

Management 3.0

Duration

2 days

Description

Agile management is an often overlooked part of Agility. There is much information available for Agile developers, testers, and project managers, but very little for development managers and team leaders. However, when organizations adopt Agile software development, not only developers, testers, and project managers need to learn new practices. Development managers and team leaders must also learn a new approach to **leading and managing Agile organizations**.

Several studies indicate that “old-style” managers are the biggest obstacle in transitions to Agile software development. Development managers and team leaders need to learn what their new role is in Agile software development organizations. This course is designed to help them.

Objectives

- Act optimally as managers in an Agile context
- Know tools and practices that will help you become exceptional leaders.

Target audience

This course is intended for leaders and managers who want to become Agile and also to people who want to become great team leaders or line managers.

The course typically draws team leaders (15%), development managers (15%), Agile coaches (15%), Scrum Masters (15%), project managers (10%), Product Owners (10%), developers and testers (10%), and top-level management (10%).

Prerequisite

None. In fact, no practical experience with Agile methods is necessary, though some familiarity with Agile principles and practices is useful.

Content

Day 1—Topics

- **Agile software development** is the new golden standard for software teams. You will learn about different Agile methods, popular best practices, the 7 dimensions of looking at software projects, challenges in Agile adoption around the world, and the contribution of the manager and team leader in Agile organizations.
- **Complexity science** and systems thinking are the cornerstones of an Agile mindset. You will learn about causal loop diagrams, what complexity theory is, how to think in terms of systems, about Black Swans and Jokers, about the difference between complex and complicated, and about the 7 fallacies we often recognize in traditional linear thinking.
- People are the most important parts of an organization, and managers must do all they can to keep people active, creative, and motivated. You will learn the difference between extrinsic motivation and **intrinsic motivation**, the 10 intrinsic desires as well as common techniques for understanding what is important to the people in your teams (e.g., one-on-one meetings, personal assessments, the 12 most important questions, and 360 degree meetings).

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- Teams are able to self-organize. However, this requires empowerment, authorization, and trust from management. You will learn how to make **self-organization** work, how to distribute authorization in an organization, the challenges of empowerment, how to grow relationships of trust, and several techniques for distributed control, such as the 7 levels of delegation and authority boards.

Day 2—Topics

- Self-organization can lead to anything. Thus, it is necessary to protect people and shared resources and to give people a clear purpose and defined **goals**. You will learn when to manage and when to lead, how to use different criteria to create useful goals, about the challenges around management by objectives, as well as how to protect people and shared resources from any bad effects of self-organization.
- Teams are not able to achieve their goals if team members are not capable enough. Therefore, managers must contribute to **skill development**. You will learn about skill levels and discipline levels, how and when to apply the 7 approaches of competence development, how to measure progress in a complex system, the effect of sub-optimization, and several tips for useful performance metrics.
- Many teams operate within the context of a complex organization. Thus, it is important to have **structures** that enhance communication. You will learn how to grow an organizational structure as a fractal, how to balance specialization and generalization, how to choose between functional and cross-functional teams, about informal leadership and widening job titles, and about treating teams as value units in a value network.
- People, teams, and organizations need to improve continuously in order to defer failure for as long as possible. In practice, this means that managers and leaders must act as change agents, trying to change the social complex systems around them. You will learn about the 4 facets of **change management**, which address the system, the individuals, the interactions, and the boundary of the system.

Games and exercises

For each of the 8 main topics, there is a game or exercise. Participants are asked to form teams of 5-6 individuals and apply what they have just learned. Sometimes all participants within the same team all act as managers and play against each other. At other times, they all play together acting as a unique manager, sharing their thoughts in order to resolve a problem.

Each activity ends with a debriefing and discussions. This way, participants can link what they have learned with their own reality. Therefore, the entire group has the opportunity to address the issues that have been raised and to talk about their own experiences.