

# Agile + DevOps **EAST**

A TECHWELL EVENT

## **AT16**

Agile Leadership

Thursday, November 8th, 2018 3:00 PM

## **How Agile Killed Managers**

Presented by:

**Katy Sherman**

Premier Inc.

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# Katy Sherman

Katy Sherman is director of software engineering at Premier Inc. She worked in several different agile environments with several companies, first as a developer and later as a manager. She has seen agile working and knows its benefits, but she has also seen its failures, things that did not work, and people who became angry and frustrated. She enjoys reading and talking about agile and writes an agile blog on LinkedIn. She is happy to share her experience and her thoughts on agile adoption from the standpoint of the engineering organization.

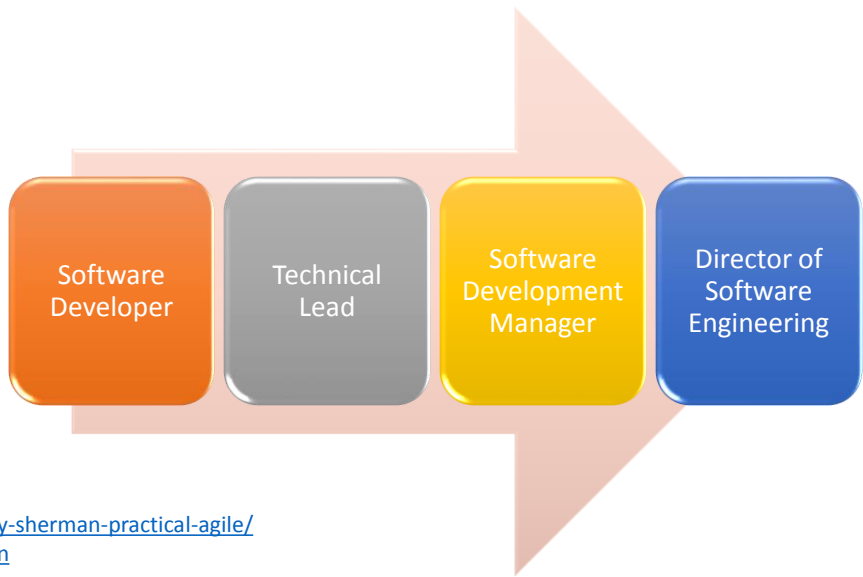
# How Agile Killed Managers

Katy Sherman

November 2018



## About me



<https://www.linkedin.com/in/katy-sherman-practical-agile/>

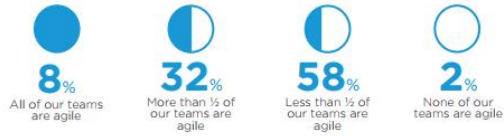
[https://twitter.com/katy\\_sherman](https://twitter.com/katy_sherman)

# COMPANY EXPERIENCE AND ADOPTION



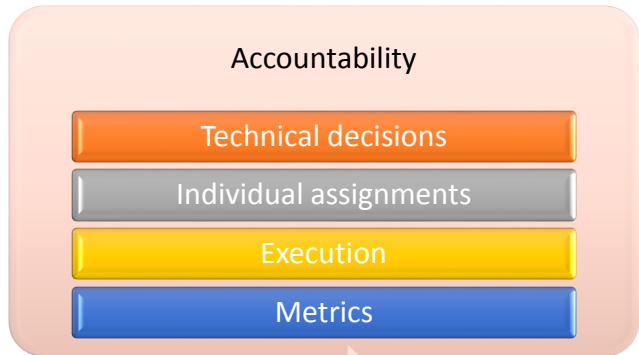
*Percentage of Teams Using Agile*

60% of respondents stated less than half of teams in their organizations are using agile practices.



<https://explore.versionone.com/state-of-agile/versionone-11th-annual-state-of-agile-report-2>

## What traditional BOSSES did



# What managers lost in transition



- Clear functional boundaries
- Power over individuals
- Power over technical solutions
- Power over scope
- Metrics

# How managers abuse Agile



- Move people in/out of teams
- Re-assign individuals
- Disrespect team's decisions
- Disrespect PO decisions
- Measure irrelevant metrics
- Reward anti-team behavior



# Downsizing: the end of middle managers

Downsizing was at its most intense in the late 1980s and early 1990s. In the United States alone, some 3.5m workers lost their jobs to downsizing in the decade after 1987. The losses had much to do with getting rid of layers of middle managers—a move enforced by increasing competition and the growth of information technology which reduced the need for human ciphers.

This has led many U.S. organizations to turn to downsizing as a solution. Large reductions in workforce have occurred in such name-brand firms as IBM (almost 30,000 employees, or 7 percent of the company's workforce), ITT (over 100,000 employees, or 44 percent), AT&T (32,000 employees, or 10 percent), Kodak (14,000 employees, or 10 percent), K-Mart (45,000 employees, or 21 percent), and Sears (50,000 employees, or 12 percent). Over half a million American managers with salaries exceeding \$40,000 lost their jobs in 1990, and between one and two million pink slips were handed out each year between 1988 and 1990. More than one-half of those employees took pay cuts of 30 to 50 percent to obtain new jobs.

- Downsizing in manufacturing: 1980-90s
  - 22% workforce, 77% of those managerial jobs
  - Global competition, outsourcing, rise of information technology, TEAMWORK
- Self-organized teams require very little supervision



<http://www.economist.com/node/11773794>

<http://webuser.bus.umich.edu/cameronk/PDFs/Downsizing/Downsizing%20Organizations.pdf>

## What's next?

Good news: NO DOWNSIZING!

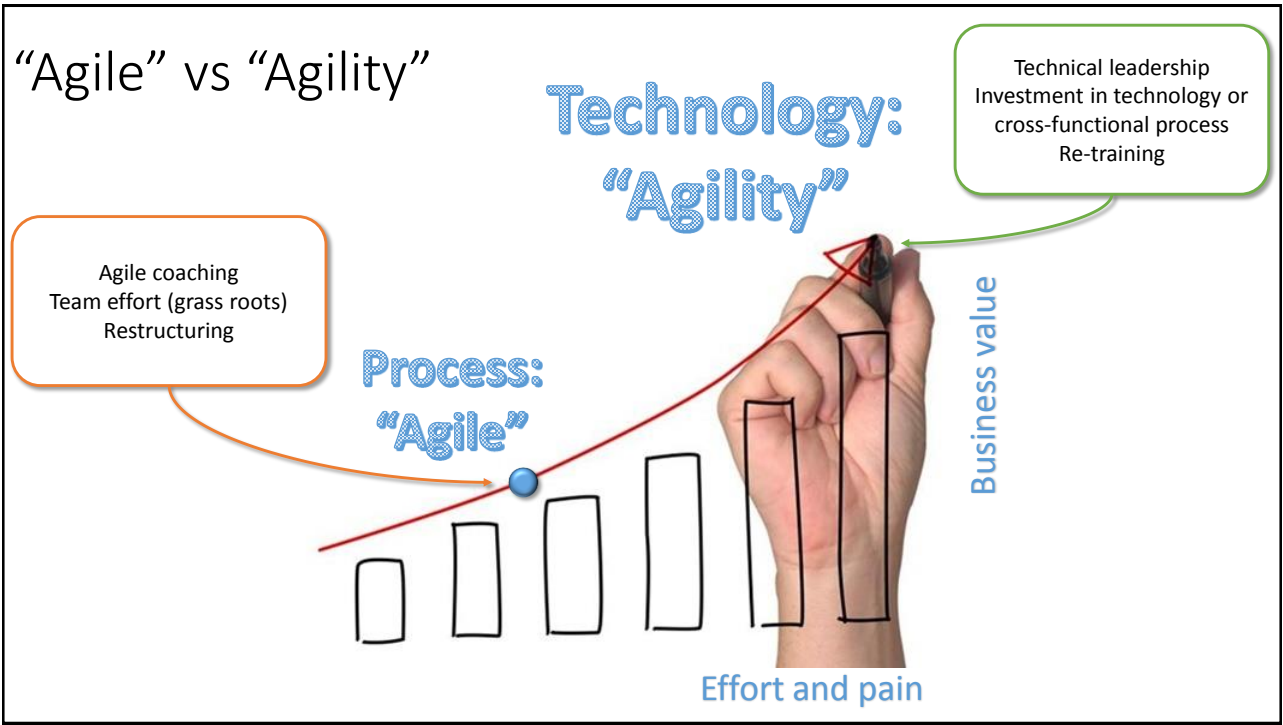
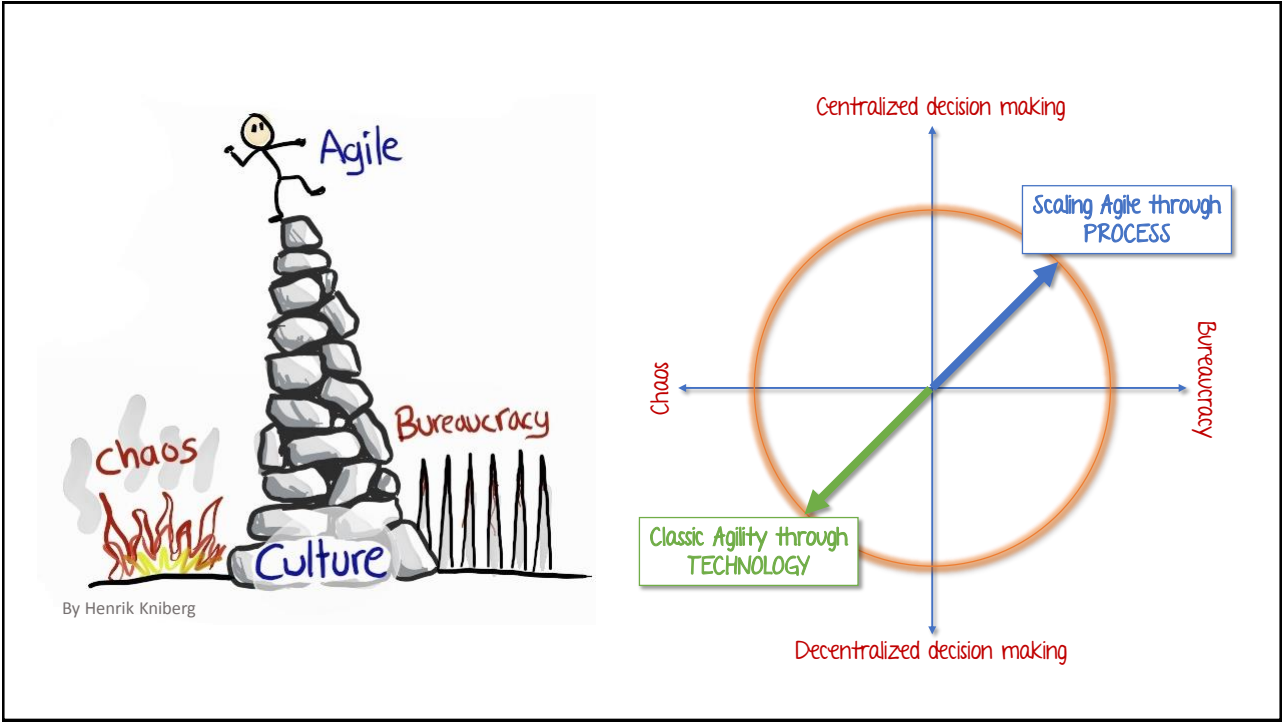
- Fewer managers' ROLES doesn't mean fewer JOBS

Next step: BREAK THE SILOS!

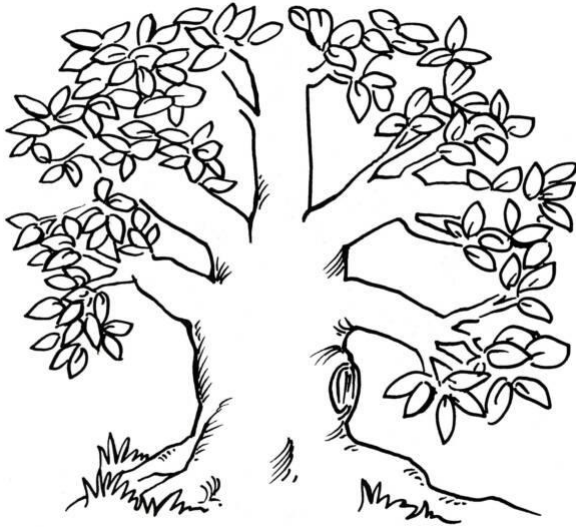
- Cross-functional Engineering, home to cross-functional teams

Complete decentralization???





# Servant leadership



"The **servant-leader** is **servant** first... It begins with the natural feeling that one wants to serve, to serve first." - Robert K. Greenleaf. **Servant leadership** is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

**NURTURE**

# Helping the transformation by giving

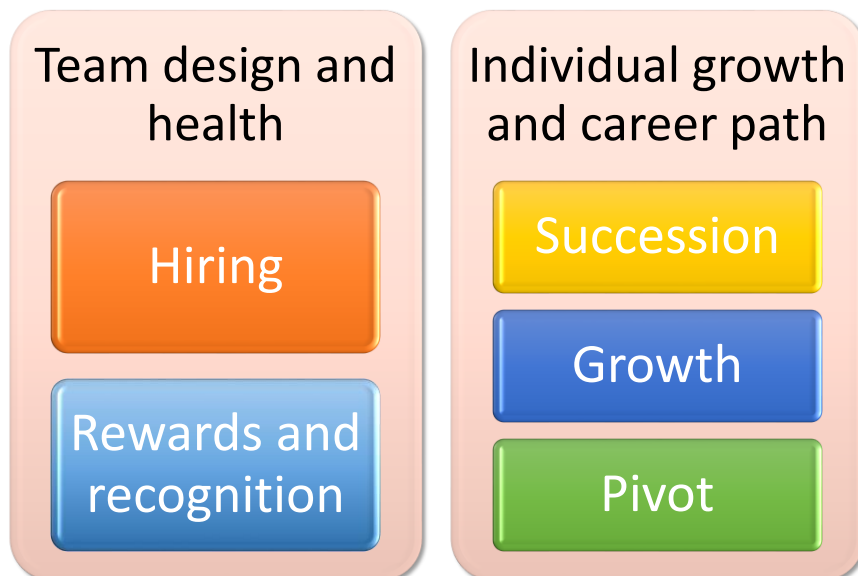




## Navigating the corporate world



## Empowering teams and individuals



## Rule of thumb

Need a manager:  
Everything that goes  
beyond the team's horizon  
or across teams



Don't need a manager:  
Everything the team can do  
on their own



## Homework



1. Reflect on the future of managers
2. Connect with me on LinkedIn and share your thoughts\*

*\*optional*

<https://www.linkedin.com/in/katy-sherman-practical-agile/>  
[https://twitter.com/katy\\_sherman](https://twitter.com/katy_sherman)

# Takeaways

