
Learning your way up

Today's lessons for tomorrow's career

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Former:

- Person who left the house
 - Person with short hair
 - Person who bathed regularly
 - Person?
-

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**My first day as a
Director.**



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**Everything in my career up
till then prepared me to
take on the challenge.**

A job architecture (US titles)

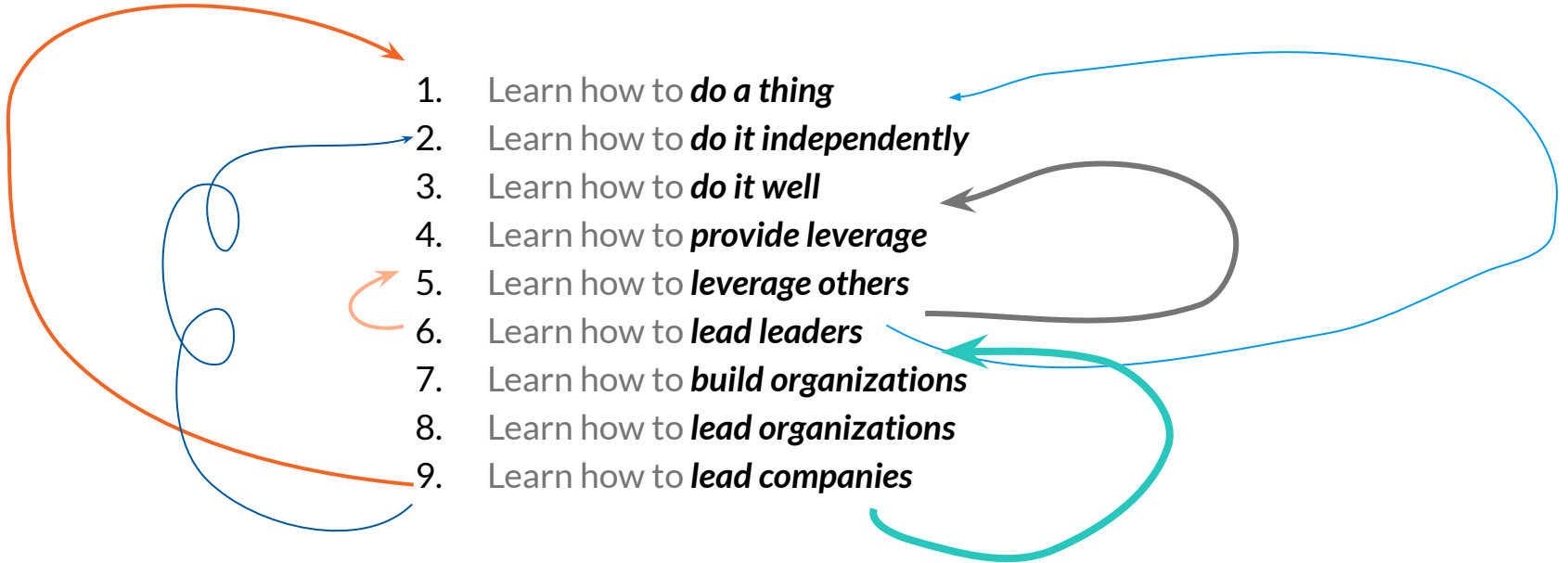
1. Assistant Contributor
 2. Associate Contributor
 3. Contributor
 4. Sr. Contributor
 5. Lead Contributor / Manager
 6. Principal Contributor / Sr. Manager
 7. Director
 8. Sr. Director
 9. Vice President
-

An educational architecture

1. Learn how to *do a thing*
 2. Learn how to *do it independently*
 3. Learn how to *do it well*
 4. Learn how to *provide leverage*
 5. Learn how to *leverage others*
 6. Learn how to *lead leaders*
 7. Learn how to *build organizations*
 8. Learn how to *lead organizations*
 9. Learn how to *lead companies*
-

But really...

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An educational architecture

Craft 

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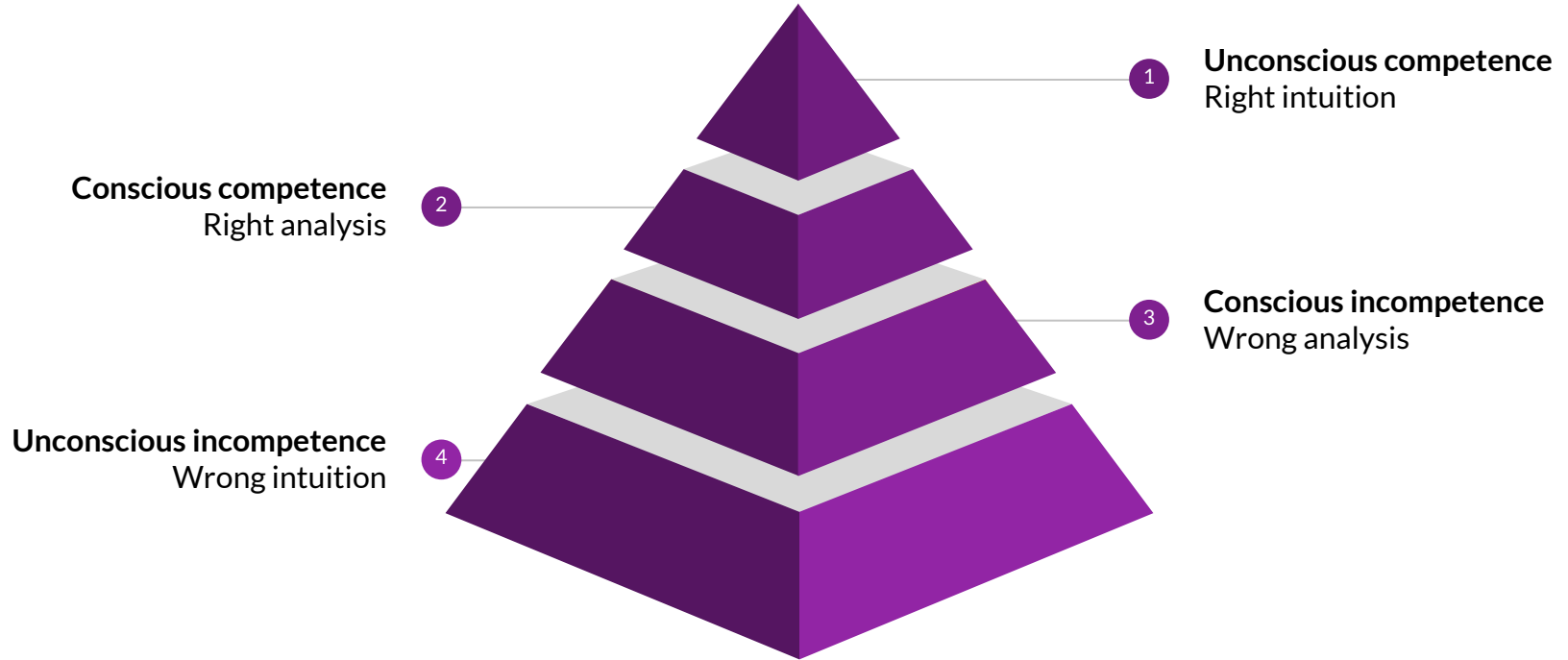
Leverage 

4. Learn how to *provide leverage*
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Leadership 

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-

The four stages of competence



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**Unconscious
competence equals
free time.**

—

**“Is there anything
you need help
with?”**

Providing leverage

Just like craft, this is a journey of learning...

1. “It never occurred to me to ask.”
 2. “I keep trying to insert myself into projects.”
 3. “I asked if they needed help and they said yes.”
 4. “People keep coming to me for help.”
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In other words...

This is a journey of empathy and relationships.

1. “I was thinking **about myself.**”
 2. “I was thinking **about myself** and how I can help.”
 3. “I was thinking **about them** and offered help.”
 4. “I **find myself helping people all the time.**”
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—

**Unconsciously competent
people who everyone goes
to for help are leaders.**

The Promotion



This is what it looks like when unconsciously competent people who everyone goes to for help gets promoted to be in charge.



When other people get promoted.

—

**Congratulations,
you're now in
charge.**

—

LOL, just kidding.

—

**You've got the same
control as a mother of twin
two-year olds who had too
much sugar.**

Leveraging others

There is no miracle solution for leveraging others, because everyone is different. So lean into that and start learning these lessons quickly:

1. Other people are not you.
 2. Leadership is mostly listening.
-

Other people are not you

- They are motivated differently.
 - They learn at a different speed.
 - They learn using different methods.
 - They are triggered differently.
 - They will approach everything with a mindset and toolkit different than yours and expecting them to be another version of you is a recipe for failure.
-

**The one who thinks they're smart,
and the one who doesn't.**

Leadership is mostly listening

Because people are so different than you, the only way you will ever be able to effectively leverage them is to listen to them.

If you never learn how they work, you will never learn how to get them to work for you.

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The Human Side of Leadership



—

**Is it a talk about
leading with
empathy?**

—

**Or is it a talk about
how leaders are
people too?**

It's both.

Having empathy for those around you is the best path to becoming a leader, and the most effective approach to being one.

Because in leadership, there are no clear answers. There is no rulebook. There are just goals and people. The answer is always, “it depends.”

Human Challenges

—
“Is it better to let
them learn from
their failure, or just
show them the right
way of doing it?”

—

**“They’re horrible to
work with, but
they’re the best
talent I have.”**

—

**“They require so
much effort, but I
see so much
potential.”**

—

**“They’re not the
dream candidate,
but I need someone
right now.”**

—

**“Do I put them on
the project they
want, or the project I
need them on?”**

—

“Do I tell my team I disagree with my boss, or do I pretend I’m on board?”

—

**“Is my presence
needed, or am I a
distraction?”**

—

**“Would admitting I
don’t know build
trust or erode
confidence?”**

—

It depends.

What did we learn?

1. Becoming masters of craft and leverage are necessary steps before becoming a leader.
 2. Asking other people if they need help is a powerful tool in your arsenal for growth.
 3. Leadership isn't about control, it's about empathy and communication.
 4. Leaders are humans too, and deserve your empathy.
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MY FAVORITE INTERVIEW QUESTION

**What do you want to
learn next?**
