Coaching**



**Authoritative**



**Democratic**

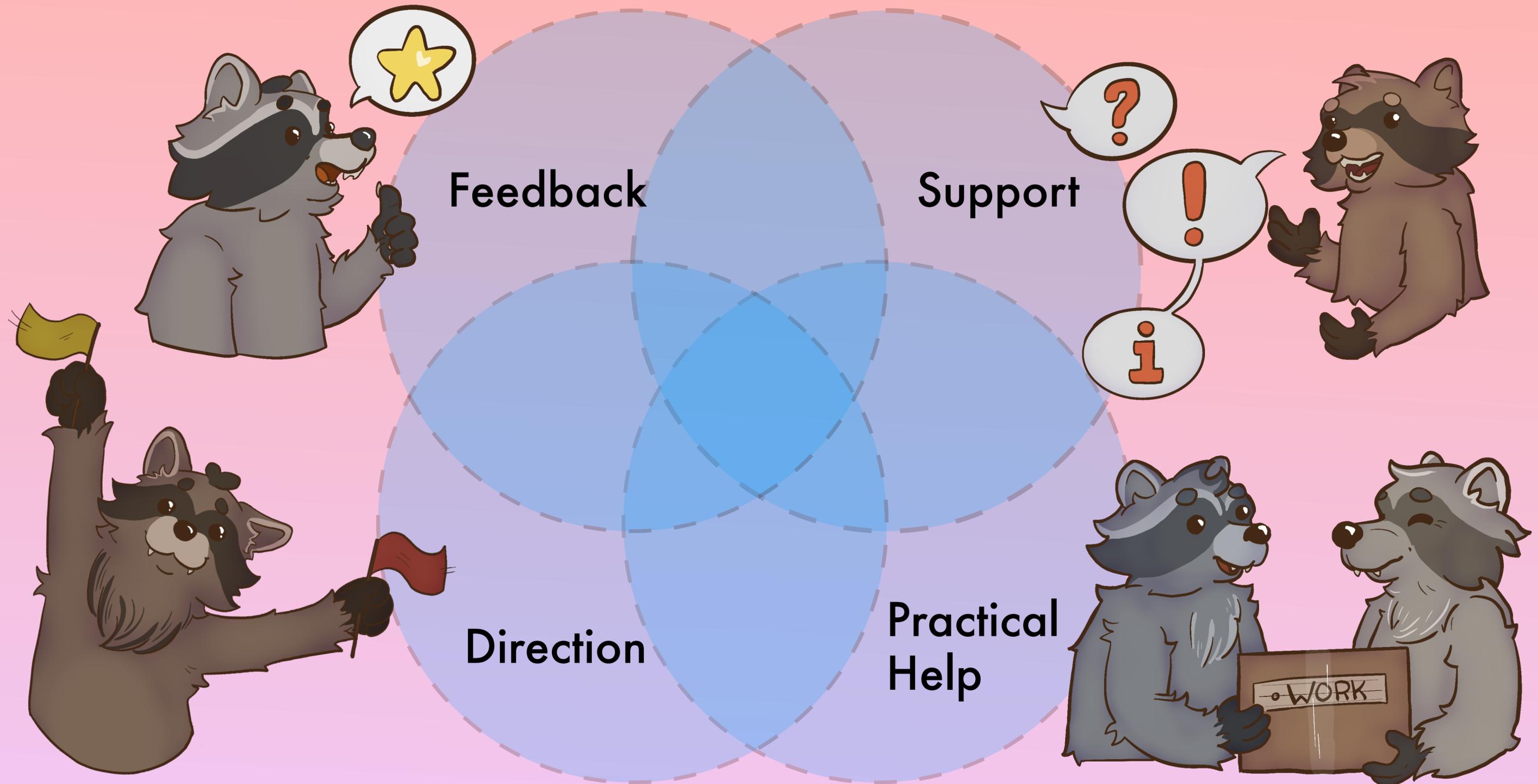


**Pacesetting**



**Coercive**





# Components of Management

**When Your Job Gets Harder:  
Make a friend**



# Restoring

# Resilience



# The trap of being useful



# A Story about Dave



# A Story about Dave





# Toronto Raccoon

- **Get strategic**
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- **Restore resilience**

# All about Cate

- Building Native Applications @ DuckDuckGo
- Advisor @ Glowforge & Twill
- Book: **The Engineering Leader (O'Reilly)**
- LinkedIn: <https://www.linkedin.com/in/catehuston/>
- Mastodon: <https://hachyderm.io/@cate>
- Cate.blog



Thank you so much for watching,  
I'm Joe Groove and I did all the illustrations.  
Interested in my work?  
Check me out on **Bluesky**  
@Groove.museum

