CONFESSIONS OF A FIRST-TIME ENGINEERING MANAGER

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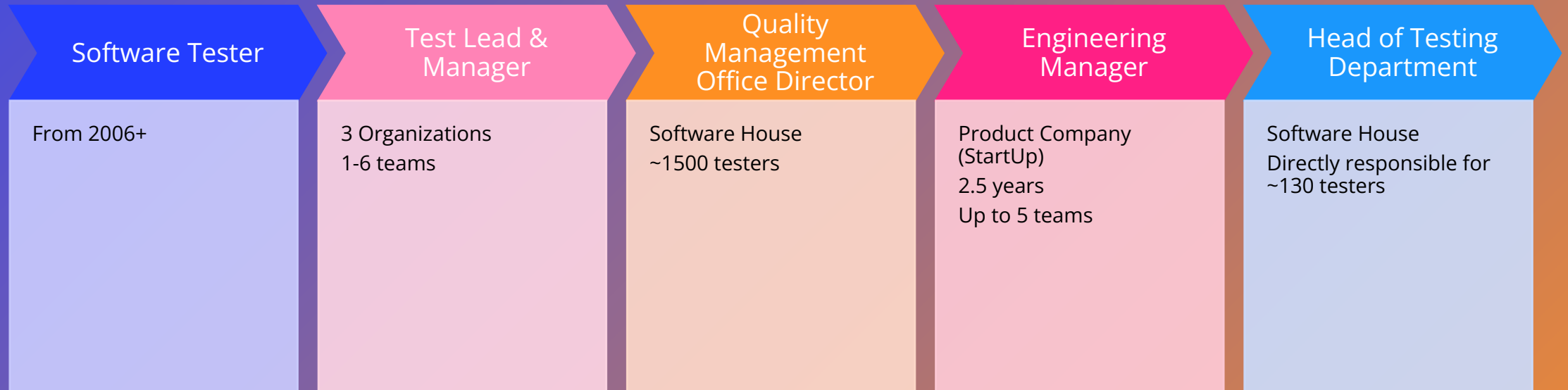HUNGARIAN SOFTWARE TESTING FORUM

Agenda

- My story
- Engineering Manager responsibilities
- Values our experience may bring
- Challenges and Achievements
- Reflection and Future Outlook
- Summary

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MY STORY

My Story

Software Tester	Test Lead & Manager	Quality Management Office Director	Engineering Manager	Head of Testing Department
From 2006+	3 Organizations 1-6 teams	Software House ~1500 testers	Product Company (StartUp) 2.5 years Up to 5 teams	Software House Directly responsible for ~130 testers

ENGINEERING MANAGER - RESPONSIBILITIES

Responsibilities

- You will lead a team of software engineers to deliver high-impact results, your responsibilities in this role:
- Align the vision, strategy and roadmap of the Developer Enablement Engineering team with the rest of Engineering Operations and ensure strong partnership with Product Management and Program Management teams.
- Foster a strong accountability culture in the team and help the team deliver the results reliably and in a timely manner to support the needs of critical business stakeholders.
- Act as a credible technical advisor to the team; help the team make thoughtful, informed decisions in ambiguous situations.
- Effectively communicate complex ideas and influence decisions across a diverse range of stakeholders.
- Balance business needs with strong engineering principles, ensure investment in foundational technical work, and incremental improvements to deliver timely results.
- Lead, coach, hire, and develop a team of outstanding engineers, train them, bring their best selves to their daily work, and deliver exceptional results in reliability, performance, efficiency as well as developer experience.
- Build and nurture an inclusive team culture where every member feels empowered, accepted, and respected.

- Lead a team of engineers and product managers in the ideation and technical development of innovative enterprise software to streamline and automate critical business processes
- Provide strategic and operational oversight for Enterprise software product development
- Work closely with business leaders, develop short and long-term strategies
- Manage business expectations, resolve conflicts, and keep businesses aligned
- Develop and drive execution on 6 month and 1 year road maps
- Drive innovation, establish new approaches in improving productivity
- Establish a metrics based organization, develop key operational metrics and push for continuous improvement
- Ensure system security, data integrity and compliance for regulatory products

- Set and communicate priorities that support the broader organization's goals. Align strategy, processes, and decision-making across teams.
- Meet regularly to discuss performance and development and provide feedback and coaching
- Develop a mid-term technical roadmap within the scope of the teams. Evolve the roadmap to meet anticipated future requirements and infrastructure needs.
- Coordinate with partner teams to deliver a quality production service. Build relationships with internal customers.
- Build scalable and maintainable technical solutions to solve industry-hard problems for the security and compliance domain.

- Develop and execute the strategic vision for the Platform Services team, focusing on infrastructure, quality, and scalability.
- Oversee projects from ideation to deployment, ensuring timely delivery and quality.
- Work collaboratively with other engineering teams and cross-functional units to improve the platform and offer feedback.
- Be a mentor and coach, focused on advancing your team's skills and career development.
- Prioritize and allocate resources wisely, navigating through both planned projects and unplanned issues.
- Lead initiatives to share knowledge across teams through demos, meetups, and working groups.
- Advocate for best practices in infrastructure, security, and established platform engineering processes.
- Partner with other leaders in the Engineering and Product organizations on quarterly planning, staffing, and project schedules.
- Use your strong foundation as a technical leader to reliably deliver on complex projects while keeping the quality bar high
- Grow the team by recruiting and hiring new team members and growing existing ones

EXAMPLES

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Source:
https://www.linkedin.com/jobs/search/?currentJobId=3973548608

Responsibilities

Recruitment and Retention

People Management

Business Objectives

Strategy and Coordination

Technical & Technological Guidance

Quality Assurance

Collaboration

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Expectations

People Management

Product Management

Engineering Excellency

- **Organizational and analytical skills**
- Excellent **communication skills**
- Excellent **problem-solving skills** and being a guru at troubleshooting
- **Change Management**
- Manage and/or cooparate with **many stakeholders**
- Proven track record of growing teams and delivering complex projects.
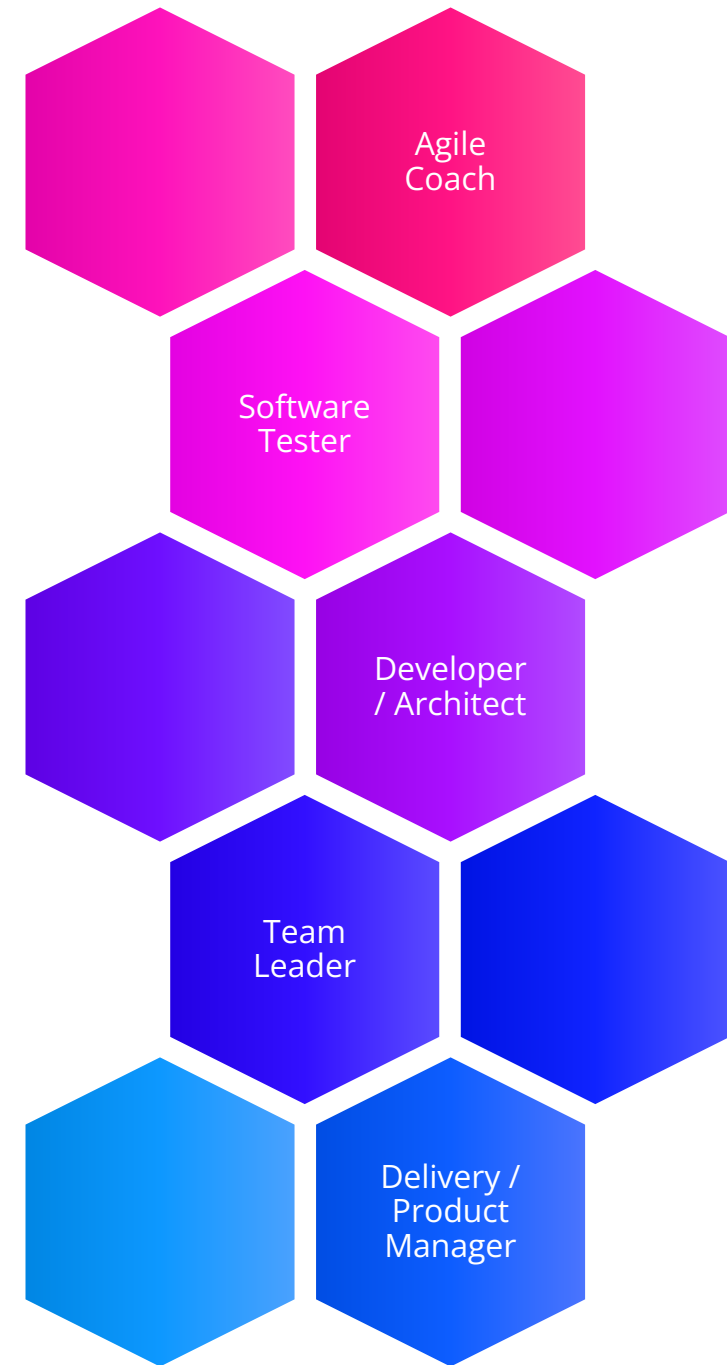- Experience in **building high-performing teams**
- **Understanding of business** logic
- Ability to **create and maintain strategies**
- Ability to **prioritize** strategically and align the team's work with larger business goals
- Experience in Development **Teams Management**
- Experience driving teams to adopt **KPIs**
- Experience in **building products**
- **Hands-on software engineering** experience
- Strong **focus on quality, performance, and security**
- Experience with **agile development methodologies**
- Introduce delivery **excellence**

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Engineering Manager

Agile Coach

Software Tester

Developer / Architect

Team Leader

Delivery / Product Manager

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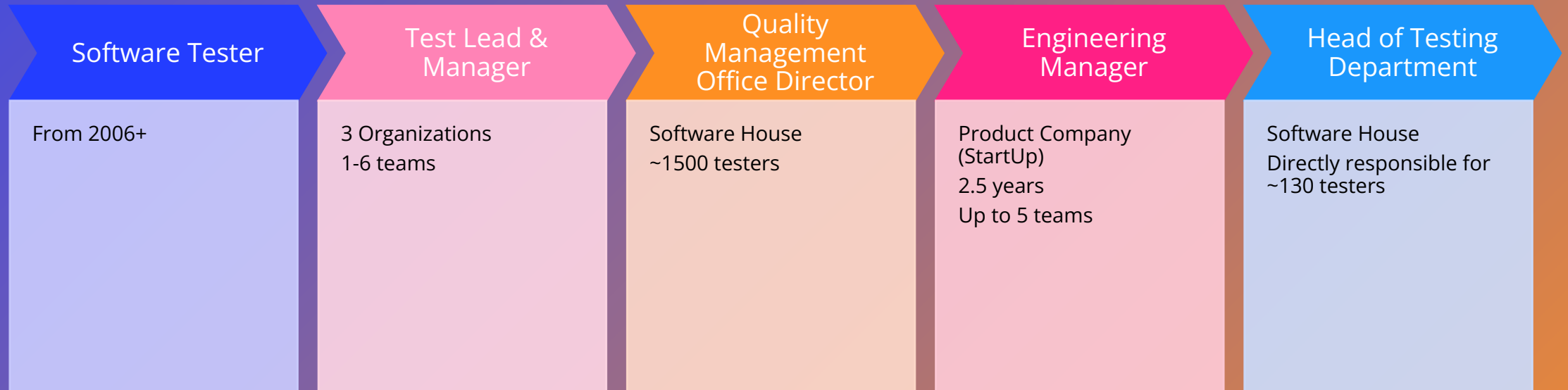# REFLECTION

My Personal Reflection

Pros

- Engineering perspective

- Hands on Development

- Driver of Change

- Relationship and equality

- Influence

Cons

- No time

- Constant Context Switching

- Changes

People

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VALUE WE BRING

VALUE
of a testing
background

- Communication skills

- Business Focus

- Quality Assurance Focus

- Understanding Engineering Challenges

- Practical knowledge of Delivery Processes

SUMMARY

POSITION I'LL BE WORKING IN FIVE YEARS DOESN'T EXIST YET
BUT
WE NEED TO BE READY!

THANK YOU

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SEE YOU SOON!