



Four Tips for Junior Engineers and Senior Managers

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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 knowledgeable 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
 - Require data, and make a decision

Four Pillars of Success

- Opportunity
- Chance
- Ability
- Effort



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