Playbook

1. Check your pebbles

2. Say what you mean

3. Find your want

What's Special about Data Teams?

- Invisible (except when not!)

- Overhead, platform, and "tech debt"

- Many Skills, Some Roles, Less Structure

Check Your Pebbles

"The rocks need to go first, for it all to fit"

https://www.integrativenutrition.com/big-rocks

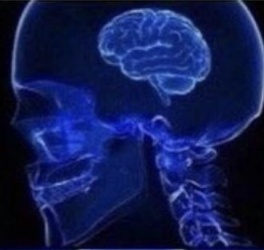# Management 101: Prioritize the Rocks

Examples:

- Replatform to new warehouse, retire legacy

- Install new catalog & semantic layer

- Add Streaming to make things real-time

- Quality Initiative: tests, data contracts, and observability

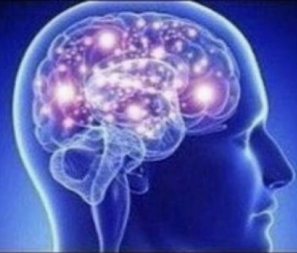- "Data Products" with end-user value

What the rocks are missing?
Check your pebbles

- Customer & Stakeholder satisfaction metrics

- How efficiently can engineers deliver?

    - Triage clear?

    - Scope clear?

    - Team-coverage; interchangeable who does what?

- When taking an ad-hoc request, do we leave residual notes for next time?

Identify Pebble-Superstars (rocks too)

	Pebbles people succeed!	Rocks people succeed!
★	Taking problems that are are actually rock-ish, and making look easy	Rocks, and they own the problem end-to-end: design/architecture, rallying team, execution, finalization
	They handle tons of pebbles. Could automate more, but really handy	Rocks with some ownership and good teamwork
	Trap: pebbles but missing commitments.	Trap: starting & researching lots of promising rocks, but not delivering. Scope smaller

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The bar is high for Rock-superstars

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Say What You Mean

Who here is a Data Product Manager?

Choose your own adventure
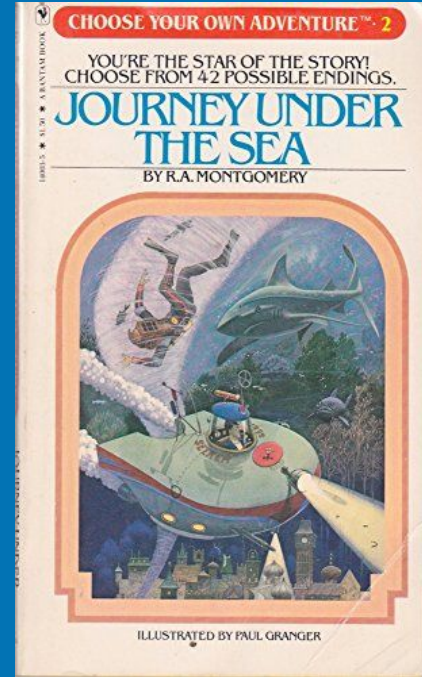
Technical-Expert: Say how to build it!

Analysts: Say what matters!

Line-of-Business: Say what decisions are critical!

Data PM: Say what is reusable & durable!

Manager: Say where things could be better!

Field/Solutions: Say it's the right tool for the job!

CHOOSE YOUR OWN ADVENTURE™ 2

YOU'RE THE STAR OF THE STORY!
CHOOSE FROM 42 POSSIBLE ENDINGS.

JOURNEY UNDER THE SEA
BY R.A. MONTGOMERY

ILLUSTRATED BY PAUL GRANGER

What's in a framework? More than a metric. Impersonate your PM!

Example frameworks -- what does your company use?

Here's one example...

What's in a framework? More than a metric. Impersonate your PM!

Example from Salesforce:

- **Vision**: "*use NLP to generate analytics*"

- **Values**: tie-breakers when in doubt: "*move fast, focus on first customers*"

- **Methods**: this quarter's roadmap

- **Obstacles**: imagine a mega-standup: what are your blockers?

- **Measures**: OKR-style

Find Your Want

Self-Serve Analytics...
Self-care for data teams?

"Eat the Frog"

- Do your job well

- Find the thing your boss hates doing → do that well

- Trap to avoid: don't do the thing your boss wishes they had more time for

A volunteer from the audience?

Recap

🌶️ Three Hot Takes 🌶️

1. **Check your Pebbles** in perf reviews… reward **autonomy**

2. It's ok if 1:1s focus on the task at hand: **Say What You Mean**

3. Teams smell if you don't **Find Your Want**: be authentic

MC

Playbook

1. Check your pebbles

2. Say what you mean

3. Find your want

https://cjcjameson.github.io/playbook

Appendix

T-Shaped Careers? Mm, think tetromino