Manager Role for Enterprise Agility

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Session Objectives

As an individual, I want to understand the Role of the Manager so I can improve Organisational Agility

This will be done when we:

- Resolve: why we need managers anyway?
- Evaluate: models and frameworks for agile
- Identify: at least 10 “good practices” for managers
- Propose: Organisational Agility Mapper approach
Roots of Agile – Software Development

"AGILE"

Scaled Agile adds layers: strategy, portfolio governance; program-level planning and processes for control.

Scrum of Scrum is a way many teams work interdependently to create more valuable products.

Scrum helps individual teams focus their day-to-day work on business-prioritised deliverables, efficiently.

Blockers must be overcome at each boundary.

Contactless Fare Payment

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“Contactless Fare Payment”

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“The reality is to do decide if you can trust your team. If you can trust them you can step back and let them get on with it.

“No amount of reporting will ever get you to the point where you can trust that the eventual outcome is going to be achieved”

Shashi Verma
Director Customer Experience TfL
We Solved the Wrong Problem!

- Managers want AGILE DELIVERY
- Working features delivered on-time
- Happy stakeholders

Did you realise that Agile was designed by software engineers, for software engineers?

It's a "bottom-up" Utopia! Just a self-organising team and a business leader

With no need for managers!

The Sausage Machine Model

PREDICTABLE PERFORMANCE, yes that’s what I said, “Agile”!
Hierarchy Model of Organisations (As-Is)

Management drives by decision-making

Role of Manager
- Team's expectations
- Managers view of their role
- Provide resources
- Prioritise workload
- Interpret strategy
- Regular feedback
- Juggle resources
- Set priorities
- Provide strategy
- Difficult feedback
- Difficult decisions
- Resolve conflicts
- Take responsibility
- Share the vision
- Share future events
- Negotiate
- Coach & mentor

Not empowered
- Benevolent
Meet the New Boss (same as the old boss)

For Organisational Agility

Idealised Organisational Design (Could-be)

DELIVERING CORE SERVICES creates unfair advantage

Supported by:
- Supporting services
- Governance services
- Leadership services
- Management services

CUSTOMER-FIRST

Organisation supports DELIVERY of its CORE SERVICES
The way of Organisational Agility is the logical evolution from the role-driven hierarchy of machine-model control, to one of managers able to navigate the complexity and unpredictability of a people-based organisation. It is a long journey.

Increasing time, difficulty, agility and effectiveness

The goal of the organisation in transition is predictable performance

Being Agile like a Start-up

Telefonica
Three Strategies for Agility

Develop COMPETENCE

Improve skills of each person
Individuals are taught how to contribute to the team

Practice FLEXIBILITY

Teams and their managers work on meeting delivery and improvement together

Be superb at COLLABORATION

Focus on shared purpose and mutual gain
Structured interactions

Manager’s dashboard

Dimensions of Competence

COMPETENCIES

Craftsmanship
- Business analysis
- Design, coding
- Support and Kaizen

Methodology

Communication
- Information
- Within a team

Useful Practices

Workshops
Pair working / managing
Peer review
Craftsmanship events
Customer appraisal of managers’ performance

Managers may use directive approaches here
**Dimensions of Flexibility**

**FLEXIBILITY**
- Prioritization leads to
  - Decision-making
  - More openness
  - Self-organisation, WIP
  - Tool improvement
  - Shared goals
- Active listening
  - Effective delegation
  - Cognitive preference

**Useful Practices**
- Agility mapper/assessment
- Motivation mapping
- Mentoring, most games
- Lean practices
- Values statement

**Dimensions of Collaboration**

**COLLABORATION**
- Conversational Intelligence
- Architecture
- Purpose-driven: Why
- All Agile values evident
- Work with micro entities

**Useful Practices**
- Masterclasses
- All-hands events: eg Bug bashing day, innovation
- Fixing Dev-Ops
- Community benefits

**Without authority use influence and negotiation**
Mintzberg’s Roles of the Manager (1973)

- **Monitor** for relevant information
- **Figurehead** to officiate at events
- **Entrepreneur** innovates
- **Spokesperson & disseminator** of information
- **Leader** motivates & coaches people
- **Resource allocator** sets priorities
- **Negotiator** to protect the team’s interests
- **Liaison** with other departments
- **Disturbance handler** helps deal with crises
- **SPOKESPERSON & DISSEMINATOR** of information
- **LEADER** motivates & coaches people
- **RESOURCE ALLOCATOR** sets priorities
- **DISTURBANCE HANDLER** helps deal with crises

Know your strengths, ask for help to cover your weaknesses

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The Best Manager...

- **Being human really matters**
  - Trust is a deal-breaker
  - Learning and career development
  - Challenger and motivator
  - Manager as coach
  - Emotionally intelligent
  - Active listener
  - Meetings facilitator / hygienist / preparer

- **Unclear objectives, no priorities, inconsistent, imposes solutions**
  - **Cascades his/her stress**
  - Delegates to the wrong person, then takes tasks back to give to another
  - Says great things, does the opposite
  - **Bad at listening, self-centred**
  - No feedback
  - **No idea what people are doing**
  - Making people multi-task too much
  - Unable to balance demands of administration and leadership
  - **No priorities given**
**The Manager Role in Transition**

Support *improvement* rather than expecting people to change  
Celebrate the culture and help it develop  
Aim to remove *blockers* or develop *enablers*  
Be as transparent and open as you possibly can  
Pick an appropriate style and role for each management task

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**The 21st Century Toolkit**

- Adkins: Coaching Agile Teams  
- Pink: Drive  
- Taleb: Randomness  
- Halpern: Nudge  
- Laloux: Reinventing Orgs  
- Appelo: Management 3.0  
- Denning: Radical Management  
- Minto: Pyramid Principle  
- Glaser: Conversational IQ

- Models for Managers  
  - Scrum: Adaptive control  
  - Sale: Motivational maps  
  - Snowden: Cynefin  
  - Lewis: Agility mapper