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How would you build an engineering team?

Engineering team -Describe the factors to consider while building a team.

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# Abstract

The purpose of this document is to understand how to build an engineering team and the factors to consider while building a team.

## What We’ll Cover in This White Paper

In this document will cover mainly the factors to consider while building an engineering team.

You can list bullet points like this:

* Self/Leadership
* Company and Organisation goals and expectation
* Talent recruitment
* Process and Systems
* Culture
* Stakeholders

## Factors to consider while building an Engineering team

Following are the factors that I consider critical for building a team:

1. **Self / Leadership**

The success of the team directly depends on how we, as leaders, succeed, and thrive. A leader cannot guide and focus the team to a common goal if he/she cannot lead the self well. The leader should know the team, build rapport and relationships, not for control but to influence to get things done. I believe great units are not controlled by leaders but rather empowered and influenced by leaders.

**2. Company and Organisation goals and expectations**

The first important thing to consider while building a team is to understand where the group fits in the bigger picture of the organisation and the company. We should have a clear understanding of what is the companies short and long term goals and what is the company’s strategy to achieve them. Similarly, we should have an in-depth knowledge of what is the organisation and products short term and long term goals and what strategies we are applying to achieve the organisation and product goals. The short term and long term expectations from the team and the deliverables with the roadmap should be very clearly defined and understood.

**3. Talent recruitment**

1. Following are the essential aspects of team recruitment:
   1. For the recruitment pool, first, refer to your network and also potential candidates within the organisation and company.
   2. Recruit for the engineering leadership roles (Engineering Team Lead, Engineering Manager, etc..) first.
   3. Make a recruitment plan with the engineering leaders, decide on the team size, various roles, responsibilities of each role, functional and technical requirements for each position and the personality traits and soft skills to consider.
   4. Give equal importance to personality traits and soft skills as given to the functional and technical capabilities.
   5. Following will be a good set of attributes to consider:
      1. Will the candidate fit or enhance the team culture that we want.
      2. Is the person have the functional or technical capability and skills to perform the role.
      3. Is the candidate agile, adaptable, and flexible?
      4. Does the candidate have the clarity on what he/she done till now, who they are and what do they want?
      5. Candidates who will enhance the diversity in the team should be given priority.
   6. The employees that we hire will only be as good as the recruitment team that we have. It is crucial to have a hiring team who are enabled and have a clear and common goal. Recruitment is always teamwork.

4. **Process and Systems**

Decide upon the process to be established in the engineering team and the systems to be built. Following are some of the process that should be discussed and decided with the engineering leadership team:

* 1. Decide upon the development and delivery cycles by taking inputs from the stakeholders and other organisations in the company.
  2. Decide upon the backlog capturing systems, backlog prioritisation, sprint meetings (daily, review and planning), done criteria for the backlogs, backlog estimation strategy, demo of the sprint deliverables, code review and unit tests, acceptance test criteria, test system strategy, landscape management, deployment process, communication strategy, reward policy and escalation process.
  3. Decide on the people management strategy by taking inputs from the stakeholders and other organisations in the company.

5. **Culture**

Culture defines how people behave when no one is watching, and it determines how people act day in and day out. Culture reflects how your Team / Organization communicates, celebrate success, tackle challenges, reward employees, resolve conflicts, build the relationship, show empathy to the customer, take ownership, show accountability and achieve the individual and common goal. So creating an open, result-oriented, and friendly culture is the key to success for the organisation and defining and building this culture will take time. There are no shortcuts to building culture; creating the right culture takes time and patience. Following are the pillars on which I, along with the leadership team, will define and build the culture:

* 1. Open and friendly - There are no stupid questions, and we all should strive for frank and open communication. Every member of the team should be able to communicate and connect with any other member in the group irrespective of their positions, without fear. Every team member should express and display the actions of trust, support, and comradeship.
  2. Accountable - Every team member should be aware of his/her responsibilities and should take ownership.
  3. The team goal is more significant than the individual purpose.
  4. Empathy to the customer is the core - Whatever we do as a team should be adding value to the customer, and we should always put the customer first.
  5. Agile - Build fast, fail fast, and learn quick and iterate. (Build, test, deploy, review, iterate)
  6. Focus on outcomes over outputs - Outputs are what we produce/deliver, which may or may not result in the value that we want to provide to the customer, but quantifiable outcomes are more appropriate measures for the values we create. Qualify the business outcomes which will create a sense of purpose in work produced.

6. **Stakeholders**

An engineering team will always work closely with multiple stakeholders, the most important being the product team. The success of the organisation and company depends on how well the two pillars of product and engineering interact and collaborate to create value. If these two teams are not aligned for the common goal, there will be a lot of friction, and the objectives defined in the roadmap will not be achieved.

# Conclusion

All the factors are equally important for the successful project.

# References

From my career experience