

# No More Managers

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Agile by Example 2017

# Spoiler

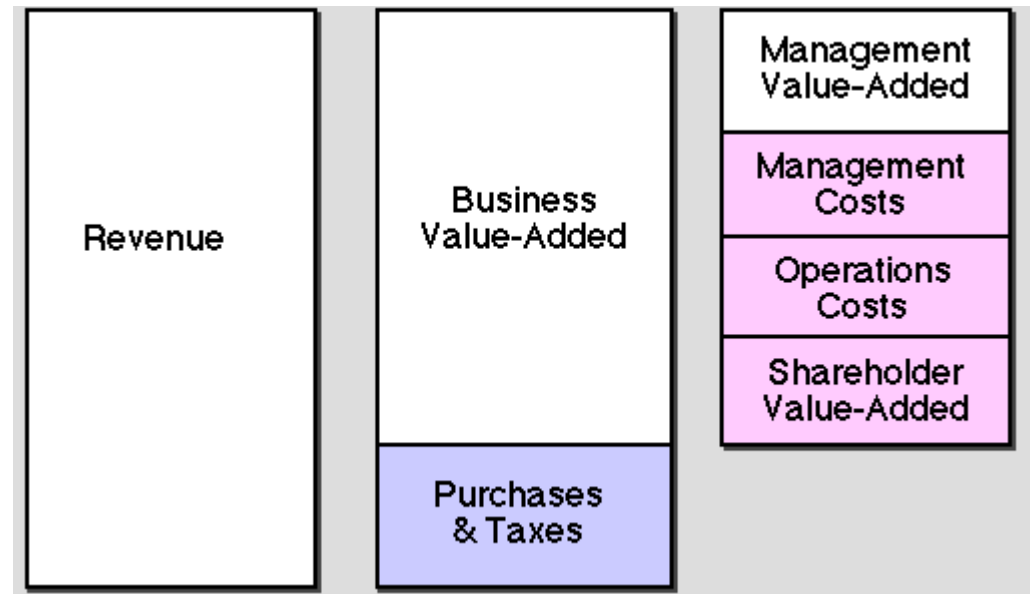
- More Management
- Organise yourself or someone else will

# Return on Management

“To attribute all surplus value to Management, instead of capital or labor, is a departure from classic economics.”

Management:

- makes the investment and pricing decisions
- motivates the employees
- chooses products and markets
- organizes the suppliers, production and delivery of goods to customers

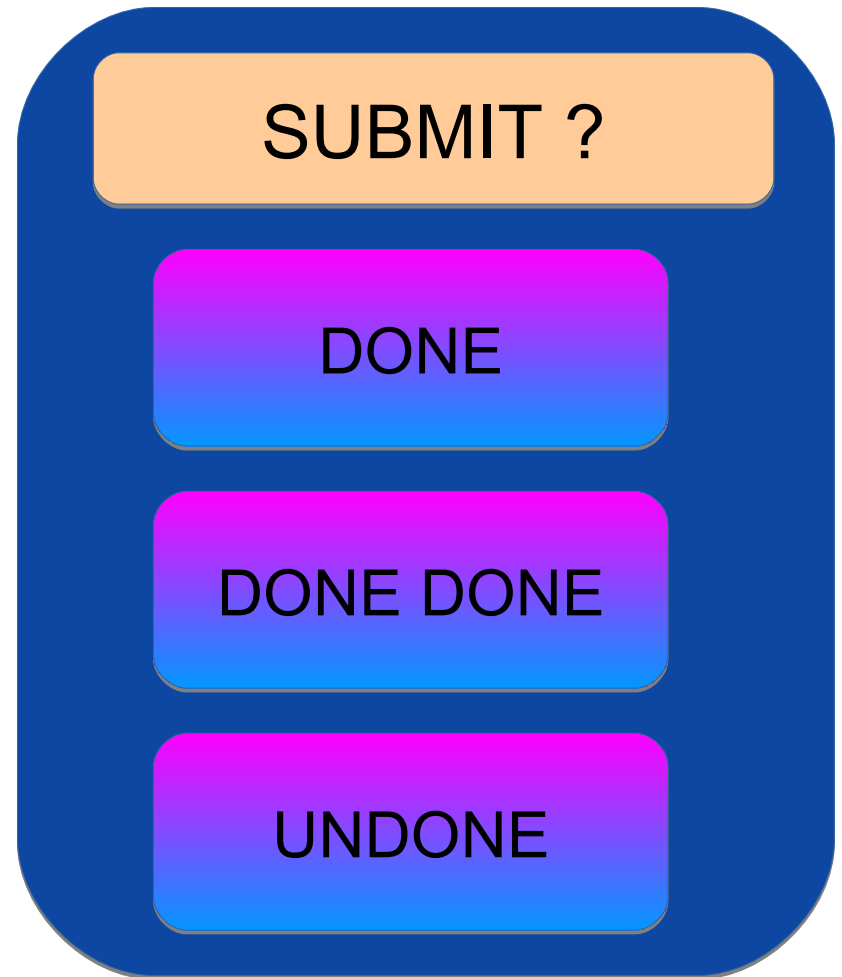


# Real Managers Do Lunch

- Socialise expectations instead of update a Gantt chart that has slipped
- Take the team to lunch if they deliver something to the customer
- Buy in Pizza if the team have to work late

# It's Your Fault

- Developers are lazy
- If something keeps going wrong you expect the manager to fix it
- If, as a result, you get a process document and a form, it's your own fault
- Use your brains, write some code



# Self organise

- If you've done it a few times, you have a process
- Repetition is a great teacher



# Techniques

## Governance:

- Anti-hierarchy
- Personal Identity
- Team Identity
- Workshops

## Growth:

- Conflict Resolution
- Strategy
- Productivity
- Outsourcing

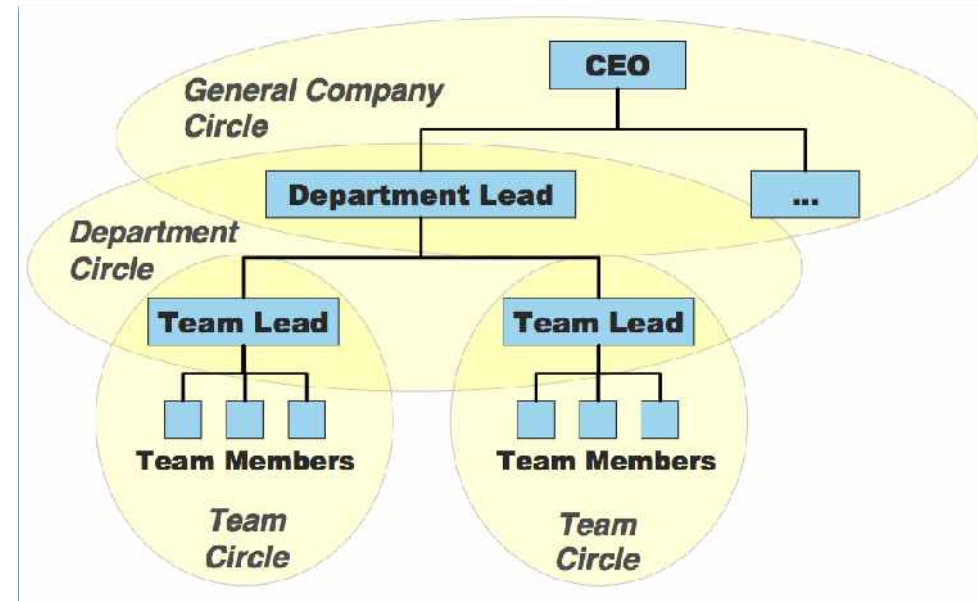
# Anti-Hierarchy

- Red
  - Amber
  - Orange
  - Green
  - Teal
- Wolf Pack, human mandates
  - Army, formal hierarchy
  - Machine, command & control
  - Family, egalitarian management
  - Living Organism, self-management, wholeness, evolutionary purpose



# Anti-hierarchy

- Holacracy has hierarchy built in



If you have a single leader you have hierarchy

- Avoid
  - organisation charts
  - Functions identified with individuals
  - Systems with authority levels
  - Permission based activities

# Personal Identity

- Do you know your Myers-Briggs personality type? It has four personality attributes
- Edwards personality profile is more detailed, with 15 variables
- Most personality tests are academic and need professional interpretation
- Modern apps like Thrive map or Quizony are simpler
- I use Team Technology for personality tests
- Or you can consult an Astrologer









# Team Identity

- Belbin roles: No-one's perfect, but a team can be
- Belbin described nine roles, most software teams are Plants and have real problems with no Completer Finishers
- Most people can act in two of these roles
- A team will need these roles in varying proportions depending on the activities of a team. So Sales & Marketing teams will be different from Supply Chain Management teams

# Workshops

- Never have people working on their own
- Working together means everyone is informed, no reports are needed. The output is the only thing
- Team workshops are used for all management functions:
  - Strategy,
  - Tactics,
  - Retrospectives

# Team Canvas

<p><b>PEOPLE &amp; ROLES</b> </p> <p>What are our names and the roles we have in the team?</p>          <p>What are we called as a team?</p>	<p><b>COMMON GOALS</b> </p> <p>What you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?</p>	<p><b>VALUES</b> </p> <p>What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?</p>	<p><b>RULES &amp; ACTIVITIES</b> </p> <p>What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?</p>
	<p><b>PERSONAL GOALS</b> </p> <p>What are our individual personal goals? Are there personal agendas that we want to open up?</p>	<p><b>NEEDS &amp; EXPECTATIONS</b> </p> <p>What each one of us needs to be successful? What are our personal needs towards the team to be at our best?</p>	
<p><b>STRENGTHS &amp; ASSETS</b> </p> <p>What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team?</p>		<p><b>WEAKNESSES &amp; RISKS</b> </p> <p>What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead us that we are likely to face?</p>	

# Ceremonies

- Scrum is a framework with four ceremonies
- You can change ceremonies
- Ceremonies can force you to think slow
- Most effective for controlling a company is the heartbeat ceremony
- Ceremonies is a book and a site to learn from

# Conflict Resolution

- Conflict is usually interpersonal. Root causes are inevitably a clash of Command & Control versus Collaborative styles of management
- Team Canvas can surface hidden agendas because it is about Collaborative Decision making
- Fix before they become wicked or super wicked problems

# Strategy

- Do not create a strategy document, it opens the door to describing staff (managers, hierarchy) and processes (command & control)
- Business Model Canvas, Lean Canvas or other team based single page strategies
- Regularly updated; 1, 3 & 12 month intervals
- Some products and services can help with decision making



# Productivity

- Theory of Constraints, remove bottlenecks
- Waste:
  - Overproduction
  - Defects
  - Waiting
  - Non-utilised talent
  - Motion
  - Extra (Over) Processing
  - Transportation
  - Inventory

# Immediate Communication

- Central to holistic teams, stops lone working
- If not colocated then use tools; like conference calls (squawk box).
- Make sure there is a big board with:
  - mission,
  - objective,
  - goals,
  - tasks,
  - risks,
  - actions, and
  - deliverables.

# Outsourcing

- This is the magic sauce, keep the core, outsource the rest
- Marketing can be outsourced, you do sales
- Specialists can be outsourced; HR, Legal, Logistics, etc.
- Insource, nearsource incredibly valuable
- Grow your resources

# For Software Developers

“When we unthinkingly and uncritically create software that re-inforces Amber, Orange or Green organisation attributes we prevent the growth of Teal Organisations.”

OR

"If you're not part of the solution,  
you must be part of the problem"

Thanks to Frederick Douglass and Mick Softley.

# Links

<http://www.reinventingorganizations.com/translations.html>

<https://medium.com/teal-for-startups/founders-why-hiring-your-first-manager-will-sink-your-business-5c9632c74bab>

<https://thinkgrowth.org/why-good-people-leave-large-tech-companies-af2b6fea4ee>

## Personality

<http://www.teamtechnology.co.uk>, <https://getthrivemap.com/>,

<http://www.quizony.com/what-is-my-hidden-talent/index.html?qisrc=main-page-personality>

## Team Identity

<http://www.belbin.com/>, [https://pl.wikipedia.org/wiki/Role\\_w\\_zespole](https://pl.wikipedia.org/wiki/Role_w_zespole)

## Team work:

<http://theteamcanvas.com/>

<http://tommeloche.com/wp-content/uploads/2015/09/Heartbeat-Ceremony.pdf>

## Conflicts

<https://alistapart.com/article/team-conflict-four-ways-to-deflate-the-discord-thats-killing-your-team>

[https://www.wikiwand.com/en/Collaborative\\_decision-making\\_software](https://www.wikiwand.com/en/Collaborative_decision-making_software)

## Strategy

<http://www.angoss.com/resources/learning/decision-trees-strategy-trees/>

## Productivity

<https://triz-journal.com/application-triz-software-development/>

## The opposing views,

<https://hackernoon.com/your-frontier-tech-startup-should-hire-business-people-stat-11ccc607c504>

[http://www.strassmann.com/pubs/consulting/ROM-intro/Intro\\_to\\_ROM.html](http://www.strassmann.com/pubs/consulting/ROM-intro/Intro_to_ROM.html)

<https://hbr.org/1998/01/how-high-is-your-return-on-management>