What makes a **good** Engineering manager?

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Senior Engineering Manager
ML & BI at Smule

- 10 years in IT (6 dev, 4 management)
- PhD AI Sofia University
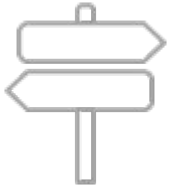
Special thanks to **Elitsa** & **Mariya**
from SoftUni

Agenda

1. The transition - main challenge
2. Success criteria
3. Tools for success
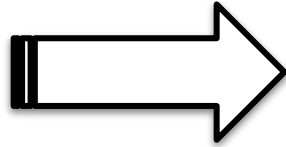4. Useful resources
5. Summary

1.
The Transition

The **Transition**

The Challenge
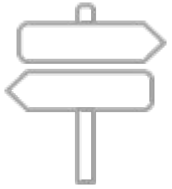
Defining the
success criteria

Why is this **important**?

Company driven KPI

1. Stress
2. Stop good practices
3. No time for people
4. Motivation drop

Why this **happens**?

- Assigned goal -> challenge
- Other success criteria - neglected
- Lack of communication
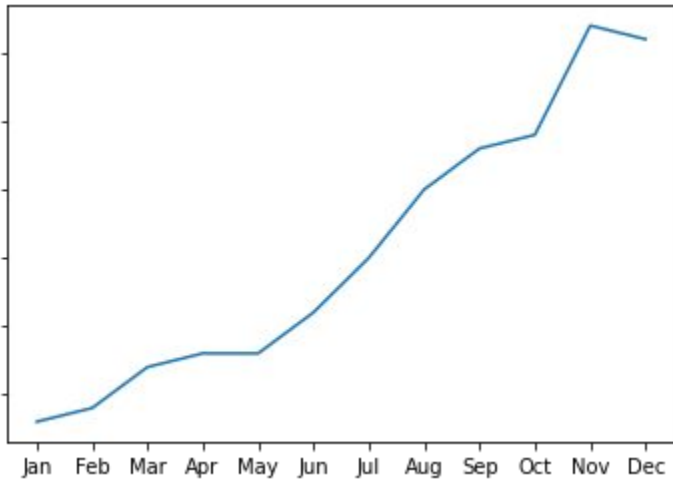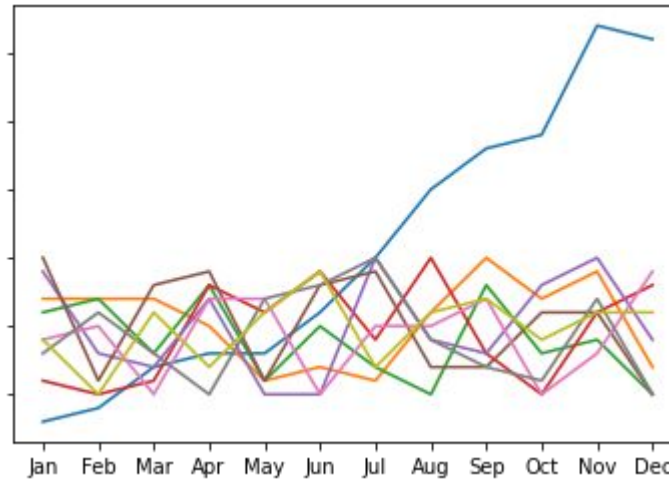- "Short term"

2.

Success criteria

2.1 Company-driven KPI

Expectation

Reality

2.2 Personal **health** and having **fun**

- Pick your battles
- You can't always be right
- Prevent burnout

2.3 Team **members**

- Growth
- Motivation
- Understanding
- Retention

2.4 Self-sufficient team

- How often assistance is required from "above"
- How independent is the team to solve the problems
- Proposals > requests

2.5 Cooperation with other teams & peers

- Coordinated growth
- Help other teams
- Transparency

2.6 Scalability & risk prevention

- Expand team/project by 5/10/50 people?
- 3 most experienced leave?
- Adapt to new requirements

2.7 Environment

- Encourage feedback
- Inspiring ideas
- Ownership
- Friendly & supportive

2.8 Cost

- Machines/Cloud consumption
- People
- Software

2.9 Outside the company

- Reputation
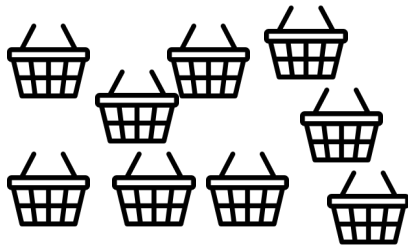- Presentations
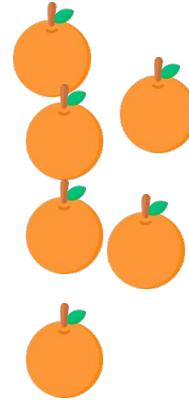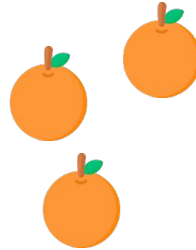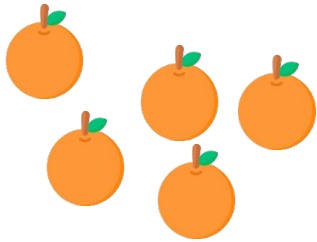- Message
- Interviews

Analyze!

- Action -> impact (+ sacrifices)
- Examples
  - goals achieved, but stressed
  - all good, but not scalable
  - personal first
- Have you observed similar example?

Strange or interesting?

Why all **matter?**

- Higher level management cannot be focused on everything
- Pushes for something, but in the long run, all matter
- Set an alarm! If beyond threshold -> invest time & effort

Expandable & individual

- Not same importance
- Missing success criteria
- Management success can be measured!

3.

Tools for success

Q&A:
https://www.sli.do/
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Are **all people** motivated?

- Understand motivation
- Combine it with company goals
- Possible risk - not fit for the job

Expose individual & team growth

- Facts for each person
- Save specific quotes
- Based on facts & events

Personal problems & **friends** in team

- Do not mix
- Keep it professional
- Favor - personal to personal

Product & Engineering

- Cooperate
- Challenge
- Invest in communication

Communication

- Why is this important to the other person?
- Everyone wants better solution
- Invest in preparation, not in meetings

Reactive vs **Proactive**

- Too many reports/meetings?
- Deny, reduce time, generate before asked
- Know what others are interested in
- Set an alarm for reactiveness!

Engage with company goal

- Provide feedback, escalate
- Ask why - priorities, goals

People vs goals

Processes vs **ad-hoc**

- Be flexible
- Example - diverse team
- Guidelines, not restrictions

Be **yourself**

- Faking emotions, activities not keen on
- When you are keen on sth, people are motivated, this is hard to be faked
- No stereotype for successful manager

The light bulb - **big project**

Technical **involvement**

What if **I am** **suddenly missing?**

- Team ownership
- Keep on rolling
- Transparency

Unofficial conversations

- Teambuilding
- Lunch @ the office
- Chat with colleagues

Be **open to change**

- Not 100% correct
- Does not cover everything
- Be active listener
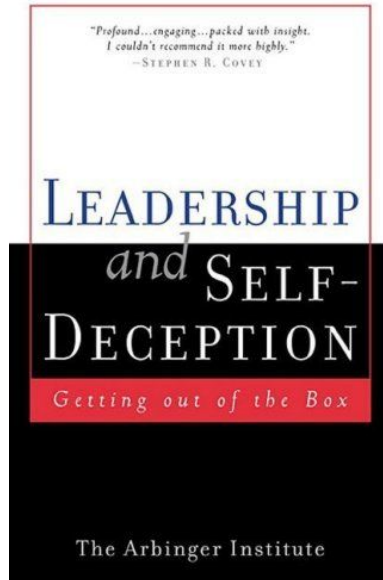- Be ready to improve & embed new tools
- Not easy!

4.

Useful resources

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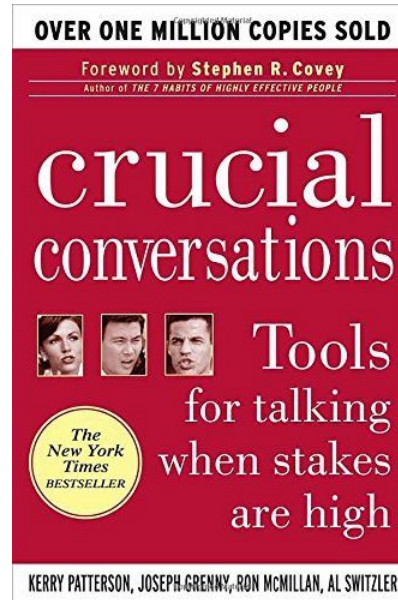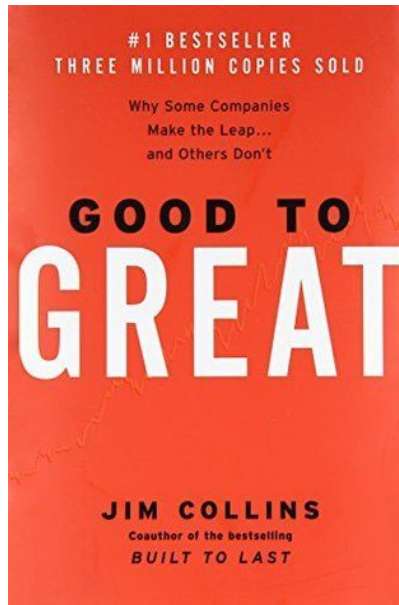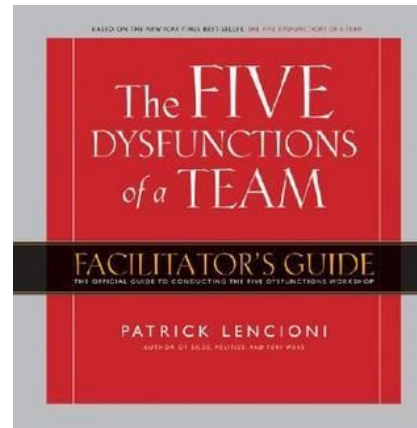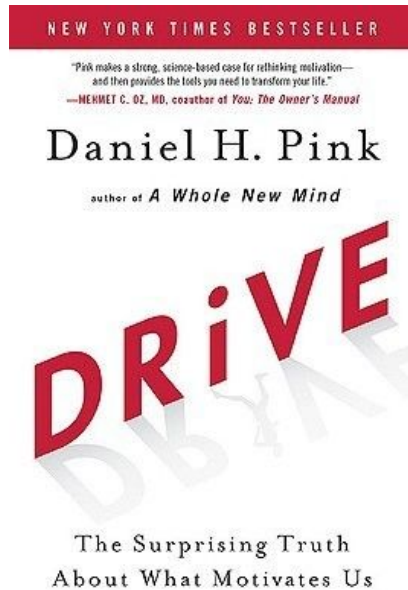#eng-manager-seminar

📖 Useful resources (1)
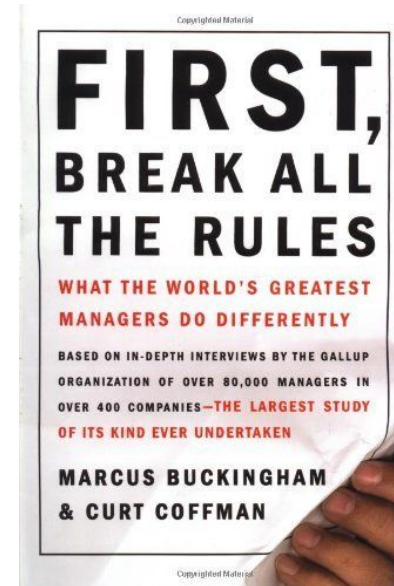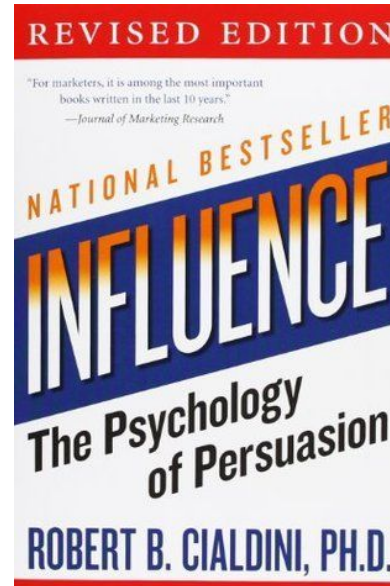
📖 **Useful resources** (2)
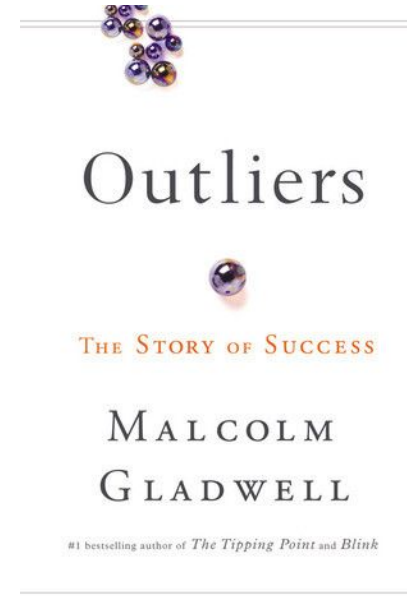
Useful resources (3)

5. Summary

What can I do about it?

Helps in work
Helps in life

Q&A:
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