Agile Leaders Dialogue, Ver 8

Joe Little — Oct 11, 2024
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Intro

Audience:

- Managers

- Emergent Agile Leaders

- People who want to influence agile leaders (managers)

The purpose: Better Agile Leaders (Managers)

- Real Purpose: Better life for all

  - Better for customers

  - Better for workers

  - Better for company

  - Better for Leaders

- AND, we think:

  - Better agile will help

  - Leaders and managers are important

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Topics Today:

The main focus today is the Manager's job.

1. Control each Team less.

2. Help form better Teams and support Stable Teams

3. Learn more about Lean-Agile and how agile teams support Business Agility

4. Help the Teams with Impediments

5. Work on (some) Impediments

6. Help the Teams connect with people and groups outside the Team

7. Guide the Teams to overall business success

8. Support finding the "good stress" level

Introductory Concepts

Easy and Hard

- Scrum is easy and hard

- Why hard?

  - Change in mindset (and we revert)

  - Requires new mindset (to get real value)

  - Reveals our weaknesses and the company's

  - All the ideas and practices behind good agile are complex, and require a new mindset to get real value

Three types of Managers

- Which we'll explain in the next slides

Some Managers Love Scrum

- Quickly

- It is, or soon is, obvious to them

- They see it gives names and a structure to ideas they have already been using

Scrum Not for Some Managers

- There are some managers who prefer power and hierarchy

- They are comfortable in those ways of managing

- They may not like a real Team

- They may not want to let the Team self-manage

Some Managers Need Convincing

- Scrum is not obvious to them

- But with explanation, they start to like it

- In general: We agile advocates do a poor job of explaining it to managers

Business Agility

What is it?

- Business Agility is a buzz word. Lots of people talking, but I am not sure they mean the same thing.

- My proposed definition: "Business Agility means that we put a high value on adapting to change faster and better. That this is very important to long-term business success."

- And, to a business manager, Business Agility is the goal, and "Agile" is one means that supports that goal.

- Is Business Agility always "more important"? Hmm.

Connect Business Agility to "Agile"

- Hold on: What does "agile" mean here? Usually agile is thought of as all that Team and Agile stuff (eg, Scrum) that (usually) the Technology people talk about.

- BTW: Agile should be a joint effort of the business side and the technology folks.

- Anyway: Agile is a major enabler of Business Agility.

- Important to see or make that connection.

Problem

- Agile has lost its way some. At least in many places.

- Unclear (few metrics that show) Agile is successful.

- Are we more productive? Are we more profitable? Are the customers more satisfied?

- Managers need a justification for agile (now, commonly). Business Agility is one.

- Managers need a justification for specific agile things (eg, a SM).
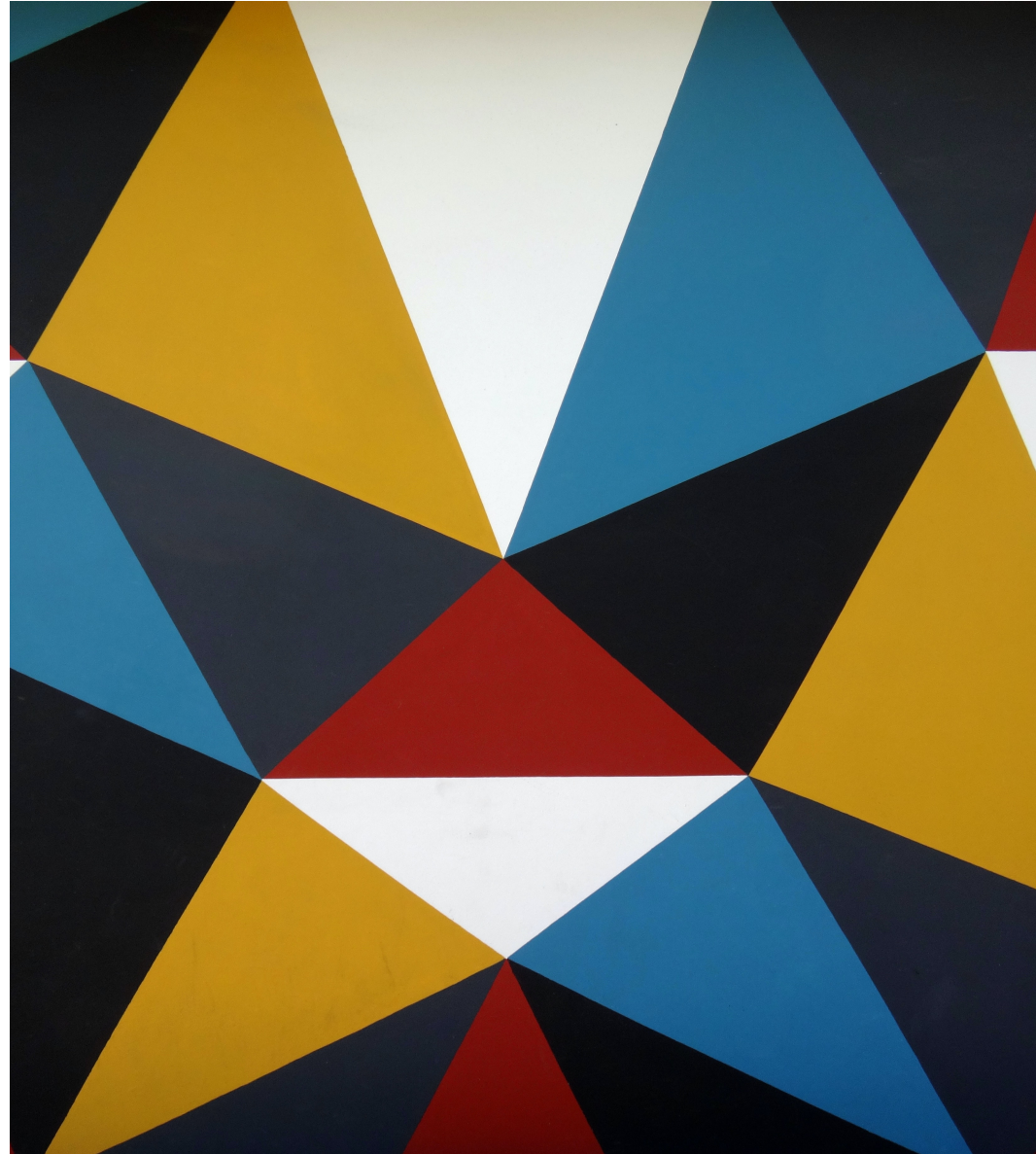
Business Agility is bigger than "agile"

- Business Agility is more end-to-end.

- Your radar must identify approaching storms

- You must decide and select "storms" to react to.

- Agile: Taking action.

- Later: You must evaluate - how do we, end-to-end, gain more business agility? (A bigger retrospective.)

- We said two key dimensions: adapt faster and better

Discontinuities

- Business Agility is a great way to think about Discontinuities.

  - Hurricane Helene

  - Covid

- How about for?

  - The customer's life is changing

  - The competitors are changing

  - The competitor's products are evolving

- Less so: For normal small changes happening all the time.

- But how do you decide how to deal with each

Within one Product

- Maybe the Scrum Team is the answer to Business Agility.

- BUT: Not sure we are all seeing that the same way

Managers aligned to Teams

What do managers do?

- In agile-Scrum…

- We want self-managing AND we must have managers

- Managers must help Teams become better

- Managers especially can help Teams work with Chickens

- Managers must intervene if Teams are going sideways

- "The People Paperwork" - someone

For Front-Line Managers

- One Managers for 4 Teams (of 7 each)

- Manager is trying to help the Teams become great Teams

- So is each Scrum Master. So, some relationship

- Manager has full, overall responsibility for success. BUT: Not enough time. So, collaboration between manager and each team

Some focus area

- Moving good ideas across Teams

- Better collaboration within Team (helping all sides see this)

- Ending the matrix

- Focus on overall business success (often new to manager)

- Getting approvals

- Changing the culture of everyone (prioritized)

- Metrics vs "qualitative" approach

- Bringing in the right people
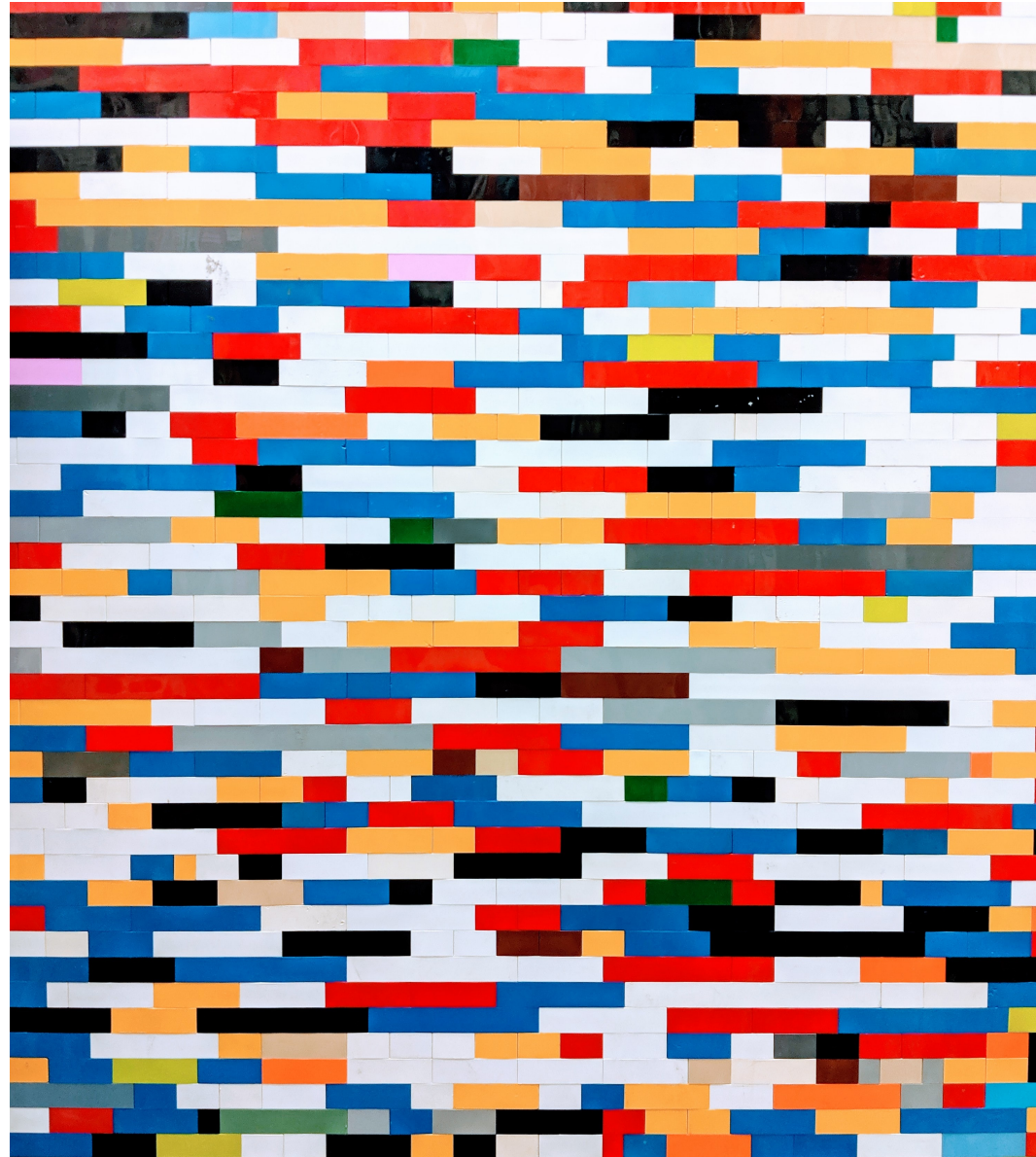
A Team that wants to become Great

Or: Become much better!

- At first, they are skeptical.

- They assume you want them to work extra hours and "produce more"

- But most are happy to continuously improve, especially if no more hours, they are prouder of their work, and there's more fun

- In any case: talk some about how high they should aim at

Do we try for it?

- Who are we?

- Do we ask them?

- Do we encourage them?

- Do we help them?

- A good opportunity here. Not every time, but more often that we might think.

If they want it, what might happen?

- They collaborate

- They identify better impediments

- The SM, the Team, and others outside the Team help fix impediments.

- And: The Manager must support the fixing of impediments

- THEN: What might happen?

Motivation

Drive

- Daniel Pink's book

  - Autonomy

  - Mastery

  - Purpose

- Key: Motivation is key for knowledge workers - really affects their productivity

- Managers: You can build up the motivation. It has to be theirs, but you can build it.

Let them volunteer.

- They volunteer for the Team

- They volunteer for the Mission (Product Goal)

- They volunteer for the stories in the Sprint

- They volunteer each day, for the tasks of that day

PO

- PO: Use the Vision

- PO: Use the Drivers

SM

- SM build fun.

- Removes demotivators
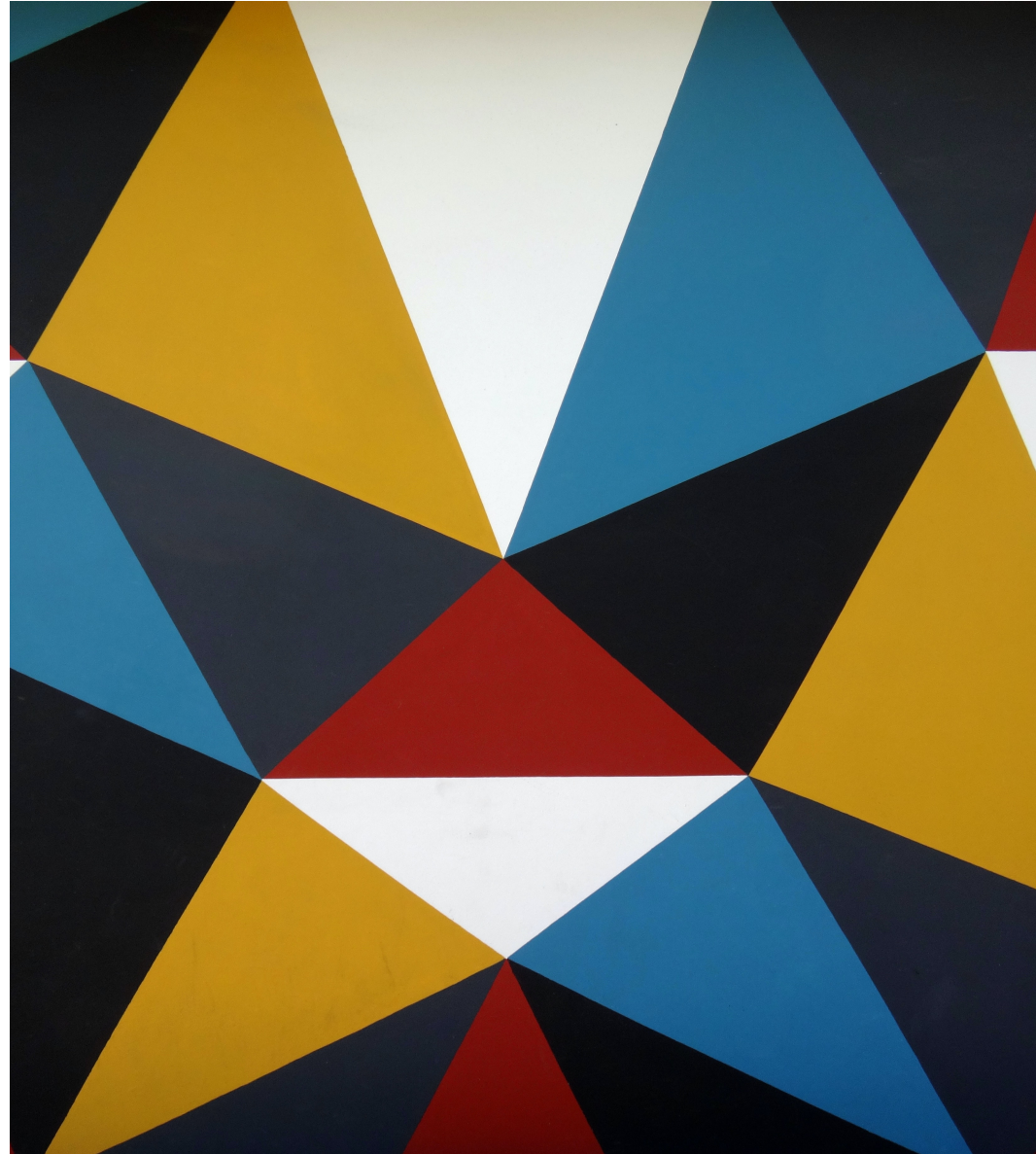
- Builds team morale, similar to motivation

Mura, Muri, Muda

Lean Principles

- Lean might argue that these are the highest principles

- And that when you start Lean, you should start in that order: Mura, Muri, Muda

- Note: I wrote a blog post about these three.

Definitions:

- Mura: absence of FLOW (pull system)

  - "First things first" (Covey). Not entirely an original idea.

  - "One thing at a time." Again, not original.

  - "Keep it moving." Yes, again, not that original. So what?

- Muri: Overstressing the system.

  - For us, the first "system" is the Team

- Muda: Waste

  - Lean addresses with continuous improvement. And so will we.

In Order

- Implement FLOW first

- Expect Over-stress, at least in some places. And fix that.

- Then address waste, and continuously improve.

- At a high level, the Manager should drive these.

- From a team perspective, the Manager should support these.

7 Wastes

- From Mary Poppendieck:

- partially done work (or work in process)
- delivering extra or unneeded features
- relearning
- handoffs
- delays
- context switching
- defects

See: "Lean Software Development"

Scrum Board

- A kind of Kanban board

- Simple: Backlog, In-Process, Done

- "You have one job"

- Visible (Scrum: Transparency)

- Affects many things, eg, motivation

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Continuous Improvement

Kaizen Culture

- The Manager builds, over time, a Kaizen culture, more broadly.

- "We can always be improving."

- For all his/her teams. And more broadly in the company.

- The key person in the Team: the SM.

- Decide on a reasonable % of time per Sprint to devote to improving. (20%?)

Impediment List

- Scrum Team identifies useful impediments

- Prioritized, Top 20.

- Fixed by:

    - SM

    - Team (or some of Team, maybe part of Sprint Backlog)

    - People outside Team: **Manager**, people in company, vendors outside company

- Fix one at a time!!!

How many?

- How many impediments before you double velocity?

I, We, They

- I suck

- We suck

- They suck

- More honesty, more transparency

- Includes: how the manager is not perfect.

A3 Report

- The Team can bring a top impediment to the Manager.

  - Not just a problem, but also bring a solution

  - Asking the manager for "yes". To people, money, approval to change (fix)

- Manager must teach them how to get to "yes"

- Manager may have to help get approval from others

- Manager may actually help fix some things
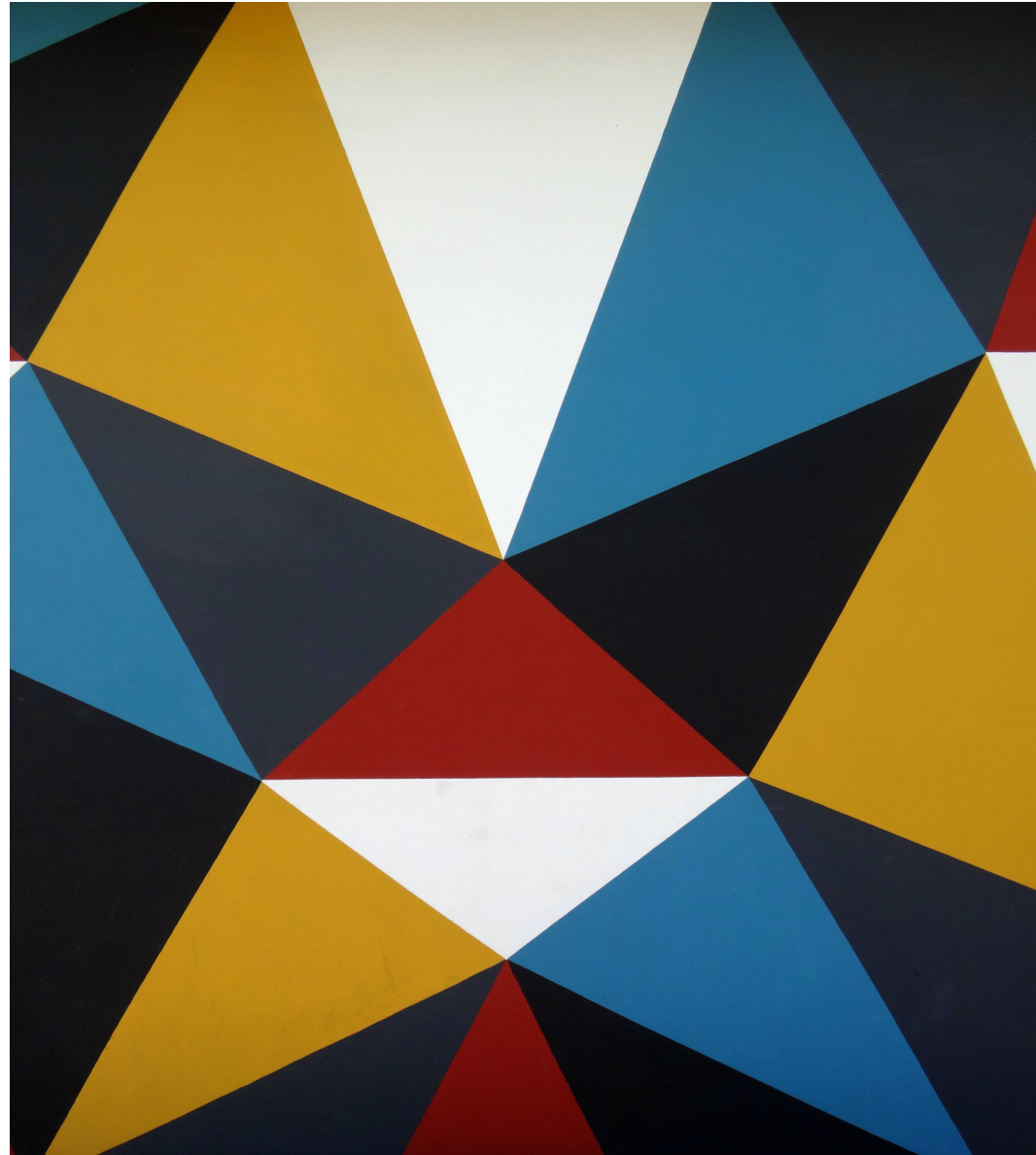
Steadily

- "A journey of a thousand miles begins with the first step." LaoTzu

- What percentage of our energy every sprint? 1/7 = 14.28%

- Is that fair?

- And how much difference can it make — if we learn how to do it fairly well?

Measure

- Don't believe your own damn lying eyes!

- Show me the numbers! (Yes, numbers are not perfect. So what?)

- We prioritize (other things equal) based on what has the biggest impact on the numbers?

- Velocity?

- Mindset shift: It's not how hard THEY work, it's how much "work" gets done.

  - What is "work"?

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Is the SM important?

- If we invest 20% per year and get 100% back… ?

- Is that much improvement happening now?

- Does it happen if the SM tries to make it happen?

  - It can

  - Other conditions too (see Manager)

  - Manager MUST help

  - Manager become more effective!!!

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All About Learning

Nonaka says

- "Knowledge Creating Company"

  - article & book (with Takeuchi)

- So: We want a knowledge creating Team for our product

Define the knowledge domains

- Managers must help with this. And find others to help also.

  - "Held" knowledge

  - Existing knowledge

  - New knowledge

    - Includes the Future

  - Innovation! (what is that really?)

First: Need vs Have

- Do the matrix (with 2 others)

  - What does this Team have

  - What does this Product need the Team to have

- Identify Gaps

- Propose ways to fill the Gaps

- And: make the Team do this also, independently. Twice. Day 0 and after 3 sprints.

Knowledge Sharing

- In principle, everyone should share everything with everyone

- In practice: they do NOT share nearly enough.

- Three suggestions:

  - Understanding why - contrary to "working in your silo" idea

  - Attitude - "Do I want to do that?"

  - Methods. Eg: More visual / pictures
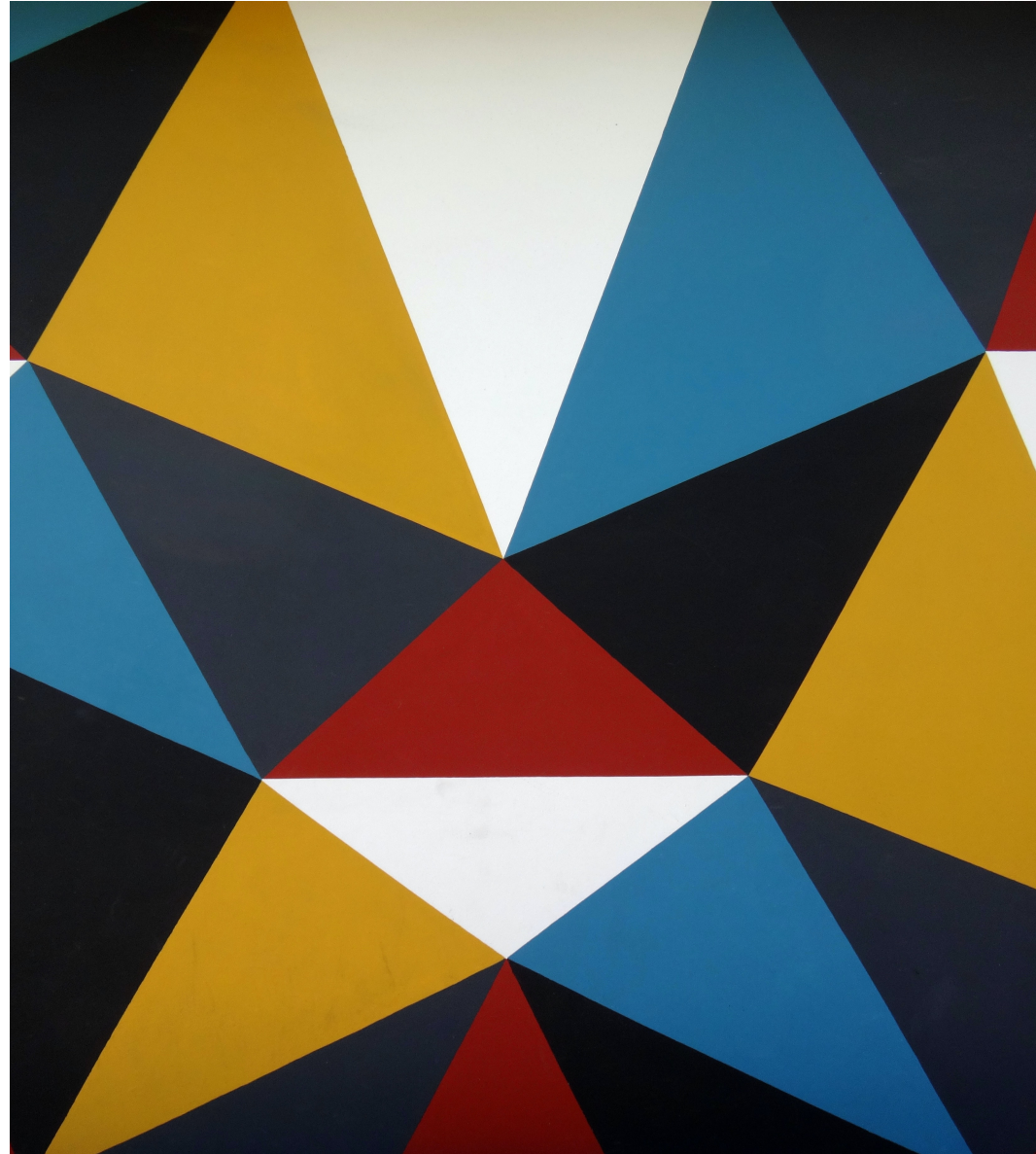
Judge progress

- Learn how to identify increases in knowledge, and reward that.

- Encourage them to learn more, faster, better.

- Make some contributions yourself, if only "why don't you talk to Bob in X Dept"

- Encourage Team to "steal" knowledge (eg, it does not have to be discovered by this Team)

- Identify barriers and break them down

Learn By Doing

- Respect the value of learning by doing

- Fujio Cho: "There are many things one doesn't understand, and therefore we ask them why don't you just go ahead and take action; try to do something?" (Cho was Chairman of Toyota then)

- Meaning: Managers must accept failure.

- "Not a failure, but we learned from unexpected results!" Ok, if they really learn.

Note on Fujio Cho

- Here is a fuller quote from an interview with Fujio Cho, who was then the Chairman of Toyota. More to say, but you have a start.

TOYOTA WAY: LEARN BY DOING
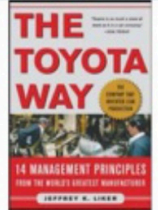
Fujio Cho, Board Chairman:
- We place the highest value on actual implementation and taking action. *Agile Principle #1*
- There are many things one doesn't understand, and therefore we ask them why don't you just go ahead and take action; try to do something? *Agile Principle #3, #11*
- You realize how little you know and you face your own failures and redo it again, and at the second trial you realize another mistake… so you can redo it once again. *Agile Principle #11, #12*
- So by constant improvement…one can rise to the higher level of practice and knowledge. *Agile Principle #3*

"Anyone who has never made a mistake has never tried anything new." — Albert Einstein

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CSM v9.3 © Jeff Sutherland 1993-2008; © Joe Little 2016

Procrastination

- "If you wait for perfection, you might wait too long." Joe Little

- We tend to wait for perfect knowledge too much.

- Solution: Do some learning, and then take action.

- Solution: Remind that knowledge is only a means. What we really want is to solve the customer's problem.

- BALANCE! Learning, sharing, doing, feedback.

- Still: I think you need a greater focus on learning now. Led by Manager(s).
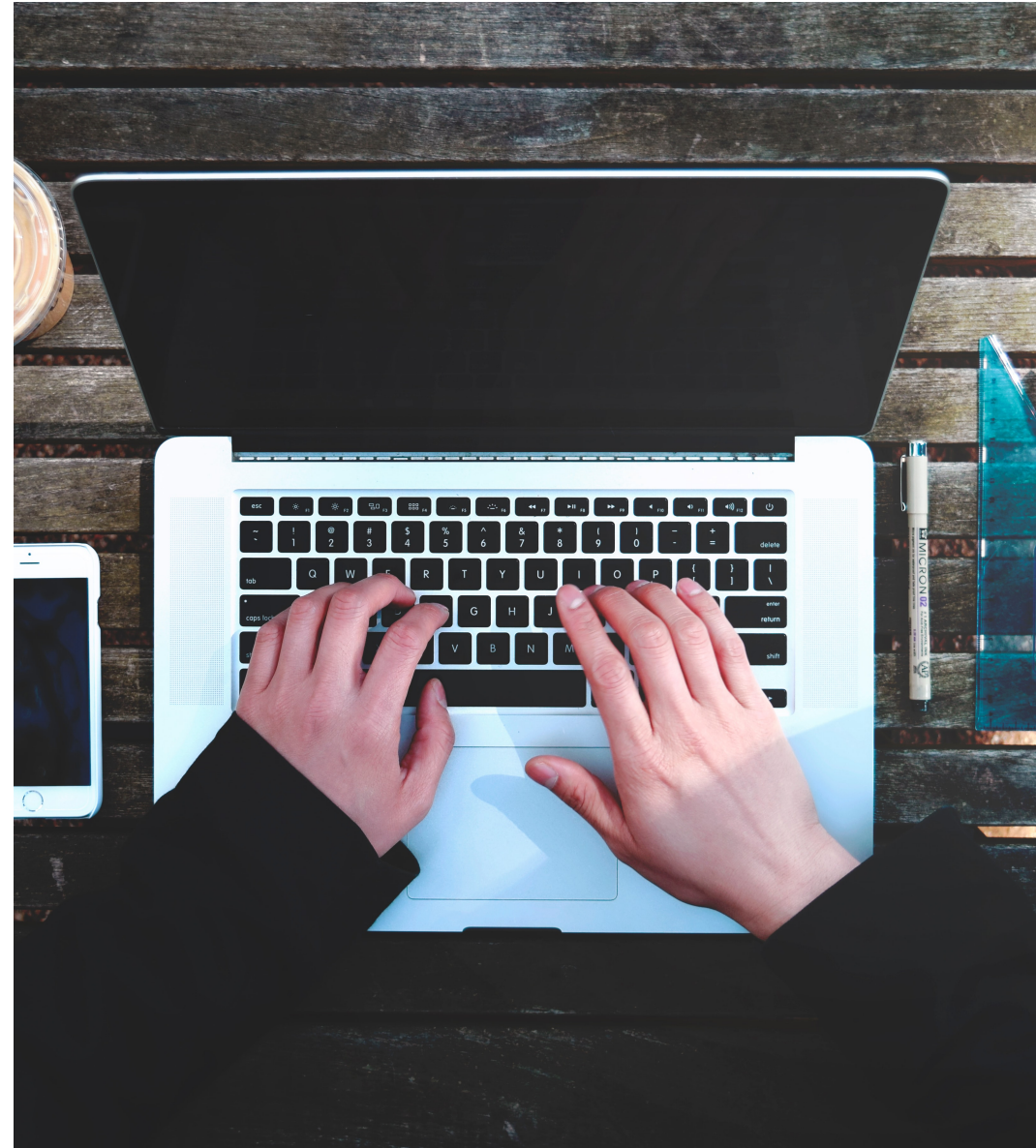
Fun!

Think Rugby

- Think sports: MLB, NFL, Rugby World Cup, lots more.

- Build a great team.

- And have fun with it.

High Performance Team

- Yes or No?

- How high is high?

  - One answer: 5x - 10x avg waterfall team

  - 2nd: 5x - 10x their own baseline

- Can I do it with my team? "Don't set any goals. Therefore you won't be disappointed when you don't make them." Yogi Berra

Katzenbach and Smith

"A team is a small number of people
with complementary skills
who are committed to a common purpose,
set of performance goals,
and approach
for which they hold themselves mutually
accountable."

Define Success - Team

- Here are my suggestions:

- More fun! Or Happiness

- Double Velocity in 6 months

- Fewer hours (~40 / wk)

- Higher quality

- Less stress

- More creativity / innovation

- More BV per SP

- "I never want to leave this Team!"

Fun

- Small wins

- Winning is fun

- Becoming a great team is deeply satisfying, aka FUN

- It's a lot of hard work, so we need some fun

Definition of Ready

SCRUM DYNAMIC MODEL
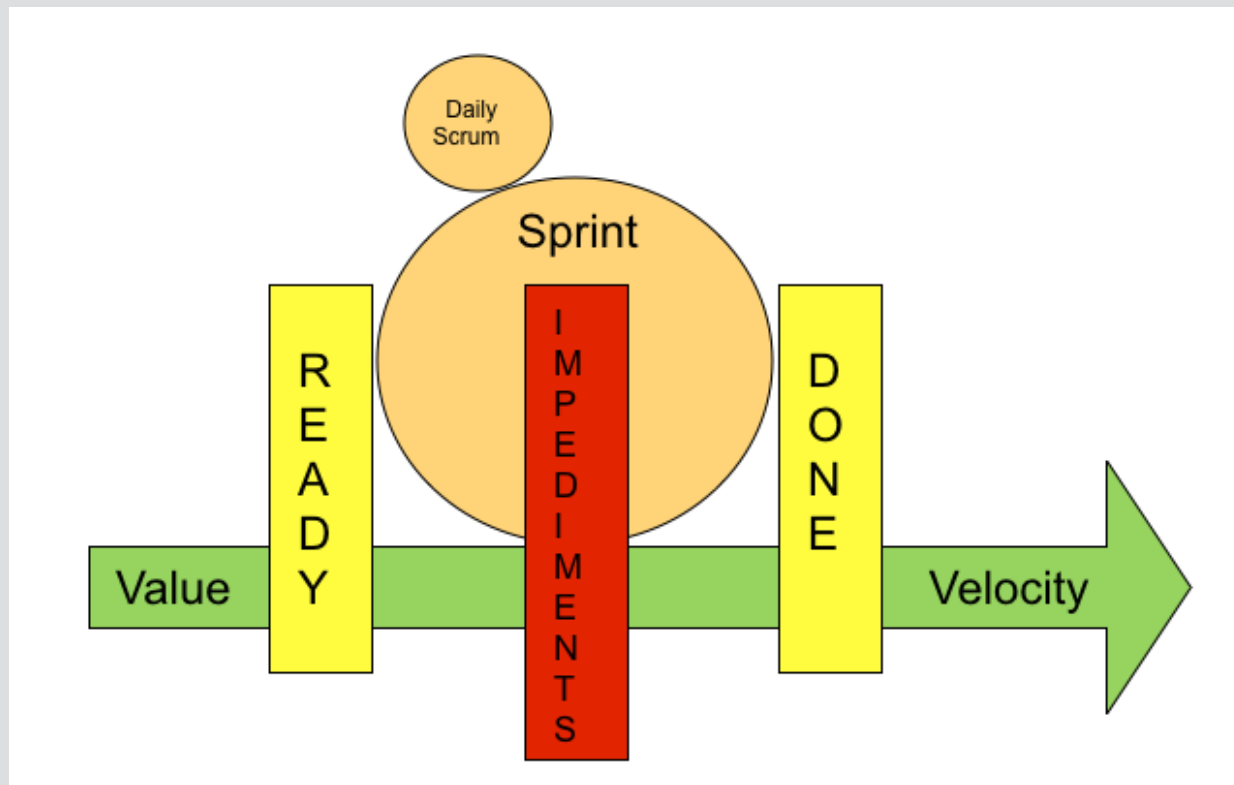
What is it?

- Two Concepts:

  - Definition of Ready on one side

  - Definition of Done on the other side

- "If they don't know what they're doing, they get less done. If they know what they're doing; they get more done." My quote

- So, DOR means:

  - The Developers decide if they have all the information they need to build that story

  - If not, they can reject the story

More details

- Meet and agree on a DOR - a list of types of info that we might give the Devs

- Decide, for each story, what to get

- Do not tell them what they already know

- The PO and the minions gather most of the information: lists, pictures, etc

- The Developers review and vote:

  - Thumb up, sideways, down

- PO and minions answer questions quickly

The opposite

- Garbage in - garbage out.

Benefits

- More success

- Less wasted effort

- Higher motivation

- Clearer "requirements"

- Learning (about what knowledge is needed)

- Feedback loop on communication

- Responsibility moves slowly and specifically to "business side"

  - Tell us what you want, what you really really want

Clarify simple DOR process

- Simple!

- Who does what

- Deadlines / steps

- Then, make it work, refine it

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What does manager do?

- Implement it

  - Get it started

  - Get the first steps to happen

  - Help get business side buy-in

  - Help get minions and BSHs

- Manage it

  - Help them make it work better

  - Accept that requirements will never be perfect, but can be better

  - Influence how much is enough
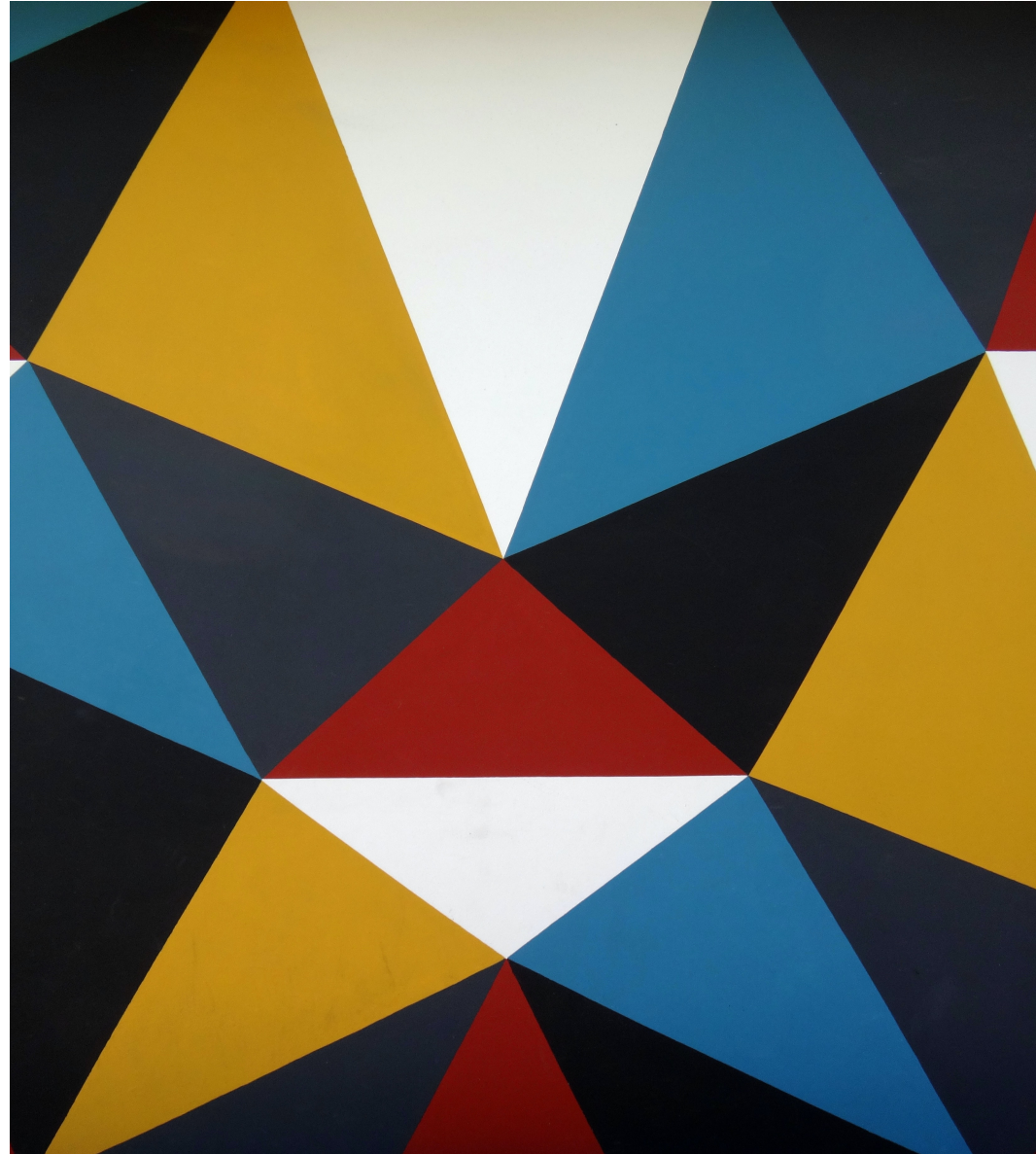
Single Piece Continuous Flow

One thing at a time

- Two basic reasons:

  - Don't get distracted

  - "It ain't over till it's over." Yogi Berra

- Context-switching is maybe the biggest thing that destroys our productivity.

  - The brain build up a bunch of connected things "in the air".

  - You interrupt the brain, all those pieces fall down, and have to be re-constructed later.'

Slip Sliding Away

- What? Squirrel!

- We are easily distracted, and for many reasons and in many ways.

- Do not waste time on something less important! (Yes, #2 is important - BUT - it is LESS important.)

Value Added

- No value gets added until delivery to the customer.

- So, at least get it to the end of your line.

- Any partially done work is WASTE. It is closely, only bad things can happen while we wait.

- So, once you pick up a piece of work, keep going until it is "delivered".

- For us, often that means it is done-done, and we can get (much better) feedback.

- That helps assure the bad news doesn't get worse with age.

-

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Saying "yes"

- Usually to:

  - People

  - Money

  - Permission to change things

Say "yes"

- The Team will be new at this. Maybe no is right for the 1st or 2nd time.

- But by the 3rd time, figure out how to say yes. (And this encourage them.)

- They need to know you care enough to help some.

-

Measures

- They will identify measures to track. To prove the effort accomplished something.

- Check that those measures are tracked.

- Talk about how good or bad the data is. Ascertain if it remains meaningful

- Help them learn from the Transparency

Build a Kaizen culture

- In the Team and in your group

- Soon: They are always bringing good improvements

- Soon: Morale and Velocity are up significantly

Managers should help

Not a surprise

- This was implied with the A3 Approach to Kaizen

- This is what most managers want to do anyway

- So….

- Do it (one way or another) and make sure the Team knows.

-

Morale

- The morale effect of the Team seeing you roll up your sleeves (so to speak) is important

Guide

- Encourage them to improve

- Get a good Impediment List

- Work with the Team on some

- Guide them in fixing them better

  - Get the right people involved

  - Let the SM take the lead

  - But: still coach some

Business Value Points

Some basics

- Every manager cares about Business Value

- Every manager understands that "work" is not necessarily business value

- Every manager understands that it is better to go slowly in the right direction, than to go fast in the wrong direction

- But: this is hard

Scrum is there to help

- Just wanted to say that.

- Not going to explain or defend that statement here.

BV points help

- Wide-band delphi (expert) estimation

- 5 best people for BV on this product

- Let them vote and talk. And learn.

- Learn more, than vote again.

- Learn many ways (any way they can think of, also)

Use ROI

- Use ROI to order the Prod Blog

- ROI = BVP / SP

- Yes, of source other considerations too.

- ROI moves us toward the 80-20 idea

This is huge

- The Manager must support the idea

- The Manager must accept that, often enough, they will get it wrong (and that has ALWAYS been the case).

- We can learn, over time and many ways, how to become better at this.

- Measuring gives (some) transparency. Transparency improves learning.

How use?

- PO tends to pick (first) stories where the BVP is high, and the effort (SPs) are low.

- Then, check something like this: After 20% of the effort, how much % of the BVPs did we "deliver"?

Pair with Drivers

- OKRs: 3-5 measurable goals.

- Set a clear, somewhat aspirational goal.

- Measure quickly (my example is 6-9 months)

- How much did the BVPs help achieve those drivers?

Get Better Business Stakeholders

Define Them

- To us: BSHs are:

  - Part timers who help

  - Give good feedback in SR

    - Business Value

    - Details of stories

  - SHOW UP!

  - Help advise on product strategy

  - Help PO align with Corp Goals

  - Help find "Minions"

Problem

- Well, any of those things can be a problem.

- The biggest: they do not show up <u>enough</u> to the Sprint Review and the Sprint Planning Meeting.

- Sometimes they don't know the details (a SME can help)

-

Solution

- Sometimes the Manager…

- Needs to talk to the manager of the "bad" BSH

  - Can you allocate the time of this person? To this team? Enough?

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Productivity goes up

- If we identify the bad news quickly

- And the BSHs have an important role in doing that

- Also: Team morale goes up

Other problems

- There can be a bunch of other problems with a given BSH

- And these might require a manager to get involved, also

- But the usual and very common problem is that the BSHs do not have enough time

Judge: Is the Team Improving?

Measures

- One way of judging is by performance against metrics

- Problem: the Team does not keep the metric

- Common: Velocity Improvement

- How much is good enough?

- Others? Quality, BV, Business feedback, etc, etc

Plateauing

- It is <u>very common</u> for a Team to plateau

- It is not logical, but it is very human

First, make a judgment

- Look a metrics

- Look at the Impediment List and at impediments fixed

- Look at Quality

- Look at Stress levels

- Look at Fun/Happiness

-

Sometimes

- You need to convince them there is a problem

- That is worth fixing

- That can be fixed

- And that we all together will work on it

- And that we'll have a goal of becoming X amount better by Y date

-

Recommendation:
Don't blame

- Rather: Show some sympathy.

- And inspire them to want to become better

  - This might take some time

Do one thing

- Honestly, in the grand scheme, one thing, one action will not be that important

- But, if we do one thing together, then we start to have momentum.

Doing Scrum - A picture

Why?

- Some answers.

  - To be agile

  - To get more business agility

  - To build a great Team (much better)

  - To produce a (wonderful) product

  - To make people happy

  - Because it is the fad

- You need an answer. You need an answer that starts to be motivating

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Adding Basic Scrum (Scrum Guide)

- 3 Roles

- Sprint + 4 Meetings

- 3 Artifacts + 3 Commitments

- Empirical Process

- 5 Values

- That is it!

- Leaves a lot out

- Already too hard

Additional Scrum patterns

- LOTS

- A Scrum Book by Sutherland, Coplien et al

- 94 Patterns (some very basic)

- Examples:

  - Impediment List

  - Def of Ready

  - Enabling Spec

Non-Scrum patterns

- XP (Extreme Programming)

- Collaboration

- Scaling patterns

- Lean, TOC, Visual Management

- Agile

What you had before?

- Keep some

- Get rid of some (replaced in some way?)

Unique combination

- Your business, industry, people, products

- You started from a unique place

- You have a unique "flow" of change

- We will never do any one area perfectly, nor ever have perfect people

- BUT: You can become a LOT better

How implement?

- You must make the knowledge workers part of the change - how exactly?

- Engage them, lead them, experiment

- Let me show you one small technique

Knowledge Workers & the Game

Knowledge Workers

- Peter Drucker - 1959

- Autonomy

- Motivation is key

- Recognize you have knowledge workers

Collaboration

- Always want more. More time, do it better

- Share knowledge

- Lots of small ways - humans don't do this well

- Give Help

- Ask for help

- Managers can encourage

Scrum is a game

- Fun

- Build a Team (with success in Sprints)

- More collaboration

- More ownership

- But: They need your help

- Largely a learning and innovation game

The Game - 2

- The Game gives time boxes

- The Game gets them off the dime

- The Game gives transparency (what's not working)

- The Game should give engagement and focus, with relatively low stress

- The Game gives feedback (hopefully builds success)

PO: deliver less (work); more or faster BV

"Think." (IBM)

- Work smarter, not harder.

- "Deliver slowly what they want rather than 'quickly' delivering what they don't want."

Counter-intuitive

- Being counter-intuitive, at least some of the time, is important for the PO.

- There is too much to learn not to allow some openness to "the left field"

Why does the manager have to say this?

- OK, yes: Ideally the manager should not need to say it.

- But: Meaningful when you do.

- Helps with others pushing for "more, more, more" in this release

Not the 100%-100% Rule

- A lot of cultures and people assume basically the 100% - 100% rule

- All the work we have identified must be done (eventually)

- We're recommending nearly the opposite

80-20 Rule

- This is where we want to move.

- Do 20% of the work, to get 80% of the value

- To start: Do less work (and get almost all the value)

- And it's ok to "break the rules" (the old rules) this way. OK to say "no"

Breaking up is good to do!

- By breaking the epics into smaller stories and using BVP (and feedback)…

- You start to see how to deliver more BV with less effort.

Possible advantages

- Deliver sooner

- More of a <u>minimum</u> MVP (aka often: simpler)

- Learn faster (best learning is from real customers)

- Better ROI

- Pressure is reduced sooner

Slogan: Less is More

- Use it

- But be ready to explain it again and again

What is holding us back from Success?

Overall success with Agile

- Yes, Agile is somewhat successful.

- But it's not good enough yet!

- We ain't done nothing yet!

- But why?

One Start

- What were we thinking?

- That the world was gonna roll over suddenly "become agile"?!?!?

- Changing as much as we want — that that would happen quickly was a fantasy

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#1 Focus on Outcomes

#2 Explaining connections

#3 A Real Team

#4 Define Success

#5 Pull in the Managers

#6 Go to the Gemba

#7 Talk to the Managers

And - what else?

Are there Pre-Req's to starting Scrum?

No

- Well… I think you probably <u>want</u> 3 things.

  - Desire for more transparency and a willingness to face the facts

  - A willingness and some ability to "inspect" well

    - The process, the people, the product, everything

  - Some willingness and some ability to adapt. A drive to improve

- We do <u>not</u> need perfection (that never exists)

- But we need some energy in these areas.

Maybe

- You (the Team) <u>wants to try Scrum</u>. Or at least willing to try

- You are ok (or better) with these ideas:

  - Transparency (more)

  - Inspect (we can some, and willing to try)

  - Adapt (we can some, and willing to try)

- That is: want to get better.

Why Managers Should Like Scrum

First: Scrum is NOT for everyone

- Not everyone wants to be on a Team.

- Similarly: Some managers will never like Scrum

- What to do?

- Don't force managers (who will never like it) to like it

- Managers have freedom, just like everyone else. Let them be free.

Why not?

- They prefer to manage from power.

- They prefer to have a "hierarchy", <u>and</u> people lower in the hierarchy must follow all orders.

- These ideas are contrary to Agile-Scrum.

- Again: Managing **mainly** from hierarchy and power is contrary to Scrum

Achieve business goals

- Scrum helps achieve business goals, better.

- If when a Manager believes that Scrum will do that (or usually), often that is all they need

Business goals

- Such as:

- More business value

- More productivity

- Higher quality

- Faster releases

- Better Time-To-Market

- More Business Agility (adaptation to market, changes)

- More retention

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Greater visibility

- The agile-scrum word is transparency.

- Visibility of progress

- Visibility around the product

- Visibility of things that can be improved

- Just the sense that "I understand what is happening"

- Managers have told me: "If I only get more visibility and nothing else improves, that is enough!"

Less Stress

- Both for the Team and the Manager

- The stress is more even, and lower for several reasons

- The Visibility partly reduces the stress

-

The Manager can focus on the biggest Impediment

- Easier to work on the most important thing

- Greater confidence that it was the most important thing

- Greater satisfaction when that impediment fixed or mitigated

- Manager feels more effective. A more satisfying job

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Manage the Team

- As a Manager, you focus on the Team, not on the Individuals

- You expect the Team to manage themselves fairly well

- You manage the Team to help them be more successful overall

- Simpler!

Motivate, not Push

- Managers motivate, and help. They should not push (knowledge workers).

- This is a big difference. Some managers like motivating. They respect people as adults.

- This does not require believing that the Team makes no mistakes. Everyone makes mistakes.

- Pull, not push.

Values / Principles

- Some managers like the values and principles of agile-scrum:

  - Agile Manifesto

  - Agile Principles

  - Empirical Process

  - Scrum Values

Values / Principles

- Team self-organizes

- Team self-manages

- Manager must help the Team (when needed)

- Manager cares about overall business success. Full "responsibility"

- Lean Thinking

- It is more Fun!

Explain Certain Things

- A Manager might like and see value in:

  - The 3 Roles

  - The 4 Meetings

  - PB Refinement

  - Key Artifacts

  - 5 Scrum Values

  - The Empirical Approach

-

How Explaining Helps

- Some Manager "know it when I see it"

- So, explaining helps. Not just a name and a few ideas

- For some managers, only when they see the Team and see it being successful, are they convinced.

Suggestion about structure

- Manager manages 4 Teams

  - Too busy to micro-manage

  - Managers works to make the teams more successful

    - Helps fix their impediments

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Explain

- Explain the WIFFM

- Explain the job (duties, etc)

- Show the Manager how to be successful

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Manager's role

- To help the Teams (4?) be more successful

- Help motivate

- More transparency

- Work on (some) impediments

- Organization will help and will <u>change</u> over time

ACTION

- Explain

- Try an experiment

- Prepare to move some out (another Dept)

- Maybe prepare to release a few people

- For most: they should soon be quite happy

The Manager's Job

Initial Comments

- The job deals with many of the same themes already mentioned. And more.

-

Job: Control the Team less

Takeuchi and Nonaka

Six characteristics in managing:

- Built-in Instability

- Self-organizing project teams

- Overlapping development phases

- "Multilearning"

- Subtle control

- Organizational transfer of learning

Later in article, explanation:

Although project teams are largely on their own, they are not uncontrolled. Management establishes enough checkpoints to prevent instability, ambiguity, and tension from turning into chaos. At the same time, management avoids the kind of rigid control that impairs creativity and spontaneity. Instead, the emphasis is on "self-control," "control through peer pressure," and "control by love," which collectively we call "subtle control."

Jeff Sutherland:

- If the Team is failing, the Manager must step in.

- But: The Manager must let them scrap their knees. (Make smaller mistakes.)

- Note: I heard Jeff Sutherland say "this", but I do not have the quote and I might be off.

Decision-making

- Manager should agree on scope of Team decision-making.

- And agree: Team will explain decisions to manager. If outside impact is significant, we may have to re-visit the decision.

Job: Form Teams, Stable Teams

Forming (Staffing) Teams

- We recommend that 3 managers work with an agile advocate to form a new Team.

- We assume managers understand agile-scrum some, but are far from experts.

- The agile advocate should explain the team roles (eg, PO, SM, Developer)

  - Emphasize collaboration

  - Team player

  - Motivation

  - Chemistry

- Then managers select. Imperfectly.

Stable Teams

- Managers must support this.

- Life is hard, so even if you try, it is hard to keep teams stable

- Managers must support this, especially for successful teams.

- Often a change in the culture.

Job: Improve your knowledge

Focus on these three areas first

- What is **Agile**

- What is **Scrum**

- We also recommend Lean

- Why do they work? So that you can explain the reasons well to others (in teams, other managers, the senior level people).

- What is **Business Agility**

  - What is it

  - How agile teams support business agility

  - How business agility is more than just agile teams

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Business Agility

Let's do a quick definition:

- The ability of the business to adapt to changes faster and more effectively

- The changes can be of many types, such as economic, competition, product, customer, etc.

- And, for big changes, the business must adapt using more than just one team, and, commonly, more than just teams.

- Commonly it needs several parts, and we borrow from the OODA loop: Observe, Orient, Decide, Act (in multiple cycles).

Business Agility

As you see, our view is a firm (or a country or a person) is always trying to improve their "business agility."

And, our hypothesis is that change (in all dimensions) is in general always happening faster and faster.

Job: Help with Impediments

Key Idea

- Continuous Improvement

- Then:

- Each Team is doing it, the Org has a Kaizen Culture, etc.

- In Scrum, we "fix impediments" - most of it we describe with those words.

- NOW: The Manager Helps

Say "yes" to an A3 proposal

- Teach the Teams how to do a better A3 for you.

- Teach them so that you commonly want to say "yes".

- Commonly to: Money or People or Approval, or all three

- You are building your local Kaizen Culture, with your teams and the people around them.

One Team

- Using the Impediment List and the A3 approach to Kaizen, you work with one Team
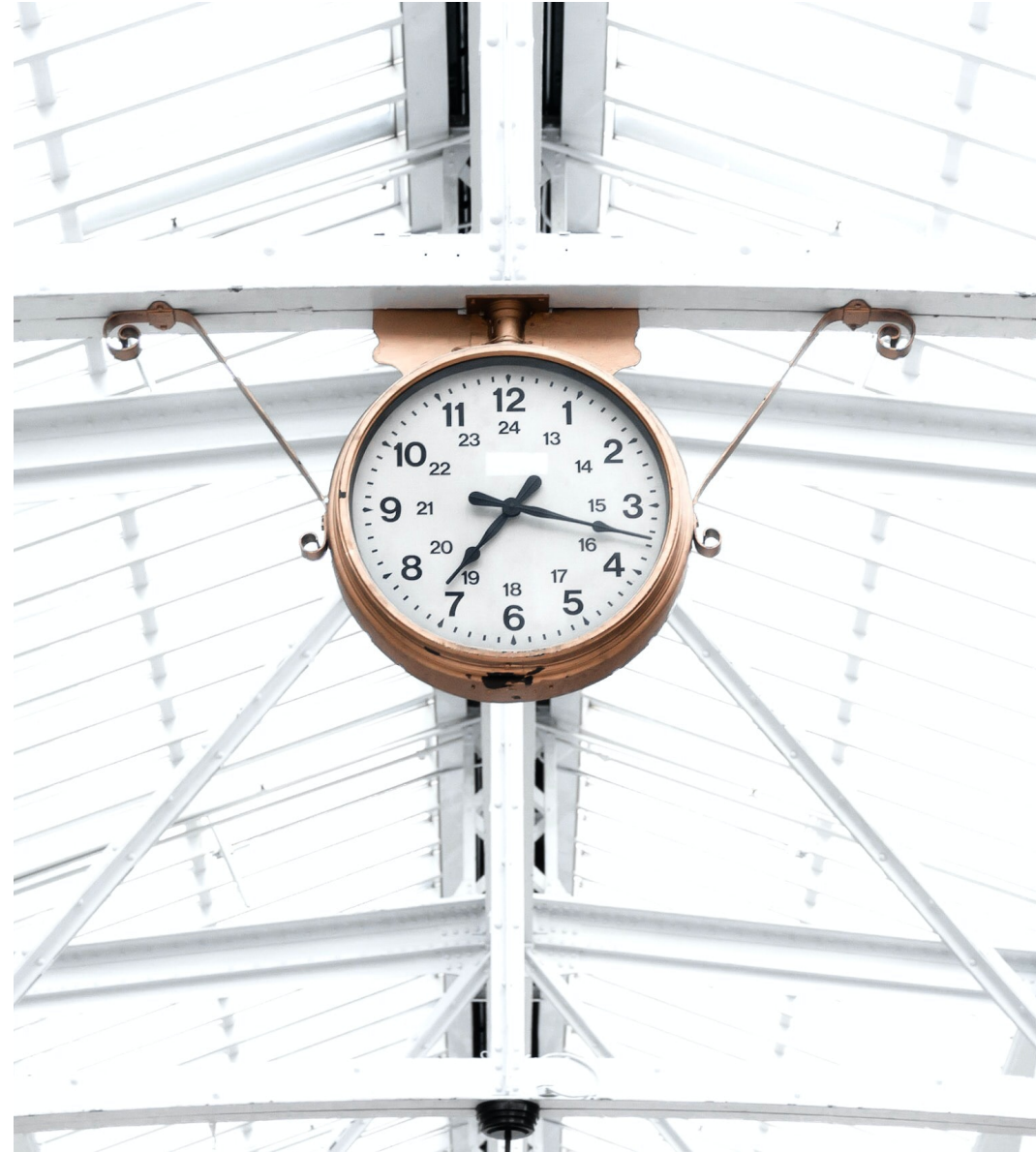
Multiple Teams

- We learn: Let's look at impediments more broadly than individual teams.

- Which is the biggest impediment for the 4 Teams that a Manager manages?

  - Summary impediment list, prioritized.

  - You teach SMs for 4 teams how to work together.

  - Etc.

Your work so far:

- Approving

- Putting a few things in place (eg, Impediment List, talking about Kaizen Culture)

- Coaching SM and Team

- Coordinating

Job: Work on Impediments

Three Suggestions

- Roll up your sleeves and actually implement a solution, or work directly in a small team doing that

- Join other Managers in an I.R.T. (Impediment Removal Team). Use Scrum to scrum the impediments.

- Form a kind of I.R.T. with the 4 SMs on your Teams. Become more effective.
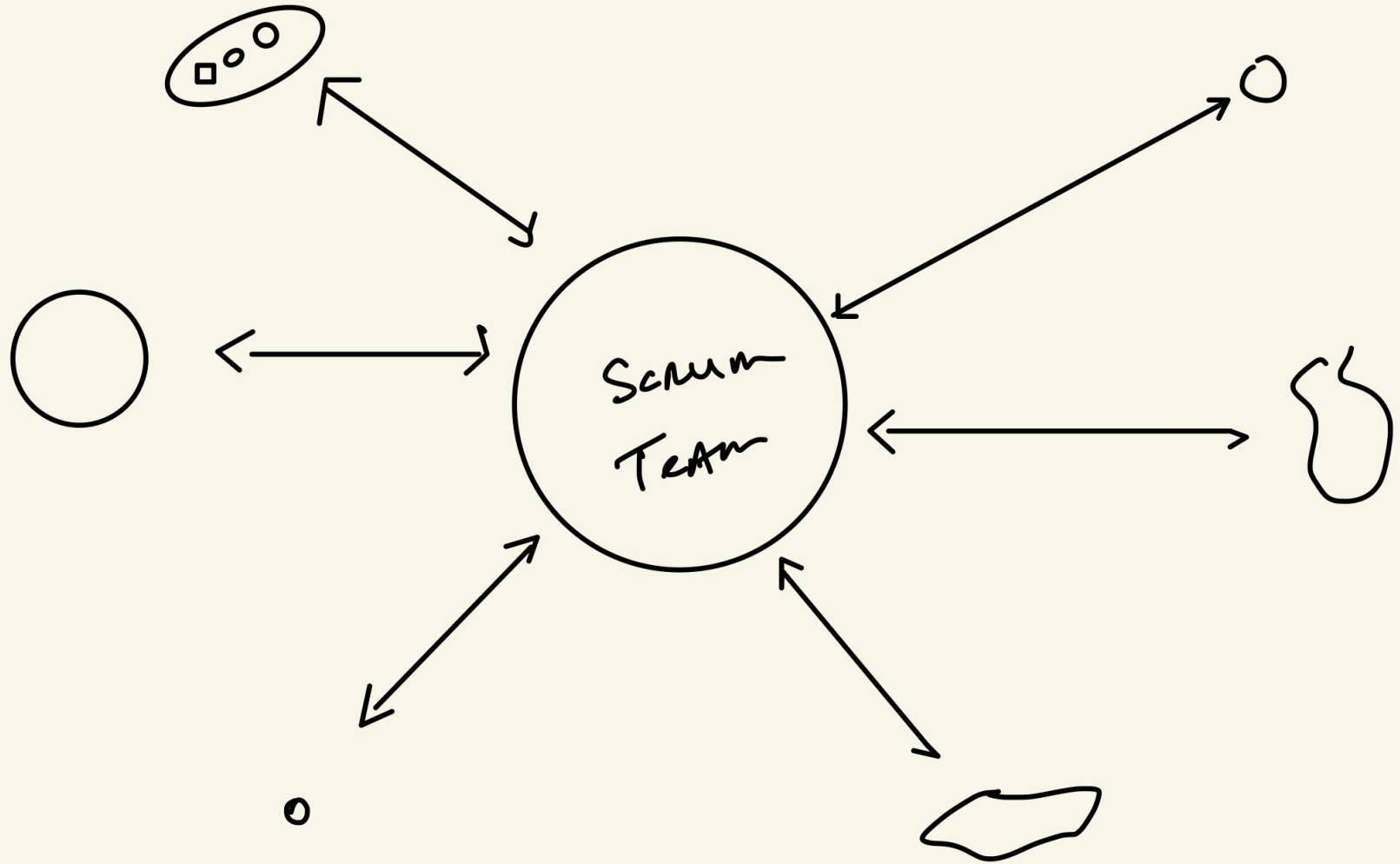
-

Psychological Impact

- If the Team members see you doing "real work" to fix their impediments, that has a totally different impact.

- Note: We are not expecting you to do this 100% of your time

- Note: This is servant leadership.

Job: Help Connect

Scrum Team
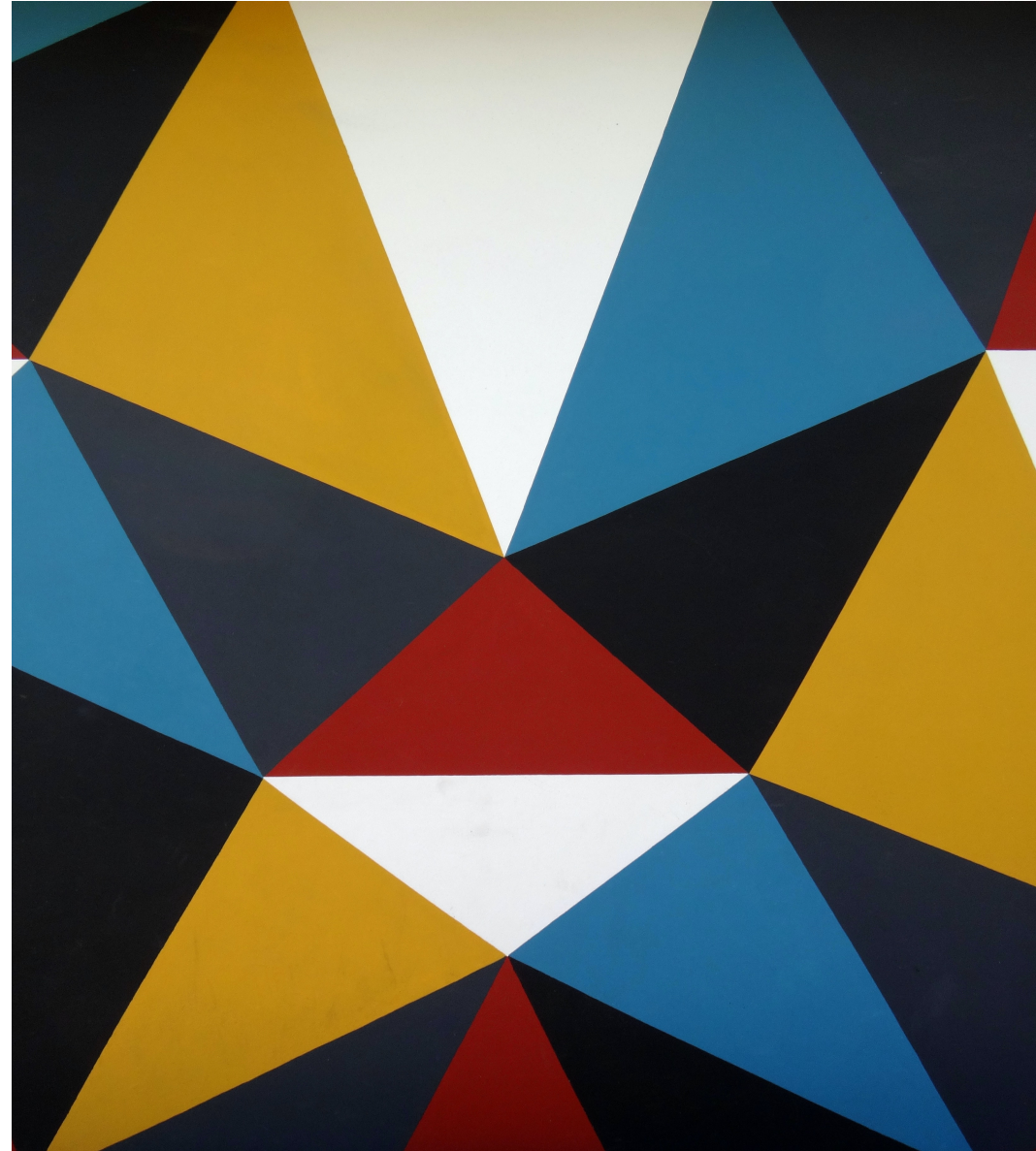
The Team needs help

- Sometimes that will know roughly who and to a fair degree what they need

- Sometimes they won't even recognize the need

- MANAGER: Understands better and/or knows people the Team does not know.

- Can help the Team make the connection to the help

Someone needs the Team

- The reverse case (to the prior slide).

- Someone (a person, a Team, a department, etc) wants the Team

- Why? Could be many reasons

- Manager can protect the Team

- Manager can introduce the Team a better way

- Manager can help assure the "transaction" happens at a lower cost
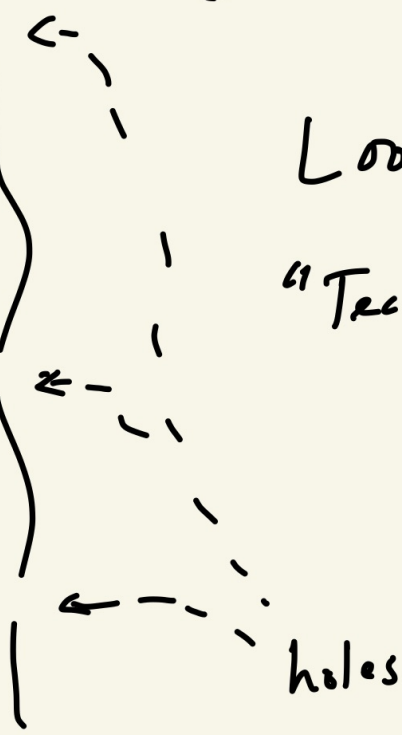
Job: Overall Business Success

Bus Mgr

Looks for

"Business Success"

Technology Mgr.

Looks for

"Technology Success"

holes

Now: One manager

- Lyrics: One Love, One Heart…

- Ok, let's not recommend Bob Marley too much. And certainly not theologian of the year.

- BUT: One. One manager. One Product. Only one overall success (which I call "business" success)

- Most managers are not used to managing for overall success.

- But: Better for the manager and the Team if we train the Managers to do so.

If so…then?

- The manager cares about the 80-20 rule

- The manager cares about Learning (in all domains)

- Some managers care a lot more about the customer (I hope)

- The manager teaches / coaches all roles

- The manager cares about the whole team, and the Team's overall success.

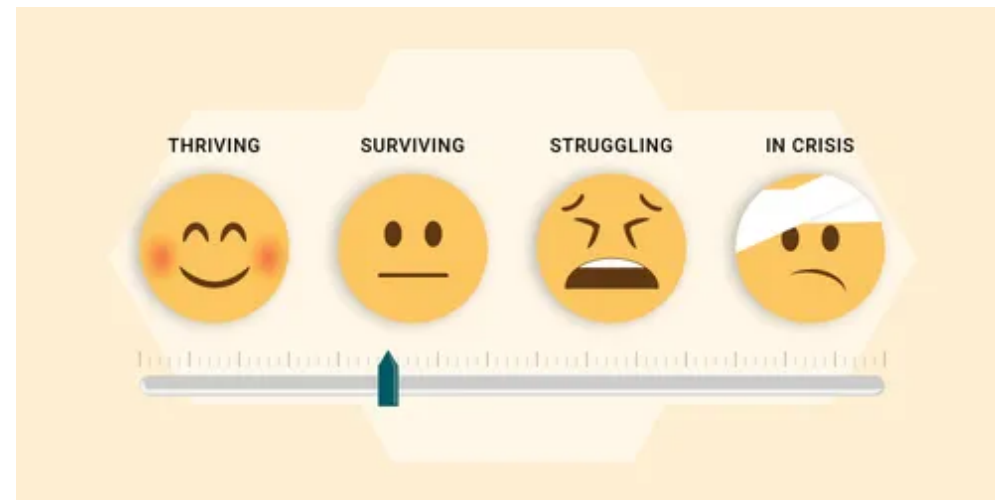- Will this transition be easy? Well, that will depend on many factors. Often: NO.

Job: Find a "good" stress level

A Stress Model

- From the U of Utah

- You get some ideas that resonate

Another Stress Model

- We NEED some stress

- We should stay in the Good Stress zone

- A small % are seriously hurting ourselves from OVER stress

- I think: Most of us are somewhat over-stressed, by managing it OK. BUT: We are less productive than we could be. By a notable amount.

- This "stress" thing varies a lot, based on many factors.
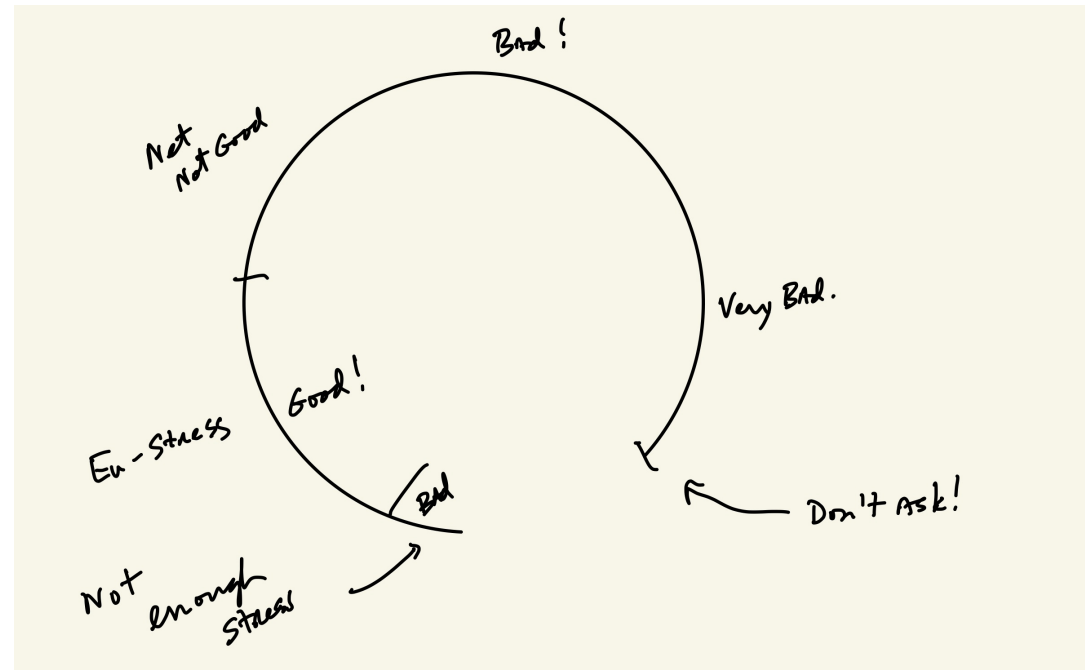
Managers should help manage Stress.

- Hmm. Protect the Team from the $### (or $###$$) rolling downhill.

- Support Fun, although maybe serious fun.

- Support "happiness".

- Support gamification.

- Support the Team in identifying their real Velocity.

- Support things like Mihaly Csikszentmihalyi's "Flow State"

- Support a ping pong table

Why?

- I think: It's the only human choice.

- We (managers) do NOT have a right to "use up" people.

- AND: Other things being equal - People will be more productive at the good stress level.

- AND: The Team will enjoy improving (eg, increasing Velocity) is stress is now lower.

Flow State

Jeanne Nakamura and Csíkszentmihályi identify the following six factors as encompassing an experience of flow:[10]

1. Intense and focused concentration on the present moment
2. Merging of action and awareness
3. A loss of reflective self-consciousness
4. A sense of personal control or agency over the situation or activity
5. A distortion of temporal experience, as one's subjective experience of time is altered
6. Experience of the activity as intrinsically rewarding, also referred to as autotelic experience

AKA: People enjoy their work.

See Wikipedia.org: Flow State

A bit more…

- They are talking about a flow state for the individual person.

- What the manager (and the Team and particularly the SM) want is (also) a flow state for the Team. With similar, but also somewhat different, characteristics.

- Ex: To me, the individual flow state implies quiet for that person. With the Team in a flow state, we talk about the "buzz" or "hum" of the Team. As they talk in a cooperative way.

Discussion, Questions, Etc.

Discussion, Questions

- Don't be shy!

- Turn off the mute

- OR: Type them in the Chat

Your Biggest Takeaway

- Don't be shy!

- Turn off the mute

- OR: Type them in the Chat

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- Two Types:

  - About courses and workshops (30 mins)

  - About agile questions or issues (60 mins)

- Where:

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