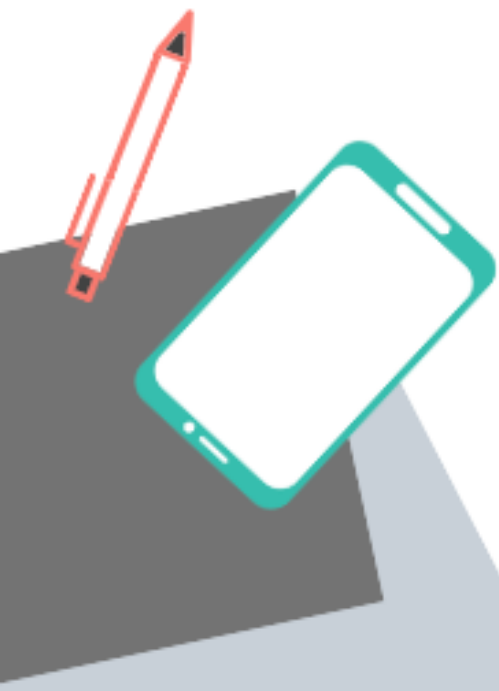




PEOPLE FIRST LEADERSHIP



DF

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5 ways

to practice

**PEOPLE
FIRST**

leadership

starting tomorrow

remove blockers that
prevent people from
making progress
towards professional
and personal goals



1

**“ what can I help
you with?**

instead of

**do you have an
update on...**

do the **unglamorous** work.

onboarding tips



discuss **roles & responsibilities** of both the new hire and yourself as the Manager



discuss team **ways of working**



provide an **overview of the team/project** and where it sits in the organization



match the new hire with a **peer buddy AND mentor**



help the new hire **build a social network** – provide list of recommended people to meet with



ask new hire what he/she prefers for **welcome celebration** (happy hour, lunch, donuts, etc)

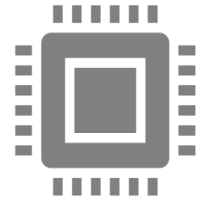
comprehensive dev onboarding is a MUST



access
requests
completed



set up
**development
environment**
(step by step with
links/screenshots)



application
network
architecture
tech stack
**diagram and
visuals**



release process
documentation (technical
steps, who and how to
communicate changes)



misc developer tools – CI/CD,
testing, project management
tool, chatops, source control /
preferred branching/forking/etc
technique, license for IDE



watch out for **blockers in disguise**

empower your team.

2



ensure that
decisions are made
at the level **where**
the best
information is
available

An iceberg floating in the ocean under a blue sky with clouds. The small tip of the iceberg is above the water line, while the vast, jagged body of the iceberg is submerged. A horizontal line separates the water from the sky. A vertical line on the left side of the submerged part of the iceberg extends from the water line down to the bottom of the frame. A vertical line on the right side of the submerged part of the iceberg extends from the water line down to the bottom of the frame.

Only **4%** of
problems are known
to top managers

4% problems known to
top managers

9% of problems are
known to middle
management

9% problems known to
middle management

74% of problems
are known to
supervisors

100% of problems known to
front-line employees

96% of problems are **not**
known to top managers

100% of problems
are known to front-
line employees

An iceberg floating in the ocean under a blue sky with clouds. The small tip of the iceberg is above the water line, while the vast, jagged body of the iceberg is submerged. A thin red vertical line is positioned to the left of the submerged part of the iceberg. The water is a deep blue, and the sky is a lighter blue with scattered white clouds.

Only **4%** of
problems are known
to top managers

9% of problems are
known to middle
management

74% of problems
are known to
supervisors

96% of problems are **not**
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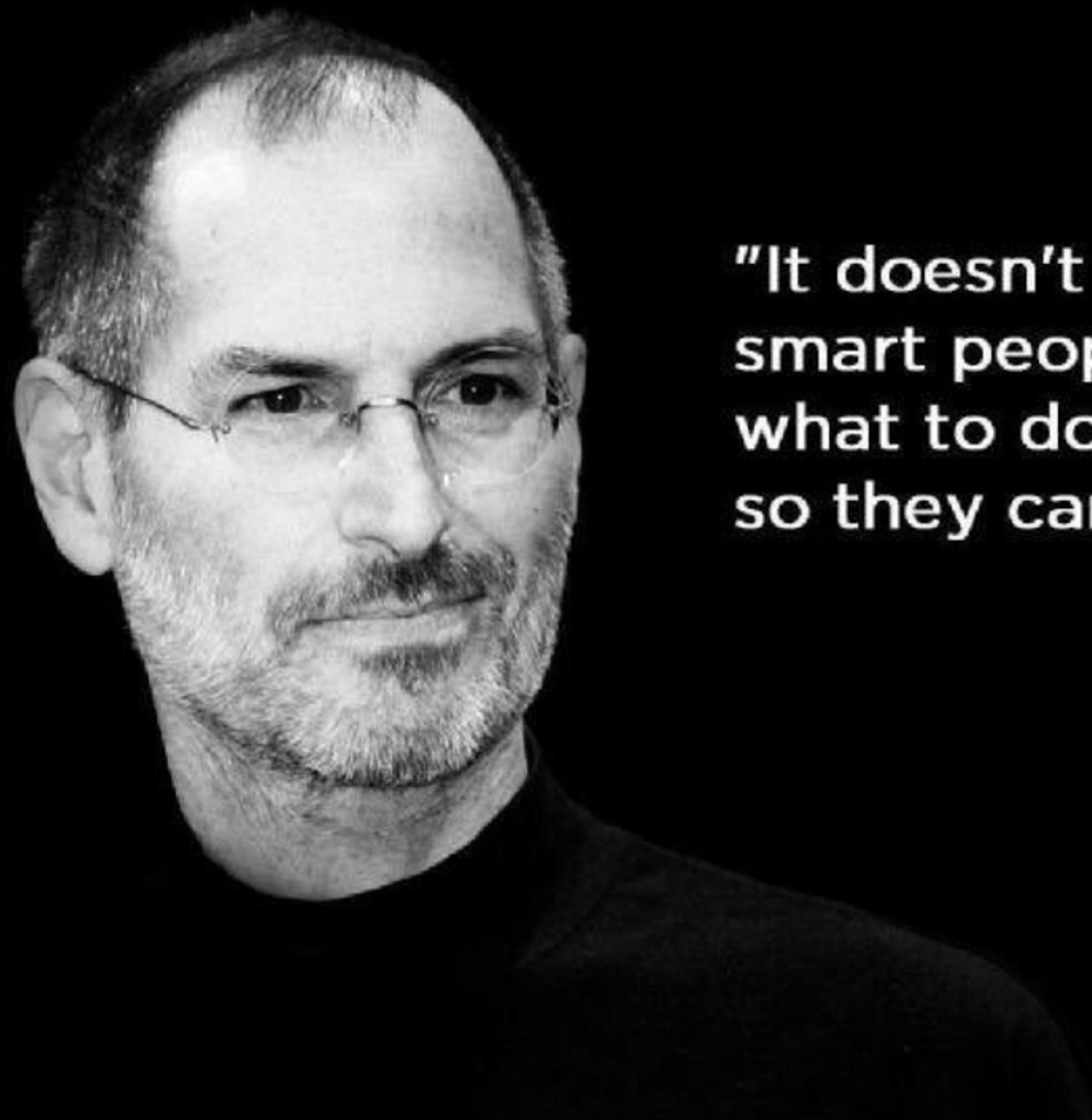
how can we melt the iceberg?

be humble.

- seek to understand pain points
- use anonymous pulse surveys
- keep your office door open
- sit with the team
- ask how you can help Engineers do their own jobs better
- do stay interviews

- **who** should participate in making this decision?
- **who** will have to carry it out?
- **who** will be impacted by the decision?





"It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do."

- Steve Jobs



wait for conversations to play out



Don't be a genius, be a genius maker.

“

multipliers get more from their people because they are leaders who look beyond their own genius and focus their energy on extracting and extending the genius of others.

- Liz Wiseman “Multipliers”

knowledge should be spread
across the team

sometimes it is
impossible to push
these things to team...

provide context

A large teal circle containing the text "to the team".

to the team

A large teal circle containing the text "to leaders".

to leaders

HYPOTHETICALLY SPEAKING

WHAT EXACTLY ARE WE DOING HERE

**share credit, take
blame.**

3

associate **names** with
accomplishments




A close-up photograph of a large number of green, unripe tomatoes. They are packed closely together, filling the entire frame. The tomatoes have a smooth, slightly glossy skin and some still have their green stems attached. In the upper right quadrant, a single, bright red tomato stands out prominently from the sea of green. The lighting is even, highlighting the texture of the tomatoes.

not all recognition looks the same



be loyal when recovering
from an ugly failure



your role during a production issue

shield team as they troubleshoot issues

participate in troubleshooting efforts -
“how can i help?” “what do you need?”

get **out of the way**

lead team through **RCA** and
implementing tools to prevent future
occurrences

speak on **behalf of team** after major
incidents



Brian Wang

@brianmwang

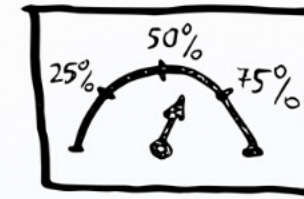
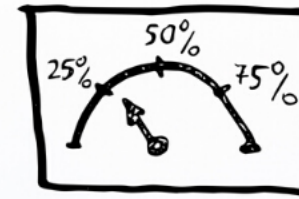
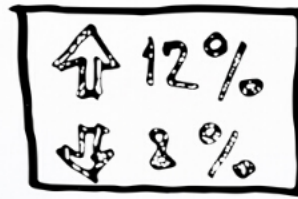


The best measure of a leader is how much responsibility they take for their team's failures.

never devalue **people**
in the process of
delivering a solution.



4



when it comes to humans

abstraction = bad!

“when we divorce
ourselves from
humanity through
reports and
numbers, we are
capable of
inhumane behavior

– Simon Sinek



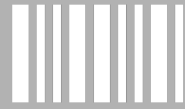
“

tell me **how you measure me**, and I will tell you how I behave.

- Eliyahu M. Goldratt

**what are your
expectations
of your team
members?**

**what are the
incentivized
by?**



is it the number of
commits?



test coverage?



stories completed?



**celebrate (and reap the benefits of) the
unique characteristics of each individual**

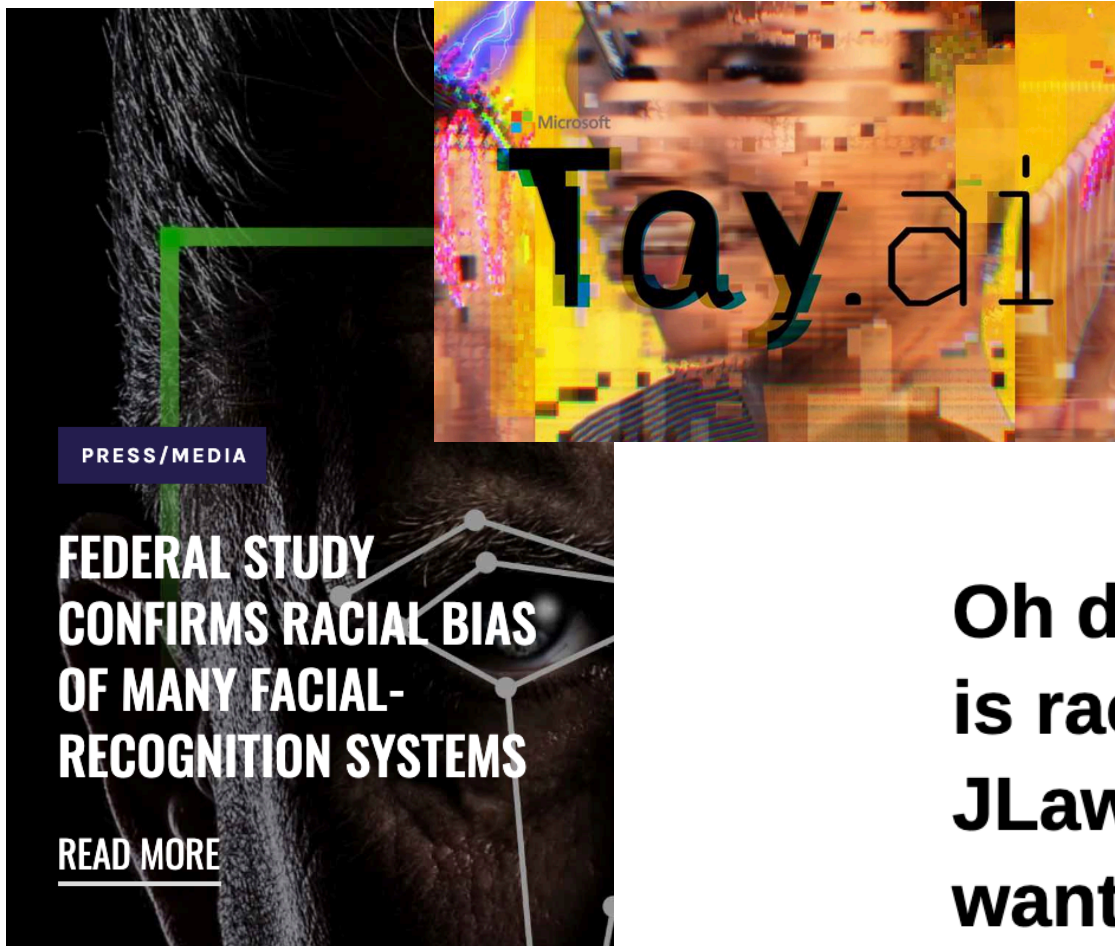
67% of job seekers consider **workplace diversity** an important factor when considering employment opportunities, and more than **50% of current employees** want their workplace to do more to **increase diversity**.

organizations with above-average gender diversity and levels of employee engagement outperform companies with below-average diversity and engagement by **46% to 58%**.

age	geographic background
gender identity	work arrangements
race / ethnicity	religion
physical abilities	beliefs
sexual orientation	culture
work experiences	education
mental abilities	language
political convictions	learning style
socioeconomic status	military status
introvert / extrovert	communication style

TIP: find out what religious/cultural days and holidays are significant to your team members and offer them the time off (at minimum just be **aware of them**)

lack of diversity on engineering teams has failed us



The Crash Test Bias: How Male-Focused Testing Puts Female Drivers at Risk

Researchers have known for decades that women are more likely to be killed or injured in a car crash. Why haven't safety regulators done anything about it?

Oh dear! Amazon's facial recognition is racist and sexist – and there's a JLaw deep fake that will make you want to tear out your eyes

building software to
solve a new problem is
all about **creativity**

“creativity is making
unexpected connections
between **things we already
know**

- William A. Wulf, former president of the National Academy of Engineering



the **quality of software** is affected
by the **degree of diversity** of the
engineering team.

prioritize & focus.

5

7 AM
8 AM
9 AM
10 AM
11 AM
12 PM
1 PM
2 PM
3 PM
4 PM

TOC Daily Briefing; Skype Meeting; svcmmimbridge10@target.com

Claire / Kate Bi-Weekly ; Meet in team pod then walk?

Breakfast Brain-Dump (FKA Lunch) ; Engineering
CC-400/Online
Peter.Guidarelli@target.com

Sango Standup; Team row c

Apollo Refinement; Team Pod and Slack; Clint.Hoberg@target.com

Monday Morning Review
Skype Meeting
Peter.Guidarelli@target.com

New Appointment

Meenu / Kate Status ; Skyway walk or enclave or online

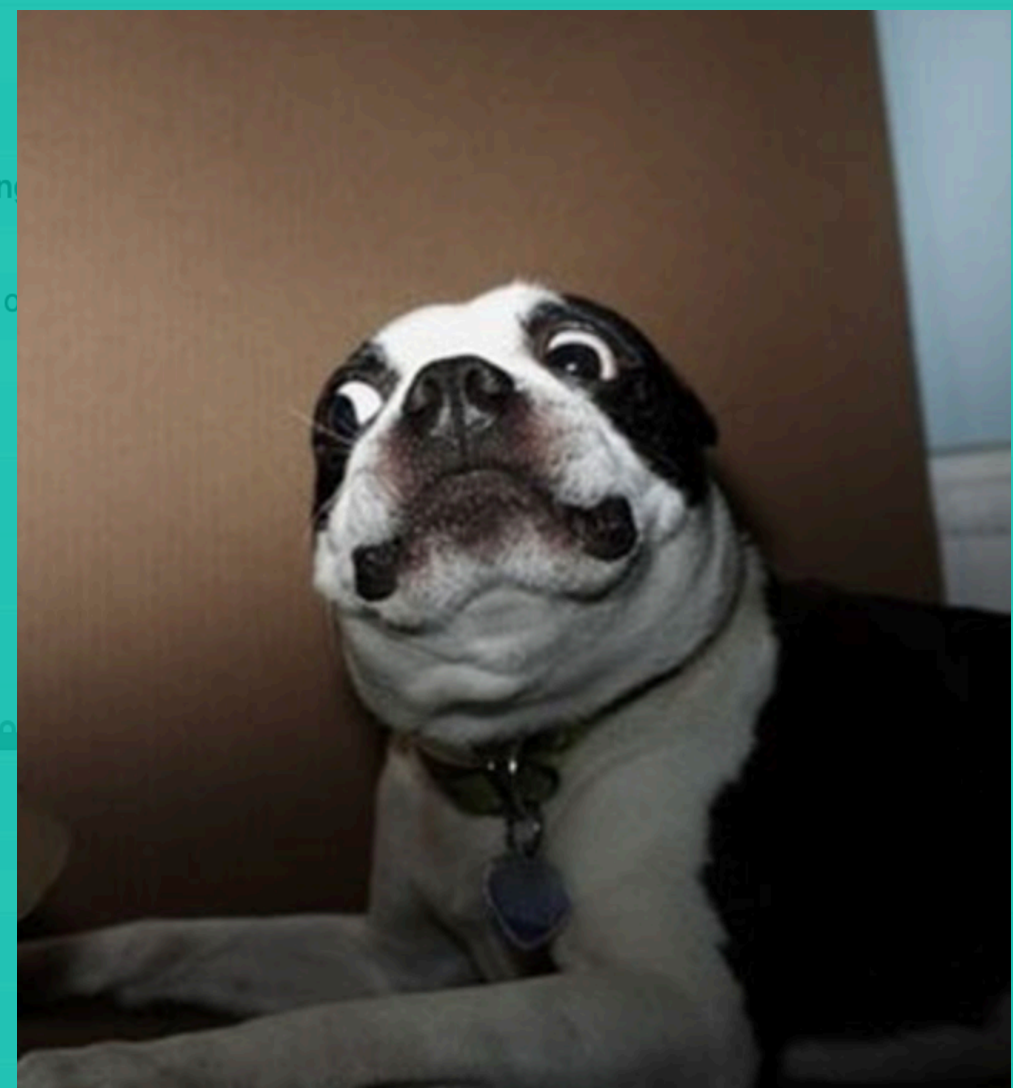
Morgan / Kate Status ; Skyway walk or enclave or online

Carter/Kate TB; Online Meeting; Carter.Massey@target.com

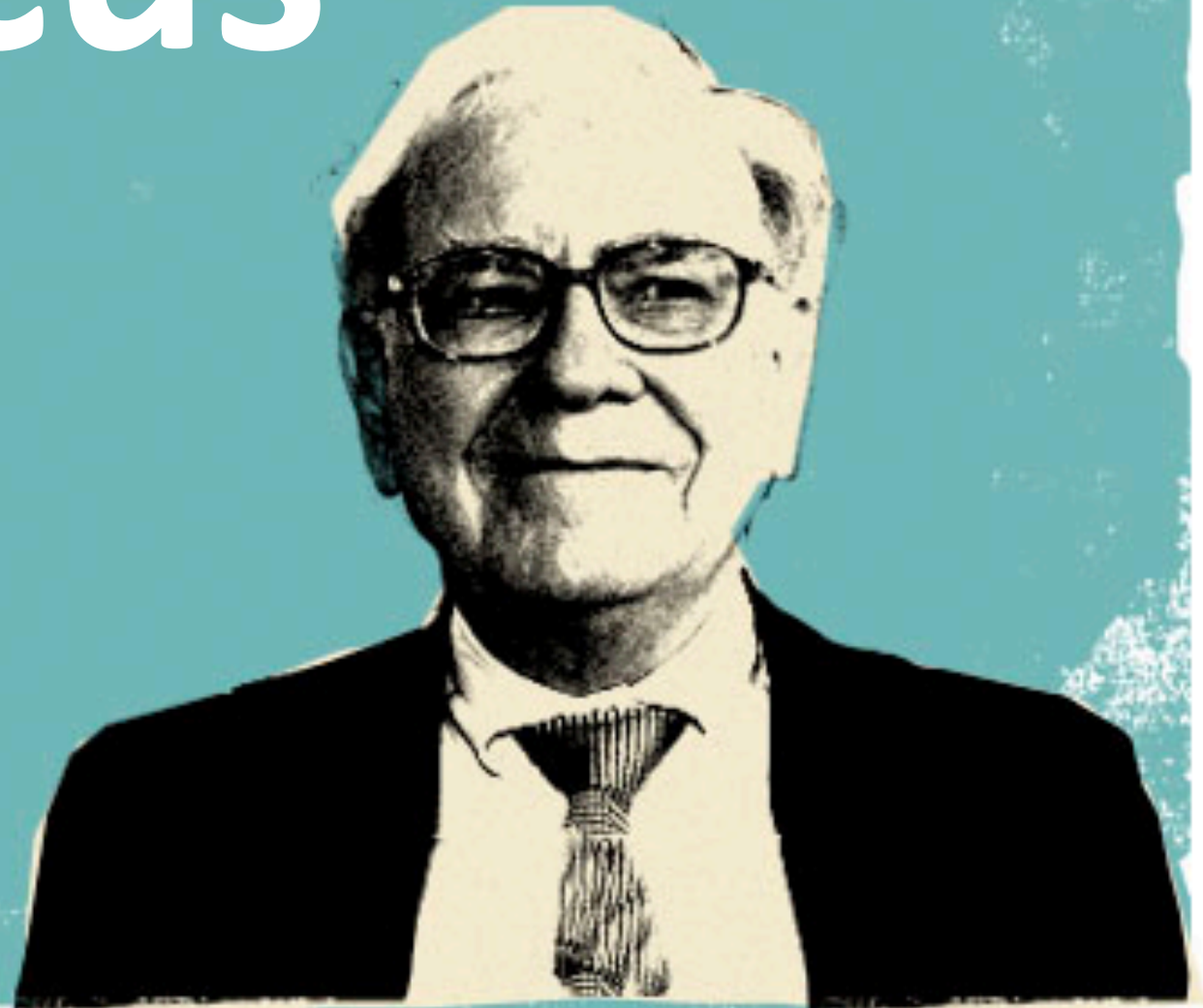
Kate / Raj Status; Meet at Raj's then walk or online if needed

eMIP Host Team Discussion; Room-CC-0719 (6); Brian.Kirchhoff@target.com

~~maker~~ manager schedule



focus



the **number one skill** you
need as a leader is the
ability to know what really
matters at any given
moment

recap

1. Remove blockers
2. Empower your team
3. Share credit, take blame
4. Never devalue people in the process of delivering a solution
5. Prioritize and focus

people are our **most**
important assets

be **tenaciously** committed
to the growth of each
individual

JOIN THE MOVEMENT

DEVELOPER-FIRST.com

Register for the
Foundations of Tech Leadership
Masterclass!

April 28 & 29

