

DATE Jun 28

manager

skills

1 scope

2 timeline

3 deliverables

4 milestones

ml

modular

code base

benign neglect

1. growth

2. guidance & feedback

3. focus (priority)

4. support when challenge.

Take ownership of your own Career

Proactive & Accountable

Empathy

manager

Reflect past ~~ex~~ experience

Mentoring: low risk : learn to manage

new hire: See Company w/ fresh eyes

onboarding tools and culture

new hires

→ internal networks

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manager skills

Balance:

IC coding
leadership tasks

{ project planning
stake holder alignment
unblocking teammates

step back to see the whole pic

most prioritized:

take a wide view

keep the proj moving

重点 Ch 3, 4, 5

< the managers path > my mac

man-month 1975

speed of a project depends on
essential complexity

内部难度
复杂度

Management:

1. Progress tracking: Projects fall behind
incrementally → track
2. Success system must have a clear
vision → need architect.

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Management

3. Formal docs: 1) objectives
(clear def) 2) timeline
 3) costs

4. Project Estimates
must include:

1) meetings
2) multitasking
in time estimates

Recommendations

1. Surgical Team model

Critical component should be
develop by top - lead programmer.
↓
supported by others

2. Code Freeze: end less revision

3. Tooling: Dedicated toolmakers → share tools
 not each use own tools

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Man - month

Recommendation

4. start impl after architecture is done

why: 1) prevent costly wrk
if before:

Some developers will make
assumptions → turn out wrong

↓
redone X costly

2) Avoid Idle Resource

Some teammates may not have sth to do

3) Preserve Conceptual integrity

4) better estimate scope & time/cost

5) Reduce Communicatn overhead

6) better tooling for tm to use

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Lean Software Development

From:

Toyota Production System

7 principles

1. Eliminate waste

Remove non-value adding activity

2. Amplify learning
short iterations, rapid feedback

3. Decide as late as possible

Based on Real data

→ reduce risk

4. Deliver as fast as possible

Deliver → collect feedback

5. Empower the team

6. Build integrity

7. Optimize the whole

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Managing skills

Ch2 : make connectn : may provide opportunities

Ch3 Tech Lead <The manager's path>

Leadership → not a management??
Q: what's the diff?

Bad example : focus on code details

Tech lead: spent 30% of time
writing code w/ team

major new role

↓ proj management

↓ The art of balance

old skills

new skills

Jan 14 The manager's path
ch3 — tech lead
tech lead multi roles

1. Sys architect
2. PM : proj planner
3. SDE & tm lead

Communicate ———— senior

1. explain clearly and persistently

2. Communicate @ builds trust

① inform btr decision

② influence stake holders

How to be great tech lead

1. Sys arch

2. Team : { decide
when to delegate
discuss

3. don't focus on process

4. Communicate { 1. doc
2. explain
3. listen