



Retention Driven Development

Kristen Gallagher

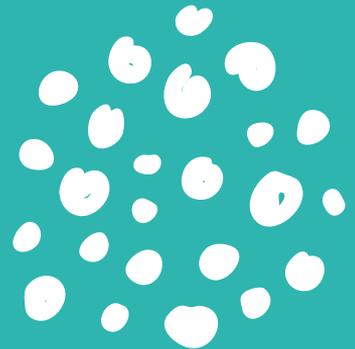
OSCON 2019





Hi! Why?

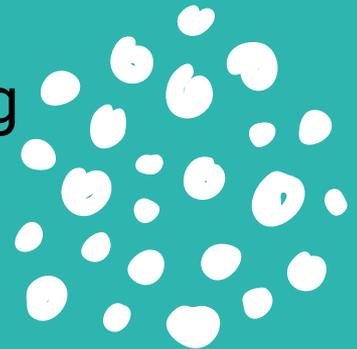
I make technical onboarding for technical teams, and I care about your onboarding mostly because if it's bad, it's killing your team.





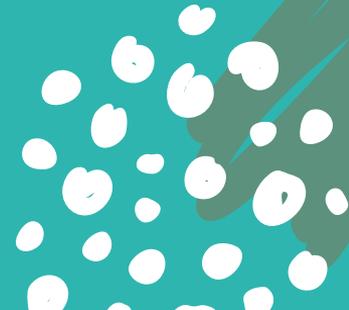
Our Goals Today

- X Learn how to write unit-test sized onboarding programs
- X Get new hires to update the onboarding program themselves
- X Refactor your documentation for onboarding without investing heavily in rewriting



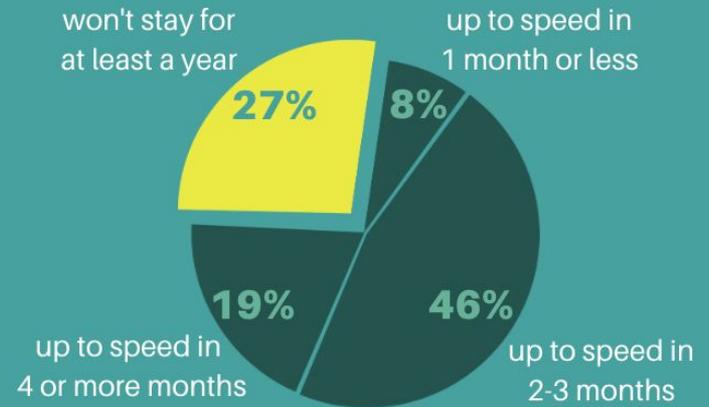


**What's actually
happening out there?**



RETENTION AND TIME TO PRODUCTIVITY

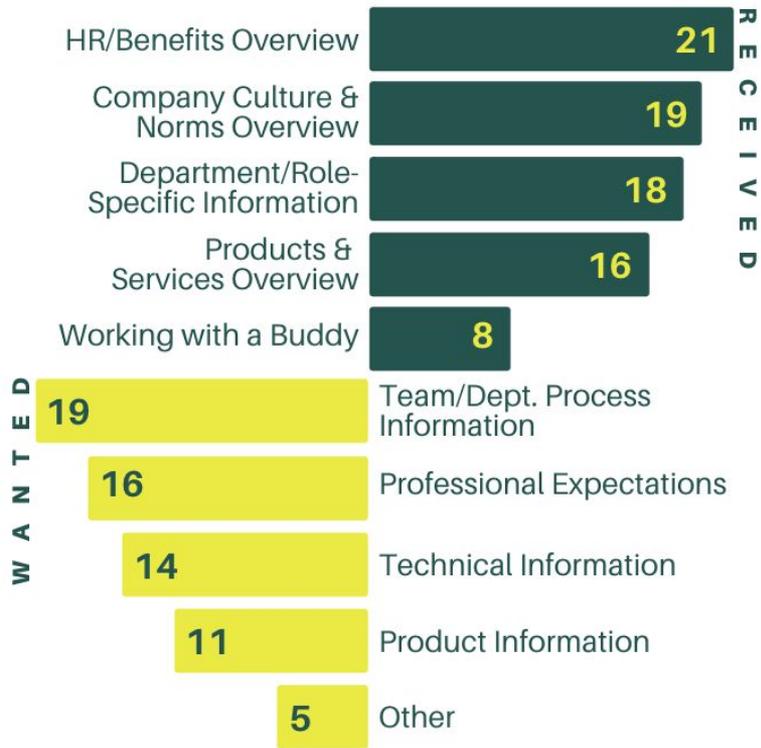
73% of those surveyed said they'd stay in their current role for at least a year, and the majority of those felt they'd be up to speed (or were up to speed) in two to three months.





REASONS FOR LEAVING

57% of those who didn't anticipate staying in their current role for at least a year cited **absent or inattentive managers** as a detraction to a successful onboarding experience. 43% also said they **wished they had more cultural context** and 43% said they **wished they knew more about the people in and around their team.**



ONBOARDING CURRICULUM

Working with a buddy was the least experienced onboarding activity. Of the **18** surveyed who didn't get to work with a buddy **89%** of them said they wished their onboarding included more process information for their team or department.

ADVICE FOR IMPROVEMENT

"Would have been nice to know the **culture** first, **attrition rates**, **employee survey info**."

"**Scheduled 1:1 meetings** with everyone on the team spaced out over my first two weeks, a clear document outlining what my **responsibilities and expectations** were for my first, second, and third weeks and for my first three months."

"There wasn't much **process**, which was hard. I've taken it as an opportunity to help build out the processes for new hires later on."

"Have a **seat** for them. Have a **laptop** for them. Make sure **access** is ready day one. Make sure they get asked **preferences** before starting."

"**Clear first tasks** as an engineer (easy) are key, but so is **medium-difficulty follow-up work**."



Grab your worksheet:

<https://tinyurl.com/yy4jy6yp>



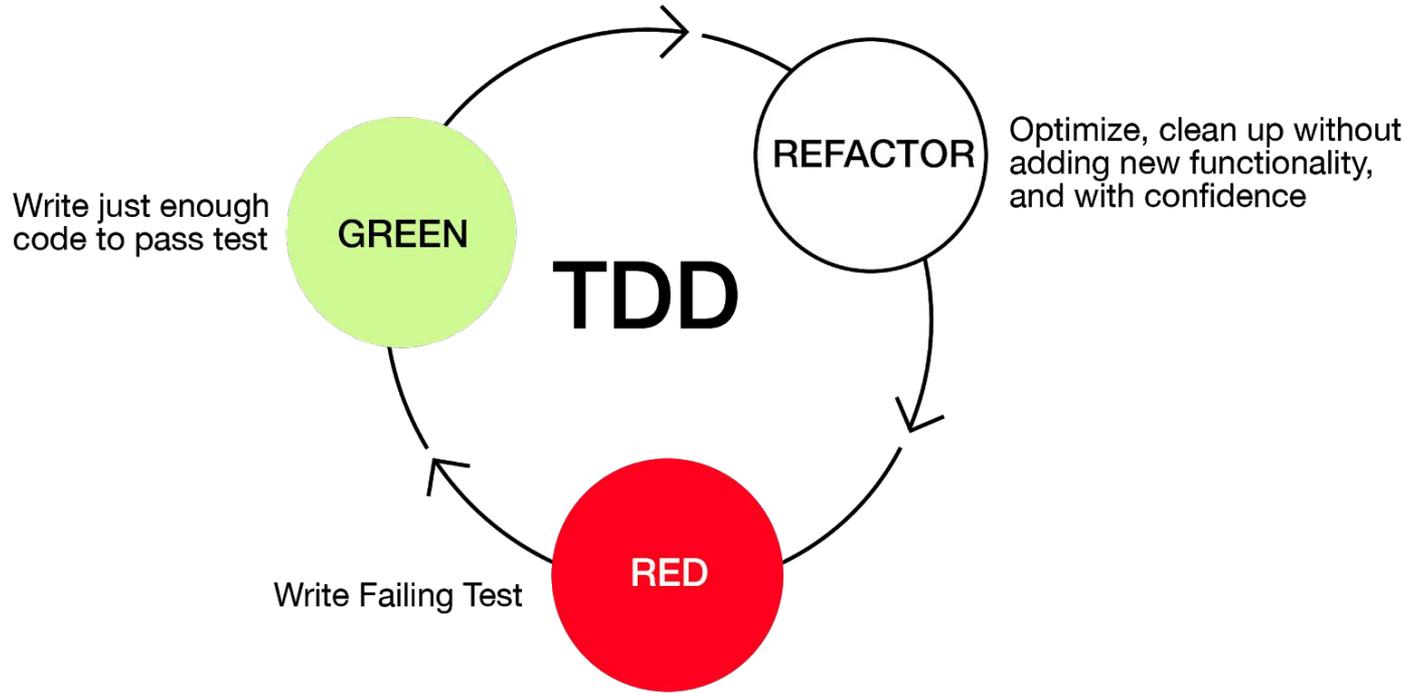


1.

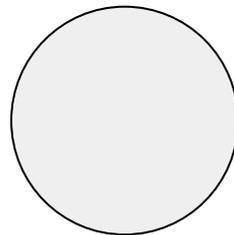
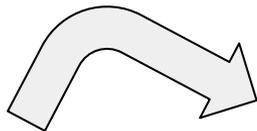
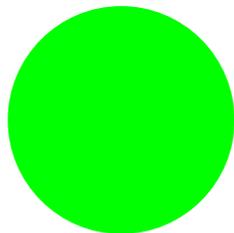
TDD → RDD

What is Unit-Test sized Onboarding?



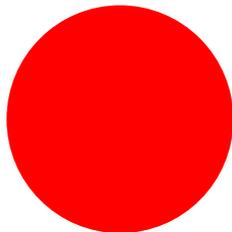
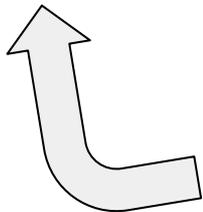
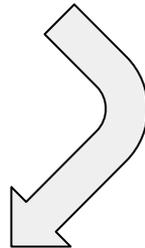


Collect docs
for MVP



Update MVP with new
links, clean up a few
more docs, add context

RDD

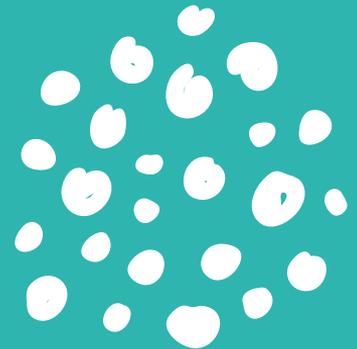


Let your new
hire find the
failures



RDD Philosophy

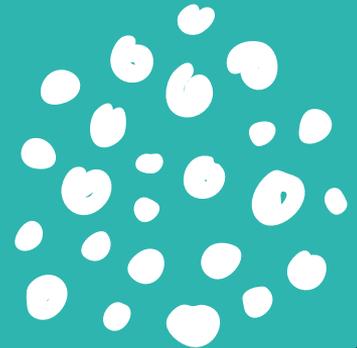
- ✗ Minimum viable program
- ✗ Iterative
- ✗ Employee-driven onboarding





RDD Elements

- x Four types of knowledge/skills
 - x Professional Expectations
 - x Process
 - x Product
 - x Technical (Stack/Tooling)
- x Touchpoint Matrix





2.

New Hires = Onboarding Program Managers

Delegating for Evolvability & Ease

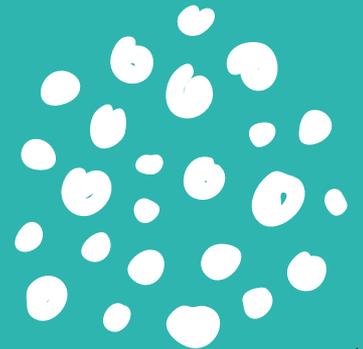




Employee-Driven Onboarding

When you empower your new hires to onboard themselves, you solve for:

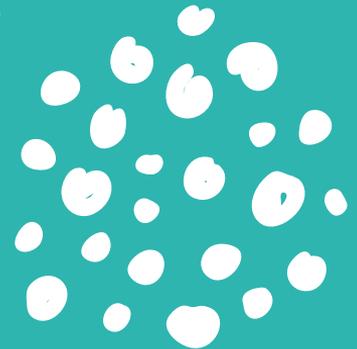
- ✗ Employee Disenfranchisement
- ✗ Overloaded Managers
- ✗ Stale Documentation





But how?

1. Create your Touchpoint Matrix
2. Stage out your TPM
3. Give the doc to your new hires
4. Empower new hires with the right questions to ask when there is missing documentation





3.

Refactoring Documentation

...Without going insane

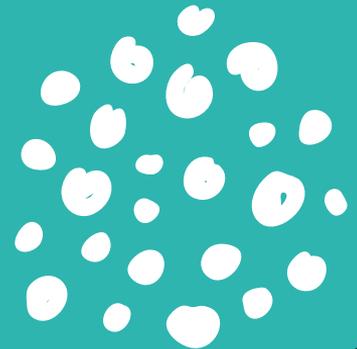




Better Questions = Better Docs

Help your new hires learn to ask better questions when they meet with SME's:

- ✗ Clarify
- ✗ Probe assumptions
- ✗ Look for evidence
- ✗ Look for implications

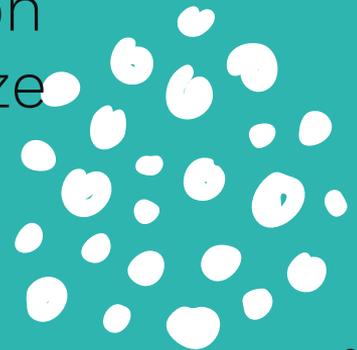




Empower New Hires

Use their onboarding time as an opportunity to make bugs out of missing/stale documentation:

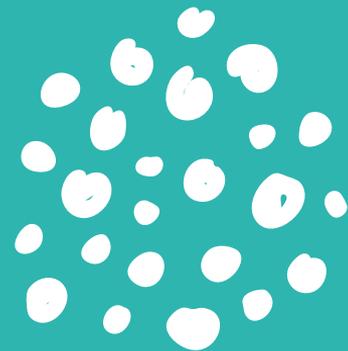
- x Send them on an info-gathering mission
- x Interview SME's, write, diagram, socialize
- x Bug is closed when doc is reviewed
- x Update the TPM if links change!

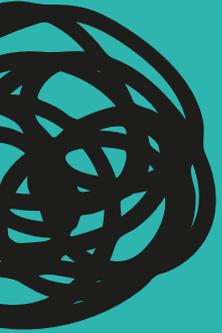




Let's recap!

- x RDD = focused, MVP-style onboarding
- x Use your new hires as onboarding PM's
- x Refactor your docs with your new hires' better questions





Thanks!

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kristen@edifyedu.com



Rate today's session

Cyberconflict: A new era of war, sabotage, and fear See passes & pricing

David Sanger (The New York Times)
9:55am-10:10am Wednesday, March 27, 2019
Location: Ballroom
Secondary topics: Security and Privacy

Rate This Session

We're living in a new era of constant sabotage, misinformation, and fear, in which everyone is a target, and you're often the collateral damage in a growing conflict among states. From crippling infrastructure to sowing discord and doubt, cyber is now the weapon of choice for democracies, dictators, and terrorists.

David Sanger explains how the rise of cyberweapons has transformed geopolitics like nothing since the invention of the atomic bomb. Moving from the White House Situation Room to the dens of Chinese, Russian, North Korean, and Iranian hackers to the boardrooms of Silicon Valley, David reveals a world coming face-to-face with the perils of technological revolution—a conflict that the United States helped start when it began using cyberweapons against Iranian nuclear plants and North Korean missile launches. But now we find ourselves in a conflict we're uncertain how to control, as our adversaries exploit vulnerabilities in our hyperconnected nation and we struggle to figure out how to deter these complex, short-of-war attacks.

David Sanger
The New York Times

David E. Sanger is the national security correspondent for the *New York Times* as well as a national security and political contributor for CNN and a frequent guest on *CBS This Morning*, *Face the Nation*, and many PBS shows.

Session page on conference website

Attending Notes Remove

Cyberconflict: A new era of war, sabotage, and fear

9:55 AM - 10:10 AM, Wed, Mar 27, 2019

Speakers

David Sanger
National Security Correspondent
The New York Times

Ballroom

Keynotes

David Sanger explains how the rise of cyberweapons has transformed geopolitics like nothing since the invention of the atomic bomb. From crippling infrastructure to sowing discord and doubt, cyber is now the weapon of choice for democracies, dictators, and terrorists.

SESSION EVALUATION

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