

Write/Speak/Code 2018

Speak Your Truth



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Welcome

Connect to the Internet

- **MSFTGUEST**
- Go to **microsoft.com**
- Click “**Event Attendee Code**”
- Enter: **msevent724pn**



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Welcome + Code of Conduct

with Neha Batra

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- Speak from your experience
- Two people speak once before you speak twice
- Allow a person to finish speaking
- Listen. Then ask “Do you want me to just listen or also respond?”
- Prefer shared experience over advice (“should”)
- Silence is OK

Inclusion

Accommodations

- Front most seating is for hard of hearing or those with low mobility
- Please use the mic during Q&A for those who are hard of hearing
- We have ASL Interpreters! Welcome them!



Code of Conduct

- Harassment-free environment
- Online & offline
- All affiliated events, outings

**We prioritize
marginalized people's safety
over privileged people's comfort**

<http://www.writespeakcode.com/about/code-of-conduct/>



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Announcements

Thursday / Speak / Leadership

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From Feedback

- **Code of Conduct**
 - Leads are in mint sashes: Rebecca (@rebecca), Neha **Batra** (@neha, Jessica Armstrong (@Jessica Armstrong (she) EXPLORATIONS venue lead)
 - You can talk to any organizer: navy sashes
- **Speaker inclusivity - they have been reminded of ...**
 - speaking slowly and holding the mic near their face
 - to be conscious of gendered language - not everyone is a woman
- **Water / Tea / Coffee:**
 - Explorations: in lobby / entrance area where lunch is served
 - Foundations: in the kitchenette outside the space

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Support WSC year 'round!

Monthly Pledge Donations - [www.patreon.com/
writespeakcode.com](https://www.patreon.com/writespeakcode)

One-time Donations -

Paypal - www.paypal.me/WritespeakCode

Venmo - @writespeakcode

Raffle Winners!

- **Jaclyn Feminella** - Started work on an issue for an open PR on a non-profit repo that connects ex-military members with coding opportunities
- **Ann LoVerso** - I coded in typescript for the first time on a project and submitted an open source pull request!
- **Hilary Stohs-Krause** - Helped others brainstorm podcast ideas. 



WRITE / SPEAK / CODE

Day 4: Growth

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Ann Guilinger

ANN GUILINGER // @AGUILINGER

athenahealth

SURVIVING “ROCKSTAR” PROGRAMMERS

THIS TALK

- ▶ Talking about feelings
- ▶ Review what a rockstar programmer is (and what they really are)
- ▶ Lay out the problems with their behavior
- ▶ Figure out how to deal with them
- ▶ Talk about when to leave

WHAT IS A ROCKSTAR PROGRAMMER?

THE NINJA/ROCKSTAR

You are a Frontend Rockstar who is passionate about using the latest ideas and tools to create exceptional user interfaces....

Are you a Talented & Technically Curious Developer who is looking to be a part of a ROCKSTAR team? .NET/C# Developer to

Our tech team is filled with rockstars. Work with a rockstar team, brilliant hard-working, caring people on a day to day basis....

We are looking for a Rockstar Javascript Architect to join our team.

Looking for a Rockstar Software Engineer with the following skills:

Data and API ninja –You are also very handy with No-SQL systems such as Cassandra; Understand reactive programming and dependency injection such as Spring to develop REST services.

Ninja level skills with Git, Bitbucket, Stash or variants. Senior

THE 10X PROGRAMMER

- ▶ The claim: A developer that is 10 times as productive than an average developer

[How to become a 10x developer. – Static Object – Medium](#)

<https://medium.com/static-object/how-to-become-a-10x-developer-b57104062081> ▾
Dec 21, 2017 - While the rest of us subscribe to productivity blogs and read articles like "How to become a 10x developer", they just seem to have it all together ...

[If you want to become a 10X developer, Teach – Paul Bailey – Medium](#)

<https://medium.com/.../if-you-want-to-become-a-10x-developer-teach-8ec59fc9f50e> ▾

[How to go from a 1x programmer to a 10x programmer - Quora](#)

<https://www.quora.com/How-do-you-go-from-a-1x-programmer-to-a-10x-programmer> ▾
Nov 15, 2014 - And you can't learn an aptitude, so the unfortunate answer to this question is that there's no way of becoming a 10x developer, or of increasing your multiplier ...

[Becoming a 10x Developer – Kate Heddleston](#)

<http://kateheddleston.com/blog/becoming-a-10x-developer> ▾

WHAT REALLY IS A
ROCKSTAR?

ROCKSTARS IN PRACTICE

- ▶ Linus Torvalds: creator of linux and git
 - ▶ Famously verbally abusive to linux kernel contributors
- ▶ Richard Stallman: creator of EMACS, founder of Free Software Movement
 - ▶ Unapologetically alienates women and people with disabilities
- ▶ “Uncle Bob” Martin: writer of Clean Code
 - ▶ Says problematic things, defends problematic people

ROCKSTARS IN PRACTICE

- ▶ Developers whose toxic behavior is dismissed/ignored in favor of their accomplishments

- ▶ Engineers who refuse to work in teams

ROCKSTARS IN THE WORKPLACE

- ▶ “Heroes”: those who step in to “save the day” and don’t work to improve the process/technology
- ▶ “Gurus”: the keepers of knowledge, who gatekeeper information so they can keep the upper hand
- ▶ “Geniuses”: those who do not listen to others’ ideas and only respect their own ideas
- ▶ “Pedants”: the ‘well-actually’-ers who bike-shed and nitpick to “win” the conversation
- ▶ “Gabbers”: those who add commentary to everything regardless of if it adds anything

ROCKSTARS IN THE WORKPLACE

- ▶ “One-uppers”: those that try to always prove they are better than you and never celebrate anyone else’s wins
- ▶ “Monomaniacs”: those that “only care about the tech” to the point of being unable to work in teams, deal with conflict, or change their ways
- ▶ “Bullies”: those that get away with bad behavior because “that’s just how they are” and “they write good code”

UNDERSTANDING THE PROBLEM

BIG PICTURE

- ▶ Underrepresented people leave tech at higher rates
- ▶ If “rockstars” are causing underrepresented people to leave tech
 - we all lose
- ▶ Every person affected by “rockstars” has a chance to change the culture and change this pattern
- ▶ “Rockstars” - even if they are super performers - are not worth it to the organization

LEADERS BRING OTHERS ALONG

- ▶ If a person is gatekeeping others out of the company/field - they are not leading/high performing

- ▶ Leader's job (not just managers): create other leaders

TOXIC BEHAVIOR SPREADS

- ▶ If toxic “high-performers” succeed - they can be role models for others

- ▶ Condoning/justifying/rug-sweeping problematic behavior sends signal that it is ok behavior

10X?

- ▶ Hot topic of debate whether a “10x” developer exists
- ▶ Regardless, a person who causes coworkers stress and loss of productivity is NOT a 10x developer
 - ▶ Diminishing productivity of colleagues while being more productive is still a net loss of productivity

- ▶ “SPECIFICALLY, WE FIND THAT TOXIC WORKERS ARE MUCH MORE PRODUCTIVE THAN THE AVERAGE WORKER. THUS, [...] THERE IS A POTENTIAL TRADE-OFF WHEN EMPLOYING AN UNETHICAL PERSON: THEY ARE CORRUPT, BUT THEY EXCEL IN WORK PERFORMANCE. THIS MIGHT EXPLAIN HOW A TOXIC WORKER CAN PERSIST IN AN ORGANIZATION. [...] WE FIND THAT **AVOIDING TOXIC WORKERS IS STILL BETTER FOR THE FIRM** IN TERMS OF NET PROFITABILITY, DESPITE LOSING OUT ON A HIGHLY PRODUCTIVE WORKER”

Toxic Workers, Michael Housman and Dylan Minor 2015

HOW TO SURVIVE & THRIVE

THE TIPS

- ▶ focus on yourself
- ▶ protect the team
- ▶ have empathy
- ▶ establish good procedures - fix cultural flaws
- ▶ tell others
- ▶ have difficult conversations
- ▶ manage stress

TIP #1

FOCUS ON YOU

FOCUS ON YOU

- ▶ Know your own limits - no burnout!
- ▶ Set boundaries that keep within your limits
- ▶ Understand how you feel - helps to express it
- ▶ Even if no one else effected - if you are it's valid
- ▶ Make sure you don't fall in to toxic behavior - even as retaliation

TIP #2

PROTECT THE TEAM

LEADERSHIP IN STRIFE

- ▶ You may not be only one feeling the pain
- ▶ Display leadership - protect the team
 - ▶ Redirect behavior so team doesn't feel it
 - ▶ Focus on how team's needs not met by rockstar's behavior

TIP #3

EMPATHY

EMPATHY

- ▶ Humanize the person
 - ▶ Easier to talk to
 - ▶ “Know-thy-enemy”
 - ▶ Can help change behavior if you know why it exists
 - ▶ Understanding can help alleviate tension
 - ▶ They might be stressed, insecure, etc

TIP #4

FIX THE CULTURE

WHY CULTURE

- ▶ Company cultures (usually) don't naturally encourage toxic workers
- ▶ Most "rockstars" feed from dysfunctional culture

THE WEAK POINTS

- ▶ Focus on:
 - ▶ Established & Documented Process/Incident management
 - ▶ Promotion/compensation/praise systems
 - ▶ Documentation, knowledge sharing, learning
 - ▶ Automate away potential points of strife

TIP #5

TELL OTHERS

TELLING TRUSTED INDIVIDUALS

- ▶ Talking about coworkers is difficult - but necessary
- ▶ Support from teammates can be crucial
 - ▶ Validation/not carrying burden
 - ▶ Can have teammates watch for bad behavior + verify
- ▶ Warn others off if no improvement

TELLING YOUR MANAGER

- ▶ Management should care about your career, how you feel at work, your productivity, etc... - it is relevant
 - ▶ Be clear about how much situation affects you
- ▶ Bring up culture changes that might help

TIP #6

HAVING DIFFICULT CONVERSATIONS

CONFRONTING A ROCKSTAR

- ▶ Focus on facts - objective not subjective
 - ▶ Do highlight how behavior makes you personally feel
- ▶ Have an agreed upon goal
 - ▶ Don't be on attack/defense
- ▶ Keep in mind empathy and respect
- ▶ Come up with a plan

TIP #7

STRESS MANAGEMENT

MANAGING COWORKER RELATED STRESS

- ▶ Stress can cause physical symptoms and loss of productivity
- ▶ Mindfulness
 - ▶ Know what can be changed and what cannot
- ▶ If you have the resources - consider therapy
- ▶ Take care of yourself

WHEN TO GET OUT

YOU'RE NOT TAKEN SERIOUSLY

- ▶ Manager is a rockstar/management full of rockstars
- ▶ Red flag: your complaints go no-where, are never escalated
- ▶ Red flag: you are treated as the trouble coworker

YOU'RE NOT BEING INVESTED IN

- ▶ Red flag: belief/insistence on 10x developers - and a focus on hiring them
- ▶ So many places will invest in you/your growth - don't settle for a place that expects talent with no investment
- ▶ Red flag: pitting against others - especially against the rockstar

HOW TO GET ELSEWHERE

- ▶ Use internal network to find teams with non-toxic people
- ▶ Use external network to find non-toxic companies
- ▶ In interview process/questioning - focus on cultural defects that lead to rockstars
- ▶ Don't stay out of fear the next place won't be perfect

YOUR SURVIVAL
INSPIRES THE
SURVIVAL OF OTHERS

THANK YOU

twitter: @aguilinger

- ▶ https://www.hbs.edu/faculty/Publication%20Files/16-057_d45c0b4f-fa19-49de-8f1b-4b12fe054fea.pdf
- ▶ <https://www.hanselman.com/blog/TheMythOfTheRockstarProgrammer.aspx>
- ▶ <https://hbr.org/2018/04/4-ways-to-deal-with-a-toxic-coworker>
- ▶ <https://www.thebalancecareers.com/understanding-stress-and-how-it-affects-the-workplace-1919200>
- ▶ <http://www.workplacebullying.org/wbiresearch/wbi-2017-survey/>
- ▶ <http://elviovicosa.com/blog/2015/10/16/no-heroes-culture.html>
- ▶ <https://www.fastcompany.com/3056780/the-scientifically-proven-way-to-deal-with-difficult-coworkers>
- ▶ <https://hackernoon.com/thoughts-on-software-development-heroes-5ec656c2e31a>
- ▶ <https://hackernoon.com/the-myth-of-a-rockstar-developer-e6564bd51b5c>
- ▶ <https://medium.freecodecamp.org/we-fired-our-top-talent-best-decision-we-ever-made-4c0a99728fde>
- ▶ <https://www.forbes.com/sites/forbescoachescouncil/2017/07/17/14-ways-to-approach-conflict-and-difficult-conversations-at-work/#20d2c7683cf>
- ▶ Crucial Conversations, Al Switzler, Joseph Grenny, and Ron McMillan

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Evelyn Masso

Empathetic Engineering

Evelyn Masso (@outofambit)





We use empathy in
our jobs!



empathy?

the ability to understand and
share the feelings of another

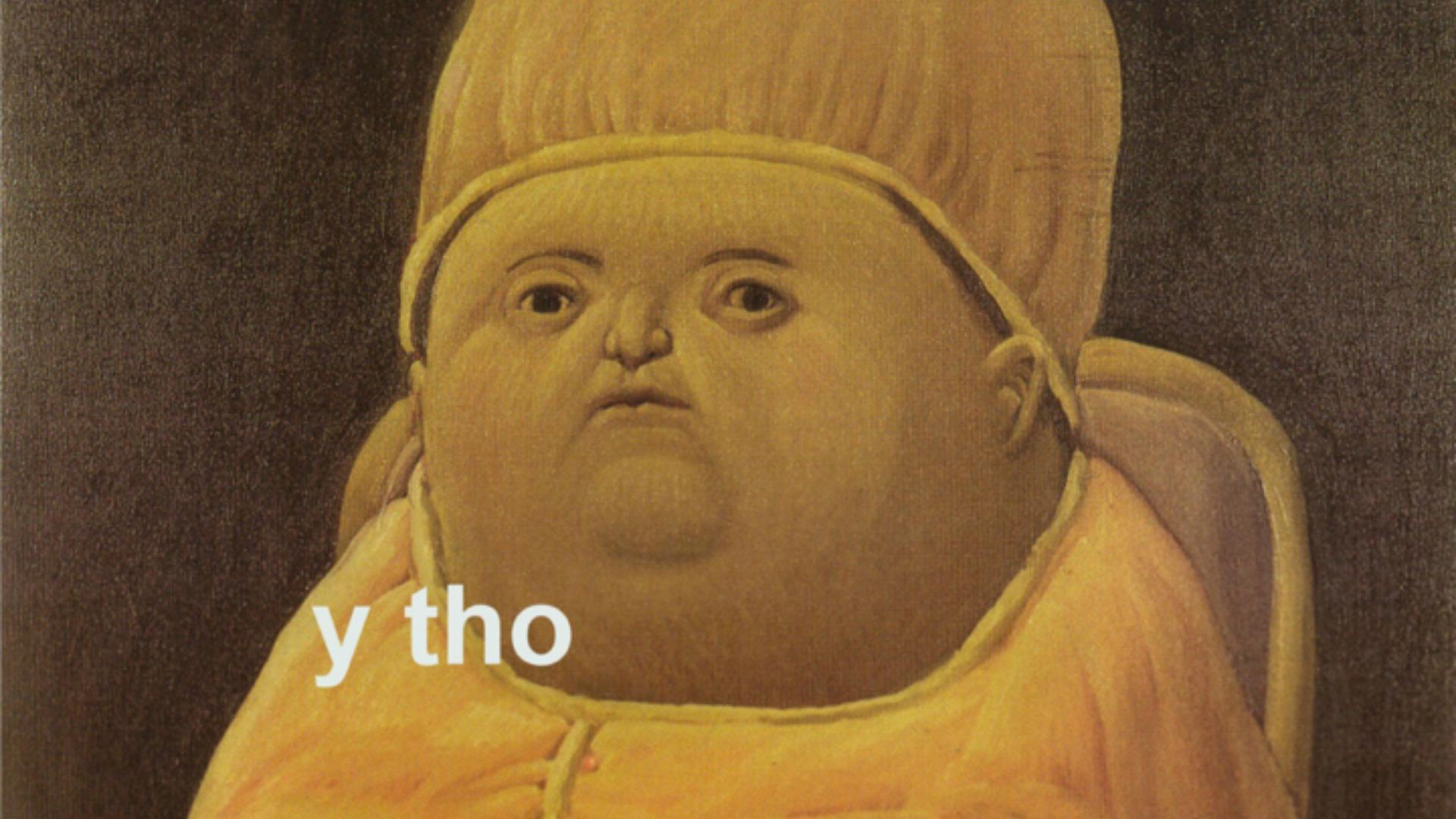
1. everything is designed
2. you always have a user

Rhetoric of software engineering

Engineer Responsibilities

Average Description: Direct project groups to manage project progress and ensure accurate task control. Determine compliance with client's objectives.

BETTER: Provide general support to project team in a manner complimentary to the company. Help clients with construction activities.

A painting of a baby with a large, round head, wearing a yellow cap and a yellow garment. The baby is looking upwards with a neutral expression. The background is dark.

y tho



Cisheteropatriarchy



Empathy

Developers

Is this literally anything else

A photograph of a group of people, likely spectators at a baseball game. In the foreground, two men are prominent: one on the left wearing a red baseball cap with a white 'S' logo and a grey zip-up hoodie, and another on the right with curly hair wearing a red baseball cap and a grey t-shirt. They are both looking towards the right side of the frame. In the background, several other people are visible, some wearing similar baseball caps and jerseys, suggesting they are fans of the same team. The setting appears to be an outdoor stadium or ballpark.

Euphemisms for Empathy

Euphemisms for empathy

use case, consumer, user, client,
assumptions, maintainable,
readable, story, correct

Who?

person: client

other developers: correct,
maintainable, readable,
assumptions, consume

customer: user, client, layperson

Empathy in engineering

- Documentation
- APIs
- Collaborative development



Documentation

Who is the user?

???



???

Questions to ask yourself

- What do they know?
- What do they need to know /first/?
- How can they learn more about a given topic?



Empathy Map

<https://dschool.stanford.edu/wp-content/themes/dschool/method-cards/empathy-map.pdf>

APIs

Who is the user?

A photograph of Steve Ballmer, the former CEO of Microsoft, standing outdoors in front of a large blue sign. The sign features the Microsoft logo in its signature blue font, followed by the word "Windows" in a large, bold, black sans-serif font. Steve is wearing a light blue button-down shirt and yellow plaid pants. He is leaning forward slightly, with his hands resting on the top rail of a dark wooden fence. He has a slight smile and is looking directly at the camera.

Developers

Questions to ask yourself

- What are the needs of the developers using this API?
- Where/how might they use it?
- What patterns are they familiar with?
- What other APIs might they use with it?

TDD 😞🎉

Collaborative problem solving

pull requests,
pair programming,
filing issues

Who is the user?

Microsoft
Windows

Developers





Active Listening



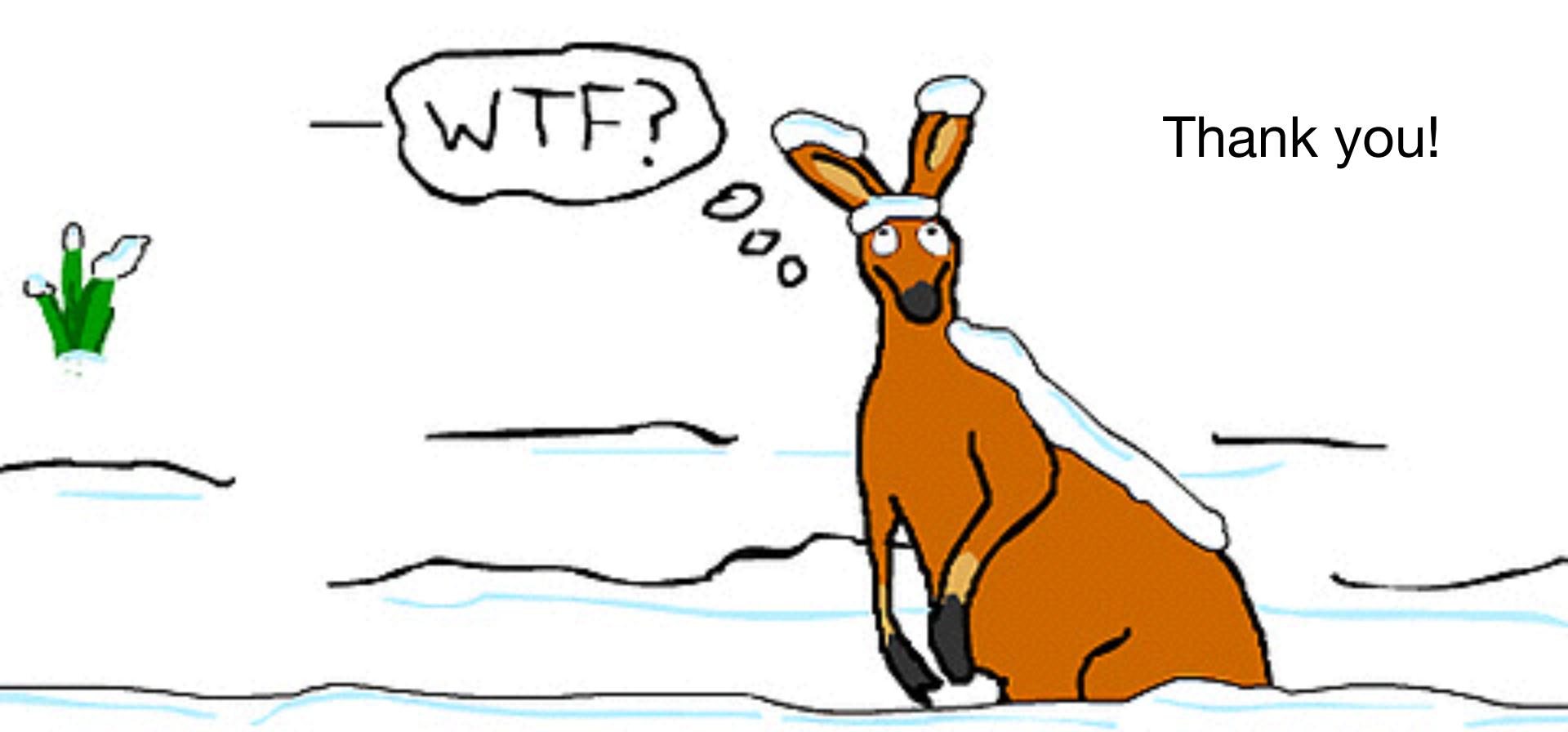
The Five Whys

In summary,



Nobody puts Baby in the corner.

**BE EXCELLENT
TO EACH OTHER**



(@outoffambit)

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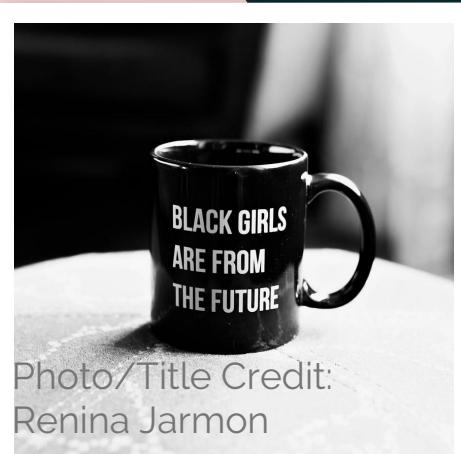
Tiffany Mikell & Kortney Ziegler



#wsc2018conf | @writespeakcode

Growth Day 2018

with
**Tiffany Mikell &
Kortney Ziegler**



Photo/Title Credit:
Renina Jarmon

**WRITE /
SPEAK
/ CODE**

How To Create The Future & Not Die Before You Get There..



ZAM
ABS

THE EMOTIONAL JOURNEY OF CREATING ANYTHING GREAT

This is the best idea ever!!

This will be fun

This is harder than I thought

This is going to be a lot of work

This sucks I have no idea what Im doing

Belief/Persistence
Family+Humour

Dark swamp of despair

#%@)!!!!!!@#

Quick, let's call it a day and say we learned something

Ok but it still sucks

This is one of the things I am most proud of

Family+Humour



Wow

Hey!

Hmm...

THE EMOTIONAL JOURNEY IS INEVITABLE AND PERHAPS NECESSARY

ZAM
ABS

ZAM
LABS



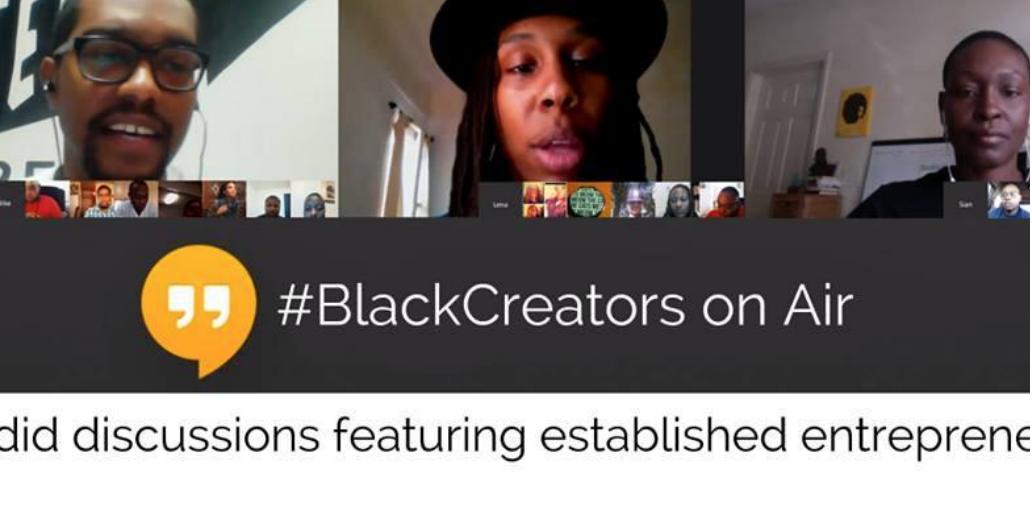
“Stay in Your Lane --
There’s less Traffic there.”

-Ava Duvernay, 2015 SXSW Keynote



@TransH4CK | @Appolition | @useAerial





“Decolonize Tech.”

-Nicole Sanchez, Vaya Consulting during the 2015 BlackStarLaunch Inclusive Dev Conference



@TransH4CK | @Appolition | @useAerial



King Kortney

@fakerapper



An app that converts your daily change into bail money to free black people.

1:58 PM - Jul 23, 2017

57 633 1,721



5 MONTH TRACTION & MILESTONES

Launch
(November 13th 2017)

8k Sign-Ups

130k Generated

40+ Bail Outs

#7 of Top 10 Most
Innovative Company
(FastCompany, March 2018)



“Community & Consensus
are nice to haves --
but at the end of the day --
you decide.”

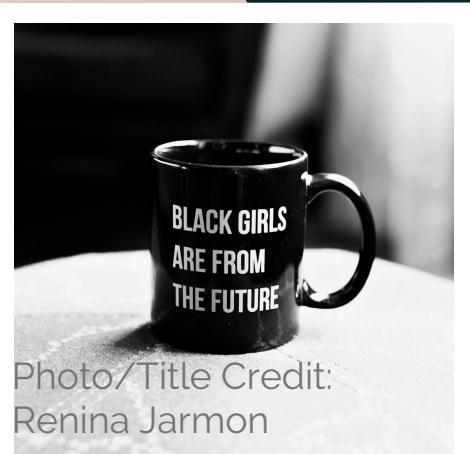
-Heather Hiles, @BlackStarLAUNCH Interview



**@fakerapper
@mikellsolution**

--
**@useAerial
@Appolition**

--
hello@zamlabs.info



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Lara Hogan



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Dealing with surprising human emotions

Lara Hogan @lara_hogan

Ground Rules



1

Raised hands to
signal the end of
each exercise

2

Please be **present** if
you're participating



3

Vegas rules for participants' stories.







Find a partner!

@lara_hogan

Share with each other:

What was that Hulk moment?

What made it so triggering?

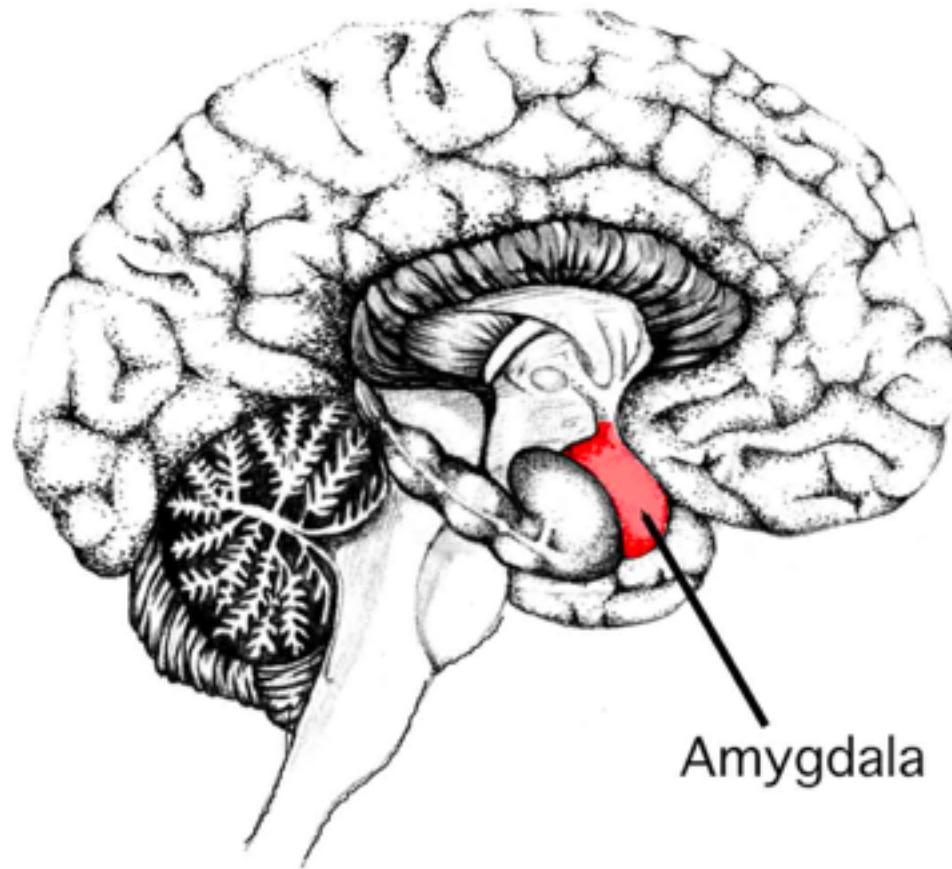
(4 minutes)

Brain Chemistry

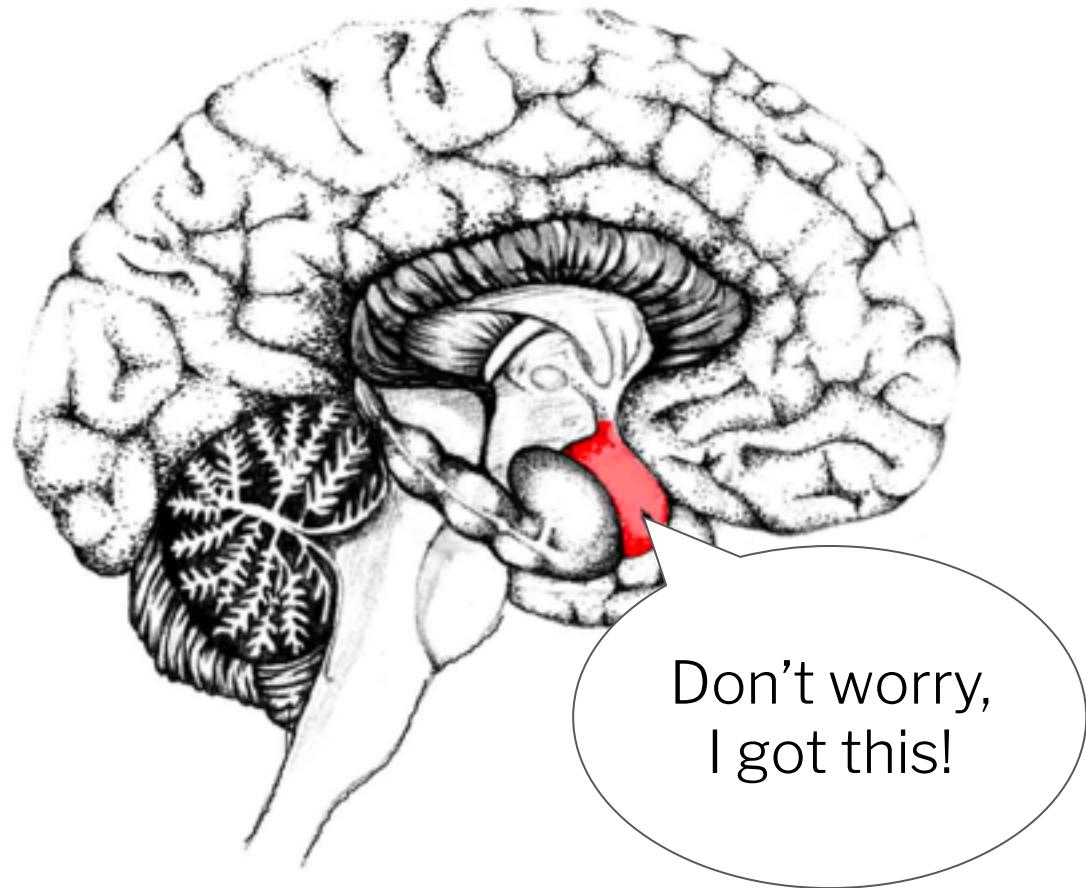
@lara_hogan



@lara_hogan



Amygdala



@lara_hogan



@lara_hogan



6

Core Needs

palomamedina.com/biceps/



1

Belonging

Community, connection



Flickr: whisperwolf



Flickr: whisperwolf



2

Improvement/ Progress

Progress towards purpose,
improving the lives of others



2

Improvement/ Progress

Progress towards purpose,
improving the lives of others



3

Choice

Flexibility, autonomy, decision-making



3

Choice

Flexibility, autonomy, decision-making



4

Equality/Fairness

Access to resources & info,
equal reciprocity

A large red circle containing the white number '5' is positioned on the left side of the slide.

5

Predictability

Resources, time, direction,
future challenges

A large red circle containing the white number '5' is positioned on the left side of the slide.

5

Predictability

Resources, time, direction,
future challenges



6

Significance

Status, visibility, recognition



6

Significance

Status, visibility, recognition

Belonging

Improvement/Progress

Choice

Equality/Fairness

Predictability

Significance

Belonging

Improvement/Progress

Choice

Equality/Fairness

Predictability

Significance

With that same partner:

Guess which core need(s) felt threatened in their Hulk story

Confirm if that was what they wrote down or not!

**“Why is my teammate
reacting so strongly?”**



Desk Moves

#WOCinTech Chat



1

Belonging

Community, connection



2

Improvement/ Progress

Progress towards purpose,
improving the lives of others



3

Choice

Flexibility, autonomy, decision-making

A large red circle containing the white number '4' is positioned on the left side of the slide.

4

Equality/Fairness

Access to resources & info,
equal reciprocity

A large red circle containing the white number '5' is positioned on the left side of the slide.

5

Predictability

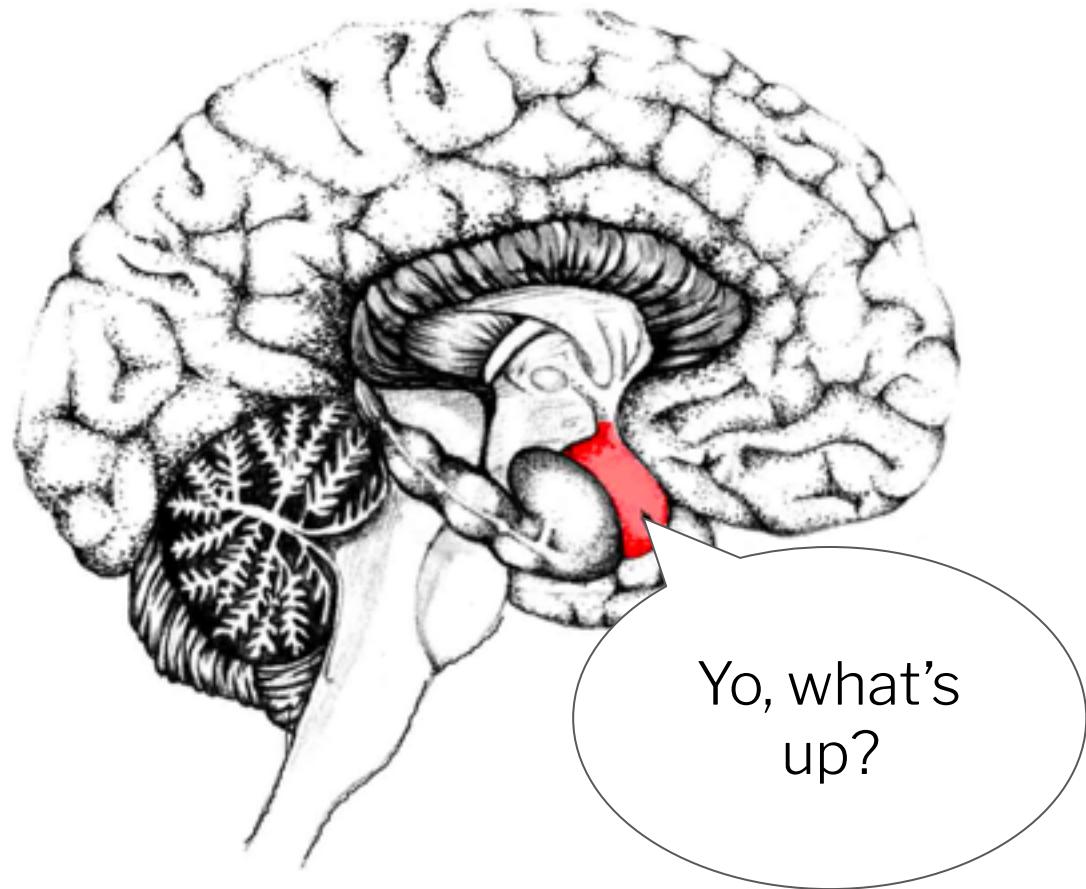
Resources, time, direction,
future challenges



6

Significance

Status, visibility, recognition



@lara_hogan

Resistance → Data

@lara_hogan

Most common **responses**
when a threat is detected

1. Doubt

1. Doubt

2. Avoid

1. Doubt

2. Avoid

3. Fight

1. Doubt

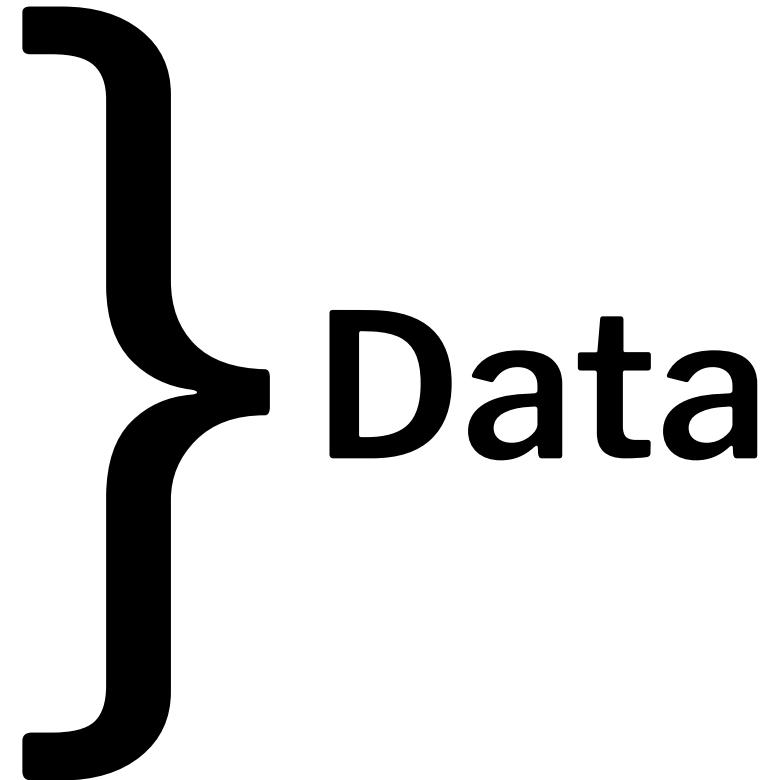
2. Avoid

3. Fight

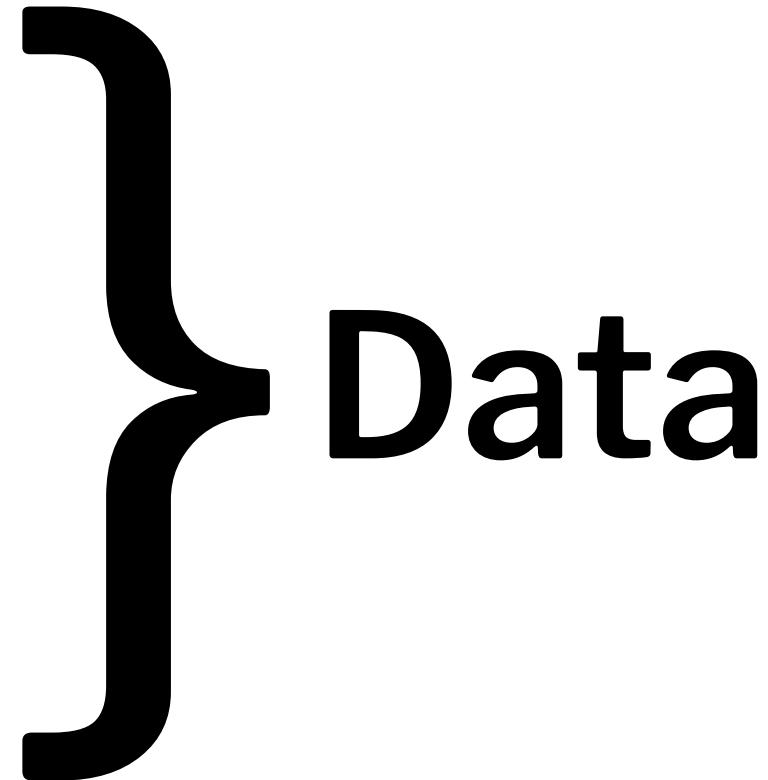
4. Bond

1. Doubt
2. Avoid
3. Fight
4. Bond
- 5. Escape-route**

1. Doubt
2. Avoid
3. Fight
4. Bond
5. Escape-route



1. Doubt
2. Avoid
3. Fight
4. Bond
5. Escape-route



Ask open questions!

Spot some
resistance



...

Ask open questions!

Spot some
resistance

Map to
core
need(s)

Address
core
need(s)



bit.ly/DeeperOpenQuestions

@lara_hogan

How do we recover when we trigger someone?

“What we learned...”

“What we’ll do...”

“What we learned...”

“What we’ll do...”

“I see now that when _____
happened, we messed with
_____. What if next time, we
instead try _____?”

“I see now that when _____
happened, we messed with
_____. What if next time, we
instead try _____?”

Caveat

The goal is not 100% consensus
100% of the time

Thank you!

You can always email me:
lara@where-with-all.com

Brunch!



In order to serve everyone, we will call groups to line up for food in this order:

- Multiple dietary restrictions + Halal
- Vegan
- Gluten-Free
- Vegetarian + Other dietary restrictions
- Everyone Else

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How you can become an investor

A Fireside Chat



Ope Bukola

@ope_bukola
she/her

Product Manager at Google
Angel Investor



Elisa Miller-Out

@ElisaMillerOut
she/her

Managing Partner at
Chloe Capital

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WRITE / SPEAK / CODE

Attendee Talk!



Anne
LoVerso

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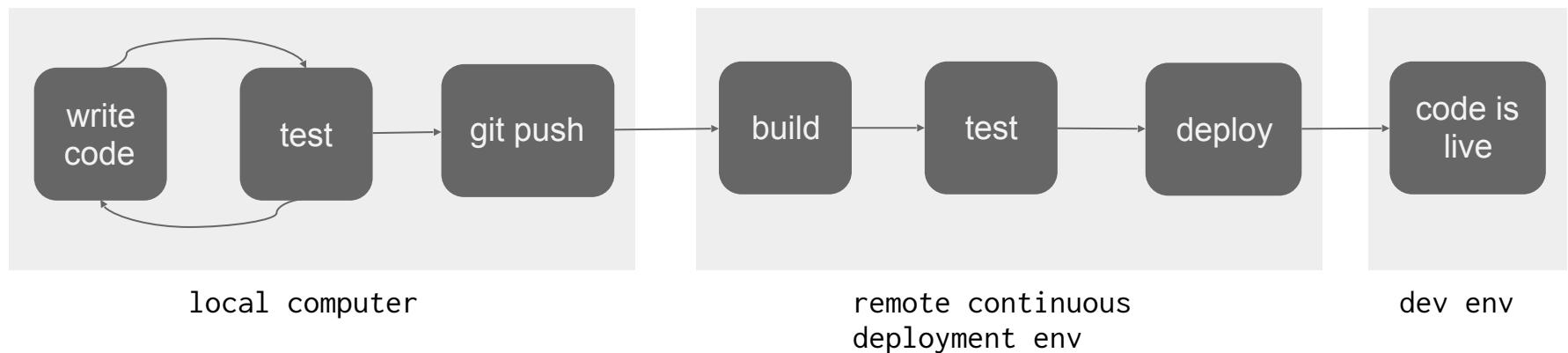
@AnneLoVerso



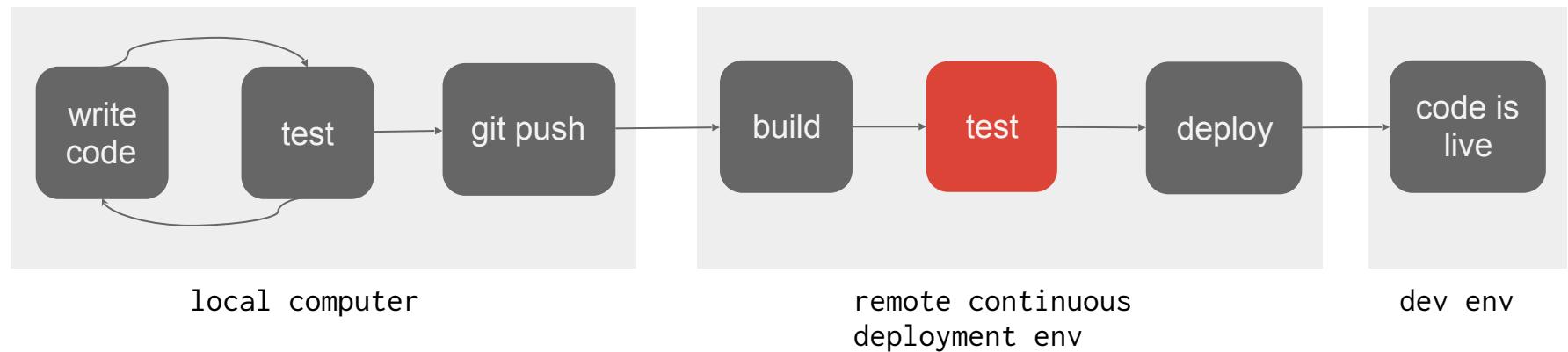
ship-it

a humble script for low-risk deployment

deployment process



deployment process



All 7	Pending 0	Running 0	Finished 7	Branches	Tags
Status	Pipeline	Commit		Stages	
passed	#12275413 by	P master -o 75ed9e3b Fix it.			00:02:59 2 weeks ago
failed	#12274499 by	P master -o 98879d9c Let's make some errors.			00:01:48 2 weeks ago
passed	#11159893 by	P master -o 3d6dd276 Use non-alpine linux and see if it could ...			00:02:18 a month ago
canceled	#11159770 by	P master -o 5bcb2686 Fix the gulp binary name.			00:03:43 a month ago
failed	#11159734 by	P master -o 6973f308 Use cache to retain the npm_modules f...			00:00:54 a month ago
failed	#11159318 by	P master -o 1ce71962 Pull policy should be set in runner config.			00:01:09 a month ago
failed	#11159199 by yaml invalid	P master -o 02e509df First trial.			a month ago

enter: ship-it

new team habit

~~git push~~

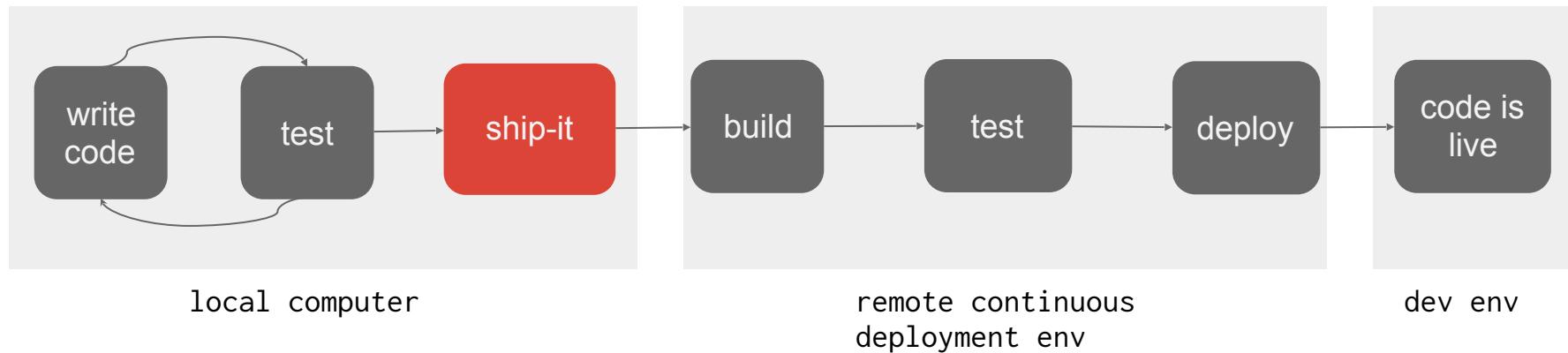
./ship-it.sh

./ship-it.sh

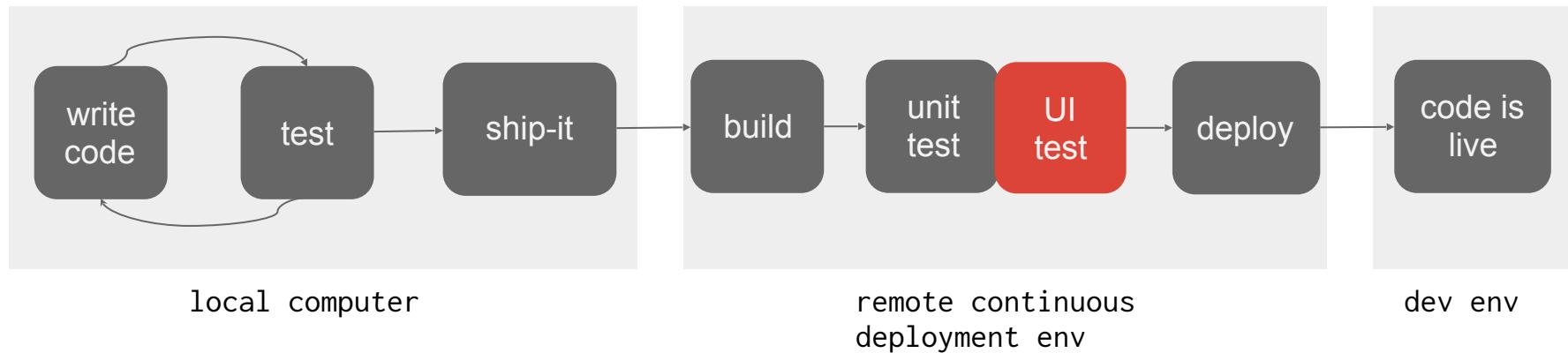
`#!/bin/bash`

`./runUnitTests.sh && git push`

ship-it v1



ship-it v1



```
./ship-it.sh
```

```
#!/bin/bash
```

```
./runUnitTests.sh && ./runFeatureTests.sh && git push
```



v1



v2



v3



v4



v5



v6



v7

ship-it now



1. creates a local git repository copy in which to execute
 - a. so we can keep coding while it builds & runs
2. checks for, and refuses to push on:
 - a. linting errors
 - b. code comments
 - c. “WIP” commit messages
 - d. circular dependencies
3. runs unit tests
 - a. refuses to push when warnings are printed
4. runs UI tests
 - a. on a different port than we do dev testing
 - b. with a window size matching our CI box
5. pushes our code
6. prints a success message

downsides

- ship-it is written in bash, and it's gotten to be quite a long and tedious file to read
 - we wish we had written it in Python instead

downsides

- ship-it is written in bash, and it's gotten to be quite a long and tedious file to read
 - we wish we had written it in Python instead
- the more that ship-it does, the more time it takes to run
 - more time = slower feedback
 - your team decides what functionality is most important to you

ship-it and you

where does my code tend to fail, and how could I
detect those failures earlier?

```
window.setSize(788,1024)
```

ship-it and you

what annoying mistakes always accidentally make
their way onto the master branch?

```
console.log("does this work?")
```

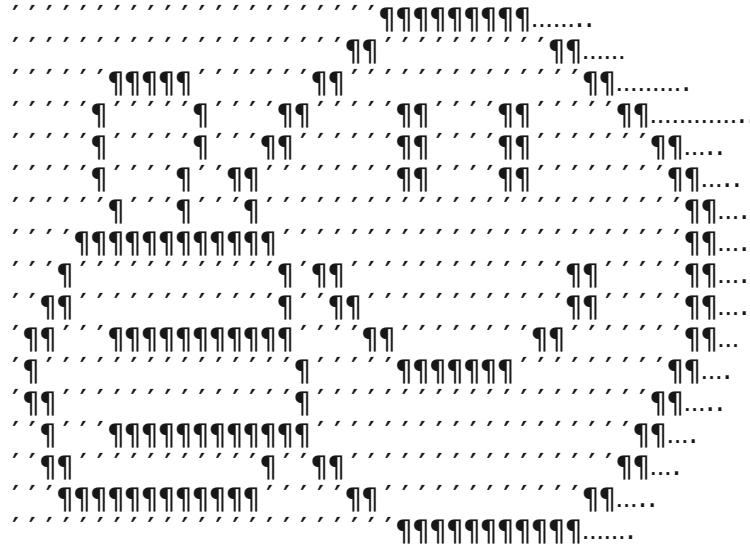
// TODO: delete this later



+

 $\sqrt{8}$?

thanks for listening!



@AnneLoVerso



WRITE / SPEAK / CODE

Attendee Talk!



Ellie

Wawrzaszek

Why is the junior dev hiding in the bathroom?

Tips for Successfully Onboarding Junior Developers

About me

Ellie Wawraszek

Graduated from App Academy in September 2017

Front End Engineer at Greenhouse Software

First time conference speaker

Very nervous

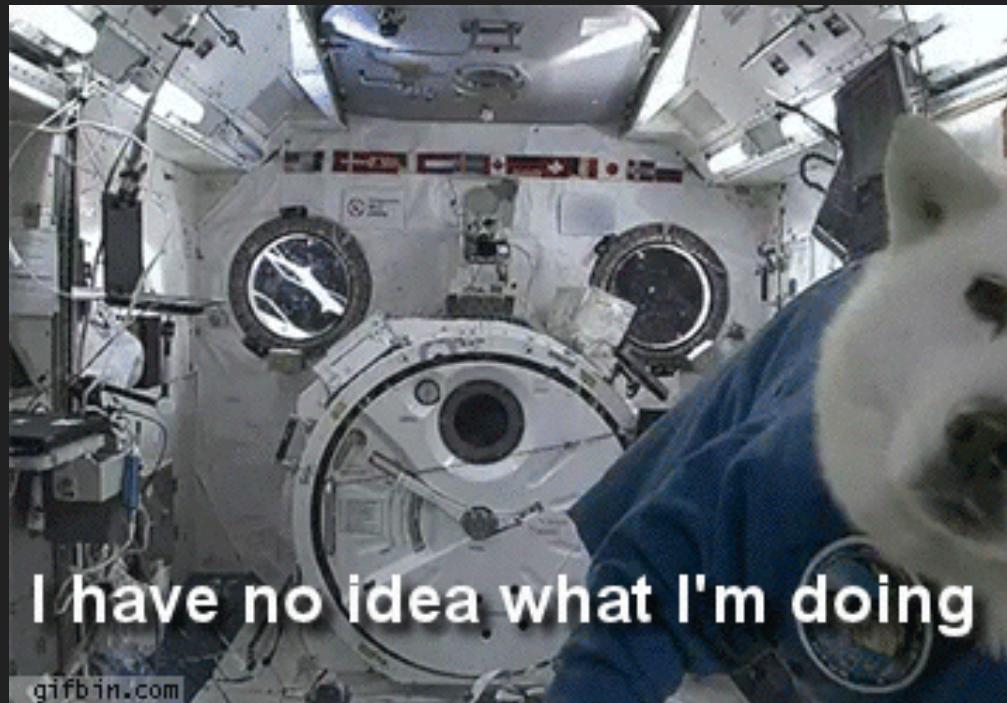


The problem with
onboarding...

Setting up a Dev Environment



Lost in a new code base



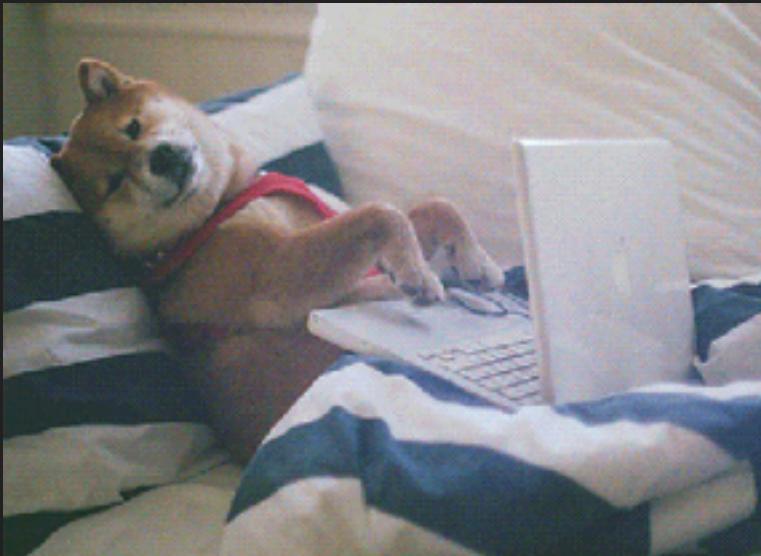
Don't know who to ask for help



This is why the junior dev is hiding in the bathroom



Does it have to be this way?



Solutions: Department level

- Mentor program
 - Doesn't have to be perfect
 - Create incentives (include mentorship on career ladders for example)
- Career ladders
 - Clear objectives and benchmarks
 - Applicable to a range of roles
 - Communicate expectations and goals early and often

Solutions: Managers

- Onboarding buddy
 - Designated person to ask questions
- Normalize documentation as part of team workflow
- Ensure new hire is invited to all communication channels

Solutions: Teammates

- Say hi
- Check in
- Offer to pair



MAKE GIFS AT GFSOUP.COM

Solutions: Junior Developers

- Update documentation as you find errors
- Add new documentation
- Help other new devs who join after you

Final Advice for New Developers

- Advocate for yourself!
 - Lack of support is not your fault
 - Bad documentation is not your fault
 - Ask for what you need until you get it!

Thank you!

<https://www.linkedin.com/in/ellie-wawrzaszek/>

<https://github.com/ewawrzas>

<http://elliewawrzaszek.us/>

Write/Speak/Code 2018

Speak Your Truth



Google Pivotal

The New York Times
NYTIMES.COM

zipline



splunk>



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Women Techmakers



wework

#wsc2018conf | @writespeakcode

Crystal Martin



#wsc2018conf | @writespeakcode

Mindfulness your way through the Maelstrom



#WSC2018Conf
crystal martin
@codermeow



A photograph of a forest path. The scene is filled with tall, thin trees, likely eucalyptus, with their characteristic white, peeling bark. Sunlight filters through the dense canopy of green leaves at the top of the frame, creating bright highlights and deep shadows. The path itself is a dirt or gravel road that disappears into the distance, lined with trees on both sides.

Take a moment...



What is mindfulness?

Between stimulus and response
there is a space. In that space is a
power to choose our response. In
our response, lies our growth and
our freedom.

-Viktor E. Frankl

Why mindfulness now?



**What happened
to burning the
gotdamn
PATRIARCHY?!**

Why mindfulness now?



I want to take you on a
journey...

slalom

I started meditating...

Mindfulness Meditation: What it is and what it is not.

What it is NOT...

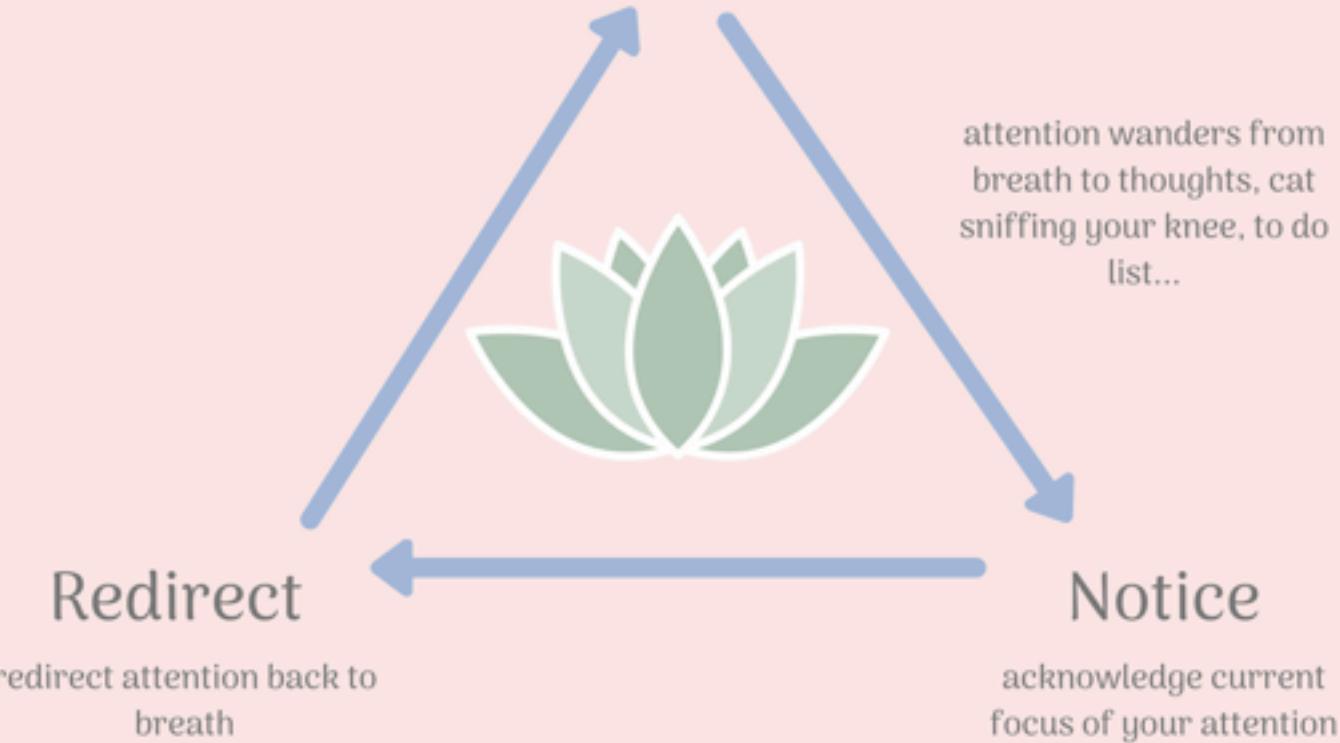
Mindfulness and Mental Health

#FALLONTONIGHT



Anchor

focus attention on breath



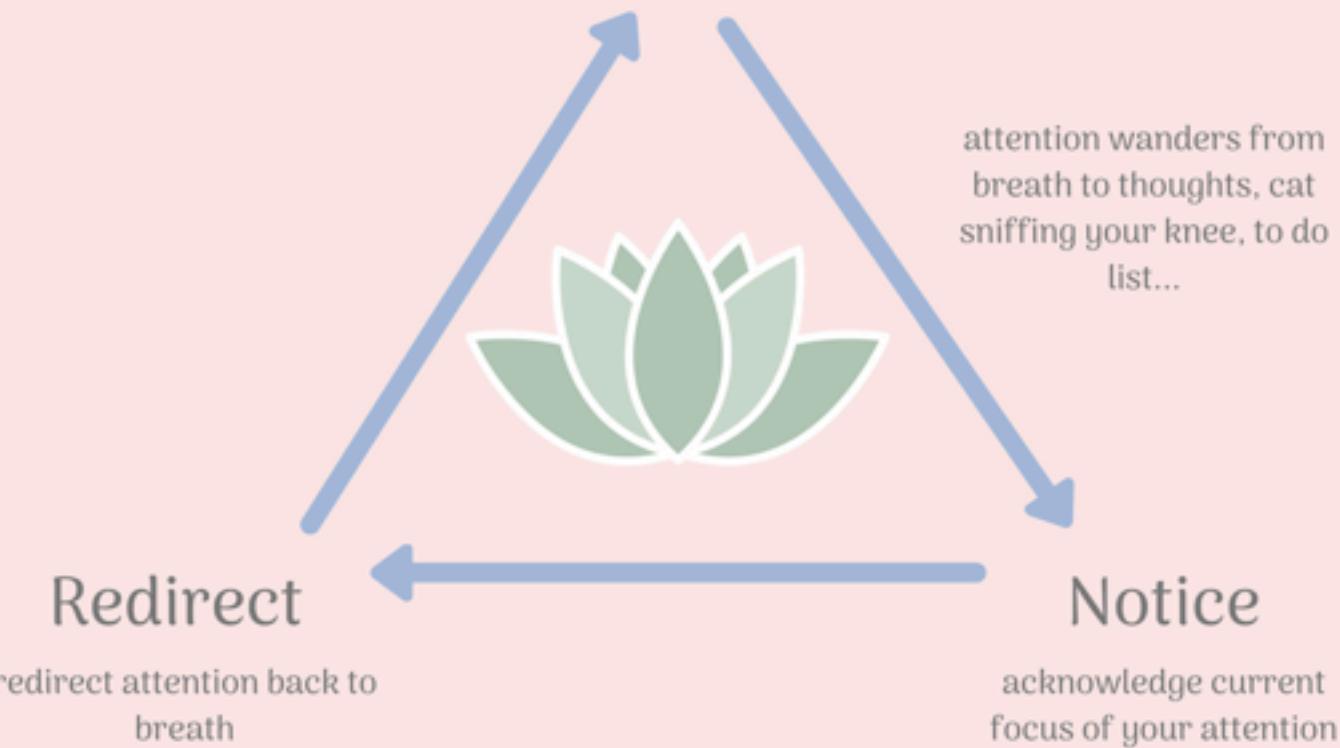
Reflection: What are some ways you think you could benefit from mindfulness meditation?

The background of the image is a wide-angle photograph of a mountainous landscape during a sunrise or sunset. The sky is filled with large, billowing clouds colored in shades of orange, yellow, and pink. Below the clouds, several layers of mountains are visible, their peaks and ridges silhouetted against the bright sky. In the foreground, there are dark, silhouetted forested areas and some low-hanging mist or fog in the valleys.

Let's Practice

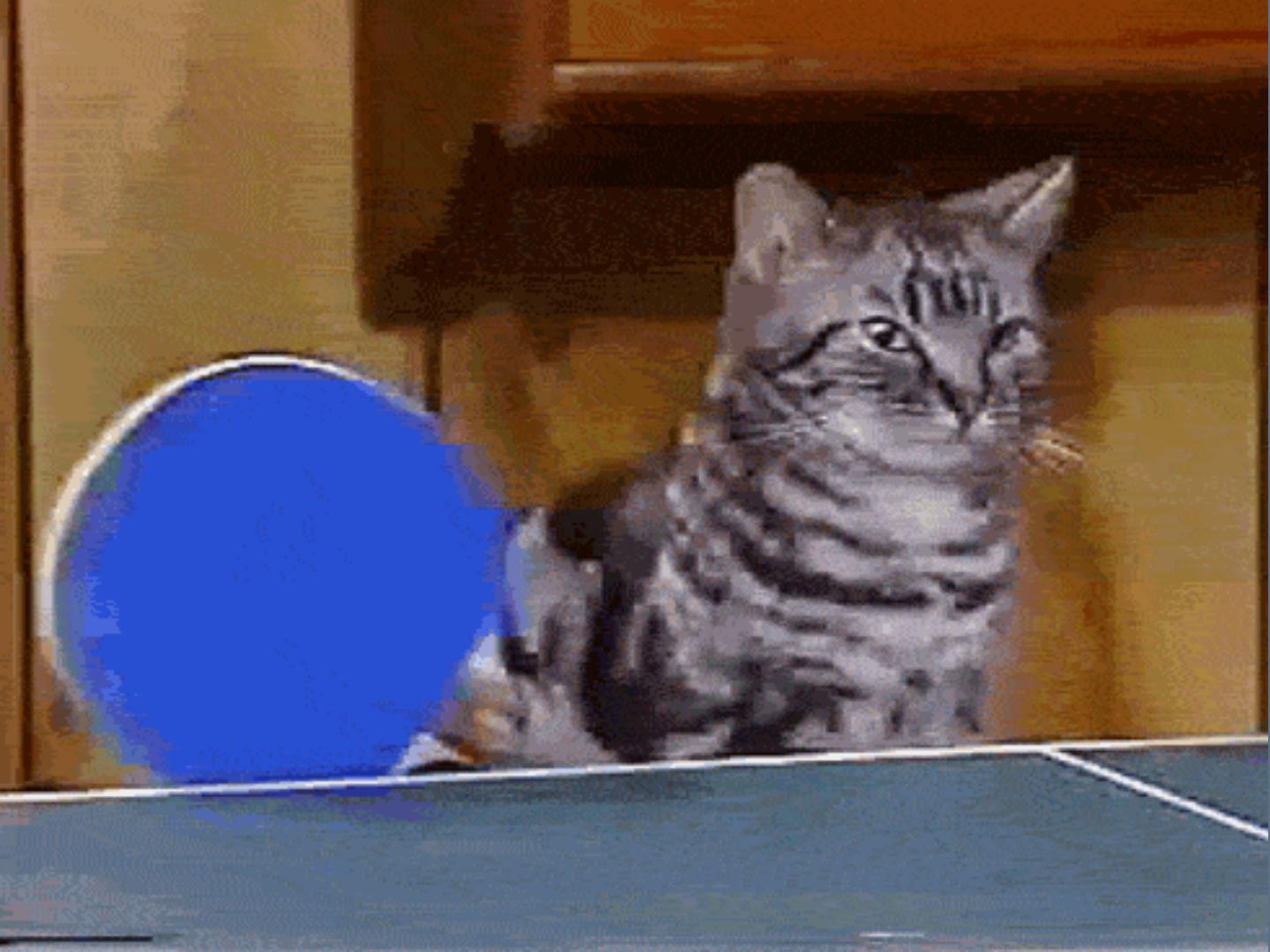
Anchor

focus attention on breath



Self-Awareness & Self Acceptance

Be the alien.



All the ping pong...in mah
brain

Resistance is the Teacher

Striving and Comparing Mind

Breathing in...I know I am
breathing in...

Touching the present
moment



I haven't transcended to a
higher plane

Thank you!



crystal martin

twitter: @codermeow

insta: @crysterical (if u like catz)

email: crystal.martin@slalom.com

Write/Speak/Code 2018

Speak Your Truth



Google Pivotal

The New York Times
NYTIMES.COM

zipline



splunk>



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Women Techmakers



wework

#wsc2018conf | @writespeakcode

Amelia Downs



#wsc2018conf | @writespeakcode

Stop Telling Me I'm Smiley: My Quest to Gather Better Feedback



Hi!

Amelia Downs
Software Engineer
Anchor of Container Networking Team
@ Pivotal Cloud Foundry



LinkedIn: Amelia Downs

All drawings by Louie Zong



Except this golang gopher, which is
by Renee French



This is going to be a story...

- Look back at the feedback I've gotten over the past 4 years
- Analyze the successes and failures
- Share the feedback experiments I've tried this year



This is going to be a story...

- Look back at the feedback I've gotten over the past 4 years
- Analyze the successes and failures
- Share the feedback experiments I've tried this year
- Provide rules and tips for better feedback
- Prompt you to think more critically about your feedback



I recently became an anchor!

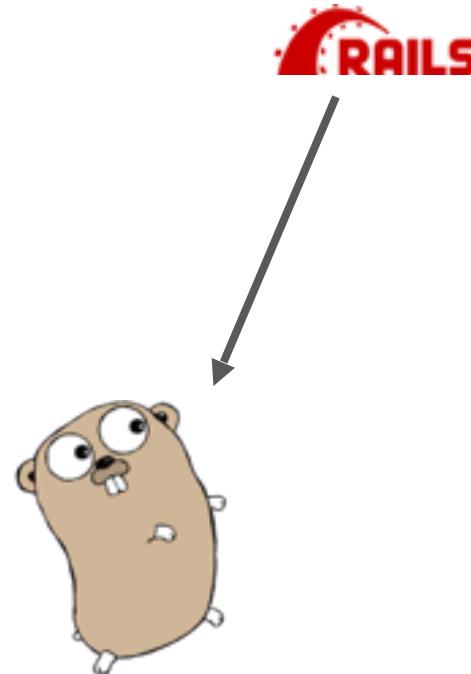
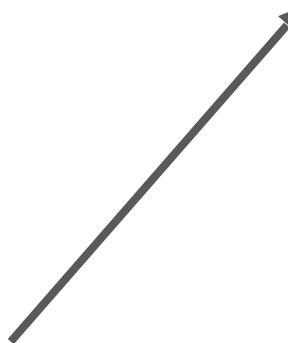




Pivotal
Cloud Foundry®



RAILS



RAILS

The Container Networking Team...

enables ***dynamic container to container networking*** between apps on linux machines, enforces ***policy*** between them, and provides ***service discovery***.

We do this by setting up the containers' networking ***namespaces*** and applying ***iptables*** rules.



I knew I would need feedback...



**I knew I would need feedback...
but how would I get it?**





Let's go back in time!



**Anything “quoted” is
actual word for word
feedback received in
writing.**

A - actionable

S - specific

K - kind



You were ***condescending*** and ***insulting*** when you rolled onto the team and ***insisted*** we change a bunch of our processes right away.



I felt **alienated** when you were quick to criticize the processes on our team when you joined.



I felt ***alienated*** when you were quick to criticize the processes on our team when you joined.

I wish you had ***explained*** how you had done things on other teams, and the ***benefits we could gain*** from those processes rather than immediately steamrolling ours.



Rule 1

Feedback should be ASK



But what about in practice?

Rule 2

Giving feedback should
be part of the culture



At Pivotal...

- There is an app for giving/receiving/requesting feedback
- **Getting** feedback is an important part of our performance review
- **Giving** feedback is also part of our review



A good Pivot...

- “gives [ASK] feedback about exclusionary behaviour”
- “foster[s] a culture of providing open and honest feedback...”
- “works [...] to help team members grow (includes providing feedback and coaching)”

Your Turn

How is feedback part of the culture (or not) at your workplace?

“Feedback please!”



“Feedback please!”

Next time, can you give more ***specific questions or topics*** that you would like feedback on?



This makes it much easier to provide specific feedback that you are interested in.

Rule 3

Ask for specific
feedback

This is the part where I mention that I am ***terrified*** of feedback.



“Feedback please!”



“ The first thing I noticed about you is that you will always ***bring up issues*** when you see them, no matter what they are you seem to be always comfortable bringing those up and ***trying to make our team better.***”

...



- ✓ Actionable
- ✓ Specific
- ✓ Kind

“ The first thing I noticed about you is that you will always ***bring up issues*** when you see them, no matter what they are you seem to be always comfortable bringing those up and ***trying to make our team better.***”

...

“ Specifically you brought up a couple times ***that we needed to clean our desks more often***, and that we weren't doing a very good job at varying pairs in the morning, that kind of ***quick feedback*** to the team is really important and greatly appreciated.”



- ✓ Actionable
 - ✓ Specific
 - ✓ Kind
- ...relevant?

“The first thing I noticed about you is that you will always bring up issues when you see them, no matter what they are you seem to be always comfortable bringing those up and trying to make our team better.”

...



“Specifically you brought up a couple times ***that we needed to clean our desks more often***, and that we weren't doing a very good jobs at varying pairs in the morning, that kind of quick feedback to the team is really important and greatly appreciated.”

Rule 4

Feedback should be
relevant

- ✓ Actionable
- ✓ Specific
- ✓ Kind

“Amelia, thank you for being **so focused** all the time, I really appreciate the time you take to grow your own context and knowledge by always **taking notes** and always **asking questions** when you feel like you need more information.”



- Actionable
- ✓ Specific
- ✓ Kind

“I feel that you are doing ***all the right things.***

Recently, I definitely noticed that over the two to three days you paired on the track to switch the [database] to a SQL backend, your skills at writing Ginkgo tests/using our testing infrastructure ***improved.***

Keep on keeping on.



This was not the feedback I was expecting.

I'm an engineer! I thought in depth technical feedback was a given.



Feedback I was expecting:

Amelia is new and starting to ramp up. She was ***shaky with MySQL*** and didn't know where to start the story, but ***insisted on driving*** so she could learn.

She is still iffy at knowing ***which JOIN to use***, and often needs to ***look up MySQL syntax***. Also, she should become familiar with godocs to make her development faster.



**Turns out that people don't
answer questions that you
don't ask.**

Who would've thought?



Rule 3

Ask for specific
feedback

Your Turn

What area do you want feedback on?

**Then I did what no
one should ever do.**

**Then I did what no one
should ever do.**

**I read way too much
into things.**



The feedback was positive, but
it felt like ...

“well, you’re trying” *



* not actual feedback anyone said

**I convinced myself that my
colleagues were avoiding
technical critiques out of
“kindness”.**





Over the next year I continued to be *scared* of feedback.

**I started to notice trends in the feedback
I received...**



I started to notice trends in the feedback
I received...

What I get feedback on

- I have an upbeat personality
- I'm vocal about process
- I like efficient meetings



Actionable
Specific
✓ Kind

“I also like how your cute bubbly personality makes our work more light-hearted.”



Actionable
Specific
✓ Kind

“I also like how your cute bubbly personality makes our work more light-hearted.”



I started to notice trends in the feedback
I received...

What I don't get feedback on

- How I am doing technically



Actionable
Specific
✓ Kind

“I really enjoy working with Amelia, and appreciate her technical contributions to the team.”



Your Turn

What trends have you noticed in the feedback you've received?

Actionable
Specific
✓ Kind

“I really enjoy working with Amelia, and appreciate her technical contributions to the team.”



Hi [New Teammate],

We didn't pair for long, but I am always looking for feedback. It would be great if you could answer any of the questions below:

- How did I ramp up on your team's context and codebase?
- How productive was cross-team pairing?
- What could I have done to make it more productive?

Any feedback, however brief, is much appreciated.

Any feedback **on how I performed technically** or as a pair is also welcome.

Thanks,
Amelia

The responses were...

...vague



Actionable
Specific
✓ Kind

“Pairing was fine with her...”

“It was productive...”

“I remember feeling good and productive after our pairing session.”



My leading questions were not enough...



Radio Buttons!



Yes

No, and that's a
problem

N/A

I was heavily inspired by a feedback collection method I used to give feedback to my manager.



My manager...

- Has my best interests at heart.
- Knows my strengths.
- Knows my weaknesses.
- Is easy to build rapport with.



- What do I *think* I do well?
- What do I want to improve on?
- What defines a good anchor?



I created my own statements.

Our team's anchor...



- advocates for refactors
- has changed my mind about a technical issue

I talked to my manager.

Our team's anchor...



- has helped mediate a conflict on the team
- takes security concerns seriously

I read about what makes a good anchor.

Our team's anchor...

- understands how our team fits into bigger picture strategy



Anchor feedback

Our team's anchor...

	Yes	No	N/A
Advocates for refactors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes security concerns seriously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Values test coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocated for our team to leadership & other stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands how our team fits into bigger picture strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicated about bigger picture strategy to our team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prioritizes code health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilized technical context to help us make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilized product context to help us make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactively shares context with the team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates clearly in team meetings, such as standup, IPM, retro, etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improves team morale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1. Explain
2. Do
3. Calculate
4. Share



1. Explain

2. Do
3. Calculate
4. Share

**My manager explained the
idea to my team members**



1. Explain

2. Do

3. Calculate

4. Share

**My team members filled out
the form on their on
computers**



1. Explain

2. Do

3. Calculate

4. Share

My manager calculated points for each statement.

- yes = 1
- no = -1
- n/a = 0



1. Explain
2. Do
3. Calculate
- 4. Share**

**My manager shared the
anonymized data with me**





65 questions later...

**I finally got the feedback I
wanted**

	Arbitrary Score
1	
2 Our team's anchor... [Communicated about bigger picture strategy to our team]	-2
3 Our team's anchor... [Has changed my mind about a technical issue]	-2
4 Our team's anchor... [Has changed my mind about a process issue]	-2
5 Our team... [At IPM I feel like the stories are ready for IPM]	-1
6 Our team... [I'm growing my process skills on this team]	-1
7 Our team... [Our team has the correct number of engineers]	-1
8 Our team's anchor... [Utilized technical context to help us make decisions]	0
9 Our team's anchor... [Weighs technical debt when making decisions]	0
10 Our team's anchor... [Helps the team consider risks related to security]	0
11 Our team's anchor... [Advocates for refactors]	1
12 Our team's anchor... [Advocated for our team to leadership & other stakeholders]	1
13 Our team's anchor... [Proactively shares context with the team]	1
14 Our team's anchor... [Has helped mediate a conflict on the team]	1
15 Our team's anchor... [Justifies their opinions with good reasons and clear explanations]	1
16 Our team's anchor... [Has given me feedback I thought was valuable]	1
17 Our team... [Our team onboards well]	1
18 Our team... [We test the right amount and in the right ways]	1
19 Our team... [When our pipelines go red we work to make them green quickly]	1
20 Our team... [Roles and responsibilities on the team are clear]	1
21 Our team... [I feel good about the velocity of my team]	1
22 Our team... [The stories we work on are interesting]	1
23 Our team... [I understand product goals]	1
24 Our team's anchor... [Understands how our team fits into bigger picture strategy]	2
25 Our team's anchor... [Helps the team consider risks related to maintainability]	2
26 Our team's anchor... [Balances "Do What's Right" with "Do What Works"]	2
27 Our team's anchor... [Has considered multiple viewpoints in conflicting situations]	2
28 Our team's anchor... [Has been patient and waited before drawing conclusions/reaching f	2
29 Our team's anchor... [Has been kind, especially when delivering difficult feedback]	2
30 Our team's anchor... [Takes security concerns seriously]	3
31 Our team's anchor... [Values test coverage]	3
32 Our team's anchor... [Prioritizes code health]	3
33 Our team's anchor... [Utilized product context to help us make decisions]	3

34 Our team's anchor... [Communicates clearly in team meetings, such as standup, IPM, ret	3
35 Our team's anchor... [Improves team morale through attitude and behavior]	3
36 Our team's anchor... [Fosters a sense of team code-ownership]	3
37 Our team's anchor... [Pushes to test first]	3
38 Our team's anchor... [Justifies their opinions kindly]	3
39 Our team's anchor... [Has demonstrated good technical judgement]	3
40 Our team's anchor... [Has admitted when they don't know something]	3
41 Our team's anchor... [Has cultivated the team as a safe space to ask questions]	3
42 Our team's anchor... [Has cultivated the team as a safe space to raise differing viewpoints]	3
43 Our team's anchor... [Provides the right amount of structure for team meetings]	3
44 Our team's anchor... [Follows through with commitments]	3
45 Our team's anchor... [Has listened actively and made me feel heard during pairing]	3
46 Our team's anchor... [Has listened actively and made me feel heard during meetings]	3
47 Our team's anchor... [Is easily approachable]	3
48 Our team's anchor... [Has asked me for feedback]	3
49 Our team's anchor... [Has my best interests at heart]	3
50 Our team's anchor... [Has been easy to build rapport with]	3
51 Our team... [I feel safe bringing up topics with our team]	3
52 Our team... [At IPM I am happy with the ratio of stories to chores]	3
53 Our team... [I am comfortable bringing up concerns at retro]	3
54 Our team... [Issues that are brought up at retro are acted on in a timely manner]	3
55 Our team... [Retro helps us improve our team]	3
56 Our team... [We pair in an even and consistent way]	3
57 Our team... [We act to prevent knowledge silos]	3
58 Our team... [My voice is heard when the team is making decisions that I care about]	3
59 Our team... [Our team cares about technical quality]	3
60 Our team... [I'm growing technically on this team]	3
61 Our team... [There is space for me to provide technical leadership on the team]	3
62 Our team... [There is space for me to provide process leadership on the team]	3
63 Our team... [Our team has a sustainable amount of technical debt]	3
64 Our team... [I am proud of the technical output of our team]	3
65 Our team... [I feel ownership over our project]	3
66 Our team... [I have a voice in product priorities]	3

3	Our team's anchor... [Has changed my mind about a technical issue]	-2
4	Our team's anchor... [Utilized technical context to help us make decisions]	0
5	Our team's anchor... [Weighs technical debt when making decisions]	0
6	Our team's anchor... [Helps the team consider risks related to security]	0
7	Our team's anchor... [Advocates for refactors]	1
8	Our team... [We test the right amount and in the right ways]	1
9	Our team... [When our pipelines go red we work to make them green quickly]	1
10	Our team's anchor... [Helps the team consider risks related to maintainability]	2
11	Our team's anchor... [Balances "Do What's Right" with "Do What Works"]	2
12	Our team's anchor... [Takes security concerns seriously]	3
13	Our team's anchor... [Values test coverage]	3
14	Our team's anchor... [Prioritizes code health]	3
15	Our team's anchor... [Fosters a sense of team code-ownership]	3
16	Our team's anchor... [Pushes to test first]	3
17	Our team's anchor... [Has demonstrated good technical judgement]	3

I wasn't done yet!



Time to get feedback about feedback!



- From teammates
- From other anchors

Taking control of your feedback is
powerful.



It impacts your ***growth.***

It impacts your ***promotions.***

Rule 1: Feedback should be actionable, specific, and kind

Rule 2: Giving feedback should be part of the culture

Rule 3: Ask for specific feedback

Rule 4: Feedback should be relevant

Rule 1: Feedback should be actionable, specific, and kind

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Rule 1: Feedback should be actionable, specific, and kind

Rule 2: Giving feedback should be part of the culture

Rule 3: Ask for specific feedback

**Rule 4: Feedback should be
relevant**

Rule 5

Take control of your
feedback

Your Turn

is.gd/feedback_wsc

I would love to hear some of
the bad feedback you've
gotten.

Or talk about anything else.

LinkedIn: Amelia Downs



Write/Speak/Code 2018

Speak Your Truth



Google Pivotal

The New York Times
NYTIMES.COM

zipline



splunk>



ALLEN INSTITUTE
for ARTIFICIAL INTELLIGENCE

Movable Ink

xo group/



Women Techmakers



wework

#wsc2018conf | @writespeakcode

Cate Huston

Creating Success Together

Cate Huston

@catehstn

How do we define “Success”?

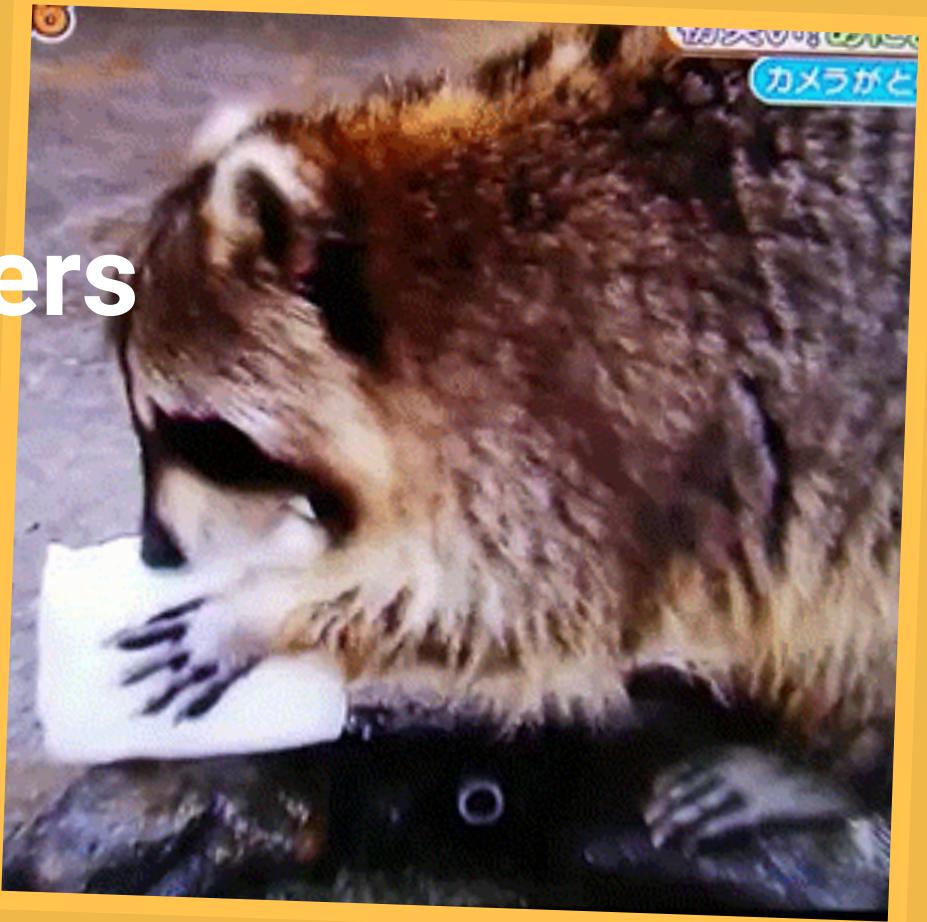
@catehstn

@catehstn

“The more any quantitative social indicator is used for social decision-making, the more subject it will be to corruption pressures and the more apt it will be to distort and corrupt the social processes it is intended to monitor.”

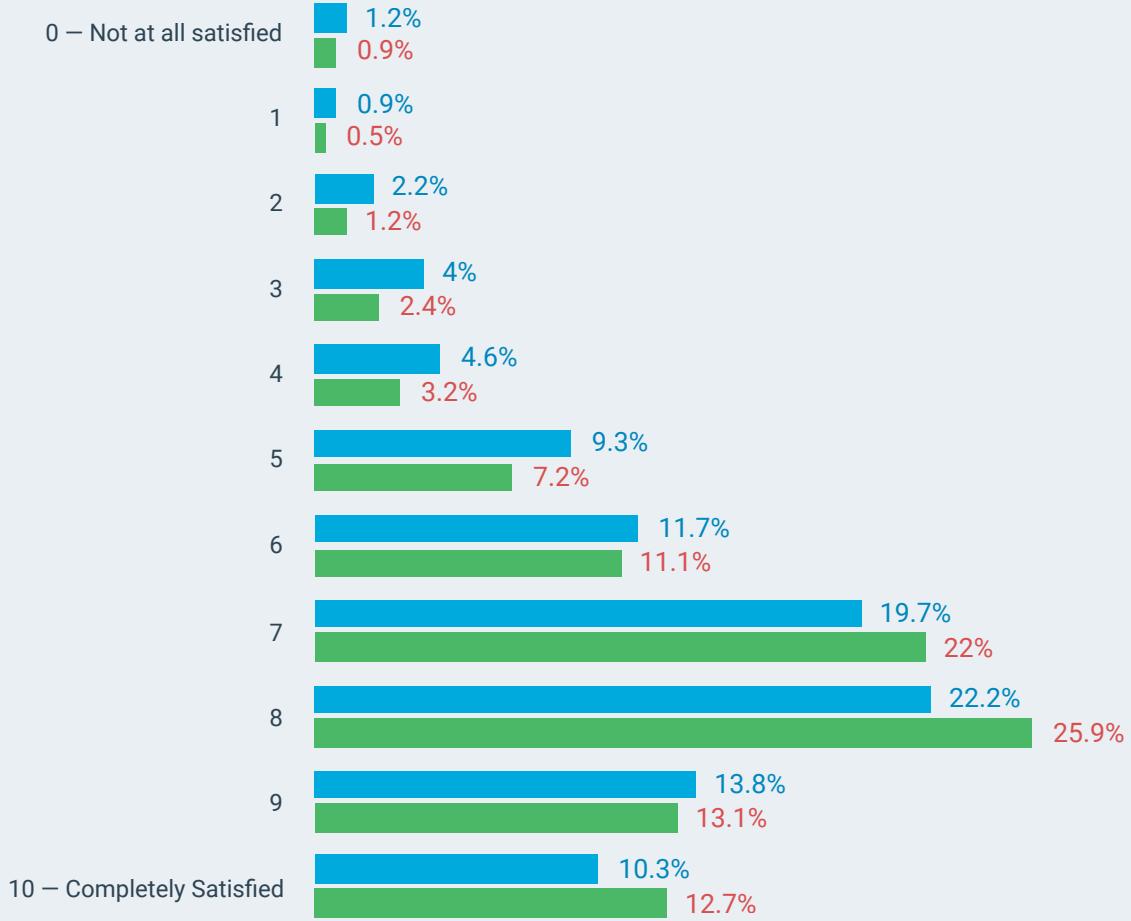
– *Campbell’s Law*

How do Developers Define Success?



How Do Developers Feel About Their Jobs and Careers?

Job Satisfaction
Career Satisfaction



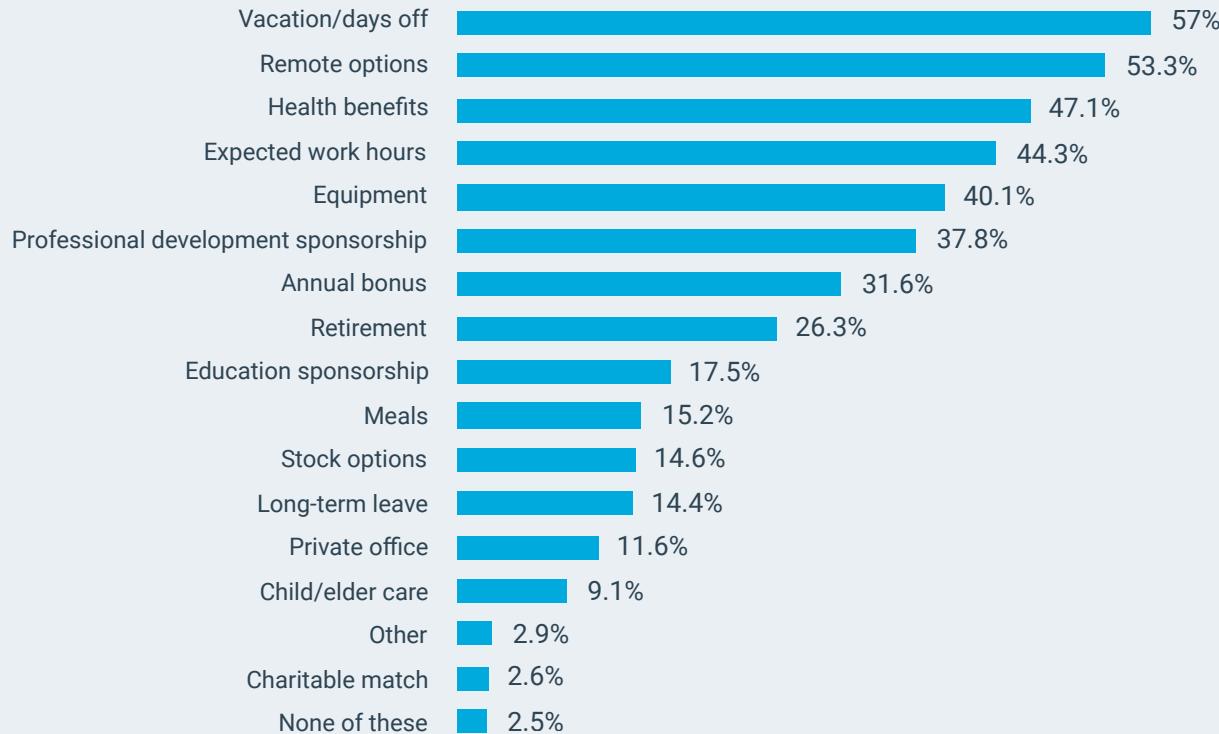
How Do Developers Assess Potential Jobs?



Average of 22,692 responses on a 1–5 scale, where 1 indicates “Not at all important” and 5 indicates “Very important”

@catehstn

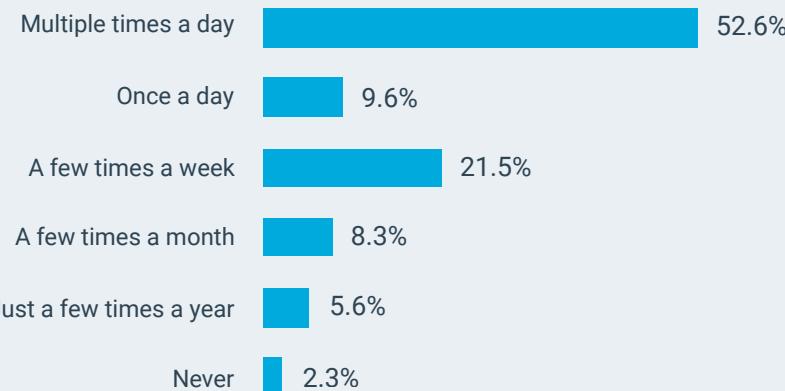
What Developers Value in Compensation/Benefits



30,235 responses; choosing at most 5 options

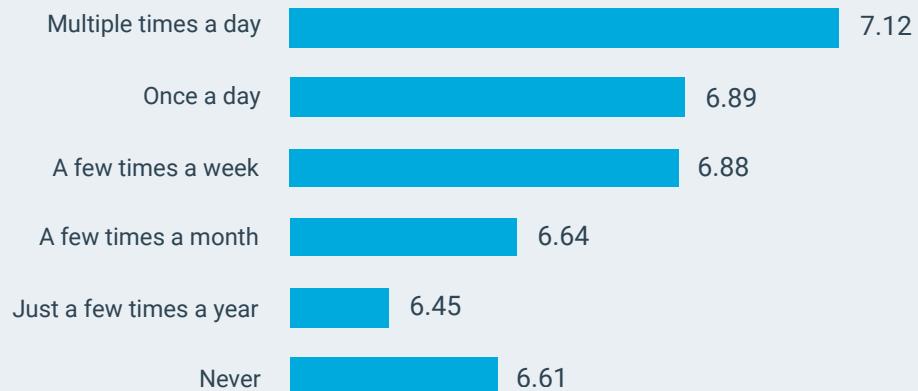
@catehstn

How often do developers check in code?



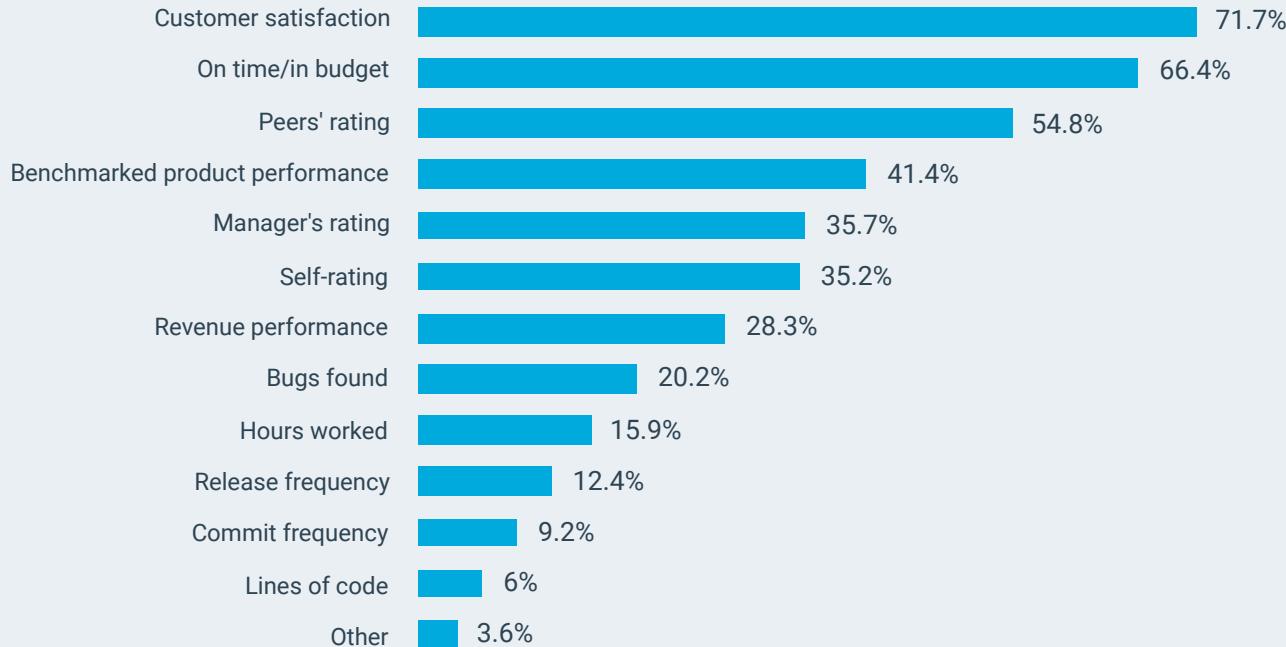
29,561 responses

How are job satisfaction and committing code related?



Mean of 24,831 responses; satisfaction on a 0-10 scale

What Would Developers Choose for Performance Metrics?





cate
@catehstn

Question mainly for ICs, what does success look like for you? What is a successful day? Week? Month? Year? Do you set goals for yourself? What are they?

So many questions but what it comes down to: I want to know what gives you a sense of accomplishment.



pnathan
@p_nathan

Replying to @catehstn

Getting a raise, promotion. Getting to choose my tasks and my tools.



Daniel Schauenberg
@mftaz

Replying to @catehstn

Day: got to actually cross things off my daily list

Week: pushed things forward on a significant level. Maybe shipped something. Have made room to take on new things

Month: shipped a thing. Made things noticeably better

Year: learned new skills, had fun

Yes I do set goals :)



Dawn Ahukanna
@dawnahukanna

Replying to @catehstn

IC Success: Contribute to curated knowledge of cross-discipline & autonomous team, for ethical & useful products.

Day: complete tasks 60/30/10 - individual, team, community.

Week: ruthlessly prioritize & align stakeholders.

Month: Deliver outcome & content to make an impact.



Sarah Overall
@sarahoverall

Replying to @catehstn

a good day is when I finish a feature or at least solve a problem. Something is working when I leave that wasn't when I got there. If I'm stuck at the end of the day I'll often do something else quickly so I can leave feeling happy.



duretti hirpa 🍷
@duretti

Replying to @catehstn

project wise? minimal interruptions and making meaningful and sustained progress

professionally? feeling supported in engaging and completing tasks that aren't project work

I set quarterly OKRs and I have a color coded calendar because I'm a monster



Ross McKinley
@rossmck

Replying to @catehstn

Day: getting into flow state/reviewing other IC work/ identify improvement task.

Week: shipping something at least 2/5 days. Learning something new/unexpected.

Month: blog post about new learnings, no failures from daily/weekly shipping efforts
Yearly: responsibility++, pay rise



William Pietri
@williampietri

Replying to @catehstn

When my IC hat is on, it's very much 1) does the thing work? 2) is the thing live? and 3) are people using it happily and getting value from it?

With a side order of making code cleaner, having better tools, and satisfying collaboration.



Alex Hidalgo
@SometimeAlex

Replying to @catehstn

Days I actually get to write code instead of just writing docs or coordinating or attending meetings or being a PM for a project without one, etc.



Josh Poetz
@joshpoetz

Replying to @catehstn @lens_hogan

Writing code, shipping features to my users, and helping my team do that same. EVERYTHING else saps my energy and mood.

@catehstn



Amro Mousa @amrdev · Mar 17

Mostly whether my company and peers recognize me and my work. Money and promotions are second to that but still very important to me.

I do set goals. Daily, weekly, annual, and "someday" goals like pay off house, put kids through college, donate to our local children's hospital.

2 2 1 9 1



Amro Mousa @amrdev · Mar 17

My short term goals are very different: help ship a thing, help others get to where I am and learn new things, don't screw up too badly, etc. People mentored/helped me so I feel obligated and inspired to pay it forward.

1 1 1 4 1



Amro Mousa
@amrdev

Replies to [Bamidele Batahelin @batherine](#)

It sure feels weird to say I care about money and what others think of me and my work. It's the truth though.



Eric Fischer
@erif

Replies to [@catehstn](#)

Short term:

- Give someone a feature they want
- Fix a bug
- Answer an interesting question
- Make a useful abstraction
- Learn something

Long term:

- Make something that is widely adopted
- Be regarded as an expert on something

I don't really believe in the medium term



Moishe Lettvin @moishe1 · Mar 17

I might sound cynical, and this isn't the only thing, but: money.

It took a while to admit that to myself. I used to say "recognition" but I've had jobs/managers that "recognized" me but wouldn't follow that with raises/bonuses/promos, which felt in some ways worse.

2 1 1 9 1



Moishe Lettvin @moishe1 · Mar 17

beyond that, though. Daily: constant forward progress. That is, being able to feel like every day I've moved forward on some larger goals, either by removing things that were stopping progress or actually making a discrete step towards a larger-scale goal.

1 1 1 2 1



Moishe Lettvin
@moishe1

Replies to [@moishe1 @catehstn](#)

and on the other side, yearly: finishing a thing (or things) that's making things better/easier/more fun. Building things is awesome; finishing them is amazing; seeing people use and enjoy them is the best; using that experience to make them even "better" is magical.



Julie Pagano
@juliepagano

Replies to [@catehstn](#)

At the high level, I love regularly shipping features/fixes/etc. that solve problems for my users. Continual learning/growing (stagnation can be career death). Some combo of respect/trust/autonomy. Upward mobility (gets hard when there's almost no women ICs in upper levels).



Sera Chicazul @chicazul · Mar 17

At a high level my goals are improving myself, making stuff I am proud of, and improving life for others. I feel accomplished so long as I am learning, making progress on projects, shipping features, and/or having positive interactions with coworkers.

1 1 1 4 1



Sera Chicazul @chicazul · Mar 17

I'm internally-motivated for self-improvement, but otherwise feedback from others helps my sense of accomplishment. Hearing that my code is good, the feature solves a customer problem, my assistance helped a coworker succeed, etc gives weight to feats I might otherwise forget.

1 1 1 2 1



Sera Chicazul
@chicazul

Replies to [@chicazul @catehstn](#)

Daily goals are usually "make progress on/complete this task." Long-term goals are get better at coding, get better at non-code skills, improve the product, make positive contribution to company culture. I am bad at medium-term goals (something I'm working on!).

@catehstn



Liz Fong-Jones @lizthegrey · Mar 17

I think the answer is highly level/seniority-dependent. It's "hard" these days to feel satisfied by work because I have to remind myself that connecting other people with meaningful work/advice that will help them over a period of months is my 'real' job.



Liz Fong-Jones @lizthegrey · Mar 17

I am not a manager, but I am a tech lead. I'm "hoping" to have more time to accomplish concrete milestones e.g. writing blog posts/talks/videos that give me that sense of "I did something! people liked it!" but it feels like that individual contribution time is stretched thin.



Liz Fong-Jones
@lizthegrey

Replies to [@lizthegrey](#) [@catehstn](#)

so the things that make me happy are both the things that have short-term feedback loops, and also when a longer-term effort pays off and I hear about it (e.g. I love people telling me "hey, that thing you helped me with 2 months ago totally worked!")



Michele Titolo @micheletitolo · Mar 17

To me it's all about execution. I want to be able to complete my work at the quality level I expect. That includes everything from a tiny bug fix to months long project. When I'm not shipping, I'm not happy.



Michele Titolo @micheletitolo · Mar 17

As for goals, mine tend to be both technical and team driven (expected as a tech lead). Things like "help establish this team as a domain expert in X." Success for those goals depends on the myself, the team, AND others. All of those perspectives are needed IMO



Michele Titolo
@micheletitolo

Replies to [@micheletitolo](#) [@catehstn](#)

Also, another time I felt accomplished was with performance reviews. People loved working with me, and I with them! Being reminded of how we achieved things together was ❤️ That might be more of a tech lead thing tho



Dana Kats @xorhearts · Mar 17

In the past, success was closing bugs and finishing tasks, and reviewing things that I found value in from other IDs.



Dana Kats @xorhearts · Mar 17

Now, success is controlling my own time to spend a few hours writing code and reaching flow state, enough to make some progress on a technical goal. But another loud part of me demands that I pay attention to team sized structural or methodological problems, even tho it doesn't /



Dana Kats @xorhearts · Mar 17

Give me anywhere near the same feeling of success to make changes there. And a third party of me demands I spend my time in service to the team around me, supporting them with tech advice, guidance, mentorship, etc. These last two feel more in conflict with the first, where I /



Dana Kats
@xorhearts

Replies to [@xorhearts](#) [@catehstn](#)

Derive my real sense of success and accomplishment.

@catehstn



Daniel Frausto
@frausto_daniel

Replies to [@catehstn](#)

As dumb as this may sound, seeing/knowing people use "my work" projects I've worked on. Don't get a sense of accomplishment from finishing a project, just to find out it got shelved a week later. Then the rest is secondary. The paycheck is kind of nice though 😅. [#SimpleMan](#)



Rob Drimmie
@RobDrimmie

Replies to [@catehstn](#)

For a year, it would have to include shipping, seeing my work make a difference to people and also going back and revisiting something I did a while ago and knowing how I could have done it better. Ideally also having the opportunity to revisit and improve something.



Melissa Santos
@ansate

Replies to [@catehstn](#)

knowing i've helped someone. as the timeline gets longer satisfaction would like to be on a bigger scale "i see my impact on this project"



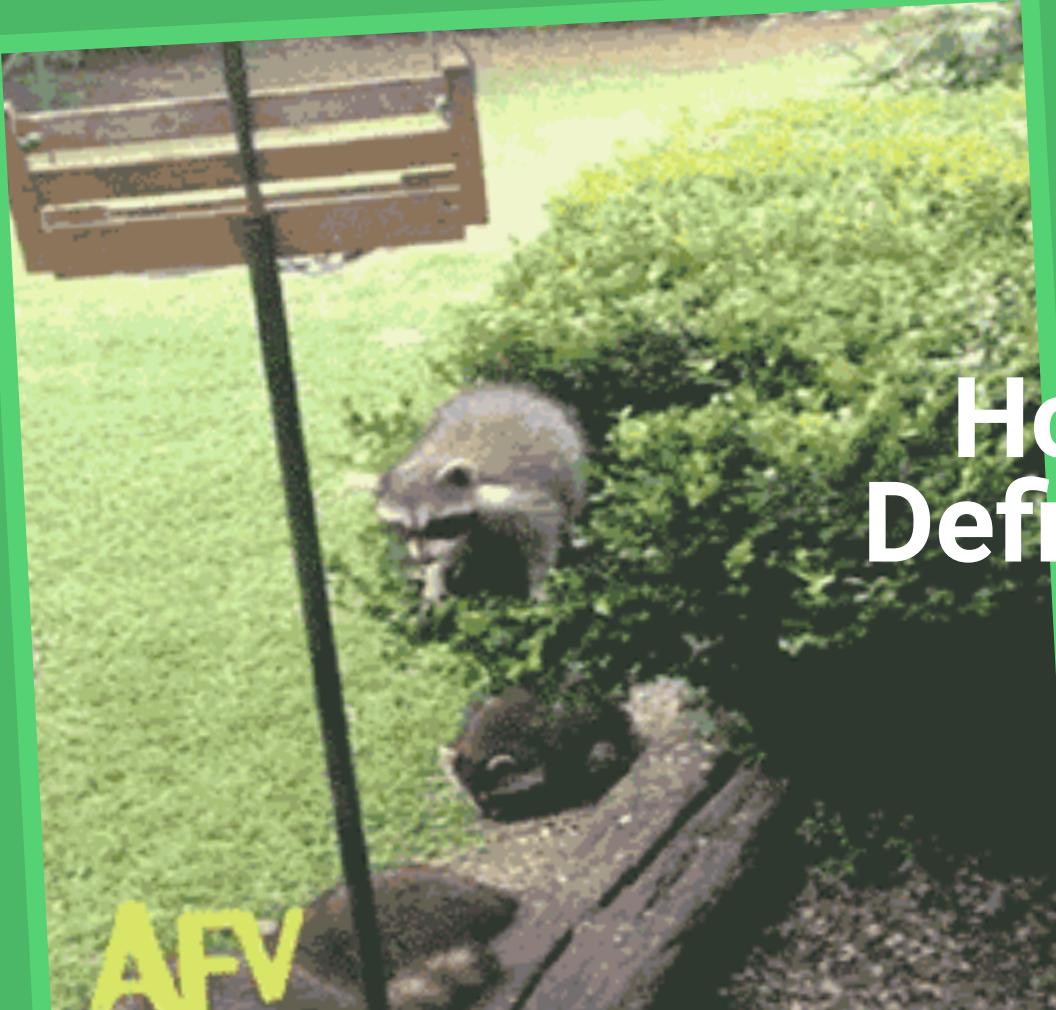
julia ferraioli ✨
@juliaferraioli

Replies to [@catehstn](#)

I wrote out a lot, but they all say the same thing: did I do something to make someone's life better/easier/safer? Then goal accomplished.

@catehstn

@catehstn

A squirrel is sitting on a wooden bench in a park-like setting. In the background, there's a signpost with multiple signs attached to it. The squirrel is looking towards the camera. The image has a green border.

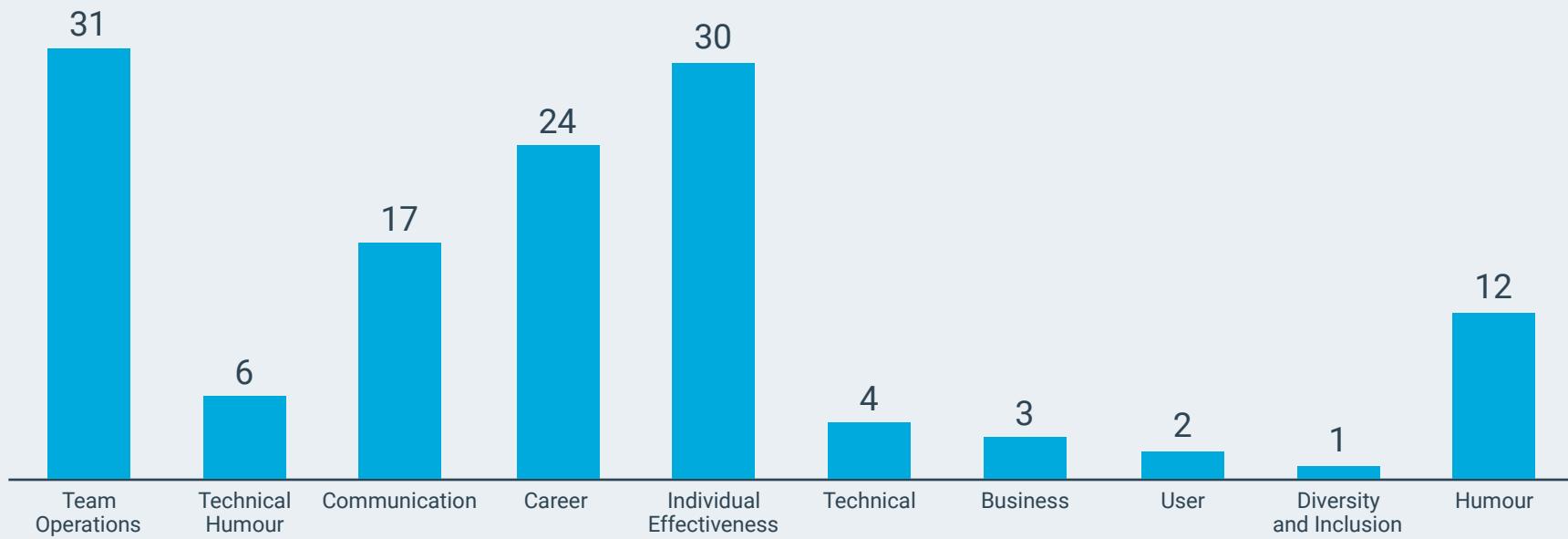
How do Teams Define Success?

AFV

@catehstn

@catehstn

Categorization Breakdown





cate

@catehstn

Follow up from yesterdays question,
what does a successful dev/product
team look like? How do you
demonstrate that and on what
timeframe? Does your team have goals?
What are they?

Would value managers and IC
perspective - please say which :)

Replying to [@michelle_titolo](#)

Trust, respect, and support are what I look for. Team members trust, respect each other and their process. Process is designed to support work. Team is supportive of each other, including manager, tech lead, and product/project/scrum manager.

 **Michele Titolo** @michelle_titolo · Mar 18
Manager here, IMO any team's definition of success should be at least in part up to the team (I crowdsource a lot, it's been well-received), and will vary by people/circumstance. For example, "Shipping on-time" isn't sufficient if it involves chronic 60+ weeks.

 **Michele Titolo** @michelle_titolo · Mar 18
Personally, I look for me not being a chokepoint. If ICs can move the system forward without asking permission, are basically in agreement on where we want it to go, and talk to each other/stakeholders when needed without asking me to book a meeting, I think we're in a good place

 **Clara Behmann** @ClaraBehmann
Replying to [@carnivorous008](#) [@catwhiskers](#)
Manager here, and I agree. A successful team takes responsibility - for themselves, each other, the product, and their users & stakeholders.

 **Melanie**
@melvlg

Replies to [@GlobalInn](#)

Manager here. A successful team maximizes business impact over time. The timeframe is at least a year, possibly years. That encompasses a lot of things - over the long term, a team that's working well together and happy is going to have a lot more impact than a dysfunctional one.

 **Dana Kats**
@xoxoharts

Replies to [@GlobalInn](#)

IC. Everyone knows the goals, agrees they are worth doing, understands how their work fits, feels free to create their own solutions toward them, is able to take risks (thus grow), is working closely with at least 1 peer (not alone), hold each other accountable and praise success

 **Marco Rogers**
@pocketk

Replies to [@GlobalInn](#)

I've managed dev teams for a while now. This is an important question. A team needs to have a firm definition of success. Both relative to themselves and relative external stakeholders. It's hard to do, and might look different depending on industry and product.

@catehstn

All Butler Glenesk @AllButlerGlenesk · Mar 18
Trust between teammates
Willingness to admit mistakes
Shared team vision and values
Clear goals, timelines and owners

1 2 3 4 5

Tjeerd @Fargha06 · Mar 18
Totally agree! I think the second point is very important and would add 1 point:
have fun working together and be able to be proud of what is delivered

1 2 3 4 5

All Butler Glenesk
@AllButlerGlenesk

Replies to @Fargha06 @catehstn @practicingdev

Being proud of what you're building and the product you're working on really is key! I keep realizing that more and more.

Clara Behrmann
@ChaoticClara

Replies to @catehstn

Manager here. I think success is a movement. It is about getting better.

To get better a team needs goals on several levels: for Stakeholders, ICs and the team.

But for a team to be truly successfull they must take ownership over all types of goals.

A successfull team cares.

Kevin Bongart
@KevinBongart

Replies to @catehstn

Built my eng team. 6 months in, success looked like: clearly defined area of ownership, decentralized tech/business knowledge, urgent bugs fixed, sustainable on-call rotation, clear roadmap with frequent milestones, platform for fast iteration room for mistakes, remote-enabled.



Adam Stein @AdamBStein · Mar 18

Without goals it's impossible to have success. I think there are really three goals for everyone -- 1) Make my product better, 2) Make my team/company better, 3) Make myself better. Managers should de-emphasize #1, junior engineers focus on 1 and 3.

1 2 3 4 5



catehstn @catehstn · Mar 18

De-emphasize?

1 2 3 4 5



Adam Stein

@AdamBStein

Replies to @catehstn

Not sure what you're asking. Managers should spent their time making their teams better, and peer teams better, and becoming better managers. Improving the product -- features and bugs -- should be a much lower priority. (Startups are an edge case.)

@catehstn

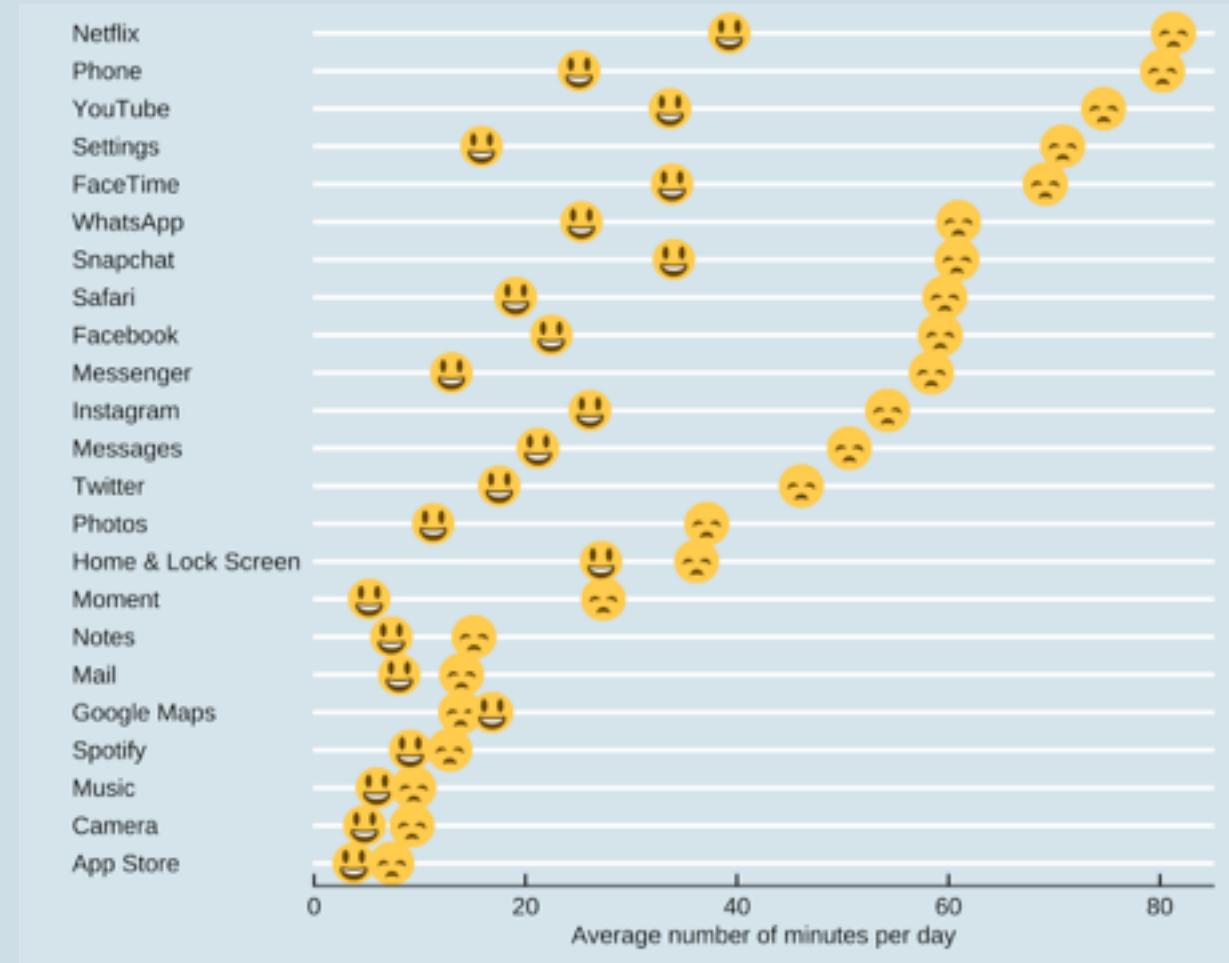
@catehstn

How do Users Define Success?

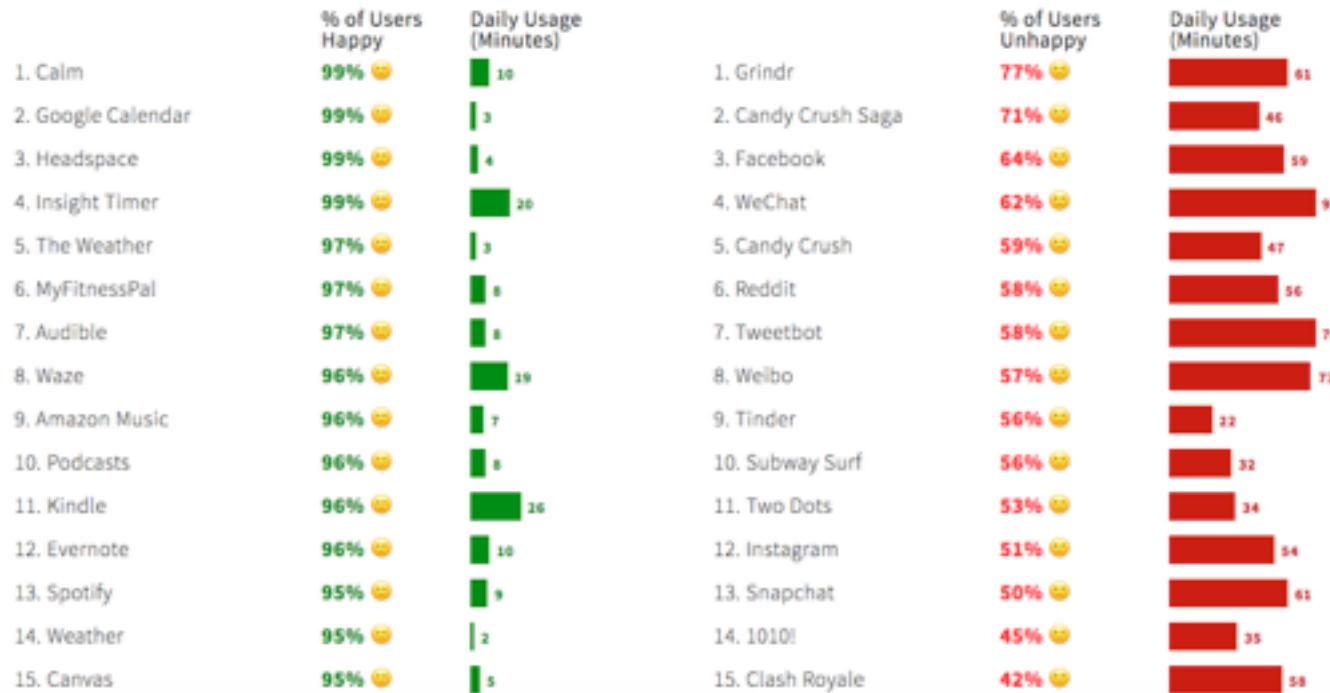


@catehstn

Daily Time in App for Happy and Unhappy Users



Most Happy vs. Most Unhappy



*How **should** we define “Success”?*



The Company is Context

@catehstn

“My first denied promotion taught me the wrong lesson. I thought I could keep doing the same work but package it to look good for the promotion committee. I should have done the opposite: figure out what the promotion committee wants, and do that work exclusively.

I adopted a new strategy. Before starting any task, I asked myself whether it would help my case for promotion. If the answer was no, I didn’t do it.”

– Michael Lynch, “*Why I Quit Google to Work for Myself*”

“My quality bar for code dropped from, ‘Will we be able to maintain this for the next 5 years?’ to, ‘Can this last until I’m promoted?’ I didn’t file or fix any bugs unless they risked my project’s launch. I wriggled out of all responsibilities for maintenance work. I stopped volunteering for campus recruiting events. I went from conducting one or two interviews per week to zero.”

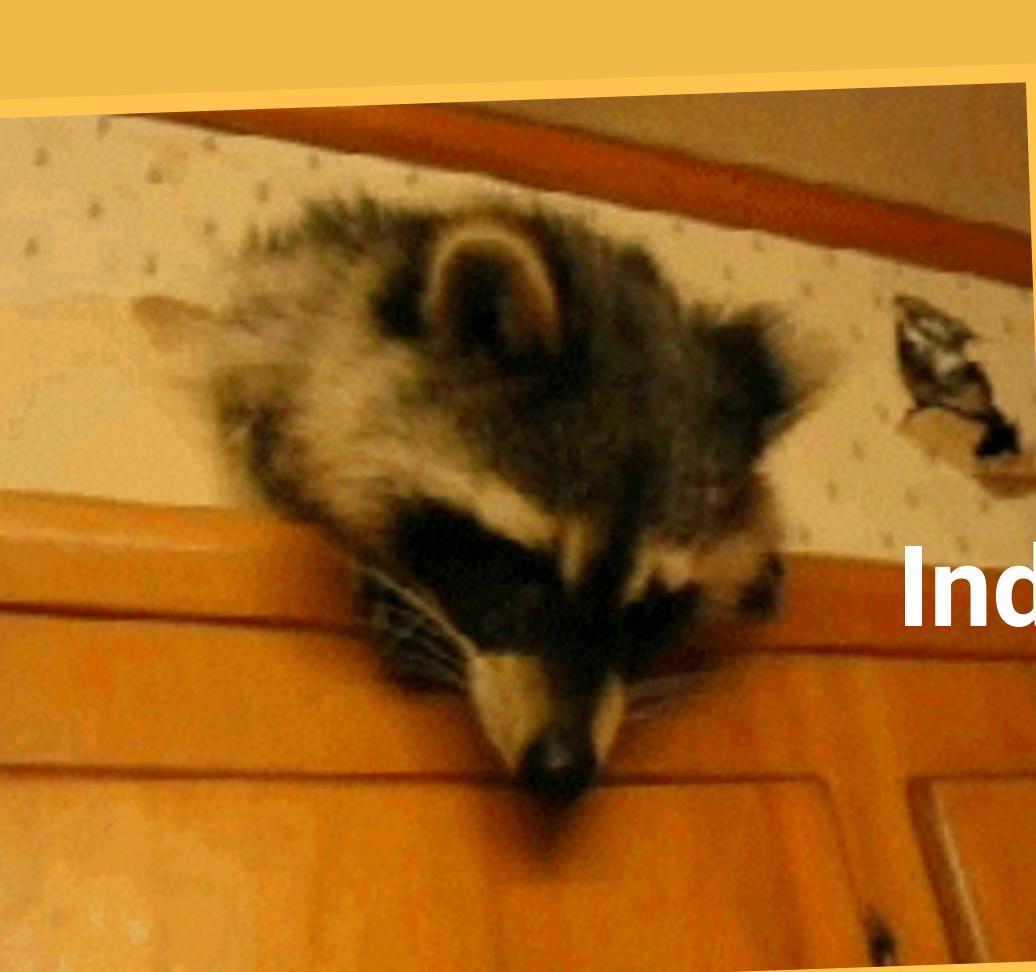
– Michael Lynch, “*Why I Quit Google to Work for Myself*”

@catehstn

How Should Teams Define Success?



@catehstn

A close-up photograph of a fluffy, dark-colored bird chick, possibly a penguin or a large seabird, resting on a light-colored wooden surface. A red marker is placed horizontally next to the chick, likely for scale. The background is slightly blurred.

How Should Individuals Define Success?

@catehstn



@catehstn

Hierarchy of Kindness



@catehstn

Accomplishment is personal.

Zoom out for clarity.

Say « thank you ».



kthxbai

GIFAK.NET

@catehstn

Write/Speak/Code 2018

Speak Your Truth



Google Pivotal

The New York Times
NYTIMES.COM

MailChimp

zipline



splunk>



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Women Techmakers



wework

#wsc2018conf | @writespeakcode



Speak Your Truth Wrap Up

with Neha Batra

#wsc2018conf | @writespeakcode

Write/Speak/Code never ends

- **5 Chapters and growing**

- Themed around Write/Speak/Code/Growth
- Hands-on learning, action-oriented
- Local mentors
- Women & non-binary

- **OYE Workshops**

- Free, Themed, Childcare, Food for all dietary restrictions, Headshots?, Mixers?
- Chicago (this year), SF + LA + Seattle + NY (next year)

- **Slack Community**

- See channels to join on #announcements slack channel

I need more. What now?

Local WSC

We have 5 Chapters!!

- **New York** - slack: #chapter-nyc, meetup: bit.ly/wsc-ny
- **San Francisco** - slack: #chapter-sf-bay, meetup: bit.ly/wsc-sf-bay
- **Chicago** - slack: #chapter-chicago, meetup: bit.ly/wsc-chi
- **Los Angeles** - slack: #chapter-la, meetup: bit.ly/wsc-la
- **(NEW!!) Seattle** - slack: #chapter-sea, meetup: bit.ly/wsc-sea
- **You??** - slack: #start-my-chapter

New York

Lisa Van Gelder @lisa_van_gelder
VP, Engineering

Loves Brooklyn, has opinions
about bias in interviews, and
is powered by coffee



Lauren Murphy @laurennor
IT/Data Assistant at AS/COA

IT Professional by day; Developer
by night



Jessica Simon @jsimon727

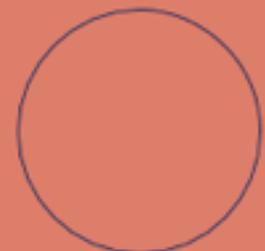
Software Developer at Casper

Loves great design and innovation,
passionate about creating social
change, education, and
everything tech!



Jeesica Armstrong @_armstrng
**Software Engineer/Consultant
at Stride**

Engineer at Stride; co-founder
Write/Speak/Code NYC Meetup;
2017 Write/Speak/Code conference
website team lead □



Chicago

Kara Carrell @KaraAJC

Freelance Developer

Developer by day, CommuniTechie
by night, and a Queer Blaxican
changemaker always



Brittney Braxton @mintiib

**Software Developer at
Blue Cross Blue Shield**

Interests include cats, coding, and
crafting, all while enjoying tea.
Currently software dev at BCBS



ORGANIZERS / San Francisco



Tien "Mimi" Nguyen

@Mimi_Dumpling

Software Engineer (seeking opps)

Has an uncanny ability of finding the nearest churro stand and is currently learning more about Rails.



Kelly Mason @kellymase

Customer Engineer @ Bugsnag

Gets excited about education and engineering; currently educates engineers.



Ting Deng @tingex

Software Engineer @ Indiegogo

Life-long learner, currently diving into playing piano by ear and Chinese history

ORGANIZERS / Los Angeles



Rebecca Bever @beckabec
Sr. Core Developer
@ Marvel Studios
Dachshund lover, geode collector,
and stop motion creator. I am gRoot.



Emma Cunningham @emmatcu
Sr. Software Engineer
@ Second Spectrum
Enthusiastic about: lambdas,
fermentation, and 한글



Angie Gonzalez @angieg0nzalez
QA Engineer@ Internet Brands
Loves writing bug reports and cares
too much about wrestling.



Evelyn Masso
Fullstack Web Developer
@ Carbon Five
Loves traveling, hosting dinner
parties, and subverting expectations.

ORGANIZERS / Seattle



Joanna Power / @atsalix

Senior Software Engineer at Allen Institute for Artificial Intelligence

Practices yoga, studies psychology of 12-year-old daughter, and loves British mysteries.



Grace Hatamyan / @hatamyan

Software Engineer at Yupta

Aspiring home chef, Mother of Cats, board game enthusiast.



Dawn Parzych / @dparzych

Director Product & Solution Marketing at Catchpoint

Epic storyteller and amateur photographer.



Megan Slater / @meslater1030

Application Developer at GeneralUI

Lover of all things web dev.

Documentation enthusiast. Owner of many interesting past lives.



Anna Watt / @annalynnwatt

Web PM at Stanford University

Enjoys color coding life, books, and spreadsheets. Always on the hunt for the next best burrito.

Volunteers & Honorable Mentions Saying Thanks

Photographers



Doreen Pierre

insta + twitter: @dapperpenniless



Debbie-Jean Lemonte

insta + twitter: @TheLocdBella
squ.re/book-with-debbie

35% discount! Code: WSC2018 (Aug/Sept in NY)

#wsc2018conf | @writespeakcode

How we pulled this conf off

Saying Thanks

Let's have you come up on the stage (we might break the stage)!

- Speakers and Mentors
- Organizer or Volunteer
- Chapter Organizers
- Board Members

How you can say thanks

Saying Thanks

Money

- Corporate Sponsorship: on the website, or... <http://bit.ly/sponsor-wsc>
- Personal Sponsorship:
 - Patreon - <https://www.patreon.com/writespeakcode>
 - Venmo - <https://venmo.com/writespeakcode>

How you can say thanks

Saying Thanks

Support, Amplify, and Share

- **Tweet at us, retweet us:**
 - @writespeakcode + @wscseattle @wscchicago @wscsf @wschnycity @wsc_la
- **Follow us on instagram:**
 - @writespeakcode
- **Share your testimonial**
 - #testimonial, twitter, info@writespeakcode.com, feedback sheets
- **Amplify + Offer Support in slack**
 - Share opportunities #cfp #conference #job-board #open-source
 - Offer help on #resume-review #mentoring #interview-practice #open-source
 - RT from #signal-boost
 - Provide feedback on #cfp #blog
 - Emoji react on #introductions



Write/Speak/Code 2018

Speak Your Truth

Sponsors Stand UP!!!!



Sponsors Stand UP!!!!



Google Pivotal

The New York Times
NYTIMES.COM

zipline



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Women Techmakers



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Thank YOU

Saying Thanks

What you did this week

- You showed up
- You opened up
- You wrote, spoke, and coded
- You expressed your creativity
- You challenged yourself
- You took care of yourself
- You supported your community



WRITE / SPEAK / CODE

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Next month...

Saying Thanks

You can (pick one)

- SHOW UP to your local chapter's meetup event
- SHARE wins in #donuts
- CHECK IN with your accountability friend/group

Write/Speak/Code 2018

Speak Your Truth



Google Pivotal

The New York Times
NYTIMES.COM

zipline



splunk>



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Women Techmakers



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