Gooten

How To “Engineering Management”

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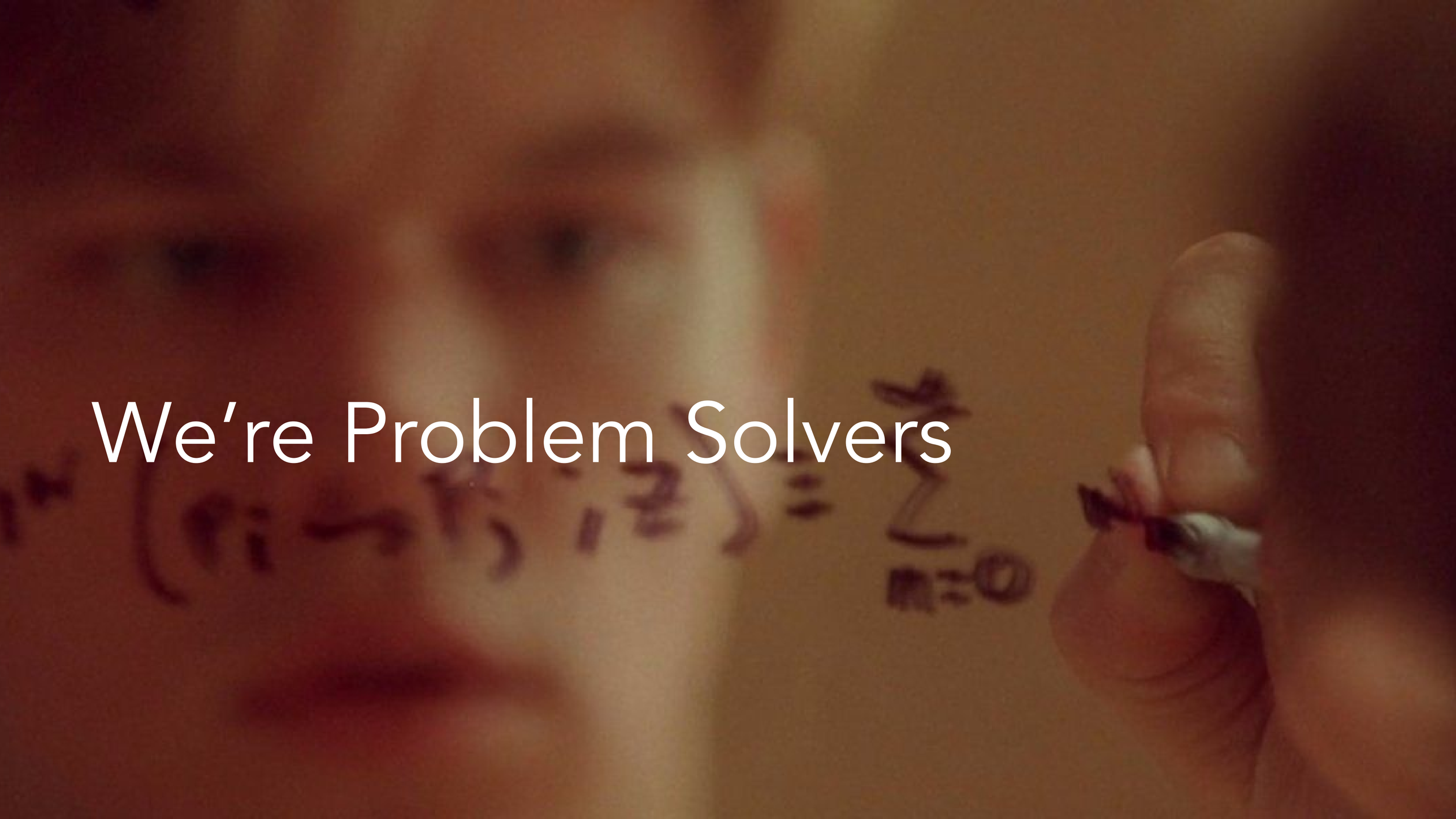
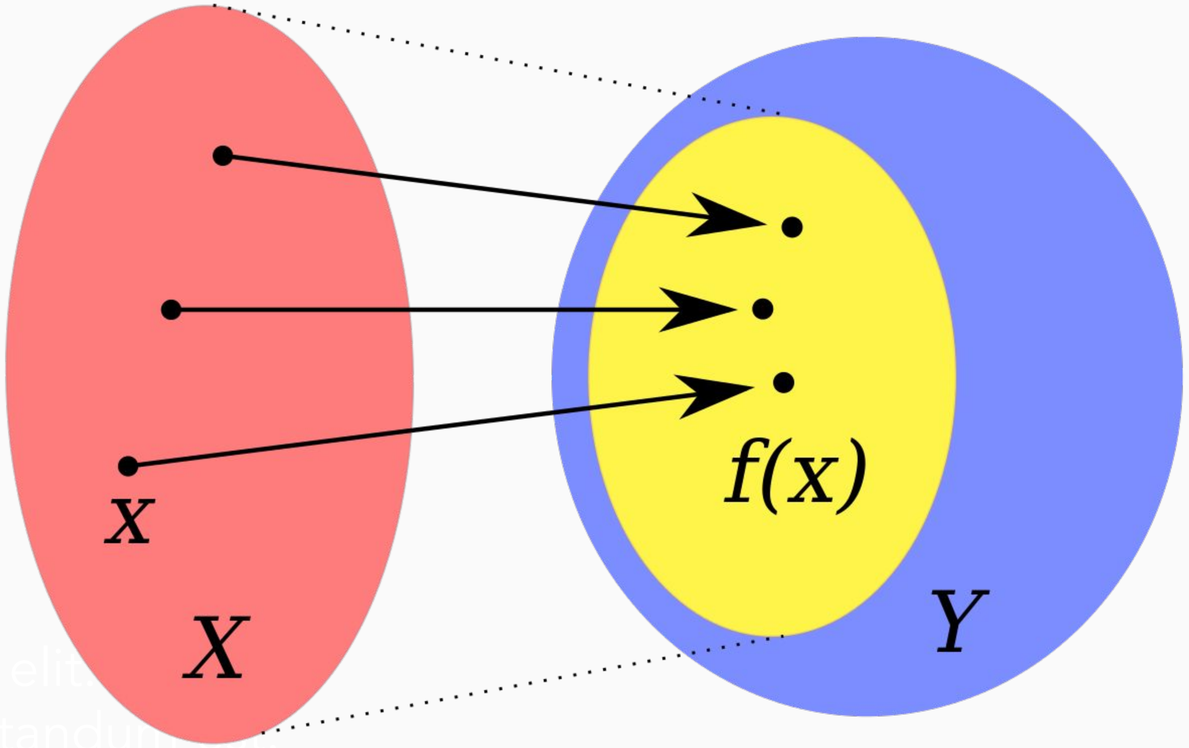


We’re Problem Solvers



$$f : X \to Y$$

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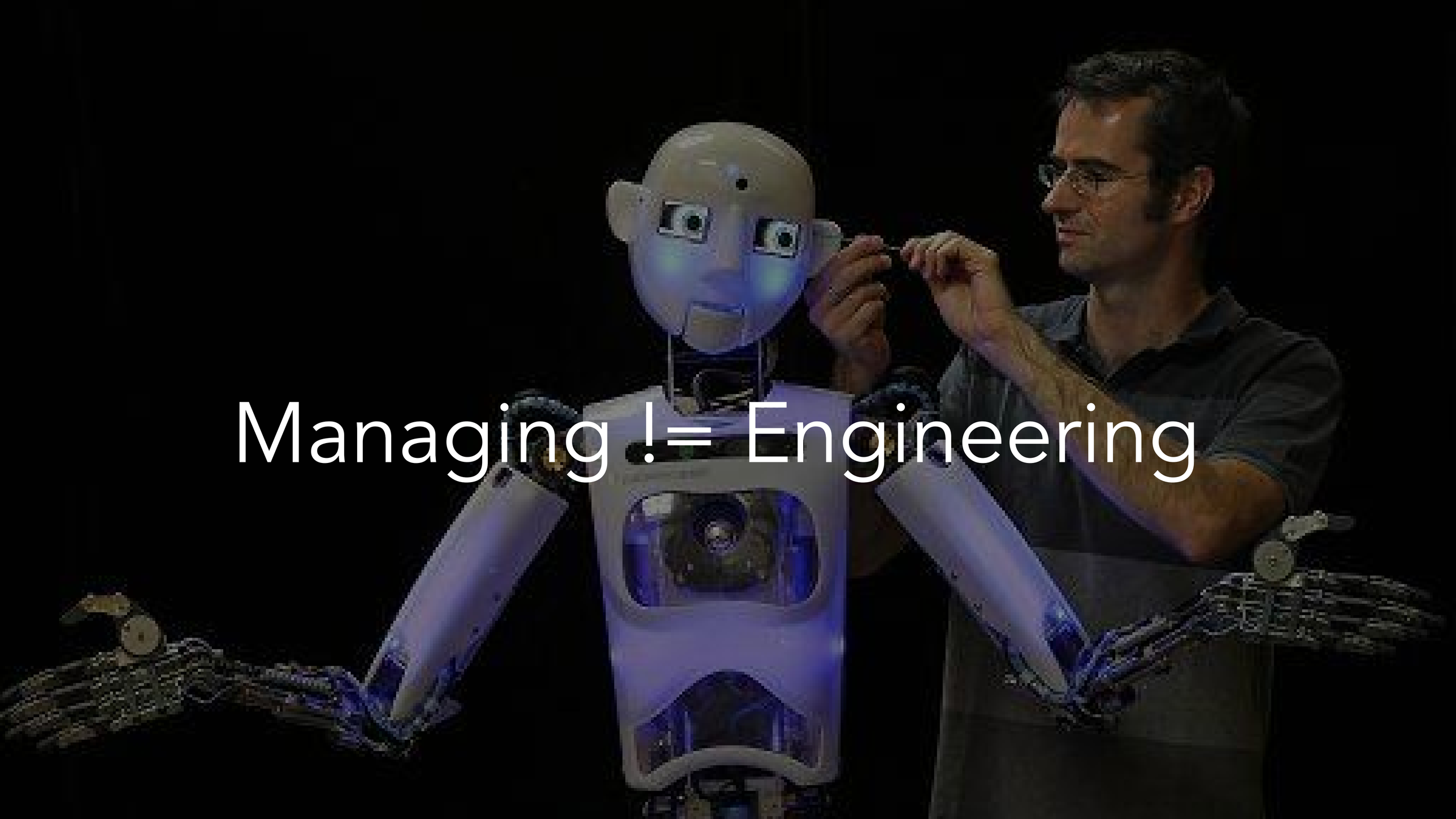
sine causa fieri nihil putandum
Quarum ambarum rerum cum
medicinam pollicetur, luxuriae


Managing != Engineering

Managing is not Engineering

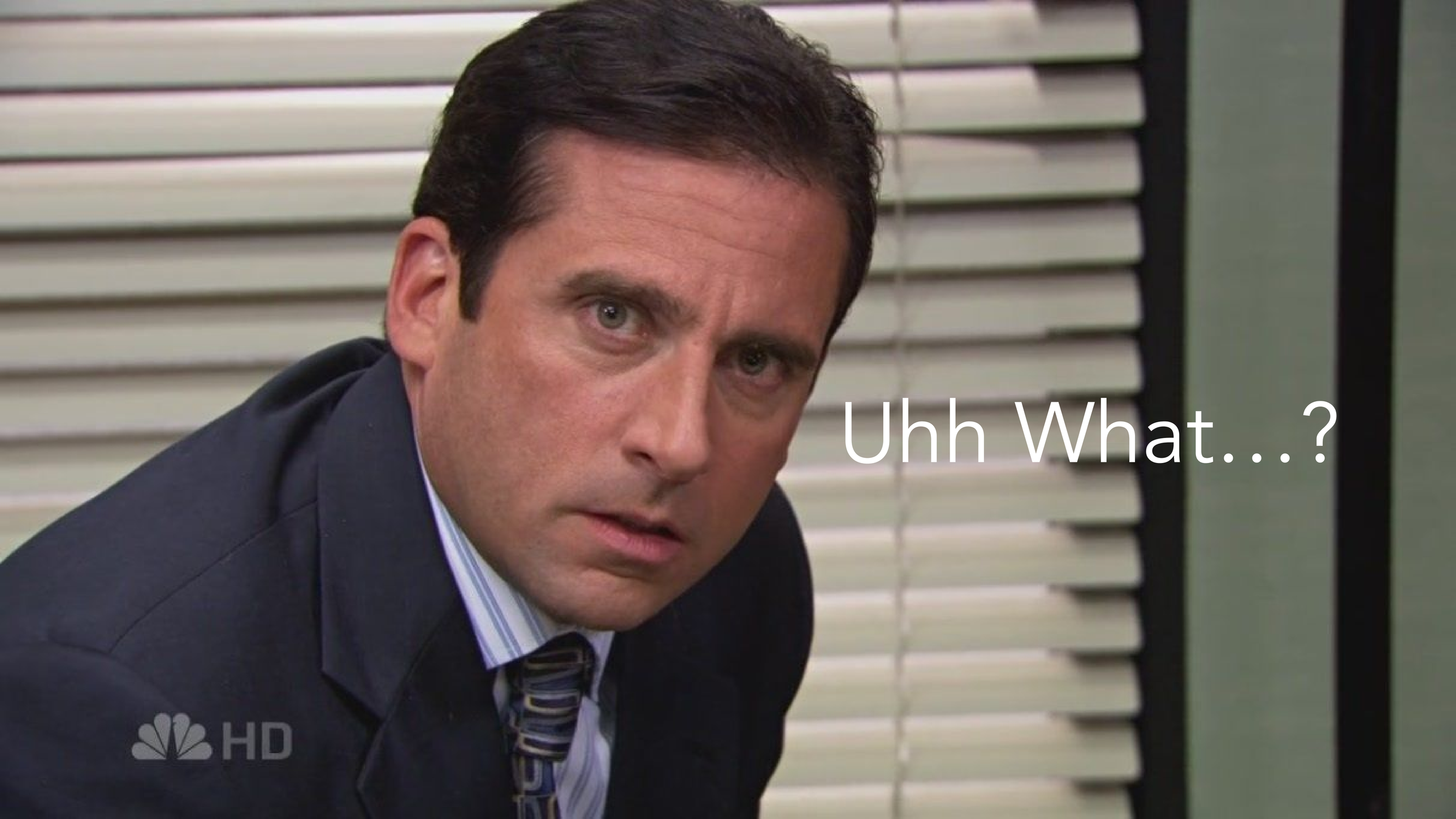
Engineering

- Your ability to solve problems
- Your ownership of how problems are solved
- Your execution of tasks
- Your ability w/ code
- Your taking ownership, responsibility, autonomy, control, execution

Managing

- Your ability to create problem solvers
- Your employees' ownership of how problems are solved
- Your employees' execution of tasks
- Your ability w/ people
- **Your *giving* of ownership, responsibility, autonomy, control, execution**

Ownership, Responsibility, Autonomy, Control, Execution


Uhh What…?
HD

Manage the Environment

Task Execution / Social / Mental

01 Task Execution Environment

- “Limits or boundaries of what is allowed to happen”
- Domain invariants
- Quality standards
- Timelines

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02 Mental Environment (rational and emotional)

- What are their motivations/aspirations?
- Do your employees know your expectations?
- How do your employees view domain issues and potential solutions?
- Why do your employees make the decisions they make?
- Do your employees know if you like their work?
- How would your employees change their role?
- Are they happy?

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Quarum ambarum rerum cum
medicinam pollicetur, luxuriae

03 Social Environment

- What is the culture of the team[s]?
- Is your team diverse? Accepting and made of races, religions, orientations, sexes?
- Do you permit or enable sexism?
- Do your employees feel comfortable sharing ideas?
- **Are your employees scared of making a mistake?**

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“What do you think?”

a.k.a., the most important question to ask about everything

“Given [task execution limits], how do you think we should ___?”

A leader is best

When people barely know he exists

Of a good leader, who talks little,

When his work is done, his aim fulfilled,

They will say, “We did this ourselves.”

-- Lao Tzu, Tao Te Ching