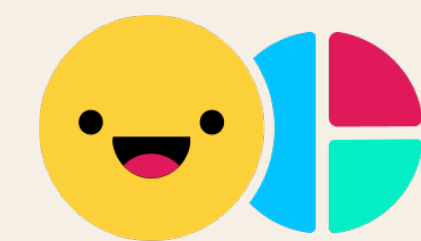


BUSINESS OF SOFTWARE 2023

Doing More With Less

Linkedin → /clairelew

Twitter → @clairejlew

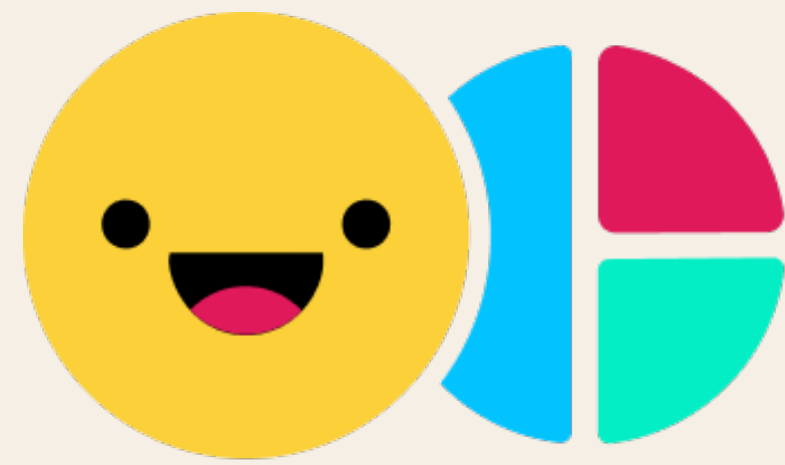


Know Your Team

Hi, I'm Claire Lew.

Linkedin → /clairelew

Twitter → @clairejlew



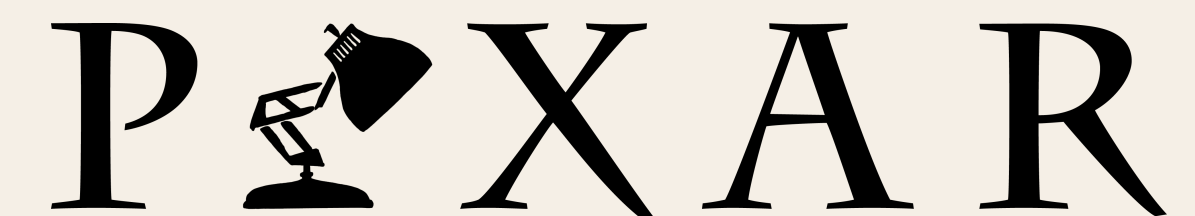
Know Your Team

knowyourteam.com

TRAINED 20,000+ LEADERS AT ORGANIZATIONS SUCH AS...



WIKIPEDIA



So many great ideas

I want to try! 🤩

"Again?"



More things to do...

More constraints...

**But your goals and
deadlines haven't
changed.**

Fewer resources.

New goals.

How?

BUSINESS OF SOFTWARE 2023

Doing More With Less

50,000+ people

25 countries

9 years

35+ years worth of research

Training 20,000+ people

~10 years 1:1 coaching

TODAY

7 practices

TODAY

7 practices

AMA

7 PRACTICES

1

2

3

4

5

6

7

1

1

Question "More."

**"I want our team to do
more."**

What is "more"?

Doing more.

Doing ~~more~~.

**Doing more
of the right thing.**

What is “the right thing”?

WHAT

WHAT

Revenue.

WHAT

Revenue.
Customers.

WHAT

Revenue.

Customers.

Product.

HOW

HOW

Good.

HOW

Good.

Fast.

HOW

Good.

Fast.

Cheap.

Pick one.

WHAT

**Revenue.
Customers.
Product.**

HOW

**Good.
Fast.
Cheap.**

WHAT

Revenue.

Customers.

Product.

HOW

Good.

Fast.

Cheap.

WHAT

Revenue.

Customers.

Product.

HOW

Good.

Fast.

Cheap.

**Fast is typically most
important in resource-
constrained contexts.**

**“What is the quickest
path to (revenue /
customers /
better product) ?”**

**“Does _____ help us
achieve _____ quickly?”**

(activity)

(revenue /
customers /
better product)

**Not all projects are
in service of our
“one right thing.”**

COMMON PITFALLS

COMMON PITFALLS

Projects you're excited about.

COMMON PITFALLS

Projects you're excited about.

Projects you like doing.

COMMON PITFALLS

Projects you're excited about.

Projects you like doing.

Projects you're good at.

COMMON PITFALLS

Projects you're excited about.

Projects you like doing.

Projects you're good at.

Projects you know how to do.

COMMON PITFALLS

Projects you're excited about.

Projects you like doing.

Projects you're good at.

Projects you know how to do.

Projects that feel like we're making progress.

COMMON PITFALLS

Projects you're excited about.

Projects you like doing.

Projects you're good at.

Projects you know how to do.

Projects that feel like we're making progress.

Projects our team likes doing.

COMMON PITFALLS

Projects you're excited about.

Projects you like doing.

Projects you're good at.

Projects you know how to do.

Projects that feel like we're making progress.

Projects our team likes doing.

Projects we've always done.

COMMON PITFALLS

Projects you're excited about.

Projects you like doing.

Projects you're good at.

Projects you know how to do.

Projects that feel like we're making progress.

Projects our team likes doing.

Projects we've always done.

Projects we feel we have a direct influence over.

**Do you have any of
these projects? :-)**

TRY THIS

Activities Inventory.

TRY THIS

Activities Inventory.

1. List out every activity / project / priority in your team.

TRY THIS

Activities Inventory.

1. List out every activity / project / priority in your team.
2. Ask: "Does ___ help us achieve ___ quickly?"

TRY THIS

Activities Inventory.

1. List out every activity / project / priority in your team.
2. Ask: "Does ___ help us achieve ___ quickly?"
3. Rate on a scale 1 - 5.

TRY THIS

Activities Inventory.

1. List out every activity / project / priority in your team.
2. Ask: "Does ___ help us achieve ___ quickly?"
3. Rate on a scale 1 - 5.
4. Prioritize accordingly.

ASK YOURSELF

ASK YOURSELF

Have I identified truly what “the one right thing is”?

ASK YOURSELF

Have I identified truly what “the one right thing is”?

ASK YOURSELF

Have I identified truly what “the one right thing is”?

If I were to do an activities inventory, would all our projects be in service of that “one right thing”?

ASK YOURSELF

Have I identified truly what “the one right thing is”?

If I were to do an activities inventory, would all our projects be in service of that “one right thing”?

ASK YOURSELF

Have I identified truly what “the one right thing is”?

If I were to do an activities inventory, would all our projects be in service of that “one right thing”?

For the new projects I’m considering, how aligned are they with our “one right thing”?

ASK YOURSELF

Have I identified truly what “the one right thing is”?

If I were to do an activities inventory, would all our projects be in service of that “one right thing”?

For the new projects I’m considering, how aligned are they with our “one right thing”?

1

2

2

On-the-Ground Pulse Check.

**How is your team actually
feeling these days?**

**Don't rush to change
activities/projects without
understanding the
sentiment "on-the-ground."**

ASK YOUR TEAM

ASK YOUR TEAM

- **To your leadership team: How confident are you that we're focused on the right things as an organization?**

ASK YOUR TEAM

- **To your leadership team: How confident are you that we're focused on the right things as an organization?**
- **To frontline managers: Is there anything you're worried about being true that you might think is starting to become true of our team?**

ASK YOUR TEAM

- **To your leadership team: How confident are you that we're focused on the right things as an organization?**
- **To frontline managers: Is there anything you're worried about being true that you might think is starting to become true of our team?**
- **To employees: What's felt most uncertain about the company to you, lately?**

1

2

3

3

**Describe the
Change in the Wind.**

The wind is changing.

**“We going to now only
focus on _____ (activity) .”**

“We going to now only focus on
(activity) _____ because achieving (revenue /
customers /
better product)
quickly is most important.”

**“We going to now only
focus on _____ (activity) .”**

Not enough.

Where it's going.

Where it's going.

Where it's coming from.

Where it's going.

Where it's coming from.

What to expect.

TRY THIS

“What’s most important and has stayed true is (vision). What we’ve learned is that to do this, we need to achieve (revenue / customers / better product) more quickly. To do this, we’re now going to focus only on (activity). This is how it might feel in your day-to-day and how your role makes an impact: (felt experience, role expectations).”

Yep, it's a lot.

Yep, it's a lot.

To simplify, narrativize it.

ASK YOURSELF

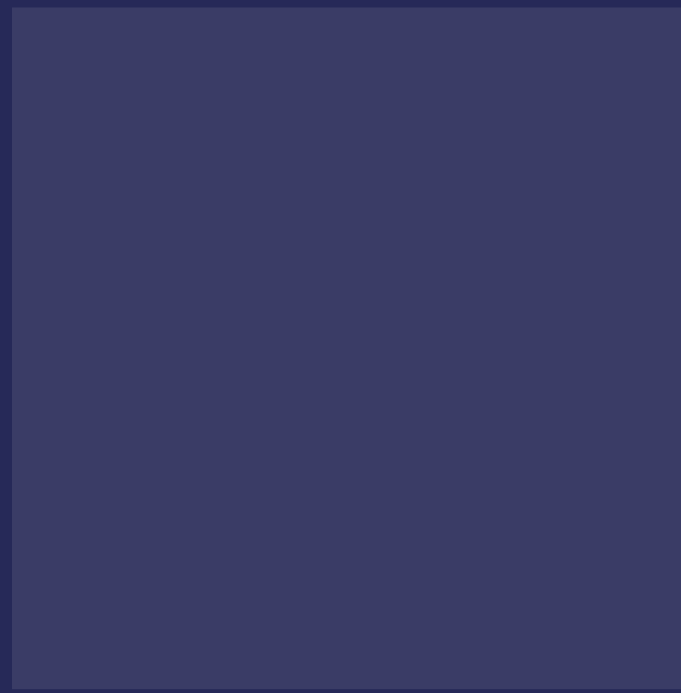
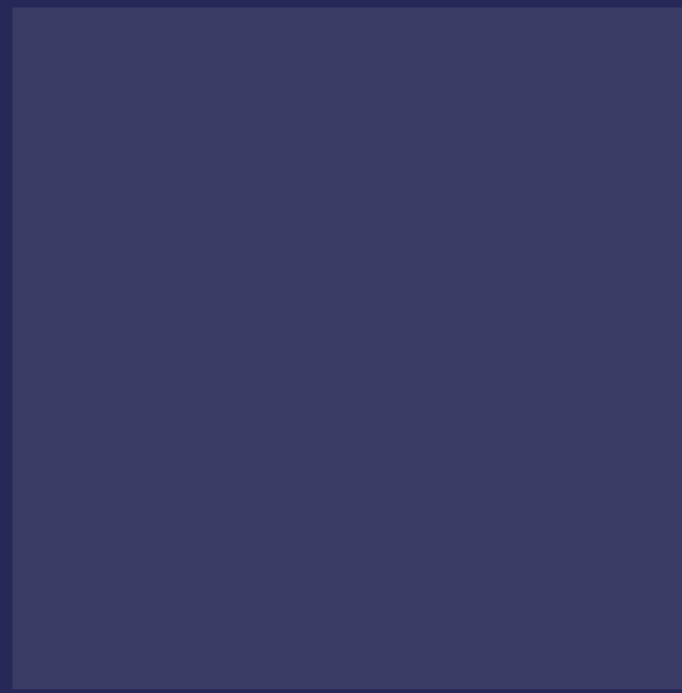
Am I describing the change in the wind? Or am I just saying, "it changed"?

1

2

3

4



4

On-the-Ground Pulse Check Part 2

**How chilly is the wind to
your team? 🧊**

**Hold 1:1 meetings to see
what resonated + what
you might need to be
more clear about...**

ASK YOUR TEAM

ASK YOUR TEAM

- **To your leadership team: Based on our new focus, what else should we prioritize, cut, or adjust?**

ASK YOUR TEAM

- **To your leadership team: Based on our new focus, what else should we prioritize, cut, or adjust?**
- **To frontline managers: Where do you anticipate friction in your team in looking to accomplish our new areas of focus?**

ASK YOUR TEAM

- **To your leadership team: Based on our new focus, what else should we prioritize, cut, or adjust?**
- **To frontline managers: Where do you anticipate friction in your team in looking to accomplish our new areas of focus?**
- **To employees: To what degree do you see yourself changing any of your day-to-day activities, based on our new focus?**

1

2

3

4

5

5

F&F

**Now that you've picked
the activities that
matter...**

Frameworks & Feedback.

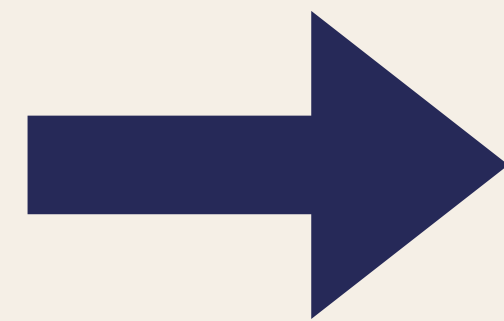
Framework

Framework

“We should do X...”

Framework

"We should do X...."



**"Here's a framework
for thinking about
X...."**

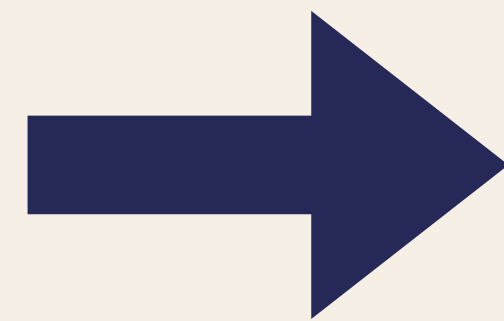
Feedback

Feedback

**“This is good +
you’re on the right
track...”**

Feedback

**“This is good +
you’re on the right
track...”**



**“This is good +
you’re on the right
track because....”**

**F&F enables scaling of the
mindset required to do
“more of the one right
thing.”**

ASK YOURSELF

How am I creating + sharing frameworks, rather just sharing directives? How am I giving context for my feedback, rather just sharing my knee-jerk reaction to something?

1

2

3

4

5

6

6

Scale the mindset.

**It's hard to do "more of
the right thing" if you're
the only one doing it.**

**Find a way to level-up
your leaders.**

5 AREAS of FOCUS for your LEADERS

5 AREAS of FOCUS for your LEADERS

- **Manager Mindset Shift**

5 AREAS of FOCUS for your LEADERS

- **Manager Mindset Shift**
- **Effective 1:1s**

5 AREAS of FOCUS for your LEADERS

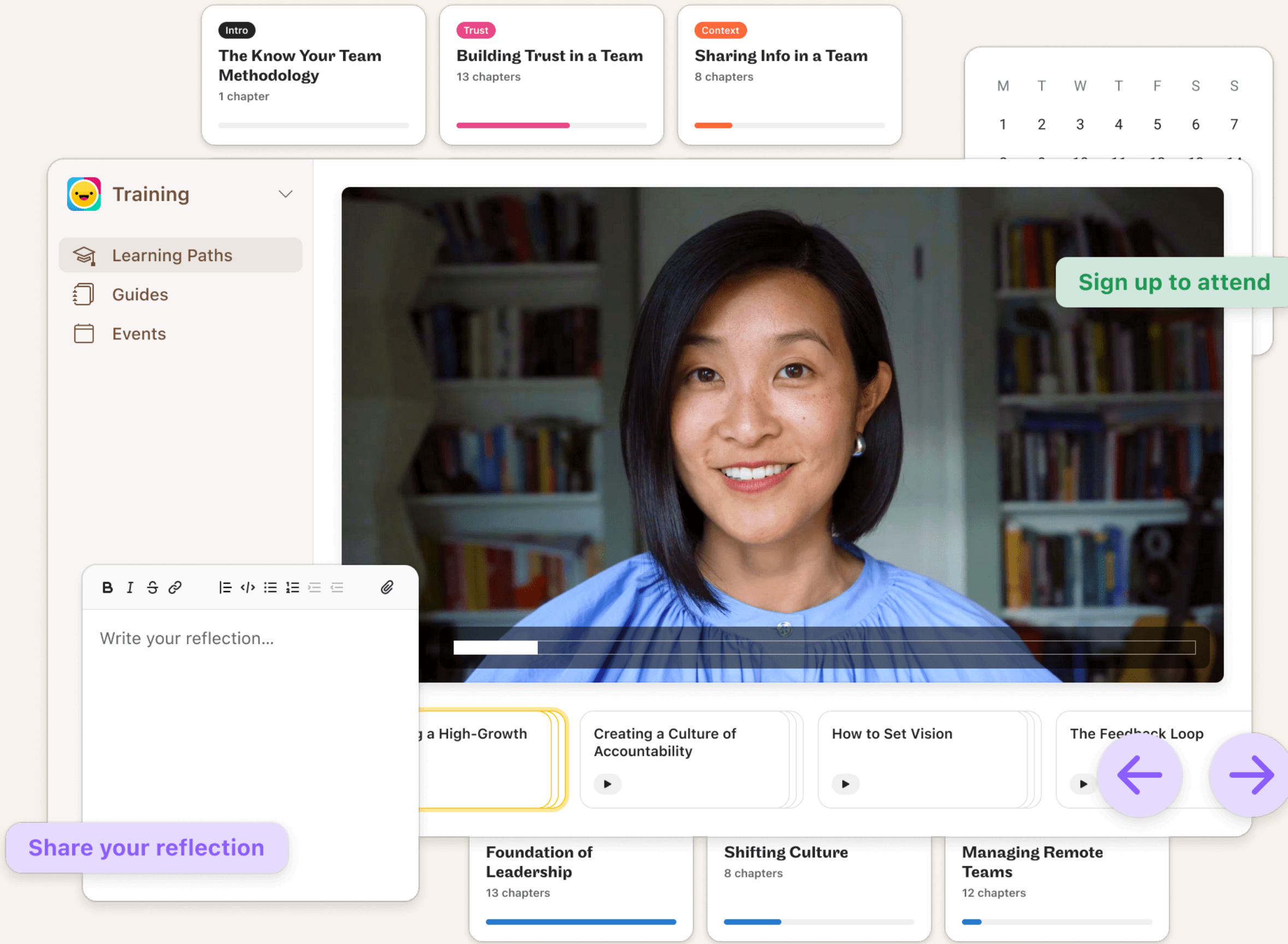
- **Manager Mindset Shift**
- **Effective 1:1s**
- **Giving + Receiving Feedback**

5 AREAS of FOCUS for your LEADERS

- **Manager Mindset Shift**
- **Effective 1:1s**
- **Giving + Receiving Feedback**
- **Communicating Vision**

5 AREAS of FOCUS for your LEADERS

- **Manager Mindset Shift**
- **Effective 1:1s**
- **Giving + Receiving Feedback**
- **Communicating Vision**
- **Coaching**



Scale this mindset with our Leadership Upskilling Platform

knowyourteam.com

REMEMBER

Scale doesn't happen if you are the only unit of action.

1

2

3

4

5

6

7

7

Self Check.

The pressure is real.

**Pressure begets
pressure.**

Pause.



“Slow is smooth. Smooth is fast.”

- Navy SEALs

ASK YOURSELF

How can I slow things down for myself so we can ultimately go faster as a team?

In sum...

1

2

3

4

5

6

7

**QUESTION
"MORE"**

2

3

4

5

6

7

**QUESTION
"MORE"**

**"ON-THE-
GROUND"
PULSE CHECK**

3

4

5

6

7

**QUESTION
"MORE"**

**"ON-THE-
GROUND"
PULSE CHECK**

**DESCRIBE
CHANGE IN
THE WIND**

4

5

6

7

**QUESTION
"MORE"**

**"ON-THE-
GROUND"
PULSE CHECK**

**DESCRIBE
CHANGE IN
THE WIND**

**"ON-THE-
GROUND"
PULSE CHECK
PART 2**

5

6

7

**QUESTION
"MORE"**

**"ON-THE-
GROUND"
PULSE CHECK**

**DESCRIBE
CHANGE IN
THE WIND**

**"ON-THE-
GROUND"
PULSE CHECK
PART 2**

F&F

6

7

**QUESTION
"MORE"**

**"ON-THE-
GROUND"
PULSE CHECK**

**DESCRIBE
CHANGE IN
THE WIND**

**"ON-THE-
GROUND"
PULSE CHECK
PART 2**

F&F

**SCALE THE
MINDSET**

7

**QUESTION
"MORE"**

**"ON-THE-
GROUND"
PULSE CHECK**

**DESCRIBE
CHANGE IN
THE WIND**

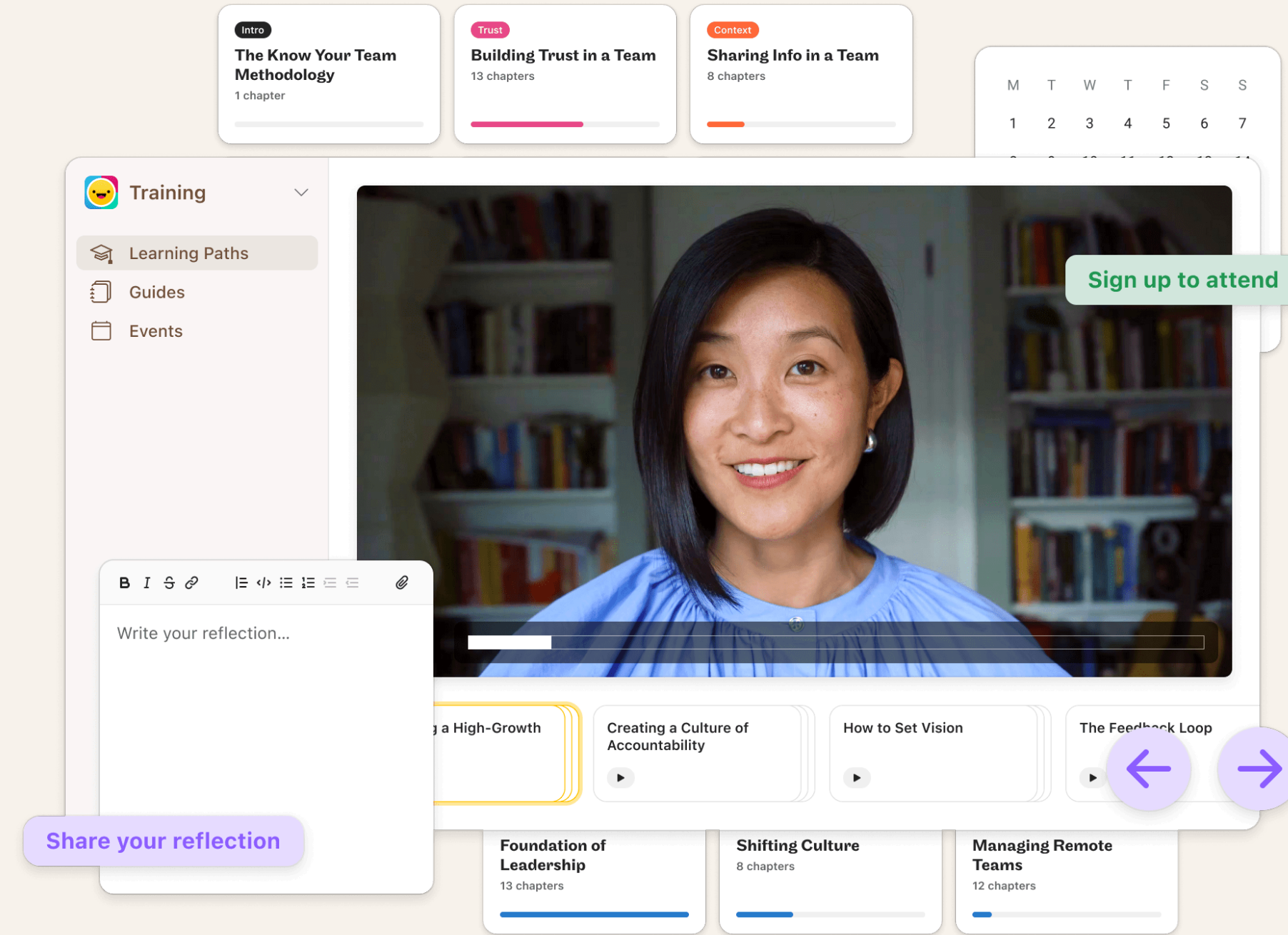
**"ON-THE-
GROUND"
PULSE CHECK
PART 2**

F&F

**SCALE THE
MINDSET**

SELF CHECK

AMA



Fastest onramp for upskilling internally-promoted leaders

knowyourteam.com

Trust 2.5

Colleagues

2

Self

3

Opportunities

Low-scoring areas

Reliability 1

Follows through on commitments as a leader.

Psychological Safety 2

Cultivates a work environment where team members feel a sense of belonging.

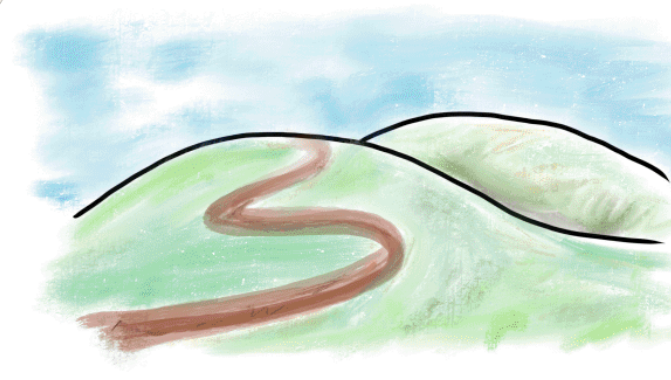
Leadership Skills Assessment

kyt.tips/bos-assessment



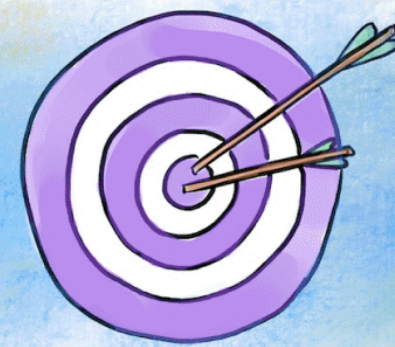
Managing a Remote Team

7 modules



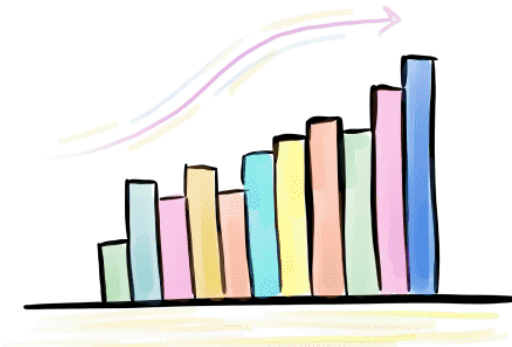
Starting as a New Leader

8 modules



Dealing with Performance and Engagement Issues

8 modules

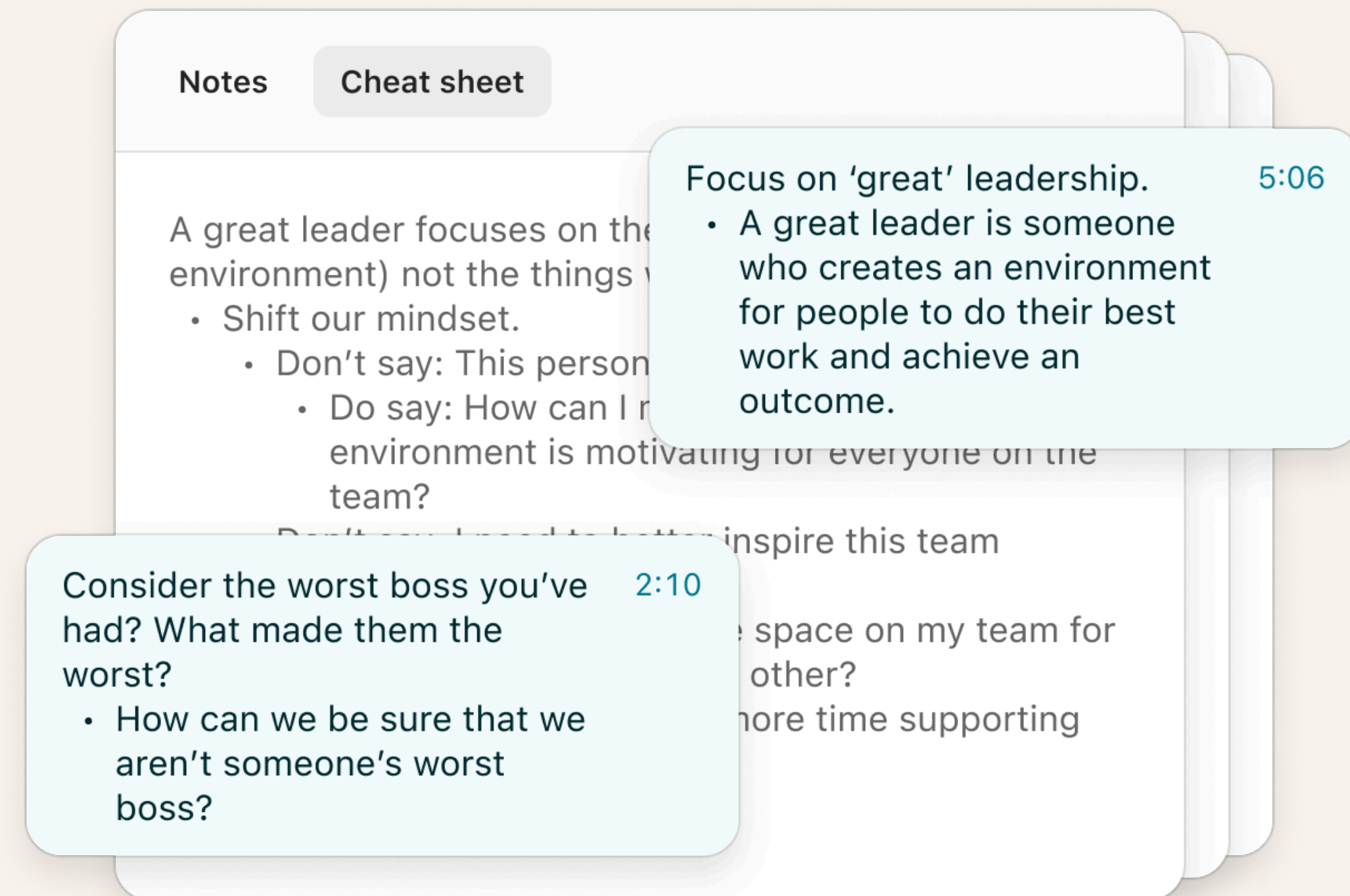


Leading in a High-Growth Environment

8 modules

120+
on-demand lessons

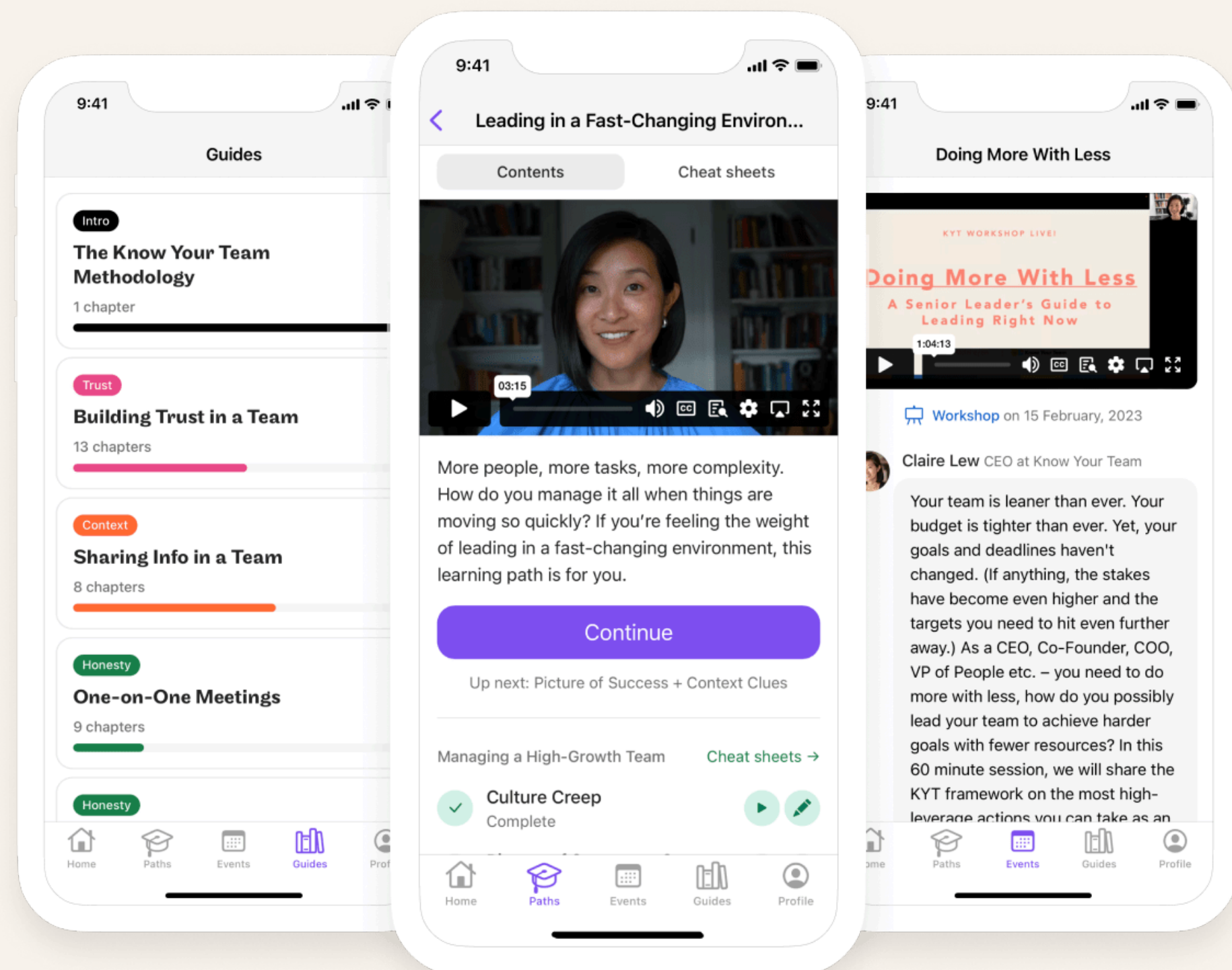
knowyourteam.com



100+

cheatsheets and reflection exercises

knowyourteam.com



On-the-go learning with iOs app

knowyourteam.com

Self-Management

Emotional Intelligence



Prioritization



Confidence



Effectiveness



Reporting to measure ROI

knowyourteam.com



Special BoS discount

 kyt.tips/bos

BUSINESS OF SOFTWARE 2023

Thank you!

Linkedin → Claire Lew

Twitter → @clairejlew

