

Managers in Scrum

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About me

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Agenda

1. Traditional Management Systems

How most companies are managed

2. Scrum Management Practices

What's left to do once Scrum has been established

3. Transition

Make Scrum a continued success

Traditional Management Systems

How most companies are managed

The Enterprise

CEO



Command and Control



Source: Allen C. Ward, Lean Process and Product Development

Scrum Management Practices

What's left to do once Scrum has been established

A New Perspective



CEO

Overview



Servant-leadership

- Lead by serving others
 - Servant-first, leader-second
 - The servant as leader
- Help the team and its members to grow and to develop
 - Practise kindness and be caring
 - Help to create the right work environment
- Always show respect to the individual
 - Honour the effort and goodwill even if you do not agree with the work

Empirical Management

- Make decisions on the basis of facts and empirical evidence
 - Go and see for yourself
 - Reports and numbers alone are not sufficient
 - Transparency is the prerequisites of inspect-and-adapt
- Managers engage with employees to understand what's happening where the actual work is done
 - Ask questions, share observations
 - Make helpful suggestions to assist and guide
 - No micro management!

Empowerment

- Delegate decision making authority to the lowest possible level
 - Collaboration instead of command and control, micro management or laissez faire
- Authority and responsibility are united
 - The team as the authority to select the requirements to be transformed into a product increment and the team is fully responsible for meeting its commitment
 - Enables ownership and learning

Quality-first

- Quality is built into the product right from the start
 - Stop creating and shipping junk
 - Build a quality culture
- A problem is not a problem but a treasure
 - “Get it right” instead of “get it out”
- Encourage and empower the teams to identify and rectify problems together with their root causes

Continuous Improvement

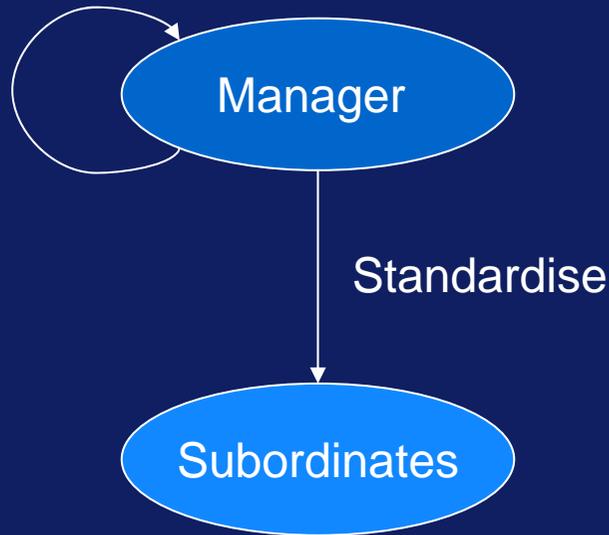
- Continuous improvement is the daily activity to improve the workplace
 - Encourage and empower the teams to challenge the status quo on an ongoing basis
 - Wasteful activities are identified and removed; work is made more enjoyable
- Once an organisation has stopped improving, it has stopped being good
- Causes continuous innovation and change
 - Learning, non-judgmental, non-blaming approach
 - Opposite of “do not rock the boat” and “just do it”

Standardisation

Top down

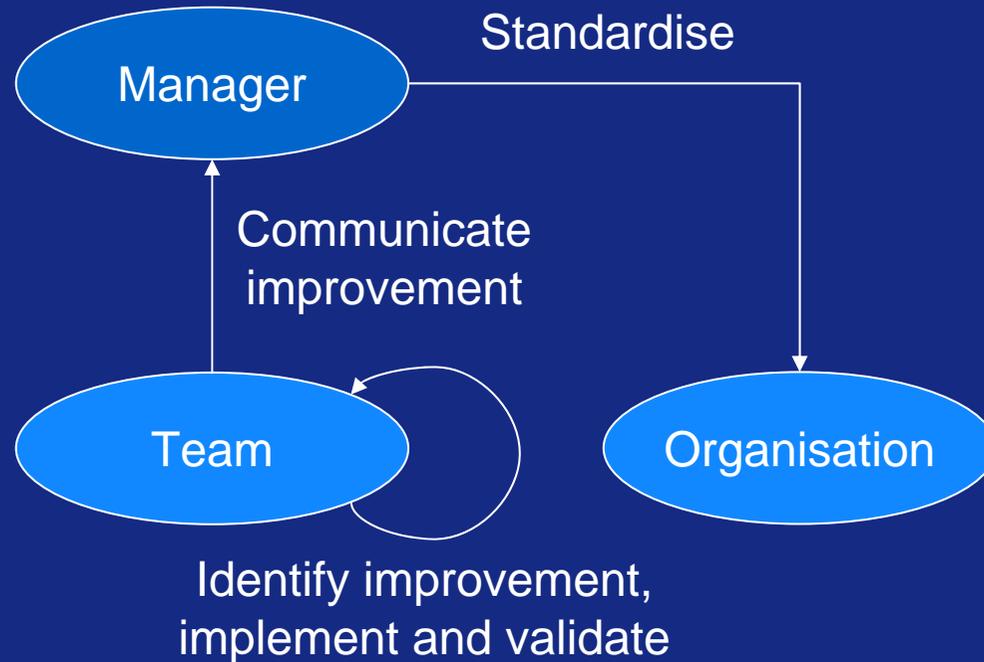
Traditional

Identify improvement



Bottom-up

Scrum



Transition

Make Scrum a continued success

Focus on the Customer

Focus on the customer needs

Consider the entire value stream,
avoid sub optimisation

Remove Overburden

Limit demand to
capacity and capability

Promote Team Work

Help to create effective teams

Foster creativity and collaboration

Clear the Way

Remove impediments promptly

Anticipate new impediments

Be a Scrum Champion

Teach Scrum – encourage and guide

Be a role model – walk the talk

Summary

- The good news: There is plenty left to do for managers in Scrum
- Management culture must change profoundly
 - From telling people what to do to supporting and guiding individuals and teams
 - Kindness and respect instead of pressure and fear
- We all have a limitless potential to change for the better – let's tap into it!
 - It requires awareness and focussed effort
 - There is no Scrum pixie dust – and never will be

Questions?

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