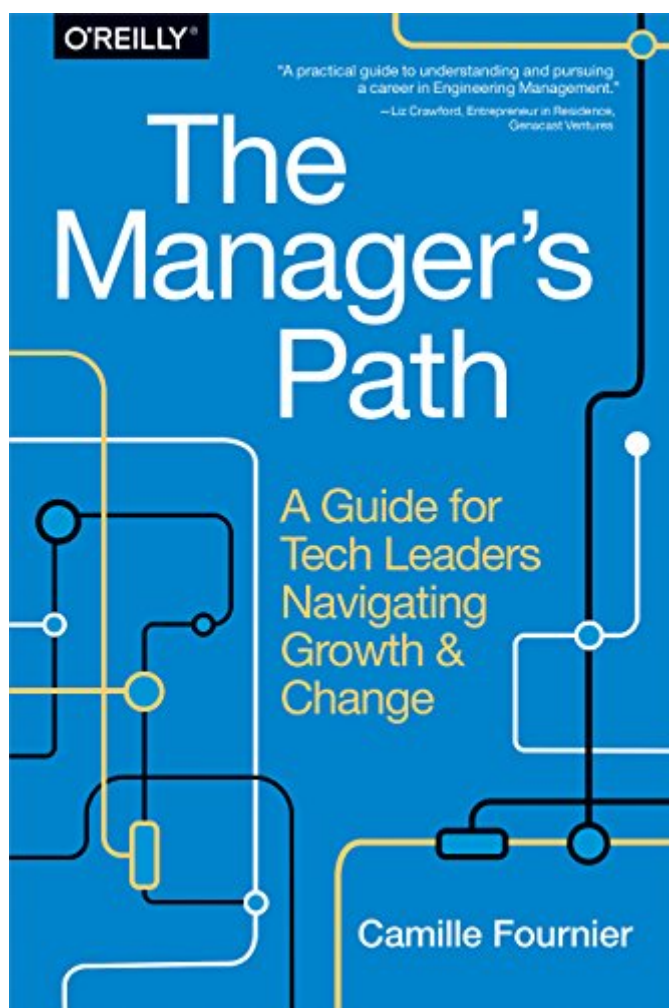The book was found

The Manager's Path: A Guide For Tech Leaders Navigating Growth And Change

Synopsis

Managing people is difficult wherever you work. But in the tech industry, where management is also a technical discipline, the learning curve can be brutalÃ¢ ¬â •especially when there are few tools, texts, and frameworks to help you. In this practical guide, author Camille Fournier (tech lead turned CTO) takes you through each stage in the journey from engineer to technical manager.From mentoring interns to working with senior staff, youÃ¢ ¬â„¢ll get actionable advice for approaching various obstacles in your path. This book is ideal whether youÃ¢ ¬â„¢re a new manager, a mentor, or a more experienced leader looking for fresh advice. Pick up this book and learn how to become a better manager and leader in your organization.Begin by exploring what you expect from a managerUnderstand what it takes to be a good mentor, and a good tech leadLearn how to manage individual members while remaining focused on the entire teamUnderstand how to manage yourself and avoid common pitfalls that challenge many leadersManage multiple teams and learn how to manage managersLearn how to build and bootstrap a unifying culture in teams

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Customer Reviews

How to Read This Book   This book is separated into chapters that cover increasing levels of management complexity. The first chapter describes the basics of how to be managed, and what to expect from a manager. The next two chapters cover mentoring and being a tech lead, which are both critical steps on the management path. For the experienced manager, these chapters have some notes on how you might approach managing people in these roles. The following four chapters talk about people management, team management, management of multiple teams, and managing managers. The last chapter on the management path, Chapter 8, is all about senior leadership.   For the beginning manager, it may be enough to read the first three or four chapters for now and skim the rest, returning when you start to face those challenges. For the experienced manager, you may prefer to focus on the chapters around the level that youÃƒÂ¢Ã â¬Ã â„¢re currently struggling with. Interspersed throughout are sections with three recurring themes: Ask the CTO   These are brief interludes to discuss a specific issue that tends to come up at each of the various levels.   Good Manager, Bad Manager   These sections cover common dysfunctions of engineering managers, and provide some strategies for identifying these bad habits and overcoming them. Each section is placed in the chapter/level that is most likely to correspond to the dysfunction, but these dysfunctions are often seen at every level of experience.

Challenging Situations   Starting in Chapter 4, I take some time to discuss challenging situations that might come up. Again, while these are roughly placed with the level that is most appropriate, you may find useful information in them regardless of your current level.   Chapter 9 is a bit of a wildcard, aimed at those trying to set up, change, or improve the culture of their team. While it was written from a perspective of a startup leader, I think that much of it will apply to those coming into new companies or running teams that need an uplift in their culture and processes.   More than an inspirational leadership book for a general-purpose audience, I wanted to write something worthy of the OÃƒÂ¢Ã â¬Ã â„¢Reilly imprint, something you can refer back to over time in the same way you might refer to Programming Perl. Therefore, think of this book as a reference manual for engineering managers, a book focused on practical tips that I hope will be useful to you throughout your management career.

Everything in tech leadership that makes sense, articulated in the best possible way. Tech focused

management is very different from just management and i thank Camille for addressing all those points that really are about that. I've highlighted sooo many parts of the book and seriously considering buying the paper back version after finishing up the Kindle one. I already used many of the tips and tricks but mostly taken the more in depth thinking to my management style.While a junior engineer might not get this book, this book is for the mid level engineer all the way to the CTO.

I've tried many times to read books of advice for managers, and this is the first I've read that reflected my own experience as well as feeling concrete enough to be useful, rather than filled with management platitudes.I love the fact that the author explicitly focuses on TECHNICAL management and the challenges inherent to leading groups of engineers. I also enjoyed the framing as a progression, with relevant advice for each stage of a manager's development presented together.

Whether you're starting out in technology or have 20 years of experience managing managers, Camille provides clear descriptions for what to expect and advice for how to handle it at every stage of professional development along a technology-focused career track.Even if you don't plan on becoming a manager, this book will give you insight to the hopes, challenges, and goals of your manager. If your manager isn't doing a great job, you can slip this book under their door.If you are looking to advance your career, use Camille's explanation between the gaps of the vision of being a manager vs. the reality to provide insight into your decision.Finally, if you manage people in technology, get a refresher in managing brilliant jerks or perspectives on handling 1:1s. Read it. Follow the advice and become a better manager or team member.

What a truly powerful book. It's clear the author knows the subject well. I would recommend this wholeheartedly to anyone in a technical leadership role who is deciding on (or balancing) line management and growing as a individual technical contributor. This is destined to be one of those books that ends up on Top 10 lists for decades.

Camille does a great job capturing all the different levels of management and what your focus should be. I also like how she gives simple examples of bad management and good management practices. I picked up this book because I always like to hear different opinions on people's perception of what management is like and how they add value at different levels. It satisfied what I

was looking for.

Although I'm only a tech lead, the entire book was extremely useful to me. This book helped clarify a lot of the vague intuitions that I had about some of the dysfunctions I've been experiencing over the past few years of my career.The tone and style of the book made it feel very much like the mentorship I've always wanted on the leadership front.While I don't presently have any interest in the management track, this book is really useful for showing what that track actually looks like.

Practical tips and advice on mastering the details of managing technical teams.

For the last few years, I've been organizing a conference for new engineering managers (Calibrate!) and if we were to write the New ManagerÃƒÂ¢Ã â¬Ã â„¢s Handbook, ÃƒÂ¢Ã â¬Ã Å"The ManagerÃƒÂ¢Ã â¬Ã â„¢s PathÃƒÂ¢Ã â¬Ã Â• would absolutely be it. Not only is it helpful for prospective and new managers, itÃƒÂ¢Ã â¬Ã â„¢s helpful for experienced managers and managers-of-managers as itÃƒÂ¢Ã â¬Ã â„¢s a great reminder of the challenges we went through ourselves and therefore an excellent teaching tool for creating empathy with folks whose struggles we may have forgotten over the years.This is the only book that I'm aware of that so effectively addresses the progression through the people management path for engineers. Much of this book focuses on the people and how much of an emotional journey this is, as it should! Camillle has truly created something wonderful here that demystifies the responsibilities and expectations as an engineer progresses along the path. Anyone considering being a technical or team lead will learn much here and I can't recommend this enough. The sections on "expectations vs. reality" for tech leads and managers is worth it alone.The fact that folks like Yishan Wong and Rod Begbie are reviewing this so highly should tell you much :)

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