I.T.A.K.E.
Unconference
2016

Is Management Dead?

Flavius Ștef, Syneto

agile kogLean
@patrickkoglin

There is no reporting to the project management in Scrum. And there is no management in scrum. #scrum #agile #noManagement

RETWEETS
3

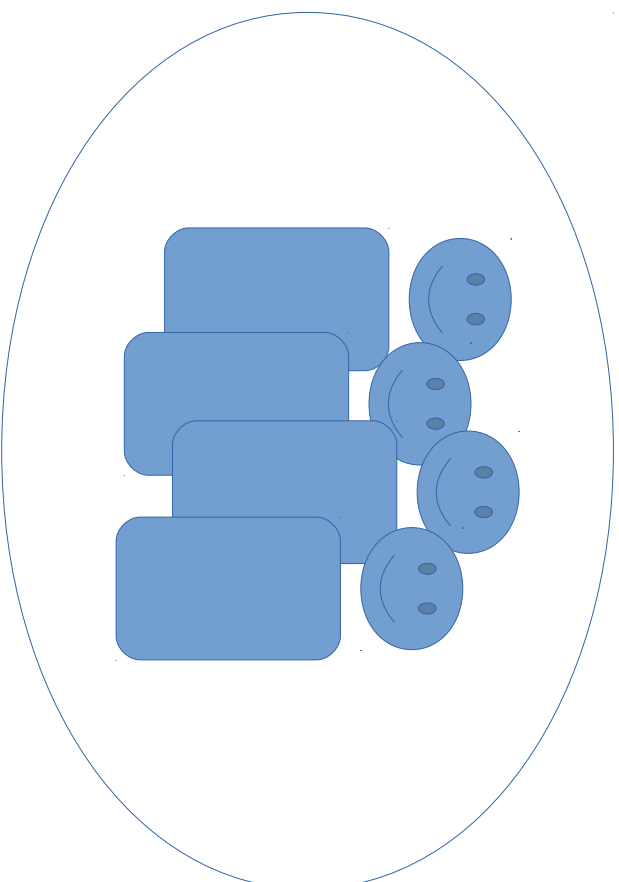4:33 PM - 29 Jan 2016

⚙ Follow

THE WALL STREET JOURNAL.

MANAGEMENT

The End of Management

Corporate bureaucracy is becoming obsolete. Why managers should act like venture capitalists

---

The Washington Post

On Leadership

Zappos says goodbye to bosses

By Jena McGregor January 3, 2014

Plenty of confusion

Agile

Reality

"Agile"

Agile Management

Version One – State of Agile 2016

Why do Agile Adoptions fail?

Company philosophy or culture at odds with core agile values — **46**%

Lack of experience with agile methods — **41**%

Lack of management support — **38**%

Lack of support for cultural transition — 38%

Inconsistent agile practices and process — 36%

External pressure to follow traditional waterfall processes — 34%

Ineffective management collaboration — 30%

A broader organizational or communications problem — 30%

Unwillingness of team to follow agile — 28%

Inability to continuously prioritize work — 27%

Insufficient training — 25%

Ineffective collaboration — 5%

Don't know

What does a manager do?

- Set goals
- Prioritize
- Rules, constraints
- Coordinate, synchronize
- Improve processes

- Bridge between teams
- Staffing, hiring, firing
- Career paths
- Salaries, bonuses
- Motivate employees

Let's go to the root

What does the agile manifesto say about management?

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

MOTIVATION

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

SELF-ORGANIZATION

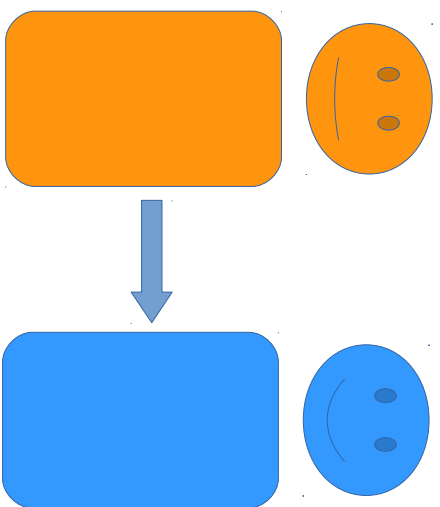**The best architectures, requirements, and designs emerge from self-organizing teams.**

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
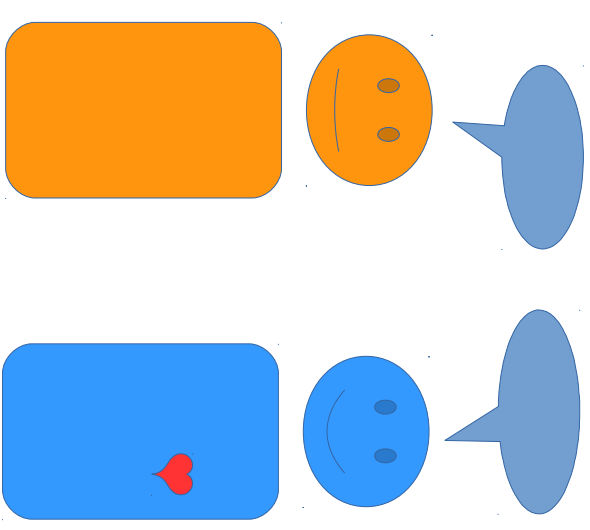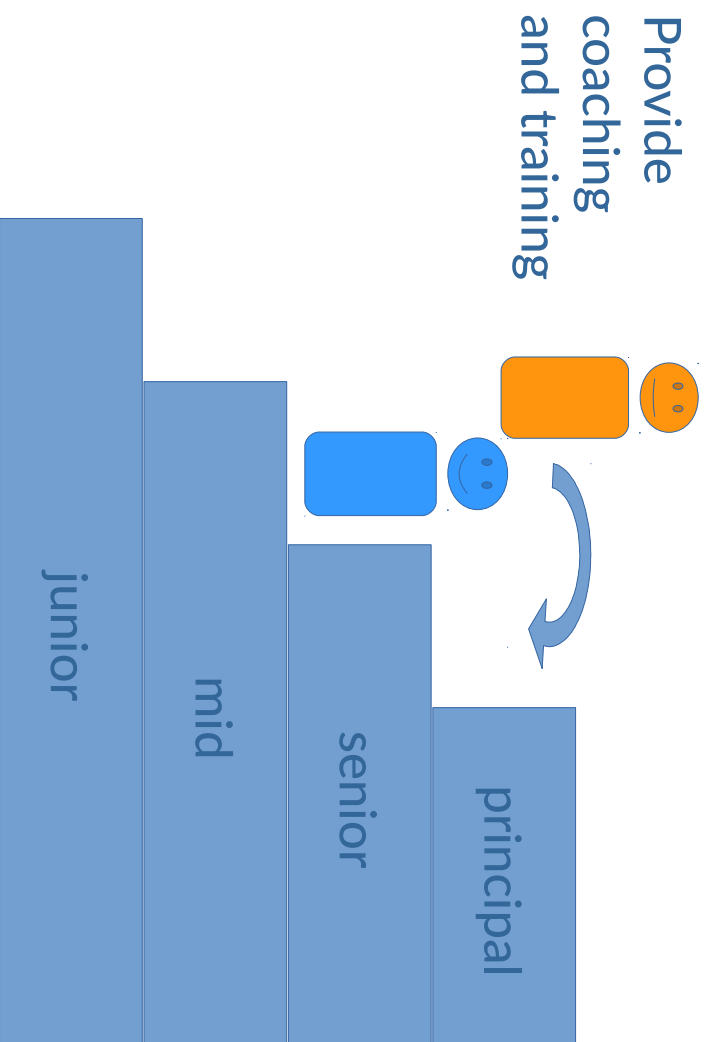
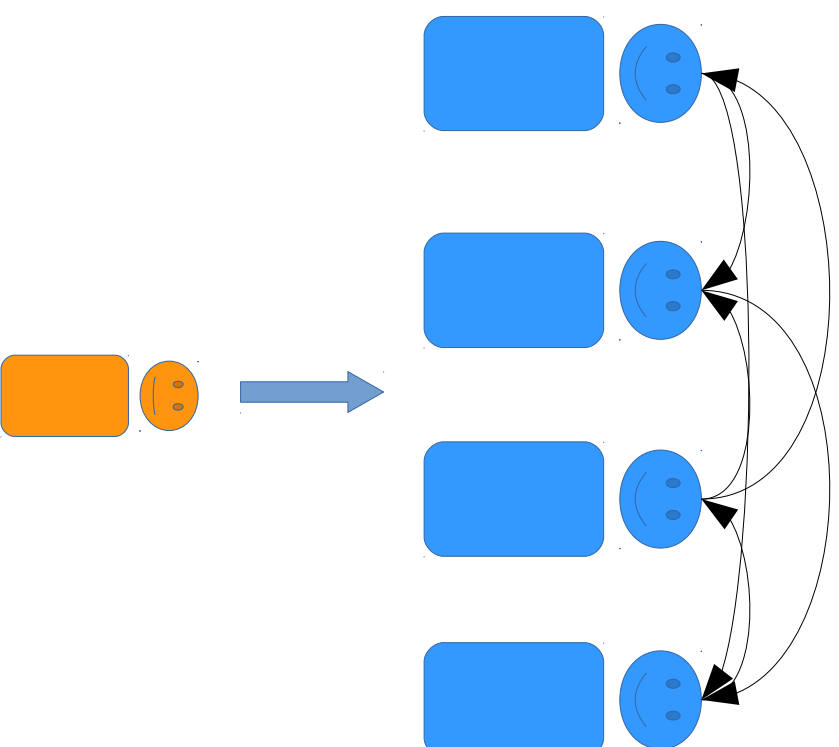# MOTIVATION

Extrinsic vs intrinsic

Traditional management

Agile management

Extrinsic motivation: Salaries

Provide coaching and training

junior

mid

senior

principal

- Clear prerequisites
- Transparent
- Based on individual, team, company performance

Extrinsic motivation: Bonuses

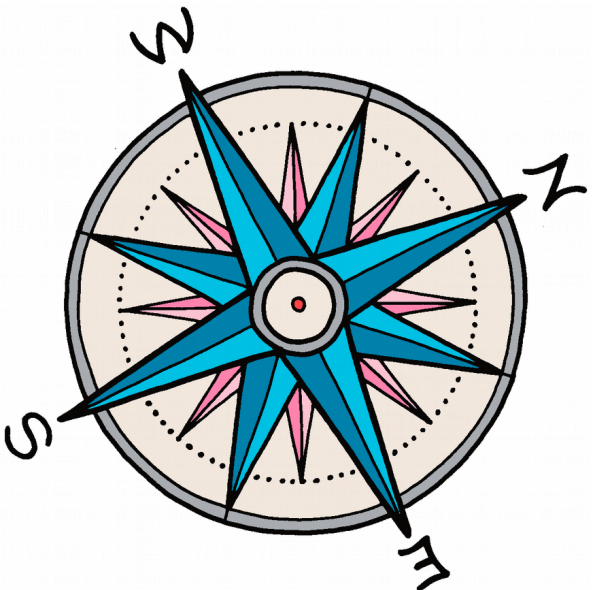# Intrinsic motivation

Autonomy

Mastery
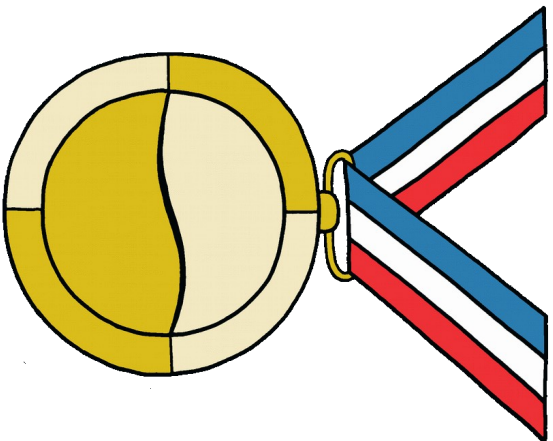
Purpose

+ Connection

Autonomy
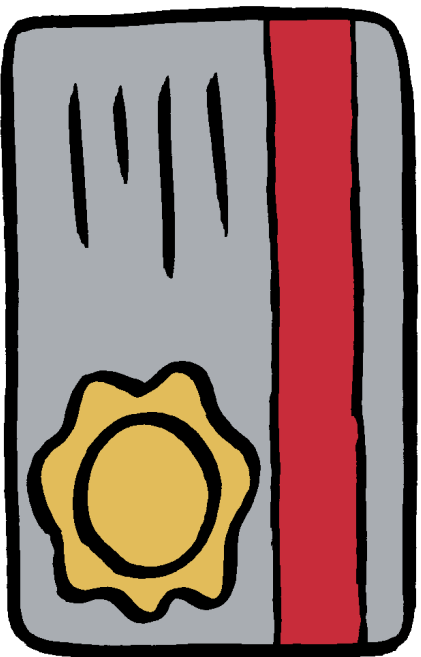
Visual Radiators
Orange Fridays

Purpose
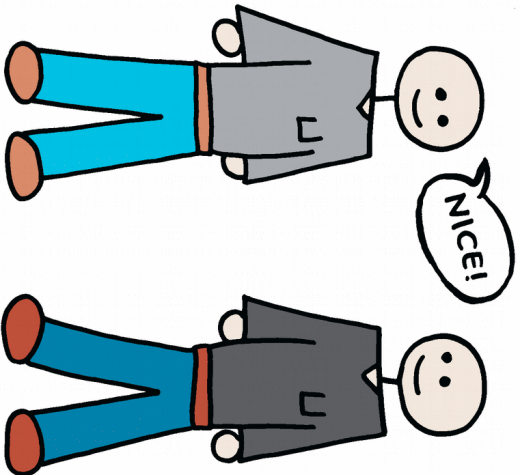
Customer/Company Value

Team retreat off-site

Mastery

20% technical backlog

T-shaped people
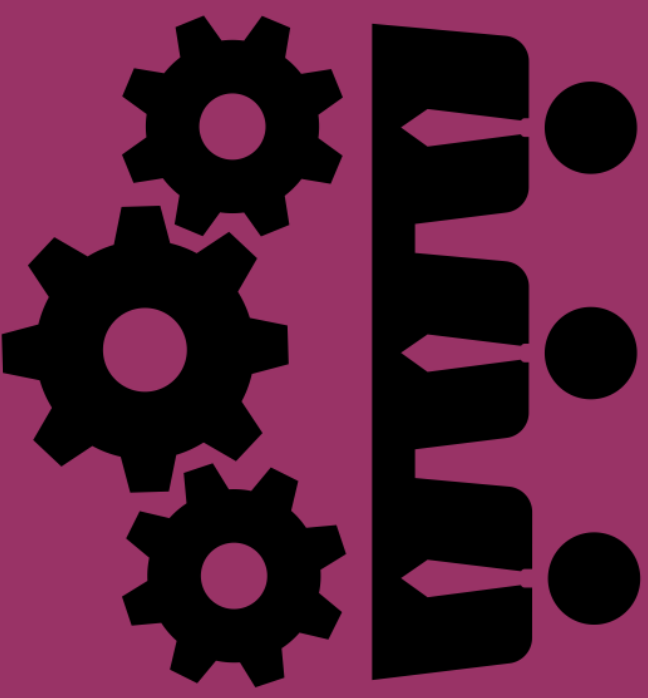
Connection

Pairing

Hackathons

Protect your team

"Anzeneers protect:

[...] Software makers from poor working conditions, including hostile relationships, death marches, burnout, hazardous software (poorly designed, highly complex, deeply defective code, lacking even basic safety nets like automated builds or automated tests), insufficient testing infrastructure, poor lighting, uncomfortable seating, excessive work hours and insufficient exercise."

From https://www.industriallogic.com/blog/anzeneering/

SELF-ORG.

self-organization

self-organization

self-organization

self-organization

Buzzword much, bro?

Self-organization

Fully engaged

Making own choices

Taking responsibility

Semco

"No-one works for money alone and tapping into what people want from their careers and what they have to offer is essential."

Ricardo Semler

SEMCO

VALVe

"we don't have any management, and nobody "reports to" anybody else. We do have a founder/president, but even he isn't your manager. This company is yours to steer [...]"

VALVe Handbook for new employees

Zappos

"We're [...] switching from a normal hierarchical structure to a system called Holacracy, which enables employees to act more like entrepreneurs and self-direct their work instead of reporting to a manager"

Assumptions behind self-organization

- High skills
- T-shaped
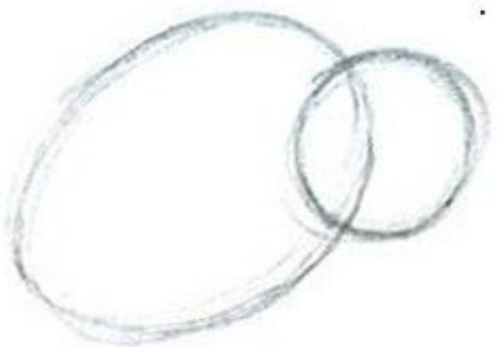- Team players
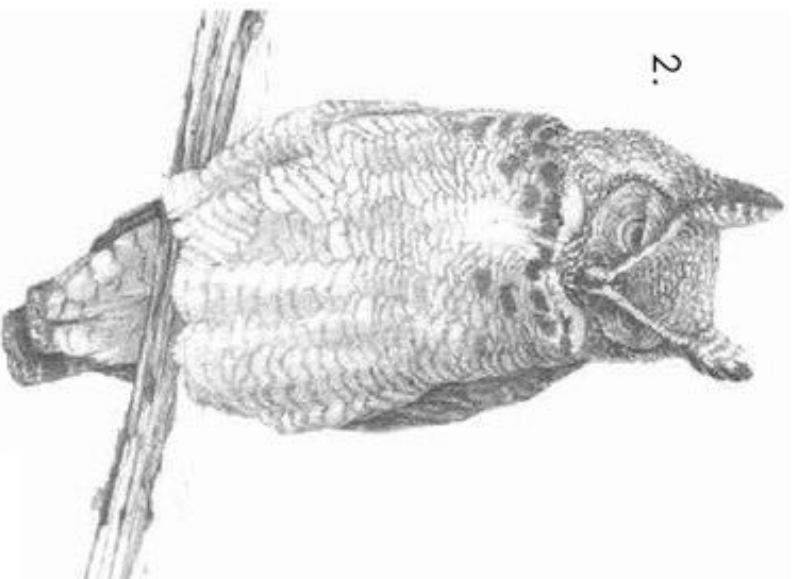- Collocation
- Responsibility
- Long-lived team

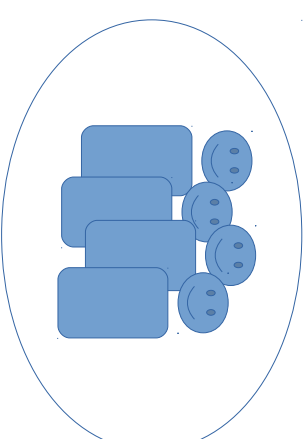Your team?

How to draw an owl

1.

1. Draw some circles

2.

2. Draw the rest of the fucking owl

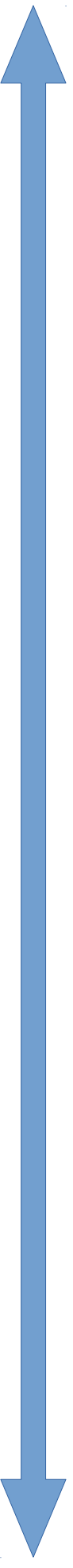# The manager's dilemma

Control?

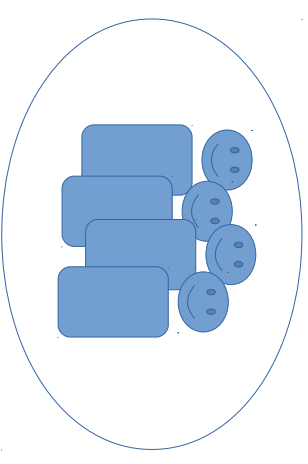## Delegate?

Several shades of authority

Tell Sell Consult Agree Advise Inquire Delegate

Fostering self-organization

	Tell	Sell	Consult	Agree	Advise	Inquire	Delegate
Set goals							
Prioritize	★	★ →→→					
Rules, constraints		★ ↓	★ →→				
Improve processes			★ →→→				
...							

Me?

- Set goals: SELL (2)
- Prioritize: CONSULT (3)
- Constraints: CONSULT (3)
- Coordinate: INQUIRE (6)
- Improve processes: AGREE (4)

- Bridge btw. teams: ADVISE (5)
- Staffing, hiring: CONSULT (3)
- Career paths: ADVISE (5)
- Salaries, bonuses: AGREE (4)
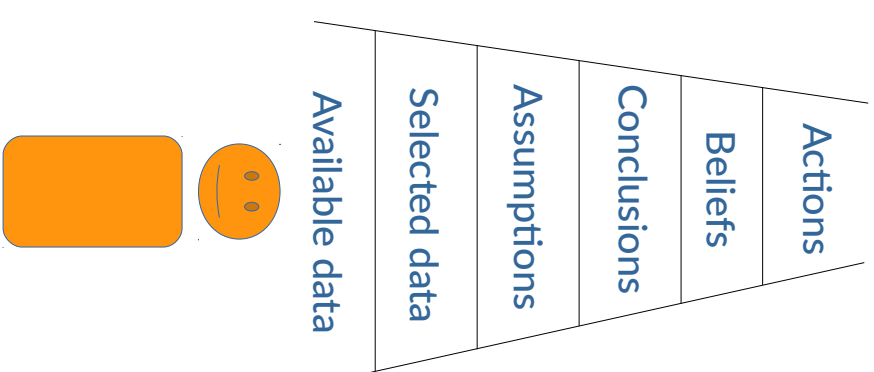- Technical choices: ADVISE (4)

AVERAGE: 3.90

Amplify and dampen voices

CHANGES NEEDED

Empathize

Available data — Selected data — Assumptions — Conclusions — Beliefs — Actions

Available data — Selected data — Assumptions — Conclusions — Beliefs — Actions
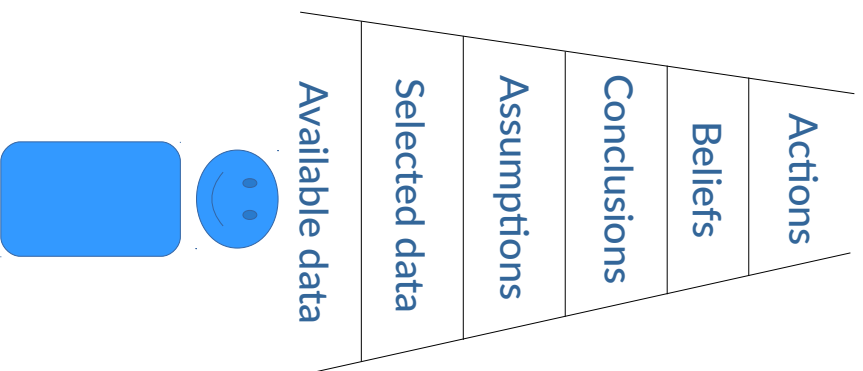
Get your hands dirty

Insist on technical excellence

Help people see waste

The limits of self-organization

- Is salary formula a good idea?
  Does it depend on culture (eg. Romania)?

- What would happen with team-based firing?
  Get the right people on the bus/off the bus.

- Is the Scrum Master role a good idea?

- How to inspire more entrepreneurship?

THANK YOU!
QUESTIONS?

This was **Is Management Dead?**
Presented by **Flavius Ștef**

flavius.stef@gmail.com
@flaviusstef

Image credits

- Cover: https://flic.kr/p/73VNGA
- Several icons (c) Jurgen Appelo
- Anzeneering icon (c) Industrial Logic
- Orchestra conductor: http://www.cmuse.org/wp-content/uploads/2015/11/Alondra-de-la-Parra-.jpg
- Dirty hands: https://flic.kr/p/nQpUGf
- Technology books: https://flic.kr/p/8BQxfL
- Waste bin: http://cdn2.hubspot.net/hub/326641/file-2457019128-jpg/7_wastes_of_Lean.jpg
- Several icons (c) The Noun Project: Castor&Pollux, Jakob Vogel, Gerald Wildmoser , Gregor Cresnar