

Ramping up a new team

Mohit Jaggi
Tech Lead
Uber



Show of hands

- Engineers? Data scientists? Product managers?
- Eng Managers?
- TLMS?
- Executives?

Based on a true story...

Once upon a time, at a great tech company, an engineer named Michael had an idea. Project X

KPI

Stake holder

OKR

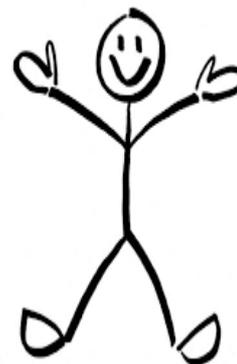
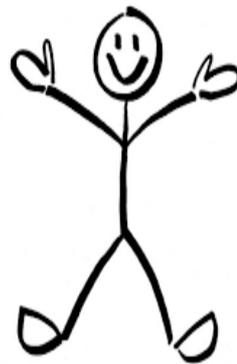
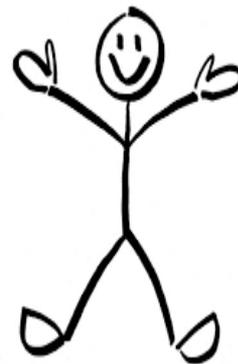
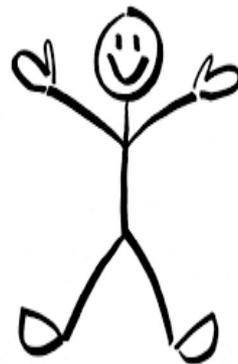
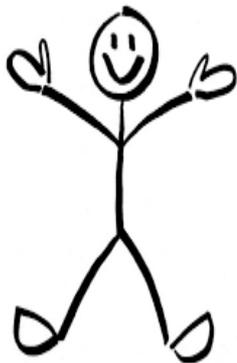
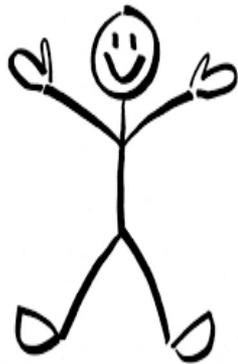
Value proposition

T-shirt sizing

Design Document

This is the story of project X

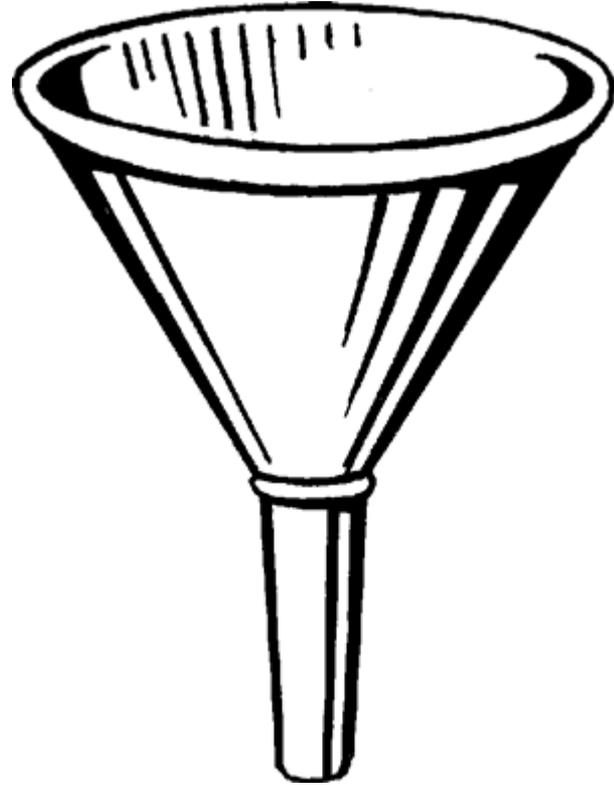
Need 4 more



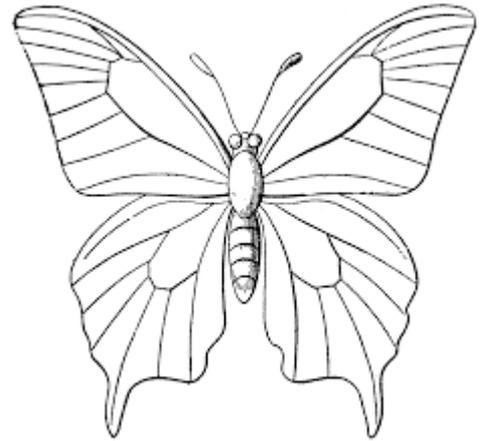
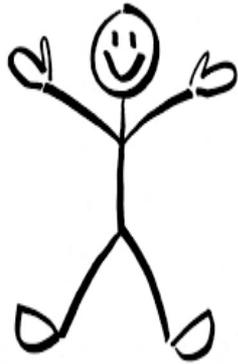
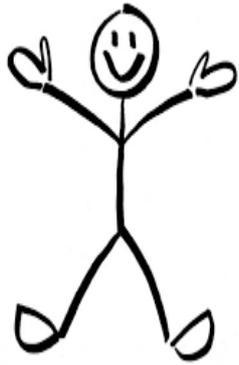
Show of hands

- How many feel their team(most recent project) is
 - Understaffed?
 - Overstaffed?
 - Mismatched skills?

Recruitment funnel



Started coding skeleton

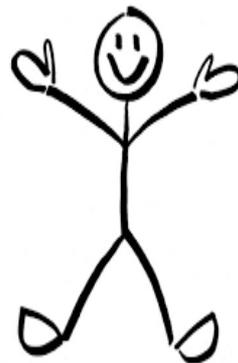
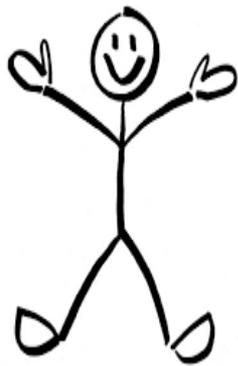
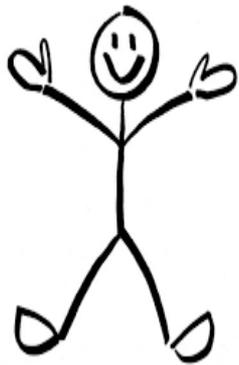




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- If design is stable
 - Work on outline
- If not
 - explore/prototype



Eric on loan

Show of hands

- How many of you have bootstrapped projects with “loaners”?
- Did it work well?
- Not well?



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- Loaners can be useful
- If
 - Have a perfect skill match
 - Are clear on the return date
 - Return is based on delivery not a date

Transferring knowledge

Transferring knowledge

No trees were harmed in this step. The docs were electronic.



Show of hands

- How many of you have had a lot of documentation but cannot find answers to your questions?



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- Pace knowledge transfer
- Interleave hands-on tasks
- 1-1 when
 - Questions expected (like mission)
 - Understanding needs to be ensured
 - Establish working relationship
- Documents when
 - How tos
 - Details, details
- Team whiteboarding when
 - Peer to peer
 - Design/plan followup

Personalities

I am Jack.
Enthusiastic, bright-eyed

I am Elena. Filled with
quiet confidence

I am Chau. On loan
from another team and
confused

I am Michael. Learning
how to ramp up a team

I am Mark. Just out of
school, eager to please

I am Anil. Aggressive,
go-getter



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- **Baby steps**

- Plan and execute in small chunks
- As team ramps up, estimation gets easier and chunks can be bigger

Team/subteam building

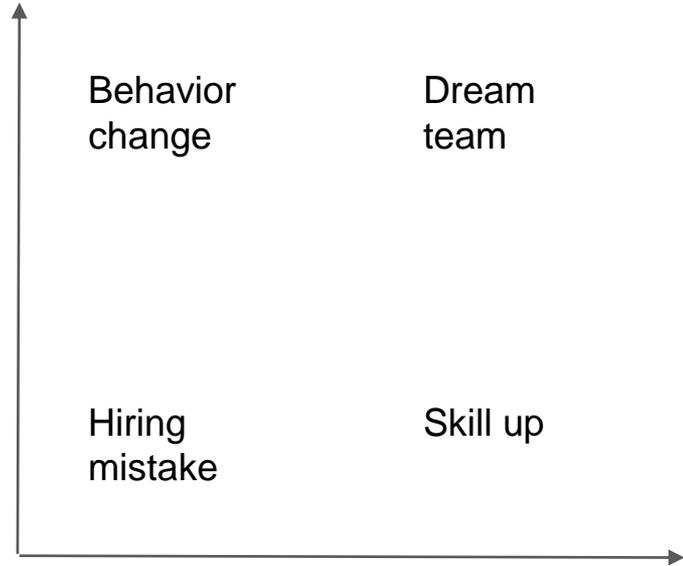




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Trust to
deliver



Fun to work with

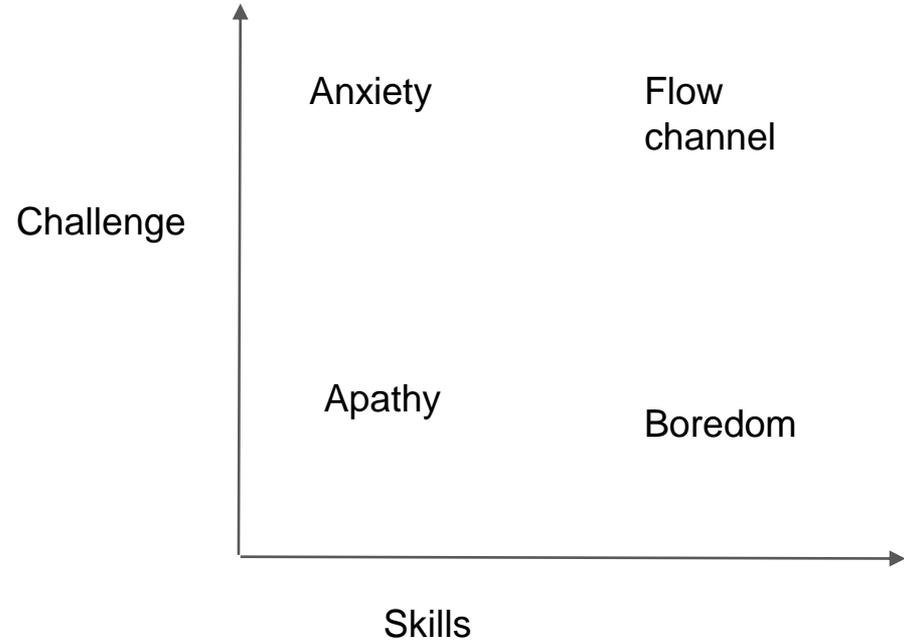
Learning new skills





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Making mistakes





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- Intervention if
 - High stakes
 - Mistakes not reversible
 - Time constraints
- Independence if
 - “On track”, no risk
 - Not “on track” but learning/course-correction expected
 - Mistakes reversible and low risk
- Explore/Exploit
 - Budget time for learning and mistakes
 - Encourage exploration, limit collateral damage

We are hiring!

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Office hours(The Speaker Office Hour Room is located at the entrance to DeveloperWeek Austin Main Stage on the Expo Hall Floor)

Thursday, November 7, 2019 2:00 PM (US/Central)