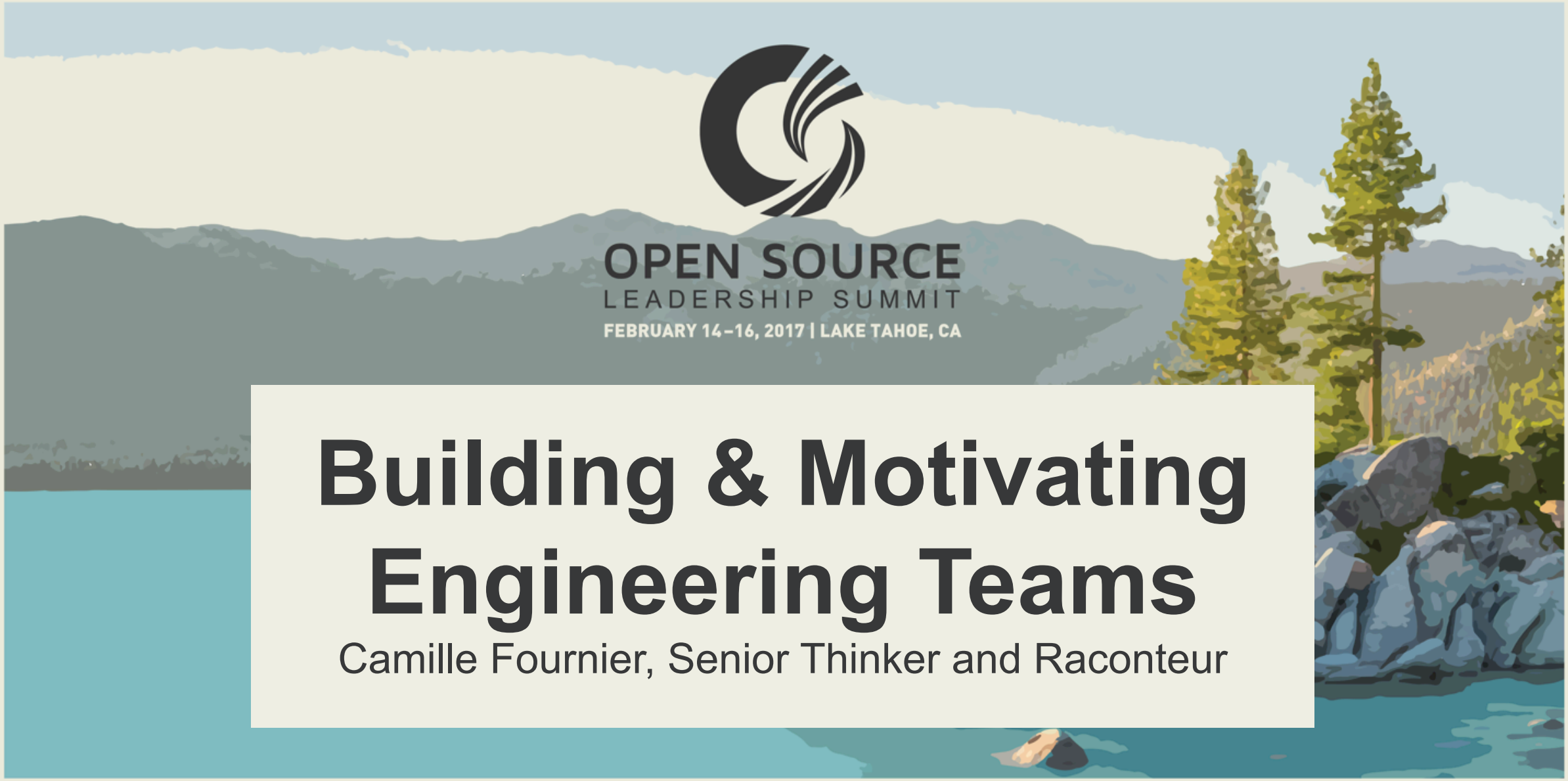


Building & Motivating Engineering Teams

Camille Fournier, Senior Thinker and Raconteur

THE LINUX FOUNDATION

OSLS 2017

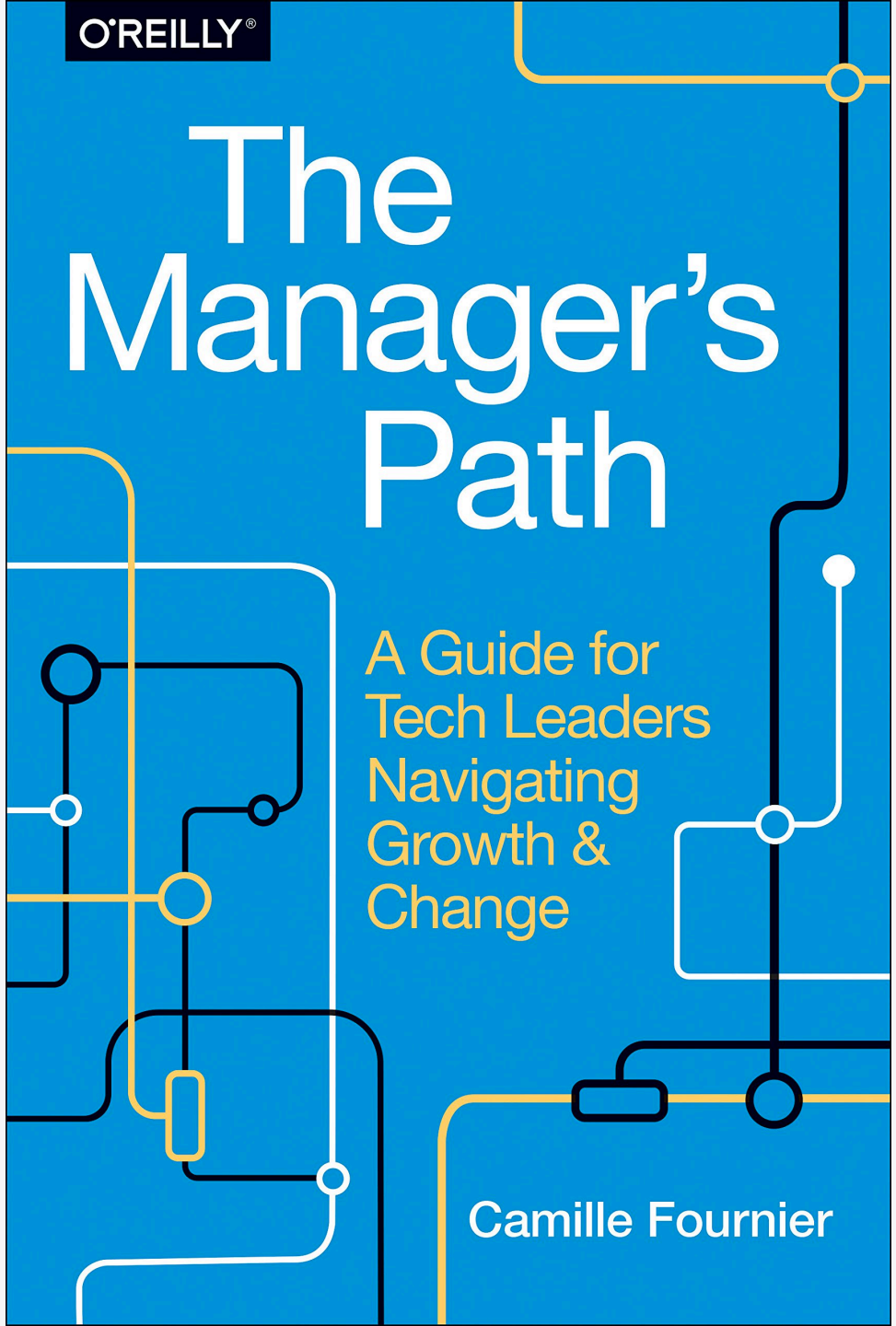
Building Engaged Teams in 2017

@skamille

In a time of drastic change it is the learners who inherit the future.

Eric Hoffer, Reflections on the Human Condition

About me.



So I wrote a book…

“the hammer”

Building a team is HARD

What do engineers want??

rewards

The basis for contribution

respect

The stickiness of commitment

purpose

A feeling of ownership

01 Promise of Rewards

economics

Getting folks in the door means creating an economic incentive for people to join.

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+ R.I.P. +
died as she
lived... waiting
for code review
\))ejm97/.,(//,,..,,\||(,,.,\\,.(//
http://tomb.zone

speed

ENGINEERS

~like~

TO SHIP

feedback

Shipping ->
Getting things done ->
Learning!

02

A feeling of

Respect

safety

Able to make mistakes, ask questions, and be vulnerable in front of the rest of the team.

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

re:Work

relatedness

A feeling of kinship, of friendliness, of community

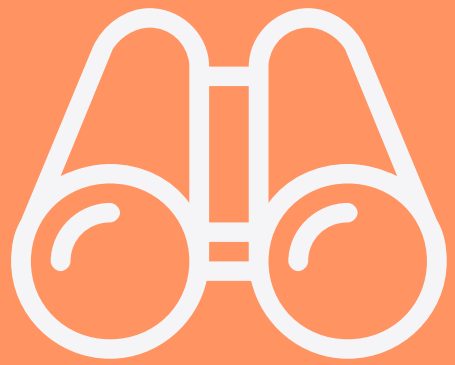
Empathy is a learnable skill!

partnership

Expanding your community beyond your nearest neighbors

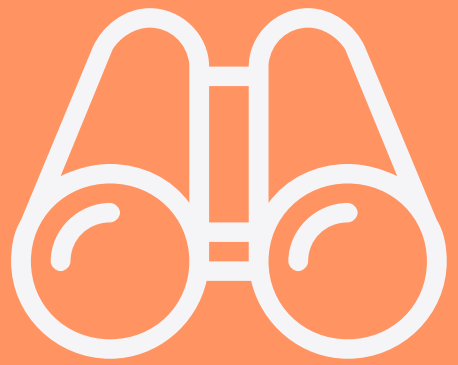
There’s more to life than code!

03 A sense of Purpose



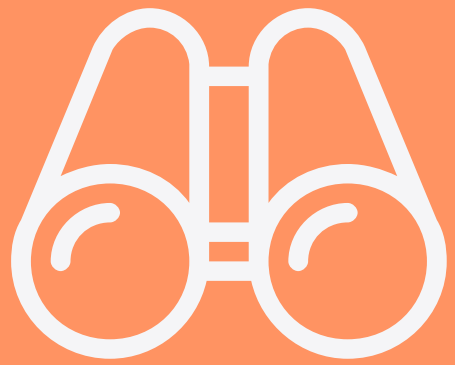
Why does the company exist?
Why does the project exist?
Why does this team exist?

why



What is the point of the work I’m doing right now?

why *this*?



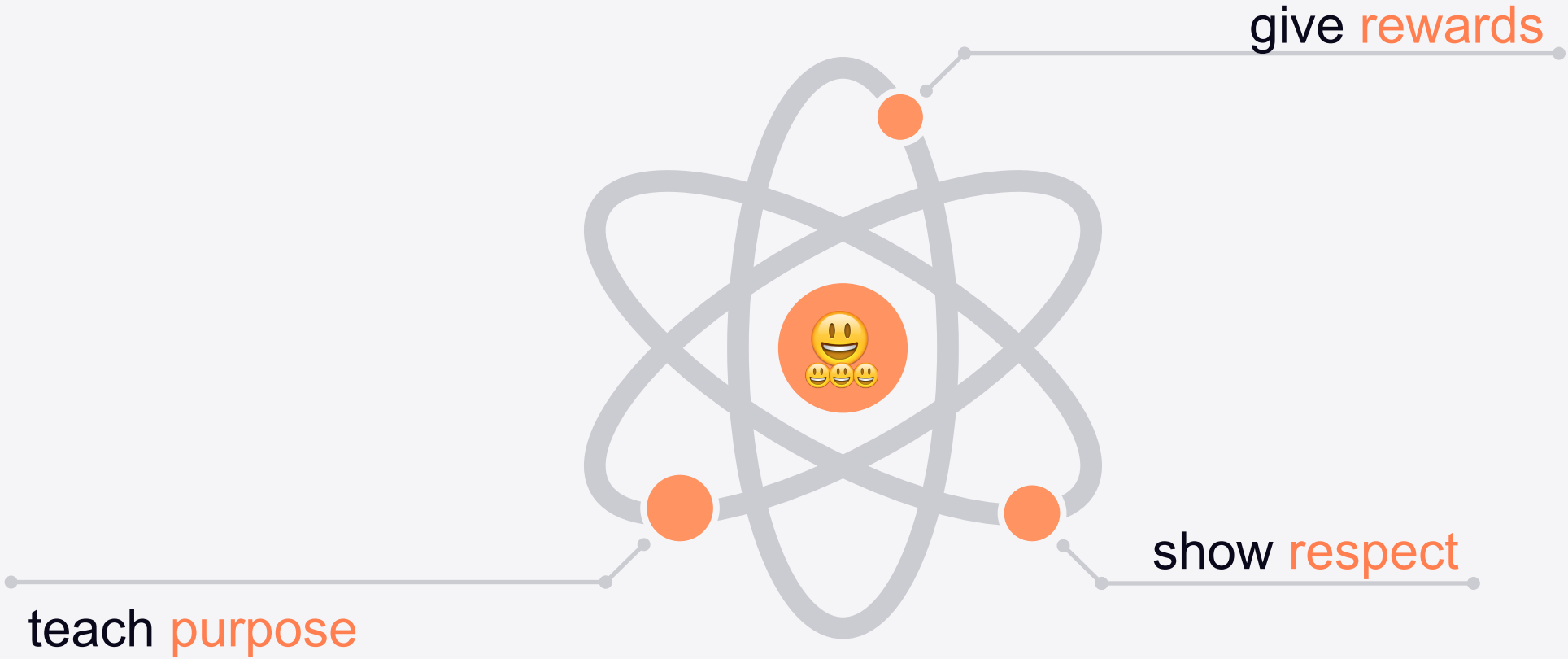
How do we decide where we’re going?

How do I become part of that process?

what next?

NASA

interacting
effects



The Three Factors of Engagement

rewards

Economic, status, getting things done, learning.
Engineers Like To Ship

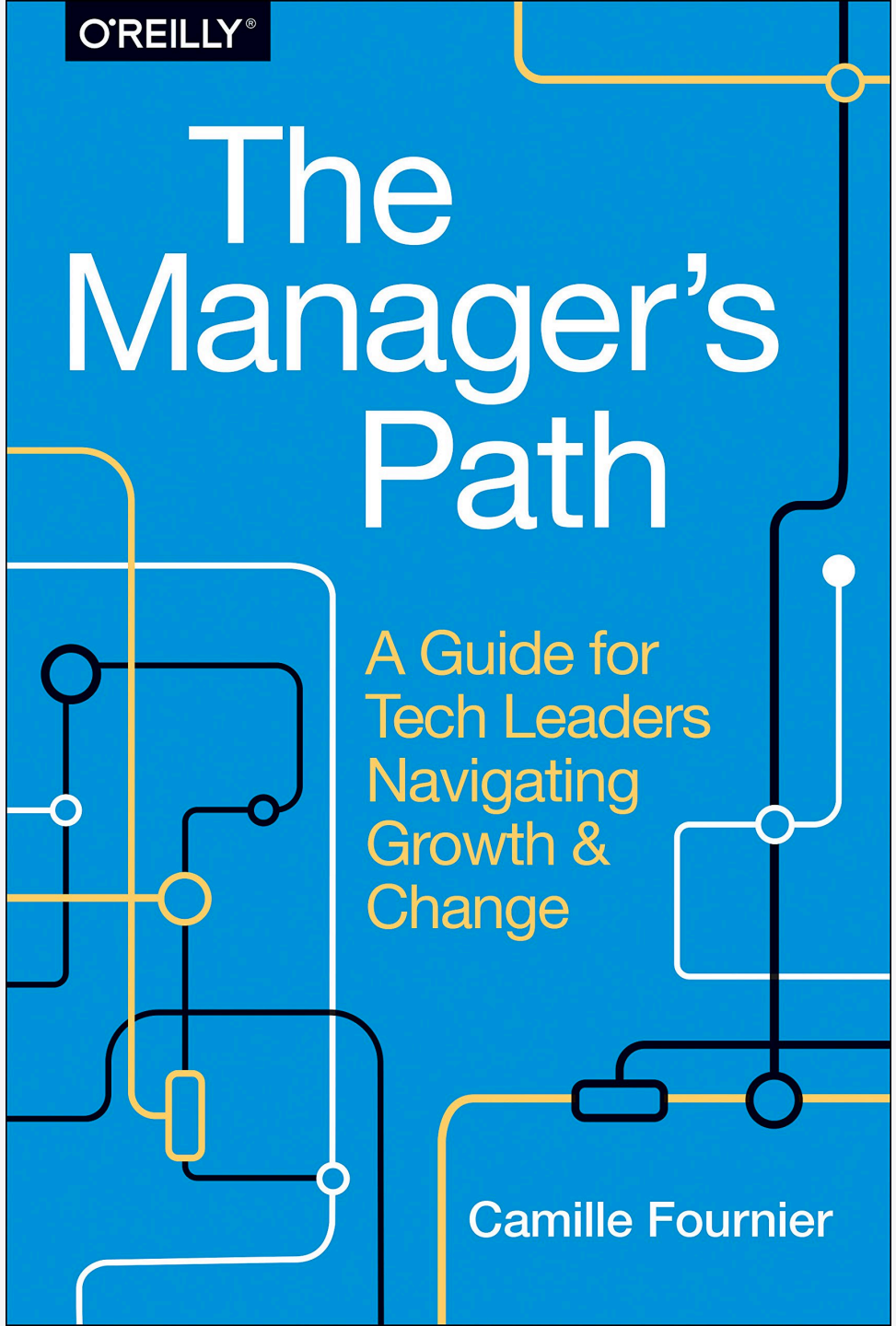
respect

Safety, relatedness, community, partnership.
Treating Your Colleagues Like Humans

purpose

Why, why this, owning part of the decision yourself
Giving Away Your Legos

The loading of an IBM 5MB hard drive in 1956.



Thanks!

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In theory there is no difference between theory and practice. In practice, there is.

Jan van de Snepscheut

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