



No entiendes tu  
proyecto... y yo tampoco

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**Te he tomado el pelo...**

A photograph of a man with dark hair and glasses, wearing a light blue short-sleeved button-down shirt with a tropical print. He is laughing heartily, showing his teeth. He is standing on a grassy hillside overlooking a city with numerous buildings and hills in the background under a clear sky.

Estamos bien

RIMAS

A close-up, low-angle shot of Spider-Man's head and upper body. He is wearing his iconic red suit with black webbing and a large white spider emblem on the chest. His mask has white eye lenses. The background is a blurred cityscape at night with red and blue lights.

Sentido arácnido

**Hablamos, decimos buzzwords...**

...pero entendemos cosas  
diferentes

**Sabemos hacer nuestras partes,  
pero solo pocos saben *funcionar***

**Hay algo de incertidumbre**

**Sabes lo que haces, pero  
tampoco puedes saber el resto**

**Los procesos solo los saben  
algunas personas**

# Imprevistos

A full-body illustration of Spider-Man in his iconic red suit with a black spider emblem on the chest. He is standing in front of a blurred city skyline at night, with a prominent skyscraper featuring a red and white diagonal stripe pattern.

Falsa alarma

**Cada persona tiene un rol, está bien**

**Además, cuando entras te tienes  
que adaptar**



**Onboarding promedio:  
3 meses a 6 meses**

**Fuente:** PeopleSpheres

**Son cosas complejas**

Preguntamos mucho, pero es  
normal

**Es todo normal**

A young boy with brown hair, wearing an orange t-shirt and blue pants, is climbing over a tall stack of colorful books. He is using his hands to grip the top edge of the books and his feet to push off the bottom. The books are stacked in a staggered pattern, creating a makeshift fence. The background shows a clear blue sky.

**Curiosidad**



Ambición

**¿y si puede ser... diferente?**

**No estamos mal, funcioamos**

**Entendemos lo que hacemos y  
nos ayudamos**

**Cada persona entedemos  
nuestra parte**

Pero... ¿y si hubiese otra  
manera?

**No quiero encasillarme**



# Das el primer paso

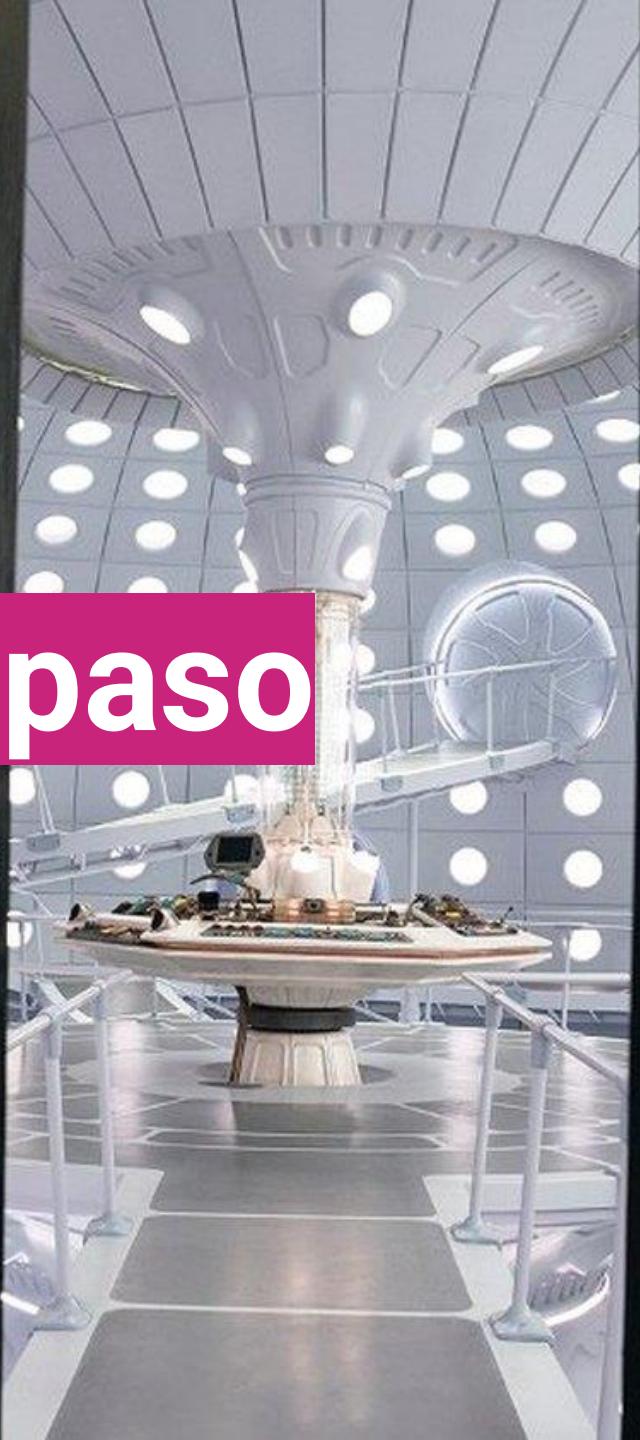
POLICE TELEPHONE

FREE FOR  
USE OF PUBLIC

ADVICE & ASSISTANCE  
OBTAINABLE IMMEDIATELY

OFFICERS & CARS  
RESPOND TO  
URGENT CALLS

PULL TO OPEN



**Si alguien enferma, no podremos  
sacar su parte**

**Áreas con varios dominios son  
siempre más complejas**

**Si juntamos nuestras partes, no  
nos entendemos**

**¿qué podemos hacer?**

A dramatic scene from a music video. A woman in a flowing white dress is captured mid-fall, suspended in the air above a large, dark, rippling body of water. She is leaning forward, her head down. The setting appears to be a grand, ornate building at night, with a chandelier visible in the background and a balcony railing in the foreground.

Estás cayendo

vevo

A woman with dark hair and large hoop earrings is looking down at her hands, which are raised in front of her. She is wearing a bright red, fuzzy-textured garment. The background is a blurred indoor setting.

Malamente

Digitized by srujanika@gmail.com

El idioma es antiguo, parece  
olvidado

Pero estamos con nuestra  
percepción empezamos a  
entenderlo

BAs, Docs, Funcionales

Decisiones, conocimiento

Repositorios, Knowledge  
Hub/Marketplaces

**Te engulle la ansiedad porque te  
abruma, no entiendes lo que dice**

**Hay partes que sí**

A ti al principio también te  
costaba, ¿y si no has compartido  
tu conocimiento?

# Repositorios, Knowledge Hub/Marketplaces

Ostras, ¿he abrumado a las  
nuevas personas?

**Te has olvidado de documentar**

¿Entendías el contexto? Creíais  
que sí, pero claro... te faltan  
detalles

Hacia el final... pone algo

**Recuerda siempre...**

**“Las sirenas marcadas  
son la bomba”**



Empiezas tus  
trabajos divinos

**Buscas una checklist, algo rápido**

**Cómo hacer el “buen” proyecto,  
los productos “escalables”**

**No te termina lo que buscas, es  
solo la superficie**

**Desarrolla tu intuición**

**Empiezas a ver conocimiento,  
decisiones, cómo se estructuran  
las cosas**

**...no lo hacemos... del todo**

# ¿Cómo lo registramos?

¿Está suelto? ¿O lo rodea algo más?

A 3D rendering of a golden pyramid in a classical setting. In the background, a woman with blonde hair is sitting on a ledge, holding a yellow triangular prism. In the foreground, another figure is interacting with the pyramid. The scene is set in a room with classical architecture, including columns and a ceiling with a grid pattern.

En ese momento te viene

**Tienes una epifanía**

**“...marcadas...”**

**jjMarkdown!!**

**Claro, Markdown para  
estructurar textos**

Con esto podremos probar  
estructuras y centrarnos en el  
conocimiento

Pero también tomamos  
decisiones

**Entonces investigas y...**

**ADRs**

**Architecture Decision Records**

**Servirá para comprender el  
pasado**

Pensando en cómo has  
desfricado el manuscrito

**“Las sirenas marcadas son la  
bomba”**

# Sirenas

**Era traducirlo al inglés**

**Mermaid...**

**¡¡Mermaid!! Para diagramas con  
texto**

**¿pero quién hará todo esto?**

**Esto es MUCHO trabajo**

¿Merece la pena?

**Es DEMASIADO, seguiremos  
como hasta ahora**

**Bueno, miremoslo con  
perspectiva**

A wide-angle photograph of a serene landscape. On the left, a large tree with dense, golden-yellow foliage hangs over a calm lake. A small, dark wooden dock extends from the shore towards the water. In the background, a range of mountains is visible under a clear blue sky.

Reenfoque

**Esto está solucionando algo que  
está ahí**

**Es para mejorar**

**Una oportunidad increíble que  
nadie se espera**

Puede que no te entiendan, pero  
entre manos tienes la *tabla  
esmeralda*

**Tienes el CAMBIO**

# Trasciendes



# Dentro y fuera de la situación

**Las tareas son flujos, bloques,  
contexto que le rodea**

**El contexto te evoca una visión  
de las decisiones, los procesos**

**¡Es una catársis!**

**Documentar es respirar**

**El conocimiento son carpetas de  
dmonio**

# Las features ficheros de markdown

A dramatic scene from a fantasy setting. In the foreground, a large, dark rock sits on a mossy, rocky ledge. A sword is embedded in the rock, its hilt and part of the blade visible. The sword has a ornate hilt with gold-colored accents. Sunlight filters down from the top right, creating bright rays that illuminate the sword's hilt and the surrounding dense green forest. The forest floor is covered in ferns and other lush vegetation. The overall atmosphere is mysterious and powerful.

La última pieza

**Las cosas fluyen, los ves con  
esperanza**

**De pronto...**

**“...son la bomba”**

**La siguiente pieza no era en  
inglés, era un elemento**

C4

# Contextos, decisiones y sistemas

**Ahora visualizas las partes**

# La Arquitectura como un todo

**Se vuelve real**



Ves el camino, sabes lo que hay  
que hacer

**Ahora es de verdad**

**Entonces viene la ansiedad**

**No me harán caso**

**Entonces viene la ansiedad**

**No me harán caso**

**Entonces viene la ansiedad**

**Qué pensarán**

**No me harán caso**

**Entonces viene la ansiedad**

**Es MUCHO trabajo**

**Qué pensarán**

**Te gusta lo aprendido pero ahí se  
quedará...**



O eso creías



**Con valor, decides enfrentarte a  
la situación actual**

**Hay que cambiar**

Tienes las herramientas, has  
descifrado el manuscrito

**Así es como lo comentas con tu  
Líder**

A woman with long brown hair, wearing a blue wrap-style dress, stands in a room with large windows overlooking a city at night. She has her arms crossed and is looking towards the camera with a slight smile.

Te escucha

**Te da la razón, ella también  
quiere mejorar la situación**

**Estaba esperando un despertar...  
¡¡lo has conseguido!!**

# Planeais la propuesta

**Cuentas con una aliada muy  
poderosa**

**Vas con fuerzas a por todas**

The background is a dark, moody landscape with jagged, rocky terrain in the foreground. In the upper right, a bright, vertical beam of light or energy erupts from the ground, casting a long shadow. The sky above is filled with swirling, ethereal light streaks in shades of blue, green, and yellow, resembling auroras or a portal. On the right side, there's a small, rectangular white box labeled "CLOUD". On the left, there's some scientific equipment, including a metal cage-like structure and a tripod-mounted camera. The overall atmosphere is mysterious and otherworldly.

Cruzas el portal

**Manuscrito en mano y con la  
líder de tu lado, eres una persona  
renovada**

**Practicas la propuesta, sabes  
que es buena**

Tu equipo te escuchará y eso te anima

# Saldrá bien The Good in Me

'THE HUMAN CONDITION'

**Compartes la propuesta con el  
equipo**

**Mientras lo cuentas**

# **Historia, epifanía, manuscrito**

**La gente se sorprende, no habían  
caido en que pudiesen haberlo  
hecho difícil**

**De la sorpresa pasan a la  
aceptación**

Cuando terminas de descifrarles  
el manuscrito ves cómo se  
quedan con alivio

A scene from the movie "The Hobbit: An Unexpected Journey". A Hobbit character, Bilbo Baggins, played by Martin Freeman, is shown running barefoot across a lush green hillside. He is wearing a red velvet coat over a green vest and brown breeches. He carries a large, light-colored sack over his shoulder. In the background, there are several small, round hobbit houses built into the side of a hill. A wooden signpost stands on the left with the word "Tuck" and arrows pointing in different directions. The overall atmosphere is bright and sunny.

Trabaja con  
libertad

**Ahora se ha vuelto algo cómodo  
y es divertido**

**Te emociona poder trastear en  
otras áreas**

**Hay una adaptación, pero el  
descubrimiento te motiva**

**Con tu nuevo superpoder, eres  
capaz de ayudar**

**Los equipos vecinos te lo  
agradecen, recuerda...**

**“Las sirenas marcadas son la  
bomba”**

# Recapitulemos



**1. No asumamos, confirmemos**

# Conway's Law

[O]rganizations which design systems  
(in the broad sense used here) are  
constrained to produce designs which  
are copies of the communication  
structures of these organizations.

Melin E. Conway, How Do Committees Invent?

**Las empresas están destinadas a replicar cómo se comunican en todo lo que hacen**

of the communication structures of these organizations.

**Melin E. Conway, How Do Committees Invent?**

# Inverse Conway's Law

**Para cambiar lo que hacemos, hemos de cambiar cómo nos comunicamos y organizamos**

the communication structures of these organizations.

**Melin E. Conway, How Do Committees Invent?**

- 1. No asumamos, confirmemos**
- 2. Documentador**



# Career Ladders

*A sample of career ladders I use for my organization, open sourced for anyone.*

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Career laddering is a system used to show what expectations are at different levels of a role, a purpose of which can be defining how one might be promoted. I've personally found being transparent about expectations helpful as an Engineering Leader, but only one supportive piece of a whole. It's critical that career laddering docs are just one tool embedded in a deeper process.

[This writeup explains a bit more about that process >](#)

It's not important for an Engineering Leader to use my process. It is, however, *very important* that an Engineering Manager is communicating with their employees about expectations and direction.

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[Engineering ▶](#)

[Developer Experience ▶](#)

[Documentation ▶](#)

*tl;dr*

Roles up to and including Senior, ladders are constructed around becoming the best at what one does that one might personally enjoy.

At Staff level, the career expands to help others be successful with what you do and know, and scale yourself.

At Principal and beyond, you are trying to help others be the best that they can be, removing yourself and meeting others where they are.

# Career Ladders

A sample of career ladders I use for my organization, open sourced for anyone.

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- **Technical Writer I**

- Technical Writer II
- Senior Technical Writer
- Staff Technical Writer
- Principal Technical Writer

## Technical Writer I #

- Works closely with the Product Engineering team to incorporate new releases into our existing documentation.
  - Has an ability to achieve clarity with conciseness and accessibility.
  - Checks for cohesion in tone and style with existing documentation.
  - Acts as a critical advisor for UI copy and names for things, referencing where we might have collisions in existing terms, and attempting to find the best explanation for users.
  - Reads through our existing documentation and updates/corrects for legibility.
  - Understands our writing style guide and adheres to it.
  - Performs PR reviews for their peers with a focus on writing, style, and grammar.
  - Communicates internally and externally in a respectful manner.
- 

## Technical Writer II #

- Strong understanding of the product space and capabilities to inform high levels of accuracy in documentation.
- Helps our Product team establish harmony between written and visual communication in UI Copy.
- Accurately captures all relevant content and resources, establishing visibility for users.
- Understands our writing style guide and adds to/refines it.
- Performs PR reviews for their peers that considers flow and the audience, as well as the goals of the product.
- Listens to the priorities and concerns of others, and acknowledges differing perspectives. Anticipates others' reactions.
- Thinks through and files issues for how to refine the docs site and UI.
- Reflects on user feedback and either categorizes it as won't fix, or turns it into something actionable.
- Actively participates in meetings, and creates cross-team collaboration where necessary to address business goals.

- 1. No asumamos, confirmemos**
- 2. Documentador**
- 3. Procesos, Estructuras y Silos**

**Onboarding**

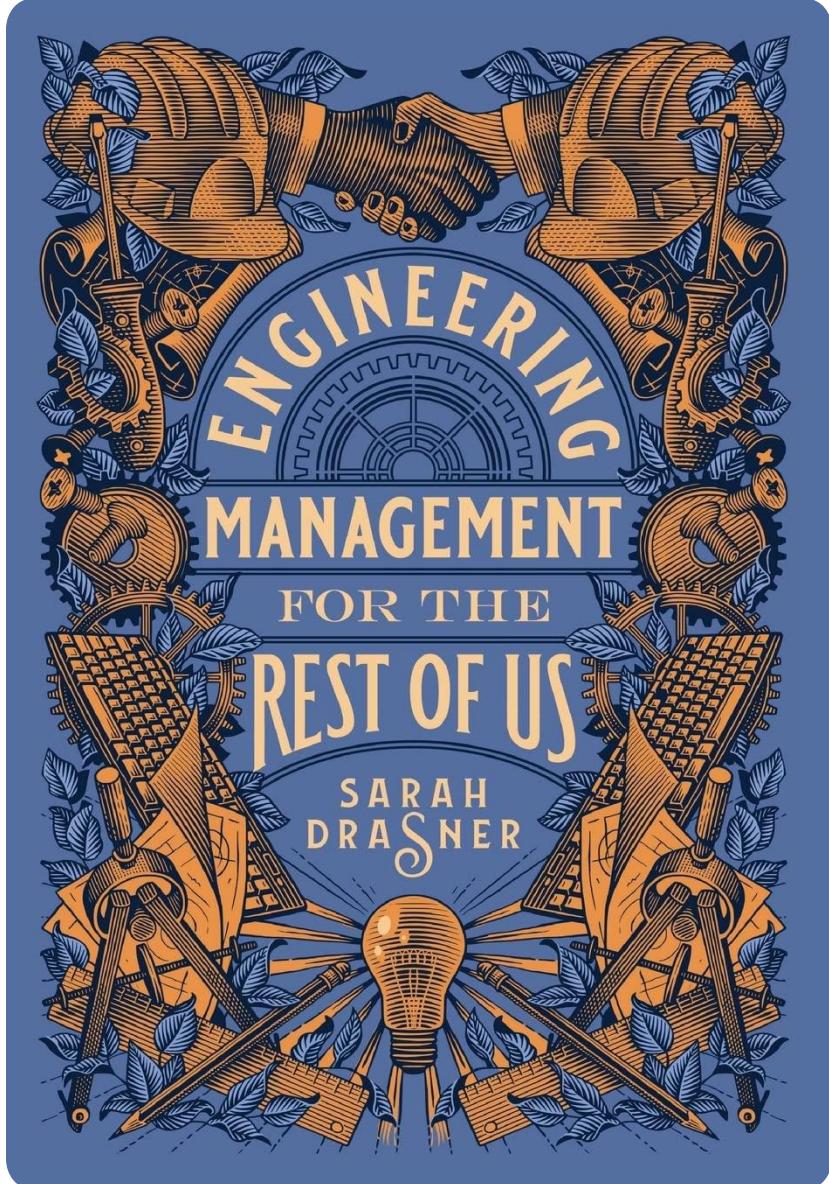
**KTPs**

**Plantillas**

**Procesos**

- 1. No asumamos, confirmemos**
- 2. Documentador**
- 3. Procesos, Estructuras y Silos**
- 4. Aporta claridad o no aportes**

# ¿Qué aporta un Manager?



# Claridad

## Qué, cómo, quiénes, cuándo

Sarah Drasner, Engineering Management for the Rest of Us

**Navegar entre lo específico  
y lo genérico**

**Si te llevas algo, que sea  
esto...**

**La gente no entiende lo que hace**

**La gente no entiende lo que hace,  
por eso hace lo que entiende**

# SLIDES

