

TECH LEAD TO MANAGER

A Blueprint for Successful Transition

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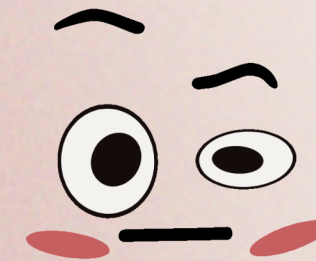
Senior Engineering Manager

Lyft

Expectation vs Reality

- Calender Overload
- Feeling of loneliness
- Imposter syndrome
- Giving feedback feels uncomfortable

Promotion or a **different** job



ABOUT ME

Tech Veteran

20 years of experience

IC → Tech Lead → PM → EM → EM of EMs



HOBBY

Gardening



WHAT DO MANAGERS
DO?



People



Business Outcomes

****EBITDA** = Earnings Before Interest, Taxes, Depreciation, and Amortization, is a metric that measures a company's financial performance by calculating its profitability from core operations.*



Plants



Garden

MONTHS 1-2: BUILD TRUST

- Be Empathetic
- Communicate with Candor
- Show Consistency



MONTHS 2-4: ALIGN & DRIVE EXECUTION



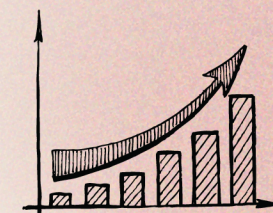
OKRs and
Roadmaps



Success Metrics and
Delivery Milestones.



Build your process
and collaboration
rhythm



Communicate your
wins, blockers and
progress

MONTHS 4-6: PERFORMANCE MANAGEMENT



Understand Strengths and Growth Areas

Motivations and Needs

Align Expectations

SMART Goals

Regular Feedback

****SMART** goals are Specific, Measurable, Achievable, Relevant, and Time-bound.*

MONTHS 6-12: GROW YOUR SKILLS

Emotional Intelligence

Delegation

Communication

**Giving & Receiving
Feedback**

Crisis Management

Change Management

Systems Thinking

Collaboration

Hiring

Roadmapping

**Performance
Management**

DELEGATION



SCALING TECHNIQUE

Define the problem and the expected outcome

Match the work to the person

Provide Context

Check-in, don't hover

Celebrate Wins

RECEIVING FEEDBACK

Receive with gratitude



Active Listening



Dont be reactive - take it slow



Model Vulnerability



Evaluate



Communicate Action Plan

MANAGER GROWTH PLAN

- Invest in building your network
 - Find mentors and peer groups
 - Practice difficult conversations
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- Self-care – cultivate hobbies
 - Protect learning and reflection time
 - Cultivate a writing habit



RESOURCES



Books:

- *The Making of a Manager* by Julie Zhuo
- *Radical Candor* by Kim Scott
- *Measure What Matters* by John Doerr
- *The Five Dysfunctions of a Team* by Patrick Lencioni



Podcasts:

- *Acquired*
- *ELC - The Engineering Leadership Podcast*



Blogs:

- *Leaddev.com*
- *Lethain.com* by Will Larson
- *The Pragmatic Engineer* by Gergely Orosz.
- *Rands in Repose* by Michael Lopp
- *Fish Food for Thought* by Mike Fisher



THANK YOU FOR
LISTENING!