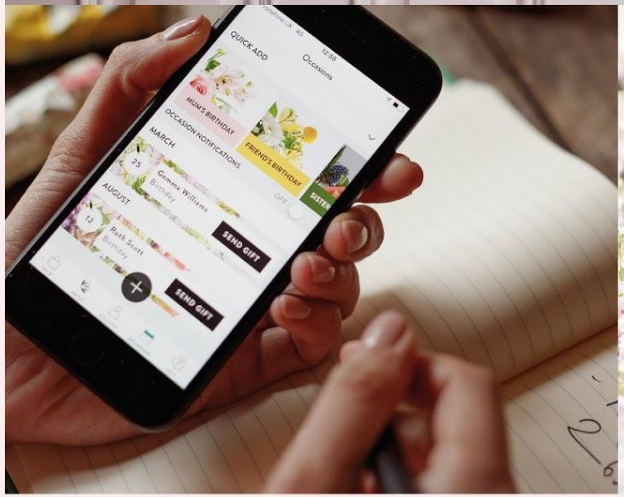
BLOOM &WILD

My Team Is High Performing... But Everyone Hates Us

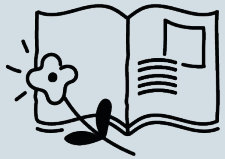
@stephenjanaway

BLOOM &WILD

BLOOM &WILD


QUICK ADD
Occasions
MUM'S BIRTHDAY
OCCASION NOTIFICATIONS
MARCH
FRIEND'S BIRTHDAY
AUGUST
SEND GIFT
SEND GIFT

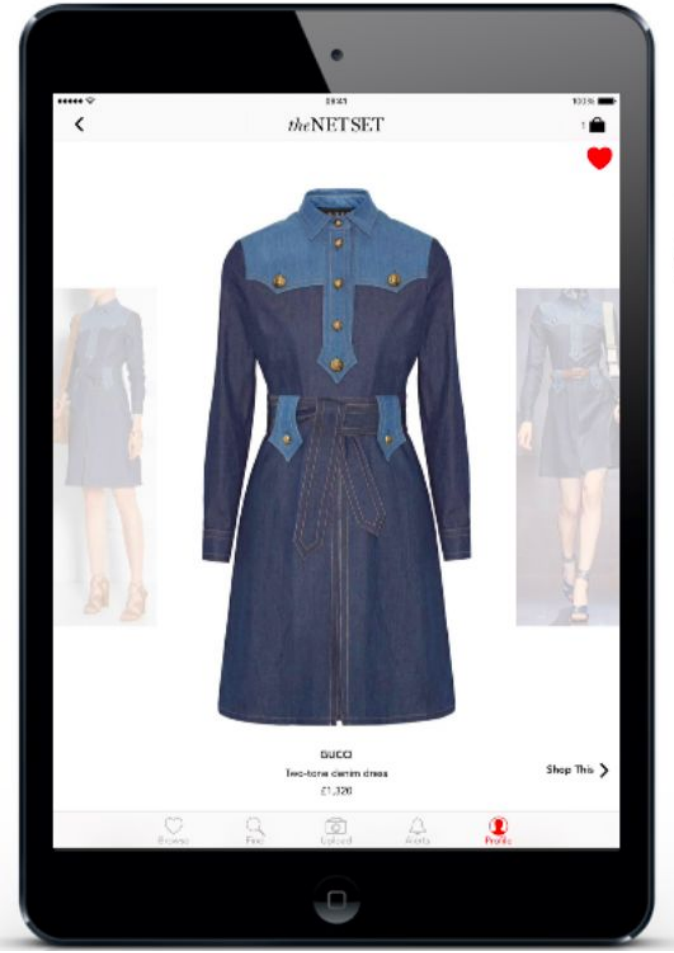
BLOOM &WILD
LIBERTY
PRINT



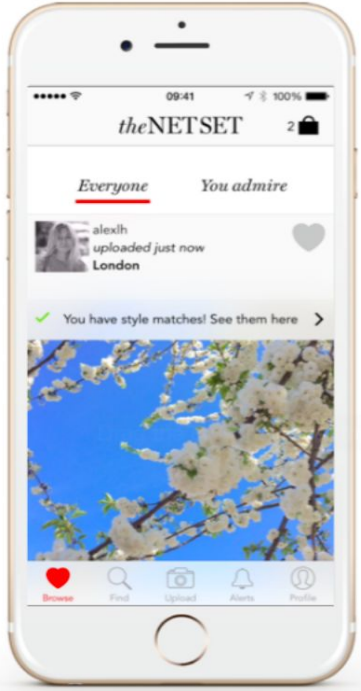
I want to tell you about a short period of my life....

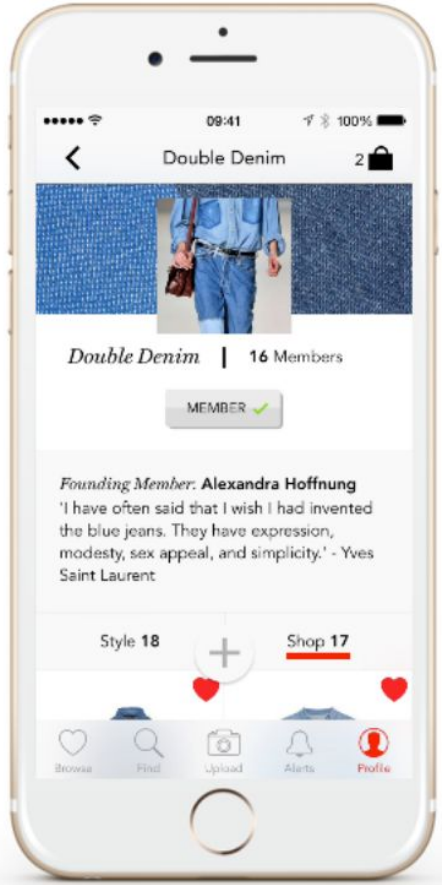
@stephenjanaway

*the*NETSET


theNETSET
GUCCI
Two-tone denim dress
£1,320
Shop This

Alerts 10:09
NinaRussia admires you
New Comment
New Comment from NinaRussia
JessChivers loves your photo


09:41 100%
theNETSET 2
Everyone
You admire
alexlh
uploaded just now
London
You have style matches! See them here
Browse
Find
Upload
Alerts
Profile


09:41 100%
Double Denim 2
Double Denim | 16 Members
MEMBER
Founding Member: Alexandra Hoffnung
'I have often said that I wish I had invented the blue jeans. They have expression, modesty, sex appeal, and simplicity.' - Yves Saint Laurent
Style 18
Shop 17
Browse
Find
Upload
Alerts
Profile

What was great about the best team that you've ever worked in?

What did we love?

- We were sponsored by the company founder
- We had a clear deadline and focus
- No dependencies or debt
- We had a great, safe, team spirit
- We shared, supported and self organised

yay!

One small, entrepreneurial, team against the world

@stephenjanaway

Steve Janaway
13 May 2015 ·

Woke up at 5.15am. Launched a social network 😀

YAHOO.COM

Prepare Yourself—& Your Wallet—for the Net Set

Prepare Yourself—& Your Wallet—for the Net Set Natalie Massenet loves t...

theNETSET
Please Eat
me

The NET SET Story So Far...

Has Net-a-Porter found the holy grail of 21st-century fashion?

theguardian

A particularly exciting feature is the image-recognition function, which allows users to upload a photo of a product or an inspiring outfit and be "matched" with a similar item for sale on the site

The Hollywood Reporter

Net-A-Porter launch app that combines social media with shopping

VOGUE

The NET SET is a cracking social app, that uses technology in an entirely appropriate, helpful way and I would say that it gives Instagram a run for its money in terms of discovery and engagement

Econsultancy Achieve Digital Excellence

NET-A-PORTER LANCEERT LUXE ONLINE COMMUNITY THE NET SET

12/05/2015 12:21

GLAMOUR

Net-a-porter Goes Social Climbing With The Net Set

The style-led platform asks

WWD

Net-A-Porter Lanceert Nieuw Social Media Platform

De webwinkel lanceert een app die werkt als een soort tinder voor modeliefhebbers.

Donderdag, 7 Mei 2015

VOGUE

The NET SET [...] will clearly appeal to Millennials who are glued to social media. The future of shopping

Daily Mail

NET-A-PORTER's New Social Shopping App Might Be Fashion's Smartest Data Play

Forbes

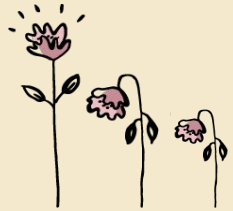
The NET SET is one small step for shopping apps, one giant leap for your shopping addiction

DAZED

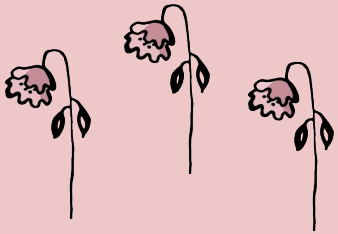
NET-A-PORTER is making another big move, entering the social media sphere with The NET SET

ELLE

Thank you



So What Happened?



So What Happened?

- The company founder left
- Other teams were jealous. We had siloed ourselves
- Maintaining entrepreneurial spirit was a challenge
- Six months after the thrill of launch people get bored or don’t fit so well

FASHION

Yoox Net-a-Porter axes Net Set social networking app

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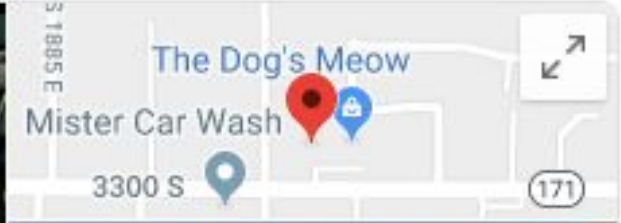

The Net Set

Website | Directions | Save

4.9 ★★★★★ 30 Google reviews

Tennis store in Utah

Address: 2021 3300 S, Salt Lake City, UT 84109, United States

Hours: Closed · Opens 10AM Tue ▾

Phone: +1 801-484-5852

What could we have done differently?

In times of failure resist that urge to just look at the negative

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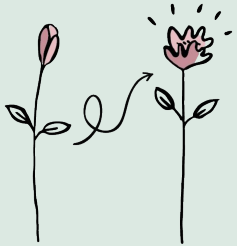

We were high performing - how?

- There was room for people to grow
- We set clear shared expectations
- We recognised a team is greater than the sum of its parts

- The team was hard to join
- It was diverse
- We measured health regularly and course corrected

Steve's Playbook for Happy People In Happy Teams

Set Clear Expectations

Share Learning

Make Hiring and Joining Great

Measure Health

Make Your Own Tech Choices

Check In Regularly

@stephenjanaway

Set Clear Shared Expectations - Team Charters

3 steps to setting the rules of the game

Step 1
Collaborate
- Make it together

Step 2
Make making it fun
- A reversal workshop for example

Step 3
Share and iterate
- Make it visible
- Revisit it as the team grows

We make progress and get stuff done	Where there is a defined process then we follow it
We are empowered to question the status quo	We respect each other's opinions
We turn up on time	We take ownership for quality
Be nice and talk to each other	We are aware of the bigger picture

https://medium.com/code-wild/creating-a-team-charter-b098fb50a459

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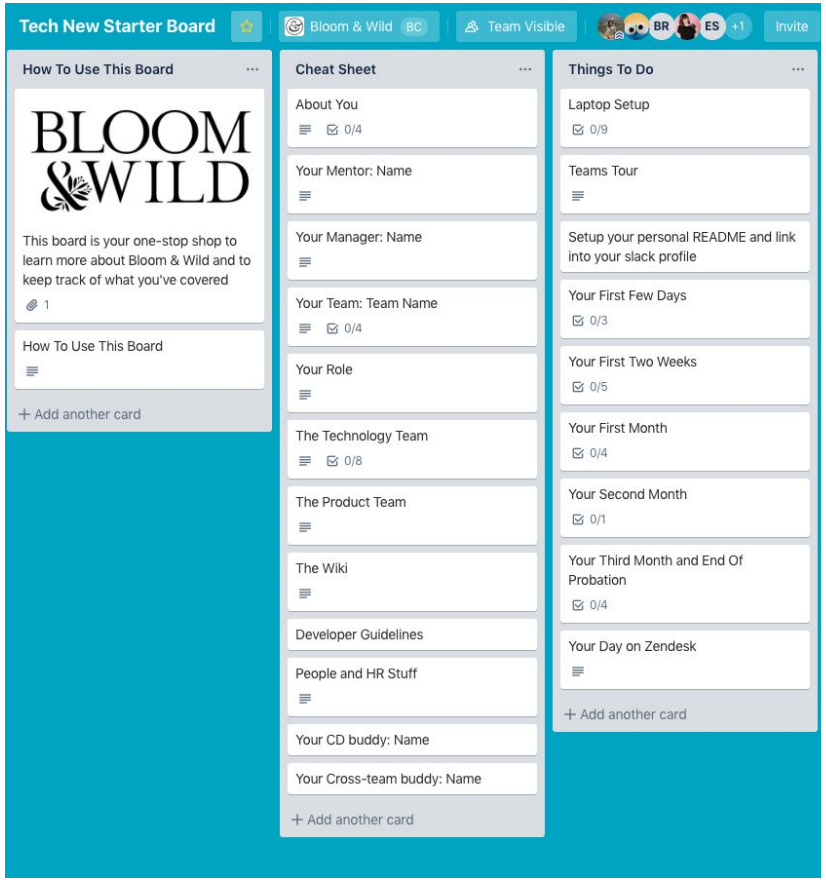
Making Hiring and Joining Great

3 steps to new people

Step 1
Spread the net wide
- Don't discriminate
- Use the team
- Raise your brand first

Step 2
Realise that you are selling your team
- Shout about how good your team is
- Talk about company culture

Step 3
Make joining easy and delightful
- The onboarding board
- Cross team onboarding buddies
- Charters



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Make Your Own Technology Choices

We ♥ Greenfield

Step 1
No Technical or Organisational Debt

- A totally fresh start
- A totally fresh team

Step 2
Developer Agency

- Tool, framework and language choice
- Processes
- Helps hiring and retention

Step 3
Support a Golden Path

- One supported direction
- You choose if you follow it
- Teams own production

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Shared Learning Helps Your Team and Others

3 steps to learning

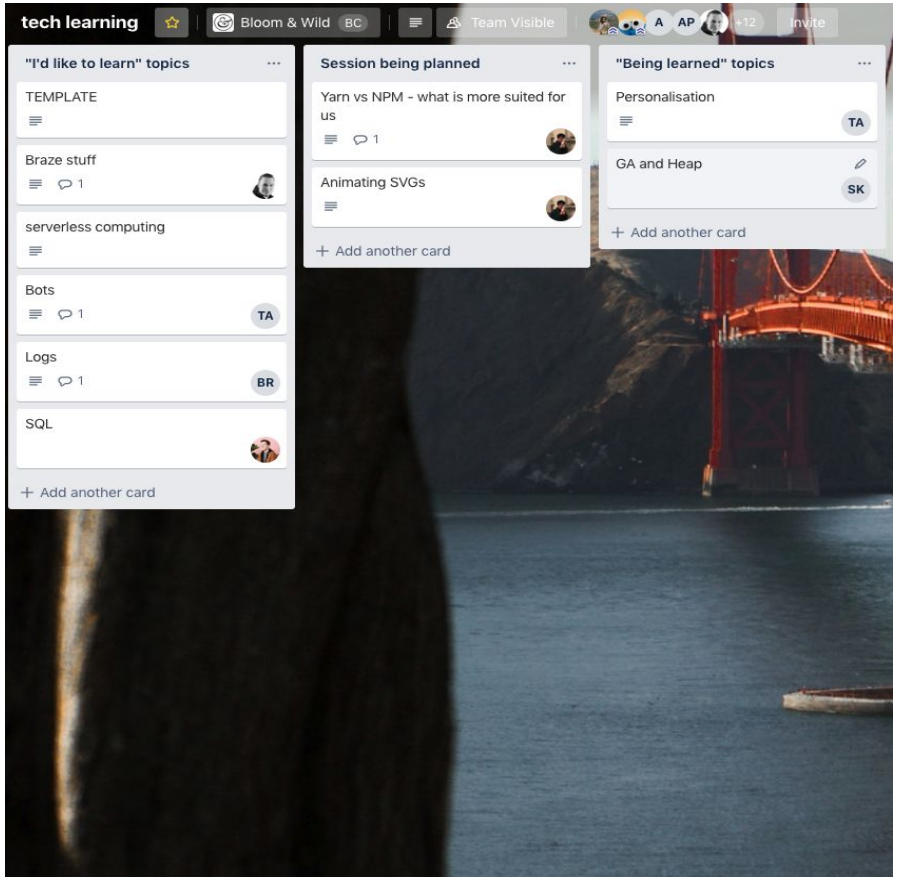
Step 1
Share what you want to learn

Step 2
Provide a space to learn

- Tech & Share
- Tech book club
- Non enforced pairing

Step 3
Encourage teaching of what you've learnt

- Tech & Share
- Communities of Practice
- Meetups and conferences



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Measure Health

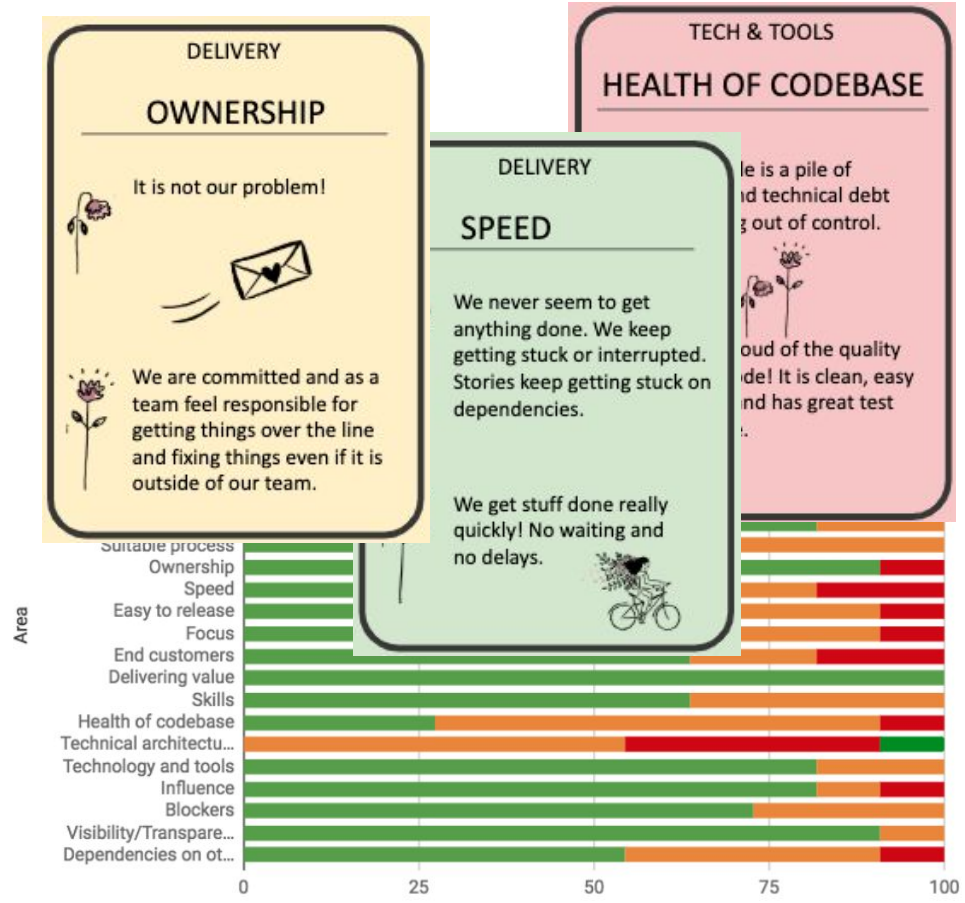
Healthchecks

3 steps to better team health

Step 1
Ask how things are
- An adapted version of the spotify model
- Be clear what it is and isn't

Step 2
Work out what's important
- We use top two, bottom two, middle one

Step 3
Actually get some actions
- Defining actions is a team thing
- Actually do the actions...
- Use them everywhere



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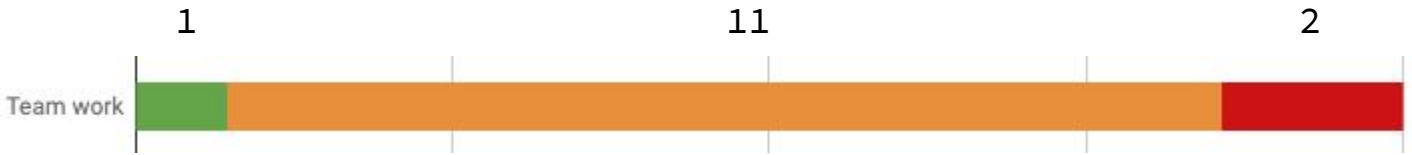
Healthcheck Question

We are a totally gelled super-team with awesome collaboration!

vs.

We are a bunch of individuals that neither know nor care what others on the team are doing



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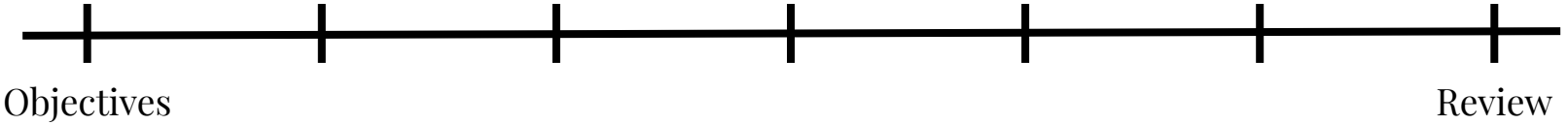
Check In Regularly

Measure Individuals' Health

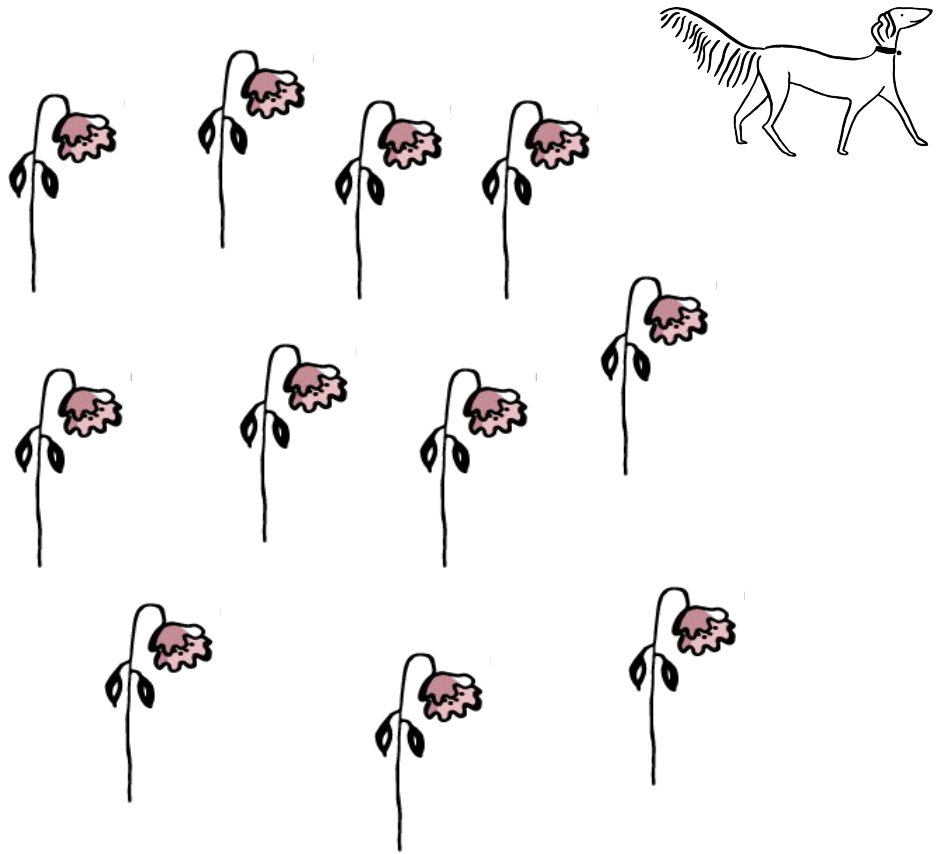
A Typical Review Timeline



What happens here? | What's the impact?

A Typical Review Timeline

- Objectives and goals get forgotten
- Lots of disruption for team members and managers
- Anxiety
- De-motivation
- Is a factor in people leaving



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Feedback is better when it's timely

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121's are better when everyone prepares for them

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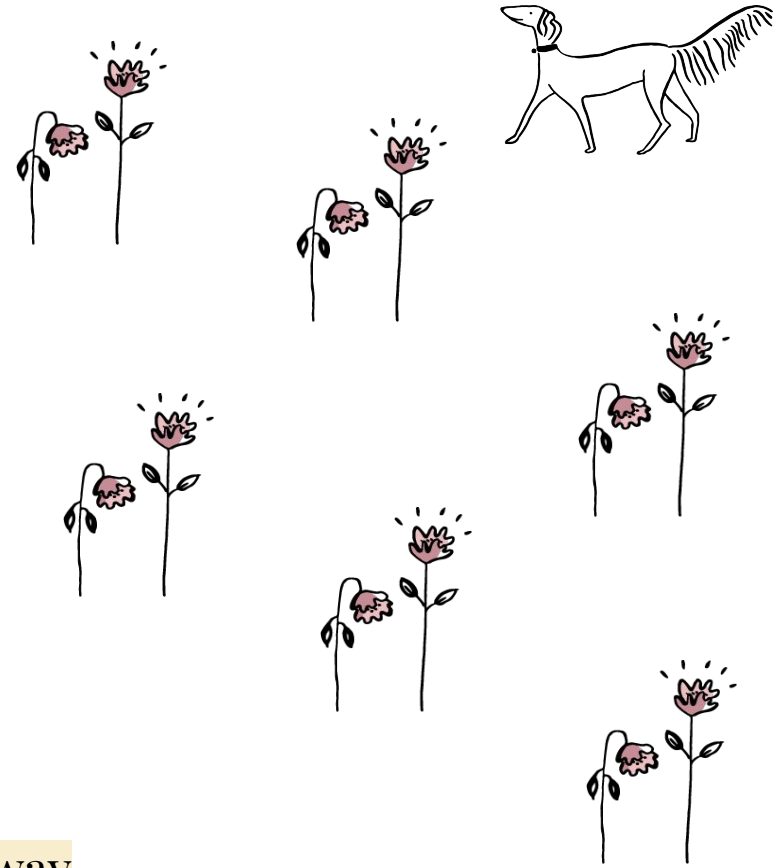
What we did (with a lot of inspiration from Atlassian)

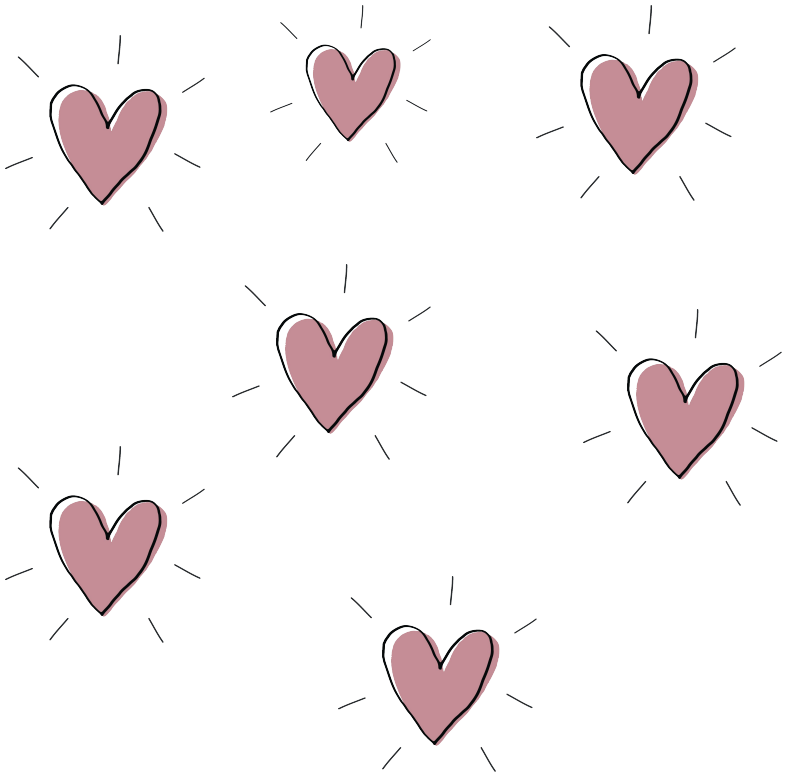
- Monthly, aligned, themed check-in sessions between team member and their manager
- Shorter term personal goals
- Team members tell us how they think they are doing before the session

Timely, bite sized,chunks of performance feedback



Questions

- “What barriers have you encountered to your work over the past few months?”
- “What have you loved over the past few months?”
- “Where do you want to head towards in your career? Has anything changed since the last session?”
- “What’s your feedback on the last month?”



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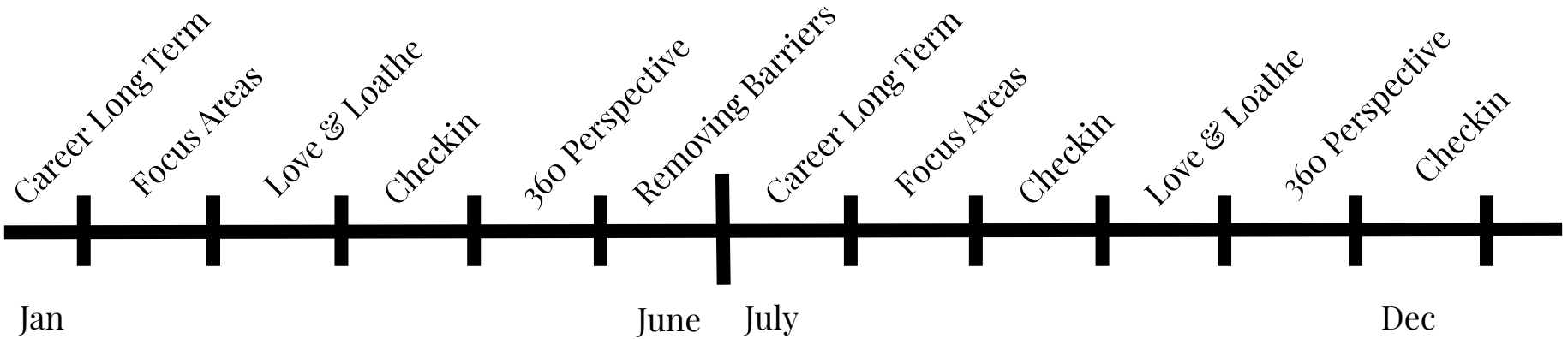
Our Timeline



This can help engage your team

https://medium.com/@stephenjanaway/improving-performance-reviews-fo662756587f

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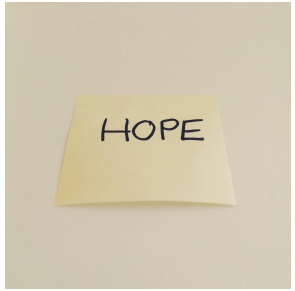
Above All - Keep It Fun



https://stephenjanaway.co.uk/stephenjanaway/experiences/a-christmas-retro/

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Steve's Playbook for Happy People In Happy Teams

Set Clear Expectations

Make Hiring and Joining Great

Make Your Own Tech Choices

Share Learning

Measure Health

Check In Regularly

And Keep It Fun

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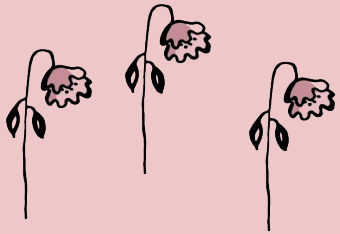
Don’t forget about the good things, especially in times of failure

What were we?

- Sponsored by the company founder
- No dependencies or debt
- A great team spirit and an entrepreneurial attitude inside a large company
- One small team against the world



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- Six months after the thrill of launch people get bored or don't fit so well
- Other teams were jealous. We had siloed ourselves
- Maintaining entrepreneurial spirit was a challenge

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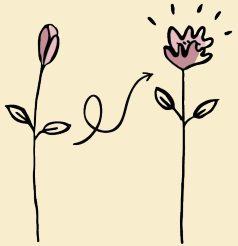
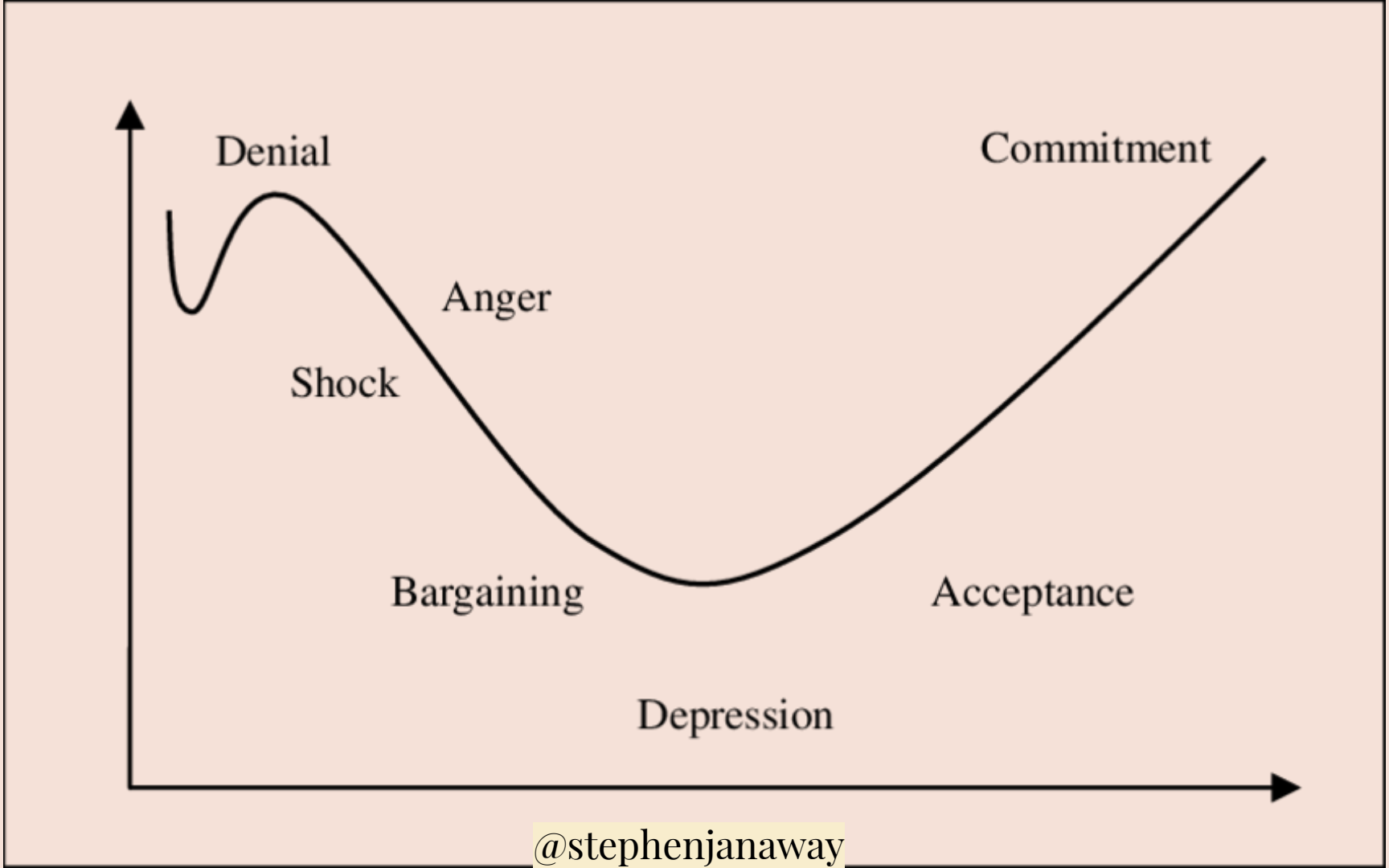


Recognise That There Will Be Change



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As Your Product Ages, So Your Team Changes

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This applies to leaders too!

“If one new person joins or leaves then it’s a new team”

Heidi Helfand

theNETSET
Please Eat
me

the NETSET
Please Eat
me

Trust

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Watch For the Signs

- Frustration
- Indifference
- Not invented here
- “Well of course you can do it like that...”

“The race to be first has to be reconciled (in science) with the need and the norm of sharing”

Ruth Katz

Via: https://blog.atomist.com/the-origins-of-opera-and-the-future-of-programming/

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$$\text{Trust} = \frac{(\quad + \quad + \quad)}{\quad}$$

The Trust Equation: https://trustedadvisor.com/articles/the-trust-equation-a-primer

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$$\text{Trust} = \frac{(\text{Credibility} + \text{Reliability} + \text{Intimacy})}{\text{Apparent Self-Interest}}$$

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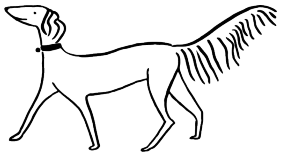

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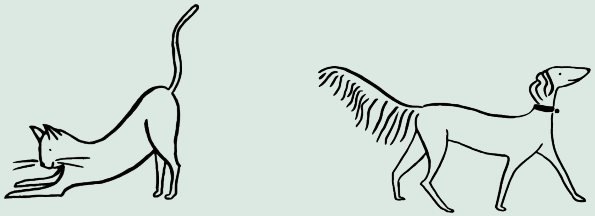

Focus Out, Focus In

- Open up the API
- Open up the team
- Help others to discover and engage
- Align and don’t ignore
- Engender trust not jealousy

$$\text{Trust} = \frac{(\text{Credibility} + \text{Reliability} + \text{Intimacy})}{\text{Apparent Self-Interest}}$$

Build Credibility, Reliability and Intimacy

Reduce apparent self interest

Increase Trust

woohoo!

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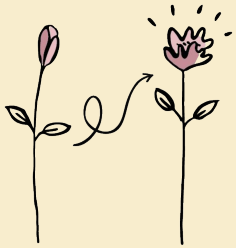
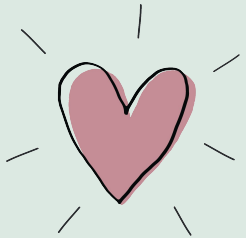


And If All Else Fails

Keep Building High Performing Teams Anyway

- Don’t give up
- Focus them inwards
- Ensure alignment yourself
- Find everyone an external network
- Leave



And so?

If I Could Do This All Again...

“Keep Doing the Good Stuff”

- Building teams
- Measuring health
- Learning and adapting
- Hiring carefully

“Recognise Change”

- It won’t last forever
- Be open
- Teams age
- Reboot them regularly

“Watch For the Signs”

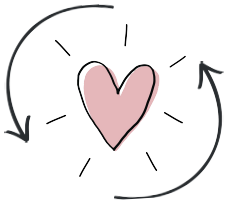
- Frustration
- Ignorance
- Not invented here
- Other teams engagement

“Focus Out, Focus In”

- Open up both technology and teams
- Align don’t ignore
- Trust not jealousy

“If All Else Fails, Do It Anyway”

- Don’t give up
- Shift focus
- External networks
- Or elsewhere



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BLOOM &WILD

Use code “steve” for 15% off

Thanks!

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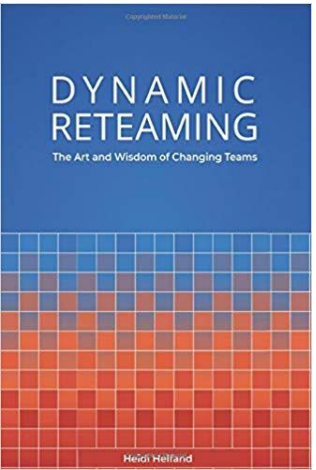
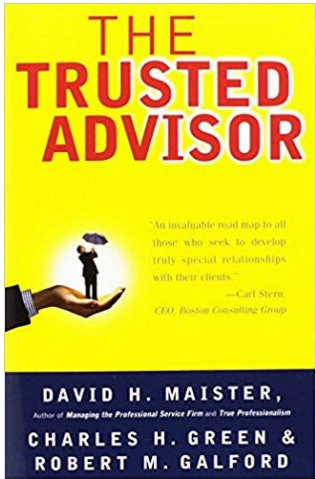
We’re hiring: https://www.bloomandwild.com/careers