

## **Matthew Mendoza - Chapter 3 & 4 - Build Teamwork with Interpersonal Practices & Agile Requires Different Project Leadership, and Cultivating Psychological Safety in Agile Teams**

Chapters three and four, respectively, highlights work attitude from an analytic perspective (how a team functions) and from a holistic/relational perspective (how one fits/functions within a team).

Chapter three really helps me build confidence working with other knowledge workers, where those with more knowledge and experience are valued, although having passed both behavioral and technical interviews I felt like what I had to bring on the team isn't enough. Later I discovered this is what is referred to as "imposter syndrome" a collection of feelings of inadequacy that persist despite evident success.

Although having been able to ramp up on my first internship at Intel, being able to execute on tickets independently, knowing where to look and who to ask to get ARs (Action Ready) items accomplished, I felt as if I was a fake, that I managed to fool the hiring manager and technical interviewers to be hired.

I voiced these concerns to my manager at the time and assured me that I was the appropriate hire for the position, that what I was able to do and learn in the time frame was faster than most. My manager became my mentor, my coach, in encouraging me to push not only my interpersonal skills but also my pursuit of technical knowledge. His effort and time invested with me allowed me to be confident to argue points with senior engineers, present my findings with confidence, and installed into me to practice continual feedback.

My manager exemplified ideal qualities of how leaders serve the team in that they were self-aware, listen, serve the people who work for them, help others grow, coach people (not control them), unleash the energy and intelligence of others, and worked to develop foresight so that they can call the shots and not react to situations.

During my internship I saw leadership at both the macro and micro level; for example, our team's product owner, and create a coherent picture for the product (the roadmap) and the time period: AKA a miniature CEO.

Making the connection that our team's product owner is like a miniature CEO is eye opening; for, they help drive both the vision and direction of our product. Although our product owner reports to our manager - the manager helps facilitate the effort and teamwork to the goals of the product owner.