

Lessons from Leading through Uncertain Times

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**Why should you
listen to us?**
Who are we?



Small businesses believe
they make a big difference.
We believe it too.

Prospa

Our Vision: changing the way small business owners experience finance

- Founded in 2012
- Over 200 employees
- Network of over 10,000 distribution partners
- Australia & New Zealand
- Multi-award winning FinTech
- Lent over \$1.8 billion
- Contributed an estimated \$7.2 billion to Australian GDP
- Supporting 102,600 jobs

What uncertain times?



Timeline

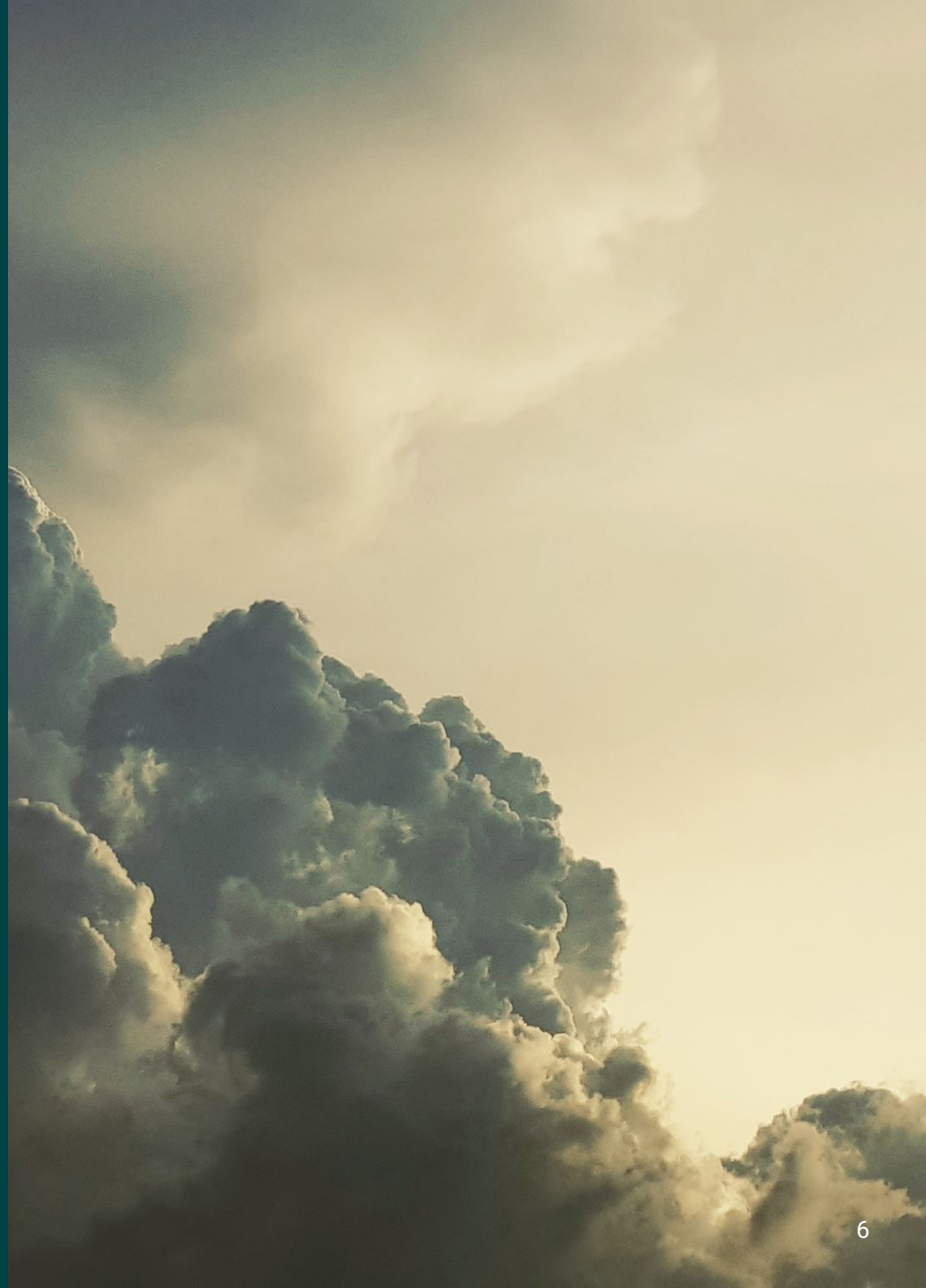


Chapter 1:

The Calm before the Storm & Lockdown #1

Assumptions

1. We are good at remote work
2. Hardware will be the hardest part
3. We would be back to normal quickly (travelling etc)



Chapter 1:

Strategies

1. Daily check-in
2. Everyone take hardware home
3. Keep as much of old routine as possible
4. Online group activities



Chapter 1:

Reality & Lessons Learned

1. Business challenges
2. Mental Health
3. Premature Optimisations
4. Difficulty maintaining relationships with other Depts.



Timeline



Chapter 2:

Return to Office

Assumptions

1. Many would work from home
2. Leaders leading by example
3. Hybrid would be easy
4. Hybrid would be forever?!



Chapter 2:

Strategies

1. **Allow autonomy of location & Balance need for contact**
2. **P&C Sponsored wellbeing activities**
3. **CTO and CEO AMAs**
4. **Team celebration activities**



Chapter 2:

Reality & Lessons Learned

1. Zoom Fatigue
2. Be Positive and Truthful
3. Hybrid can be more challenging than remote



Timeline



Chapter 3:

Leadership Transition #1

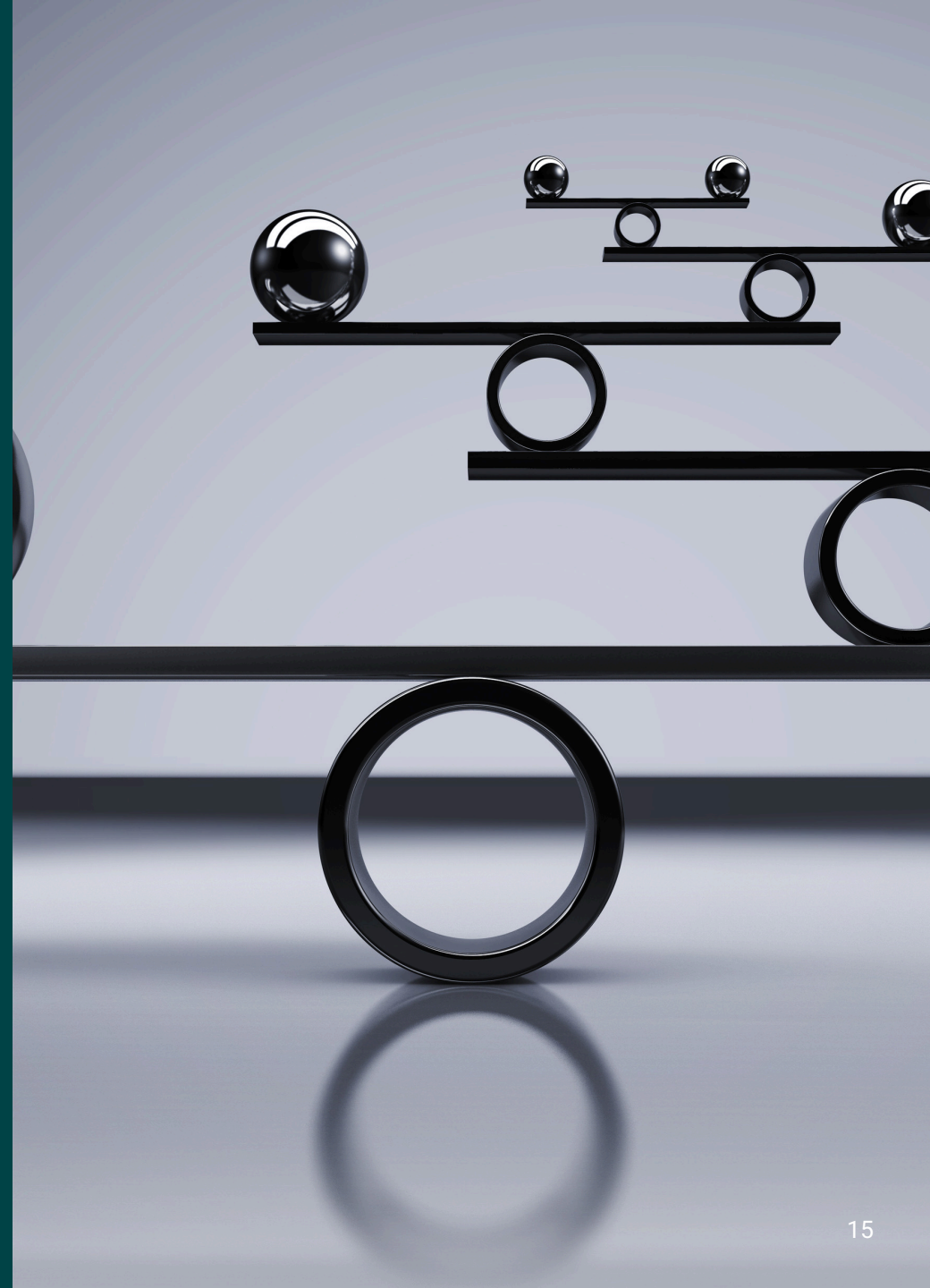


Chapter 3:

Leadership Transition #1

Assumptions

1. That is temporary
2. Org would continue to grow in size
3. Shared understanding of who should step in



Chapter 3:

Strategies

1. Comms plan
2. Shadowing role
3. Clear and quick transition
4. Mentoring
5. Check-ins



Chapter 3:

Reality & Lessons Learned

1. Comms plan could have been slightly better
2. Be clear on actions
3. Be clear on expectations
4. Building remote relationships
5. Opportunities can come from anywhere



Timeline



Chapter 4:

Leadership Transition #2

Assumptions

1. Would not go back to Pre Transition 1 state
2. Lisa would continue in her role
3. Ted is part time
4. Team would not be big enough for a while yet



Chapter 4:

Strategies

1. Deliberate plan for "re-entry"
2. Comms plan
3. Meaningful work



Chapter 4:

Reality & Lessons Learned

1. Change is unpredictable
2. Change cascades
3. Make sure org structure is clear
4. Can add value as Mgr even with few reports
5. Realised value of having a Peer



Timeline



Chapter 5:

Lockdown #2

The ongoing saga ...



Things that are still hard



Remote Onboarding



Meaningful connects
with new hires



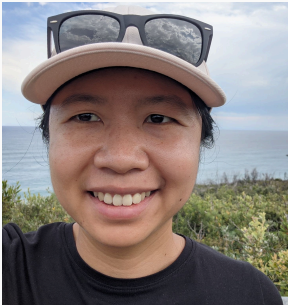
Hiring



Retention

Final Takeaways

Keep the Dialogue Going



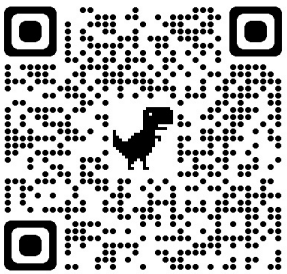
Lisa



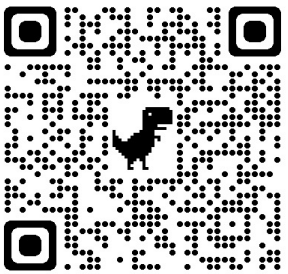
LinkedIn



Ted



LinkedIn



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Thank you