Lead Dev Austin

Geek_Manager organizer   Megan
White Coat Captioning   wvnts.co/austin19

Lara Hogan | Yvette book signing

Poornima Vijaya shanker   Femgineer

- First time leader - How to Scale Yourself
- Still trying to code at the fringes of the day - quality of leadership and being an IC dropped a lot
- Bus Factor of 1 (getting hit by a bus)
- ==Lead by influence, not authority== — Stop telling people what to do - what & why - they figure out the HOW

{ Team sets their own deadlines }
{ ↳ Let them course-correct } The Lead

coach, mentor, review the result, guardrails for the team

- Let people work their stressful situations out first before being the "parent" - but sometimes it is necessary

- Look at the TODO list and start delegating, get outside help too
- Missed writing code but learning leadership skills is a good challenge :)

Bug Dives: Annie Cook @ Nylas

- Fuel knowledge-sharing across the team

- Customer Success team hypothesizes the solution,
  Engineer fixes, Customer hears its fixed
    - Customer Success could learn
      as well as the engineers -

Bug exploration sessions - present to Cust Success & Eng.

Context → Investigation → Diagnosis → Fix

How you got there is almost more important the fix

Conversational Q & A

Architectural North Star

Hanjie Ji

Domain - Driven Design

Principles, anti-pattern, Context Map, owners for domains

Involve Stakeholders & Product Managers

Set a timeframe ⇒ Good for six months to 12 months

Focus on the core domains- can you just buy a solution?

Lightweight & Iterable

Teams can run more independently / autonomously

Motherhood & Leading Engineering Teams

Tara Feener

Parenthood begins when you decide to start a family

Telling a manager that you're pregnant is super stressful

— Fight or Flight — Be positive :)

Create a transition plan - track two weeks of work
  Move off of high stress projects

Lending out the Legos

Postpartum depression, anxiety, sleep deprivation, identity crisis, pain, baby blues, and on...

Food :) - send gifts of food or gift cards not flowers

Go back to work on a Friday. Start childcare before first day back.

Communicate your schedule clearly to the team

Talk openly about parenting and obligations

Returning from long parental leave

Matt Newkirk

Lean on doing 1:1s with team & direct reports

We missed you! => hard to believe ☺

Re-onboard the person, Remind them of their success, set some short-term goals

Hire Remote Junior Devs

Crowasc
Romina Suarez
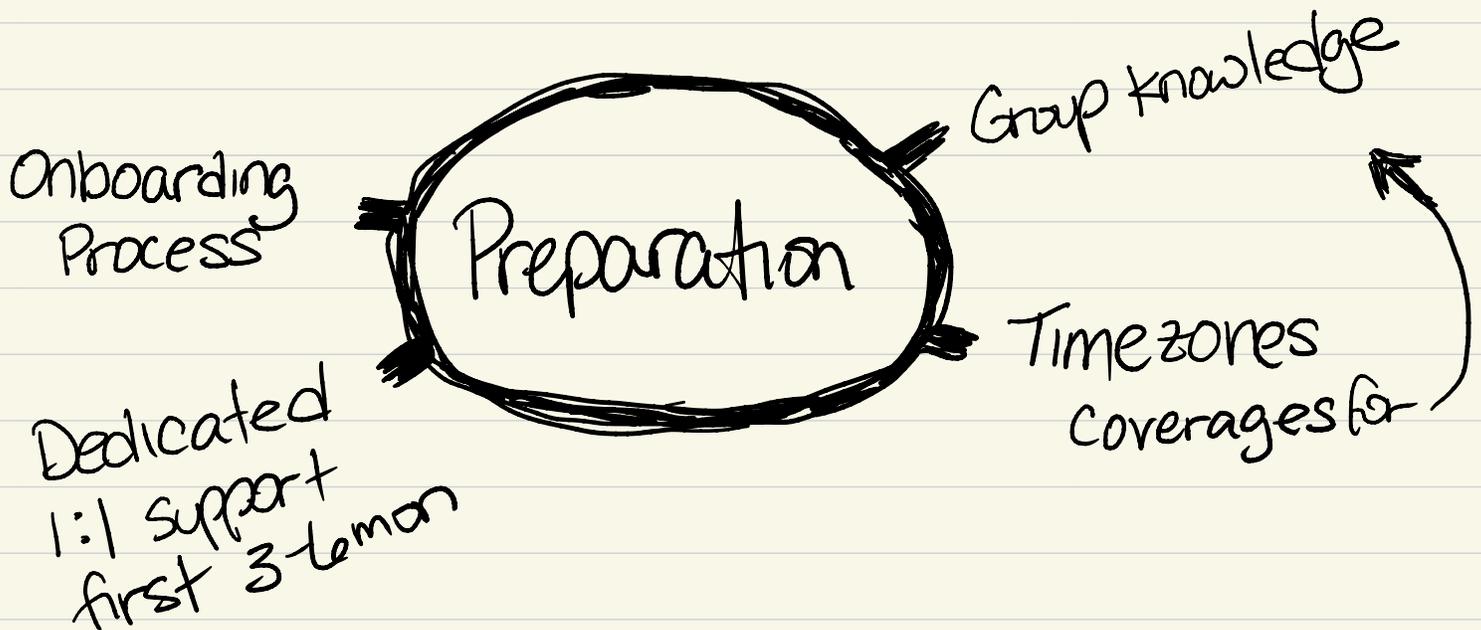
Fear — con't support them

Not Ready

Team Dynamics

— Not just remote —

Remote is the future, then we must find ways to bring new people into it.

You cannot learn how to work remote by working in offices
— Daria Nepriakhina

The company has to be ready to take on junior devs

Onboarding Process

Group knowledge

Preparation

Time zones Coverages for

Dedicated 1:1 Support first 3 6 mon

Senior devs will feel BURNED OUT ⟹ when juniors succeed its energizing!!

👀 Looking for Junior Devs

Main Skills

Communication skills ==> Written, async convos

Highlight there is: { Onboarding Plan
                     Support Network }

Onboarding

- be there on their first day
  Timezones can affect start of day!

~ Progressive 1:1 schedule ~

- First week - every day at least

- Teach them they will need to reach out beyond the confines of their team

- Ask questions to validate learning & encourage them to fix documentation for the next person

- Getting something shipped with pair programming

- Only saying positive feedback makes it less believable

- Hire close to a team retreat
Juniors belong in a remote environment - excludes a big pool of people

Crafting Effective 1:1s

Spencer Norman

Health Check

Primary Interaction
with some of the team

1. Body language
2. Unprompted / Impromptu Conversations
3. Teammate interactions

Guidelines
1. Be on time
2. Put it on your calendar
3. Do it every week
4. Keep a shared list of notes
5. No multitasking
6. Meet in a quiet place
7. Cameras on!
8. Start with a check-in
9. Their meeting, their agenda
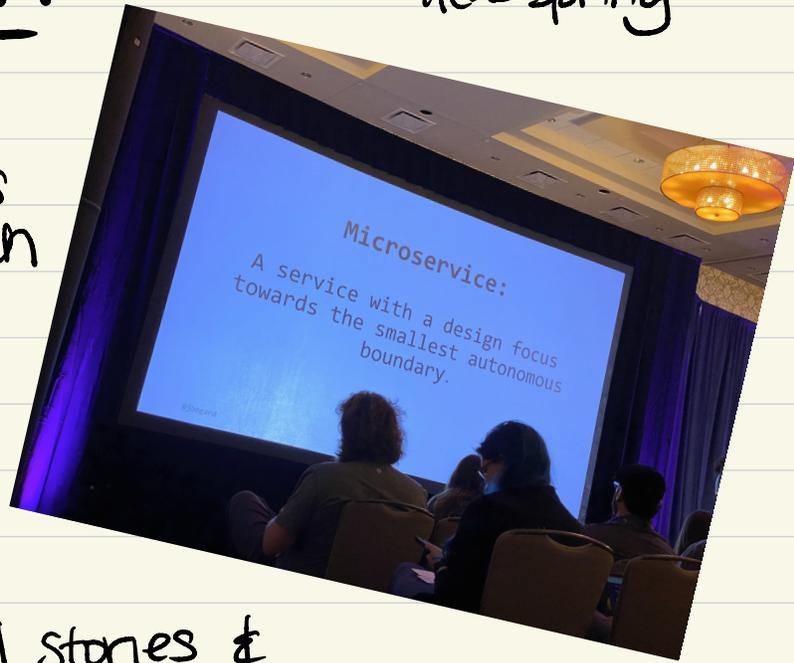10. Be prepared

Check In → empathy
Discussion
Followups

Socialize & workshop
ideas & solutions
Create opportunity for
ownership
Always follow-up

Triangulate how project is doing
between the team members

Splitting the Monolith

Jimmy Bogard
Headspring

- Splitting up into microservices isn't always the right approach
- Turns into a monolith of microservices

User interviews of the users of the existing system - including some deep personal stories & emotions. Empathy, listening skills.

MOP — People, Processes, Technologies

Value Stream Mapping exercise (Lean)

→ CIO running a spreadsheet

Mapping Technologies - ODN to Excel is an example of something that'll break but is not documented

Plan to attack overall problem

Strategies avoid buy vs. build
Rewrites - Salesforce
Start at the edges - minimize # of integrations
Heads or Tails of the process / flow of information

Inclusive Projects

Yvonne Pegues

Culture   Empathy
              Respecting Focus
              Inclusive AI
              Recognize Exclusion
              Solve for 1 vs. Extend to Many
              Learn from Diversity

EQUAL RIGHTS

→ Respecting rights of others offes full disclosure

Cognitive Diversity
Information
Knowledge
Heuristics
Rules of Thumb
Casual Models
Frameworks

Identity Diversity
Race
Gender
Sexual orientation
Religion
Physical Abilities

+

✳ New Ideas ✳

If you're not accounting for inclusion, you are behind

"The Scramble"   Wave 6 from tools to Media
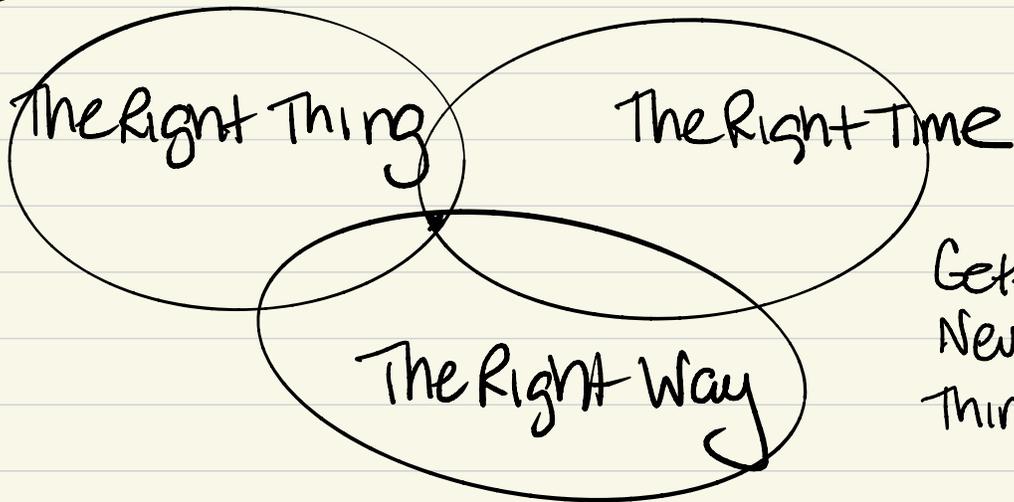   Digital Natives adults in 2010 or later

- Fluid cultures in business — no central point
- Person-first language to communicate

Managing Risks Together

Jonathon Graham

Cynefin? Framework

The Right Thing   The Right Time

The Right Way

Getting to Yes
Never split the difference
Thinking Fast & Slow

Identify — five different domains

complex, complicated, disorder, chaotic, obvious

Communicate — Consistent, Clear, Concise

Prioritize — Risk # Likelihood, Impact, Detection
1, 4, 7, 10 scoring, multiply them 1-1000

Mitigate — Insurance policy

Roll up — look across teams & find commonalities

Atomic Habits
Mindset
The 5 Disfunctions of the Team

Flying Lessons ✈️

Indeed
Rebecca Murphey

- Bad decisions can have really big consequences

Trust your instruments

Your instincts <u>will</u> lie to you
Establish objective measures when you can
Cross reference subjective measures when you must

Crew resource management 🗣 My airplane, your airplane, my airplane

Positive transfer of control ↱

Teach people how to disagree
    Opening / attention-getter
    State your concern & the problem as you see it
    Suggest a solution
    Seek agreement ←
Invite disagreement
    Admit failure & regrets
    Recognize silence
Seek help when you need it, even from unlikely places
    In an emergency, even a passenger can help

Aviate, Navigate, Communicate

First fly the plane
What are we trying to do, what's distracting us,
what's the risk if we lose focus on what matters

Engine Out 🥺

Getting good at scary things takes practice
  It feels bad to practice on people
  Real-life, panic-inducing challenges can be a gift
  Grant yourself the grace to screw up at first

Take all this a little bit less seriously than we
  sometimes do :)