How to debug your team
About Me

Lisa van Gelder

VP, Engineering

@lisa_van_gelder

springhealth
About Me
How do we instill a sense of urgency into the team??
Why is our pace of delivery so slow??
Debugging teams
● Mastery
● Autonomy
● Purpose
● Safety
Mastery
Autonomy
Purpose
Safety
Measuring pace of delivery
Cycle time
Drive
The Surprising Truth About What Motivates Us
Daniel H. Pink
author of A Whole New Mind
Safety
Purpose
Mastery pt 1
Don’t assign stories
Mastery pt 2
Skills matrix
Levelling
# Skills matrix

<table>
<thead>
<tr>
<th>Technical Skill</th>
<th>Impact</th>
<th>Agile Knowledge</th>
<th>Communication &amp; Leadership</th>
<th>Mentoring &amp; teaching others</th>
<th>Architecture</th>
<th>Recruiting</th>
<th>Helpful books</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning coding best practices</td>
<td>Capable of completing well defined sub-tasks</td>
<td>Learning to estimate stories</td>
<td></td>
<td>Learning pairing</td>
<td>Learning MVC</td>
<td></td>
<td>Practical Object-Oriented Design in Ruby by Sandi Metz</td>
</tr>
<tr>
<td>Learning coding standards</td>
<td>Capable of providing on-call support for their team's code with assistance from other team members</td>
<td>Asks for help</td>
<td></td>
<td>Learning to respond to PR comments</td>
<td>Learning REST</td>
<td></td>
<td>Clean Code by Robert C Martin</td>
</tr>
<tr>
<td>Learning source control and development tools</td>
<td>Accepts feedback graciously</td>
<td></td>
<td></td>
<td>Learning at least one web or javascript framework</td>
<td></td>
<td></td>
<td>Art of Agile by James Shore</td>
</tr>
<tr>
<td>Learning Ruby on Rails</td>
<td>Learning how to ask for clarification on unclear tasks</td>
<td></td>
<td>Learning how browsers work: request lifecycle, how events work, blocking vs.</td>
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<td></td>
<td></td>
<td>Growing Object Oriented Software Guided by Tests by Steve Freeman and</td>
</tr>
</tbody>
</table>
Change toolkit
Gathering data
Open Questions

- What takes up too much of your time?
- What do you wish you could spend more time doing?
- What keeps you up at night?
- If you had a magic wand and could change anything at your company, what would you change?
Pair Programming
Retrospectives

What went well?

What caused problems?

What can be done differently?
Running a good retro

- Do people vote on what they want to talk about?
- Do you only talk about the top voted items?
- Does everyone on the team talk?
- Do you have clear action items?
- Do action items have an owner & a date?
- Do you review progress of action items before each retro?
Implementing change
Nemawashi

Informal process of quietly laying the foundation for some proposed change or project, by talking to the people concerned, gathering support and feedback
Give engineers power to control change
Kaizens

Small experiments that lead to "continual improvement"

Lean manufacturing -

Toyota Way
Reward hard feedback
Admit when I’m wrong
End Result
Learnings

You can’t have autonomy without mastery
Acme corp
Autonomy
Mastery
Purpose
Build it & they will come?
Safety
Find the user - find the purpose
Mastery
E2E Tests
Autonomy
End Result
Learnings

You can’t have autonomy without purpose
Safety

OBJECTIVES + KEY RESULTS
Quality
Autonomy pt 1
Operational ownership
Team 1: Team Alerted → Team Fixes

Team 2: Fewer Alerts → Team Improves System
Oncall training
Oncall
Cycle time
Autonomy pt 2
No sub tasks
End Result
Learnings

Sometimes you need outside help
How do we instill a sense of urgency into the team??
What to look out for..
You get what you measure....
Safety
Mastery
Autonomy
Purpose
Questions?

@lisa_van_gelder
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