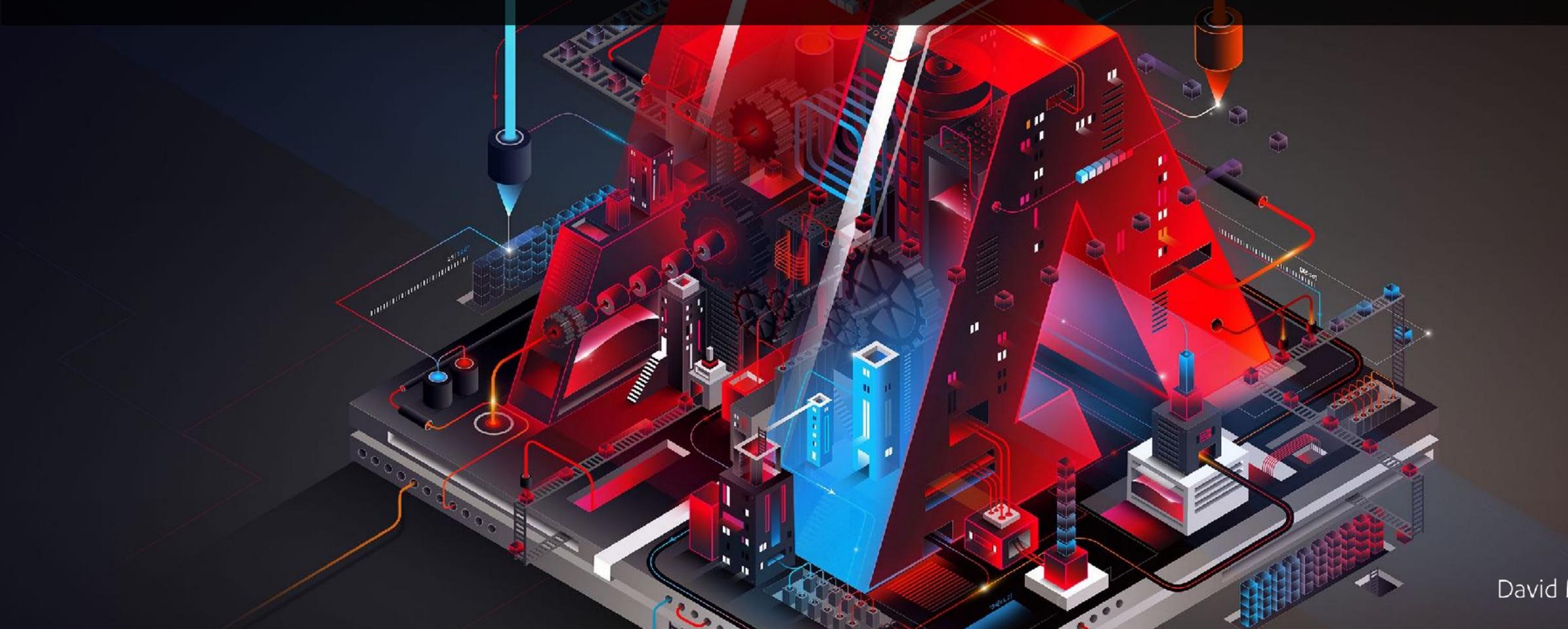


## Four Tips for Junior Engineers and Senior Managers Sean Parent | Principal Scientist





## Work from Facts

- Engineer:
- Don't be afraid to say "I don't know"
- Don't say "it can't be done"
- Or, worse, "yes"
- Manage:
  - Encourage honest communication
  - Require data, not opinions
  - Ask the difficult, relevant, questions
  - Schedule time to get answers





## Stretch

- Engineer:
- Look for opportunities to learn
- Work with people smarter and more knowledgable than you
- Try to simplify and eliminate mundane tasks
- Take on the "impossible"
- Manage:
  - Encourage team members to work together
  - Know your team and what they are capable of
  - Push employees outside their comfort zone, challenge them to do more
- Hire smart people with diverse skill sets



# Be the Customer

- Engineer:
- Learn the product you are working on
- Take a course or attend a conference or seminar for the target customer
- Observe the customer
- Manage:
- Provide the opportunities for the above
- Hire people with a background in the customer space



### Be Passionate

- Engineer:
- Build a product you want to use
- Stand up for the customer, for quality, and for correctness
- Manage:
- Don't shut down disagreements, encourage discussion
- Don't require compromised solutions н.
- Require data, and make a decision



# Four Pillars of Success

- Opportunity
- Chance
- Ability
- Effort





