Build Your Modern Management Mindset Workshop: Adapt How You Lead for Agile Success

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What Do You Think About Management?

• If I did this right, go to menti.com and use the code 93 98 70

  or

• https://www.menti.com/1gx2sto5ot

• I’ll close the voting after I know I have the data
Too much of what passes for “management” has little to do with leadership and everything to do with control.
Leadership and Management

• Too many people divorce leadership from management

  • “Management is about operational, task management”

    • In agile teams, who does that work?

  • “Leadership is about setting strategy and creating culture”

• We need both in an agile culture
Our Agenda

• Great managers manage themselves first

• Great managers serve and lead others

• Great managers work through others in the organization to lead and serve
Great Managers Manage Themselves First

- When we balance what we need, with what the other needs, in the context, we are congruent.
- Too many current management practices blame people (ignore other).
- Sometimes, the manager placates people and doesn’t arrange for feedback, coaching, or to move the person out of the team.
Brief Explanation of Congruence

- Blaming: Disregard Other
- Placating: Disregard Self
- Super-Reasonable: Consider Only Context
- Irrelevant: Consider Neither Self, Other, or Context
- Congruent: Balance Self, Other and Context
About Personal Integrity

• How safe do you feel to exercise your personal integrity?
  • Honesty
  • Fair
  • Consistent
  • Take responsibility
  • Treat people with respect
• If you can’t retain your integrity, you might lose respect for yourself
• If you don’t feel safe, the people you serve might not either

Act with Integrity → Respect yourself
Respect yourself → Congruent behavior
Congruent behavior → Act with empathy & respect
Act with empathy & respect → Act with Integrity

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Manage *Yourself* Myths, Traps, Illusions, Rules

- Managers are more valuable than other people.
- Managers must solve the team’s problem for them.
- Managers are too valuable to take a vacation.
- Managers can still do significant technical work. (Or, player-coach works.)
- Managers can estimate for the team.
- Managers micromanage to see state.
- Managers think the team needs a cheerleader.
- Managers don’t admit mistakes.
- Managers can concentrate on the run.
- Managers expect people to bring solutions to problems.
- Managers believe in indispensable employees. (Or “10X”)
Three Stories About Managing Yourself

• More valuable than other people: What are the costs of your decisions and how often do those decisions change?

• Papering over mistakes: Don’t need help, ignoring mistakes

• Indispensable employees: Experts and 10x people
Commonalities

- Elements of incongruence
- Lack of respect for yourself
- Lack of empathy for yourself
  - Leads to lack of empathy for others
- How safe do you feel?
When Managers Manage Themselves, They…

• Delegate decisions where possible. Especially: Project practices, Work practices, Technical practices.

• Avoid problem-solving for the team; facilitate their problem-solving and technical work.

• Admit when they are wrong or don’t know or need help.

• Explain information they need and avoid micromanagement.

• Extend trust even if they’re not sure…

• Provide purpose, opportunities for mastery and autonomy, not external motivation.

• Take time to think.

• “Fire” indispensable people.
I. Manage Yourself Activity

• You should each have a worksheet

• Please organize yourselves into small teams (2-3 people so you have time to talk)
  
  • Please mark the challenges you see or have now

  • For any mark, what have you tried so far to move the management styles so they support an agile approach?

• I’ll timebox you and we’ll debrief together.
2. Great Managers Lead and Serve Others

• Extend congruence, empathy and respect to other people

• People might not remember the work. They remember how you made them feel.

• What are your assumptions about management?
What Are Your Assumptions About Management?

McGregor’s Theory X and Theory Y

<table>
<thead>
<tr>
<th>Theory X</th>
<th>Theory Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>People avoid work</td>
<td>People want to master their work</td>
</tr>
<tr>
<td>People need to be controlled</td>
<td>People can manage themselves</td>
</tr>
<tr>
<td>People don’t want responsibility</td>
<td>People seek responsibility</td>
</tr>
<tr>
<td>Money motivates people</td>
<td>People work to learn and accomplish something that is greater than they are</td>
</tr>
<tr>
<td>People have no creativity except for getting around the rules</td>
<td>People are creative</td>
</tr>
</tbody>
</table>
Integrity and Congruence with Others

- In an agile organization, Theory X is incongruent and has no integrity
- Theory Y is congruent and enables management integrity
  - Honesty
  - Fair
  - Consistent
  - Take responsibility
  - Treat people with respect

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Lead & Serve Others Myths, Traps, Illusions, Rules

• No limit to the number of people you can manage.
• People don’t need feedback.
• Measure busy-ness, not outcomes.
• Managers want to know the people are engaged.
• Thinking isn't work.
• Performance reviews or other evaluations are useful. (They are not. They damage relationships and performance.)

• People don’t need credit for their work.
• You can keep even marginally-useful people on a team.
• Hiring shortcuts are fine.
• People are resources. (No, they are not.)
• We need experts for this work.
• Promote the best technical person to be a manager
• We need a quick fix or silver bullet
Three Stories About Leading and Serving Others

- Don’t need one-on-ones (can read check-ins or use standup)
- Time spent at work is a useful measure
- Standardize on a process is useful
Commonalities

- Incongruent
- Lack of respect
- Insufficient empathy
When Managers Lead & Serve Others, They…

- Create and refine a culture of teamwork (flow efficiency, not resource efficiency)
- Build trusting relationships with each person and support the team
- Offer frequent feedback and teach feedback
- Measure outcomes/results, not output
- Stop evaluating others (performance reviews)
- Publicly recognize a team’s performance
- Watch for un-jellers and don’t let insufficient interpersonal or technical skills continue
- Talk about people, not resources
- Create a career ladder/jungle gym (Norton) to encourage wide skill growth and movement
- Consider change and create experiments
2. Lead & Serve Others Activity

• Continue in your teams and use your handout

• Please mark the challenges you see now (you or others and we don’t have to know.)

• For any check-mark, what have you tried so far to move the management styles so they support an agile approach?

• I’ll timebox you and we’ll debrief together.
3. Great Managers Lead the Organization

- Manage for effectiveness (that outcome thing again)
- Lead with purpose
- Create a culture of congruence, integrity and respect
  - Creates a culture of trust
  - The social contract the organization (senior management) creates with everyone
## Where Do Managers Spend Time?

<table>
<thead>
<tr>
<th>Strategic Thinking (not enough)</th>
<th>Tactical Actions (too much)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plans (at high level)</td>
<td>Execution</td>
</tr>
<tr>
<td>Large scale, longer time frame</td>
<td>Immediate, low level</td>
</tr>
<tr>
<td>Why</td>
<td>How</td>
</tr>
<tr>
<td>Unique to context</td>
<td>Copy what other people do</td>
</tr>
<tr>
<td>Long-term thinking</td>
<td>Short-term actions</td>
</tr>
</tbody>
</table>
A Culture of Congruence, Integrity, Respect

- Recognize we each want something different from our work
- Focus on the Why for the organization
- Eliminate ranking and competition
- Deming’s 14 points
Deming’s 14 Points Align with Agile Culture

- Create a constancy of purpose
- Adopt a philosophy of leadership (not management)
- Cease dependence on inspection to achieve quality
- Minimize total cost.
- Continuous improvement
- On-the-job training
- Leadership
- Drive out fear
- Break down barriers between departments
- Eliminate slogans, targets
- Remove barriers to pride of workmanship (hourly work and engineers/mgrs) (11, 12)
- Education and self-improvement
- Transformation is everyone’s job
Resource Efficiency vs Flow Efficiency

Flow Efficiency
- Work as a team to finish the work.
- No “my parts.”

Resource Efficiency
- Work/Assignment arrives
- Do “my part” Handoff to next person
- Do “my part” Handoff to next person
- Do “my part” Handoff to next person
- There may be more people required to finish

Finished Work
Organizational Leadership: Myths, Traps, Illusions, Rules

- Great management looks easy so it is easy
- Treat everyone the same way
- Performance management creates employee engagement
- Comparing teams is useful
- “Friendly” competition is constructive
- 100% utilization works
- No time for training
- It’s okay to move people wherever they need to go, whenever the manager wants.
- Lower salaries means lower project cost
- It’s a great idea to standardize on how people work (especially their agile approach.)
- Manage by spreadsheet
Three Stories About Leading the Organization

- Resource efficiency/utilization is good. (Not!!)
- People don’t need training (or we can hire people with the training we need)
- Management by spreadsheet works
Commonalities

- Optimize “down” instead of “up”: Thinking that what a single person does by him or herself matters.

- Blaming people for not having the training they need.

- Not considering the context that each team operates in.
When Managers Lead the Organization, They…

• Create the purpose for everyone. That helps them decide what to do now, later, and never

• Treat everyone with respect

• Stop with the ranking, “performance management,” and anything that detracts from a collaborative, whole-organization approach to the work

• Offer training and create regular learning opportunities

• Create teams that learn together and ask them to decide when to split the team

• Explain the results you want from a process and ask the teams to deliver that result

• Embrace the “messiness” of people in the organization and optimize for that
3. Lead the Organization Activity

• Continue in your teams and use your handout
  
  • Please mark the challenges you see now
  
  • For any marks, what have you tried so far to move the management styles so they support an agile approach?
  
  • I’ll timebox you and we’ll debrief together.
• “Common” management thinking is that:
  • Knowledge work == factory work == slavery
  • That leads to problems in management thinking:
    • Divide-and-conquer works
    • Inventory is good
    • Cost accounting works for software
Managers Create & Refine the Culture

- For everyone as individuals, in teams, and in groups
  - How people treat each other
  - What people can discuss
  - How the manager and organization rewards people
“The Culture of any organization is shaped by the worst behavior the leader is willing to tolerate.”

What You Can Do

• Start with yourself and build your congruence, integrity, respect, empathy

• Consider management as leading and serving others

• Build congruence, respect, integrity across the organization

• How can you trust the smart people you hired/in the organization?
Focus on Small Changes

• Work on changing behaviors, not beliefs
• Work for progress, not perfection
• Adapt your management/leadership to create an agile culture
Let’s Stay in Touch

• Pragmatic Manager:
  • www.jrothman.com/pragmaticmanager

• Please link with me on LinkedIn

• Modern Management Made Easy (in-progress):
  • https://leanpub.com/b/modernmanagementmadeeasy