

1:1S WITH MANAGERS

Create visibility and advocate for the team's work with data

Senior leaders need you to push information up to them, without being told to do so, about what your team is focused on and how they're progressing. And while you may not be speaking directly with senior leaders on a regular basis, your manager may be. So it's helpful to consider them as a communication channel—and 1:1s can be a great place to showcase the work your team is doing.

When you're pushing information up, use data to support your narrative. By coupling data with your qualitative analysis, you can help your manager, non-technical stakeholders, and senior leaders process the information more effectively.

Here are three reports that you can use in 1:1s with your manager.

Use the Player Card report to advocate for individual team members

The *Player Card* shows an individual's core metrics over the specified time period all in one unified view. It's specifically designed for developers to use in 1:1s with team leads or managers. However, this report can also be valuable when managing up -- managers can bring these reports into 1:1s with *their* managers to help them keep a pulse on how the team is doing and proactively make the team's work visible.

You can start incorporating this report on a monthly cadence to help your manager know how things are going. If your organization is scaling fairly quickly, changing their workflows, or otherwise going through a time of change, you might consider giving these updates more often.

Focus on the **Code, Submit and Review Fundamentals**, since these metrics provide the most succinct quantitative narrative for an individual over time.

Rather than give an overview of every individual on your team, which is likely more detail than either you or your leader want to go into, focus on the specific individuals that you want to advocate for in that discussion. Make sure the conversation is focused on and individual over time, rather than making comparisons between individuals.

Some of the most common dynamics you will want to showcase to your leader are:

1. The successful ramp of a new hire,
2. How senior engineers are taking on even more expansive projects or mentoring more junior engineers, and
3. An individual that is embarking upon a major change in responsibilities, or a change in types of solution they are used to building, that is pushing their boundaries.

Here's how you can keep your team members' achievements top-of-mind with your leadership:

1. Identify the team members that you want to focus your narratives around.
2. Tie their outputs to relevant business needs and objectives.
3. Take notes on the points you make over time so you can remember the narrative you're telling.
4. And then, if you're advocating towards a change in responsibilities, pay increase, or promotion, make the ask. Use data as a part of your broader narrative.

Use the Project Timeline to demonstrate the team's aggregate outputs and work focus

The *Project Timeline* shows you the team's aggregate outputs. With it, you can see progress and trends for the team, which can act a lot like a highlight reel. You can also show how much time is spent writing new code versus paying down technical debt.

When the team has been focused on reworking older areas of the codebase in order to pave the way for future releases, you can anticipate that senior leaders or external stakeholders may be curious as to what the engineering team is focusing on since this type of work is not as visible to them. You can use this report to better explain that while refactoring does not translate to new features right away, it makes it possible for the team and other teams to build new features faster and with less friction in the future.

On the other hand, if the product roadmap calls for new features to be developed in the near future but you're clearly in the midst of important refactoring work, or your team is already stretched thin, you may be able to leverage this data to make the case for adding additional resources or headcount, or adjust expectations and delivery dates, to relieve the team.

Use the Code Fundamentals

The *Code Fundamentals* surfaces similar metrics to the *Project Timeline*, with one important distinction. These metrics are headcount-independent averages. This is important when showing your manager headcount-weighted growth. It's particularly useful when advocating for additional resources, or providing a picture of the impact of business decisions and events on the team's health and productivity.

There are two metrics within this report we most commonly see managers use in 1:1s with directors: *Impact* and *Efficiency*. *Impact* helps you speak towards the complexity of output into the product, while *Efficiency* speaks towards the survivability of that output. Together, these tell a better narrative in outputs to your product.

Similar to advocating for individuals described earlier, team advocacy follows a similar path:

- 1. Tie their outputs to relevant business needs and objectives.
- 2. Take notes on the points you make over time so you can remember the narrative you're telling.
- 3. And then, if you're advocating towards a change in headcount or expected deliverables. Use data as a part of your broader narrative.

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