Managing Engineering Teams Through Constant Change

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Build resilience
Build resilience

Know your people and cultivate trust
Build resilience

Focus on fewer high impact goals
Build resilience

Break down into short term projects
Resilience

Foster a collaborative environment
Resilience

Be a predictable, stable manager
Resilience

Put information in obvious, intuitive places
Resilience

Increase your bus factor
Resilience

Shield the team
Deal with change
Understand the source
Change

Acknowledge your own fears
Communicate with timeliness and transparency
Empathize with your team
Adapt your plans
Change

Convert into opportunity
Example #1: Team size reduction.

- Source
- Fears
- Communication
- Empathy
- Adaptation
- Opportunity
Example #2: Half the team is new.

- Source
- Fears
- Communication
- Empathy
- Adaptation
- Opportunity
Tangent

**Offsites**

- Retro
- Set mission/vision
- Bond
Example #3: Reprioritized roadmap.

- Source
- Fears
- Empathy
- Communication
- Adaptation
- Opportunity
Ex. #4: New manager, new company.

- Source
- Fears
- Communication
- Empathy
- Adaptation
- Opportunity
Killing projects

- Does anyone even care?
- Are there workarounds?
- Can we get a new commitment?
If you’ve built your team for resilience, when change happens, you can move people through fear to opportunity.
Thanks!

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