

Navigating the Bumpy Road from Engineer to Manager

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Abstract. This report explores the challenging transition from engineering to management roles in software project management. Drawing insights from Jean Hsu’s perspectives, the objective coding realm is contrasted with the subjective nature of managing teams. The report highlights the common struggles faced by first-time managers, such as maintaining technical proficiency. It advocates for a fundamental mindset shift, emphasizing the importance of daily reflection on impactful managerial actions. The value of peer support and external coaching is underscored, offering a holistic approach to navigate the bumpy road of transitioning to managerial responsibilities. Ultimately, the report aims to guide software professionals in understanding the impact and rewards of the management path within the software project management domain.

Keywords: Engineer to Manager Transition · Software Project Management · Coding vs. Managing · Mindset Shift in Productivity · Peer Support · Coaching.

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1 Introduction

Embarking on the journey from an engineering role to a managerial position in software project management is no walk in the park. Unlike the straightforward world of coding, managing teams introduces a realm of subjectivity, leaving many first-time managers grappling with uncertainties and challenges. This report delves into the insights provided by Jean Hsu, shedding light on the difficulties engineers face when transitioning to management roles.

The fundamental shift in mindset required for this transition is emphasized, urging individuals to rethink their notions of productivity and self-worth. Acknowledging the common struggle of maintaining technical prowess while managing, the report advocates for a daily reflection practice to recognize the impact of managerial actions.

Moreover, the report stresses the importance of seeking support, both from trusted peers within the organization and external coaches. These support systems act as valuable sounding boards, providing guidance and insights to navigate the complexities of the managerial path.

In essence, this report aims to serve as a compass for software professionals, offering practical advice and perspectives to smooth the often bumpy road of transitioning from hands-on coding to the intricacies of managing software projects and teams.

2 First Section

2.1 A Subsection Sample

Please note that the first paragraph of a section or subsection is not indented. The first paragraph that follows a table, figure, equation etc. does not need an indent, either.

Subsequent paragraphs, however, are indented.

Sample Heading (Third Level) Only two levels of headings should be numbered. Lower level headings remain unnumbered; they are formatted as run-in headings.

Sample Heading (Fourth Level) The contribution should contain no more than four levels of headings. Table 2 gives a summary of all heading levels.

Table 2. Table captions should be placed above the tables.

Heading level	Example	Font size and style
Title (centered)	Lecture Notes	14 point, bold
1st-level heading	1 Introduction	12 point, bold
2nd-level heading	2.1 Printing Area	10 point, bold
3rd-level heading	Run-in Heading in Bold. Text follows	10 point, bold
4th-level heading	<i>Lowest Level Heading.</i> Text follows	10 point, italic

Displayed equations are centered and set on a separate line.

$$x + y = z \tag{1}$$

Please try to avoid rasterized images for line-art diagrams and schemas. Whenever possible, use vector graphics instead (see Fig. 1).

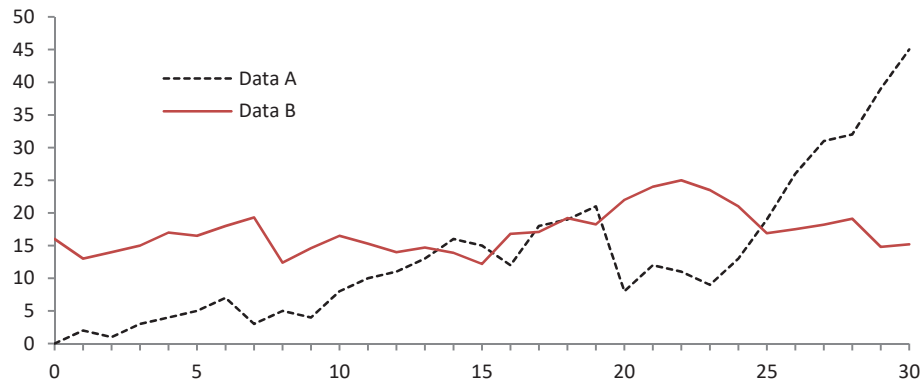


Fig. 1. A figure caption is always placed below the illustration. Please note that short captions are centered, while long ones are justified by the macro package automatically.

Theorem 1. *This is a sample theorem. The run-in heading is set in bold, while the following text appears in italics. Definitions, lemmas, propositions, and corollaries are styled the same way.*

Proof. Proofs, examples, and remarks have the initial word in italics, while the following text appears in normal font.

For citations of references, we prefer the use of square brackets and consecutive numbers. Citations using labels or the author/year convention are also acceptable. The following bibliography provides a sample reference list with entries for journal articles [?], an LNCS chapter [?], a book [?], proceedings without editors [?], and a homepage [?]. Multiple citations are grouped [?,?,?], [?,?,?,?].

References

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