



Module 3.1: Hiring & Managing Developers

Managing developers is not different from managing any other professional service.

You don't need to understand JavaScript to own an app written in JavaScript.

Core Mindset



Service Partnership

Feel comfortable

- asking questions
- setting expectations
- putting requirements in place.



Mutual Accountability

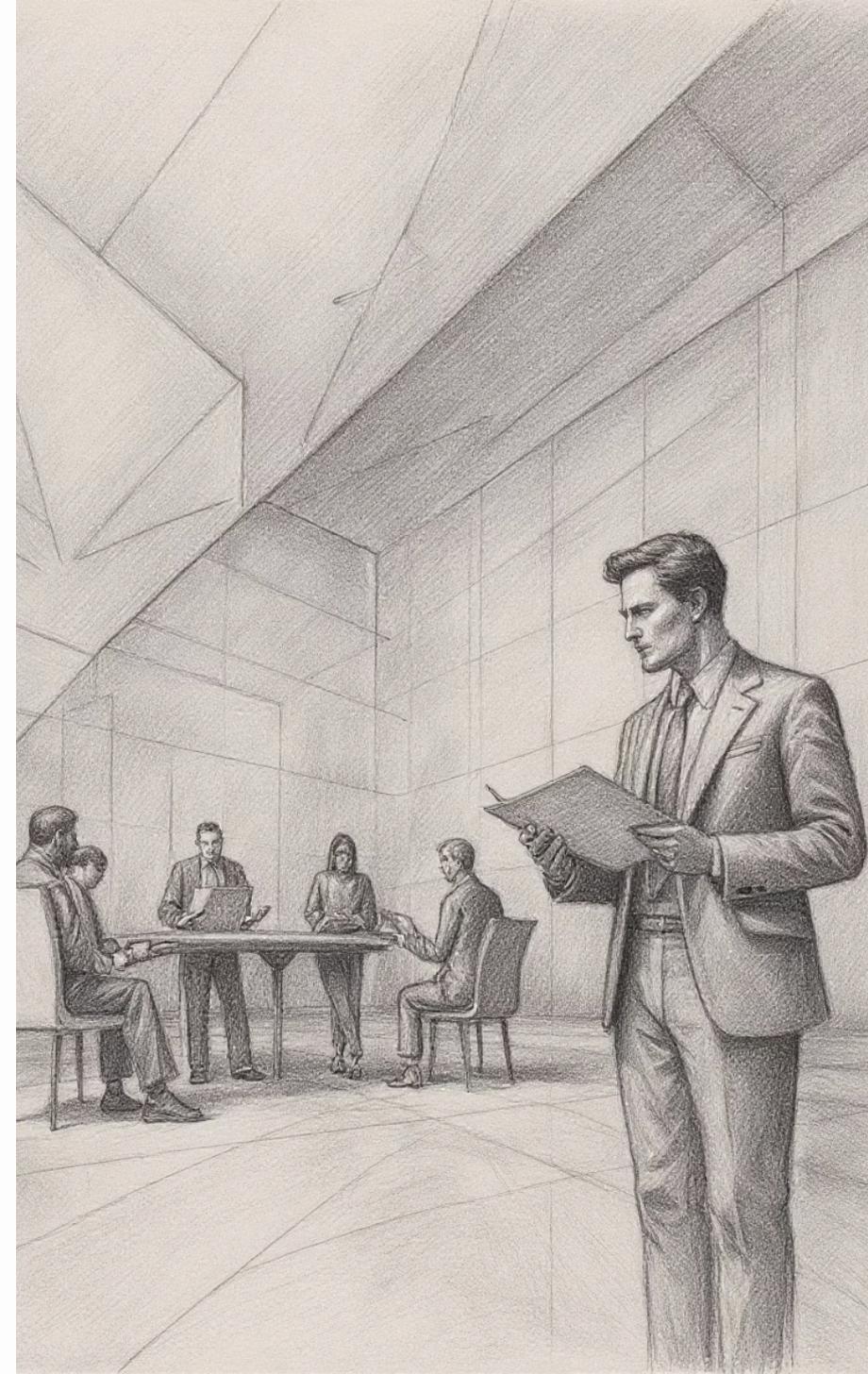
Responsibility flows both ways:

- you must manage well
- they must deliver well.



No Intimidation

Developers are not smarter than other professionals. Don't be intimidated by technical jargon.



Priority #1: Pick the Right Person

Developers can be **2-4x different** in:

It's your **most important** task.

- productivity,
- code quality,
- attention to details and communication.

2-4X

Performance Gap

Difference in developer productivity and quality

1

Top Priority

Most important hiring decision you'll make

A right hire with average management yields better results than perfect management of a wrong hire. Don't try to "fix" a developer. Find another one.

Soft Skills > Hard Skills

Hire for Character

- **Dedication and responsibility**
- **Care and commitment** to the project
- **Reliability** in delivering on promises

Choose developer with slightly less experience, but strong soft skills.

Over a 15-year veteran who treats your project as a side gig.

Practical Hiring Steps

01

Understand Market Rates

Research typical developer salaries/
agency's hourly rates in your target regions.

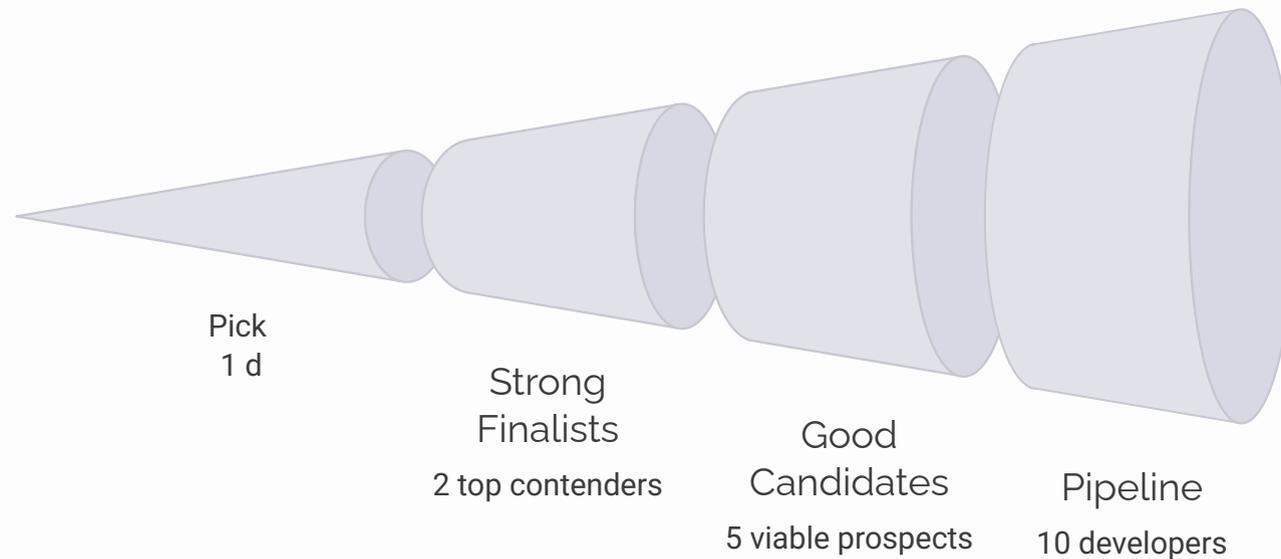
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Build Your Pipeline

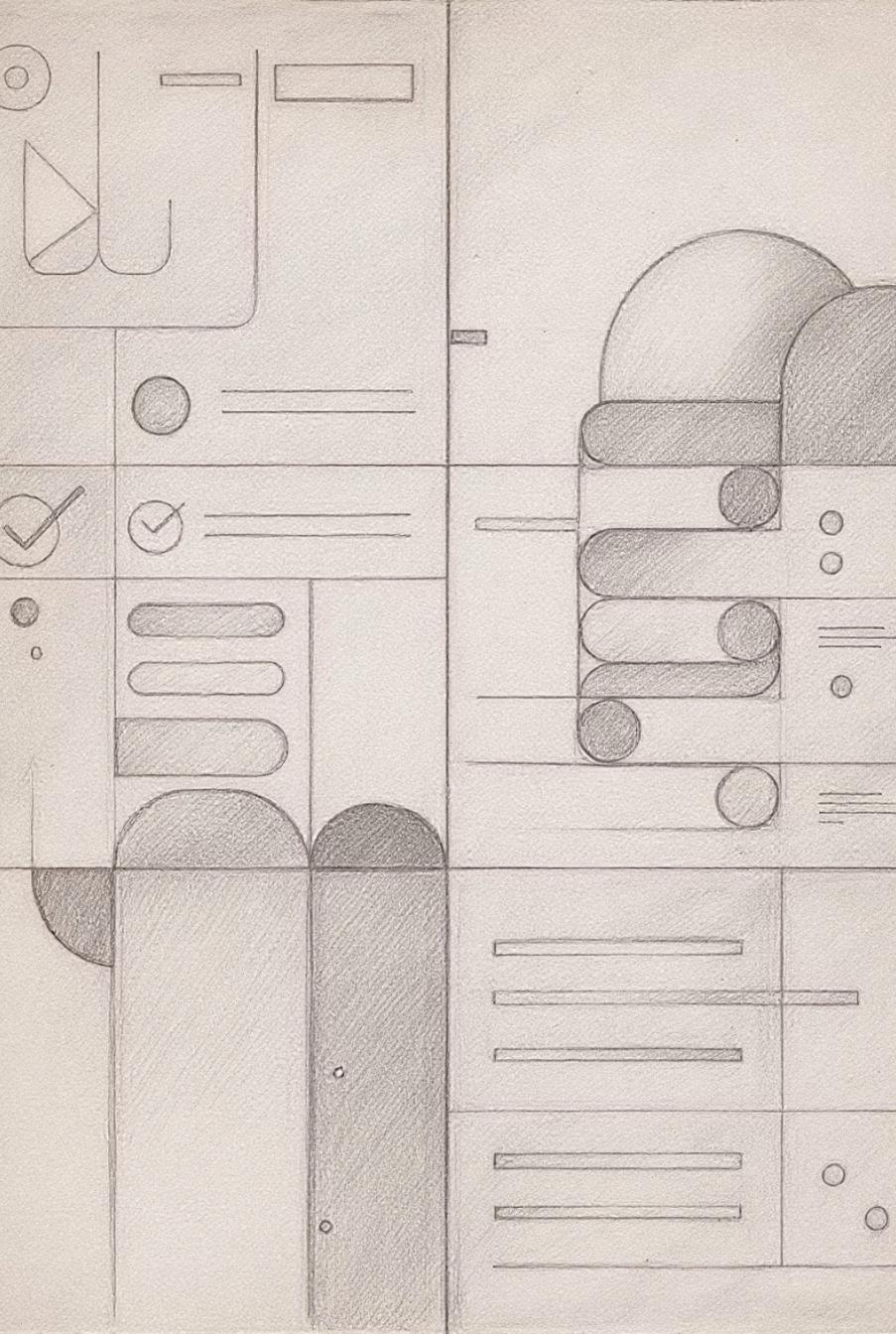
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Conduct Final Interview

Always interview candidates yourself.
Assess if you're comfortable working and
communicating with them. Trust your gut
on communication fit.



📌 ⚠️ Don't rush hiring. Spend more time here to save 5x managing the wrong pick or hiring again.



Multi-Stage Interview Process

1. Initial recruiter soft skills interview (10-15 min)
2. Technical interview
3. Test task/coding challenge
4. Final soft skills interview (record via AI tool)
5. **Trial period: 1 month**

Critical rule: If you're unhappy with performance in the first month, don't try to fix them. They will never perform better

Setting Expectations



Before Hiring

Send NDA before sharing requirements. Clearly communicate expected outcomes, timelines, and level of detail.



Set Red Lines

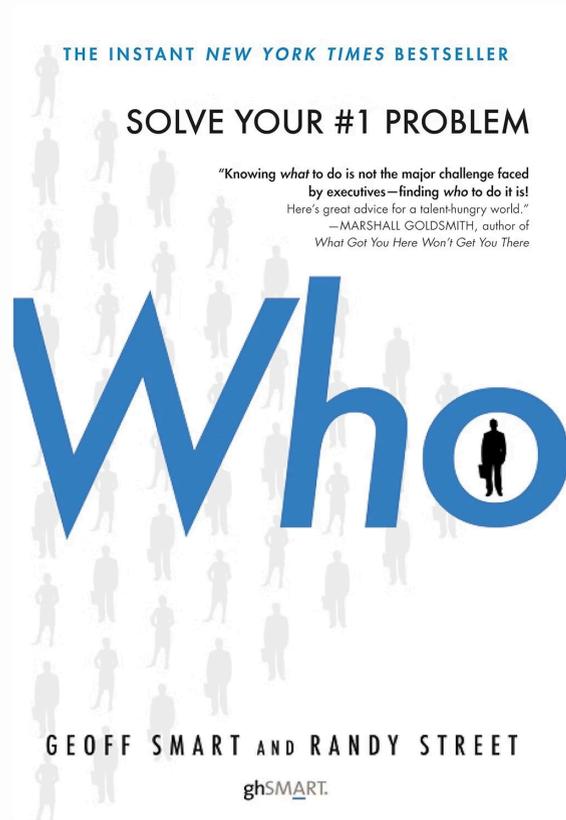
Define and communicate what constitutes underperformance, acceptable missed deadlines, and when you will fire them.



Follow Through

Commit to your decisions. Don't compromise due to fear of money spent or anxiety about finding someone better.

Recommended Resource



"Who: The A Method for Hiring"

by Geoff Smart and Randy Street

- Short and highly practical
- Provides fundamental hiring frameworks
- Essential reading for founders hiring anyone, not just developers