The Case for Principle-Based Engineering Management

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Who am I?

1. 10 years in software industry

2. Non-traditional career path

3. 5 years in management

4. Terrible at making jokes...

Session Objectives

1. Understand the Engineering Management Role

2. Review Management Objectives

3. Discuss Principles in Management

Short poll before we start...

The Management Role

4 Major Functions

1. People Manager

2. Technical Leader

3. Project Manager

4. Business Owner

Let's review these in detail.

1. People Management

1. Performance

2. Career Development

3. Hiring & Retention

2. Tech Leadership

1. Tech Design

2. Operational Excellence

3. Best Practices

3. Project Management

1. Estimation & Roadmapping

2. Skills Allocation

3. Communication

4. Dependency Management

4. Business Owner

1. Impact Tracking
2. Planning & Strategy
3. Organizational Design
4. Negotiation

Management Objectives

Why manage?

1. Organizations need engineering accountability

2. Attracting, retaining, and growing talent is essential

3. Delighting customers at scale requires tech rigor

4. Inform what's possible and innovate

What are the key objectives of management?

1

Execute Goals

2

Grow Talent

3

Achieve Scale

4

Innovate

Principles in Management

"Principles are ways of successfully dealing with reality to get what you want out of life."

- Ray Dalio

Why principles?

1. Decision-making can be hard

2. Business is ever-changing

3. Reality at work is stressful

4. Humans thrive with tools

Principles help bring peace of mind to chaos.

What are some examples?

1

Have Positive Bias

2

Insist on Learning

3

Emphasize People's Strengths

4

Be Data-Driven

5

Change Is OK

Summarizing

1. The engineering management role is multifaceted

2. Management helps fulfill key business objectives

3. Principles bring peace of mind in a chaotic world

4. You make your own principles

Questions?