

Developer Week 2020

From Coding to Management

What I have learned so far

Israel Heringer

From Coding to Management

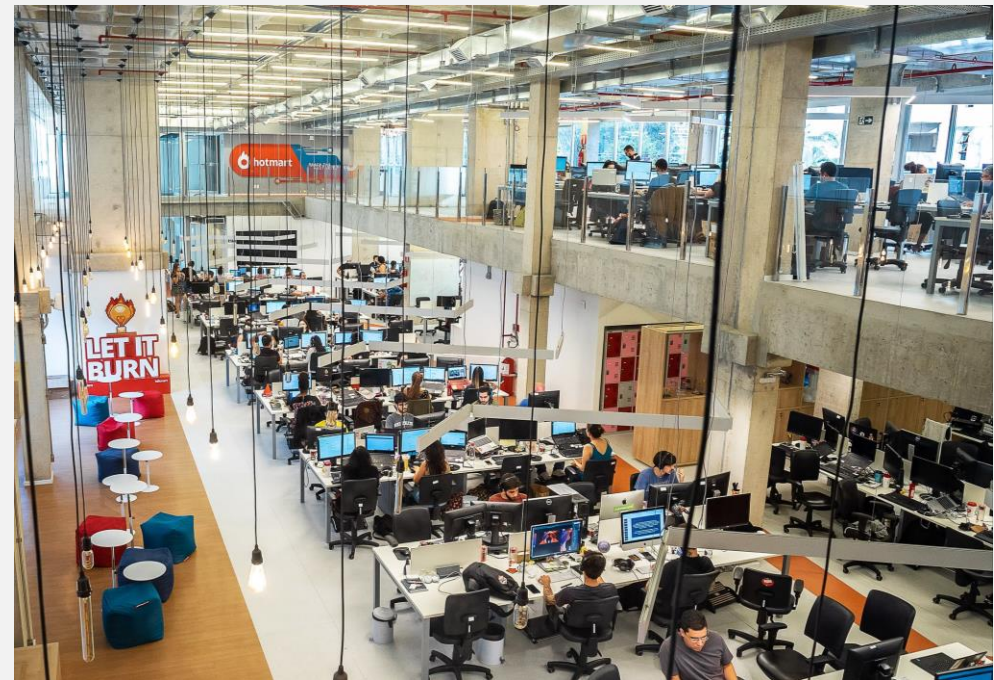
Israel Heringer

- Brazilian, from Belo Horizonte
- Working with software development for 10+ years
- Mobile Engineering Manager at Hotmart



Hotmart

- Since 2011
- Digital distribution platform
- 600+ trooper in 6 countries
- 150,000+ products
- 5+ Million buyers
- 190+ countries



A brief context on how I became a manager

- I never planned it for my career
- There was no specific preparation or training
- I was not the best engineer
- Being organized helped a lot

***10 lessons I have
learned***



How the client explained...



How the project leader understood...



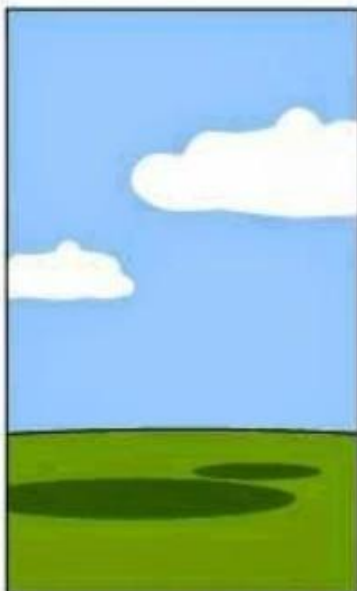
How the analyst designed...



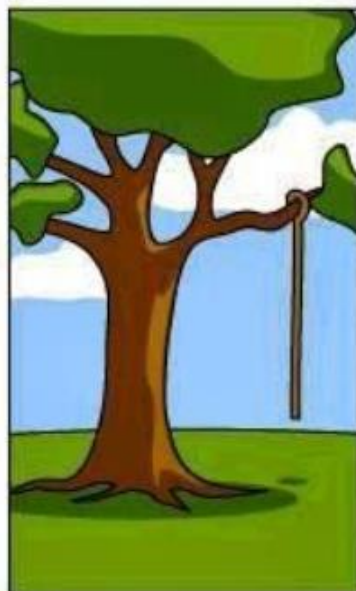
How the developer coded...



How the salesperson described...



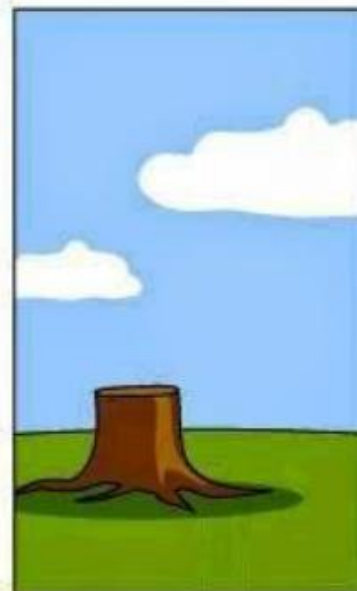
How the project was documented...



What features were deployed...



How the client was charged...



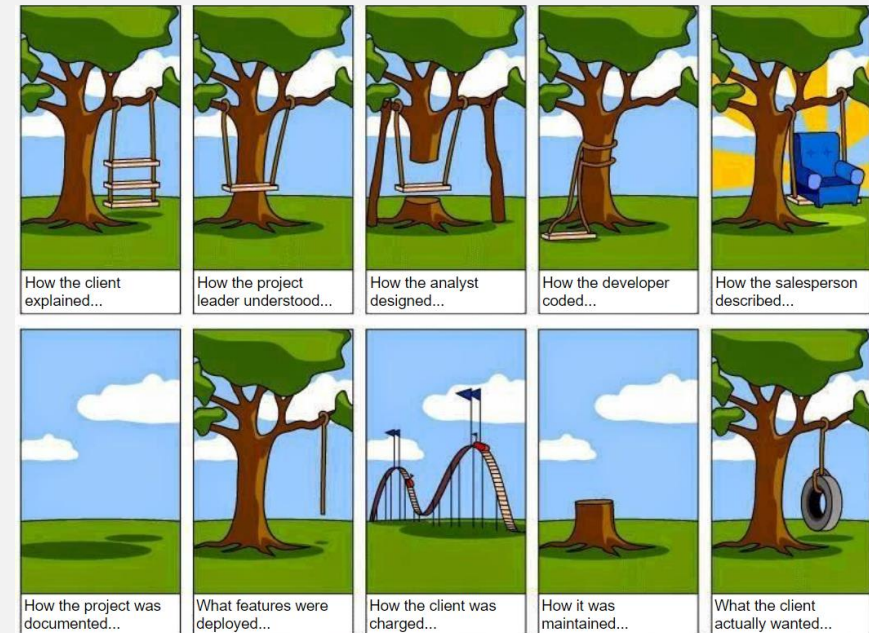
How it was maintained...



What the client actually wanted...

What does it tell us?

- Usually the focus is on “The clients have no idea what they want”
- First and last pics
- But...
- The focus should be on “People are different”
- People are not binary

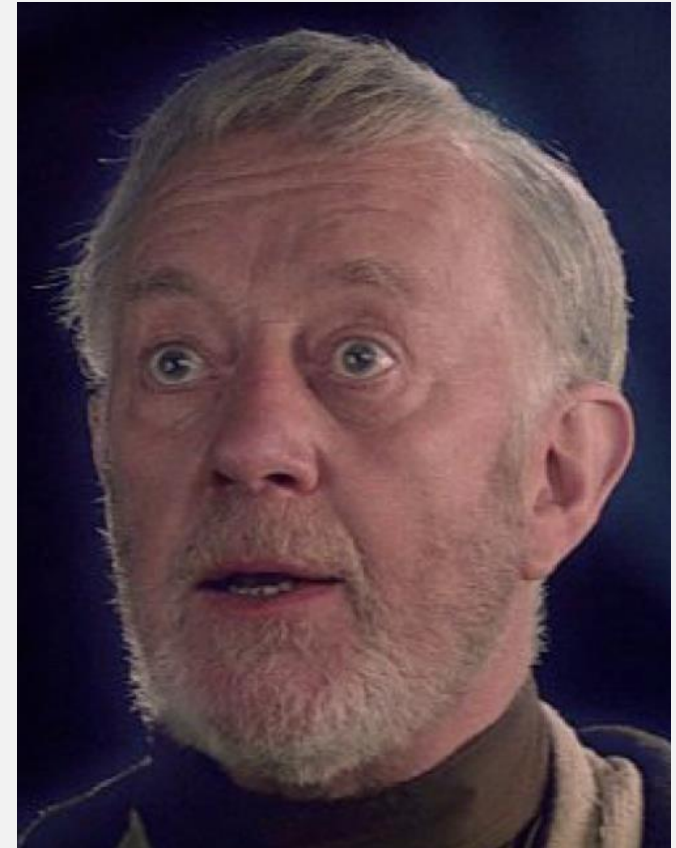


#1

Intentions

1) Machines don't have an intention

- People always do
- Knowing someone's intentions is very important
 - Also very challenging
- Don't take a binary view on everything
 - "You're going to find that many of the truths we cling to depend greatly on our own point of view"
(Kenoby, Obi-Wan)



#2

Being tested

2) People may test you

- To know if you can be trusted
- To know if you are coherent
- They may be trying to find out:
 - Is this worth my sacrifice?
 - Am I going to be recognized for what I do?
 - What are my growth possibilities?
 - Is it ever going to end?

#3

*People need to feel
trusted*

3) People need to feel trusted

- More confidence in their work
- Feedback will be much more impactful
- Careful of the tendency of centralization
- Promoting someone does not mean they feel you trust them

#4

Be clear

4) Be clear

- What you expect from your team
- Different people need different approaches
 - Junior vs Senior
 - Objective vs Subjective
- Don't assume everything was well understood
 - Say the same thing again in a different way
 - Ask questions
- Always try to involve people in what concerns them

#5

*Someone is going to
disappoint you*

5) Someone is going to disappoint you

- Even when we do our best to communicate and motivate
- Don't take it personally
 - Remember: The intention may not be to hurt you
- What do you have to learn from it?
- Maybe they were just in a bad moment of their lives

#6

***Be close, but not too
attached***

6) Be close, but not too attached

- Many developers get too attached to their code
 - Many manager also get too attached to their teams
- We don't want to lose anyone
- Letting someone go is always hard
 - Even when you are sure it is the best thing to do
 - People may feel hurt, betrayed
- Whenever possible, have them know it might come to this through feedback
 - [Book suggestion: Radical Candor]

#7

*Everything someone
says needs a filter*

7) Everything someone says needs a filter

- A lot of factors may influence someone's opinion
 - Context
 - Prejudice
 - Past experiences
- Don't simply take everything too literally

#8

***New leadership can bring
some new problems***

8) New leadership can bring some new problems

- Every change can bring new problems
 - New leadership too
- Now they are your problems to solve
- We have to be cautious
 - Especially when you don't know your team well

#9

***You may have a much
more fragmented day***

9) You may have a much more fragmented day

- Developers are used to having total focus on the code
- Making yourself available is very important
- Managers need to get used to being interrupted
- Depends a lot on how mature your team is
- Great opportunity to develop autonomy

#10

***Distance yourself from
the operation***

10) Distance yourself from the operation

- For many new leaders, this is the hardest change
 - Usually, developers love their work
- As the team grows, they have to...
 - Make decisions on their own
 - Take responsibility
 - Be autonomous
- Beware: It does not mean to distance yourself from people

Look for the bigger picture

- Very often new leaders focus more on the previous responsibilities
 - What they know better
 - What they are already used to doing
- The company needs you on higher abstraction
- Your team needs you to bring a broader vision

2 *bonus tips*

Bonus Tip #1

***Know your company
culture***

Know your company culture

- The culture may be very clear to everyone
 - Or it may be just lightly perceived
- Gives you much more confidence in what you are doing
- Your team expects you to be coherent with the company values
- Don't forget: Be yourself

Bonus Tip #2

Know your limits

Know your limits

- Sleep deprivation
 - Hunger
 - Tiredness
 - Noise
 - ...
-
- The way you are is going to affect a lot of people



*what got you here,
won't get you there*

Thank you!

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