

CONFLICT RESOLUTION IN HIGH PERFORMANCE TEAMS VIA ACTIVE INCLUSION

Vilas Veeraraghavan, Director of Engineering, Walmart

THIS TALK

Common sense approach

THIS TALK

Common sense approach

Being fair

THIS TALK

Common sense approach

Being fair

BORING!!

BACKGROUND



2013

2017

BACKGROUND



2013

2017

Present

THE OPPORTUNITY

- Build a team of high performing engineers to deliver success to the enterprise
- A clean slate
- Use learnings from Netflix's well established culture deck

THE CHALLENGE

- Running high performance teams
- Lots of passionate developers and managers
- Lots of opinions!!



OVERHEAD



Silos

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GOAL

To maximize team happiness, productivity and encourage inclusion of all ideas

PRE-REQUISITES

FIRST STEP - INCLUSION

- Being open to ideas from ALL team members
- Allow yourself to "see" other viewpoints – develop empathy
- Active listening – be mindful, accepting (Yes, and..)

“ACTIVE” INCLUSION

EXAMPLE ONE

- Dev A and Dev B have a conflict regarding product vision and feel strongly that the other person's vision is wrong.

EXAMPLE TWO

- Dev A and Dev B have decided to work on an idea independent of the rest of the team.

EXAMPLE THREE

- Engineering team has been working on goals that are not completely aligned to company goals.

ROLE OF THE TEAM

- Honesty always (Netflix culture)
- Challenge/criticize the decisions not the person
- Escalate wisely
- Stay technical – make decisions data-driven

ROLE OF LEADERS

- Context, not control
- Openly accept when you are wrong
- Don't wait for someone else to do it for you
- Celebrate successes
- Find opportunities in failure as a team – don't isolate blame

WHAT WE LEARNT ON OUR
JOURNEY



EMPOWER THE TEAM

- Accept the team's direction instead of top-down approach
- But let the direction be “earned”
- Reward “Bias to action”
- But, Freedom and responsibility



DON'T
ASSUME.
VERIFY.

- Constantly work on cross training team
- Ensure technical rigor in decision making process
- Stop making decisions based on “gut”



EGOLESS DEBATES

- They never are. Initially
- Build solid training
- Allow team to fail. But not for long

WHERE ARE WE NOW?

STATE OF INNOVATION

- Speed of delivery is high
- Teams run highly aligned but loosely coupled
- Acceptance that nothing is perfect. But we learn together.

THANK YOU