

Agile Management

.NET User Group Zentralschweiz

July 4th 2012

Peter Rey



EROWA EMC[®]

Start Maschine

Start Stop Funktion Chucks

Übersicht Fehlerliste

Interne Werkzeug-Liste

Ansicht Bearbeiten NC Daten

Position Auftrag

Aufträge sperren

Autonomie

min 00:00 h max 00:00 h

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Übersicht

Hermle C30U i

Demo Milling

VisuLink

Übersicht Fehlerliste Interne Werkzeug-Liste

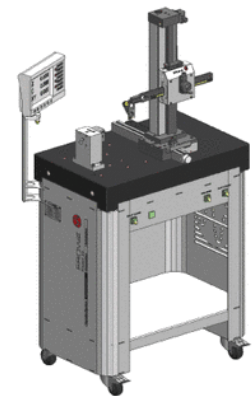
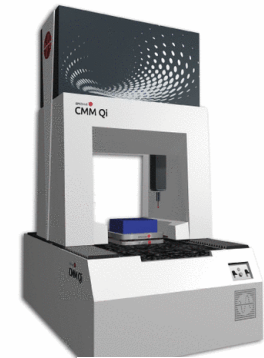
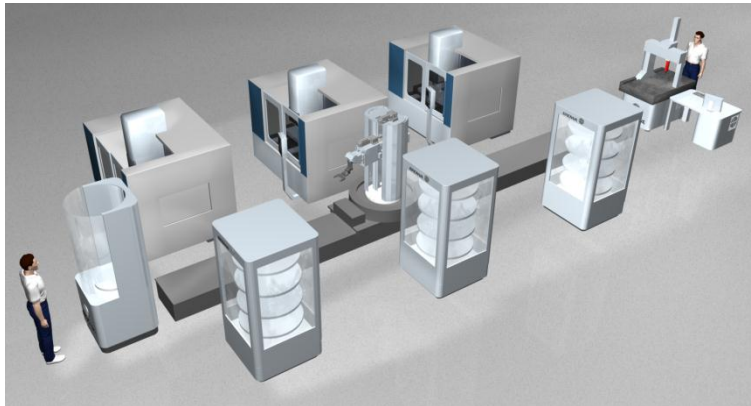
Nummer	Name	Status	Gesperrt	Max. Standzeit	Verbleibende Standzeit	Verbleibende Standzeit in %	Familie
8	D16	✓ Nicht überwacht		00:00:00	00:00:00		
9	D18	✓ Nicht überwacht		00:00:00	00:00:00		
10	D20	✓ Nicht überwacht	🔒	00:00:00	00:00:00		
11	D22	✗ Fehler		00:40:00	00:00:00		
12	D24	✗ Fehler		01:20:00	00:00:00		
13	D24	✓ Bereit		01:20:00	01:15:00		
14	D28	✓ Nicht überwacht		00:00:00	00:00:00		
15	D30	✓ Nicht überwacht		00:00:00	00:00:00		
16	D32	✓ Nicht überwacht		00:00:00	00:00:00		

Übersicht

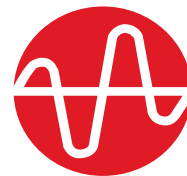
Produktionsverwaltung

Konfiguration

Getrennt 00:00 Verbunden



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Research says
management is often the biggest
obstacle in the adoption of
Agile software development.

Agile management – basics

Management Situation Today

Agile Software Development has overlooked the importance of
(line) **management**

statement by Jurgen Appelo

Problems with Today's Management

- | Tight control, upfront design and top-down planning result in many **intensively managed** but **disastrously performing** projects & work.

- | Main obstacles to further Agile adoption:
 - | Change management
 - | Organizational culture
 - | Managerial support
 - | Team education
 - | External pressure

...most of these are **management responsibilities.**

Agile Management

| Agile

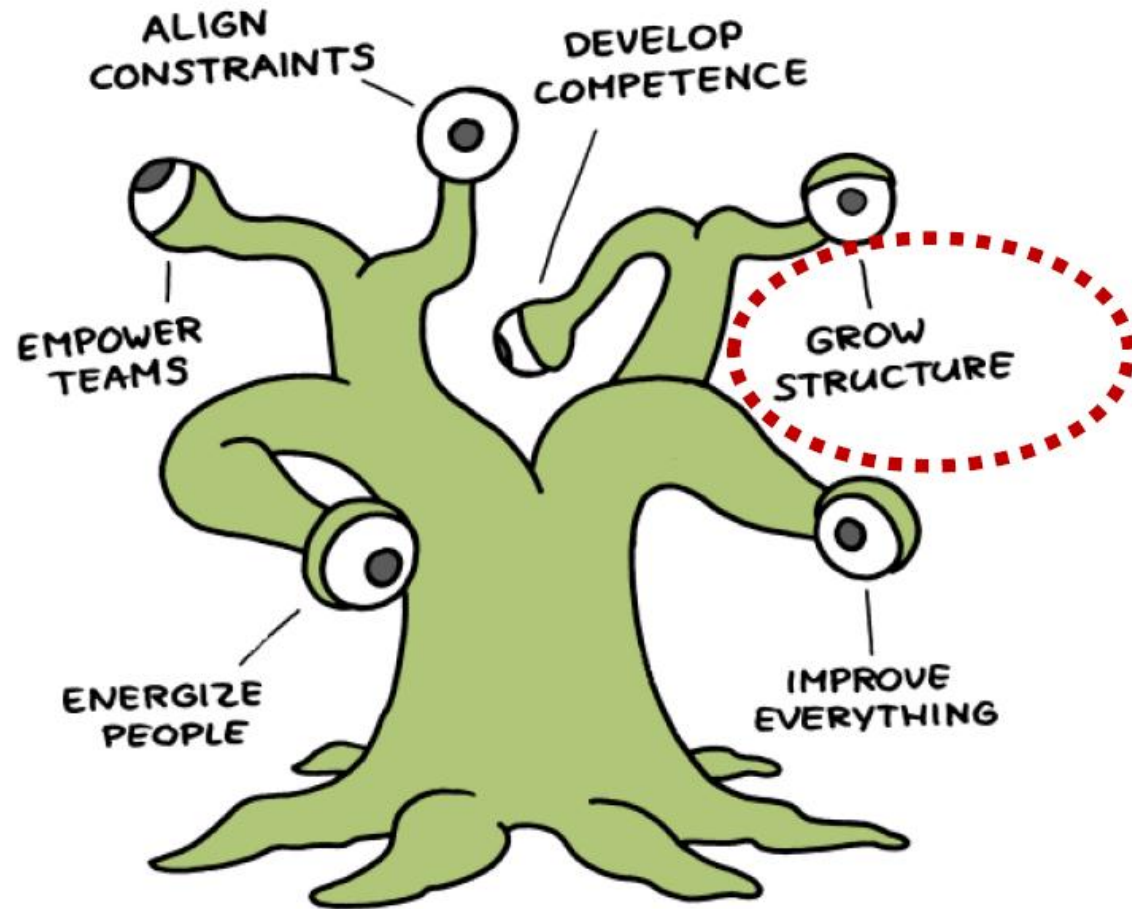
- | Management means Coaching
- | Leadership vs. Authority

| Management 3.0

- | Management 1.0: command-and-control
- | indicates that Management needs change
- | Management needs also adaptability
- | see our organizations as living system
- | all organizations are **networks**

What does it really mean?

consider the different aspects of agile management



Management 3.0 model
by Jurgen Appelo



CHALLENGES

For Managers

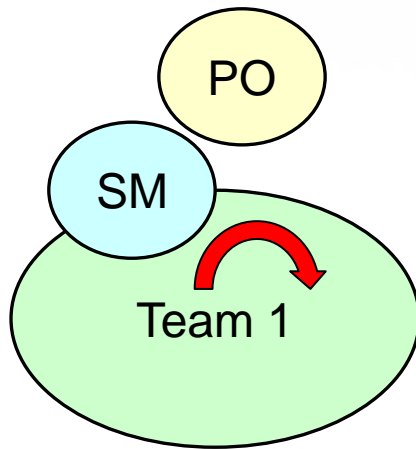
Engineers are intelligent, capable and more experienced as you are. Therefore the main focus is coaching and empowering. Forget about traditional military management style.

How people are managed:

- | Scrum teams manage themselves
- | You don't manage them to do things
- | You **set goals**
- | **inspect** the results at the end of every sprint

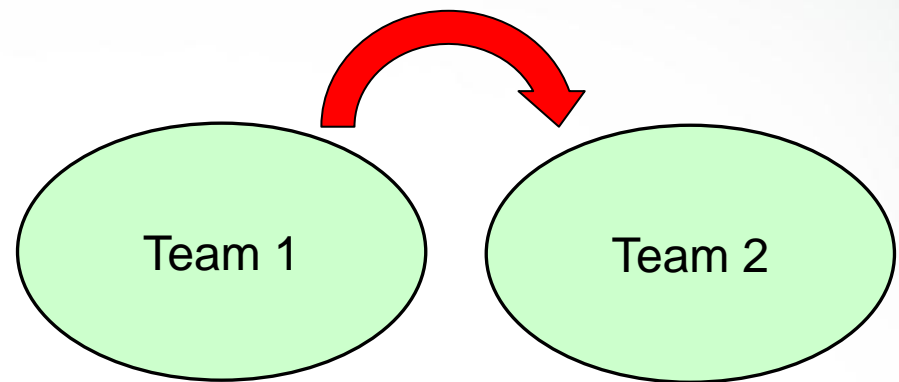


Coordination



inside a team

- self-organizing
- coached / moderated by ScrumMaster



between teams

- a) by a manager
- b) self-organizing*

*depends on **maturity & competence** of teams and it's members

Job Titles

Goal: **flexibility** of people



Scrum says **no job titles** - all team members
-> generalization

We want **generalized specialists** (T-shaped people)
+ high productivity (specialist)
+ retain flexibility (generalist)

Job Titles

Decouple job titles from day-to-day responsibility (role)
role ≠ formal job title

Example

job title: Software Engineer

role: Software Architect or DB Specialist or UI Designer, etc.

Employees

New Criteria's for Rating Employees

- | Reward for failing early
- | Careful with bonuses!
- | Team efficiency
- | Project / Product success
- | Customer happiness

Career Paths

- | Leader in a subject
- | Scrum of Scrums Master
- | Chief Product Owner

Informal Leadership

become a leader because of **credits earned**
or commitments made

responsibility completely separate from line management

using **wide job titles & generalized specialists**
supports informal leadership

Manager / Boss

- | The manager can be a business unit leader, functional manager, boss, company owner, etc.
- | assigns people to work on teams (projects) led by value stream owners (product owners), who have the responsibility to create business value for customers.
- | coordinates with HR Human Resources to hire new people.
- | defines salary and rates employees – facilitate, empower
careful: management means leadership!
- | procurement of infrastructure, hardware, licenses, etc.
- | responsible for creating **communities of expertise**,
through hiring, training, setting standards, etc.

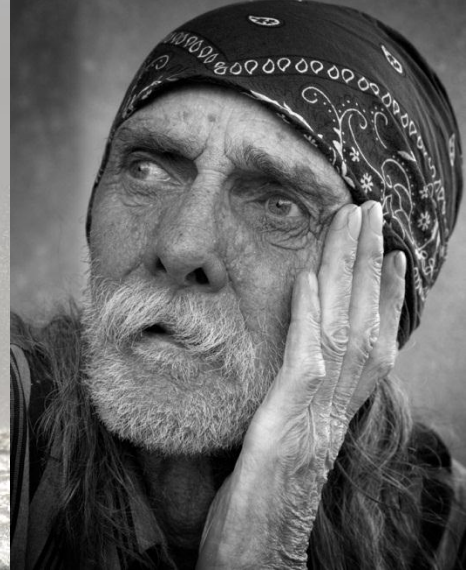
Notes:

- | should not be the Scrum Master
- | even better if communities of expertise grow out of the team

It's all about Value

- | Products & projects focus on **business value**
(each feature must add value, else forget it!)
- | Teams are **value units**
(each team needs to deliver value to a customer)
- | Organizations are **value networks**
- | Each management layer must **add value**
(else leave it!)

...and it's all based on Agile & Scrum values



live the Agile Values & Principles by example



Bibliography

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Jurgen Appelo, Addison Wesley

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Mike Cohn, Addison Wesley

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Thanks for your attention!

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