

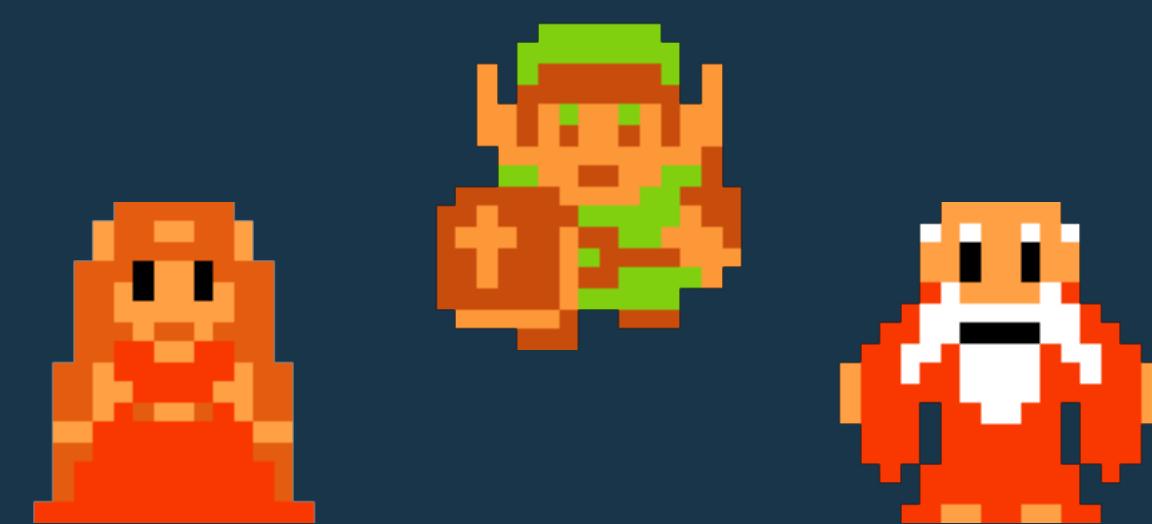


Is software development

D A H G E R O U S ?



IT'S DANGEROUS TO  
GO ALONE!





IT'S DANGEROUS TO  
GO ALONE! TAKE  
THIS TEAM.





OTRENTHWILLIS



Take A

Hike

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I

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3/10

workers strongly agree their  
opinion counts

6/10

workers strongly agree their  
opinion counts

# 6/10

↓ 27%

turnover

↓ 40%

incidents

↑ 12%

productivity

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?  
?

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NO ONE CARES ABOUT  
MY CONTRIBUTIONS

We want “easy” fixes

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We want “easy” fixes, but  
we need to deal with root  
**frustrations**

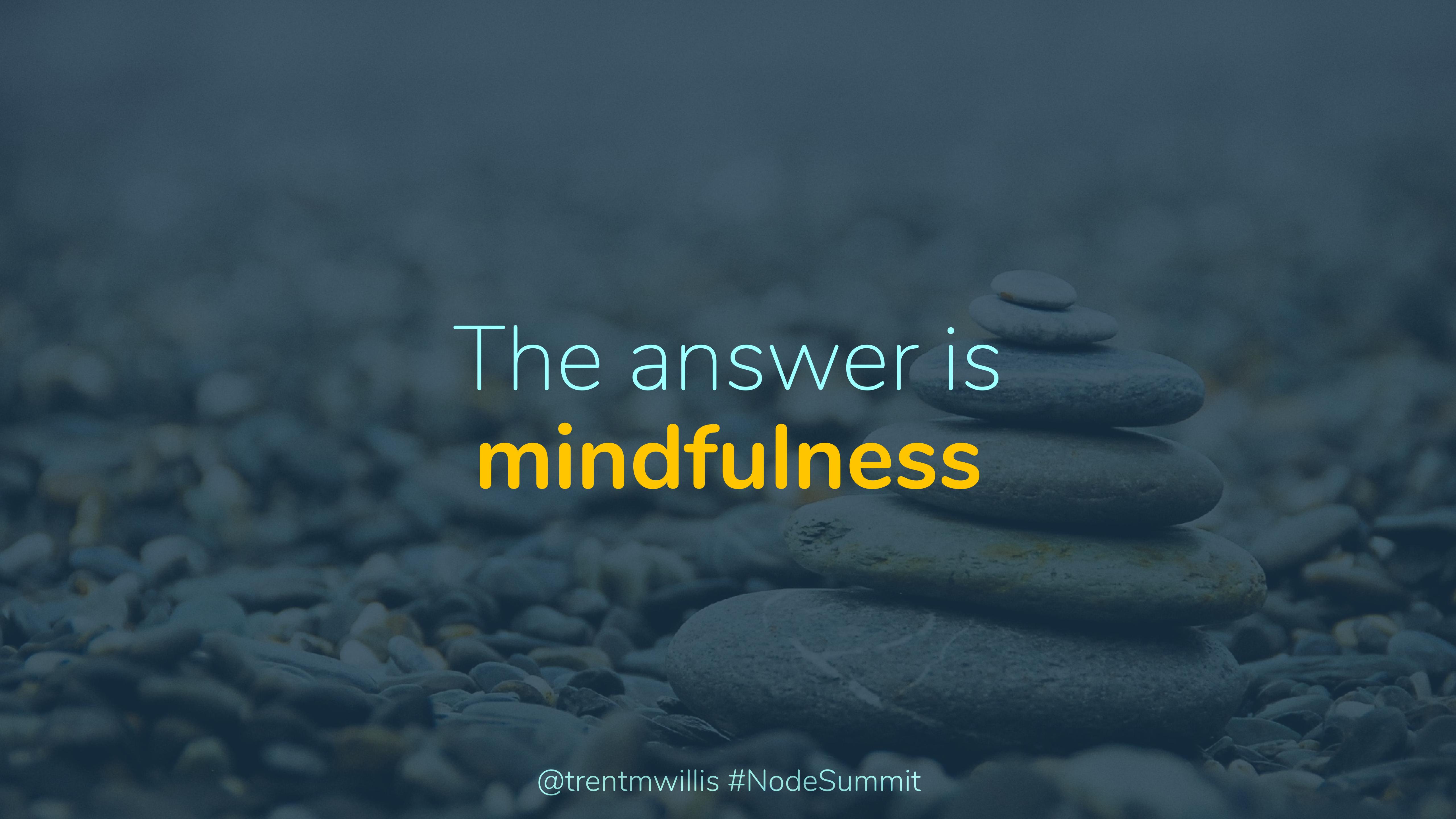
The answer is  
**not** more process



The answer is  
**careful communication**

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Paying attention in a  
particular way: on purpose,  
in the present moment,  
and non-judgmentally.



The answer is  
**mindfulness**

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# Aetna

↓ 28%

stress level

↑ 20%

sleep quality

A photograph of a person's torso and head, wearing a dark blue and red plaid shirt. A smartphone is held in their hand, displaying the Headspace mobile application. The screen shows the 'Basics' section of the app, with a 'Day 5 of 10' header, a '3 MIN' timer, and a 'BEGIN' button. Below this, there's a 'EVERYDAY HEADSPACE' section with a 'NEW' badge, followed by a 'Tuesday, Dec 1' summary. At the bottom of the screen, there are three circular icons labeled 'Breathe', 'Unwind', and 'Restore', each with a duration of '1 min'.

Try **HEADSPACE**

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Mindfulness helps us  
**overcome** insecurity and fear

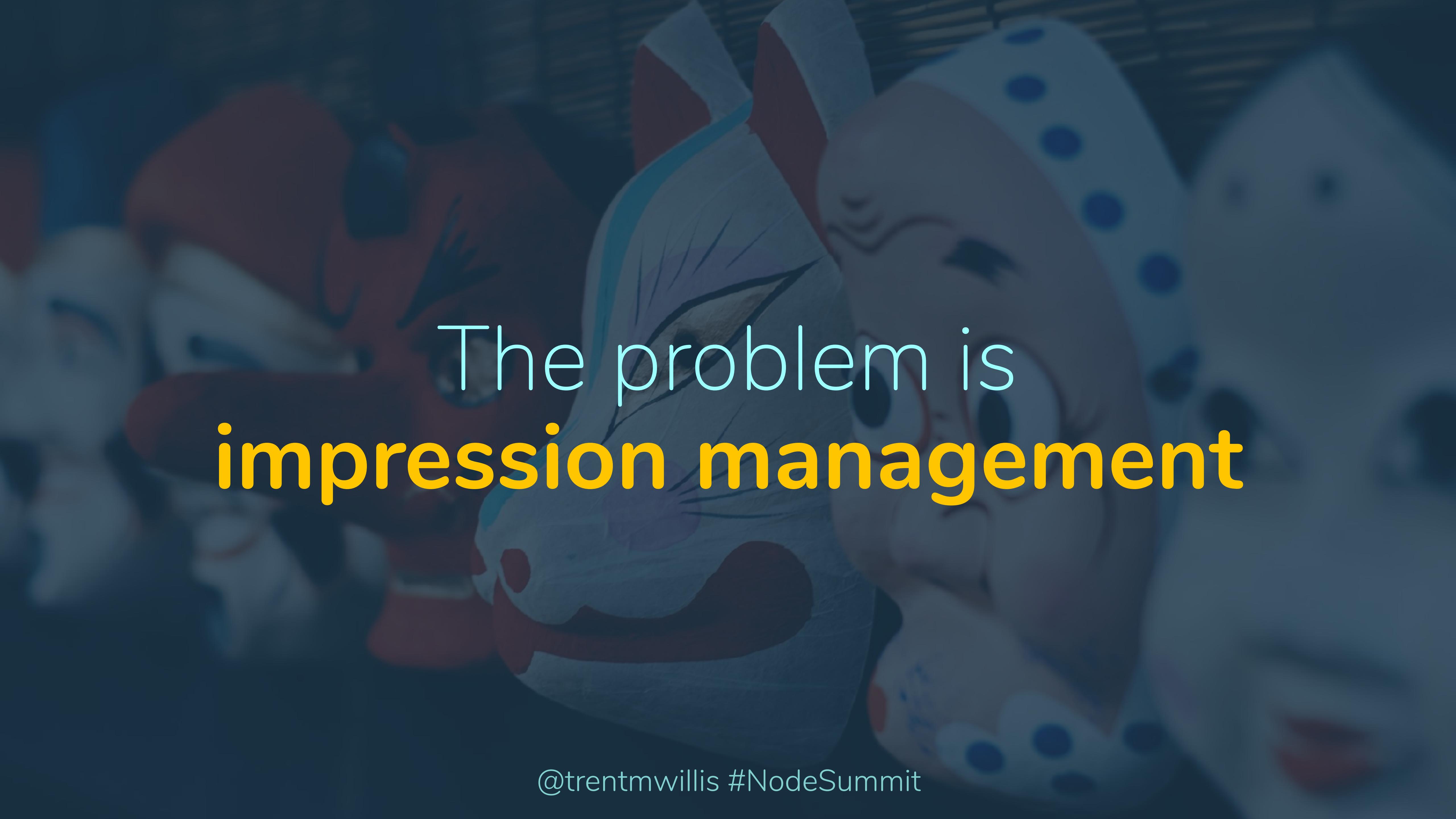


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I DON'T WANT TO  
BE RESPONSIBLE

The problem is  
**not** the promotion



The problem is  
**impression management**

A close-up photograph of a peacock feather, showing its intricate patterns and vibrant colors. The feathers are primarily blue and green, with some red and black accents. The lighting highlights the texture and iridescence of the feathers.

impression management  
is like tech debt

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Be able to show and  
employ one's self without  
fear of negative  
consequences of self-  
image, status or career

The answer is  
**psychological safety**



Experiment and learn  
rapidly.

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A blurred background image of a person working at a desk. They are using a laptop, a tablet, and some papers. A pen is visible in their hand, suggesting they are writing or drawing. The overall atmosphere is one of a busy, fast-paced work environment.

Experiment and learn  
**rapidly. Like continuous  
deployments.**

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Feedback is critical.

Give it early, often, and  
transparently.



Use **5 whys** to  
find good feedback

Why is the site broken?

Trent pushed some bad code.

Why was Trent able to push bad code?

The code didn't have tests.

Why didn't the code have tests?

We needed to ship to hit the deadline.

Why didn't the deadline include tests?

We didn't include that in the original estimate.

Why didn't we include that in the estimate?

We didn't consider it to be part of a feature.

Never place a worker only one  
defense away from failure.

- Todd Conklin

People are not afraid of failure,  
they're afraid of blame.

- Seth Godin

A dark, atmospheric photograph of a rocket launching from a launch pad. The rocket is positioned vertically in the center of the frame, with its nose cone pointing upwards. A bright, glowing trail of light and smoke is visible at its base, indicating the moment of liftoff. The background is a deep, dark blue, suggesting either night or a low-light environment. In the distance, the faint outlines of buildings and trees can be seen under a hazy sky.

Psychological safety lets us  
take risks with technology  
and innovate

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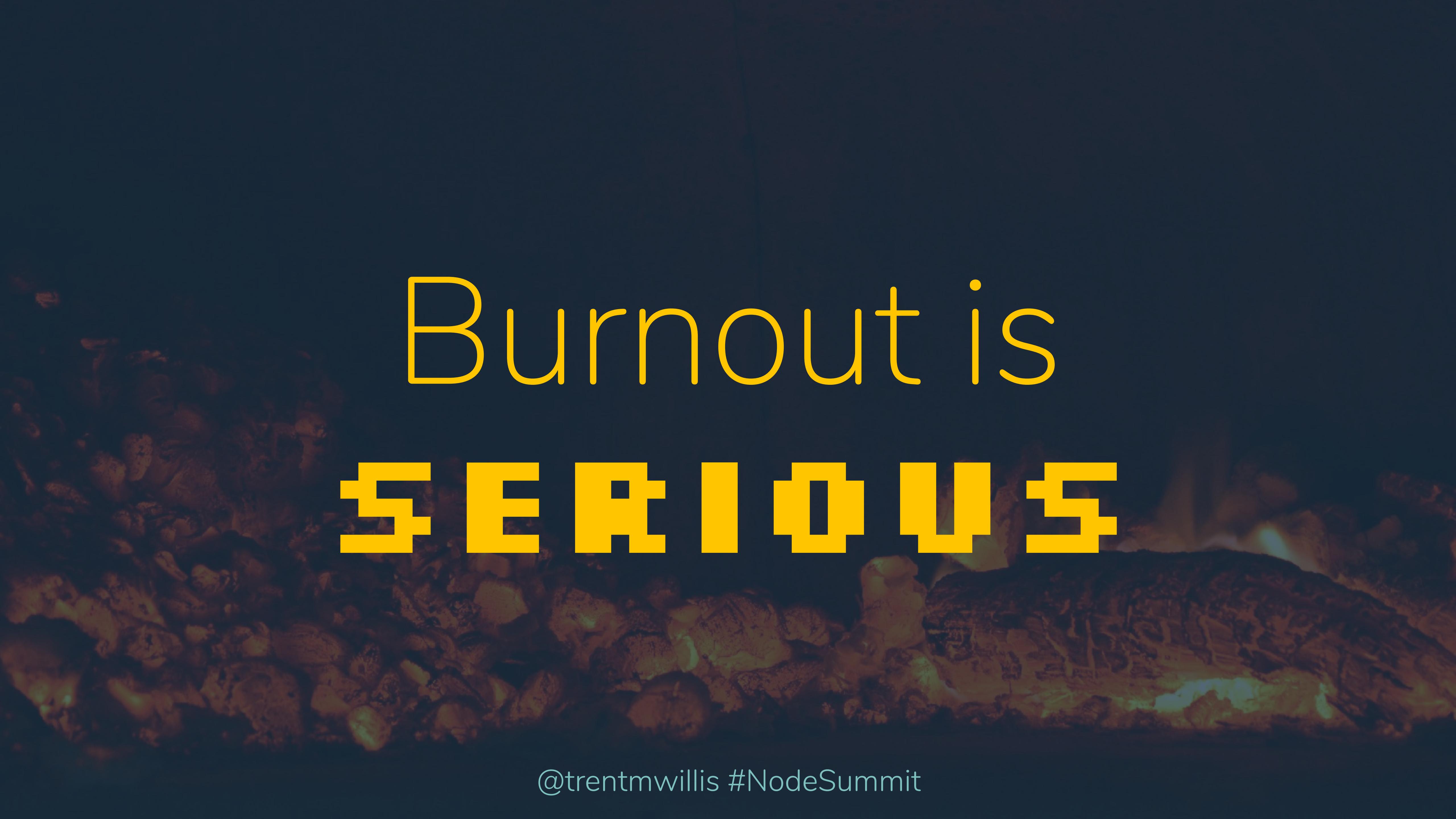


I NEED HELP WITH  
ALL THIS WORK

too much  
work



work  
more



Burnout is  
**SEARIOUS**

# Burnout Contributors

Hyper-connected

Creative Attachment

Passion

Constant Learning

Psychological  
Safety



Mindfulness

Non-judgmentally track  
participation of your team

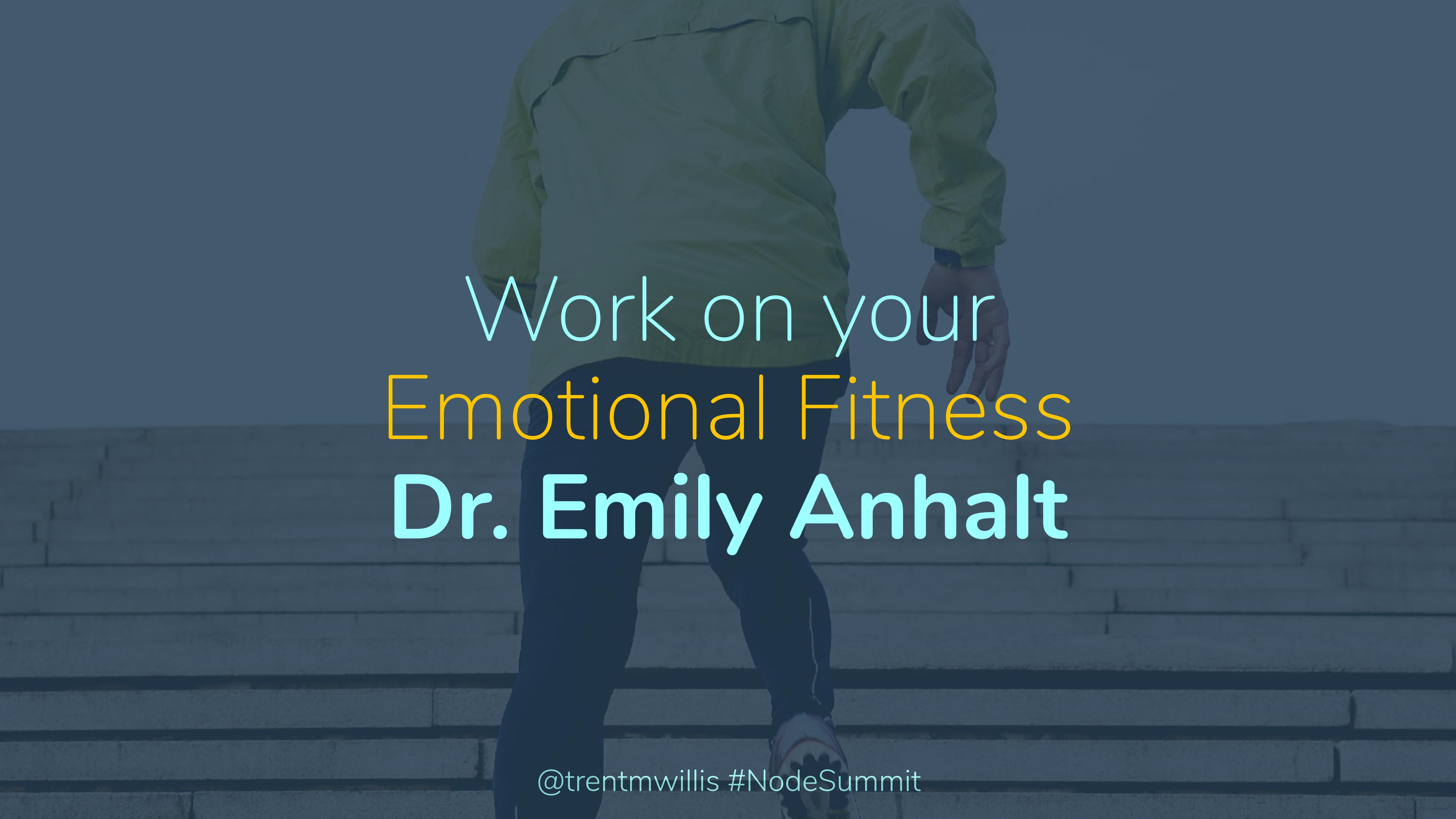
Non-judgmentally track  
participation of your team

Incorporate & acknowledge  
contributions

A photograph of a person from behind, walking away on a paved path made of large grey rectangular tiles. The person is wearing a bright green long-sleeved shirt and dark blue jeans. They are carrying a dark backpack. The background shows a clear sky and some low hills or buildings in the distance.

# Work on your Emotional Fitness

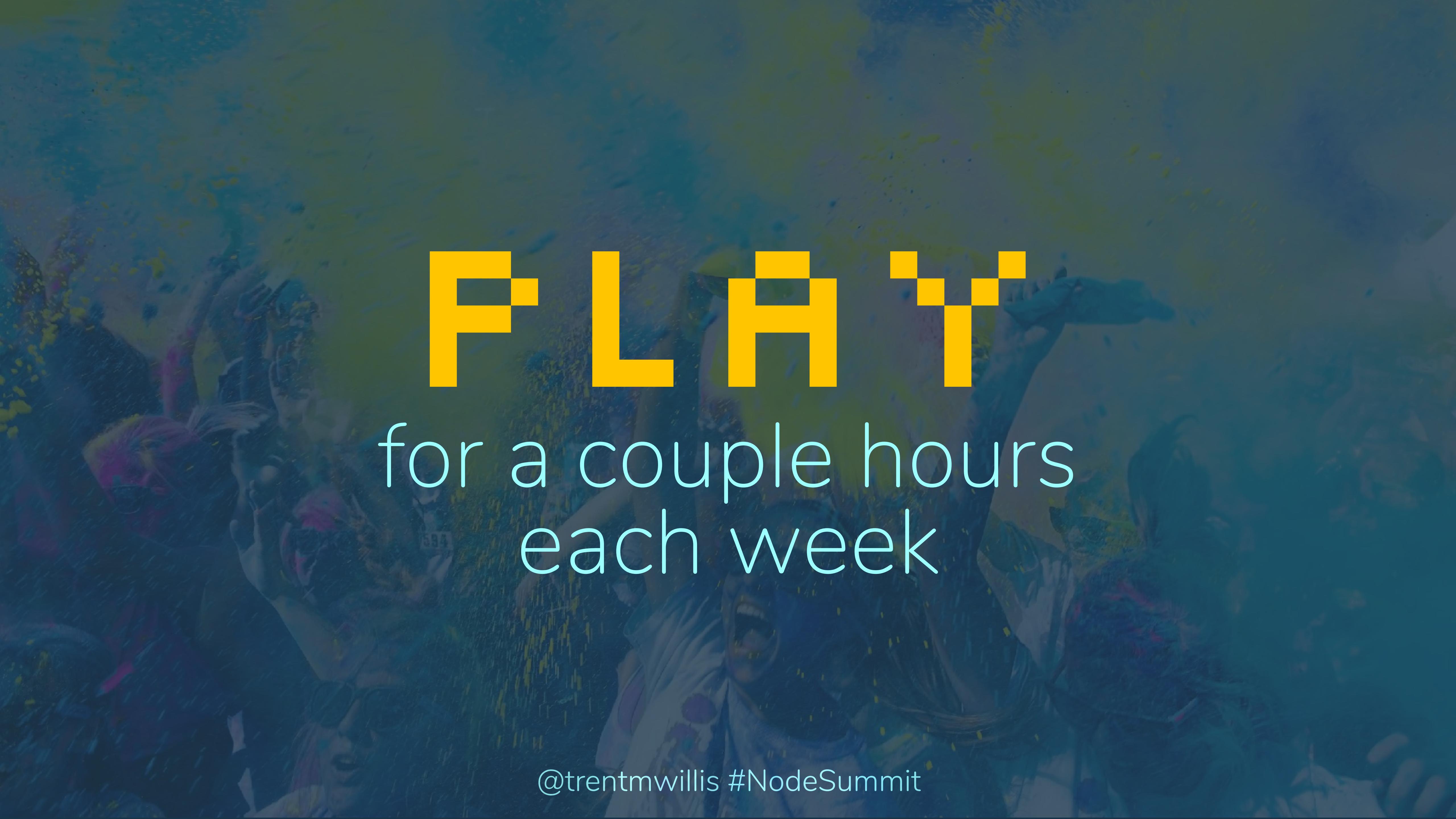
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A photograph of a person from the waist down, wearing a green jacket and dark pants, walking on a wooden boardwalk. The background shows a body of water and a distant shoreline.

# Work on your Emotional Fitness

## Dr. Emily Anhalt

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A photograph of a person from the waist up, wearing a vibrant, multi-colored floral headband and a blue dress with a large, flowing, multi-layered skirt. They are standing in a field of tall, colorful flowers, possibly tulips, in shades of yellow, orange, and red. The background is slightly blurred, showing more of the flower field and some greenery.

PLAY

for a couple hours  
each week

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Model the  
**E E H A W I O R**  
you want to see.



Developing software is risky business.

We must **intentionally** protect ourselves.

A photograph of four people sitting around a wooden table, laughing and looking at their laptops. One person on the left is typing on a black laptop. In the center, a woman with long brown hair is laughing heartily. To her right, a man with glasses and a denim jacket is also laughing. Another person's face is partially visible on the far right. The scene is set in a dimly lit room with warm lighting.

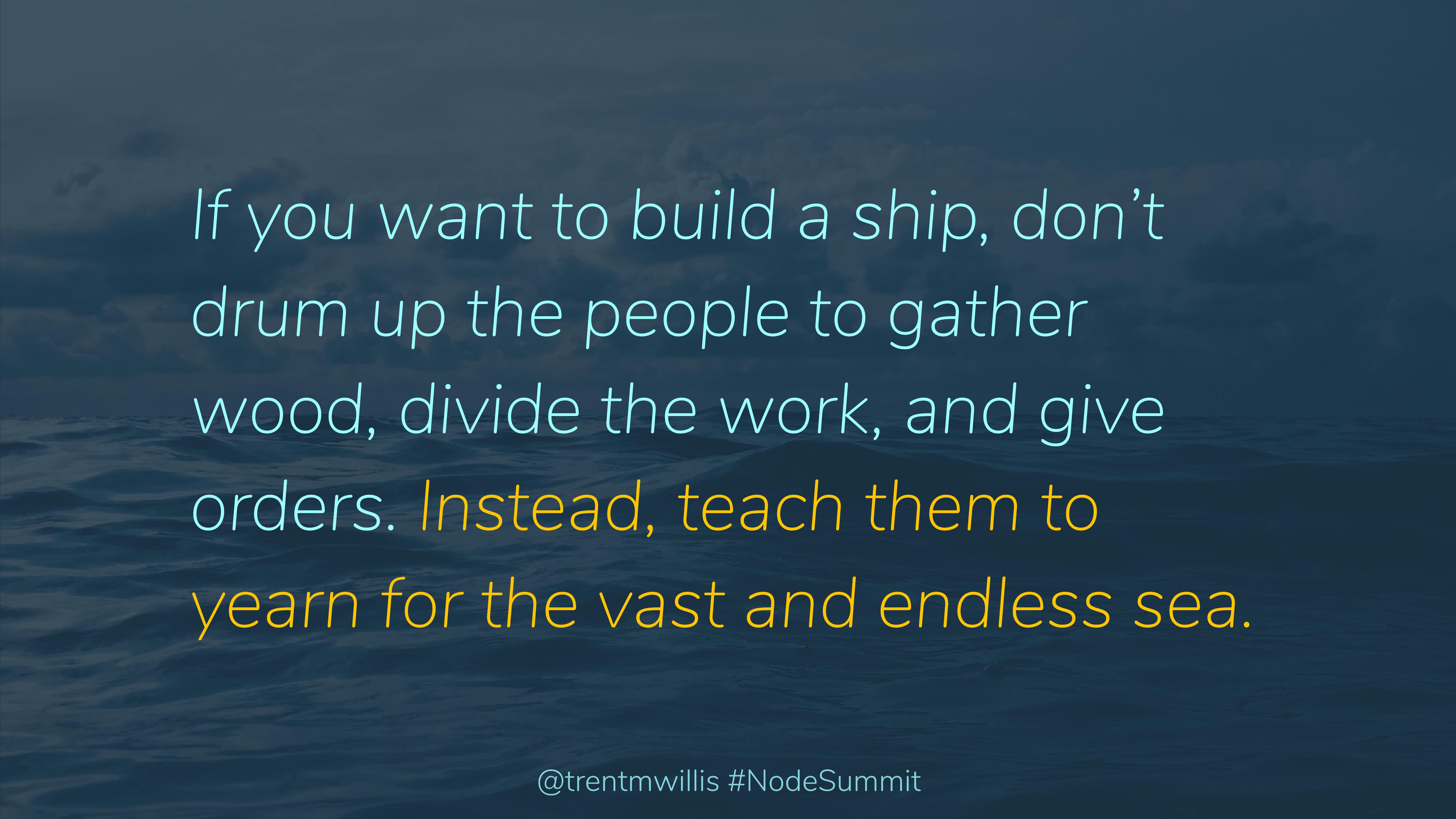
Make people  
AMAZING

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A photograph of four young adults (three women and one man) sitting around a table, laughing and smiling. They are in a casual setting with laptops and notebooks open in front of them. The scene is lit from above, creating a warm atmosphere.

Make safety a  
**REQUIREMENT**

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If you want to build a ship, don't  
drum up the people to gather  
wood, divide the work, and give  
orders. Instead, teach them to  
yearn for the vast and endless sea.

If you want to build a great team,  
don't drum up the people to share  
their feelings, conduct trainings,  
and implement processes. Instead,  
teach them to yearn for the vast  
and **untapped potential of others.**

Thank you!

Questions? Comments?  
Come chat with me!

Follow me @trentmwillis, where I'll  
tweet a link to these slides shortly.