THE BLACK MAGIC

ENGINEERING MANAGEMENT

Thrilled to be here…

- FIRST TIME IN SPAIN
- FIRST NON-TECHNICAL TALK
- FIRST VELOCITY CONFERENCE
- RENEWED NERVOUSNESS ON STAGE
- CONFERENCE DRIVEN { DEVELOPMENT }

ABOUT ME

COMPANIES

- OSAF
- SLIDE
- MOZILLA
- SAUCE LABS

JOBS

- QA ENGINEER
- WEB DEVELOPER
- JAVASCRIPT ARCHITECT
- AUTOMATION MANAGER
- DIRECTOR OF WEB DEV
- VP OF ENGINEERING

LIFE

- FROM CASCADIA
- HAPPILY MARRIED
- TRAVEL, SKI, SAIL
- ~9 YEARS OF SF

GH: github.com/admc
TW: twitter.com/admc

SAUCE LABS

Open Sauce

447 Device/OS/Browser Platforms

appium
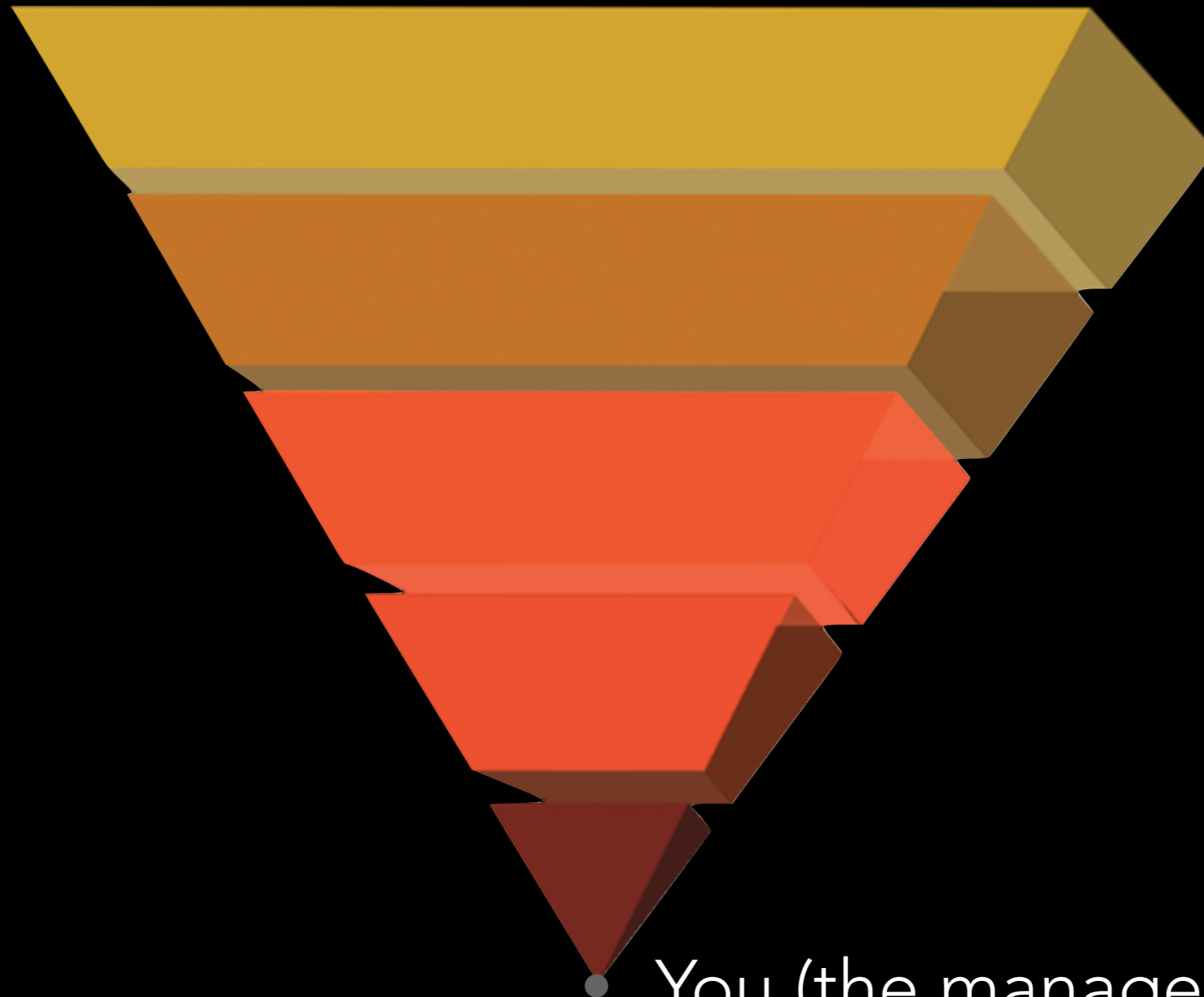
This talk was fully written on Thursdays and Sundays.

BLACK MAGIC?

"The manager's function is not to make people work, but to make it possible for people to work."

— Tom DeMarco, Peopleware : Productive Projects and Teams

Engineering Management is…

- INDIVIDUALIZED
- CONSTANTLY ITERATING
- PEOPLE MORE THAN CODE
- COMMUNICATION
- OFTEN AN ANTI-PATTERN

DEAR ENGINEER, WELCOME TO MANAGEMENT.

Success in management doesn't just happen, it's like anything else, it takes hard, unintuitive, work.

STEP 1: Know yourself.

- TIME MANAGEMENT
  - CALENDAR & EMAIL & THINKING
- HOURS OF SLEEP
- WHEN ARE YOU AT YOUR BEST
- FIGHTING OR FLIGHTING
- HAPPY, LEARNING, GROWING?
- CONSTANT REFLECTION

STEP 2: Get help, immediately.

- SEEK OUT MENTORS
- READ BOOKS
- SOLICIT FEEDBACK, LISTEN.
- COUNT ON SR TEAM MEMBERS
- GET A COACH
- YOU WILL FAIL, ACCEPT AND MOVE ON.

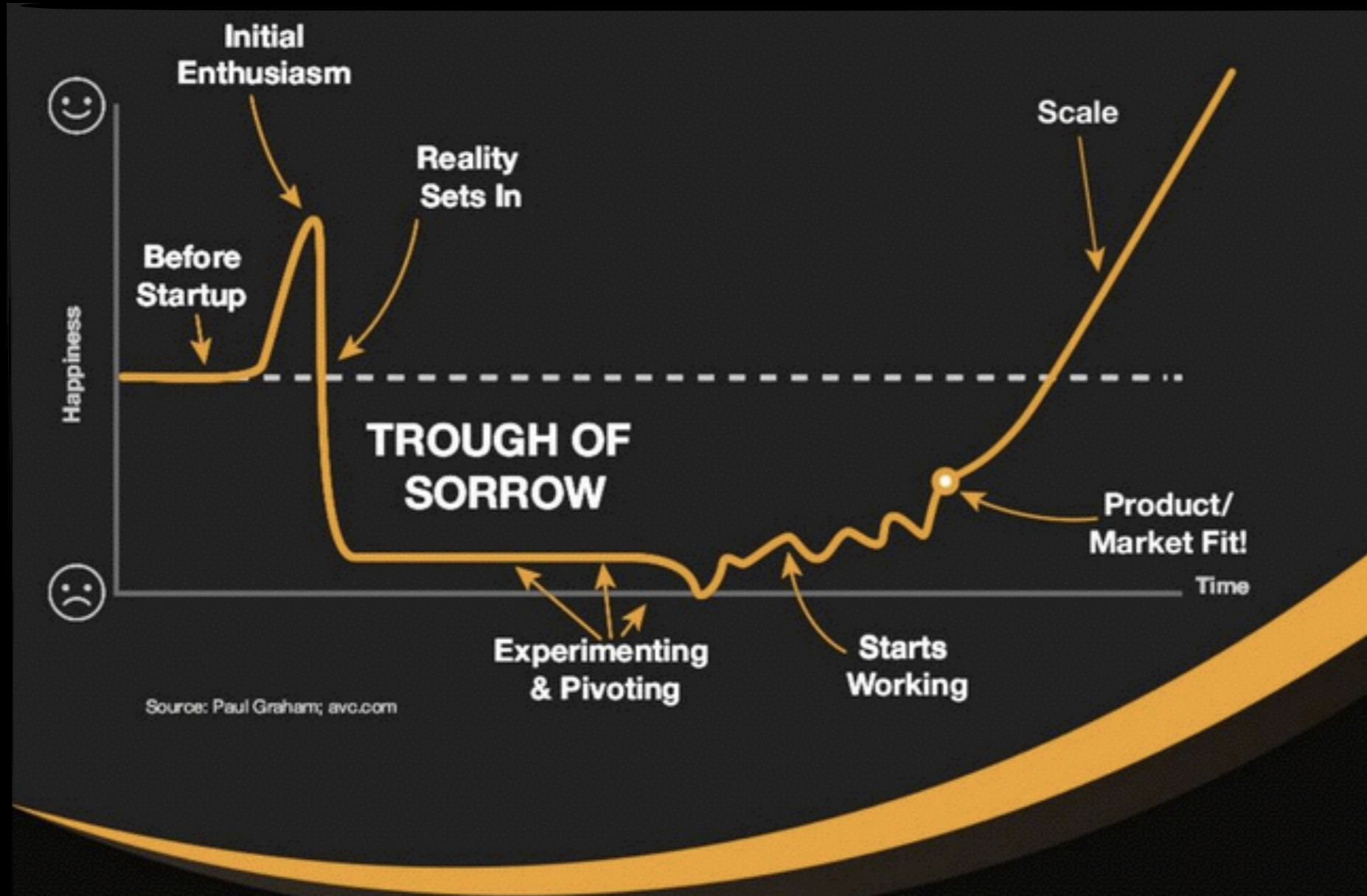**Marc**: "Do you know the best thing about startups?"
Ben: "What?"
Marc: "You only ever experience two emotions: euphoria and terror. And I find that lack of sleep enhances them both."

— Ben Horowitz, The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers

STARTUP CURVE

COMMUNICATION

- REVISIT EVERY TIME YOU DOUBLE
- ENGINEERING ALL HANDS (MONTHLY)
- ENGINEERING MGMT MEETING (WEEKLY)
- TEAM STAND-UP'S (WEEKLY)
- SCHEDULED 1:1 (WEEKLY, OR BIWEEKLY)
- SLACK, EMAIL, LUNCH, GTALK, SKYPE, HANGOUT
- DON'T GET CRUSHED BY MEETINGS

"The fundamental response to change is not logical, but emotional."

— Tom DeMarco, Peopleware: Productive Projects and Teams

THE EVOLVING ROLE

- **DISCOVERY**
  - LEAD BY EXAMPLE
  - TAKE ON RESPONSIBILITY
  - BE AN AGENT OF CHANGE

- **SURVIVAL**
  - STRUCTURAL GROUND WORK
  - CONTROLLED CHAOS
  - PRODUCT EXPERIMENTATION

- **GROWTH**
  - CULTURE
  - PROCESS
  - HIRING & RECRUITING

VALUE SYSTEMS

- PROVIDE ORDER AND COHESION
- DECISION SYSTEM, BLURRED LINES
- RE-VISITED, ADAPTED, HONORED
- EXIST FROM INSIDE OUT

OUR VALUES

- EXCELLENCE AND PERSONAL GROWTH
- TRUTH AND TRANSPARENCY
- IT'S OKAY TO BE WRONG; NOT STAY WRONG.
- INTEGRITY
- RESPECT

https://saucelabs.com/our-values

"Visual supervision is a joke for development workers. Visual supervision is for prisoners."

— Tom DeMarco, Peopleware : Productive Projects and Teams

CULTURE

- UNIFIED MISSION AND PURPOSE
- TRUST AND RESPECT
- FREEDOM TO INNOVATE
- LONG TERM INVESTMENTS
- FUN AND CHALLENGING
- CELEBRATE WINS

We made a video. I revisit often.

Decided at an 8 hour offsite.

HIRING

- CULTURAL FIRST, TECHNICAL SECOND
- BE CREATIVE AND OPEN MINDED
- QUALITY OVER QUANTITY
- SLOW AND STEADY WINS THE RACE
- TRUST YOUR GUT

"One of the great things about building a tech company is the amazing people that you can hire."

— Ben Horowitz, The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers

"One of your many jobs as manager is information conduit, and the rules are deceptively simple: for each piece of information you see, you must correctly determine who on your team needs that piece of information to do their job."

— Michael Lopp, Managing Humans: Biting and Humorous Tales of a Software Engineering Manager

MIDDLE MANAGEMENT

PASSING THE WORK ON TO YOU

ORG STRUCTURE

- DO YOUR HOMEWORK
- CROSS FUNCTIONAL PROJECTS
- CROSS FUNCTIONAL TEAMS
- DIS-ORG CHART
  - EVOLVING GRAPH, NOT TREE

RULES TO LIVE BY...

- DEFINE & STATE YOUR GOALS
- HAVE A VISION
- MAKE DAILY PROGRESS
- THE CALM, INDICATES A STORM
- WHISKEY

MISCONCEPTIONS

- THE JOB OF A MANAGER
- MANAGERS AND CODING
- MANAGERS VS LEADS VS PM'S
- MANAGEMENT EXPERIENCE
- CTO VS VPE VS CHIEF ARCHITECT
  - PEOPLE && ARCHITECTURE

Manager…

STAY AWESOME

MY KINDLE

- MANAGING HUMANS
- PEOPLEWARE
- HOW NASA BUILDS TEAMS
- THE HARD THING ABOUT HARD THINGS
- SHOGUN: A NOVEL OF JAPAN
- THE 48 LAWS OF POWER

We are hiring @ Sauce Labs

- WEB DEVELOPMENT
- DISTRIBUTED SYSTEMS
- MOBILE AND HARDWARE HACKERS
- SYS ADMIN, SYS ENGINEER
- NETWORK ENGINEERING

THANKS!

MY OFFICE HOURS AT VELOCITY.EU:
18-11-2014 11:15 - 11:50 CET (35 MINUTES)
ROOM: TABLE B (SPONSOR PAVILION)