Managing at the Threshold

Examining Our Principles in a Moment of Change

David Yee

LeadDev London / June 27, 2023

Ssssh...

We will come back to that.

In 2009, the industry was changing—

In 2009, the industry was changing—

1 Is a good coach

2 Empowers team and does not micromanage

3 Creates an inclusive team environment, showing concern for success and well-being

4 Is productive and results-oriented

5 Is a good communicator — listens and shares information

6 Supports career development and discusses performance

7 Has a clear vision/strategy for the team

8 Has key technical skills to help advise the team

In 2009, the industry was changing—

so we changed.

"most senior engineer"

"team coach and people expert"

"most senior engineer"

- Operating models
- Holistic 1:1s
- Metrics
- Consistent hiring practices
- Career ladders
- Collaborative / Distributed Work
- Focus on bias
- Psychological Safety

so we changed.

Let's fast forward a bit.

In 2020, *the world was changing—*

Mark Zuckerberg's Message to Meta Employees

November 9, 2022

Mark Zuckerberg just shared the following with Meta employees:

Today I'm sharing some of the most difficult changes we've made in Meta's history. I've decided to reduce the size of our team by about 13% and let more than 11,000 of our talented employees go. We are also taking a number of additional steps to become a leaner and more efficient company by cutting discretionary spending and extending our hiring freeze through Q1.

## Update from CEO Andy Jassy on role eliminations

Written by Andy Jassy, CEO at Amazon

and changing...

A MESSAGE FROM OUR CEO

A difficult decision to set us up for the future

Jan 20, 2023 · 2 min read

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Sundar Pichai
CEO of Google and Alphabet

engineer

business

People, Problems, Time.

engineer

business

engineer   business

"employee retention"   "operational efficiency"

"employee retention"

"operational efficiency"

and we *are still changing.*

Liminal Spaces

Liminal Space

Those spaces are where we change.

We are still changing.

Stop.

Notice.

Nobody is going to tell you *what to do.*

Nobody *knows* what to do.

Ssssh...

You are the industry; *the industry is you.*

Everything hinges on it.

What do we want to hold onto?

What never changes?

Priniciples & Values

"Do the right thing."

Notice, Think, Persuade, Proceed.

(the right thing)

Notice, Think, Persuade, Proceed.

(do)

Care.

We have a chance to change this craft again.

We're built for it.

"What's powerful about engineering is an understanding that the inherited built world isn't permanent. You can intervene. Structures and systems are malleable, situated. Mechanisms can be demystified; black boxes opened."

— Sara Hendren

How will you celebrate this passage?

Notice.

Think.

Persuade.

Proceed.

David Yee

@_david@yee.camp_ *on Mastodon*
@tangentialism *on the roiling hellscape*