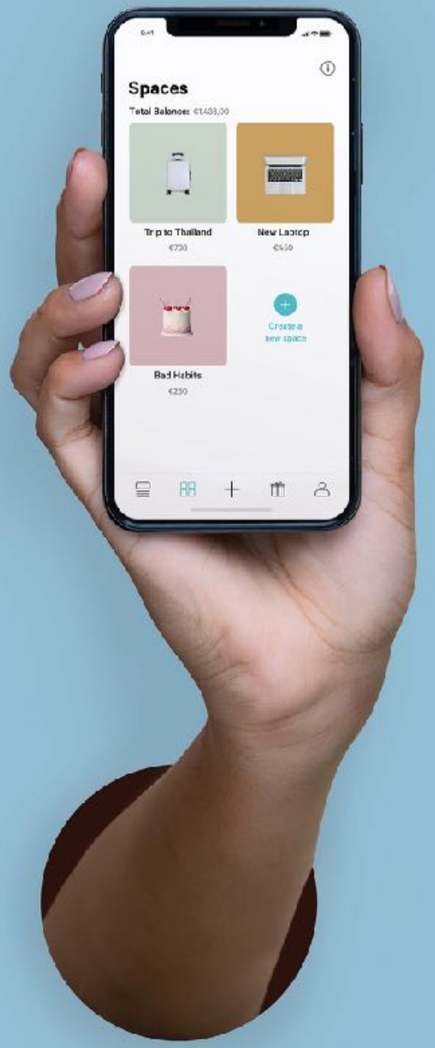
@patkua

{N26}

Cultivating High Performing Teams in Hypergrowth



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NOTE: Not a picture of the Molai forest

Jadhav “Molai” Peyang

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NOTE: Not a picture of the Molai forest

“Forest Man” (2013)

https://www.youtube.com/watch?v=HkZDSqyE1do

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NOTE: Not a picture of the Molai forest

N26

The first bank you'll love

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Banking, this beautiful

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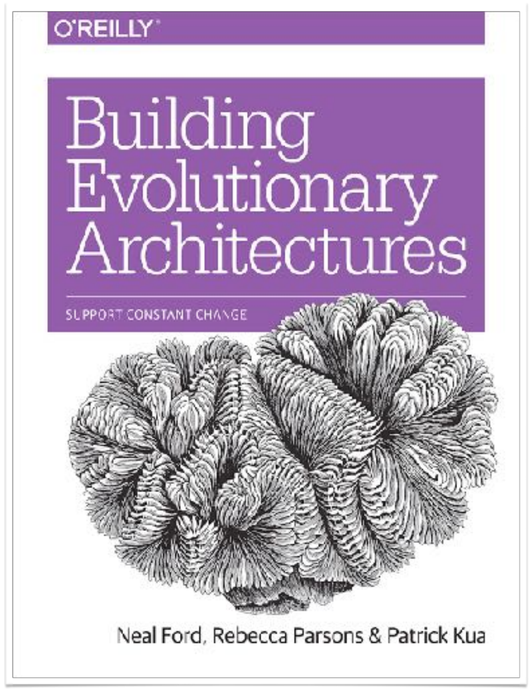
Chief Scientist, former CTO

#leader #coach #architect #developer #life-long-learner #author #cto

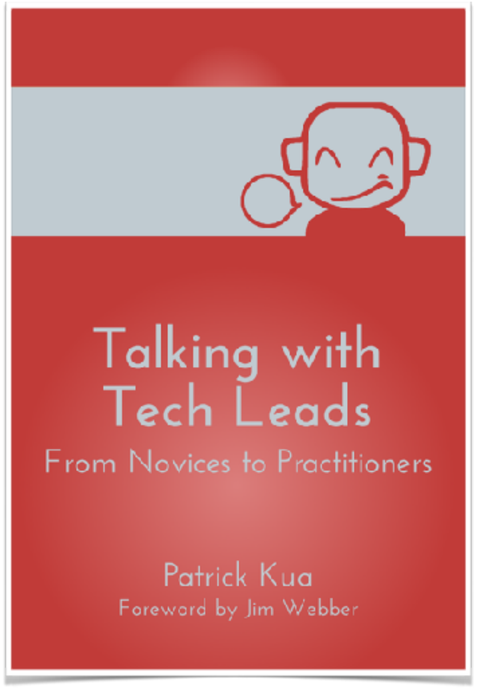
We’re hiring in **NYC**, Barcelona, Berlin, & Vienna!

https://n26.com/jobs/

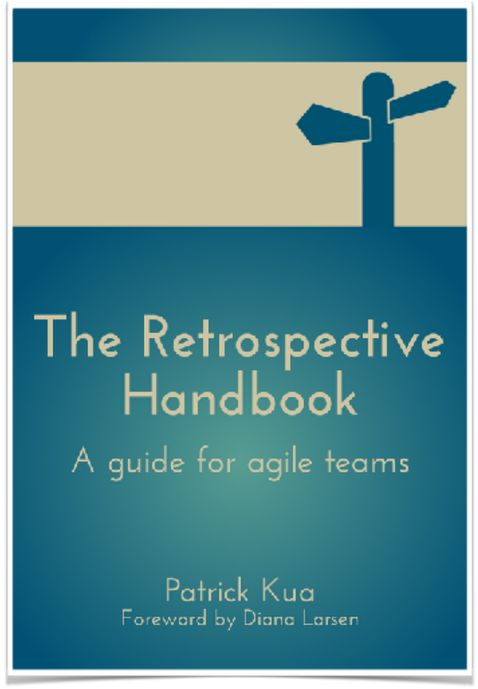
Chief Scientist, former CTO



thekua.io/evolarch



thekua.io/twtl

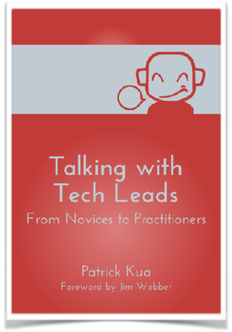


thekua.io/retrobook

Some of my creations

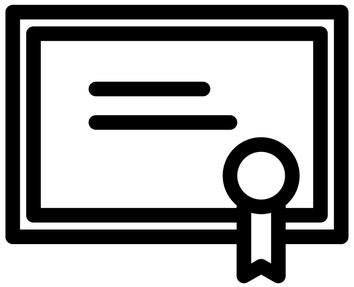
Book

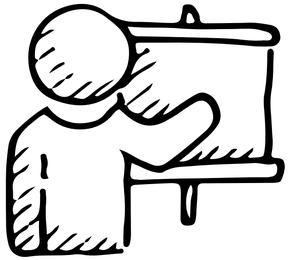
thekua.io/twtl



Tech Lead Course

thekua.io/techlead-course





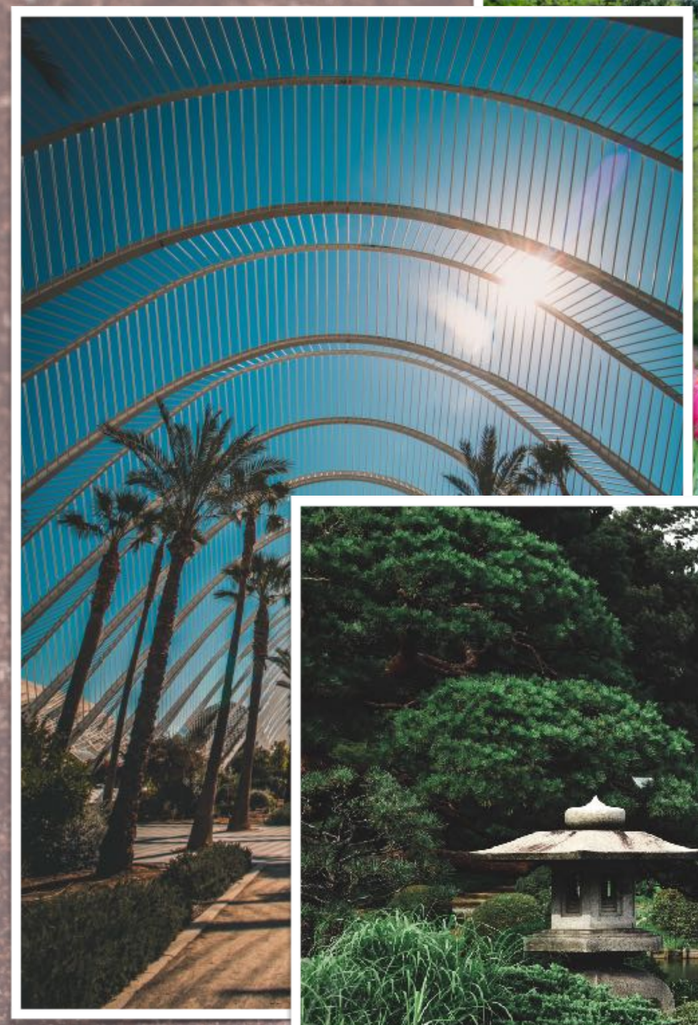
Career & Training Programs

Our Hypergrowth Challenge

Our Solution

Lessons Learned

Our Hypergrowth Challenge



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Hypergrowth

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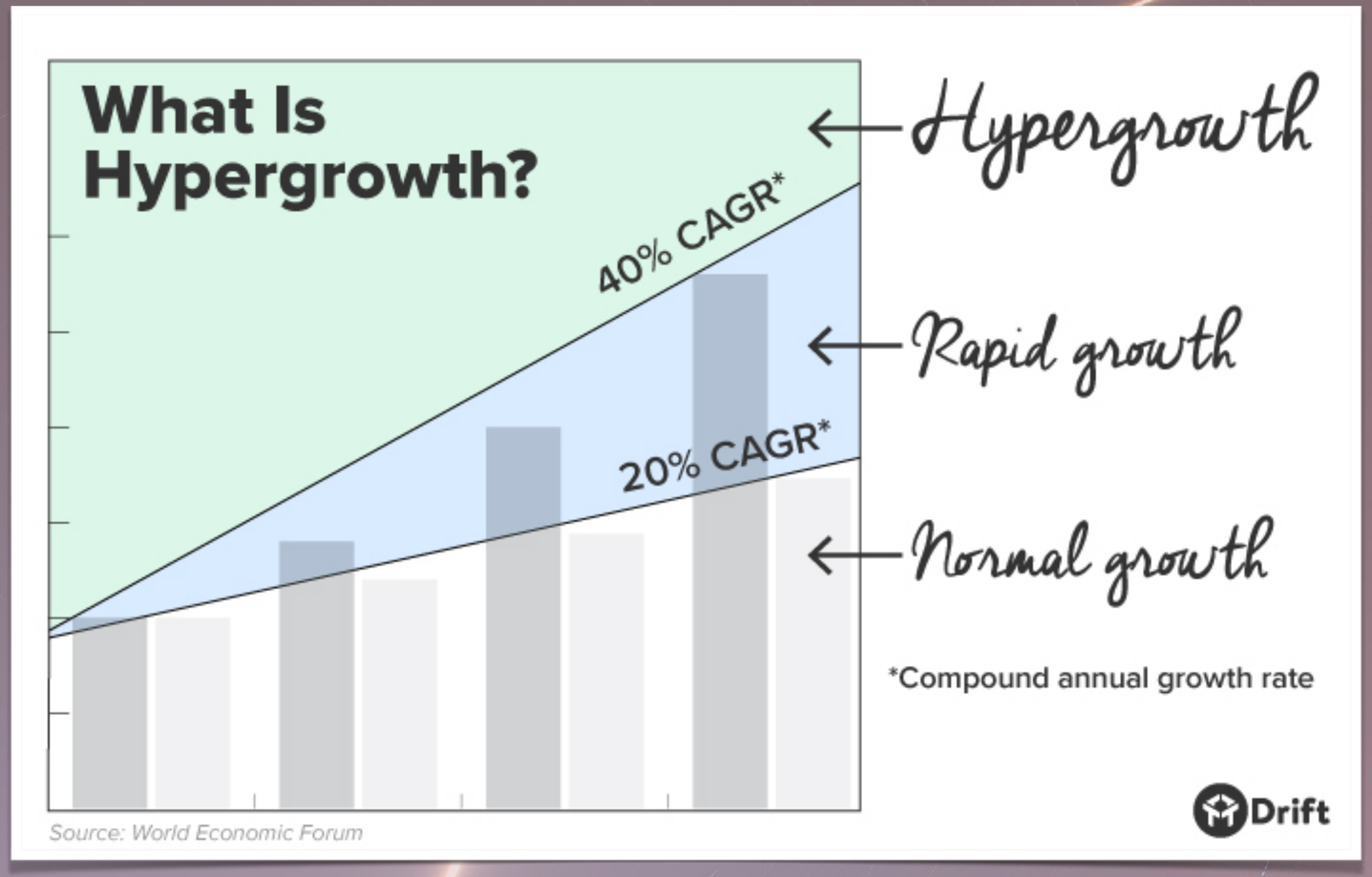
Source: https://blog.drift.com/what-is-hypergrowth/



Hypergrowth

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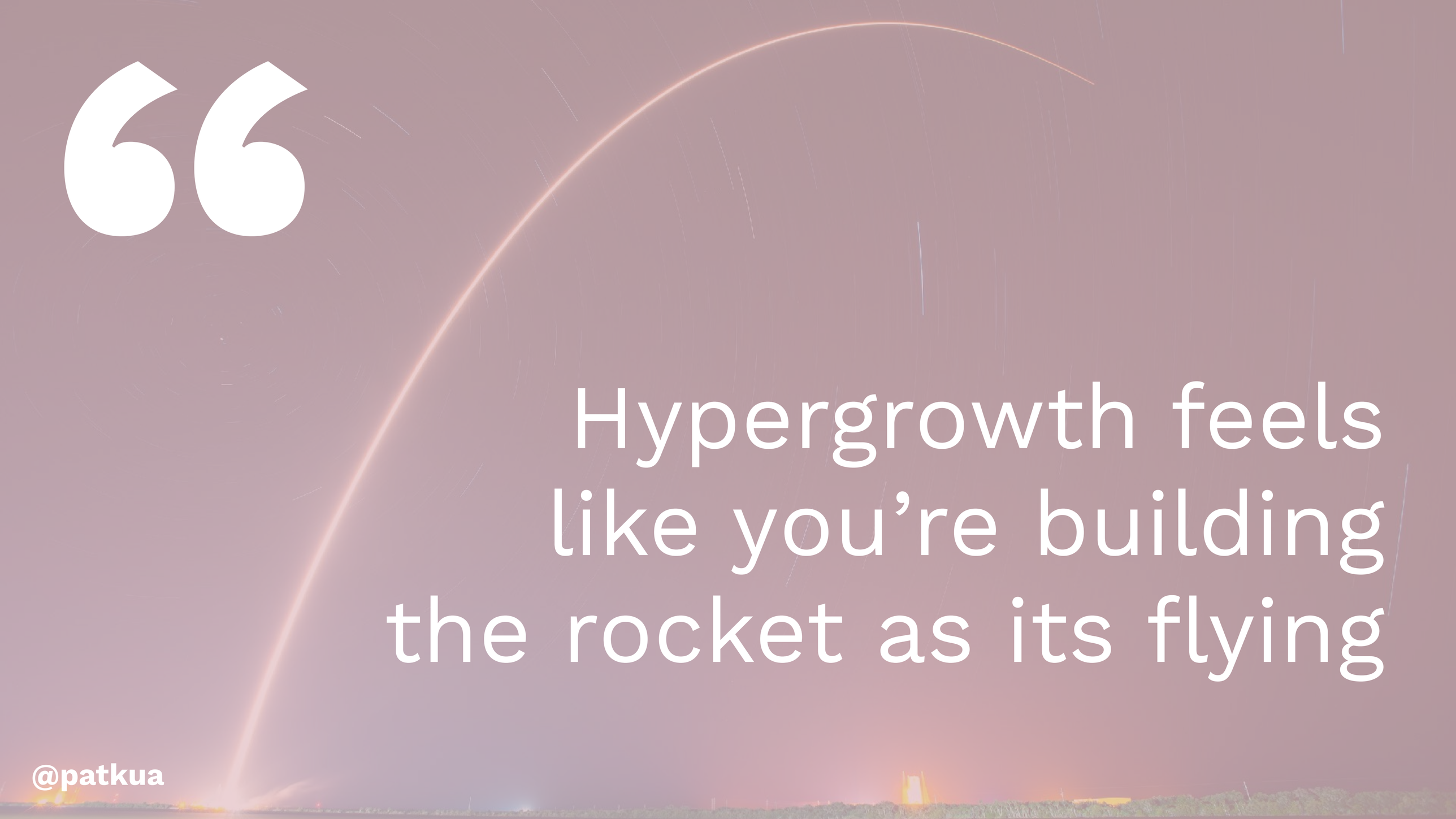

“

Hypergrowth feels like you’re building the rocket as its flying

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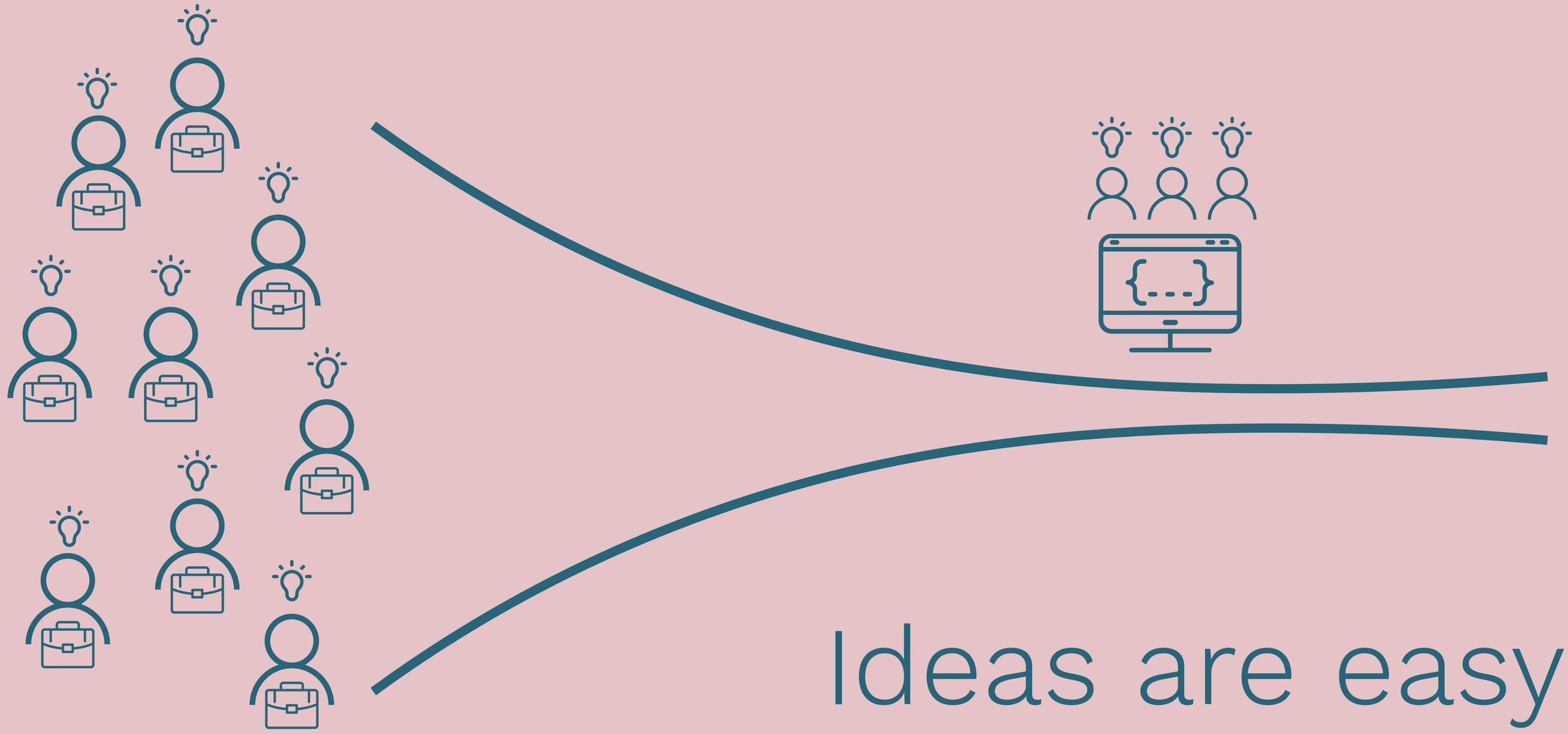
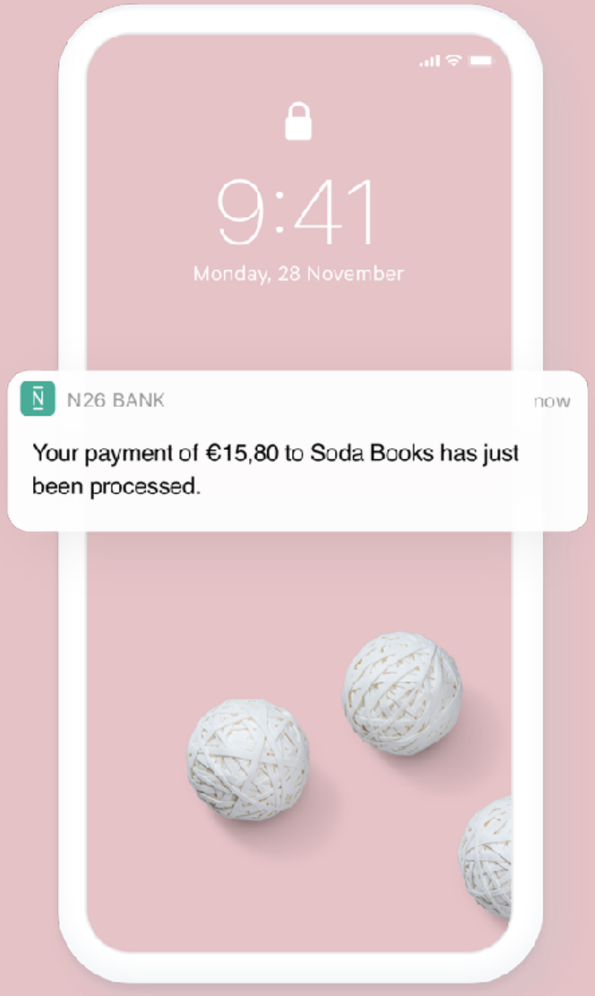


Ideas are easy

IN NUMBERS (Q2’17 to now)

Customers	450K to 3.5M+
Employees	400 to 1300+
Offices	1 to 4
Tech Employees	1x to 5x



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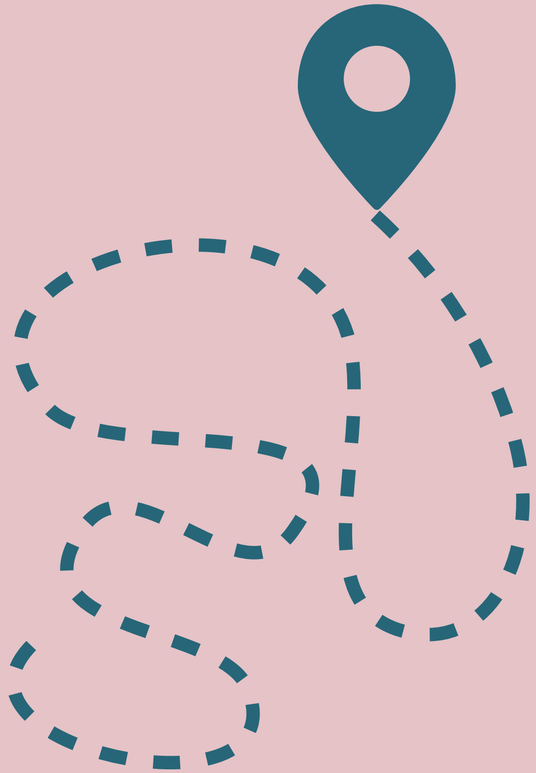
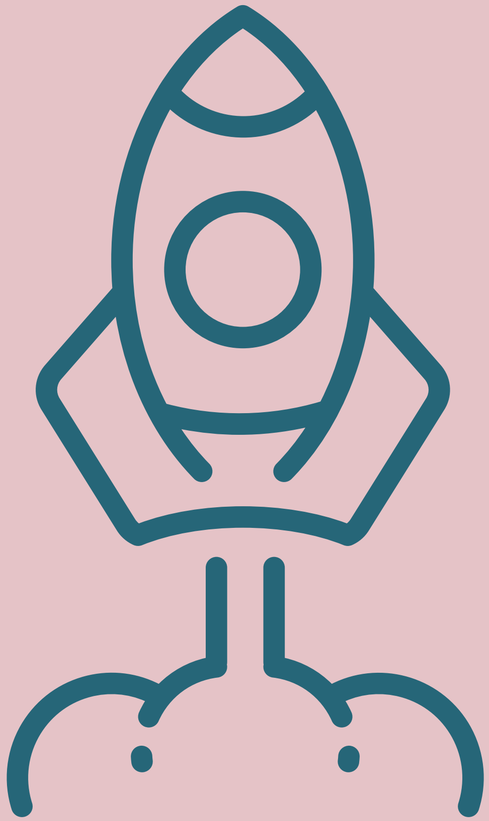
Start Up



Scale Up



Shaking the Snow Globe

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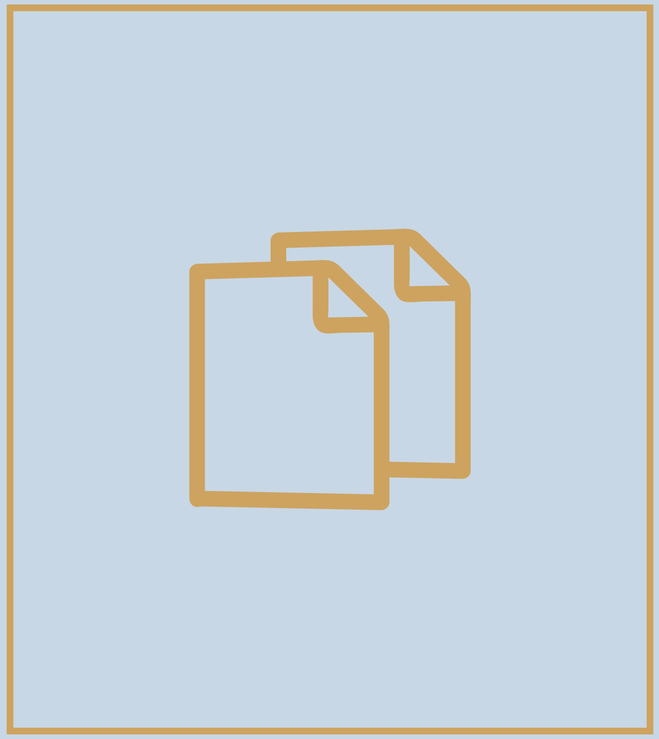
Our Hypergrowth Challenge

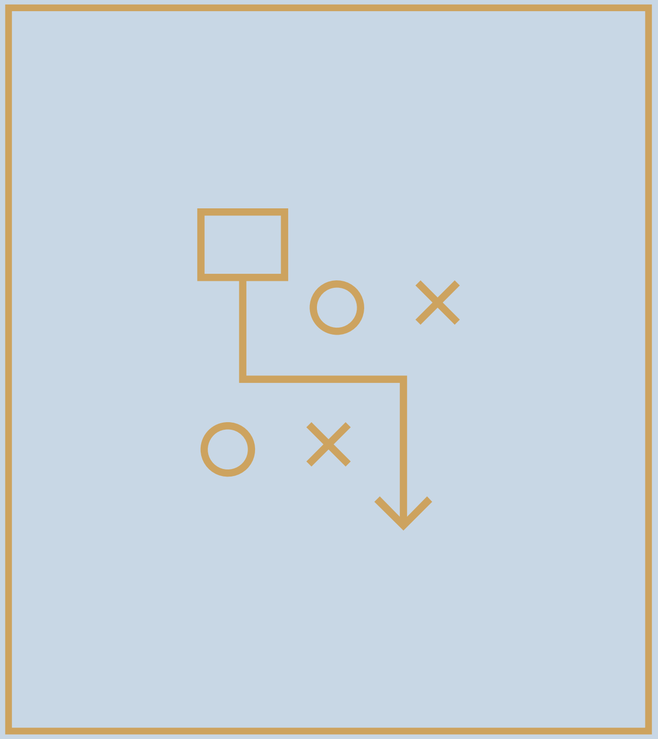
Our Solution

Alternatives

Reactive



Copy-Paste



Strategic

Personal Goal

Create a nourishing environment
for high performing teams

“

What environment would you cultivate to enable the growth of high performing teams in a rapidly changing environment?

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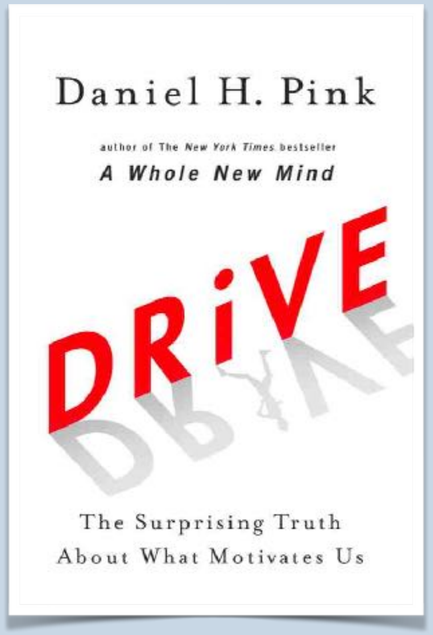
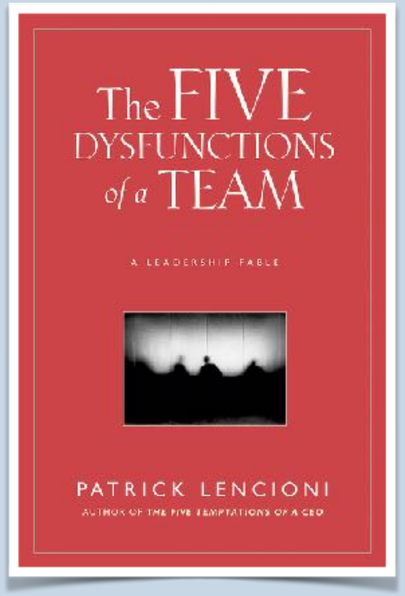
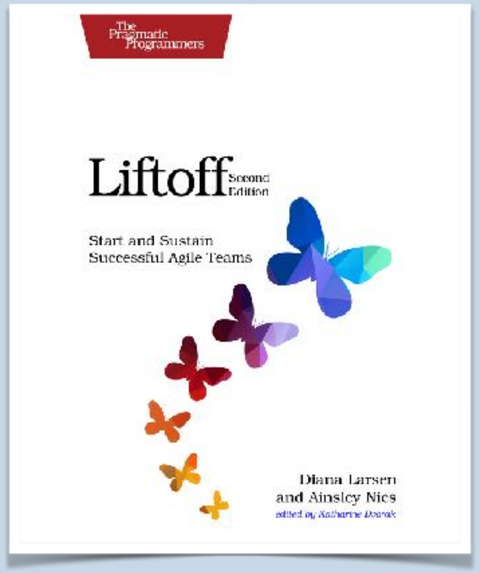
High Performance



Project Aristotle





Trust

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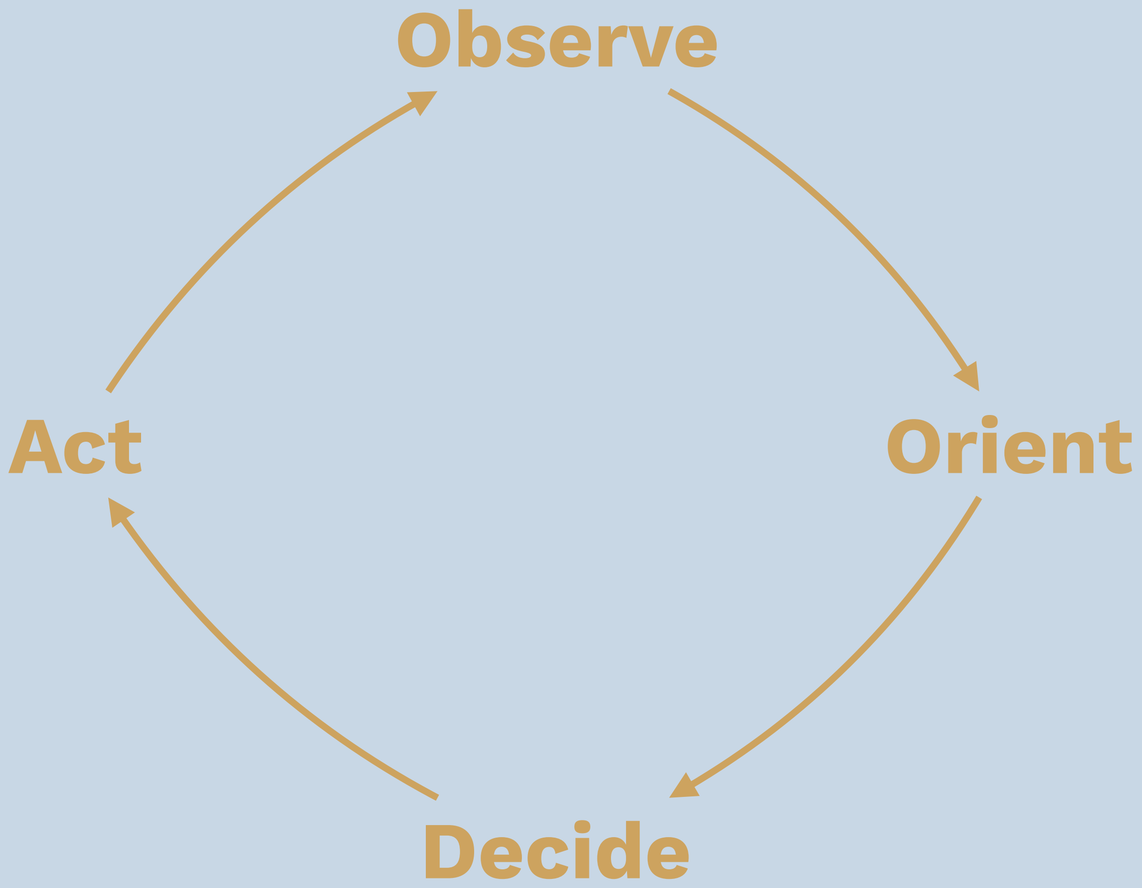
“

You manage things;
you lead people.

- Admiral Grace Hopper

My approach?



-John Boyd's OODA Loop

Retrospectives

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Where are the gaps?

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Target
Operating
Model

Target
Operating
Model

Where do we want to be?

Target
Operating
Model

How do we want to work?

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Target
Operating
Model

A guide, not a recipe

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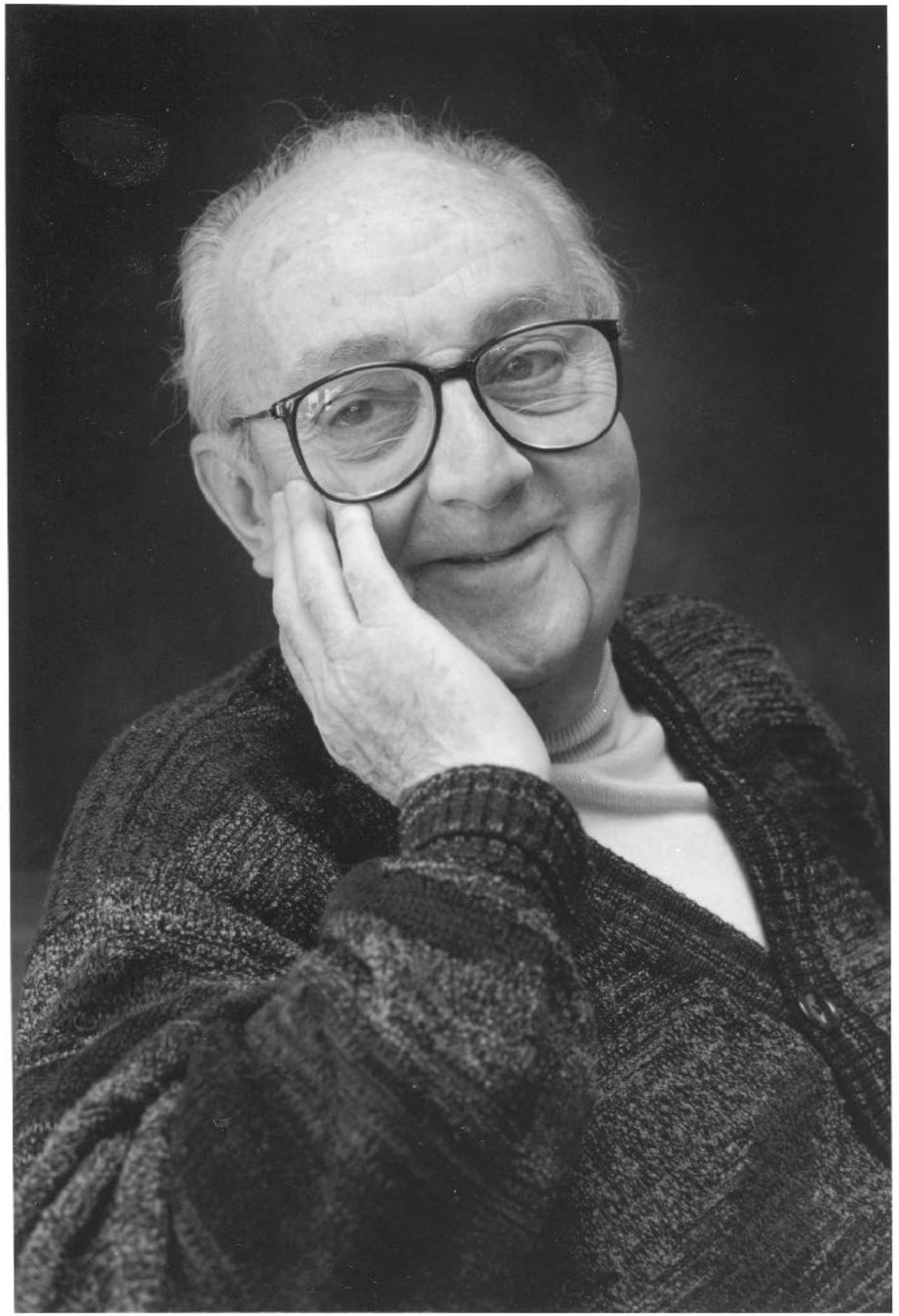
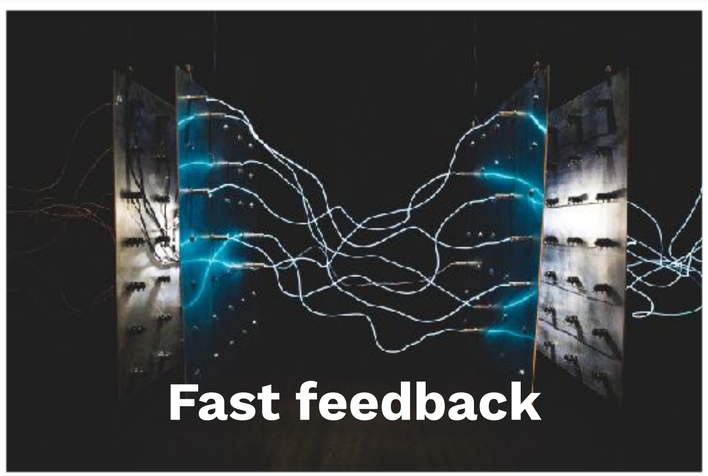
“

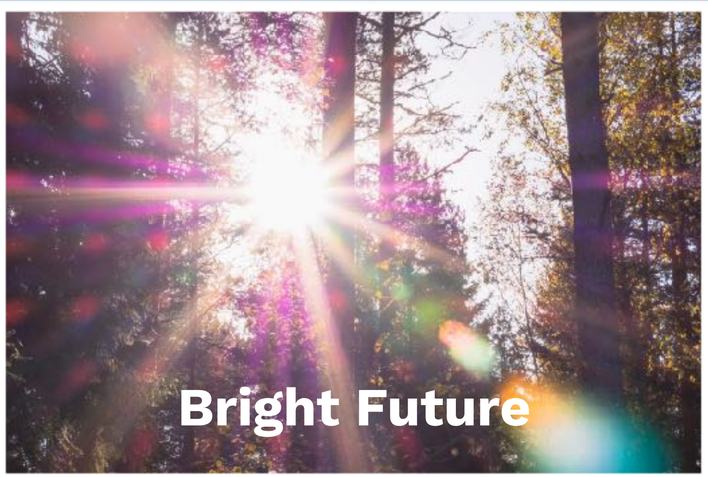
“All models are wrong, some are useful”

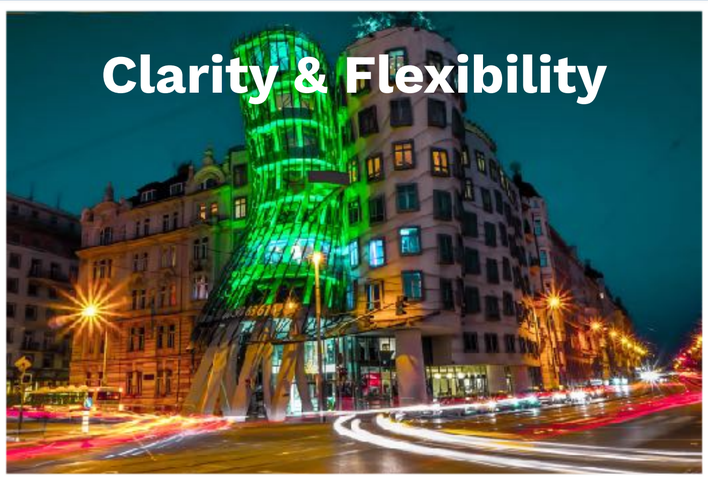
- George E.P. Box



Principles







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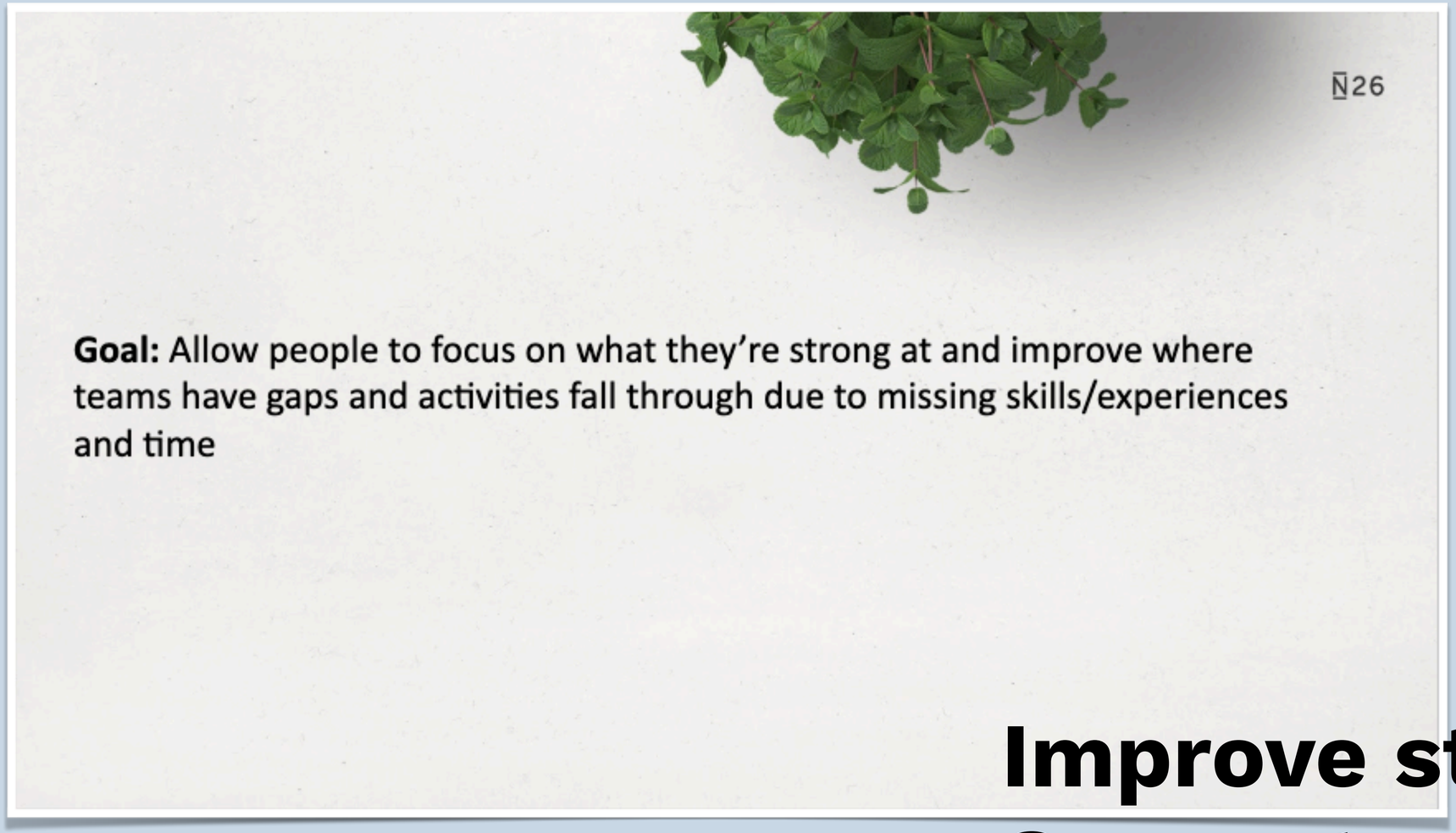
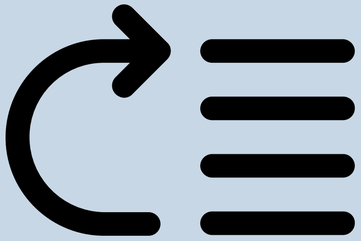
Goal: Allow people to focus on what they're strong at and improve where teams have gaps and activities fall through due to missing skills/experiences and time

1.0 (Dec '17)

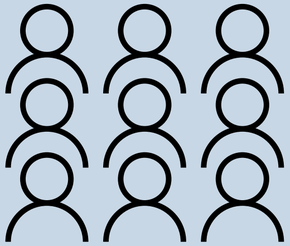


1.0 (Dec '17)

Improve stability
Support engineers
Scaleable processes

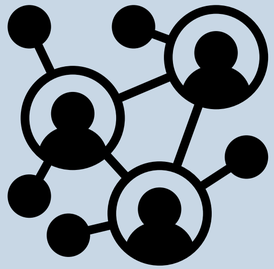


Company wide prioritisation

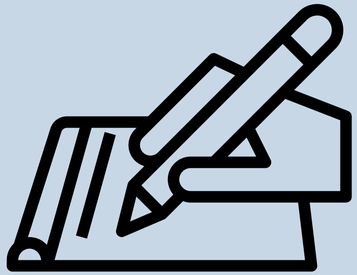


Larger, stable teams

Overhaul on boarding



Domain Based Teams

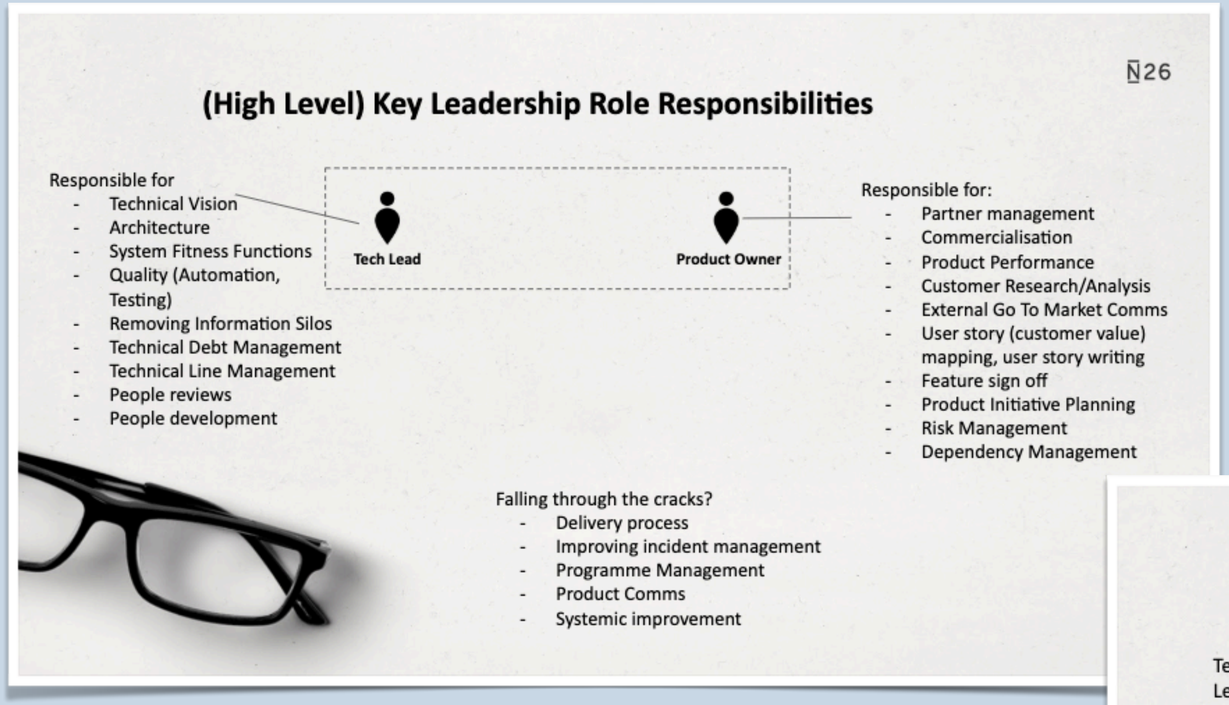


Documenting implicits

Engineering Manager & Principal Engineer roles

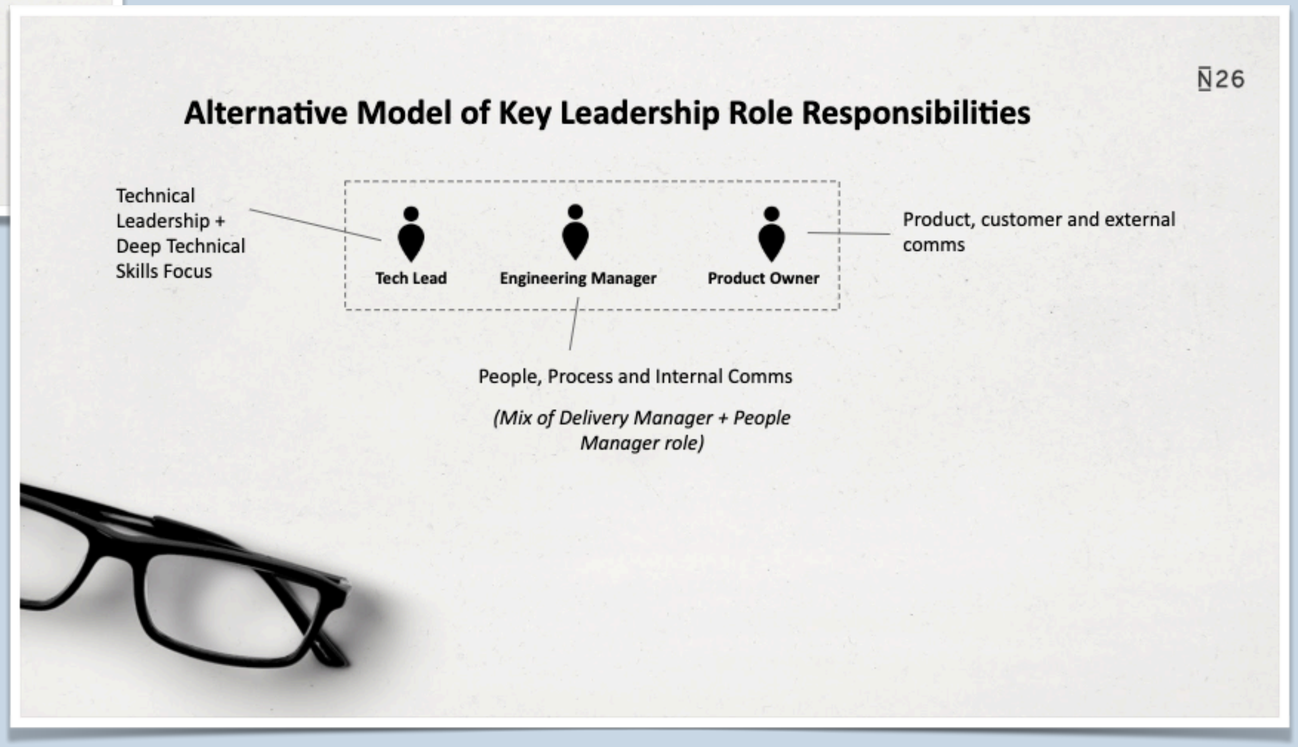
1.0 (Dec ’17)

Before



1.0 (Dec ’17)

After



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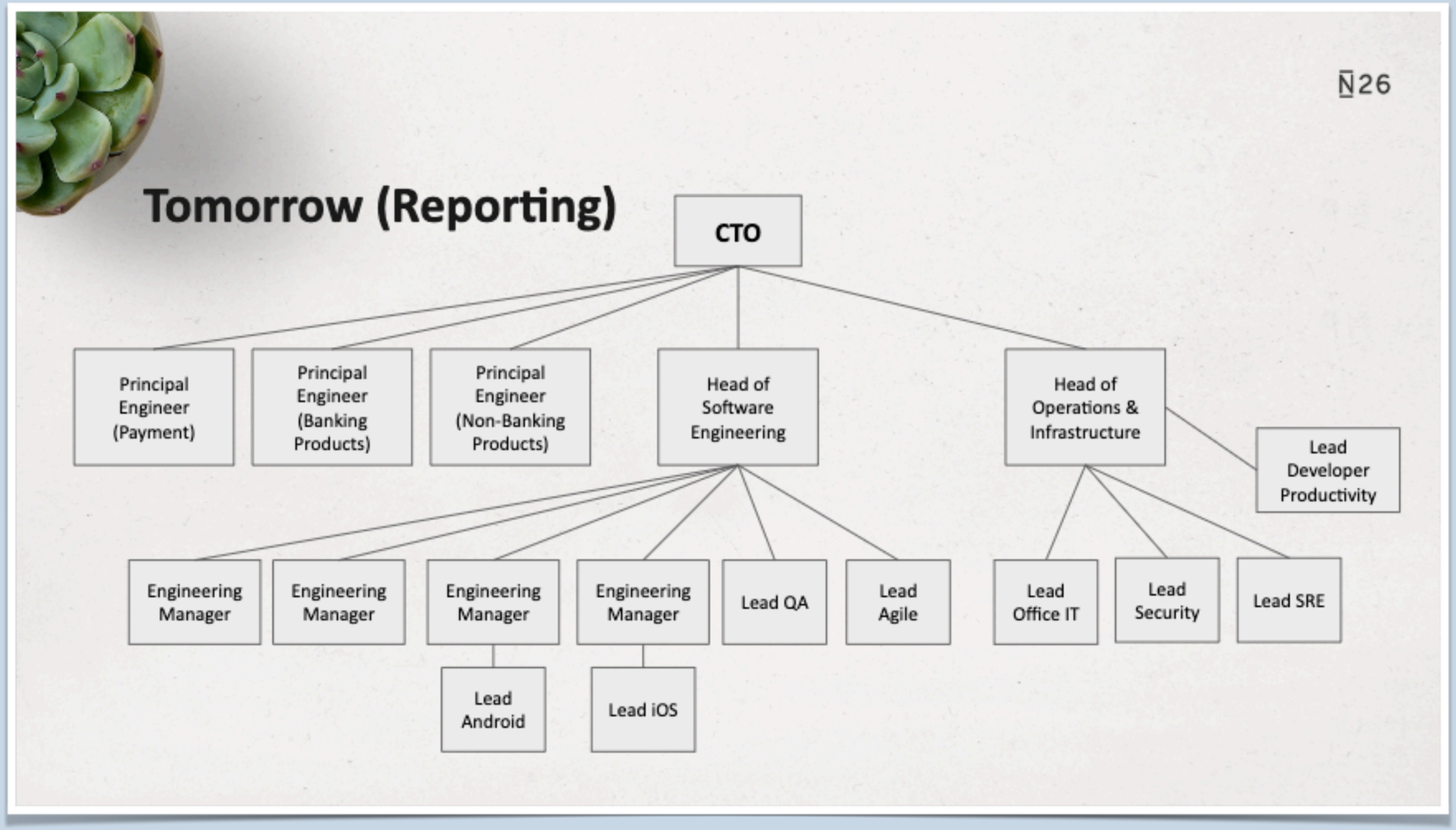

N26
Tomorrow (Reporting)
CTO
Principal Engineer (Payment)
Principal Engineer (Banking Products)
Principal Engineer (Non-Banking Products)
Head of Software Engineering
Head of Operations & Infrastructure
Lead Developer Productivity
Engineering Manager
Engineering Manager
Engineering Manager
Engineering Manager
Lead QA
Lead Agile
Lead Office IT
Lead Security
Lead SRE
Lead Android
Lead iOS

1.0 (Dec ’17)

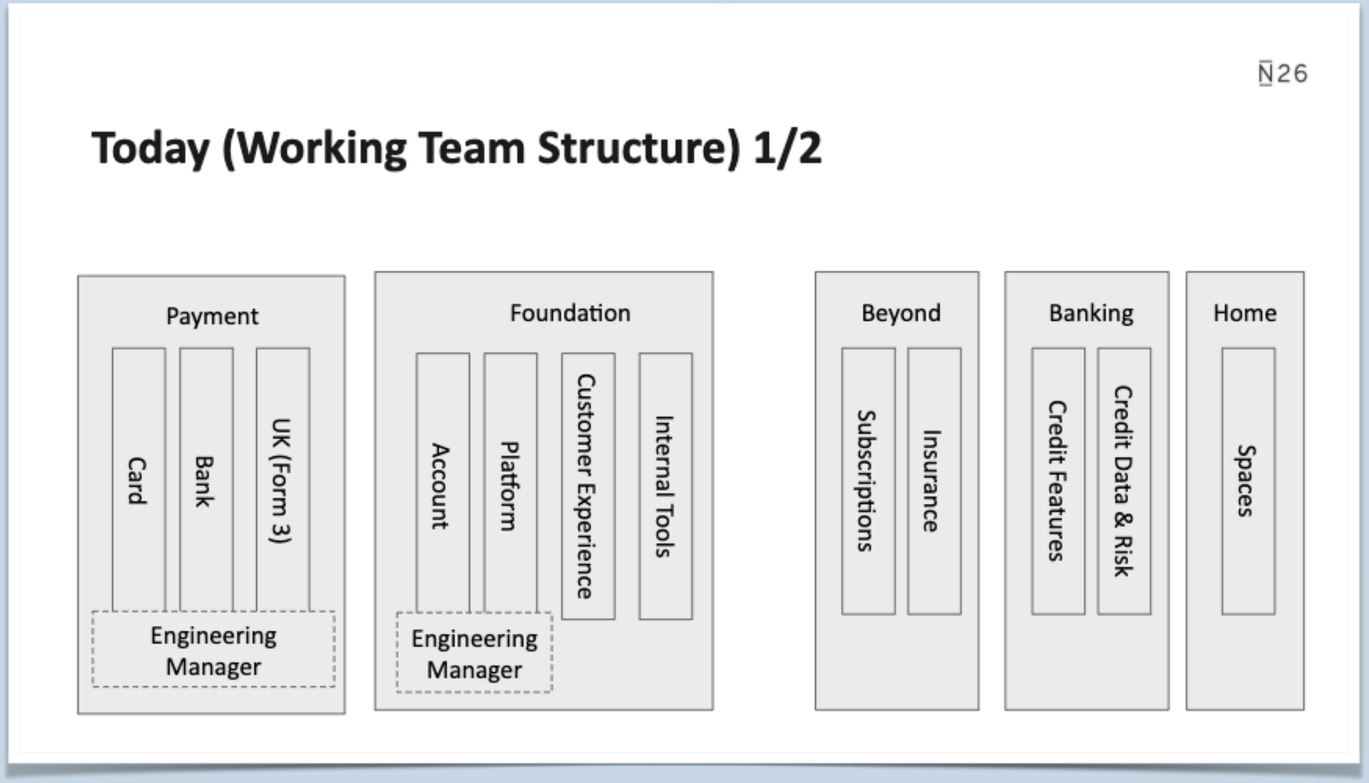
1.0 (Dec ’17)

Goal:
Moving up from **team-based** empowerment to **product group-based** empowerment.

1.0 (Dec ’17)

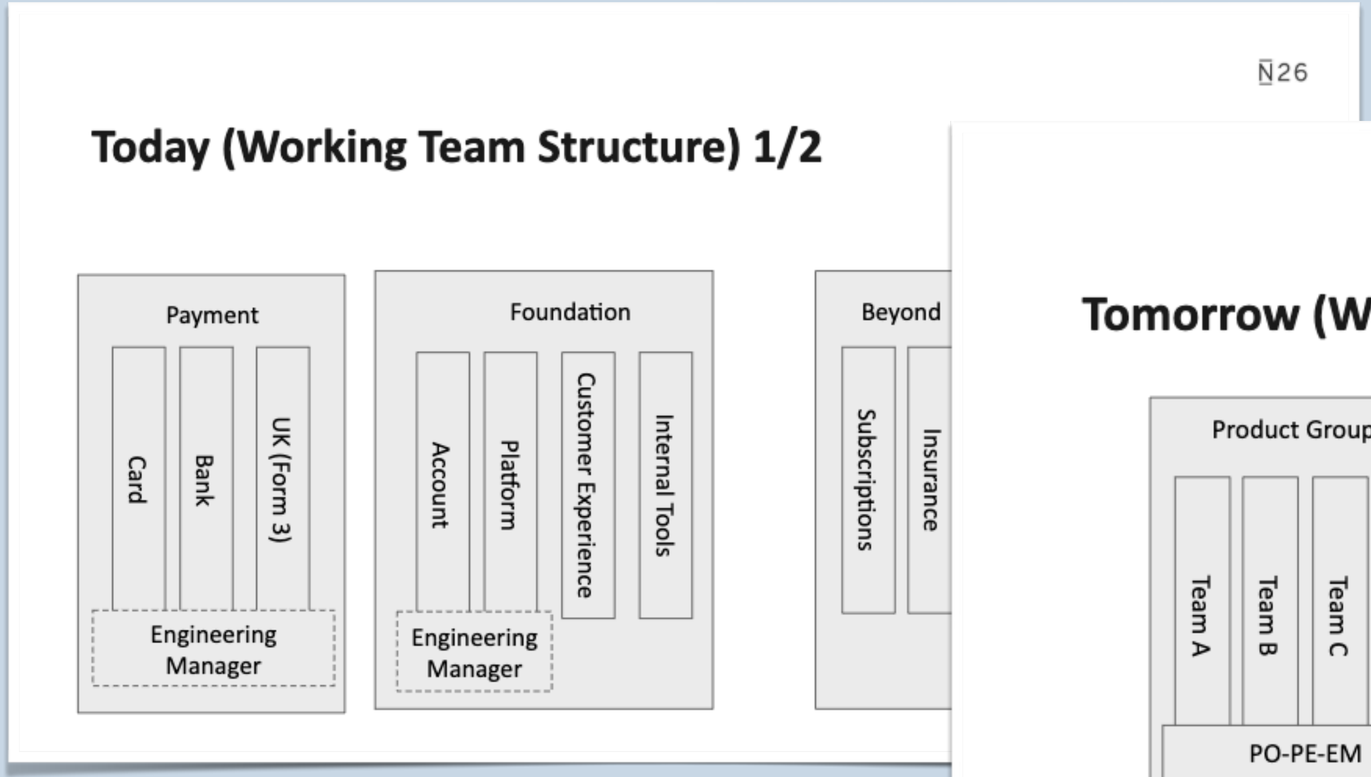
1.1 (Aug ’18)

Before

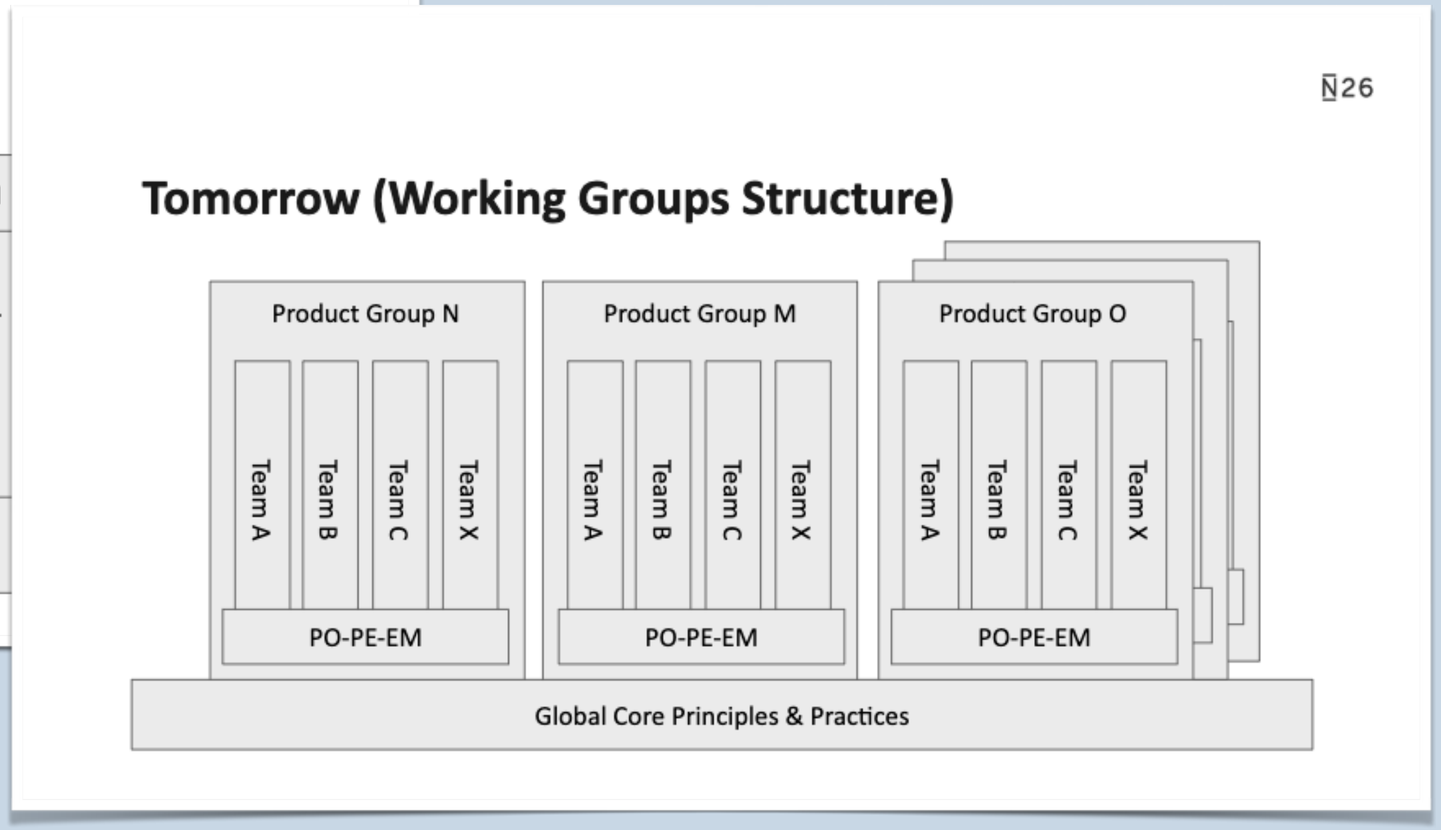


1.0 (Dec ’17)

1.1 (Aug ’18)



Before



After

1.0 (Dec ’17)

1.1 (Aug ’18)

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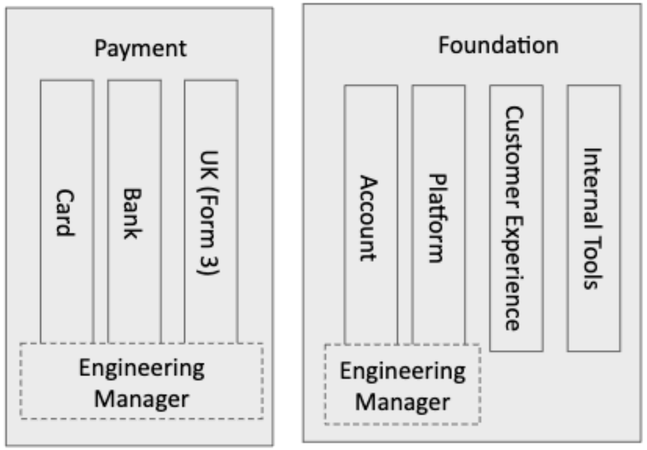
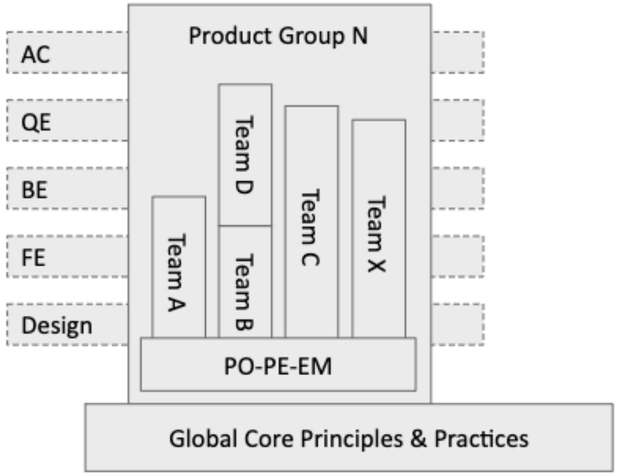
Today (Working Team Structure)



1.0 (Dec ’17)

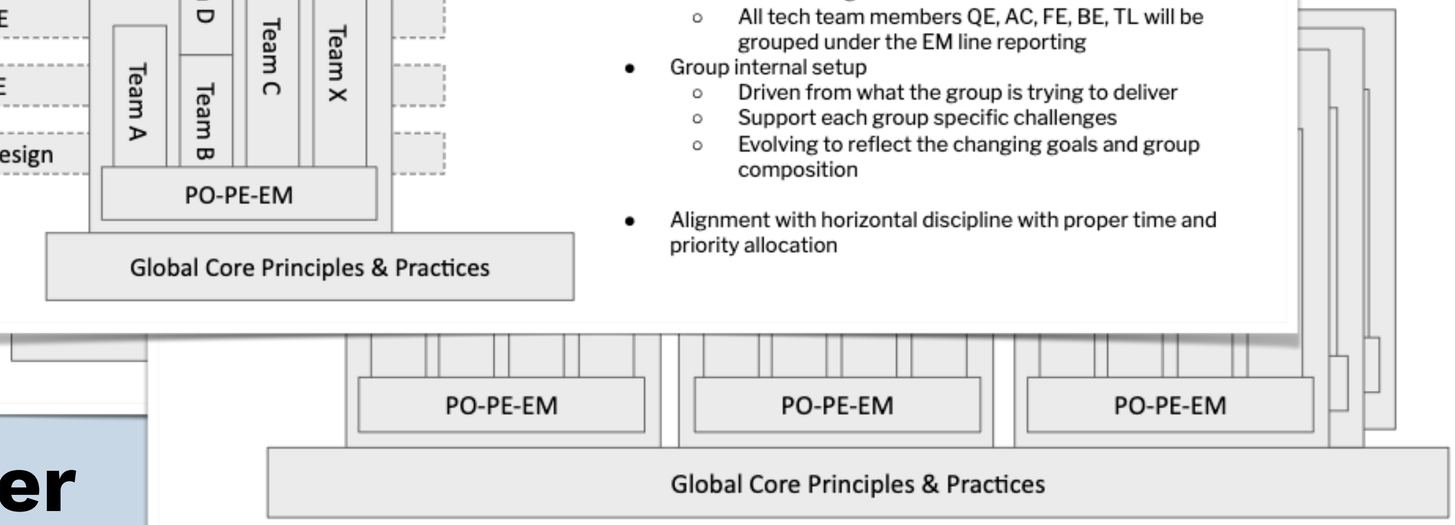
Group operating model



- Product groups with a clear purpose
- End to End ownership with corresponding KPIs
- Better control over internal allocations
- Small enough to focus - Big enough to own
- Engineers
  - Part of the group where most of their work is contributing to
  - All tech team members QE, AC, FE, BE, TL will be grouped under the EM line reporting
- Group internal setup
  - Driven from what the group is trying to deliver
  - Support each group specific challenges
  - Evolving to reflect the changing goals and group composition
- Alignment with horizontal discipline with proper time and priority allocation

1.1 (Aug ’18)

After



After

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1.0 (Dec ’17)

1.1 (Aug ’18)

1.0 (Dec ’17)
1.1 (Aug ’18)
1.2 (May ’19)

N26

Berliner tech start-up is becoming the global bank

Relationship based processes

Transparent structure-based processes

1.0 (Dec ’17)

1.1 (Aug ’18)

1.2 (May ’19)

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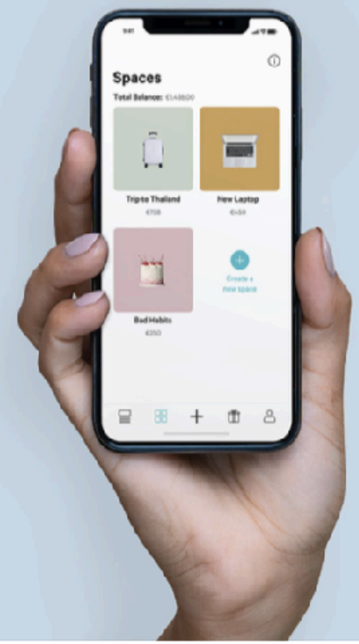
Segments

Team → Group → Segment



1.0 (Dec ’17)

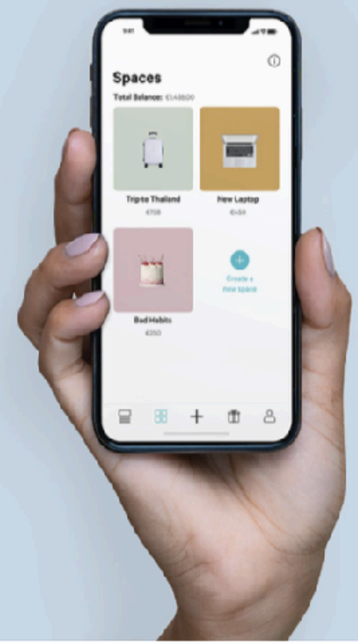
1.1 (Aug ’18)

1.2 (May ’19)

N26

Segments

Team → Group → Segment



N26

Product and Technology Operations

- ★ Oversee and drive **strategic initiatives** & product & tech **planning processes**
- ★ Establish **transparency** and improve on productivity metrics
- ★ Drive **knowledge management**, continuous improvement and organizational learning

N26

WHY?

- → Make sure our processes support moving faster at a sustainable pace
- → Establish and enable structures for data-driven decision making
- → Support clarity and alignment of Product and Technology across the bigger N26 organization

CONFIDENTIAL 28

1.0 (Dec ’17)

1.1 (Aug ’18)

1.2 (May ’19)

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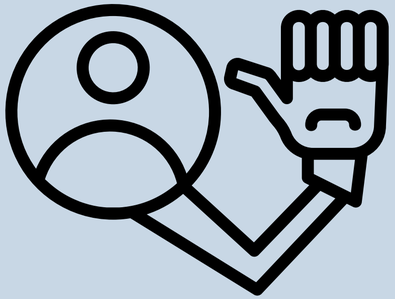
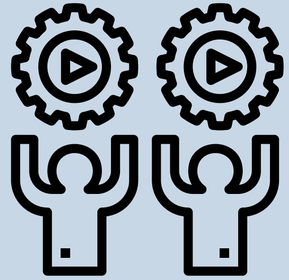
Target Operating Model

Elements

Where are we?

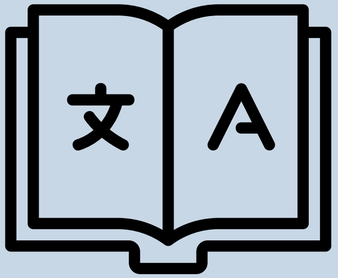


“What’s in it for me?”



New roles, processes & structures

Why?



Vocabulary

Next steps

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Our Hypergrowth Challenge

Our Solution

Lessons Learned

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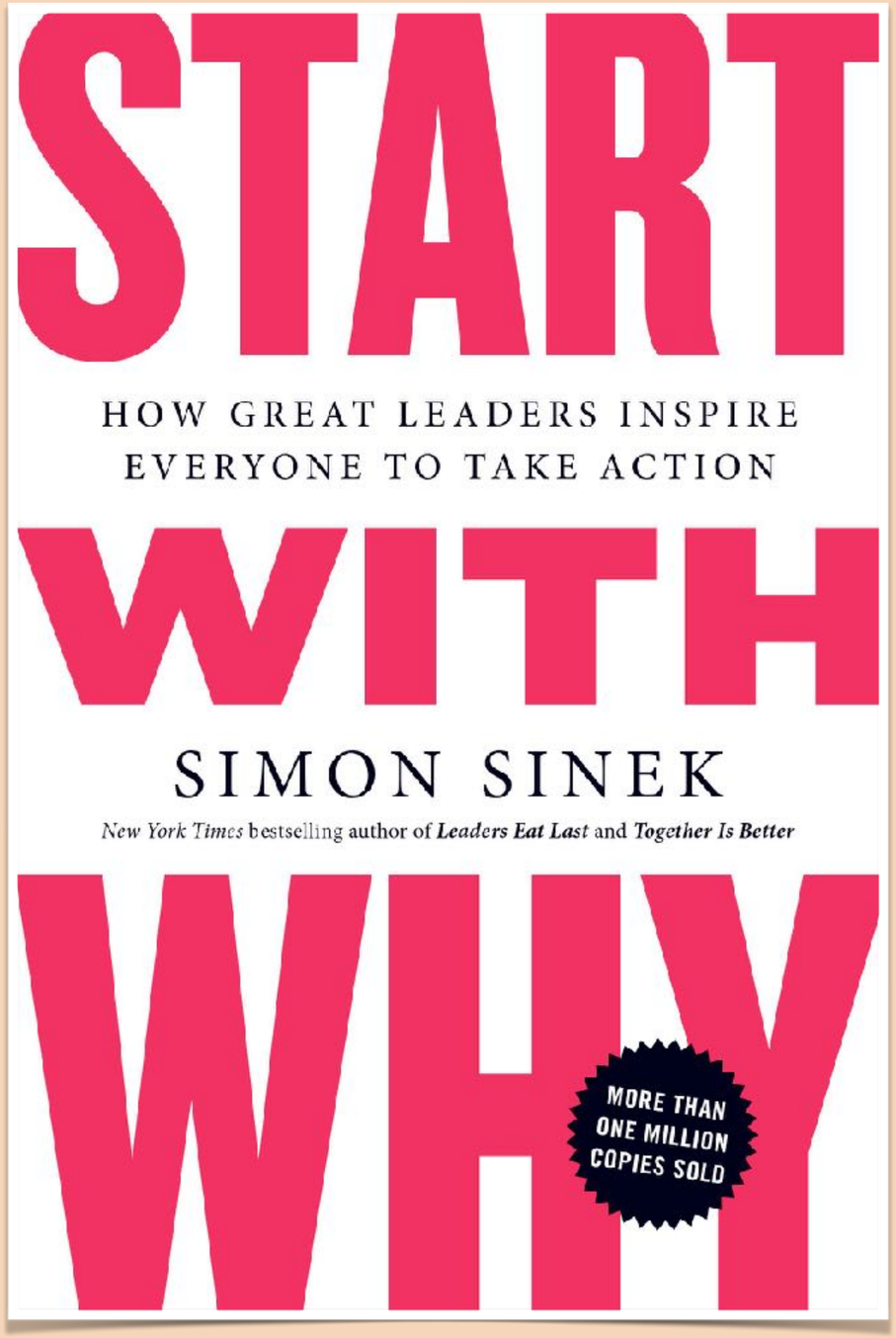

Priorities

Customer Impact

Business Impact

Do Repeat Yourself

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Fast enough

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Listen

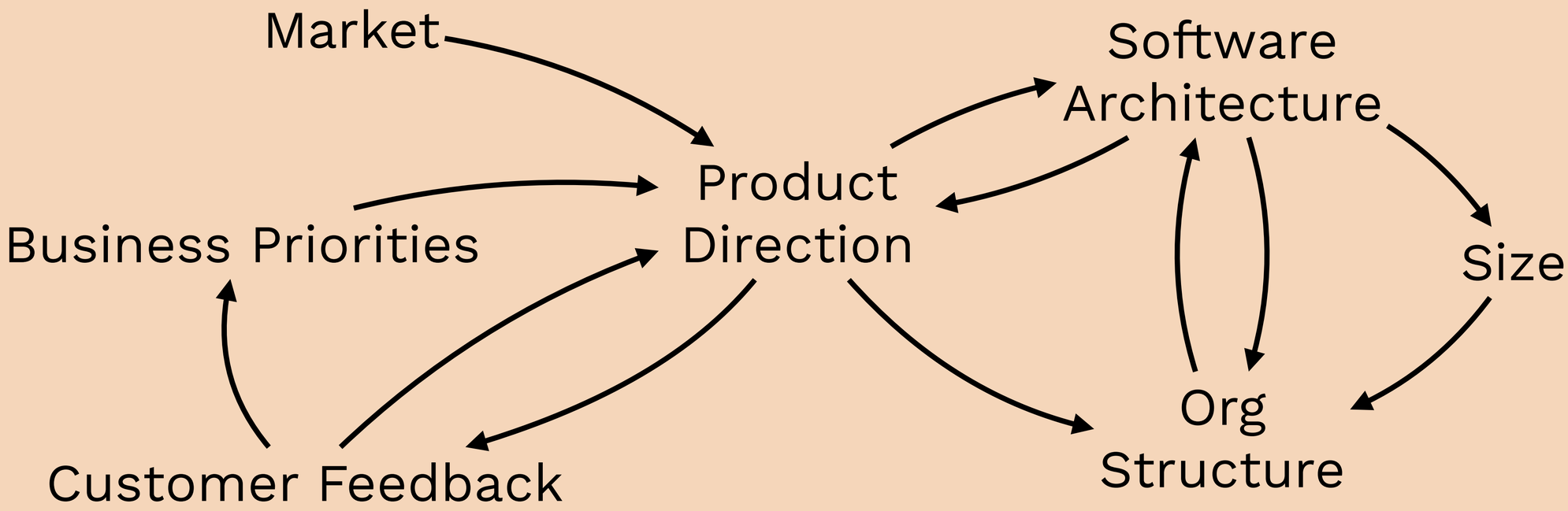
@patkua

Consider trade-offs

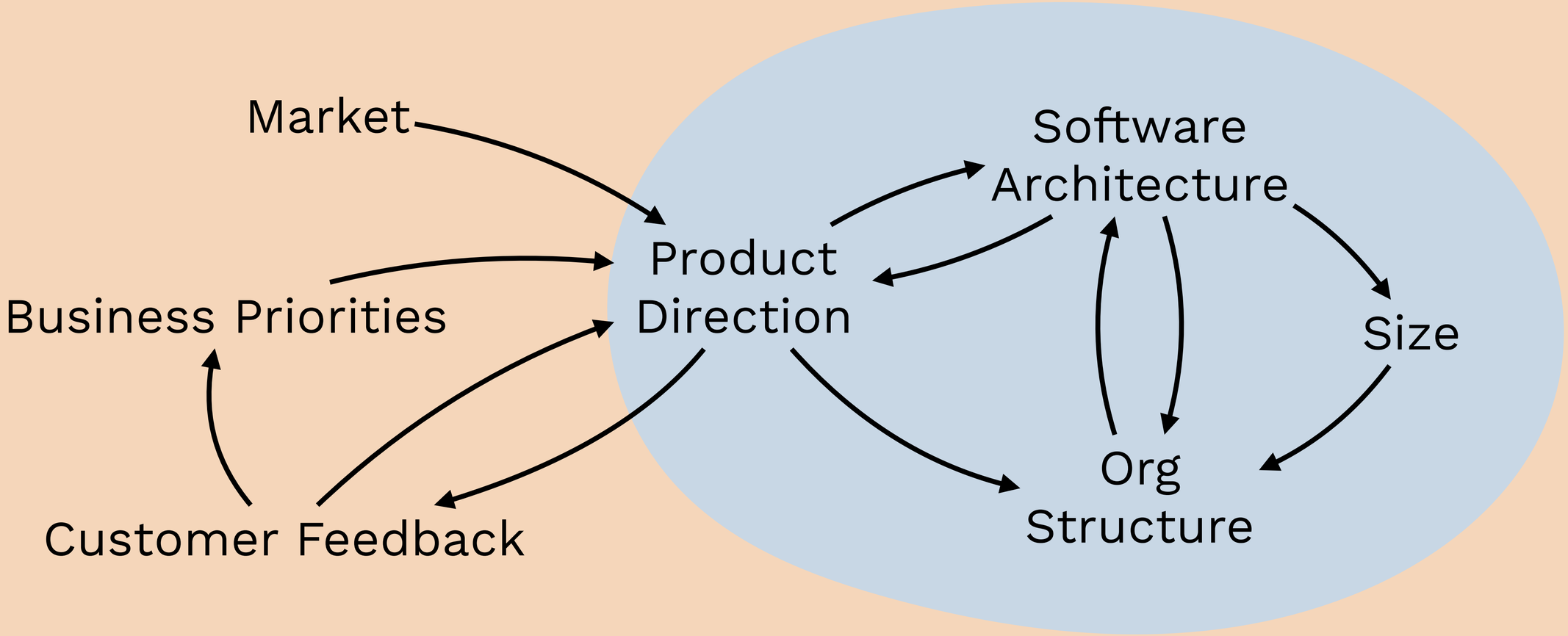
@patkua

Expect Limits

@patkua



Start Up Dynamics



Start Up Dynamics

Went Well

Went Less Well

Went Less Well

Role Identity

Proportional Hiring

Interpretations

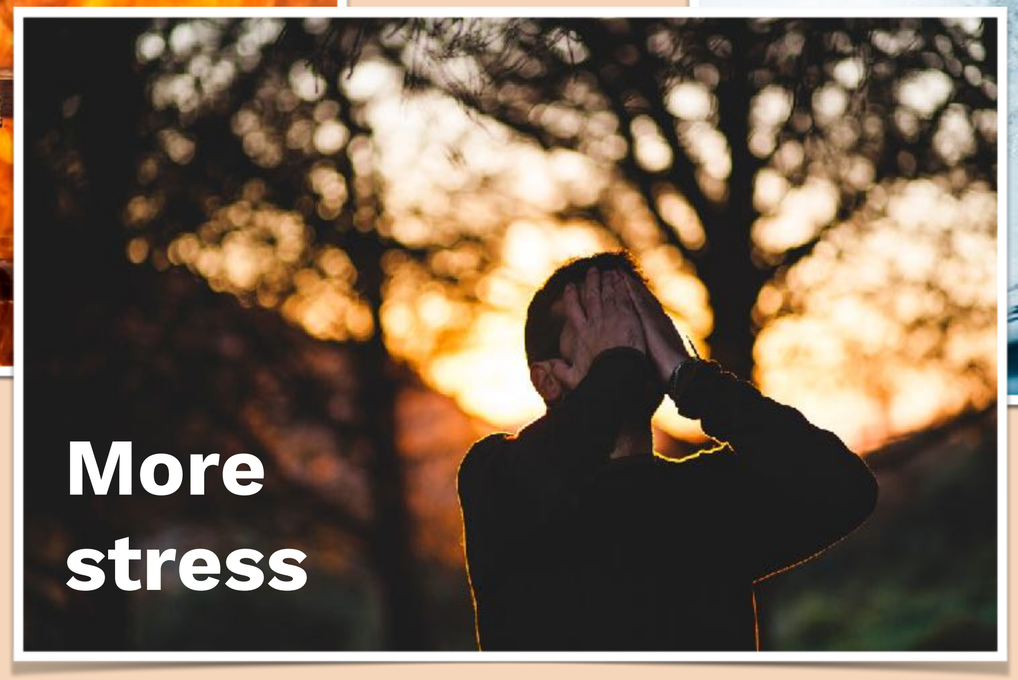
Went Well

High Performing Teams

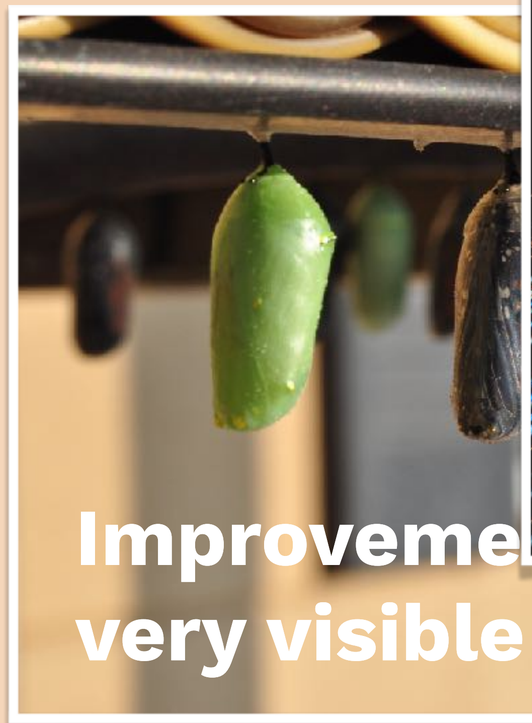
Getting Stuff Done

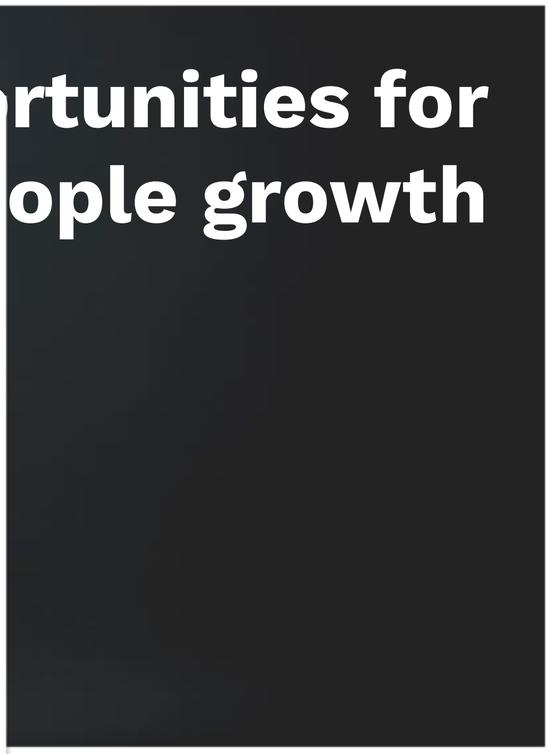
Accelerated Growth

Hypergrowth Impact?



Hypergrowth Impact?





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Our Hypergrowth Challenge

Our Solution

Lessons Learned

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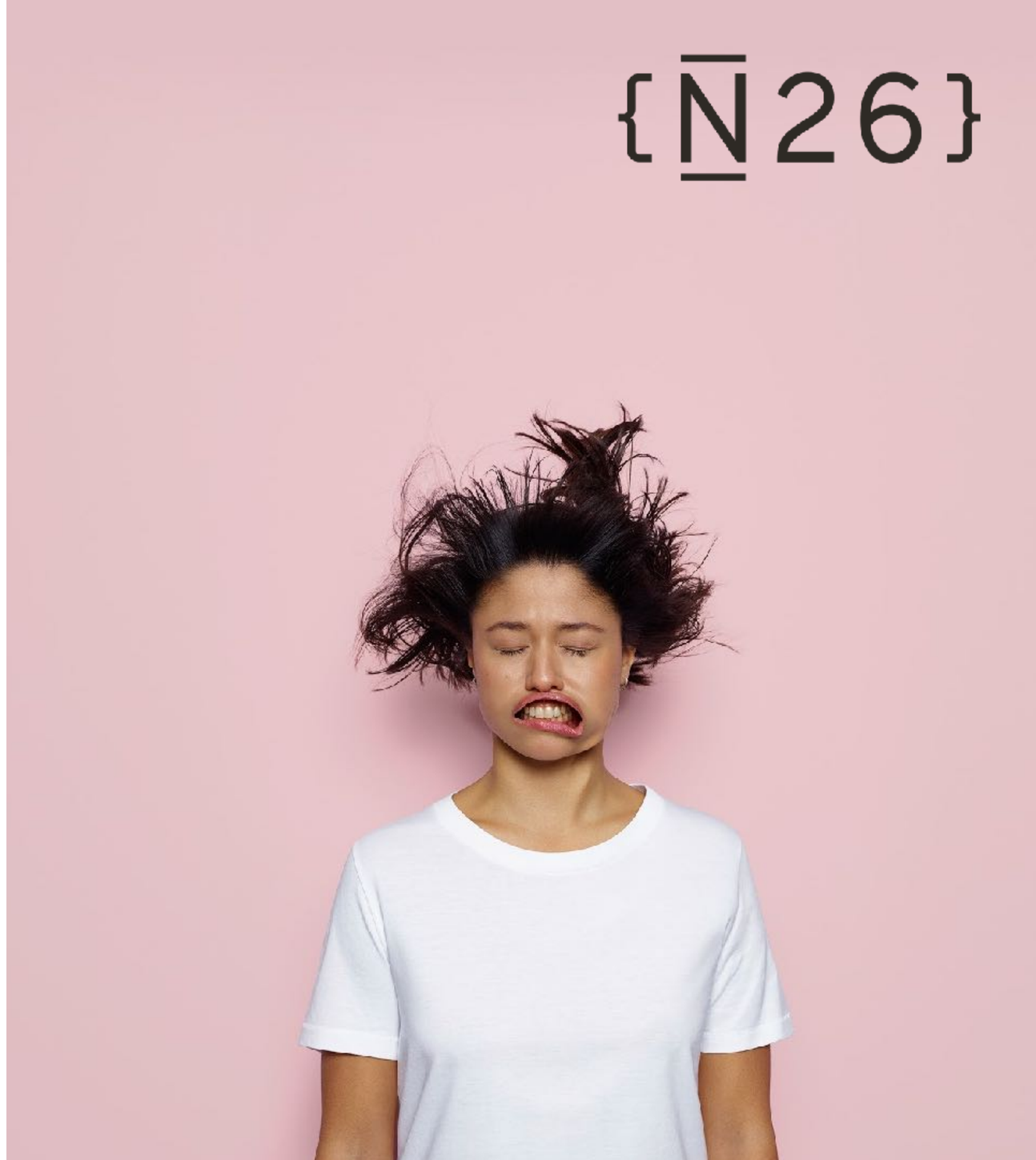
Questions? @patkua

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