

The Agile Manager

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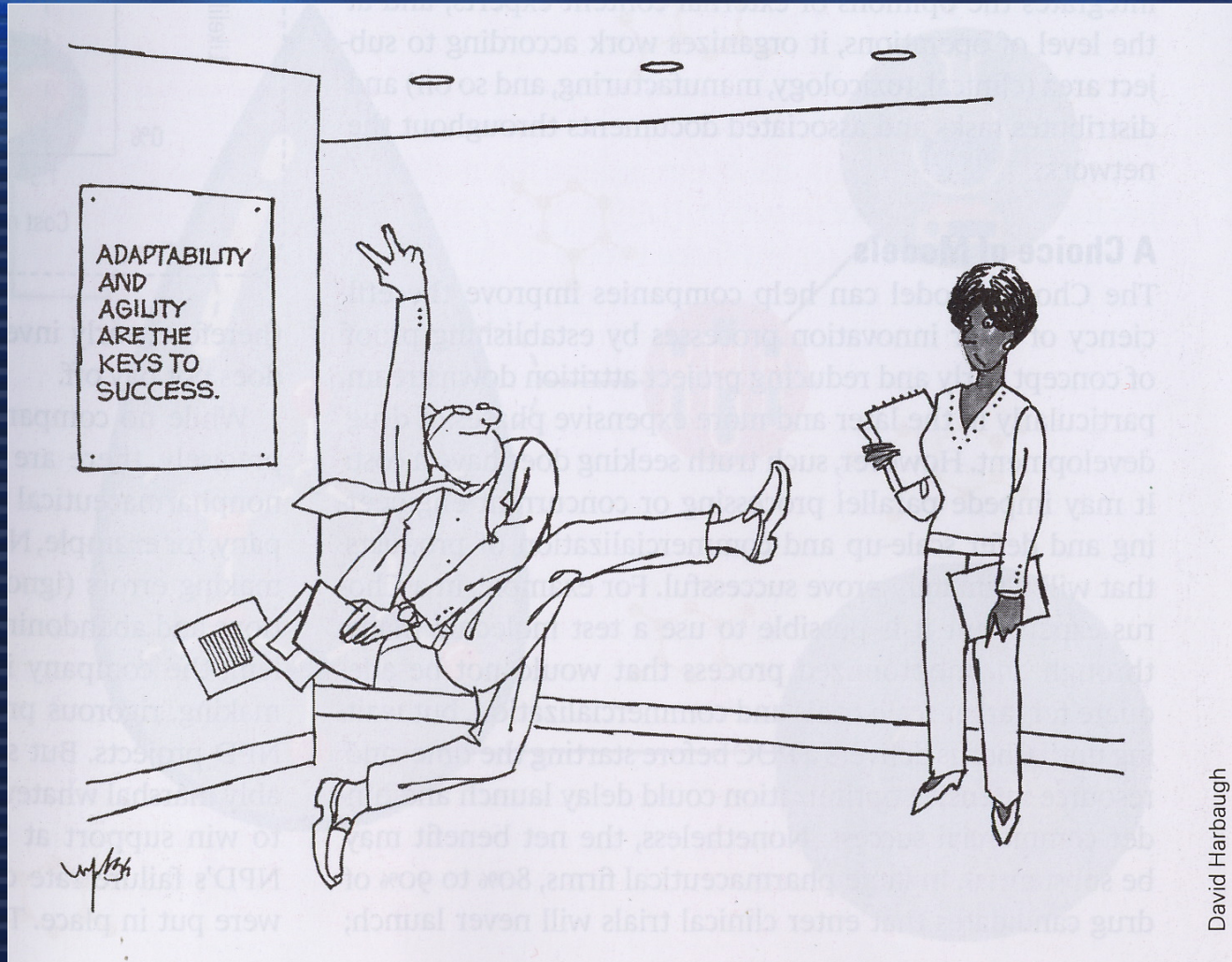
About me

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Is this the Agile Manager?



Manifesto for Agile Software Development

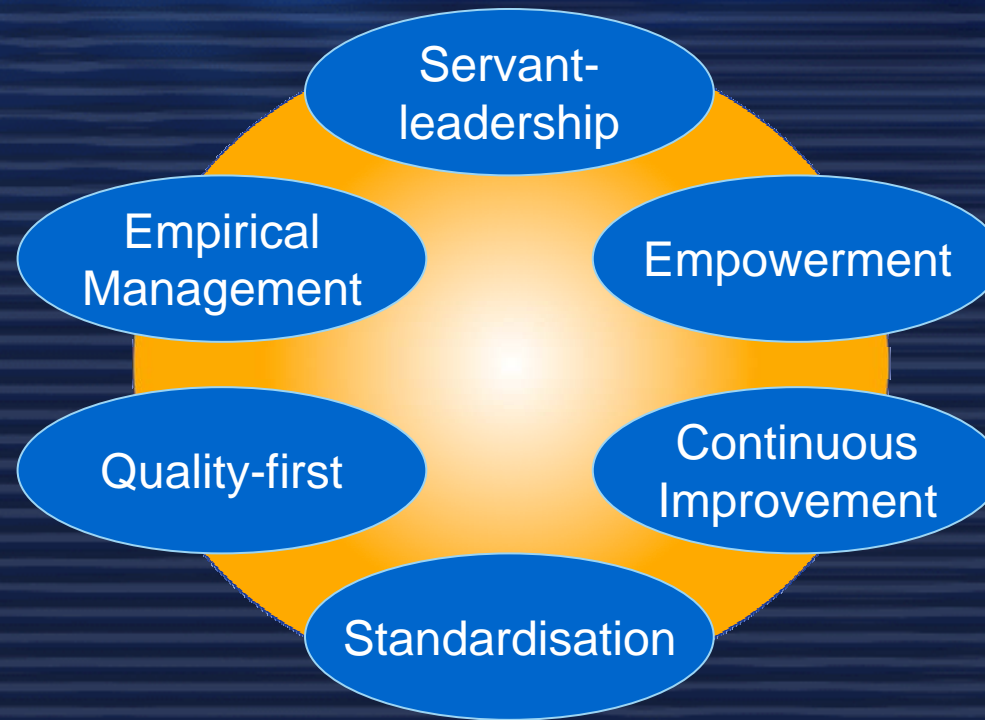
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

www.agilemanifesto.org

Agile Management Practices



Servant-leadership

- Lead by serving others
 - Servant-first, leader-second
 - The servant as leader
- Help the team and its members to grow and to develop
 - Practise kindness and be caring
 - Help to create the right work environment
- Always show respect to the individual
 - Honour the effort and goodwill even if you do not agree with the work

“Leading effectively is (...) less about mastering situations – or even mastering social skill sets – than about developing a genuine interest in and talent for fostering positive feelings in the people whose cooperation and support you need.”

Daniel Goleman and Richard Boyatzis.
Social Intelligence and the Biology of Leadership.
Harvard Business Review, Sep 2008

Empirical Management

- Make decisions on the basis of facts and empirical evidence
 - Go and see for yourself
 - Reports and numbers alone are not sufficient
 - Transparency is the prerequisites of inspect-and-adapt
- Managers engage with employees to understand what's happening where the actual work is done
 - Ask questions, share observations
 - Make helpful suggestions to assist and guide
 - No micro management!

Empowerment

- Delegate decision making authority to the lowest possible level
 - Collaboration instead of command and control, micro management or laissez faire
- Authority and responsibility are united
 - The team as the authority to select the requirements to be transformed into a product increment and the team is fully responsible for meeting its commitment
 - Enables ownership and learning

Quality-first

- Quality is built into the product right from the start
 - Stop creating and shipping junk
 - Build a quality culture
- A problem is not a problem but a treasure
 - “Get it right” instead of “get it out”
- Encourage and empower the teams to identify and rectify problems together with their root causes

Continuous Improvement

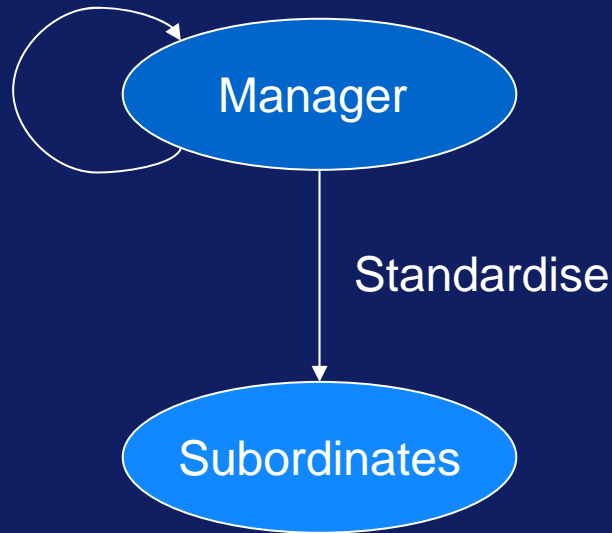
- Continuous improvement is the daily activity to improve the workplace
 - Encourage and empower the teams to challenge the status quo on an ongoing basis
 - Wasteful activities are identified and removed; work is made more enjoyable
- Once an organisation has stopped improving, it has stopped being good
- Causes continuous innovation and change
 - Learning, non-judgmental, non-blaming approach
 - Opposite of “do not rock the boat” and “just do it”

Standardisation

Top down

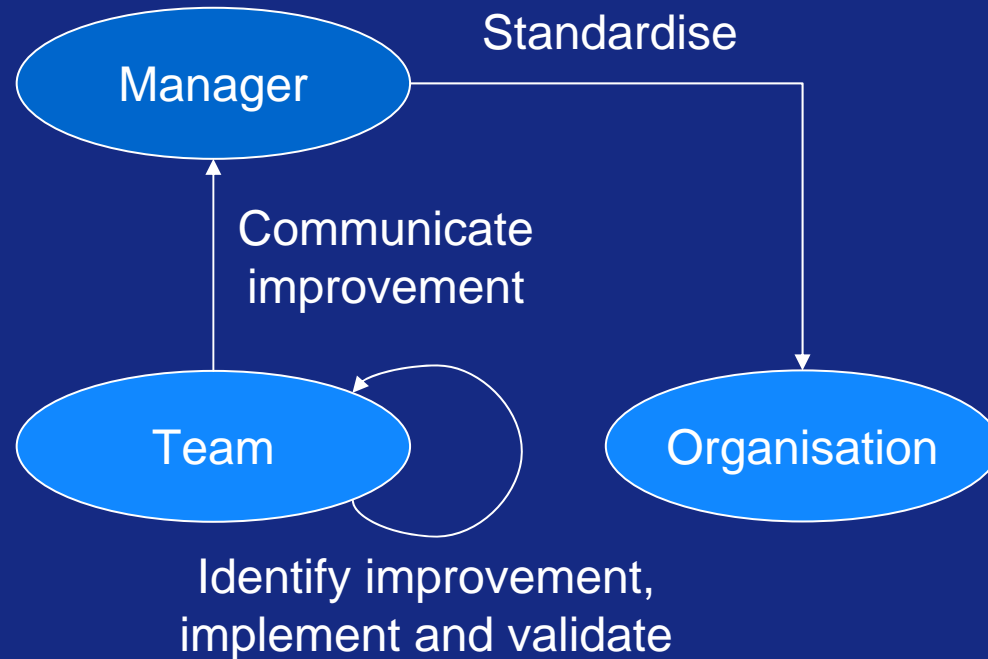
Traditional

Identify improvement



Bottom-up

Agile



Summary

- The good news is: There is plenty left to do for managers in Agile
- Management culture must change profoundly
 - From telling people what to do to supporting and guiding individuals and teams
- We all have a limitless potential to change for the better – let's tap into it!
 - It requires awareness and focussed effort
 - There is no Scrum pixie dust – and never will be

References

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