

Engineering Manager

A Engineering Manager is a leader. In the context of the development organization it is a leader of one or more teams consisting of Developers (Software Engineers, QA Engineers, Technical Designers, etc.).

Accountability

Engineering Managers are accountable for team effectiveness and productivity both from a short-term and long-term perspective. By that we mean the team is providing expected/desired outcomes in a cost-effective manner.

Skills and behavioral traits of a manager

- **Build trust and foster an open environment without fear**, explicitly: Share important information immediately, provide direct and immediate feedback, admit failures openly and maintain honesty in every situation. Create a collaborative culture by: encouraging input, valuing diverse perspectives and working together to achieve common goals.
- **Work towards a goal** as a standard way of operation, explicitly: Be able to set a goal, check if the goal is understood, measure/evaluate success, deliver on deadlines, prioritize spending resources (including your own time and time of other people) to achieve the goal, daily demonstrate ability to NOT DO low priority work.
- **Learning**, explicitly: Manager is learning by regularly collecting feedback on his/her work (multiple times every day), individuals in his/her team and team as a unit. Lessons learned and actions taken are considered a common way of the operation.
- **Leading by example**, explicitly: Manager's actions are always tight to company strategic goals and method of operation is tight to company values or other behavioral agreements in the teams and between the teams. Manager is actively promoting this connection and synergy so it is internalized by the Developers.
- **Communication**, explicitly: ability of active listening, speaking in front of a group of people, structured written communication, employing written and verbal communication based on the context, communication under stress, ability to let other people speak, and the most important daily demonstration of communicating timely.
- **Product knowledge**, explicitly: Regularly demonstrate the product internally and in front of the customer understanding the majority of the use-cases, contribute to the team goals-setting-process by understanding the product value for the different customers, decide based on knowing major product technical dependencies and product distribution challenges, develop the product as a Developer.

Typical job situations you can expect

- **Building a new team or taking over team with the low productivity**, explicitly: identify causes of the low productivity, be able to select people who should stay in the organization and who should not, set team capability growth goals, develop product together with Developers and by example show how to improve
- **Growing already productive team**, explicitly: set individual growth goals to people in a team, in collaboration with team set team capabilities growth goals, set challenging goals to stimulate growth, resolve organizational problems outside of team reach which are preventing team growth or team to be productive