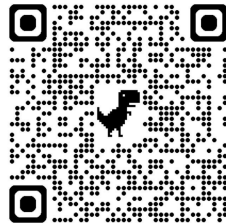


***RETURN OF THE  
ROCKSTARS?***





Being



Tanya Reilly  
@whereistanya

<https://noidea.dog/glue>







# HELLO!



I'm Stephen



@stephenjanaway.bsky.social



@stephenjanaway



linkedin.com/in/stephenjanaway

# Bloom & Wild Group

About us...

**We're Europe's leading online flower delivery company, trading across 8 markets**

**We acquired two European peers in 2021 - bloomon (Netherlands), Bergamotte (France) and now have a multi-brand, singular European platform**

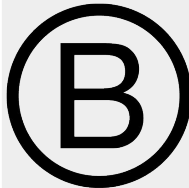
**Tech and data is at the heart of our business and use it to improve customer experience and to minimise waste and improve sustainability**

BERGAMOTTE  


BLOOM  
& WILD  


bloomon

Certified



Corporation

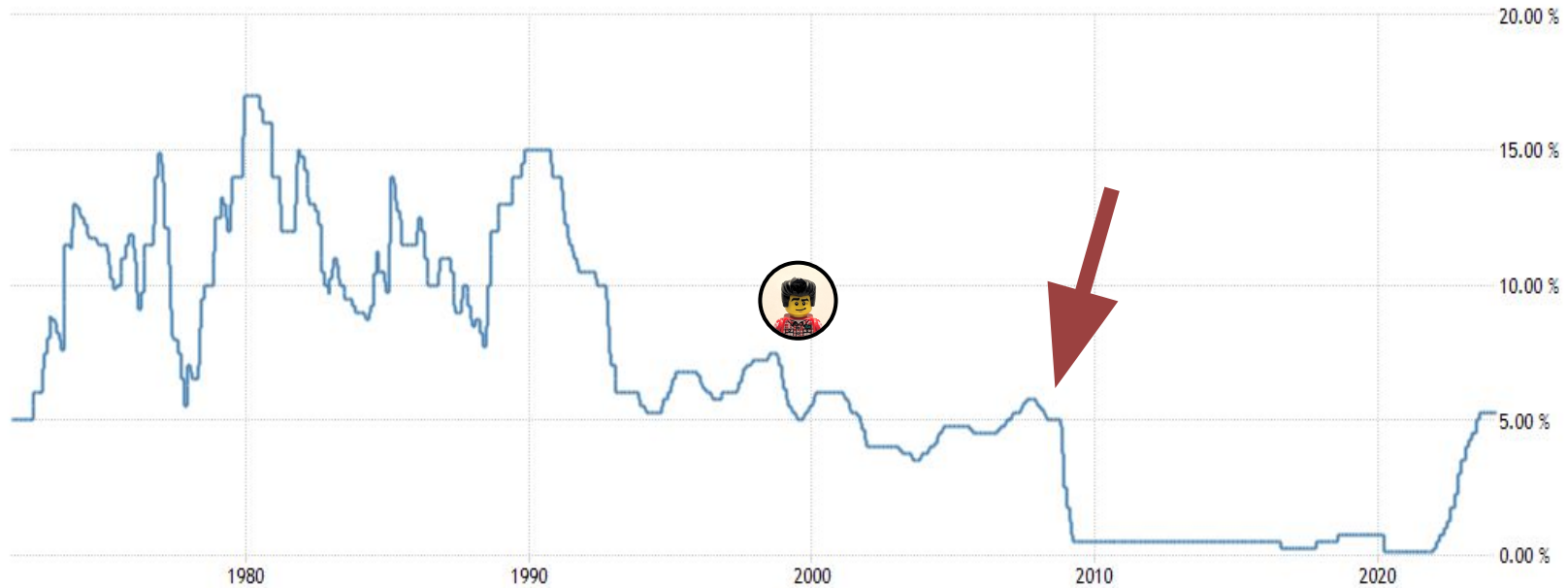


***I'M  
WORRIED***

I think we're starting to value  
rockstars more than teams again

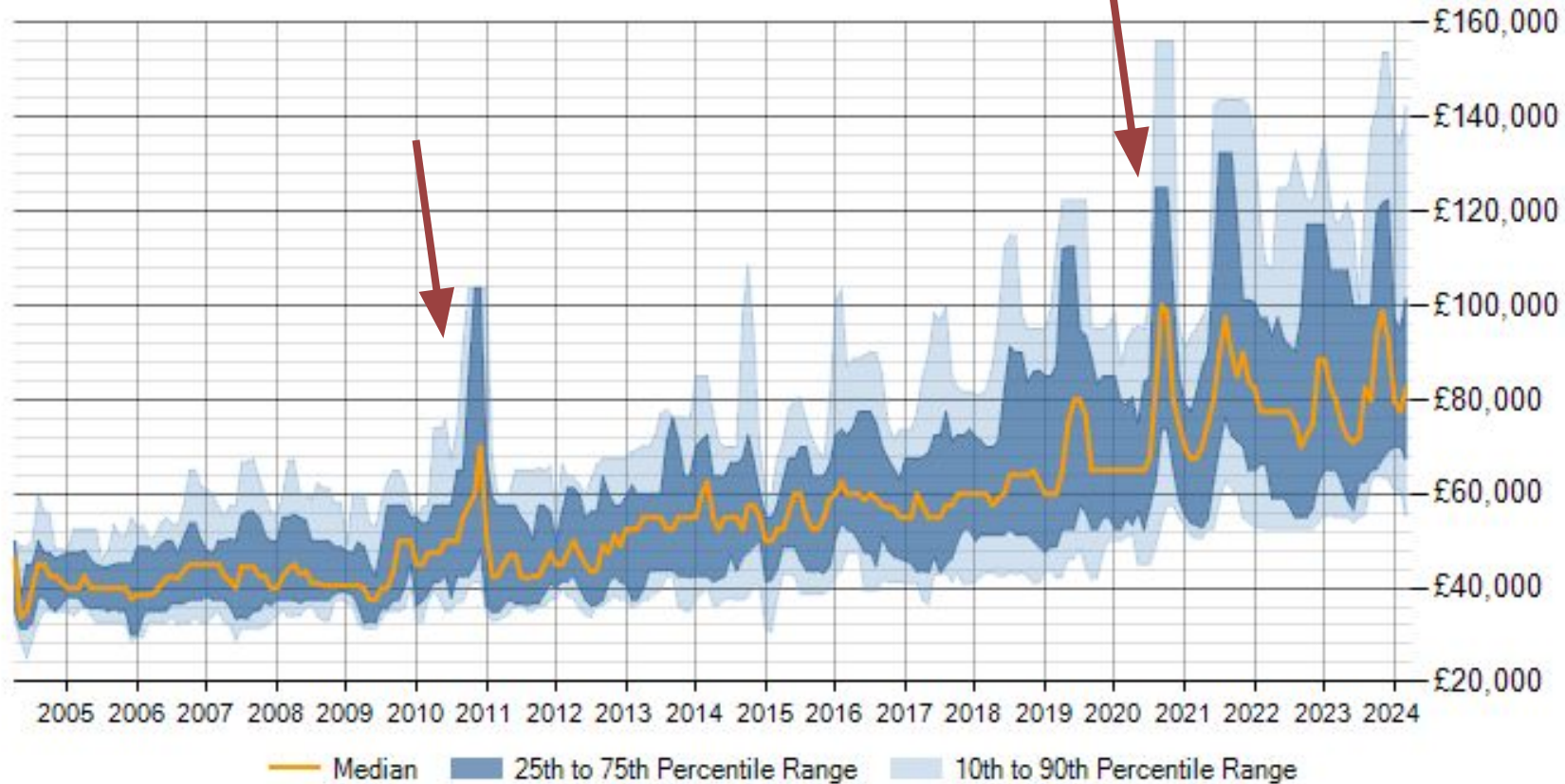


# ***BUT FIRST LET'S TALK ABOUT MONEY....***



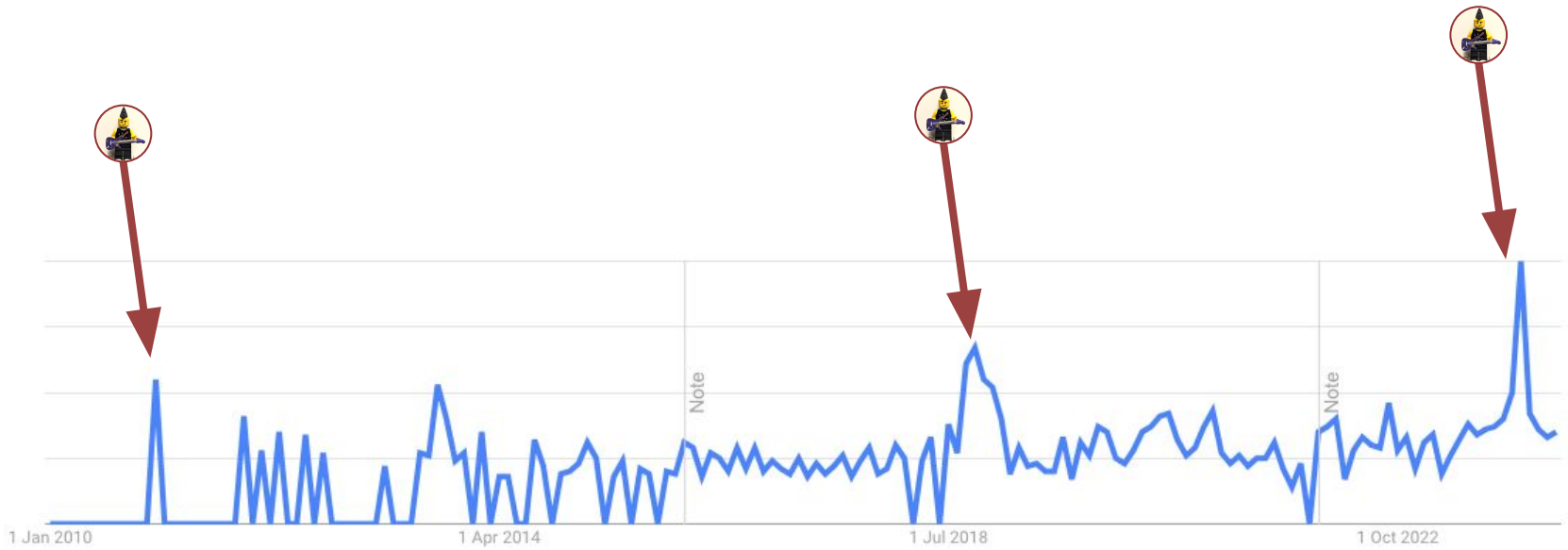
***ME LOOKING FOR AN ENGINEER IN THE 2010'S...***





Lead engineer salary ranges - source itjobswatch





Google search trend for term 'rockstar developer'



+ Follow

I guess "ninja" and "rockstar" have fallen out of favour, we have now entered the "stud" era of software development 🤔

Seriously, if I was ever working with a recruiter and found out they were referring to me as a stud to potential employers I would be really embarrassed.

## Stud JS Developer - Please review!!

External

36

16 comments



Like



Comment



Repost



Send



***OUR OTHER ROCKSTAR  
JUST LEFT AND NO ONE  
UNDERSTANDS THE CODE***



# ***TRAITS OF A ROCKSTAR***



- × Writing unmaintainable code
- × Hoarding information
- × Avoiding 'boring' work
- × Strongly holding strong opinions



***STRONG OPINIONS,  
WEAKLY HELD***

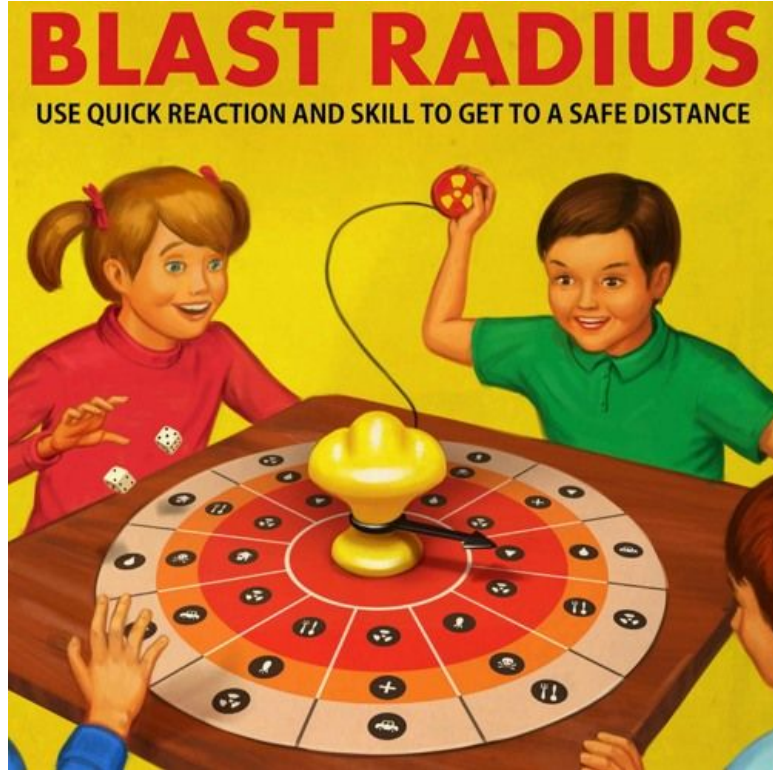
## ***WHAT HE ACTUALLY SAID....***

“Allow your intuition to guide you to a conclusion, no matter how imperfect – this is the ‘strong opinion’ part. Then –and this is the ‘weakly held’ part– prove yourself wrong.”

**Engage in creative doubt.** Look for information that doesn’t fit, or indicators that pointing in an entirely different direction. Eventually your intuition will kick in and a new hypothesis will emerge out of the rubble, ready to be ruthlessly torn apart once again. You will be surprised by how quickly the sequence of faulty forecasts will deliver you to a useful result.”



## ***TRAITS OF A ROCKSTAR***



- × Toxic Behaviour
- × High blast radius
- × Short Term Thinking



***STAKEHOLDERS LOVE  
THEM BECAUSE THEY  
GET SO MUCH DONE...***

# ***DON'T CONFUSE ROCK STARS WITH GREAT DEVELOPERS***



# High Performing Team

Focus on team success and achievement

Hold peers accountable

Communications

Constructive debate

Vulnerable



# Dysfunctional Team

Prioritises individual goals and neglects team outcomes

Shuns responsibility

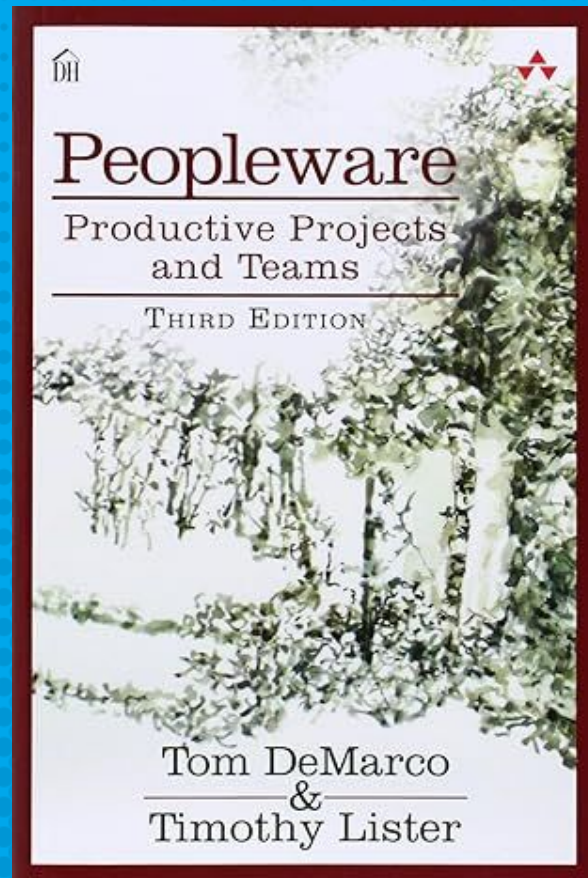
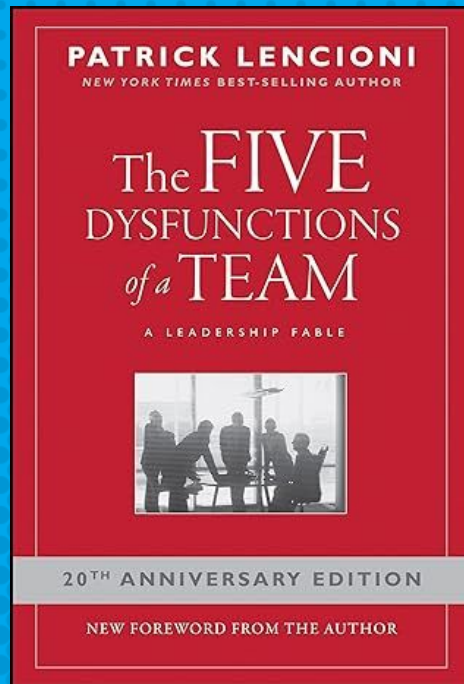
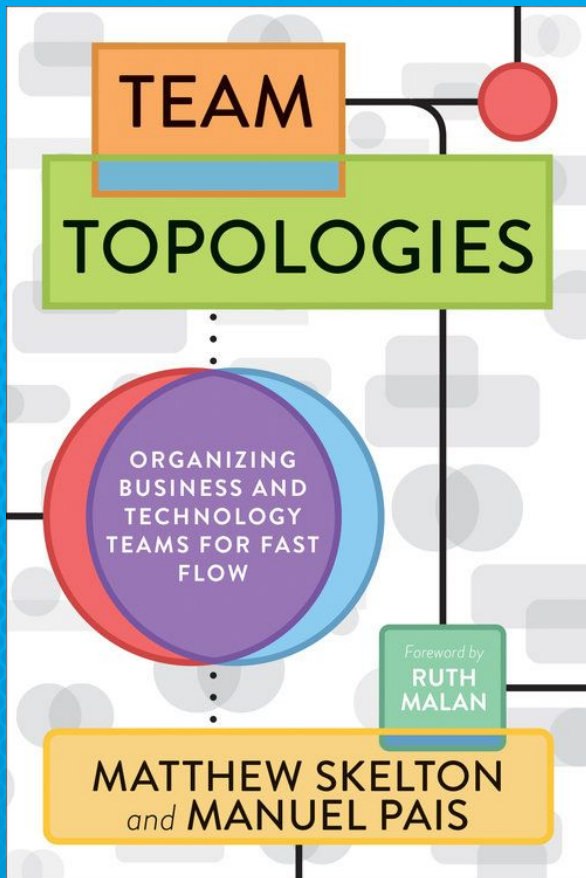
Doesn't communicate

Avoid healthy debate

Conceal weakness







***TRUST***

***MIX OF  
SENIORITY***

***RESPECT***

***AUTONOMY***

***PURPOSE***

***SUPPORT***

***OWNERSHIP***

***PRINCIPLES***

***DIVERSE***

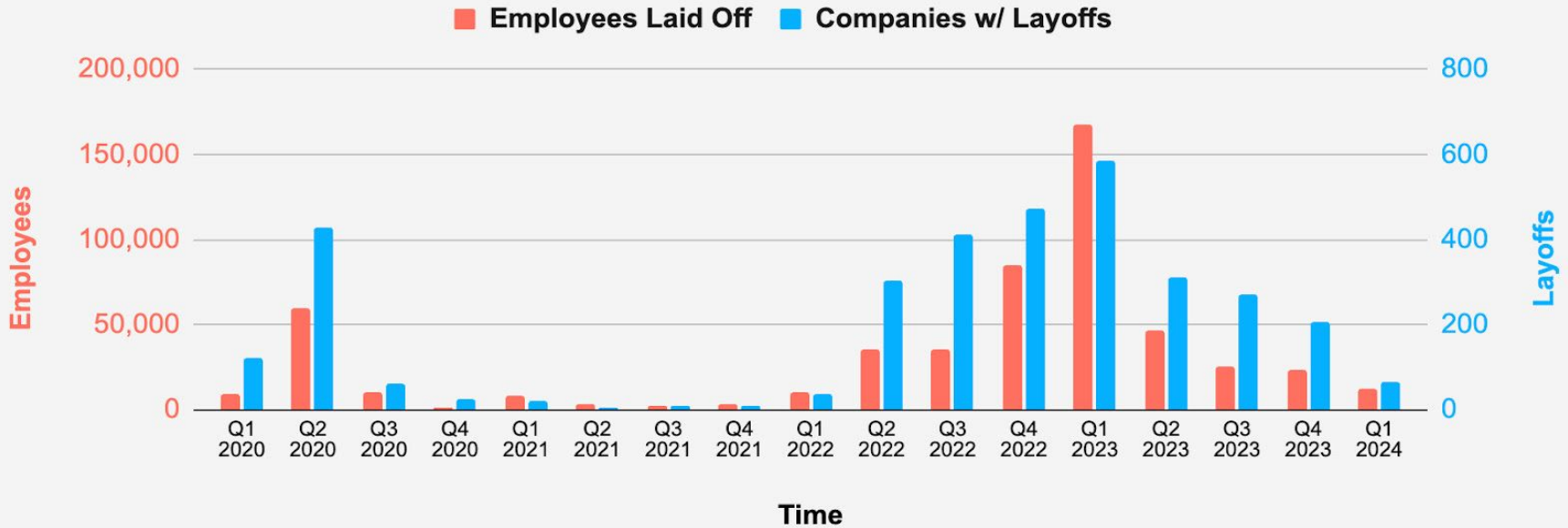
# ***ROCKSTAR RANT OVER, BACK TO THE STORY.....***



# IT'S BEEN A CRAP COUPLE OF YEARS.....

## Tech layoffs since COVID-19

Source: <https://layoffs.fyi>







# Musk got managers at Twitter to list their best employees for promotion, then fired the managers

Mehul Reuben Das • March 10, 2023,

## Meta Asks Many Managers to Get Back to Making Things or Leave

A 'flattening' is taking place as Mark Zuckerberg aims for greater efficiency

— **Exclusive**

## 480 senior Atlassian roles change in company shake-up

**Jessica Sier** and **Nick Bonyhady**

Atlassian will cut a layer of engineering managers in a major reshuffle of its ranks aimed at redeploying senior staff to more productive frontline jobs.

Jun 23, 2023 - 11.04am



***PLEASE CAN WE  
STOP TURNING THE  
ENGINEERING MANAGERS  
BACK INTO DEVELOPERS***

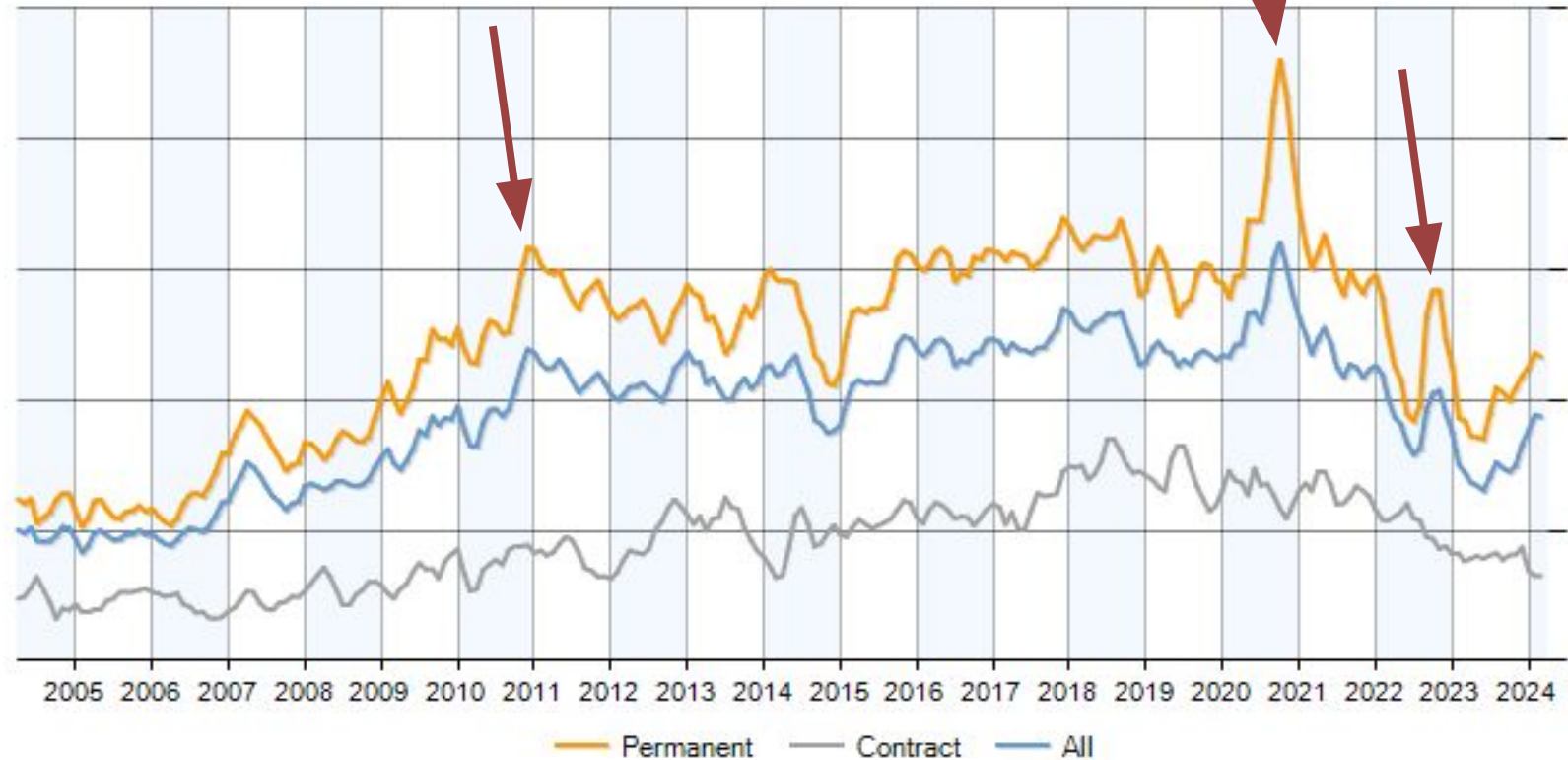


## ***I'M BACK....?***

- Less money and growth
- Fewer, but more senior rockstar engineers
- Fewer managers



# ***JOB TITLE INFLATION IS BACK***

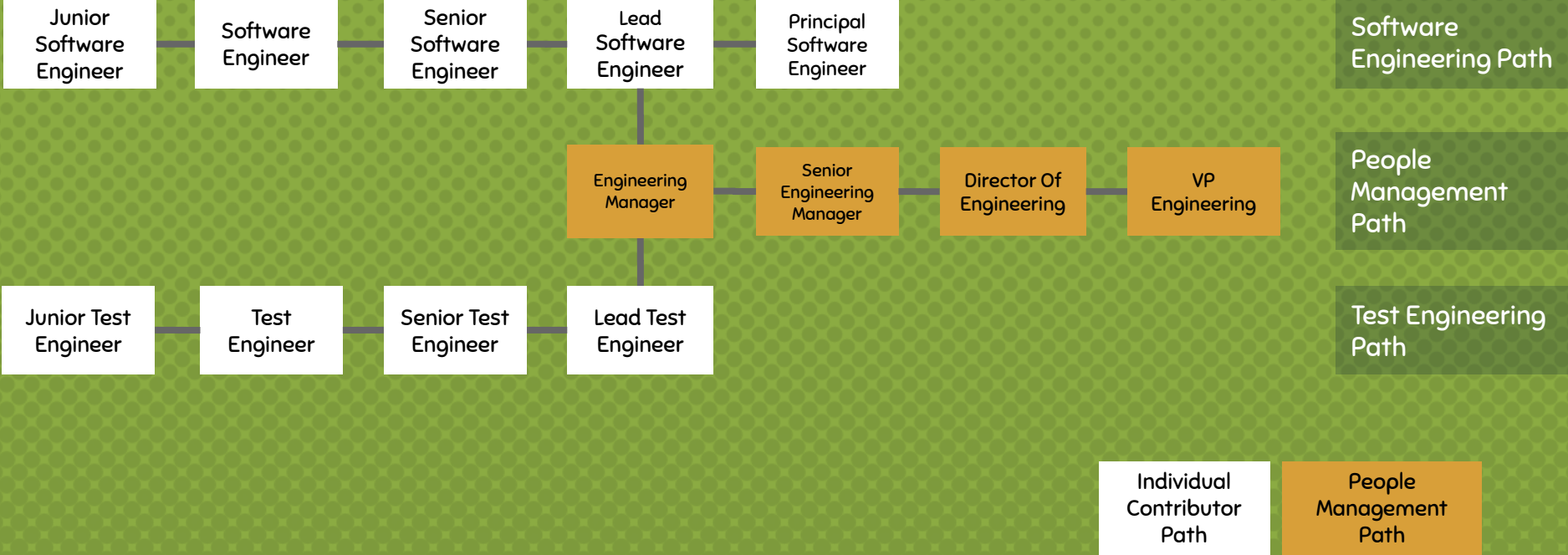



Lead engineer roles posted – source itjobswatch



***YOU ARE NOT GOOGLE***  
Unless you are Google

# CAREER PATHS





***YOU CAN CALL  
YOURSELF **WHATEVER**  
YOU LIKE ON  
**LINKEDIN*****



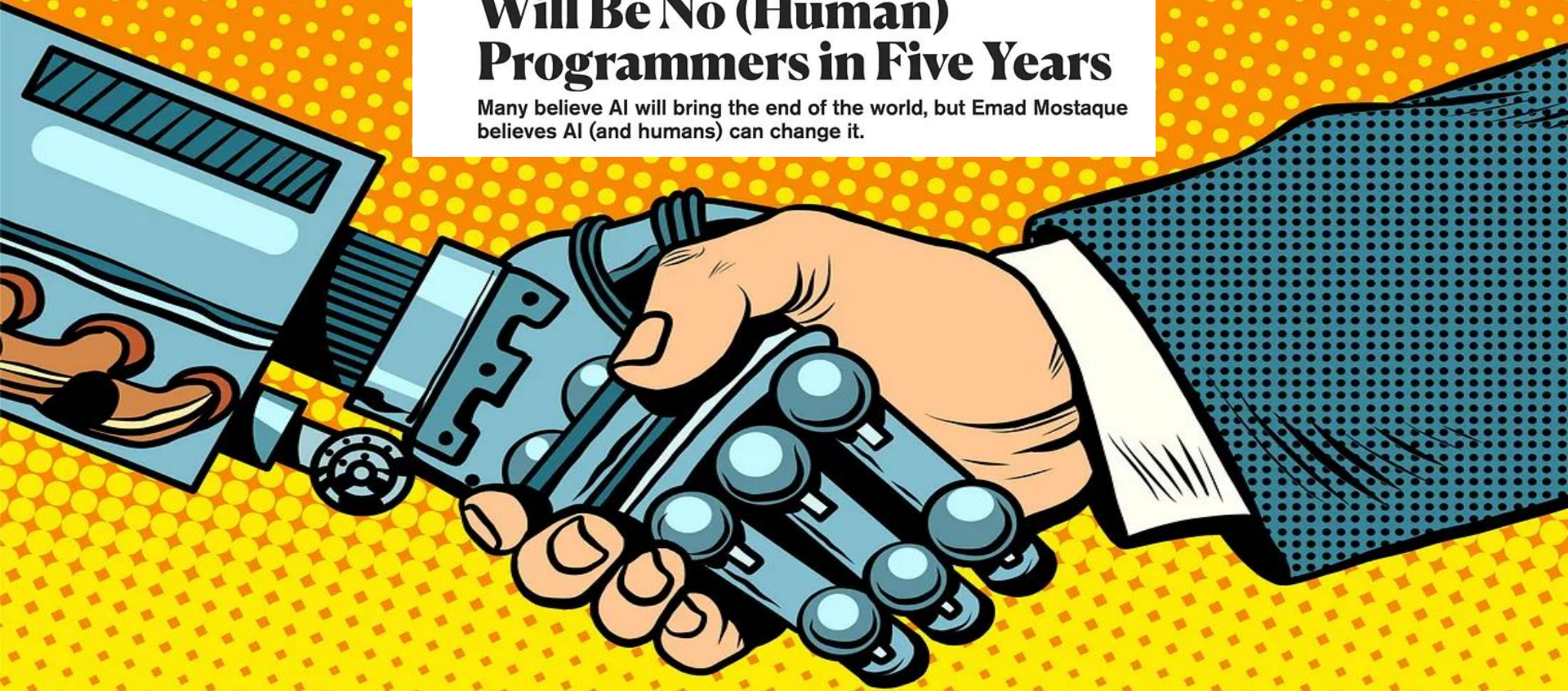


## ***I'M BACK.....?***

- Less money and growth
- Fewer, but more senior rockstar engineers
- Fewer managers
- Fancier job titles

# Stability AI CEO: There Will Be No (Human) Programmers in Five Years

Many believe AI will bring the end of the world, but Emad Mostaque believes AI (and humans) can change it.







55%

Faster coding

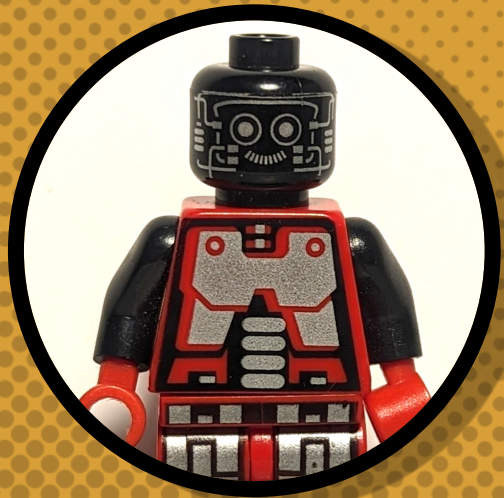
Generative AI Improves  
Software Engineering  
Productivity By 70% - Says  
Ness-Zinnov Study USA - English ▾

A McKinsey study shows that software developers can complete coding tasks up to twice as fast with generative AI. Four actions can maximize productivity and minimize risks.

Generative AI can  
drive productivity  
improvements  
in software  
development  
by 10-30%

**/thoughtworks**  
Strategy. Design. Engineering.

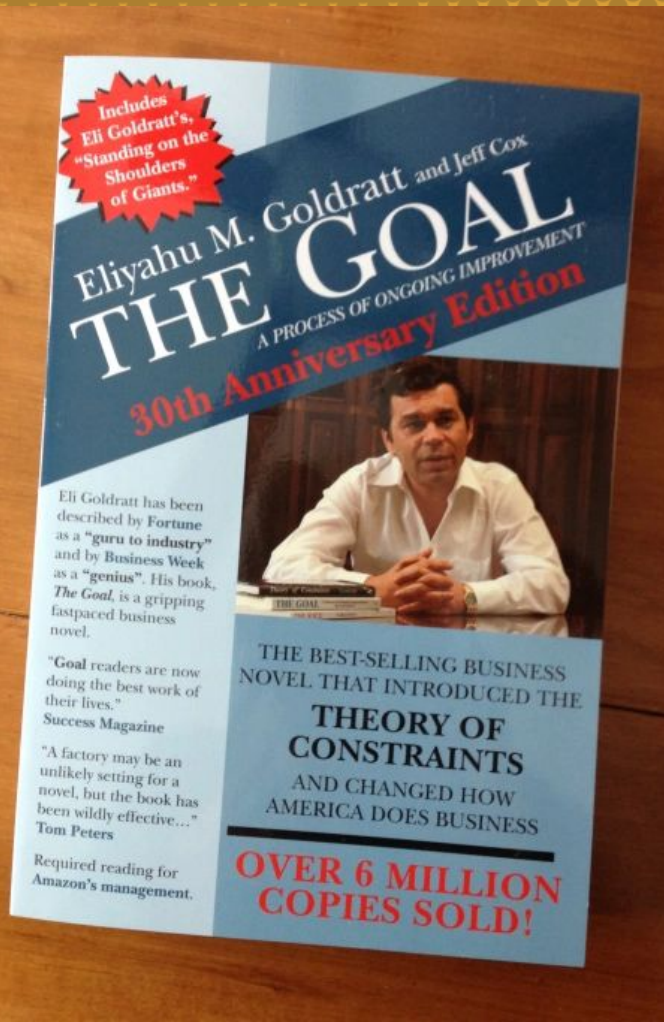
[HTTPS://CACM.ACM.ORG/RESEARCH/MEASURING-GITHUB-COPILOTS-IMPACT-ON-PRODUCTIVITY](https://cacm.acm.org/research/measuring-github-copilots-impact-on-productivity)



***SO IS GEN AI HERE TO  
TAKE SOFTWARE  
ENGINEERING JOBS?***

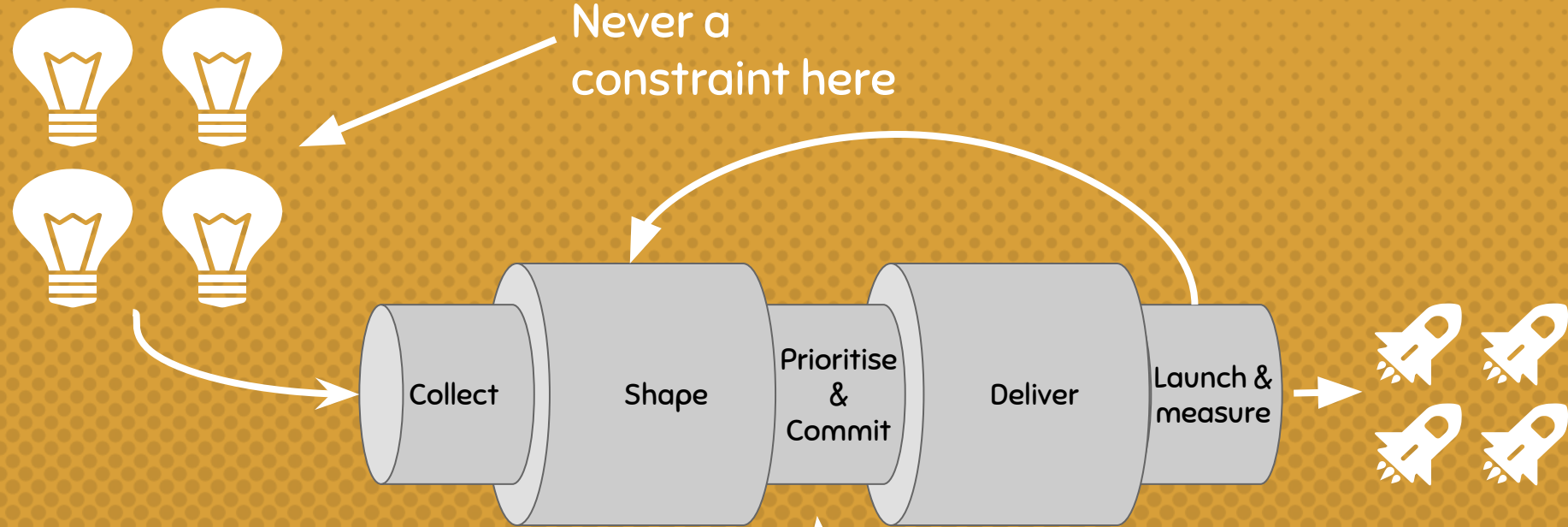
It's more interesting than that...





## **THEORY OF CONSTRAINTS**

- 1. IDENTIFY THE CONSTRAINT**
- 2. EXPLOIT IT**
- 3. SUBORDINATE EVERYTHING TO IT**
- 4. ELEVATE IT**
- 5. MOVE ON WITH YOUR LIFE**



Never a constraint here

Collect

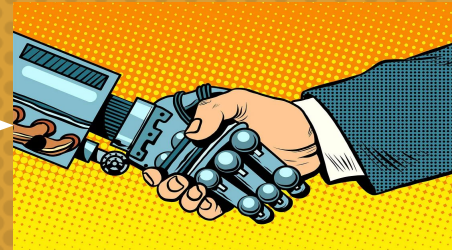
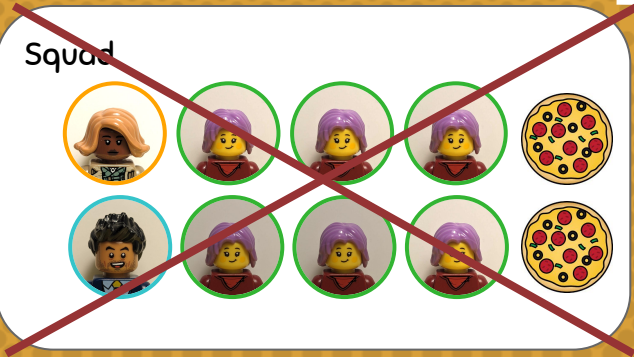
Shape

Prioritise & Commit

Deliver

Launch & measure

Always a constraint starting here



2 x productivity

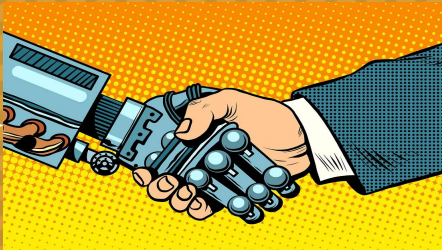
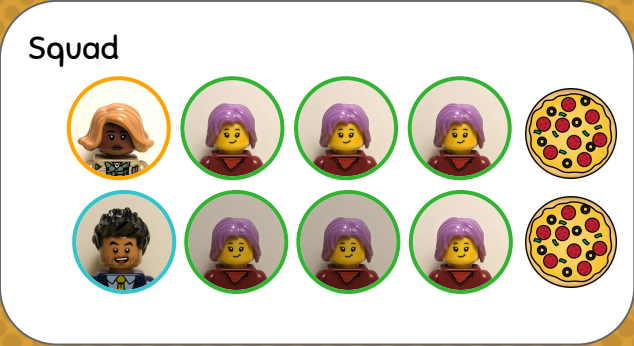


- 50% cost saving
- 0% improvement in value generation
- Stressed out Product function

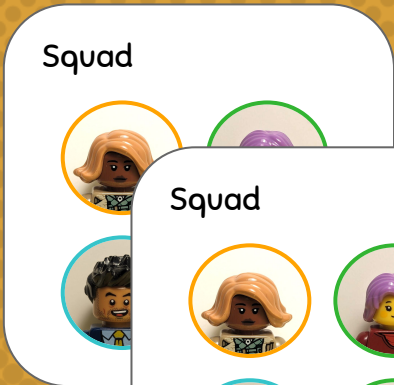
Lead Engineer

Engineer

Product Manager



- 2 x productivity
- 50% cost saving
  - >70% improvement in value generation



Lead Engineer

Engineer

Product Manager



Squad



## ***I'M BACK....?***

- Less money and growth
- Fewer, but more senior rockstar engineers
- Fewer managers
- Fancier job titles
- AI driving a move to smaller teams permanently



***ALL IS NOT LOST***

***WE JUST NEED TO  
PREPARE***

# BLOOM & WILD PRODUCT ENGINEERING

## Acquisition & Discovery



## Checkout & Payments



## Subscriptions & Retention



## Range & Logistics



## Procurement & Production



## iOS & Android Apps



Lead  
Engineer /  
Manager

Frontend /  
Apps  
Engineer

Backend  
Engineer

Product  
Manager

***TRUST***

***MIX OF  
SENIORITY***

***RESPECT***

***AUTONOMY***

***PURPOSE***

***SUPPORT***

***OWNERSHIP***

***PRINCIPLES***

***DIVERSE***





**T SHAPED  
SKILLSETS**



**INNER SOURCE**



**COMMUNITIES**



**SHARED  
LEARNING**

## ***T SHAPED SKILL SETS***



- × Full stack
- × Deeper knowledge area
- × Used sparingly –  
generalists vs specialists  
(~50/50)

*HIRE FOR ALL THE C'S (NOT JUST TECHNICAL CAPABILITY)*

***CODING SKILL***

# ***DON'T JUST OPTIMISE FOR WHAT'S EASY TO TEST FOR***



- × Be specific and reasonable
- × Curiosity and problem solving
- × Assess cultural add not fit
- ✓ Not just technical capability



***BUT BE HONEST  
ABOUT  
OPPORTUNITIES***

***DON'T CONSTRAIN  
YOUR IC TRACK***

***OFFER MORE  
INTERESTING  
WORK***

***OFFER MORE TIME  
TO LEARN***

***INCREASE ROLE  
SPAN***

***BUILD CONNECTION  
& COMMUNITY***

# ***INNER SOURCE - OPEN SOURCE FOR YOUR TEAMS***



- × Coined in 2001 by Tim O'Reilly
- × Flexibility
- × Ownership & accountability vs knowledge hoarding

# EXCESSIVE WAITING AND COORDINATION OVERHEAD

Squad A



Squad B



Cross cutting initiative

# PAIRING, LEARNING AND REVIEW

Squad A



Contributor



Squad B



Maintainer



Cross cutting initiative



# ***INNER SOURCE ANTIPATTERNS VS THE RIGHT WAY***



- × All the code at the last minute
- × Not that way. Or that way
- × No time to maintain

✓ Early pairing and daily review

## ***INNER SOURCE - NOT FREE BUT THEN WHAT IS?***



- × Trading off efficiency for flexibility
- × Maintainer Capacity
- × Contributor Productivity
- ✓ But you get more flexibility and knowledge sharing

# ***FOCUS MORE ON COMMUNITIES***



- × Anchor knowledge
  - × Train and support
  - × Value coaching and coding
  - × External communities
- 
- ✓ Even more important if teams are smaller

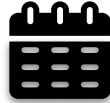
# ***SHARE YOUR LEARNING - STOP THE INFORMATION HOARDING***



- × Shared learning goals
- × Provide time and space to learn
- × Learn by doing
- × Encourage teaching of what you've learnt



# ***MAKE SPACE FOR LEARNING WITH LEARNING DAYS***



A learning day is a bookable day that anyone in the technology team can use for learning



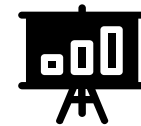
A person on a learning day is assumed slow to response much like as if they were at a conference



Pair up where possible, especially with others from your favourite CoP



Our team members agree with their manager on what the focus of the day should be



There will be no obligation to present anything back (but it's amazing when people do!)



***FOCUS ON MEASURING  
AND REWARDING THE  
RIGHT THINGS***

Support those with less  
experience and don't make the  
rockstars look good

# ***REWARD ALL THE C'S - NOT JUST CODING***

<b><i>CULTURAL IMPACT</i></b>	<b><i>COMMUNICATION</i></b>
<b><i>CAPABILITY</i></b>	<b><i>COMPASSION</i></b>
<b><i>CREDIBILITY</i></b>	<b><i>KINDNESS (SIC)</i></b>

- × Team and culture impact
- × Behaviours not just lines of code
- × Anchor via a transparent impact framework

Area	Skill	Junior Software Engineer (Senior Associate)	Software Engineer (Manager)	Senior Software Engineer (Senior Manager)	Lead Software Engineer (Lead)
		<b>An early career engineer with high potential. Delivers and supports defined changes with direction from the squad</b>	<b>A productive and reliable engineer. Delivers resilient and sustainable features independently</b>	<b>An experienced individual contributor. Delivers ongoing business impact across large projects</b>	<b>An experienced leader. Delivers business impact across a domain</b>
	<b>Energy &amp; culture</b>	An engaged and respected member of the squad  Exhibits the Bloom & Wild Group values and focuses on understanding and demonstrating them.	Enthusiastically engages with their squad and community of practice. May contribute to wider activities that positively impact technology culture, for example through blog posts, external events, etc	Plays an active role in squad or community initiatives where they're best placed to help, bringing about positive change from their involvement.  Active contributor to the squad ceremonies and their community of practice. Contributes to wider activities that positively impact technology culture, for example through blog posts, external events, etc	Identifies morale issues in their squad and across community of practice and works with the relevant EM/STL to address or seeks support in doing so.  Leads wider activities that positively impact technology culture, for example through blog posts, external events, etc

## **EXPERTISE**

The skills you require in order to work effectively in your role

## **GETTING STUFF DONE**

How you work within your team and the responsibility that you take

## **IMPACT**

Things that you're doing which will have an impact on the team or wider business

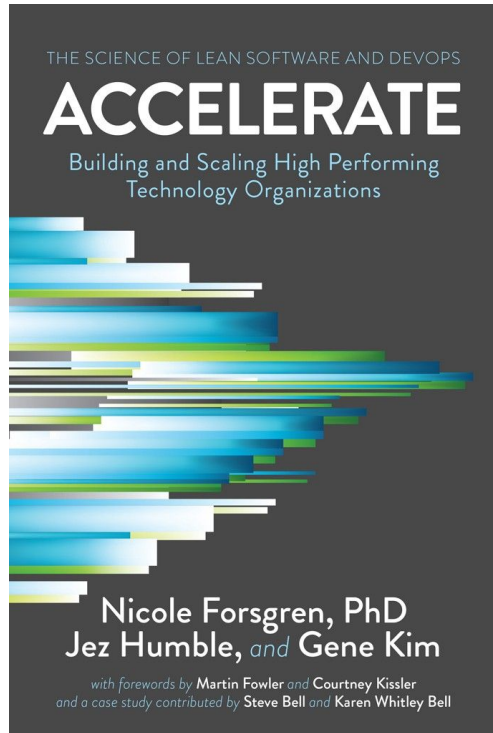
## **COMMUNICATION AND LEADERSHIP**

The communication and leadership qualities you need to be successful in the role

Much more inspiration at <https://progression.fyi>



# ***MOVE FROM DORA TO SPACE FOR TEAM MEASUREMENT***



- × Deployment Frequency
- × Lead Time for Changes
- × Change Failure Rate
- × Time to Restore Service

# **SPACE - FOCUS ON *WHO DELIVERS AND HOW THEY DELIVER***



- × Satisfaction
- × Performance
- × Activity
- × Communication
- × Efficiency

***LET'S REMEMBER, THIS WON'T LAST FOREVER...***





***"IT IS NOT THE STRONGEST OF  
THE SPECIES THAT SURVIVES,  
NOR THE MOST INTELLIGENT  
THAT SURVIVES. IT IS THE ONE  
THAT IS MOST ADAPTABLE TO  
CHANGE."***

***CHARLES DARWIN***





**TEAMS ARE BEST**



**TEAMS MAY  
GET SMALLER**



**FOCUS ON ALL  
THE C'S**



**T SHAPES &  
INNER SOURCE**



**COMMUNITIES  
& LEARNING**



**REWARD THE  
RIGHT THINGS**



***DON'T LET THE  
ROCKSTARS  
BACK***

**THANKS!**



I'm Stephen



@stephenjanaway.bsky.social



@stephenjanaway



linkedin.com/in/stephenjanaway



Learn more about Bloom & Wild Tech  
<https://www.bloomandwild.com/bloom-and-wild-technology>

