

# ARLO BELSHEE

PRINCIPAL SOFTWARE ENGINEER, PEOPLE  
MANAGER

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## Profile

I speed up my teams. We write fewer bugs and take less time to get stories done. This happens because I know how to reduce technical debt in ways that have immediate positive return during the current story. I both do these myself and teach others.



## Skills

### Mend Legacy Code

Safely modify unfamiliar code quickly. Address systemic flaws as a series of small, safe changes. Mentor others to do same.

### Agile Leadership

Lead teams' ability to responsibly own their outcomes. Mentor individuals and groups towards increased autonomy and inclusiveness.

### System Architecture

Smoothly transition large systems between architectures. Guide teams on architectural choices and paths to get there.

## Technical

JavaScript	XP / Lean / Kanban	Microservices
C++	People Management	DevOps Enablement
C#	Emotion Dynamics	Incremental Rewrites
SQL	Vertical Leadership Development	Hexagonal Architecture

## Selected Experience

### Tableau

Principal Agile Development Coach

2016-2019

No other person in the world has shifted my perspective on software development, and software development organizations, as much as Arlo. He lives inside a worldview of the future that most haven't glimpsed, some haven't grasped, and even fewer see how to get there.

— James Baker, Principal Technical Advisor, Tableau Software

### Microsoft

Senior Product Manager, OData; then Senior Software Developer, Engineering Excellence

2011-2014

Arlo was a key partner in helping the Microsoft Office organization transition to an agile continuous delivery model, with a focus on refactoring legacy code and getting it under test.

I sat in on a lot of his "mob sessions", where we'd bring in a piece of code and have Arlo coach us on how to get it under test. My favorite saying from Arlo was "your bug database should be the corner of your whiteboard...and it should be empty" :)

— Dheeraj Sarpangal, Principal Group Engineering Manager, Microsoft

### Silver Platter Software CTO

1999-2003

Arlo's facility with programming language concepts and architectural design is superlative and working with him every day quickly inspired me to become an expert and approach programming with rigor and precision.

Six years later, I still miss programming with Arlo.

— Jon Stewart, Vice President, Solutions Development, Stroz Friedberg

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## *Selected publications*

### How I Hire Teams Gender Bias in my Hiring History (2014)

I hire technical roles differently than most managers, which is why I create better than average teams. Here is how and why.

<http://arlobelshee.com/gender-bias-in-my-hiring-history/>

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### How I Prevent Bugs I Find Bugs Too Boring to Write (2017)

My teams get to Zero Bugs, whether I'm their manager or a member-leader. This talk discusses my reproducible approach.

<https://www.deconstructconf.com/2017/arlo-belshee-i-find-bugs-too-boring-to-write>

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### How I Help Teams Improve Their Practices Agile Engineering Fluency (2016)

The hardest part of change is helping people see what they don't know and have never experienced. Here's how I solve that for engineering improvements.

<https://www.youtube.com/watch?v=o6rQNwYLy6A>

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## *Education*

Pomona College - Claremont, California  
Math major

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