

The background is a dark blue gradient with technical diagrams. On the left, there is a large circular scale with numbers from 140 to 260. Several circular diagrams with arrows and dashed lines are scattered across the background, suggesting engineering or data visualization.

BUILDING AND GROWING SUSTAINABLE ENGINEERING TEAMS

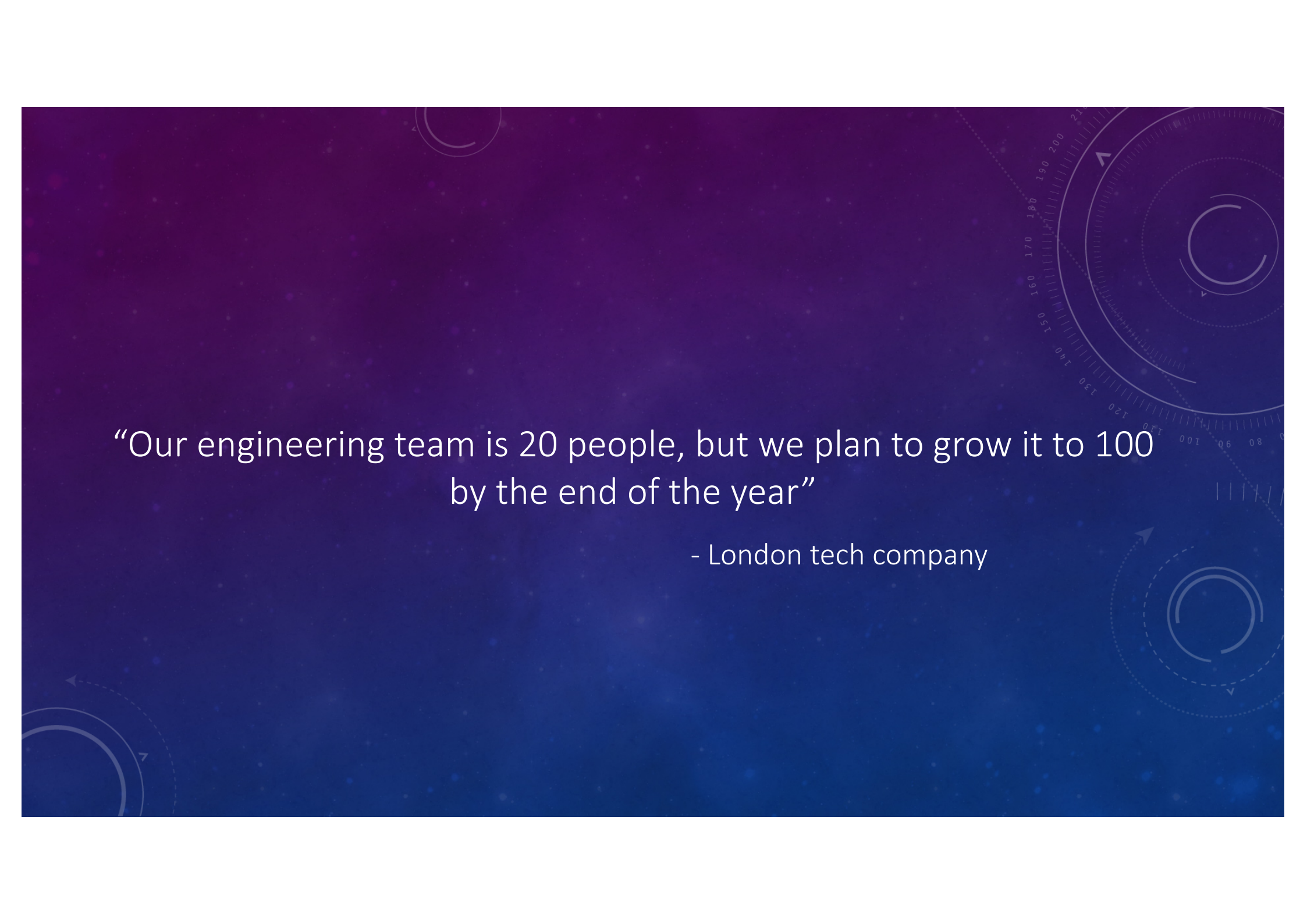
VLAD GALU

VP ENGINEERING, GLOBALSIGN

ABOUT ME

ISP, content delivery, hosting & storage, satellite telecoms & security
systems/networks -> software -> architecture -> leadership & management
with GlobalSign since 2014, done some cool things
avoided past mistakes, made some new ones
here to share my playbook

<https://www.linkedin.com/in/vladgalu/>



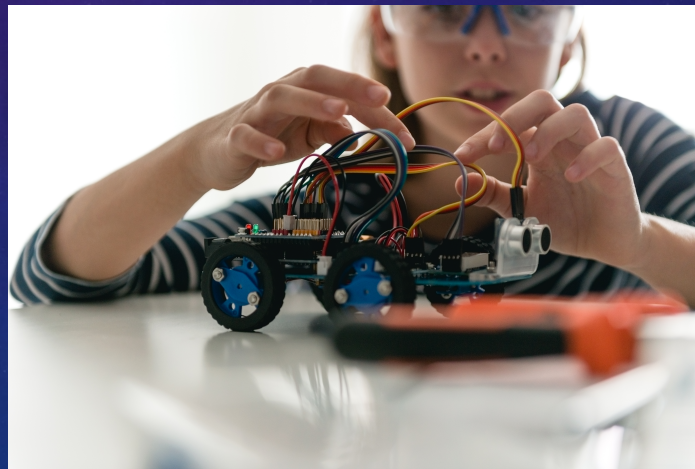
“Our engineering team is 20 people, but we plan to grow it to 100
by the end of the year”

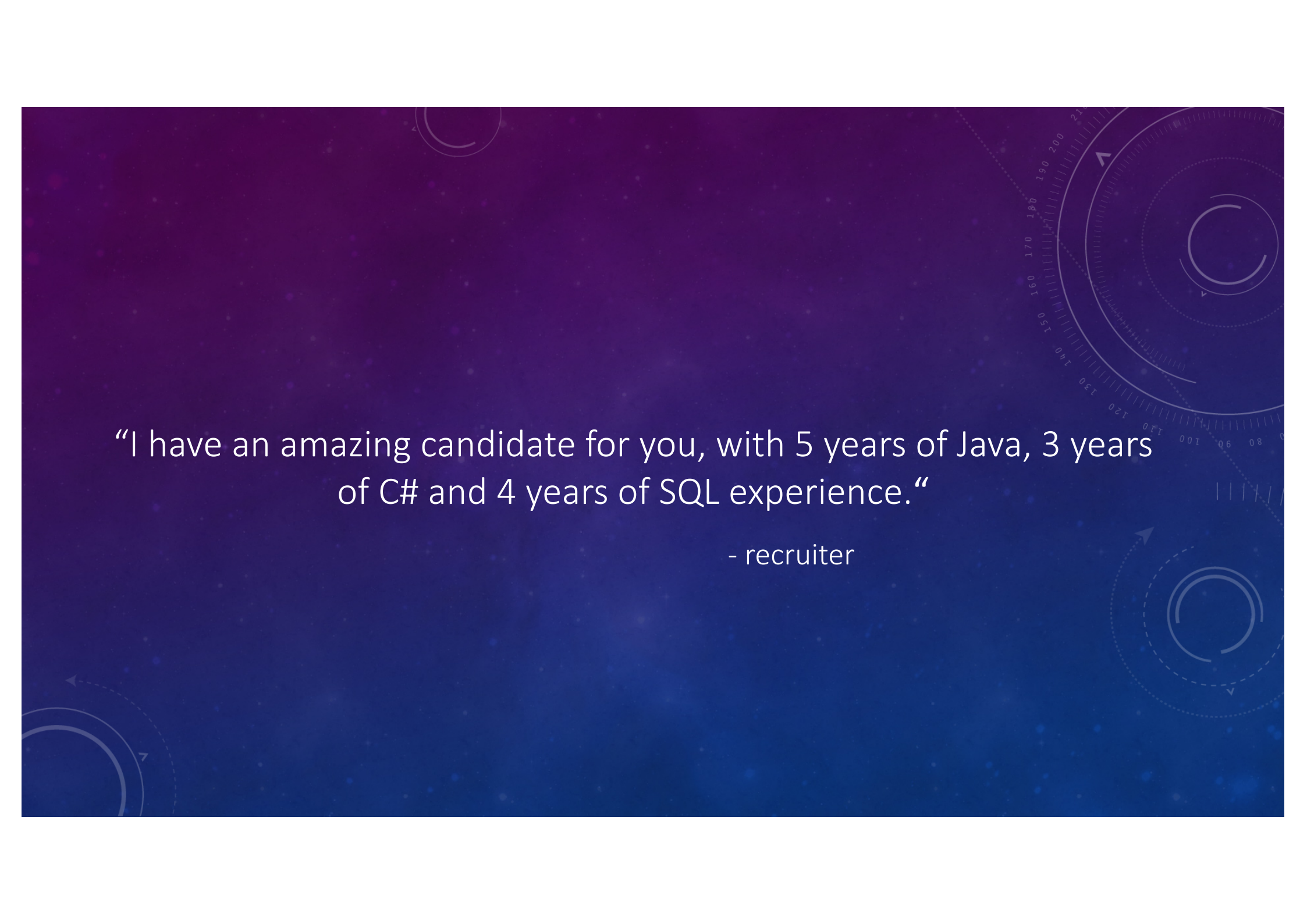
- London tech company

FINDING TALENT

The background is a gradient of dark blue to purple, filled with a field of small, light-colored dots resembling stars or data points. On the right side, there are faint, semi-transparent technical graphics, including a large circular gauge with numerical markings (80, 90, 100, 110, 120, 130, 140, 150, 160, 170, 180, 190, 200, 210) and several circular arrows, some solid and some dashed, suggesting a process or cycle.

- Inquisitive, creative, analytic personality
- Understands first principles
- Loves building things
- Early passion for computers





“I have an amazing candidate for you, with 5 years of Java, 3 years of C# and 4 years of SQL experience.”

- recruiter

BUILD YOUR OWN RECRUITMENT NETWORK

- Network

BUILD YOUR OWN RECRUITMENT NETWORK

- Network
- Educate recruiters on your business and compatible industries

BUILD YOUR OWN RECRUITMENT NETWORK

- Network
- Educate recruiters on your business and compatible industries
- Train them like a spam filter

TELL A GOOD STORY



SCREENING





- Online tests

- On ~~line~~ tests

- ~~Online tests~~
- Take-home tests

- Online tests
- Take-home tests
 - Cover multiple angles

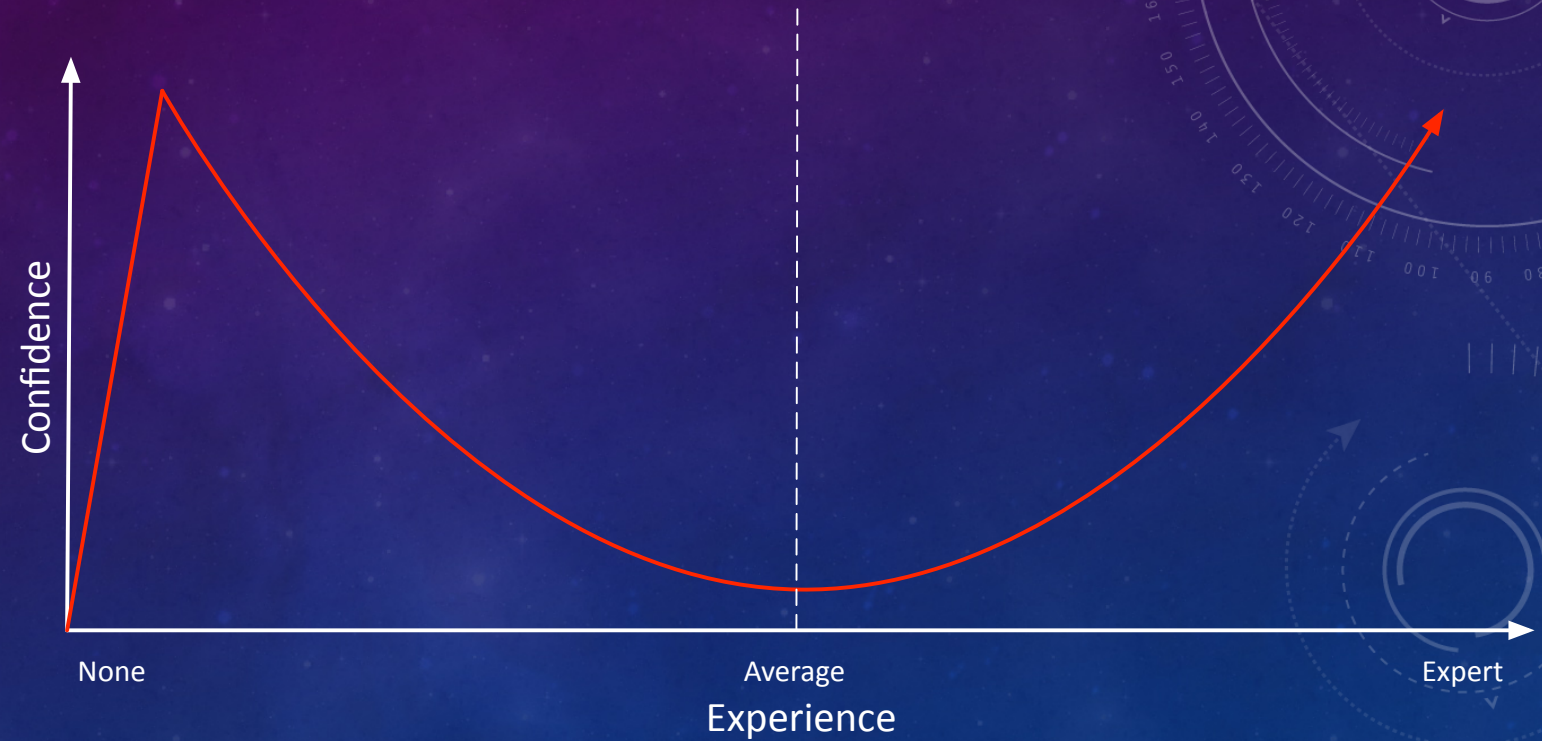
- ~~Online tests~~
- Take-home tests
 - Cover multiple angles
 - Encourage research before implementation

- On ~~line~~ tests
- Take-home tests
 - Cover multiple angles
 - Encourage research before implementation
 - Approach reveals strengths & weaknesses

THE FINAL INTERVIEW



- Strengths over weaknesses
- Drift in and out of the comfort zone
- Less (confidence) is more



ONBOARDING

- If new hires do not make mistakes during probation, the company likely does
- Sandboxes: low risk/wide reach backlog items (e.g. small features and bug fixes)
 - Good tooling and documentation (e.g. coding style & deployment guides)
 - Diverse pairing

TEAMS



HORIZONTAL DEVELOPMENT

Programming languages

Distributed systems

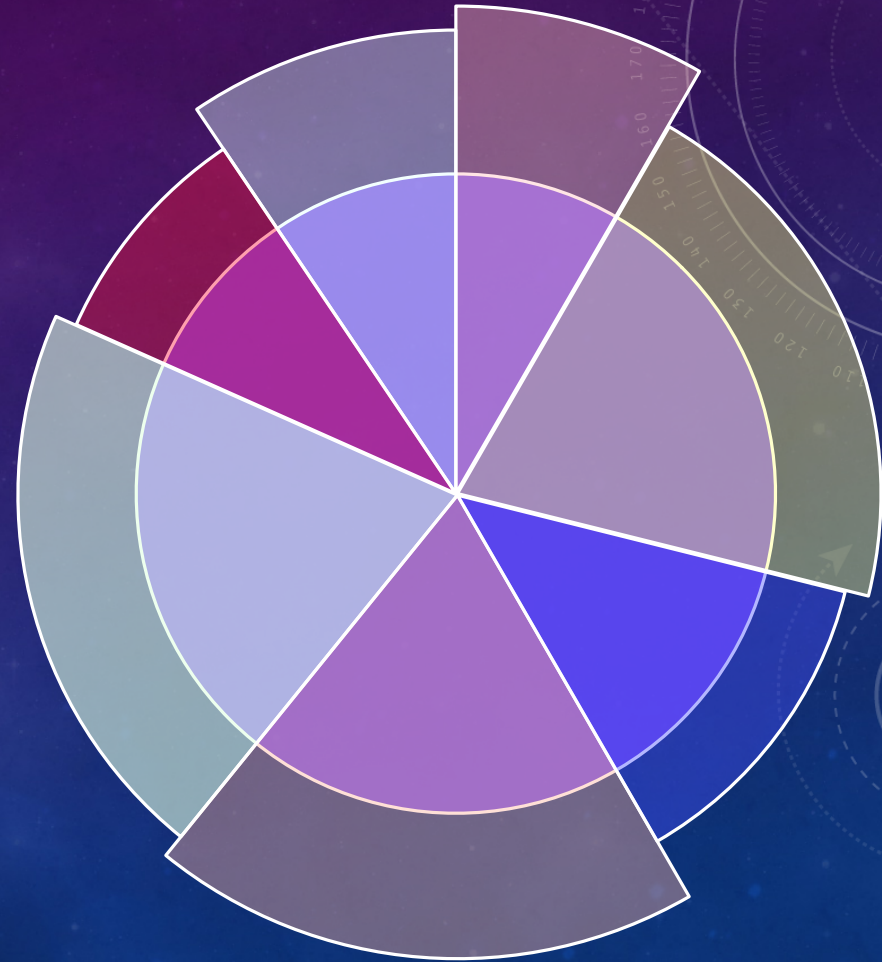
Performance

OS internals

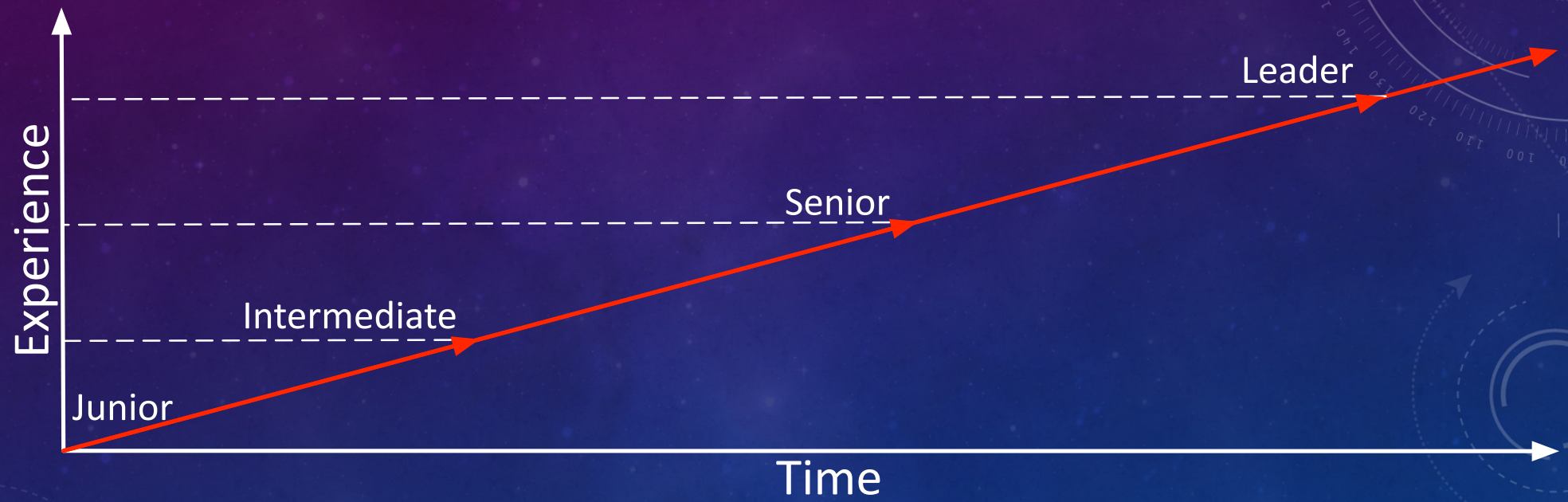
Data science

Security

Testing



VERTICAL DEVELOPMENT

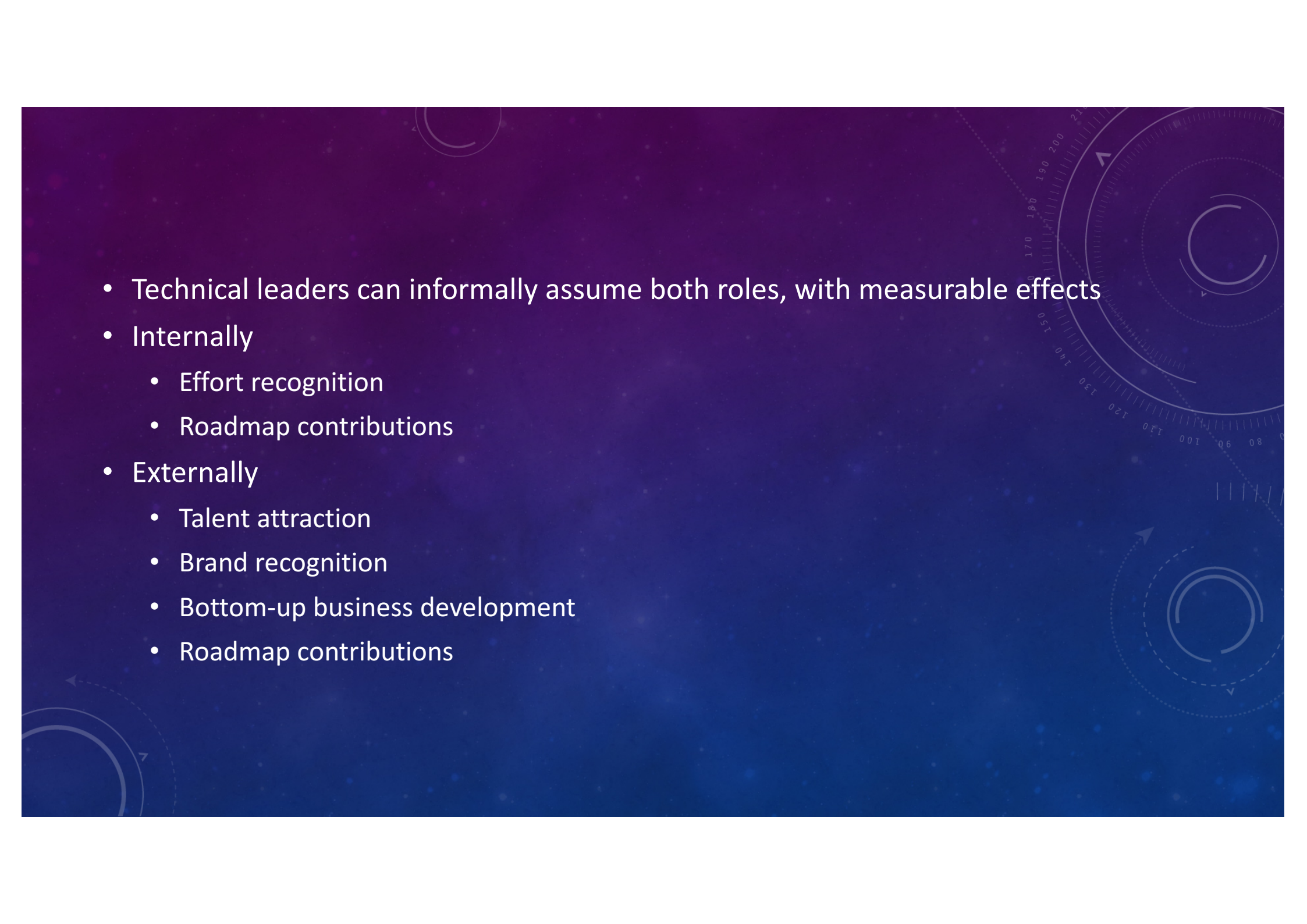


BRIDGING THE CULTURE GAP

- Culture differences exist in one office, much more so across several continents
- Geography permitting, cross-office teams
- Sprint aligned work trips, joint stretch projects
- Long term relocation
- Seeding new teams from existing teams



ADVOCACY & EVANGELISM

- 
- Technical leaders can informally assume both roles, with measurable effects
 - Internally
 - Effort recognition
 - Roadmap contributions
 - Externally
 - Talent attraction
 - Brand recognition
 - Bottom-up business development
 - Roadmap contributions



THANK YOU

<https://www.linkedin.com/in/vladgalu/>