

Good engineering management is a fad | Irrational Exuberance

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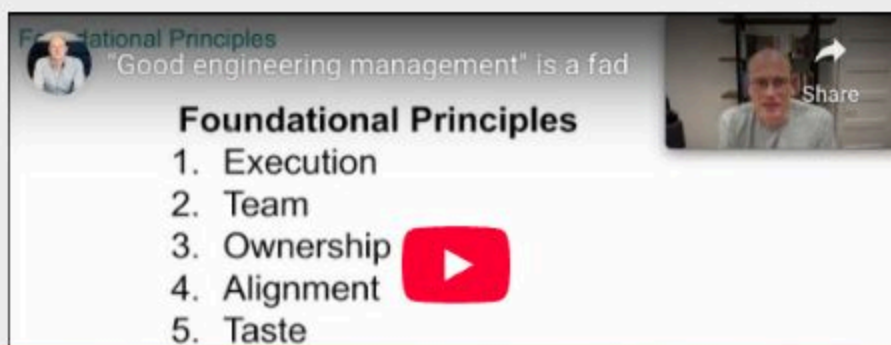
"Good engineering management" is a fad

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](#)).



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 a 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."

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The New QA Mindset: Testing AI and LLMs




Vladimir Josifoski •  October 29, 2025 •  1

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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>

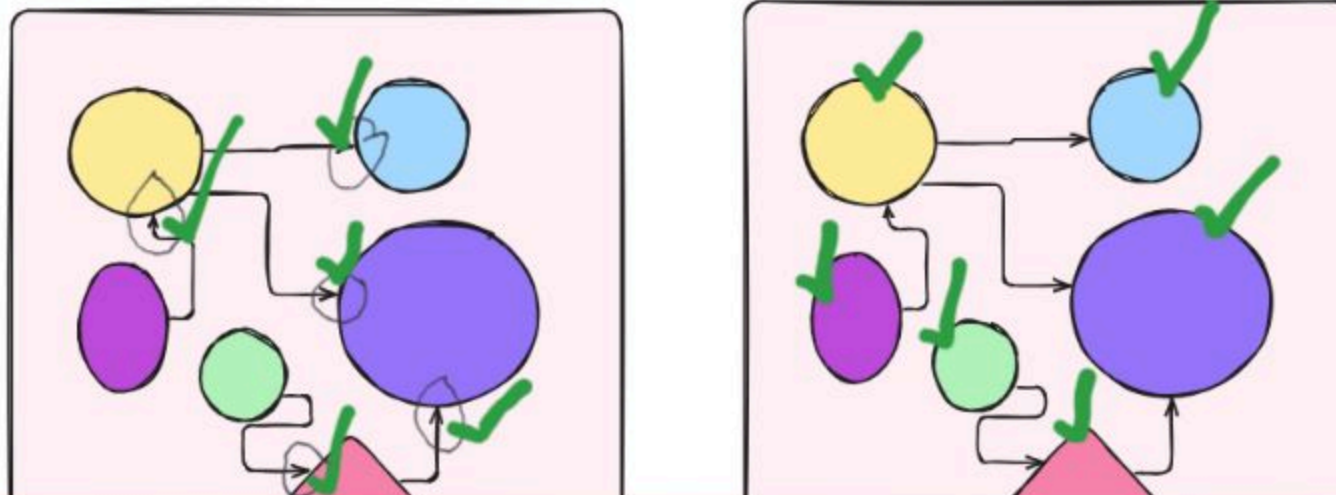
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Epistemic Testing, Chapter 01 – What Makes a Test a Test?

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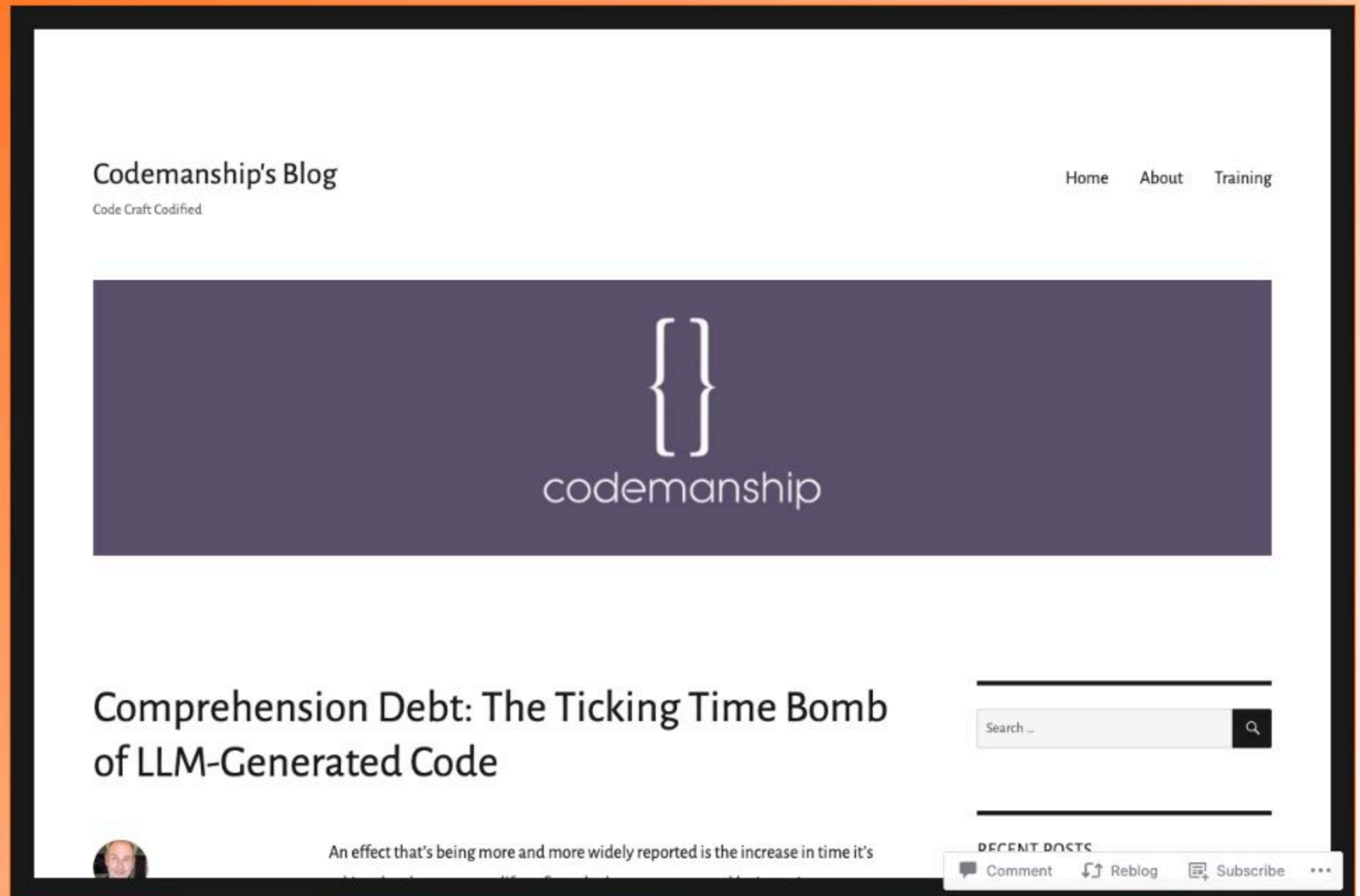
Masoud Bahrami



"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-llm-generated-code>





"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..."

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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

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"How to stand out in a noisy landscape"

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5.0.0

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



Homebrew



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5.0.0

12 November 2025




MikeMcQuaid

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."



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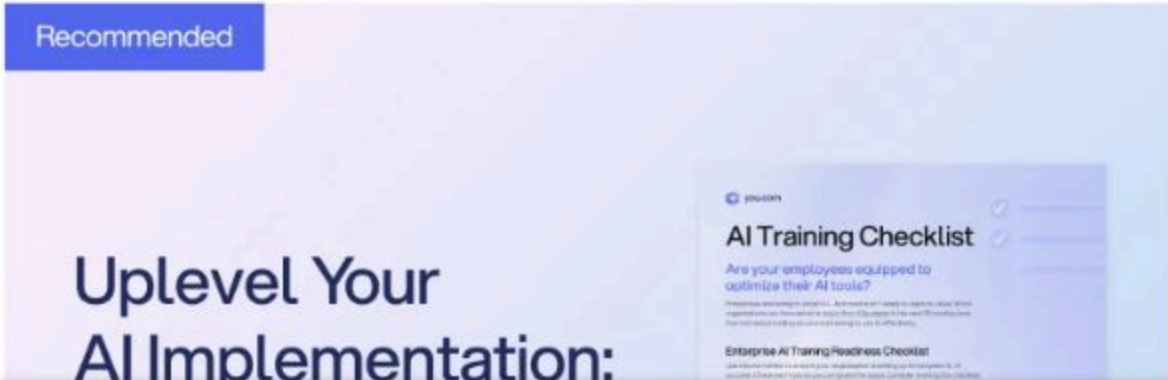
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One major reason AI adoption stalls? Training. (Sponsored).

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AI Training Checklist

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"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>



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The Forty-Year Programmer

Video version available on YouTube:



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.



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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>



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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



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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."