

Beyond Code: Lessons Learned as a Developer turned Engineering Manager in a Startup Environment

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About me

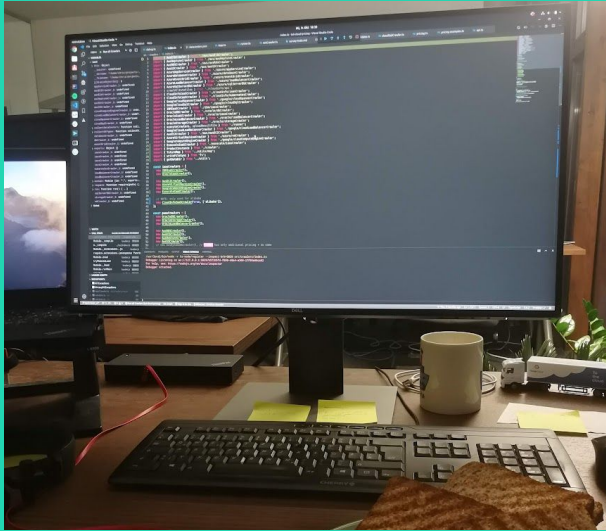
- I love to be fast and efficient
- I am super impatient
- I love to code and build products
- Started as freelancer and focused on web development



A new challenge



A new challenge



- Small and super motivated team
- Startup feeling with long but exciting days
- Everything felt easy and structured



Classic startup issues

Business

- We had a product, but how to sell it?
- Companies wanted to work with us because we are a startup, but had an issue with startups

Classic startup issues

Team growth

- The team is growing
- Processes are changing really fast
- Management is needed

→ it got more and more chaotic



Dev orga

The re-start

- Gradually taking over orga tasks
 - Scrum plannings
 - Sync between teams
 - Roadmap alignment
 - Recruiting
 - HR topics



Let's increase the speed

- What is the output of the development team?
- How do you measure development success?

The faster - the better

Let's increase the speed

- shortcut discussions and meetings
- implement the minimal solution
- push developers
- give 150%
- implement tickets on your own

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→ it works...

The faster - the better

Let's increase the speed

- shortcut discussions and meetings
- implement the minimal solution
- push developers
- give 150%
- implement tickets on your own

→ it works, but only for a short period of time

Getting feedback is hard

- Everyone expects you to give feedback
- Management tasks often
 - Are not well defined
 - There is no QA phase
 - Don't have a Done state

→ Define clear goals

- Define goals and expectations
 - As early as possible
 - Frequently check

→ processes do change

→ people change

Managing Time

- Sync and planning meetings are part of the game
 - They are exhaustive
 - Hard to decline
 - Will make your time inflexible
- Focus time in the morning and in the evening :)
 - it's an easy pitfall to simply work more and more
- Working from home allows more control

Personal key takeaways

- Don't get too personal with the company and your job
- Sometimes the slow path will lead to faster results eventually

**And who the heck
is responsible for
buying coffee
beans and milk??**



Thanks

