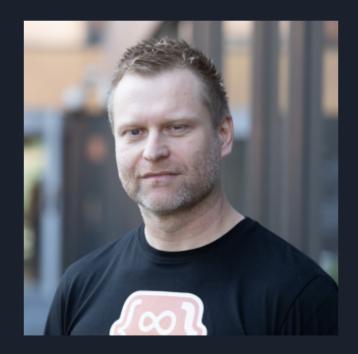# The End of the IT Manager

Being a tech lead in a modern IT organization

Marcin Pakulnicki

Qcon LDN, March 2020

Meet the tech lead :)

Marcin Pakulnicki   IT Chapter Lead @ ING Bank 2016 - 2019

IT Tribe / IT Area Lead @ ING Bank 2019 - present

What is a 'Tech Lead' ?

Lead developer

IT Chapter Lead

Is a senior developer

Is a manager of 8 - 20 software developers

ING Bank Netherlands & Belgium
Digital Channels & Daily Banking

ING

10 Hr F Wilstra Uitloggen

Bankieren Waar ben je naar op zoek? Zoek ? Help

Overzicht
Opdrachten
Producten
Service

Spaar slim
Haal je spaardoelen met de Oranje Spaarrekening

Overschrijven

In kleine stapjes naar grote dromen

Maak voor je droom een spaardoel. Zo spaar je gericht en met overzicht. Een Oranje Spaarrekening helpt je daarbij. Gratis en zo geopend.

ik wil meer weten

What's in it for you ?

From a bank to a tech company

What's a modern tech organisation ?
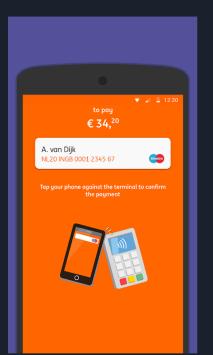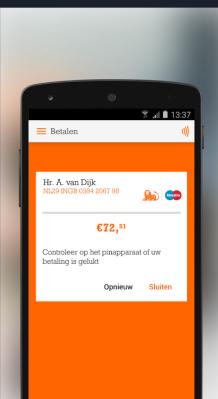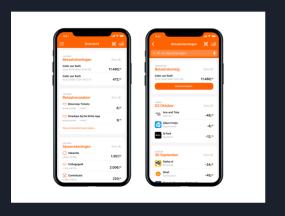
ING on its way to be the Netflix of banking

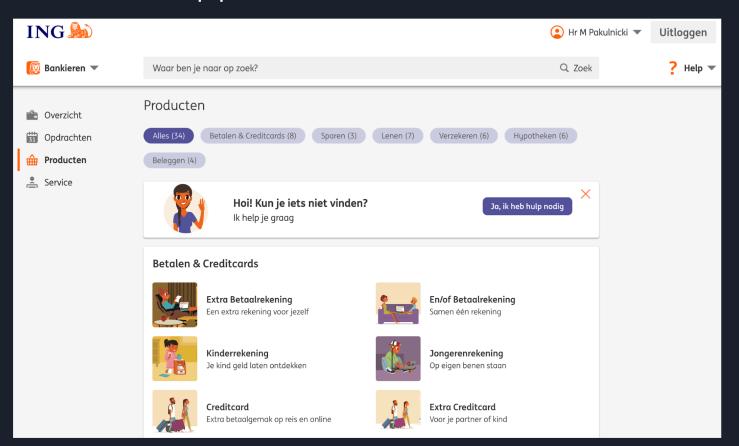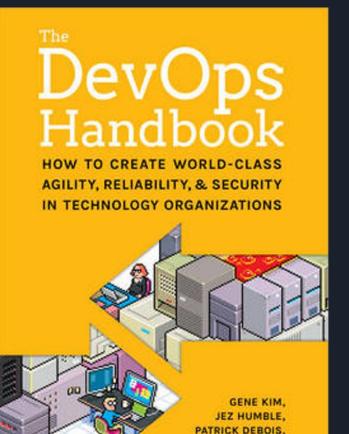# The same apps / tech stack voor NL + BE

The DevOps Handbook

HOW TO CREATE WORLD-CLASS
AGILITY, RELIABILITY, & SECURITY
IN TECHNOLOGY ORGANIZATIONS

GENE KIM,
JEZ HUMBLE,
PATRICK DEBOIS,
& JOHN WILLIS

FOREWORD BY JOHN ALLSPAW

TAKE THE DORA DEVOPS X-RAY ASSESSMENT AND SEE WHERE YOU STAND.

THE SCIENCE OF DEVOPS
ACCELERATE
Building and Scaling High Performing
Technology Organizations

Nicole Forsgren, PhD
Jez Humble *and* Gene Kim

Flow

Fast from development to production :
A.o trunk based development,
continuous integration, containerized
build pipelines

Feedback

Shift left of fully automated testing,
Monitoring, alerting, logging,
Code scan, OWASP check, shift left of
Risk

Culture

Blameless post-mortems,
Code reviews, mastery time,
improvement / engineering culture,
One learning organisation

Organisational structure

Front end developers

Backend developers

Operations engineers

"Level 4" managers

Release / change/ delivery managers

Infra managers

Lead developers

Testers
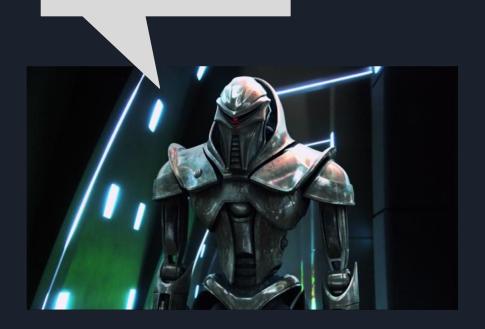
Test managers

Project manager

Scrummaster

Product Owner

These roles are now gone

2016 - now : shift left & Spotify way of work
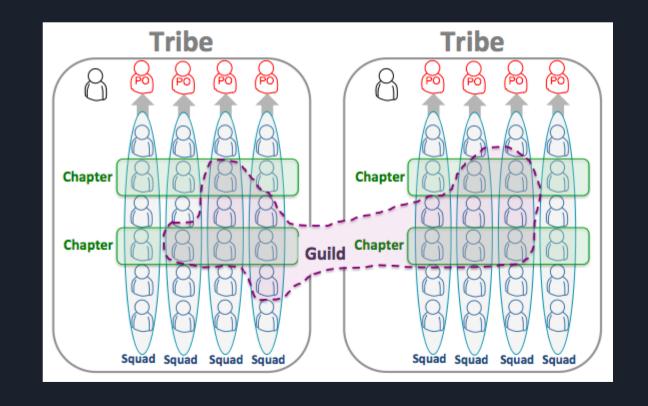
Dev Engineer

"IT Engineer"

Ops Engineer

IT Chapter Lead

IT Tribe Lead

Customer Journey Expert

Chapter Lead

Business Tribe Lead

Conclusion : tech company in transition
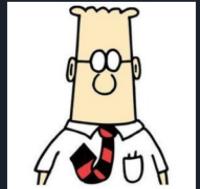
- ★ ING builds 1 app and tech stack for banking

- ★ Consolidating IT of ING BE + NL and onwards.. ("One App")

- ★ From silos to working in squads Biz + DevOps

- ★ Shift left development, testing, deployment and risk / yes! /

- ★ Squads are autonomous

- ★ Engineering culture en one learning organization

The IT manager is dead

... enter IT Chapter Lead

The core of the transforming role

The core of the transforming role

from **MANAGE** to **LEAD** (and coach)

The core of the transforming role

from **MBA** to **TECH**

how do I grow...

from **Software Engineer** to **IT Chapter Lead**

Technical impact

Software development improvement

You're one of the devs!

Behavioural impact

Way of work improvement
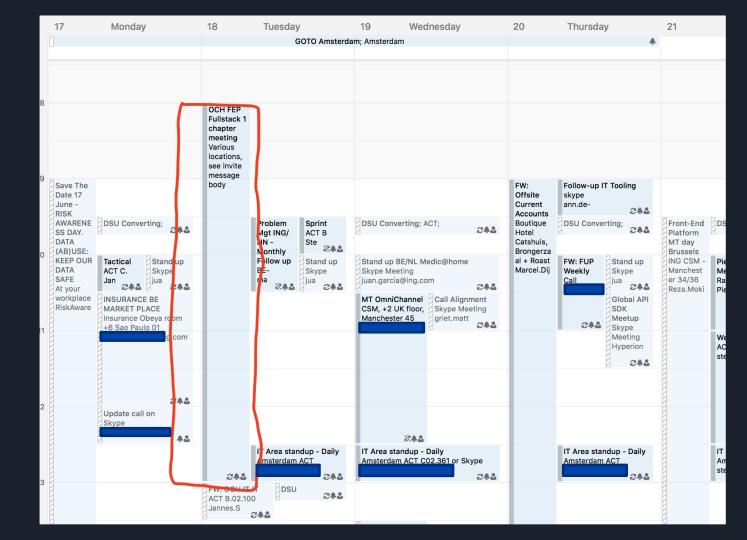
...in the squads you oversee

The transforming role … to conclude

★ The IT manager role becomes obsolete (in fact it obstructs the transformation into a modern IT organization)

★ The focus shifts (from what, manage & mba to how, lead & tech)

★ Impact of improvement is important, not responsibility

The job of the IT Chapter Lead

... in practice

Chapters

GOTO Amsterdam; Amsterdam 🔔

8

OCH FEP Fullstack 1 chapter meeting Various locations, see invite message body

9

Save The Date 17 June - RISK AWARENESS DAY. DATA (AB)USE: KEEP OUR DATA SAFE At your workplace RiskAware

DSU Converting; 🔁👥👤

FW: Offsite Current Accounts Boutique Hotel Catshuis, Brongerzaal + Roast Marcel.Dij

Follow-up IT Tooling skype ann.de- 🔁👥👤

DSU Converting; 🔁👥👤

DSU Converting; ACT; 🔁👥👤

DSU Converting; 🔁👥👤

Front-End Platform MT day Brussels ING CSM - Manchester 34/36 Reza.Moki

Pie Me Ra Pie

Problem Mgt ING/ ING - Monthly Follow up BE-ma 🔁🔔👥👤

Sprint ACT B Ste 🔔👥👤

Tactical ACT C. Jan 🔁👥👤

Stand up Skype jua 🔁👥👤

Stand up Skype jua 🔔👥👤

Stand up BE/NL Medic@home Skype Meeting juan.garcia@ing.com

FW: FUP Weekly Call

Stand up Skype jua 🔁👥👤

We AC ste

INSURANCE BE MARKET PLACE Insurance Obeya room +6 Sao Paulo 01 ......g.com

MT OmniChannel CSM, +2 UK floor, Manchester 45

Call Alignment Skype Meeting griet.matt

🔁👥👤

Global API SDK Meetup Skype Meeting Hyperion 🔁👥👤

We AC ste

Update call on Skype 👥👤

🔁👥👤

🔁👥👤

IT Area standup - Daily Amsterdam ACT 🔁👥👤

IT Area standup - Daily Amsterdam ACT C02.361 or Skype 🔁👥👤

IT Area standup - Daily Amsterdam ACT 🔁👥👤

IT Am ste

FW: OCH IT M ACT B.02.100 Jannes.S 🔁👥👤

DSU 🔁👥👤

tinker

/ˈtɪŋkə/

verb

gerund or present participle: **tinkering**

1. attempt to repair or improve something in a casual or desultory way.
   "he spent hours **tinkering with** the car"

synonie men: try to mend/improve, work amateurishly on, fiddle with, play (about/around) with, toy with

Chapter meeting format

- 1 x per week 3 or 4 hours

- Start small with groups of 2 or 3 engineers

- Projects should not be longer than 3 months

- Idea not good ? Let it die fast, start something new

- Chapter members are also judged on results in chapter

- No commitment ? You're on your way out (of ING)

- We work together on site (not from home)

Engineering / squad work
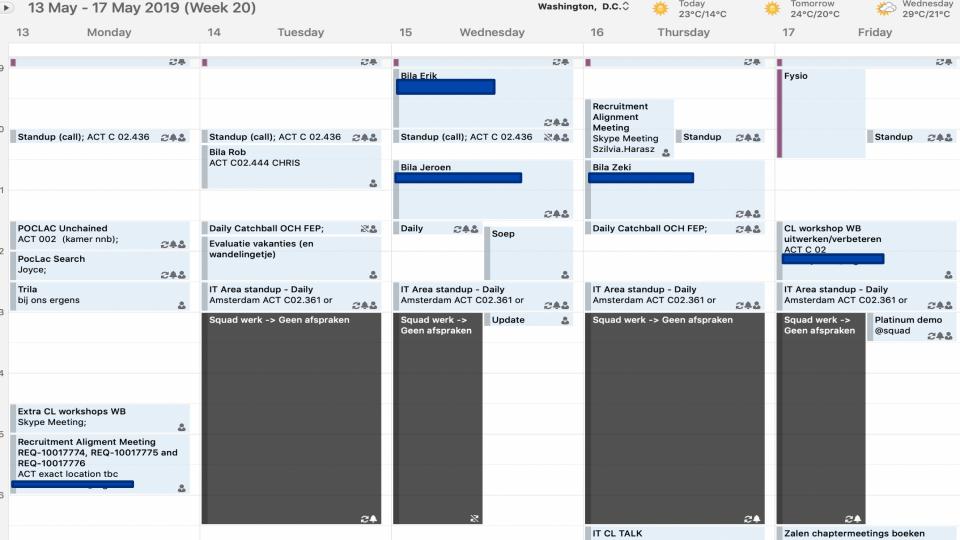
Squad and chapter : two teams

Chapter time, mastery

Squad time, delivery for customers

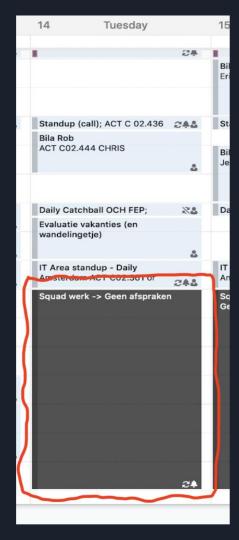|	13 Monday	14 Tuesday	15 Wednesday	16 Thursday	17 Friday
			Bila Erik	Recruitment Alignment Meeting Skype Meeting Szilvia.Harasz	Fysio
	Standup (call); ACT C 02.436	Standup (call); ACT C 02.436	Standup (call); ACT C 02.436	Standup	Standup
		Bila Rob ACT C02.444 CHRIS	Bila Jeroen	Bila Zeki	
	POCLAC Unchained ACT 002 (kamer nnb);	Daily Catchball OCH FEP;	Daily Soep	Daily Catchball OCH FEP;	CL workshop WB uitwerken/verbeteren ACT C 02
	PocLac Search Joyce;	Evaluatie vakanties (en wandelingetje)			
	Trila bij ons ergens	IT Area standup - Daily Amsterdam ACT C02.361 or	IT Area standup - Daily Amsterdam ACT C02.361 or	IT Area standup - Daily Amsterdam ACT C02.361 or	IT Area standup - Daily Amsterdam ACT C02.361 or
		Squad werk -> Geen afspraken	Squad werk -> Geen afspraken Update	Squad werk -> Geen afspraken	Squad werk -> Geen afspraken Platinum demo @squad
	Extra CL workshops WB Skype Meeting;				
	Recruitment Aligment Meeting REQ-10017774, REQ-10017775 and REQ-10017776 ACT exact location tbc				
				IT CL TALK	Zalen chaptermeetings boeken

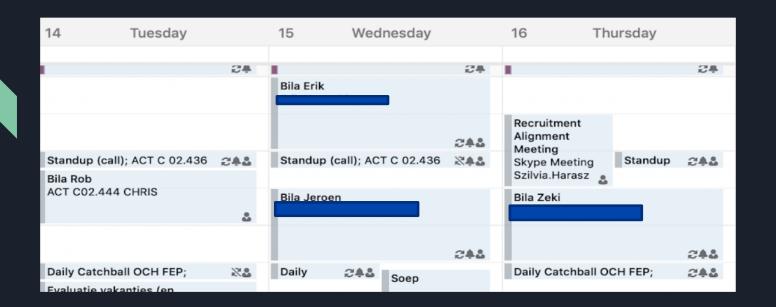- Up to 60% of your FTE time should be squad work

- Program as much as possible for real stories on backlog

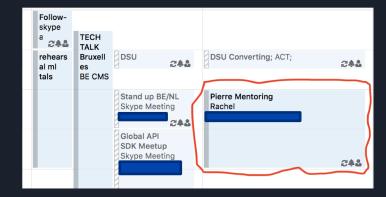- Challenging to keep continuity in code with many distractions

- CL also has (delegated) responsibility of the teams' apps

Mentoring and coaching

- Facilitating chapter members in their career development.

- Mentoring your successors

Knowledge transfer & engineering culture
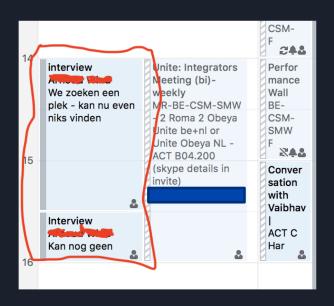
- Being a speaker at tech event in- and outside of ING.

- Participating in hackathons

- Organising internal meetups, guild meetings, conferences

7 Tuesday

IT Area Event :
Omnichannel
Front End Platform
Amstelstroom,
Oudekerk aan de
Amstel

SAVE THE DATE:
IT AREA EVENT /
call for
presentations
Amstelstroom @
Ouderkerk a/d
Amstel

Google IO live stream (keynote) & drinks
Amsterdam AMP Filmzaal (AMP I 00.050)

Hiring, onboarding

- Setting up programming challenges for new candidates

- Doing job interviews with new candidate chapter members

- Time consuming, so it's all about setting standards and

  best practices.

HR stuff (sighs)

The job of the IT Chapter Lead ... to conclude

★ It is all about tech, getting new tech properly into the company

★ And also about people (skills), coaching, mentoring

★ Spend time in your squad

★ It's recruitment

★ It's HR tasks of your own chapter

★ It's running after impediments the squads in your IT Tribe raise

★ It's about running the Chapter meetings and make these projects successful

There's no such thing as a 40hr work week, pal
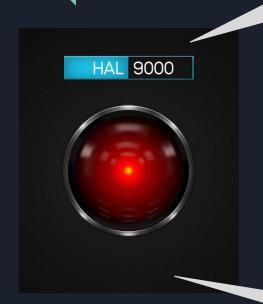
You are also part of a squad

… or you might end up as an IT manager

I thought he was dead?!

Keep coding (for PRODUCTION)

```
 * <p>The computed result must be within 1 ulp of the exact resul
 * Results must be semi-monotonic.
 *
 * @param    a    the base.
 * @param    b    the exponent.
 * @return   the value {@code a}<sup>{@code b}</sup>.
 */
public static double pow(double a, double b) {
    return StrictMath.pow(a, b); // default impl. delegates to St
}


/**
 * Returns the closest {@code int} to the argument, with ties
 * rounding to positive infinity.
```

...And that's more than approving merge requests in Gitlab...

The product owner is also part of a chapter
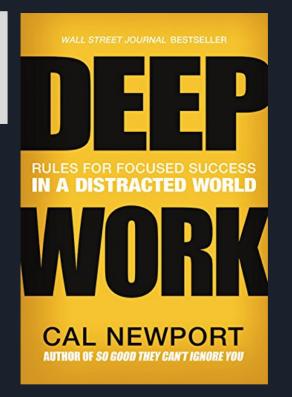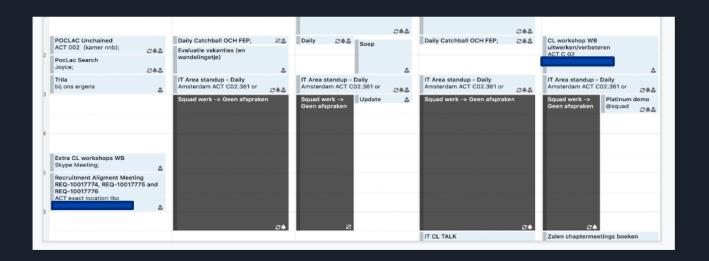
Turn off your email client / silence your phone

Stick to that schedule for months in a row

The chapter is also a team
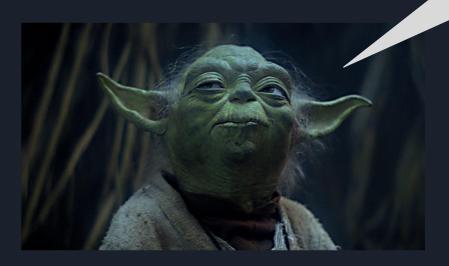
Everybody contributes!

Don't worry about not being the expert

Questions ?