

Offset	Topic
00:17	<ul style="list-style-type: none"> • Intro
02:07	<ul style="list-style-type: none"> • Word of the Week: crunch
	<ul style="list-style-type: none"> • http://catb.org/jargon/html/C/crunch.html
03:56	<ul style="list-style-type: none"> • Inner Chapter: Pull Your Own Weight
	<ul style="list-style-type: none"> • Touches on previous discussion of humility <ul style="list-style-type: none"> • Need to mind your own work • Not worry about the details of others' work so much • You can only approach perfect knowledge of your own work • Knowledge of others' work will always have gaps • Reminds me of a chapter from Zen in the Martial Arts, Joe Hyams <ul style="list-style-type: none"> • Lengthen Your Line • http://www.amazon.com/Zen-Martial-Arts-Joe-Hyams/dp/0553275593/ref=pd_bbs_1?ie=UTF8&s=books&qid=1205180105&sr=8-1 • Two lines represent you and an opponent • The temptation is to try to shorten your opponent's line • You cannot directly affect your opponent's abilities • Instead, lengthen your own line • Pulling your own weight is always in a group context <ul style="list-style-type: none"> • If you are the sole author, who cares? • Otherwise, need to make sure you are pulling with the team <ul style="list-style-type: none"> • Requires an understanding, at least at higher level, of broader context • How do my contributions fit into the overall effort? • Needs coordination, communication <ul style="list-style-type: none"> • How do you know when something is changed? • Make a manager, team aware of changes in cost of your own work • Risk is that work is irrelevant, or less relevant, and you don't know • A good leader needs to be aware of this, communicate this to team • A good team will actively seek the connection that makes this easier • Just regular spot checks to confirm priorities • I think it also has to do with perceptions of fairness <ul style="list-style-type: none"> • Easy to form a bias around your own work • Need to actively offset that bias, always give the benefit • Not sure what else to recommend • Equity is so bound up in perception • Have dealt with so many pathology people

Offset

Topic

- A worker's interest in others' work is going to be affected by how fair they think their dealings are
- Need to be able to trust that the rest of your team will execute as well
 - Can help without letting your biases get in the way
 - Again, key is communication
 - Be a sounding board but don't assume you know more about the problem
 - If worst happens, then it happens and you have to re-write anyway
 - Worrying about it all the time won't change that
 - Only writing it yourself will, defeats working on a team
 - In professional environments we rarely get to pick our team mates
- Puppy at current job
 - Often thinks doing busy work by itself is enough
 - Re-factoring his own internal code when there are higher priorities
 - Despite explicit instruction to work first on tasks that touch on other team members' work
 - Must see other people busy and think that he just needs to be busy
 - Doesn't see the conversations revisiting priorities, checking on progress
 - Worse, communications usually come from him as a brain dump
 - No sense of questions that might need answers
 - Doesn't clearly communicate in which order is and intends to pursue work
 - Has been so bad that has interfered with releases
 - Without asking, committed to the wrong branch
 - Made a mess when merging for a release
 - Have to assign him to lower importance tasks
 - Cannot rely on him to tend to his own work
 - Gets hung up on his title as lead, thinks that justifies being a busy body
 - Doesn't realize his work output is a third of everyone else
 - Every last team member wonders why he has delivered a third the functionality in the same amount of time
 - Has a very literal mindset
 - Won't use an interactive debugger, has to see state of system in logs
 - Has to design all code up front, thrashes when he wanders off the design
 - Wonder if he has problems taking things on faith?
 - Would interfere with making him understand concerns outside his immediate control
 - Has been prone to take our boss at literal word on very speculative, strategic planning discussions

Offset

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- Perhaps any uncertainty in discussing high level makes him anxious
- Cannot always speak with certainty, he also has a pattern of holding people to things
- Has trouble with changing priorities, circumstance
 - Still pursuing a dated incentive, just for the check, though the opportunity has passed
 - Tech partner has acquired a competing offering
 - Other integrations have proven way to costly
- Passive aggressive research lead
 - Always felt like communication on priorities was interference
 - Never tried to understand how his contributions helped the company
 - As a lead, did things only because he was pressed
 - I failed, could not find way to motivate
 - He tried to claim unemployment after the fact
 - Got to see the filings as former manager
 - Indicated he was probably out of touch with reality
 - Still, makes me wonder at how best to enhance fairness
- Know nothing at previous job
 - Was in a lead role
 - Expectation was she would be able to take high level direction
 - In reality, she need explicit, detailed directions to get anything done
 - Not a conceptual thinker
 - Unaware of her own ignorance
 - How do you design software when you are such a literalist?
 - Design is about asking questions, speculating
 - No one correct answer
 - Have to entertain alternatives and weigh trade offs
 - I was asked to rewrite one view into an application
 - The old version used data caching
 - I elected not to do so
 - Felt new approach would be fast enough
 - At least thought we should test before adding cache
 - Over my objections, she was told to implement a cache in my code
 - Another lead and I wasted three, four hours trying to explain how to implement as a plugin
 - Ended up finally making her understand a super simple example of a Factory pattern
 - Once she kind of got it, wanted to know why only her code, not everyone else's

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- Seriously eroded my trust in her, but had to leave her to do the assignment
- Be aware of your own work load, priorities
 - Talk to your manager
 - Simple confirm your progress, goals
 - Doesn't have to be overly detailed
 - Need to develop confidence in your own abilities, prioritizing tasks
 - With a good rapport, should be able to discuss speculative questions
 - Need to be able to separate out the issues of the day from broader concerns
 - Understand how broader concerns affect you
 - Understand how over time strategic goals come into focus, inform tactical work
 - If you are handling your own work well, then you can consider leading, mentoring

29:52

• Outro

- Contact me
 - Email to feedback@thecommandline.net
 - Web site at <http://thecommandline.net/>
 - IM to command.line@skype
 - Listener comment line is 240-949-2638
 - del.icio.us tag is "for:cmdln"
 - <http://twitter.com/cmdln>
- I'd like to thank libsyn.com for AAC hosting and Wouter de Bie for MP3 hosting
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