WHILE WE’RE WAITING HERE MAYBE CHECK OUT

Adobe Typekit

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One morning, you wake up and find yourself (sort of) in charge

Leadership patterns for the maturing software developer

WindyCityRails  ★  13 September 2013
Get the slides at go.dem.mx/wcr2013/slides
David Demaree
Product manager for Adobe Typekit
Rails developer since like forever
Frequent speaker, pending author
Not afraid to put his face on a 40’ screen

@ddemaree
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Photo: Ryan Carver
Yo dawg I heard you like short URLs in your talks so I made

go.dem.mx/pnut
Today I’d like to talk to you about the hardest technology of all:
Today I’d like to talk to you about the hardest technology of all: Other people.
You are getting older
Silicon Valley's Dark Secret: It's All About Age

VIVEK WADHWA

Saturday, August 28th, 2010

An interesting paradox in the technology world is that there is both a shortage and a surplus of engineers in the United States. Talk to those working at any Silicon Valley company, and they will tell you how hard it is to find qualified talent. But listen to the heart-wrenching stories of unemployed engineers, and you will realize that there are tens of thousands who can't get jobs. What gives?

The harsh reality is that in the tech world, companies prefer to hire young, inexperienced engineers.

And engineering is an "up or out" profession: you either move up the ladder or face unemployment. This is not something that tech executives publicly admit, because they fear being sued for age discrimination, but everyone knows that this is the way things are. Why would any company hire a computer programmer with the wrong skills for a salary of $150,000, when it can hire a fresh graduate?
Who says Silicon Valley forgets you if you're over 40?

Everyone knows that talented, young software engineers are getting handed bags of money these days. But older tech workers are also finding it easier to get hired in the Valley.

by Daniel Terdiman | April 10, 2012 4:00 AM PDT
Programmers: Before you turn 40, get a plan B

Welcome to geezer town, junior.


Six years after finishing college, 57 percent of computer science graduates are working as programmers; at 15 years the figure drops to 34 percent, and at 20 years — when most are still only in their early 40's — it is down to 19 percent. In contrast, the figures for civil engineering are 61 percent, 52 percent and 52 percent.

I find the defensive tone of the article and the use of dubious sampling of only computer science graduates to support its conclusion undermines its credibility. In a lot of ways, the Government has been very slow to grok the software engineering trade. In this study it seems to have only been gathering in the last couple of years.
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<th>COHORT</th>
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<td>30</td>
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18  30  40  Dead
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![Age Distribution Chart]

18 - 30 - 40 - Dead
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![Age Distribution Diagram](image-url)
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## COHORT | SOURCE | AGE
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Google employees | Google / New York Times | 29
Programming 40
Not (just) programming
Programming
“in charge”
“in charge”

in control
“in charge”

in control

responsible
in charge
sort of in charge
Power & control

sort of in charge
sort of in charge
Saying things worth following

sort of in charge
in charge

Saying things worth following

Being a force multiplier

sort of in charge
Saying things worth following

Helping good collaboration happen

Being a force multiplier

Power & control

sort of in charge

Friday, September 13, '13
Getting things done you can’t get done alone
From writing code to helping others write code
Communication patterns
MY FIRST JOB:

Phone support for a big dial-up ISP
COMMUNICATION PATTERNS

Have some **empathy**
Have some empathy
COMMUNICATION PATTERNS

Have some empathy
(or fake it by asking questions)

“I don’t give a f#$k!”
COMMUNICATION PATTERNS

Apply **metaphors** liberally.

“I don’t give a f#$k!”
COMMUNICATION PATTERNS

Apply **metaphors** liberally.
COMMUNICATION PATTERNS
COMMUNICATION PATTERNS

KISS

It’s not just for talking to computers
Don’t waste time
Helping others write code
HELPING OTHERS WRITE CODE

Improve your support stack
HELPING OTHERS WRITE CODE

Improve your support stack

Testing tools & practices
Development environment & tools
Developer interfaces to your app
Deployment process
Docs & style guide
HELPING OTHERS WRITE CODE

Give great code review
Give great code review

Use pull requests
Join the right conversations
Uphold standards (constructively)
Nitpick (appropriately)
Above all, be helpful
Helping Others Write Code

Beware process overhead
HELPING OTHERS WRITE CODE

Beware process overhead

Collective process ownership
Lots of guidelines, few rules
Garbage collection, not enforcement
Have tools follow process
Meetings are tools
HELPING OTHERS WRITE CODE

Remember it’s not about you
Remember it’s not about you

Separate taste from judgment
Watch out for biases
“Feeling” productive can be bulls#!t
When in doubt, talk about it
Investment strategies for your political capital
INVESTMENT STRATEGY

Get in on grown-up meetings
INVESTMENT STRATEGY

Ask questions
INVESTMENT STRATEGY

Learn to take the long view.
INVESTMENT STRATEGY

Learn to sell your ideas.
INVESTMENT STRATEGY

Learn to think bigger (realistically)
INVESTMENT STRATEGY
INVESTMENT STRATEGY

When the time comes, ask for the job you’re (probably) already doing.
A leader’s first responsibility is to make sure your team has whatever it needs to be AWESOME
Thanks!
One more thing
Wear sunscreen.
Wear sunscreen.

Have fun!
Doing work you hate hurts you
Doing work you hate hurts your team
Get to know yourself
Thanks to Jeff Veen for the original version of this and the next few slides
Something **you love**

Something **you are good at**

Something **the world needs**

Thanks to Jeff Veen for the original version of this and the next few slides
Mihaly Csikszentmihalyi
Mihaly Csikszentmihalyi

go.dem.mx/wcr2013/flowbook
Mastery vs. Challenge

frustration
flow

18  30  40
Where do you want to be in 20 years?
What do you want to do with your next 20 years?
Thanks!

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ddemaree@adobe.com
typekit.com
Thanks!

I’m really done this time

Friday, September 13, 13