

LDX3 NEW YORK • SEPTEMBER 2026

Reclaiming the Edge

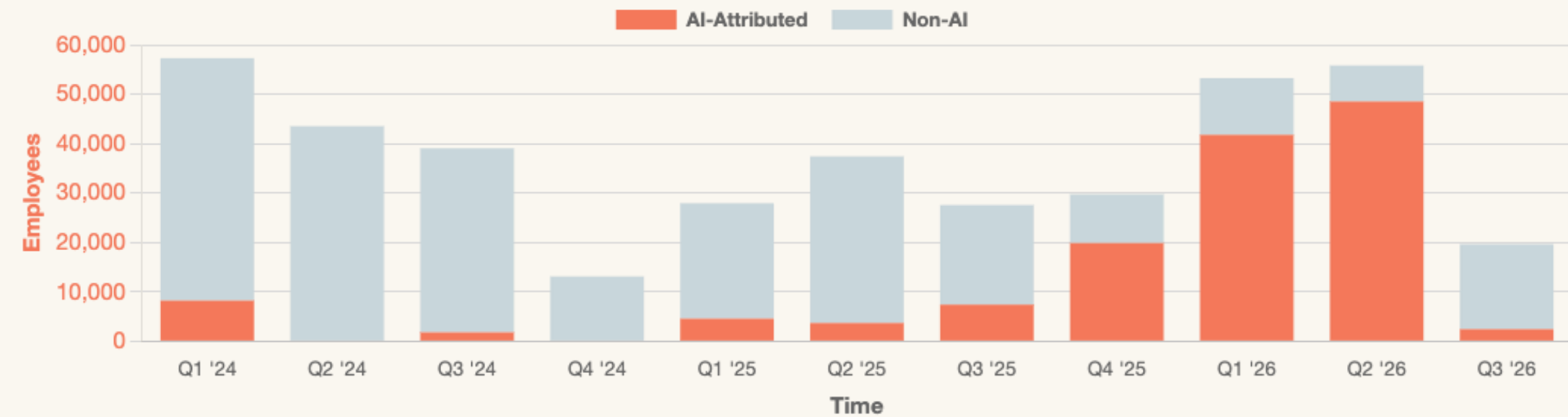
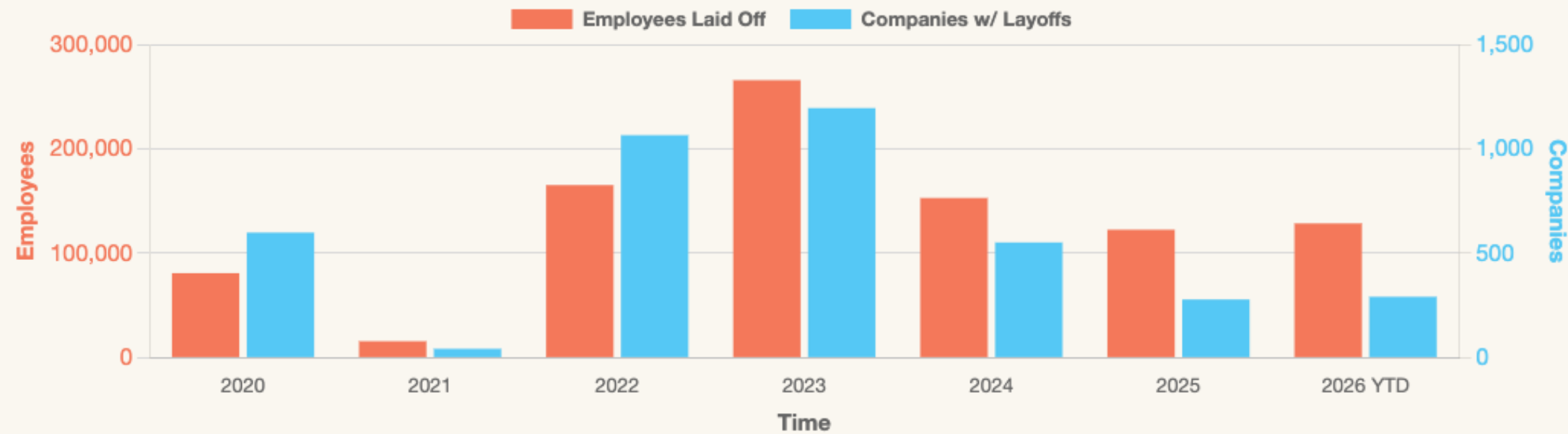
HIGH-PERFORMANCE LEADERSHIP
IN THE AGE OF AI

Nivia (Niv) Henry



**The pace and the way he has
been...**





The *Leader's* Role Then

Span: 3 - 7 teams of 5-10 Engineers

Core role: Execution, guidance, influence, coaching

Tech expectations: High-level, working knowledge of the tech stack

Main challenges: Capacity planning, scaling, prioritization



The *Leader's* Role NOW

Span: Smaller, XFN pods of 3-5 people

Core role: Player-coach, direction, guidance, dot-connector

Tech expectations: Hands-on, domain expertise

Main challenges: AI transformation, velocity, quality of outputs

**Large-scale technical leadership is
*no longer the currency.***



Okay, but consider this –
who the fuck asked you?

My personal reinvention journey

- Survived several technology reinventions.
- Built and scaled globally-known consumer experiences.
- Built long-lived, high-performing organizations.

Four moves to reclaim the edge.

01

HONEST AUDIT

Find the truth before the system has to tell you.

02

STRATEGIC CABINET

Build challengers, not contacts.

03

PRESENCE 2.0

Make your story your superpower.

04

LEARNING AGILITY

Create the container for harder growth.

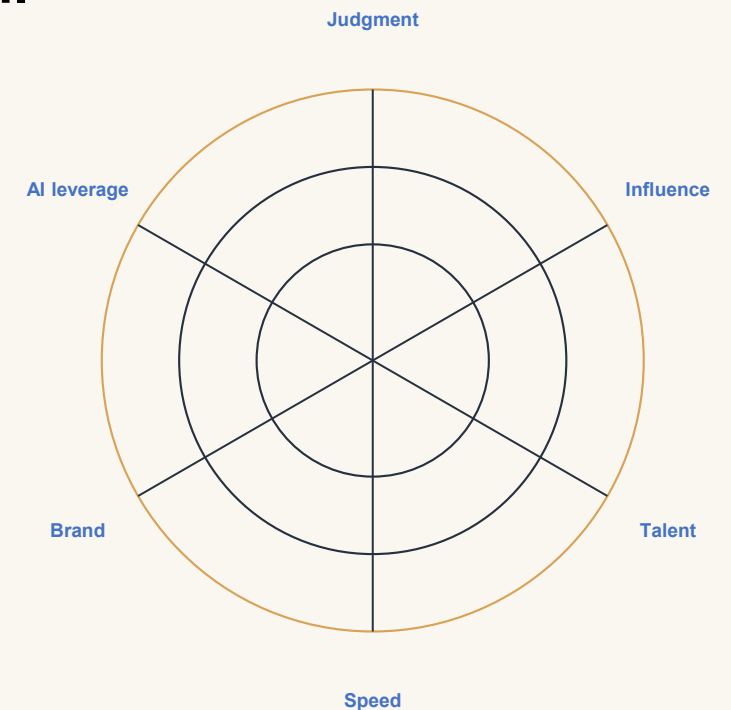
*Senior leadership has always been **a craft** of deliberate visibility and deliberate challenge.*

Move 1: The Honest Audit

**At this altitude, the only feedback is the outcome.
It often arrives late, softened, politicized, after a decision.**

The audit question is not “am I good?”

**It is: where am I becoming expensive,
predictable, or hard to bet on?**



The brutal audit: 20 minutes, 3 columns.

Where I am undeniably strong

Systems thinking

Org design

0 to 1 product dev/experimentation

Distributed systems

Quality & automation

Developing leaders

Where the market has moved

Smaller, temporal teams

The agents write the code

Everyone “can” code

No more IDEs, frameworks matter less

Leaders operate as player-coaches

My gaps

Coding with agents

AI-native product development lifecycle

How to design & deploy LLMs

IC-level coaching and development

Move 2: Building a Strategic Cabinet

Networking isn't
enough.
You need a
Cabinet.

Rival

Raises your bar

Sponsor

Spends political capital

Operator

Tells you what will actually
work

Coach

Holds the psychological edge

Market maker

Shows where demand is
moving

Move 2: Building a Strategic Cabinet

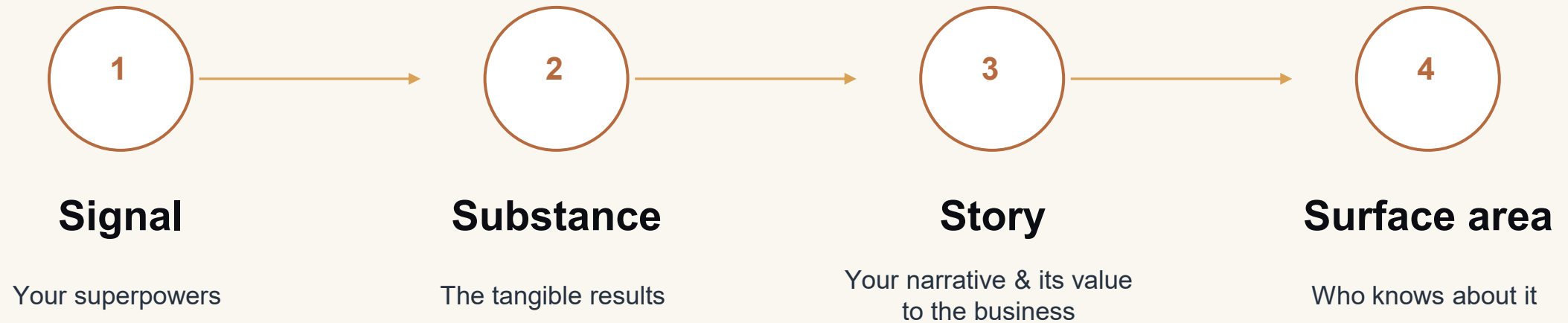
Networking isn't
enough.
You need a
Cabinet.



Move 3: Presence 2.0

Presence is the gap between your actual impact and how **powerful people perceive that impact.**

Cultivating Presence: a Framework





Key points of my story:

Concise and natural.

Alludes to my signal and substance.

Invites curiosity.

Go forth and practice!

Move 4: Learning Agility

Where the market has moved

Smaller, temporal teams

The agents write the code

Everyone's a builder

IDEs, languages, frameworks matter less

Leaders operate as player-coaches

My gaps

Coding with agents

AI-native product development lifecycle

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IC-level coaching and development

My learning plan

LLM foundation

AI-native PD

Hands on coding with agents

Executive coaching

Get back in the game- speaking, events

Take action!

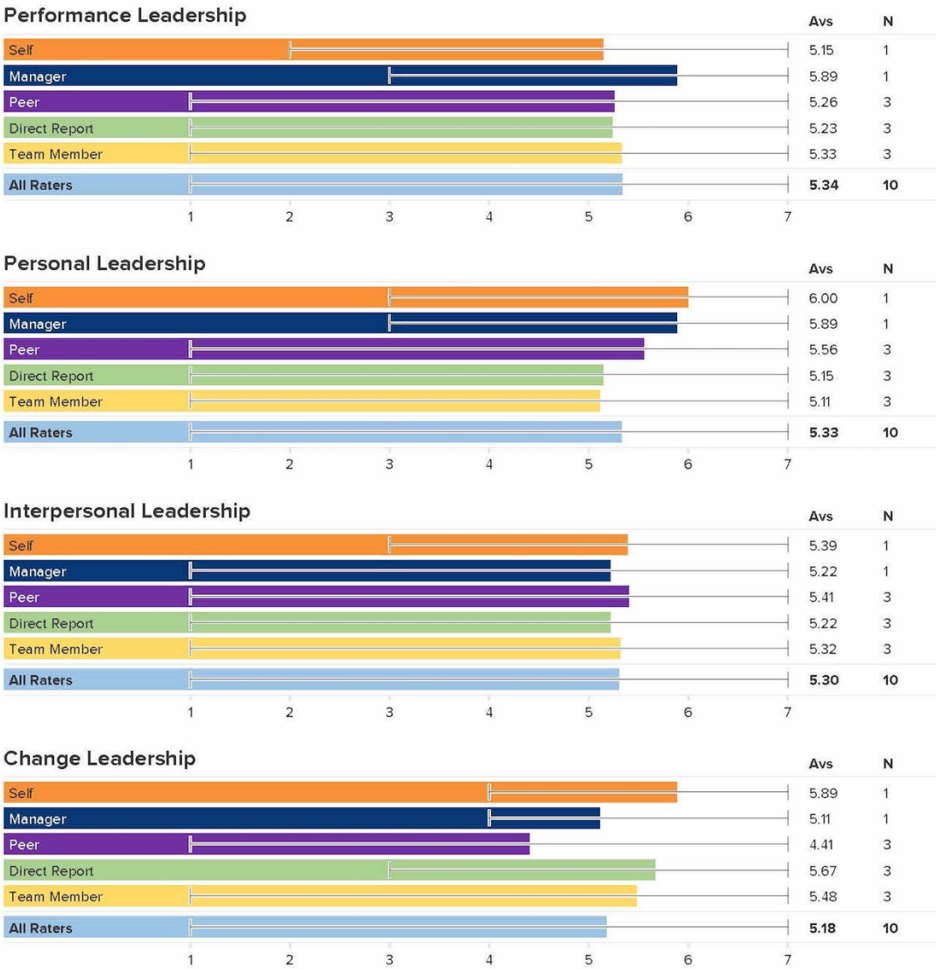
Spotify 20/20:

“Learn with
exceptional peers”

Technical Coaching
Weekly agentic
coding dojos with
Michelle Alexander

Results by Competency Group

This section provides an overview of the 4 competency groups: Performance Leadership, Change Leadership, Interpersonal Leadership and Personal Leadership.



The edge is not something you keep. It is something you keep reclaiming.

- **Self-audit**
- **Cabinet**
- **Sharper story**
- **Learning agility**

That is the evergreen work.

Thank you.

**-Niv, Defiantly
Sparkly Engineering
Leader**



@amrslvr