Management:
Doing the non-obvious II

Diego Pacheco

About me...

- Cat's Father
- Head of Software Architecture
- Agile Coach
- SOA/Microservices Expert
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- Speaker
- Author

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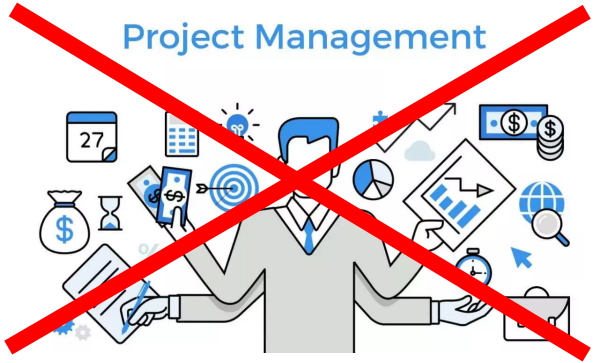
https://diegopacheco.github.io/

You cannot regulate failure

- Flawed mentality
- We cannot predict all possible outcomes
- We cannot predict all possible failure modes
- It's much better recover from failure.
- All models are abstractions and miss things.
- Regulations don't work with Complex systems.
- Society is all about complexity but individuos just Look for linearity.

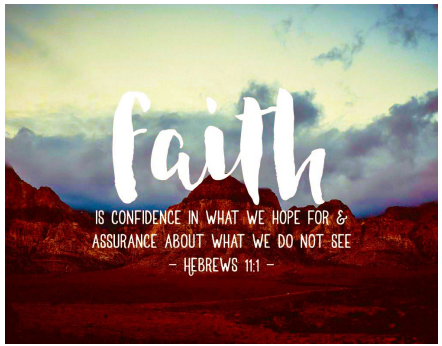
Product Manager VS Project Manager

- Most companies product strategy: Please the business
- Most companies have feature teams not product teams
- Feature teams have the solution already so nothing to be discovered.
- Too much domain knowledge is a liability you can start thinking you are the customer.
- It's much better to share a vision them a roadmap(several companies don't share roadmaps).



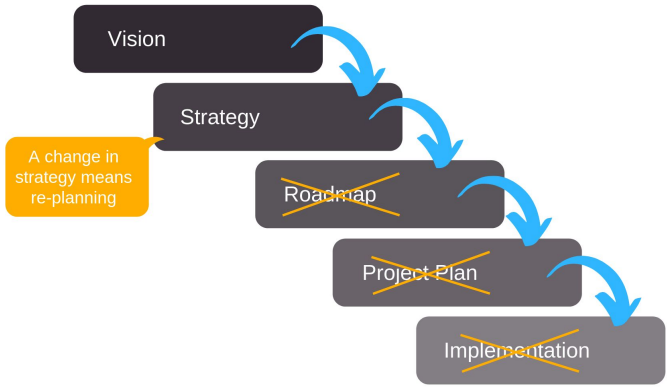
Product vision is a leap of faith

- You can validate if a need exists but you cannot validate the solution.
- Storyboard focus on emotion might be a better way to share a product vision.
- A good product manager creates the OWNER feeling on people (Team of missionaries, not mercenaries)
- Innovation thrives with people who think differently.
- Therefore Cultural FIT could be dangerous



Sharing vision not roadmaps

- If the customer buy your product because of a feature in your roadmap is much hard to change your tactics
- The more details you commit the more hard is to change
- Sharing Roadmaps == waterfall
- Pressure != Results

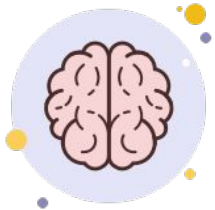


Mistakes are desirable!

- No Failure == no Innovation
- Failure is desirable and should be celebrated.
- Failure is normal
- Blaming one person for failure is wrong thinking (!complex thinking)
- Human Error == Design Error
- Most of the new invention fails and that's fine.
- Good innovation takes a long time

Faul Cognitive Bias

- The Bat and the ball (1.10) and Bat is +1 = how much is the ball?
- Faul Cognitive Biases:
  - 1 - Frequent Exposure: Is this the best option or just the option I see more often or spend more time.
  - 2 - Status Quo: Loss Aversion and the endowment effect == trap by the past. What I'm loosing by doing that?
  - 3 - Tunnel Vision: WYSIATI - What you see is all there is



More Interdependencies == More Management

- Management is really about coordination of blank spots
- The more team you have, the more interdependence the more manager you will need
- TRUE if you don't have right culture
  - SOA
  - Self-Service
  - Automation
  - Isolation
  - Grown-ups / Talent density

It's all about Psychological safety

- 1990
- Google
- Unicorn Project
- (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status quo
- It's about no politics!

The Fragilitas

- We cannot calculate risk and probabilities or rare events.
- Fragilistas:
  - IS a myth to think that planning help corporations
  - Lack of Randomness == guarantee death
  - Believe in Models
- e.g Medical(deny Body ability to heal, drugs with side effects), politics (see the economy as a washing machine), financial (use risk models that destroy bank system).
- Every plane crash brings us close to safety.

Do not Please your boss

- Netflix: "Don't try to please your boss"
- Empowered: "Pleasing your business is the wrong prod strategy"
- Innovation Vs Empire Building
- Your boss has Product or Project Mentality?
- Strong companies product team purpose is to build product customers LOVE (YC & MC)
- Most companies are not empowered product teams they are feature teams. (Complex systems again)

We leave in an Attention Economy

- Social Media / Marketing Theory
- People Need attention not negative feedback
- Attention can be delivered in 101s (Attention != just doing meetings)
- Meetings != Scalability

People Don't need negative Feedback

- People need Attention
- Feedback often is bad (it's wrong and not clear and bad structured)
- Positive feedback is up to 30x more effective
- Why we focus on our weakness over our strengths?
- People are unique and this is a Feature not a bug.
- Stop trying to BOX people and ask them to be the SAME
- Competency models are all wrong (rater idiocracy)
- Constructive and Good feedback is needed! (A4)

Identity == habits

- Habits == repeating self
- Overtime our small choices compound into bad/good results.
- You should be much more worried about your trajectory, not your results.
- You get what you repeat. Mastery requires patience.
- A good game is easy to learn and hard to master.
- Results are much more about Systems(habits) than Goals(Objectives).
- The long term is about goalless thinking.
- True behavior change is identity change.
- If you don't shift your belief behind the change will be hard.

Identity == habits

- Your habits is how you embody your identity.
- There 4 laws for behavior change: Obvious, attractive, easy, and satisfying.
- Ability to keep going even when it gets boring - success == boring.
- Small improvements stacking up overtime create lots of benefits.

It's all about Discipline

- 70% Digital Transformations fail.
- Lack of discipline to execute transformations.
- Often discipline is short-time spawn
- The importance of Operational Bounding (versus paper/emails/wikis)
- The Importance of Automation
- The Importance of Self-Service

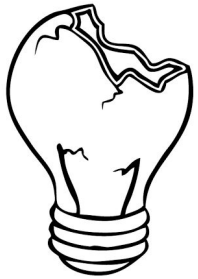
Forget Process. Focus on Grown-ups

- ❑ Why do we need process for everything?
- ❑ Why we need to review everything?
- ❑ How can we scale this way?
- ❑ Are we treating people as grownups?
- ❑ Is technology CORE or a EXPENSE?
- ❑ Talent Density > Process

Artists & Soldiers

Why Teams destroy innovation

- The size of the group is important because if is too big people just think about the jobs.
- When you have a group you have 2 competing forces
  - Stake in outcome
  - Perks of Ranks
- Your focus change from Projects and Outcomes to Politics and Promotion
- When people stop at the water cooler to discuss the promotion path that's the moment when great teams will start killing great ideas.

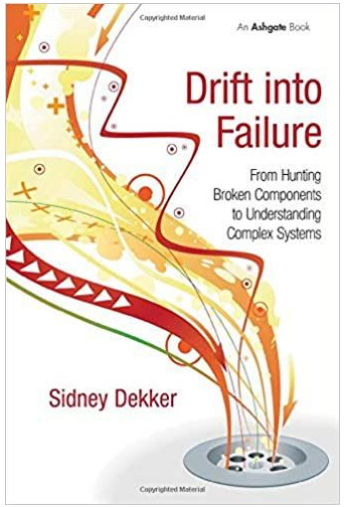


People need to love your NOs (Boundaries)

- Do people just love your YES?
- Boundaries issues start with childhood based on the parent relationship with you.
- Say what you think (important for you might not be for me)
- Boundaries by setting rules
- Owning your feelings but respecting others
- People keep the bad in and the good out.

Signifiers VS Real Joy

- Signifiers == plumage == short term and fade fast.
- Happiness is a skill you can learn.
- The ability to control you EGO comes from mindfulness
- My emotions are not me, my thoughts are not me.
- You can be happy even with suffer.
- The normal state of mind is calmness and steadiness.
- Meditation is all about to LET IT GO.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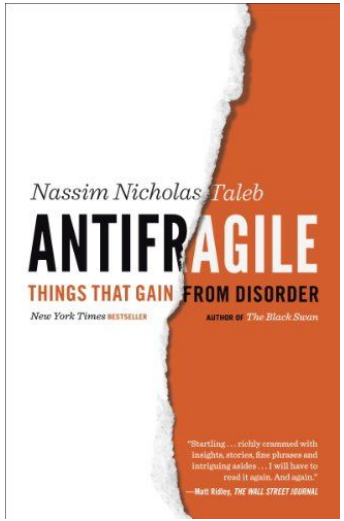
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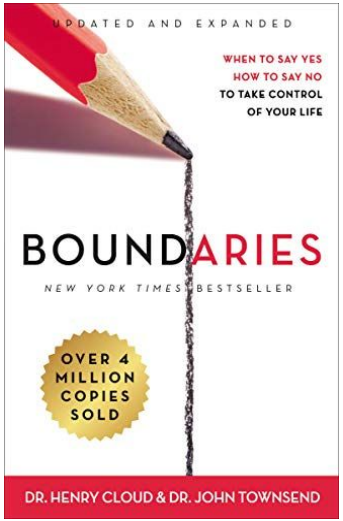
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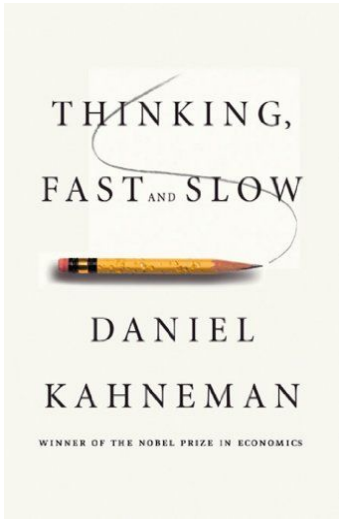
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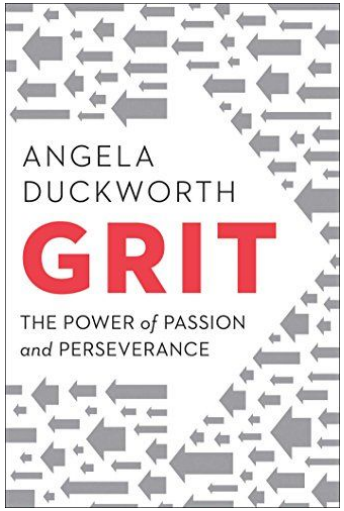
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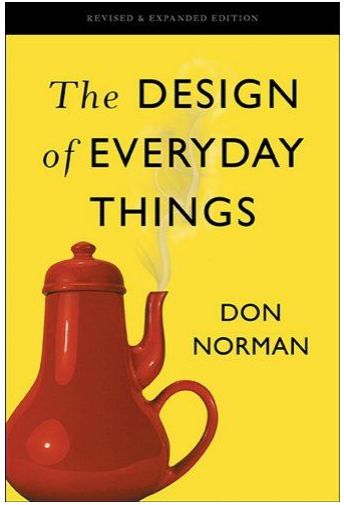
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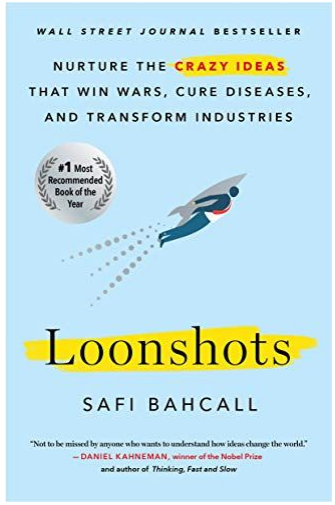
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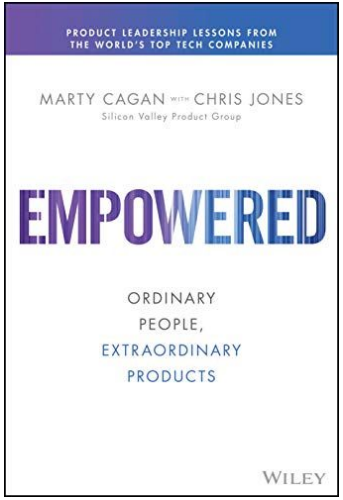
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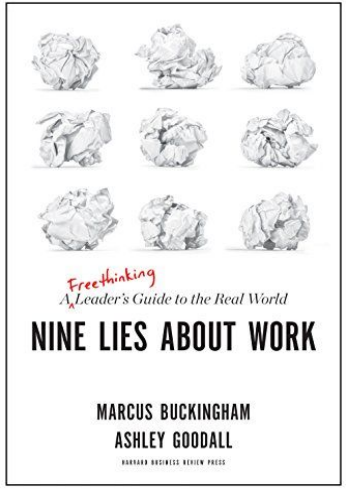
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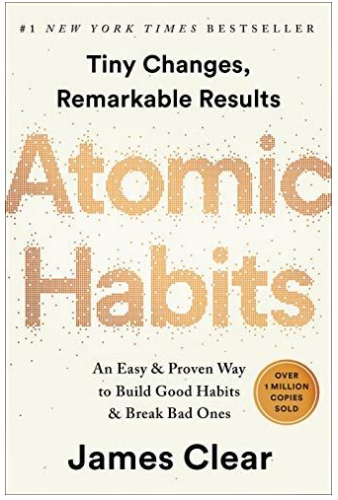
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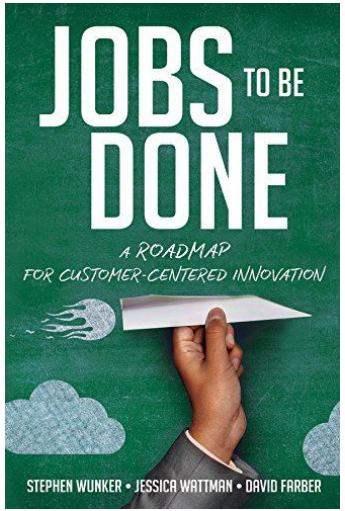
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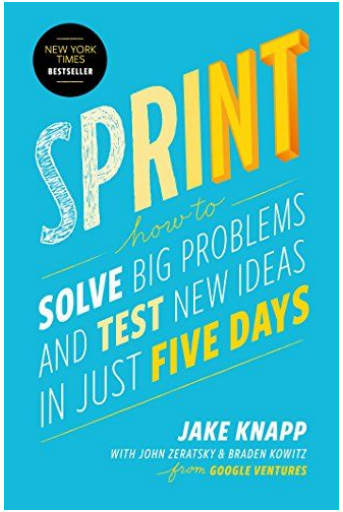
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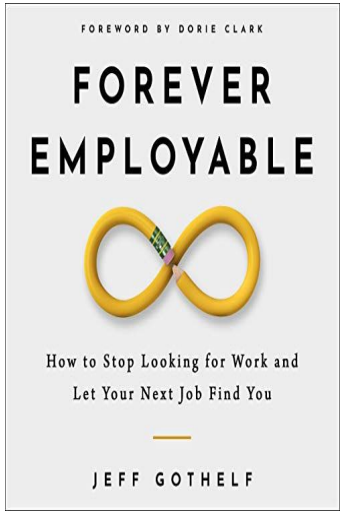
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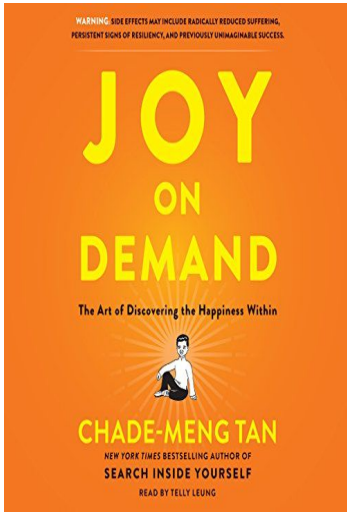
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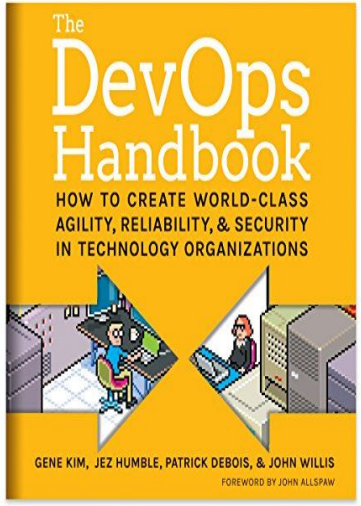
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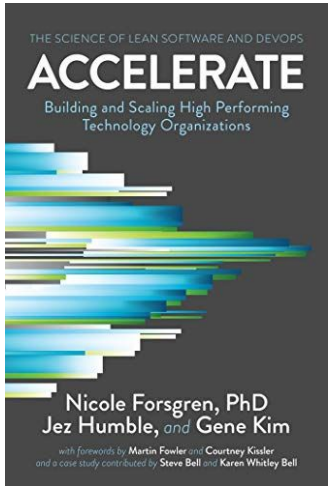
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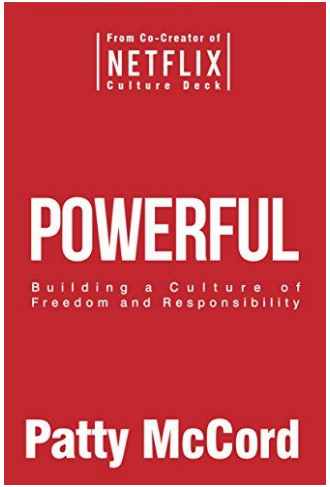
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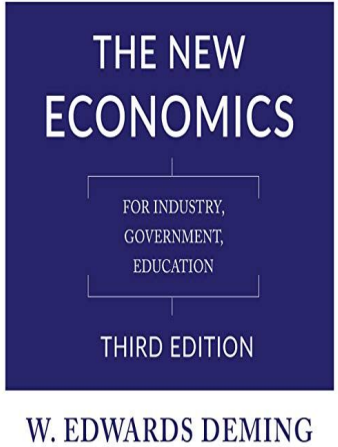
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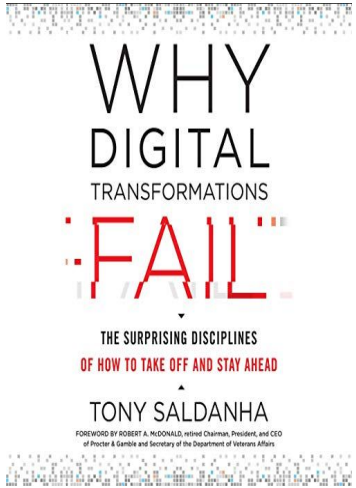
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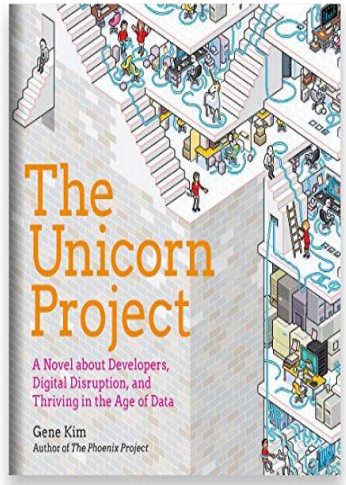
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Management:
Doing the non-obvious II

Diego Pacheco