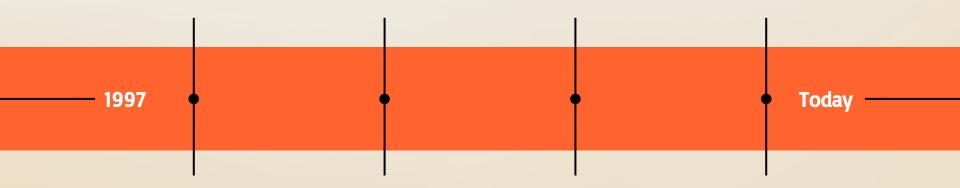
Backwards Compatible

Lessons from a Quarter Century in Software











Getting Hired









The First Year

















The First
Three
Years





















Tips for saying "no"

Workload

"I have a lot on my plate right now."

Impact

"This will push out these other things you've asked me to do."



Focus

"I dedicated myself to improving X so I need to focus on that."

Castle

"I can't do that, but I can do this."

"I can't do this at the level it deserves."

Polish



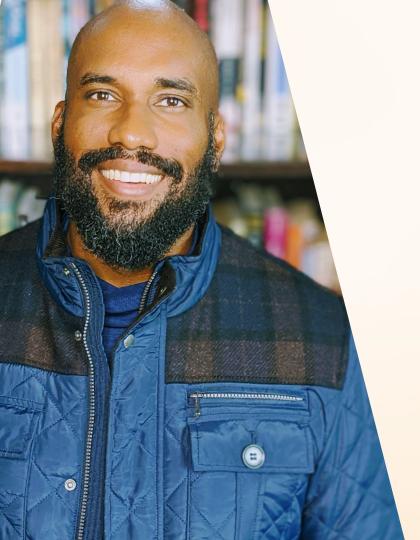












Thanks!

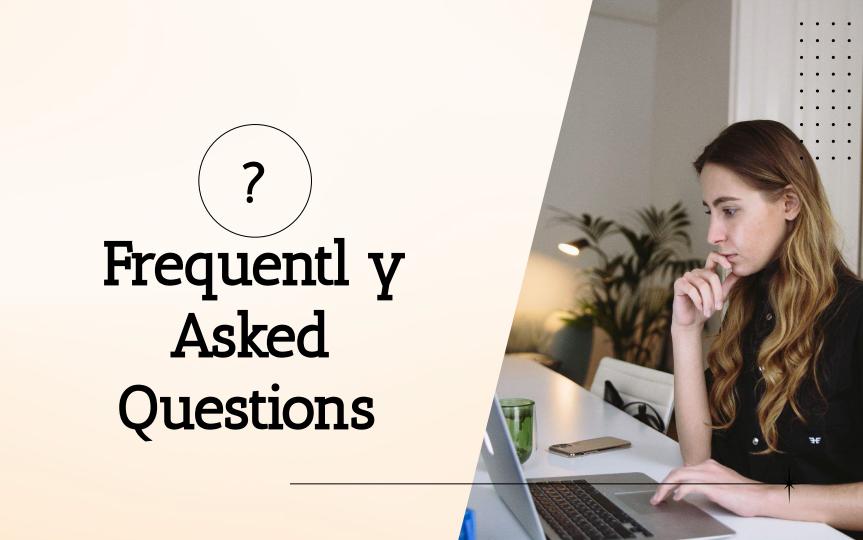
Do you have any questions?

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Was becoming a manager something you were always interested in, or did you take a non-traditional path?

Who do managers lean on when they need help?

What should people consider before moving into a management role?

Think about an average week. Where do you spend your time?

Who do you spend your time with?

What are some tips you would offer people who are interested in improving their public speaking skills?

What gives you joy as a manager?