Growth Framework

Version 2.0
Introduction

Songkick has gone through plenty of changes over the last few years, and we’ve outgrown our ad-hoc approach to career progression. We want to make sure we have a great framework for growth and development that is:

\[ \text{clear + transparent} = \text{fair} \]

The purpose of this document is to:

– Help answer the question “how do I progress in my career?”
– Provide a clear structure of what is expected of developers at varying roles
How to use this document

Use it often! As part of 1:1s with your manager, with quarterly AMP review cycles, to help guide OKRs, and so on. This should be a great document to check in with and help set goals, direction, focus, and growth.

Process

This document is the result of collaboration with a large cross-section of the development team, and has been influenced by the process taken by a number of other companies including GDS, Spotify, Medium, and Rent the Runway; you can see more on the process we took in the Individual Contributor and People Management discussion documents.

This should be treated as a living document; as we continue to grow and change as a technology team we should expect to update this document to reflect the needs of our team. Everyone in the team should ask questions, comment, and provide feedback to help shape this.

This document should be used as a guide, not a rulebook or checklist. We are still a small team, and we should take a common sense approach – use this to enable meaningful conversations between you and your manager.
Our values
All members of the technology team are expected to exhibit Songkick’s values in their work, regardless of role or level.

Fans first
We put the music fan at the centre of everything we do. We make their problems our problems. We live to serve.

We’re better diverse
We embrace our differences. Great decisions come from fostering diverse perspectives, in a fair and inclusive environment.

No Songkicker left behind
We succeed and fail as a team. We empower each other with the skills, context and feedback we need to achieve our full potential. We don’t point fingers when there’s a problem, we work together to understand and solve it.

No bullshit
Our workplace is an open, honest and flexible environment. We operate on trust, get the job done in our own way, and make room for life.

JFDI
Progress over perfection. To JFDI is to have all the context you need to make quick, educated decisions. If we break things, we react, learn and improve.

We own this
Songkick is what we choose to make it. We all have the power to change things. Grab an oar.
This document is focused on shared Developer steps, with a fork to the Individual Contributor and People Management steps.

Developers are focused on delivering value to the business, by building and maintaining software as part of the tech team.

Individual Contributors are individuals with technical expertise who are focused on growing and honing their technical skills, leading by example, and developing the team.

People Managers are individuals with development and leadership expertise who are focused on leading and growing the team.
Titles and progression

The role titles (including the numerics) are for you and your manager to keep track of your progress internally, but you are free to use anything sensible for your outward facing title (e.g. conference talks, LinkedIn).

Determining when to progress from one role to the next is a discussion that should happen between you and your manager. As a general guide, performing a significant percentage of the responsibilities of the next role for 3-6 months would indicate readiness to step into that role.

Skills

Each step and responsibilities are described in the context of 7 different skills:

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Mentorship</th>
<th>Technical skills</th>
<th>Communication</th>
<th>Emotional intelligence</th>
<th>Delivery</th>
<th>Business knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Problem solving</td>
<td>- Mentoring</td>
<td>- Breadth of experience</td>
<td>- Written and oral</td>
<td>- Empathy</td>
<td>- Showing initiative</td>
<td>Understanding of:</td>
</tr>
<tr>
<td>- Leading by example</td>
<td>- Coaching</td>
<td>(applications, services,</td>
<td>communication</td>
<td>- Avoiding blame</td>
<td>- Estimating effectively</td>
<td>- The music industry</td>
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<tr>
<td>- Instigating change</td>
<td>- Identifying areas</td>
<td>domains, technologies,</td>
<td>- Explaining work to</td>
<td>- Awareness of team</td>
<td>- Ability to delegate</td>
<td>- Songkick and WMG</td>
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<td>- Growing teams</td>
<td>of improvement and</td>
<td>stacks)</td>
<td>peers and non-technical</td>
<td>morale</td>
<td>- Size and scope of the</td>
<td>- Songkick product teams setup</td>
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<tr>
<td>- Understanding what</td>
<td>progression</td>
<td>- Knowledge of best</td>
<td>stakeholders</td>
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<td>deliverables</td>
<td>- The goals of the product</td>
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<td>- Developing processes</td>
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<td>practices</td>
<td>- Proactive</td>
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<td>- Understanding when</td>
<td>team setup</td>
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<td>- Testing</td>
<td>communication</td>
<td></td>
<td>to get support</td>
<td>- How value is delivered</td>
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<td>- Refactoring and</td>
<td>- Developing and improving</td>
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<td>- Impact on tech</td>
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<td>codebase improvements</td>
<td>communication channels</td>
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<td>team productivity</td>
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<td>- Tooling and awareness</td>
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<td>of progress in industry</td>
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Software Developer (1)

A *Software Developer (1)* has a solid technical foundation, and a strong focus on growing their development skills. Developers at this level are able to deliver small to medium-sized well-defined tasks, working individually or pairing with others. They have a small amount of experience in a well-defined area.

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<tr>
<td>Able to identify and communicate problems with the product team and process.</td>
<td>Pairs effectively with other developers in the team. <strong>Example behaviours:</strong> – Paired with a developer on a skweb feature</td>
<td>Small amount of experience in one area (application, service, domain, technology, stack, etc.).</td>
<td>Communicates with peers effectively and in a timely manner. Able to ask for help when needed. <strong>Example behaviours:</strong> – Consistently writes good commit messages and release log emails – Asked for help during standup – Asked a question in Slack to help unblock themselves</td>
<td>Displays empathy towards colleagues. <strong>Example behaviours:</strong> – Gave unprompted positive feedback to a colleague – Checked in with a colleague who is struggling</td>
<td>Able to deliver small-medium tasks, working individually or in a pair. <strong>Example behaviours:</strong> – Shipped a small skweb feature on time without any support – Added a new channel adapter, pairing with another developer</td>
<td>Understands product team’s goals, and how they impact the company. Understands impact of their work on product team and goals. <strong>Example behaviours:</strong> – Suggested features during a team thought-shower – Explained product team’s goals to a new starter</td>
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<td>Example behaviours: – Raised a concern about inefficient standups at the retro</td>
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A Software Developer (2) has a large amount of experience in a well-defined area. They work to support other developers in the team and lead by example. Developers at this level are able to deliver medium to large tasks to production, working independently if required. They use best practices to ship high-quality code, and continue to push their knowledge.

### Leadership
- Able to identify problems with the product team and process, and investigate potential causes.
- Occasionally takes a lead in product team processes.

**Example behaviours:**
- Facilitated a product team retrospective
- Led a feature kick-off

### Mentorship
- Supports and mentors peers in an ad-hoc way.
- Able to formally mentor new hires.

**Example behaviours:**
- Acted as a mentor buddy for a new hire
- Helped a developer understand how a Songkic service works

### Technical skills
- Large amount of experience in one area (application, service, domain, technology, stack, etc).
- Able to identify and communicate problems with technology, and investigate potential causes; able to suggest improvements to technology and tools and investigate implementations.

**Example behaviours:**
- Investigated flakey tests on Jenkins, and shared output from initial investigation
- Extracted functionality shared by several skweb pages into its own component
- Increased accounts-service test coverage

### Communication
- Communicates effectively with technical audiences.
- Able to explain technical concepts to peers. Able to present their work to the wider company. Practises active listening.

**Example behaviours:**
- Delivered a Show and Tell presentation
- Delivered a lightning talk on CSS preprocessors
- Listened to all points of view during a discussion without interrupting anyone

### Emotional intelligence
- Displays empathy towards colleagues, and users of our products.

**Example behaviours:**
- Voiced a concern about an existing bug that affects a large amount of users
- Able to not panic during a user-facing fire and identify the failing part of the stack, working with others to fix it
- Put themselves in the shoes of a user when creating a test model for a feature
- Improved an internal tool to save developers time when using it

### Delivery
- Able to deliver medium-large tasks individually or with support from peers.
- Able to plan and estimate delivery of medium tasks.

**Example behaviours:**
- Shipped a medium skweb feature without any support
- Correctly estimated the amount of time a new ELS endpoint would take to implement

### Business knowledge
- Able to ask questions / seek clarity on what the product team is doing & why.
- Able to use the context of product team’s goals to inform their work.

**Example behaviours:**
- Raised a concern about the team’s goals at a retrospective
- Asked the team PM for clarification on why a particular piece of work had been prioritised
- Explained the impact of their work on team’s goals when presenting their work at Show and Tell or sending a release log
A Senior Software Developer (1) has a large amount of experience across multiple systems, and is able to estimate and reliably deliver complex tasks impacting multiple systems. They support and lead the technical direction in their product team, and can communicate future plans and direction to technical and non-technical people.

**Leadership**
- Able to identify problems with the product team and process, investigate potential causes, and propose solutions/next steps.
- Able to identify product team and process areas that require ownership/ improvement.

**Example behaviours:**
- Suggested a new standup format
- Started and ran SEO council

**Mentorship**
- Able to deliver constructive, actionable feedback in an empathetic way.

**Example behaviours:**
- Suggested improvements empathetically during a code review
- Shared a blog post with a colleague to help them with a problem
- Identified when it would be more valuable for someone else to pick up a task (e.g. for educational purposes) instead of doing it themselves

**Technical skills**
- Large amount of experience in multiple areas.
- Able to identify and communicate problems with technology, investigate potential causes, and propose solutions/next steps; able to suggest improvements to technology and tools, investigate implementations and propose next steps.
- Able to identify tech areas that require ownership/ improvement.
- Follows the scout rule.

**Example behaviours:**
- Investigated adding Jasmine to skweb, and shared results with the team
- Refactored a module in a service before adding functionality to it to make it more testable
- Took ownership of the firefighting process

**Communication**
- Communicates effectively with non-technical audiences. Able to explain their work to the wider company, including to a non-technical audience. Able to explain complex technical concepts to peers.

**Example behaviours:**
- Wrote a detailed and concise fireout email
- Developed a communication plan to inform non-technical stakeholders about the impact of a complex technical changel
- Acted as communicator during a fire and updated appropriate stakeholders in a timely manner
- Delivered a detailed dev talk on logging infrastructure
- Wrote a blog post on the Songkick dev blog

**Emotional intelligence**
- Nurtures empathy and no-blame culture in their product team.

**Example behaviours:**
- Suggested how we can improve a process in the aftermath of a fire instead of identifying whose fault it was
- Delivered a presentation on how to deliver empathetic code reviews
- Linked a piece of tech debt to a particular context instead of apportioning blame when refactoring

**Delivery**
- Able to deliver medium-large tasks that span multiple systems with support from peers.
- Able to plan and estimate delivery of medium-large tasks, and proactively inform the team when work is likely to be delayed.
- Able to question and push back on work that is not valuable for the tech team.
- Able to effectively prioritise own workload and focus across many streams of work.

**Example behaviours:**
- Shipped a new micro-service with support from colleagues
- Broke a large piece of work into smaller individual units that could be parallelised

**Business knowledge**
- Able to understand company goals, ask questions / challenge company goals / seek clarity on what the company is doing and why.
- Uses the context of company goals to inform their work.

**Example behaviours:**
- Asked a question about next quarter’s goals at a company meeting
- Discussed and understood company’s goals in a 1:1 with manager
- Able to clearly explain company goals to others in the team
- Challenged the scope of a feature as not valuable for the company during a Kick-Off
A Senior Software Developer (2) has a large amount of experience across multiple areas. They are able to plan, coordinate, and deliver large tasks spanning multiple systems. They actively coach and mentor developers in their product team, and are able to identify and resolve issues with technology and product processes.

**Leadership**
- Able to identify problems with the product team and process, investigate potential causes, implement solutions/next steps, and proactively inform the right people of the change.

*Example behaviours:*
  - Implemented a new bug-tracking process

**Mentorship**
- Actively coaches / mentors junior members of the team.
- Actively works to share information with the team, e.g. best practices, technical approaches (avoiding silos).

*Example behaviours:*
  - Prepared and delivered a presentation on Git best practices
  - Introduced a short presentation on Ruby best practices as part of onboarding

**Technical skills**
- Keeps up with industry best practices.
- Enables other developers to work more effectively.
- Able to identify and communicate problems with technology, investigate potential causes, propose solutions/next steps, and proactively inform the team of changes; able to investigate improvements to technology and tools and plan implementations.

*Example behaviours:*
  - Made a plan to add Jasmine to skweb, shared with the Architects for feedback, worked with the team to roll-out, and shared results
  - Researched and put together a plan for migrating skweb to Webpack
  - Wrote and published the songkick-queue gem

**Communication**
- Can explain the impact of their product team’s work to non-technical stakeholders.

*Example behaviours:*
  - Delivered a presentation about a technical migration at a company meeting

**Emotional intelligence**
- Identifies morale issues in the product team, and works with team members to address or seeks support in doing so.

*Example behaviours:*
  - Diffused tension between two participants in a retrospective
  - Connected tedious A/B testing project with overall company goals

**Delivery**
- Able to deliver large tasks that touch multiple systems, working individually when required.
- Able to estimate delivery of work, proactively inform the right people of changes, and suggest sensible workarounds/next steps to mitigate impact of delayed work.

*Example behaviours:*
  - Reduced the scope of a feature in order to cut down development time
  - Planned and executed a database migration that required downtime, informed the right people about it and sought the right support

**Business knowledge**
- Able to communicate / explain / advocate product team’s goals to developers in the team.
- Can articulate and question the tech department goals. Helps push the tech department goals.

*Example behaviours:*
  - Clarified to a developer on the team why a particular piece of work was valuable
  - Encouraged developers on the team to think about their work in terms of impact on the product teams goals
**Technical Lead**

A *Technical Lead* represents the technology aspect of the triumvirate in a product team, leading the technical direction, guiding developers, and communicating team progress alongside the Product Manager and Design Lead. Technical Leads have a large amount of technical experience working across multiple systems as well as great communication skills. They help keep the product team focused and delivering value.

### Leadership

- Able to identify problems with the product team and process, and encourage developers to own investigations and proposals for fixes.
- Able to support and lead technical direction in a product team.

**Example behaviours:**
- Regularly runs kick-off meetings
- Had a discussion with the Triumvirate which had a positive impact on the team
- Facilitated meetings between design team and technical team to synchronise work on large design-led task

### Mentorship

- Actively mentors developers, identifying areas for focus and improvement.
- Uses coaching techniques to help developers arrive at answers to their questions / problems.

**Example behaviours:**
- Did a workshop on how Tourbox-service works
- Worked with a developer to organise a mob programming session to remove an information silo

### Technical skills

- Keeps up with industry best practices.
- Understands the impact of technology choices on the team.
- Able to identify problems with and improvements to technology and tools; encourages developers to own investigations and proposals for fixes and improvements.

**Example behaviours:**
- Researched and chose a technology for the new feature on Tourbox
- Did some technical feasibility work for a proposed new feature and fed back findings to the team

### Communication

- Can explain the impact of their product team’s work to non-technical stakeholders; can explain the team’s goals to their team in an engaging way.

**Example behaviours:**
- Delivered a presentation about a technical migration at a company meeting

### Emotional intelligence

- Able to read the morale of their product team and respond to their needs.
- Works to actively improve morale in the product teams.

**Example behaviours:**
- Diffused tension between two participants in a retrospective
- Got the engineers in the team excited about a potentially boring piece of work

### Delivery

- Able to estimate delivery of work across the product team, proactively informing the Triumvirate and stakeholders on progress.

**Example behaviours:**
- Worked with PM to pick a feasible metric for the quarter
- Had a 1:1 with developer and gave them the context behind the quarterly goal
- Spent time talking with the PM/DL understanding the product roadmap

### Business knowledge

- Understands and communicates the goals across product teams, and how they contribute to the company’s success.
- Works to make sure developers understand the team and company’s goals.
- Helps shape product team goals to ensure they’re delivering value for the business.
- Can articulate and question the tech department goals. Helps push the tech department goals.

**Example behaviours:**
- Worked with PM to pick a feasible metric for the quarter
- Had a 1:1 with developer and gave them the context behind the quarterly goal
- Spent time talking with the PM/DL understanding the product roadmap
An *Architect* is an expert in a particular domain, such as a product or technology. Their role is to support and lead the technical direction for that domain, leading initiatives where needed. They proactively work with the Technology team to identify areas for technical improvements and action them.

<table>
<thead>
<tr>
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<th>Mentorship</th>
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<tr>
<td>Able to identify problems with the product team and process, investigate potential causes, work with the team to propose solutions/next steps, and make sure the fixes are prioritised and completed.</td>
<td>Mentors groups of peers.</td>
<td>Expert in a domain; understands the impact of technology choices on the company. Has a solid understanding of entire technology ecosystem. <strong>Example behaviours:</strong> – Planned and executed UTF-encoding DB migration</td>
<td>Proactively communicates future plans and direction to technical and non-technical people across product teams for a single domain (e.g. platform work). Works with product teams to help them understand how our software architecture supports the team’s business goals. <strong>Example behaviours:</strong> – Created a detailed document outlining a change that we needed to make to our architecture, and delivered presentations to the tech team and wider team to explain the business need</td>
<td>Detects and responds to the needs of product teams and reports.</td>
<td>Identifies areas where major work needs to be done in order to support product teams current or future goals for a single domain (e.g. platform work). Able to estimate, plan, and deliver large projects using a small team. <strong>Example behaviours:</strong> – Researched and made a plan to move to a new data warehousing platform – Identified the weaknesses of the existing monitoring system, researched a better one, and worked with the teams to move to it</td>
<td>Understands the goals across product teams, and how they contribute to the company’s success. Helps shape product team goals to ensure they’re delivering value for the business, considering our technical strategy.</td>
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**Principal Architect**

A *Principal Architect* is an expert in multiple domains. Their role is to support and lead the technical direction across all product teams and the Technology team. They work with the CTO to plan future technology projects, and effectively communicate plans to the wider company.

<table>
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<tr>
<td>Able to identify problems with the product teams and process, and encourage senior members of the team to own investigations and proposals for fixes.</td>
<td>Coaches senior technologists in the team (e.g. Architects and Technical Leads).</td>
<td>Expert across multiple domains. Able to identify problems with technology, and encourage the Architects to own investigations and proposals for fixes. <strong>Example behaviours:</strong> – Moved company tech stack to a new infrastructure – Planned and executed moving to service-oriented architecture</td>
<td>Proactively communicates future plans and direction of the Technology team to technical and non-technical people across the business (working with the CTO). Represents the Technology team externally.</td>
<td>Detects and responds to the needs of the Technology team.</td>
<td>Creates and maintains a backlog for tech projects, working with the CTO to prioritise and resource them. Able to estimate, plan, and deliver large projects using multiple teams.</td>
<td>Works with the Technology team to ensure a technical strategy exists, and has been considered as part of the planning process.</td>
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</table>
**Technical Lead Manager**

An *Technical Lead Manager* represents the technology aspect of the triumvirate in a product team, leading the technical direction, guiding developers, and communicating team progress alongside the Product Manager and Design Lead. Technical Leads have a large amount of technical experience working across multiple systems as well as great communication skills. They help keep the product team focused and delivering value. They also manage members of the Technology team, supporting and guiding their growth.

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<tr>
<td>Manages members of the Technology team.</td>
<td>Actively mentors developers, identifying areas for focus and improvement.</td>
<td>Understands the technical challenges of the product teams. Understands the impact of technology choices on the team.</td>
<td>Can explain the impact of their product team's work to non-technical stakeholders; can explain the team's goals to their team in an engaging way.</td>
<td>Able to read the morale of their product team and respond to their needs. Works to actively improve morale in their product team.</td>
<td>Able to estimate delivery of work across the product team, proactively informing the Triumvirate and stakeholders on progress.</td>
<td>Works to make sure developers understand the team and company's goals. Works to make sure developers understand the team and company's goals.</td>
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<td>Able to identify problems with the product team and process, and encourage developers to own investigations and proposals for fixes.</td>
<td>Coaches and helps grow direct reports; identifies areas for their progression. Uses coaching techniques to help developers arrive at answers to their questions/problems.</td>
<td>Able to identify problems with and improvements to technology and tools; encourages developers to own investigations and proposals for fixes and improvements.</td>
<td>Detects and responds to the needs of their product team and reports. Ensures the reports have a good work-life balance, and are taking enough holiday.</td>
<td>Able to actively improve morale in their product team.</td>
<td>Effectively manages deliverables for the team, ensuring the prioritised work is planned and valuable to our goals.</td>
<td>Helps shape product team goals to ensure they’re delivering value for the business.</td>
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<tr>
<td>Able to support and lead technical direction in a product team. <strong>Example behaviours:</strong></td>
<td>Had a discussion with the Triumvirate which had a positive impact on the team.</td>
<td>Facilitated meetings between design team and technical team to synchronise work on large design-led task.</td>
<td>Example behaviours: Delivered a presentation about a technical migration at a company meeting.</td>
<td>– Regularly runs kick-off meetings. – Had a workshop on how Tourbox-service works. – Worked with a developer to organise a mob programming session to remove an information silo.</td>
<td>Example behaviours: – Confronted the team about the need to improve technical knowledge. – Worked with EMs to plan a week of Fluidity in order to give their team required expertise.</td>
<td>Can articulate and question the tech department goals. Helps push the tech department goals.</td>
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<td>Example behaviours:</td>
<td>Did a workshop on how Tourbox-service works</td>
<td>Did some technical feasibility work for a proposed new feature and fed back findings to the team</td>
<td>– Got the engineers in the team excited about a potentially boring piece of work</td>
<td>– Turned a problematic situation into an opportunity to learn and improve.</td>
<td>– Worked with EMs to plan a week of Fluidity in order to give their team required expertise.</td>
<td>Able to question and contribute to company goals.</td>
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<td>– Had a discussion with the Triumvirate which had a positive impact on the team.</td>
<td>– Coached a developer to prepare and deliver a dev talk</td>
<td>– Has weekly 1:1s with reports</td>
<td>– Identified a morale issue in their team and took proactive steps to improve it</td>
<td>– Prevented a report from burning out</td>
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<td>– Facilitated meetings between design team and technical team to synchronise work on large design-led task.</td>
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<td>Example behaviours:</td>
<td>– Worked with EMs to plan a week of Fluidity in order to give their team required expertise.</td>
<td>– Prevented a report from burning out</td>
<td>– Worked with PM to pick a feasible metric for the quarter</td>
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<td>Example behaviours:</td>
<td>– Worked with EMs to plan a week of Fluidity in order to give their team required expertise.</td>
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<td>Example behaviours:</td>
<td>– Delegated a task in order to focus on unblocking the developers</td>
<td>– Worked with PM to pick a feasible metric for the quarter</td>
<td>– Spent time talking with the PM/DL understanding the product roadmap.</td>
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**Engineering Manager**

An *Engineering Manager* works with a number of product teams, supporting their developers and processes. They are responsible for managing developers across the technology team, guiding and supporting their growth. They ensure we have the right technical skills in the team to tackle the challenges the business is solving.

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<tr>
<td>Supports processes across several product teams. Manages and grows the technology team. <strong>Example behaviours:</strong> – Identified an information silo and worked with the product teams to mitigate it – Found an internal talent development programme to help direct report grow</td>
<td>Develops new coaches and mentors in the team. Coaches direct reports, identifies areas for their progression. Guides developers across product teams, supporting development of their technical and product skills. Helps grow reports and highlights areas for progression. <strong>Example behaviours:</strong> – Identified an opportunity for a team member to be mentored by another team member and worked with them to make it happen – Coached a developer to prepare and deliver a dev talk – Worked with a report to set their personal development goals for the quarter</td>
<td>Aware of the impact tools and tech have on dev team productivity and happiness. Management skills (mentoring, coaching, development, admin, planning, etc). Understands the technical challenges of the product teams. <strong>Example behaviours:</strong> – Has weekly 1:1s with reports</td>
<td>Develops and improves communication channels between product teams. Acts as a conduit between technology and other departments in the business, shielding and fielding questions where necessary. <strong>Example behaviours:</strong> – Organised and ran a weekly TL meeting</td>
<td>Detects and responds to the needs of product teams and reports. Ensures the team has a good work-life balance, and is taking enough holiday. <strong>Example behaviours:</strong> – Turned a problematic situation into an opportunity to learn and improve – Identified tension between two team members and took proactive steps to improve it – Prevented a team member from burning out</td>
<td>Creates progression plans to develop careers of the technology team. Ensures the technology team has the right expertise, working with the ED/VPE/CTO to inform the hiring plan. Responsible for the tech hiring process. Evangelises the work of the technology team, internally and externally. <strong>Example behaviours:</strong> – Advertise open tech roles, review CVs, interview candidates, and run debrief sessions – Ensure the team publishes a blog post about our latest tech team initiative / achievement – Worked with a report to set their personal for the quarter</td>
<td>Able to question and contribute to company goals. Understand and help to drive how product teams and reports deliver business value.</td>
</tr>
</tbody>
</table>
An Engineering Director works across the technology team, managing managers and developing future leaders in the team. The Engineering Director identifies areas of focus for the technology team and their processes. They represent the tech team to the rest of the organisation, and help shape the team’s strategy.

### Leadership
- Ability to identify and work with the team to fix problems with tech team processes.
- Support processes across several product teams.
- Manage, grow, and help lead the technology team.

**Example behaviours:**
- Develop a quarterly peer review process

### Mentorship
- Creates ways for people to mentor each other.
- Guides developers across the technology team to solutions, supporting development of their technical and product skills. Helps grow reports and highlight areas for progression.

**Example behaviours:**
- Delivered a coaching workshop
- Introduced brown-bag talks and lined up speakers

### Technical Skills
- Management skills (mentoring, coaching, development, admin, planning, etc).
- Understands the technical challenges of the technology team.

**Example behaviours:**
- Introduced the release-log email and explained to the team why it’s valuable
- Gave a presentation about Songkick at Makers Academy jobs fair

### Communication
- Develops and improves communication channels for the whole tech team.
- Promotes Songkick externally.

**Example behaviours:**
- Organised a celebration of completion of a large piece of work

### Emotional Intelligence
- Proactively improves morale of the engineering team.
- Identifies and develops future managers/leaders in the team.

**Example behaviours:**
- Influenced the company strategy by voicing the needs of the engineering team during planning
- Built a productive relationship between the technology team and the Artist Services department of WEA

### Delivery
- Identifies and develops future managers/leaders in the team.
- Organises the Engineering Management group, providing coaching, support, and guidance.
- Works with the CTO to determine the tech strategy, considering business focus, hiring, budgets, and the current team.

**Example behaviours:**
- Identified a future Engineering Manager in the team and gave them the right support to become one

### Business Knowledge
- Understands and affects the role of the tech team within WMG.
- Understand how the technology team and other departments deliver business value, and use knowledge to help shape strategy of technology team.

**Example behaviours:**
- Influenced the company strategy by voicing the needs of the engineering team during planning
- Built a productive relationship between the technology team and the Artist Services department of WEA