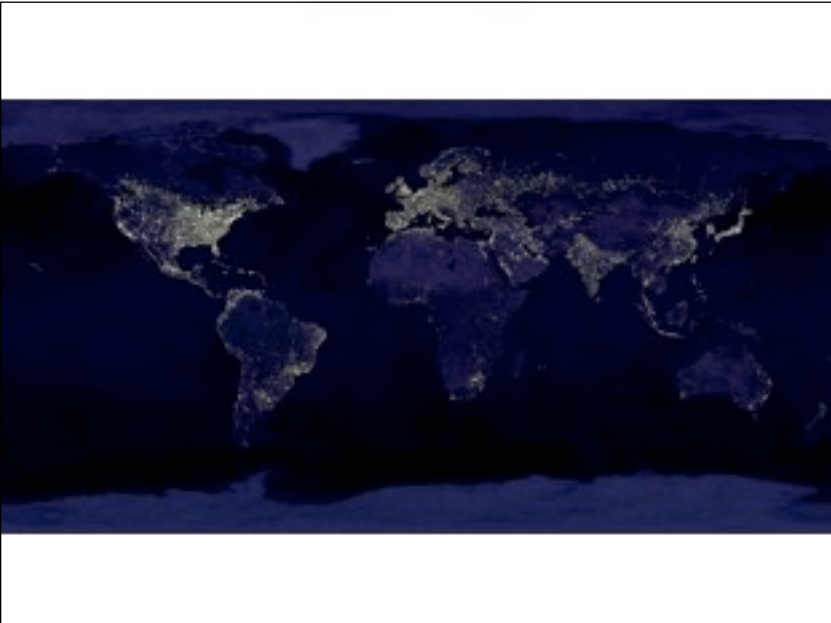


Q: How can you manage new organizations in the old way?

A: You can't

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Old

New



planning
organizing
budgeting
monitoring
directing
supervising
evaluating
controlling
commanding





So what's a
manager to
do?

Focus on
Value, Flow, and People

Create a Culture of
Continuous Improvement

"A manager of people needs to understand that all people are different...He needs to understand that the performance of anyone is governed largely by the system that he works in – the responsibility of management." W. Edwards Deming



What's left to do?

- Mentoring & developing people and teams
- Modeling effective interactions
- Tending to team membership
- Mediating conflicts
- Improving the systems & eliminating impediments
- Watching the interfaces & managing boundaries
- Protecting (and advocating for) the team
- Scanning for risks & alerting the team
- Acquiring & allocating resources
- Tracking & reporting metrics
- Monitoring the Value Stream
- Creating & sustaining the work climate
- Supporting & accelerating learning & change

Where should Agile managers focus their work?

On "...enabling intelligent, self-organizing, mission-focused behavior at the lowest levels of the organization."

Mary and Tom Poppendieck,
Lean Software Development

Bspe
Pspe



Tracking & Fanning

Five Skills of Trackers

1. Take new perspectives by noticing in new or unfamiliar ways
2. Look in the "dead zones", the places one habitually doesn't look
3. Balance input by not relying only on familiar sources of information
4. Learn about the patterns one wants to see to recognize them better
5. Reduce one's disturbance while increasing one's area of awareness to notice beyond one's own impact



C. Squared Studios/PhotoDisc/Getty Images

Empowerment = (ARIA)

Authority
Resources
Information
Accountability

K. Fisher Leading Self-Directed Work Teams

Agile teams work best in the presence of Agile leadership. When Agile managers coach and support their teams, they exhibit their own commitment to the project. They engage other managers in continuous planning, in eliminating organizational impediments, and in inspecting, adapting and reinforcing Agile practices throughout the organization.

Teams will "go the extra mile" for an Agile manager, and do what it takes to deliver what the customer wants. They bring out the best in people and teams. They balance the needs and interests of the team, the customers and the business. They encourage excellence in others, and pursue it themselves. They lead by example and demonstrate integrity in all that they do.

1. Recall a time when you worked with someone you considered to be a truly Agile leader. Describe the situation. Who was the leader and what did he or she do that personified "Agile" to you?
2. When you are part of a team, what can two or three things can your managers do to help you be the best you can be?

Navigating Team Boundaries

Focus on the Charter

**Monitor the Flow of Resources,
Information, Material, Ideas into and
out of the Team**

**Guard against Intrusions that Impact
Productivity**

Champion the Team



Within the Team

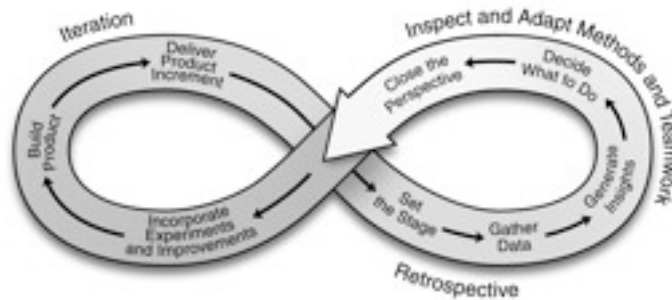
- Maintain a Common Vision
- Help the Team Reach High Performance
- Celebrate Small and Large Successes

Outside the Team

- Manage Expectations
- Run Interference for the Team
- Remove Roadblocks with other Functions
- Encourage Change in Systems that Undermine Teams



Support Continuous Improvement



All teams run into impediments. It's inevitable. The more diversity or distance among team members, the greater the complexity of the work, the tighter the resources, the more distant the customer, the more likely that impediments will emerge.

Interestingly, high performing Agile leaders and teams thrive on the challenge of converting impediments into performance. The transformation of impediments to performance enriches team capacity to achieve its goals and deliver the desired results.

1. Think about a time when you (or your team) transformed impediments into performance. What was the situation? What impediments emerged and how were they transformed? Who was involved and what skills did they demonstrate that enabled the transformation to occur?

2. What impediments could you remove for your current team(s)? What first step could you take?

“Employees can’t change if their leaders don’t. [Agile] leaders act as role models for the mindsets and behavior they wish to instill in their teams.”

McKinsey Quarterly, Nov. 2008
“From Lean to Lasting: Making Operational Improvements Stick”



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