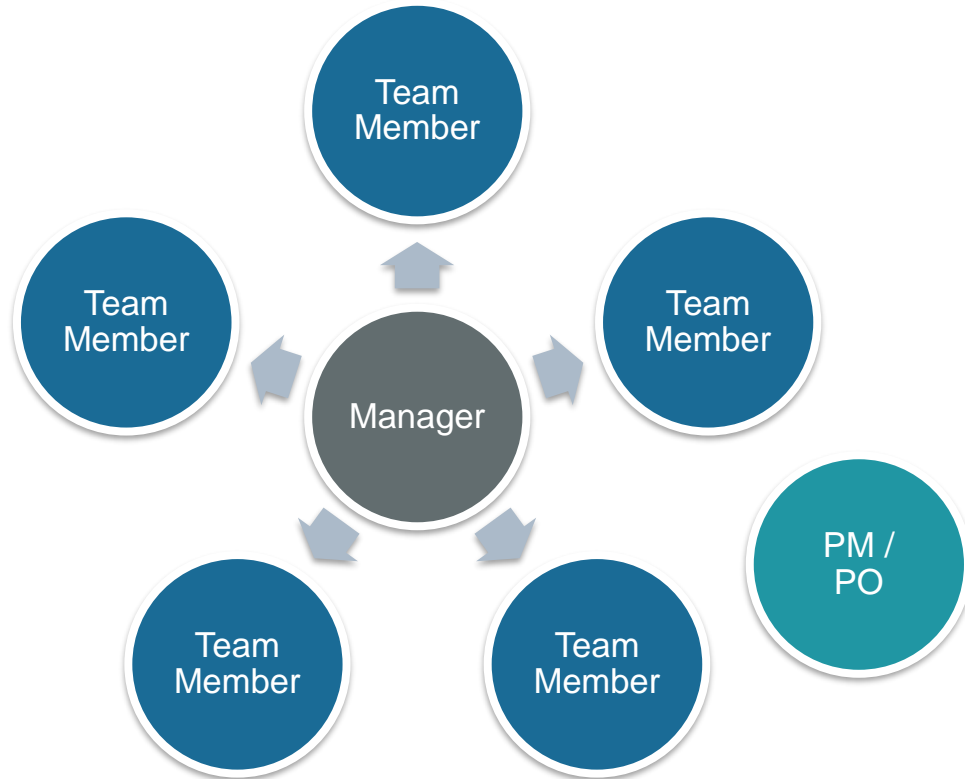


Role of a Manager in an Agile Organization

Joseph DeAngelis

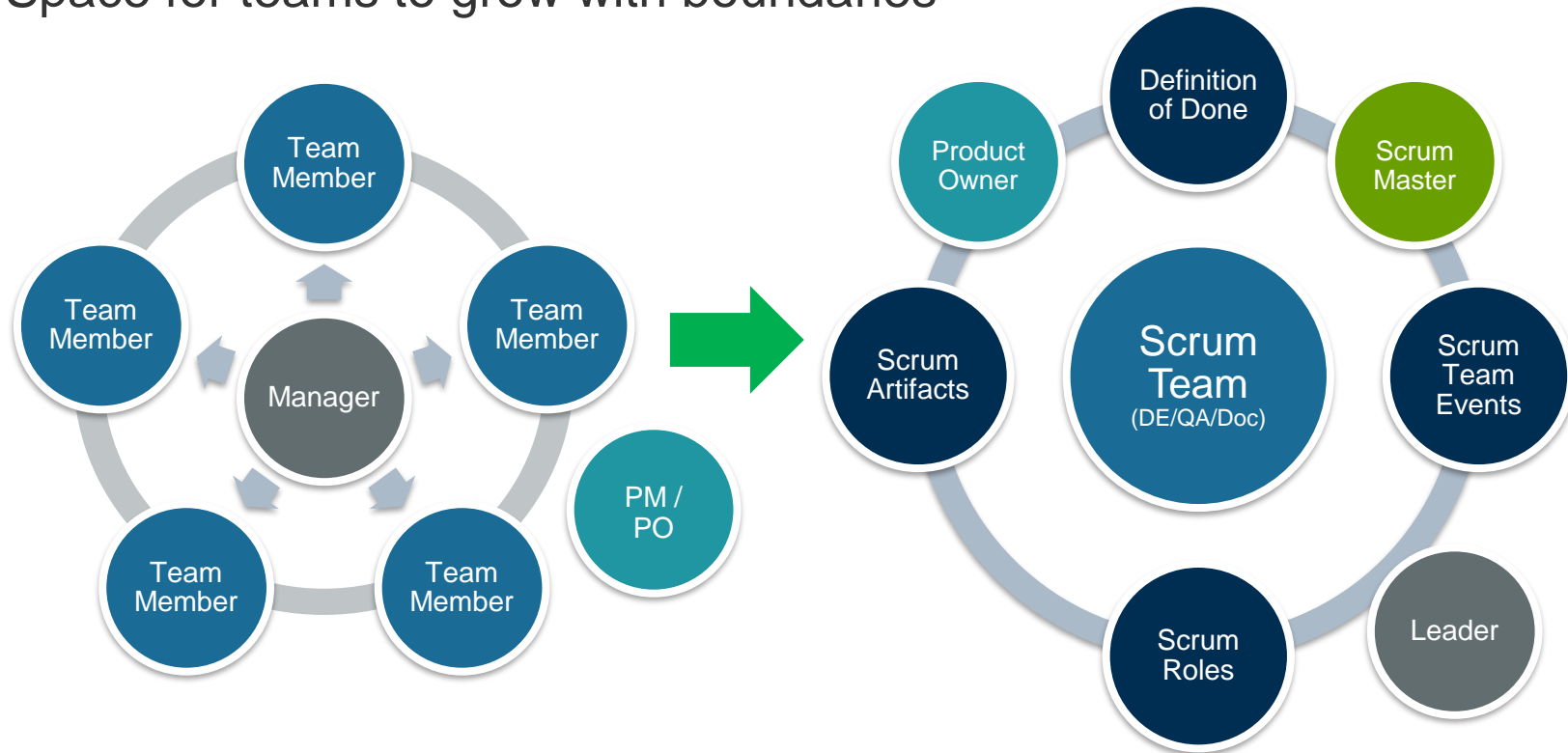
Manager Centric Ownership

Hub and Spoke



Moving to Scrum Team Centric Ownership

Space for teams to grow with boundaries



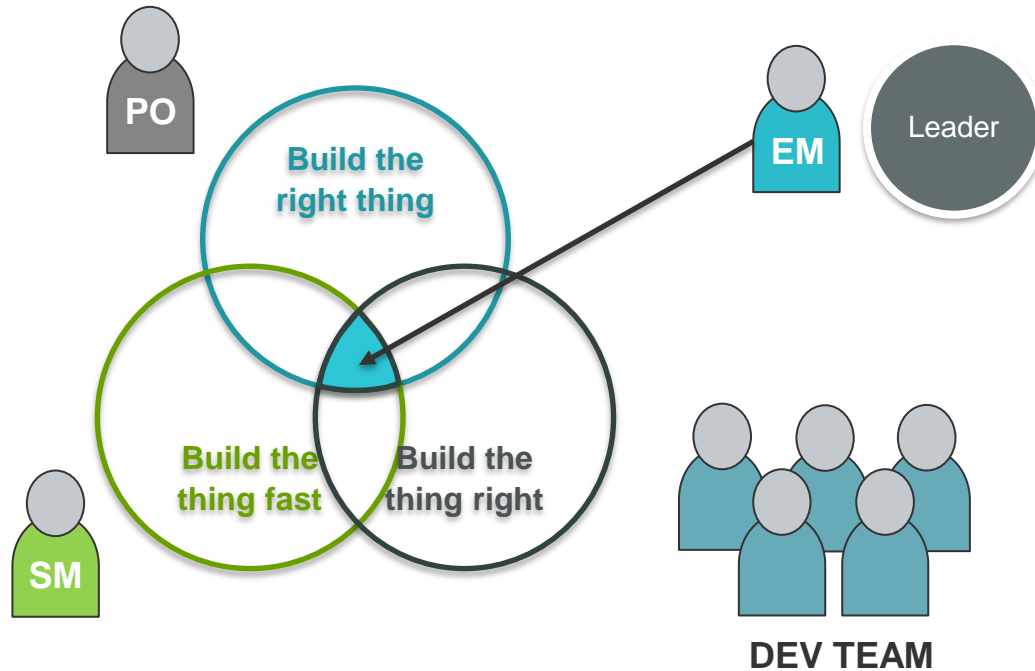
Scrum Mastery in 300 Words

3. Support the middle management by educating them on how to become true leaders that serve, thus alleviating their fear of obsolescence. If the ability to pay for a mortgage is no longer an issue, personal agendas, managers might harbor, will be overcome, and we can address the necessary change within the organization collaboratively.

Stefan Wolpers: The Scrum Anti-Patterns Guide — [Age-of-Product.com](https://www.age-of-product.com)

Leader's role is ensuring **Product Agility**

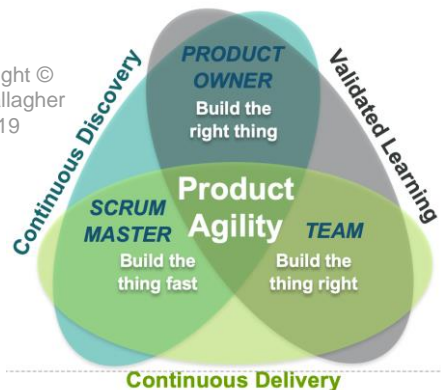
Drive the balance between continuous discovery, learning and delivery



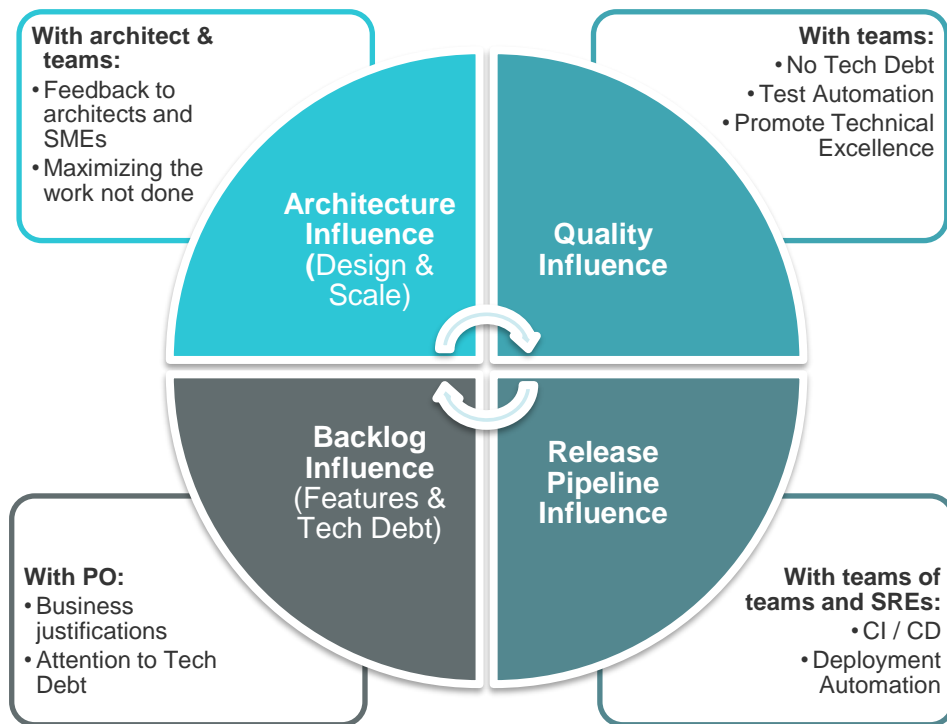
Supporting Ownership of the Scrum Team

Influencing teams to work within the boundaries

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Dan Gallagher
2019



- **An Agile Leader** ensures Product Agility happens:
 - Ecosystem around the teams
 - Delivery Accountability
 - Role Accountability
 - Hiring / Training / People & Team Development



Agile Leadership thoughts for Managers

Do I? / Am I?

Lead by example following agreed values and culture

Lead through providing service to Scrum Teams, Product SoS/EAT, and HC EAT

An impediment identification and removal expert

A great team member

Creating great teams

Making sure they know what to do, not telling people how to do things

Invite instead of coerce

Inspiring others to do more, dream more, learn more, become more

Making the impossible, possible

Believe in and am devoted to my team

Always takes actions, not positions

Always seeks truth and changes actions as the data presents itself

Never discourage progress, no matter how slow, understands most things worth while are difficult

Evaluate the past, consider the present and create the future

Know excellence is a habit not an act; excellence comes through trying, failing, and learning

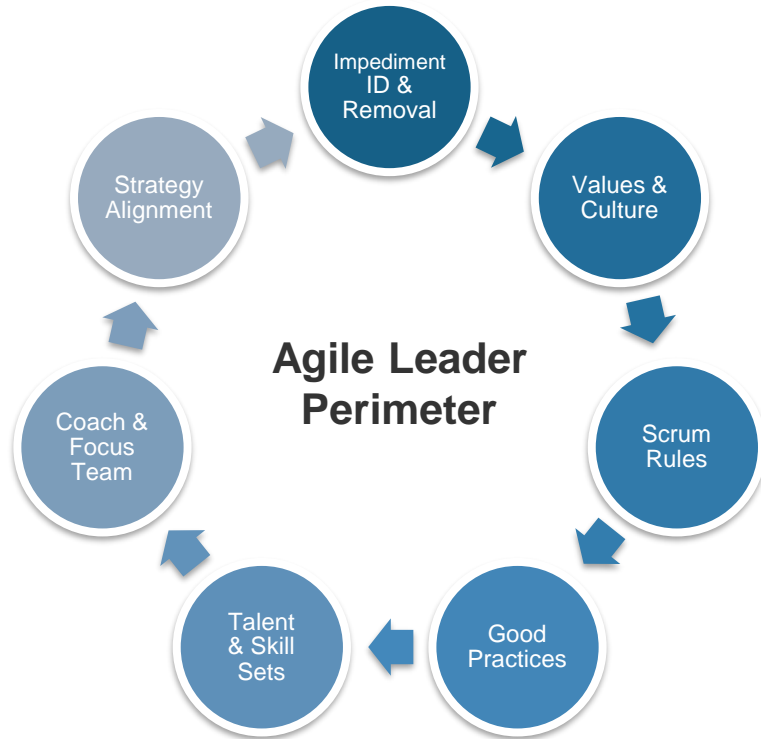
Qualities of Agile Leaders

What should Scrum Teams expect?

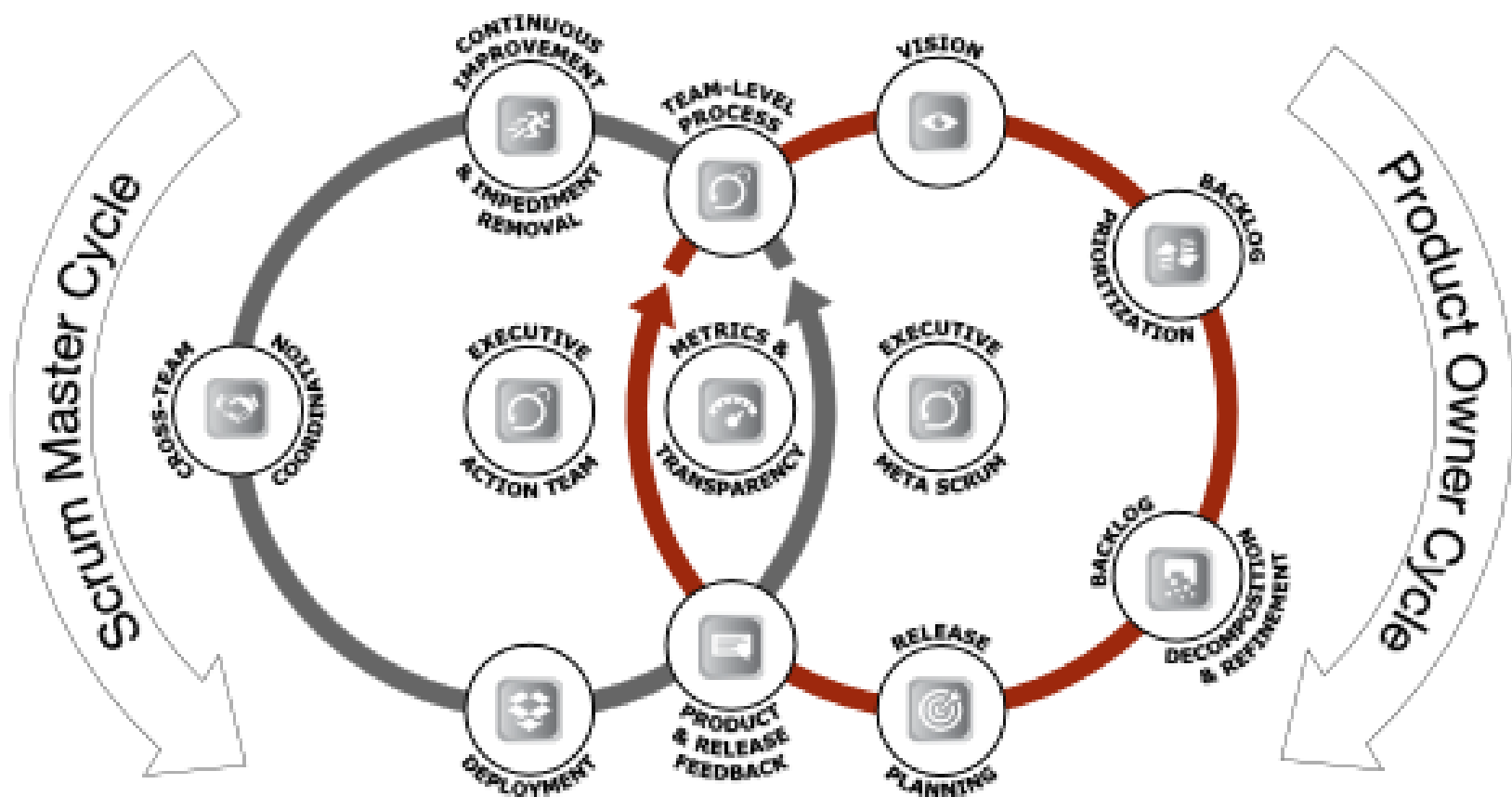
Listens	Humble	Non-defensive	Transparent	High Integrity	Committed
Courageous	Passionate	Purposeful & Goal Oriented	Prioritized	People developer	Extraordinary determination
Disciplined	Makes mistakes	Strategic	Always contextual in execution of tactics	Communicator	Leader Who Serves

Manager becomes an Agile Leader

How does my role change?

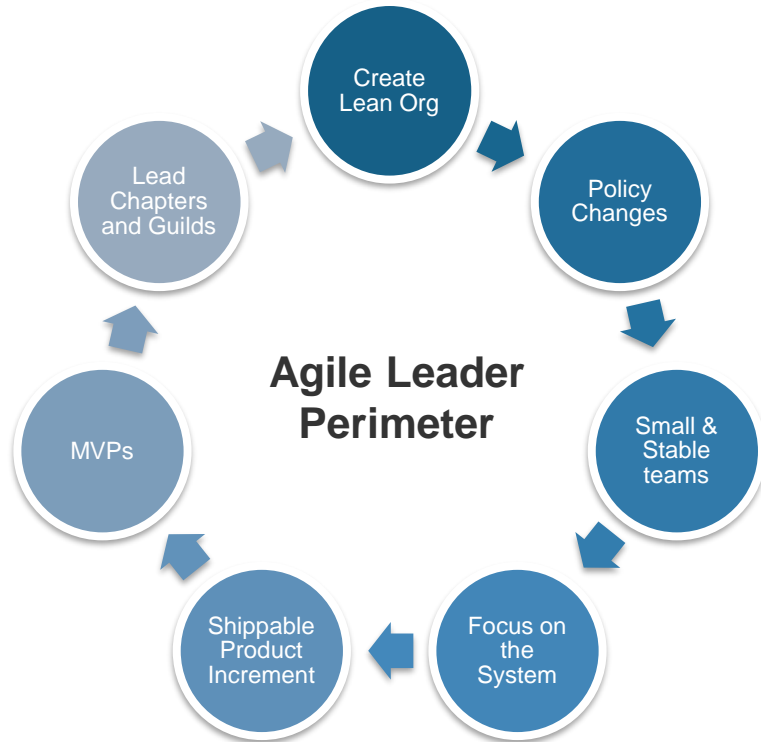


- Impediment identification and removal expert
- Embodies Agile Values and Culture
- Supports and plays by rules of Scrum
- Experiments to Learn Fast
- Strives to help the team improve skills
- Continually walks "the perimeter"
- Engaged member of the SoS and EAT



Agile Leader for Scrum @ Scale

What does my role entail?



- Handle transformation items delegated by EAT
- Assure timely escalation of impediments
- Remove impediments teams cannot fix
- Promote higher team happiness
- Maximize production of value to the market
- Assure Scrum of Scrums is a Release team
- Create a culture of Continuous Improvement

Traditional Management Responsibilities

Decide what work needs to be done

Give Input on how to make features better

Do career-development and planning with Team members

Give inputs on what features / functionality the Team should build

Assign the work to team members

Recruit, interview and hire new team members

Anticipate tools, skills and other future needs

Keep track of what everyone on the team is doing

Make sure the Team gets their work done

Help remove blocks that the Team is not able to resolve themselves

Do weekly status update report to management

Stay abreast of developments in the tools and tech the Team is using

Do performance evaluations and provide feed-back to Team members

Make commitments to management about how much work Team can do by certain date

Have regular 1:1 meetings with Team to provide coaching and mentoring

Stay up to date on industry news and developments

Be responsible for the Team meeting their commitments to management

Plan training and other skills development for Team members

Remove Team members who are not able to perform well on the Team

Provide advice & inputs to the Team on technical difficulties that come up

Plan and manage budgets and financials

Do weekly team staff meeting

Fine in Scrum

Give inputs on what features / functionality the Team should build

Give Input on how to make features better

Do career-development and planning with Team members

Stay up to date on industry news and developments

Recruit, interview and hire new team members

Anticipate tools, skills and other future needs

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Do performance evaluations and provide feed-back to Team members

Plan and manage budgets and financials

Plan training and other skills development for Team members

Remove Team members who are not able to perform well on the Team

Provide advice & inputs to the Team on technical difficulties that come up

Conflicts with Scrum

Decide what work needs to be done

Assign the work to team members

Keep track of what everyone on the team is doing

Make commitments to management about how much work Team can do by certain date

Make sure the Team gets their work done

Be responsible for the Team meeting their commitments to management

Do weekly status update report to management

Do weekly team staff meeting

Exercise

If Not the Manager - Who Owns the Action?

10
Minutes

- **Connect the Tasks to the Scrum Roles.**
- **Identify Tasks NOT Needed in Scrum.**

Decide what work needs to be done

Assign the work to Team members

Do weekly Team staff meeting

Make commitments to management about how much Team can do by a certain date

THE TEAM



PRODUCT OWNER

Make sure the Team gets their work done

Do weekly status update report for management

Keep track of what everyone on the Team is doing

Be responsible for Team meeting the commitments I've made to management

An Agile Leader Supports the Scrum Master!

Do	Don't
<ul style="list-style-type: none">• Change your perspective on your role as a manager. <i>You are a gardener, not a bricklayer</i>	<ul style="list-style-type: none">• Undermine your Scrum Master. <i>Eyes on – Hands Off</i> <i>Get visibility via metrics, backlogs, sprint reviews</i>
<ul style="list-style-type: none">• Maximize flow of value to your customer.<ul style="list-style-type: none">• <i>Drive removal of impediments impacting teams</i>• <i>Enhance the eco-system: standards, tooling, automation</i>	<ul style="list-style-type: none">• Violate the Sprint Boundaries. <i>Do not modify the backlog during the sprint</i> <i>Do not reassign team members during the sprint</i>
<ul style="list-style-type: none">• Align Scrum Masters to critical attributes. <i>Trained and / or Certified as Scrum Master</i> <i>Dedicated to the Scrum Master Role</i> <i>Expressed willingness to be Scrum Master</i>	<ul style="list-style-type: none">• Create alternate status / escalation mechanisms. <i>Daily Scrum</i> <i>Scaled Daily Scrum / Product Owner Team</i> <i>EAT / EMS</i>
<ul style="list-style-type: none">• Understand who your Scrum Master Serves. <i>The Product Owner - The Scrum Team - The Organization</i>	<ul style="list-style-type: none">• Be a 'manager' in a scrum event. <i>Learn to be comfortable not being in events.</i> <i>Leave your title at the door</i>
<ul style="list-style-type: none">• Embrace your Scrum Master as an agent of change. <i>Empower Scrum Master to use burndown, metrics, retrospectives to build a transformation backlog</i>	<ul style="list-style-type: none">• Allow your leaders to violate any of these principles. <i>Expect your leaders model the behaviors and principles they are asking you and your teams to work by</i>

Learn More about the role of Manager in **Scrum**

How does my role change?

Sustain a management function that can act from a position of power to initiate, and take responsibility for, radical changes in the organization, and deal with impediments that may be too weighty for the ScrumMaster or Product Owner in the Scrum Team.

SCRUM TEAMS manage themselves in all matters of tactical and most strategic *product* direction, functioning largely as AUTONOMOUS TEAMS.

<https://scrumbook.org/unlinked-patterns/involve-the-managers.html>

No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality

The Scrum Guide