Surviving your transition to management

...as an Engineer

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These slides serve as talking points

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

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”

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

...I don’t care if they’re high performers...
WHAT WOULD YOU SAY

YOU DO HERE?
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