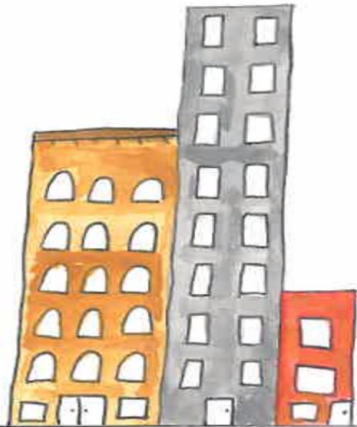
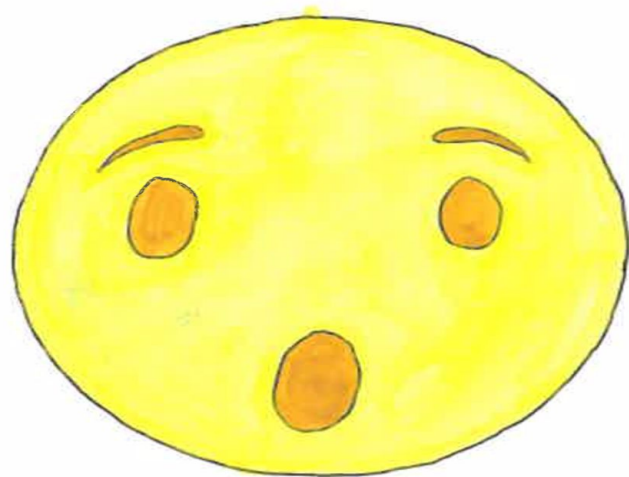


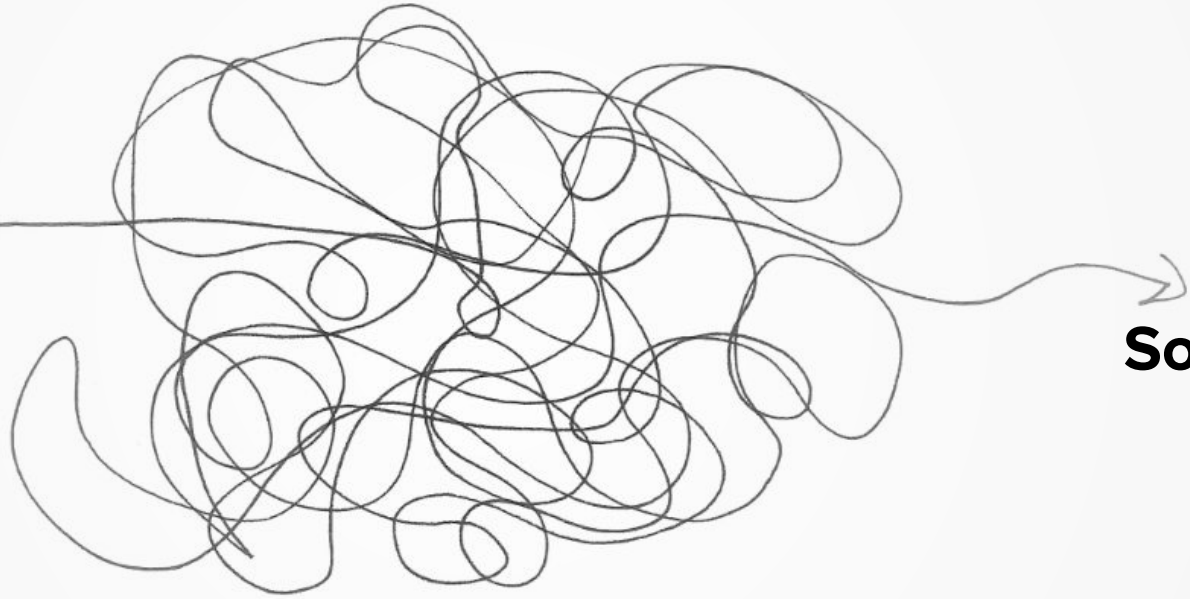
Inside Job

How to build great teams within
a legacy organization?





Idea

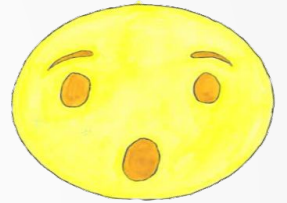


Software

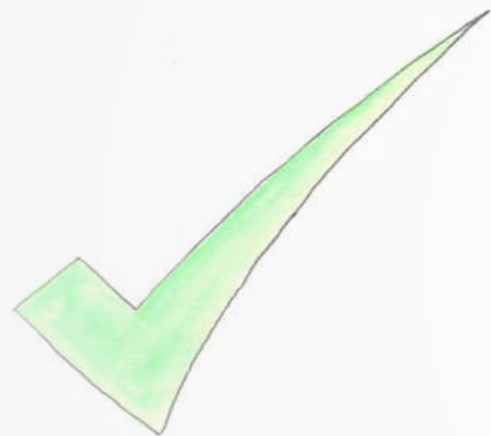
Not having a sustainable way of working

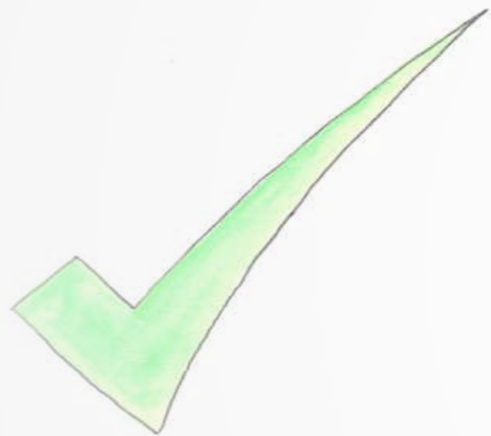
Long projects

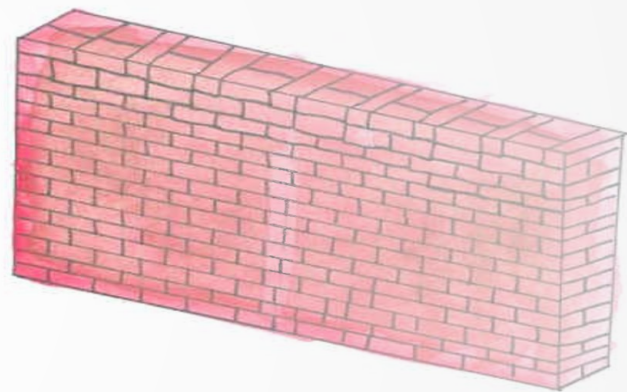
Lack of trust in software delivery



Challenges









__Copy__

& do it better

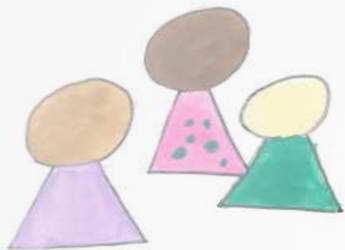
Zoe Gagnon



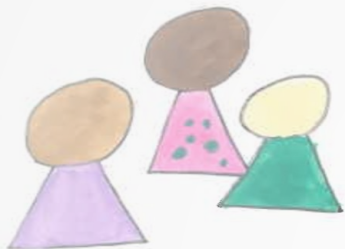
Francisco Trindade







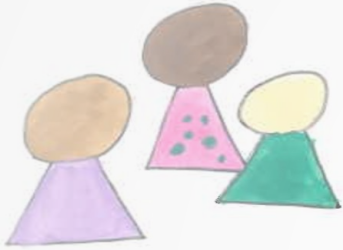
Project Teams



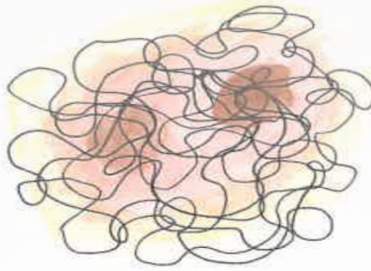
Project Teams



Legacy Code



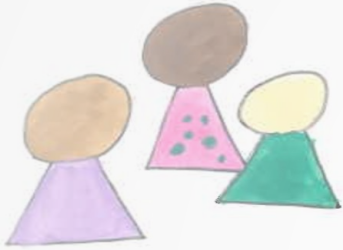
Project Teams



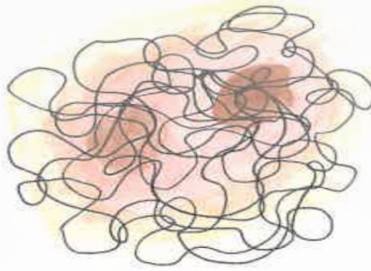
Legacy Code



No Clear Process



Project Teams



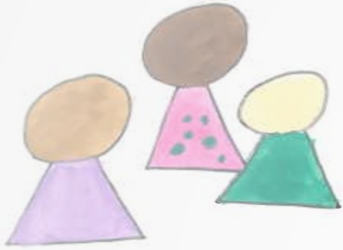
Legacy Code



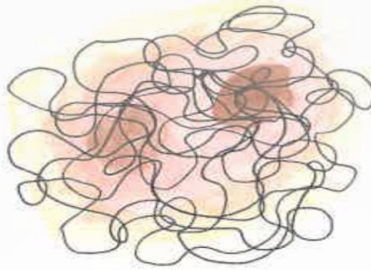
No Clear Process



**No Long Term
Ownership**



Project Teams



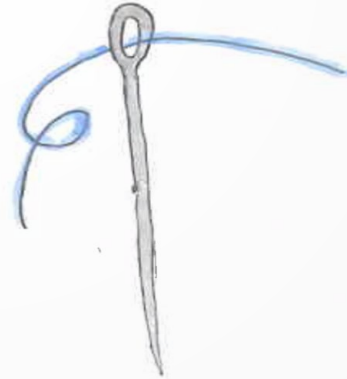
Legacy Code



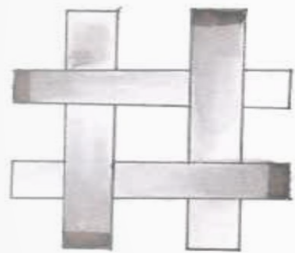
No Clear Process



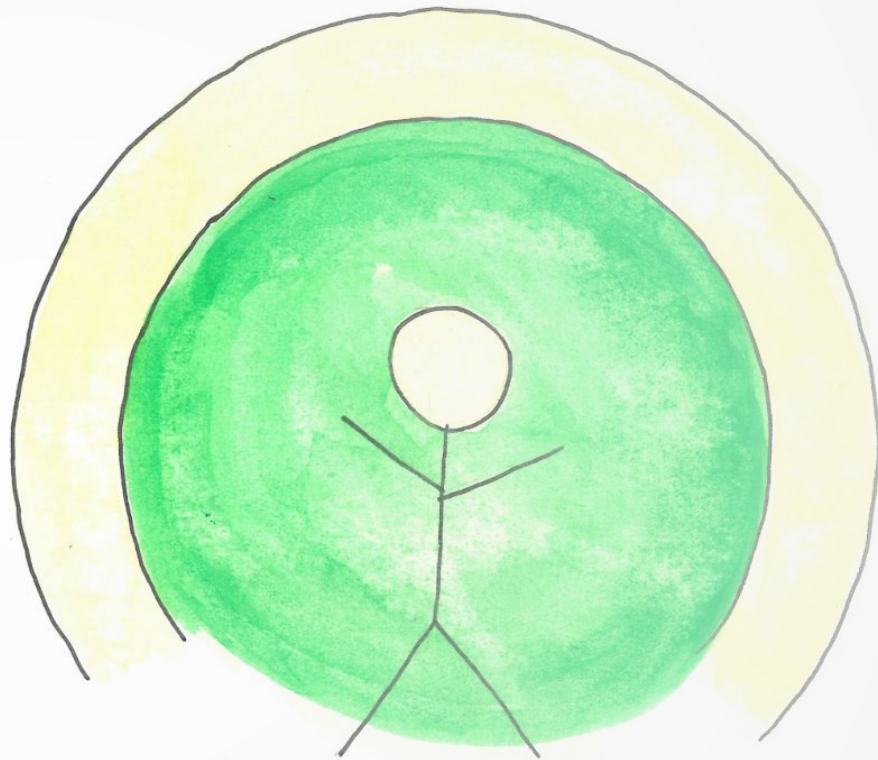
**No Long Term
Ownership**

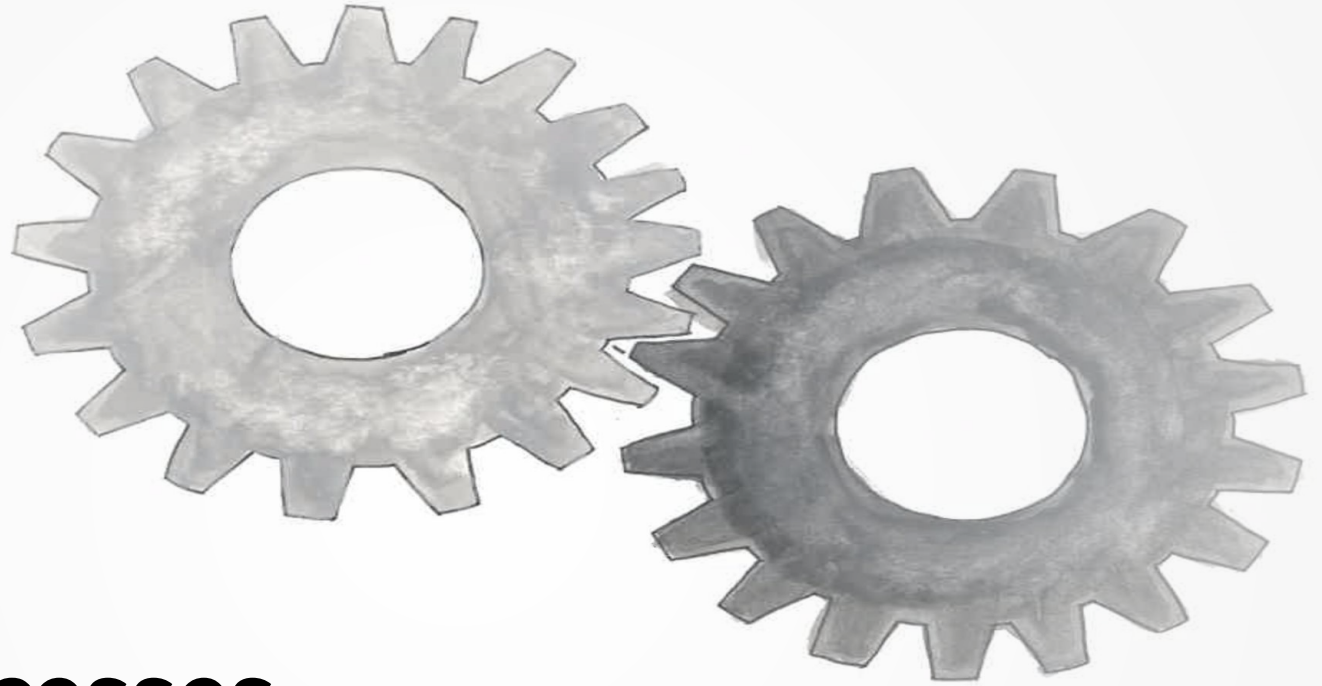


**Lack of Engineering
Craft**



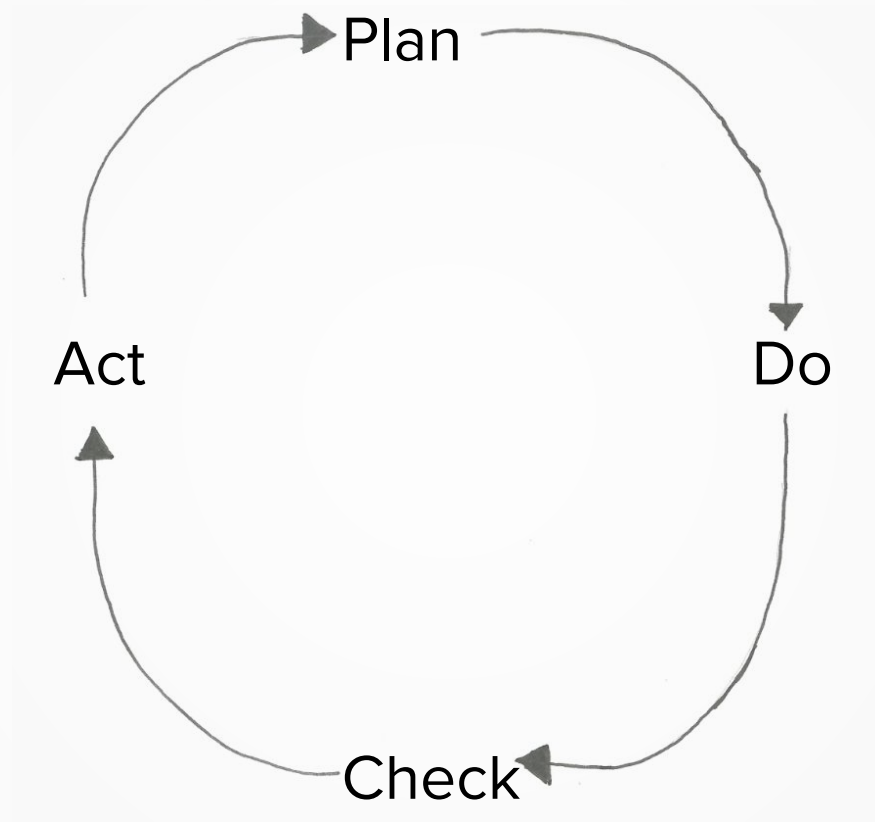
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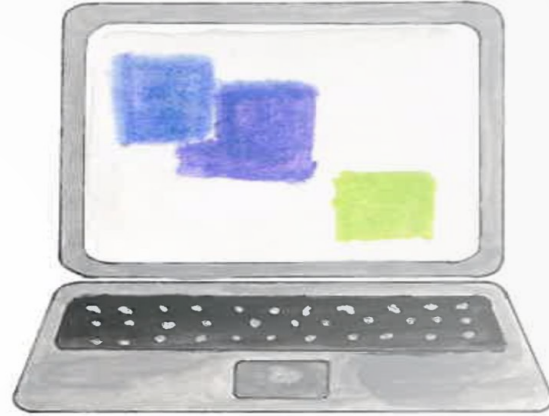


Processes



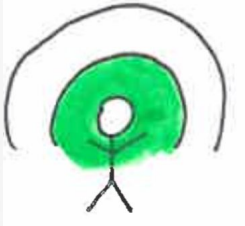


Practices



Engineering Lead

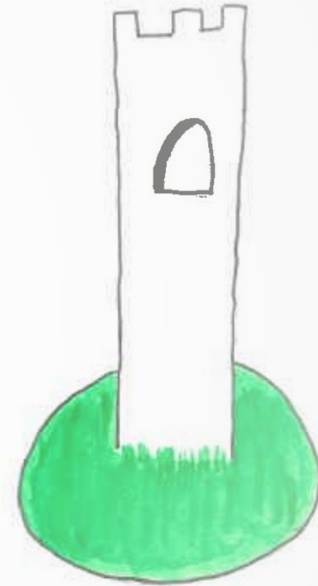
Engineering Manager



Engineering Lead



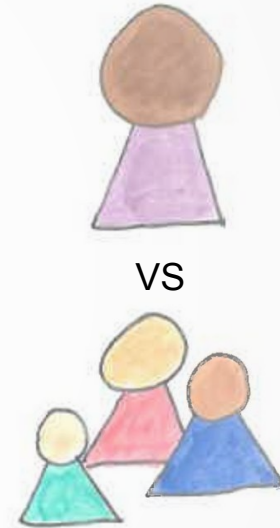
Engineering Lead



Engineering Manager



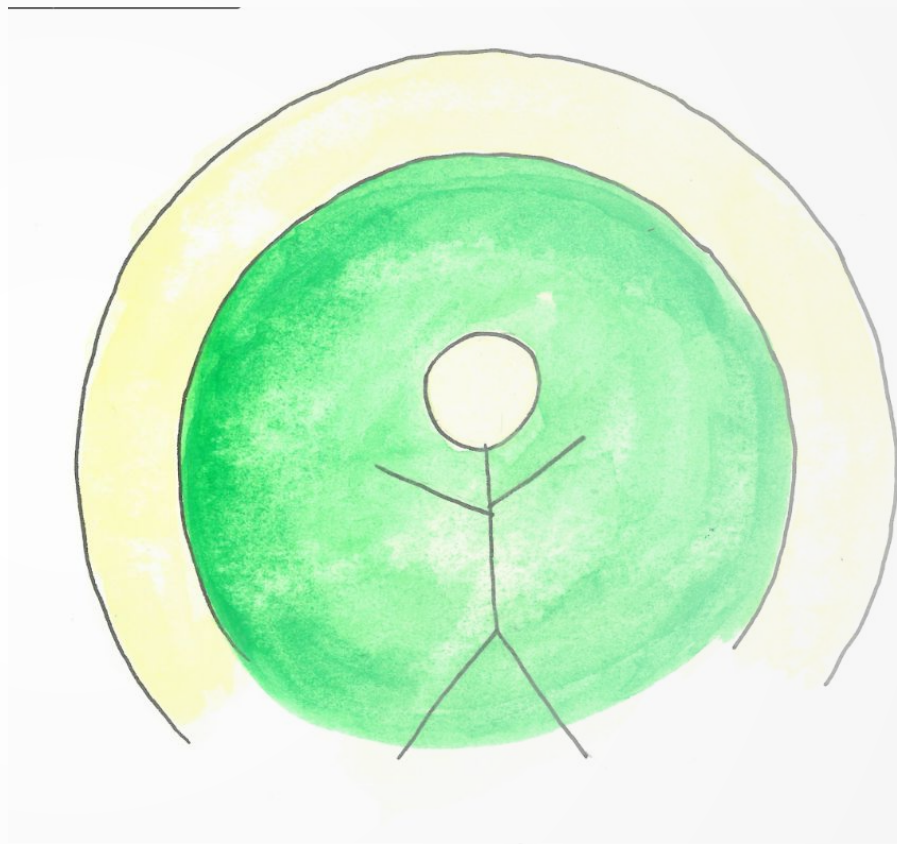
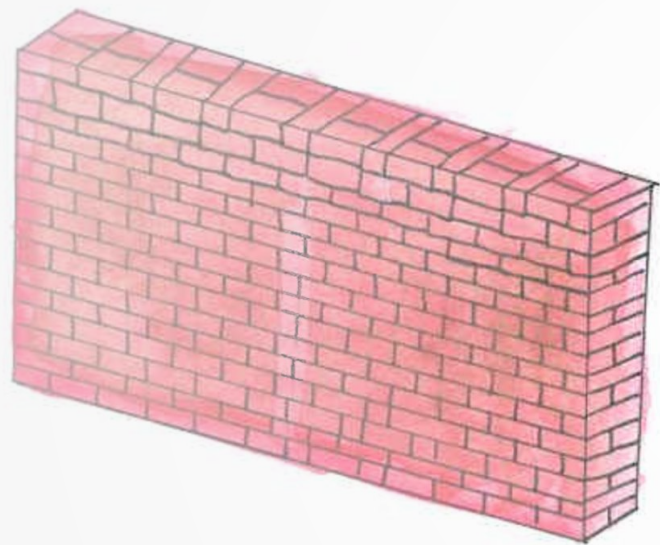
Engineering Manager

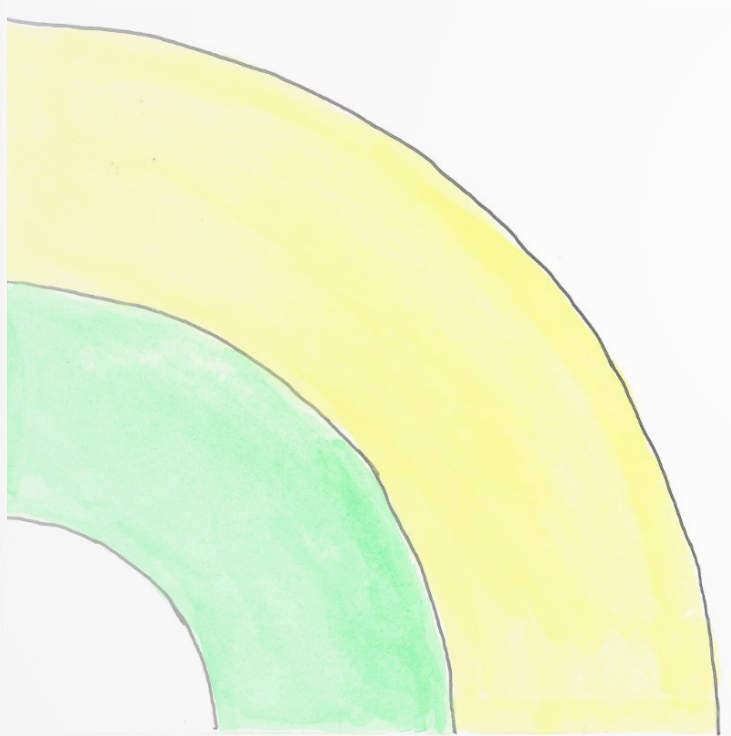


Did it work?









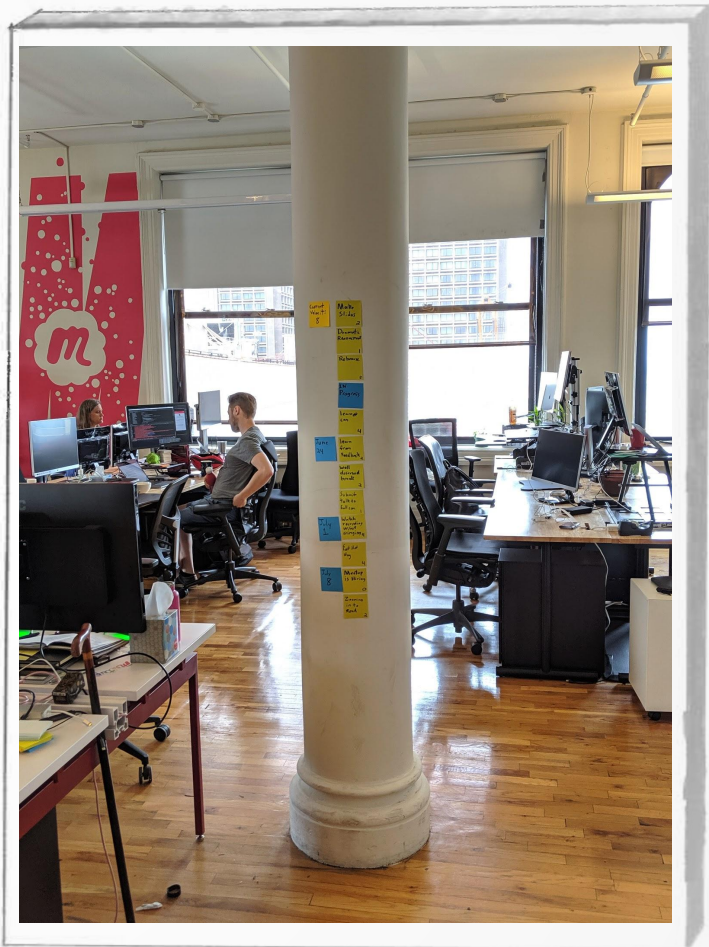
Project teams



Deadlines

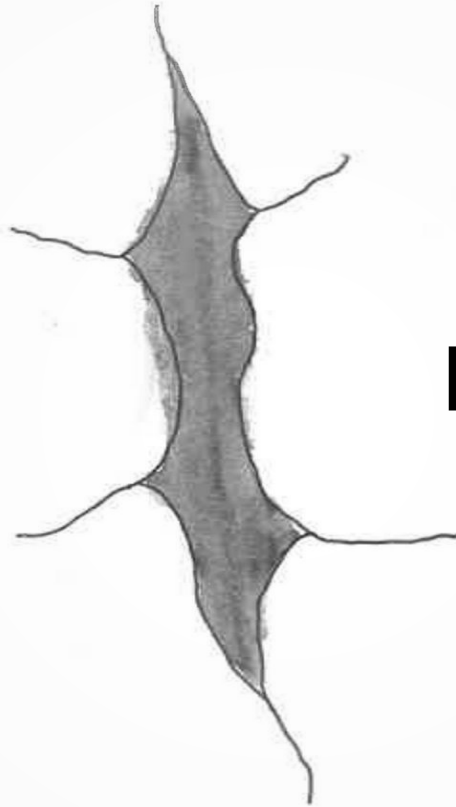


Deadlines



Product

Engineering



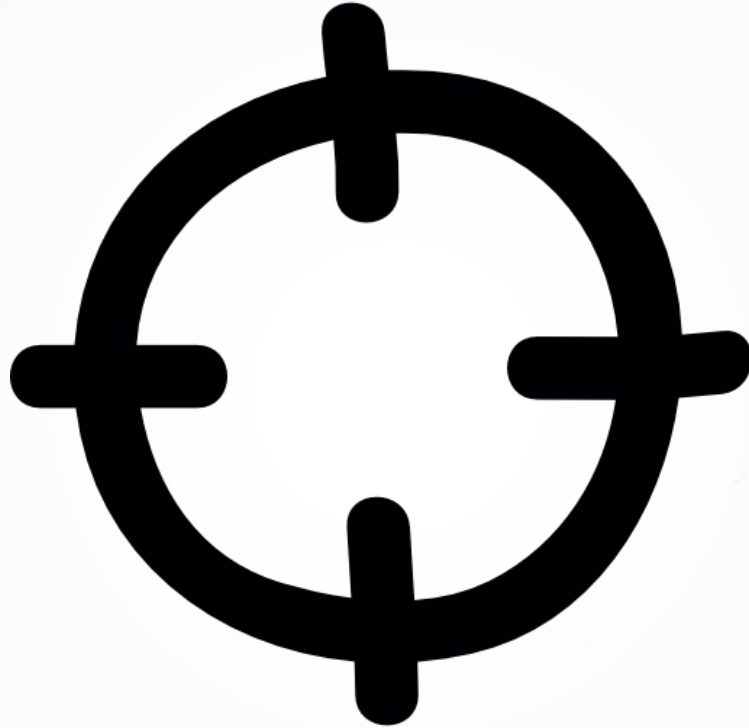


Lack of Long Term Ownership



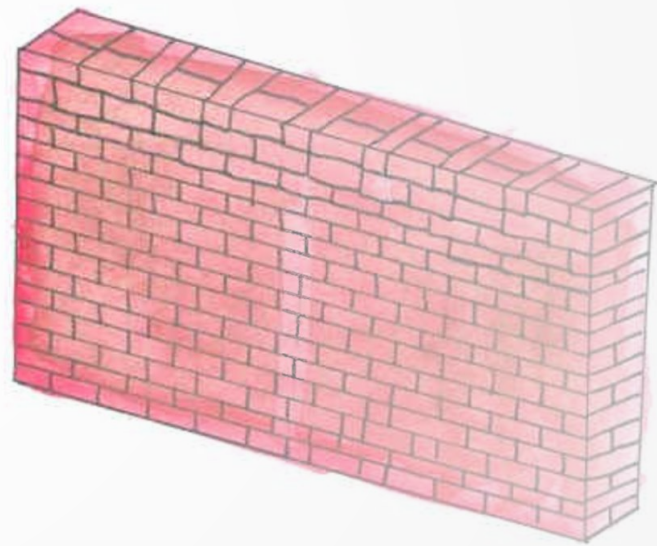
REORG

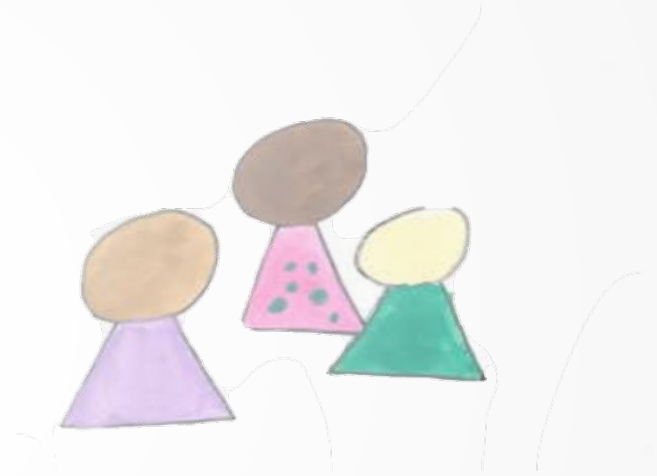
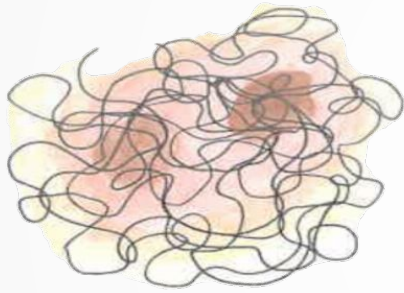
REORG



Focus







Separating Team

Mastery Cross-Team Non-engineering



Blindspots

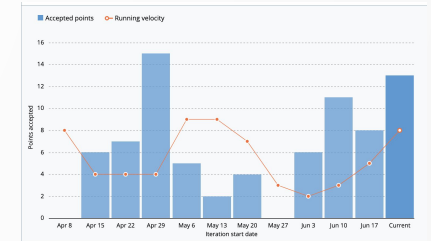
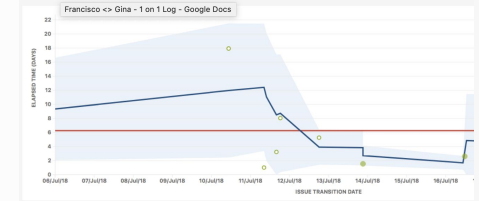
Engagement: ~30% higher

Cycle time: 10 Days to 2 Days

Volatility: 120% to 20%

Some results

		C				D				A				M				J			
		20	21	10	17	17	17	15	15	11	11	8	7	11	11	8	7	11	11	8	7
NO. OF RESPONSES	187																				
Engagement	41%	36%	55%	32%	47%	36%	45%	27%	29%	50%	31%										
Company Confidence	47%	46%	50%	31%	68%	47%	50%	32%	36%	58%	50%										
Alignment & Involvement	58%	57%	68%	49%	60%	53%	63%	48%	48%	75%	50%										
Collaboration & Communication	65%	57%	68%	50%	80%	70%	76%	55%	64%	68%	55%										
Enablement	58%	56%	56%	59%	67%	58%	69%	44%	49%	74%	20%										
Feedback & Recognition	57%	54%	57%	61%	75%	69%	67%	36%	27%	14%	77%										
Innovation	32%	29%	19%	71%	41%	41%	40%	36%	27%	43%	14%										
Leadership	51%	41%	52%	41%	62%	53%	49%	36%	58%	55%	55%										
Learning & Development	57%	54%	60%	47%	56%	58%	75%	41%	50%	61%	54%										
Management	79%	80%	83%	76%	83%	85%	84%	53%	78%	68%	94%										
Teamwork & Ownership	55%	50%	67%	39%	53%	50%	53%	41%	50%	50%	57%										
Work & Life Blend	69%	75%	67%	67%	73%	71%	78%	70%	55%	62%	81%										



You can have a great person coding or
It takes a lot of work to get experience
leading, but not both

Lessons

Don't underestimate skills and experience
People have your sphere of influence
Waiting to build it on your team can be very
They are afraid of change happening to them
slow

Summary & Takeaways



meetup.com/jobs



@UnusedPotential



@frankmt

Thank You!