



Welcome to Management

Pragmatic Advice for New and Aspiring Leaders

SEPTEMBER 24, 2024 | TECHBASH



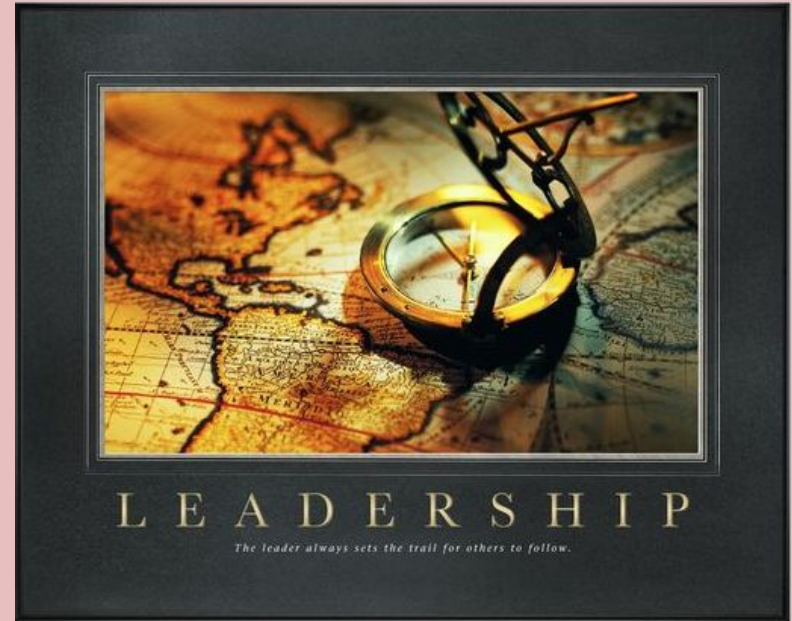
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WELCOME TO MANAGEMENT

Leader vs Manager

Anyone in an org can be a leader.
Your job title doesn't limit your ability
to inspire, motivate, or rally others.



WELCOME TO MANAGEMENT

Before taking the leap

Leading people isn't the only path for engineers to advance.

- Can you handle a heavier meeting load, or does it drain you?
- Are you ready to step back from being the go-to technical expert?
- Do you shy away from difficult convos, or do you see them as opportunities for growth?



BUILDING TRUST AND CREDIBILITY

Building strong relationships

"If we don't trust one another, then we aren't going to engage in open, constructive, ideological conflict. And we'll just continue to preserve a sense of artificial harmony."

The Five Dysfunctions of a Team

PATRICK LENCIONI

NEW YORK TIMES BEST-SELLING AUTHOR

The FIVE DYSFUNCTIONS of a TEAM

A LEADERSHIP FABLE



20TH ANNIVERSARY EDITION

BUILDING TRUST AND CREDIBILITY

Growth through vulnerability

- Normalize asking for help
- Create a safe space for failure
- Openly share and solicit feedback
- Encourage personal connections
- Don't shy away from difficult topics
- Practice active listening



LEADERSHIP STYLES

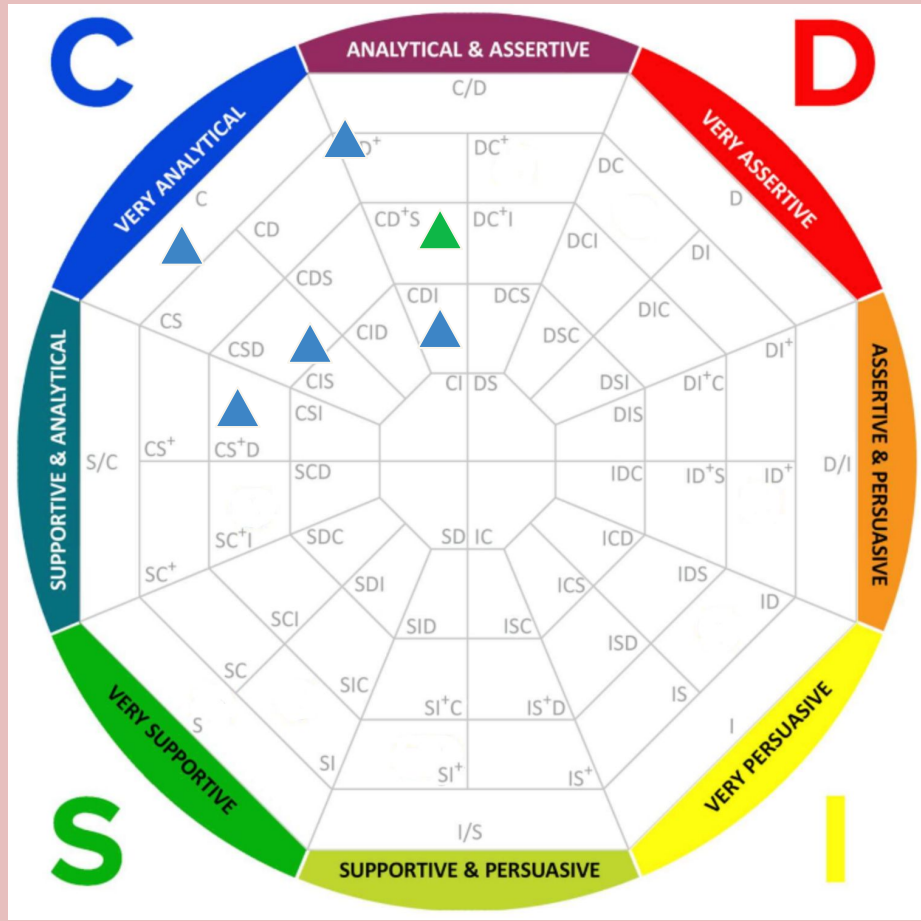
Finding your voice

Leadership isn't a performance; it's about being authentic and leading in a way that feels right for you.



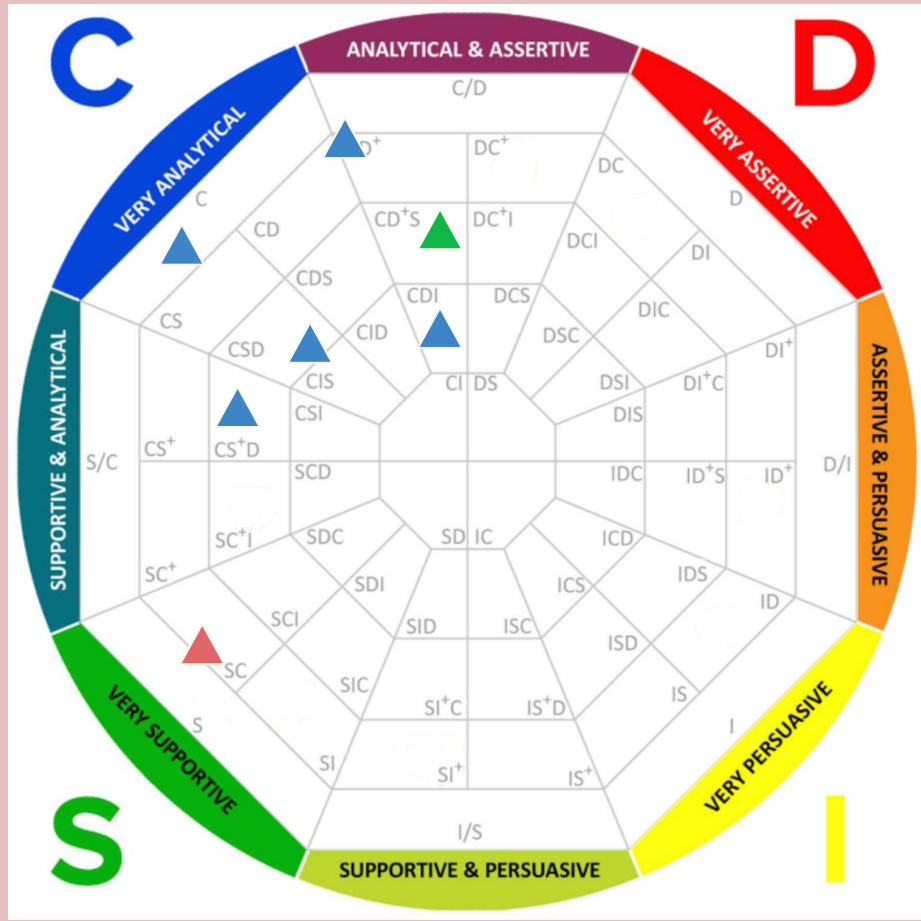
LEADERSHIP STYLES

Understanding Personality Assessments



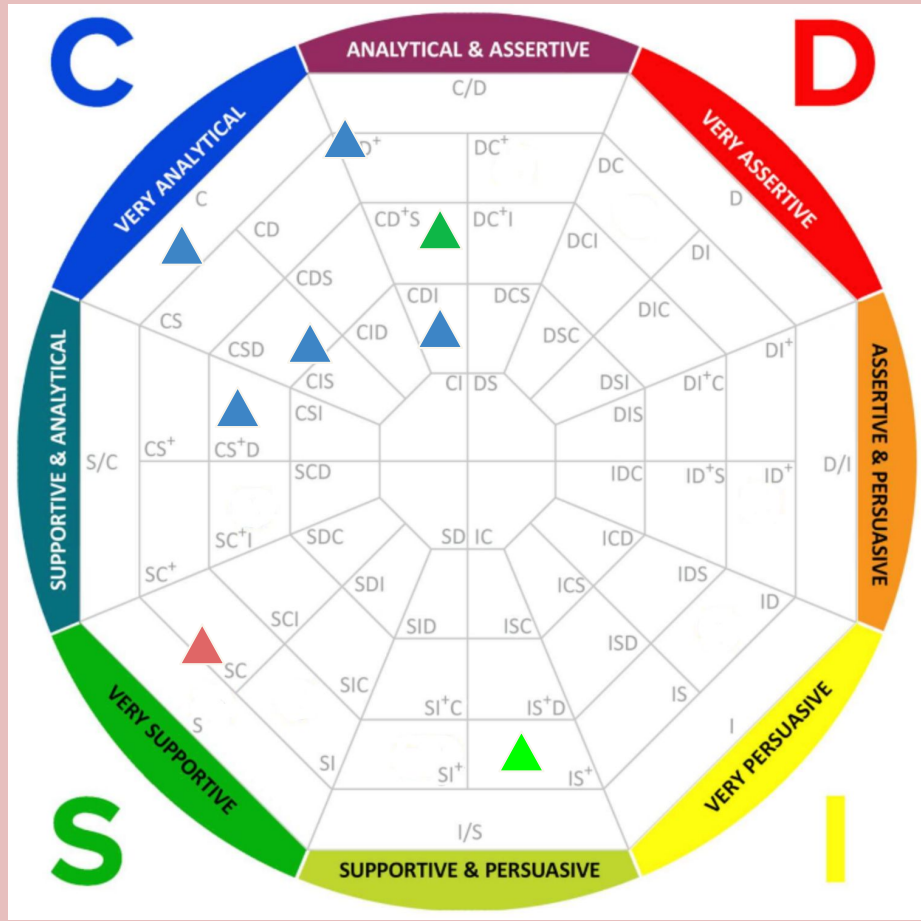
LEADERSHIP STYLES

Understanding Personality Assessments



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Understanding Personality Assessments



LEADERSHIP STYLES

Not one-size fits all

“Joining a new company is akin to an organ transplant—and you’re the new organ. If you’re not thoughtful in adapting to the new situation, you could end up being attacked by the organizational immune system and rejected.”

The First 90 Days

UPDATED +
EXPANDED



THE FIRST 90 DAYS

Proven Strategies for Getting Up
to Speed Faster *and* Smarter

REALITIES OF MIDDLE MANAGEMENT

Executing someone else's vision



REALITIES OF MIDDLE MANAGEMENT

Advice to my past self (that I would never believe)



Aim to be a leader,
not a buddy

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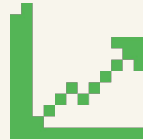
Taking on emotional
labor is hard

REALITIES OF MIDDLE MANAGEMENT

Advice to my past self (that I would never believe)



Aim to be a leader,
not a buddy



The company is always right
(with many caveats...)



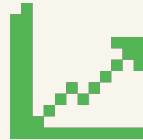
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Default to trust, be
unapologetically optimistic

SEEK MENTORSHIP AND SUPPORT

READ. THE. DOCS.

Relying on your own limited experiences won't give you enough insight to develop as a strong leader



SEEK MENTORSHIP AND SUPPORT

READ. THE. DOCS.

- The First 90 Days: Critical Success Strategies for New Leaders at All Levels by Michael D. Watkins
- Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity by Kim Scott
- Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. by Brené Brown
- The Five Dysfunctions of a Team by Patrick Lencioni

SEEK MENTORSHIP AND SUPPORT

READ. THE. DOCS.

- Thanks for the Feedback: The Science and Art of Receiving Feedback Well by Heen and Stone
- The Manager's Path by Camille Fournier
- The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever
- The Culture Code: The Secrets of Highly Successful Groups by Daniel Coyle

Thank you!

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