Odd-e

Impact of Modern Management on Agile Adoption

This presentation can be found at http://www.odd-e.com/material/2012/06_shanghai/management_and_adoption.pdf

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Who am I?

- Name: Bas Vodde
- Originally from Holland
- Lives in Singapore
  - Lived in China and Finland
- Works for Odd-e
- Agile coach, SW developer
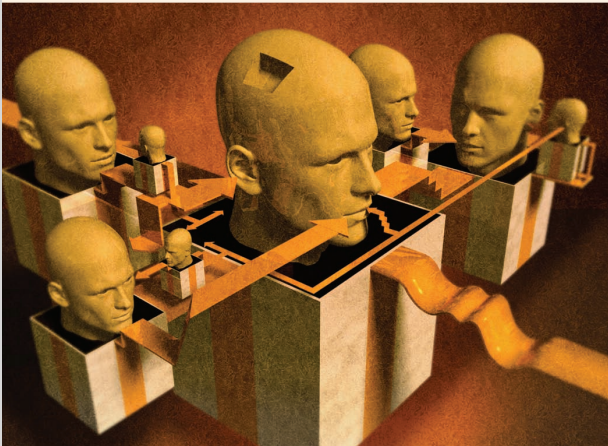- Experience with large embedded products

basv@odd-e.com

2

Scaling Lean & Agile Development
Thinking and Organizational Tools for Large-Scale Scrum
Craig Larman
Bas Vodde

Practices for Scaling Lean & Agile Development
Large, Multisite, and Offshore Products with Large-Scale Scrum
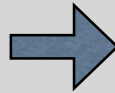Craig Larman
Bas Vodde

3

Work is changing
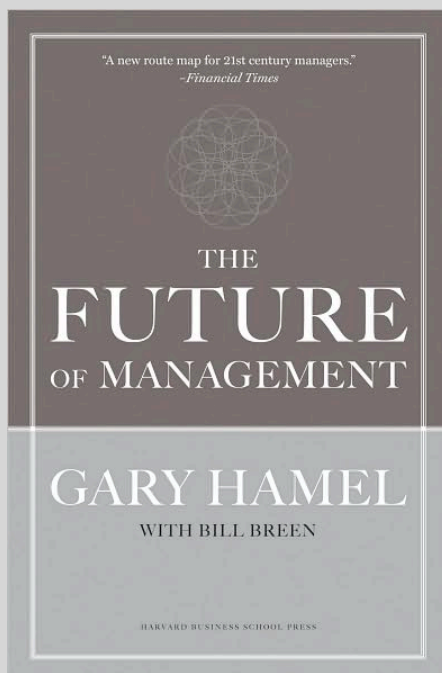
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Work is changing!
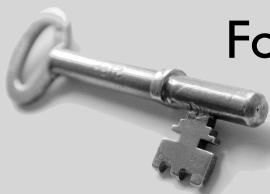

Brain

Technology

So is management

"Billions of people show up for work every day, but way too many are sleepwalking. The result: organizations that systematically underperform their potential."
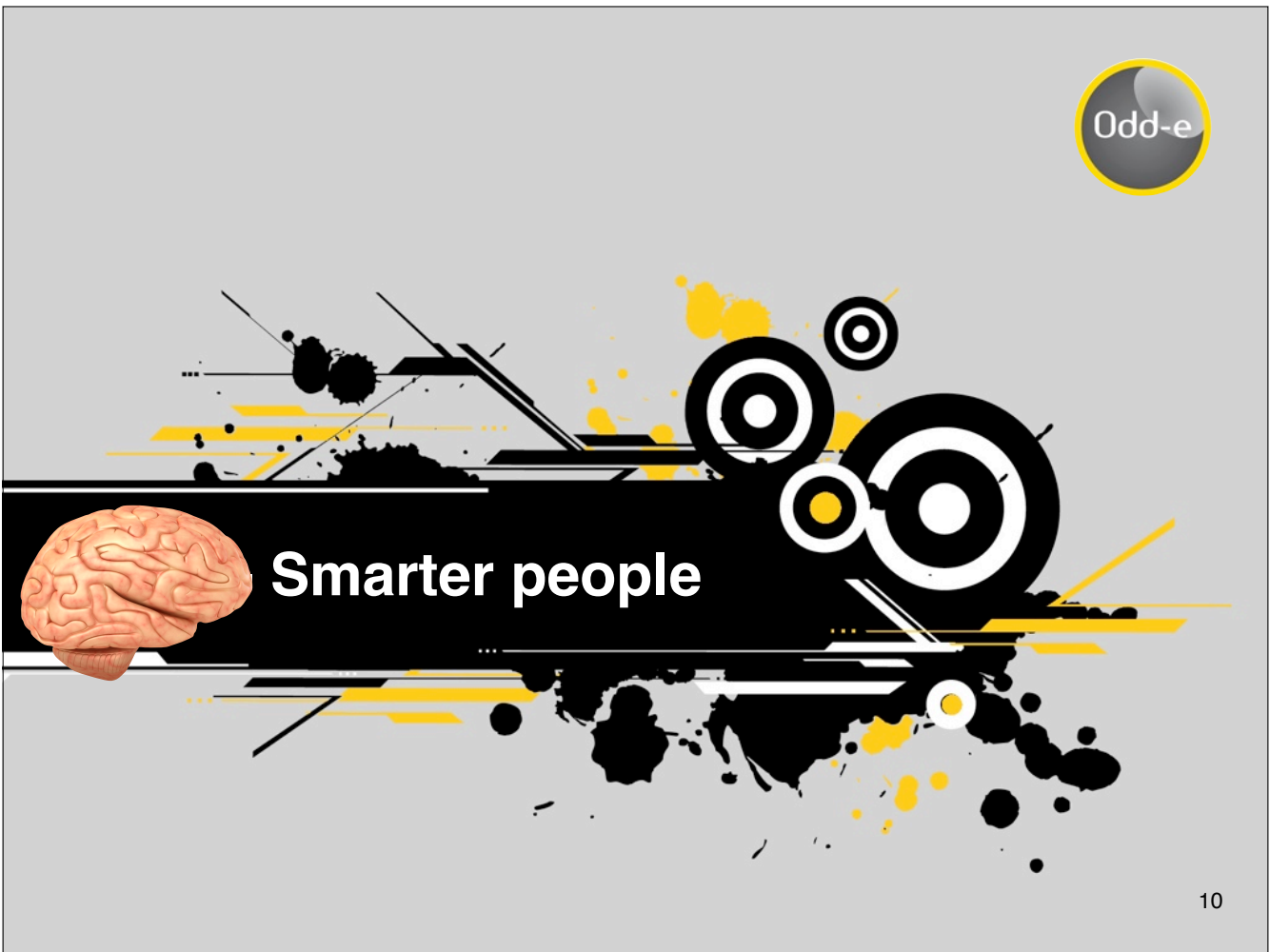
"there is no way to build tomorrow's essential organizational capabilities atop the scaffolding of 20th-century management precepts"

Scrum is only a small part of this larger change of work and management

Adoption

For an Agile adoption to succeed, it **must** be conceptually consistent with the management changes it promotes

9

Smarter people

10

Scrum Core Concepts

11

Text from: "Leading teams"
By Richard Hackman

Self-management

	Manager-led teams	Self-Managing teams	Self-Designing teams	Self-Governing teams
Setting overall direction				■
Designing the team and its organizational context	Management Responsibility		■	■
Monitoring and managing work process and progress		■	■	■
Executing the team task	■	■	■	■

Management Responsibility

Team's Own Responsibility

12

Semco

- Circular management chart
- Set your own salary
- Chose your own manager
- Collective interviewing

Ref: http://www.youtube.com/watch?v=gJkOPxJCN1w

13

W.L. Gore

- Small teams
- Limited hierarchy
- No titles
- People choose their own work

Ref: http://blogs.wsj.com/management/2010/03/18/wl-gore-lessons-from-a-management-revolutionary/

14

Morning Star

Self-Management

The Morning Star Company was built on a foundational philosophy of Self-Management. We envision an organization of self-managing professionals who initiate communication and coordination of their activities with fellow colleagues, customers, suppliers and fellow industry participants, absent directives from others. For colleagues to find joy and excitement utilizing their unique talents and to weave those talents into activities which complement and strengthen fellow colleagues activities. And for colleagues to take personal responsibility and hold themselves accountable for achieving our Mission.

Harvard Business Review

HBR.ORG

DECEMBER 2011
REPRINT R1112B

THE BIG IDEA

First, Let's Fire All The Managers

Morning Star, a leading food processor, demonstrates how to create an organization that combines managerial discipline and market-centric flexibility—without bosses, titles, or promotions. by Gary Hamel

- No managers
- Personal mission
- "Collaborative Letters of Understanding"
- Conflict resolved by jury

Ref: http://hbr.org/2011/12/first-lets-fire-all-the-managers/

15

Valve

VALVE

LEFT 4 DEAD 2

"PERFECTED, EXPANDED, AN ABSOLUTE RIOT."

9.5 / 10 - GAME INFORMER

"... it takes new hires about six months before they fully accept that no one is going to tell them what to do, that no manager is going to give them a review, that there is no such thing as a promotion or a job title or even a fixed role"

- No formal management hierarchy
- People choose their own project

http://cdn.flamehaus.com/
Valve_Handbook_LowRes.pdf

16

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"most of the value is now in the initial **creative act**... Hierarchical management doesn't help with that, because it bottlenecks innovation through the people at the top of the hierarchy, and there's no reason to expect that those people would be particularly creative about coming up with new products ... – quite the opposite...

Valve was designed as a company that would attract ... people capable of taking the initial creative step, leave them **free** to do creative work, and make them want to stay.

Consequently, Valve has **no formal management or hierarchy at all**."

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"If they decide that they should be doing something different, there's no manager to convince to let them go; they just move their desk to the new group (the desks are on wheels, with computers attached) and start in on the new thing.

(Obviously they should choose a good point at which to do this, and coordinate with both groups, but that's common sense, not a rule, and isn't enforced in any way.)

Everyone on a project team is an individual contributor, doing coding, artwork, level design, music, and so on, including the leads; there is no such thing as a pure management or architect or designer role."

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- No positions
- No support functions
- Decide your own time
- Self-managing teams who own their P&L

! Values

Odd-e Never Does:

- Never controls ideas
- Never forgets the original hacker culture
- Never does performance evaluation
- Never sells software development tools
- Never optimizes only for profit or growth
- Never has others control your schedule
- Never makes it too busy to spend time with family
- Never forgets to have fun
- Never gives up writing code together
- Never works with partners that have contradicting values than ours
- Never limits our thinking to one perspective

Or just specific practices

Adobe

Career Management

Adobe scrapping yearly performance reviews

Netflix's Unlimited Employee Vacation Policy: Why It Works

NETFLIX

Others

RiverGlide
flow without friction

TOYOTA
moving forward

Atlassian

WHOLE FOODS
MARKET
SELLING THE HIGHEST QUALITY
NATURAL & ORGANIC PRODUCTS

MONDRAGON HUMANITY AT WORK

P&G

Google

crisp

facebook

Doing Management vs Being Management

Skill

Position (silo)

Management:
"the process of dealing with or controlling things or people"

Management:
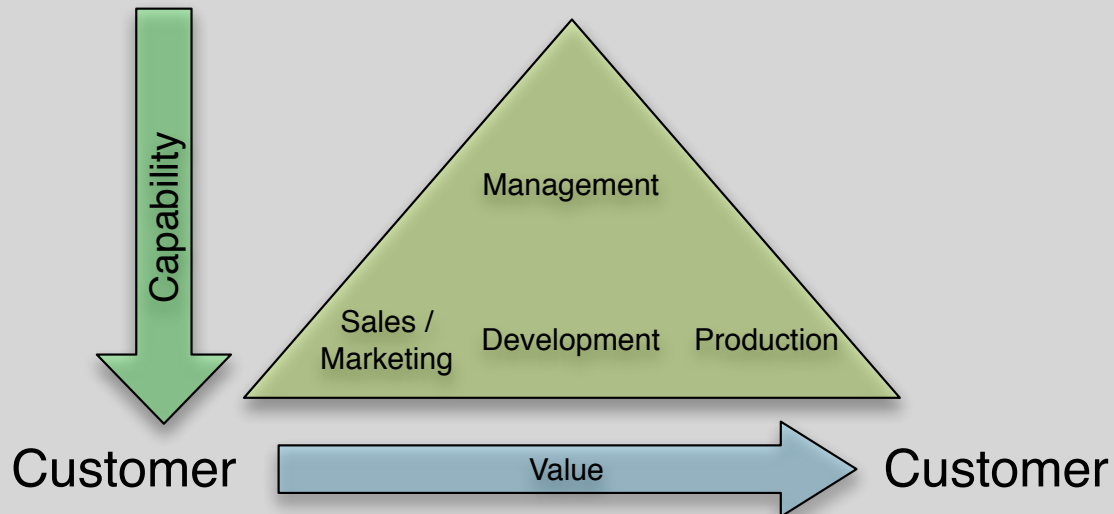"the people in charge of running a company or organization, regarded collectively"

Managers obsolete?

Traditional management: Probably obsolete for knowledge work
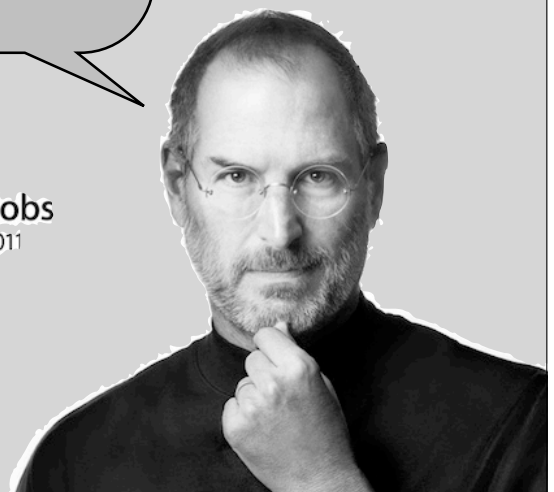'Modern' management: Probably not anytime soon

Value and Capability

25

> My passion has been to build an enduring company where people were motivated to make great products. Everything else was secondary. Sure, it was great to make a profit, because that was what allowed you to make great products.

Steve Jobs
1955-2011

Technology

27

Software eats the world

Why Singapore Airlines (SQ) Suck!

Singapore Airlines officially has the WORST website of all airlines. It only works properly with IE. And only on Windows. Way to go, for not caring about your customers. SQ stands for Shit Quality.

ESSAY | August 20, 2011

Why Software Is Eating The World

May 9 (Reuters) - Singapore Airlines Ltd (SIA) , the world's second largest carrier by market value, reported an unexpected loss for its fiscal fourth quarter, hurt by weak travel demand and soaring jet fuel prices.
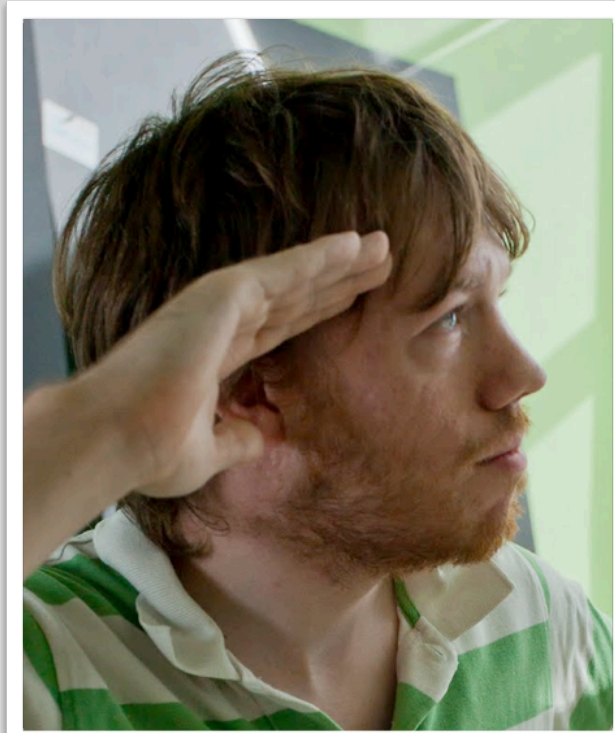
Ref: http://online.wsj.com/article/SB10001424053111903480904576512250915629460.html

28

Broadly skilled technical people

+

T-SHAPED MODEL: EMPLOYEE

01. Hugeness | Sandwich Preparation | Über-Charging | Killing People | Russian Folk Dancing

02. Heavy Weaponry

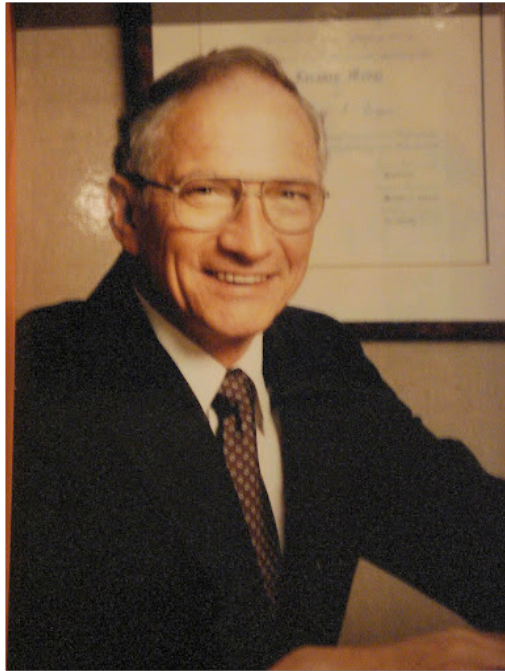**01. Broad-range generalist**   **02. Deep expertise in one area**

Chris

Gates admired programmers and invariably put them in charge of projects, where they could both manage and program...

Gates wanted to avoid a situation in which professional managers, with either no programming experience or out-of-date knowledge, held sway.

It was destructive to rely on management pros to run software teams
-- or the company...

Ref: Showstopper

"One of the real problems with American Business is this notion that you can be trained in management, in some kind of generic form of management, and that then you can manage any operation.

But that absolutely doesn't work in a technical situation.

The manager has to have an intuitive gut feel for what ought to be done in a particular situation, and if you don't have the technical background, if you haven't participated personally, you don't have that."
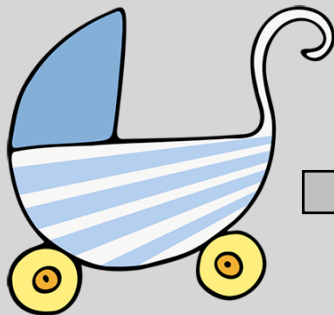

Adoption
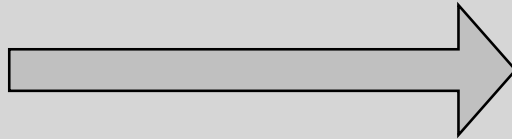
Flexible company

Goals of Flexible Company Team:
Pilot and support agile, iterative development in Nokia Siemens Networks

2006

Key Learnings from Flexible Company

Coaching team itself:

- Frequent discussion and cooperation in the coaching team
- Cross-functional
- Hands-on people, not just process junkies

Working with the organization

- Share information, be open, use many channels
- No authority is a good thing
- Support, not control
- Use both internal and external coaches
- Work with people who want to change
- Be **very** patient
- Do **not** focus or buy tools, mostly open source, free tools will do!

Narrow and deep,
Not broad and shallow

Don't drown your organization, first learn to swim

No fun!

Real learning!

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4 points to adoption

1. Get at least one dedicated long-lived permanent cross-functional team.

2. Define "Done"

3. Make sure all work flows via the Product Owner
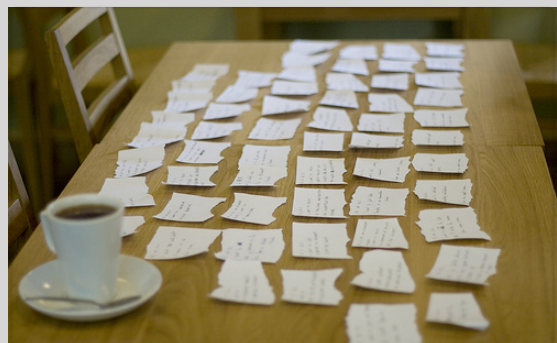
4. Keep project managers out

Bottom-up AND Top-Down

Bottom-up:
Allow for volunteering

Top Down:
Provide needed support 39

Impediment removal service

- Management supports, not controls

- Create a impediment list
- Get them from Retrospectives
- Teams prioritize
- Management resolves

- Inverse reporting:
  - NOT management tracking progress,
  - BUT Team asking for help when needed
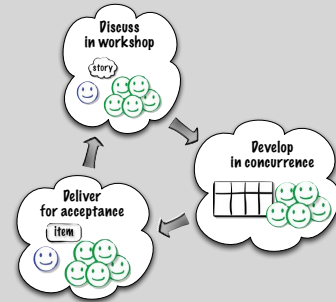 - BECAUSE tracking progress is team responsibility

40

Closing

Key points

- The world is changing, so is work, so is management!
- Many traditional management practices have been challenged in new successful companies
- Broader skilled people are the future
- Less control, more support
- Agile adoption needs to be based on the management practices it promotes.

Training

43

Odd-e
Certified Scrum Developer

- One week course simulating how it feels to be on a Scrum project

  - Realistic exercise to work on as a team
  - Topics covered: A-TDD, Build Automation, Sprint Planning, Pair Programming, Continuous Integration, Test-Driven Development, Working in teams, Collective Code Ownership, Mocking, Code Smells & Refactoring, Good unit tests,Emergent Design, Working with Legacy Code, Craftsmanship
  - Maximum 10 people, in Odd-e office
  - Java and C++ version
  - Fulfills the Scrum Alliance CSD

More info at:
http://www.odd-e.com/courses.php?id=201205SingaporeCSD

44

Coaching