SOCIO-TECHNICAL LEADERSHIP

HOW TO HAVE IMPACT AS A SOFTWARE DEVELOPER

@EINARWH

WHO AM I?

NRK TV

TALKS

http://einarwh.github.io/talks.html

BLOG

http://einarwh.wordpress.com

GITHUB

http://github.com/einarwh

TWITTER

http://twitter.com/einarwh

SOCIO-TECHNICAL LEADERSHIP

HOW TO HAVE IMPACT AS A SOFTWARE DEVELOPER

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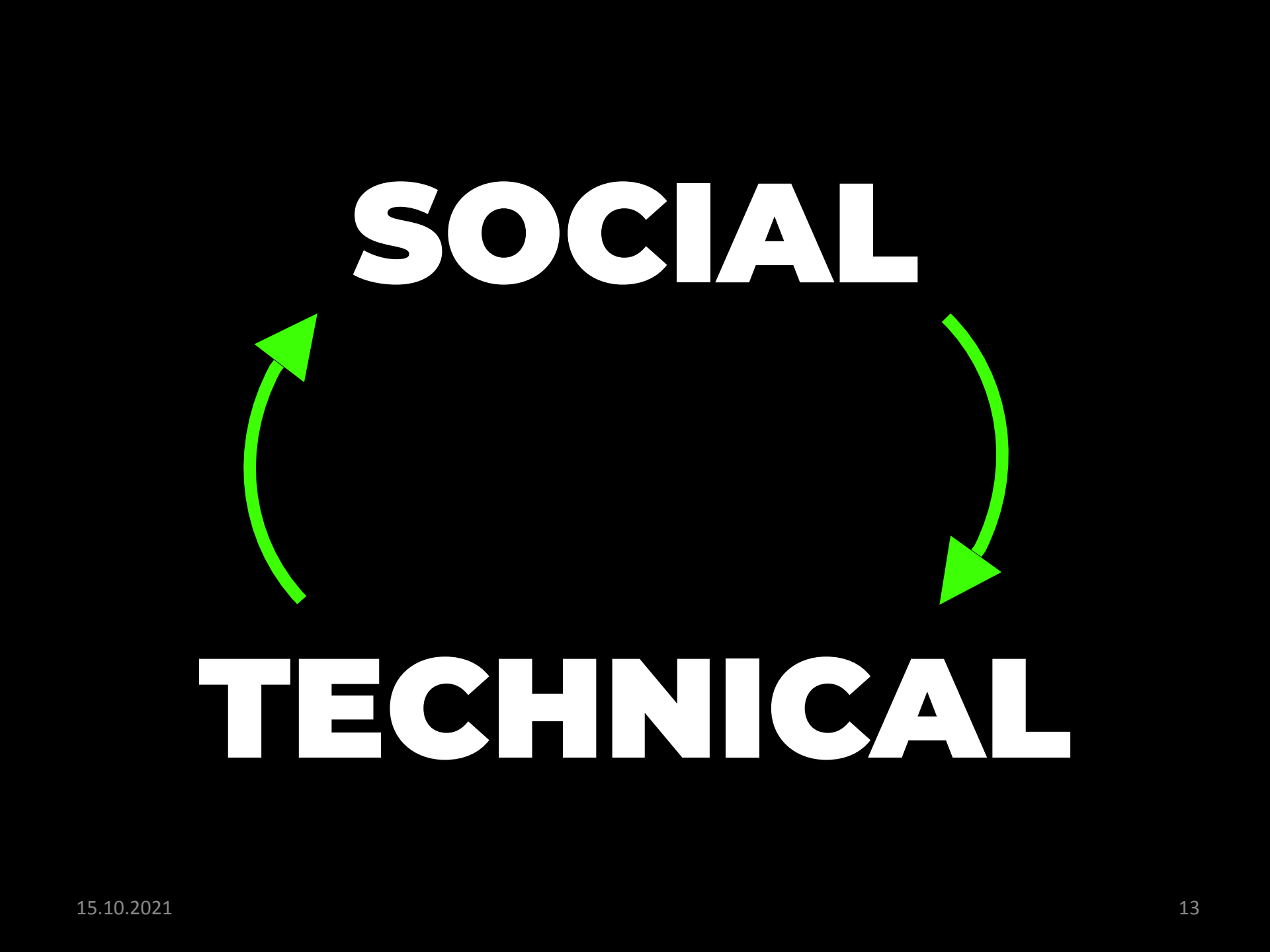
SOFTWARE IS SOCIO-TECHNICAL

WHAT DOES THAT MEAN?

SO WHAT?

WHAT ARE SOCIO-TECHNICAL SYSTEMS?


SOCIAL
TECHNICAL

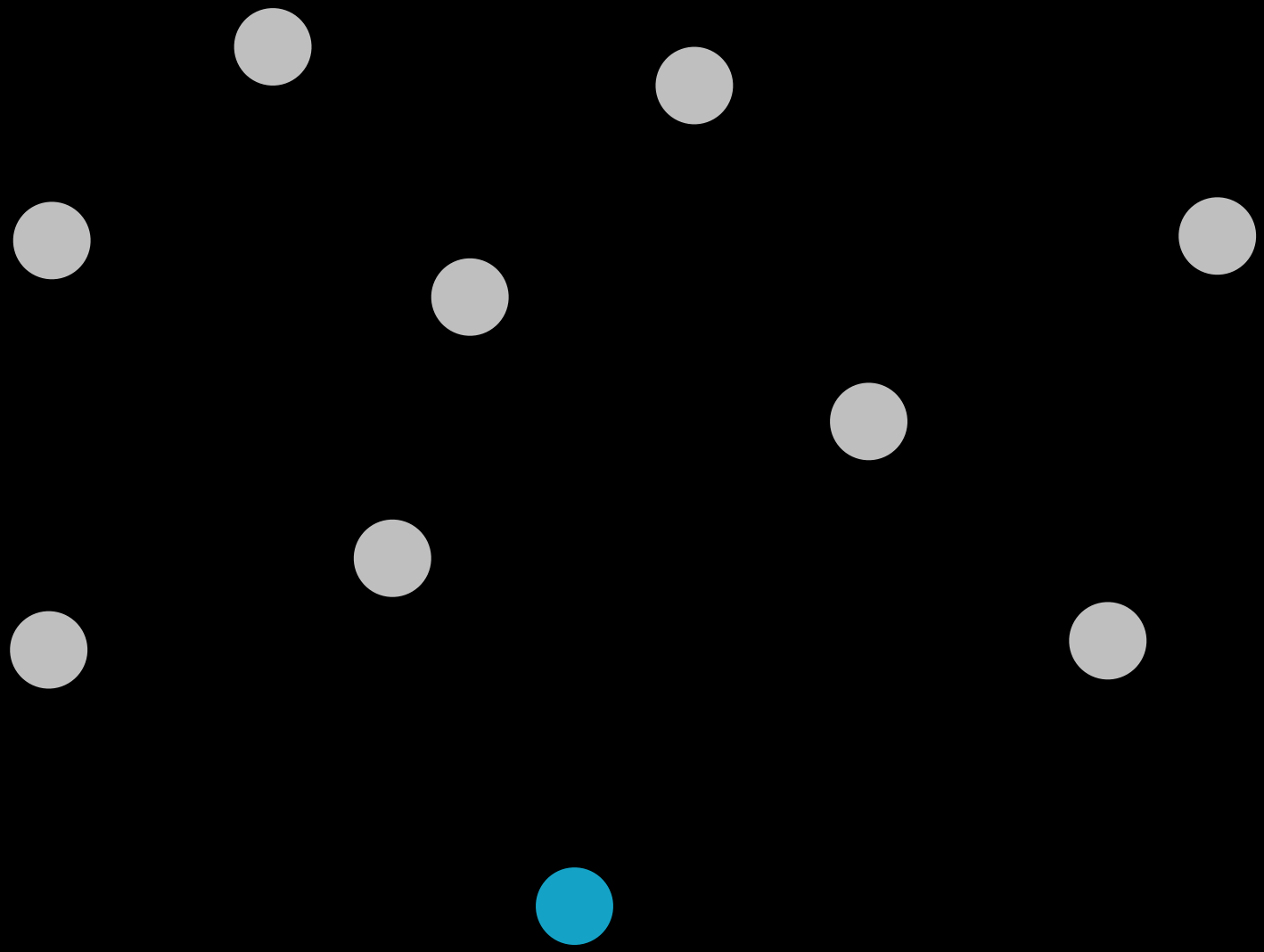
CONWAY'S LAW

JOINT OPTIMIZATION

WHAT ARE THE IMPLICATIONS?

HOW TO PROVIDE LEADERSHIP

STARTING A NEW JOB



HOW WILL IT PLAY OUT?

IT DEPENDS

WHO ARE YOU?

WHO ARE THEY?

CONTEXT

WHY ARE YOU THERE?

WHAT IS YOUR ROLE?

ARCHITECT

TECH LEAD

SENIOR DEV

JUNIOR DEV

SOMETHING ELSE?

WHAT IS EXPECTED FROM YOU?

1337 DEV

FASTEST JIRA TICKET PROCESSING MACHINE IN THE NORTH

COACH A TEAM OF DEVELOPERS

MOVE TOWARDS A BETTER ARCHITECTURE

HELP BUILD A BETTER DEVELOPER CULTURE

WHAT ARE YOUR GOALS?

PROVIDE VALUE FOR THE CUSTOMER

PROVIDE INCOME FOR YOUR EMPLOYER

EARN A DECENT PAYCHECK

CREATE AN AWESOME PRODUCT

BUILD A CAREER

CREATE A NAME FOR YOURSELF

WORK WITH EXCELLENT PEOPLE

HAVE FUN

WHAT IS YOUR TIME FRAME?

LIMITED

LONG RANGE

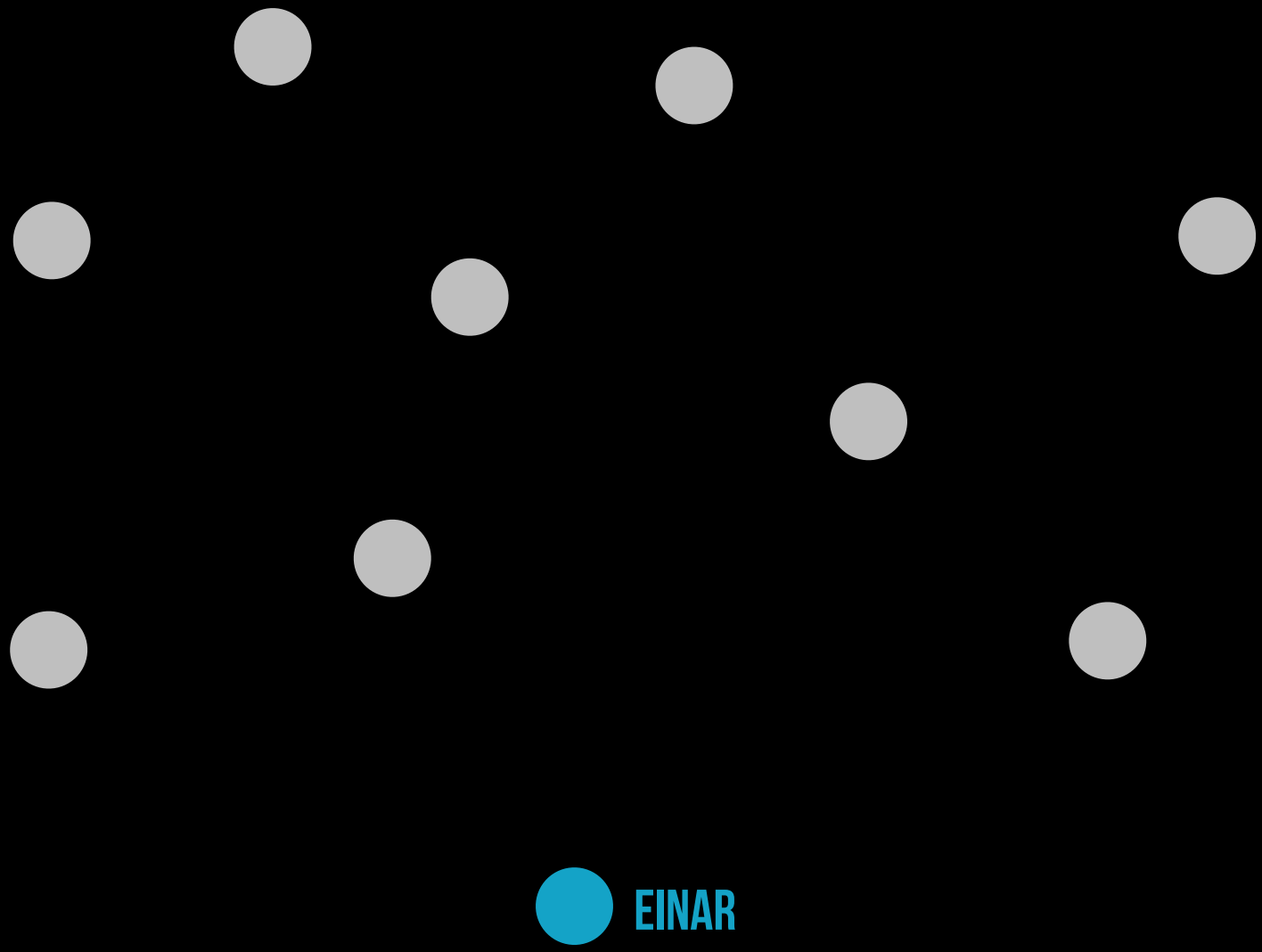
ASSUMPTION

YOU WANT
IMPACT

CONTEXT

A CONCRETE EXAMPLE

ME


EINAR

I COME WITH OPINIONS

I BELIEVE IN DOMAIN-DRIVEN DESIGN

I AM SKEPTICAL OF PROCESS THEATRE

I BELIEVE IN THE NEED FOR LEADERSHIP

I AM SKEPTICAL OF TOP-DOWN LEADERSHIP

I BELIEVE IN INCREMENTAL IMPROVEMENTS

I AM SKEPTICAL OF GRAND REWRITES

I BELIEVE IN EMPOWERED AUTONOMOUS TEAMS

I AM SKEPTICAL OF INDIVIDUAL PROGRAMMER HEROICS

BUT THESE ARE JUST EXAMPLES

I AM HUMAN

I AM COMPLEX

KNOWLEDGE & EXPERIENCE

STRENGTHS & WEAKNESSES

HOPES & FEARS

CONFIDENCE & INSECURITY

PET PEEVES

LIMITED RATIONALITY

DRIVEN BY EMOTIONS

COGNITIVE BIASES

BLIND SPOTS

I AM MADE OF NARRATIVES

I HAVE A SELF-IMAGE

I AM A GOOD PERSON

I AM A GOOD DEVELOPER

I DO MY BEST

I DESERVE
MY PAY CHECK

CHALLENGES & THREATS

I EXPERIENCE COGNITIVE DISSONANCE

I NEED COGNITIVE CLOSURE

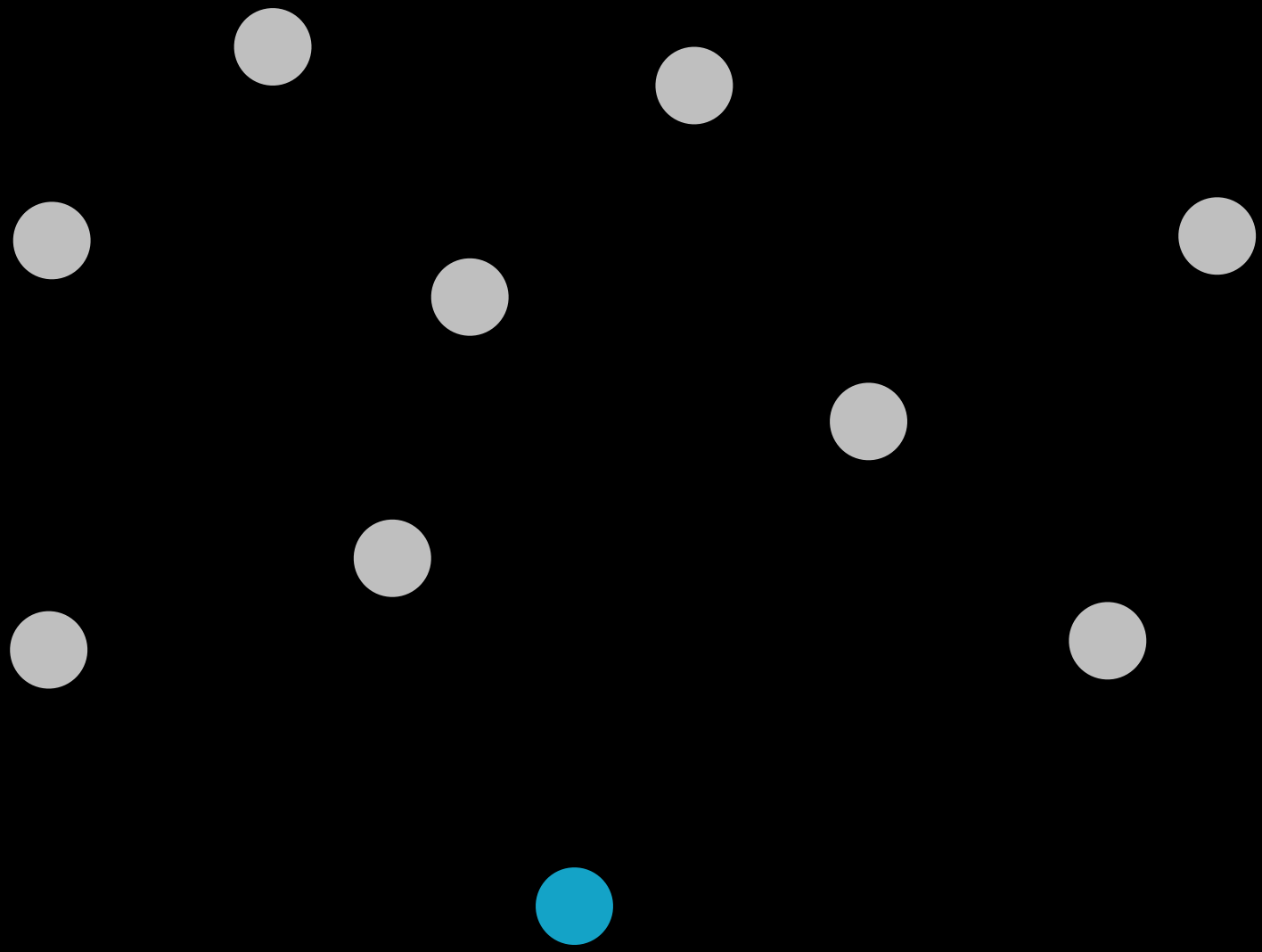
I HAVE SELF-DEFENSE MECHANISMS IN PLACE

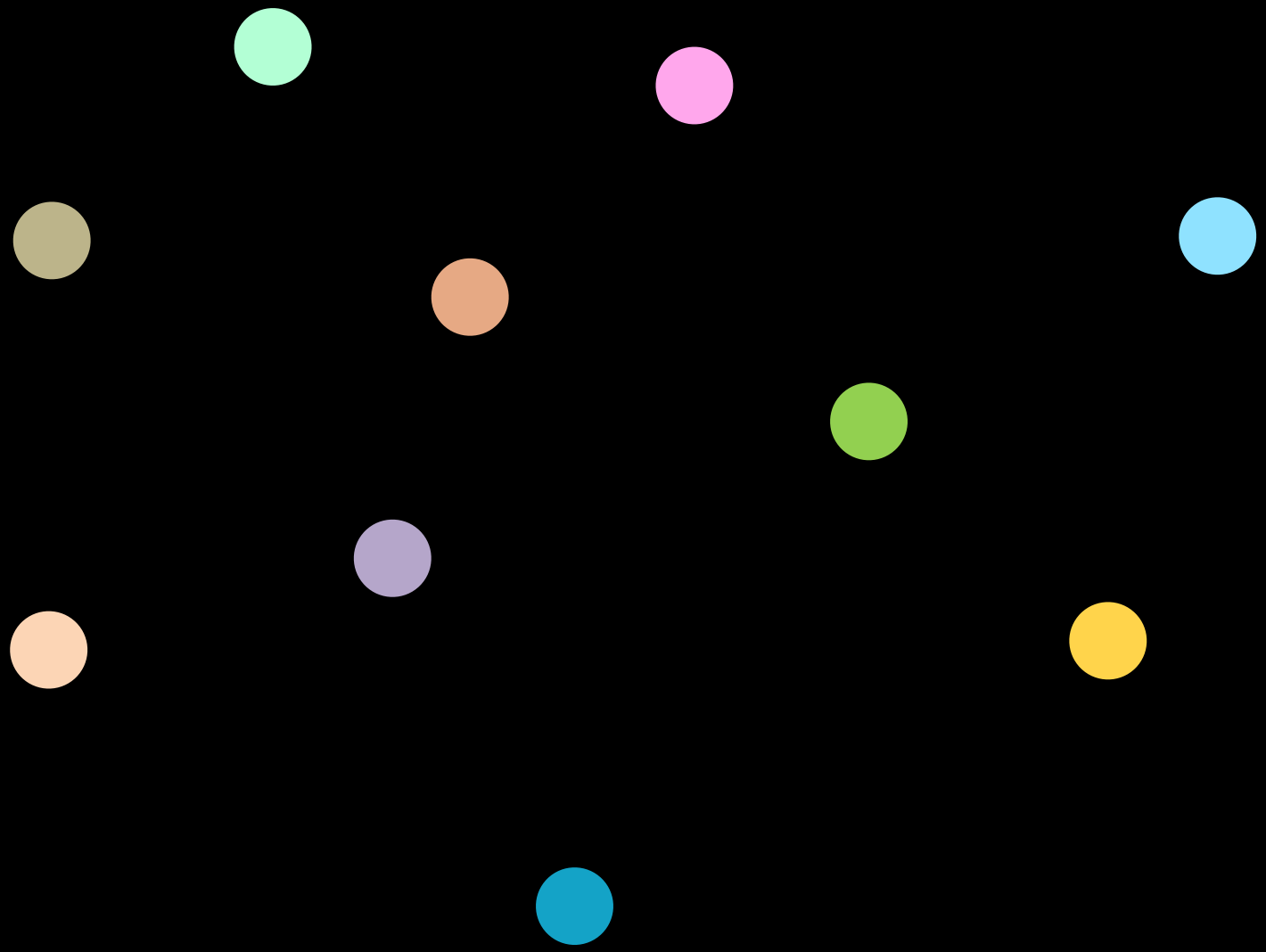
NOT JUST ME

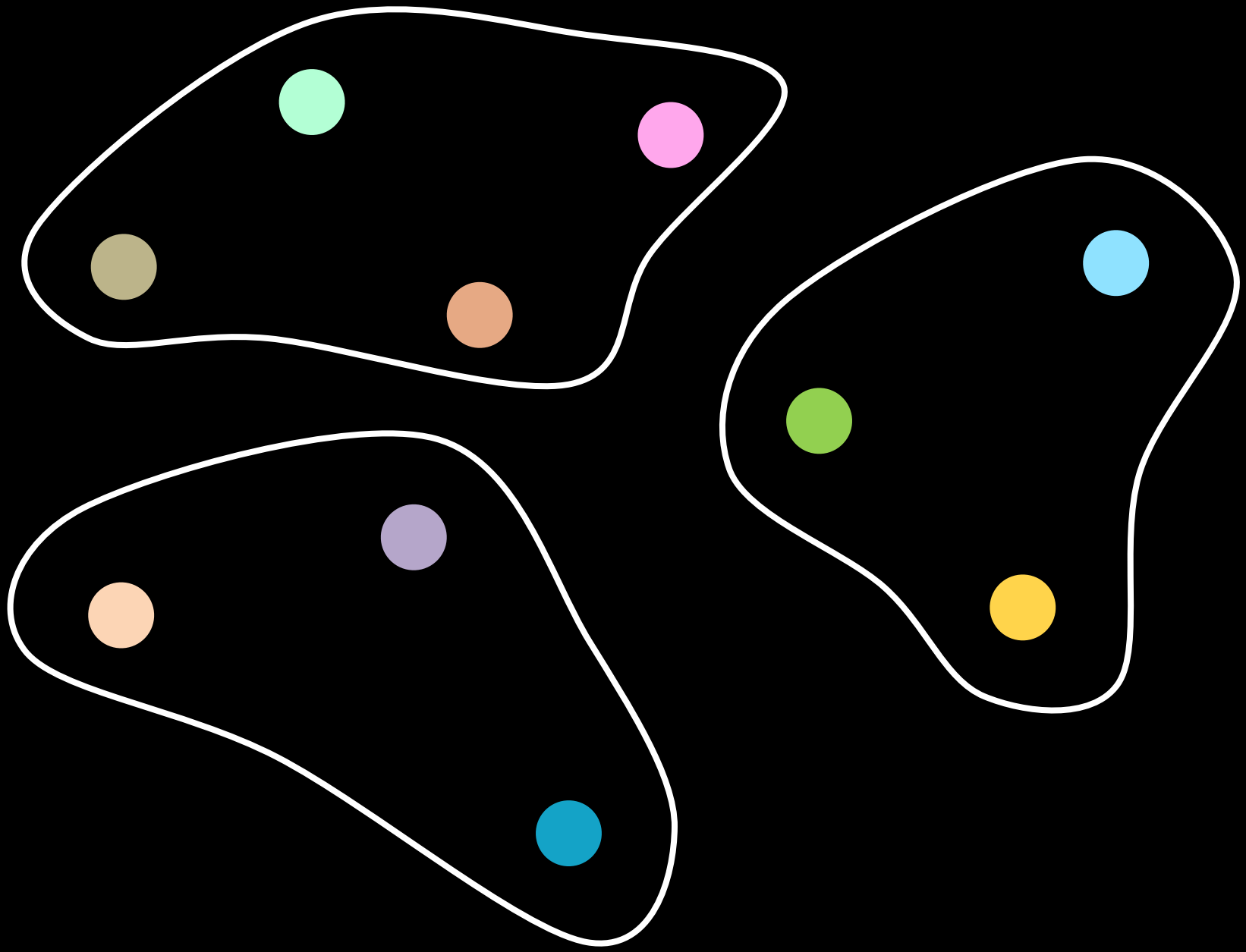
EVERYONE IS LIKE THIS

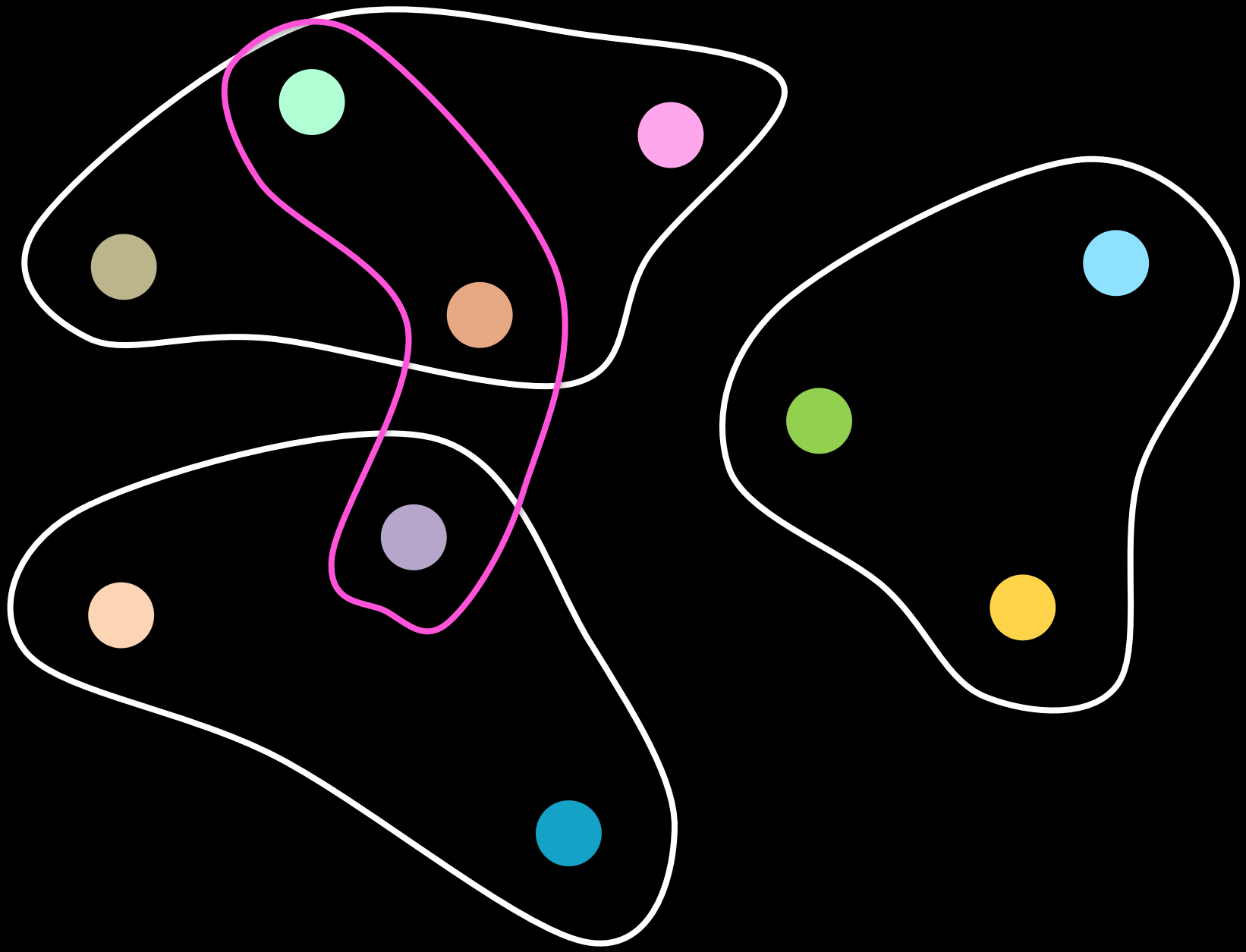
OUR SELF-DEFENSE MECHANISMS ARE EASILY TRIGGERED

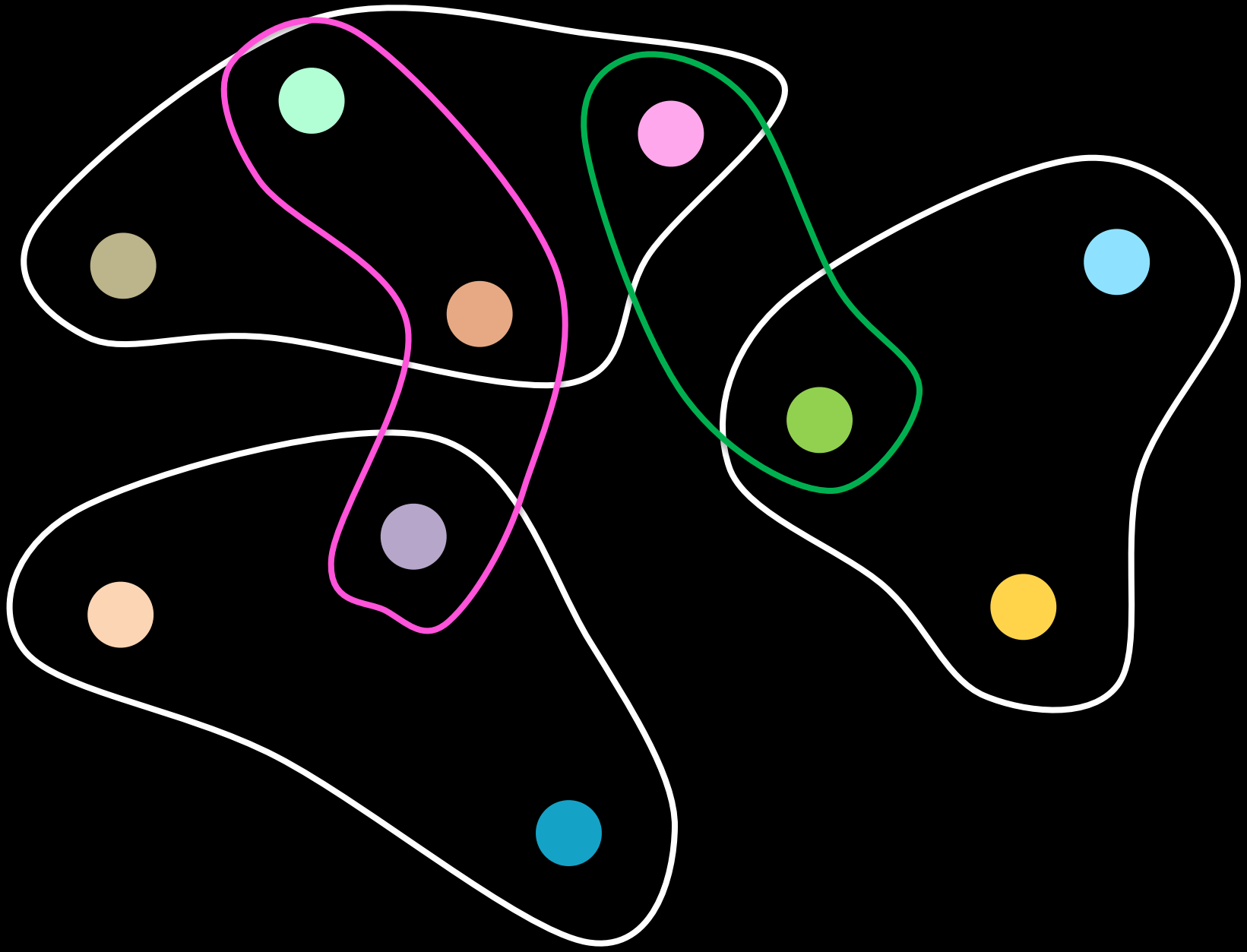
JUST USING DIFFERENT TECHNOLOGY IS AN IMPLICIT ACCUSATION!

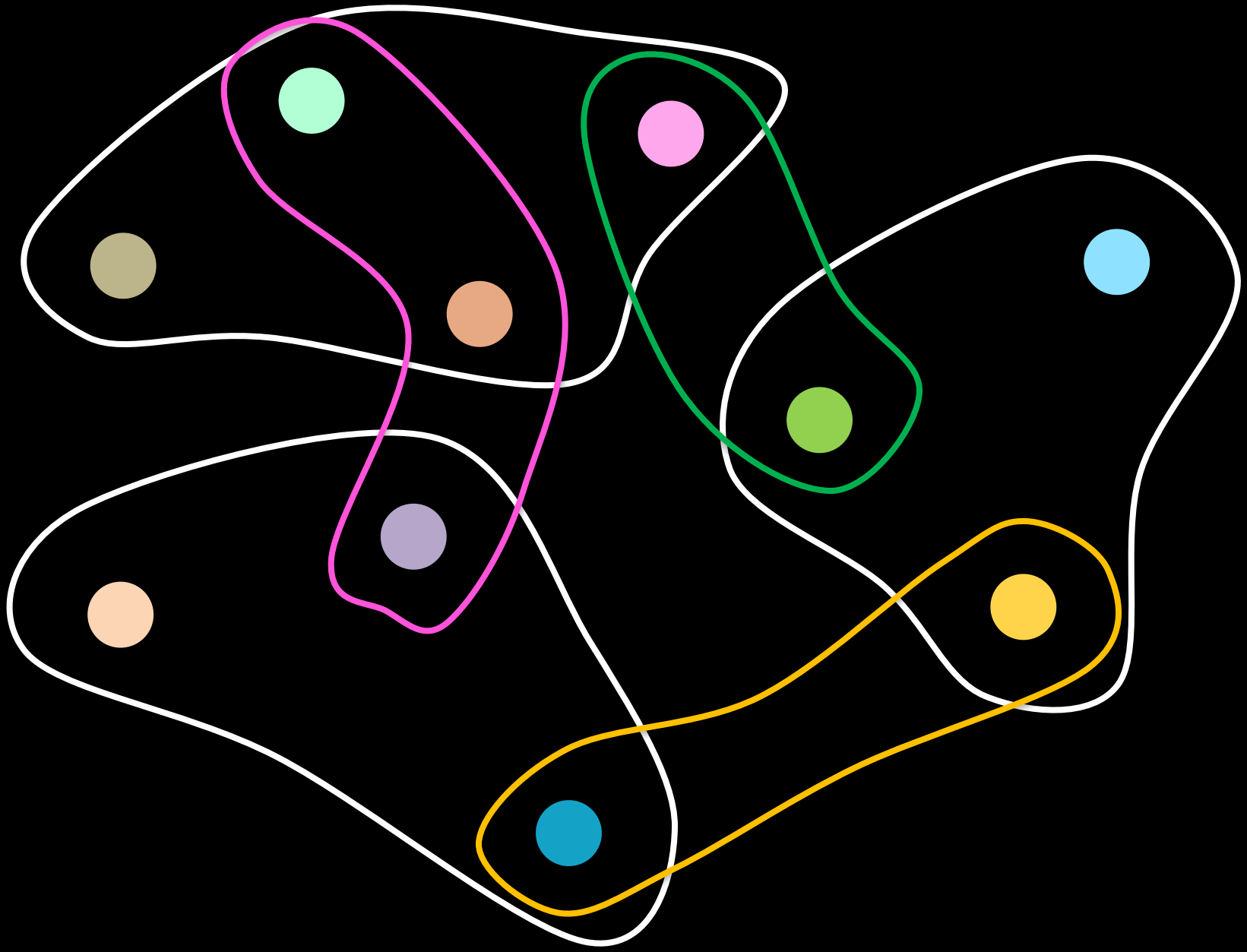












GROUPS OF WE'S ON TOP OF THE ME'S

GROUP IDENTITY AS WELL AS INDIVIDUAL IDENTITY

GROUP PSYCHOLOGY AS WELL AS INDIVIDUAL PSYCHOLOGY

ME IS JUST THE SMALLEST WE

HOW TO WORK WELL TOGETHER?

TRUST

RHETORIC AS DEVELOPER SELF-DEFENSE

DO X

YAGNI

BEST PRACTICE

GOLD PLATING

IT'S A PATTERN

MY UNCLE SAYS

MY AUNT SAYS

WE NEED TO DO BETTER

YOU CAN'T WIN BY FIGHTING PEOPLE'S NARRATIVES

WHY DON'T I WANT TO DO X?

MAYBE I THINK

X IS A BAD IDEA

IN GENERAL

MAYBE I THINK X IS A GOOD IDEA IN THE RIGHT CONTEXT BUT NOT IN THIS ONE

MAYBE I WOULD LIKE TO DO X BUT DON'T KNOW HOW

MAYBE I DON'T FEEL CONFIDENT I CAN DO X ON MY OWN

MAYBE I DON'T UNDERSTAND WHAT X MEANS

MAYBE X ISN'T WELL DEFINED

WHY DON'T I SAY SO?

TRUST

HOW TO BUILD TRUST?

HONESTY

CURIOSITY

EMPATHY

HUMILITY

LISTEN

BE PREPARED TO CHANGE YOUR MIND

SHOW THAT YOU CAN AND DO CHANGE YOUR MIND

PRACTICAL TECHNIQUES

COACHING

YOU CAN'T MAKE PEOPLE CHANGE THEIR MIND

YOU CAN'T FORCE PEOPLE TO AGREE

HELP OTHERS
BE SUCCESSFUL

SHOW PEOPLE HOW TO BE SUCCESSFUL WITH X

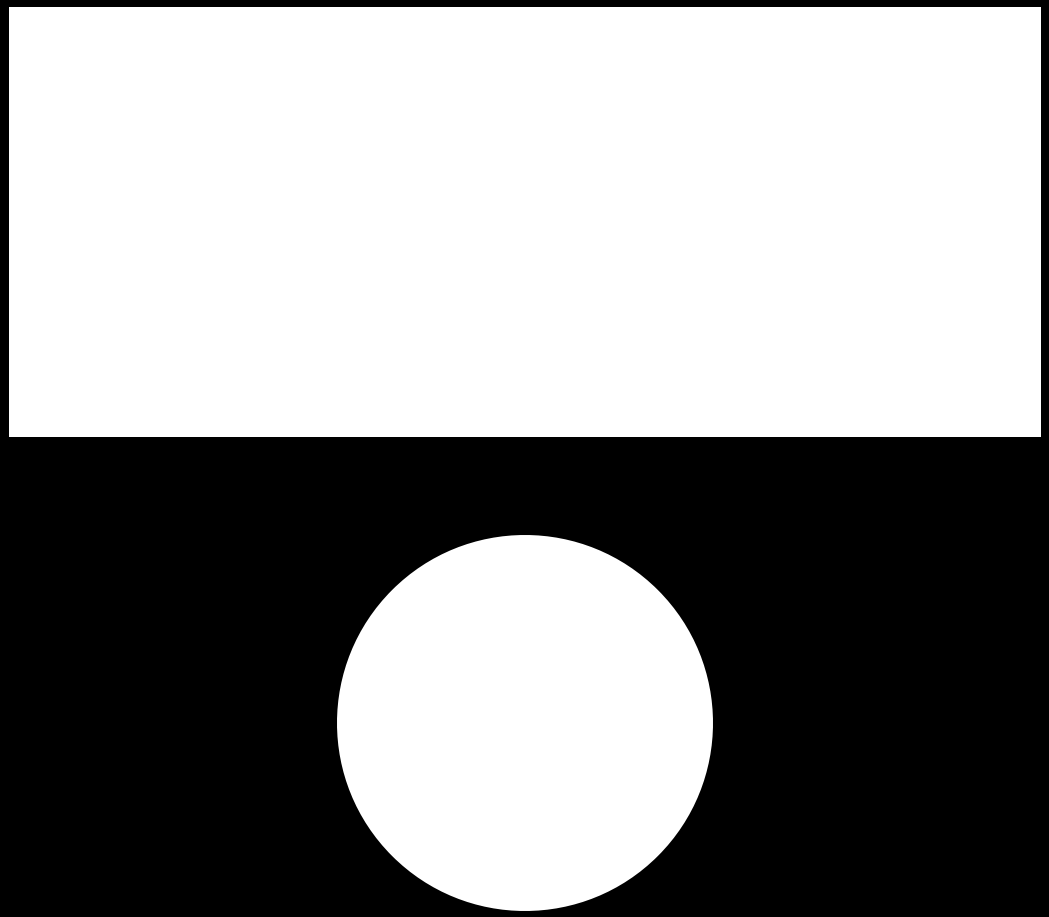
WORK WITH OTHERS ON THEIR PROBLEMS

CREDIBILITY MUST BE EARNED

TRUST MUST BE EARNED

MOB / ENSEMBLE PROGRAMMING

RELUCTANCE TO TALK



AMBIGUITY

THE DESK FORCE

THE LAND OF UNKNOWN TRUST

THEY TOO MIGHT BE RELUCTANT TO TALK

ARTICULATE YOUR PROBLEM

JUSTIFICATION OF OPINIONS

DISCUSSIONS & NEGOTIATIONS

POSSIBILITY OF CONFLICT

WHY IS THERE AN AMBIGUITY?

MAYBE THEY'RE BAD AT EXPRESSING THEMSELVES

MAYBE THERE'S
INDECISION
AND CONFLICT
HIDDEN THERE

DO I WANT TO TRIGGER THAT?

SELF-DEFENSE MECHANISMS

THEY'RE PROBABLY BUSY

I CAN'T BOTHER THEM WITH THIS

NO-ONE ELSE ASKS THESE QUESTIONS

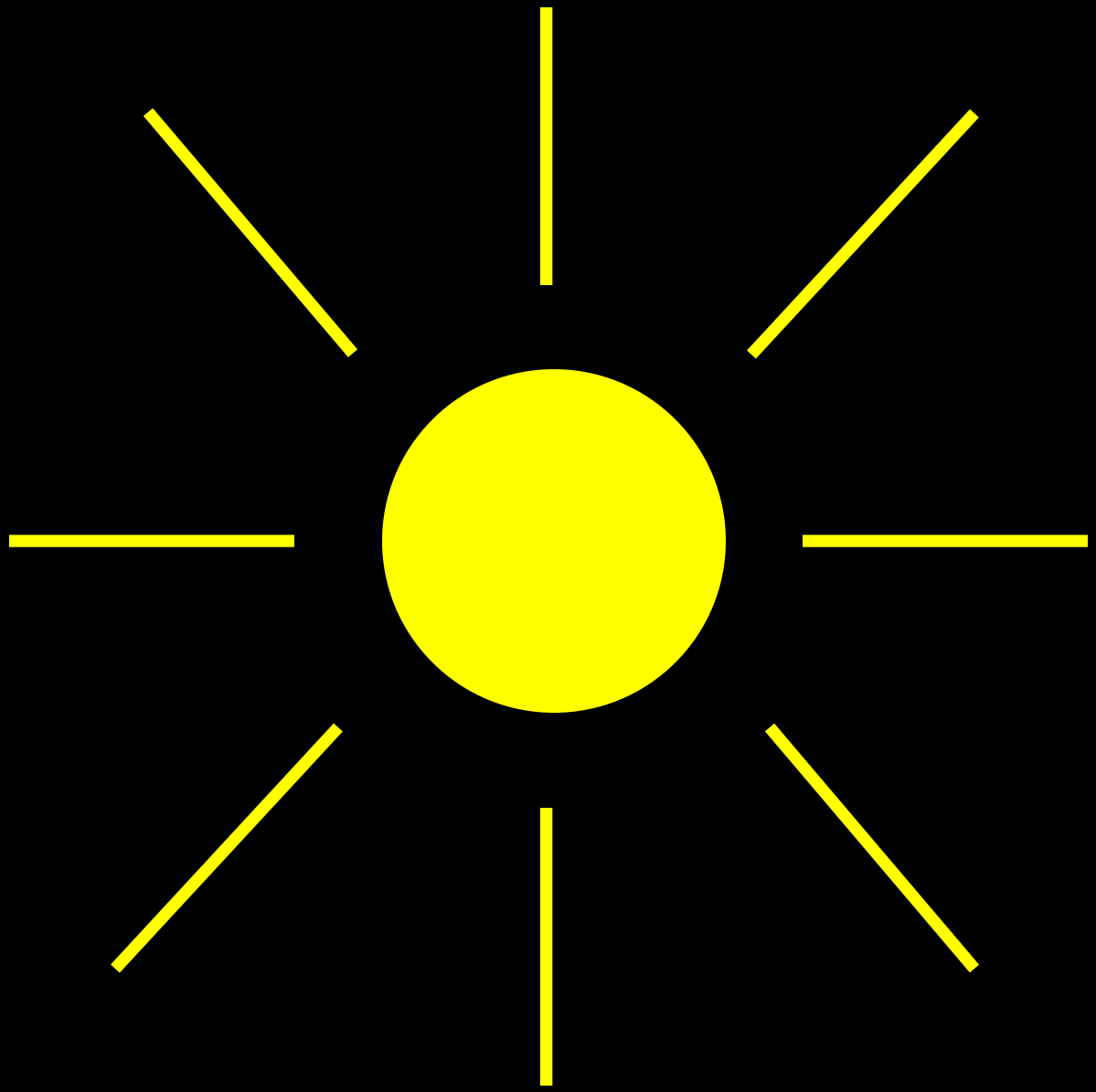
CAN I SOLVE IT BY MAKING AN ASSUMPTION?

ASSUMPTION

GUESS

MAKING S**T UP

PROXY PERSON



ASSUMPTIONS ARE BETS AGAINST THE FUTURE

MOBS ARE A COUNTERFORCE TO THE DESK FORCE

MOBS ARE HARDER TO FOOL THAN YOURSELF

MOBS ARE BETTER AT FIGURING OUT WHO TO TALK TO

MOBS OVERCOME THE SOCIAL AWKWARDNESS

MOBS ARE ALREADY A CONVERSATION

EVENT STORMING

EVENT STORMING STARTS THE CONVERSATION

SUMMARY

SOFTWARE IS SOCIO-TECHNICAL

EVERYONE CAN LEAD AND HAVE IMPACT

WE ARE HUMAN

TRUST IS THE KEY

WORK TOGETHER