

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

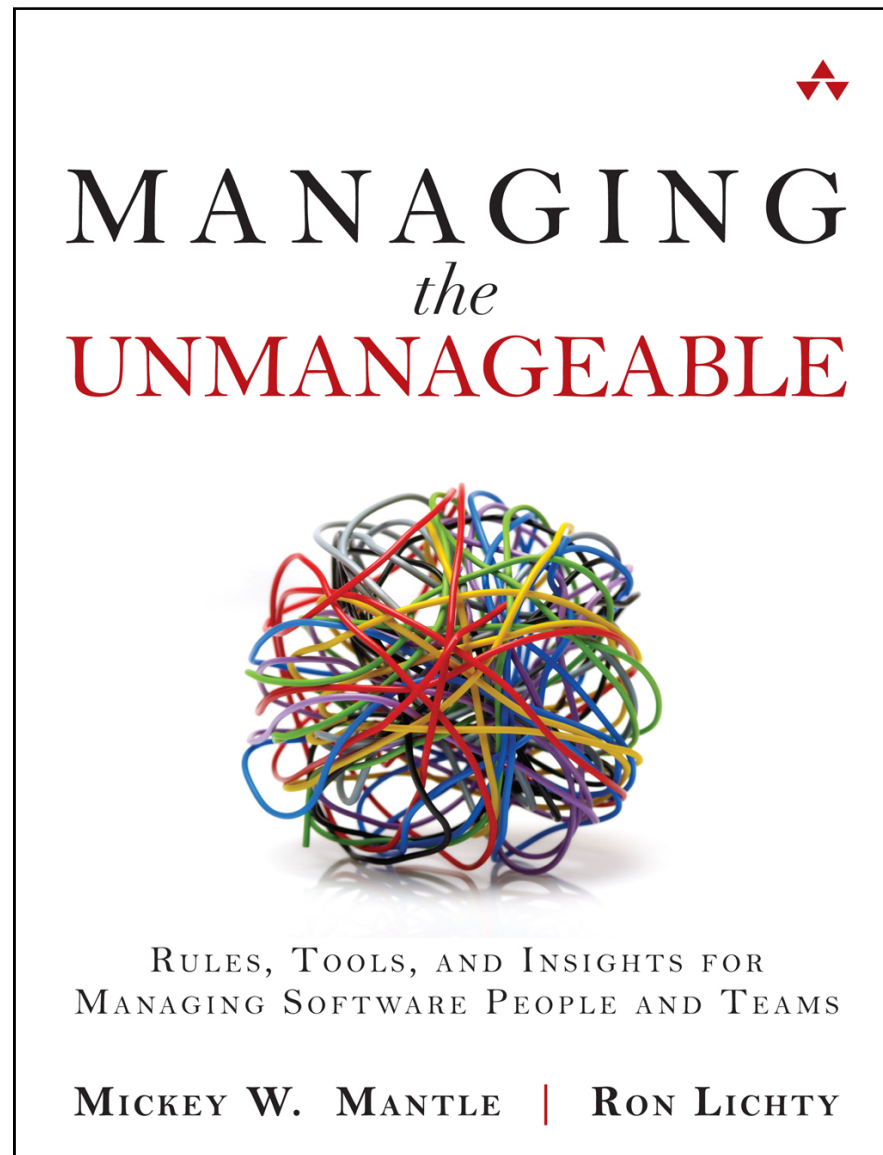




Advise Business & Engineering Leaders

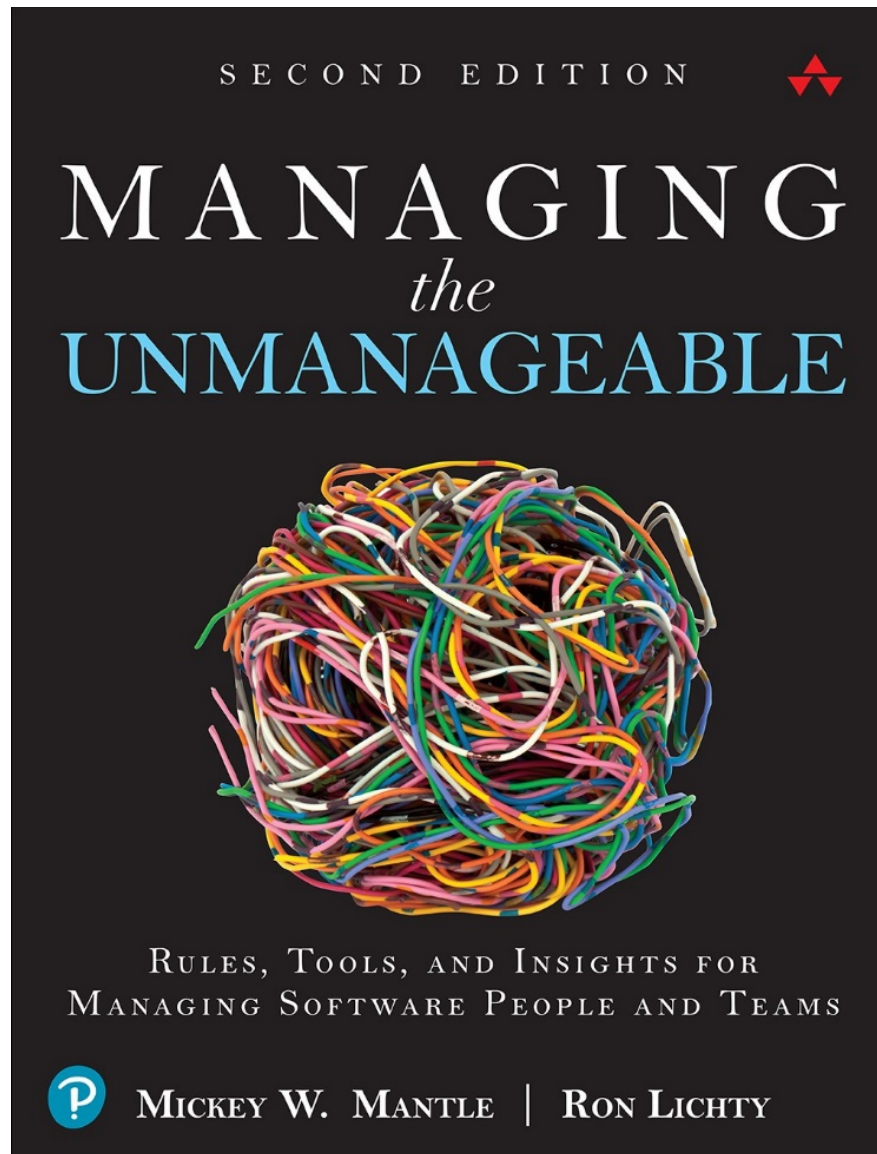
- Untangling knots in software development
- Making development “hum”
- Interim VP Eng roles





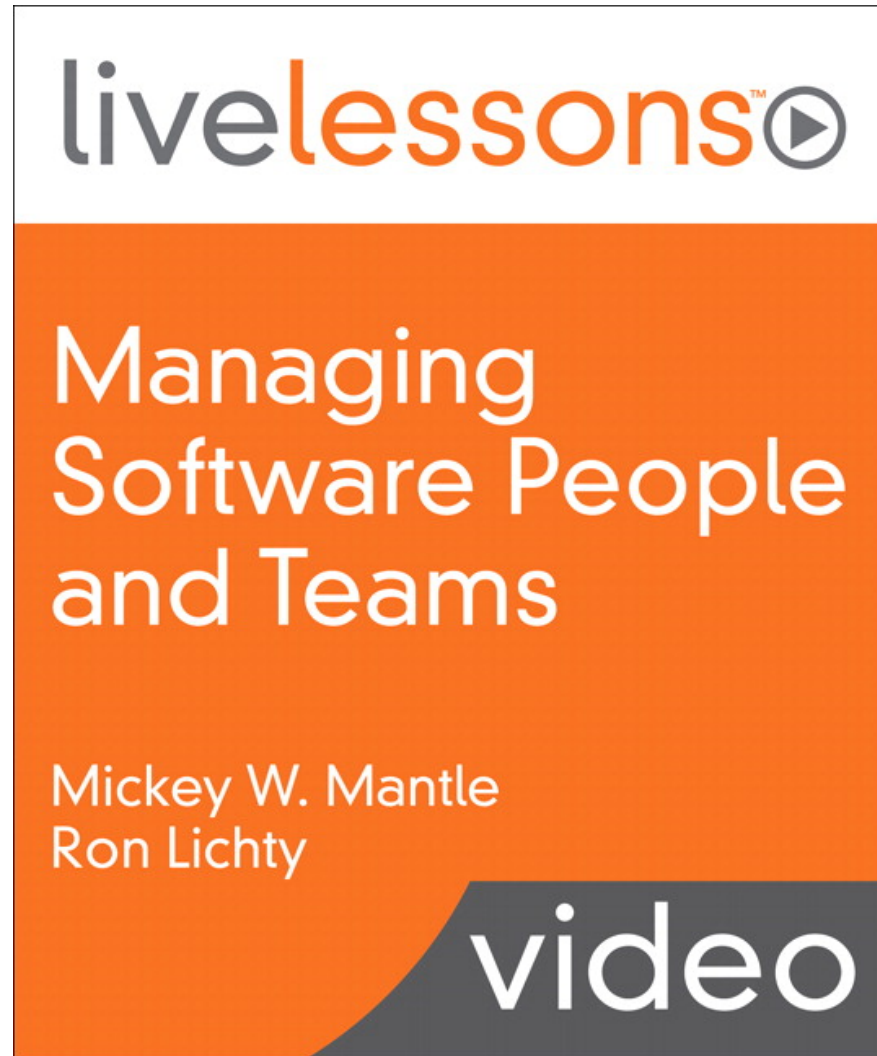
*

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



*

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

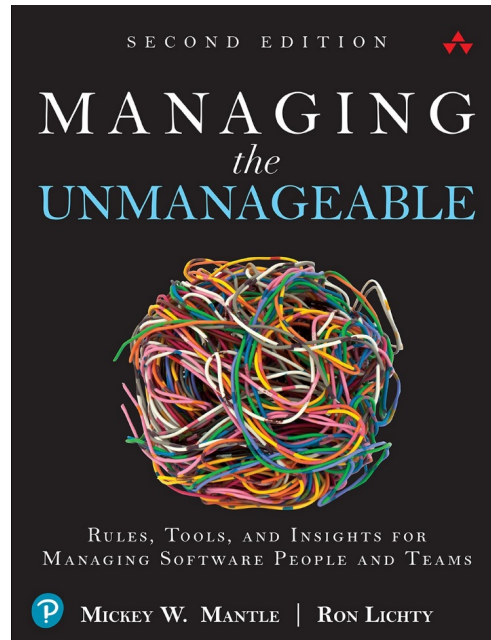


<http://ManagingTheUnmanageable.net> <-----*and pointers to video training*

This Talk: the chapter we added to the video training

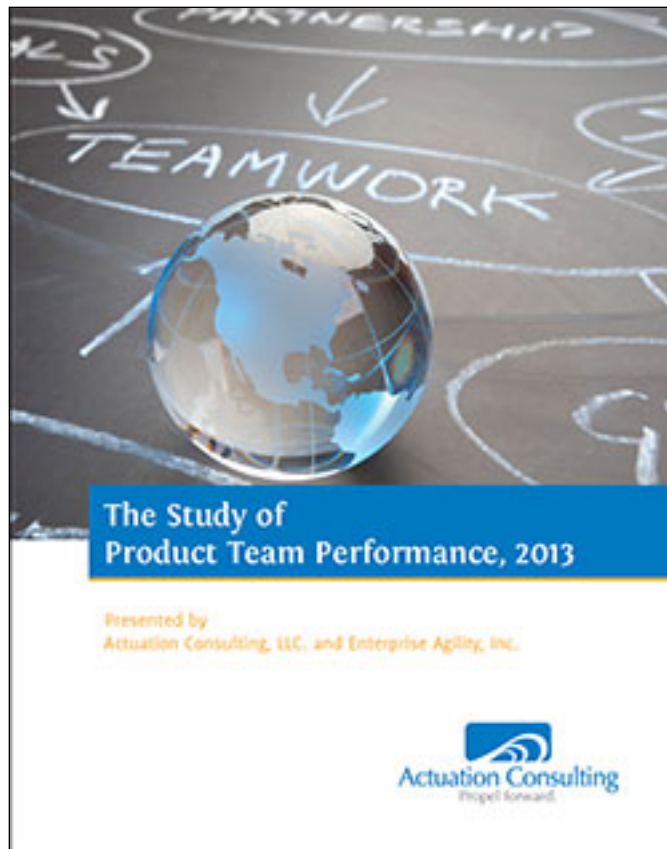
<http://ManagingTheUnmanageable.net> <-----*and pointers to video training*

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



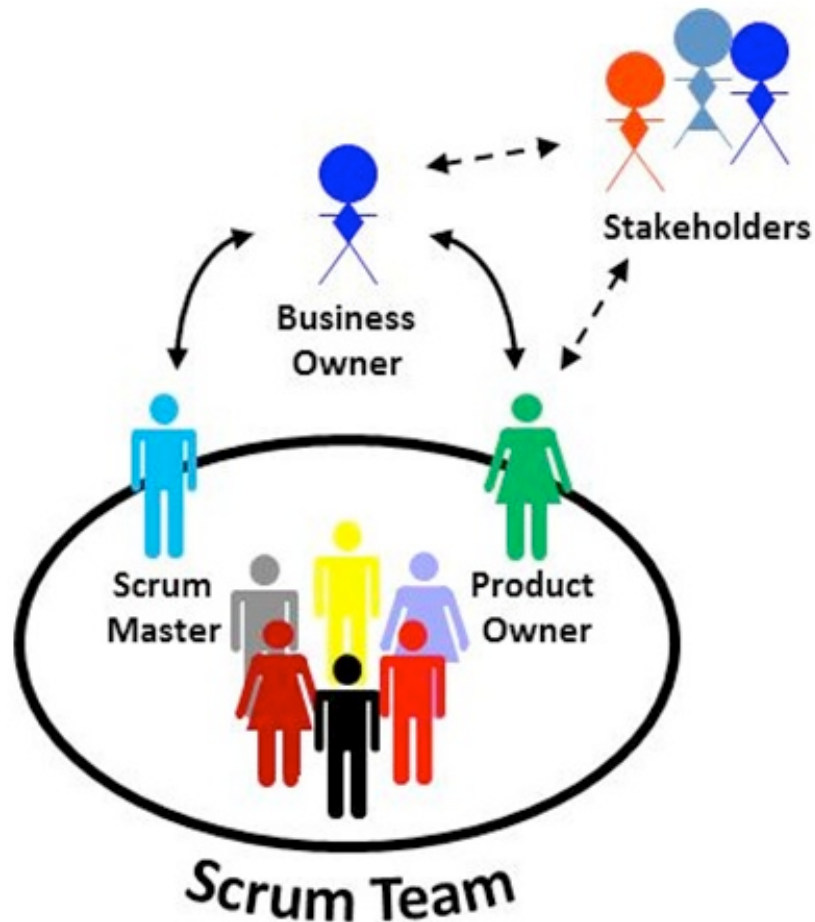
You?

- A census of the group...

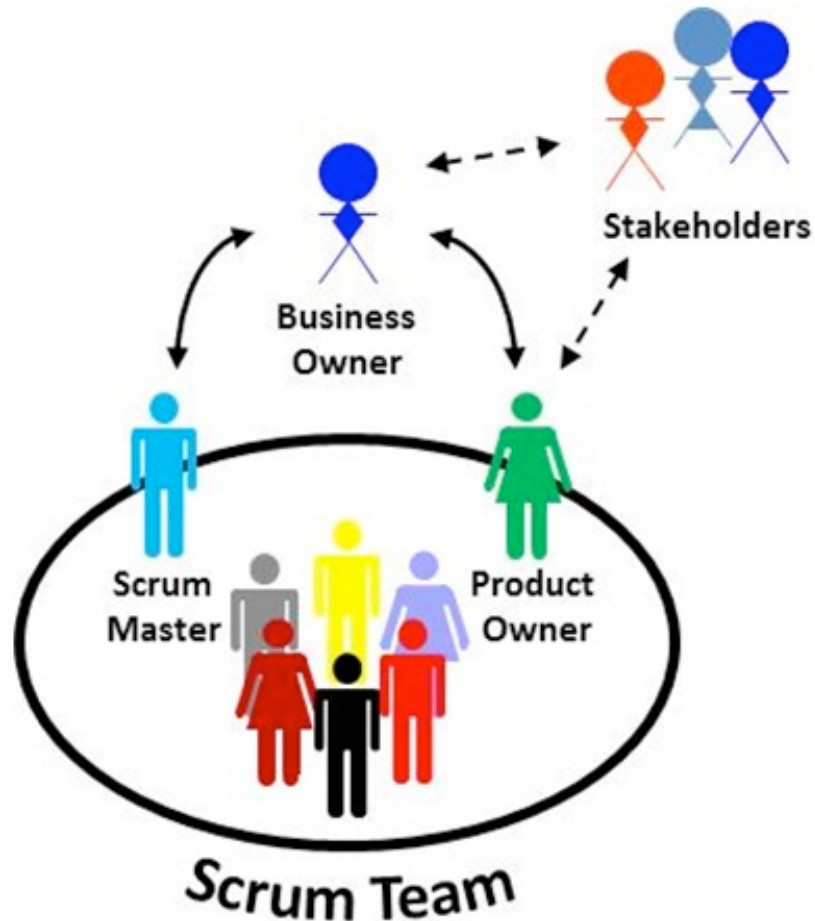
Management Training

- 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:

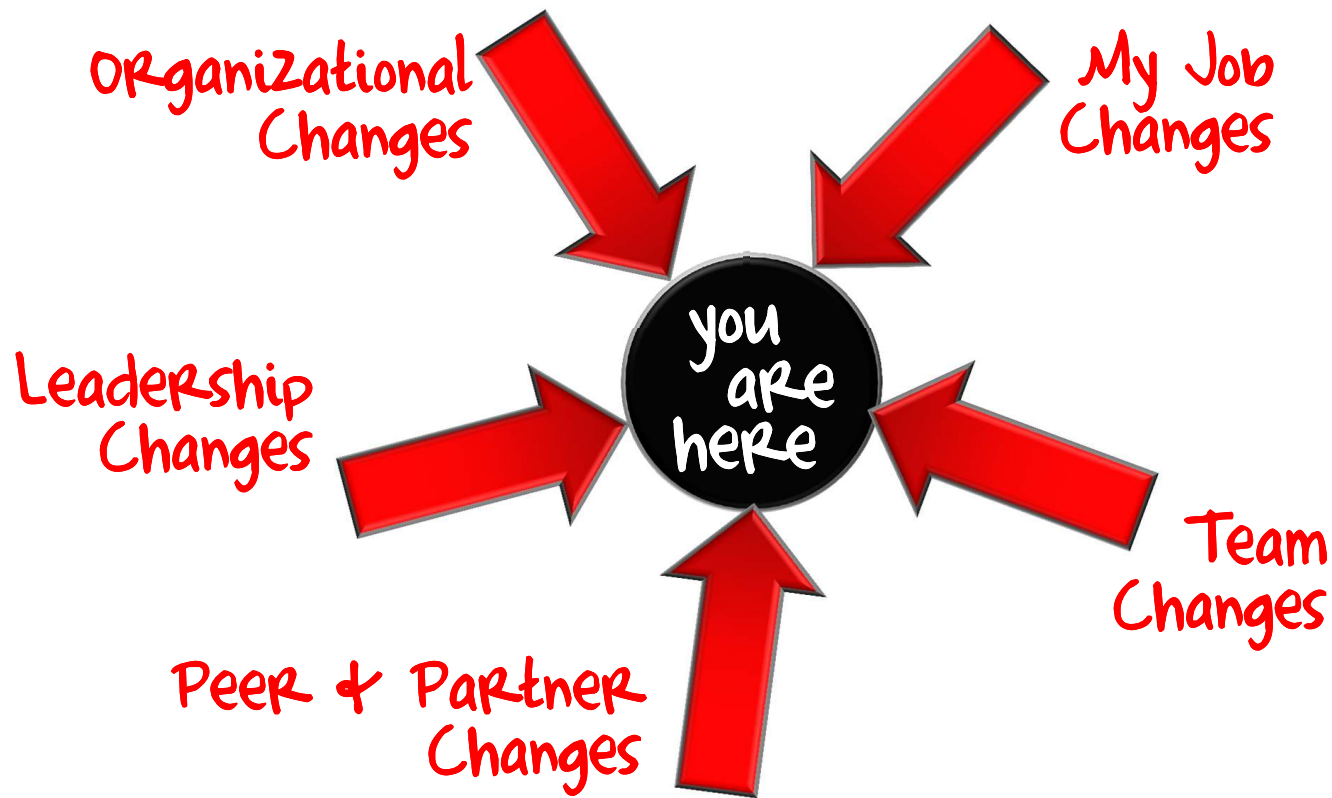


The Problem: Where Is the Manager?



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

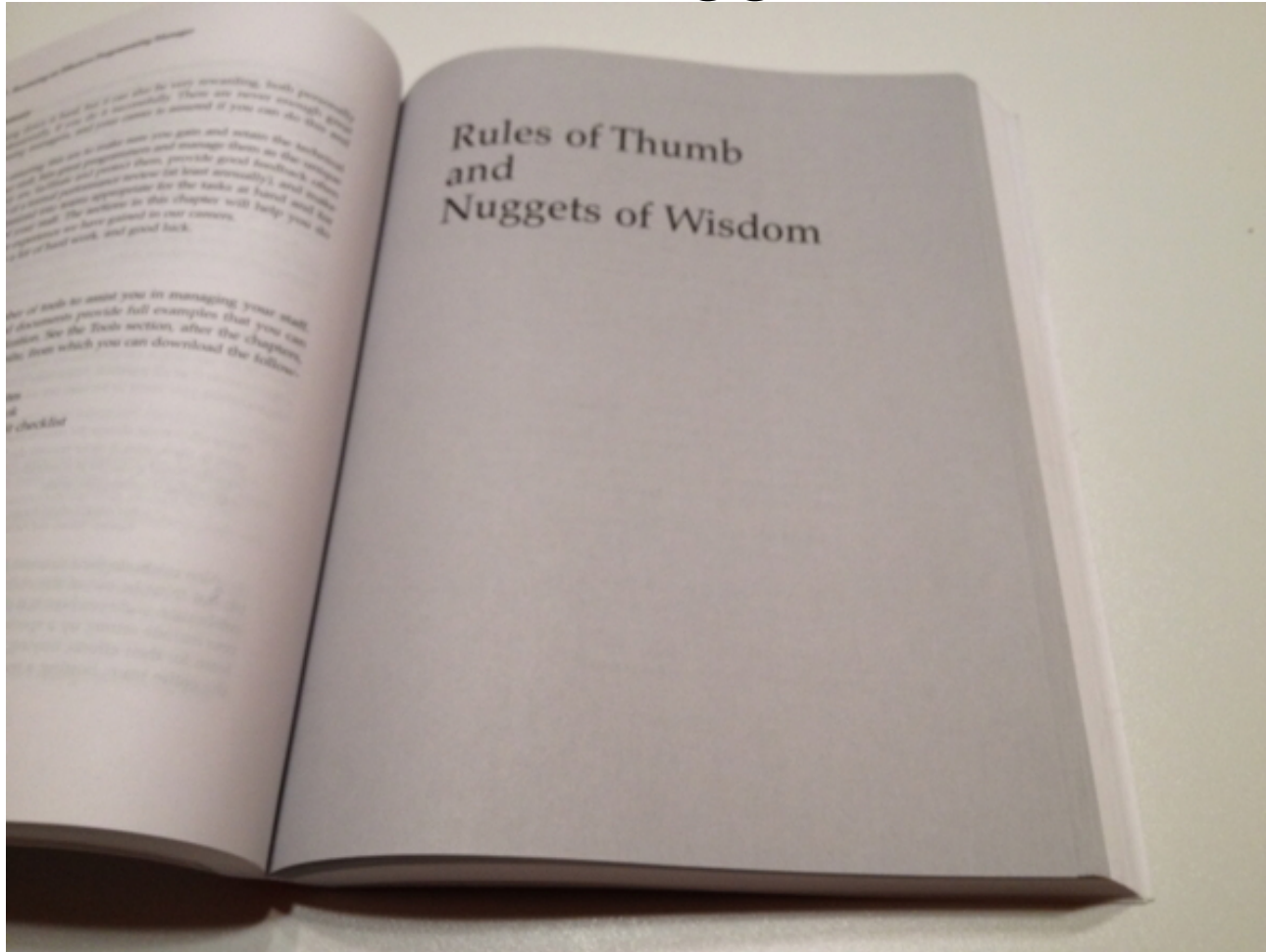
Managers in charge

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://managingtheunmanageable.net/morerulesofthumb.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

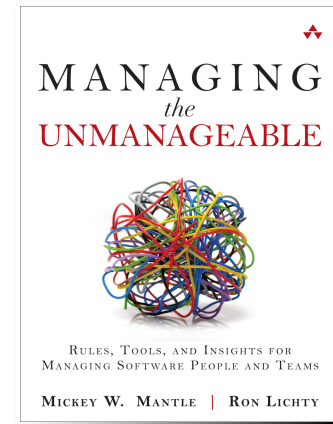
- “A common misconception is that because of this reliance on self-organizing teams, there is little or no role for leaders of agile teams. Nothing could be further from the truth.”

--Mike Cohn, Succeeding with Agile

Managing the Unmanageable:

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

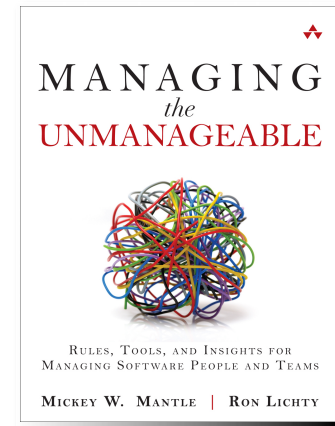
- What's unique about managing programmers
- What's unique about programmers
- Finding and hiring great programmers
- Getting new programmers started off right
- Managing people / managing a team
- Managing up, out, and yourself
- Motivating programmers and teams
- Establishing/nurturing a successful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



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



Agile Management Roles

- *Exercise!*

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

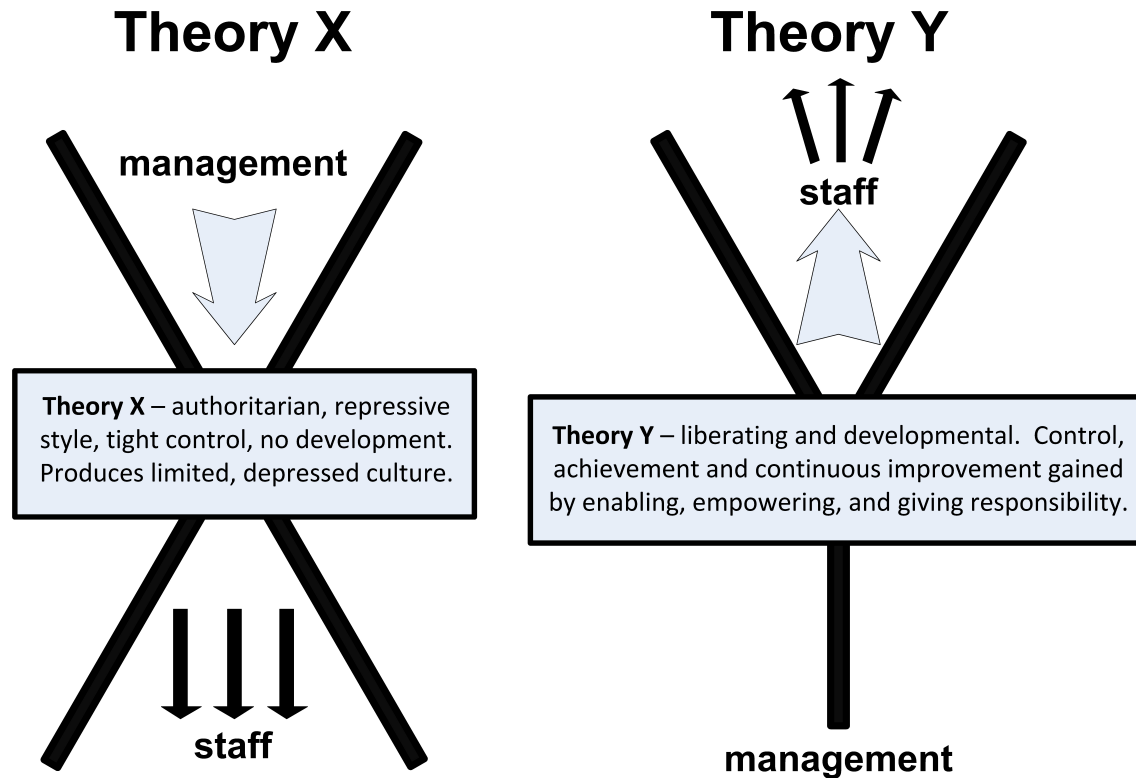
- Creating an Agile Culture
- Supporting Agile Values
- Empowering Self-Organization & Excellence
- Scaling Scrum
- Removing Impediments
- Counseling, Coaching and Mentoring
- Hiring and Firing

Managers and Agile

- Creating an Agile Culture

Creating an Agile Culture

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



McGregor's X-Y Theory

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*

Leaders and Agile

- 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

Leaders and Agile

- 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

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

Leaders and Agile

- Rules of Thumb

Trust but verify.

Delegation & Empowerment

Trust but verify.

-RONALD REAGAN



Delegation & Empowerment

Trust but verify.

-RONALD REAGAN quoting VLADIMIR LENIN



Leaders and Agile

- 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

Programming Is a Team Sport

Programming Is a Team Sport

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

Programming Is a Team Sport

- 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

Programming Is a Team Sport

You cannot overcommunicate.

-RON LICHTY

Programming Is a Team Sport

You cannot overcommunicate.

-RON LICHTY

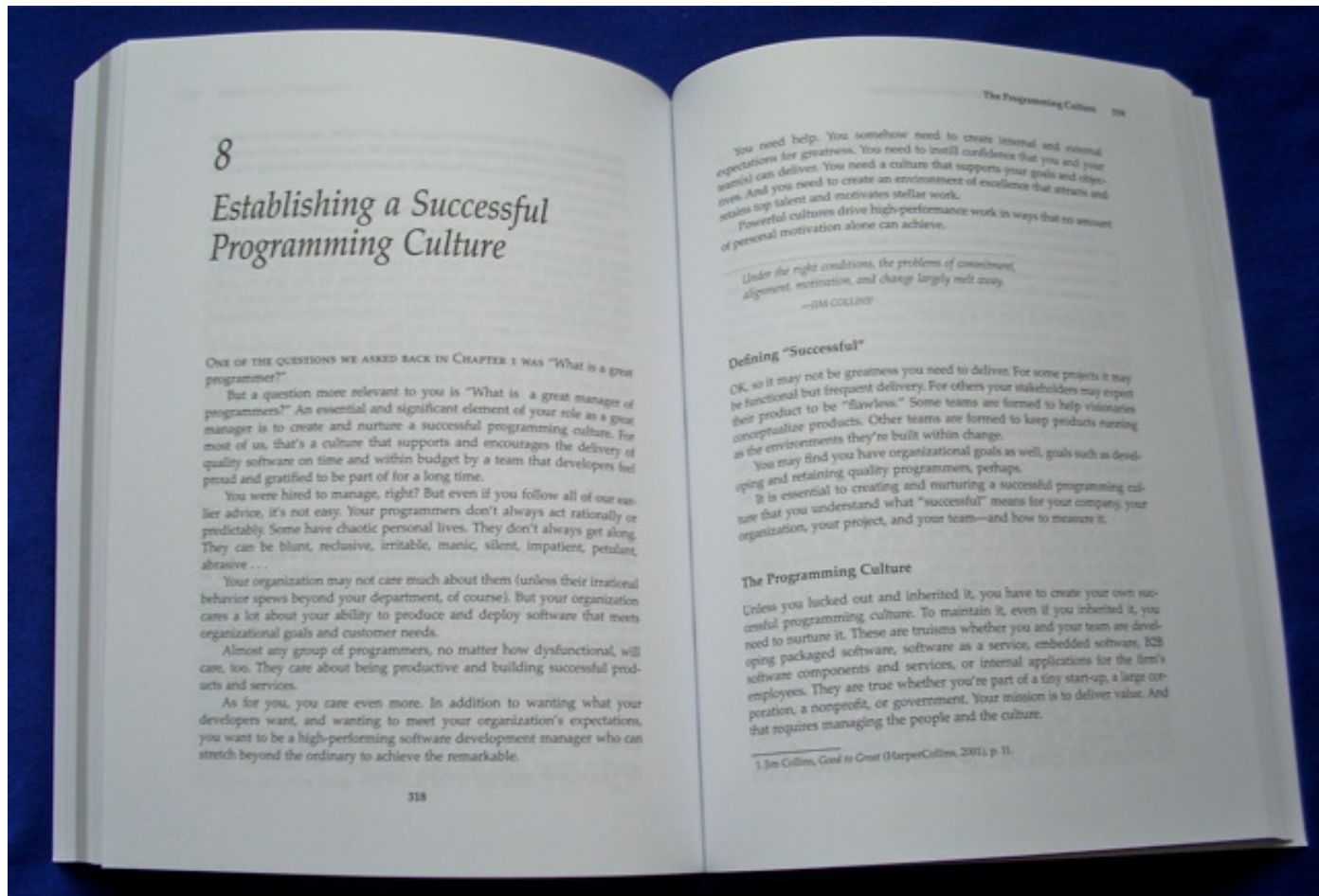
- Virtual teams
 - There is never enough communication
 - Commit to communicate

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



Managers and Agile

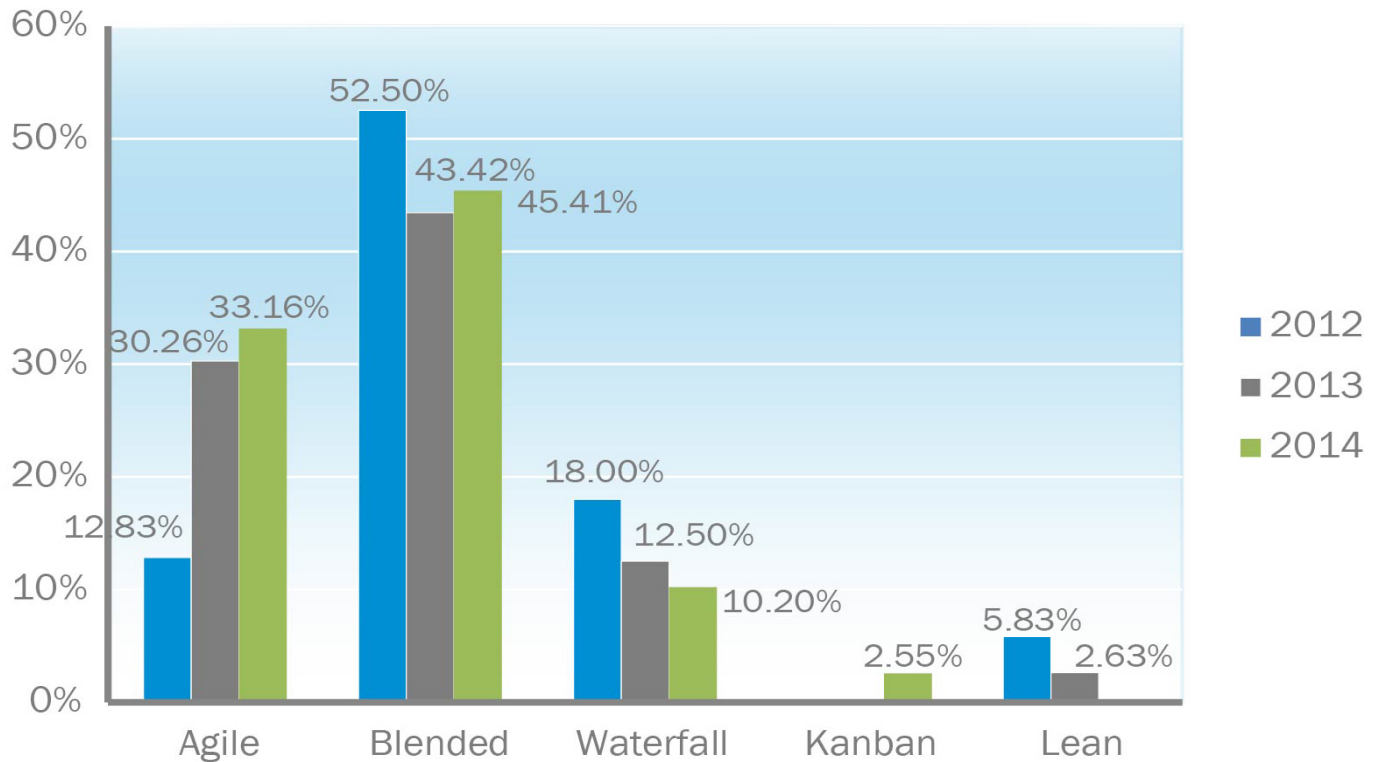
- Creating an Agile Culture
- Supporting Agile Values
- Empowering Self-Organization & Excellence
- Scaling Scrum
- Removing Impediments
- Counseling, Coaching and Mentoring
- Hiring and Firing

Managers and Agile



Managers and Agile

- 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?

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%

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?

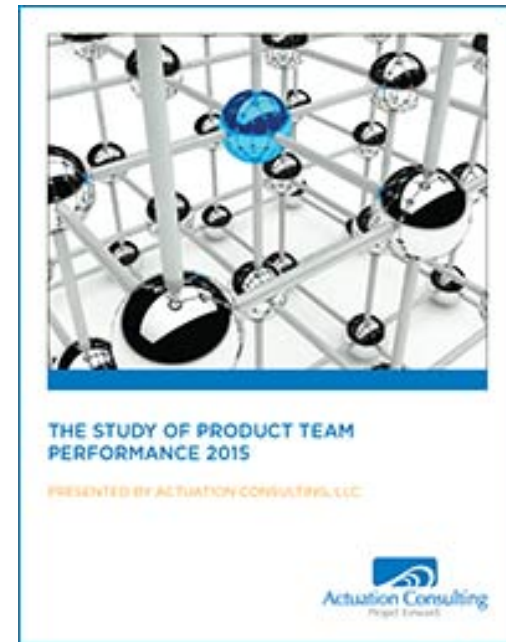
Agile Practices Do Deliver Value

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

-- <http://agilemanifesto.org/>

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

-- <http://agilemanifesto.org/>

Value the Agile Manifesto over practices

-- <http://agilemanifesto.org/>

Managers and Agile

- Creating an Agile Culture
- Supporting Agile Values
- Empowering Self-Organization & Excellence
- Scaling Scrum
- Removing Impediments
- Counseling, Coaching and Mentoring
- Hiring and Firing

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

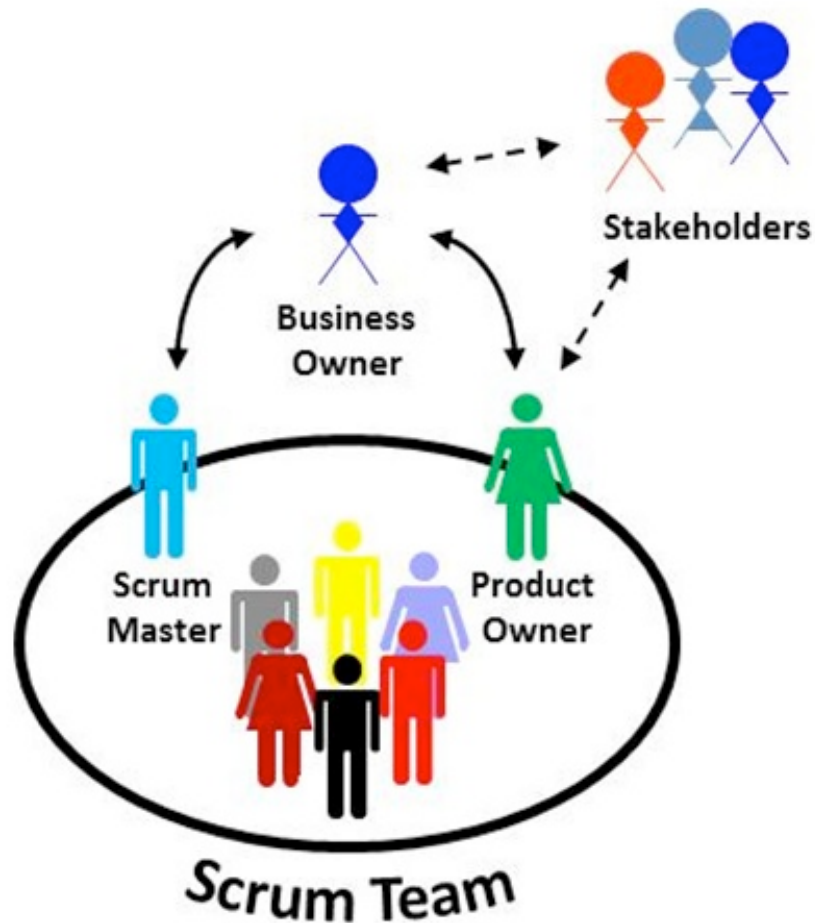
When teams self-organize there's still plenty for managers to do... a managers job is to engineer the organization so that teams can do their best work.

--Esther Derby, co-founder, Scrum Alliance

Managers and Agile

- Creating an Agile Culture
- Supporting Agile Values
- Empowering Self-Organization & Excellence
- **Scaling Scrum**
- Removing Impediments
- Counseling, Coaching and Mentoring
- Hiring and Firing

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

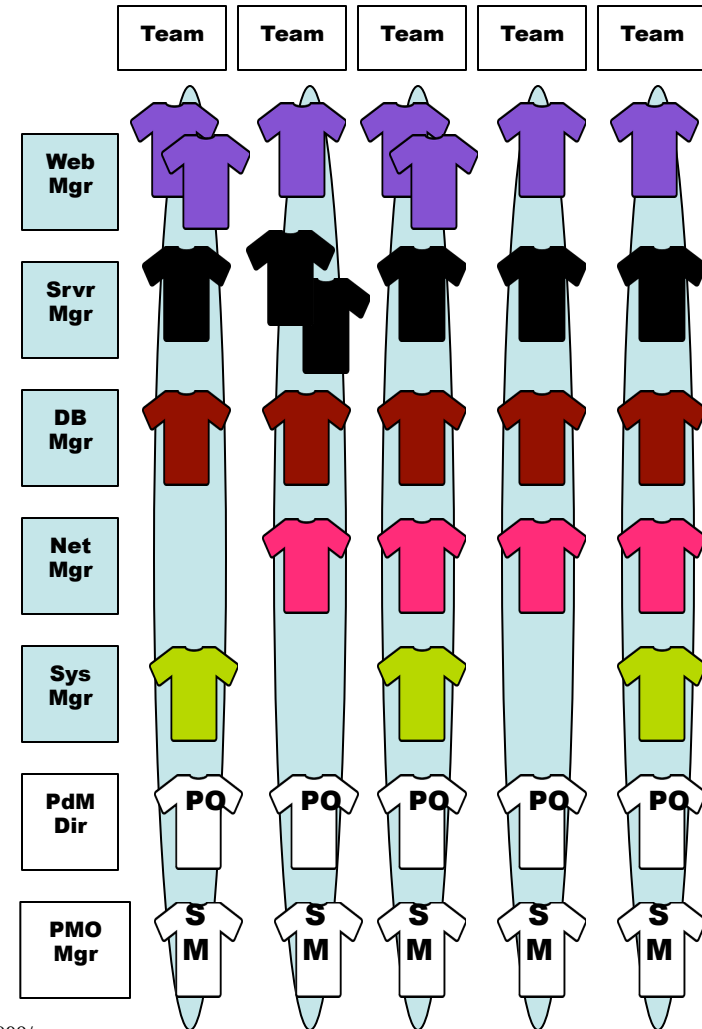
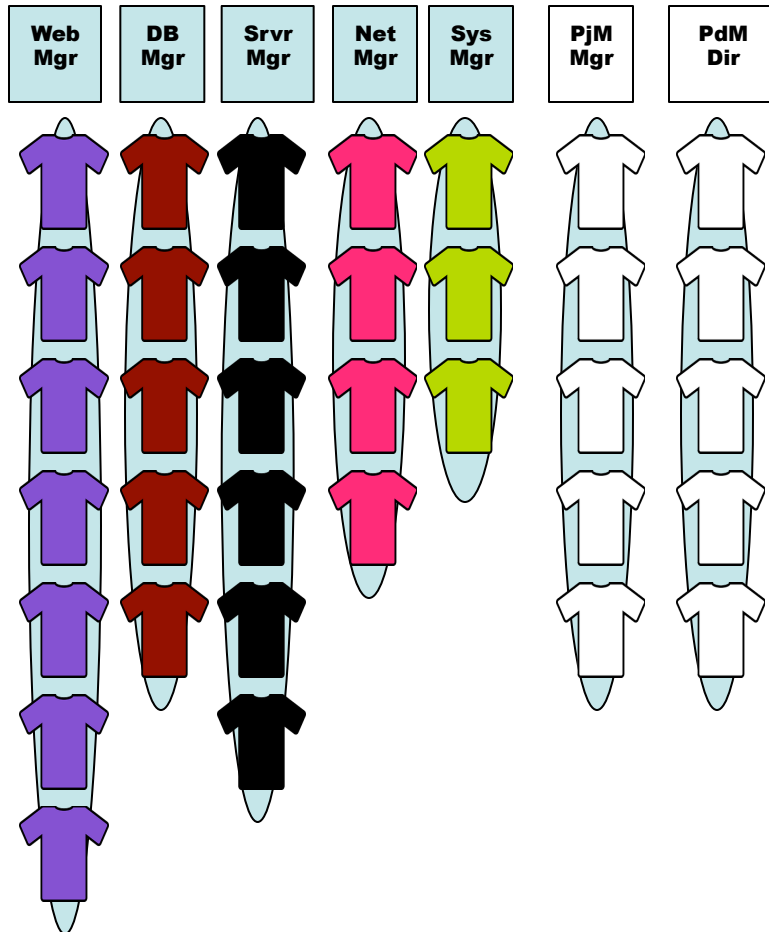
- The easy route: splitting by components
 - grouping like-minded, like-tooled, common-best-practices people together
 - easy management model
 - teams each get an attuned manager/mentor/coach
- The problem:
 - our goal: customer functionality, not components
 - customer functionality requires multiple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



Managers and Agile

- Creating an Agile Culture
- Supporting Agile Values
- Empowering Self-Organization & Excellence
- Scaling Scrum
- **Removing Impediments**
- Counseling, Coaching and Mentoring
- Hiring and Firing

Managers and Agile

- Removing Impediments

Managers and Agile

- 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*

Managers and Agile

- Removing Impediments



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

Managers and Agile

- Removing Impediments



Ensure your team has slack!
(100% capacity begets bottlenecks!)

Managers and Agile

- Removing Impediments: Protect team focus!



(Guard against the waste of multitasking!)

Managers and Agile

- Creating an Agile Culture
- Supporting Agile Values
- Empowering Self-Organization & Excellence
- Scaling Scrum
- Removing Impediments
- Counseling, Coaching and Mentoring
- Hiring and Firing

Managers and Agile

- Counseling, Coaching and Mentoring



Managers and Agile

- 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

Managers and Agile

- Creating an Agile Culture
- Supporting Agile Values
- Empowering Self-Organization & Excellence
- Scaling Scrum
- Removing Impediments
- Counseling, Coaching and Mentoring
- Hiring and Firing

Managers and Agile

- Hiring and Firing

Always be recruiting!

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

Managers and Agile

- Hiring and Firing

Always be recruiting!

Deal with problem employees!

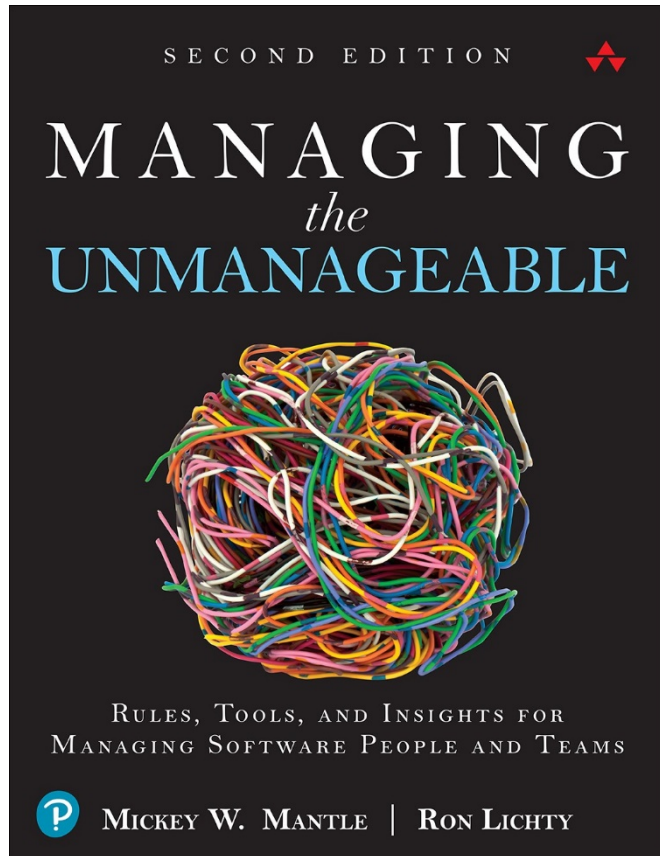
How Do We Manage in an Agile World?

- 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

Pre-Order & Save 40%*
informit.com/managing2e



- Use code **EARLYMANAGING**
- Available as Book and/or eBook
(eBook all-inclusive: PDF, EPUB, and MOBI)
- Free Shipping in the US

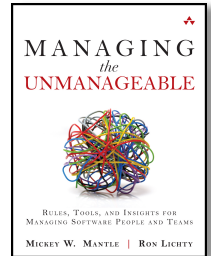
Book is also available via booksellers including Amazon and Barnes & Noble and in O'Reilly's Online Learning Service.

**Discount code EARLYMANAGING is only good at informit.com and cannot be used on the already discounted book + eBook bundle or combined with any other offer. Offer ends December 9, 2019 and is subject to change.*



Ron Lichty Consulting

- Mentoring, coaching, training, consulting:
 - <http://ronlichty.com>, Ron@RonLichty.com
- The book:
Managing the Unmanageable:
Rules, Tools & Insights for Managing Software People & Teams
 - <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:
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



livelessons▶

Managing Software People and Teams

Mickey W. Mantle
Ron Lichty

MANAGING *the* UNMANAGEABLE



RULES, TOOLS, AND INSIGHTS FOR
MANAGING SOFTWARE PEOPLE AND TEAMS

MICKEY W. MANTLE | RON LICHTY

Informit.com/lichty

Save 50% on Video Training*

- Use code VIDEO50

Save 35% on Book*

- Use code *MANTLELICHTY*: print, eBooks
- eBooks: PDF, EPUB, MOBI
- *Discounts good at informit.com*
- *Free on O'Reilly's Safari Bookshelf*



Pearson



Addison
Wesley

informIT.com
the trusted technology learning source