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THINK LIKE A MANAGER



*Everything they didn't tell you when they
promoted you!*

by Roger Fritze, Ph.D.

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Think Like a Software Engineering Manager Akanksha Gupta, 2024-08-06 Unlock your full potential as an effective efficient and inspiring leader and be the software engineering manager that your team deserves Most development teams are only as good as their leader In this practical guide you ll explore all aspects of the software engineering manager s job from operational practices to the core skills of handling humans Think Like a Software Engineering Manager is full of all the skills you ll need to thrive in software leadership including People and performance management Empathy and feedback Delegation and learning to let go Hiring amazing engineers and handling attrition Collaborating with cross functional partners Managing expectations at all levels Implementing engineering and operational excellence Time and organizational change management Experienced team leader Akanksha Gupta helps you explore whether software engineering management is the right move for your career guides you through preparing for the position and gives you all the tools you need to thrive in the role Thought provoking exercises help you apply what you learn to your daily professional life and prepare you for making the big decisions about software About the technology A software engineering manager needs to be an amazing communicator an effective decision maker and a thoughtful mentor Your success depends on your ability to evaluate and manage projects motivate and lead your team and coolly handle whatever crisis each new day brings It s a big transition and this book will guide you every step of the way About the book Think Like a Software Engineering Manager teaches you how to hire train and lead a successful development team You ll start with building and managing your team to maximize performance You ll then quickly progress to strategies for delivering large scale projects cultivating excellence in your projects and managing change Author Akanksha Gupta s battle stories and industry anecdotes from her work at Amazon Audible Robinhood and Microsoft reveal how the experts handle the biggest engineering management challenges What s inside People and performance management Hiring amazing engineers and handling attrition Collaborating with cross functional partners Practice for success with insightful exercises About the reader For new and aspiring software engineering managers About the author Akanksha Gupta is an engineering leader at Amazon AWS She has served as an engineering manager at Robinhood Audible and Microsoft and passionately champions the cause of empowering women within the tech industry The technical editor on this book was Bruce Bergman Table of Contents PART 1 1 Exploring the engineering manager role 2 Individual contributor to engineering manager 3 Managing people teams and yourself 4 Managing performance 5 Delegation Learn to let go 6 Rewards and recognition 7 Hiring 8 Handling attrition PART 2 9 Working with cross functional partners 10 Project management execution and delivery 11 Managing expectations PART 3 12 Engineering and operational excellence 13 Organizational change management 14 Time management 15 Beyond this book Grow yourself **Thinking Like an Engineer** the late Henry Sidgwick, 1998-06-18 A classic work in the field of practical and professional ethics this collection of nine essays by English philosopher and educator Henry Sidgwick 1838 1900 was

first published in 1898 and forms a vital complement to Sidgwick's major treatise on moral theory *The Methods of Ethics*. Reissued here as Volume One in a new series sponsored by the Association for Practical and Professional Ethics, the book is composed chiefly of addresses to members of two ethical societies that Sidgwick helped to found in Cambridge and London in the 1880s. Clear, taut, and lively, these essays demonstrate the compassion and calm reasonableness that Sidgwick brought to all his writings. As Sidgwick explains in his opening essay, the societies he addressed aimed to allow academics, professionals, and others to pursue joint efforts at reaching some results of value for practical guidance and life. Sidgwick hoped that members might discuss such questions as when, if ever, public officials might be justified in lying or in breaking promises; whether scientists could legitimately inflict suffering on animals for research purposes; when nations might have just cause in going to war; and a score of other issues of ethics in public and private life still debated a century later. This valuable reissue returns *Practical Ethics* to its rightful place in Sidgwick's oeuvre. Noted ethicist Sissela Bok provides a superb Introduction ranging over the course of Sidgwick's life and career and underscoring the relevance of *Practical Ethics* to contemporary debate. She writes, *Practical Ethics*, the last book that Henry Sidgwick published before his death in 1900, contains the distillation of a lifetime of reflection on ethics and on what it would take for ethical debate to be really of use in the solution of practical questions. This rich, engaging work is essential reading for all concerned with the relationship between ethical theory and practice and with the questions that have driven the study of professional ethics in recent years.

Think Like a Manager Roger Fritz, 1991-06 *How To Think Like A Manager for the CISSP Exam* Luke

Ahmed, 2020-08-03 How do you think like a manager? It is one of the most common questions asked when preparing for the CISSP exam. Using 25 CISSP practice questions with detailed explanations, this book will attempt to answer how to think like a member of a senior management team who has the goal of balancing risk, cost, and most of all, human life. The questions will take you through how to resist thinking from a technical perspective to one that is more holistic of the entire organization. Like all of Study Notes and Theory's CISSP practice questions, these questions correlate multiple high-level security concepts and require thinking like a manager. Extracting the most value comes from understanding not only which choice is correct but more importantly, why the other choices are wrong.

Think Like a Coach Jude Sclater, 2024-03-14 You've made it to manager. But balancing a hectic schedule with empowering your team is proving challenging, and you're struggling to delegate. So how do you make this all work? How do you get the best from yourself, your team, and still have a life outside work? The answer is to Think Like a Coach. This simple yet transformative approach to managing a team focuses on three fundamental coaching skills that you're already using daily: listening, asking questions, and summarising. With subtle shifts in your conversations to leverage these skills, you can embrace a coach-like management style which will boost the performance and productivity of your team. Promote commitment, personal responsibility, and self-sufficiency. Free up precious time to focus on important tasks. Make recruitment and retention easier and smoother. Drive and deliver excellence in a team that's

motivated and empowered Seamlessly integrating into your everyday management style Think Like a Coach is your trusty go to guide that bridges the gap between theory and reality It shows how even in high pressure scenarios it s still possible to tap into the true potential of your team empower their success and become the manager your team truly needs and deserves

Think Like a CTO Alan Williamson,2023-04-25 An effective Chief Technology Officer shapes almost every aspect of a modern business This book shares the experience and advice of veteran CTOs and industry experts for handling IT crises leading tech teams and creating an inspiring vision for your company In Think Like a CTO you will learn Effective interaction and relationship building with other C level executives Creating long term visions and executing on short term goals Interviewing hiring and terminating team members Negotiating salaries and managing promotions Architecting future proofed systems Handling security breaches and ransomware attacks Putting together budgets and working with your CFO Identifying and managing outsourced vendor opportunities Managing and communicating bad news by leading with data not passion Being the kind of leader that employees want to follow and emulate Becoming a CTO is an incredible accomplishment It s also one of the hardest transitions a technologist can make This high power and high pressure role demands skills that are rarely developed as a software engineer Think Like a CTO shines a light on all the areas an aspiring CTO needs to master to succeed You ll learn how to build incredible working relationships with the rest of the C suite transform a company with private equity and recruit and manage your development team With this book as your guide you ll quickly become a trusted leader figure with an inspiring vision for your company Foreword by Ankit Mathur About the technology The Chief Technology Officer balances business needs with the constantly evolving world of technology Think Like a CTO helps you develop the skills and mindset you need to take on this critical role and emerge as a successful leader Packed with insights from industry experts and veteran CTOs this book shares practical strategies for navigating the high stakes world of technology leadership About the book Think Like a CTO shares hard won lessons on how to thrive in the fast paced role of Chief Technology Officer Inside you ll learn to establish successful technology platforms and teams with practical frameworks for software selection and implementation bias free interviews and performance reviews and earning your place at the table with other senior leaders You ll appreciate the no nonsense advice insights and war stories from CTO mentor Alan Williamson What s inside Building productive relationships with other C level executives Negotiating salaries and managing promotions Architecting future proof systems Handling security breaches and ransomware attacks About the reader For technology leaders working in or aspiring towards a CTO role About the author Alan Williamson has advised numerous CTOs who were catapulted into the big leagues by private equity investment acquisition and rapid growth Table of Contents 1 The Chief Technology Officer CTO 2 Managing up 3 Visionary planning 4 Building a team 5 Interviewing choosing and onboarding 6 Team management 7 Annual reviews 8 Technology decisions 9 Development 10 Contract management 11 Documentation 12 Security 13 Housekeeping 14 Company growth 15 You Inc **Think Like Chinese** Haihua

Zhang, Geoffrey Baker, 2008 Sun Zi said know yourself and your enemy then you will never lose a battle Zhang and Baker say know the Chinese mind so you can prosper Think Like Chinese explains Chinese thought and business culture from the Chinese perspective It gives first hand insight into what Chinese are really thinking when conducting business Zhang and Baker combine their Chinese and Western perspectives to explain in detail common Chinese behaviours that may seem odd to non Chinese They bring a wealth of personal experience in contemporary Chinese business investment and management sharing their experiences and observations to provide strategies for overcoming such cultural barriers Each chapter opens with a traditional or common Chinese saying which is given contemporary meaning and applied to business scenarios This key to Chinese thought provides the context for guidance on practical matters such as how to ensure spoken communications are being interpreted accurately understanding the importance of face mianzi and giving and receiving mianzi appropriately networking effectively among the Chinese understanding Chinese work cultures identifying the real Chinese decision makers improving negotiations and gaining the best out of Chinese staff distinguishing cow poo facts or true statements from hooyou bragging or bullshit knowing when a Chinese yes actually means yes instead of maybe or no Chinese approaches to the law and contracts dispute resolution intellectual property investment and partnerships Think Like Chinese is a must for anyone who wants a better understanding of Chinese culture and how to apply this knowledge in their China dealings whether doing business with Chinese suppliers or customers working with a Chinese partner or managing Chinese employees It is also written for people who are simply fascinated about China and want to know more about the Chinese people their history their current emergence as an economic powerhouse and their increasing significance in the world s future

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