I manage an agile team.
Am I obsolete?!?

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Bad manager story

Great manager story!

Robb Pieper: about me

By day

Scrum.org (PST) & MGMT Consultant
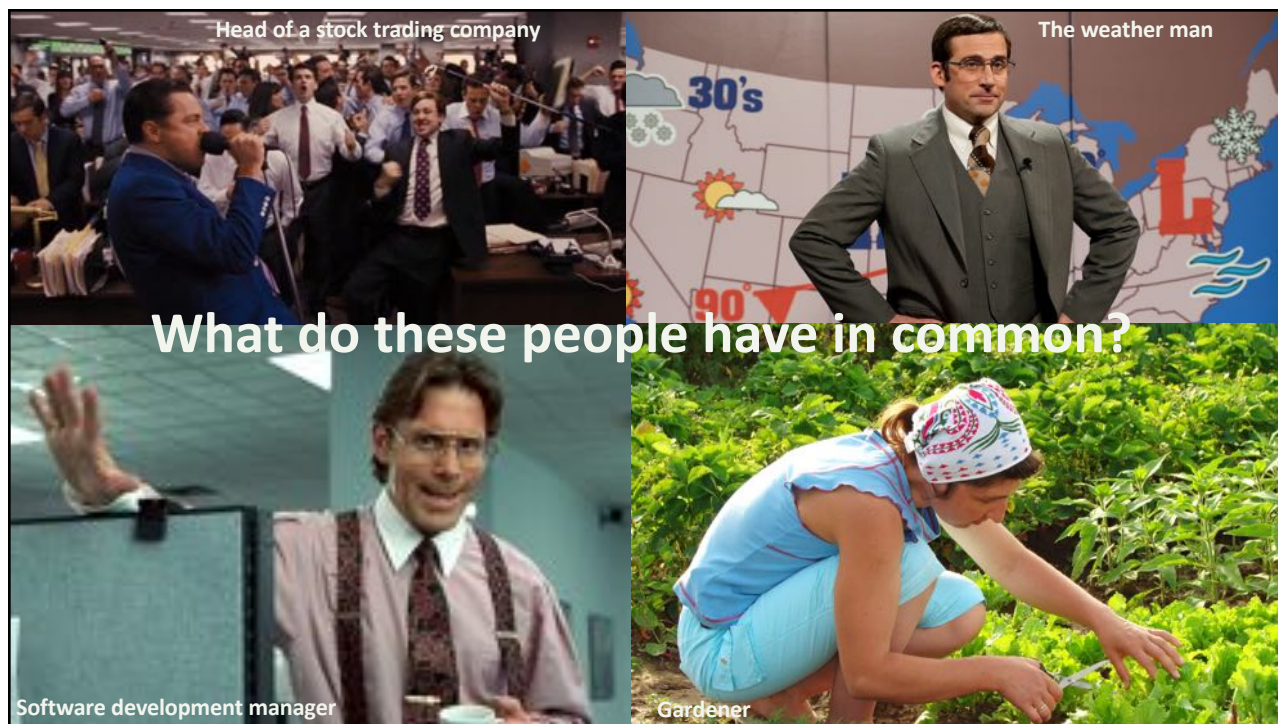- Chicago business owner
- *Super* amazing manager*

*mileage may vary

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By night
- Listening to Metalcore
- Fighting bad management

Scrum for managers

Head of a stock trading company

The weather man

What do these people have in common?

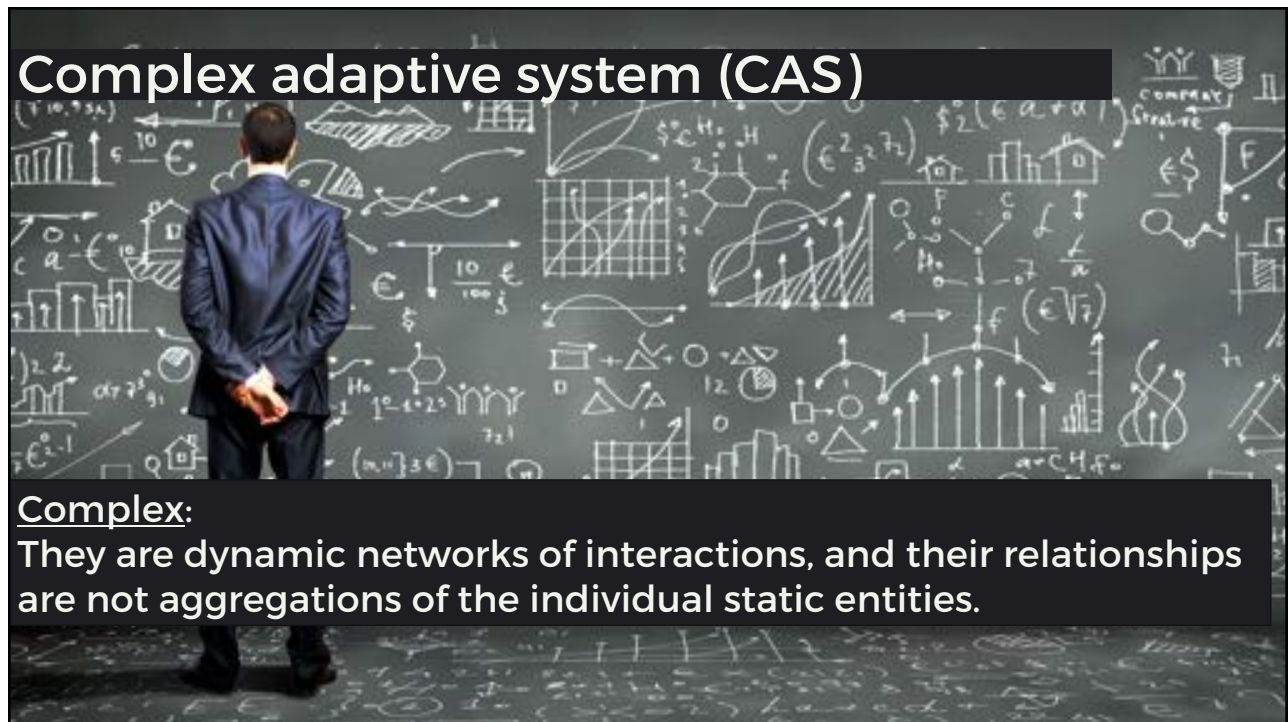Software development manager

Gardener

Complex adaptive system (CAS)

50,000,000,000,000,000,000,000

You are here

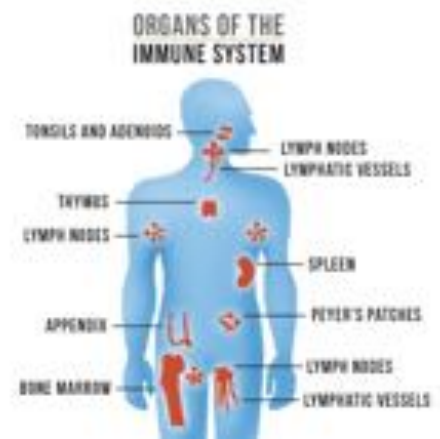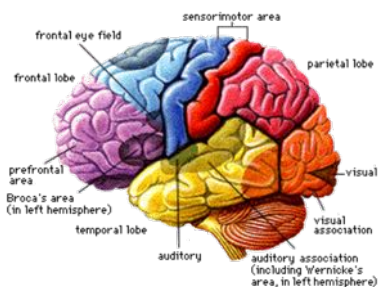# Complex adaptive system (CAS)

Complex:
They are dynamic networks of interactions, and their relationships are not aggregations of the individual static entities.

Complex adaptive system (CAS)

Adaptive:
the individual and collective behavior mutate and self-organize corresponding to the change-initiating micro-event or collection of events

Typical examples of CAS

Head of a stock trading company

The weather man

What do these people have in common?

Software development manager

Gardener

In Common / different?

In Common

- Work with **complex adaptive systems**
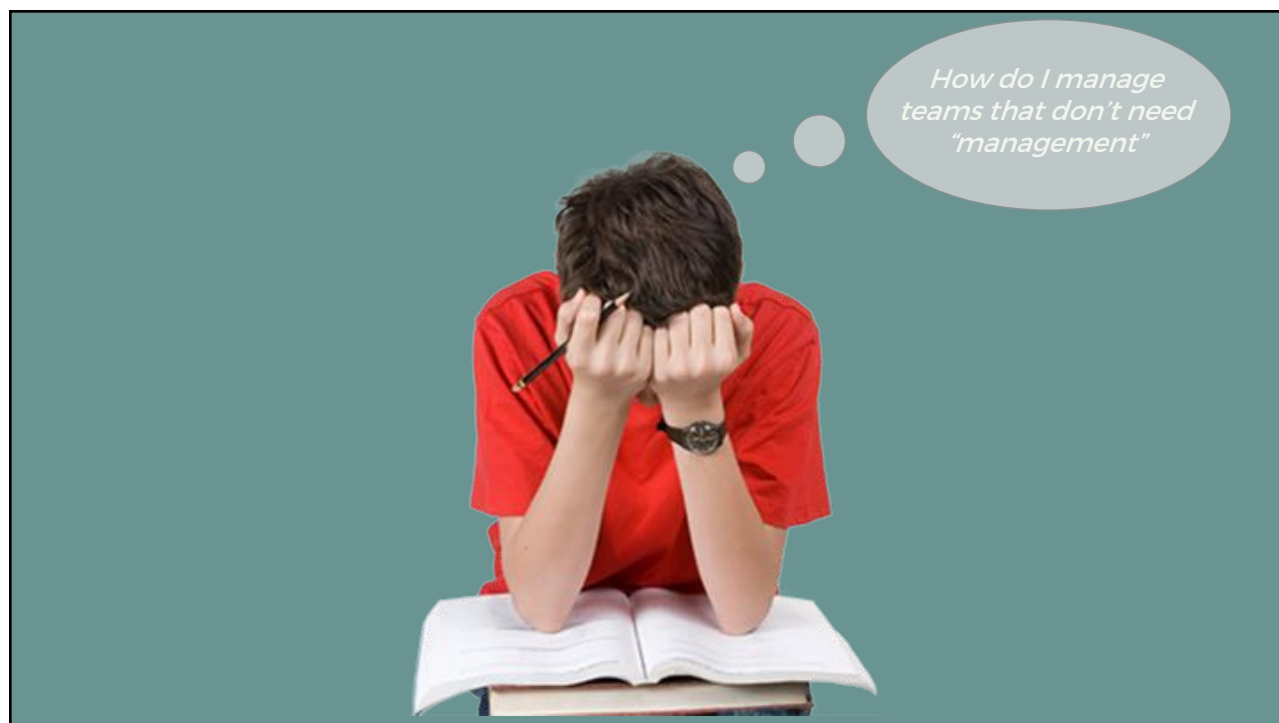- Don't directly produce the output, yet are accountable

Different

- Two can influence the output
- Two cannot influence the output (legally)

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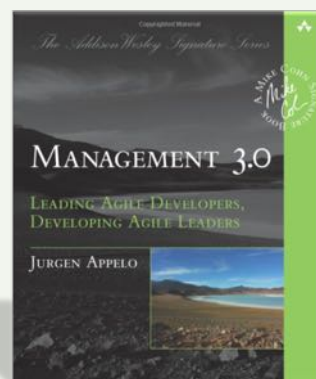# Traditional Project Teams
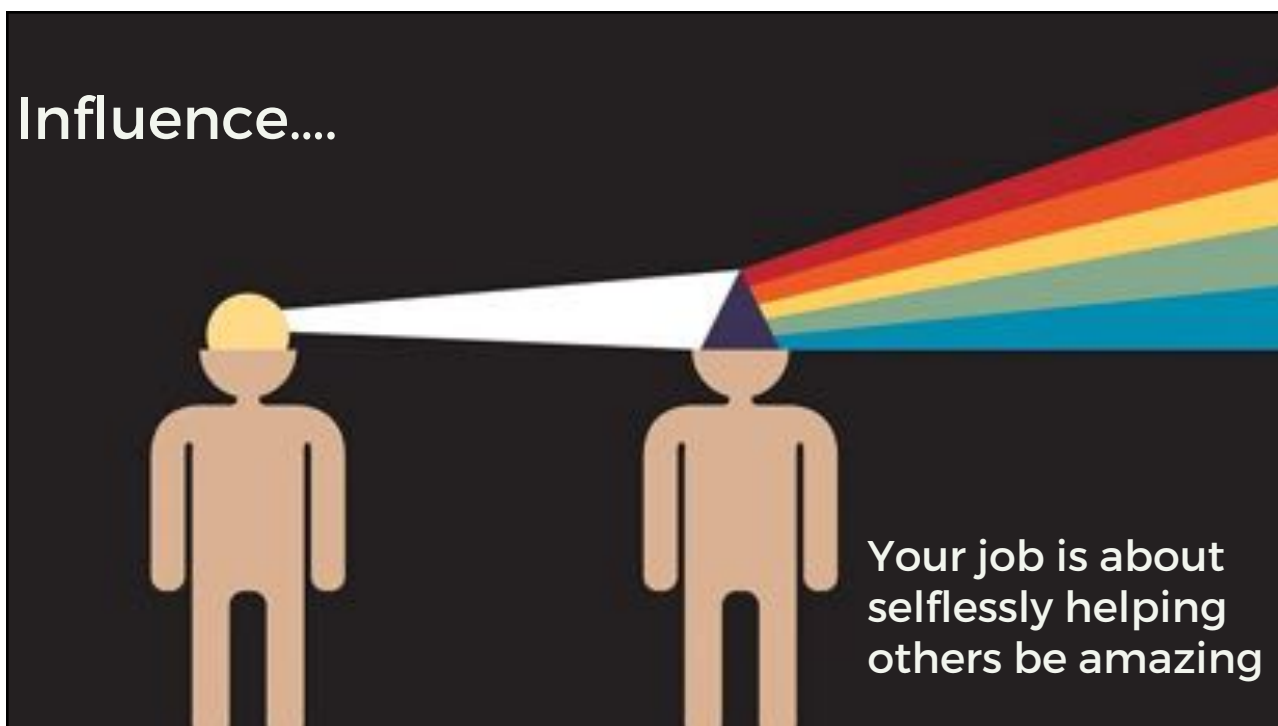

'Agile' Teams

What is an "agile manager"

"When hierarchical management embraces complexity and nonlinear thinking, we arrive at what I call Agile management"

-Jurgen Appelo, Management 3.0

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Influence....

Your job is about selflessly helping others be amazing

Manage or Coach?

Managing	Its all about telling, directing, authority, immediate needs, and a specific outcome.
	Overused this can lead to disengaged team members
When to apply	involves a more directive, task-oriented style that should only be used under certain conditions.
	Crisis situation, employee's never done the task before, you have *little or no* confidence in their ability to get it done.

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Manage or Coach?

Coaching	Involves exploring, facilitating, partnership, long-term improvement, and many possible outcomes.
	Overused and team members can become frustrated by lack of direction
When to apply	Best for developmental purposes. When you have a team of professionals performing at a reasonably high level.
	Once you define "winning" for your organization, team members may need your guidance and support. But in most cases they shouldn't need direction.

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When to manage and when to coach?

Direct	Delegate	Develop
Is new in a role	Some experience in the role	Has extensive experience
Is new to the company	A track record or competence	Has demonstrated evidence of competency
Is new to the client/customer	A sensitive task or client	Has experienced similar clients or task sensitivities
Has new job responsibilities or tasks	Confidence in their abilities	Is growing new competences
Has new ways of working	Similar ways of working	Is trying new approaches

In business, we have to be both coaches and managers. To lead effectively, we need to know when to wear which hat.

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"You Can't Be a Great Manager If You're Not a Good Coach"

• Monique Valcour – HBR 2014

Harvard Business Review

COACHiNG

Defined as: partnering with people in a thought-provoking and creative process that inspires them to maximize their personal and professional potential -*ICF*

COACHiNG

Separates *highly effective* managers from average ones

COACHiNG

To do it, you must understand what drives each person

You help build connections between work and the mission

Regular communication around development

Provide timely feedback

Help each person learn and grown on and ongoing basis

At most companies, coaching isn't part of what managers are formally expected, or trained, to do

That's all great Robb, but **how**?

Simple, use a Trello board!

Success

Challenges

Are you a manager?

Think like a gardener and help put an end to "bad manager" stories!

There's just one more thing.....

How is this any different than managing "traditional" teams?

References

- http://www.forbes.com/sites/work-in-progress/2012/05/01/know-when-to-manage-and-when-to-coach/
- http://blogs.seapine.com/wp-content/uploads/2012/02/SelfOrgTeam_9_0611_v2.png
- https://en.wikipedia.org/wiki/Complex_adaptive_system
- https://hbr.org/2014/07/you-cant-be-a-great-manager-if-youre-not-a-good-coach

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