

The Making of a Manager's Manager

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Director of Engineering

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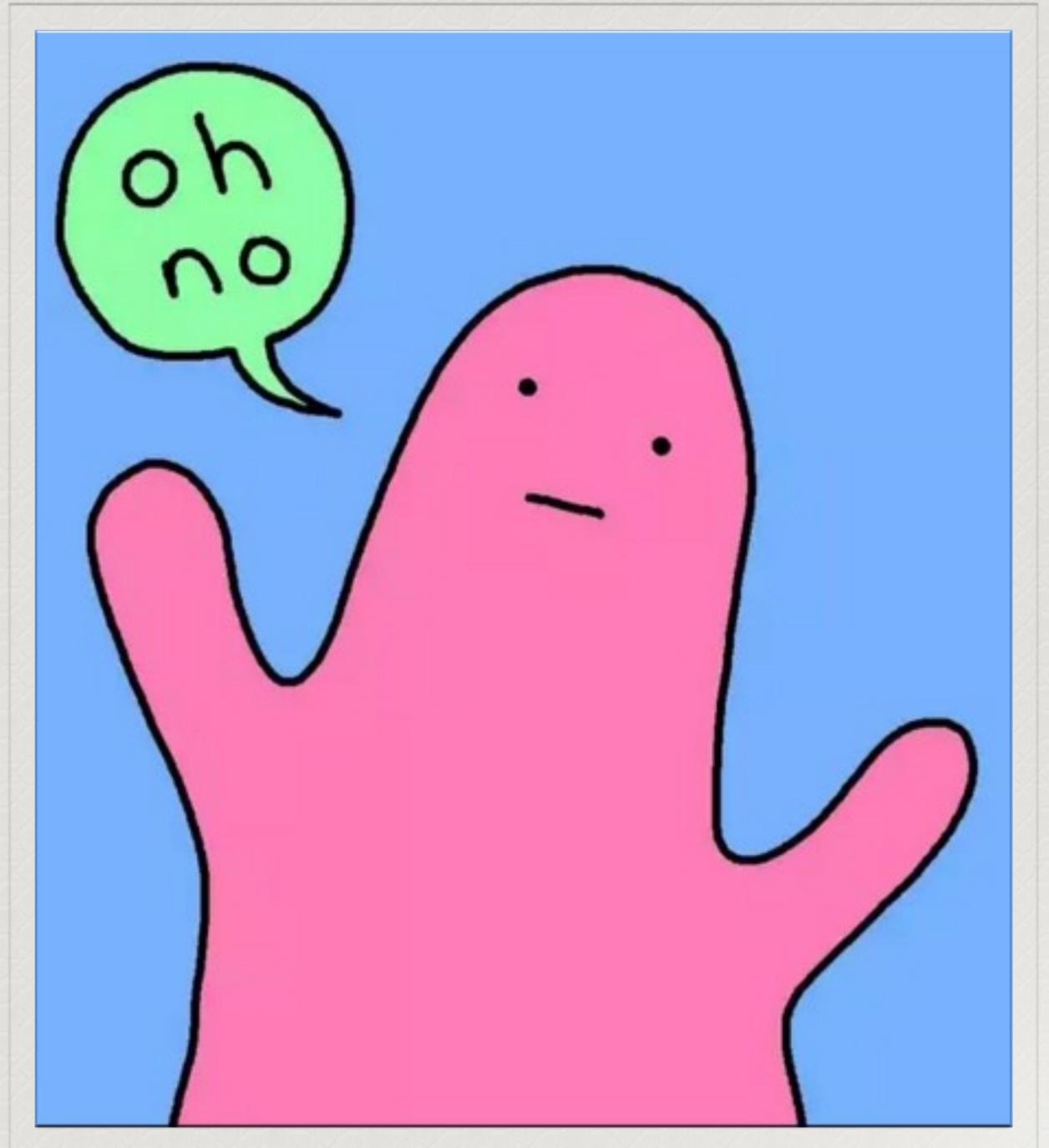
Chapter I

To Be or Not to Be 🤔

Would you actually like your manager's job?

(An Engineering Manager's Bill of Rights by Emily

Nakashima)



Still be middle
management



Source

More responsibility with **less control**

Growing leaders

Strategy &
planning

Org structure

Staffing

Budgeting

Stakeholder
management



Source

Chapter II

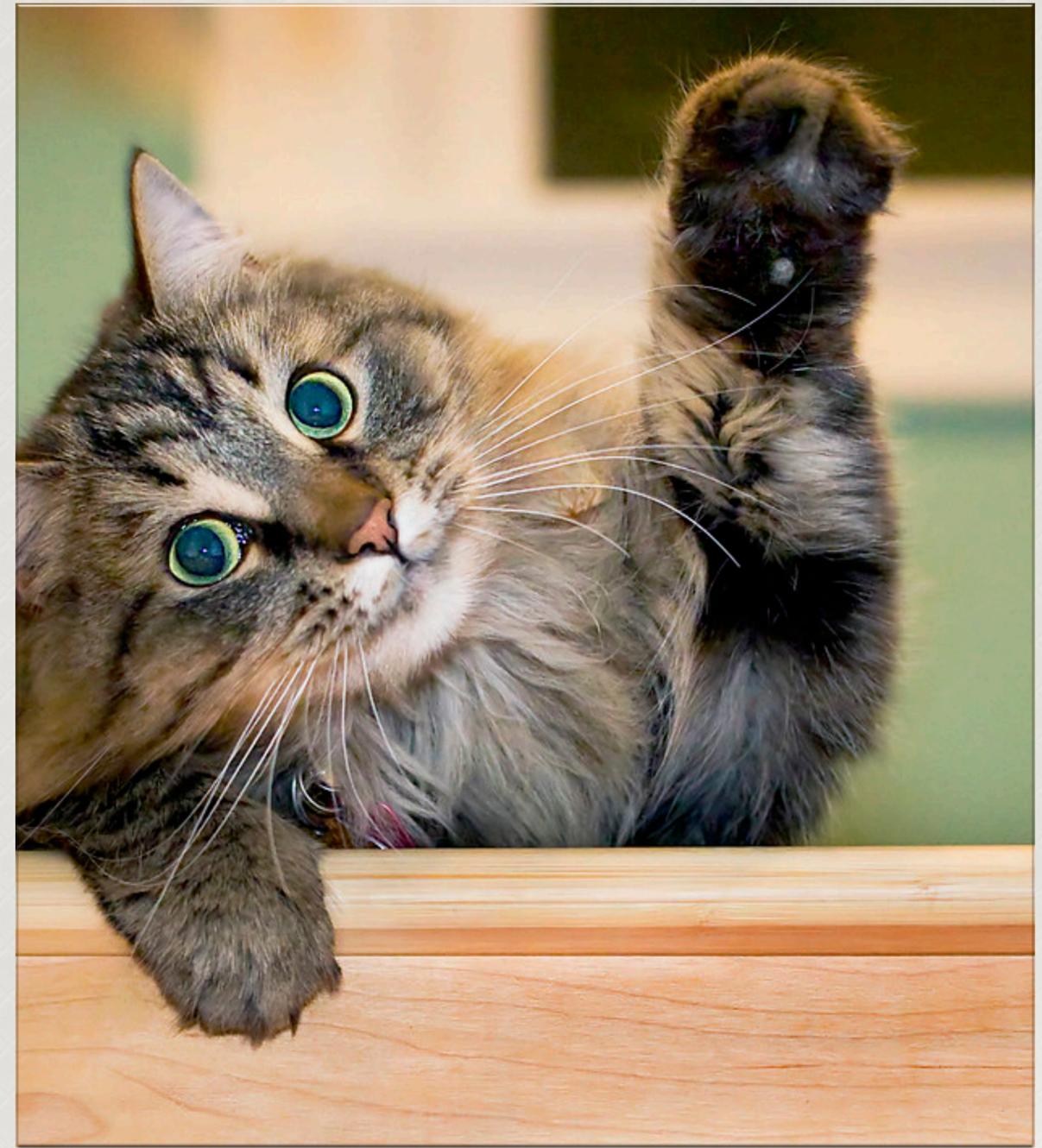
Getting there 🙌🙌

Fill in the gaps to help
the business succeed



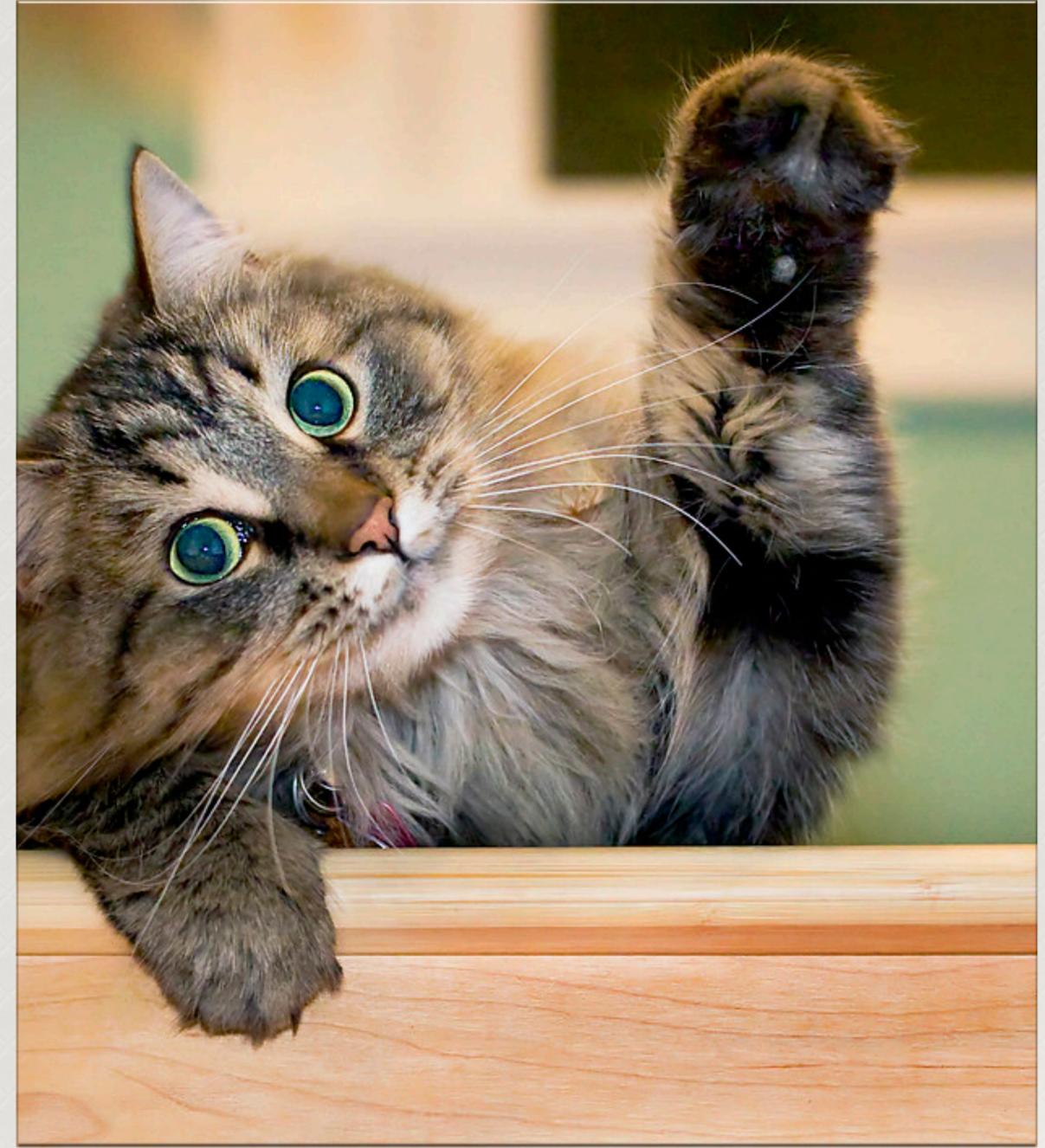
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Take work off your
manager's plate



Source

Start mentoring and
building a community



Source



Source

Chapter III

The Differences 🤯

Gain trust of both your
direct reports and their
teams



Demos

RFCs

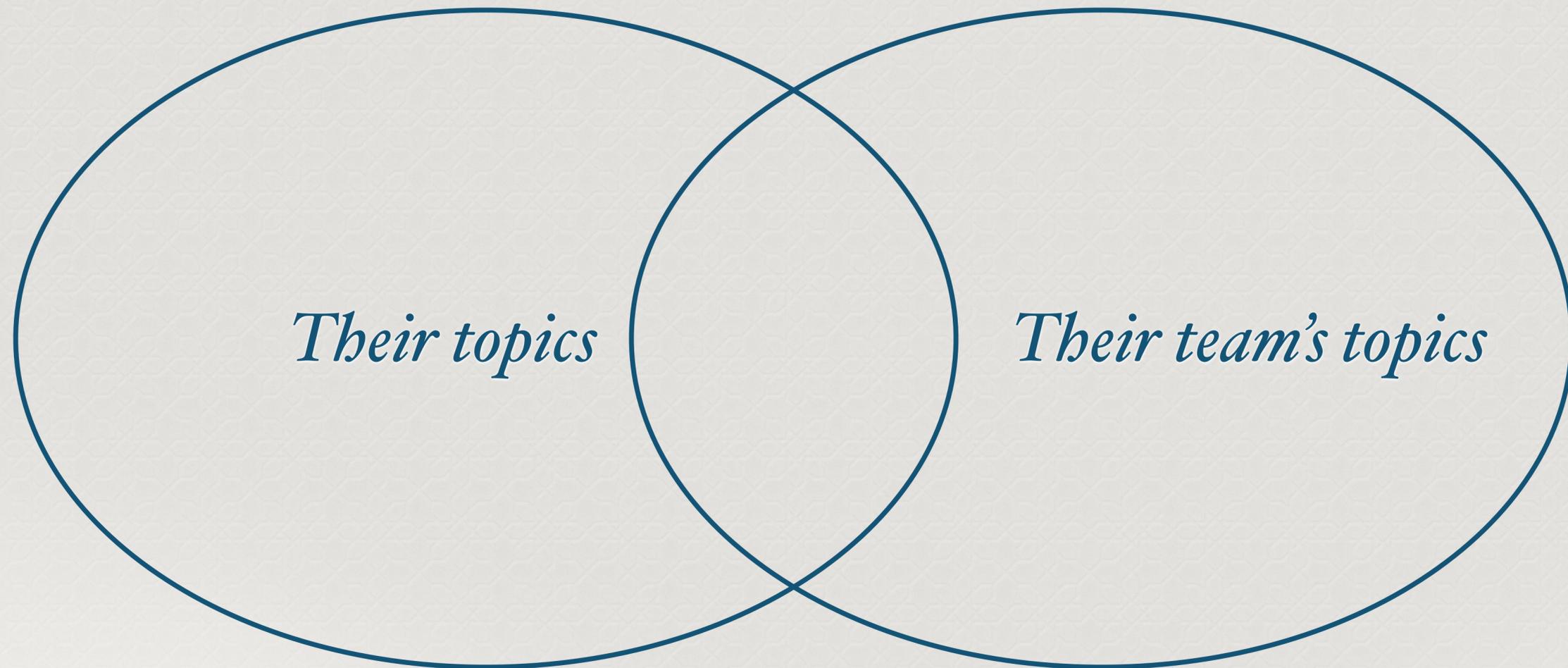
Knowledge
sharing spaces

Skip levels

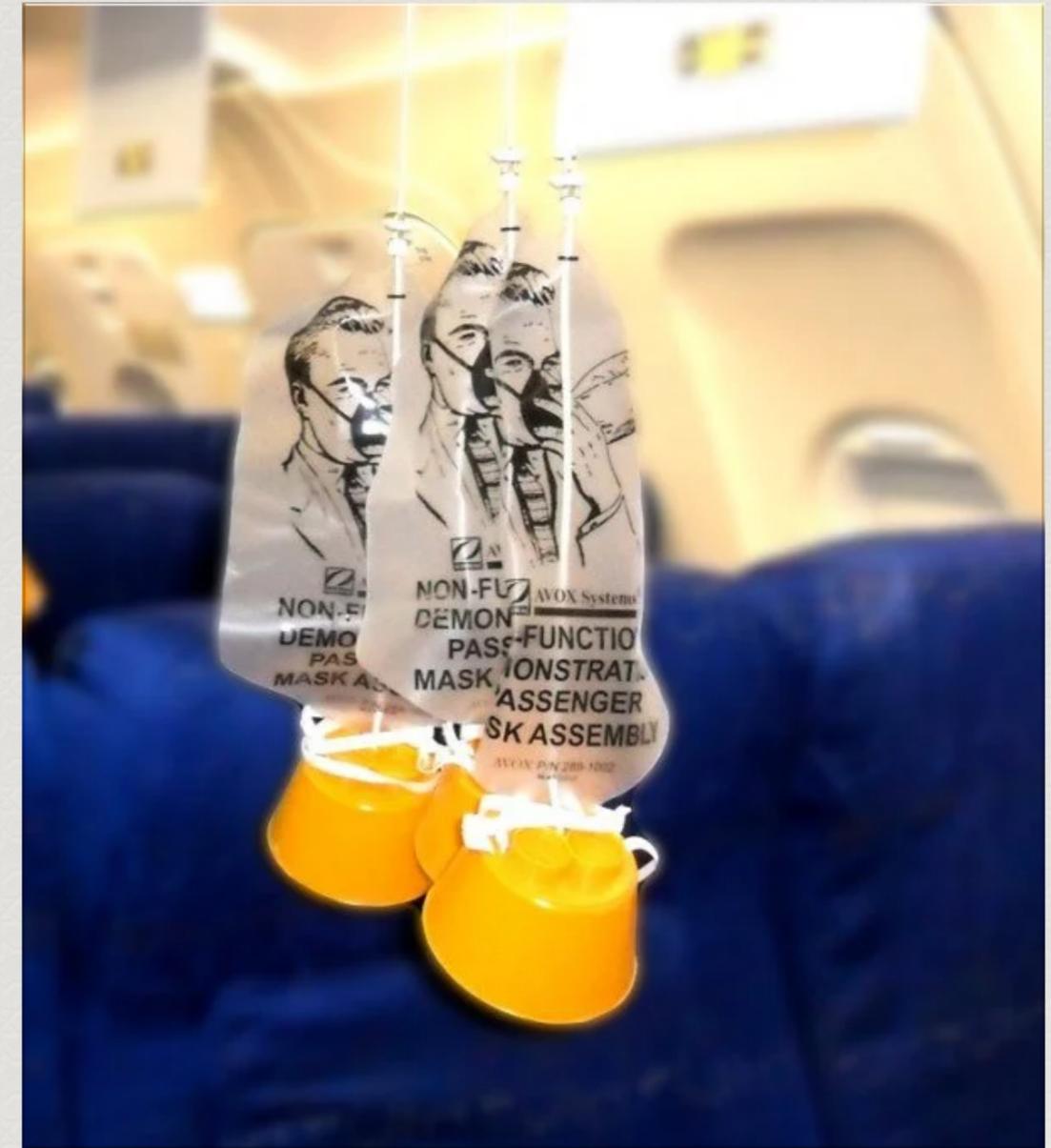
Engagement
surveys

All hands

Your 1:1's

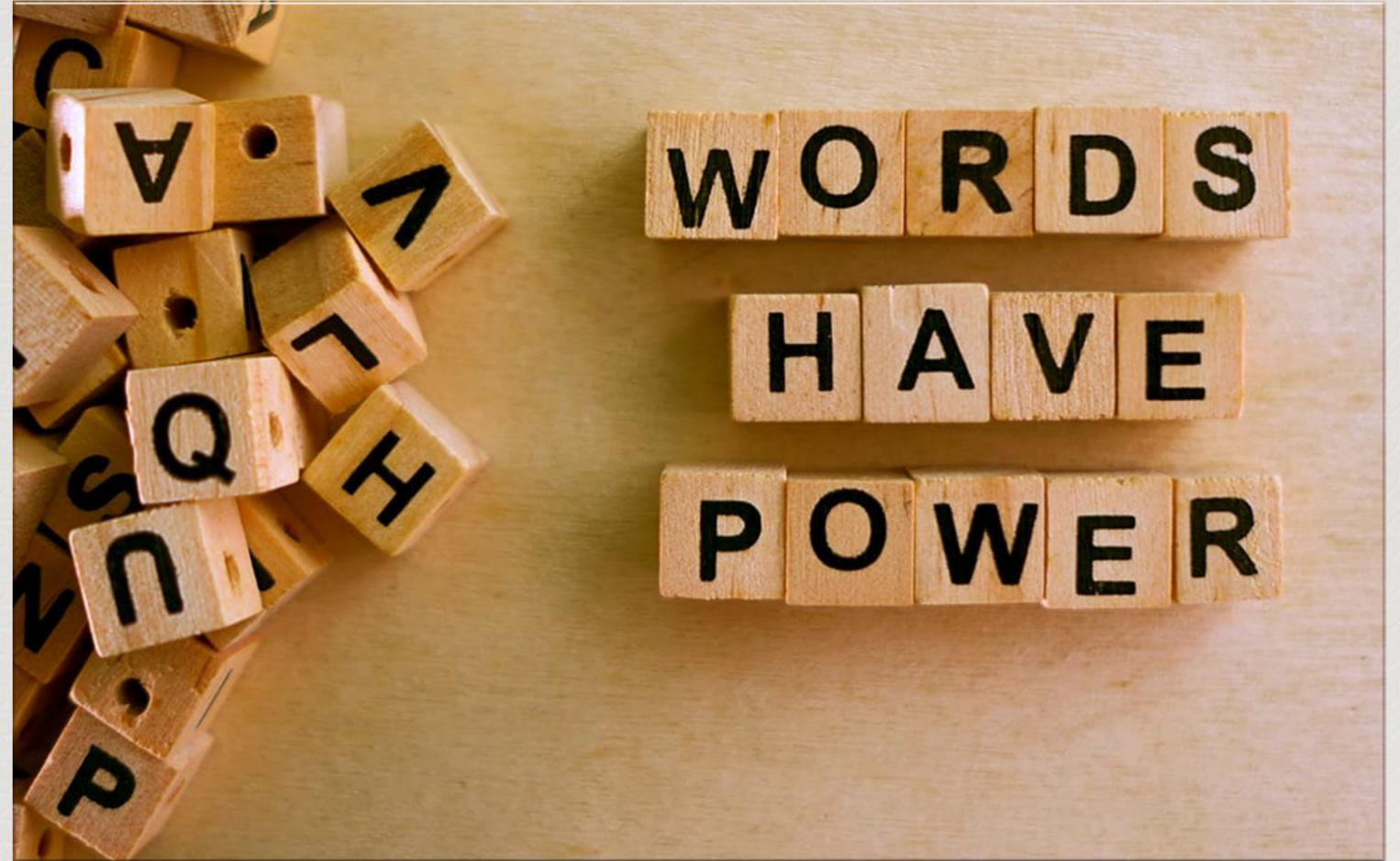


Have them prioritize
themselves before their
teams



Source

You are being
watched 🙄🙄



Source

Every interaction is an
opportunity to shape the
culture



Source



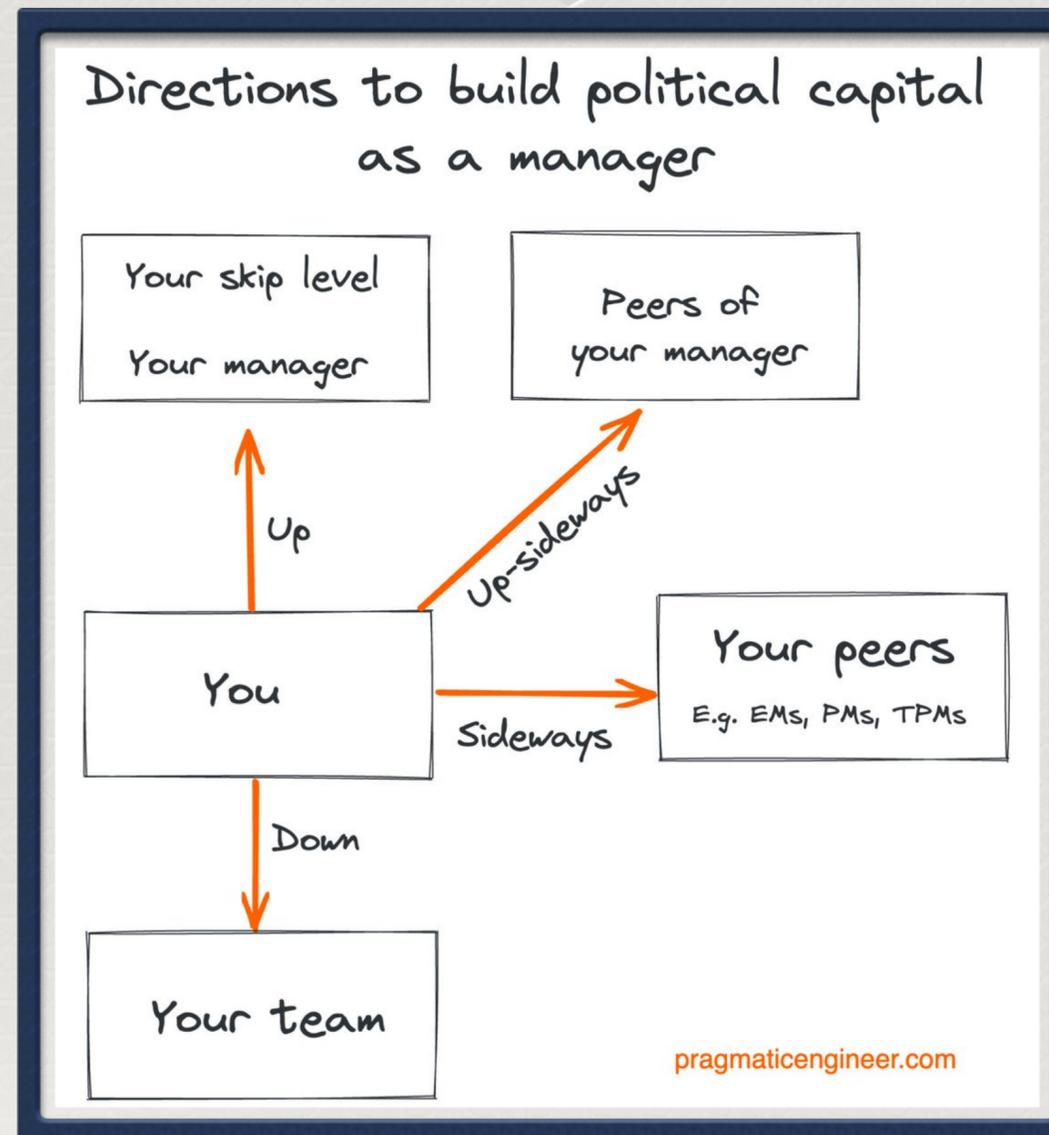
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Chapter IV

Some mistakes 💣

Limiting my first team to only peers in
our department (design, PM) 🙈

These boxes will change!



By Gergeley Oroz

Still doing the old job, **not giving up
control sooner**



a haunted systemd.timer mom

@sophaskins



from me (a mid-career-ish high-ish performer engineer) to you (a director+ / manager of managers) the most important thing I wish you would learn is "your technical opinions no longer matter"

6:11 PM · Oct 5, 2022 · Twitter Web App

27 Retweets **14** Quote Tweets **345** Likes

Source



Chapter V

The self care ❤️

**Mistakes feel worse as
they impact more people**



Source

Abuse can happen upwards as well ⚠



Nivia is at home and at peace ✌️



@Lanooba

A thing leaders rarely discuss is abuse at the hands of our direct reports.

Because we're managers, there is a perception that we control the power dynamics.

The reality is that we are just people too and we also have intersections that impacts our roles (race/gender/identity

Source

Have your own **peer group** and get frequent feedback, you got this! 🦾

Good luck & thank you!

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