



ENABLING AWESOME ENGINEERING TEAMS

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iStock.

**UNFINISHED
BUSINESS**





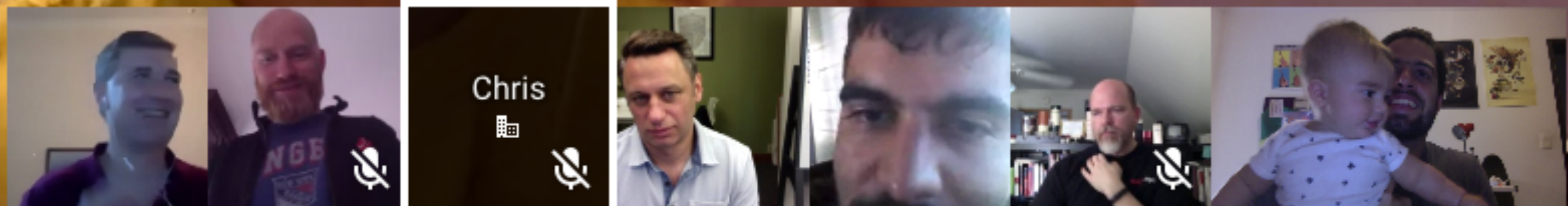




REAL TEAMS ARE NOT LIKE STOCK PHOTO TEAMS



HD



Safety Manager
(On the Phone)



HR
Manager



Marketing
Manager



Communication
Manager



Public Relations

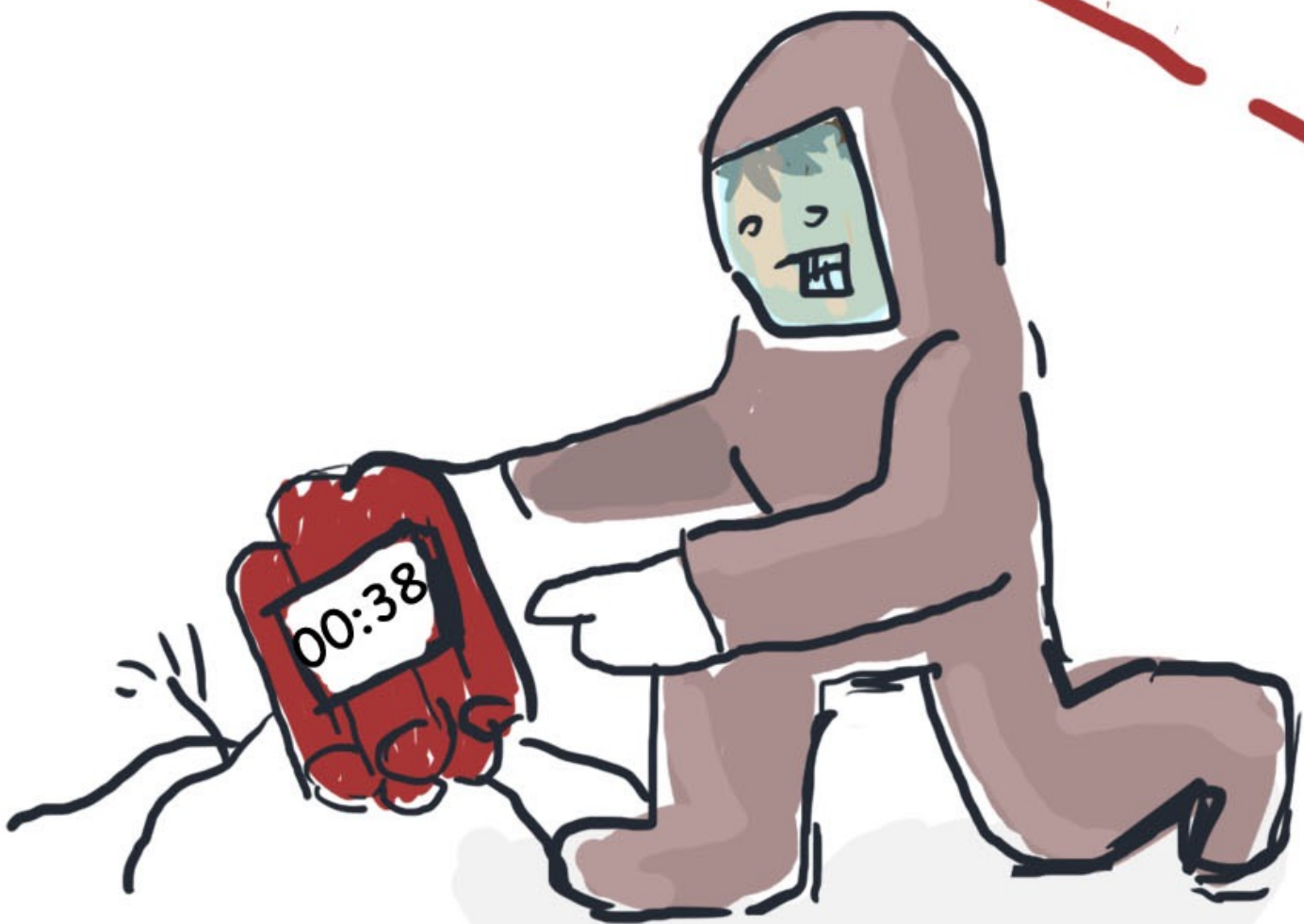
Work Zone

Security
Manager



Project
Manager

QA/QC
Manager



You



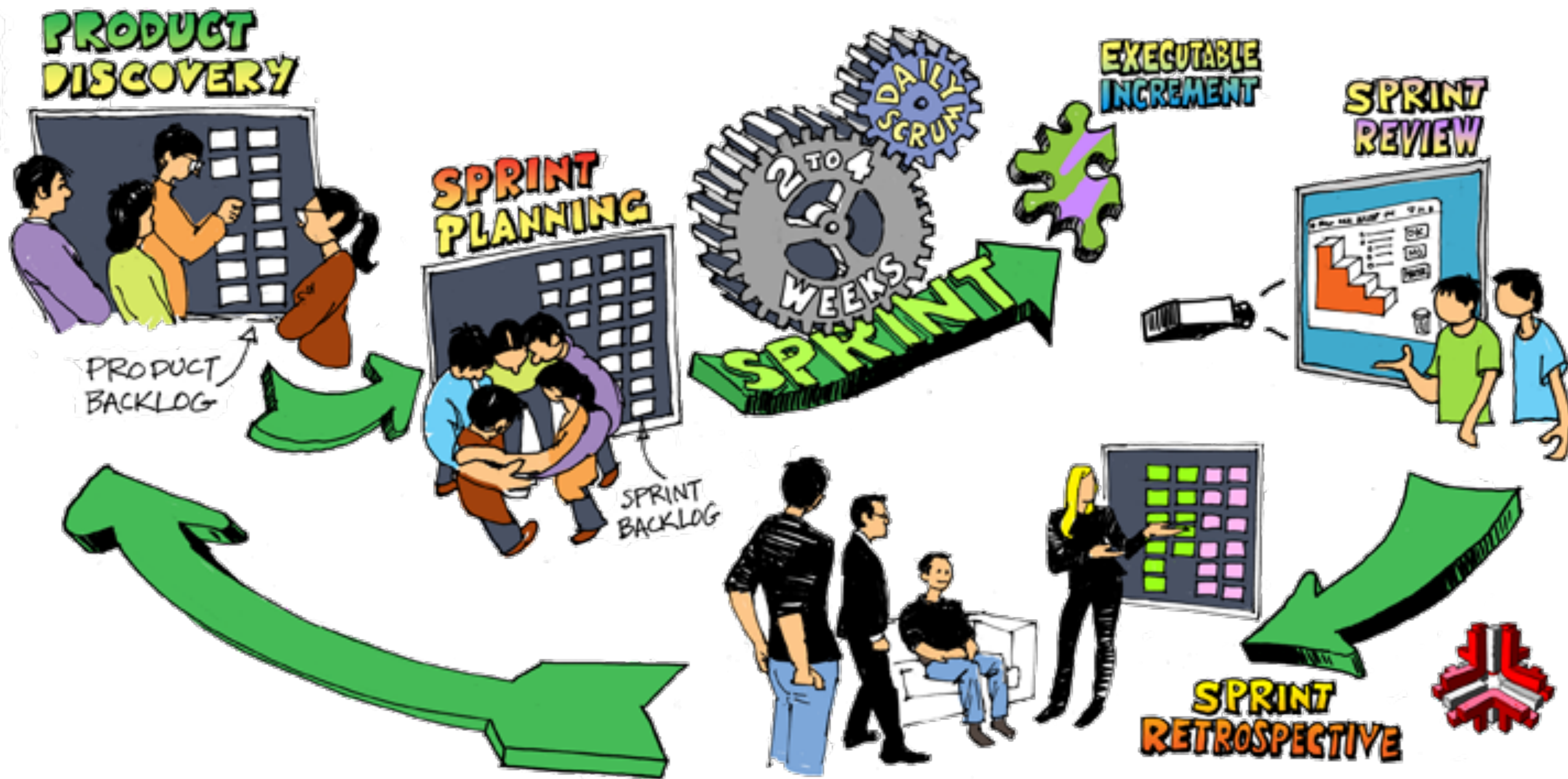
OR

EFFECTIVE

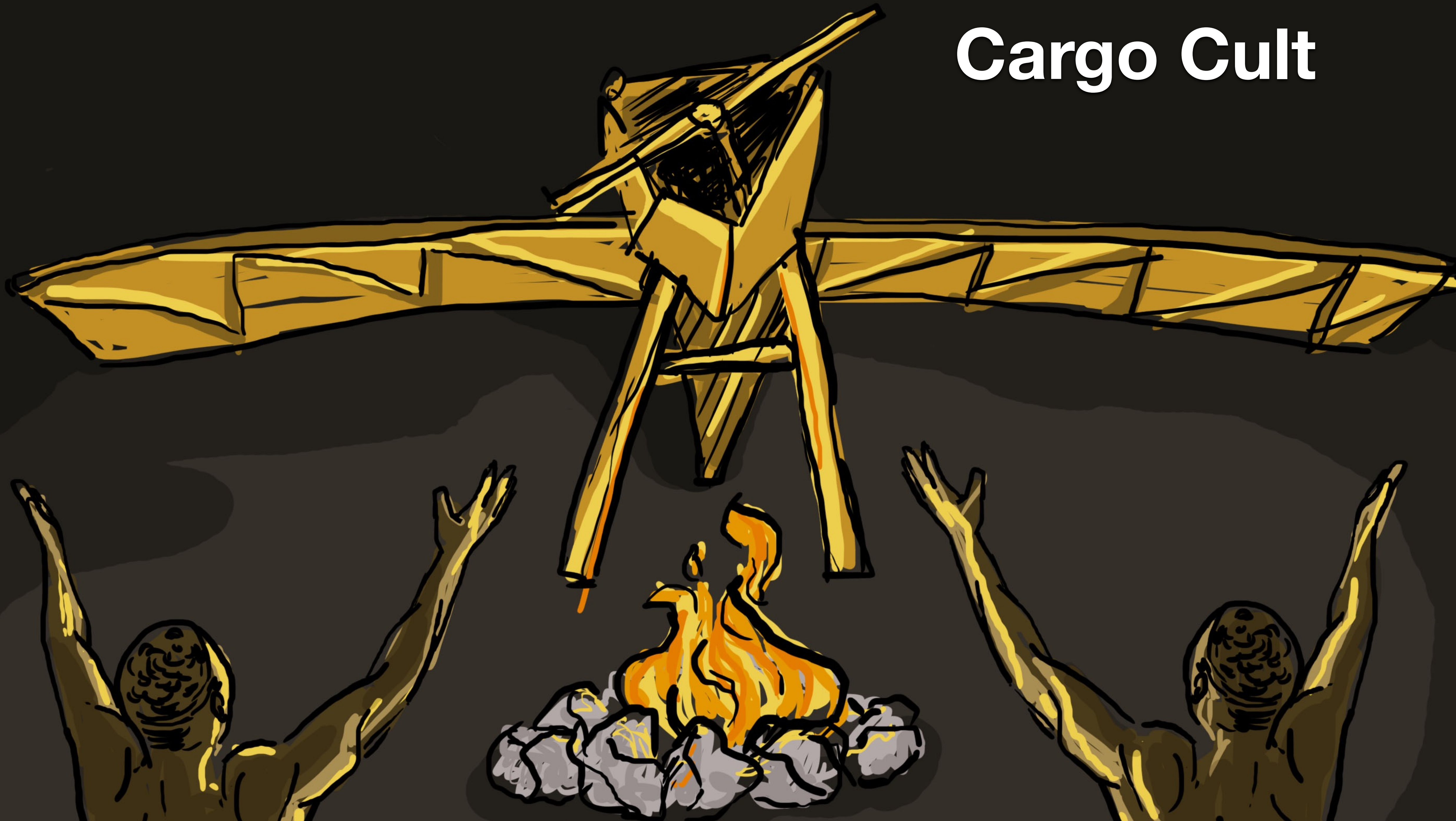
MARKETING?



Scrum?



Cargo Cult



The basics of a team:



**a small number of people with
complementary skills**



and a shared objective

What about AWESOME teams?



**BE
AWESOME
NOW!!!**

@phpceo

How I **Fired** Myself - a DevOps Horror story

"This, is a
*monumental f**k*
up. You're gonna
cost us millions
in revenue."



Myles Recny
@recborg

People are not afraid
of **failure**, they're
afraid
of **blame**.

Seth Godin



en·a·ble

/en'āb(ə)l, in'āb(ə)l/

verb

1. **give** (someone or something) the **authority** or **means** to do something.

synonyms: **allow**, permit, let, give the means, **equip**, **empower**, make able, fit;

2. make (a device or **system**) operational; activate.



**Deliver Value
Continuously**



**Make Safety
a Prerequisite**

“In short: just
be **nice.**”

NY Times

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.



If you have a

culture of fear

none of your fancy

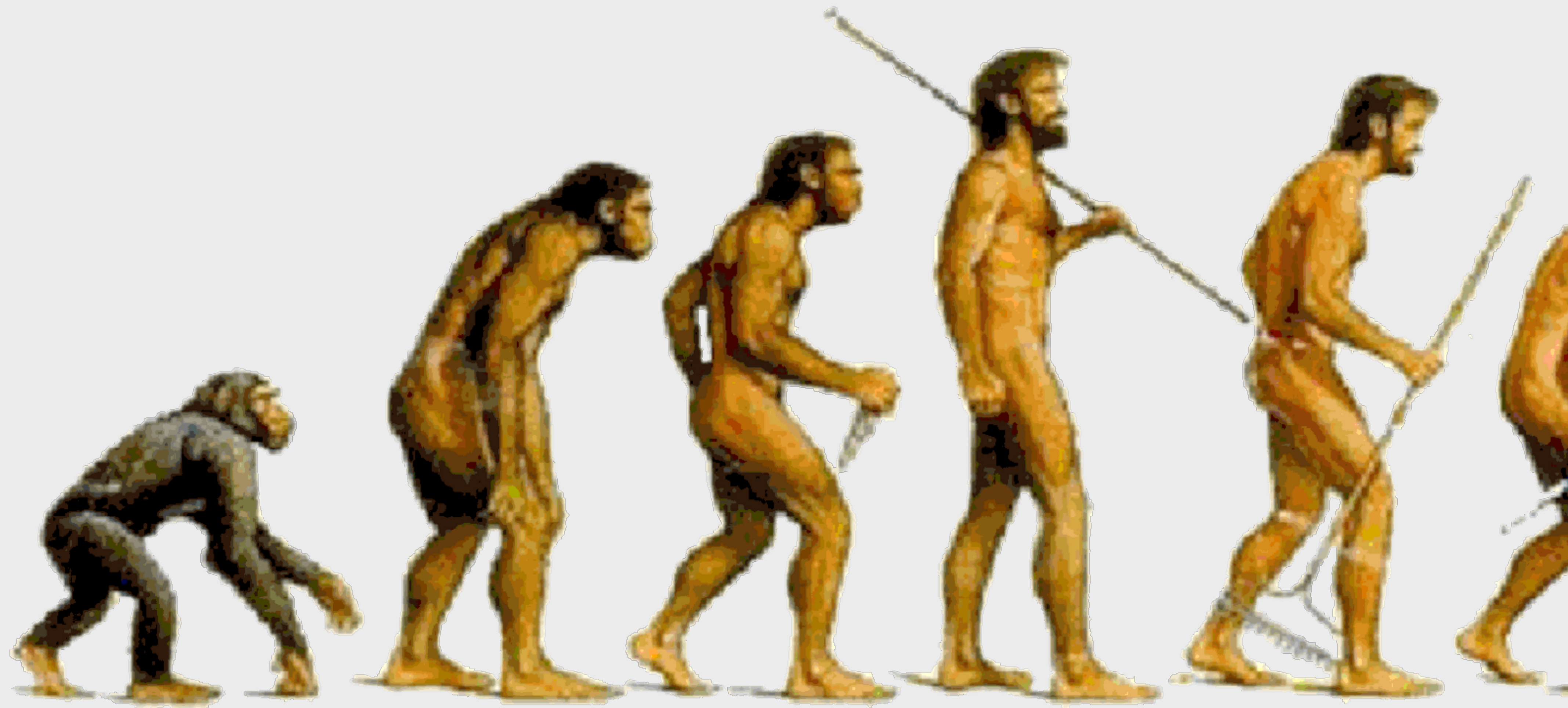
practices or processes

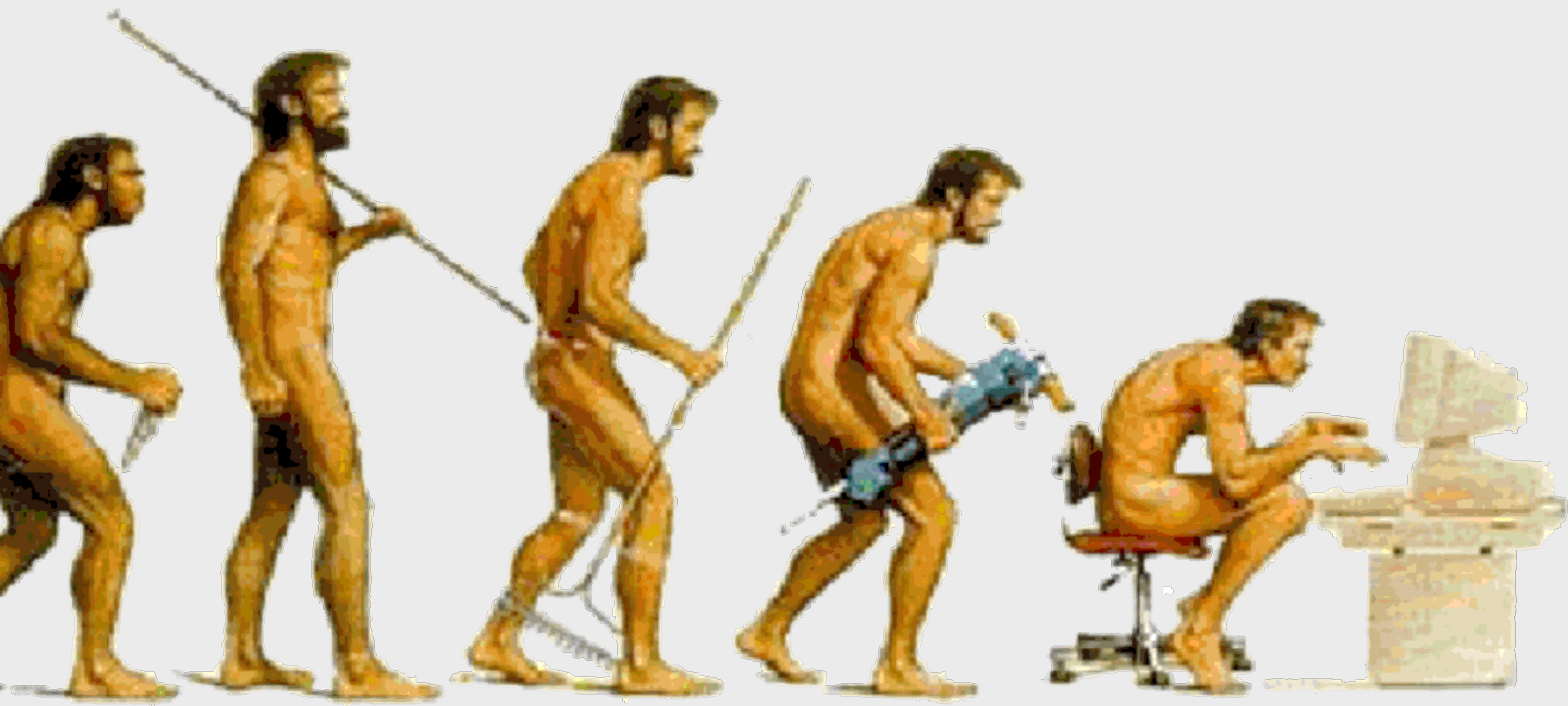
will help you.

Joshua Kerievsky

Etsy

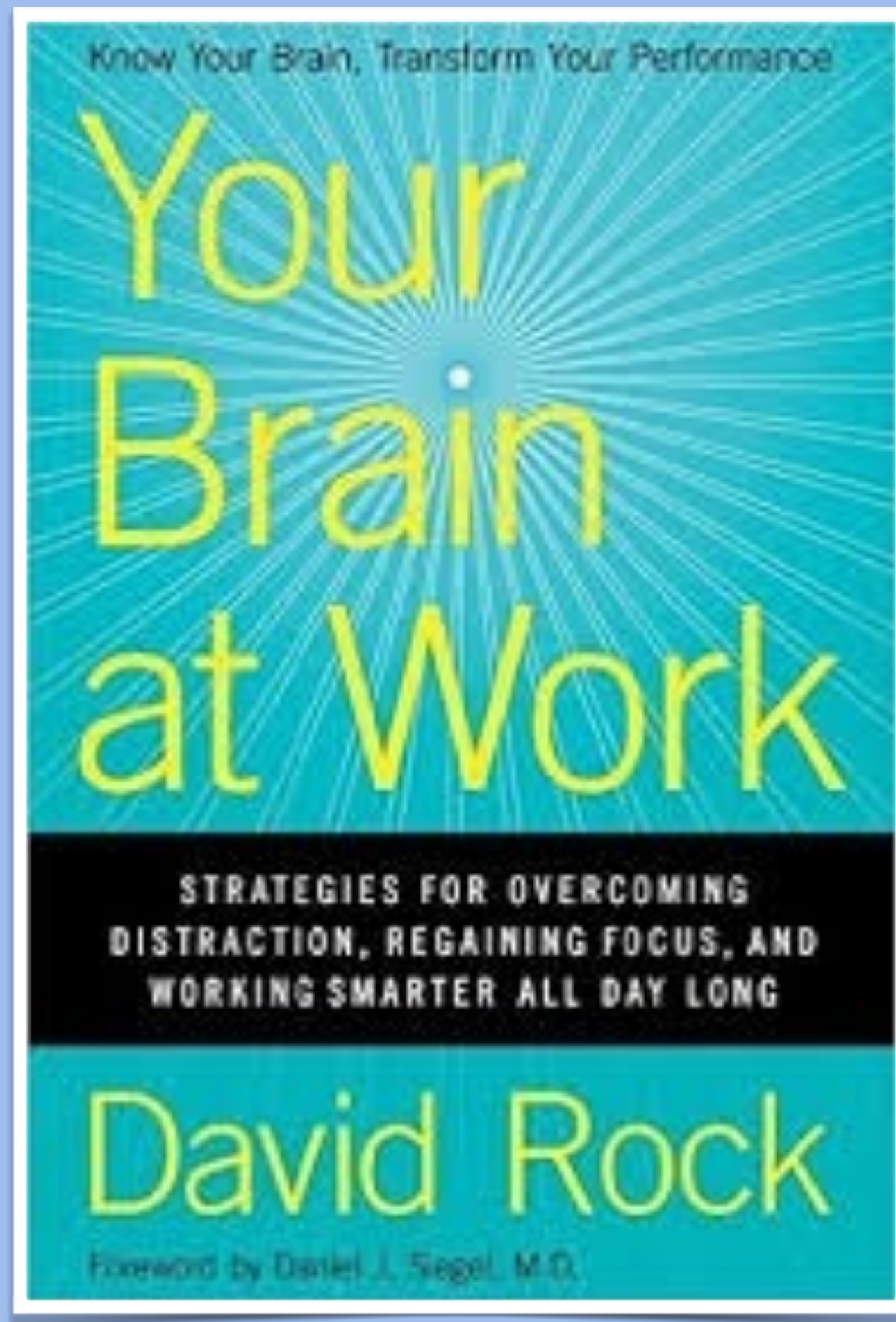








Be Aware of Triggers



Status

Certainty

Autonomy

Relatedness

Fairness

#no lying, cheating,
stealing, manipulating, bullying,
hating, sabotaging, covering your
a*s, coasting, fire fighting,
bike shedding, mixed messages,
brilliant jerks, heroes, or,
politicagem!

Psychologically Safe Meetings

Encourage Everyone
to Contribute

Listen to
One Another

Review/Repeat
People's Points

Avoid Dominating
or Interrupting

Be Caring, Curious & Nonjudgmental



Protect Each Other



Protect Each Other



Protect Each Other



Protect Each Other



Protect Each Other



Safety Drills

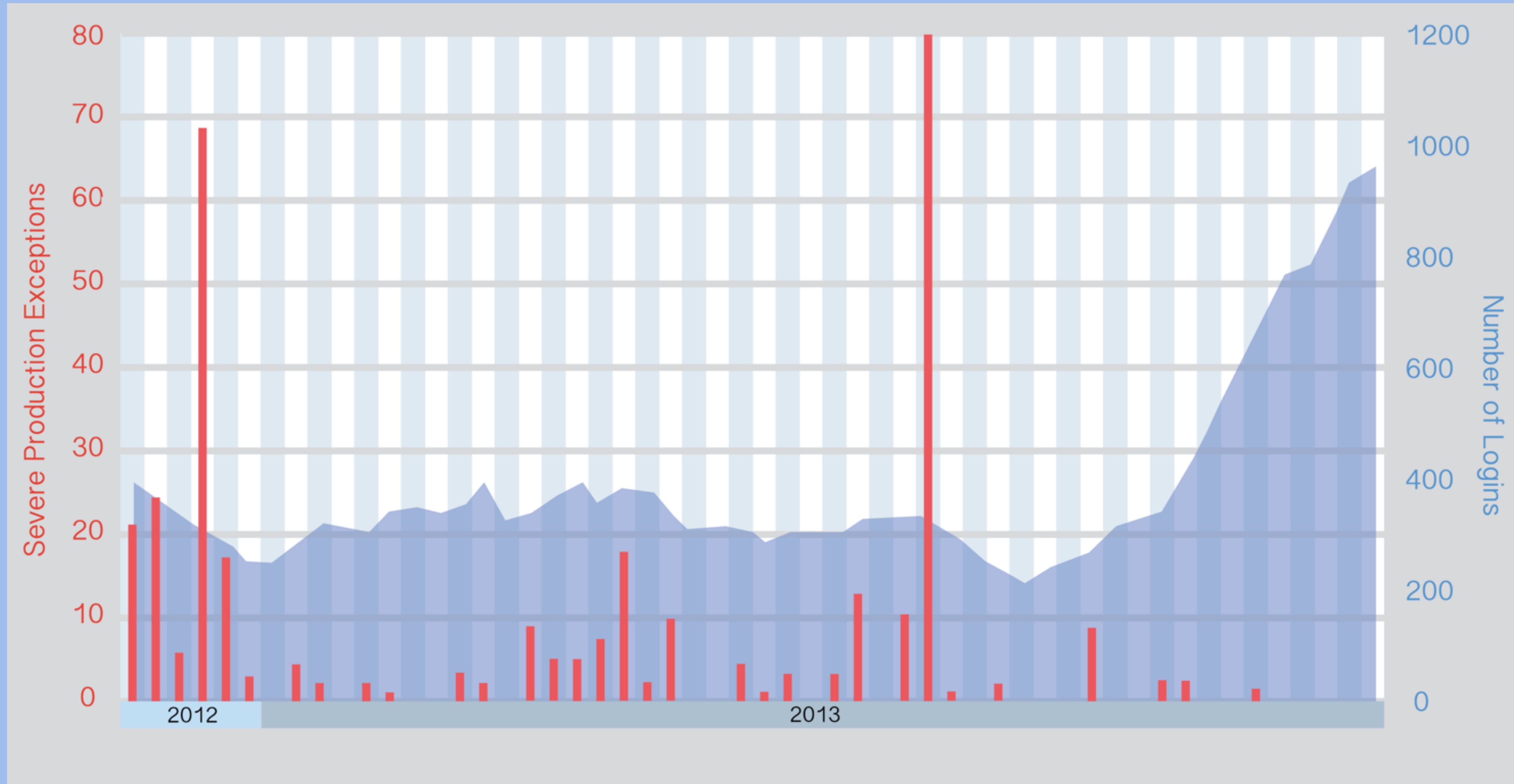


Tailboard

The image shows a Kanban board with four columns: **TODO** (15 items), **TAILBOARD** (5 items), **IN PROCESS** (4 items), and **DONE** (4 items). The **TAILBOARD** column is highlighted with a red border and contains a red card titled "Student Views CSharp Pages" with a warning icon. The **IN PROCESS** column has a sub-column "expedite" with 1 item. The **DONE** column has sub-columns "In Process" and "Done".

TODO	TAILBOARD	IN PROCESS	DONE
todo	Student Views CSharp Pages (Warning)	expedite (1)	expedite
Achi Runs Multi-Group Report		In Process	Done
Students navigate albums with ease		Guest Tries TDD Critiques (2 OF 5)	Student Requests TDD Videos In Javascript
Student Completes Album		Student Obtains C# Critique From Mono	Managers Get New Usage Report
Critique Dings Student w/ Compilation Rash on TDD Rythm Exercise			C# Student Performs Sound Check
			Students Checks Completion Checkmarks On (1 OF 1)
			Developer Obtains C# Critique From Mono in Dev Environment
			C++ Student Performs Sound Check

Protect Your Users





**Experiment &
Learn Rapidly**

**MODERN
AGILE**





“We’re working
on much
bigger failures
right now.”

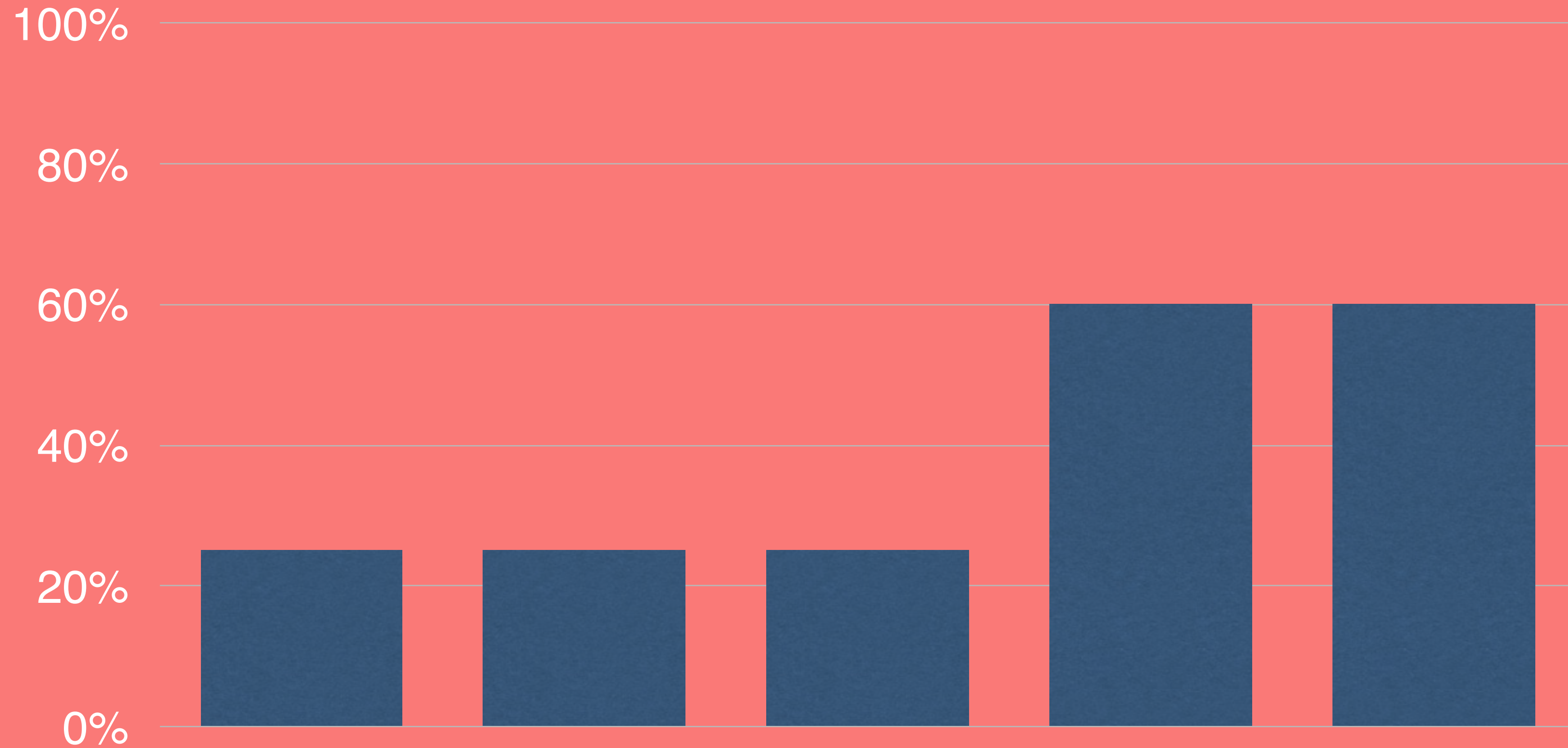
Jeff Bezos



Hired for Life

yearly
increase

in 



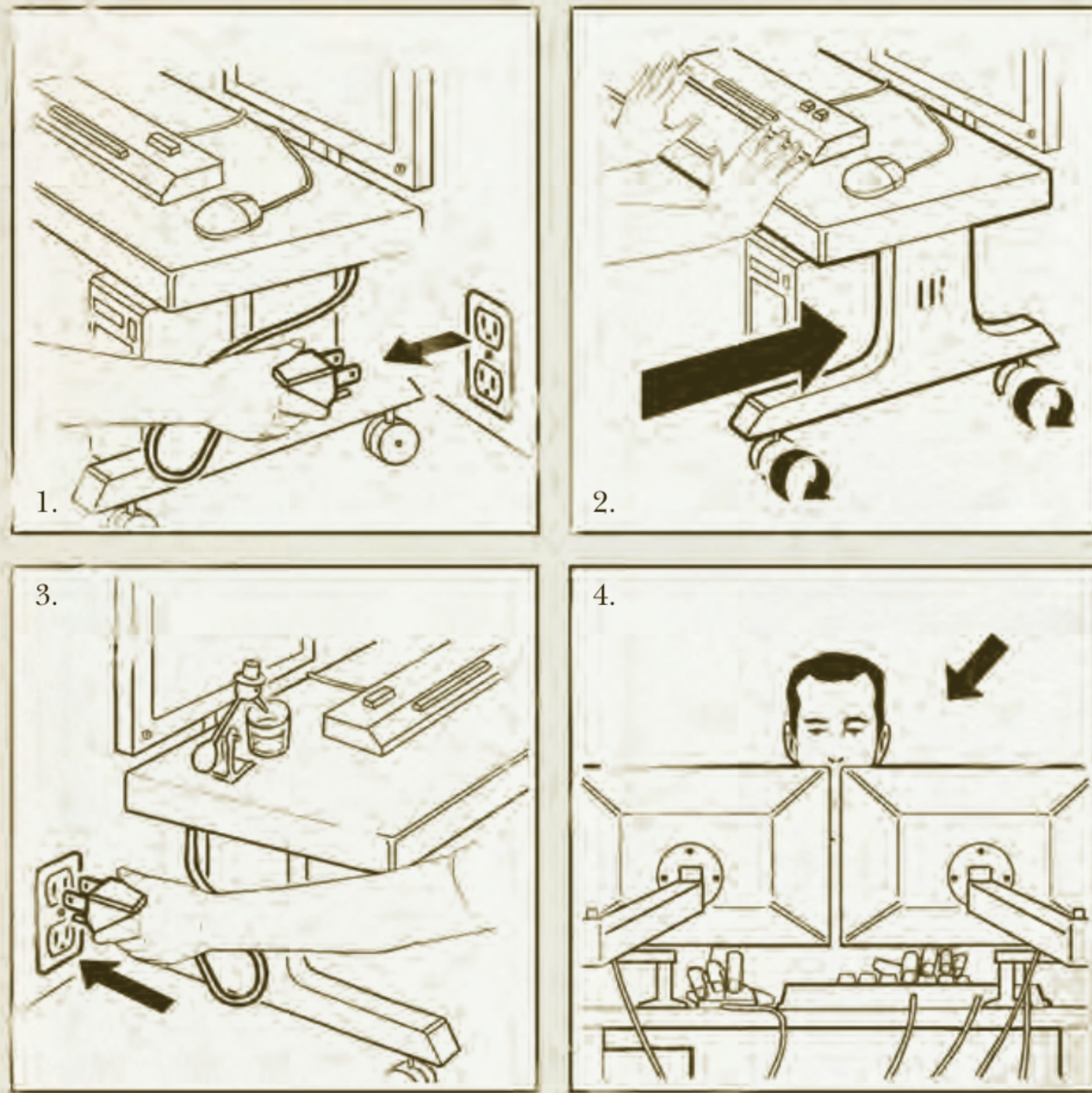


Travis CI

From unlimited vacation
to
minimum vacation

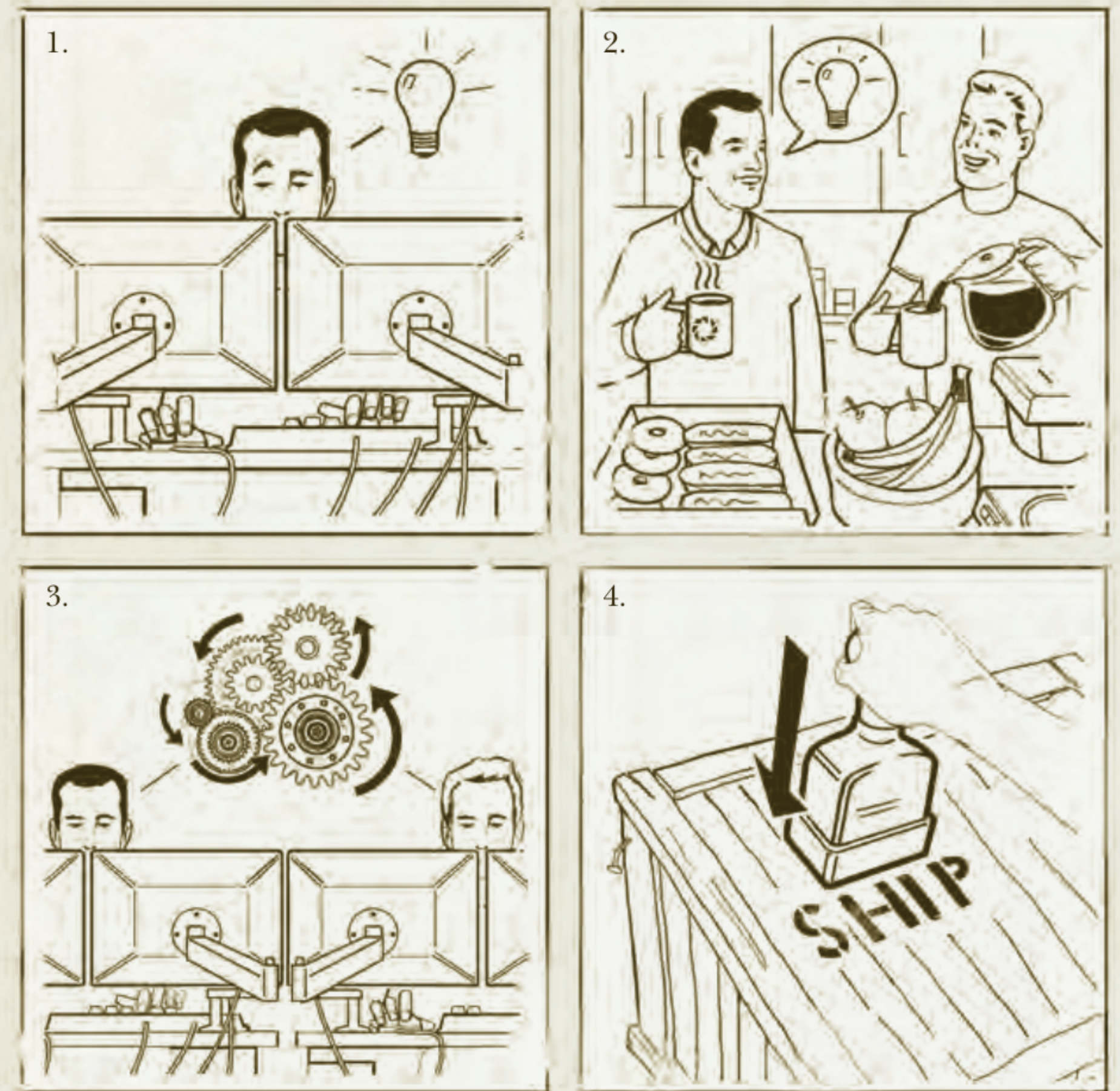
<http://www.paperplanes.de/2014/12/10/from-open-to-minimum-vacation-policy.html>

Fig. 2-2 Method to move your desk



- step 1. Unplug cords from wall
- step 2. Move your desk
- step 3. Plug cords back into wall
- step 4. Get back to work

Fig. 3-1 Method to working without a boss



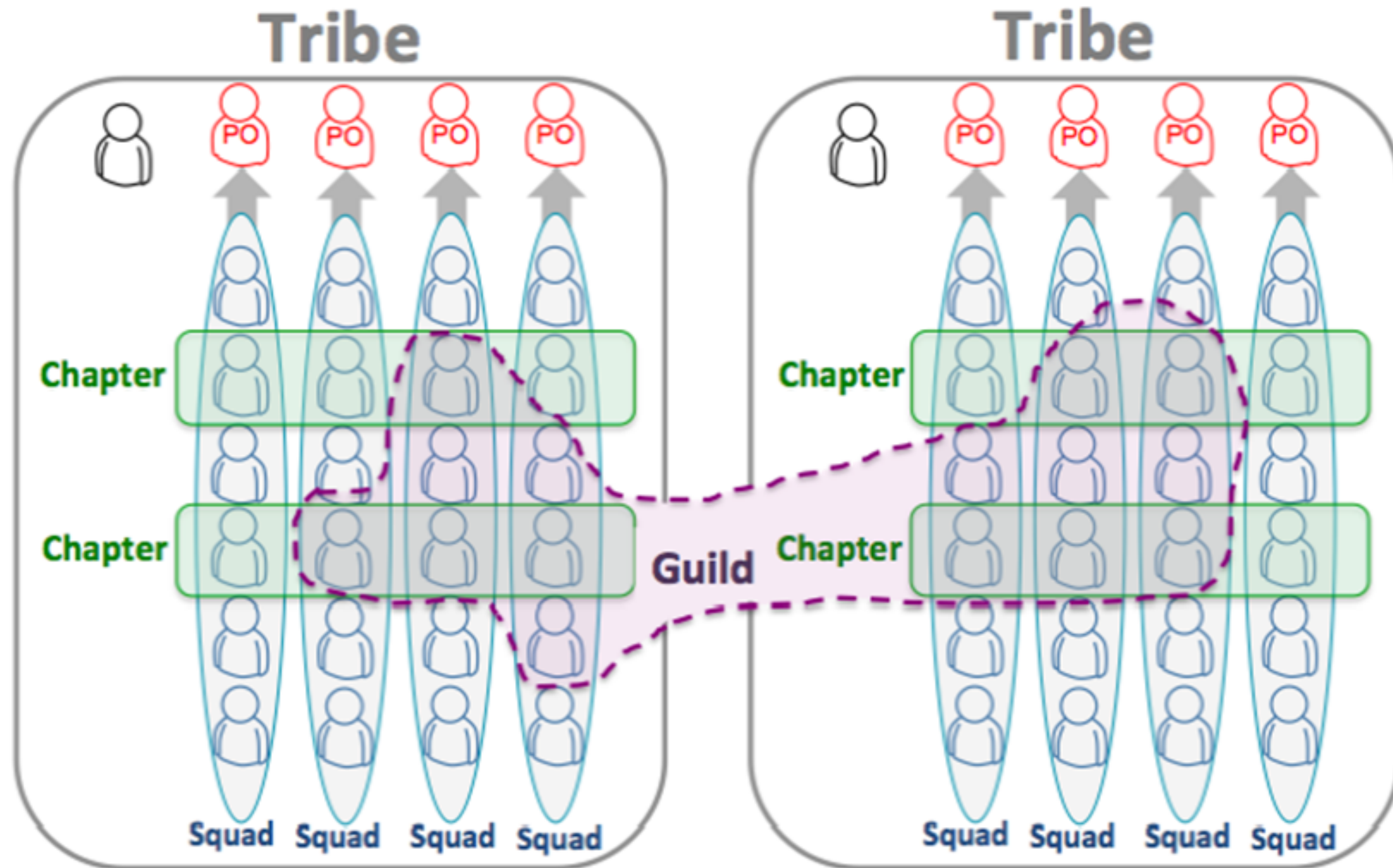
- step 1. Come up with a bright idea
- step 2. Tell a coworker about it
- step 3. Work on it together
- step 4. Ship it!

Scaling Agile @ Spotify

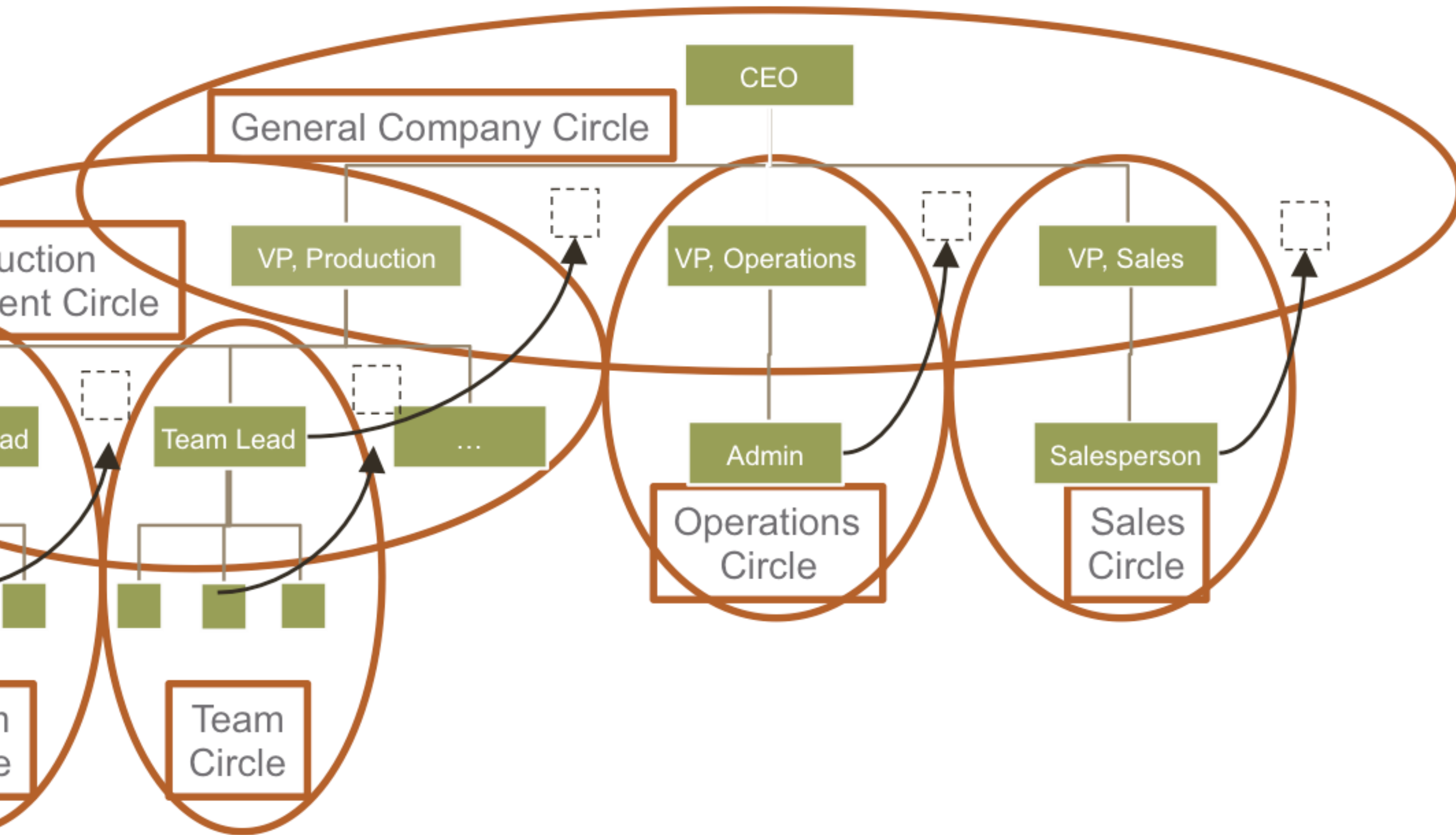
with Tribes, Squads, Chapters & Guilds

Henrik Kniberg & Anders Ivarsson

Oct 2012



Holocracy



Mob Programming



Mob Programming

A Whole Team Approach



By Woody Zuill and Kevin Meadows

“If one of your
teams is highly
successful, you
must kill it.”

Me

Dynamic Re-Teaming

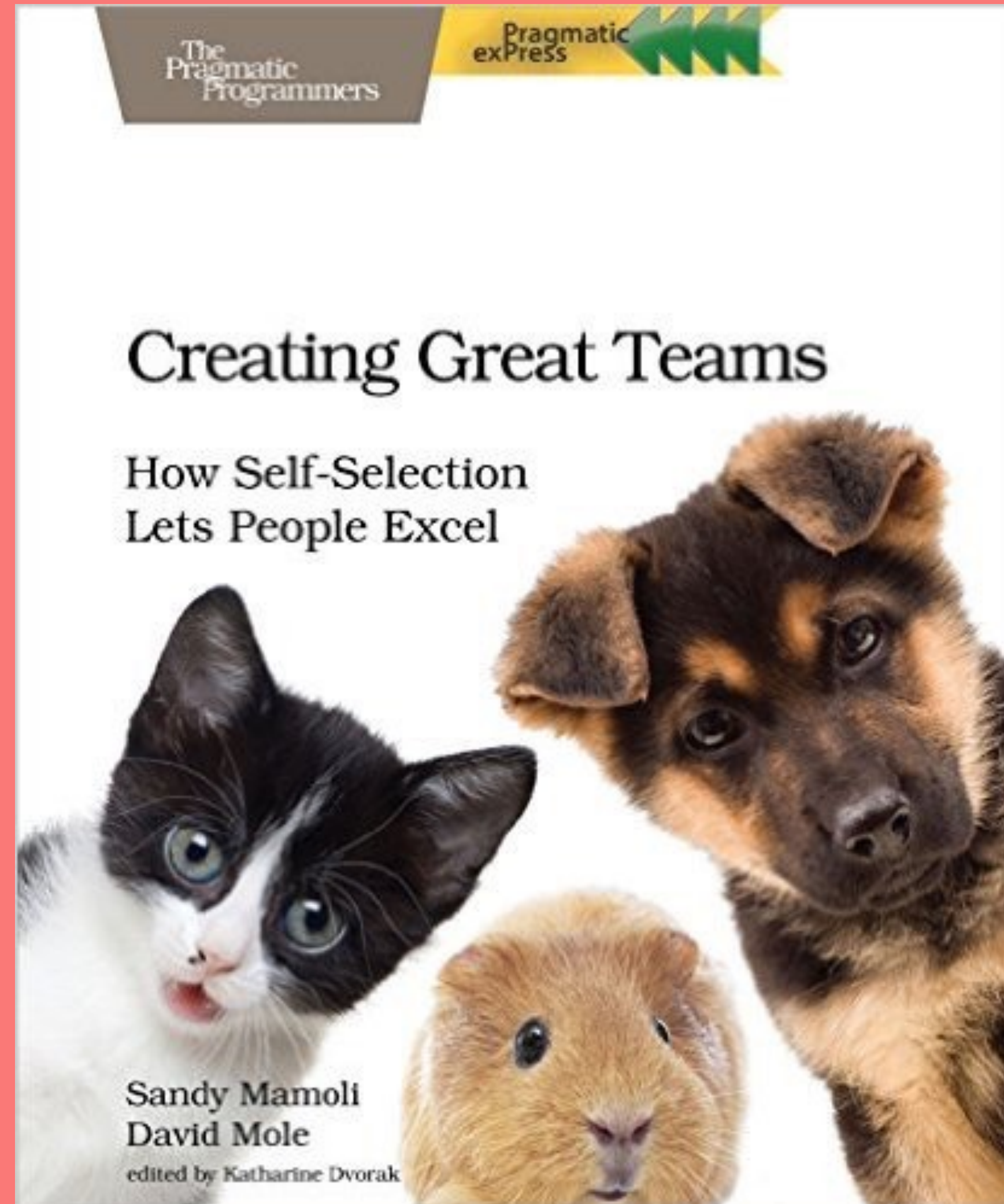
Dynamic Reteaming

The Art and Wisdom of Changing Teams

Heidi Shetzer Helfand

Heidi Helfand - Appfolio

Self Selecting Teams



Sandy Mamoli

Communicating

The screenshot shows a Slack interface on a desktop. The window title is "Slack". On the left sidebar, the workspace is "Industrial Logic" (IL). Under "CHANNELS", the "# water-cooler" channel is selected and highlighted in green. Other channels listed include # development, # general, # hiring, # il-supplies-for-staff, # proposals-and-sales, # rules-2-code-by, # schedule, # sxsw, # tales-from-the-wild, # tdd-dashboard, # travel_-logistics, and # user-experience. Under "DIRECT MESSAGES", there are entries for slackbot, achi, and brownie. At the bottom of the sidebar, a user named "alex" is shown as online.

The main chat area shows the "#water-cooler" channel, labeled as a "temporary topic". It includes a search bar, help icon, and back arrow. The chat history shows:

- A system message: "Flying home Friday." with 17 participants.
- A message from **bryan** at 1:07 PM: "Hey @tottinge ! Hope you're enjoying great food."
- A message from **alex** at 1:33 PM: "saw a really cool add from sophos on twitter today: 'dance like no one is watching, encrypt like everyone is'"
- A message from **tottinge** at 1:34 PM: "☺️
The food is quite awesome. I have to manage my enjoyment of it, it's so good.
And the reason I have to buy a new belt is ONLY because I left one behind at a B&B, not that I've had too much chicken paprikash.
Just for the record.
BTW: it was -2C with snow at home in Illinois today, but over +12C here in Budapest -- light sweater weather with warm sun. Down at the square, they're setting up for their easter market."
- A message from **bryan** at 1:49 PM: "Nice. Ottawa is sunny today and hopefully soon to warm up later in the week."

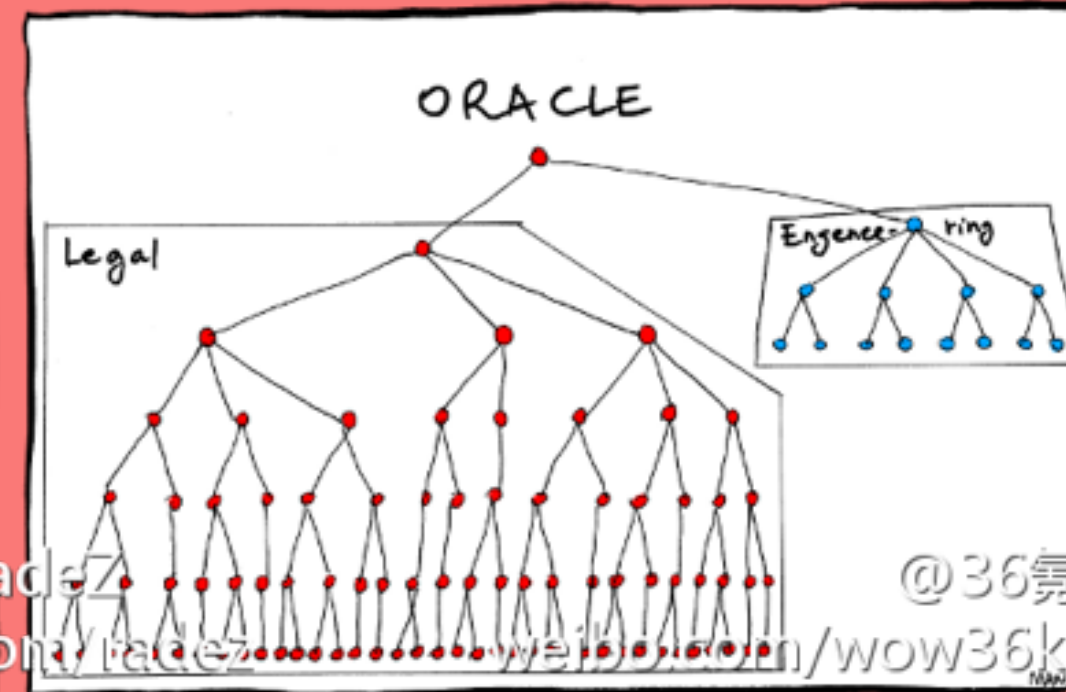
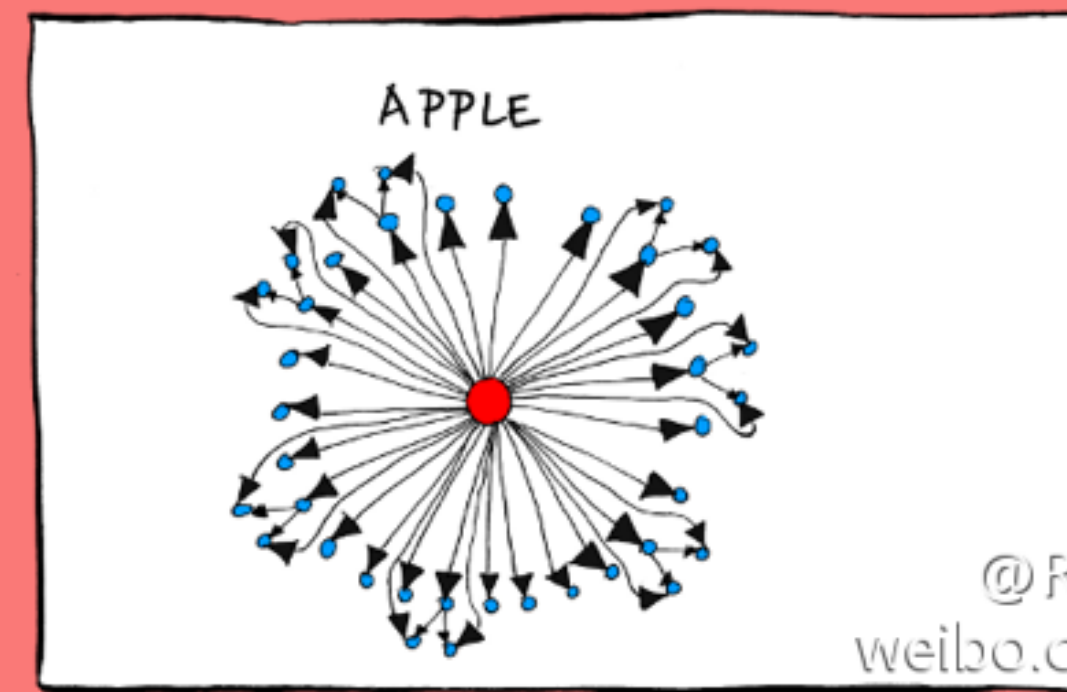
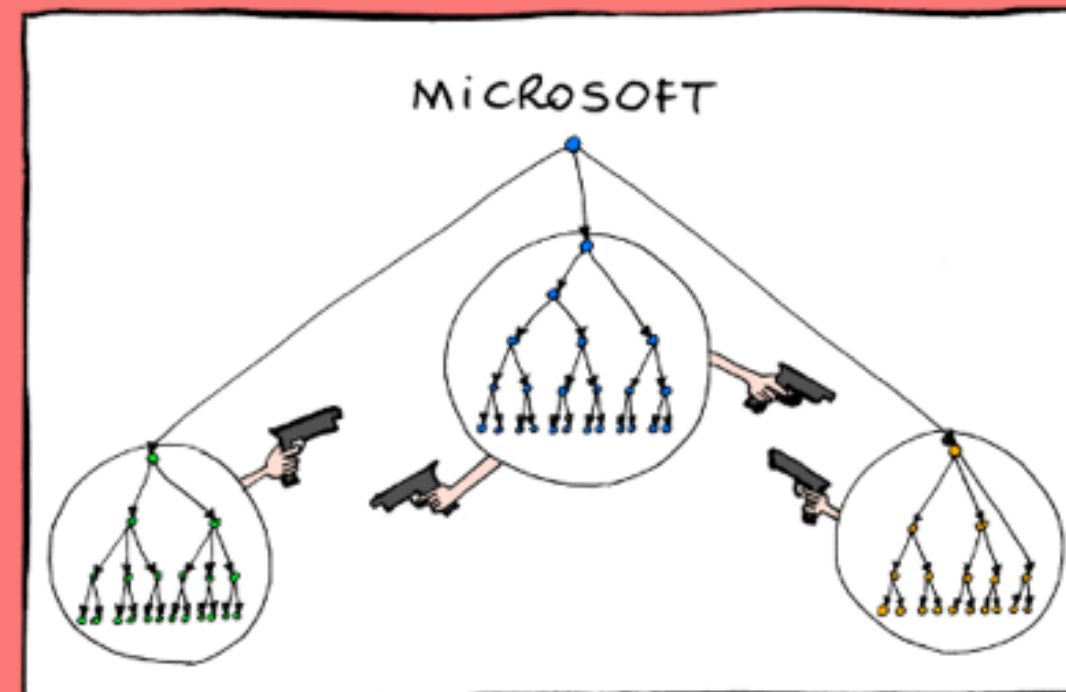
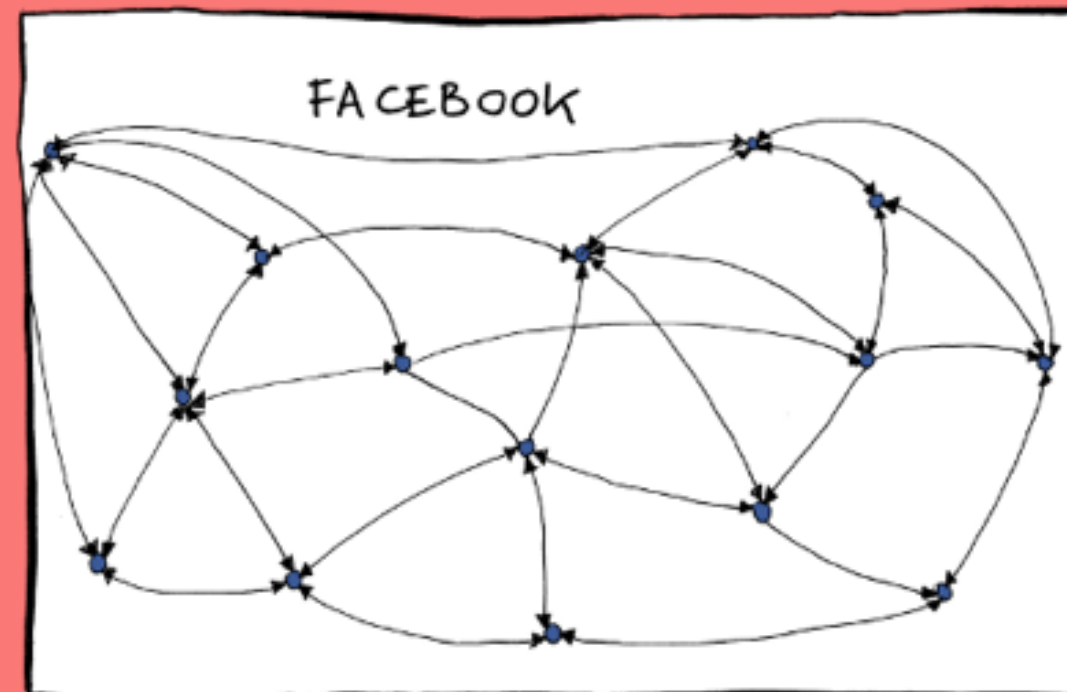
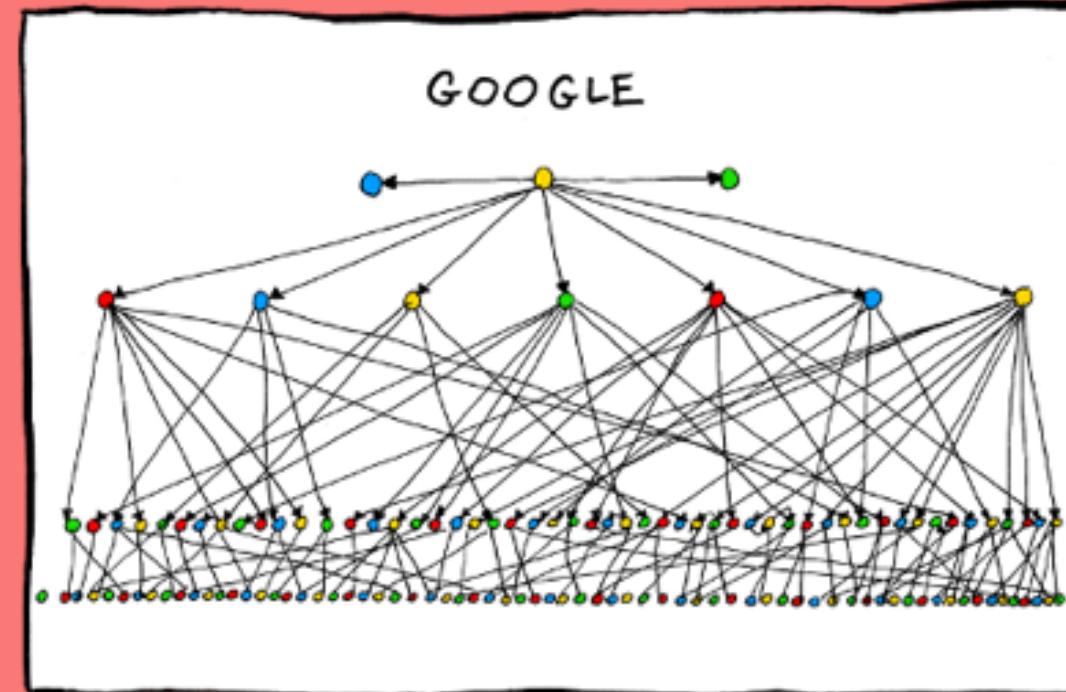
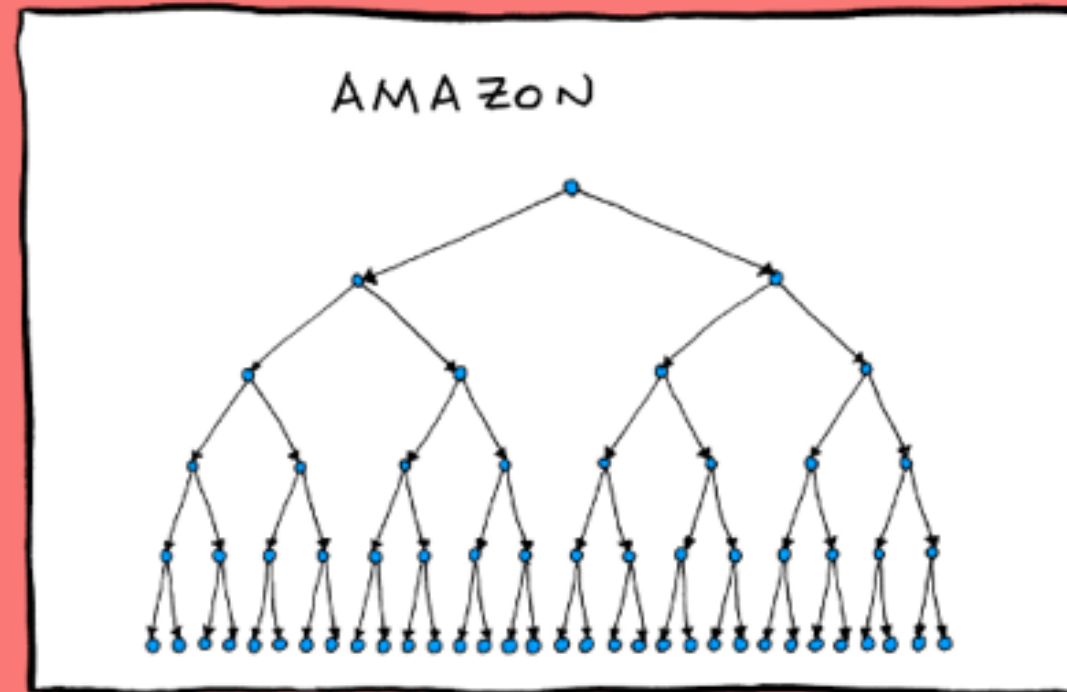
A horizontal separator line indicates the start of "Yesterday". At the bottom, there is a text input field with a send button (upward arrow) and an emoji picker button (smiley face).

Distributed?





CONWAY'S LAW





“Never do anything
dumb on purpose.”

Bill McCarthy - Core Protocols

ANARCHY, MONARCHY,
AUTOCRACY, ARISTOCRACY,
TIRANY, DEMOCRACY,
DIPLOMACY, MERITOCRACY,
TECNOCRACY, HOLOCRACY,

Clear Rules for the Game

- 1- make a proposal
- 2- clarify the proposal
- 3- the group votes  
- 4- resolve differences
- 5- agree quickly and move on

Walk out of meetings and go
back to work

-in

-out

AWESOME

**MODERN
AGILE**

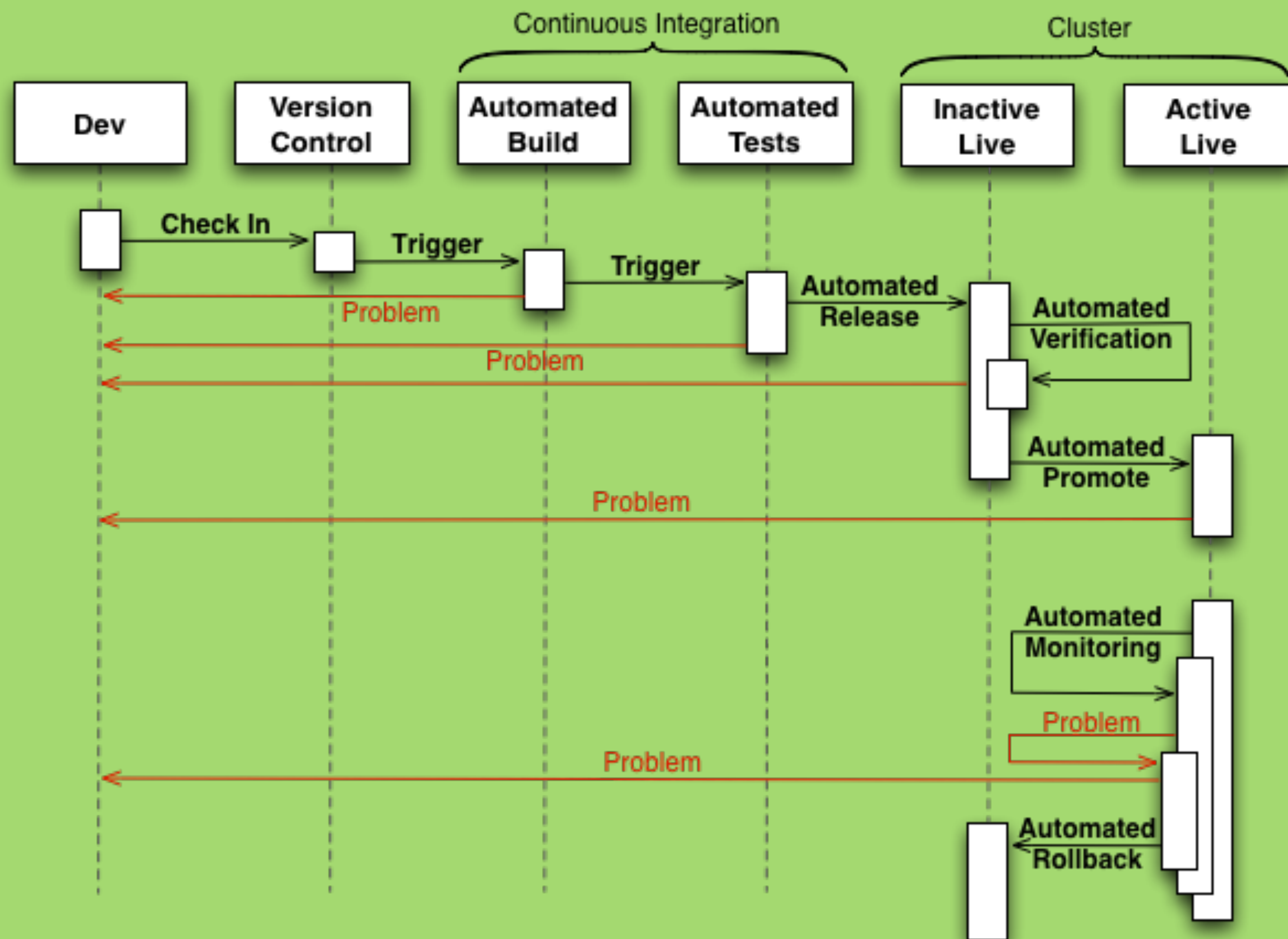


**Deliver Value
Continuously**





Make It Safe To Deploy





**Make People
Awesome**

“We hire engineers who want to see a customer get so excited about their product that they can't wait to tell friends & family members.”

Brad Smith



CEO, Intuit

Trust

Netflix Policies
for Expensing, Entertainment,
Gifts & Travel:

“Act in Netflix’s Best Interest”

(5 words long)

Minimize Bureaucracy





WEEKLY ONE ON ONES

“The most powerful tool
for manager”

@managertools pocast

Be Appreciative



Executioner
5 points



Extreme Focus
3 points



Fairy Godmother
3 points



Fashionista
2 points



Got It Done



Great Idea



Firefighter
4 points



Firewall
2 points



Flexibility
2 points



Good Judgment
5 points



Great Service
4 points



Growth
2 points

Escalate



Define Success
as outcomes



Fear, Blame, Shame and Bonuses can lead to action

“Don't measure
performance.”



Me

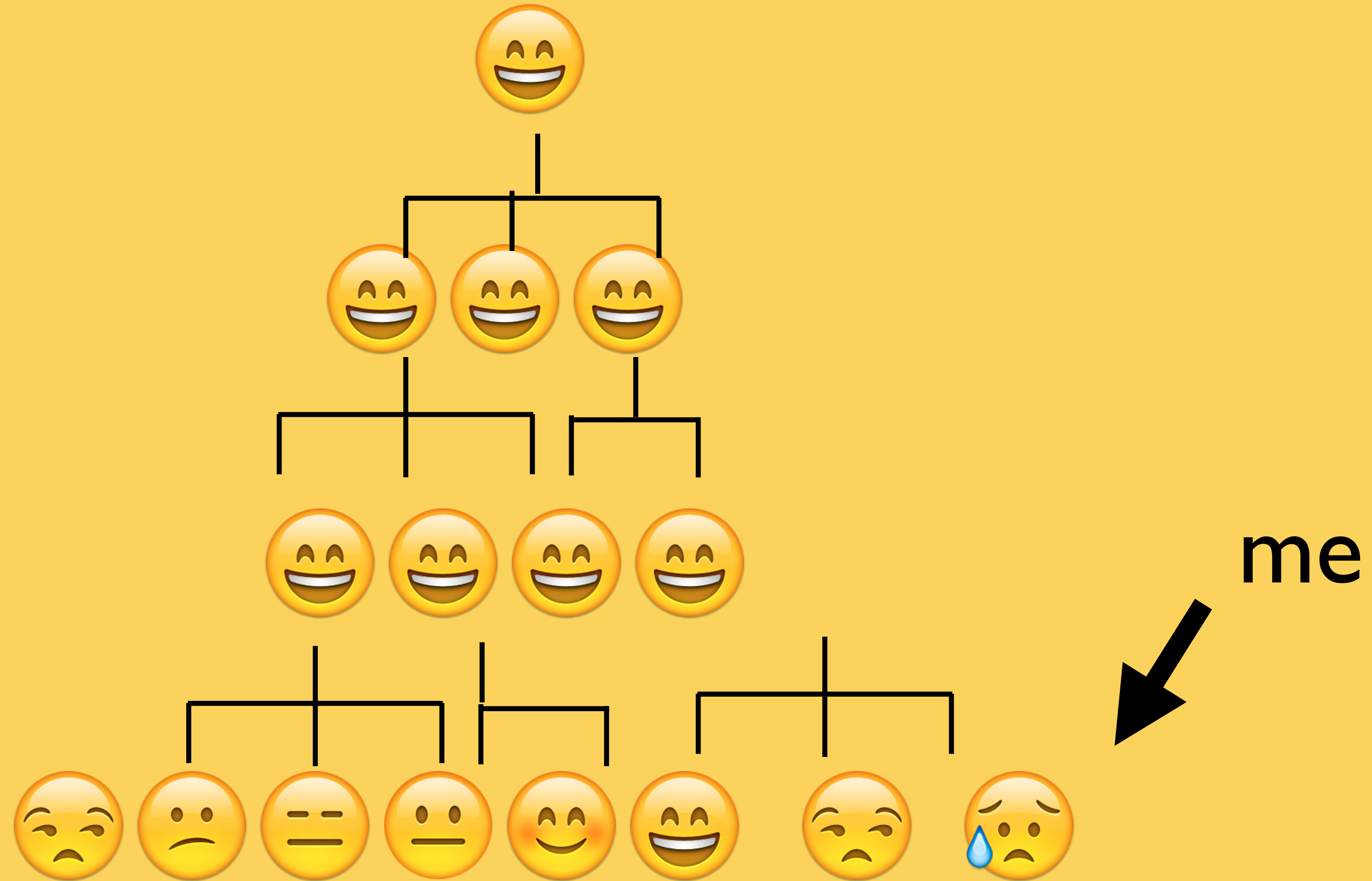
CELEBRATE WINS 🍺🍺



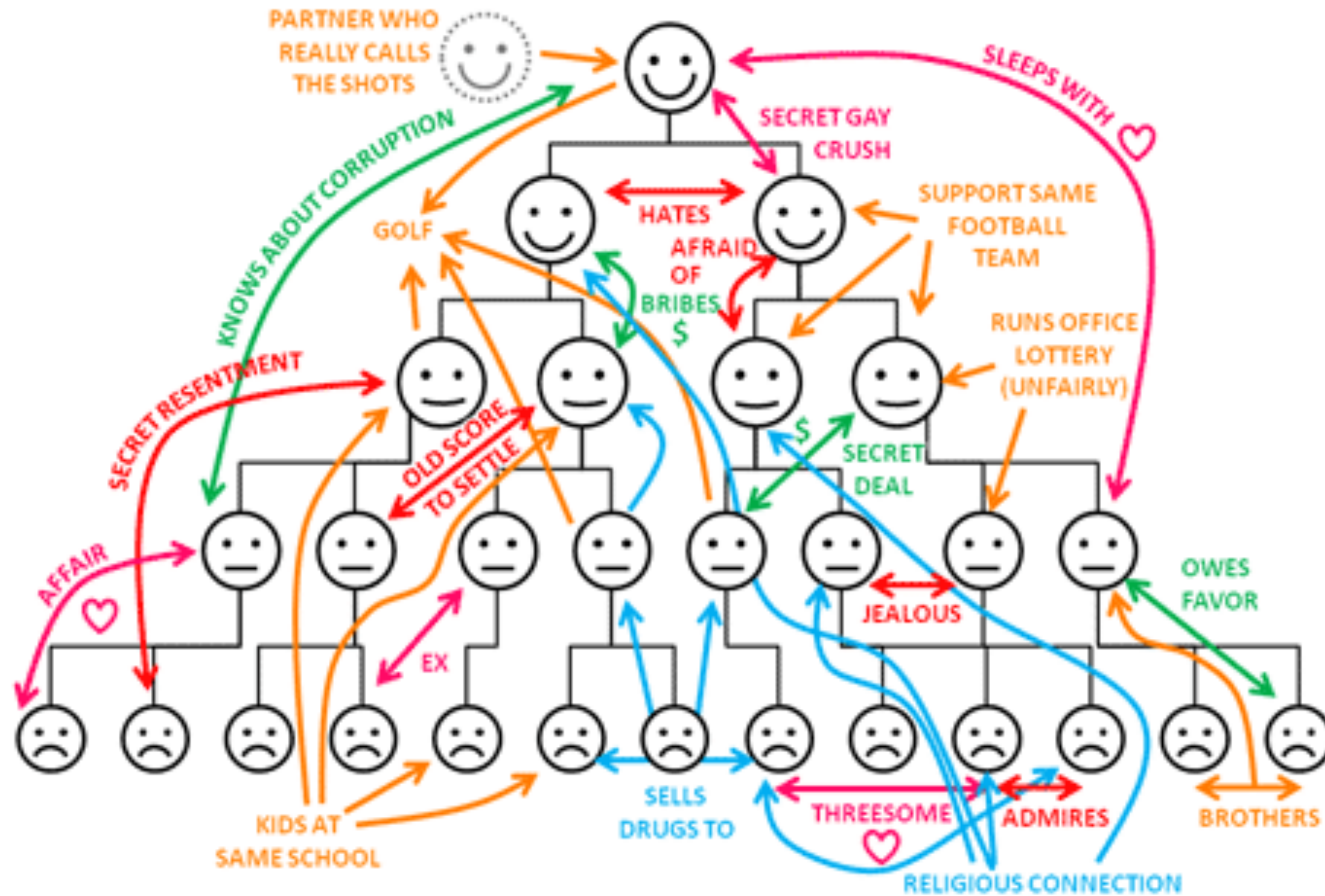
Support People Through a Respectful Termination



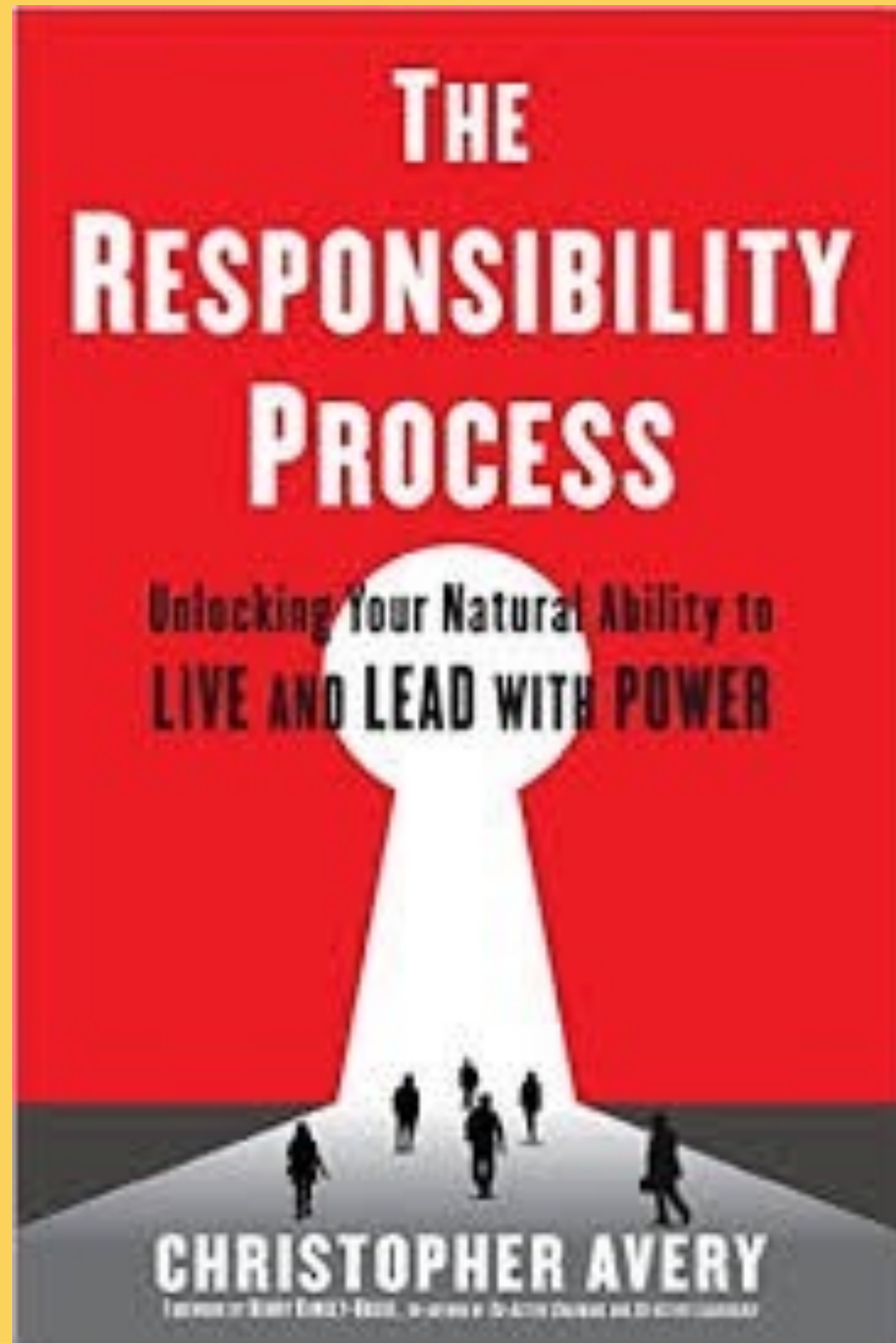
But I'm not the boss



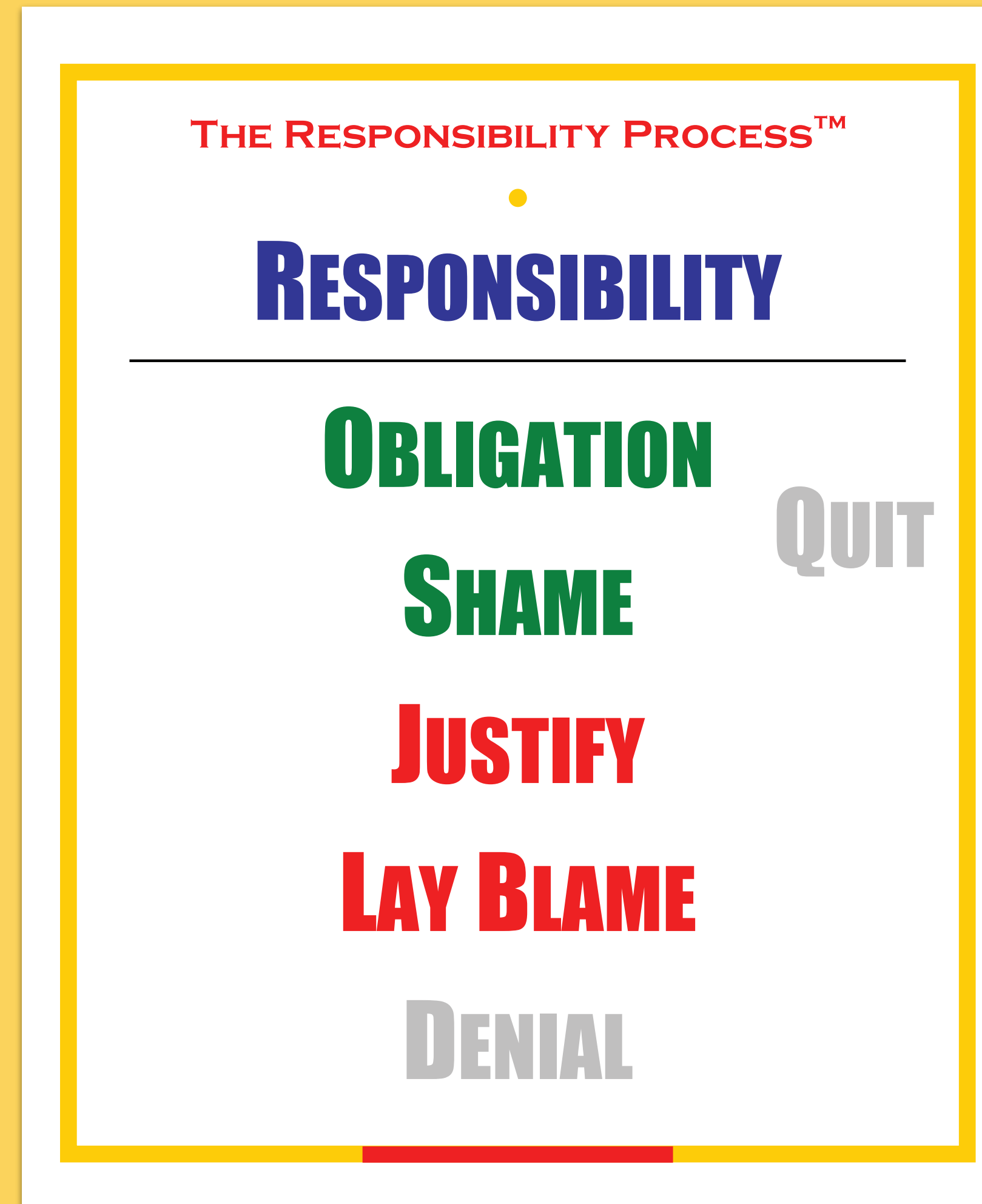
REAL ORGANIZATION CHART



Lead Yourself First



Christopher Avery



Ask Questions



Be Awesome To Each Other

