

# Managing the Unmanageable: If You Are Agile, What Do Managers Do?

Ron Lichty, principal, Ron Lichty Consulting author, *Managing the Unmanageable* 

www.RonLichty.com, www.ManagingTheUnmanageable.net

#### Managing Software People & Teams

avenue a

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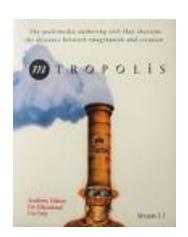


















#### Advise Business & Engineering Leaders

- Untangling knots in software development
- Making development "hum"
- Interim VP Eng roles













**Mingle** Health



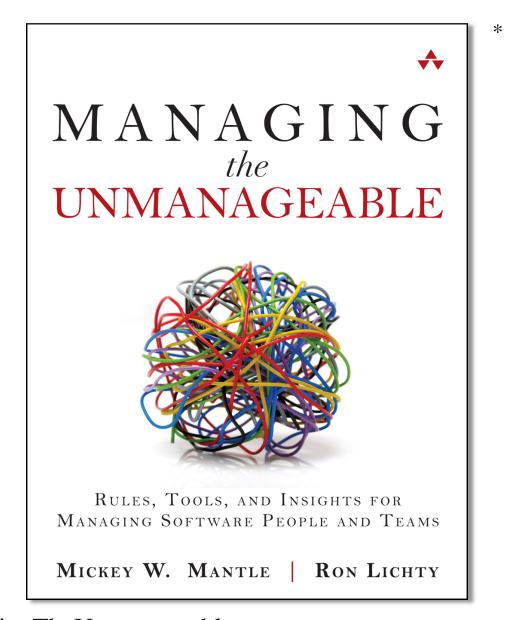




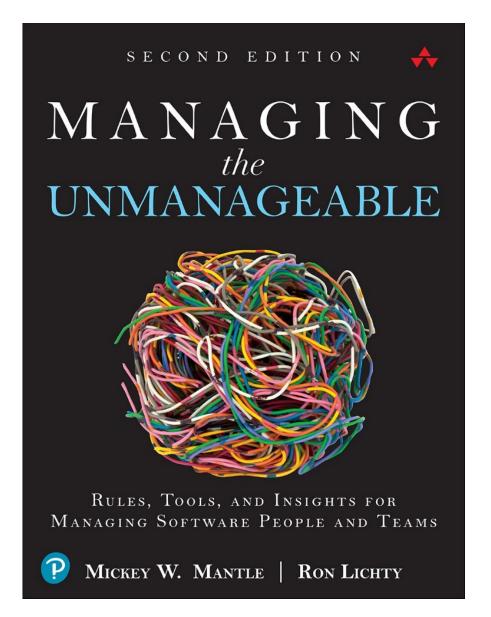




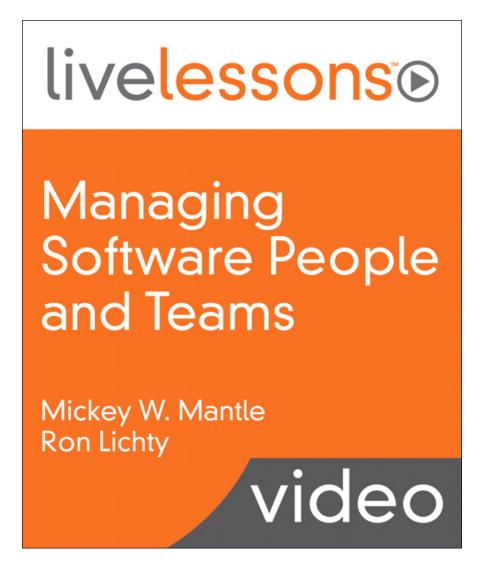




http://ManagingTheUnmanageable.net <----tools, excerpts, more rules of thumb



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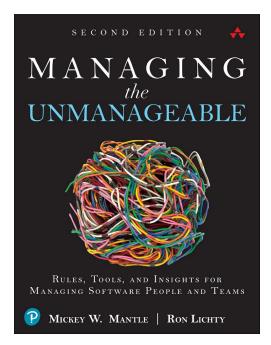


http://ManagingTheUnmanageable.net <----and pointers to video training

### This Talk: the chapter we added to the video training

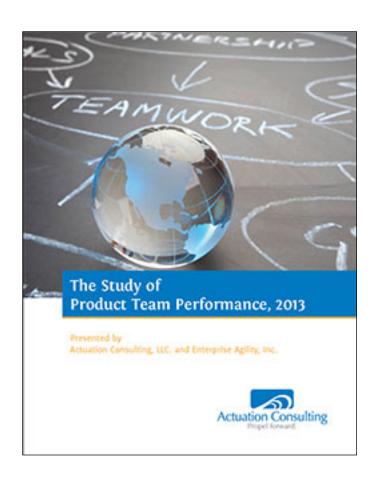
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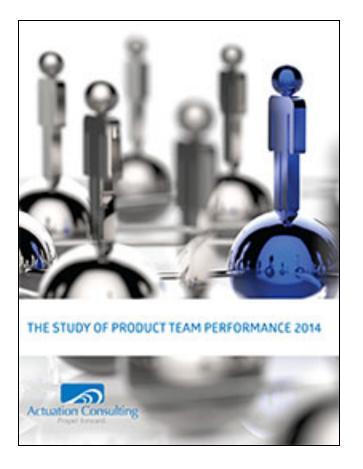
## This Talk: the chapter we added to the video training & to the 2nd Edition (Nov/Dec)



http://ManagingTheUnmanageable.net <----and pointers to video training

#### Study of Product Team Performance





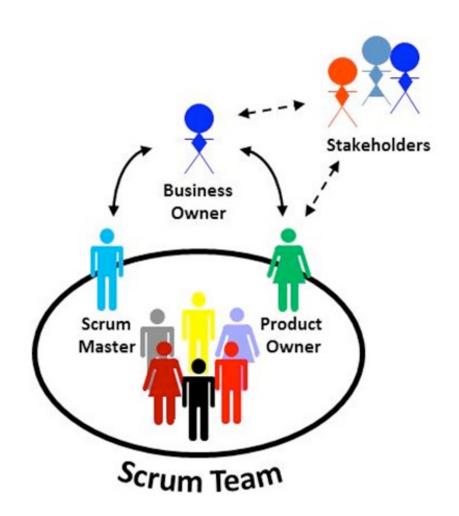
#### You?

• A census of the group...

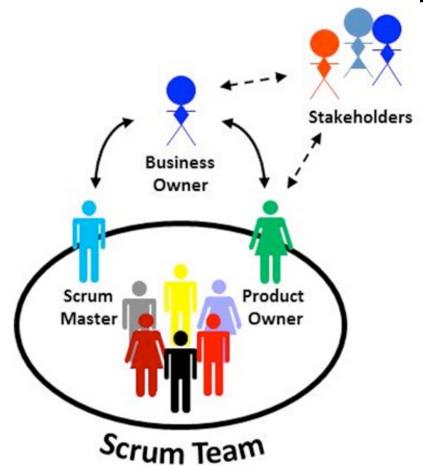
#### Management Training

- Isn't it odd...
  - how long we expect programmers to have studied the art of programming
  - how little we expect managers to have studied the art of managing?

#### The Problem:



## The Problem: Where Is the Manager?



#### Welcome to Agile! the Agile Manager Squeeze



#### But There's Still a Manager Role

• A changed manager role

#### Welcome to Agile! the Agile Manager Squeeze

Agile done well represents a shift from

Managers in charge

to

Teams in charge

#### Welcome to Agile! the Agile Manager Squeeze

Agile done well represents a shift from

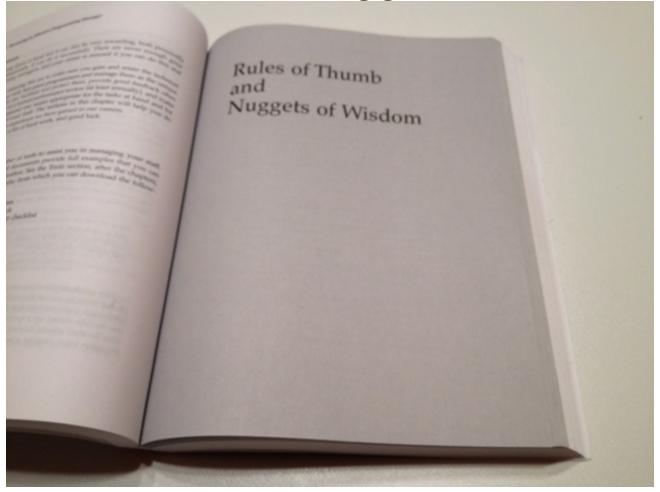
Managers in charge

to

Teams in charge

But the rest of the organization may still think we direct things!

#### Rules of Thumb / Nuggets of Wisdom\*



\* *300 in the book* 

 $more\ at\ http://managing the unmanageable.net/more rules of thumb.html$ 

#### Rules of Thumb / Nuggets of Wisdom

- Measure twice, cut once.
- Life is simpler when you plow around the stump.
- Pair programming for half an hour during an interview will save everyone's time.
  - David Vydra, TestDriven.com
- Brooks's Law: Adding manpower to a late software project makes it later.
  - Frederick Brooks Jr., The Mythical Man-Month

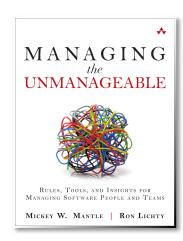
#### Managers and Agile

- "A common misconception is that because of this reliance on self-organizing teams, there is little or no role for leaders of agile teams. Nothing could be further from the truth."
  - --Mike Cohn, Succeeding with Agile

#### Managing the Unmanageable:

Rules, Tools, and Insights for Managing Software People and Teams

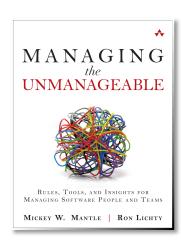
- What's unique about managing programmers
- What's unique about programmers
- Finding and hiring great programmers
- Getting new programmers started off right
- Managing people / managing a team
- Managing up, out, and yourself
- Motivating programmers and teams
- Establishing/nurturing a successful culture
- Managing successful software delivery



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#### Agile Management Roles

#### • Exercise!

#### Manager Roles in Agile

Instructor notes

**Managerial Responsibilities** 

	runugerius responsibilities							
Changes with Agile								
		->				Manager Responsibilities	expects LOTS of change	
						rialiager Responsibilities	expects LOTS of Change	
0	0   1   2   3   4   5   People Management							
			х			Hire great programmers	med: look for different new-hire qualities; diff. intvw team	
-			â		-	onboarding new hires / get them started on the team	med: the team owns its part of onboarding	
-		+	^	-	х	Grow skills and careers		
-	_	$\rightarrow$		-	<del>x</del>		hi: mgrs have more time / this is the impact	
-	_	$\rightarrow$		-		Counsel / mentor / coach	hi: mgrs have more time / this is the impact	
-		$\rightarrow$		-	Х	Set performance objectives / Review performance and give feedback	ideal hi: perf. objectives become team based	
<b>-</b>			Х		_	Recognize exceptional performance	still key ppl; may lose ability to "see" whom to recognize	
Х		_		-		Manage problem employees / Fire poor performers	always	
			X			Promote people up levels	med: individual no longer the unit of productivity	
_		$\perp$				Compensate fairly	? highly cultural how this is taken on	
			X			Arbitrate inter-team personality conflicts	some will be handled by scrum masters	
				Х		Motivate your staff / build team spirit	hi: coach self-directedness, team/SM create spirit	
Х						Eliminate de-motivators (see Herzberg's Motivation & Hygiene Factors)	always: e.g., remove impediments	
			Х			Approve PTO (vacations)	"have you checked with your team?"	
Technical management								
						Support architects in ensuring team follows architectural best practices	? depends on culture, management roles	
Х				$\Box$		Champion development best practices	always	
			Х			Escalate product opportunities observed by team	med: get devs talking to P.O.s directly, but mgrs translate	
			Х	$\vdash$		Lead design reviews	med: still involved, may or may not lead	
			х			Maintain quality focus	med: support engs in prioritizing techn debt reduction	
			X			Resolve technical disputes	med: push back to team to resolve	
			х			Research new technologies	med: push more to team; research spikes; support devs	
						Project team support	mear pasir more to team, research spines, support dets	
		П			х	Direct project activities	hi: process more defined, process is run by SM	
					х	Make project decisions	hi: shift from making decisions to ensuring they're made	
		$\neg$	х			Monitor progress	always important: but what & how you monitor changes	
					х	Prioritize work	hi: owned, in agile, by P.O. & team	
					x	Load balance developer tasks	hi: in agile, the Scrum process load balances tasks	
$\vdash$					x	Maintain project schedule	hi: in agile, the Scrum process and SM own schedule	
$\vdash$	х	$\rightarrow$		-	<u>^</u>	Identify risks, anticipate issues	always: mgrs have "outside eyes"; see forest not just trees	
-	^				х	Triage / prioritize bugs	hi: team and especially P.O.s own triage/ordering	
-		-		-	â	Coach (& troubleshoot) team communication	more time to improve practices; coach SM to do, too	
-		-+	х		^	Be a point of escalation: e.g., unclear rgmts whiplash, "what" not "how"	med: push to P.O.; but mgrs get impediment escalation	
-		х	^	-	$\dashv$	Provide focus: Keep everyone on the same page	mgrs now have outside eyes; see forest not just trees	
$\vdash$		â		-	_	Balance risk-first and customer-value-first development	mgrs now have outside eyes; see forest not just trees	
-		-	_	-	~			
-	_	$\rightarrow$		-	X	Remove roadblocks	hi: more time to partner w SM, be more effective	
-		$\rightarrow$		-	Х	Coach facilitators (PjMs, Scrum Masters, Product Owners, Product Mgrs)		
		$\sqcup$		$\Box$	_	Order t-shirts, celebrate success	? depends on management roles	
			v			In your organization	2 december on account of the control of the	
_			X	$\vdash$	_	Manage project portfolio	? depends on company's managerial roles	
L.		$\sqcup$	Х	$\vdash$	_	Match / assign people to teams / projects	? depends on company's agile implementation	
Х		$\vdash$		$\vdash$		Create good working conditions	always	
Х		$\sqcup$		$\sqcup$	_	Ensure your reports have the tools they need	always	
Х		$\sqcup$		$\sqcup$		Manage budgets (tools, training, staffing, etc)	most organizations	
Х						Plan for organizational growth / change	most managers' roles	
			X			Troubleshoot dysfunction	always, but now only when escalated to	
Х						Establish/nurture positive, motivated culture	always	
						The larger organization		
			X			Manage Up	project needs are initially managed up by P.O.s	
			X			Manage Out (relationships with other departments)	content changes	
			X	ШΙ		Protect reports from corp distractions, extraneous communication	shared with SM	
				Х		Protect reports from requirements whimsy	P.O. owns keeping requirements stable; escalation to mgr	
	X					Communicate corporate culture, messages, business objectives		
			Х			Champion your reports; communicate their key insights to stakeholders		
			Х			Manage expectations	P.O. owns product-based expectations	
	Х			$\Box$		Establish metrics	always	
						Manage vendors, suppliers	? depends on the company's managerial roles	
	_							

#### Agile Management Roles

- Familiar management roles teams still need
- Roles (and styles) that are inappropriate
  - so are deprecated
- Roles that change, sometimes dramatically
- Management roles that are new with agile

#### A Few Manager Roles in Agile

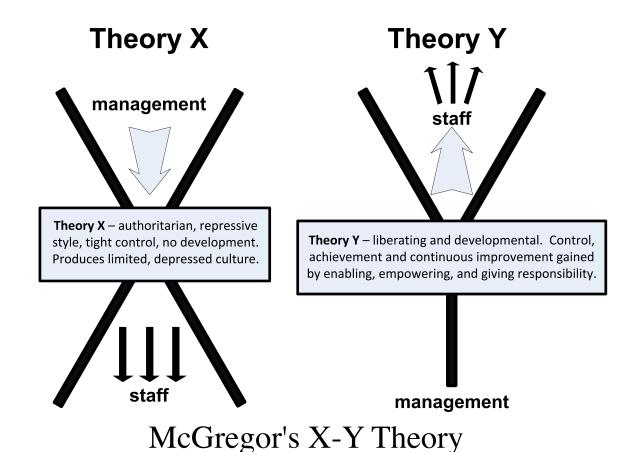
- Creating an Agile Culture
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- Hiring and Firing

#### Managers and Agile

• Creating an Agile Culture

#### Creating an Agile Culture

Theory Y: "enabling", "empowering", "developmental",
 "continuous improvement" -> Servant Leadership



#### Managers and Agile

#### • Creating an Agile Culture

Lean-Agile management is the art of leading people, not managing them...

...creating the correct environment, focusing them on the right things, and trusting them to do their work...

In Lean-Agile, the manager has two primary responsibilities:

- setting the outcomes or goals expected of the team;
- assisting the doers in creating a better process to get their jobs done...
- --Alan Shalloway, Net Objectives

Rules of Thumb

Management sets the boundaries of what needs to be done and says to the team, I trust you to figure out how to get it done.

-- Agile Open California 2013

Rules of Thumb

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-- Agile Open California 2013

At Spotify we trust our people and teams to make informed decisions about the way they work and what they work on.

-- Spotify, on their agile process

• Rules of Thumb

Trust but verify.

#### Delegation & Empowerment

Trust but verify.

-RONALD REAGAN



#### Delegation & Empowerment

Trust but verify.

-RONALD REAGAN quoting VLADIMIR LENIN



Rules of Thumb

Trust but verify.

- RONALD REAGAN quoting VLADIMIR LENIN

- imperative not to micromanage
- the essence of delegation
- setting expected outcomes for teams

### Leaders and Agile

Rules of Thumb

Trust but verify.

- RONALD REAGAN quoting VLADIMIR LENIN

I inspect what I expect.

- ALAN LEFKOF, Netopia CEO, quoting LOU GERSTNER

- Create a culture of communication
  - at every level
  - with everyone
    - up, down, within and across

- Create a culture of communication
  - at every level
  - with everyone
    - up, down, within and across
- "We have two ears and one mouth. Use them in this ratio."
  - Kimberly Wiefling

You cannot overcommunicate.

-RON LICHTY

You cannot overcommunicate.

-RON LICHTY

#### Virtual teams

- There is never enough communication
- Commit to communicate

The more distance between teammates, the more you have to formalize communication and make it explicit.

-TED YOUNG, Development Manager & Agile Coach, Guidewire

## Creating an Agile Culture

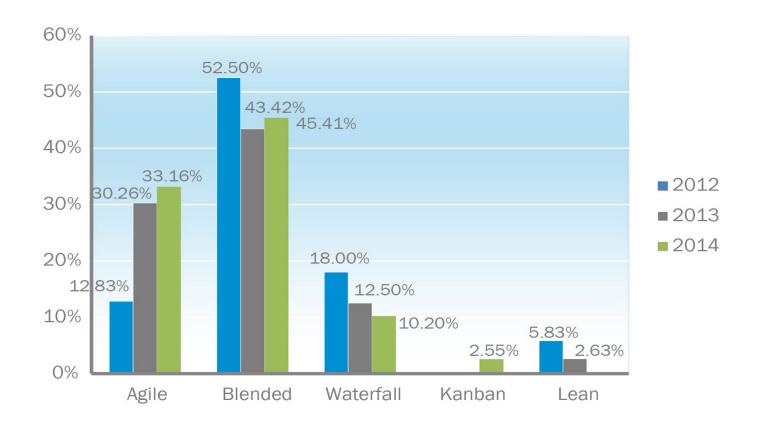
Establishing Culture



- Creating an Agile Culture
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• Agile Adoption curve...



# Methodology You Associate with Increased Profits

Methodology You Use	Methodology You Associate with Increase Profits				
	Agile	Blended (Some Waterfall and Some Agile)	Lean	Waterfall	
Agile	73.9%	13.0%	9.8%	0.0%	
Blended (Some Waterfall and Some Agile)	31.8%	46.2%	10.6%	6.1%	
Lean	14.3%	0.0%	42.9%	14.3%	
Waterfall	15.8%	50.0%	18.4%	13.2%	
Don't Know	5.3%	42.1%	26.3%	5.3%	

## Agile Makes Us More Profitable

• Why might that be?

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# Why might that be?

- The Agile Principles begin...
  - -Our highest priority is to satisfy the customer...

# Go beyond the Agile Principles...

-Our highest priority is to *delight* the customer...

#### How do we do that?

• Agile practices?

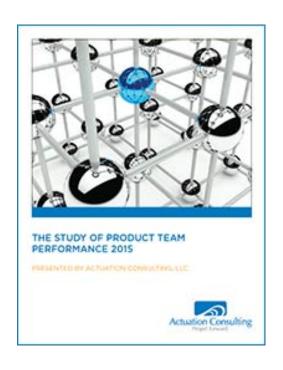
#### Agile Practices Do Deliver Value

#### Agile Practices Do Deliver Value

- Plan Daily
- Plan Weekly (or biweekly or...)
- Plan Publicly & Transparently
- Order Work Based on Customer Value
- Together define "Done"
- Relatively Size Stories
- Deliver Frequently
- Share how we're doing
- Reflect on how to do better

#### Agile Practices Deliver Value

- Standups
  - Standups matter:
  - Effective, Daily Standups



--2015 Study of Product Team Performance

#### Agile Practices Deliver Value

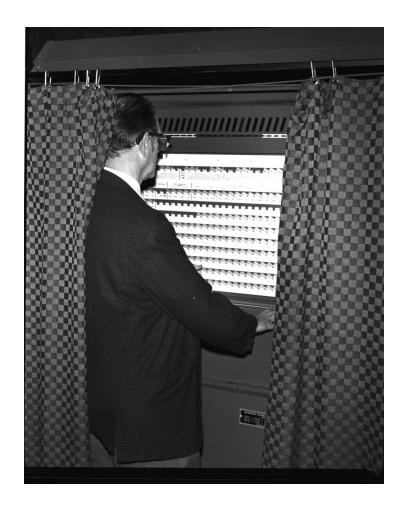
- Definitions of Done
  - Definitions of Done matter:
  - Created within the team



--2016 Study of Product Team Performance

#### Agile Practices Do Deliver Value

# Voting Machines Deliver Value, too



#### Voting Machines Deliver Value, too

• But no one claims voting machines are what make us a democracy

#### Similarly...

Agile Practices

Don't (by themselves) Make Us Agile

# Agile Values and Agile Principles Make Us Agile



#### Agile Values Make Us Agile

#### The Agile Manifesto

- We 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

-- <a href="http://agilemanifesto.org/">http://agilemanifesto.org/</a>

#### Principles behind the Agile Manifesto

We follow these principles:

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.

Build projects around motivated individuals.

Give them the environment and support they need

#### Value the Agile Manifesto over practices

#### Agile Principles Make Us Agile

- Build projects around motivated individuals
- Trust... to get the job done
- Face-to-face conversation
- Self-organizing teams
- The team reflects, ...tunes, ...adjusts

-- <a href="http://agilemanifesto.org/">http://agilemanifesto.org/</a>

#### Value the Agile Manifesto over practices

-- <a href="http://agilemanifesto.org/">http://agilemanifesto.org/</a>

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### What Is Self-Organization?

#### Self-Organizing Teams

• If our self-organizing team were an acting troupe, ...

What kind of acting do we do?

#### Self-Organizing Teams

• If our self-organizing team were an acting troupe, ...

What kind of acting do we do?

• If our self-organizing team were a music combo, ...

What kind of music do we perform?

# Models: Self-Organizing Teams & Managers

• Improv & Jazz don't give us manager models

# Models: Self-Organizing Teams & Managers

Coaching

#### Models:

#### Self-Organizing Teams & Managers

- Coaching: basketball
  - Phil Jackson
    - Sacred Hoops
    - Eleven Rings
  - Steve Kerr

# Projects Not Suitable for Agile?

#### Projects Not Suitable for Agile?

Micromanagement

## Projects Not Suitable for Agile?

Micromanagement

- Agile calls for everyone on the team to step up
- Micromanagement causes everyone to step back

## Projects Not Suitable for Agile?

- Micromanagement disrupts Agile
- Micromanagement prevents Best Teams
- Micromanagement prevents Learning
- Micromanaged teams become order-takers
- Agile calls for everyone on the team to step up
- Micromanagement causes everyone to step back

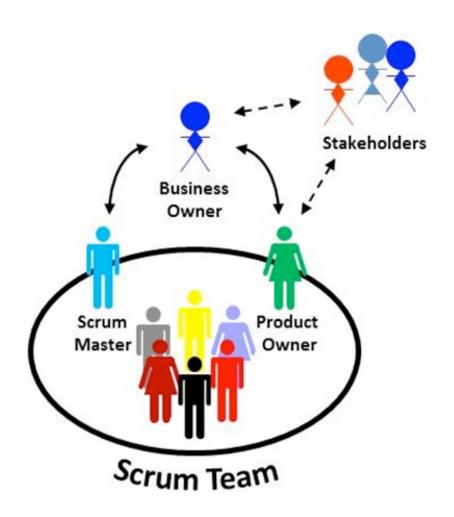
#### Empowering Self-Organization & Excellence

When teams self-organize there's still plenty for managers to do... a managers job is to engineer the organization so that teams can do their best work.

--Esther Derby, co-founder, Scrum Alliance

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#### Scrum Teams



#### Scaling Scrum

- The question managers ask me most
  - How do we scale our organization?
- My most recent blog post:
  - http://ronlichty.blogspot.com/

#### Scaling to Multiple Teams

- The easy route: splitting by components
  - grouping like-minded, like-tooled,
     common-best-practices people together
  - easy management model
  - teams each get an attuned manager/mentor/coach
- The problem:
  - our goal: customer functionality, not components
    - customer functionality requires multiple components
    - incessant inter-team dependencies
    - costly high-bandwidth, inter-team communication

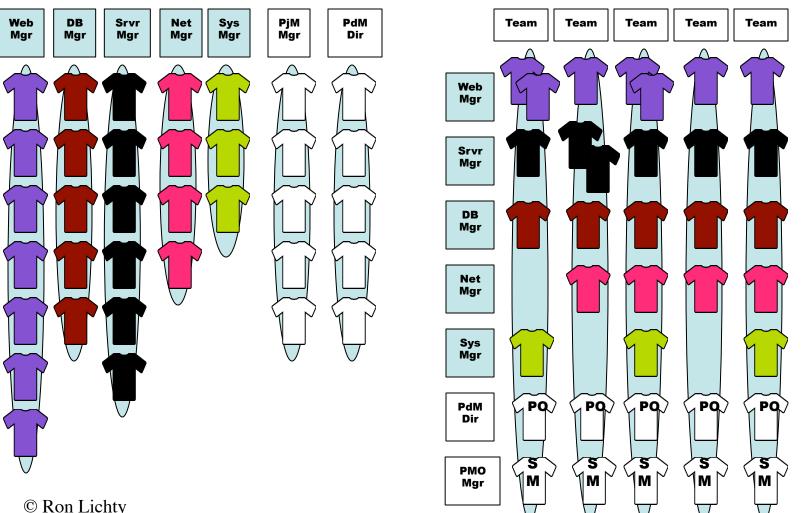
#### Scaling to Multiple Teams

- The easy route: splitting by components
  - grouping like-minded, like-tooled,
     common-best-practices people together
- The effective route: feature teams
  - our goal: customer functionality, not components
  - every team has every skillset needed to so deliver
    - teams own interface, functionality, or customer journey
  - same-skilled folks are scattered across teams
    - each set still gets an attuned manager/mentor/coach

## How Teams Change in Agile

From manager-led component teams...

To self-organizing feature teams...



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• Removing Impediments

• Removing Impediments

"Managers are still needed. Not so much for their planning and controlling ability, but for the important job of interfacing on the team's behalf with the rest of the organization."

--Diana Larsen, co-author, Agile Retrospectives

• Removing Impediments



Be a damper to the noise. -- Joe Kleinschmidt, CTO

• Removing Impediments



Ensure your team has slack!

(100% capacity begets bottlenecks!)

• Removing Impediments: Protect team focus!



(Guard against the waste of multitasking!)

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• Counseling, Coaching and Mentoring



Counseling, Coaching and Mentoring

"At Spotify managers are focused on coaching, mentorship, and solving impediments rather than telling people what to do."

-- Spotify on its agile practice

- Creating an Agile Culture
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Hiring and Firing

#### Always be recruiting!

--Mickey Mantle and Ron Lichty, Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams

Hiring and Firing

Always be recruiting!

Deal with problem employees!

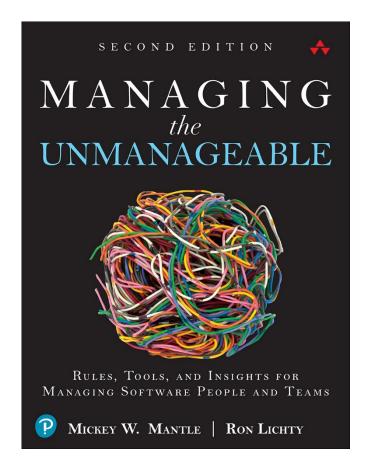
## How Do We Manage in an Agile World?

- Trust Our People
- Empower Self-Organization & Excellence
- Expect / Enable Truly Shared Leadership
- Model, Defend, Evangelize Agile Values
- Foster a Culture of Communication
- Encourage Teamwork and Collaboration
- Shield Teams from Politics & Distraction
- Take Care of Stuff! Take Care of Teams!

# Why Do We Need Managers When We've Empowered Teams?

- Critical to agile transformational success
- Key roles in agile
- Key roles in creating agile culture
- Key to removing impediments
- but Agile demands that managers (like everyone else) be proactive!
  - Managers must adapt to & own these roles
  - Starts by understanding new / changed roles

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Addison Wesley

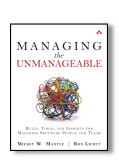
## Ron Lichty Consulting

- Mentoring, coaching, training, consulting:
  - http://ronlichty.com, Ron@RonLichty.com
- The book:

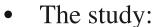
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- http://ManagingTheUnmanageable.net <----tools, excerpts, more rules of thumb



- The video training:
  - LiveLessons: Managing Software People and Teams
    - http://ManagingTheUnmanageable.net/video.html



The Study of Product Team Performance

- http://ronlichty.com/study.html
- Training:

The Agile Manager Managing Software People and Teams Zero to Agile in Three Days





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