

Managing Agile:

Transforming the
Three Dysfunctions of Management

@DianaOfPortland

“We are in one of those great historical periods that occur every 200 or 300 years when people don’t understand the world anymore, and the past is not sufficient to explain the future.”

Peter Drucker, 1995



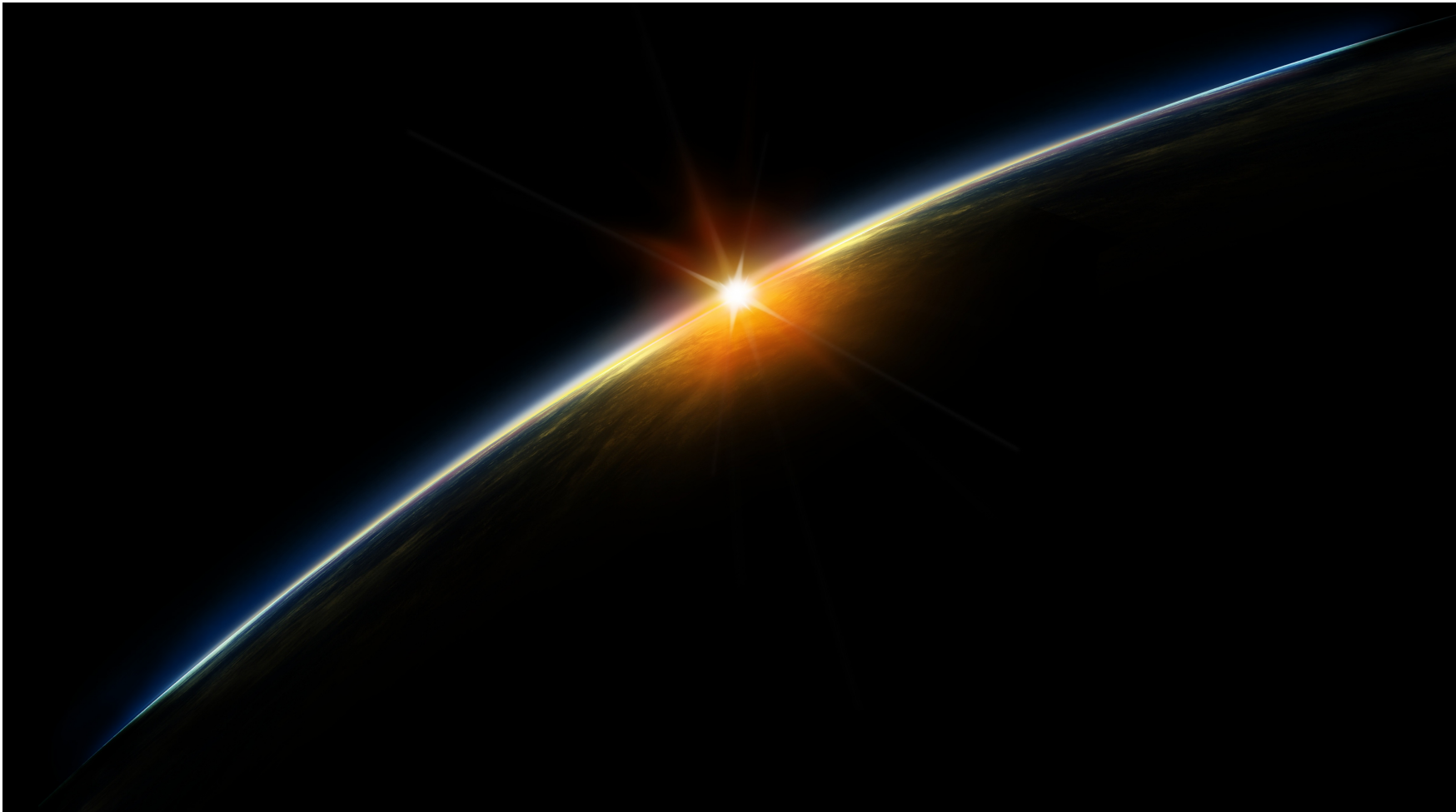
So much of what
we call management
consists of
making it difficult
for people to work.

Peter Drucker



budgeting
controlling
coordinating
deciding
directing
evaluating
influencing
informing
monitoring
planning
organizing
supervising

“Things are the way they are because they got that way.” - Gerald Weinberg



Three Dysfunctional Traps:

Magical Thinking

Illusion of Control

Fantasy of Individual Blame

Trap # 1

Magical Thinking

**“You can fight reality and you’ll lose,
but only 100% of the time.” - Byron Katie**

Making business decisions driven by:

Hopes (or Fears)

What others do

What's worked in the past

What “should” work

Agile Springs Trap #1

Agile supplies evidence

Agile highlights impediments

Agile thrives on transparency and continuous improvement

Agile includes more perspectives and retrospectives



Evidence-based Management Skills

See Pfeffer & Sutton,
*Hard Facts, Dangerous Half-
Truths & Total Nonsense:
Profiting from Evidence-Based
Management*



Disciplined Optimism

Develop a Tracker's View

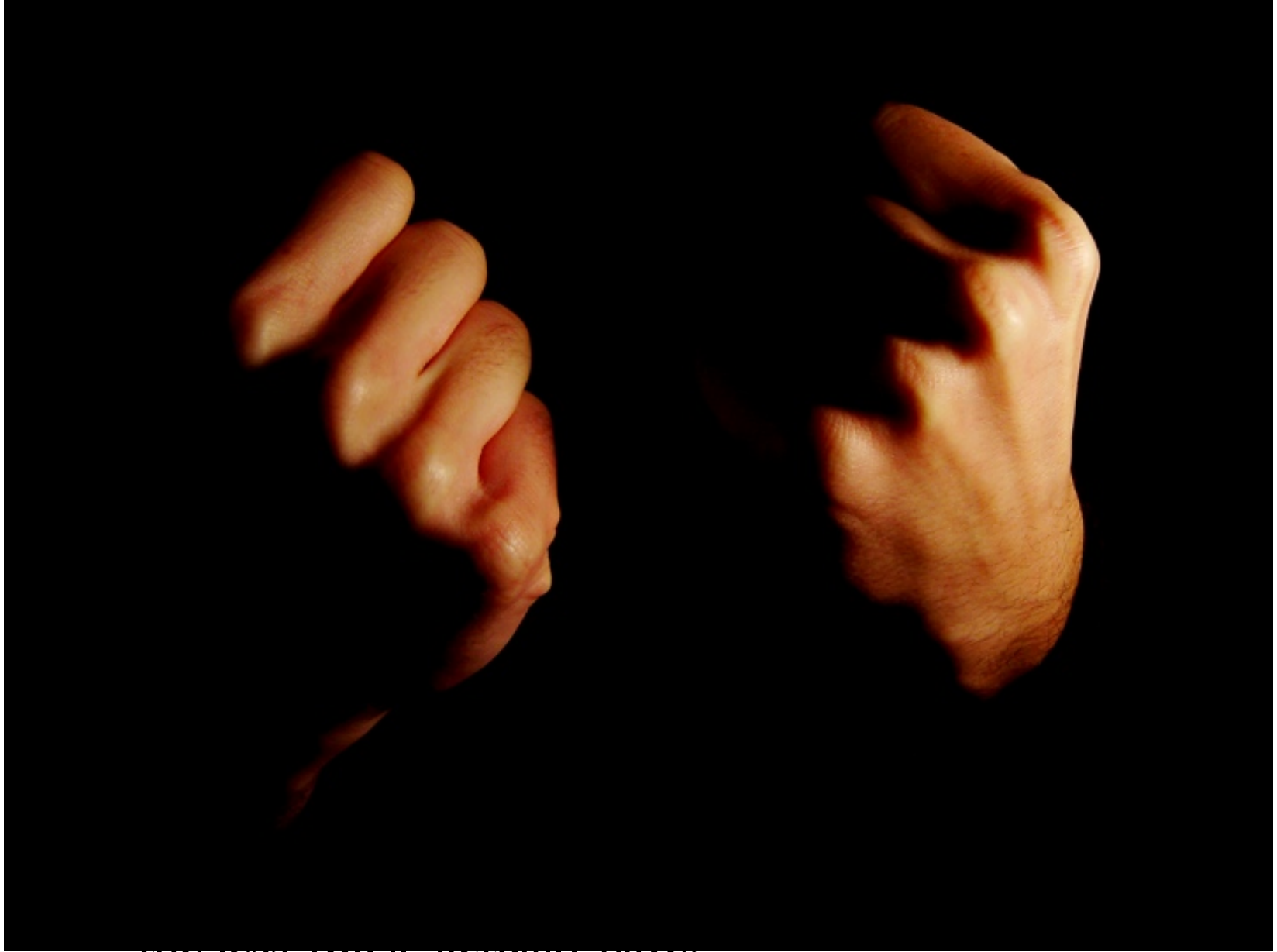
1. Take new perspectives by noticing in new or unfamiliar ways
2. Look in the "dead zones", the places one habitually doesn't look
3. Balance input by not relying solely on familiar sources of information
4. Learn about the patterns one wants to see to recognize them better
5. Reduce one's disturbance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

Trap # 2

Illusion of Control



David Snowden "Cynefin Framework"



the less you actually have.

Spolsky's 3 Drawbacks to Command & Control

1. Smart people (& teams) don't like it.
2. There's not enough time to do it well, so it turns into "hit and run" micro-management.
3. People closest to the work have the best information to make decisions about the work.

<http://www.joelonsoftware.com/items/2006/08/08.html>

Agile Springs Trap #2

Agile emphasizes craftsmanship and self-organizing teams.

Agile promotes communication, visibility & transparency in the work environment.

Agile encourages feedback and continuous learning.

Agile adapts to uncertainty & unpredictability.

The Key to Success
for Organizations:

**A distinctive,
readily identifiable
culture**



Where should Agile managers focus ?

On creating a culture that enables
“...intelligent, self-organizing, mission-
focused behavior at the lowest levels
of the organization.”

Mary and Tom Poppendieck,
Lean Software Development

Focus on Value, Flow, and People.

**Create a Culture of
Continuous Learning and
Continuous Improvement.**

“Remove One Impediment a Day”

Barrier Busting

Business Analysis

Blocking

Interference

Customer Advocacy

Trap # 3

*The Fantasy of
Individual Blame*

Bsre
Pjsre

“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





**“...Hold everyone
accountable? Ridiculous!”**

- W. Edwards Deming

Blame -> CYA -> Waste

Agile Springs Trap #3

Agile has its foundation in values and principles.

Agile focuses on self-organizing, cross-functional team members collectively owning the work.

Agile emphasizes delivering value and discourages waste.

Agile emerges from awareness of complex adaptive *human systems*.

Agile Values

Collaboration

Focus

Commitment

Learning

Communication

Openness

Courage

Quality

Enjoyment

Respect

Feedback

Simplicity

Agile Alliance - Purpose

We support those who explore and apply Agile principles and practices to make the software industry productive, humane, and sustainable.



Prime Directive

Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand.

- Norman Kerth

Management's Job:

**The Work Environment &
Value Producing Systems**

Glenda Eoyang, HSD, and the CDE Model

Containers

Differences

Exchanges

Emergence

Resilience



Focus on the Charter

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

**Guard against Intrusions that Impact
Productivity**

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**

What one thing?



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