Turning Visions
into Business.

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Managers are not that stupid.

Where are managers in an agile organization? And what does that have to do with teams?



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I, Malte, work 25 years in agile transformations.









Developer and architect with IBM.

Founder of wibas, a 100-person consulting company for agile transformations.

Developer of agile organizations (IBM, customers, and ourselves).

Author on Change Management, Scrum, Agile and Scaled Agile.

malte.foegen@wibas.com

» www.wibas.com

We at wibas improve work and business.



We coach teams.

We develop agile organizations.

We facilitate agile transformations.

We are open to anything agile. We love Kanban and Scrum. We take patterns from SAFe or LeSS. We do flight levels.*

We build cameras, cars, musicals with agile. Software, too.

*We need guns, lots of guns – there is no silver bullet.

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Teams are the nucleus
of agile organizations
and of agile management and leadership.

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"88% reported tension between the way Agile/Scrum teams are managed in their organization and the way the rest of the organization is managed."

Steve Denning in an article in Forbes.

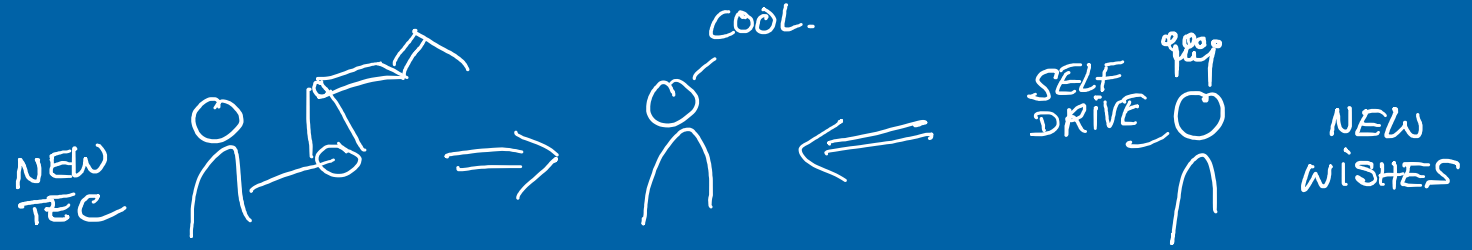
Forbes


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Agile? Managers? Management? Leadership?

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Agile is delivering what customers want.
&
Agile is being responsive in a complex environment.



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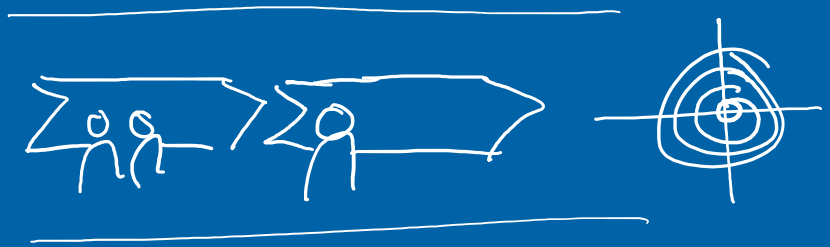
Leadership establishes the mission, vision, and strategy of the organization. Leadership offers ongoing clarity to ensure that the objectives that align with the strategy are transparent.



Source: Northeastern University (and others)

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Management is organizing tasks, people, and time to accomplish objectives in an effective and efficient manner.



Source: Northeastern University (and others)

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Managers and Leaders are people who manage or lead.



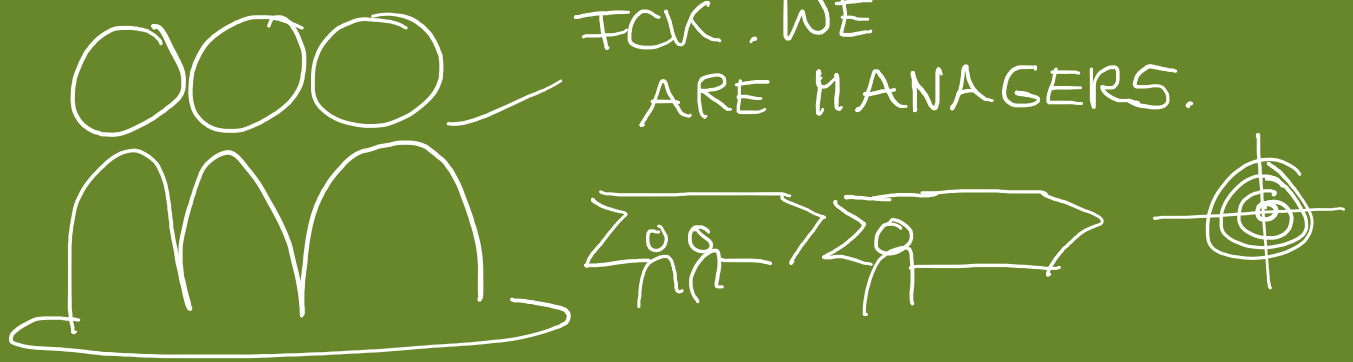
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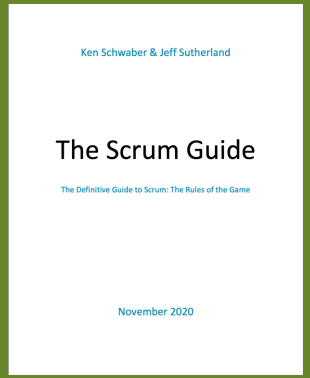
Yea, but we do not have leaders or managers in an agile organization.



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“Scrum Teams are self-managing, meaning they decide who does what, when, and how.”




Ken Schwaber & Jeff Sutherland

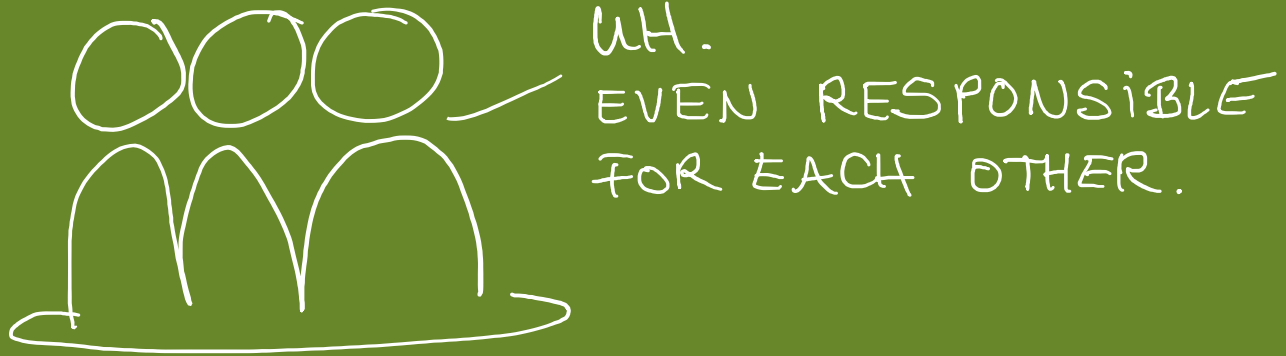
The Scrum Guide

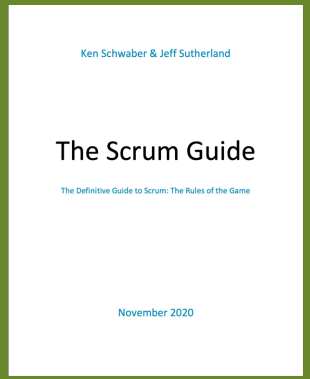
The Definitive Guide to Scrum: The Rules of the Game

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“Developers hold each other accountable.”




Ken Schwaber & Jeff Sutherland

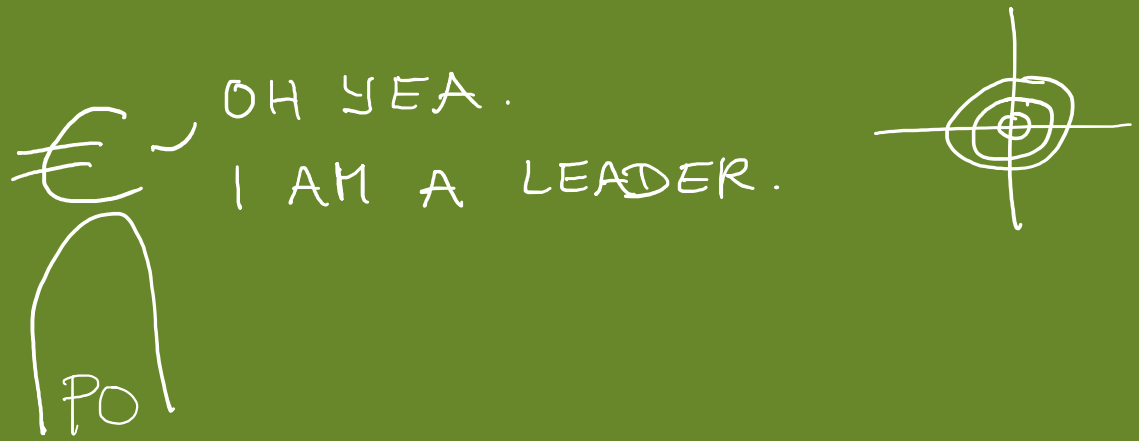
The Scrum Guide

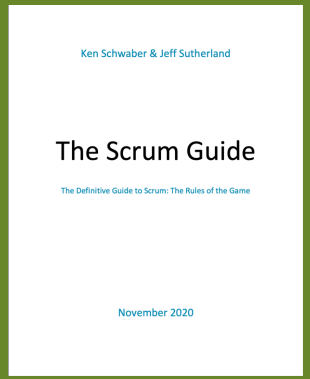
The Definitive Guide to Scrum: The Rules of the Game

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“The Product Owner is accountable for the Product Backlog, including Product Goal and Product Backlog items.”

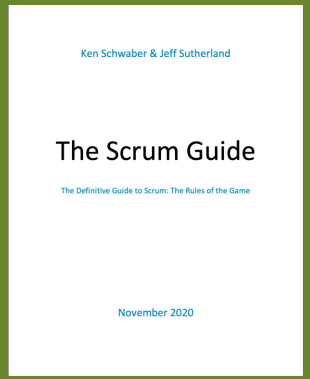




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"Scrum Masters are true leaders. They are accountable for the Scrum Team's effectiveness. They serve the PO, the Scrum Team, and the organization."




Ken Schwaber & Jeff Sutherland

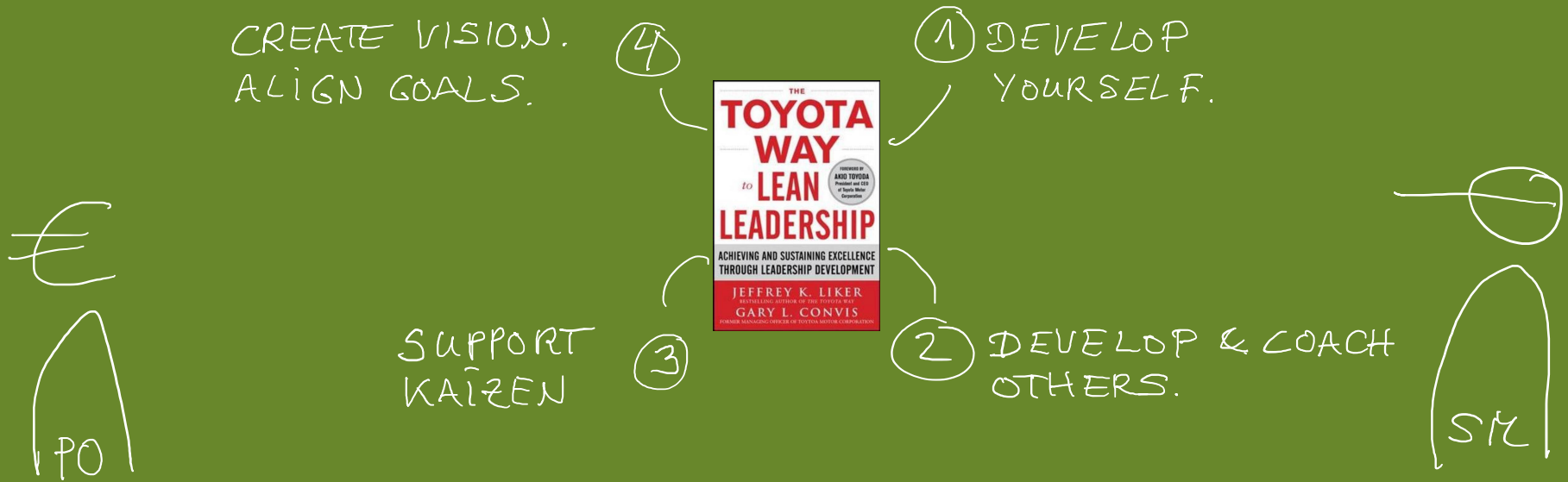
The Scrum Guide

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Welcome, Leaders, to Lean Leadership build into Scrum.



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I hate Scrum because of those roles.
In Kanban we don't have that shit.

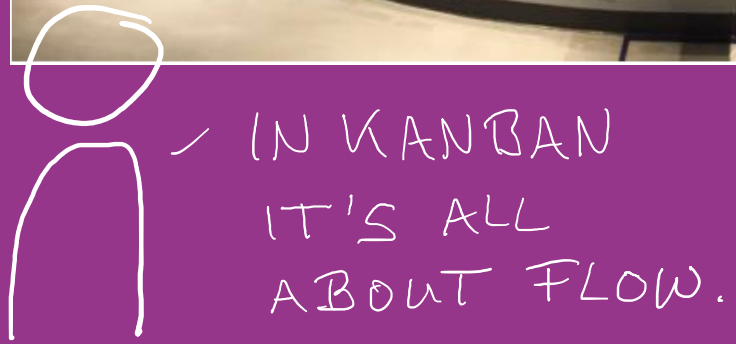


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Upstream: ordering what we could work on



Downstream: getting committed stuff out of the door



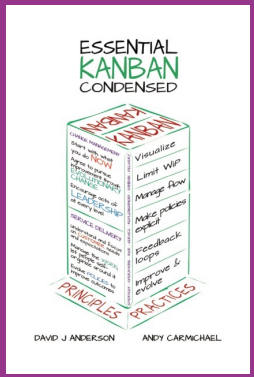
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“The Service Request Manager is responsible for understanding the needs of customers, and for selecting and ordering work items.”

“Alternative name is Product Owner.”



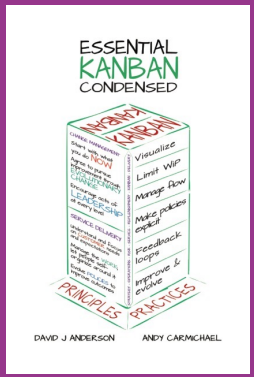


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“The Service Delivery Manager is responsible for the flow of work and for facilitating meetings.”

”Alternative name is Flow Master.”





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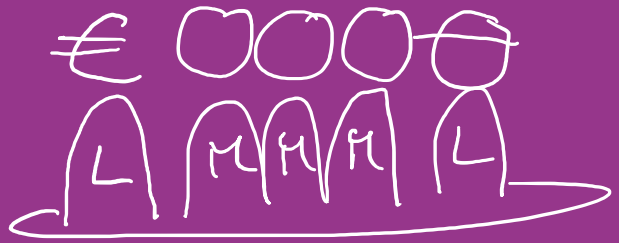
Welcome, Leaders, in Kanban.
(Sorry you are called manager.)





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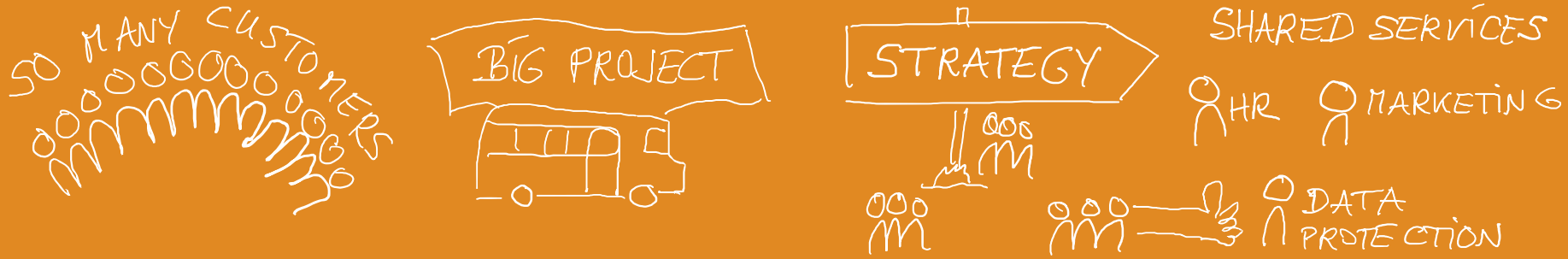
Agile organizations are built upon teams that take responsibility for management and leadership.
In good and in bad times.



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Most organizations have more than one team. To do things together.



Lars disagrees. He says companies should only have independent teams.

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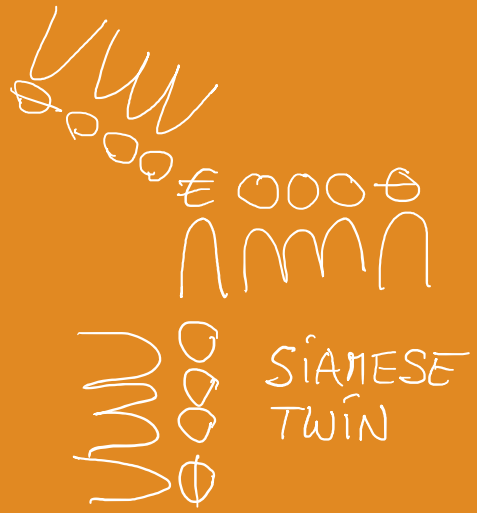


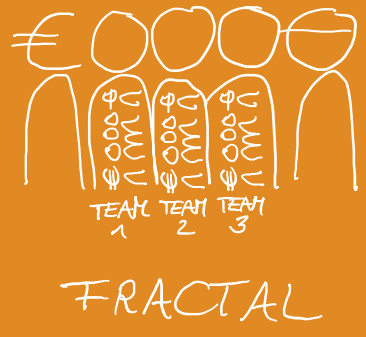


If we do things together,
then teams must agree on what to work on,
and teams must coordinate to lift the heavy stuff out of the door.

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If we do things together, we have leadership and management across the teams.







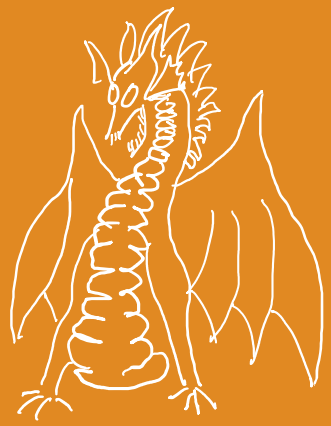
Lars agrees. There is not one silver bullet.

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Inter-team leadership and management is complex to the power of two. As a citizen, respect the dragon.



$O(n^2)$



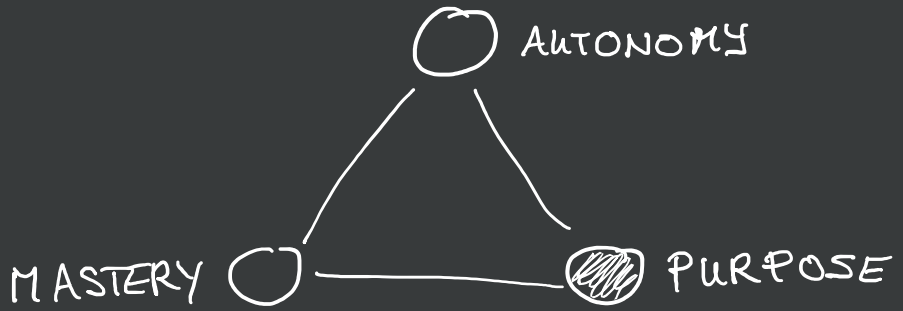
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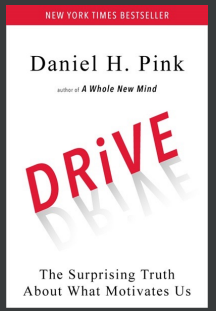
Challenge #1:
Teams take responsibility for self-management and leadership.

FREE CHOICE



MOTIVATION





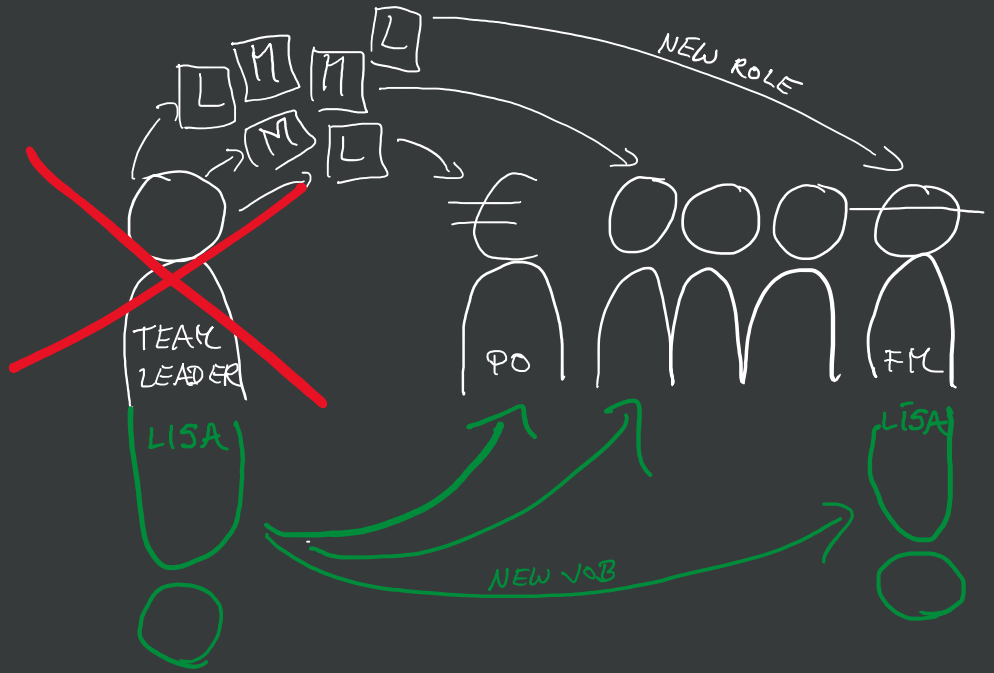
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Challenge #2:
Current managers and leaders trust teams to handle management and leadership.



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Challenge #3 :
Rearranging management and leadership.





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Challenge #4:
Managers and leaders on all levels apply agile techniques.



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Teams are the nucleus
of agile organizations
and of agile management and leadership.

Own it. Be a citizen. Tackle its challenges.

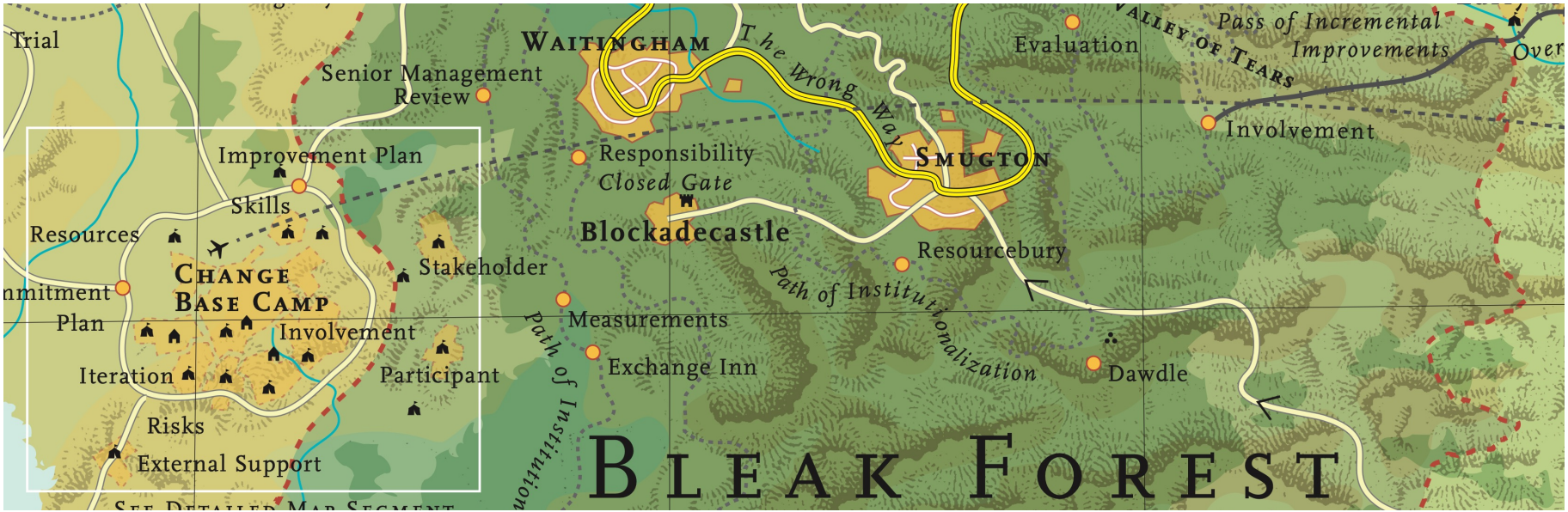
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