

Mascot-driven Development: Building a high performing team through application ownership & identity

Engineering

Bloomberg

LeadDev West Coast
October 16, 2023

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Engineering Manager, Developer Experience

TechAtBloomberg.com

A brief history of me

- Colombian / American Living in NYC
- University of Florida Grad
- 2 years at Sage Software
 - Software Infrastructure Team
- 13+ years at Bloomberg
 - Software Engineer – Charts Core Applications
 - Team Leader – Software Infrastructure, Application Frameworks Functions
 - Engineer Manager – Developer Experience

- When I'm not working
 - Vlogging with my wife around the world
 - Exploring Greenpoint and NYC

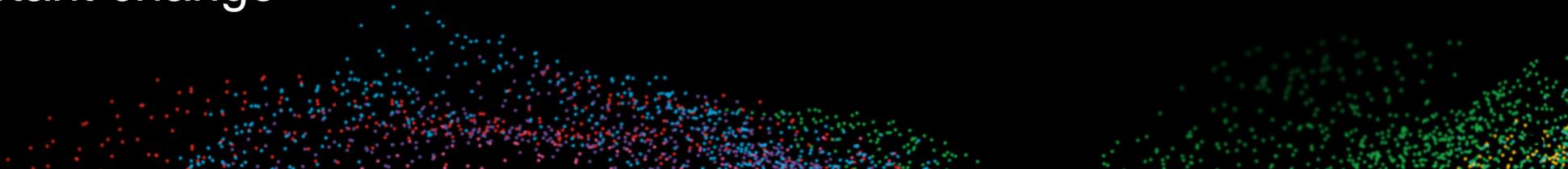
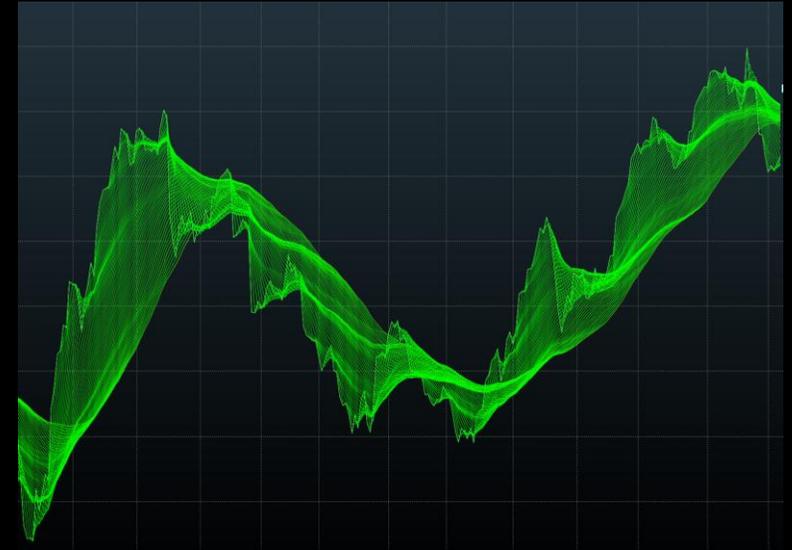
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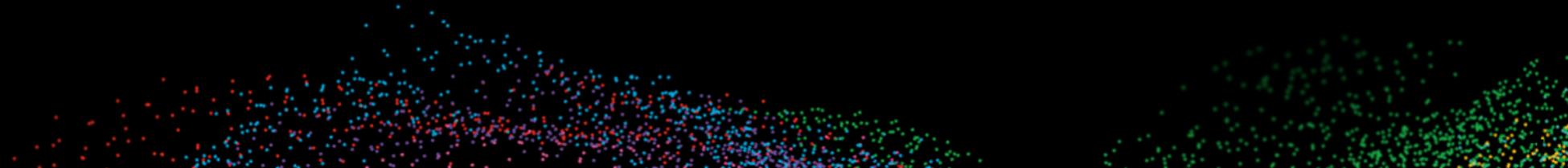
My First 7 Years – Software Engineer Charts Core Applications

- Playing in the big leagues, make friends!
- Learn, learn, and more learning
- Enhance, build, and create Charting applications
- Understand the responsibility and impact of Bloomberg
- Build your network, do your best, learn from mistakes, and enjoy the ride
- Embrace constant change



“Do you want to lead a team?”

- The Offer
- Doubt, Fear and Impostor Syndrome
- Should I? “Luis Alejandro, remember to embrace change!”
- Hi new department! Let’s do it!
- A whole new (unknown) world!
- Oh no, what have I done?!

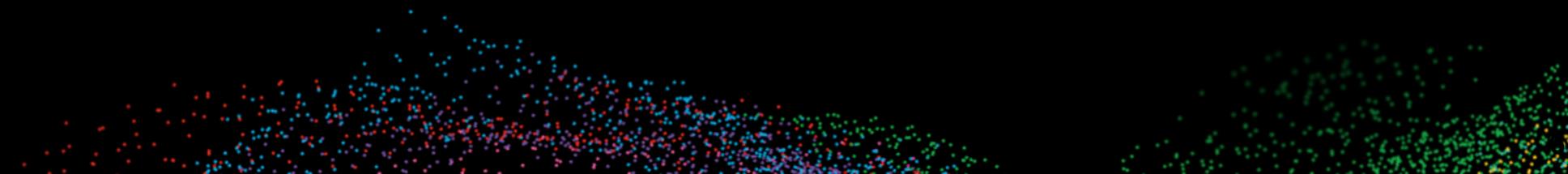


1 - Overnight Ownership!

- From Zero to Everything!
 - “This app is great!... but”
 - “Hi, glad you are here! Can you now fix this? And that? Okay, thanks. Bye!”
 - Good point. We don't support that workflow (not even close)
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- A decorative pattern of small, multi-colored dots (red, blue, green, yellow) is scattered across the bottom of the slide, resembling confetti or a digital trail.

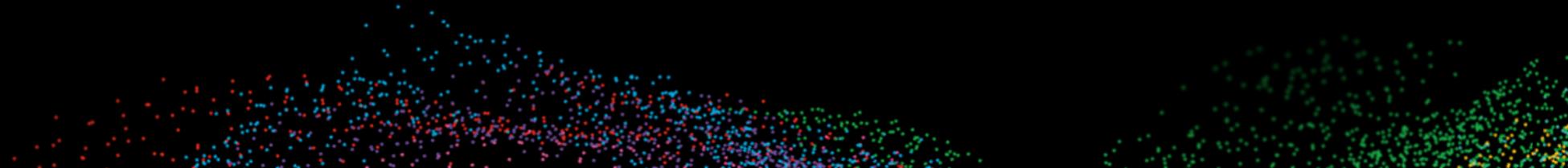
2 - A Team of 1 is not a Team

- The joy of a fresh start!
- Time to code! I can learn all of it!
- “Hey, I am reaching out again. Did you fix it?”
- Underwater and sinking a bit more every day



3 - Recruit, Recruit & Recruit

- Where do we start?
- Always ask for help!
- “We got new hires!” “Let’s get to work!”
- Breathe, eat, and sleep on building your team
- Remember that network? Use it!
- Got a team member? Use multi-level recruiting



4 - Embrace your weakness and change it

- Find your biggest weakness
- Introducing our new app JACK <GO>
- If the bar is low. Set it higher, way higher
- Be realistic, quick, and define an MVP
- Ready, set, go!
- Time to code!



5 - Create, Code, or Lead?

- Understanding your new role: Why are you here?
- Stay away from the critical path
- I can code that! But should I?
- Let the team code
- Promote innovation and inventions
- Stay away from the critical path!
- Dream, build, and plan a roadmap every day



6 - The entire team is in one single boat

- We all make it or we all fail
- Make sure the team members know each other
- Identify disagreements, talk about them, and come up with a plan
- Teamwork is the key to victory!
- Cherish, celebrate, and give credit to every single win
- Grieve together when failure happens



7 - Always be part of the power users

- If you don't like using your own app, who will?
- Be the best player in your own game
- Incorporate your apps into your daily life
- What you build should be the go-to for your entire team
- You know the tricks, teach them often!



8 - This is an ultra marathon, not a single sprint

- Work life balance
- Infinite work, finite time
- You win some, you lose some
- Happiness is relative. Help your team find it
- Take one (or many) for the team



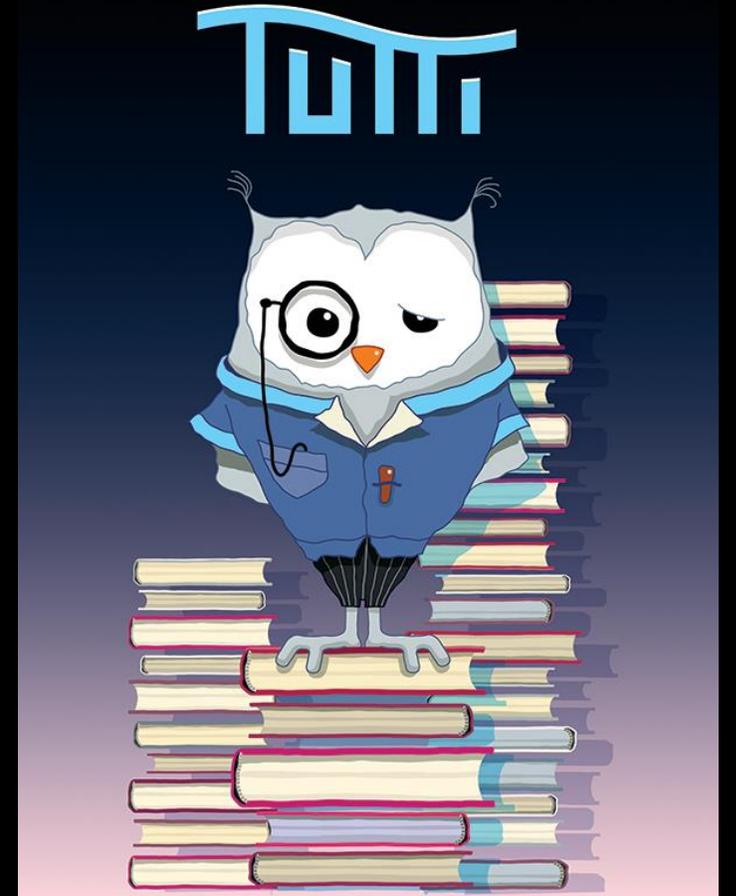
9 - Why am I here?

- You are building your team, every single day
- Keep your team happy
- Develop, evolve, and grow together
- Give feedback often; your team needs it
- Make everyone that surrounds you awesome!



10 - Have fun, enjoy every day, and live your life

- Celebrate, laugh, and cherish every victory
- Be present for the tough times
- Learn, reflect, and value every defeat
- Work-life balance is a thing
- Promote fun!
- You are not in a job; you are building your career



11 - Looking forward: The Future

- Feedback is key; it's the secret to growth
- Face it, you are far from perfect
- Always have goals and move towards them
- Stop, look back, and acknowledge what you have accomplished
- Love your team and be proud of your work



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Thank you!

Gracias!

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