

Merge into Management: Journey of an IC to EM

Dima Maleev

17 / 12 / 2025

Author



Hi!

I am Dima. At this moment I am holding a position of Associate Director of Engineering at Agoda.

So here are some facts about me:

- # Over decade of Engineering Management Experience
- # Lead / Built teams in Ukraine, US, and now in Asia
- # Played American Football and was a Manager there 😊
- # YouTuber, blogger, ex-Podcaster
- # But main role – Father of Teo 😊

My journey

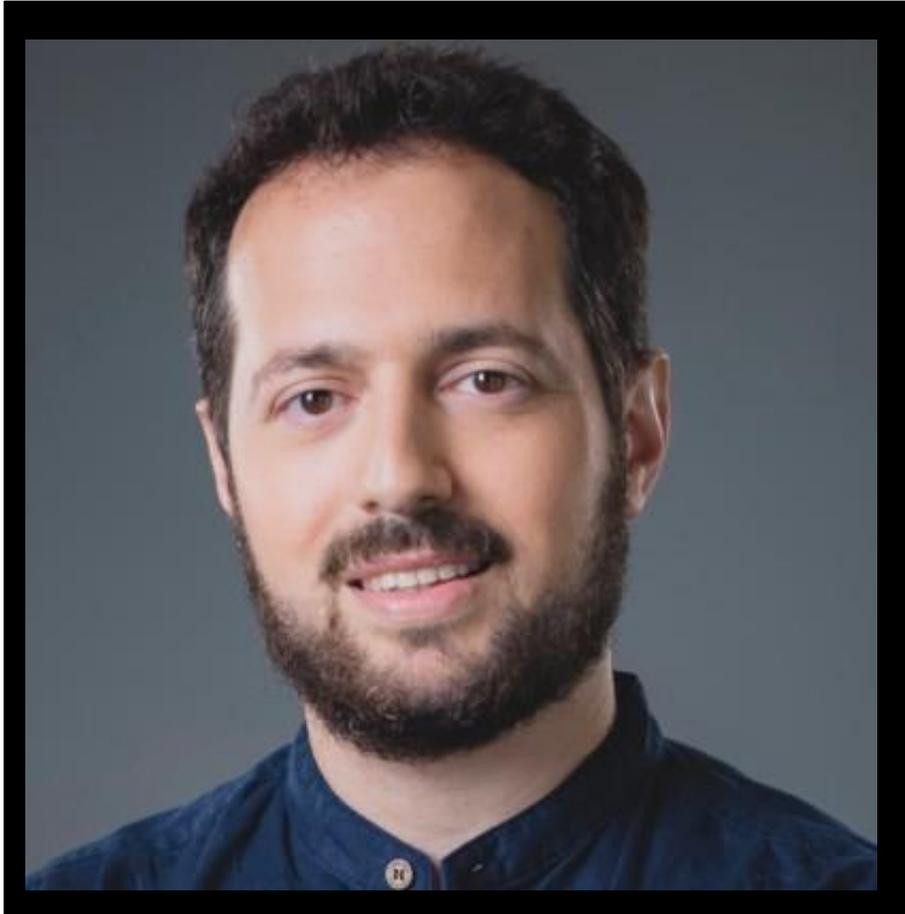


- / First time manager – 2011. Not an EM, but “manager” in outsource company. Left company, moved back to IC role
- / Second time manager – 2017. Really wanted it, got it, was super unexperienced. Moved back to IC role
- / Third time manager – 2020. Was fighting for the role in US. Still happy :D

Every IC someday



Oren Ellenbogen ✕



Leading Snowflakes

The Engineering Manager Handbook

Practical tools and techniques for
programmers who want to lead

BY OREN ELLENBOGEN





Alone



Alone is a gradient

- / No one tells you **how to be a manager**
- / You are **sheriff of corporate process** you've hated
- / Yesterday peers – becoming your reports. **Super weird dynamics**
- / **Confidential** load
- / **Peers shortage**
- / Win / **Loss asymmetry**
- / Vent down is **hard**



I'm an EM now, my team's success is my success



Perfect! You'll guide them with your superior technical knowledge!



You understood what they said in standup today... right?

Management is chill



Engineering management roles are rare



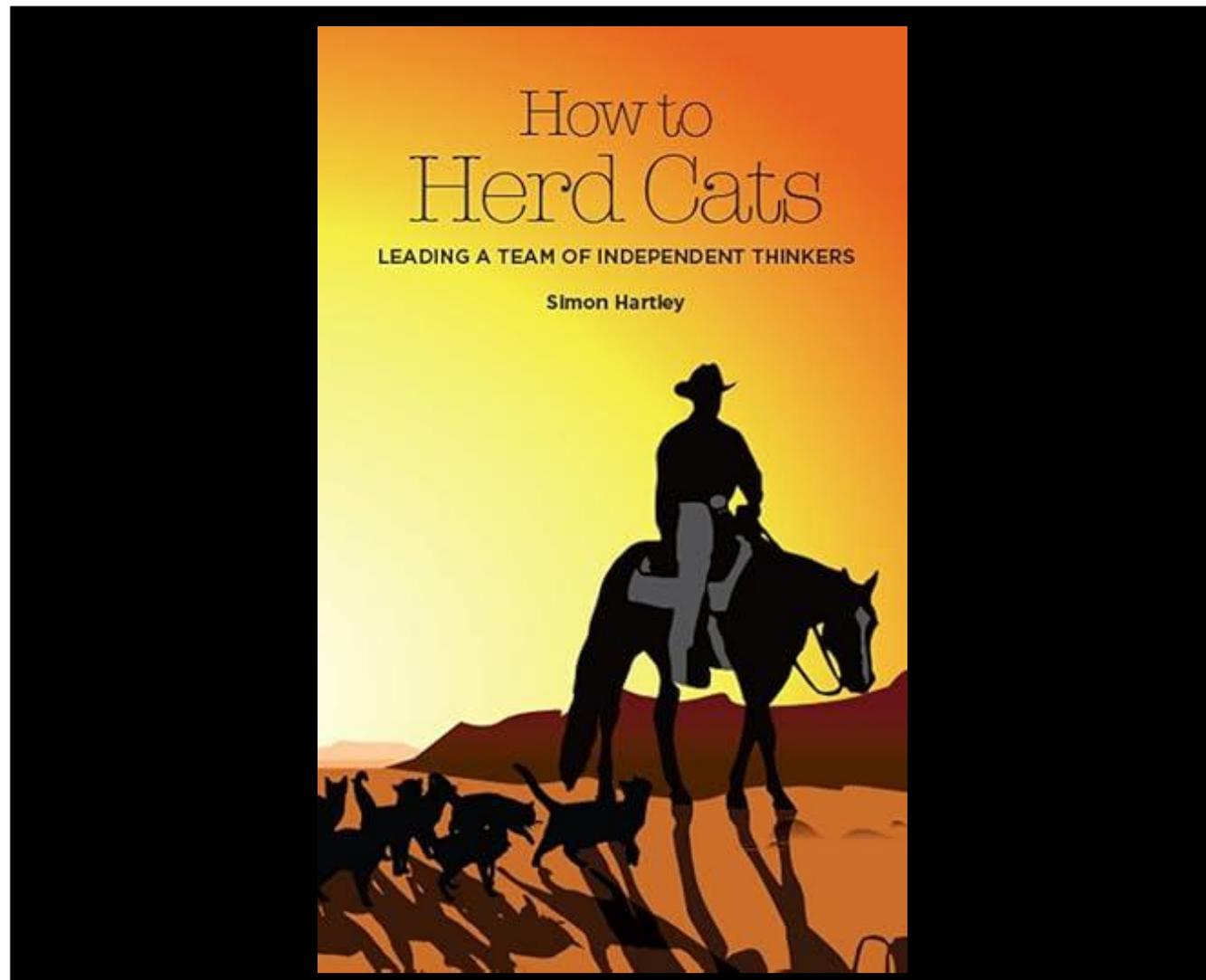
- / Average rate is ~ 1EM to 6-8 Engineers
- / Management is a representation of company structure.
Promotion is even harder
- / You can wait for opportunity to months
- / You may need to change team or org to get position
- / For a time you can be a manager with out title



You will try to avoid conflicts

- / As IC – you can see that some people are slacking. And you would like to fire them
- / Once you become manager – you will find that it is very hard to fire someone
- / Also, you will need to protect your team from other teams when your goals are not aligned
- / Getting comfortable with uncomfortable conversations - will be a key for transition from IC to EM

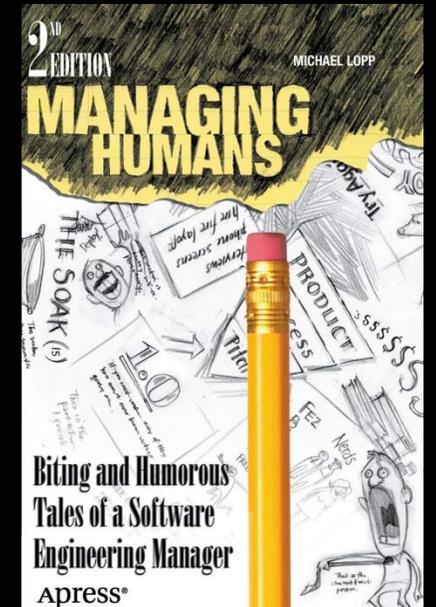
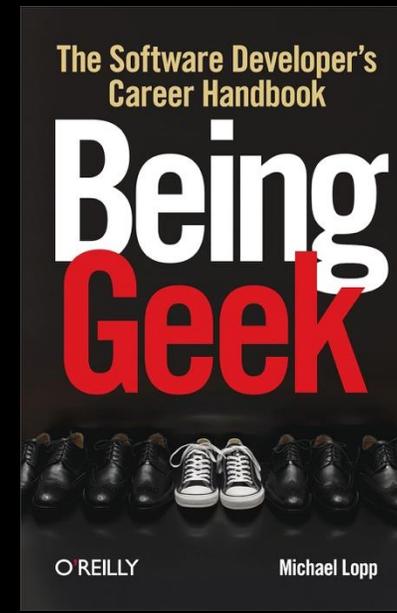
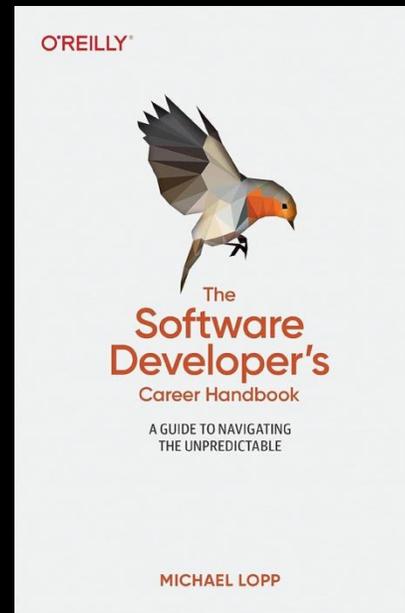
Simon Hartley



This is Michael Lopp



1. Senior Director of Engineering @ Apple
2. Ex-VP @ Slack, Ex-Head of Engineering at Pinterest, ex-Directore @ Planatir
3. Amazing person, Amazing speaker
4. Great Author





He calls Engineering Management –
An Impossible Job



The Impossible Job

/There is never **enough time**

/You are greatly outnumbered by **chaotic beautiful snowflakes**

/There is too much **to do** and too much **to know**

/Their expectation are **unattainable**



The Impossibly fun Job

/You own your **time and set priorities**

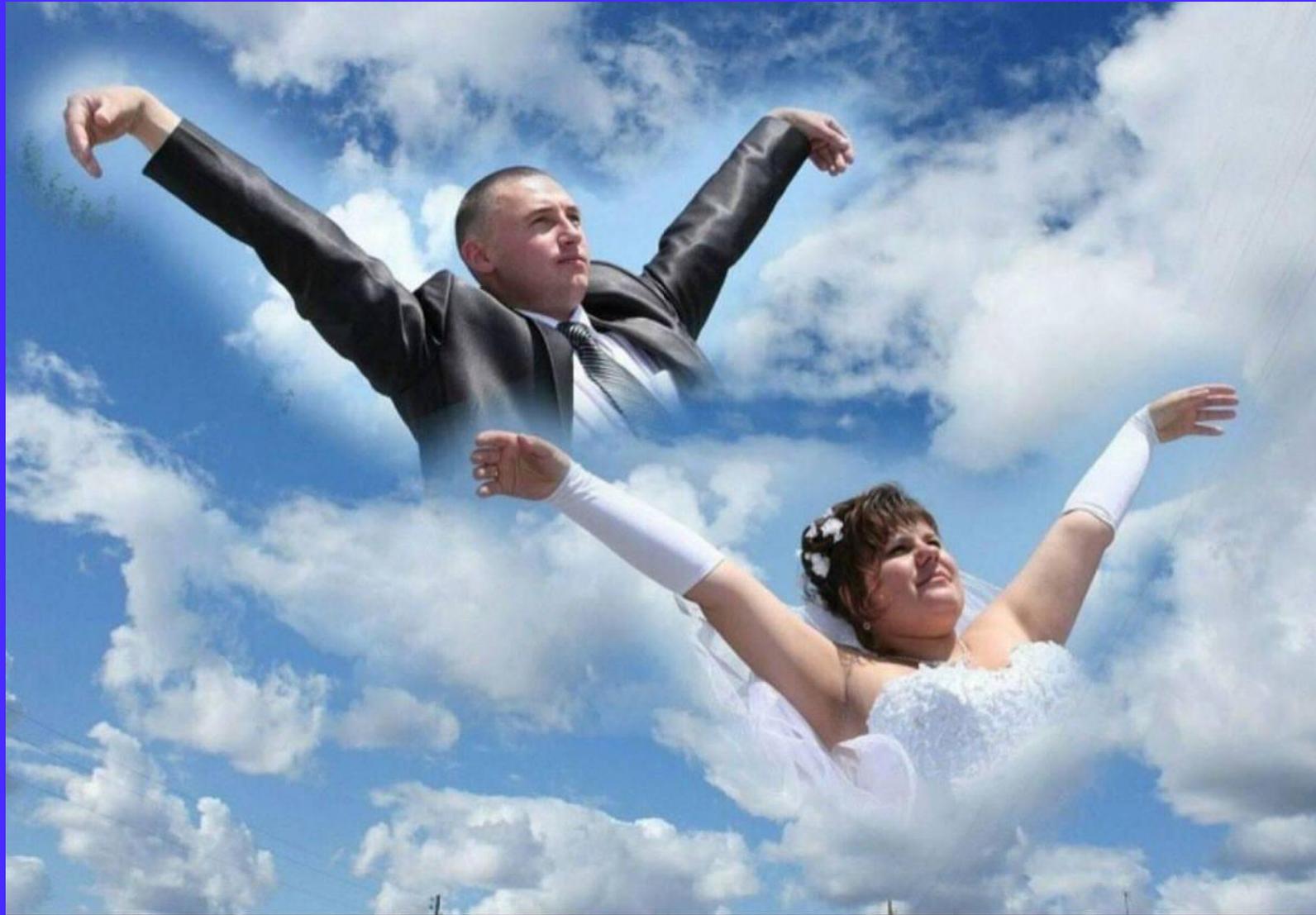
/People are the **most complicated and unique system** you will ever work

/There are **so many places** where you can cause impact

/The sky is a limit



And there are plenty of
things to **fell in love** with



Career Opportunities



Transferrable Skills



Your knowledge outdates slower



Engineering management is
amazing. **But not for everyone**

Thank You!

Visit our website or contact us
for more information:

www.yourwebsite.com

Excepteur sint occaecat cupidatat
non proident, sunt in culpa qui
officia deserunt mollit id est
laborum.