Management 101

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Situation

Successful companies are built by great teams. Vision may come from one bright individual but the effective execution of that vision comes from great general management skills.
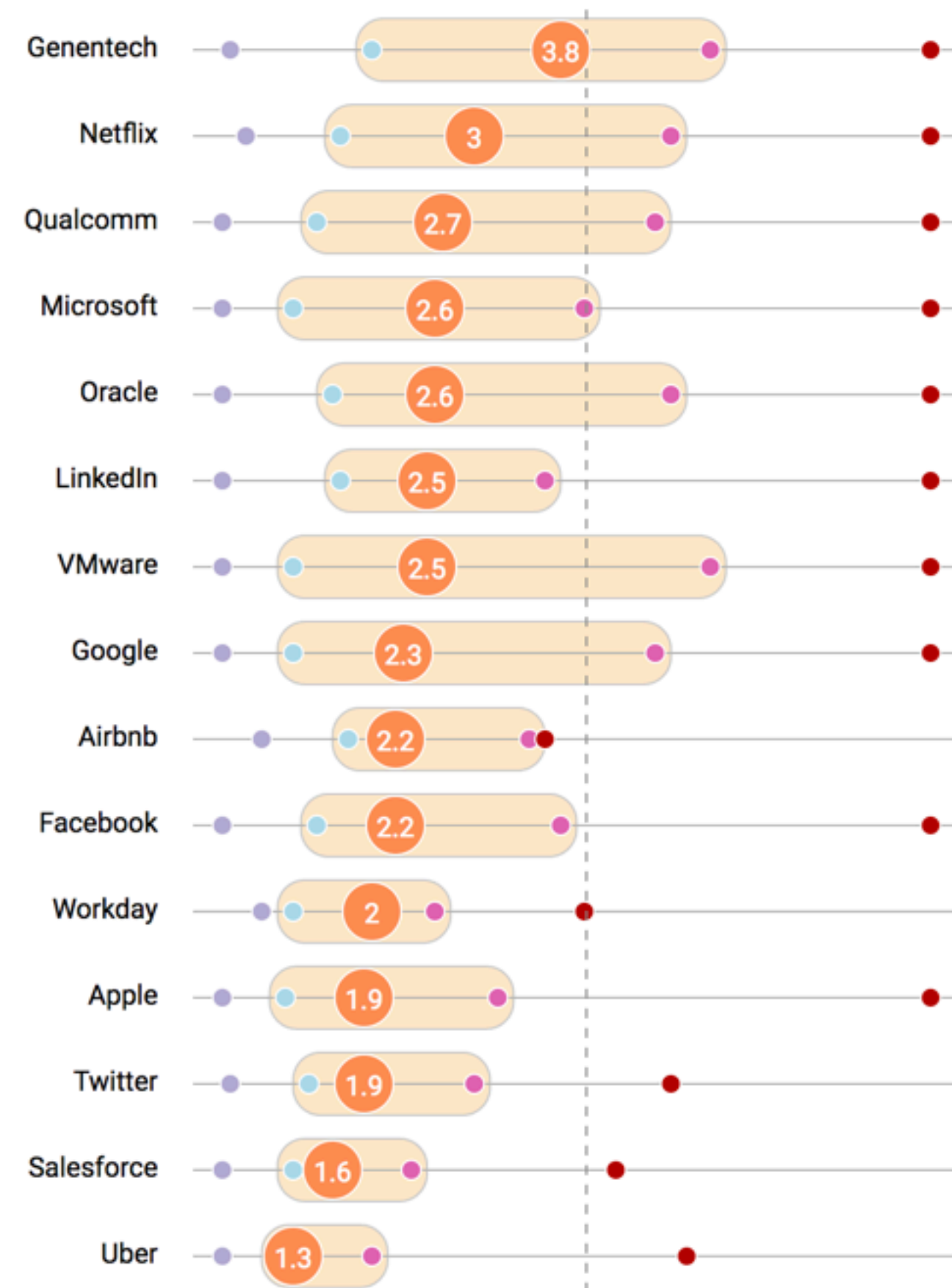
Complication

Experienced, highly skilled managers are hard to come by.

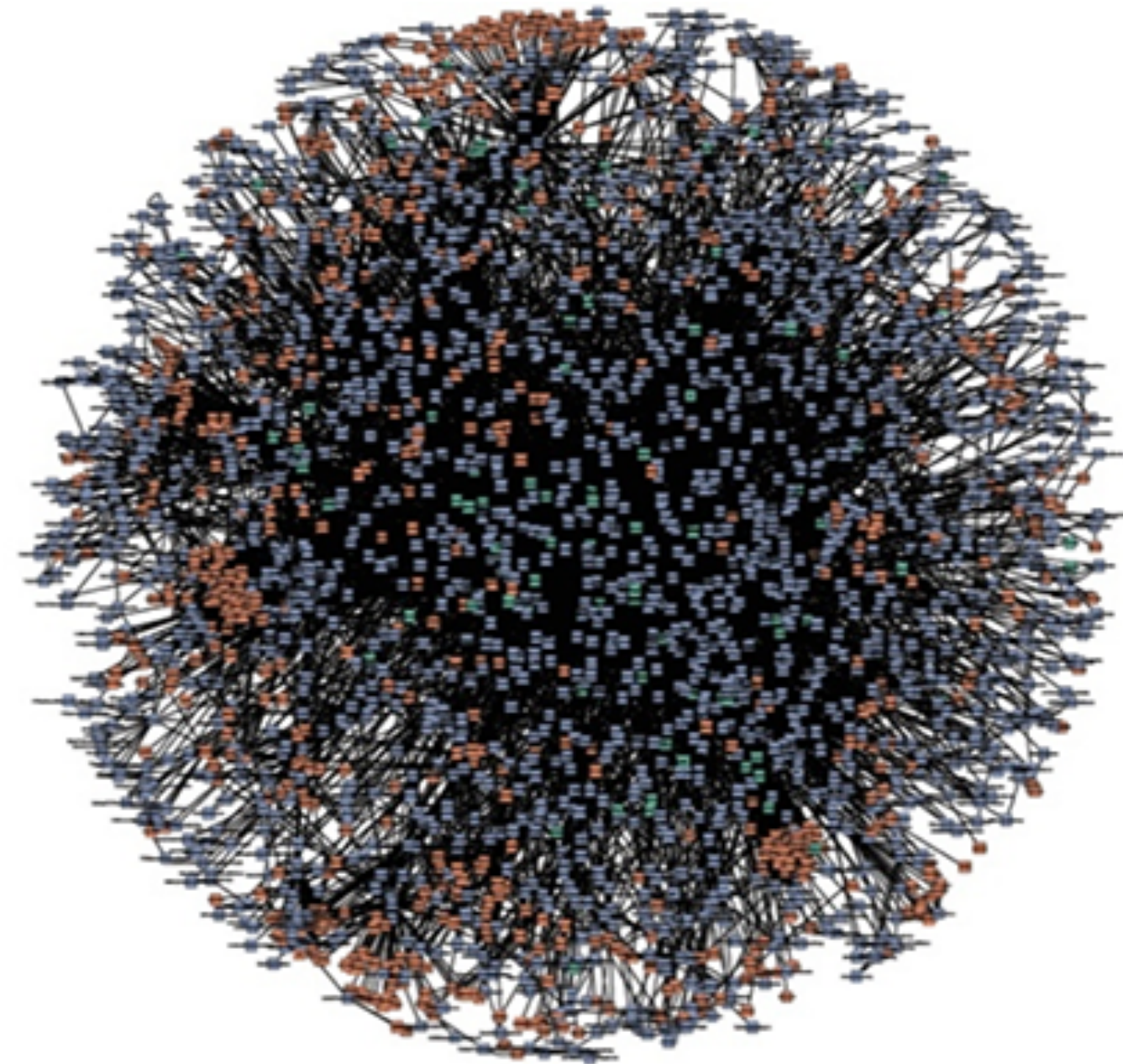# Software engineer tenure in SF Bay

Company	Tenure
Genentech	3.8
Netflix	3
Qualcomm	2.7
Microsoft	2.6
Oracle	2.6
LinkedIn	2.5
VMware	2.5
Google	2.3
Airbnb	2.2
Facebook	2.2
Workday	2
Apple	1.9
Twitter	1.9
Salesforce	1.6
Uber	1.3

Software architecture

amazon.com

NETFLIX

Software team architecture

Gap

The skills and experience that make a great engineer are not the same as those that make a great manager.
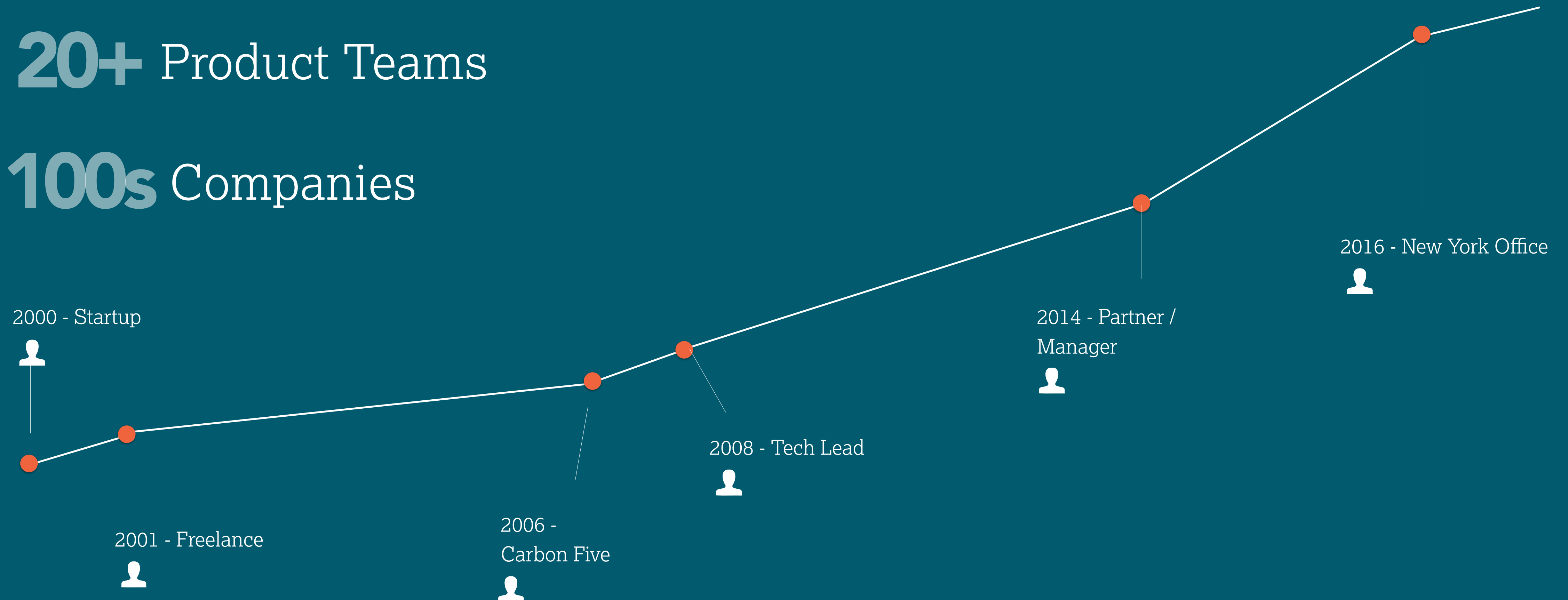
Also… not everyone wants to manage

My Experience

17 Years

20+ Product Teams

100s Companies

2000 - Startup

2001 - Freelance

2006 - Carbon Five

2008 - Tech Lead

2014 - Partner / Manager

2016 - New York Office

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Expected

Boss

Manage teams

Manage humans

Team Lead

IC on large team

IC

Gumby

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Actual

Boss

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Patterns and optimizations

Transitioning from one set of hard problems to another

Software Development

1. Open Source *(Writing)*

2. Continuous Integration *(OKRs)*

3. Test Driven Development *(Psychological Safety)*

4. Pair Programming *(Mentorship)*

5. Code Reviews *(Radical Candor)*

6. Regular Refactoring *(Retrospectives)*

Communication

General Management 101

(thank you Michael Dearing & Harrison Metal)

Writing

The Pyramid Principle

(logic in writing, from modern day hero Barbara Minto)

Get to the point!

Upgrade over Rewrite

Tool to assist w/ automation of 80%

Core language & models hold

Component extraction

Proven via code spike

Remaining 20% needs refactoring and test backfill

Full rewrite would recreate majority of existing

Language supports long term needs

Kicks off new Auth layer work

First steps towards service extractions

Minto Pyramid Principle® http://www.barbaraminto.com/

Storytelling

SCQA

- Situation -

- Complication -

- Question -

- Answer -

Goal Setting

OKRs

(from Andy Grove, with love)

Alignment with Measurement

- Company, team, individual
- Think big (70%)
- Not too many
- Every 3 months or less
- Never tie to bonus or comp

Culture

Great products are to customers as great cultures are to employees

(thanks to so many great founders and clients)

Psychological safety

Autonomous, shared accountability cultivates learning

(witnessing a learning culture firsthand)

Stitch Fix is an online personal styling service. It blends the art of expert personal styling with the science of algorithms to deliver apparel and accessories unique to each clients' style and budget

Mentorship

One on one's, networking, teaching

(mentoring others in addition to oneself)

Pairing

Journeyman-apprentice
- Sharing down (i.e. one on one)

Driver-navigator
- Sharing across (i.e. networking)
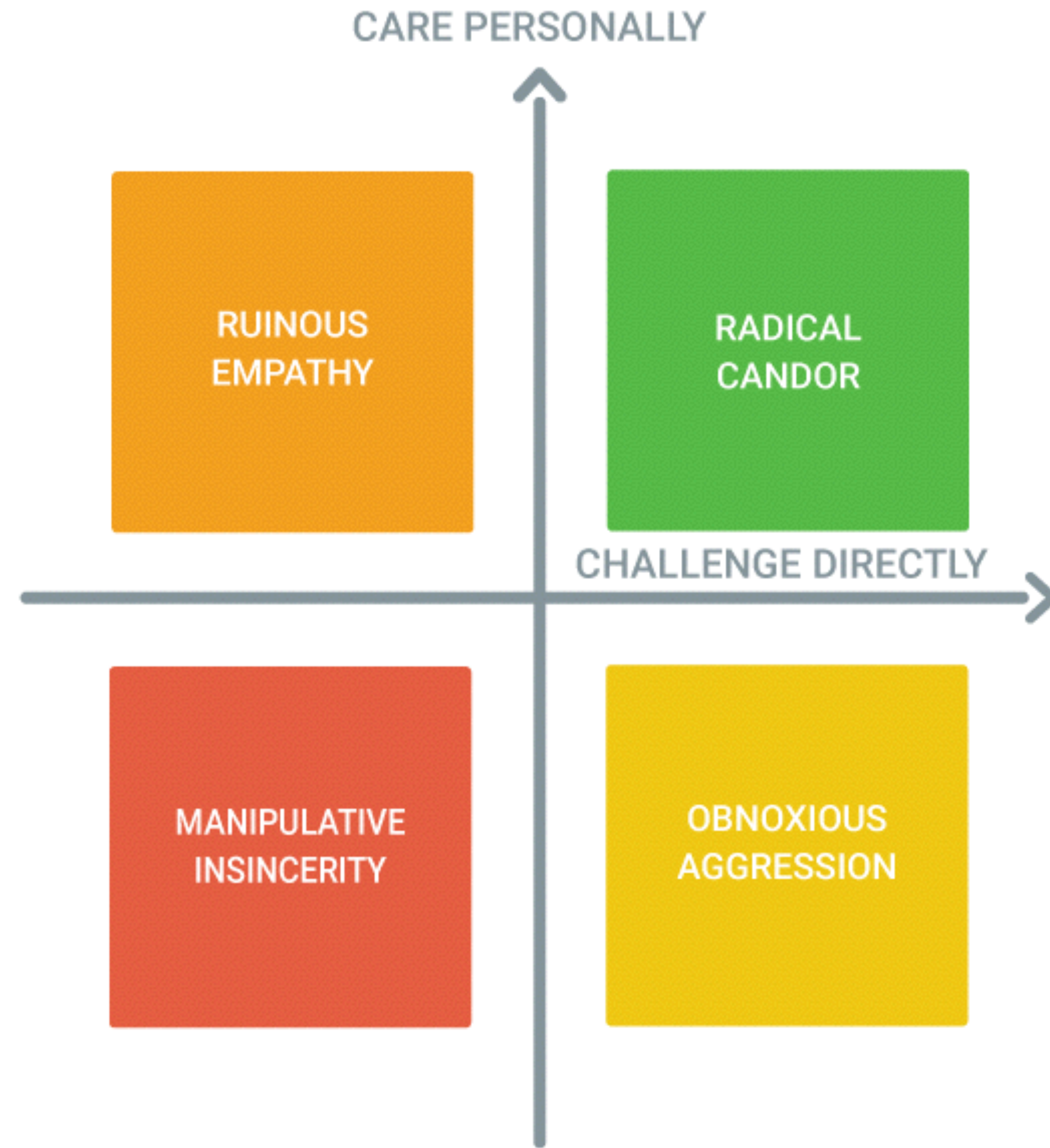
Apprentice-journeyman
- Sharing up (mentee)

Authenticity

Be a human

(simple words of wisdom from those with a wealth of experience)

Radical Candor

Build stronger relationships through direct feedback

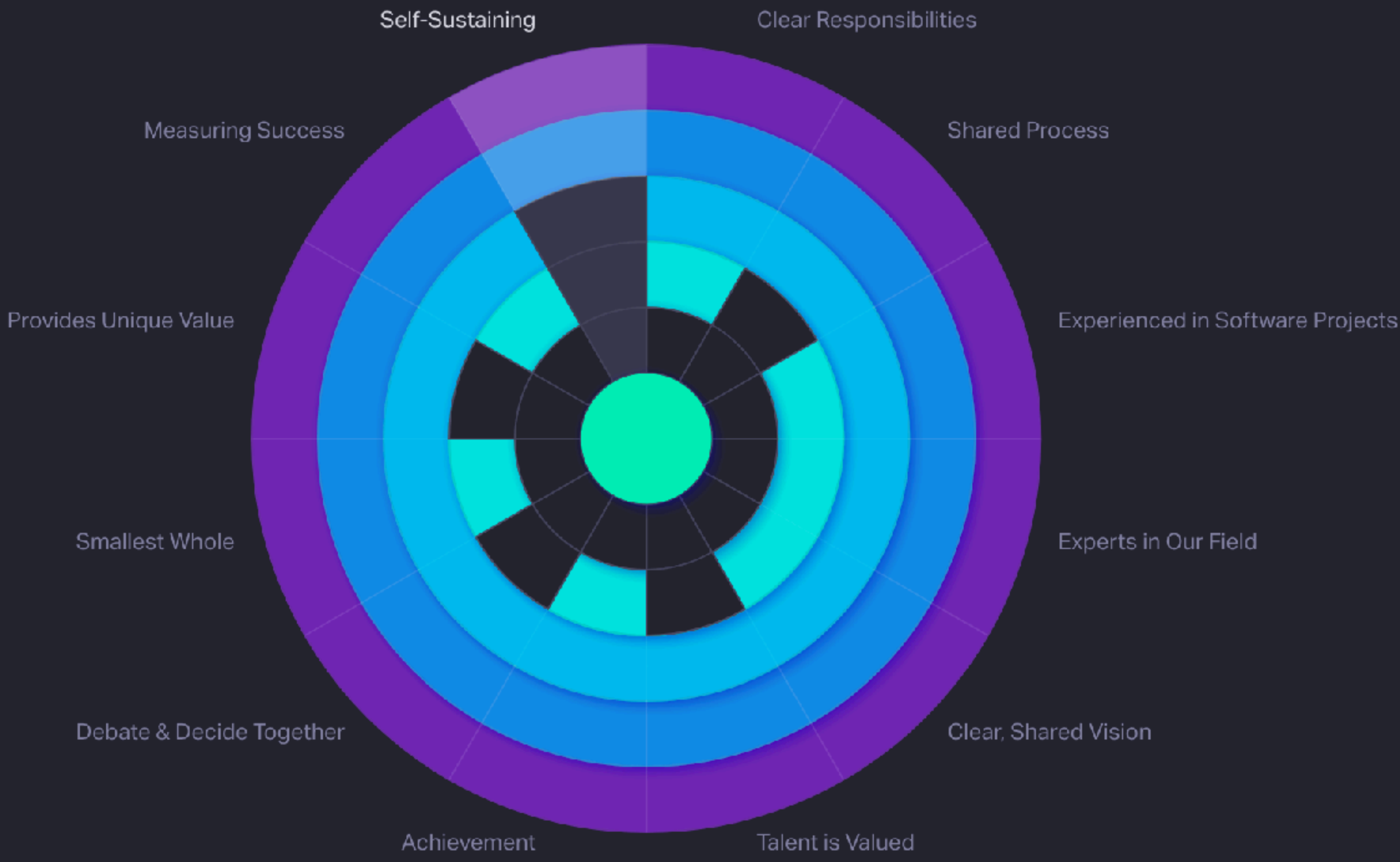*(Kim Scott bringing the basics of interaction back to work)*

CARE PERSONALLY

CHALLENGE DIRECTLY

RUINOUS EMPATHY

RADICAL CANDOR

MANIPULATIVE INSINCERITY

OBNOXIOUS AGGRESSION

Retrospectives

Measure and assess progress w/ Product Dartboard

(the dimensions needed for a great team)

Paths

Dual track leadership

(your other option, available now at a company near you)

Progression

Managing
Organization

Managing
Teams of teams

Managing
Humans

Managing
Oneself

Progression

Managing Distributed Systems

Managing System at Scale

Managing Shared Backlog

Solo IC

Thanks!

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goto;
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