Management is Broken.

Time for an Upgrade!

by Alex Hardin
About me

8 years with agile teams

Co-founder and owner

Management 3.0 trainer
Management is Broken. Time for an Upgrade!

Why?
Historical Context

http://www.peachridgeglass.com/
Historical Context

“Cogs” in the machine

Not fit for modern, creative work
Historical Context

Historical Context

Lack of people-centric tools

Historical Context

1.0
Simply doing the wrong thing, by treating people like cogs in a system.

2.0
Doing the right thing in the wrong way, with good intentions but old-fashioned top-down hierarchical initiatives.

3.0
The future of management. Doing the right thing for your team, involving everyone in improving the system and fostering employee engagement.

www.management30.com
What is management’s connection to building software?
Exercise

1. Get into groups of 3-6

2. Identify 3-5 core responsibilities of managers
What are 3-5 core responsibilities of managers?
Delegation
Career development
Performance reviews
Compensation
Hiring
Mentoring
How does `<your software process>` help with these?
Enter: software
Enter: software

Agile
Enter: software

Scrum
Kanban
XP
SAFe
Focus is on “work”, not people
People and Relationships
>
Tools and Techniques
Managers are no better off with Agile than without
Tools for management must come from elsewhere
Why bother?
Software is collaborative
Collaboration needs engagement
Sadly, employee engagement levels are low worldwide.

- Actively engaged: 13%
- Actively disengaged: 24%
- Passively engaged: 63%

Gallup, “Worldwide, 13% of Employees Are Engaged at Work” [http://bit.ly/1PBuaDn](http://bit.ly/1PBuaDn) and @Management30
Who makes work engaging?
Exercise

1. Get into groups of 3-6

2. Identify 3-5 things that make work engaging
What are 3-5 things that make work engaging?
Specific Techniques

Activities to engage

Useful for managers and non-managers alike
Delegation Poker
The 7 Levels of Delegation

1. **Tell**: make decision as the manager
2. **Sell**: convince people about decision
3. **Consult**: get input from team before decision
4. **Agree**: make decision together with team
5. **Advise**: influence decision made by the team
6. **Inquire**: ask feedback after decision by team
7. **Delegate**: no influence, let team work it out
Exercise: Delegation Poker

1. Get into groups of 2 (pairs)
2. Choose a delegation level based on the scenario
3. Explain
Delegation Scenario

• You are a manager with a background in project management.
• Your software team is made up of primarily very experienced software developers.
• The organization needs your team to train a less experienced team on how you do things.
• **What level do you use?**
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Delegation Boards
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@Management30
More Ideas

Personal Maps  Feedback Wrap
Principles & Practices  Salary Formula
Delegation Board  Merit Money
Rewards & Kudo Wall  Internal Crowdfunding
Problem Time  Culture Books
Metrics Ecosystem & OKRs  Celebration Grids

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Closing statements

Questions?

Thoughts?
That’s All!

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Interested in more?
I can facilitate public or private workshops filled with more ideas and activities like this.

Let’s talk!