

Admitting that hard problems are hard

SASHA ROSENBAUM

You have been tasked with
building a website

Imagine your CTO, Bob

Bob has an idea 



- Hey, Bob, I don't understand...
- Why do we need all this?!

Are you saying that YOU
don't understand this?





Resume driven development

“As part of our review of thought leaders, we have decided to move forward with agile narrative. Yolo.”

 New phrase

 Randomize buzzwords

“If you can't explain it to a six-year-old,
you don't understand it yourself.”

— Albert Einstein



I AM A BEAR OF VERY
LITTLE BRAIN, AND
LONG WORDS BOTHER
ME.



Winnie-the-Pooh

fictional bear created
by A. A. Milne

QuoteHD.com

We should stop pretending that

- ❖ Distributed systems are easy
- ❖ People can be available 24/7
- ❖ Unicorn companies don't have technical debt
- ❖ That new product will solve all of your problems



The intro slide

Sasha Rosenbaum

Sr. Program Manager

@Microsoft

@DivineOps



Computer Science

Top 20 CS department in the world



- System Administrator for IAF
- R&D Software Engineer
- Azure Consultant
- Cloud Solution Architect

<https://www.linkedin.com/in/sasha-rosenbaum/>

You must be marketing!

We use heuristics
to navigate the world



© Syahrul Ramadan / Barcroft Media

Stereotypes are
self-perpetuating

Studies in 2012 and 2015

Same resume with a **male** (vs female) name was **6-14%** more likely to get an interview.

The resumes with **white-sounding** names spurred **50%** more callbacks than the ones with black-sounding names.

Why am I telling you this?



The cost is much higher for

- ❖ Women
- ❖ People of color
- ❖ Junior Engineers

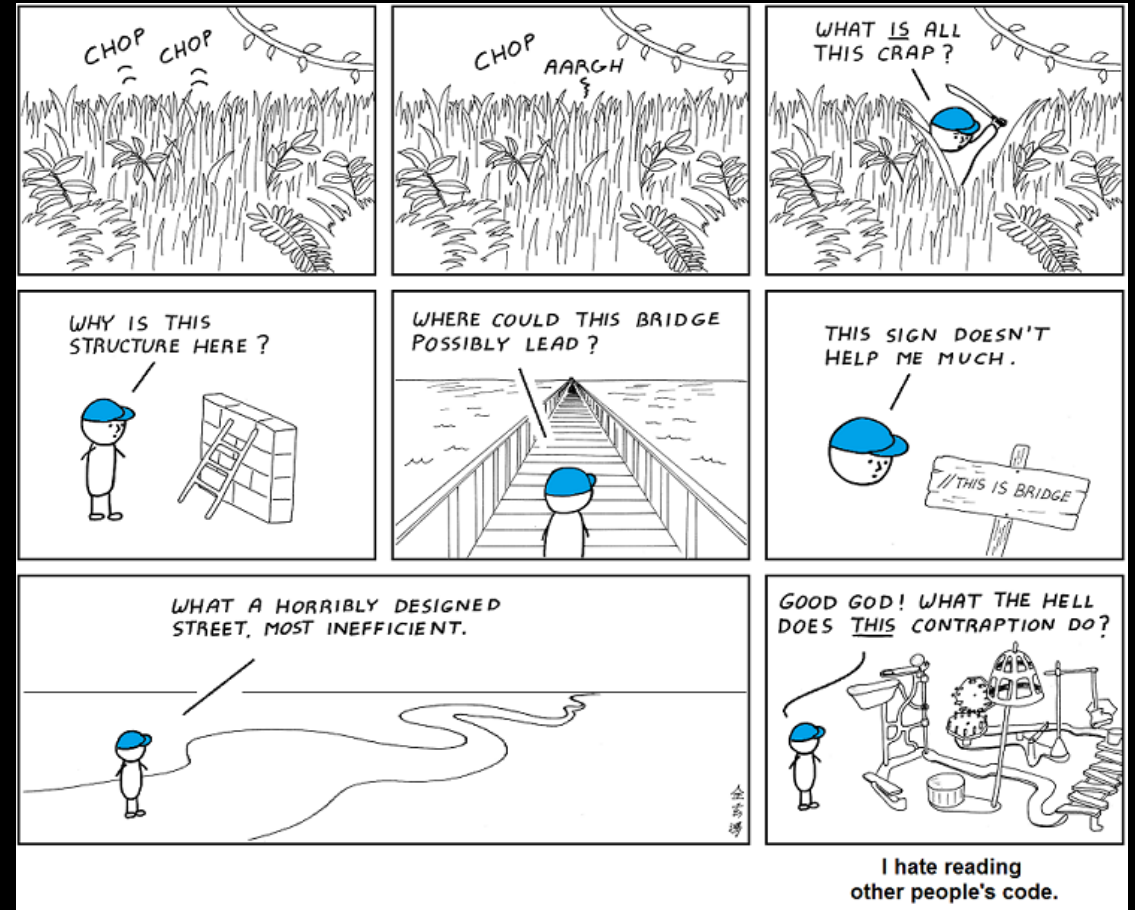
Why speak up?

Complexity isn't free

Costs of complexity

- ❖ Time to learn
- ❖ Time to build
- ❖ Cost of Maintenance
- ❖ Chances of failure

<https://abstrusegoose.com/432>



Money

Productivity

Building Effective Teams (Google Study)

Background?

Personality types?

Skills?

Building Effective Teams (Google Study)

~~Background~~

~~Personality types~~

~~Skills~~

=> Psychological Safety

Psychological safety

A belief that a team is safe for risk taking in the face of being seen as ignorant, incompetent, negative, or disruptive.

Psychological Safety

Feeling confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

How many of you have that?

How many of you remember
not having that?

Psychological safety
doesn't just happen

As a leader, remember

Make it safe to express opinions

Make it safe to admit mistakes

You don't know everything

You are here to
IMPROVE
not to
PROVE
yourself

UPDATED EDITION

CAROL S. DWECK, Ph.D.

mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN
LEARN TO FULFILL
OUR POTENTIAL

2
MILLION
COPIES
IN PRINT

- *parenting
- *business
- *school
- *relationships

"Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life."

—BILL GATES, *GatesNotes*

None of this is easy

But it is worth it!

Thank You!

@DivineOps

Resources

<https://rework.withgoogle.com/print/guides/5721312655835136/>

<https://www.news.com.au/finance/work/careers/the-same-resume-with-different-names-nets-different-results/news-story/a2a182fb4570e948c27ce63139ee66b1>

<https://www.politifact.com/punditfact/statements/2015/mar/15/jalen-ross/black-name-resume-50-percent-less-likely-get-respo/>

<https://www.technion.ac.il/en/2016/08/technion-ranked-top-in-israel-69th-worldwide/>

<https://www.amazon.com/Mindset-New-Psychology-Success-dp-B07N48NM33/dp/B07N48NM33/>

<http://projects.wsj.com/buzzwords2014>