Surviving your transition to management

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as an Engineer

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These slides serve as talking points

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They may not provide value without participating in the talk

Disclaimer:

- This talk may contain (or cause) sudden outbursts of profanity by the speaker, or the audience.
- Audience participation is encouraged.
- This talk may increase your blood pressure and stress levels
- It may also decrease your faith in humanity, or at least our industry.

This talk is BYOB and no, I'm not sharing.

Who is this guy?

- Linux Systems Administrator since 1999
- CentOS Project member since 2004
- Defense Industry consultant - (USAJFKSWCS G-6)
- Oil Industry consultant
- Principal Software Engineer - Red Hat
- Manager, Platform Engineering - Red Hat

Getting "Promoted"

This expectation is entirely wrong

Engineer ▸ **Senior Engineer** ▸ **Team Lead** ▸ **Manager**

You lose a solid contributor   You get a mediocre manager

This story is entirely too common

So that's how I became a manager

It's entirely too easy to fall into these traps

- "He doesn't do anything, how hard can being a manager be?"

- "I've worked with this team for years, they'll be fine with my leadership"

- "When I take over, we're going to do things MY way!"

- "When I'm in charge, I'll make sure $coworker **WORKS**"

"Don't"

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Management means saying some pretty obvious things

"You can't say that to a coworker"

"Don't conduct social engineering attacks against other teams"

"Don't forget to file your expenses"

"Don't" is also for you

Don't try to mandate action

Don't throw your team under the bus

Don't keep toxic folks around

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I don't care if they're high performers

We're engineers. We work with user stories.

As a manager, my role is:

To translate between the business and the engineers

To mentor and facilitate the team's work

To be accountable to your team

To hold your team accountable