



# Things I wish I knew before becoming a manager

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# Introduction

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- 8 years in Information Security
- ~3+ years in Management
- Currently the Interim Director for Product and Infrastructure Security @ Twilio
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- Bay area resident
- Father
  - Spend my free time chasing a toddler and/or being beaten by him

# Disclaimers

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- Views are my own
- This is not a “Guide to being a manager” presentation
- May not apply to everyone, so take it with a grain of salt
- I used PowerPoint “Design Ideas” *heavily* so if an image does not make sense, blame Microsoft

# IC or Manager ???

- Heads down building/breaking things
- Exploring new technologies
- Mentoring others



- Building careers
- Helping/Mentoring others
- Building roadmaps & programs
- Finding happiness in others success
- Negotiating
- Be Calm



# Some reasons (not) to get into management

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- You are a good IC, and your manager wants you to build/run a team
- There is a void in the chain which you fill
- Pay
- To do less technical work
- Management is the only way to progress in career



Security Engineer

Senior Security Engineer

Staff Security Engineer

Principal Security Engineer

Security Architect

Chief/Senior Security Architect

Security Manager

Senior Security Manager

Director of Security

Senior Director of Security

VP/SVP , CSO/CISO

# How do you get into management?

- To interview for a manager role you need management exp.
  - To get management exp you need to get a manager role
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- Find a TLM job
  - Internal move to management



# IC -> Manager

- Its not a continuation of the IC career path
- You are going to start from the bottom as a manager
- Don't do two jobs
- Clear transition plan
- Most importantly, different mindset





A misty mountain landscape with dense evergreen forests and a large white arrow pointing from the left towards the text.

# There is no right way

- There is no “guide”
- Pick and choose what you learn from others
- You will form your own “style”

# It is a huge responsibility

- Your team's morale
- Your team's individual career growth
  - Promotions
  - Growth Plans  
etc
- Your team's & their family's state of mind
- And a lot more

*.... rely on you*



# INSECURITY

- Its ok to not have all the answers
- Its ok to ask for help
- Explain your decisions
- Welcome feedback



Delegation is hard





# Managing individuals

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- Everyone has unique needs
- No universal management strategy

# Relationship Management

- If you move from IC to a manager
    - Your peers will be your direct reports
  - Setting clear expectations
  - Setting boundaries
  - Be firm but polite
- 
- <https://hbr.org/2012/12/how-to-manage-your-former-peer>

AWKWARD

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# How technical can you be in management ??

- Small team managers → Can be technical

The higher you go the less “hands on” technical you become

- You will be technical but not hands on

\* I know a CISO who codes





Listen and Learn





# Most of your time will be spent on...

Meetings &  
1:1s

Excel / Google  
Sheets /  
Airtable / Jira

Shielding your  
team

Annual  
Planning / Long  
Range Planning

Growing  
careers

Setting  
direction

Architecture  
decisions

Shielding your  
team (yes  
again)

Team building

Anticipating  
blockers

Building cross  
team relations

Pushing back

Interviews



Most of your work will be  
done in meetings





# Your State of Mind effects all

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- You will be playing therapist
- People will look up to you
- You will rub off on your team
- You do not have the luxury of venting

# Managing managers is a whole new ball game

- Skip level 1:1s
- Bypassing managers
- Treat your direct reports the same way you want them to treat their reports
- Don't dictate on how to manage their team
- Don't criticize them in front of their team

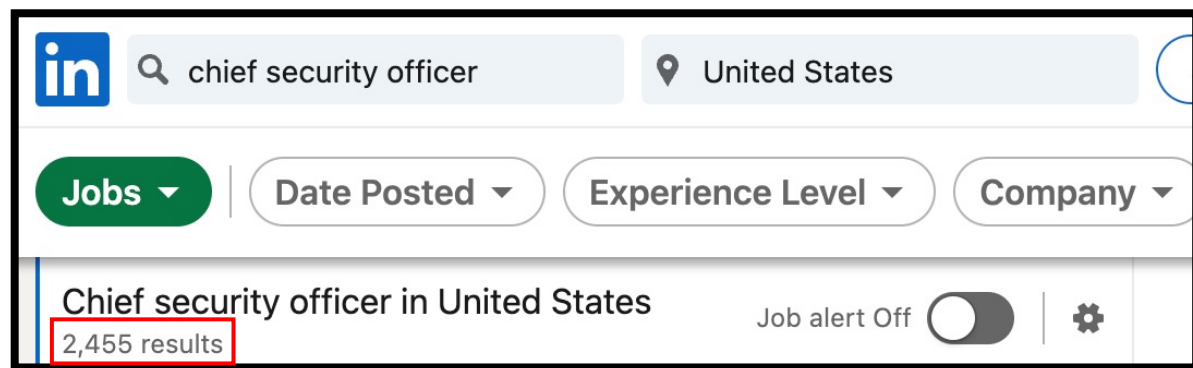




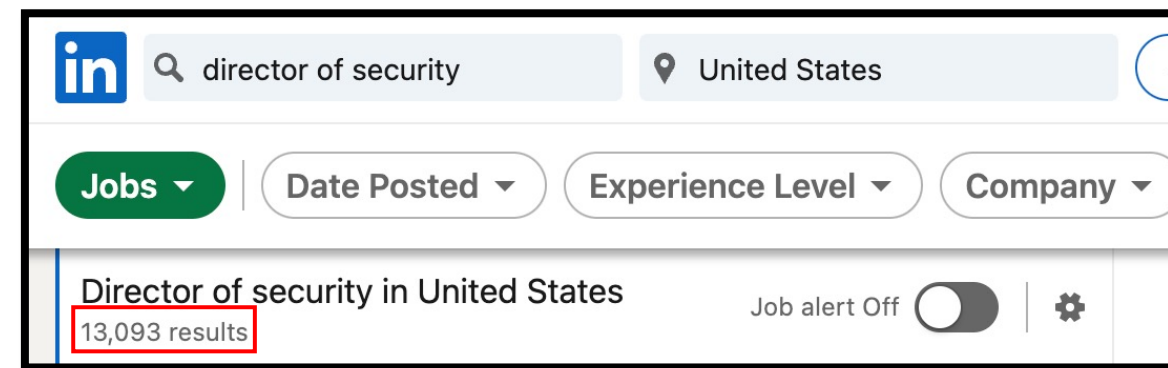
# Getting Promoted

- Promotion criteria is different:
  - Communication skills
  - Managing up , down & sideways
  - Growing individuals
  - Building a program
  - Etc.
- Preparing for promo
  - Ask your manager what they do
  - Be explicit on your intentions

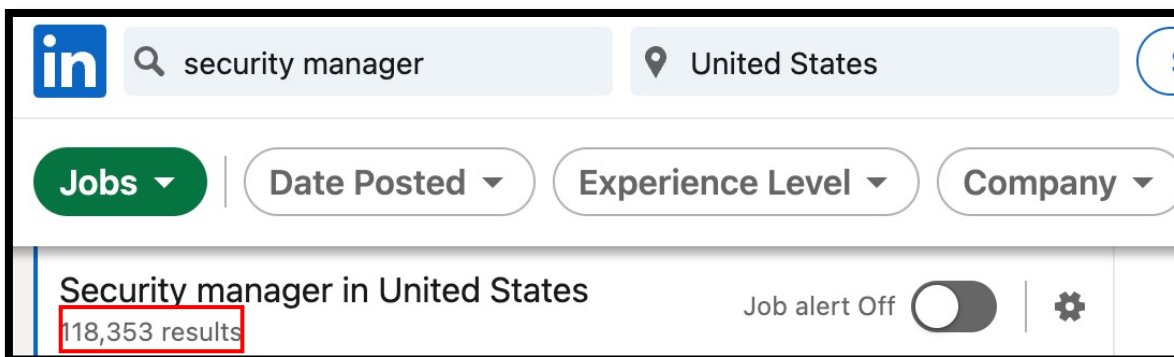
# Finding a new job as you climb the Mgmt ranks



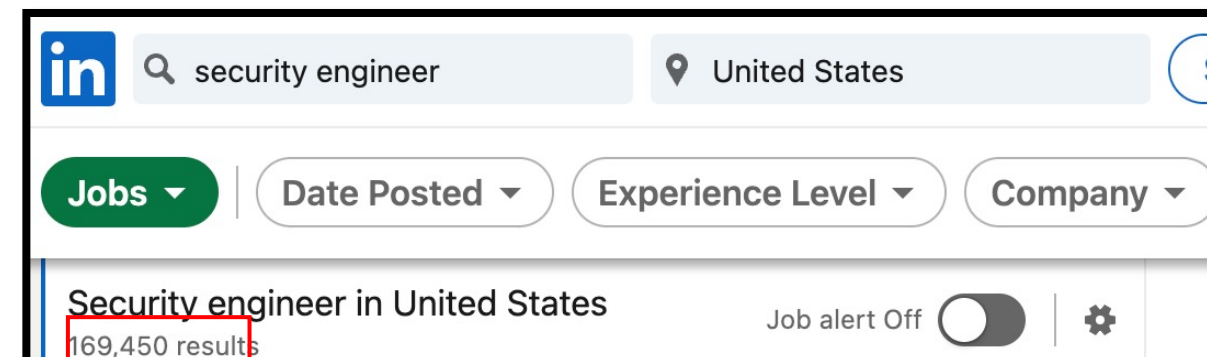
LinkedIn search results for "chief security officer" in the United States. The search bar shows "chief security officer" and "United States". Below the search bar are filters for "Jobs", "Date Posted", "Experience Level", and "Company". The results section shows "Chief security officer in United States" with "2,455 results" highlighted in a red box. A "Job alert Off" toggle and a settings gear icon are also visible.



LinkedIn search results for "director of security" in the United States. The search bar shows "director of security" and "United States". Below the search bar are filters for "Jobs", "Date Posted", "Experience Level", and "Company". The results section shows "Director of security in United States" with "13,093 results" highlighted in a red box. A "Job alert Off" toggle and a settings gear icon are also visible.



LinkedIn search results for "security manager" in the United States. The search bar shows "security manager" and "United States". Below the search bar are filters for "Jobs", "Date Posted", "Experience Level", and "Company". The results section shows "Security manager in United States" with "118,353 results" highlighted in a red box. A "Job alert Off" toggle and a settings gear icon are also visible.



LinkedIn search results for "security engineer" in the United States. The search bar shows "security engineer" and "United States". Below the search bar are filters for "Jobs", "Date Posted", "Experience Level", and "Company". The results section shows "Security engineer in United States" with "169,450 results" highlighted in a red box. A "Job alert Off" toggle and a settings gear icon are also visible.



# Want to move back?

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- Moving back to being an IC is going to be a little hard
- Depends on how long you were in Mgmt (longer you are in Mgmt, harder to go back)
- Some companies make it easy to transition from a manager to an IC
- **IT IS NOT A STEP DOWN & NEVER TOO LATE**



# Not all Scary

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- I made it sound scary
- It is a huge responsibility
- BUT
  - It is immensely satisfying





# Resources



## Slides:

<https://yashvier.box.com/v/things-i-wish-i-knew>



## Books:

Extreme Ownership  
How to win friends and influence others  
The making of a manager  
First break all the rules



## Online Reading

Harvard Business Reviews  
(HBR)



## Paid Courses

Harvard Business School  
– Leadership courses  
Stanford University –  
Management &  
Leadership courses



Any Questions?