What companies and industry put value on

Not always being able to give a time estimate on a task

Prioritizing as a central infrastructure (devex) team

Tech wants everything to be measurable. **Productivity** isn't.

Invisible work isn't valued

Companies focus on outputs, not process quality, but rarely recognize that quality leads to product success

Platform Engineering is a Cost Center, not a revenue source

Development platforms at scale are more efficient ... unless they are underfunded and then they are toxic

Developer Productivity Aids usually don't

Being treated like an interchangeable cog in the machine

Using the lens of "Software Excellence", think about what problems and constraints make it difficult to build a product that matters, and do awesome quality work:

Understanding

Technical Debt the Problem

Training / Growing Software **Engineers** Complexity of a large (communitybacked) stack

Insufficient foresight about consequences of technical decisions

Software Quality (or lack thereof)

Infrastructure that adds/forces complexity

Non-composable systems impede incremental value add. Project size grows requiring funding, politics, etc.

As a developer, not understanding user needs because we only hear from users secondhand

Context isn't captured effectively Solution Space **Thinking**

Using the lens of "Thriving", think about what problems and constraints make it difficult for people to thrive, teams to thrive, and organizations to thrive:

Not getting to see the results of our work (seeing how it impacts users)

We promote engineers to management who have no people skills

Or we promote people managers who insufficient technical understanding

Mismatched expectations about desired outcomes (revenue, impact, career growth, happiness, etc.)

Competing **Incentives**

Insufficient Attention to Business Value

Without time for understanding much of software is full of fear, anxiety, etc

Universities train us that tech is an individual activity and that humans only see our work to judge us. :(

Tech execs have been out of the trenches for 10+ years ... which is 20% of the history of our field. Decisions are made with



Understanding and Education





If the work on
improving
quality/efficiency
isn't valued and
therefore rewarded,
it's hard to keep it
going

We reward people for papering over complexity instead of removing it.

Tendency to solutionspace thinking

 \Rightarrow

Context (both as a technical and human problem) for all leaders and ICs involved