

A photograph of a sailboat on the water. Several sailors are visible, wearing dark shirts with 'STIC' logos. One sailor in the foreground is giving a thumbs-up. The boat's sail is partially visible.

Growing your Agile Team

Hiring & inspiring the right mindset & skills

Heidi Araya

WIFI

Konferens-7a

Password

konferens786

#devopsdayssthlm

DEVOPSDAYS



Stockholm

Why I care about hiring the right talent...

- 10 years of Agile & digital transformations
- Director of Agile Transformation at Tenable
- Cofounder, Open Leadership Network

A close-up photograph of a camel's head and front legs. The camel is lying on its side on a dry, brown, sandy ground. Its skin is a light tan color with darker, wrinkled patches. The background is blurred.

Has this ever happened to you?

You're on a team.

Someone hired a new team member (or even your manager!) without team input...

How did it feel when they ‘showed up’ on your team?

Industrial Age & Scientific Management

- Strict processes and actions should be followed
- Managers monitored people for the first time



- Predominantly individual work over teamwork
- Workers measured by output, not outcomes

Legacy of Taylorism & Manufacturing Age

Heidi Araya

@HeidiAraya

- Management knows more & therefore makes the decisions
- Workers are interchangeable and easily replaceable
- Individual performance is rewarded over team dynamics & delivery
- *How might this mindset impact today's hiring?*

The world is different now



We don't do solo work anymore...



Everything
in Agile &
DevOps requires
teamwork

Collective
Knowledge
over
Individual
Expertise

Today, companies need teams to...

- Continuously deliver value to customers**
- Sense & respond to market changes**
- Rapidly innovate**
- Have a learning culture**
- Have information to make good decisions – and make them fast**

Why are we hiring?

- What behaviors and traits are we looking for?
- What gaps or problem will it solve?
- Tech skills age rapidly - are we hiring for now or for the future?





Résumés don't reveal mindset

- Look beyond the résumé
- People over process

Humanize the process

- More than just a resume... look what they share on Github, Twitter, LinkedIn, etc.

- Team review of candidates
- Timebox, decide together
- A quick call is sometimes a very effective screening tool!

Clarify the hiring process for all

- Process
- People
- Format
- Timings
- Who makes which decisions

What skills do we need for teamwork?



Collaboration
& Support

Ability to
learn
together

Emotional
intelligence

Giving &
receiving
feedback

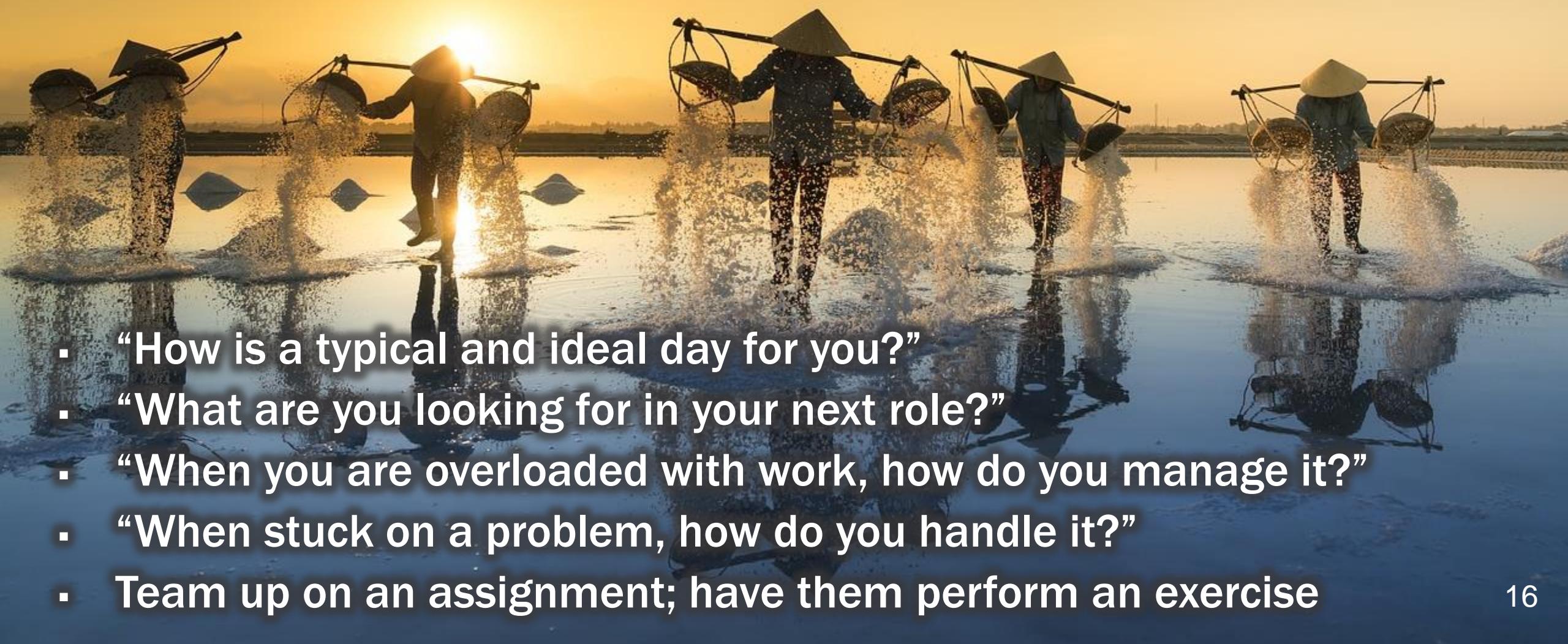
Ability to
navigate
conflict

Delve into their thinking...



- Share a real challenge you are facing; what would they do?
- What did they actually do in a particular situation? Dig deep.
- Technical, people, project, process, etc.

Focus on collaboration & team orientation



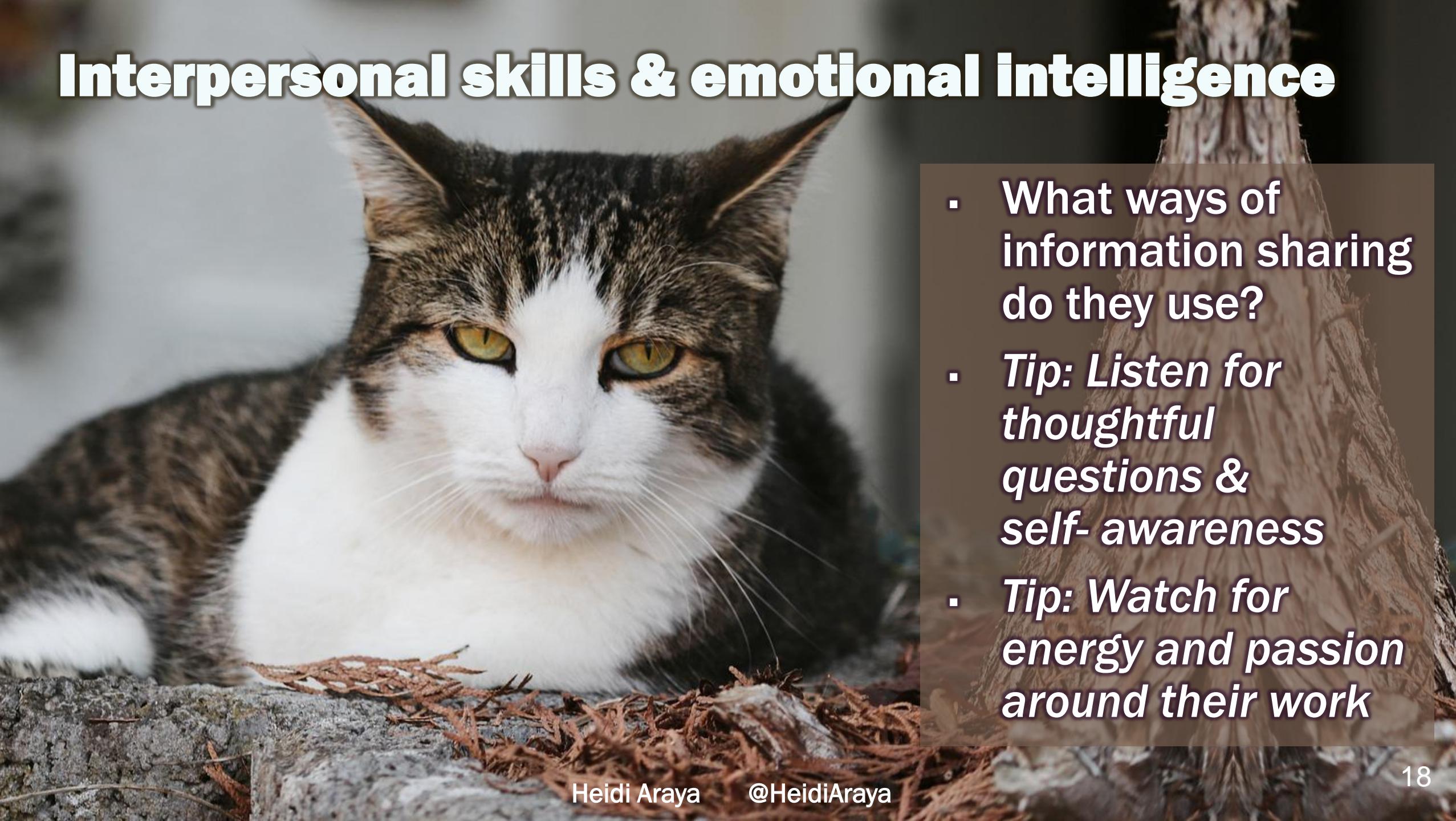
- “How is a typical and ideal day for you?”
- “What are you looking for in your next role?”
- “When you are overloaded with work, how do you manage it?”
- “When stuck on a problem, how do you handle it?”
- Team up on an assignment; have them perform an exercise

Leadership & knowledge sharing



- What was toughest decision they had to make in the last six months
- When did they need to sell an idea; what were the results
- Ask for specifics of coaching or mentoring others & success stories
- Ask for opinion/to compare and contrast technologies or frameworks

Interpersonal skills & emotional intelligence



- What ways of information sharing do they use?
- *Tip: Listen for thoughtful questions & self-awareness*
- *Tip: Watch for energy and passion around their work*

Learning & growth mindset

- “How do you stay on top of industry & tech changes?”
- “When have you had to work outside your comfort zone?”
- “Share a challenging point and high point in your career...”
- Ask if they want feedback at each interview stage



Adaptability: role, domain, process

- “What was the biggest change you have had to deal with at work? How did you adapt to that change?”
- “Tell me about a time a project changed direction suddenly...”
- “Share a time when you tried something different and it did not go as you expected...”

Navigating conflict

“Tell me about a time you had a different opinion than others about something important to you, or disagreed with an approach...”





Customer Focus

- “What does customer focus mean to you?”
- “A major customer incident was just resolved. What would you do now?”
- “How do you know your team is doing well?”
- “How would you prioritize between bugs, features, improvements?”

Giving & receiving feedback

A photograph of a brown and white dog, possibly a Border Collie, standing in a field of tall grass. The dog is facing towards the right of the frame, with its head turned back over its shoulder to look at the camera. Its tail is raised high in the air. The background is a soft-focus view of more greenery and a cloudy sky.

- “When was the last time and in what situation did you ask for direct feedback?”
- Ask candidate how it’s going & share back from your perspective
- Retrospect frequently as a hiring team



Do your part ...

Share organizational values via storytelling



Heidi Araya

@HeidiAraya



ONE TENABLE

We work together and we win together. We are all part of one Tenable team – employees, customers, partners and stakeholders.



DELIVER RESULTS

We set high goals, take bold risks, measure honestly and deliver results that exceed expectations.



WE CARE

We are committed to our work, our customers, our colleagues and our communities. We speak candidly and always do the right thing.



WHAT WE DO MATTERS

The work we do makes a difference in this world.

Be vulnerable & honest

- Share challenging & inspiring moments
- Be honest about the culture & expectations
- Share organizational impediments & upcoming changes



Connect candidates with their motivations

Autonomy:
People want to be self-directed; have a say in what they do & how they work

Purpose:
People desire to contribute to a larger purpose – feel that what they do matters

Mastery:
Urge to get better at something: a challenge – learning is fun

Discover their purpose

- Why do you show up everyday to work?
- What excites you?
- What is your least favorite thing to do?



Where to find good candidates?

A close-up photograph of a green frog with brown spots resting on a large, vibrant green lily pad. To the right of the frog is a fully bloomed white water lily flower with many petals. The background consists of more lily pads and dark, rippling water.

- Attend networking events
- Go to meetups & conferences - find people who love learning
- Host a meetup at your company!
- Get referrals from coworkers

Try this.... Leverage whole group process

Instead of...

- Manager pre-screening all applicants
- Manager making final hiring decision

- Invite everyone to contribute to the hiring process
- Empower team to choose their teammates
- Retrospect on hiring misses & decisions

Hiring experience doesn't end with an offer...

A photograph of a woman with long blonde hair, seen from behind, walking away down a dirt road. She is wearing a white blouse with blue floral patterns and blue jeans. She is carrying a small dark suitcase in her right hand. The road is flanked by fields of yellow and green crops, with a patch of red flowers on the right side.

**A good
onboarding
experience
contributes to
increased worker
engagement**

**Highly
engaged
workers are
87% less likely
to leave
the company they
work for**

Takeaways

- Get everyone involved in the hiring process
- Teams should decide their teammates
- Hire people for the real jobs they will be doing – learning, collaborating, inspecting and adapting

Let's connect!

- Twitter @HeidiAraya
- Find me on LinkedIn
- openleadershipnetwork.com

DEVOPSDAYS



Stockholm