

Key takeaways from the book

A Platform Mindset: Building a culture of collaboration, by Marcus Fontoura (*8080 books*).



A Platform Mindset
/ Building a culture of collaboration

A PRACTICAL PERSPECTIVE ON MANAGING A TECH COMPANY

Part I: Culture

Basic concepts

IMPORTANT POINTS REGARDING PLATFORM MINDSET

- Promote an **integrated vision** of technology for the organization, rethinking the main processes, especially where there is an intention to scale up.
- Balance between taking care of technical debt and developing new functionalities and systems in a **conscious way**.
- Develop a well-defined strategy on whether to **develop in-house or outsource**. Leave space for the team to experiment and innovate.
- Encourage **disruptive changes**, which are riskier but can make sense.
- Be aware that technological changes may require a **cultural transformation**.

Focus on the people

PRINCIPLES FOR ATTRACTING & DEVELOPING TALENT

- Organize the team around the best talents, giving them the space, freedom, and environment to be **creative**.
- Active search, both locally and globally, for **diverse and inspiring talents**, with a well-design interview system that allows for them to be identified.
- Promote an inclusive hiring and mentoring processes for the early career stages, **avoiding the early promotion** of developers into management positions.
- Define a **Y-career path** that values managers and individual contributors (ICs).
- Help employees identify and develop their **superpowers**.
- Stimulate work environment that is linked to innovation, to create a **strong employer brand** that attracts more talent.

Innovation management

MEASURES TO ENCOURAGE INNOVATION

- Encourage teams from all areas to test ideas and solutions in a more **experimental way**.
- Cultivate a culture that is open to **listening to and promoting ideas** from all levels (this can be institutionalized in some way, such as demo days).
- Promote the philosophy that **creativity** can and should be fostered in any sector of the company, whether in research or production.
- Establish different **working horizons** in the short-, medium-, and long-term (H1/H2/H3).
- Adopt **common engineering tools** and integrated systems to facilitate exchange between departments and greater diversification of ideas.

Team organization

PRINCIPLES FOR TEAM ORGANIZATION

- Define and manage the **span of control** (number of direct reports per leader) and number of hierarchical layers.
- Reduce management **overhead**, the overload of team administration tasks so that managers can also do technical work.
- Balance the **seniority pyramid** so that there is clear guidance to junior employees and the organization does not lose quality standards.
- Balance **in-house** development and **outsourcing**.
- Allocate personnel resources taking different **innovation horizons** (short, medium, and long) into account.
- Reduce uncertainty and subjectivity by turning **processes into tools**.

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