

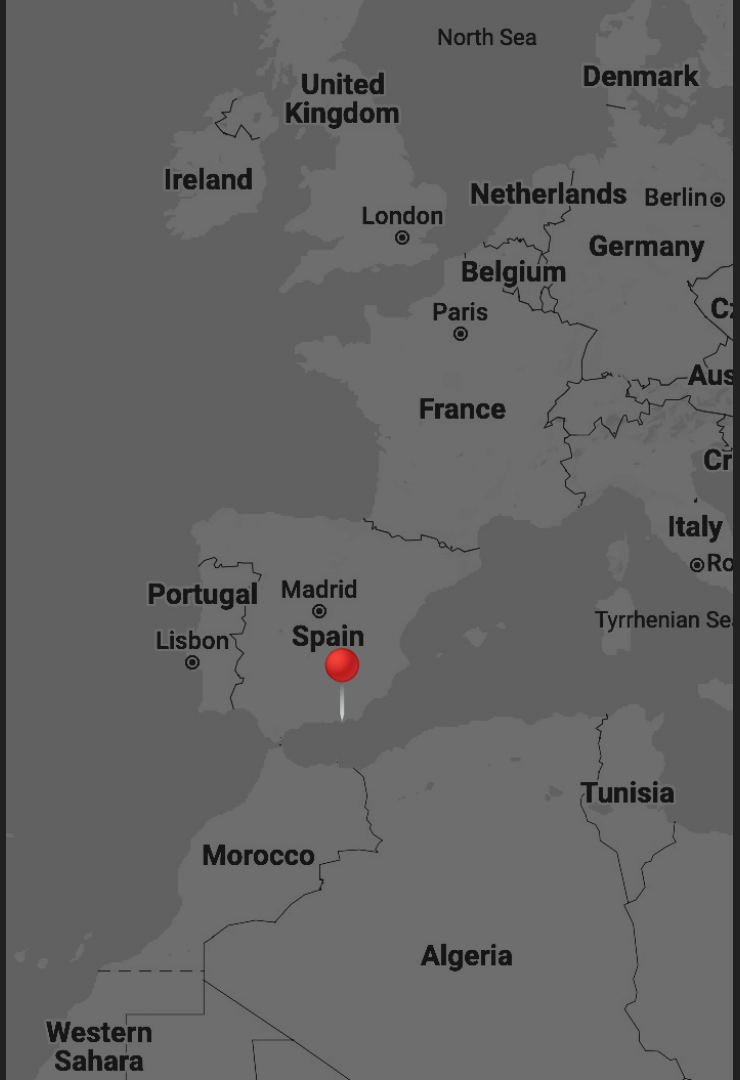














, I'm Javier

```
try {
    manager = engineer.become(Manager())
} catch (WrongManagerException e1) {
    try {
        engineer = manager.revert()
    } catch (RevertException e2) {
        e2.pleaseHalp(now!!)
    }
}
```



 **GRANADA, ESPAÑA**






- **IC** → 
- **EM** → 
- **IC Cofounder** → 
- **EM Cofounder** → 
- **MoM Cofounder** → 
- **IC Cofounder** → 
- **EM Cofounder** →  , ClassPass acquisition 
- **TL ClassPass** → 
- **EM ClassPass** → 
- **MoM ClassPass** → 
- **MoM Meta** → 

Person



Environment

# Success:

-  high performing team
-  “happy” manager
-  for a long enough time

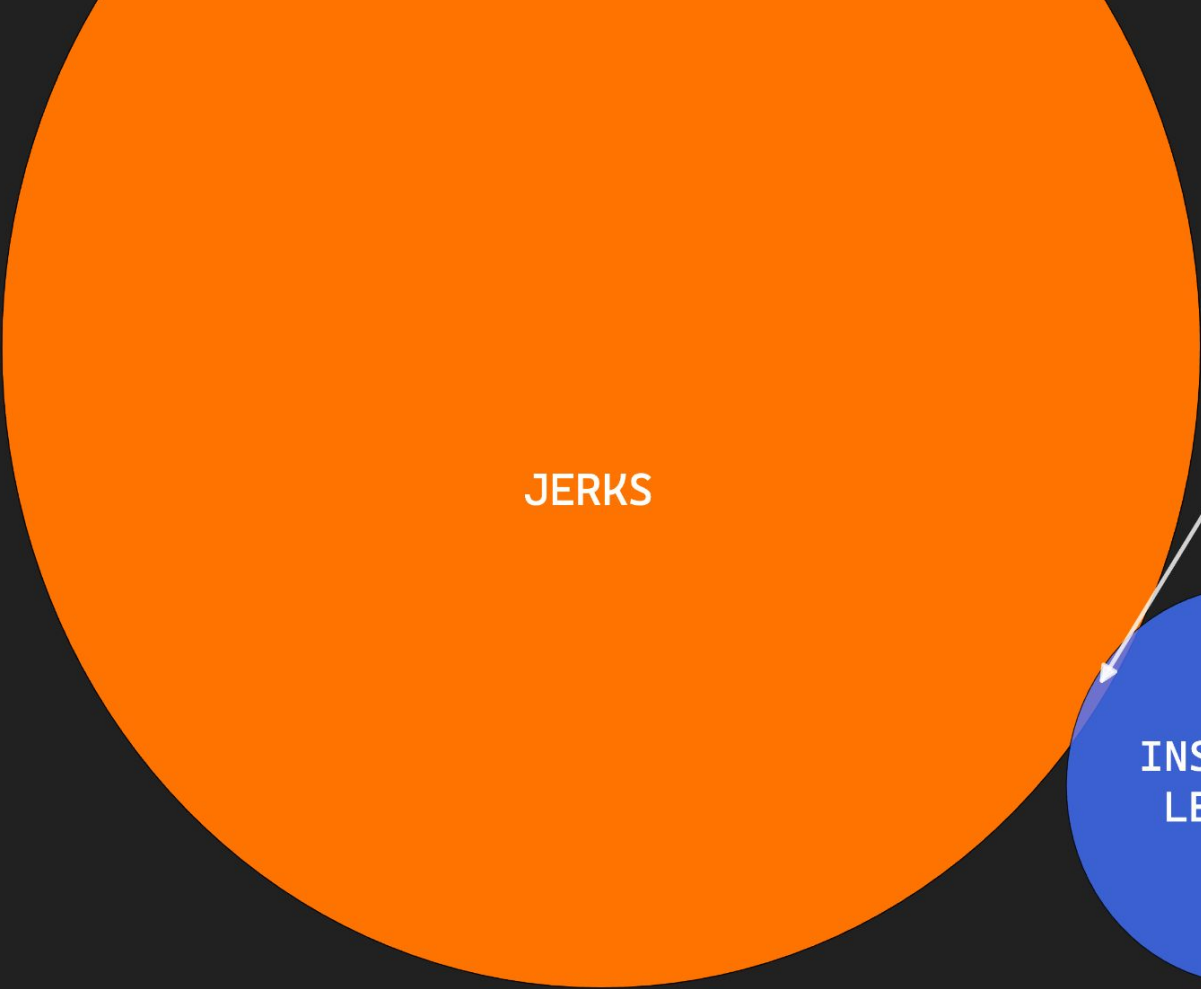


IC  $\longleftrightarrow$  Management  
**Pendulum Gone Wrong**

# The Person.

3 things to look for.





JERKS

Steve Jobs  
Elon Musk



INSPIRING  
LEADERS

Satya Nadella  
Melanie Perkins

**#1 Doubts**

**Why do you NOT want to  
be a great engineer?**

A young man with light brown hair and blue eyes is seated on the Iron Throne. He wears a golden crown with intricate designs and a dark red, patterned robe with gold embroidery. The throne is made of dark, weathered iron with many sharp, pointed blades protruding from its back. The background is a plain, light-colored wall.

**I AM THE MANAGER!**

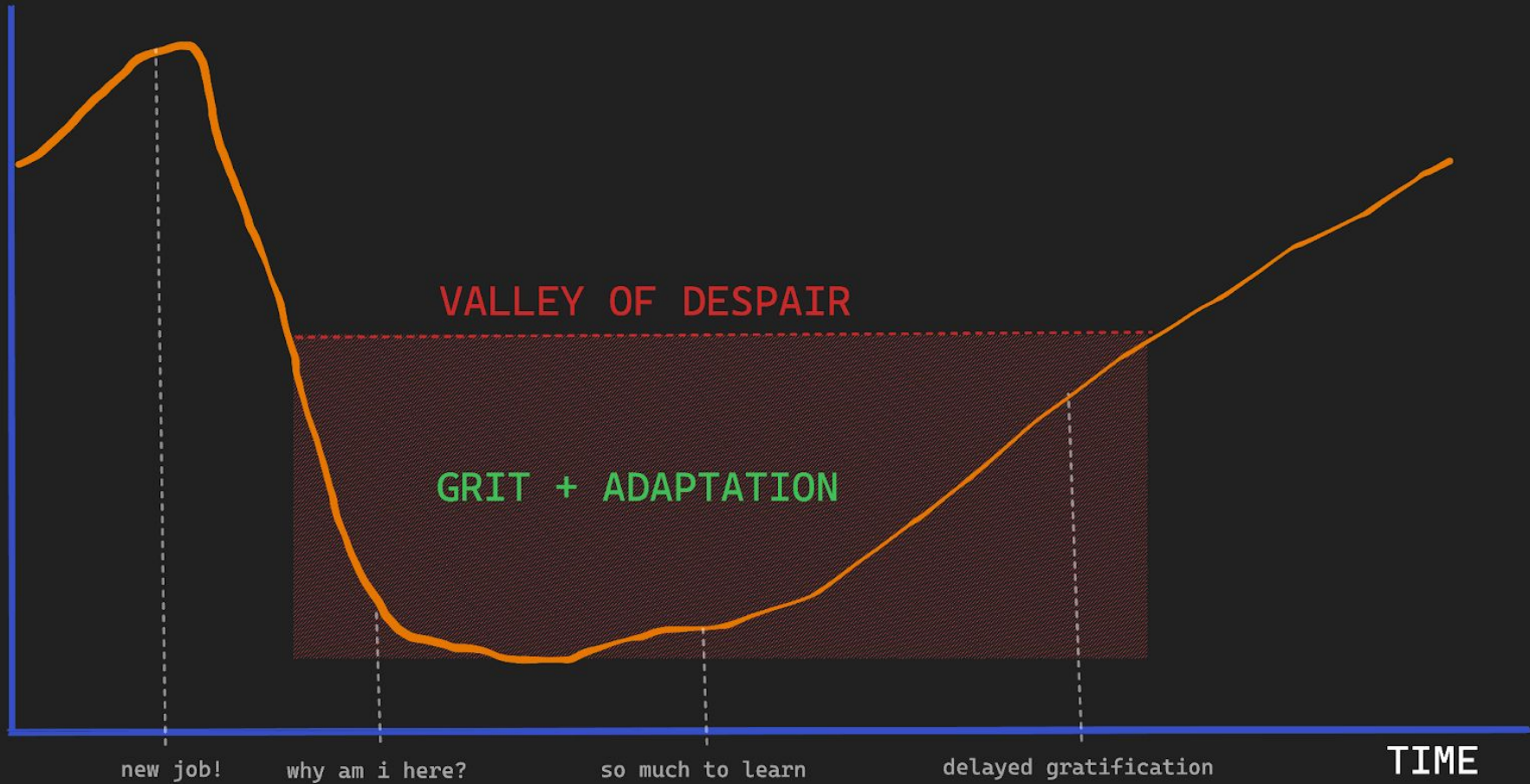


**I DON'T WANT TO BE THE MANAGER**

**The best managers do not  
want to manage.**

# **#2 Growth mindset**

MASTERY



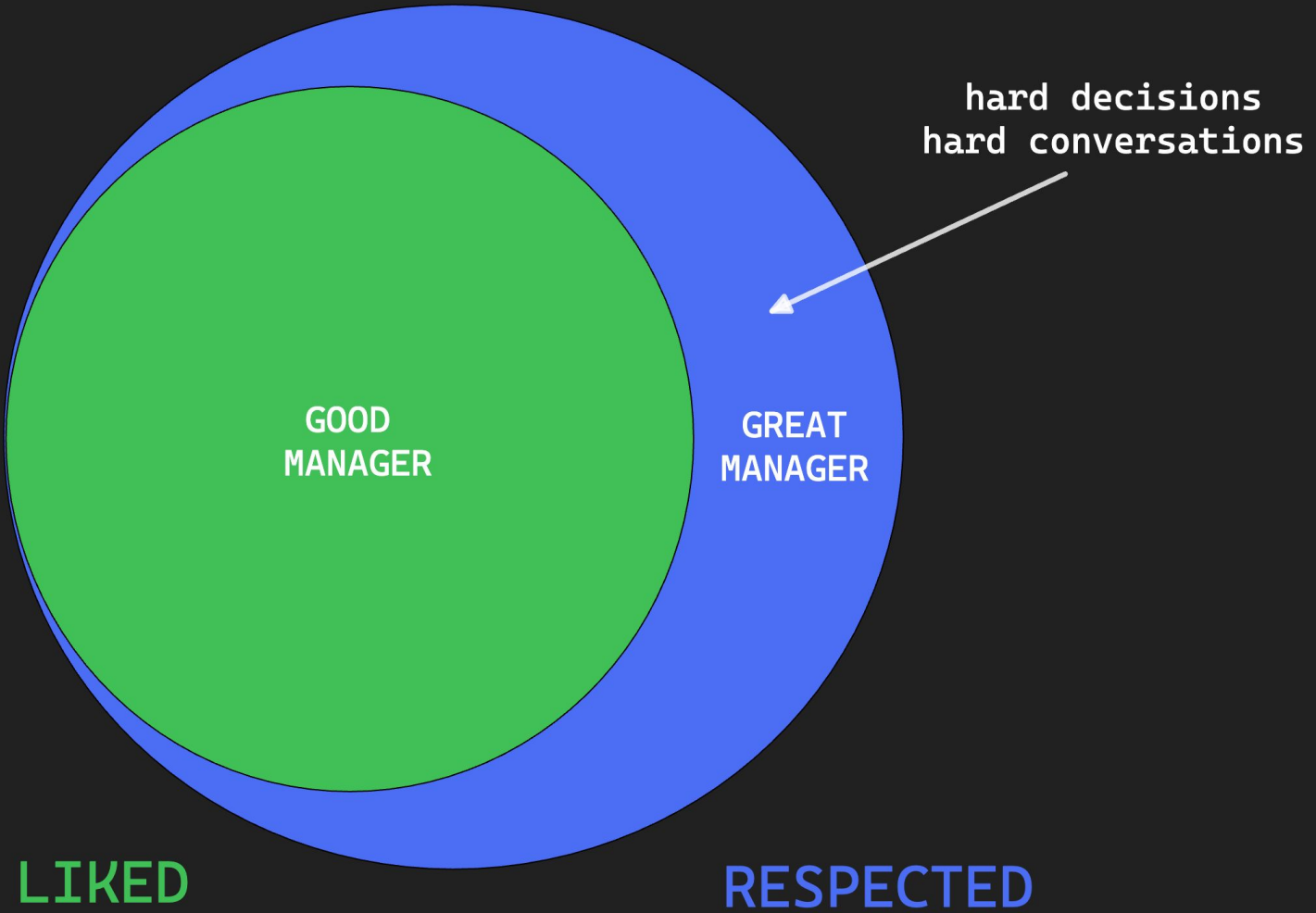
TIME



**Do not oversell the  
manager role.**

**#3 Courage to be  
disliked**

**It's easier to be liked  
than to be respected.**



# The Environment.

3 things to nurture.

*“One day, I was a great engineer.  
The next day, I became a manager.  
It was awesome.  
I did a great job.  
Everyone was happy.”*

*“One day, I was a great engineer.  
The next day, I became a manager.  
It was awesome.  
I did a great job.  
Everyone was happy.”*



**Nobody said this. Ever.**

# #1 Change budget



Engineer → Manager

+

Shuffle Engineers

+

Transfer PM

+

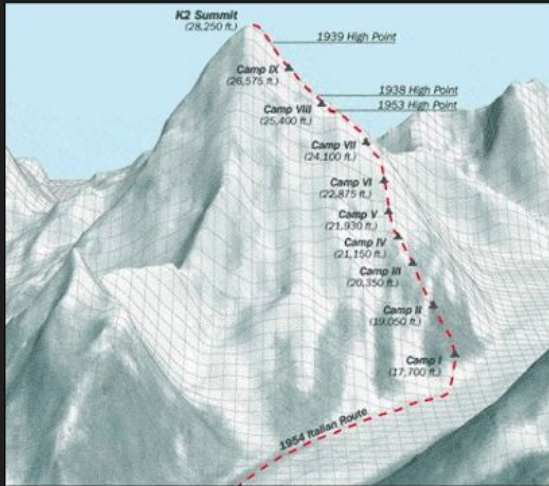
Absorb more scope



**Do not introduce more  
change than what the  
team can absorb.**

# **#2 Support and Confidence**

# Manager Sherpa



#1  
DIRECTION



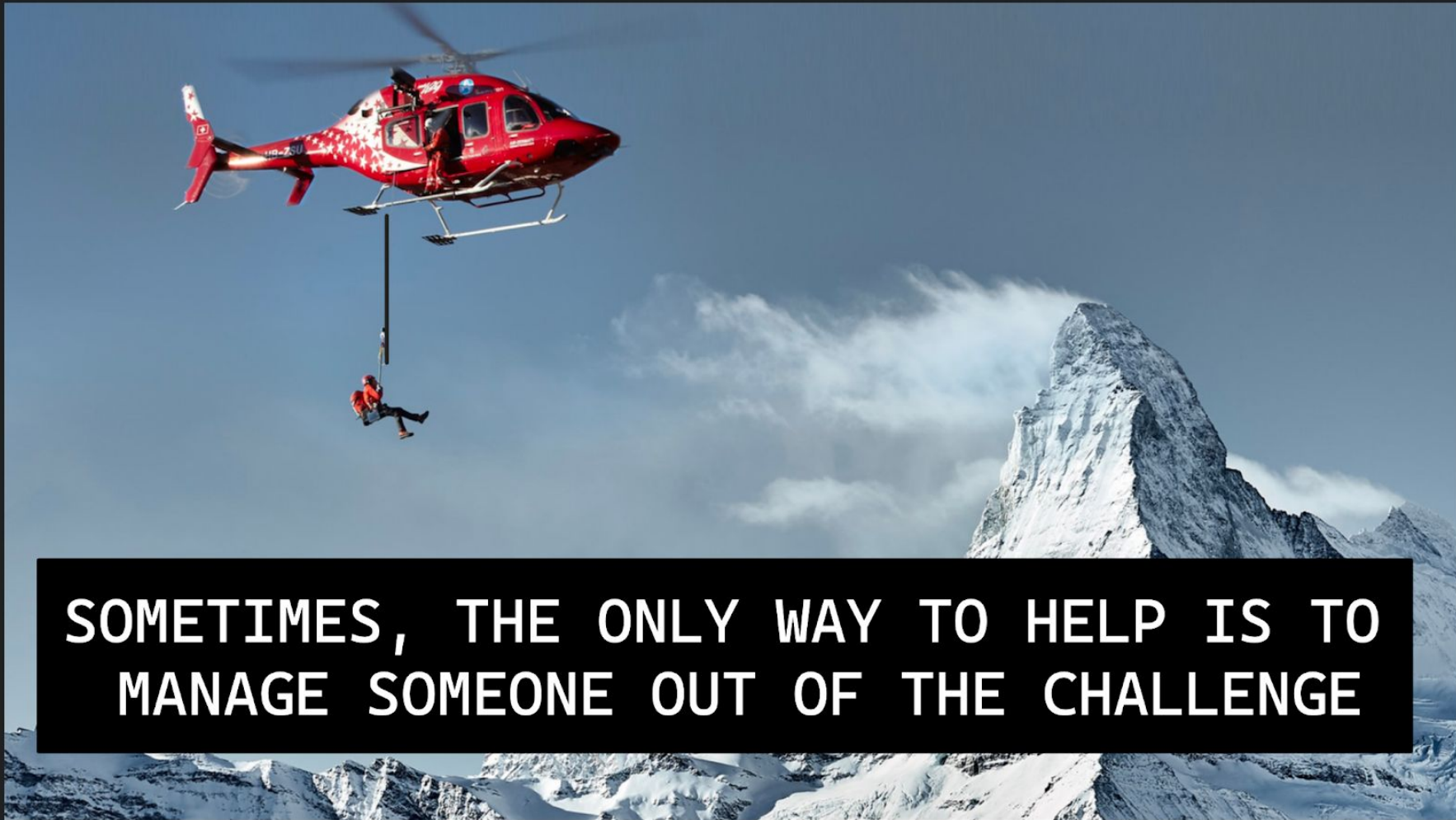
#2  
AVAILABILITY



#3  
DELEGATION

**There is nothing you  
can break that I can't  
help you fix.**

**#3 ...the *catch*  
block**



**SOMETIMES, THE ONLY WAY TO HELP IS TO  
MANAGE SOMEONE OUT OF THE CHALLENGE**

**Be soft on the person and  
hard on the behavior.**



**Your success comes from the  
power law of your best decisions.**

**Your reputation comes from how  
you deal with your bad ones.**

- 1 The best engineering managers do not want to manage.
- 2 Grit and adaptation to cross the valley of despair.
- 3 It is easier to be liked than to be respected.
- 4 Do not introduce more change than the team can absorb.
- 5 There is nothing you can break that I can not help you fix.
- 6 Be soft on the person, but hard on reversing the situation.

**Thank you.**