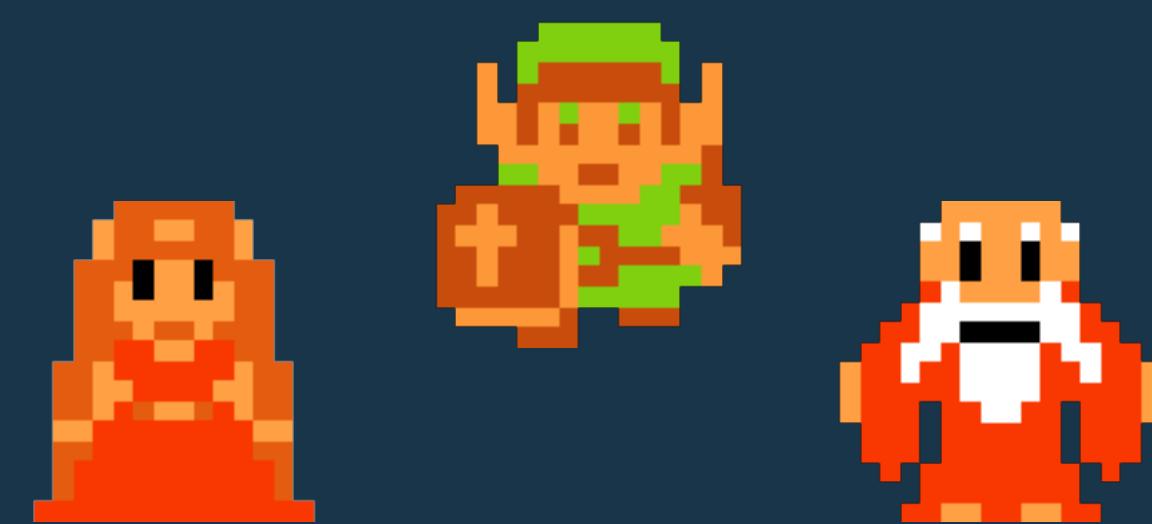


Is software engineering

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 this

HFE

Tech

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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

H A 4 2

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NO ONE CARES ABOUT
MY CONTRIBUTIONS

We want “easy” fixes

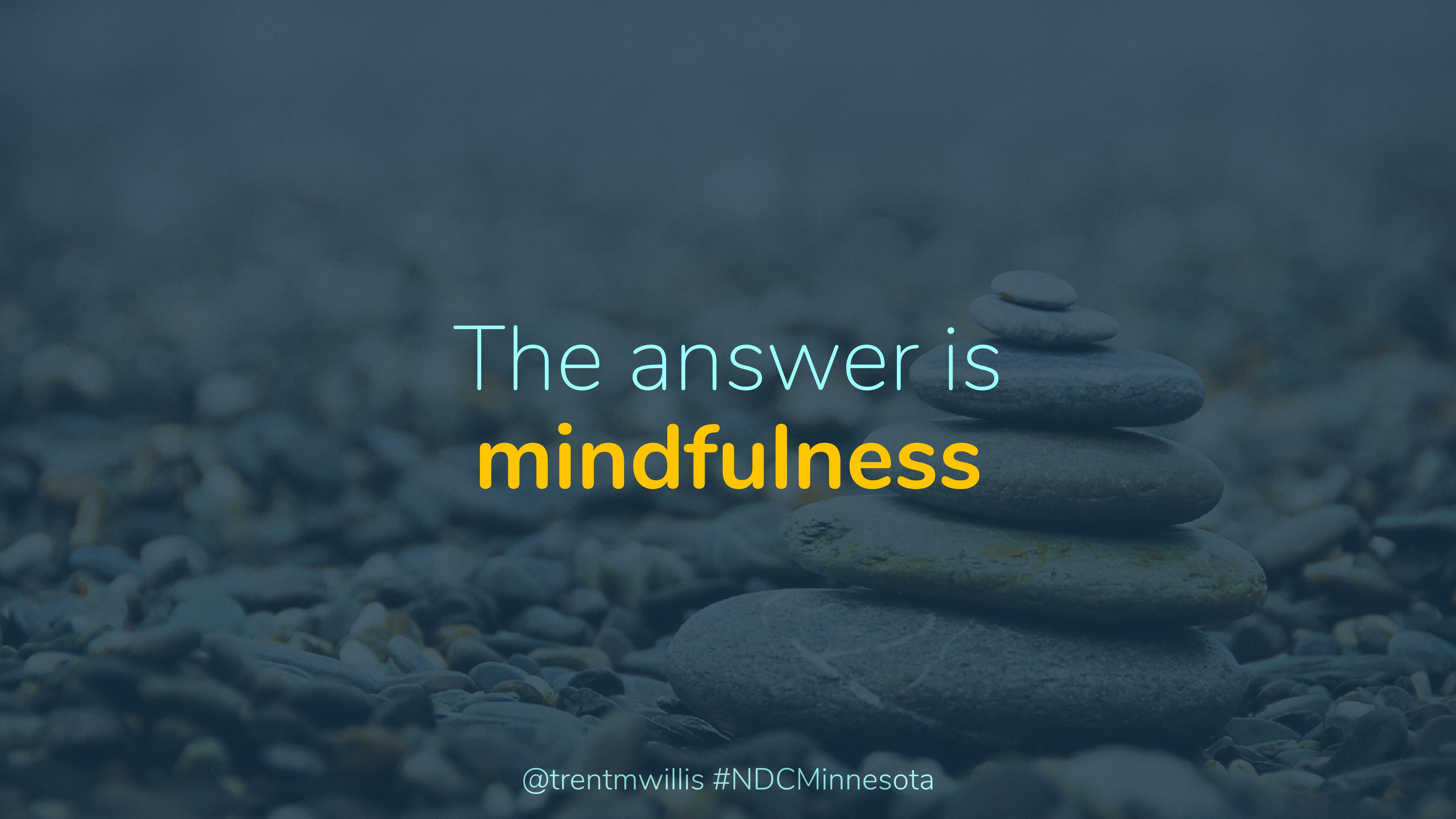
We need to deal with **root**
frustrations

The answer is
not more process

The answer is
careful communication

(Give **positive** feedback)

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 blue and red plaid shirt. They are holding a black smartphone in their right hand, which displays the Headspace mobile application. The screen shows the 'Basics' section 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 'Tuesday, Dec 10' calendar entry. 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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Don't think about what you
“could” be doing.

Put away your phone.

Close your laptop.

Show interest.

Open source has issues

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Open source can benefit
from mindfulness

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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 background is dark, making the colors of the feathers stand out.

impression management
is like tech debt



A Lesson From My Mom: Accidents Happen

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The answer is
psychological safety

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

Courage

You take **smart risks** and are open to **possible failure**.

You **say what you think**, when it's in the **best interest** of Netflix, even if it is **uncomfortable**.

You are willing to be **critical of the status quo**.

Experiment and learn
rapidly.

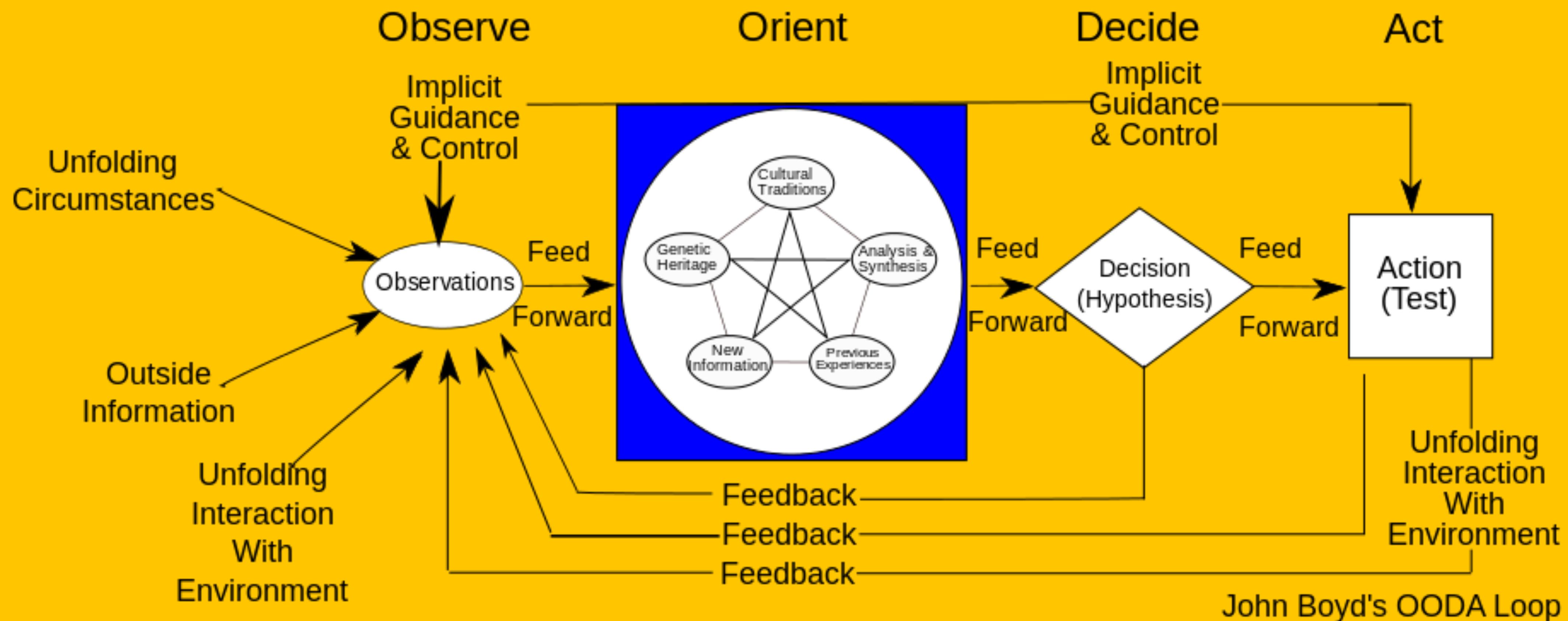
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Experiment and learn
rapidly. Like continuous
deployments.

OODA Loop

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OODA Loop



Feedback is critical.

Give it early, often, and
transparently.

Use **5 whys** to
find good feedback

Why is production broken?

Trent pushed some bad code.

Why was Trent able to push bad code?

We didn't have tests for that code.

Why didn't we have tests?

We needed to ship to hit the deadline.

Why didn't the deadline include tests?

We didn't include them in the estimate.

Why didn't we include them in the estimate?

We don't consider tests 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

Psychological safety lets us
take risks with technology

risks with technology lead
to innovation



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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 in meetings

Non-judgmentally track
participation in meetings

Repeat & acknowledge
contributions

A medium shot of a man from the waist up, wearing a bright green zip-up hoodie and dark blue jeans. He is running upwards on a set of wide, light-colored concrete bleacher steps. The background shows more of the same steps receding into the distance under a clear sky.

Work on your
Fitness

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A photograph of a person from the waist down, wearing a green zip-up jacket and dark blue jeans. They are standing on a set of wide, light-colored concrete steps. The background is a bright, overexposed sky.

Work on your Emotional Fitness

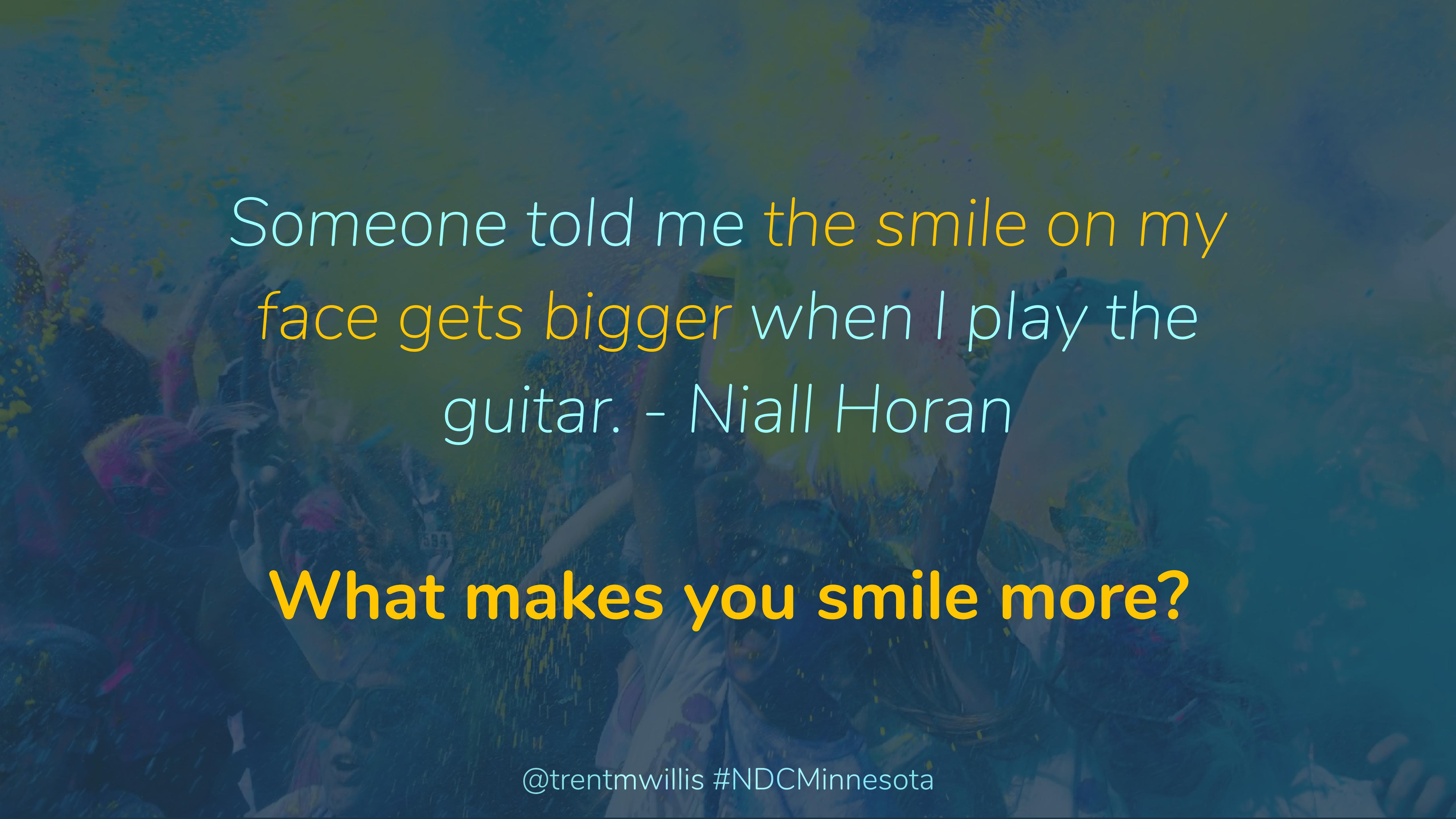
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A person wearing a colorful floral patterned shirt, standing outdoors in a garden setting with greenery and flowers.

PLAY

for a couple hours
each week

A person with long dark hair is playing a guitar. They are surrounded by many colorful feathers (blue, yellow, red, purple) that are falling around them, creating a sense of motion and celebration. The background is a soft-focus view of what might be a crowd or more feathers.

Someone told me the smile on my
face gets bigger when I play the
guitar. - Niall Horan

What makes you smile more?

Lessons From My Manager

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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.

SAFE teams have...

↑ Quality

↑ Learning

↑ Performance

SAFE teams have...

↓ Emotional Exhaustion

↑ Job Satisfaction

A photograph of three young adults laughing together while sitting at a table with laptops. A woman on the left is looking at her screen, a woman in the center is laughing heartily, and a man on the right is also laughing. They are all wearing casual clothing like jeans and jackets.

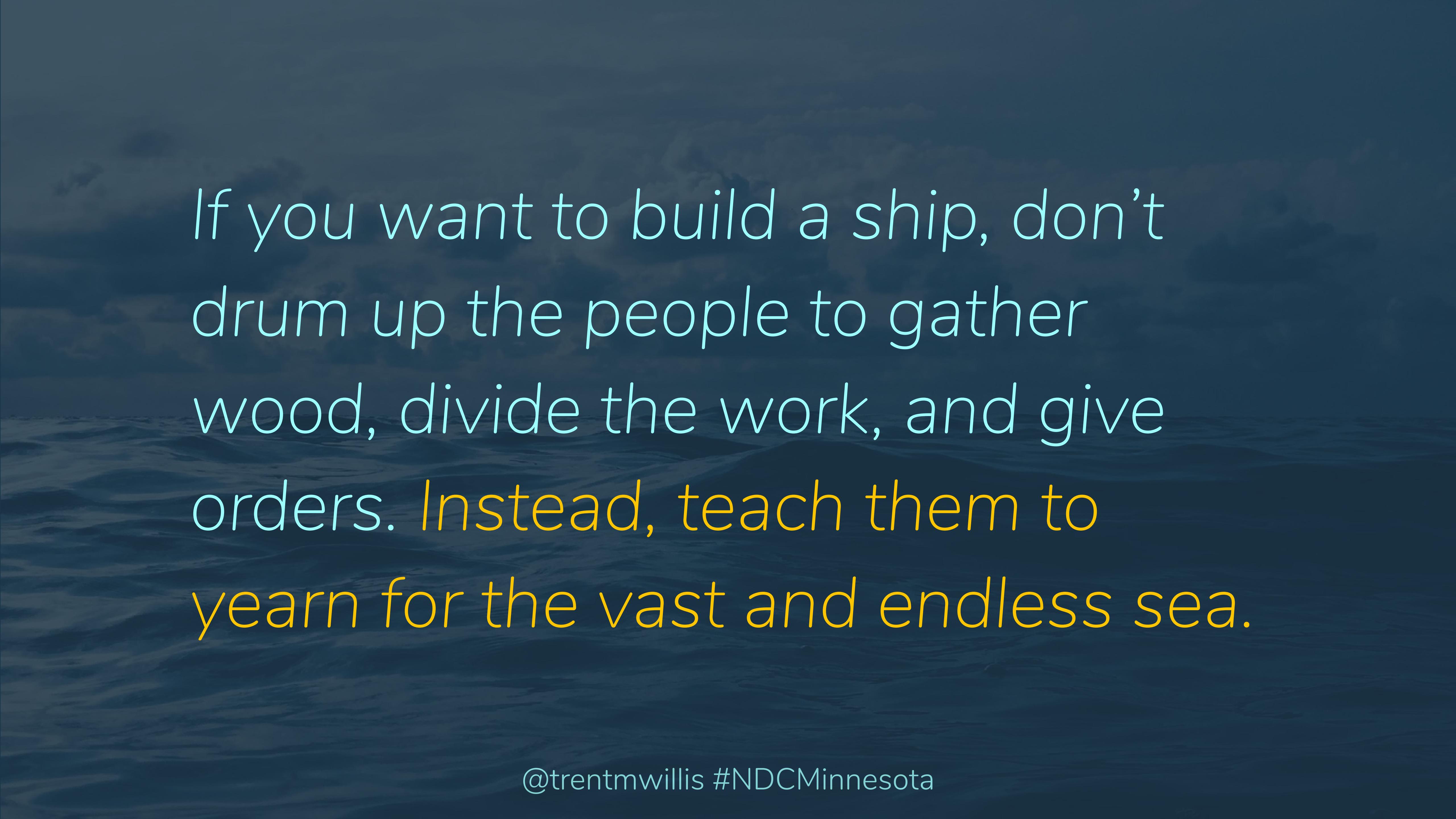
Make people
AWEsome

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A photograph of three young adults (two women and one man) laughing together at a table. They are looking at a laptop screen. There are other laptops and books on the table.

Make safety a
REQUIREREHEAT

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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.**