

*What do you mean
there's no onboarding
plan for engineering
managers?*

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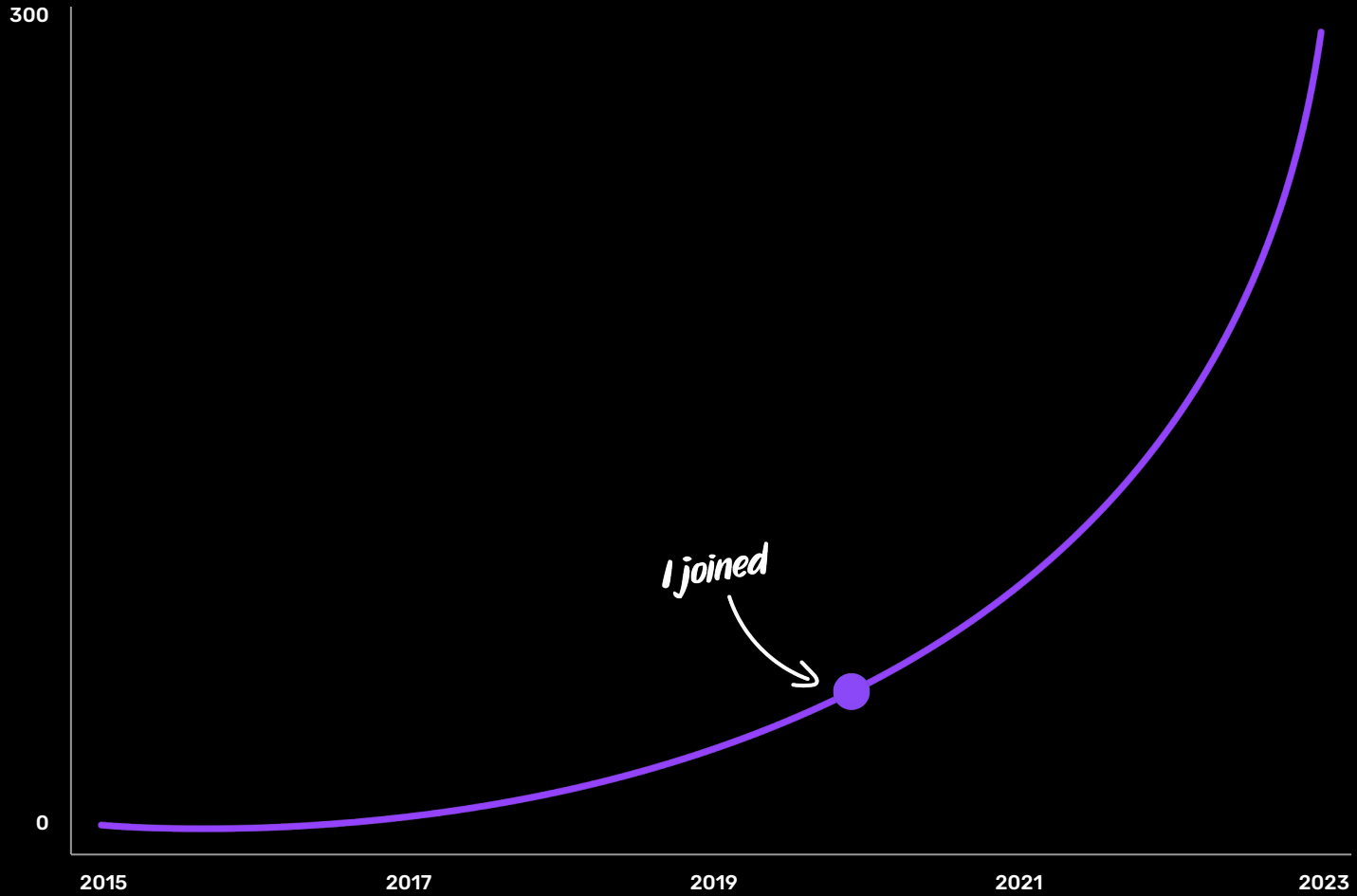
Lemonade

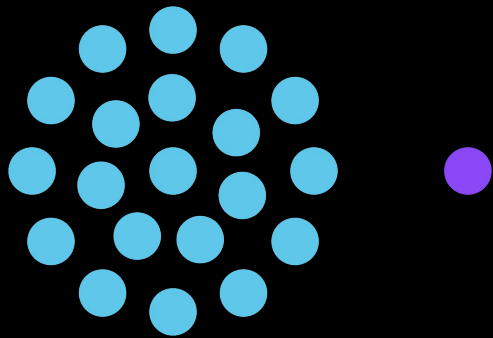




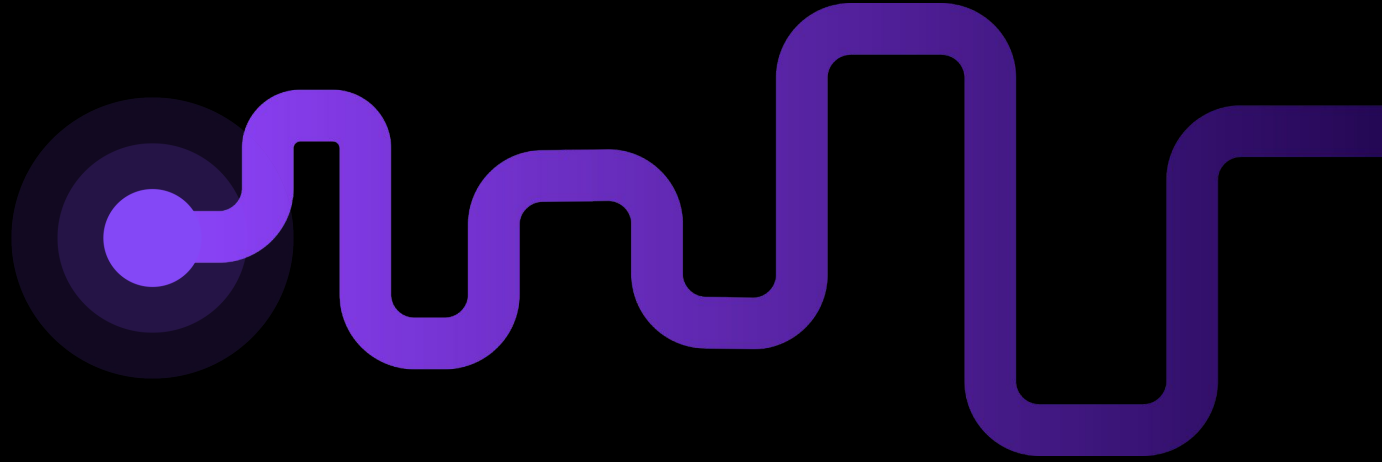
Engineering Managers IL







My onboarding



**Unsure about
expectations**



**Unprepared for
day-to-day work**

Responsibilities of an Engineering Manager?

Top priorities for my team?

Tools and process to achieve them?

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Responsibilities of an Engineering Manager?

Top priorities for my team?

Tools and process to achieve them?

Luckily, I had great colleagues



We'll talk about

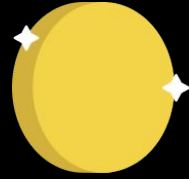
- Value of onboarding for new hires
- The manager's role
- Onboarding engineering managers



The value of effective onboarding plans



Onboarding plan for engineers?



The standard in engineering organizations

And with good reason...

- Prepares employees for the new role
- Connects them to the organization's culture and values
- Clarifies expectations

93%

of employers think a good onboarding experience is **critical** to a new hire's decision to **stay** with the org

only **12%**

strongly agree that their organization does a
great job of onboarding new employees

9%

left a company because of a poor
onboarding experience

only **29%**

of new hires feel fully **prepared** to
excel in their role

**When there's an effective
onboarding process...**

69%

of new hires are likely to stay for at least **3 years**

50%

increase in their **productivity**

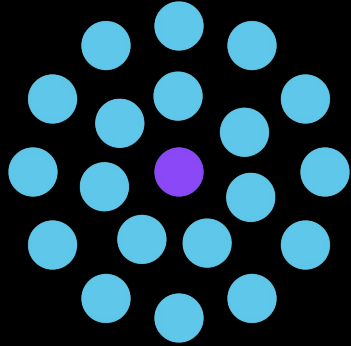
89%

feel **strongly integrated** into their company culture

49%

report contributing to their team within the **first week**

Key factors for a good onboarding plan



Belonging



Accomplishment



Onboarding in the current climate

The manager's role

37%

say their manager **did not play a critical role** in their onboarding

3.4X

more likely to feel like their onboarding was
successful when the manager takes an **active role**

**What motivates managers
to support new employees
in their onboarding?**

“New employees who are proactive about their own onboarding will likely receive attention and support from managers.”

**“Managers may fail to support
new employees whom they
perceive as being less
committed...”**

How to solve it:

- Manager check-ins throughout the onboarding
- New employees should own their onboarding

**What about onboarding
engineering managers?**



**Onboarding plan for
engineering managers?**

67%

say there is **no** dedicated onboarding plan for engineering managers

EMIL survey results

Why?

- Fewer new managers than engineers
- Unique onboarding needs
- Managers are expected to “get by”

**Is an onboarding plan for
engineering managers worth it?**

100%

see **real value** in a dedicated onboarding plan for
new engineering managers

EMIL survey results

Starting a new position is hard

—

Being new at a
company, especially
as a manager

—

—

Moving internally to
management for
the 1st time

—

My onboarding plan for engineering managers

New role, new challenge, new managers

Mission

**Give new engineering managers
the foundation to effectively
support their teams and act as
leaders in the organization**

Goals

- Prepare managers for the new role
- Connect them to our culture and engineering values
- Clarify expectations

Not goals

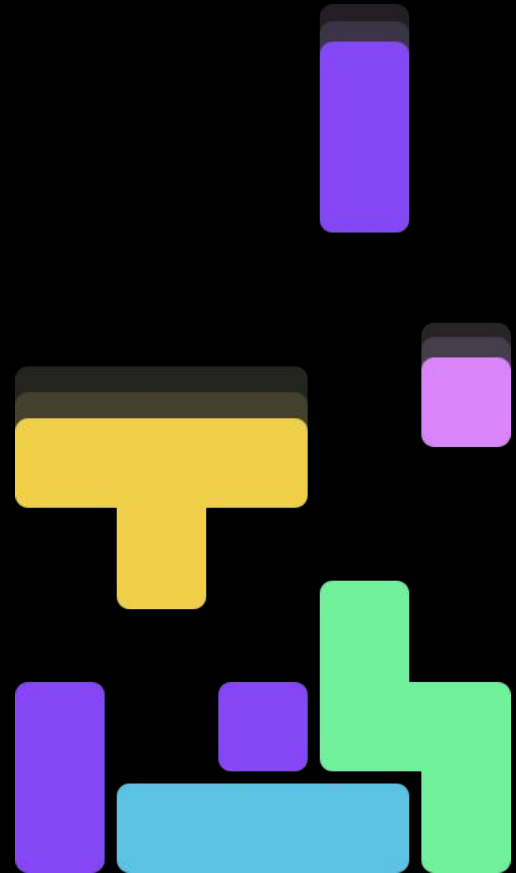
- Deliver impactful technical hands-on contributions
- Make significant changes

Byproduct

- Community
- Structure
- Appreciation

The plan's building blocks

- 4-week plan
- Self managed
- Sessions & experiences
- Adaptable



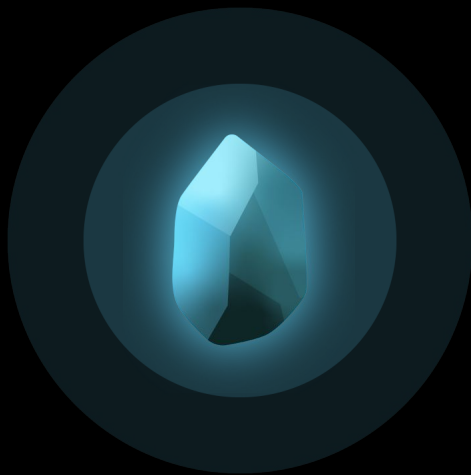
4-week plan

- Clear definition of done
- Keep it short
- Weekly breakpoints
- 60/90-day extension



Self managed

- Built like a checklist
- Manager and buddy support
- Part of a cohort



Sessions



Experiences



Experiences

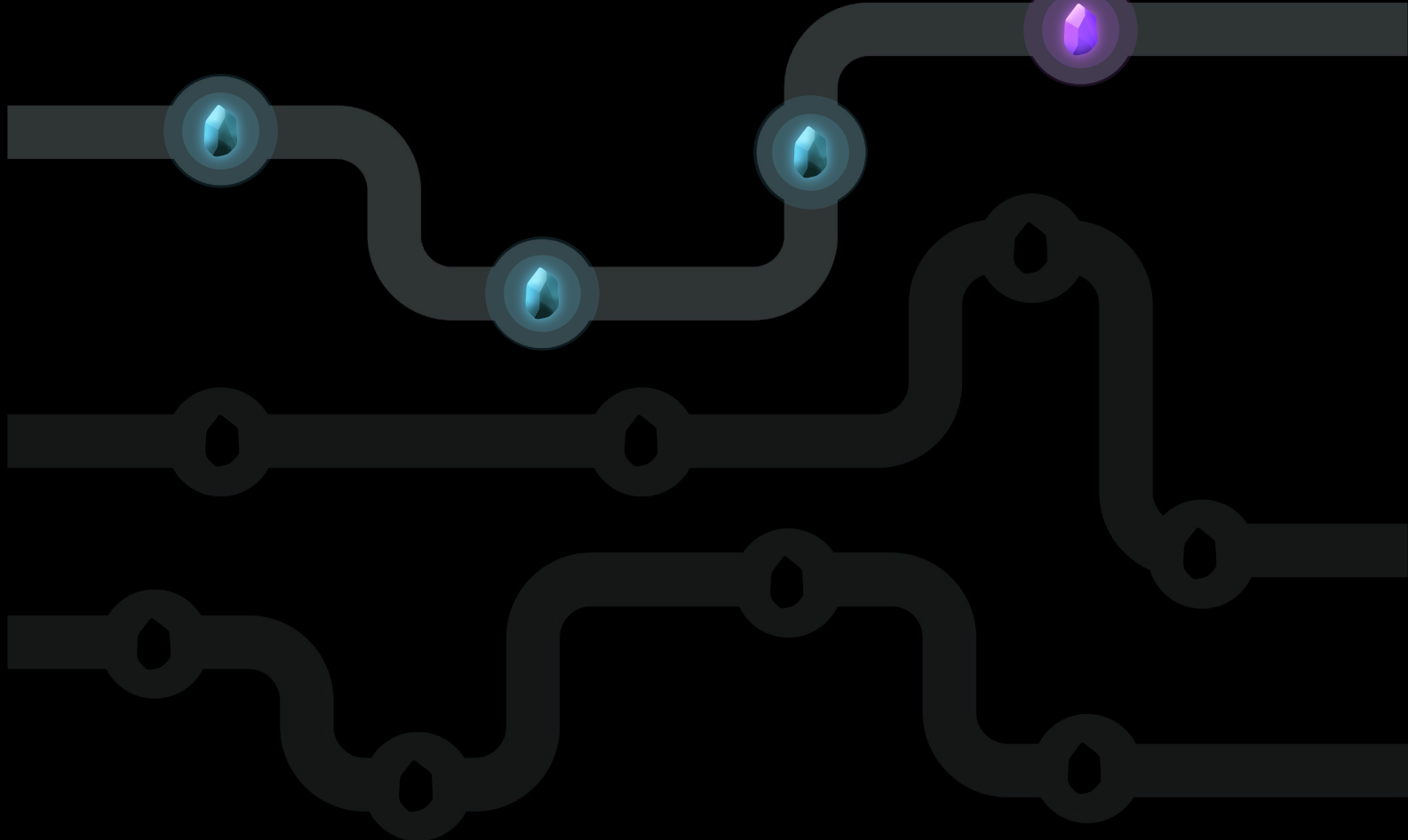
Peopleware



**Delivery
management**



**Technical
leadership**



Peopleware



Feedback



Engineering levels



Review process



Delivery management



Technical leadership



Peopleware



Feedback



Engineering levels



Review process

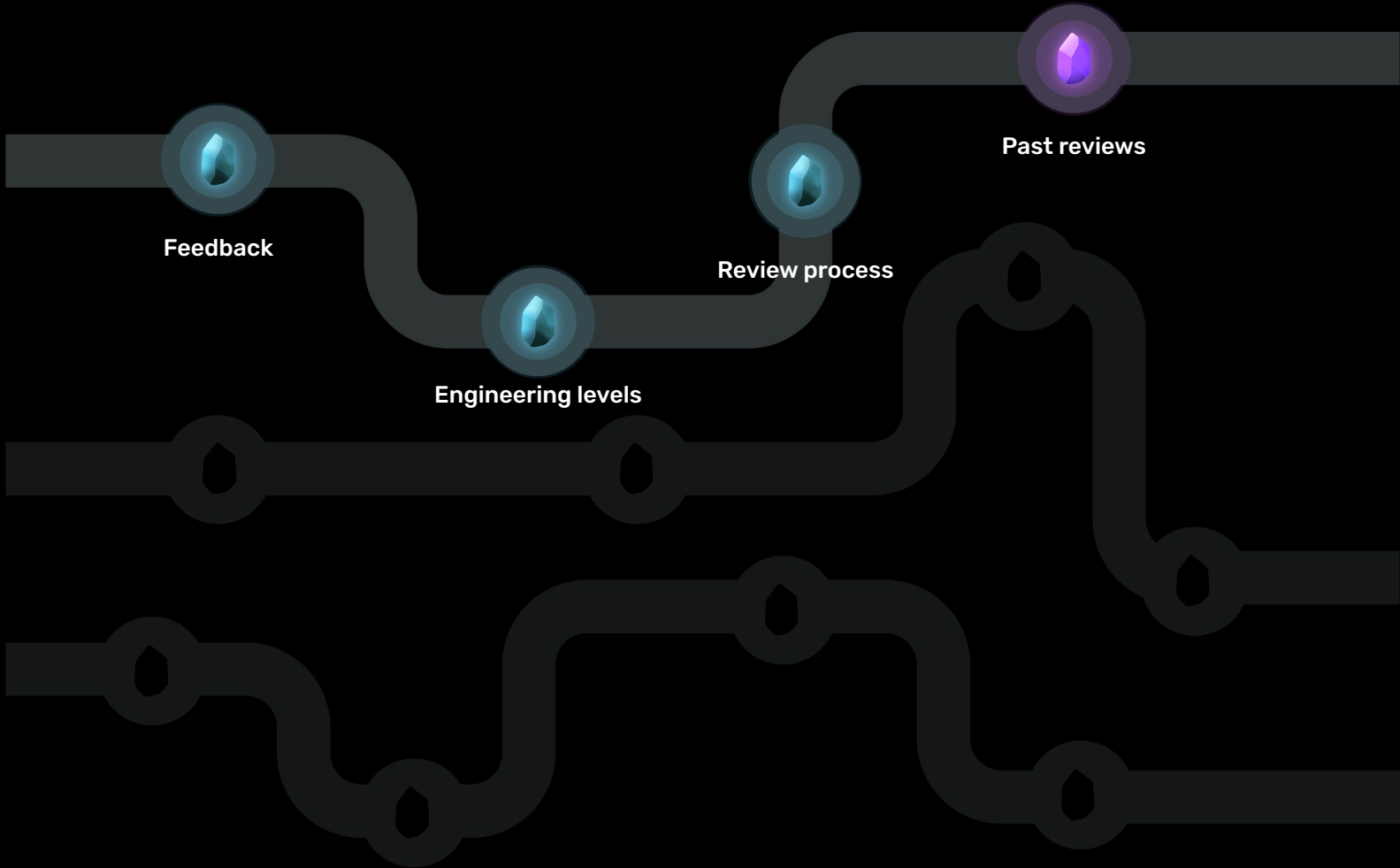


Past reviews

**Delivery
management**



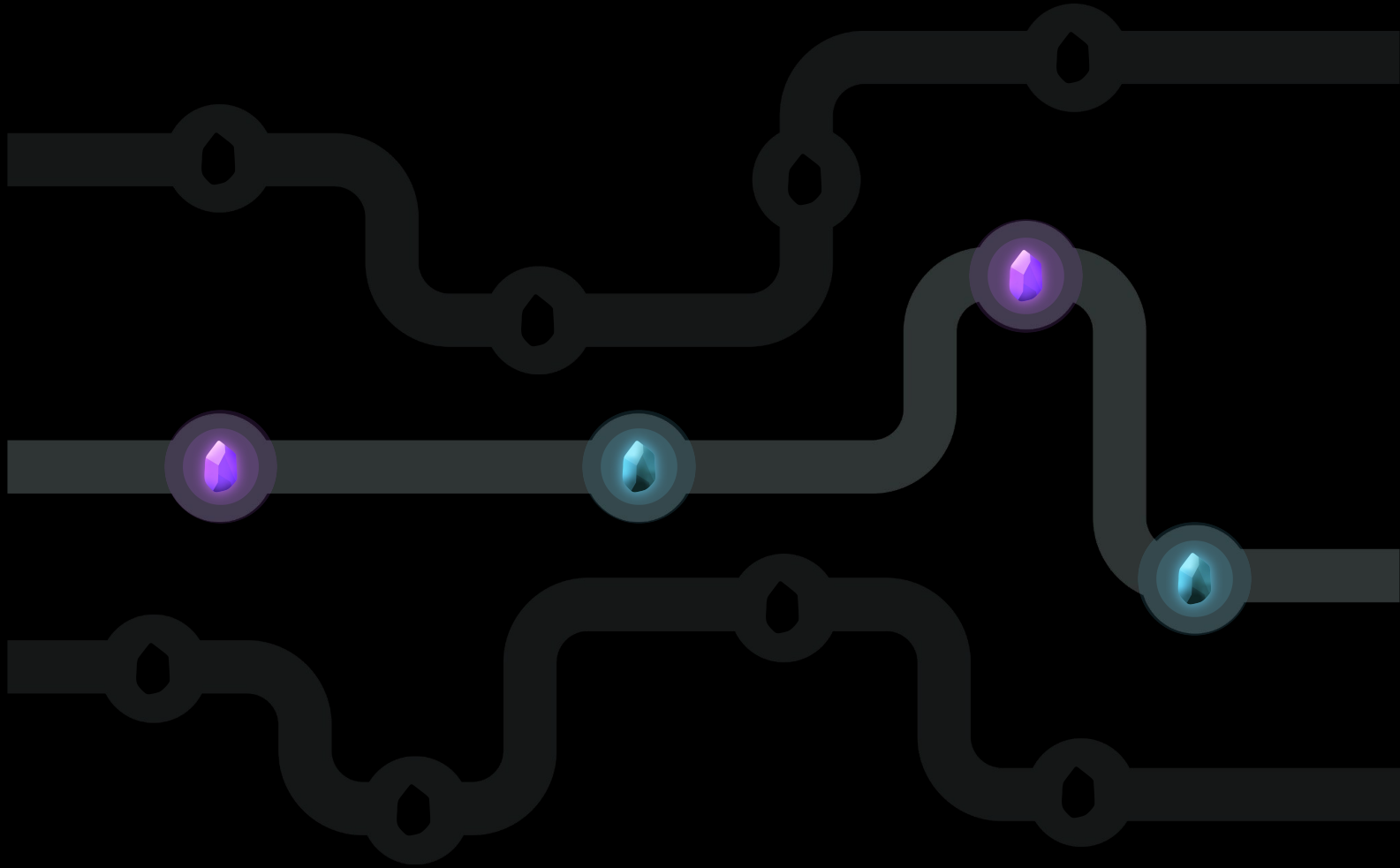
**Technical
leadership**



Peopeware

Delivery
management

Technical
leadership



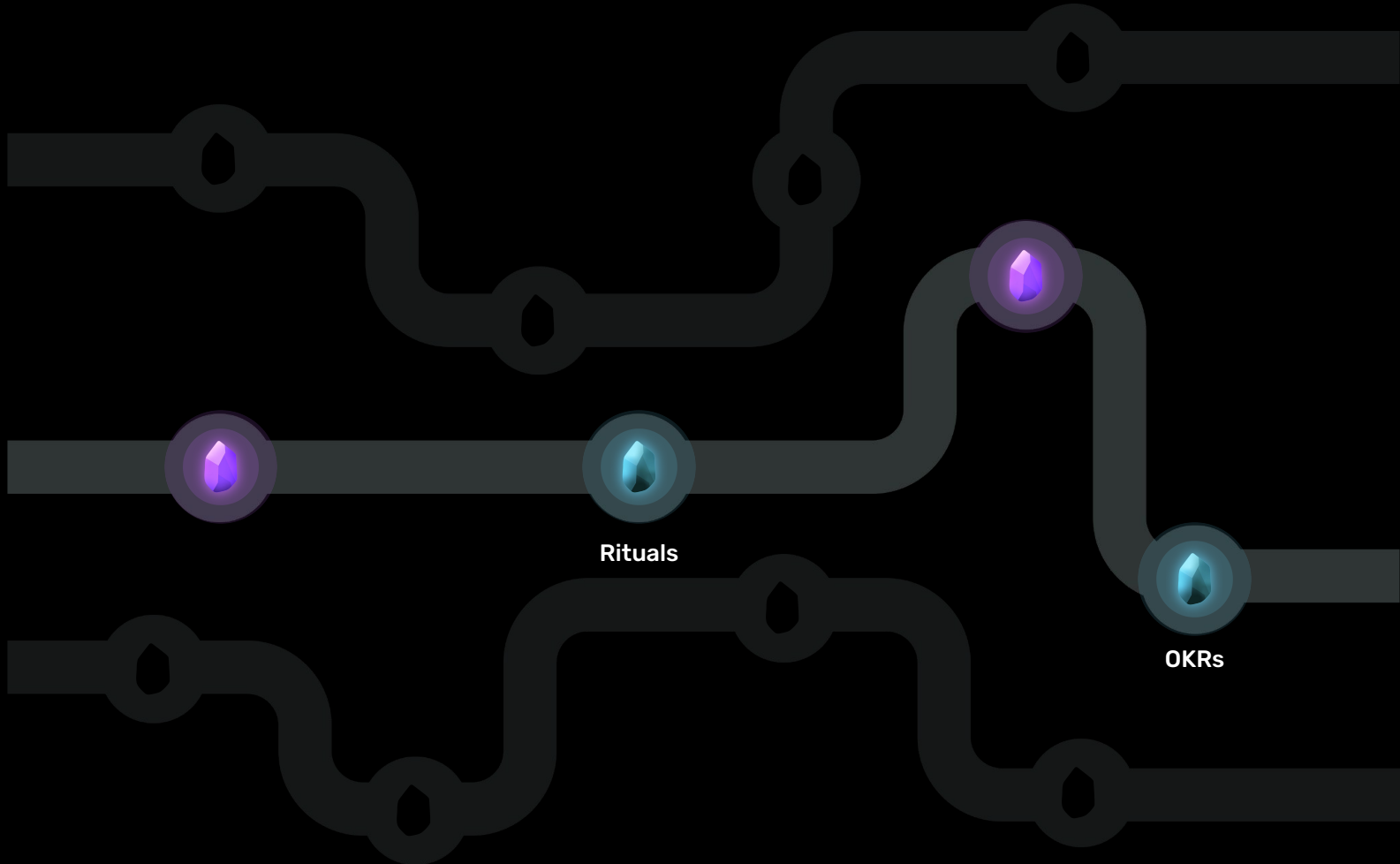
Peopleware

Delivery
management

Technical
leadership

Rituals

OKRs



Peopleware

Delivery
management

Technical
leadership



Daily



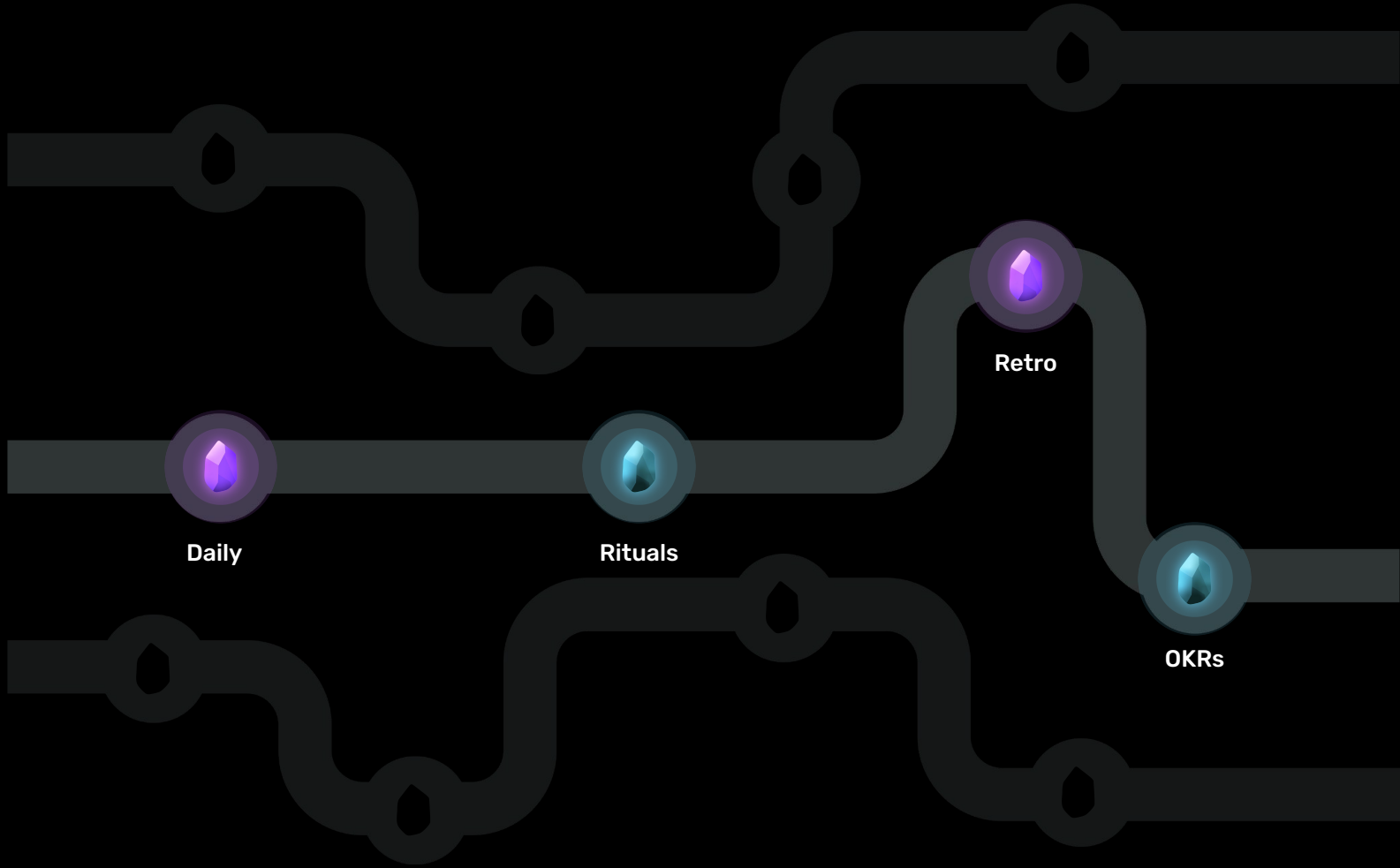
Rituals



Retro



OKRs

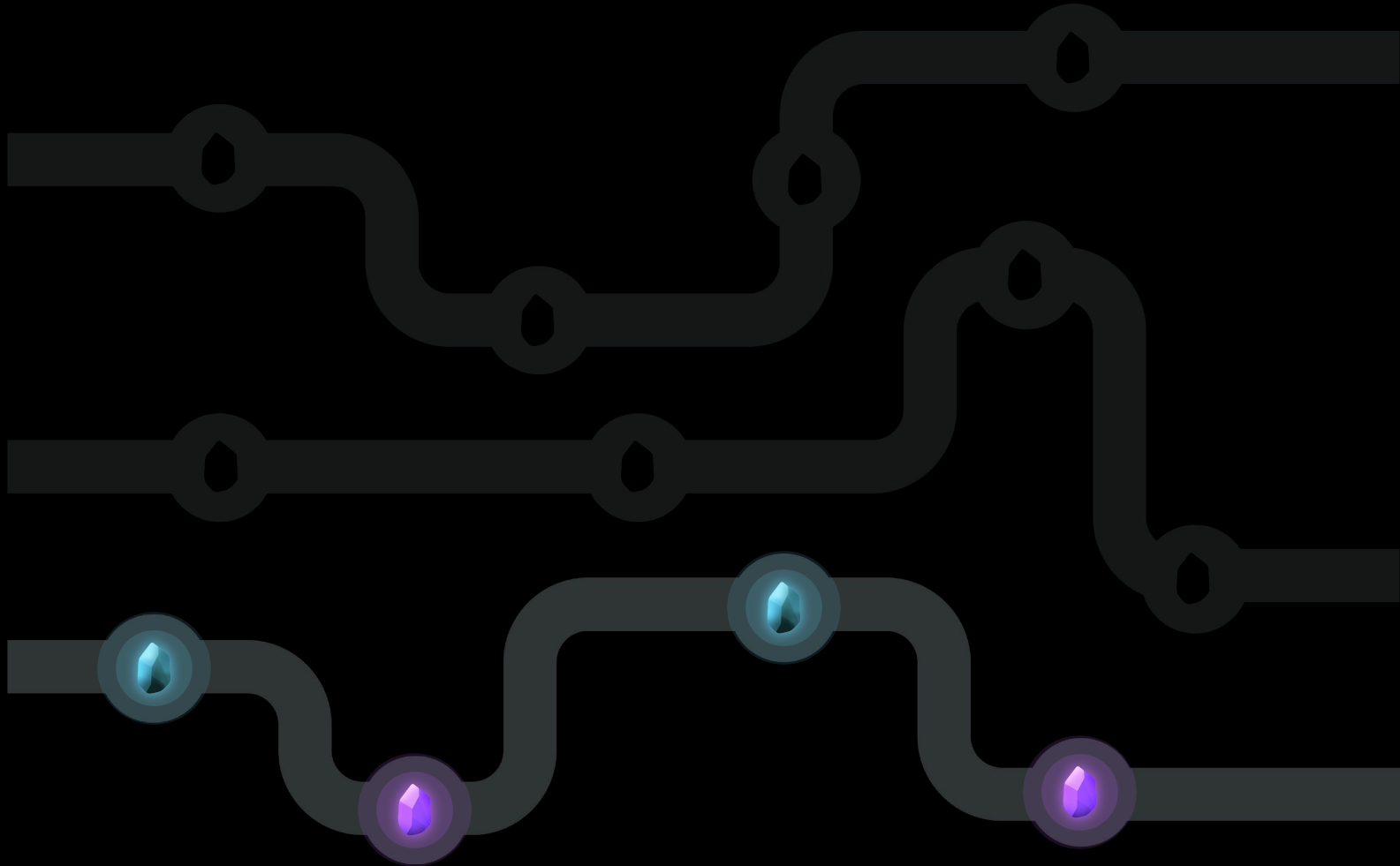




Peopeware

Delivery
management

Technical
leadership



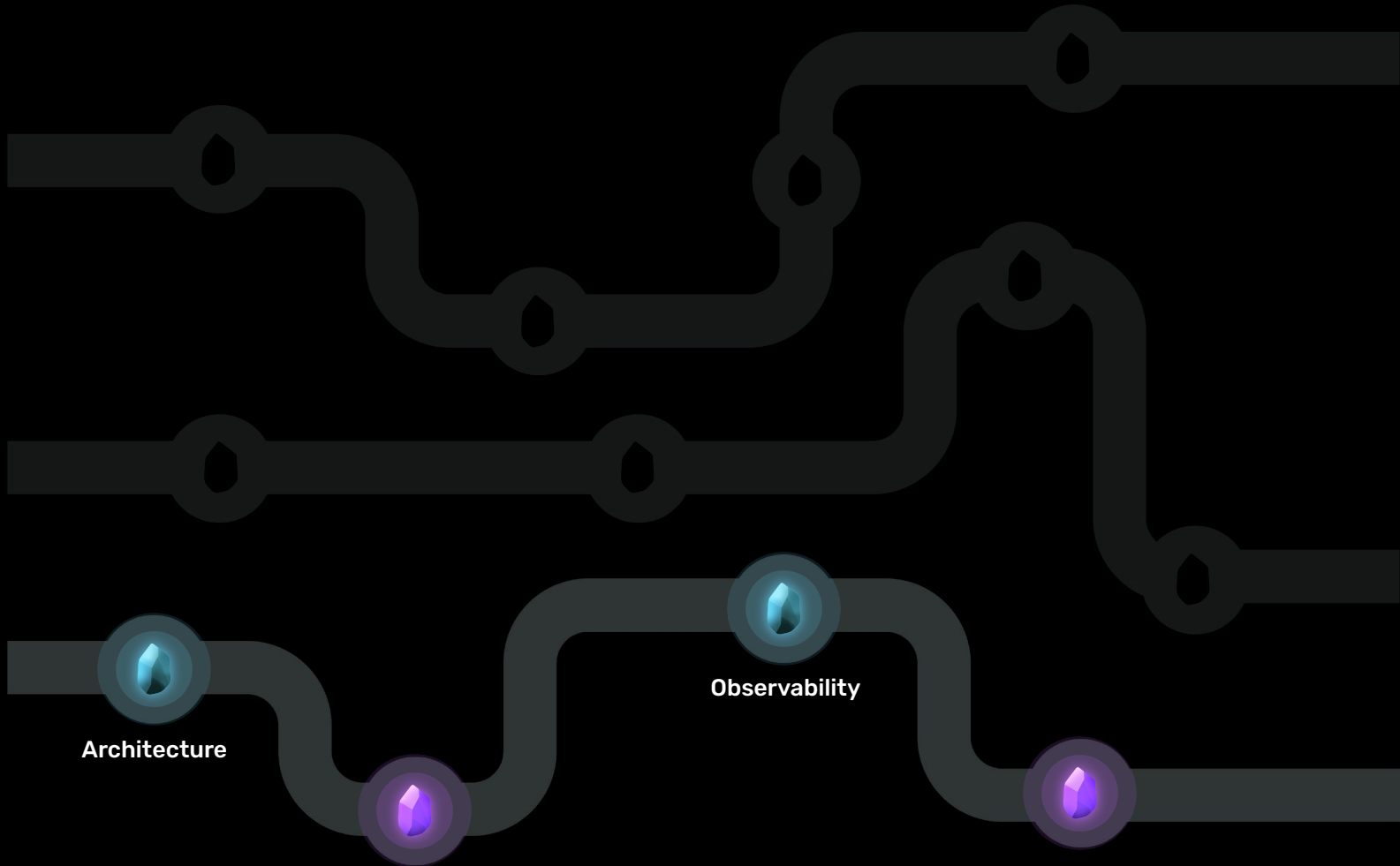
Peopleware

Delivery
management

Technical
leadership

Architecture

Observability



Peopleware

Delivery
management

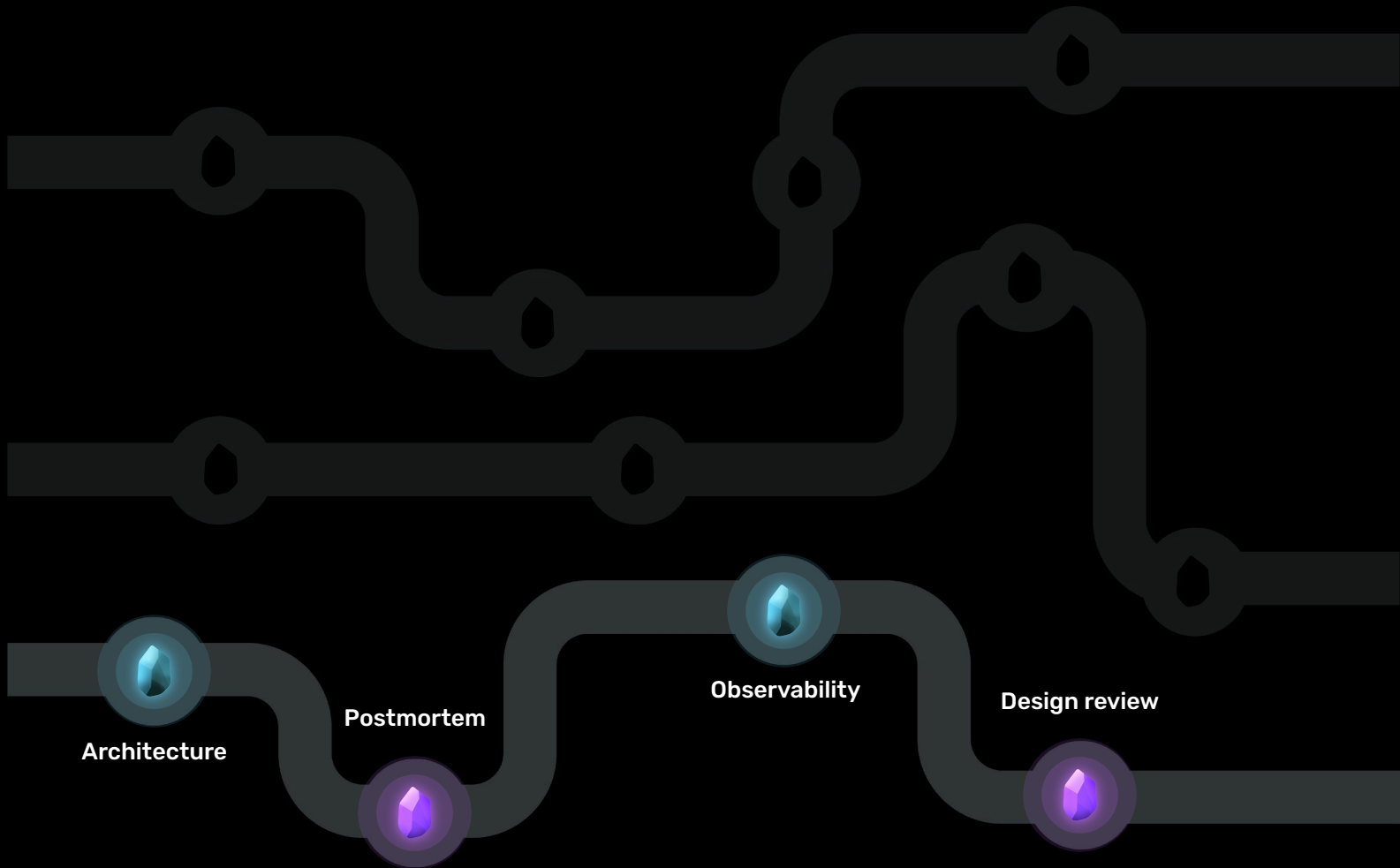
Technical
leadership

Architecture

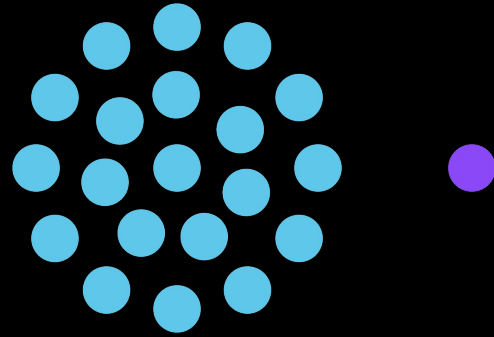
Postmortem

Observability

Design review



Adapting the plan to the manager's background

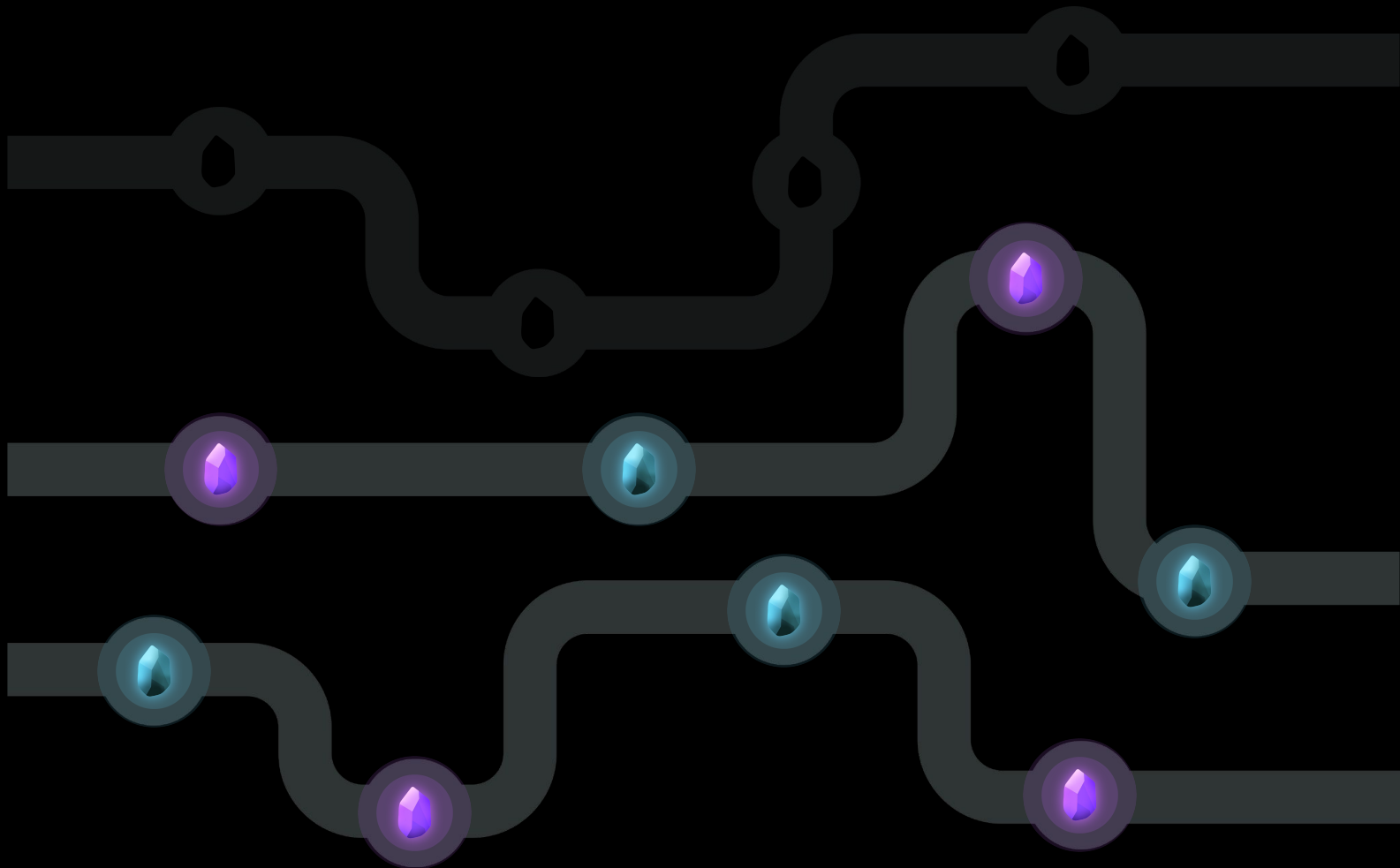


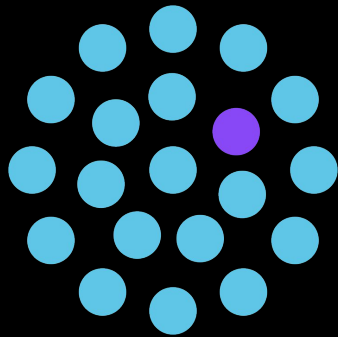
External hires

Peopeware

Delivery
management

Technical
leadership





Internal transfers

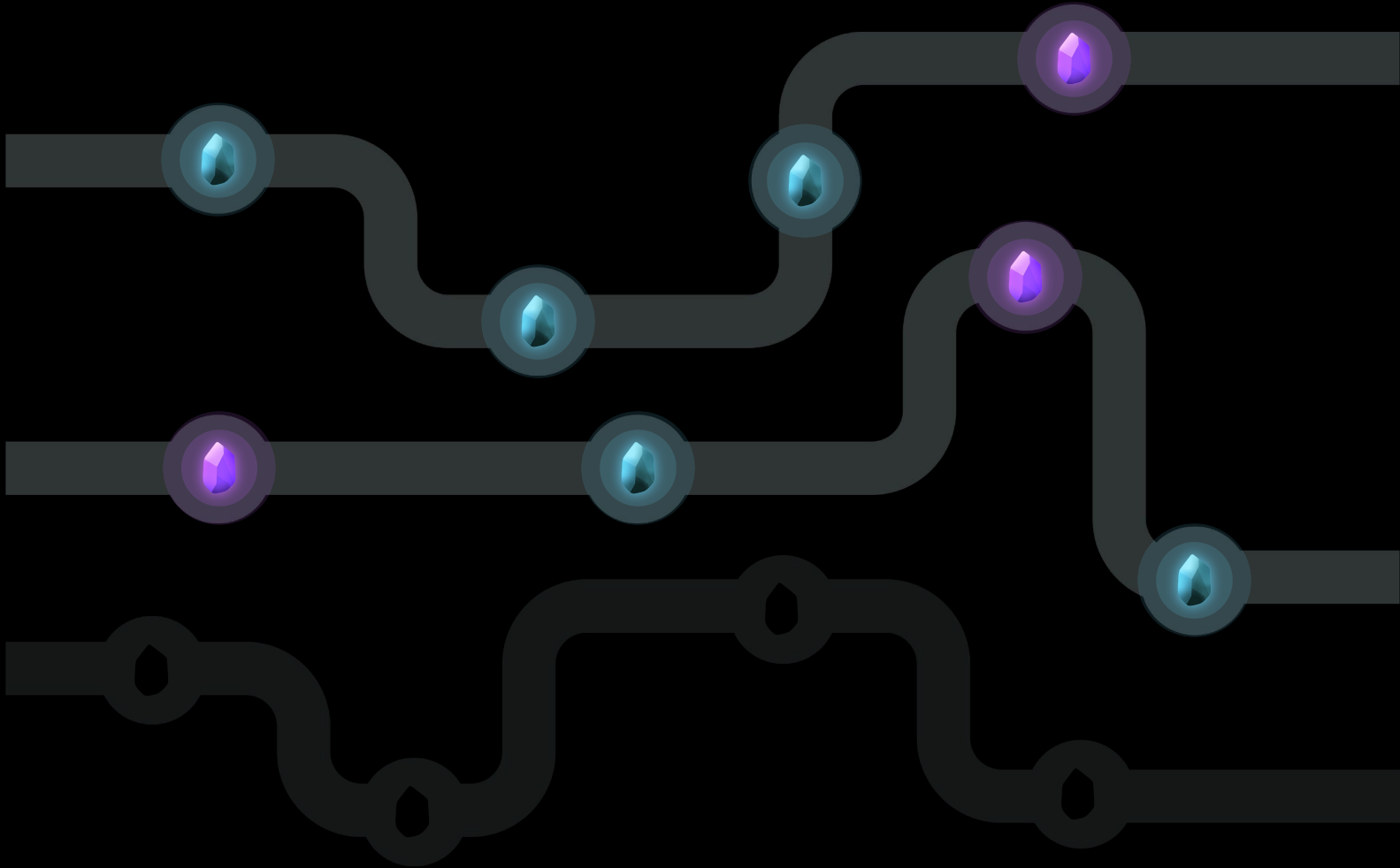
Peopleware

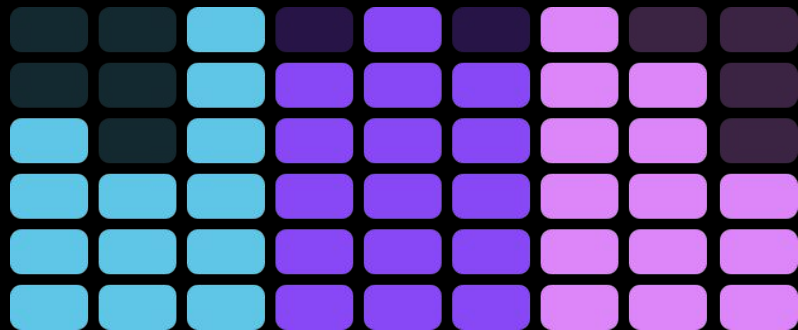


**Delivery
management**



**Technical
leadership**



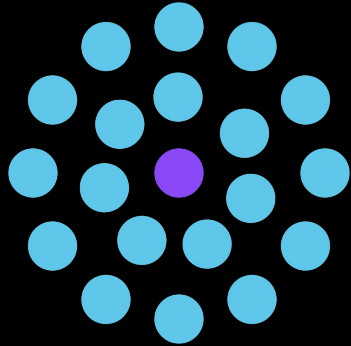


Required

Recommended

Optional

Why should it work?



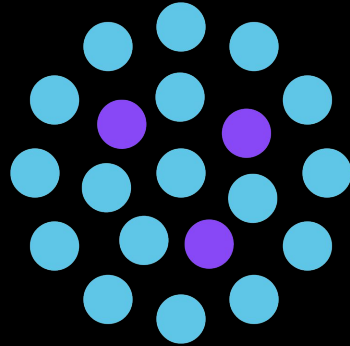
Belonging



Accomplishment

How it's going

1st cohort

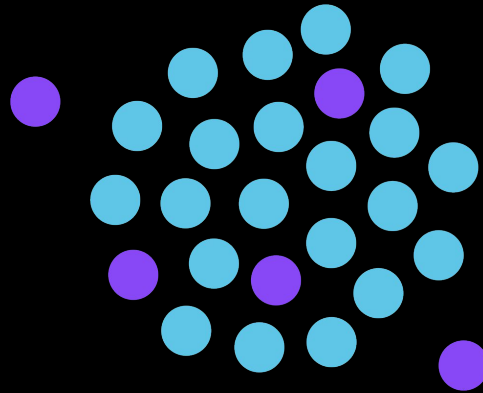


Internal transitions



- Engineering manager buddy
- Celebrate wins

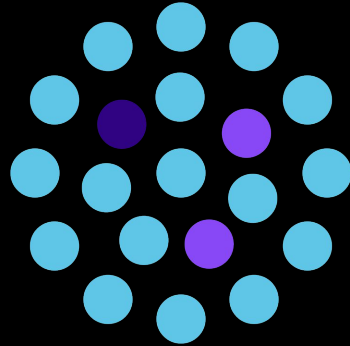
2nd cohort



Internal transitions
& external hires

- Separate content for new hires and internal transitions
- “Don’t-worry-about-it”

3rd cohort



Internal transitions

(Not all reporting to me this time)

- Getting the direct manager buy-in

Now what?



Takeaways

- Benefit your organization
- Direct manager buy-in and support
- Practical hands-on experiences
- Adaptable plan

Thank You!

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