

# Contents

<b>Acknowledgments</b>	ix
<b>Introduction</b>	xi

## Part I — Getting Oriented

<b>1. A New Adventure</b>	3
Beginning Your First Week	5
Creating a Snapshot	7
Making an Action List	14
And Relax...	15
<b>2. Manage Yourself First</b>	17
Let's Get Organized!	18
How to Categorize Your Activities to Feel Productive	29
How to Measure Your Output as a Manager	33
OK, I'm Ready!	34

## Part II — Working with Individuals

<b>3. Interfacing with Humans</b>	39
How to Communicate Well	42
Delegation	51
Working with Your Manager	56
Onward!	61
<b>4. One-to-Ones</b>	63
Week In, Week Out	65
How to Prepare for One-to-Ones	66
Contracting: Your First One-to-Ones	67
What to Talk About and How to Do It	72



How to Take Notes and Assign Actions	75
Remember: You Are Not a Therapist	77
OK, What's Next?	77
<b>5. The Right Job for the Person . . . . .</b>	<b>79</b>
What Motivates People?	81
The Zone of Proximal Development	86
The Cathedral and the Bazaar	93
A Review Before Reviews	97
<b>6. The Most Wonderful Time of the Year . . . . .</b>	<b>99</b>
Myth Busting	101
How to Prepare for Performance Reviews	103
What to Do on the Day	113
How to Talk About Money	115
Where to Next?	116
<b>7. Join Us! . . . . .</b>	<b>119</b>
Picking Who to Hire	121
Writing Great Job Descriptions	126
Setting Up an Interview Process	131
From Hiring To...	145
<b>8. Game Over . . . . .</b>	<b>147</b>
People Leaving Is Normal	149
When Staff Leave	150
Fighting the Good Fight	155
Making Staff Leave	157
Enough Goodbyes Already!	165
<b>9. How to Win Friends and Influence People . . . . .</b>	<b>167</b>
Going Beyond Your Team	169
Building Your Network	170
Giving Back	174
Time to Take It Up a Level	184
 <b>Part III — The Bigger Picture</b>	
<b>10. Humans Are Hard . . . . .</b>	<b>187</b>
Scrutiny and Judgment	189
Wobble	193
The Whip and the Carrot	197



Mount Stupid	201
It Isn't Just Humans...	206
<b>11. Projects Are Hard</b>	<b>207</b>
The Eye of Sauron	209
Victims of Your Own Success	214
Scope, Resources, and Time	217
And Relax...	222
<b>12. The Information Stock Exchange</b>	<b>225</b>
Spies and Gatekeepers	227
How to Share Just Enough Information	229
Workplace Politics	236
It's Time to Decompress	242
<b>13. Letting Go of Control</b>	<b>243</b>
Transcending Tasks	245
Escaping the False Productivity Trap	250
What You Do Outside of Work Matters	255
Letting Go...of This Chapter	261
<b>14. Good Housekeeping</b>	<b>263</b>
Communication Dictates Software Design	265
Breaking Silos with Guilds	268
Encouraging a Culture of Talks	272
Turning Problems into Learning Opportunities	277
Tools to Solve Common Problems	282
Now Let's Organize Our Careers	285
<b>15. Dual Ladders</b>	<b>287</b>
Individual Contributor Track	289
Management Track	291
Creating a Progression Framework	293
Career Progression Troubleshooting	298
Time to Tackle the Big Issues	302
<b>16. The Modern Workplace</b>	<b>305</b>
Diversity and Inclusion	307
The Shift Toward Remote Working	314
Work-Life Balance	322
Notes on Culture	324
To the Land of Unicorns	325



<b>17. Startups</b>	<b>327</b>
Software Is Eating the World	328
Opportunities for Managers	329
Why Management at Startups Is Critical	337
What Does Your Future Hold?	338
<b>18. The Crystal Ball</b>	<b>341</b>
Life, the Universe, and Everything in Between	342
Your Vision	344
Your Plan	349
Performing the Exercise with Your Staff	352
That's All Folks!	354
<b>Bibliography</b>	<b>357</b>
<b>Index</b>	<b>361</b>