Managers - What are they good for?

Easier to teach management to developer, than development to a manager

*"*In many ways, managing a large computer programming project is like managing any other large undertaking - in more ways than most programmers believe. ..But in many other ways it is different - in more ways than most professional managers expect.*" Frederick P. Brooks, The Mythical Man Month 1975*

Problems and misunderstand

- In general, IT is managed badly – few IT managers get management training, they just get promoted.

- Title inflation means lots of people are *managers*

  - *Manager* this usually means *expert* or *manager of thing*

  - *Directors* are the new managers of people

- Good HR is excellent, but…

  - 73% admit not the best to recruit IT people

  - 17% unable to identify IT qualifications (FT, 14 February 2007)

- Image of management is as *thinkers*, but most manager are *fire-fighters*

Solutions

- Concentrate on the people and the rest will flow

- Managers should

  - Pay more attention to personnel management

  - Help the team grow and mature

  - Explain the company to the team

  - Protect the team from the company

  - Manage change and improvement – status quo doesn't need managing

- Managers need to look to the future but act in the now

  - Take time to think and reflect

  - Make time to listen to team members and help with problems

- If you become a manager...

  - Don't see management as bad

  - Get yourself some training

  - Stop Coding! – Can't do both jobs well – trust your people

  - Learn about the business

  - Make time to talk and <u>listen</u> to people

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