

Team Leader

Being a ~~Manager~~

at Odoo.

As an Odoo manager, you have to be
team leader, before being manager.



Management is doing things right.
Leadership is doing the right things.

-- Peter Drucker

What is a
team leader?



Someone who helps his team to succeed.

You have to be at the service of your team,
and not the other way around.

Culture

and the role of the manager.

The culture is not a document.

It's the way you, the managers, act on a daily basis with your team.



Many companies have nice sounding value statements displayed in the lobby, such as:

Integrity

Communication

Respect

Excellence



Enron, whose leaders went to jail, and which went bankrupt from fraud, had these values displayed at their lobby:

Integrity
Communication
Respect
Excellence

(These values were not, however, what was really valued at Enron.)

Odoo's Culture

Managers are the guardians of the culture

Build for the **long term**

Optimize for **customer experience**

Execute faster

Recruit, develop and retain **great people**

Innovate, be **disruptive**

Keep things simple

Give the autonomy

People



We want to be proud of our people,
as much as we are of what we do.

-- HubSpot Culture

A big part of the manager role is to recruit, onboard, develop and retain great people.



Recruit



Interview: assess competencies, not knowledge.

Evaluate what a person can do, rather than what he knows.

Otherwise, people will appear better to you because they are experienced, not because they can over-achieve.

How to access competencies?

Is he smart? (IQ test)

Can he do a demo? (test it)

Can he understand business process he does not know? (business flow)

Will he call a lot? (do qualification calls)

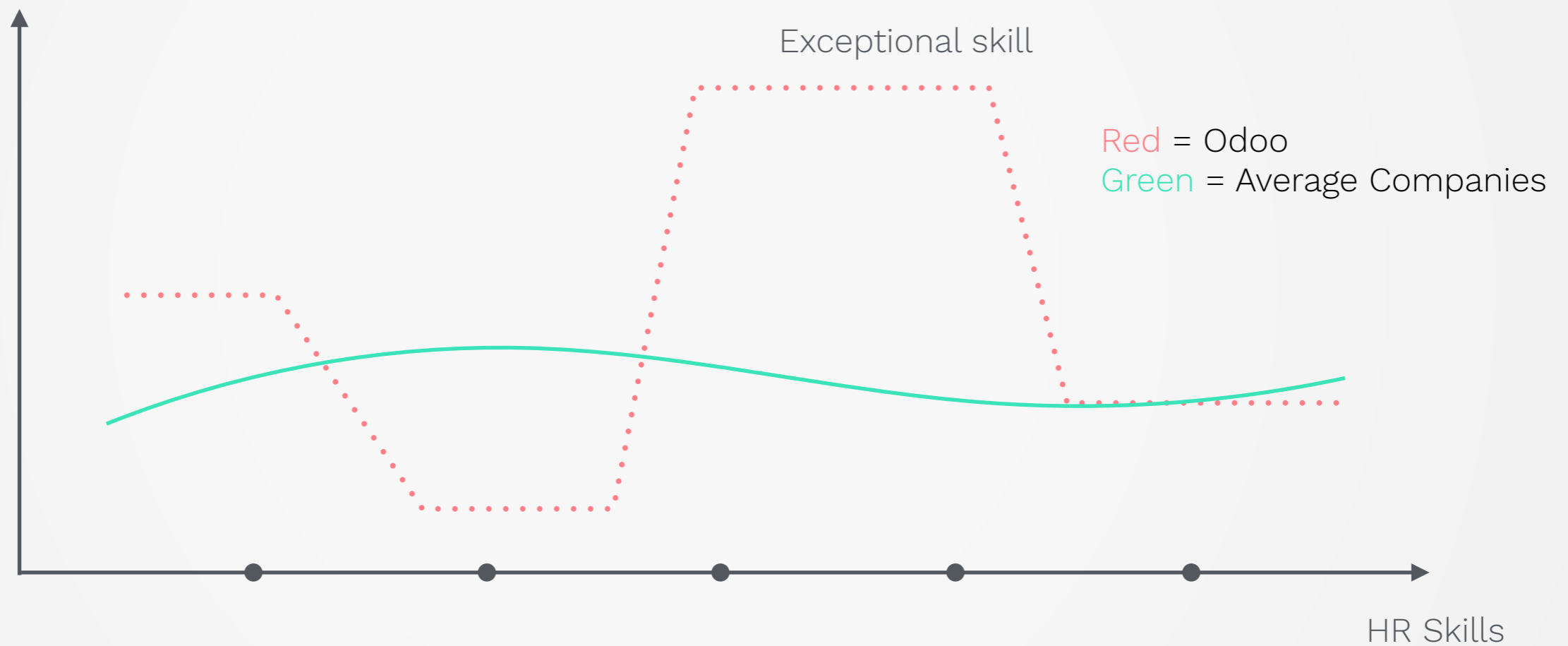
Is he a good developer? (develop sth)

Can he learn? (make him think about something he does not know)

“Great” people does not mean “perfect”.

We recruit people for what they can bring to the team, not because they are perfect.

If you recruit for no default, you get average people.





A great interview is about testing what they can do. Not about asking questions to check what they know.



Onboard

new employees

First day at work.

Assign clear **learning objectives** for the next month. Define weekly targets and be clear about the vision and **what you expect.**

Make them perform something useful quickly.



Also,

Don't treat trainees like trainees. Assign real responsibilities and projects. There is no trainee job at Odoo.

It's better for them, and it's better for us.



Retention

What motivates people?

Autonomy

Master / Evolution

Purpose

Autonomy

The desire to direct our own life.

Don't command and control, but trust people. Let them express themselves.

Give responsibilities, not tasks and let them think about how to achieve it.

Influence is independent of hierarchy.

Autonomy does not mean lack of guidance...

People need guidance; the more the better.

Mastery / Evolution

The desire to get better and better.

Invest time in training your team.

If someone fails, don't blame him but ask yourself what insights you missed to provide.

Give books for their personal developments.

Autonomy / Guidance

The right balance.

Always explain the “Why” instead of assigning “What” to do. And let them the freedom to think about “How” to do.

If you don't agree, argue rather than command. It's sometimes tempting to avoid long discussions, but being assertive is bad for motivation and learning.

Purpose

What we do is in the service of something larger than ourselves.

Always explain the “Why”. Communicate the big picture, even on small tasks.

Be sure everyone shares the vision of the company and your team.

Reward and congratulate people. Tell them how useful they are. Even for small tasks.

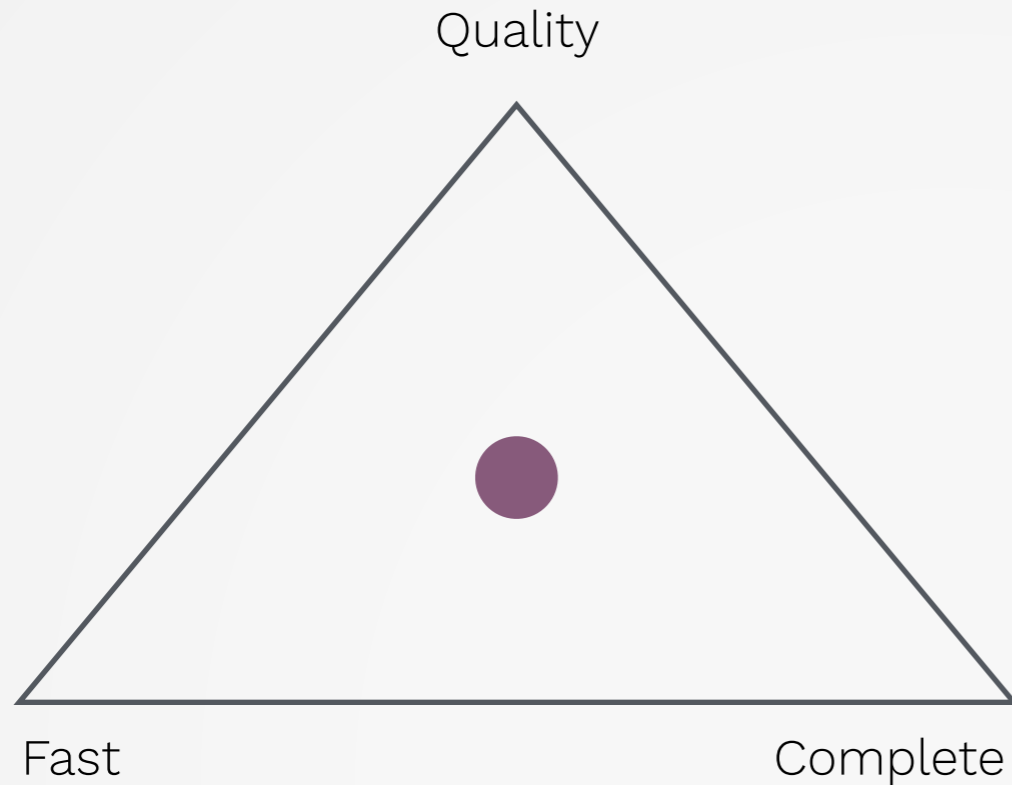
Decisions

the tool to execute faster

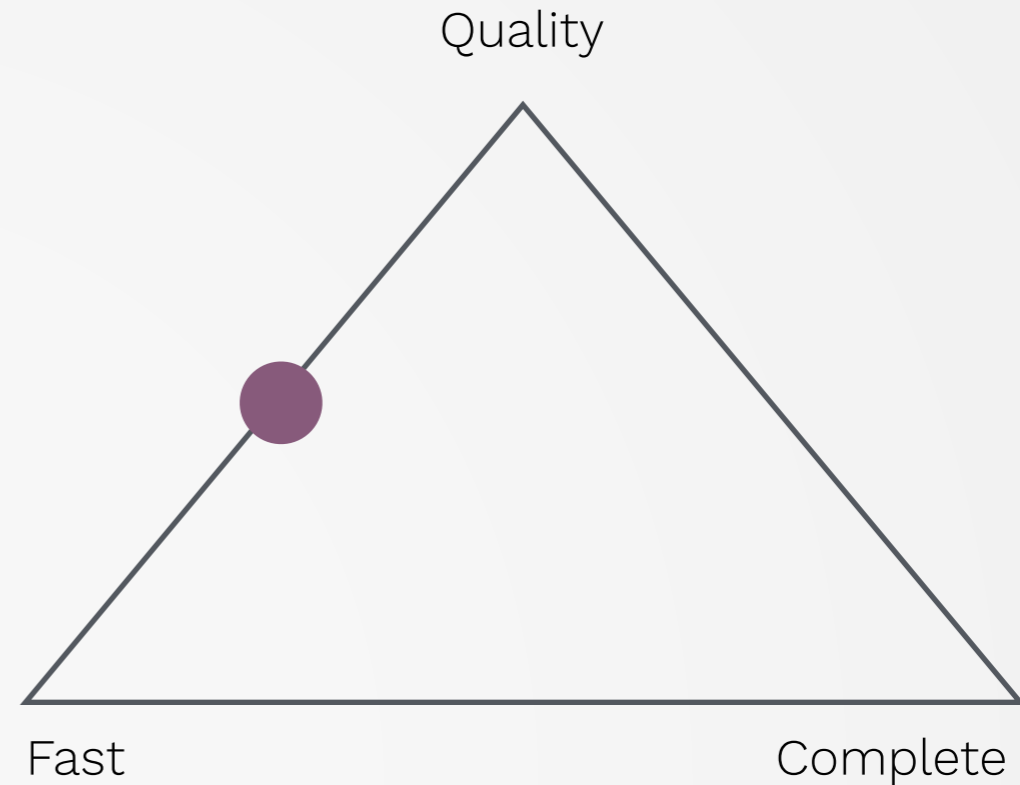


Decision Profile

Our decision profile



Most Companies
They try to do everything:
Quality, complete, fast.

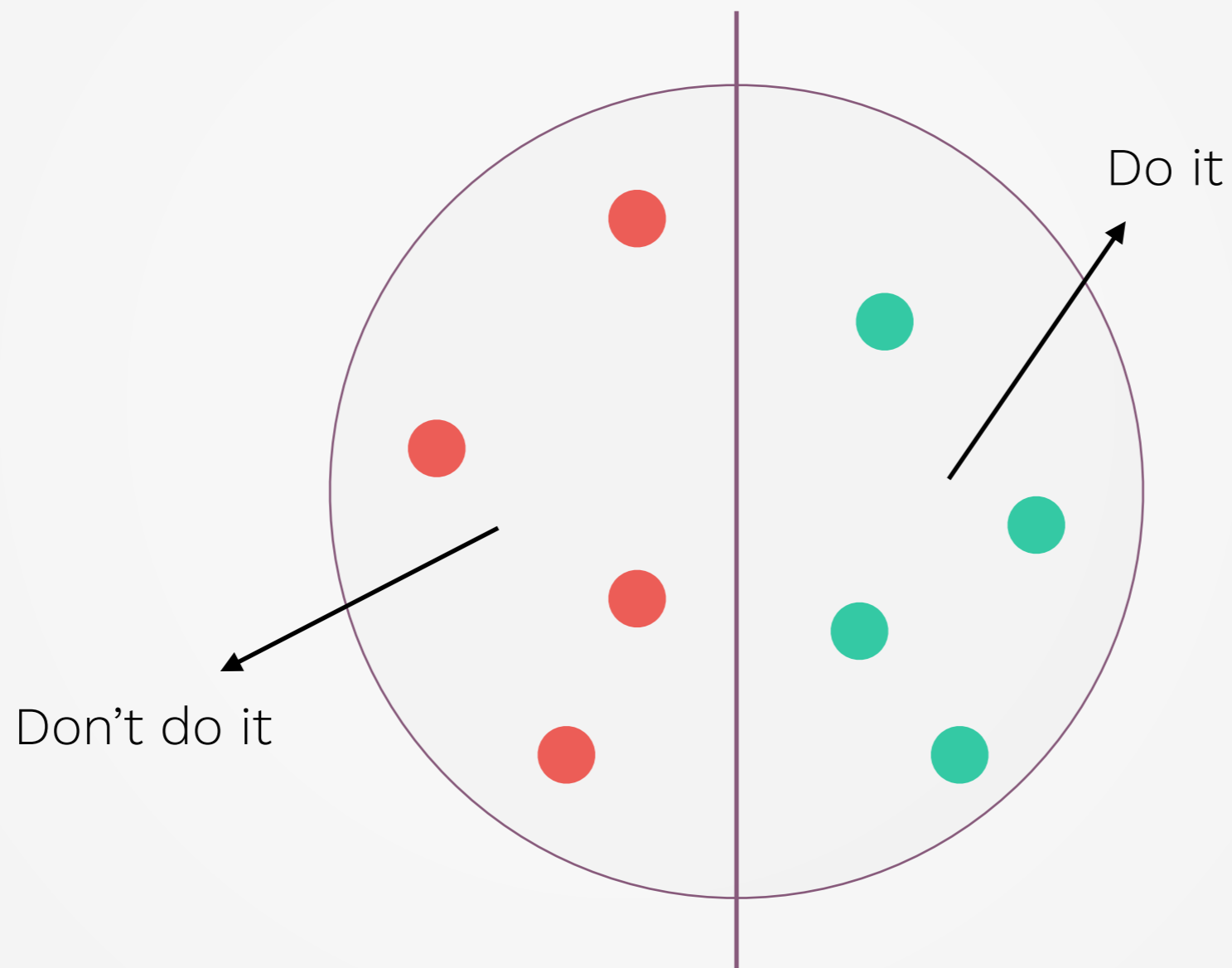


OpenERP SA
We do less, but we do it faster with good quality

How to be faster?

Do only half of the things we should do.

Things you would like to do





**Keep
focused.**

Less is more.

Keep the team focused
by sharing a clear direction



Good managers can tell you what to do.

Great managers knows how to remove tasks that burden people so that they can focus on what's essential.


Explaining “Why we don't do” is a great way to keep people focused.

Example:

- If you say “please focus on usability”; you just burden your team with more work.
- If you say “No new features”, you allow them to focus on usability.



Build for the
long term



Odoo is a marathon, not a sprint.

Avoid building stuff for one-shot operations. Invest time only if it allows Odoo to get better in the long term. Capitalize on everything we do.



Build a
lean
company

Keep things simple:

flexibility over rigidity.

Rigidity increased by:

- Exceptions
- Complex documents
- Permanent decisions
- Validation process
- Long-term roadmaps
- HR Policies
- Planning
- Hierarchies

Flexibility increased by:

- JIT thinking & decisions
- Less software, less code
- Open culture
- Trust Good Judgment
- Smart people

Good process help talented people to get more work done.

Bad process try to cover recoverable mistakes.

Great managers figure out how to get great outcome by **setting the appropriate context**, rather than trying to control their people.

Context, no control

provide the insight and understanding to enable the right decisions.

Context (embrace)

- Strategy
- Objectives
- Clearly defined roles
- Environment to learn
- Decisions Transparency
- Metrics

Control (avoid)

- Top-down decisions
- Management approval
- Committees
- Planning and process valued more than results

Summary

It's all common sense.

But sometimes, for no real reason, people behave differently when they become managers as they would have done in their personal life.

Inspired by:

37Signals (Rework, Getting Real)

The Science of Motivation (Dan Pink)

Effectuation (Sarasvathy)

Netflix (Reed Hastings)

Hubspot (Culture Code)