



*Dev StackUp*

# Managing Tech Teams

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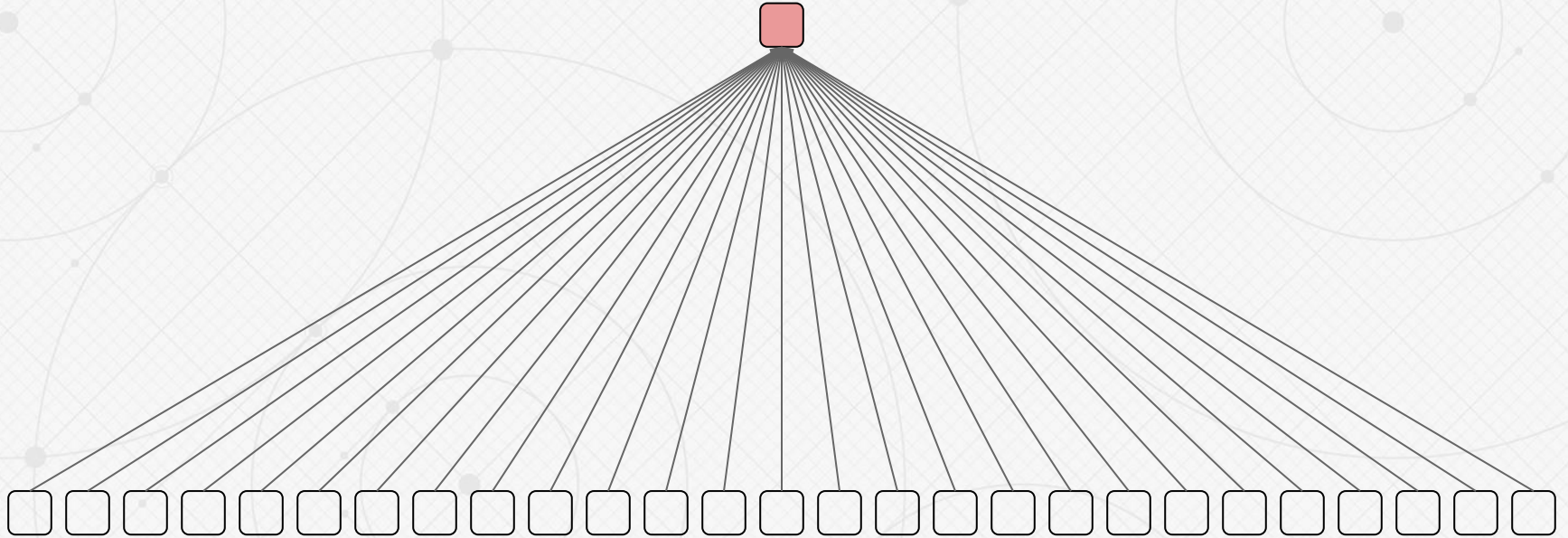
## **AGENDA**

- 01* Scaling the Organization
- 02* Manager SLA
- 03* Manager @ Squarespace Insight
- 04* Wins & Frustrations



# Scaling the Organization

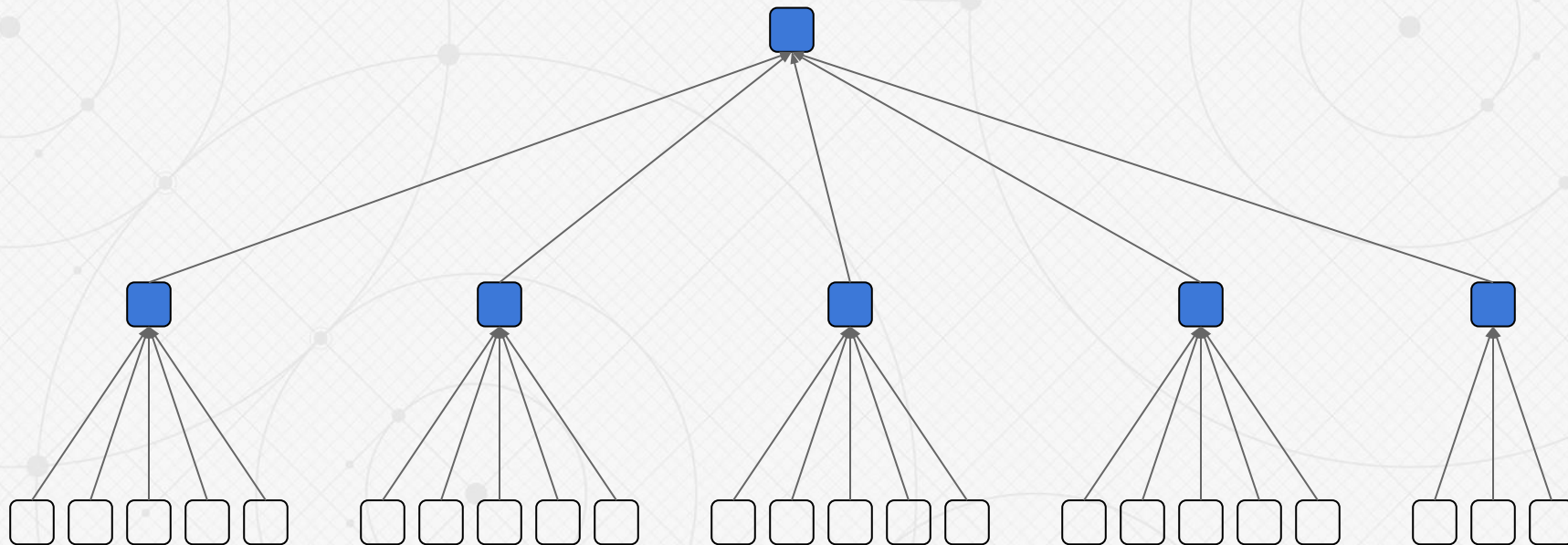
# Scaling the Organization





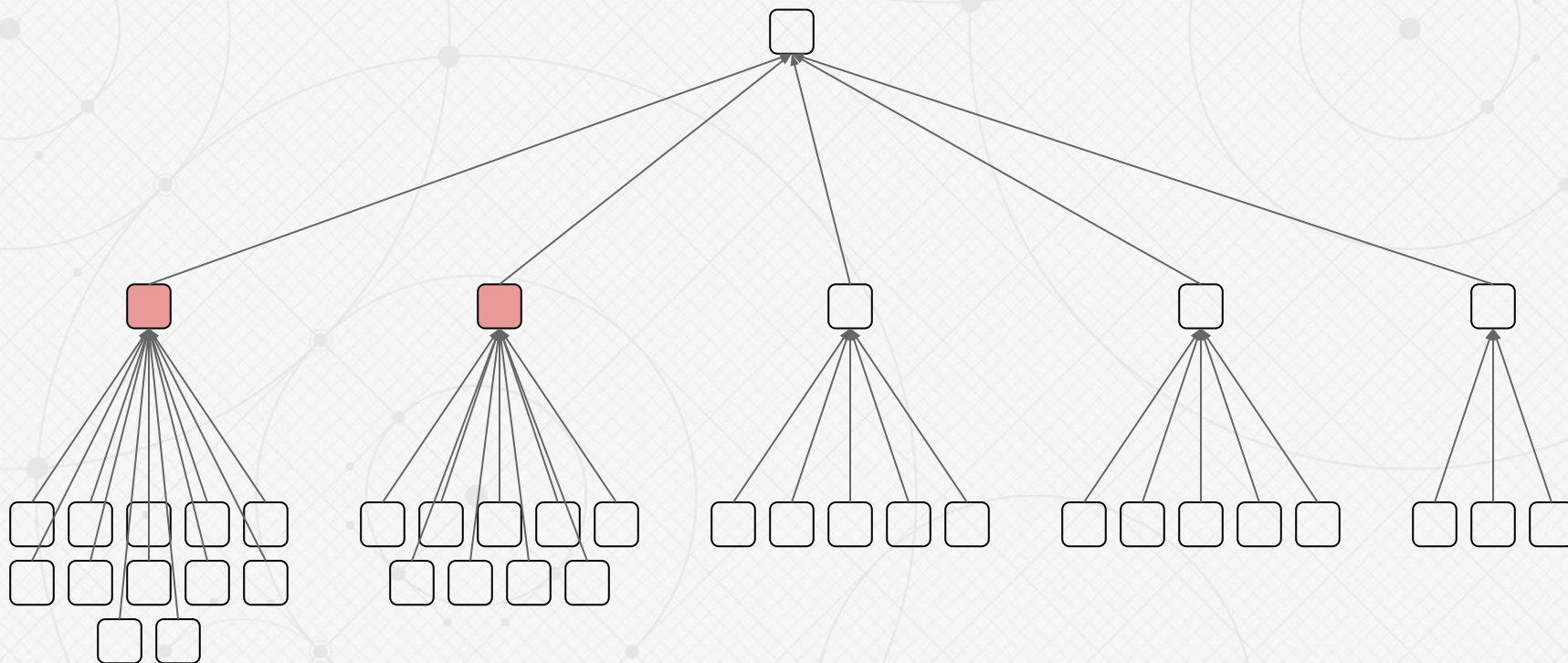


# Scaling the Organization



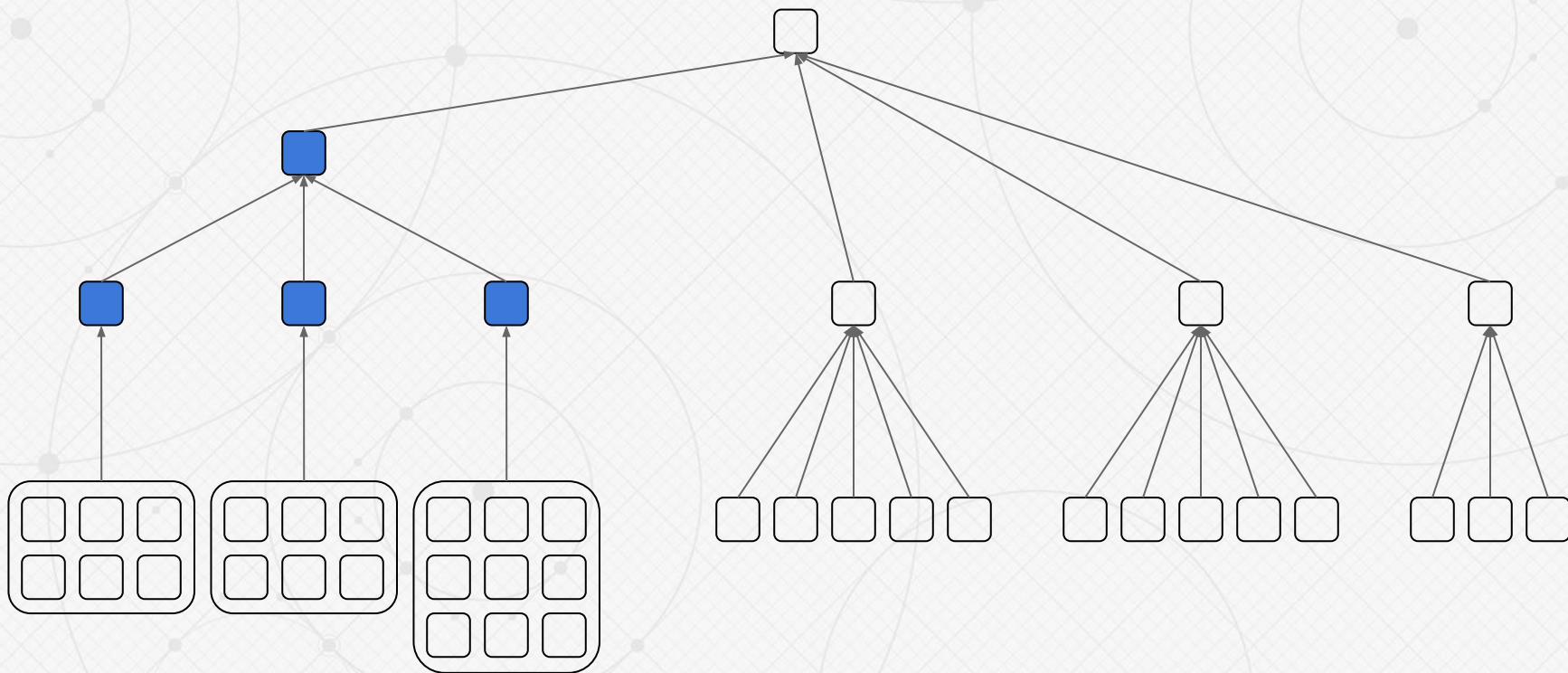


# Scaling the Organization





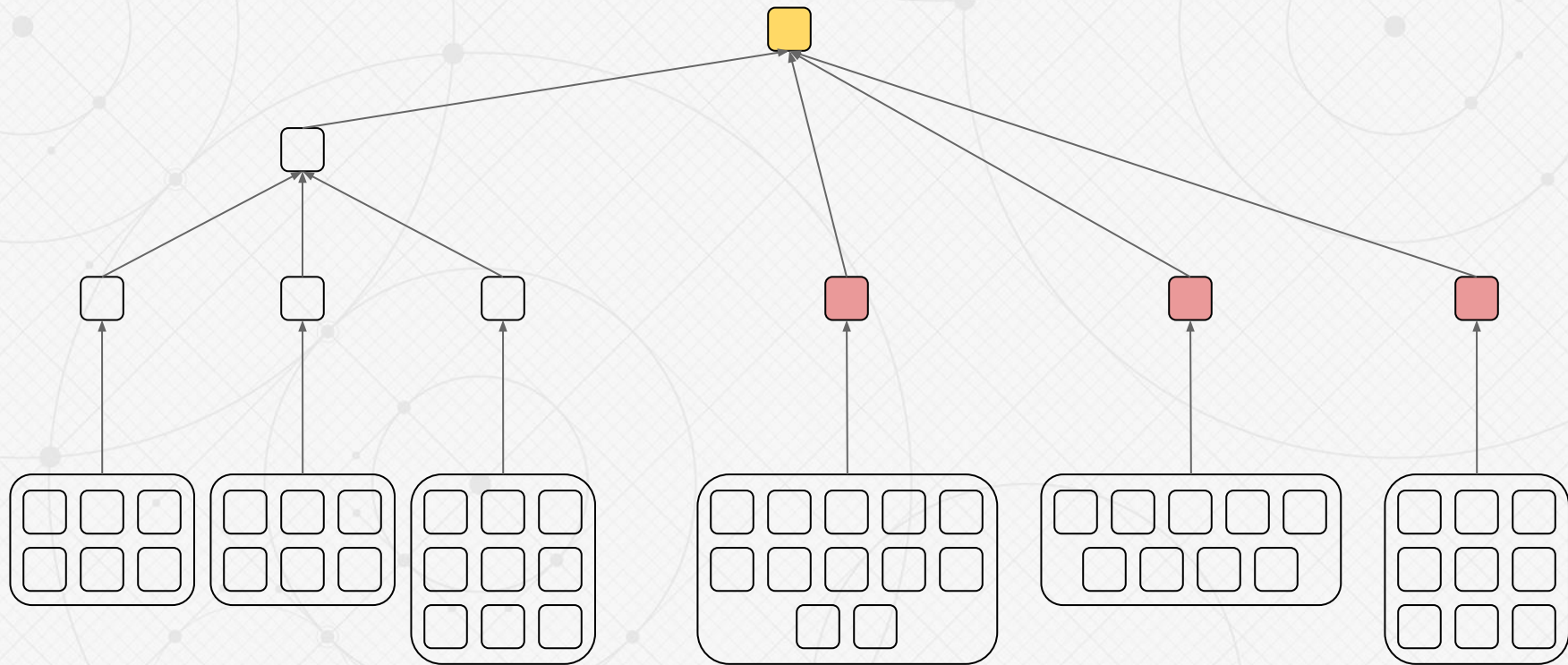
# Scaling the Organization







# Scaling the Organization





# Manager SLA

A wide-angle, high-angle shot of a modern, bright office. The room is filled with people working at desks equipped with multiple computer monitors. The office has a high ceiling with exposed ductwork and large windows on the left and back walls. The text "Manager SLA" is overlaid in the center of the image.



# Manager SLA

A set of goals that we expect all of our leads and managers to strive toward. It's not a directive, but rather a framework to enable managers to build motivated and healthy teams.



# Manager SLA

- *Team Lead*: “What are my responsibilities to my team members?”
- *Engineer*: “What should I expect from my manager?”
- Joint vocabulary for what defines success as a manager at Squarespace
- Consistent experience between managers and direct reports across the org
- Enable new managers to quickly get up to speed on management practices





# Manager SLA

## *Direct Reports:*

- Weekly or bi-weekly 1-on-1s
- Semi-annual *Feedback for You*

## *Team:*

- Semi-annual strategy offsites; present clear roadmap / task list
- Quarterly team lunches and team outings

## *New Hire:*

- First day: personal roadmap defining success in their role
- First week: onboarding exercises and team lunch

# 1-on-1 Guide

Wins and Frustrations

1

**Did you have any wins or things you enjoyed since we last met? Anything that frustrated/bothered you?**

This sets the tone of a conversation that is more personal, and wherein it's safe to discuss 'anything'. It also forces you to listen and not take control of the meeting.

Note: Wins and frustrations don't have to be big things. They can be a small compliment the person received, or a small issue that bugged them.

Current work or projects

2

**What are you currently working on?**

Hear about their progress with current work. It's ok to refer to a list of projects, but it's best not to open up your laptops.

Note: Best to bite your tongue and not give any constructive or positive feedback just yet. Just listen and coach them toward solutions.

Feedback; positive and constructive

3

**I have a few feedback items for you. Firstly, I saw that....**

Giving constructive feedback every week is hard but it enhances trust and helps develop individuals faster. It also makes feedback more specific and timely.

Note: Sometimes it may be something the person did (wrong), and sometimes you will be referring to situations outside of their control. Discuss and learn. Move on.

Questions

4

**Do you have any other questions?**

This gives them an opportunity to get help in resolving any remaining roadblocks.

Note: You may have a few remaining questions for them too.

# Personal Roadmap

## After 1 week, I will have...

1	Onboarding	Set up my workstation, have access to Google Apps including email, calendar and documents, have access to Hipchat and identified my team's rooms, and have access to JIRA and the Confluence wiki.
2	Team Logistics	My calendar up-to-date with my team's daily standup, weekly meetings and manager 1-on1s.
3	Development Process	Become familiar with the development process at Squarespace, have access to check out and push code to Stash, built and deployed code on Jenkins and Bamboo, browsed artifacts in Nexus, and searched logs in Splunk.
4	Architecture	A high level understanding of the V6 architecture and its subcomponents.
5	Product	Signed up for a Squarespace account in production and staging, checked out the V6 code base, installed all the necessary software and ran Squarespace V6 locally on my workstation.
6	Monitoring & Alerting	An understanding of how monitoring and alerting works, built a dashboard in Graphite and created an alert in Nagios.
7	Remote Access	Setup my computer to have VPN access to the office.
8	People Operations	Accessed my information in BambooHR and understood how to request time off, accessed Greenhouse to know how to view the current openings and submit referrals, and created an Expensify account to submit expenses.

## After 3 months, I will have...

1	Priorities	An understanding of the priorities of each of the departments in the company and of my team's short term and long term roadmaps.
2	Product Improvements	Deployed improvements to the backend search functionality to significantly enhance the customer experience and afford the release of new content blocks.
3	Domain Expertise	Become an expert in the Stripe APIs and understand how to best leverage them to meet our internationalization requirements.
4	Product Development	Developed an extensible backend software design with my team that allows Squarespace to charge, collect and remit value added taxes (VAT) in the short term and US sales taxes in the medium term.

## After 1 year, I will have...

1	Collaboration	Worked closely with the Billing, Finance, Design, Data and Customer Care teams to successfully release multi-currency checkout in some of the English speaking regions of the world, received feedback from my teammates that I am respectful, willing to listen and help, and a motivating presence in the company.
2	Internationalization	Contributed significantly in design discussions, code reviews and pull requests regarding the internationalization of components in the Squarespace platform, become a key driver in defining the means by which templates, knowledge base articles, and the main website will be translated.
3	Evangelism	Held sessions with the Template, Application, Frontend, Server and Data teams to establish the internationalization best practices that will help us build culture and language-independent business logic and user interface layouts, how to isolate localizable elements and expose them for independent translation.
4	Architecture & Infrastructure	Identified limitations and bottlenecks in the current architecture or infrastructure and suggested and implemented at least two improvements.



# Learning Labs

JULY

## **CREATING ENGAGING PRESENTATIONS**

Creating Engaging Presentations is a brand new workshop based on a series of studies that examined the presentation design techniques leading to greater engagement and retention. This lab focuses on the art of creating presentations that engage, resonate, and move people to action. You will take away small changes that will improve your presentations for optimal impact on your audience.

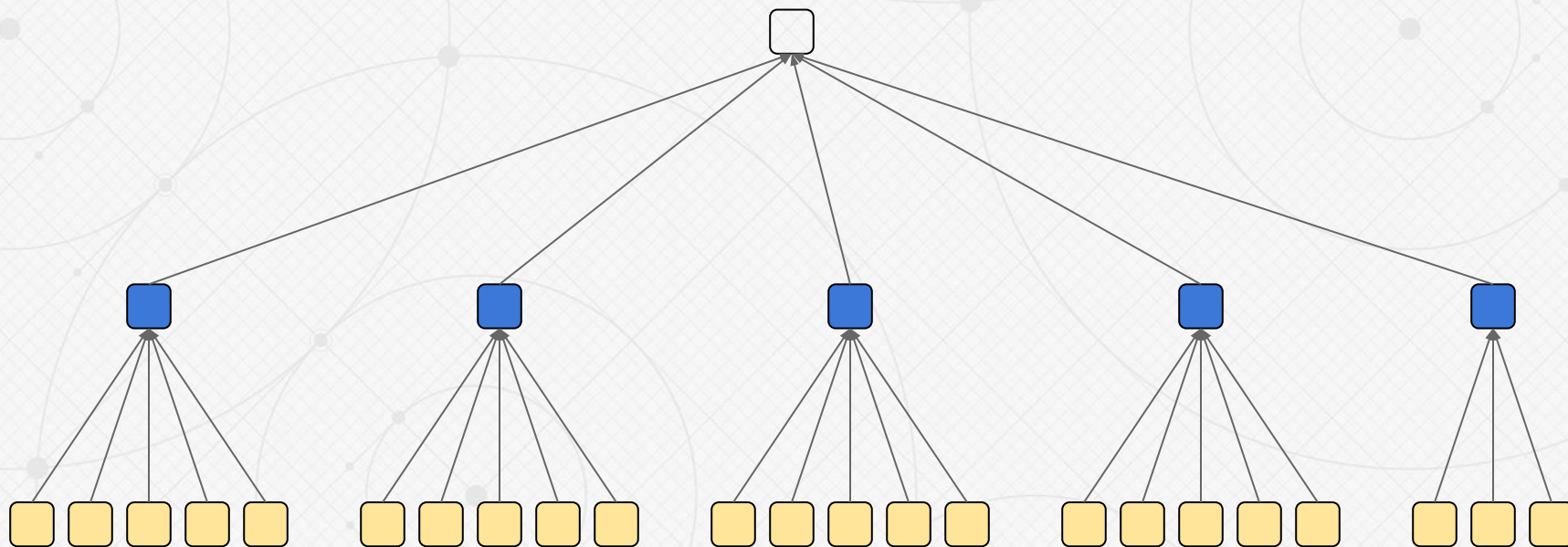
**All-  
Staff**

# Manager @ Squarespace Insight





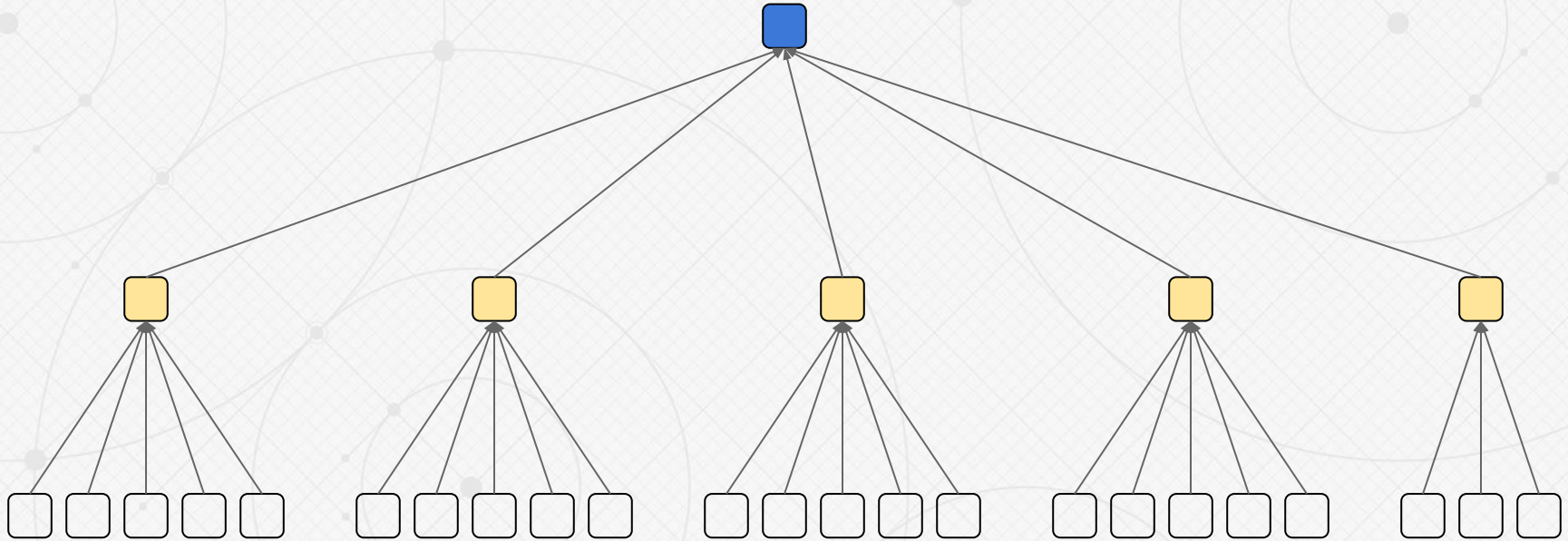
# Managing Individual Contributors







# Managing Managers





# Invest in Your Team

- *Celebrate*: team lunches, team outings outside the office
- *Read*: your email and pull requests
  - Is there tension that needs to be surfaced for discussion?
- *Read*: your meetings
  - Who is not participating?



# Invest in Yourself

- *Influence*: have coffee or lunch with managers across the company
- *Mentor*: find someone to discuss issues you're encountering (and to vent?)
- *Read*:
  - Books: The First 90 Days, Multipliers
  - Magazines: Harvard Business Review, First Round Review
  - Other Tools: Jhana, Learning Labs





# Hiring Process

- Understand team's needs, agree on the profile of candidates
- *Process*: clearly define it from sourcing all the way to extending the offer
- *Decisions*: communicate at every step of the hiring process to your team
- Develop your team's interviewing skills, establish hiring "bar" & stay true to it



# Onboarding

- *Before first day:* develop a plan with the team for the new hire
- *First day:*
  - Present personal roadmap and definition of success
- *First week:* very important!
  - Opportunities to meet people in the team and other teams
  - Understand architecture and the Squarespace way of working



# 1-on-1s

- *Manager SLA*: follow structure until rapport is built, then it's more natural
- *Career development*: once a month, set goals and track them
- *Be social*: talk to your team outside of 1-1s, be aware of team dynamics
- *Explore*: have them outside of the office; walk, coffee, lunch





# Team Meetings

- Tailor them to your team's level of comfort and then iterate
- Negotiate a lightweight way to understand progress of tasks and any blockers
- Keep all status updates in JIRA
- Encourage open discussion through an agenda document
- As the week progresses, team members add topics to the agenda



# Retrospectives

- Once a month or after a big project
- *Three columns*: happy, “meh”, and sad
- Discuss each item one by one and have a conversation with the entire team
- Note down any action items; keep track of items moving into the sad column



# Offsites

- *HPT Sessions*: very valuable, help your team find its purpose and develop itself
- *Vision*: engineers value leaders with vision, who have an idea of what needs to be built months in advance
- Offsites are a great way to have conversations along these lines





**Wins**

**&**

**Frustrations**



# QUESTIONS?

