

DO ALL THE THINGS!!!



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Patrick Schwisow

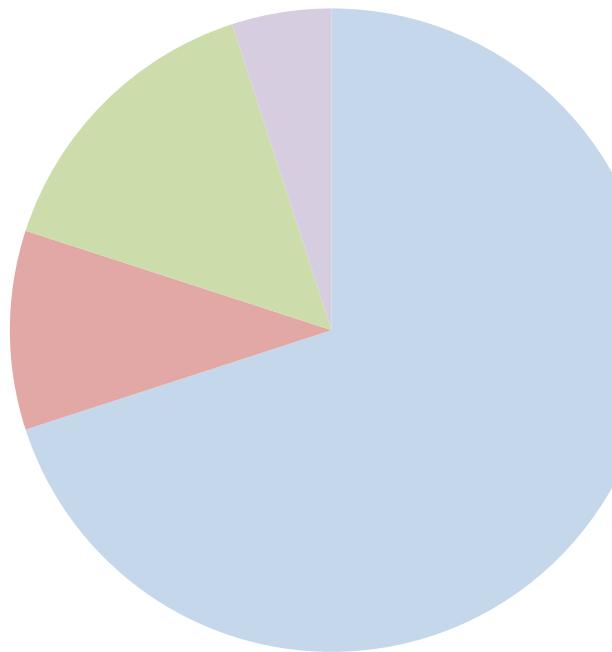
ZendCon 2016

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How did I get into this mess?

- Hired as a mid-level dev for a team working on a home-grown eCommerce CMS in July 2009
- Promoted to “Senior” in Spring 2011
- Team leader left in October 2011
- Asked to “cover day-to-day duties”
- “Temporary situation” continued 1 ½ years

What my job description says I do



- Write Code
- Collaborate with TL on SW design issues
- Assist / mentor junior developers
- Suggest improvements in tech / processes

What I actually do



- Answer all the Q's
- Triage all the problems
- Run all the projects
- Talk with all the users
- Design all the things
- Review all the code
- Write code (?)

do ALL the things?

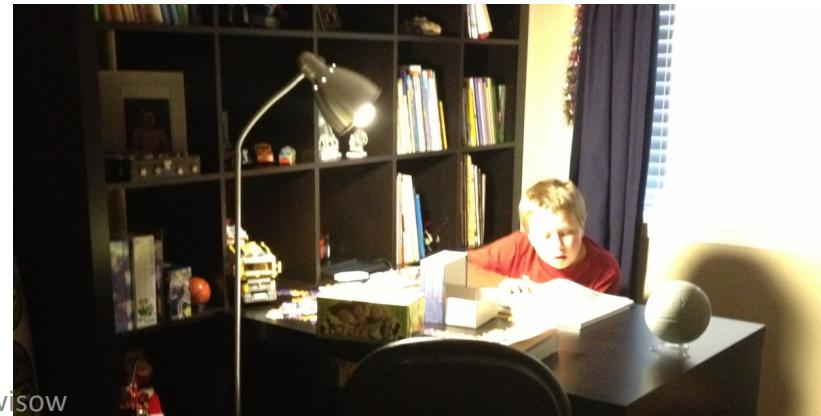


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You can't do it all!

- Time is finite
- Don't try to be Superman
- Something's gotta give
- Remember your priorities (work-life balance)
- Talk with your boss



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It builds character!

“I wish I could spend more time romping though our codebase... I just have to remind myself that everyone has different ways they contribute to the team and someone has to keep the wheels from flying off.”

—Chris Cornutt (@enygma)

It builds character!

- Even if you didn't ask for this, make the most of the experience
- Test drive the management chair
- See the SDLC from a different perspective
- Decide where you want your career to go

Lessons Learned: Project Management

- Maximize “multi-threading”
- Minimize dependencies
- Your priorities != other people’s priorities
- Failure is an option, but fail fast!
- Set up milestones, check progress frequently
- Miscellaneous bugs and tasks are an on-going project that will never end



Lessons Learned: Project Estimation

- Estimation is HARD
- Hofstadter's Law: It always takes longer than you expect, even when you take into account Hofstadter's Law.
- The fewer details you have worked out, the more you will underestimate
- “Dev hours” != “real time to completion”
- Include time for code review / testing
- Estimate based on “average dev”, not you!
- Re-evaluate and revise estimates

Lessons Learned: Communication

- Communication == distraction. Manage it!
- Tell devs, “It’s OK to say ‘no’ or ‘talk to TL’.”
- Don’t get behind
- Be proactive
- Sometimes you need to “sell it”
 - Sell your ideas
 - Show the value of your team’s accomplishments

More Lessons Learned

- TL had you to rely on. Who is your 2nd in command?
- Find or make “lieutenants”
- Keeping in touch with the code will be work
- Make time for something “tech-y” outside work
 - User Groups
 - Open Source Contribution
 - Reading / Writing / Editing



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Where do we go from here? (short term)

- Move up (to management)
- Move back (to development)
- The decision is not always yours, but push for what you want



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Going back

- No shame in going back
- Don't take it personally
- Watch your ego / attitude
- Support your new boss / show your value
- Figure out what your new “normal” is
- Plan / prepare for your next step

Where do we go from here? (long term)



- Find your own unique path
- Career Tracks:
 - Management
 - Technical
 - Project Management
 - Evangelist / Sales Engineer
 - ???

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Moving on

- Promoted to Team Leader in April 2013
- Took on new responsibilities:
 - Recruiting / Hiring
 - Performance Reviews
- Left for a developer position in April 2014
- Looking to lead again when I find the right opportunity



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Credits

- Chris Cornutt: “Lead Scrumveloper” (posted on the now defunct *Accidental Scrummaster Blog*)
- Brian L. Moon:
[Being a Better Manager: Communication](#)
- Lindsay, Jack, Henry, and Charlie

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Who Am I?

Feedback / Contact / Slides

- Software Engineer at [Shutterstock](#)
- Zend Certified Engineer – PHP 5 and Zend Framework
- Founder / Organizer of [Lake / Kenosha PHP](#)
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