

Good engineering management is a fad | Irrational Exuberance

<https://lethain.com/good-eng-mgmt-is-a-fad>

Irrational Exuberance

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"Good engineering management" is a fad

Published on October 26, 2025. management (208), career (43)

As I get older, I increasingly think about whether I'm spending my time the right way to advance my career and my life. This is also a question that your company asks about you every performance cycle: is this engineering manager spending their time effectively to advance the company or their organization?

Confusingly, in my experience, answering these nominally similar questions has surprisingly little in common. This piece spends some time exploring both questions in the particularly odd moment we live in today, where managers are being told they've spent the last decade doing the wrong things, and need to engage with a new model of engineering management in order to be valued by the latest iteration of the industry.

If you'd be more interested in a video version of this, here is the recording of a practice run I gave for a talk centered on these same ideas ([slides from talk](#)).



Foundational Principles
"Good engineering management" is a fad

Foundational Principles

- 1. Execution
- 2. Team
- 3. Ownership
- 4. Alignment
- 5. Taste

Share

A video thumbnail showing a man speaking. The title "Foundational Principles" is at the top left, and the subtitle "Good engineering management" is at the top right. Below the title is a list of five principles. A red YouTube play button icon is at the bottom center. A "Share" button is in the top right corner of the video frame.

Hi folks. I'm [Will Larson](#). If you're looking to reach out to me, here are [ways I help](#). If you'd like to get an email from me, subscribe to [my weekly newsletter](#).

I wrote [An Elegant Puzzle](#), [Staff Engineer](#), [The Engineering Executive's Primer](#), and [Crafting Engineering Strategy](#).



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"As I get older, I increasingly think about whether I'm spending my time the right way to advance my career and my life. This is also a question that your company asks about you every performance cycle: is this engineering manager spending their time effectively to advance the company or their organization? Confusingly, in my experience, answering these nominally similar questions has surprisingly little in common. This piece spends some time exploring both questions in the particularly odd moment we live in today, where managers are being told they've spent the last decade doing the wrong things, and need to engage with a new model of engineering management in order to be valued by the latest iteration of the industry."

The New QA Mindset: Testing AI and LLMs - QALogy

<https://qalogy.com/the-new-qa-mindset-testing-ai-and-langs>

The screenshot shows the QALogy website. At the top, there's a navigation bar with links for Automation Testing, Manual Testing, Interviews, Resources, and About me. Below the navigation is a search bar and a contact button labeled "Contact Me". The main content area features a large image of a robot reading a book, with the text "THE NEW QA MINDSET: TESTING AI AND LLMs" overlaid. Below the image are two buttons: "Guides" (red) and "Resources" (blue). The title of the article, "The New QA Mindset: Testing AI and LLMs", is prominently displayed. Below the title is a bio for the author, Vladimir Josifoski, featuring a photo of him standing outdoors.

QALogy

Automation Testing ▾ Manual Testing ▾ Interviews ▾ Resources ▾ About me ▾

Contact Me

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Author

Vladimir Josifoski

"For years, QA engineers have tested deterministic systems — applications that behave predictably when given specific inputs. But with the rise of AI-driven apps and large language models (LLMs), the rules have changed. The systems we're testing today are not predictable. They're probabilistic, data-driven, and can behave differently even when nothing in the code has changed. That's why we, as QA professionals, need a new mindset."

Epistemic Testing, Chapter 01 – What Makes a Test a Test? I

Masoud Bahrami

<https://masoudbahrami.com/article/epistemic-testing-chapter-01-what-makes-a-test-a-test>

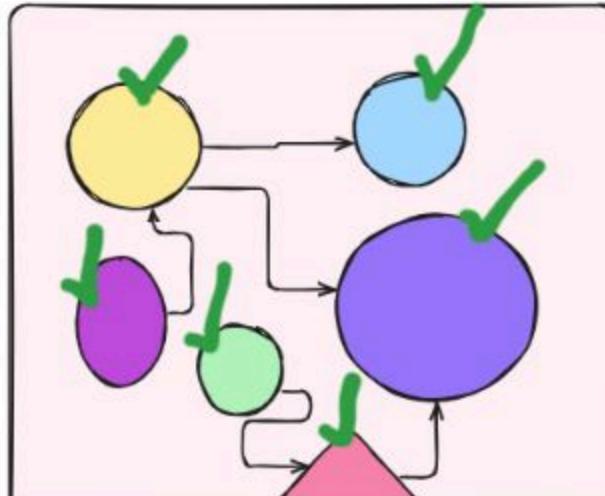
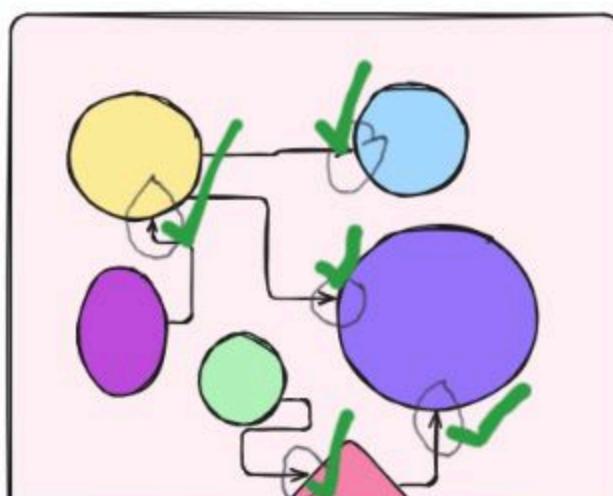
Masoud Bahrami

Consulting Architecture Goal-Oriented Architecture EDD LDD Who am I?

Epistemic Testing, Chapter 01 – What Makes a Test a Test?

November 2, 2025 / Tags: Epistemic Testing, Test

Masoud Bahrami



"The purpose of a test is not to prove correctness, but to reveal understanding." We write code to shape ideas into form, but what we really wrestle with every day are the invisible things: assumptions about business logic, intentions buried in variable names, and expectations about how systems will behave when no one is watching. [...]"

Comprehension Debt: The Ticking Time Bomb of LLM-Generated Code – Codemanship's Blog

<https://codemanship.wordpress.com/2025/09/30/comprehension-debt-the-ticking-time-bomb-of-lm-generated-code>

The screenshot shows the homepage of Codemanship's Blog. The header features the blog name "Codemanship's Blog" and a subtitle "Code Craft Codified". A navigation menu includes "Home", "About", and "Training". The main content area has a dark purple background with white text. It displays a large pair of curly braces {}, followed by the word "codemanship". Below this, the title "Comprehension Debt: The Ticking Time Bomb of LLM-Generated Code" is prominently displayed. A small profile picture of a man (Dario Mac) is visible next to a quote: "An effect that's being more and more widely reported is the increase in time it's taking developers to modify or fix code that was generated by Large Language Models. If you've wo...". A search bar and social sharing links (Comment, Reblog, Subscribe) are also present.

"An effect that's being more and more widely reported is the increase in time it's taking developers to modify or fix code that was generated by Large Language Models. If you've wo..."



Ecosystem is the next big growth channel

<https://www.lennysnewsletter.com/p/ecosystem-is-the-next-big-growth>

The screenshot shows a newsletter article from 'Lenny's Newsletter'. The title 'Ecosystem is the next big growth channel' is displayed prominently at the top. Below the title, a sub-headline reads 'How to stand out in a noisy landscape by leveraging partners who already have access and trust with your target audience'. The author is listed as 'EMILY KRAMER' on 'NOV 11, 2025 • PAID'. The article includes social sharing icons for 274 likes, 3 comments, and 19 shares. A bio for the author states: 'Hey there, I'm Lenny. Each week, I tackle reader questions about building product, driving growth, and accelerating your career. For more: [Lennybot](#) | [Lenny's Podcast](#) | [How I AI](#) | [Lenny's Reads](#) | [AI/PM courses](#) | [Public speaking course](#)'. At the bottom, there is a call-to-action for annual subscribers with a list of premium products and a 'Subscribe now' button. A cookie policy banner is visible at the bottom.

Lenny's Newsletter

Ecosystem is the next big growth channel

How to stand out in a noisy landscape by leveraging partners who already have access and trust with your target audience

EMILY KRAMER
NOV 11, 2025 • PAID

274 3 19 Share

Hey there, I'm Lenny. Each week, I tackle reader questions about building product, driving growth, and accelerating your career. For more: [Lennybot](#) | [Lenny's Podcast](#) | [How I AI](#) | [Lenny's Reads](#) | [AI/PM courses](#) | [Public speaking course](#)

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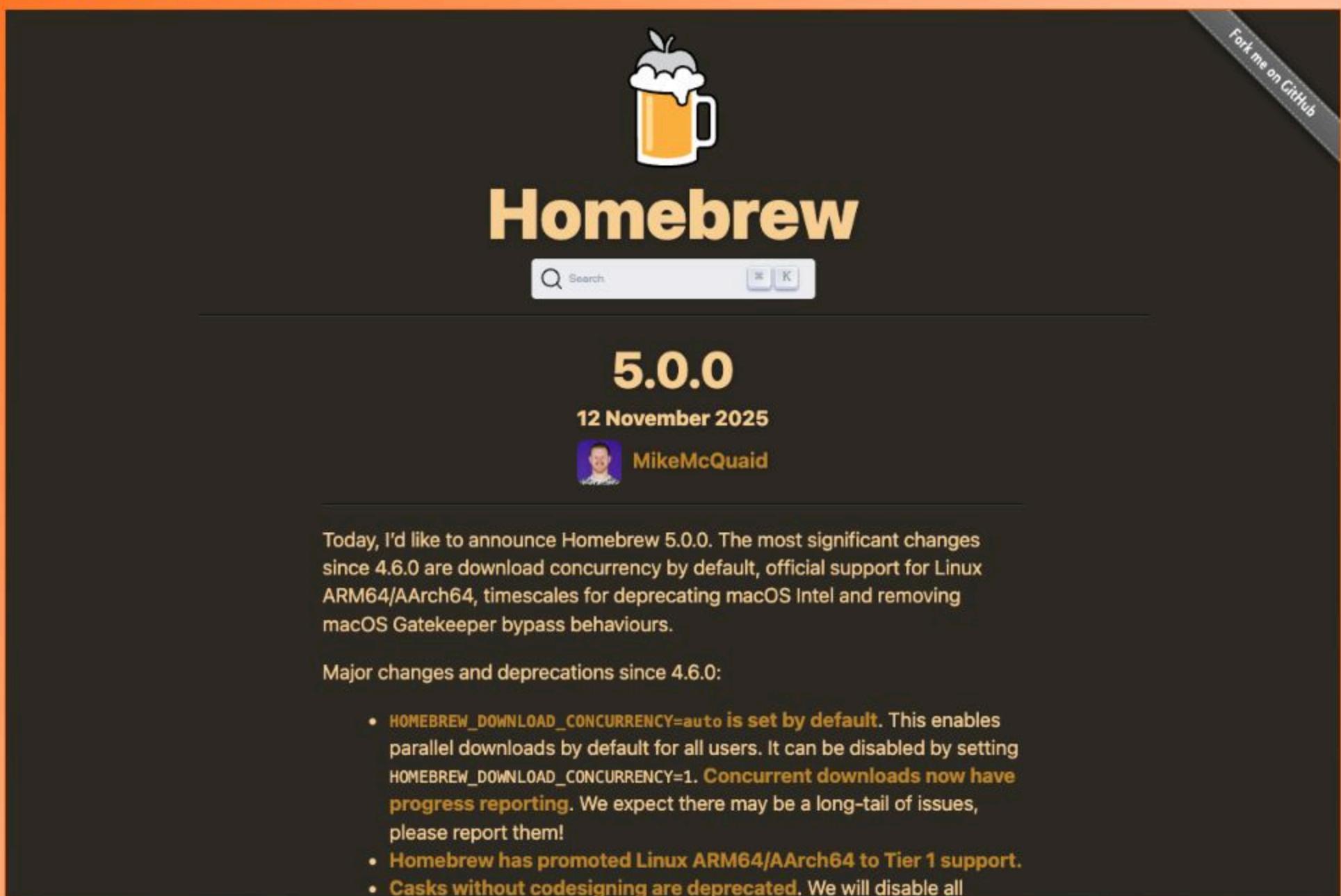
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"How to stand out in a noisy landscape"

 dariomac.com

5.0.0

<https://brew.sh/2025/11/12/homebrew-5.0.0>



The screenshot shows the Homebrew website homepage. At the top is the iconic Homebrew logo, a mug of beer with an apple on top. Below it is the word "Homebrew" in a large, bold, orange font. A search bar with a magnifying glass icon and a "Search" button is positioned below the logo. In the top right corner, there's a "Fork me on GitHub" button with a diagonal banner. The main content area features a large "5.0.0" in orange, followed by the date "12 November 2025" and the author's name "MikeMcQuaid" with a small profile picture. A horizontal line separates this from the text. The text itself discusses significant changes like download concurrency, Linux support, and deprecated behaviors. It also lists major changes and deprecations since version 4.6.0.

Today, I'd like to announce Homebrew 5.0.0. The most significant changes since 4.6.0 are download concurrency by default, official support for Linux ARM64/AArch64, timescales for deprecating macOS Intel and removing macOS Gatekeeper bypass behaviours.

Major changes and deprecations since 4.6.0:

- **HOMEBREW_DOWNLOAD_CONCURRENCY=auto is set by default.** This enables parallel downloads by default for all users. It can be disabled by setting HOMEBREW_DOWNLOAD_CONCURRENCY=1. **Concurrent downloads now have progress reporting.** We expect there may be a long-tail of issues, please report them!
- **Homebrew has promoted Linux ARM64/AArch64 to Tier 1 support.**
- **Casks without codesigning are deprecated.** We will disable all

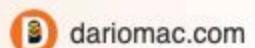
"Today, I'd like to announce Homebrew 5.0.0. The most significant changes since 4.6.0 are download concurrency by default, official support for Linux ARM64/AArch64, timescales for deprecating macOS Intel and removing macOS Gatekeeper bypass behaviours."

How Tinder Decomposed Its iOS Monolith App Handling 70M Users

<https://blog.bytebytogo.com/p/how-tinder-decomposed-its-ios-monolith>

The screenshot shows a newsletter article from ByteByteGo. The title is "How Tinder Decomposed Its iOS Monolith App Handling 70M Users". Below the title is a sub-headline: "One major reason AI adoption stalls? Training. (Sponsored)". A large image in the background features the text "Uplevel Your AI Implementation:" and a "Recommended" button. On the right side of the image, there's a "Cookie Policy" section with a "Manage", "Reject", and "Accept" button. At the bottom, there's a note about cookies and a "Privacy Policy" link.

"In Tinder's case, deep inter-dependencies between those targets stretched what engineers call the critical path, which is the longest chain of dependent tasks that determines how long a build takes."



The Forty-Year Programmer

<https://codefol.io/posts/the-forty-year-programmer>

The screenshot shows the header of the website with a logo of a laptop and the word 'codefol.io'. Below the header are navigation links: All Articles, Articles by Topic, Favourite Articles, RSS, and About.

The Forty-Year Programmer

Video version available on YouTube:

A YouTube thumbnail featuring a man with a beard and a purple shirt, smiling. The video title 'The Forty Year Program...' is visible above him. A red play button icon is overlaid on the video frame.

A black rectangular box containing two white, stylized cartoon figures. One figure has a single tuft of hair and is pointing upwards, while the other has a more complex hairstyle and is pointing downwards. Below the box is the text 'Pleased to Meet You...'

In 2024, I'll have been a programmer for 40 years. I'm not quite there yet, but I'll get there. That's different from making the most money developing software, or starting a software company. I do make good money. But that's not what all this is about.

I think **you might want to be a software developer for a long time**, in the same way that some people are musicians for a long time, or artists for a long time, or roofers for a long time. If not, you can hit "back" in your browser. It's cool, no harm no foul. But I think maybe **you would like to be a twenty-year programmer, or forty-year, or more.**

///

Do newer AI-native IDEs outperform other AI coding assistants?

<https://newsletter.getdx.com/p/do-newer-ai-native-ides-outperform-other-ai-coding-assistants>

The screenshot shows a newsletter article titled "Do newer AI-native IDEs outperform other AI coding assistants?" by Laura Tacho. The article discusses the relationship between AI-native tools like Claude Code and Cursor and developer productivity. It includes social sharing icons, a welcome message, a newsletter sign-up form, and a cookie policy notice.

Engineering Enablement

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Do newer AI-native IDEs outperform other AI coding assistants?

Claude Code and Cursor are associated with higher PR throughput, but org size and company stage play a big role.

LAURA TACHO
NOV 13, 2025

7 Share

Welcome to the latest issue of Engineering Enablement, a weekly newsletter sharing research and perspectives on developer productivity.

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Next week, Abi and I are hosting a live discussion on how to run data-driven evaluations of AI engineering tools. [Register to join.](#)

For the second quarter in a row, DX data suggests that newer AI-native tools like

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"Claude Code and Cursor are associated with higher PR throughput, but org size and company stage play a big role."

