

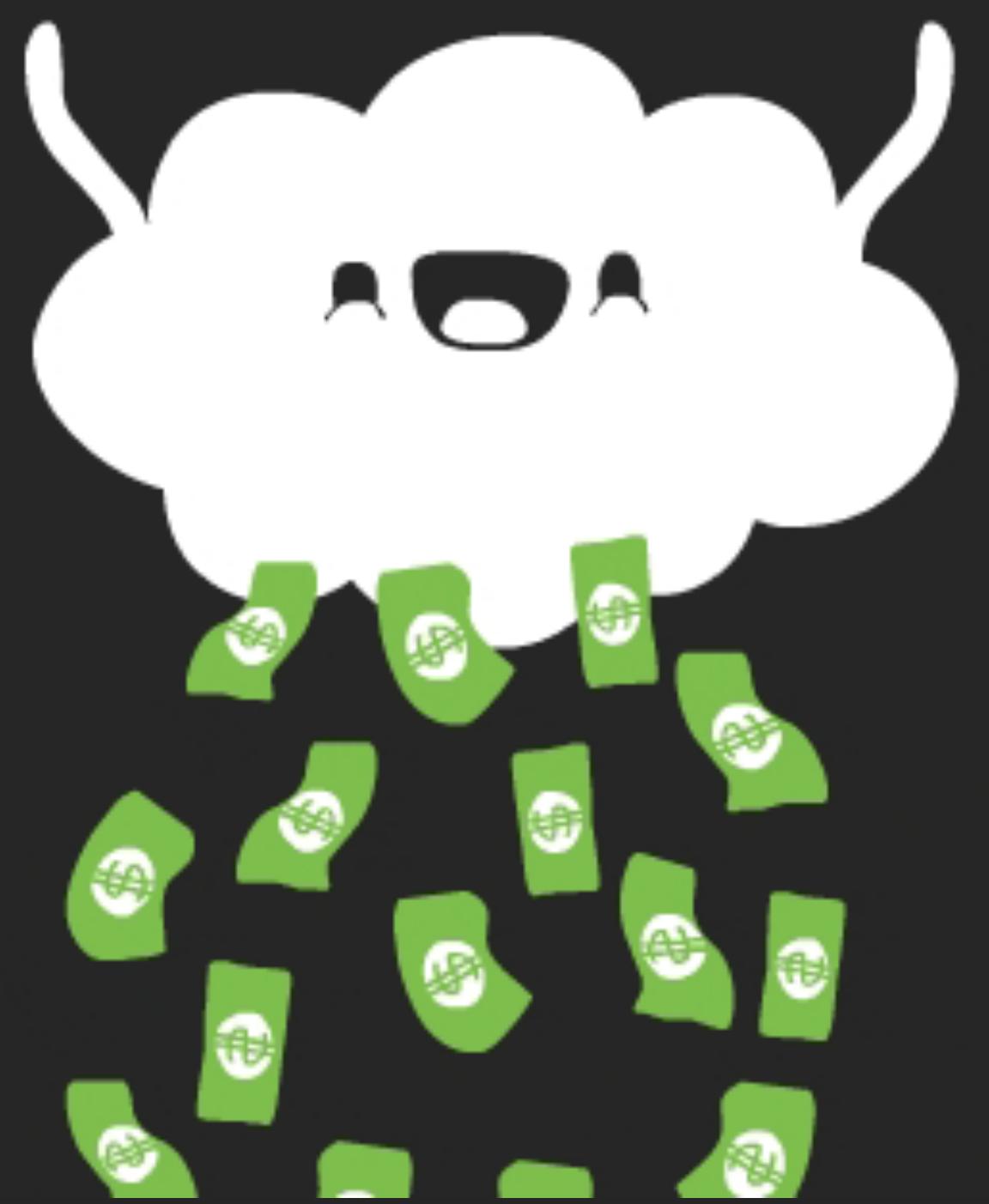
Hi!

It takes more than engineering skills
to make your company successful.

Let's talk about it.

Lyzi Diamond, OSB 2017, Portland, OR

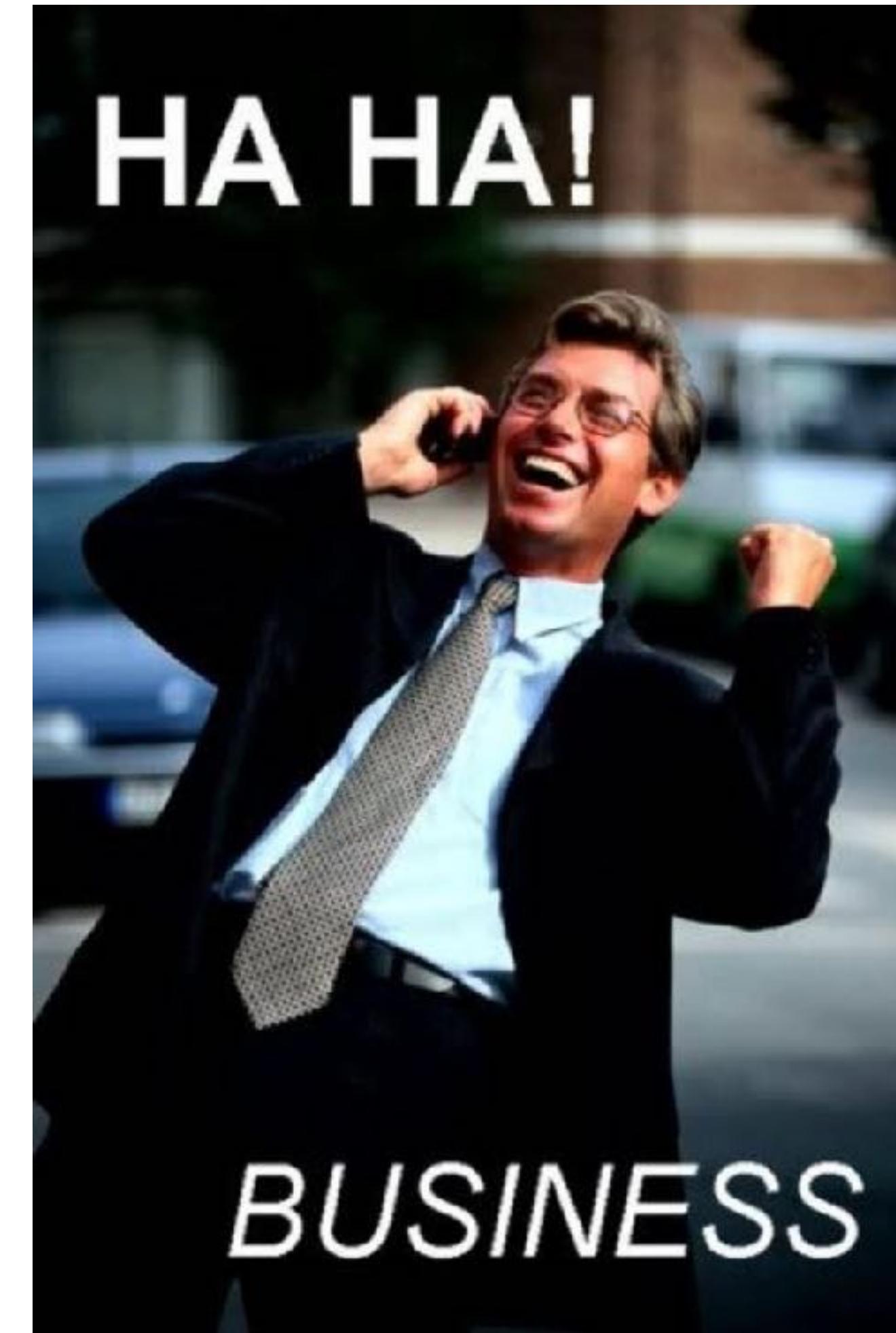
**How do you know when your
company is doing well?**



**Where does the
revenue come from?**

Obvious answers:

- Sales
- Product engineering
- Business development



Less obvious answers:

- Communications
- Marketing
- Operations
- Support

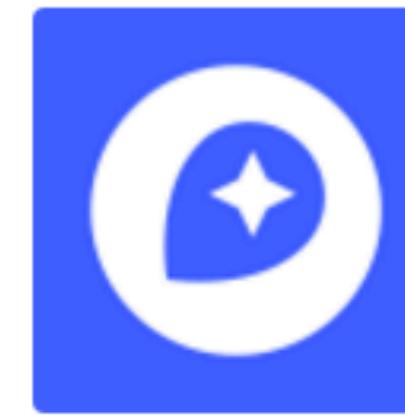


The point of this talk:

Your business is successful because of **every** team at your company, not just engineers. This is particularly true of your **support** team. Do the work to recognize how **important** they are and make sure they know it.

I was a (de facto) manager, and now I'm an engineer.

Experience

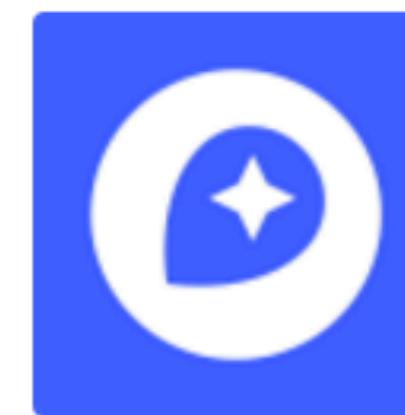


API Engineer

Mapbox

Mar 2017 – Present • 4 mos

Portland, Oregon Area



Support, Documentation, Education

Mapbox

Jan 2015 – Feb 2017 • 2 yrs 2 mos

San Francisco, CA



The truth is:

my job now is a lot less stressful than it was before.

(That's FrieNDA.)

The truth also is:

my new job is perceived to be a lot more difficult than my old one.

Support Engineer Salaries in Portland, OR

50 Salaries

Updated Jun 7, 2017

National Avg

\$70,000

Min

\$43k

Max

\$97k

Portland, OR Area Avg

\$57,633*

Min

\$41k

Max

\$79k

Your Market Worth

\$XX,XXX

Get a free, personalized salary estimate based on today's market

[Know Your Worth](#)

How much does a Support Engineer make in Portland, OR?

The average salary for a Support Engineer in Portland, OR is \$57,633. That is 17.7% lower than the national median salary of \$70,000. Salary estimates are based on Support Engineer salaries submitted anonymously to Glassdoor by employees in Portland, OR.

[Find a Job like this](#)

[^Estimated Range](#) ?

[About This Data](#) ?

[Report Issue](#)

Software Engineer Salaries in Portland, OR

777 Salaries

Updated May 24, 2017

National Avg

\$95,195

Min

\$67k

Max

\$132k

Portland, OR Area Avg

\$90,155

Min

\$69k

Max

\$121k

Your Market Worth

\$XX,XXX

Get a free, personalized salary estimate based on today's market

[Know Your Worth](#)

How much does a Software Engineer make in Portland, OR?

The average salary for a Software Engineer is \$95,195. Salaries estimates based on 2,829 salaries submitted anonymously to Glassdoor by Software Engineer employees in Portland, OR.

[Find a Job like this](#)

[About This Data](#) ?

Support Engineer Salaries in San Francisco, CA

266 Salaries

Updated Mar 9, 2017

National Avg

\$70,000

Min

\$43k

Max

\$97k

San Francisco, CA Area Avg

\$77,343

Min

\$58k

Max

\$113k

Your Market Worth

\$XX,XXX

Get a free, personalized salary estimate based on today's market

[Know Your Worth](#)

How much does a Support Engineer make in San Francisco, CA?

The average salary for a Support Engineer is \$70,000. Salaries estimates based on 656 salaries submitted anonymously to Glassdoor by Support Engineer employees in San Francisco, CA.

[Find a Job like this](#)

[About This Data](#) 

Software Engineer Salaries in San Francisco, CA

5,068 Salaries

Updated Jun 16, 2017

National Avg

\$95,195

Min

\$67k

Max

\$132k

San Francisco, CA Area Avg

\$110,554

Min

\$98k

Max

\$144k

Your Market Worth

\$XX,XXX

Get a free, personalized salary estimate based on today's market

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How much does a Software Engineer make in San Francisco, CA?

The average salary for a Software Engineer is \$95,195. Salaries estimates based on 25,906 salaries submitted anonymously to Glassdoor by Software Engineer employees in San Francisco, CA.

[Find a Job like this](#)

[About This Data](#) 

Senior Support Engineer Salaries in San Francisco, CA

49 Salaries

National Avg

\$93,769

Min

\$66k

Max

\$115k

San Francisco, CA Area Avg

\$99,960

Min

\$93k

Max

\$115k

Your Market Worth

\$XX,XXX

Get a free, personalized salary estimate based on today's market

[Know Your Worth](#)

How much does a Senior Support Engineer make in San Francisco, CA?

The average salary for a Senior Support Engineer is \$93,769. Salaries estimates based on 122 salaries submitted anonymously to Glassdoor by Senior Support Engineer employees in San Francisco, CA.

[About This Data](#) ?

Senior Software Engineer Salaries in San Francisco, CA

1,341 Salaries

Updated Jun 17, 2017

National Avg

\$111,221*

Min

\$83k

Max

\$150k

San Francisco, CA Area Avg

\$138,517*

Min

\$107k

Max

\$172k

Your Market Worth

\$XX,XXX

Get a free, personalized salary estimate based on today's market

[Know Your Worth](#)

How much does a Senior Software Engineer make in San Francisco, CA?

The average salary for a Senior Software Engineer in San Francisco, CA is \$138,517. That is 24.5% higher than the national median salary of \$111,221. Salary estimates are based on Senior Software Engineer salaries submitted anonymously to Glassdoor by employees in San Francisco, CA.

[Find a Job like this](#)

*Estimated Range

About This Data

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We have a problem:
understanding secondary
impacts.



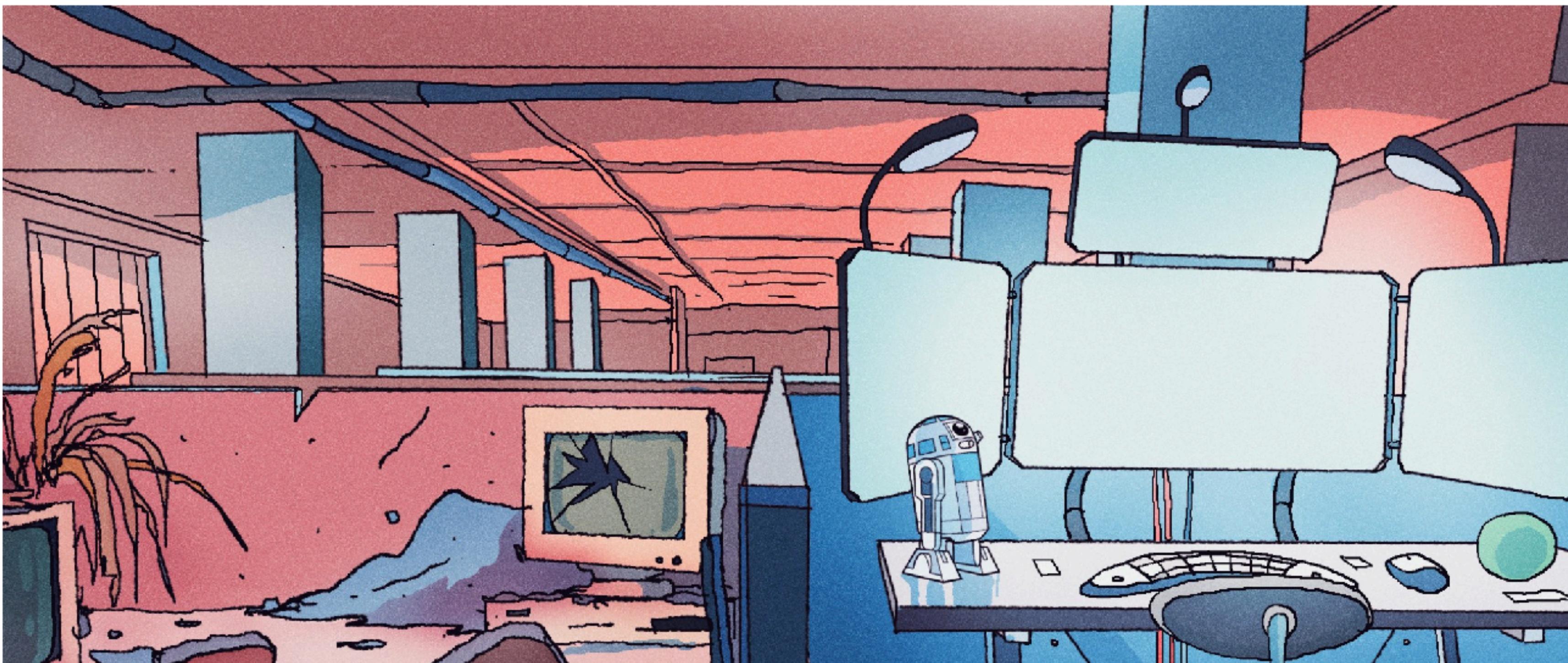
Lauren Smiley [Follow](#)

San Francisco journalist studying humans in the Tech Age. Contributor to Backchannel, California Su...

Mar 23, 2016 · 11 min read

Congratulations, We're Moving Your Department to Tennessee

As unicorn startups send customer service gigs to the hinterland, is Silicon Valley exporting its prosperity, or just dead-end jobs?



“For these non-coders, the job was a mere foothold into the heady promise, and perhaps the pay and equity, of San Francisco’s bustling startup boom. But Lyft didn’t make the scheming easy.

They were partitioned off on a different floor from the other workers in the then-headquarters in the Soma district, up in an attic they called ‘the treehouse’ with a slanted floor that made their rolling chairs constantly wheel downhill.”

- Laura Smiley, “Congratulations, We’re Moving Your Department to Tennessee,” March 23, 2016

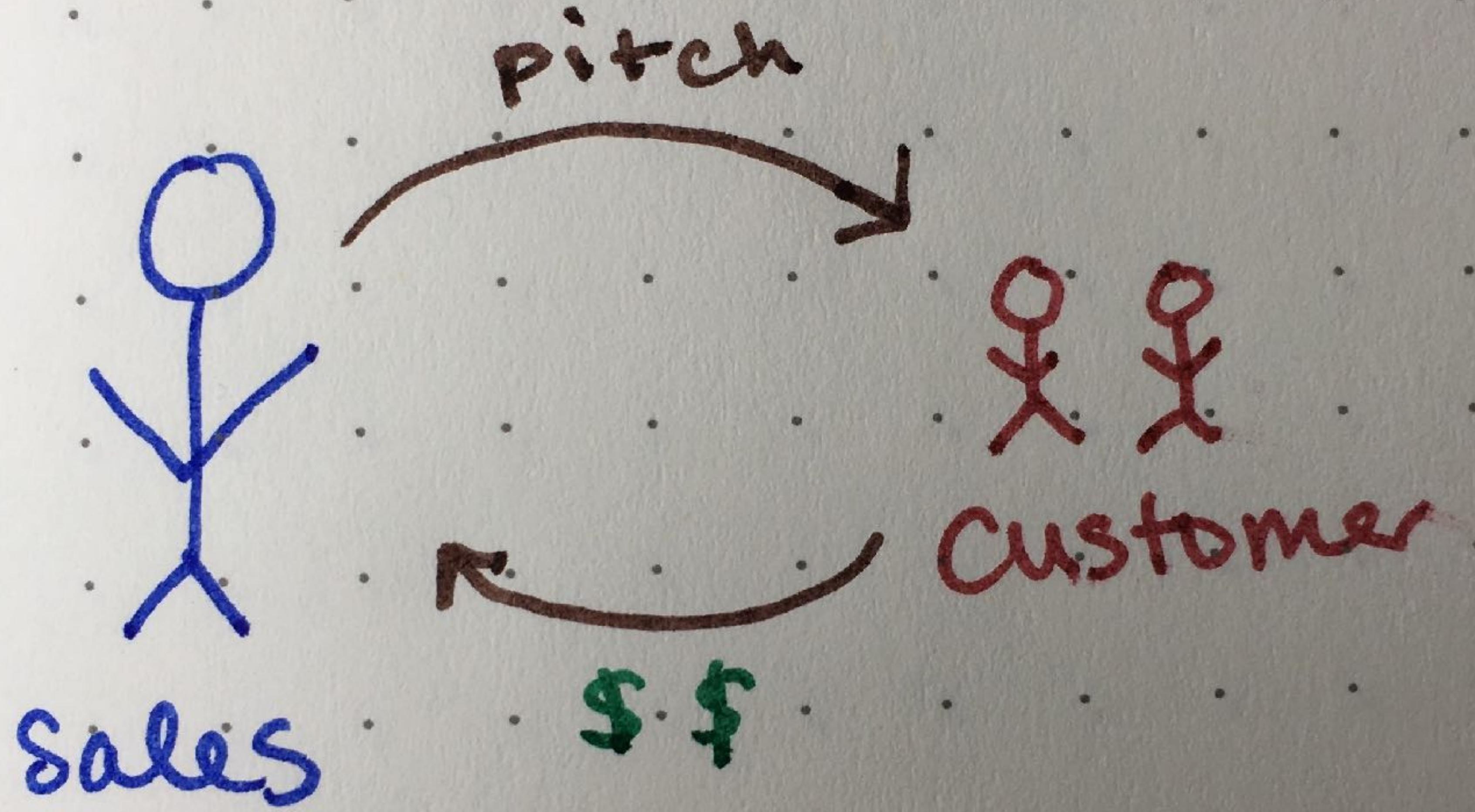
“And there are constant reminders that they were the company’s bottom-of-the-barrel staffers, priority-wise, even beyond their low salaries. At Lyft, entry-level customer service reps didn’t get stock options.”

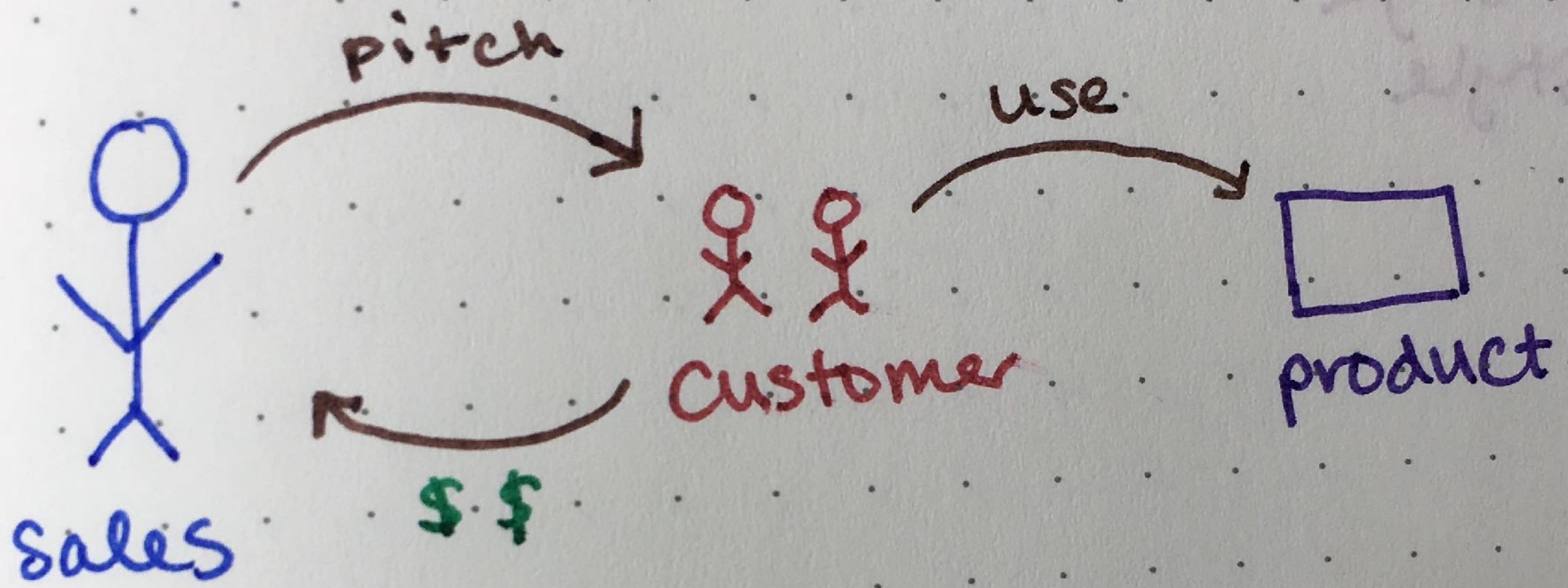
“‘You’re like scraping by doing the shittiest job at this company and constantly being marginalized,’ says one of the former reps. ‘There was a lot of stratification with regards to compensation.’”

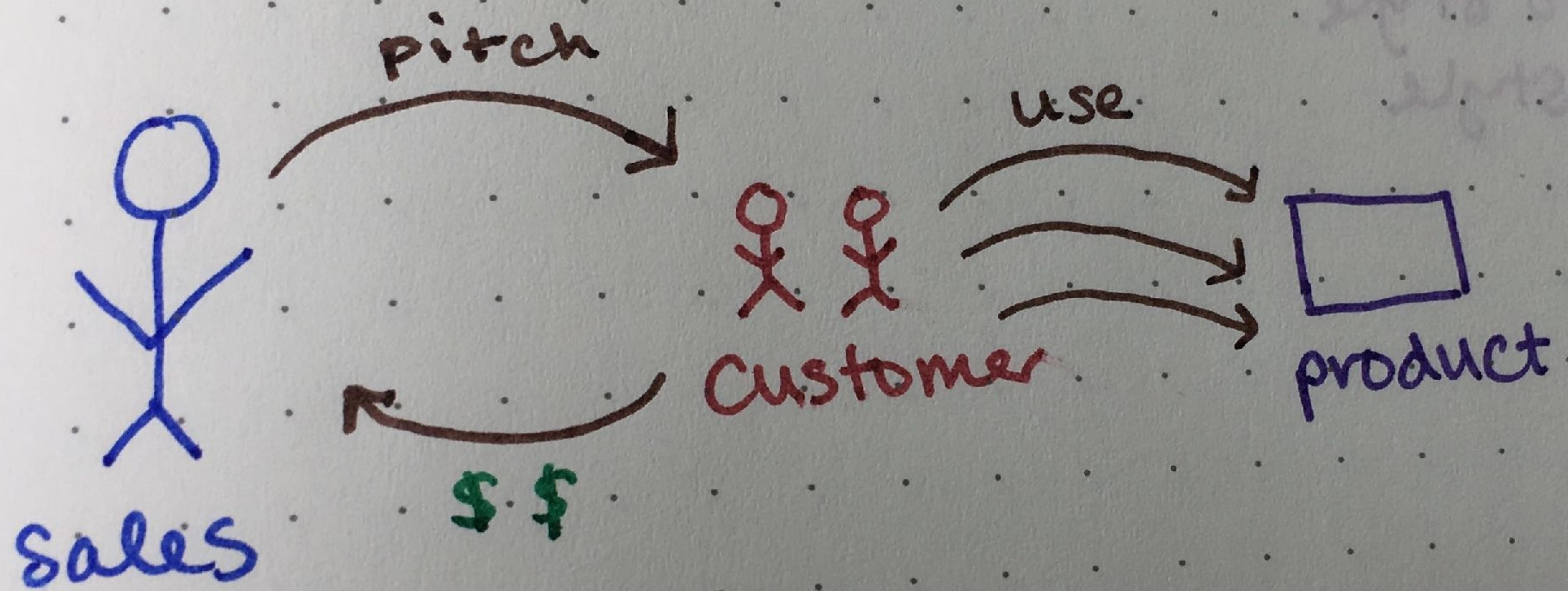
- Laura Smiley, “Congratulations, We’re Moving Your Department to Tennessee,” March 23, 2016

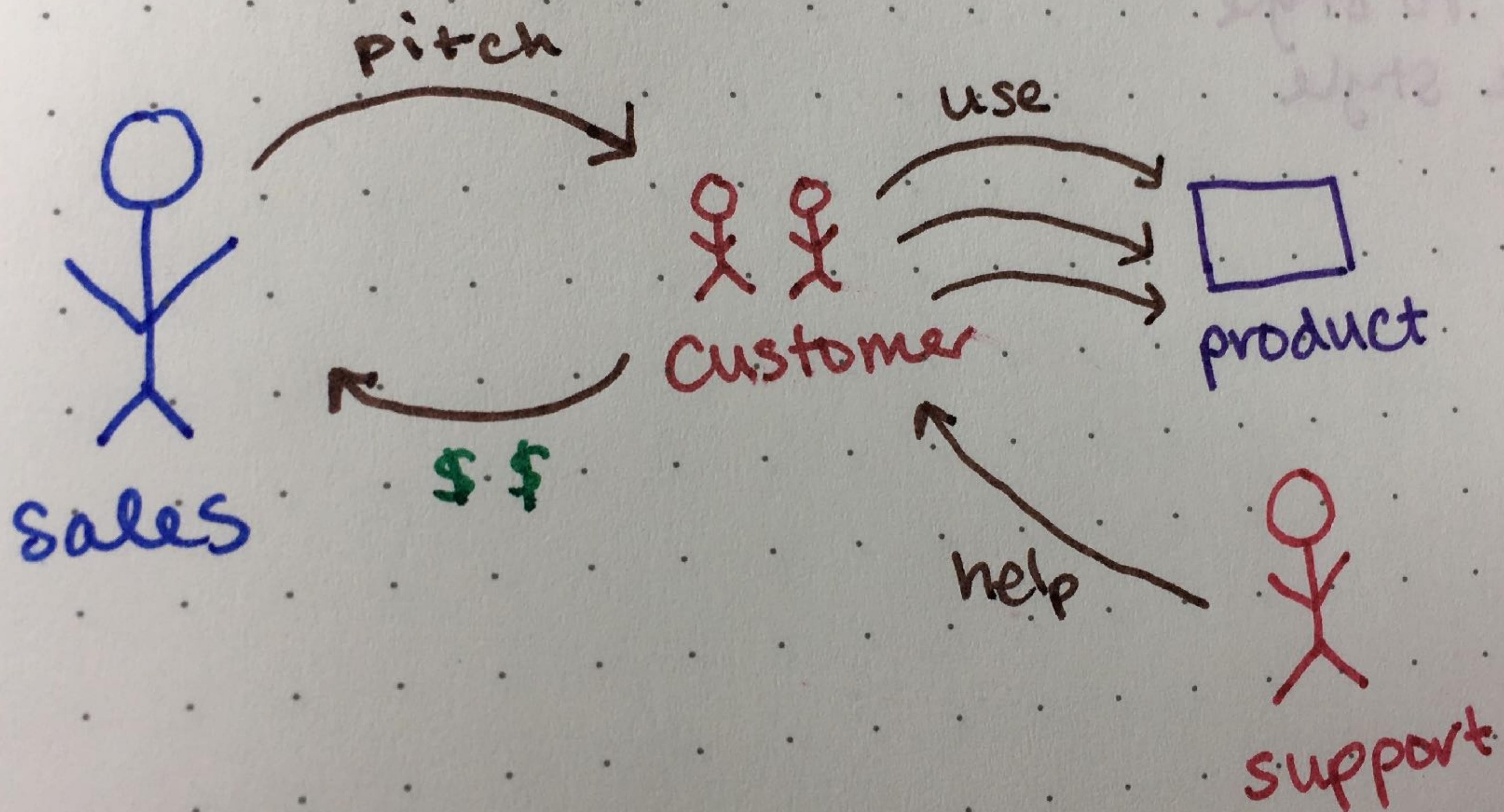
“An MBA would tell you that only makes sense. Customer service mostly requires an ever-cheery personality, a good work ethic, and basic computer skills—not a CS degree, and really, not even college, though startups are certainly selecting places with eager college grads. A manager at Salesforce’s San Francisco office sizes up the tech industry’s attitude towards customer service: ‘How do we make this cost less? Every support case can cost up to \$30 for them. You cost them a lot of money and don’t bring in a lot of revenue.’ Still, ‘They can’t run the company without you.’”

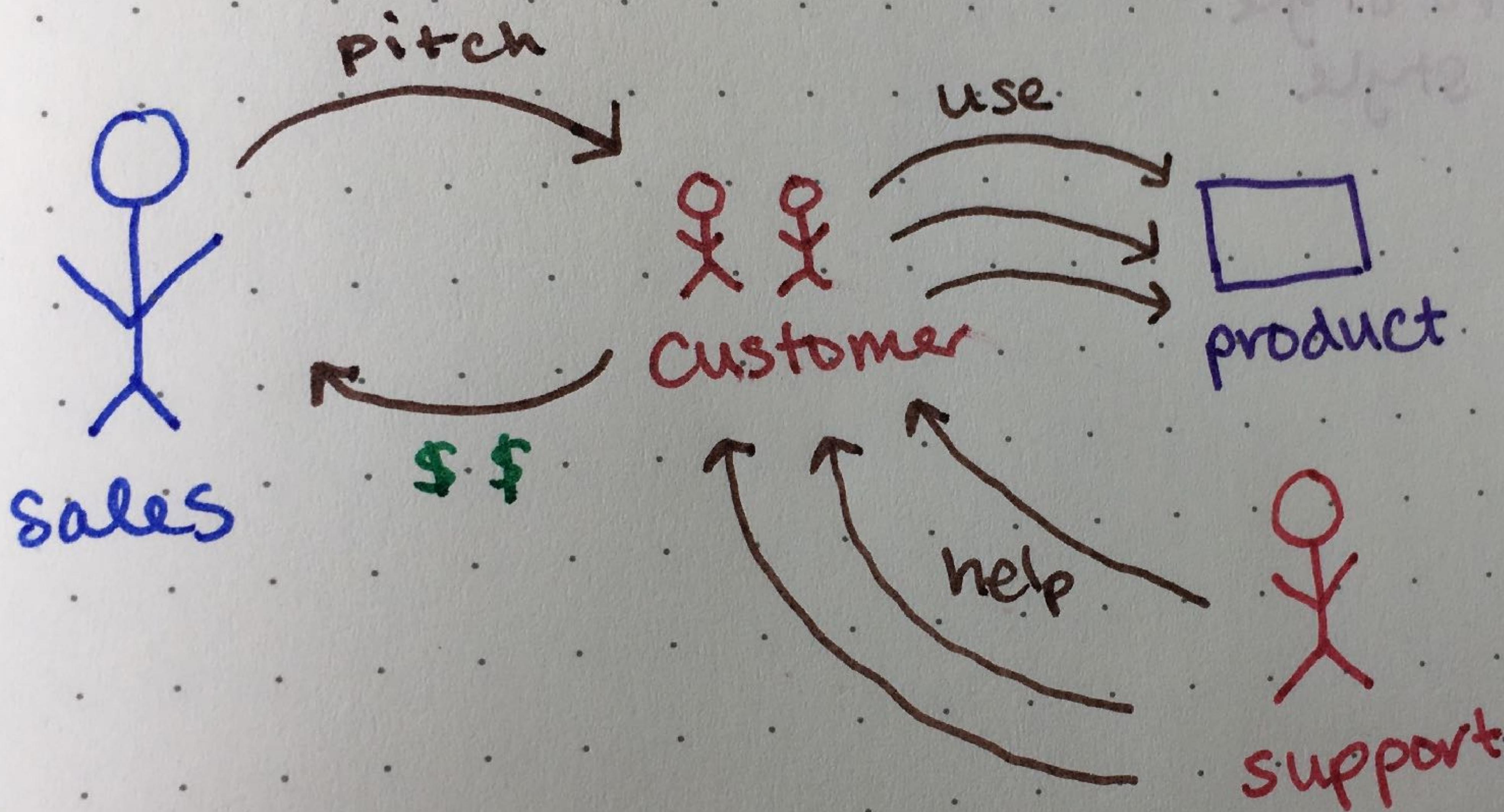
- Laura Smiley, “Congratulations, We’re Moving Your Department to Tennessee,” March 23, 2016

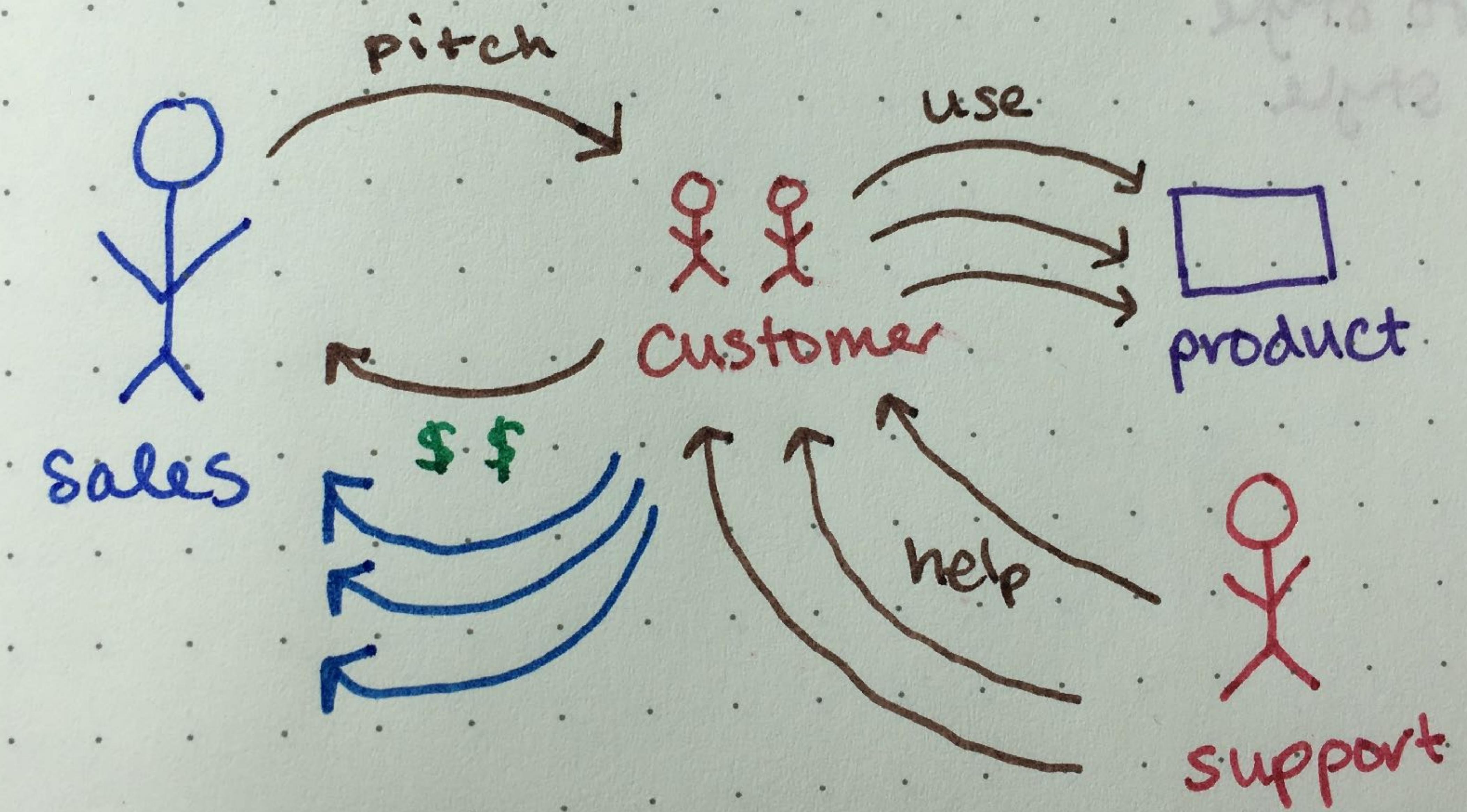




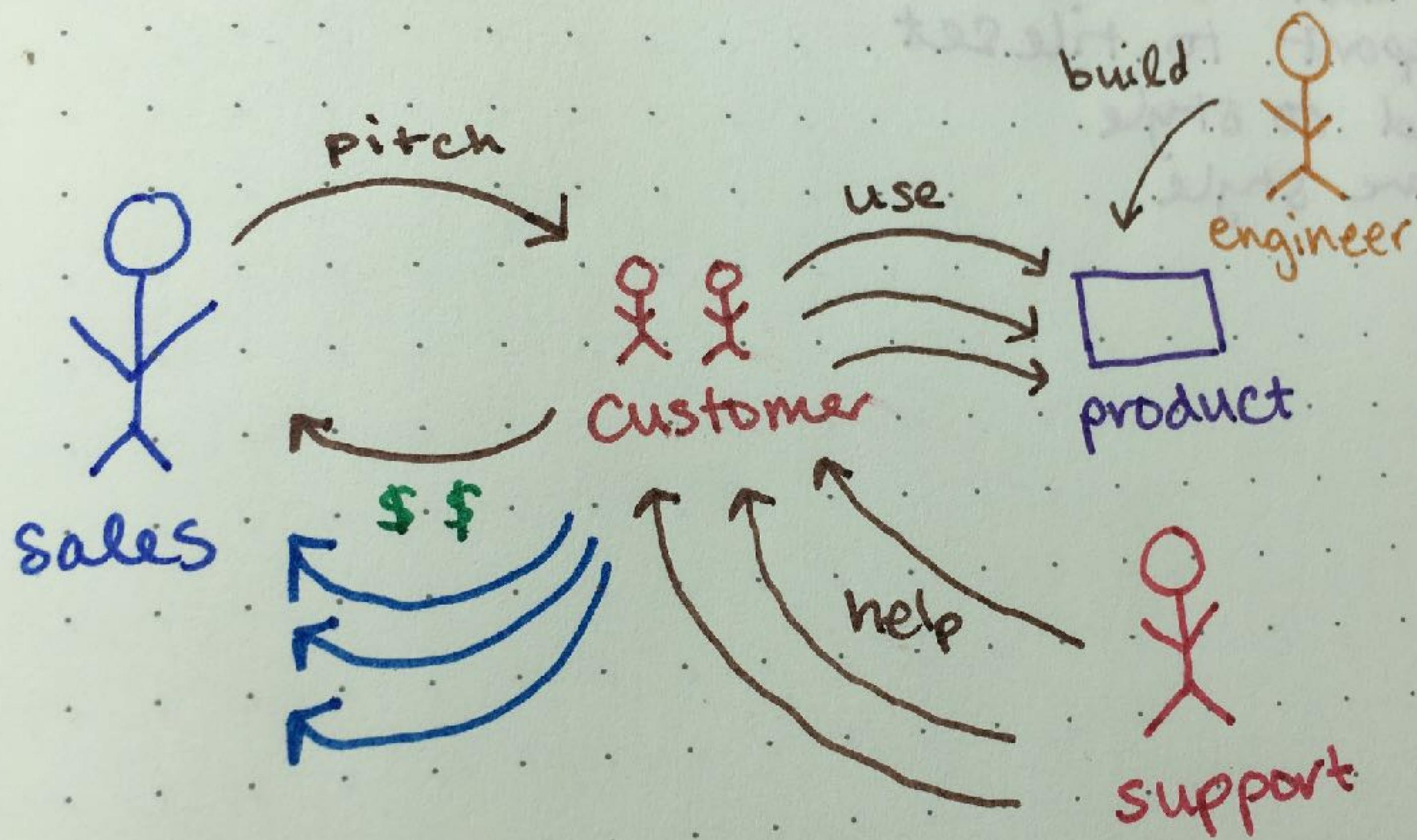


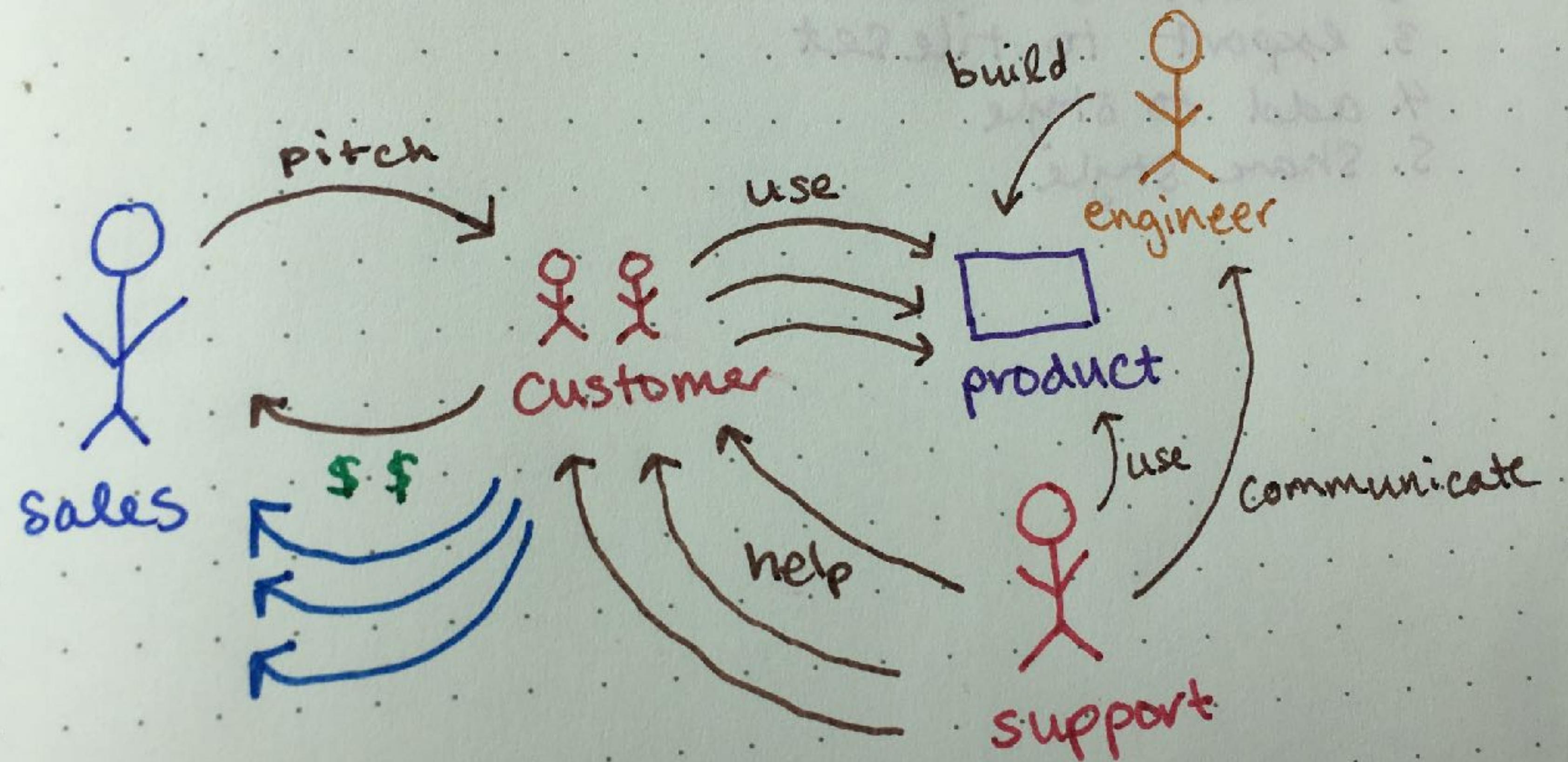






**We have another problem:
estimating difficulty of tasks.**





“Well if any tickets come in I can just answer them.”

– someone in your company who does not do support

The myth of all hands support

- If everybody does support, it will build empathy for our support team.
- If everybody does support, everyone in the company will have a chance to learn about our users and the problems with our product.
- If everybody does support, it will ease the burden on our support team.

The reality of all hands support

- If everybody does support, you are telling the support team that their skills are not valuable. (“Would you require everyone to commit code to your core project?”)
- If everybody does support, users are losing out on receiving quality help for sake of building your team’s empathy.

Answering support tickets

Step 1: Interpret the question

Users rarely ask for what they really need. The first step is to figure out what they actually want.

Step 2: Find the answer

Once you know what the user is actually looking for, you can do the research and find them a path forward.

Step 3: Craft a response

The user needs a response they will understand that gets them where they want to go.

Answering support tickets

Step 1: Interpret the question

SUPPORT SKILL

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Step 3: Craft a response

SUPPORT SKILL

The user needs a response they will understand that gets them where they want to go.

Words are work.

With the **Oxford Comma**:
We invited the rhinoceri, Washington, and Lincoln.



Without the Oxford Comma:
We invited the rhinoceri, Washington and Lincoln.





Erika Hall 
@mulegirl

Following



So, the best I can gather "soft skills" were conceived of by the US Army in 1972. Maybe time to retire the term.

[en.wikipedia.org/wiki/File:Soft ...](https://en.wikipedia.org/wiki/File:Soft...)

A tentative definition of soft skills might be formulated as follows:
Soft-skills are (1) important job-related skills (2) which involve little or no interaction with machines (including standardized because the situation or context contains a great deal of uncertainty; that is, we don't know much about the physical and social environments in which the skill occurs and we don't know much about the consequences of different ways of accomplishing the job function. In other words, those job junctions about which we know a good deal are hard skills and those about which we know very little are soft skills.

Retweets
3

Likes
15



5:40 PM - 14 Jun 2017



2



3



15



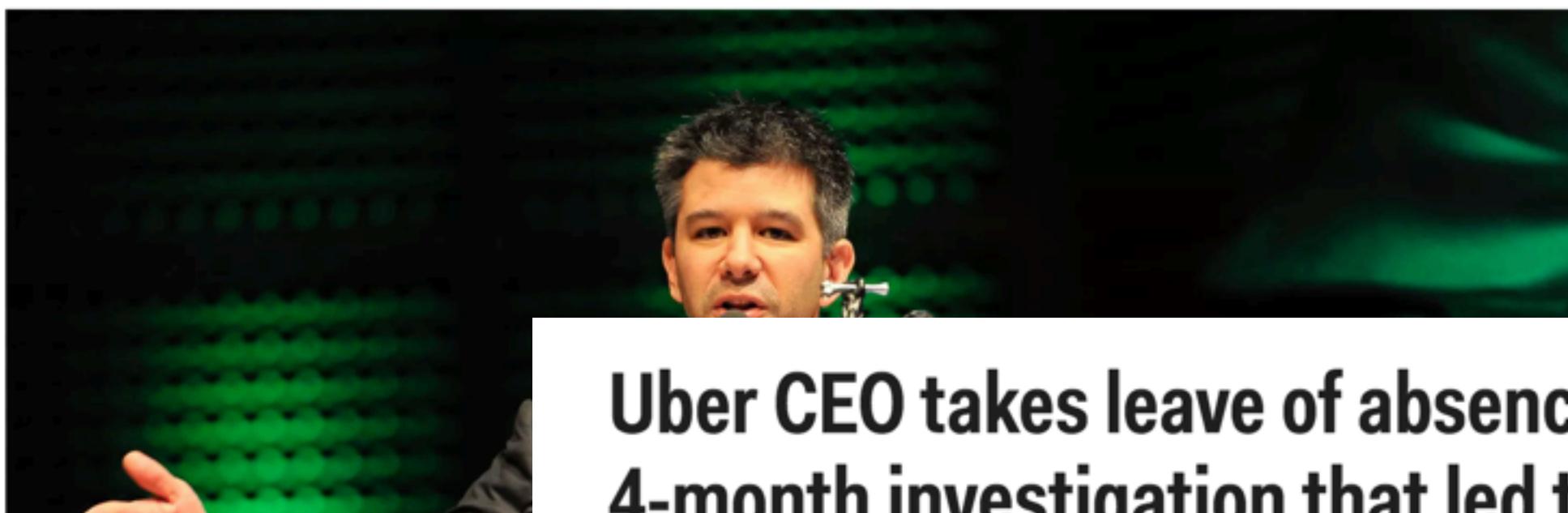
**We have yet another problem:
building onramps.**

**“Programming is harder than
writing and communicating.”**

Uber's CEO is taking a leave of absence after a disaster for Uber.

Updated by Timothy B. Lee | tim@vox.com | Jun 19, 2017, 9:20am EDT

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Uber CEO takes leave of absence following an explosive 4-month investigation that led to 20 firings



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Jun. 13, 2017, 12:59 PM

18,831



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Uber CEO Travis Kalanick will take a leave of absence from the company to "work on myself" and to deal with a recent family tragedy, according to an email he sent to the company.

When he returns to the ride-hailing giant, Kalanick will be stripped of some duties, and



Uber's scandals, blunders and PR disasters: the full list

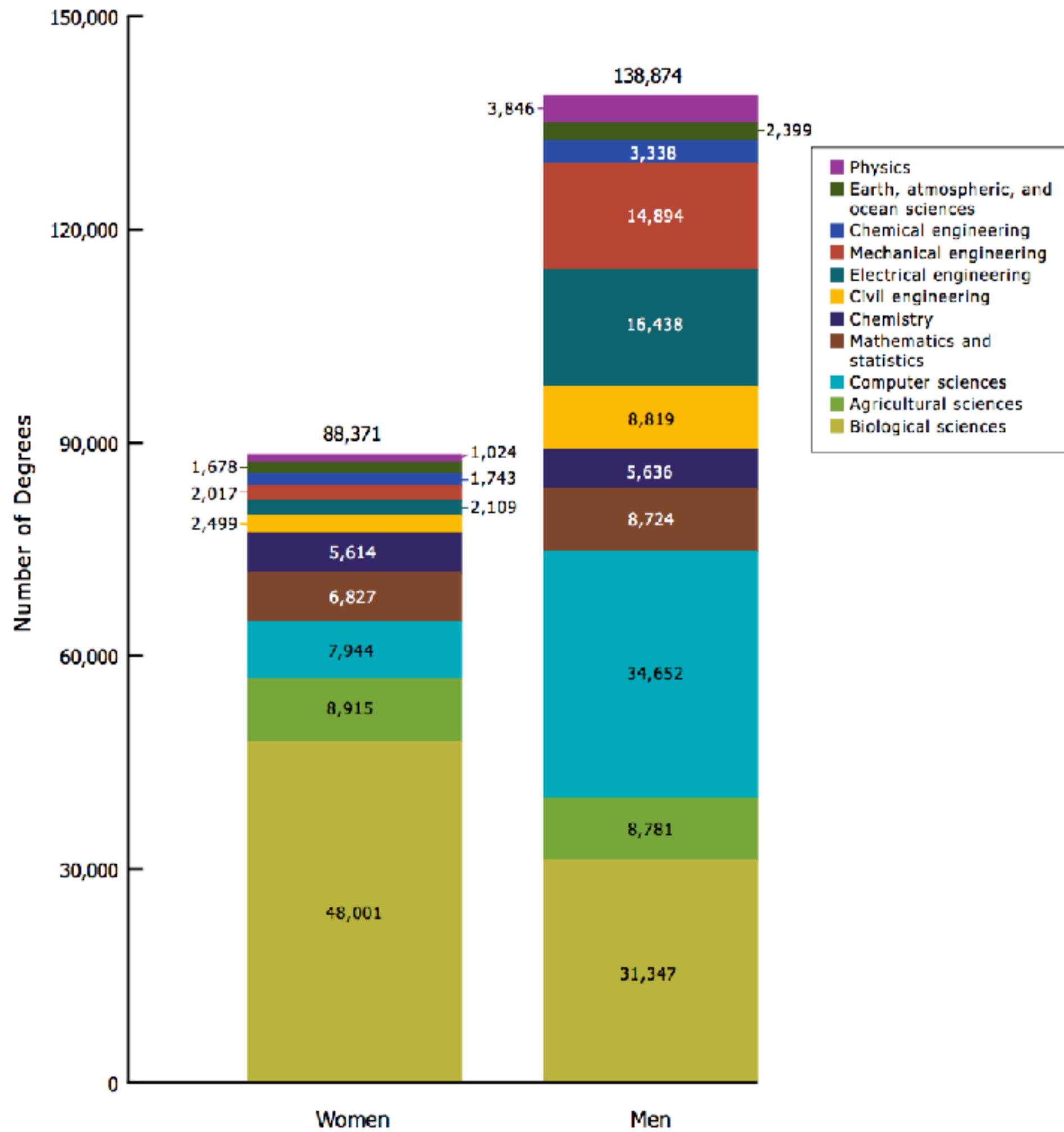
The company has had a seemingly never-ending string of missteps, from its controversial CEO to questionable tactics and sexual harassment claims



**“There are fewer programmers
than writers and communicators.”**

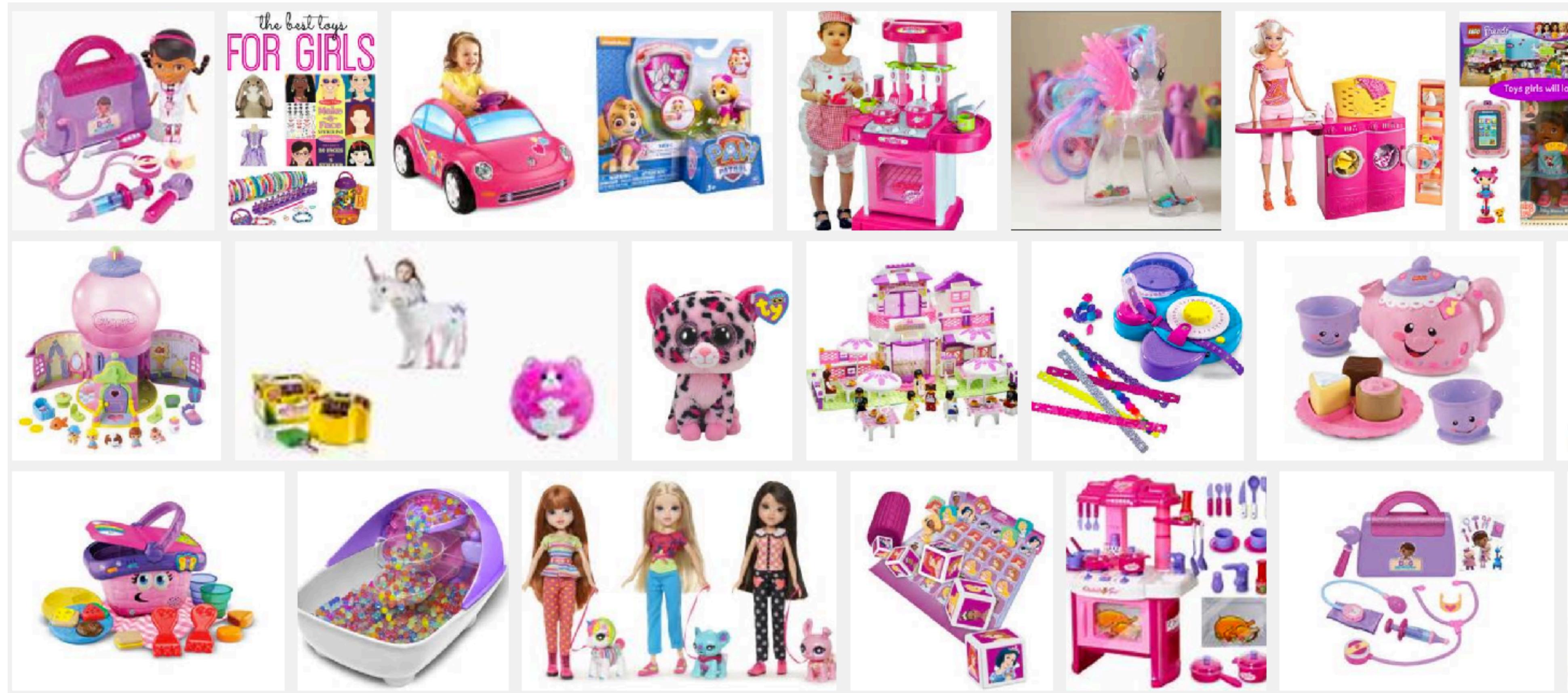


Figure 7. Bachelor's Degrees Earned in Selected Science and Engineering Fields, by Gender, 2007



Source: National Science Foundation, Division of Science Resources Statistics, 2009, *Women, minorities, and persons with disabilities in science and engineering: 2009* (NSF 09-305) (Arlington, VA), Tables C-4 and C-5.

“Toys for girls”



“Toys for boys”



[↑](#) [Why are so many programmers arrogant?](#) (programmers.stackexchange.com)
108 submitted 6 years ago by gphilip
[↓](#) 211 comments share save hide give gold report pocket

top 200 comments [show all 211](#)

sorted by: [best](#) [▼](#)

[↑](#) [-] [Benutzername](#) 207 points 6 years ago

[↓](#) I could tell you, but you probably wouldn't understand.

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[+] [Gudeldar](#) 8 points 6 years ago (2 children)

[+] [\[deleted\]](#) 5 points 6 years ago (2 children)

[+] [shoseki](#) 0 points 6 years ago (0 children)

[↑](#) [-] [Liverotto](#) 110 points 6 years ago

[↓](#) The hypocrite in me would like to tell you it is because: programmers have very bad social skills.

The programmer in me would like to inform you: that you people are fucking stupid.

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[+] [\[deleted\]](#) 24 points 6 years ago (0 children)

[+] [elmuerde](#) 1 point 6 years ago (0 children)

[↑](#) [-] [multifaceted](#) 31 points 6 years ago

[↓](#) The easiest way to win an argument is to deny the opposition from entering into it. If you claim that the other person isn't eligible to criticize or question your work or knowledge, then you can't be defeated.

It's a defense mechanism for people who are afraid of being found out as imperfect. Likely due to being held to high academic expectations their whole life.

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[+] [destruct](#) 3 points 6 years ago (1 child)

[+] [mascool](#) -1 points 6 years ago (0 children)

[↑](#) [-] [\[deleted\]](#) 79 points 6 years ago

[↓](#) As opposed to what? Management? Sales?

List: [linux-kernel](#)
Subject: [Re: \[00/19\] 3.10.1-stable review](#)
From: [Linus Torvalds <torvalds \(\) linux-foundation ! org>](#)
Date: [2013-07-15 18:17:06](#)
Message-ID: [CA+55aFxmV83=_kjsHGbXFwQW9tXdbT6vyEGcuDTC00X0JJvB7w \(\)](#)
[\[Download message RAW\]](#)

On Mon, Jul 15, 2013 at 11:04 AM, Sarah Sharp
<sarah.a.sharp@linux.intel.com> wrote:

>
> However, I am serious about this. Linus, you're one of the worst
> offenders when it comes to verbally abusing people and publicly tearing
> their emotions apart.

Yes. And I do it partly (mostly) because it's who I am, and partly
because I honestly despise being subtle or "nice".

The fact is, people need to know what my position on things are. And I
can't just say "please don't do that", because people won't listen. I
say "On the internet, nobody can hear you being subtle", and I mean
it.

And I definitely am not willing to string people along, either. I've
had that happen too - not telling people clearly enough that I don't
like their approach, they go on to re-architect something, and get
really upset when I am then not willing to take their work.

Sarah, first off, I don't have that many tools at hand. Secondly, I
simply don't believe in being polite or politically correct. And you
can point at all those cultural factors where some cultures are not
happy with confrontation (and feel free to make it about gender too -
I think that's almost entirely cultural too). And please bring up
"cultural sensitivity" while at it. And I'll give you back that same
"cultural sensitivity". Please be sensitive to my culture too.



What to do?

1. Actively recognize the non-engineering work that goes into making your company successful.

**2. Understand that everyone's
work requires specific skills
and communicate that
understanding to others.**

3. Encourage growth and learning in technology for anyone who is interested.

Most of these decisions come
from leadership, but **everyone**
can help.



i am a tiny cactus
and i believe
in you

you can do the thing

Thank you!

My name is **Lyzi Diamond** and I work at a company called **Mapbox**. You can find me on Twitter **@lyzidiamond** or you can email me at **lyzi@mapbox.com**. These slides are online at **lyzidiamond.com/osb2017**.