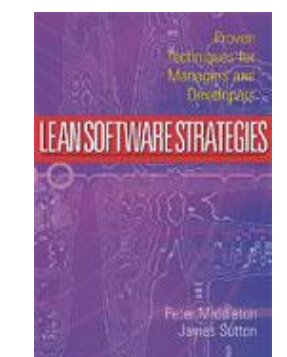
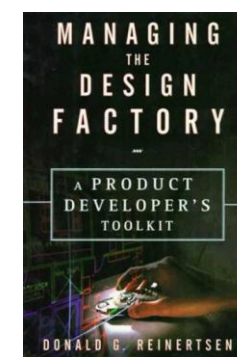
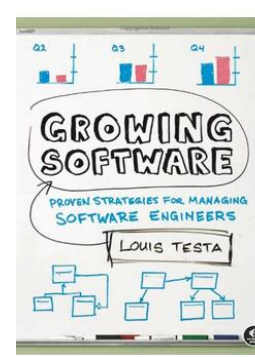
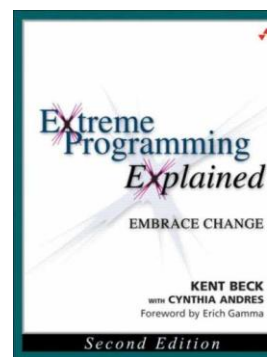
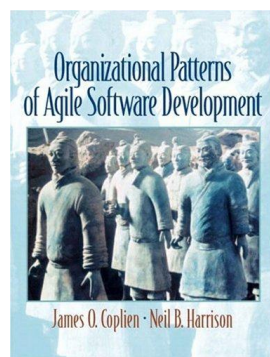
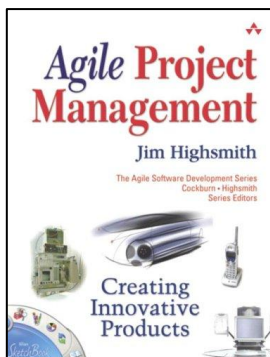
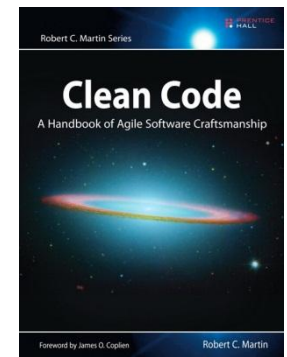
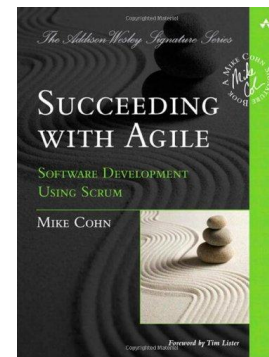
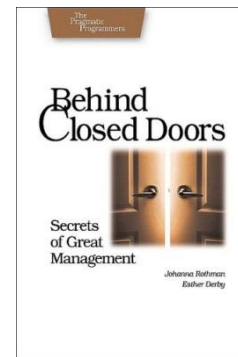
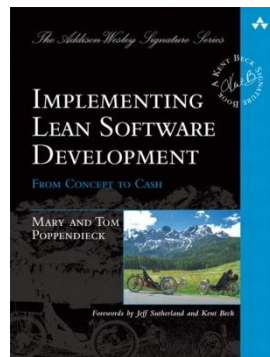
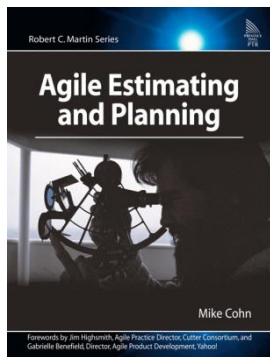
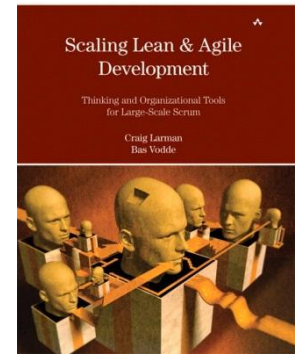
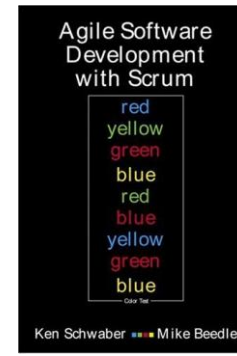
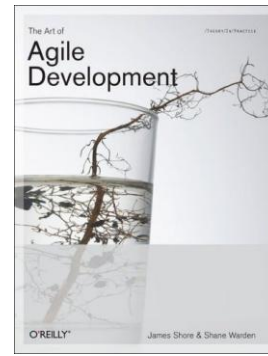
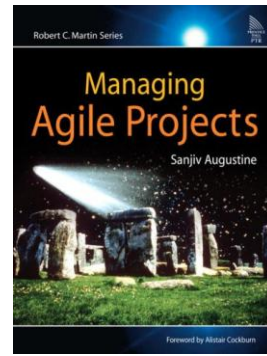
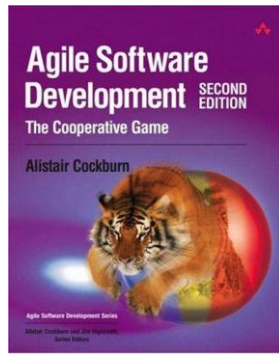
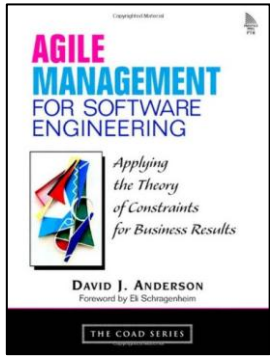


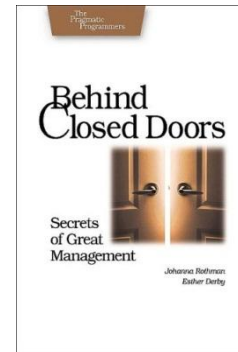
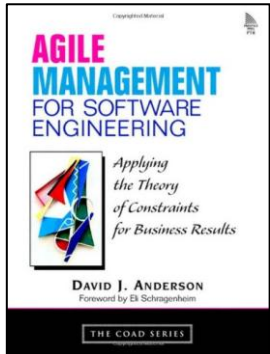
Agile Management

A course by Jurgen Appelo

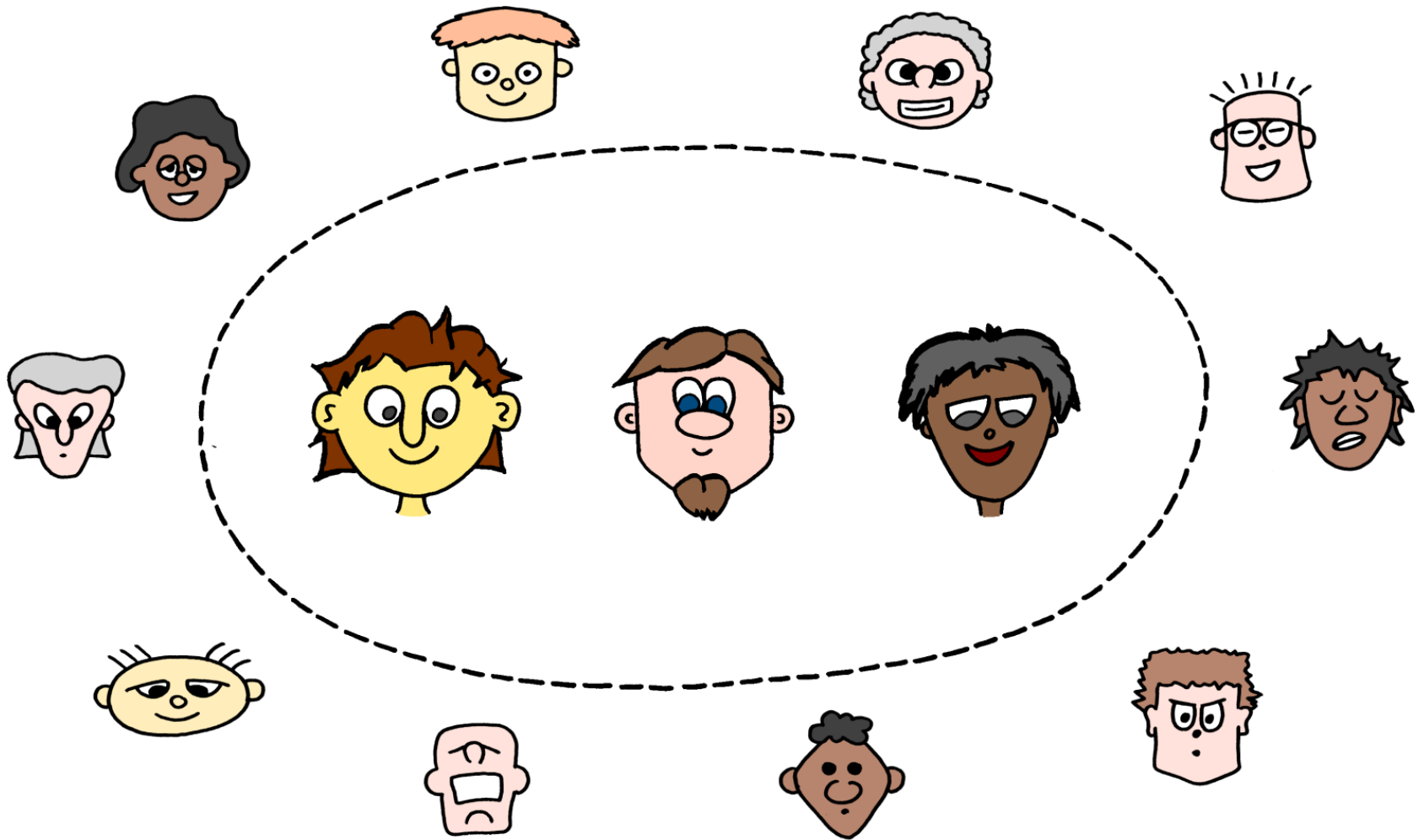




There are many books for Agile developers



But only a few for Agile managers



But every Agile organization...



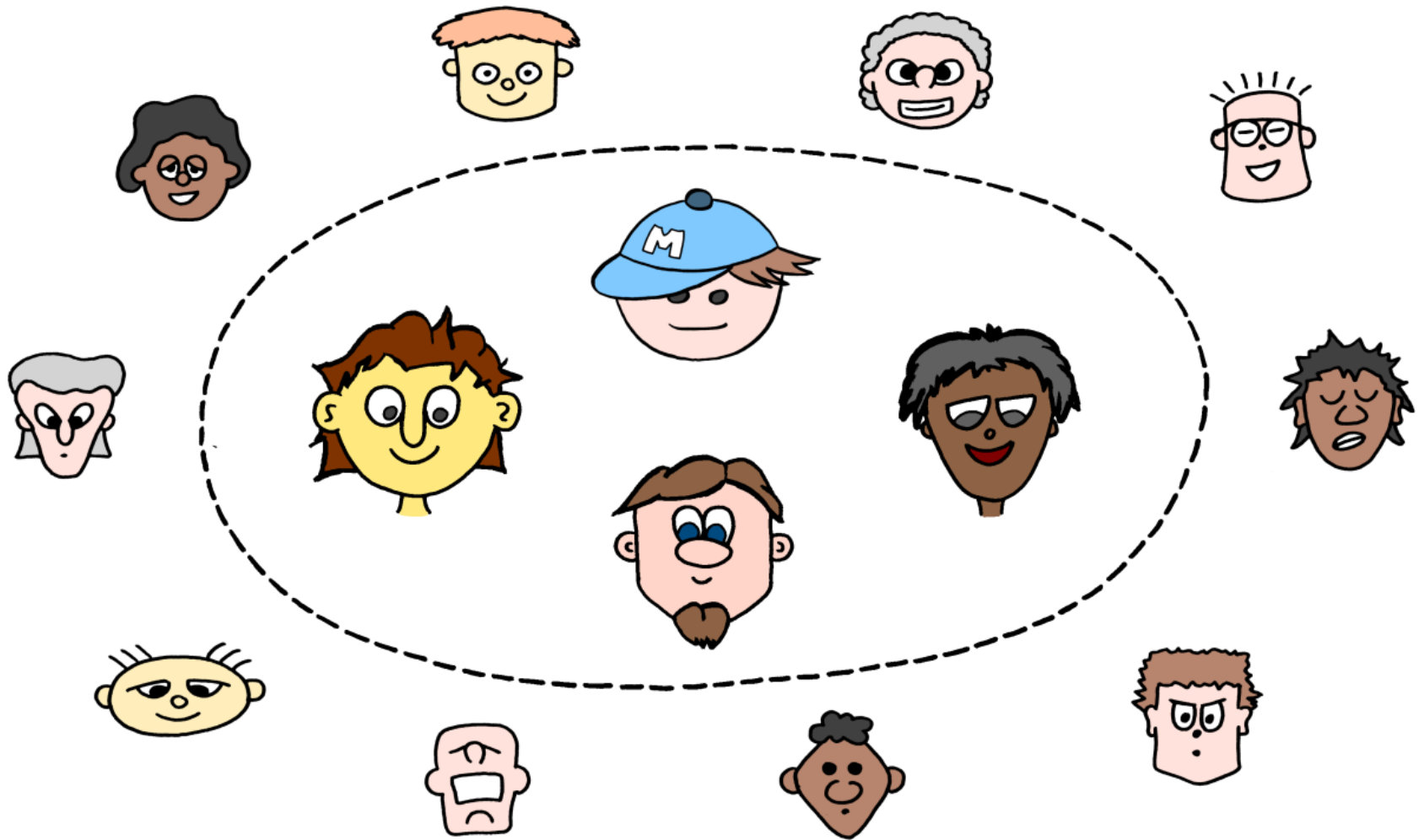
...also needs a few managers.

GREATEST CONCERNS ABOUT ADOPTING AGILE

The most common concerns listed by respondents when they were considering deploying agile practices was a loss of management control, management opposed to change or concerns regarding lack of upfront planning.



Managers
are usually seen
as impediments



But Agile managers are part of the system

The Addison Wesley Signature Series

A MIKE COHEN SIGNATURE BOOK
Mike Col

MANAGEMENT 3.0

LEADING AGILE DEVELOPERS,
DEVELOPING AGILE LEADERS

JURGEN APPELO



Forewords by Robert C. Martin and Ed Yourdon

Management 3.0
is all about being
a great manager



Agile Management

A course by Jurgen Appelo

Now there is a
two-day course
to supplement
the book



Agile Management

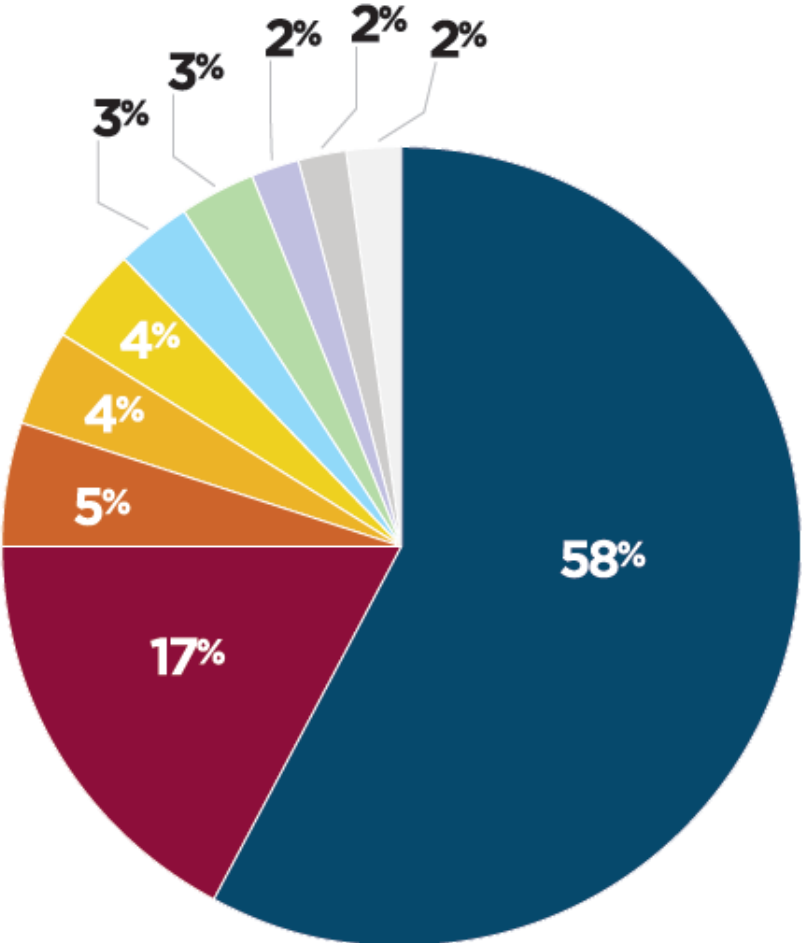
A course by Jurgen Appelo

It covers many
topics for Agile
managers...



AGILE METHODOLOGY MOST CLOSELY FOLLOWED

Scrum or Scrum variants were by far the most common agile methodologies employed.



- SCRUM
- SCRUM/XP HYBRID
- CUSTOM HYBRID
- OTHER
- EXTREME PROGRAMMING (XP)
- DON'T KNOW
- SCRUMBAN
- LEAN
- FEATURE DRIVEN DEVELOPMENT (FDD)
- AGILEUP

Differences between Agile methods

The 7 dimensions of software projects

1. People
2. Functionality
3. Quality
4. Tools
5. Time
6. Value
7. Process

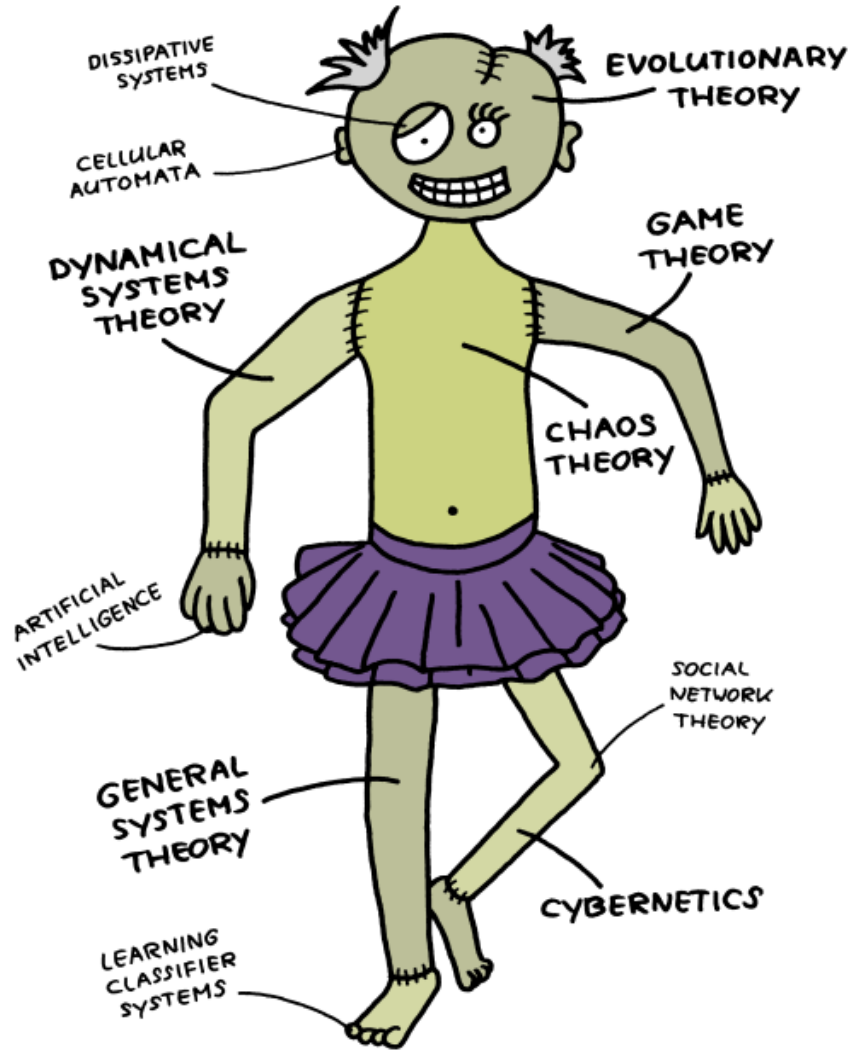
BARRIERS TO FURTHER AGILE ADOPTION

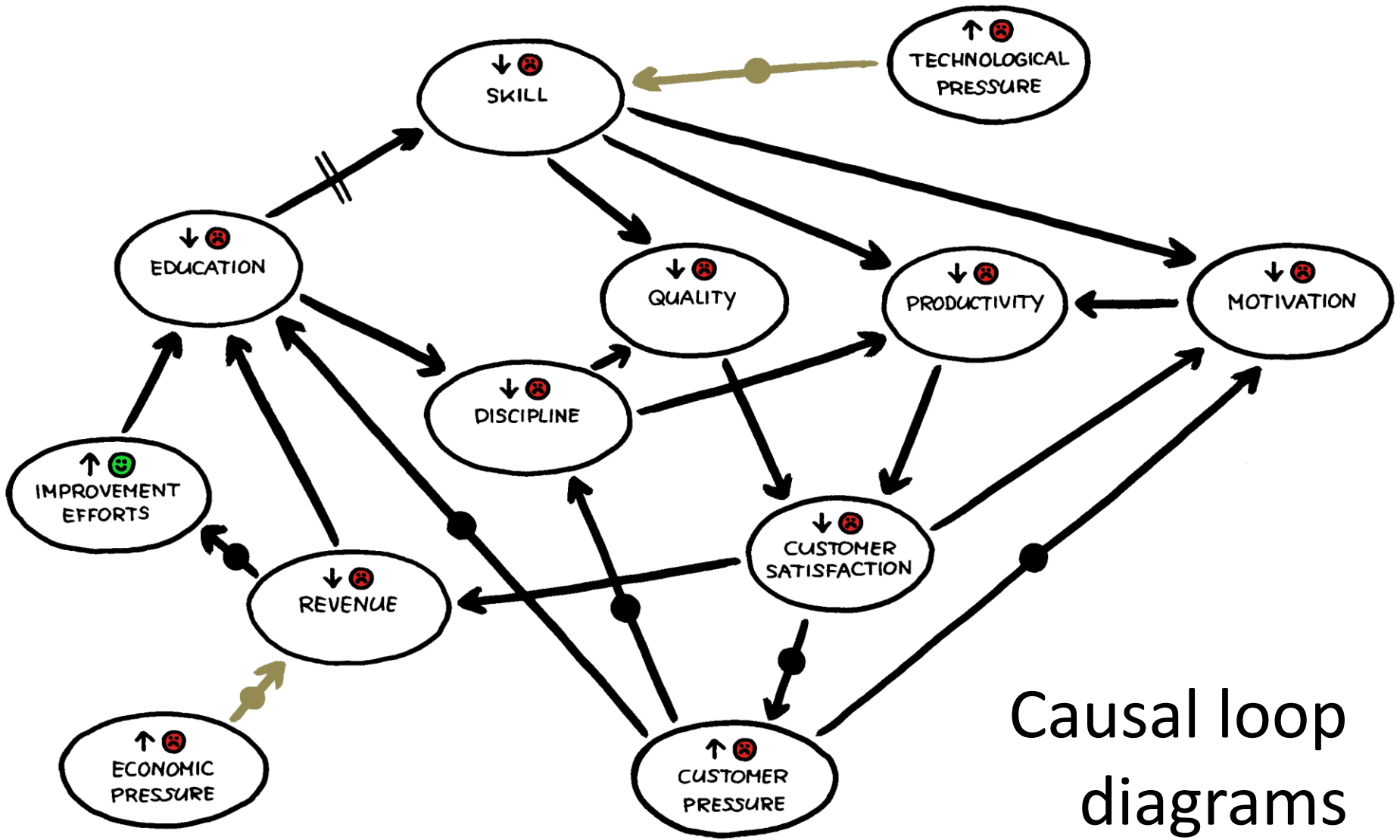
As with any significant process change, the biggest barrier seen to the adoption of Agile Development was the ability to change organizational culture followed by general resistance to change.

Challenges in Agile adoption



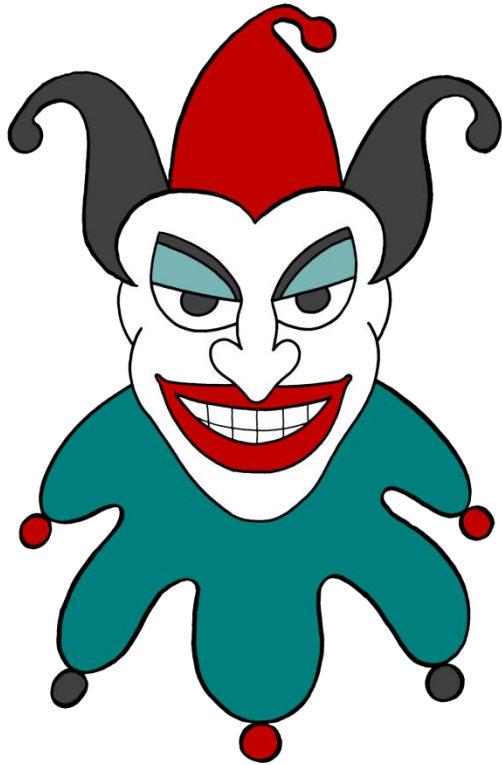
Complexity Thinking



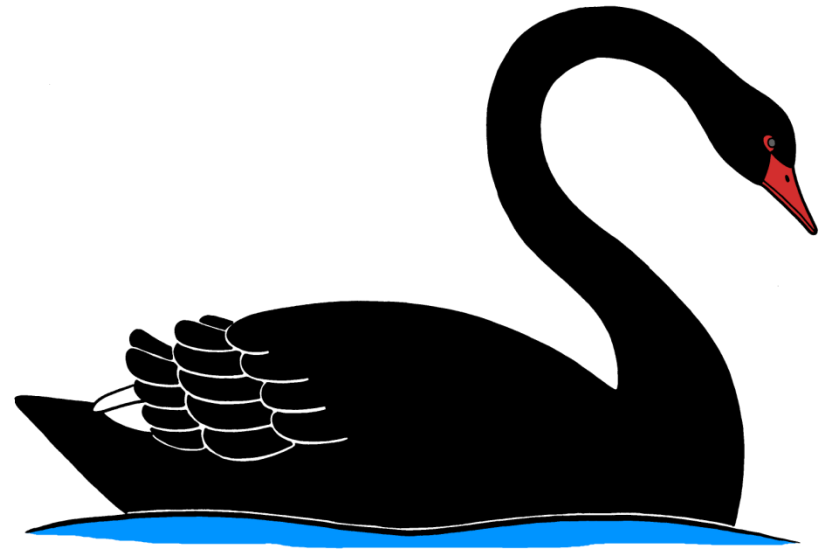


Causal loop diagrams

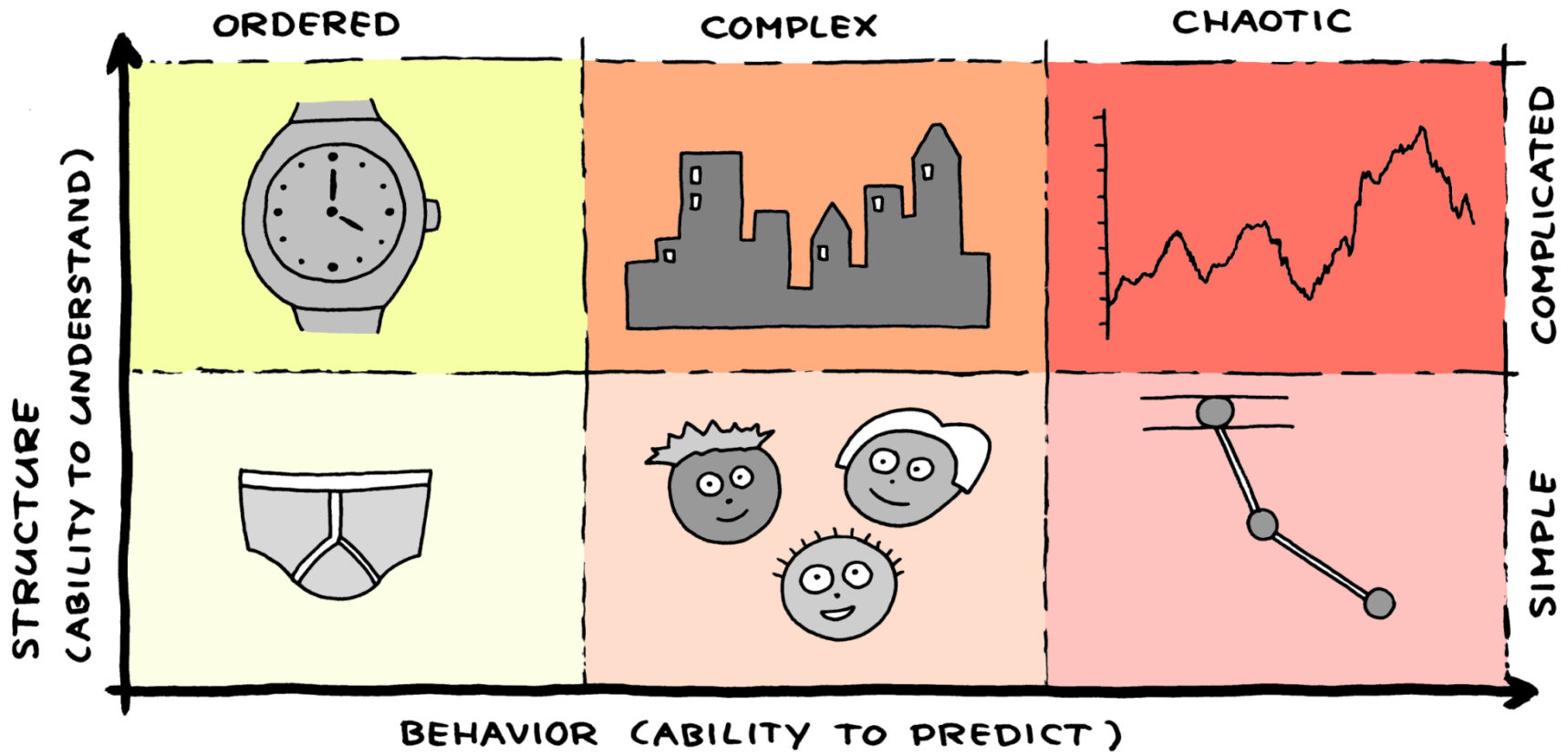
The unknown...



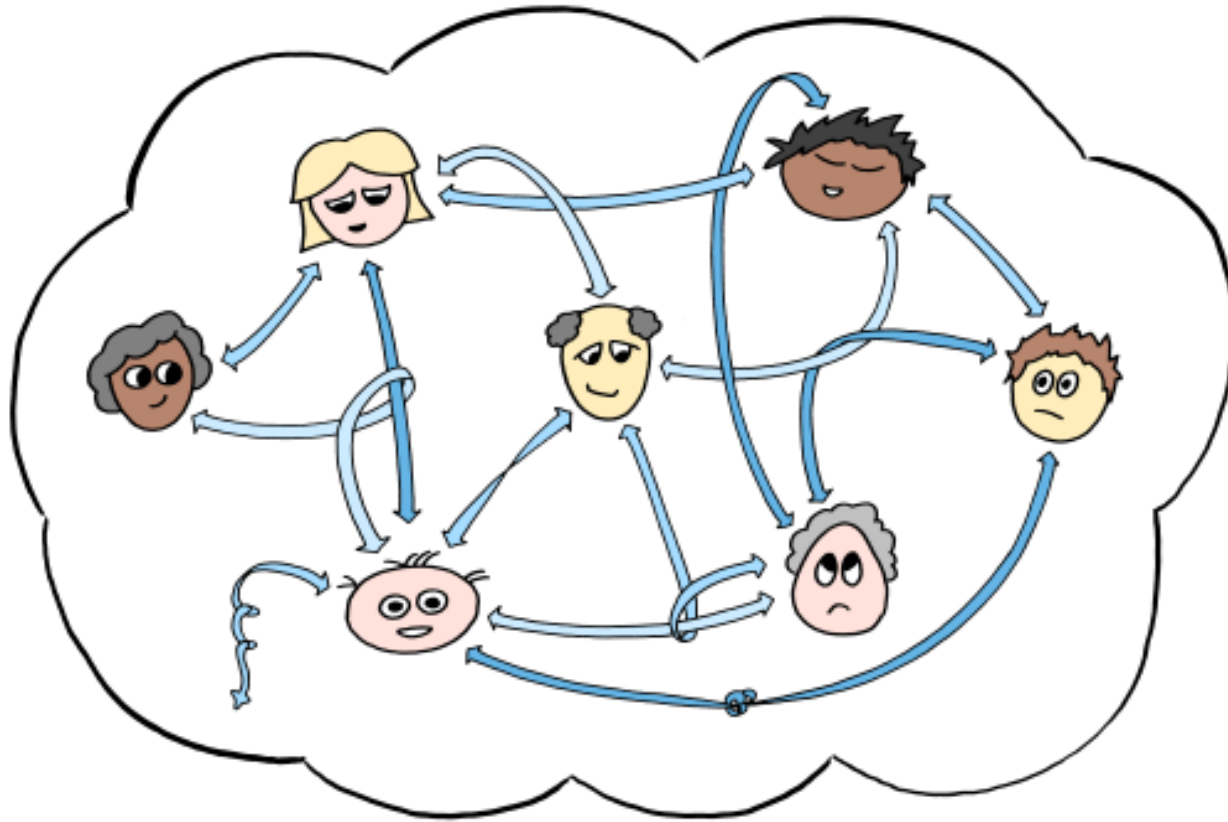
Jokers



Black swans

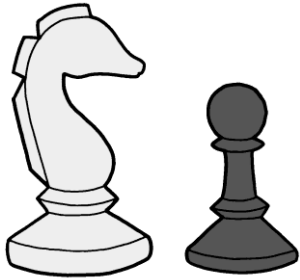


Complex vs. complicated



People and interaction

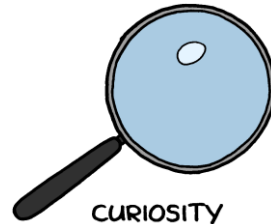
The 10 intrinsic desires



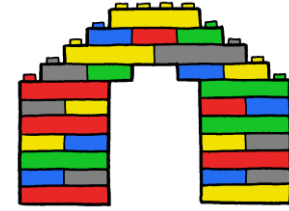
COMPETENCE



INDEPENDENCE



CURIOSITY



ORDER



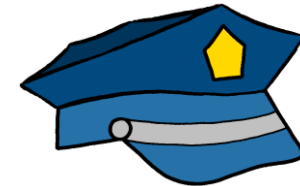
ACCEPTANCE



HONOR



POWER



STATUS



RELATEDNESS



PURPOSE

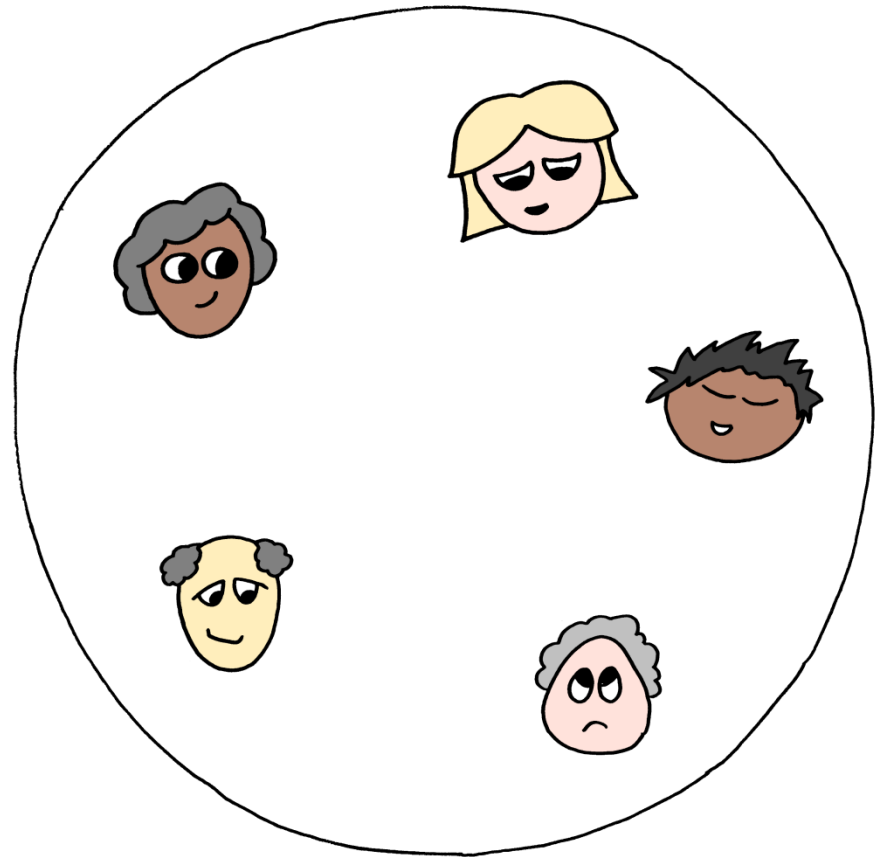
One-on-one meetings



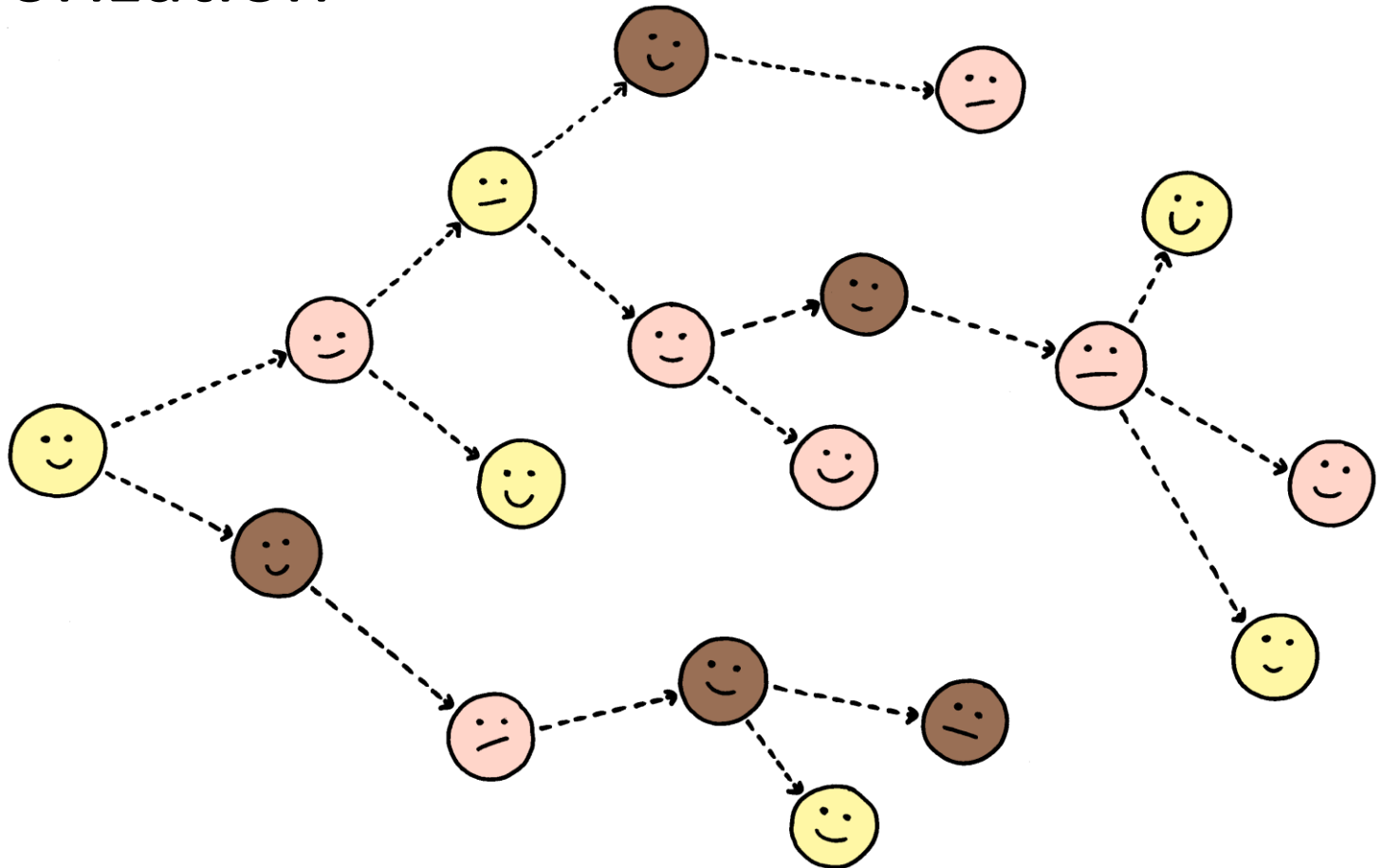
The 12 best questions

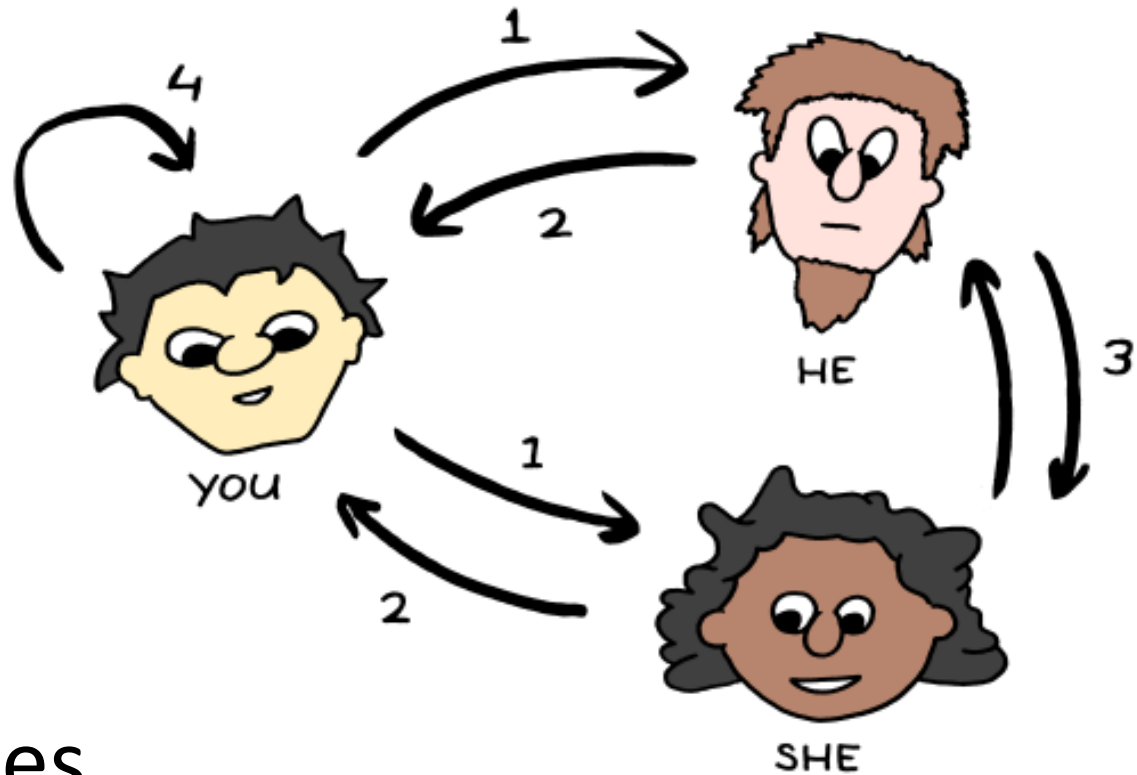
1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

Self-organizing teams



Distributing authorization



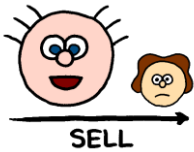


The 4 types
of trust

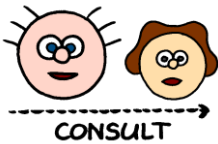
The 7 levels of delegation



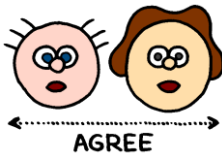
1. Tell: make decision as the manager



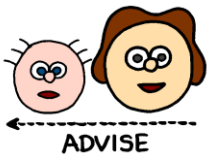
2. Sell: convince people about decision



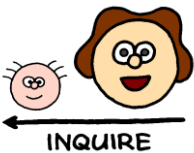
3. Consult: get input from team before decision



4. Join: make decision together with team



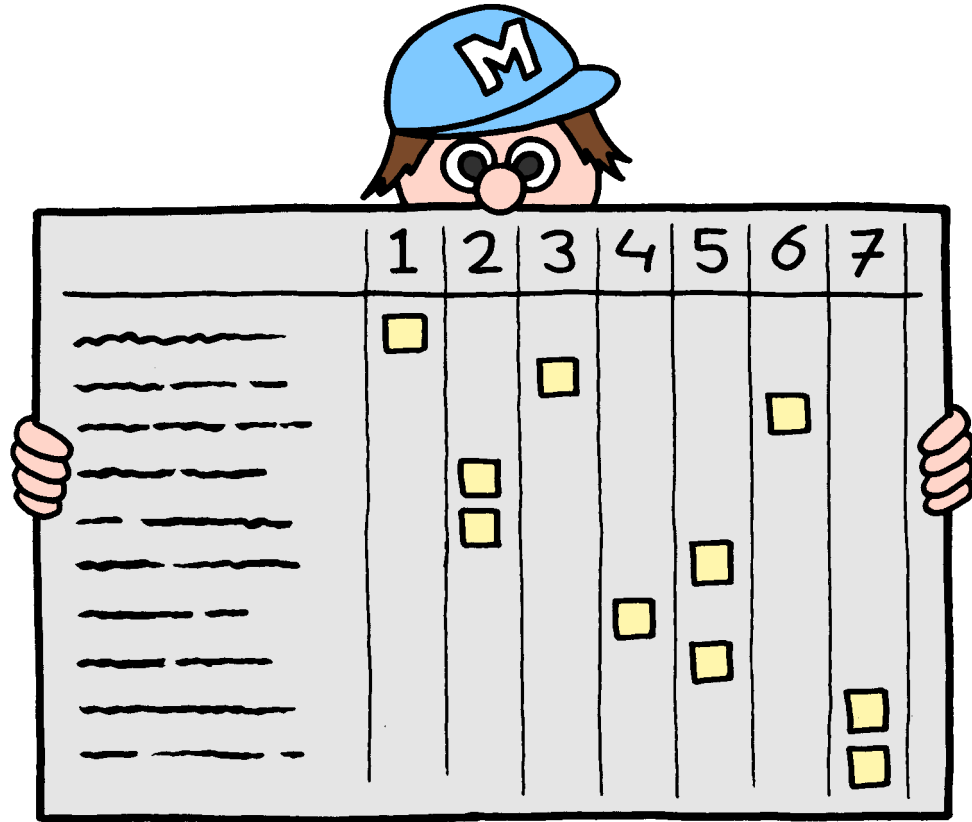
5. Advise: influence decision made by the team



6. Confirm: ask feedback after decision by team

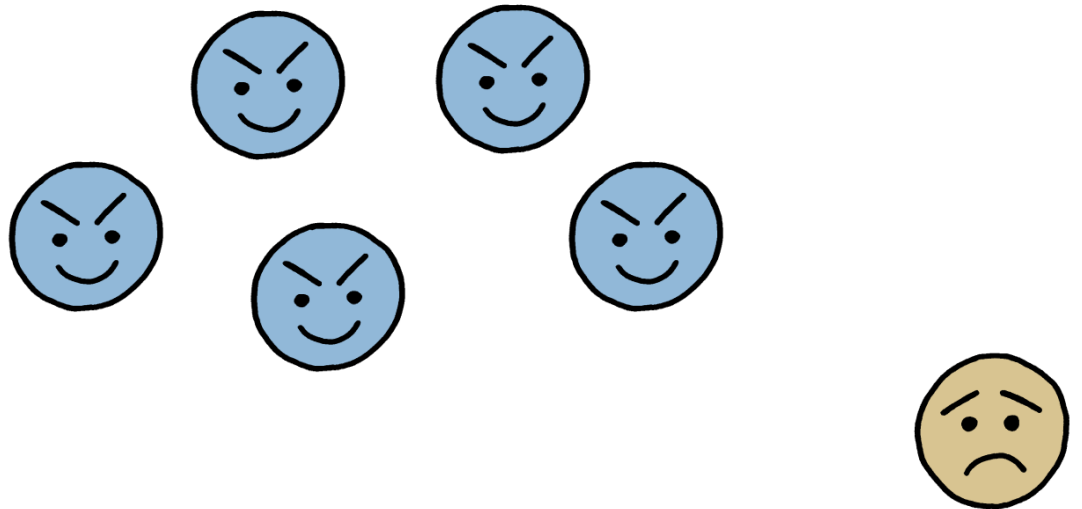


7. Delegate: no influence, let team work it out



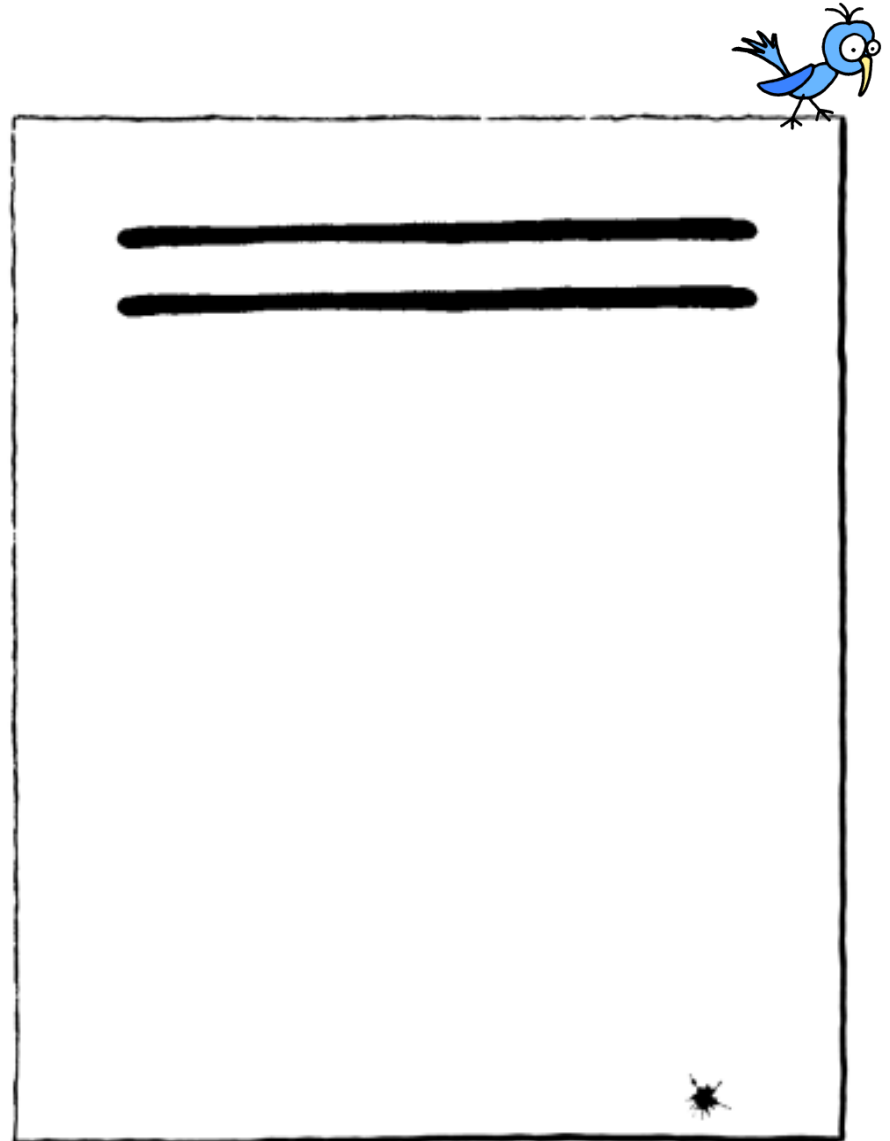
Authority boards

Protection of people





Goals and
purpose



Goal setting criteria



ACTIONABLE



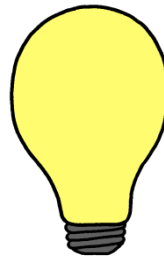
AMBITIOUS



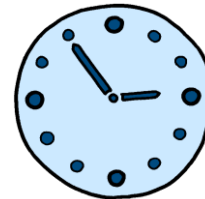
MEASURABLE



RELEVANT



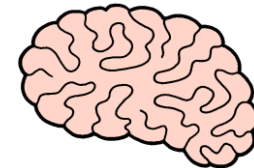
INSPIRING



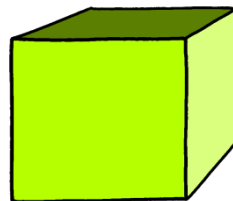
TIME-BOUND



REALISTIC



MEMORABLE



SIMPLE



TANGIBLE

Management by objectives



Protection of shared resources

Energy



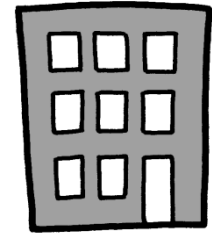
Budgets



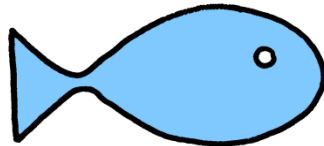
Environment



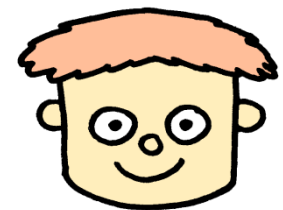
Office space



Food

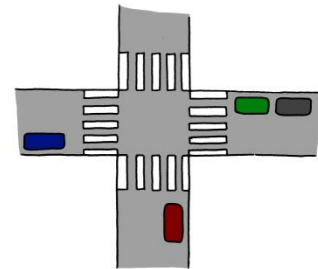
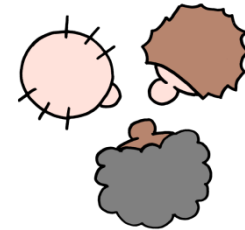


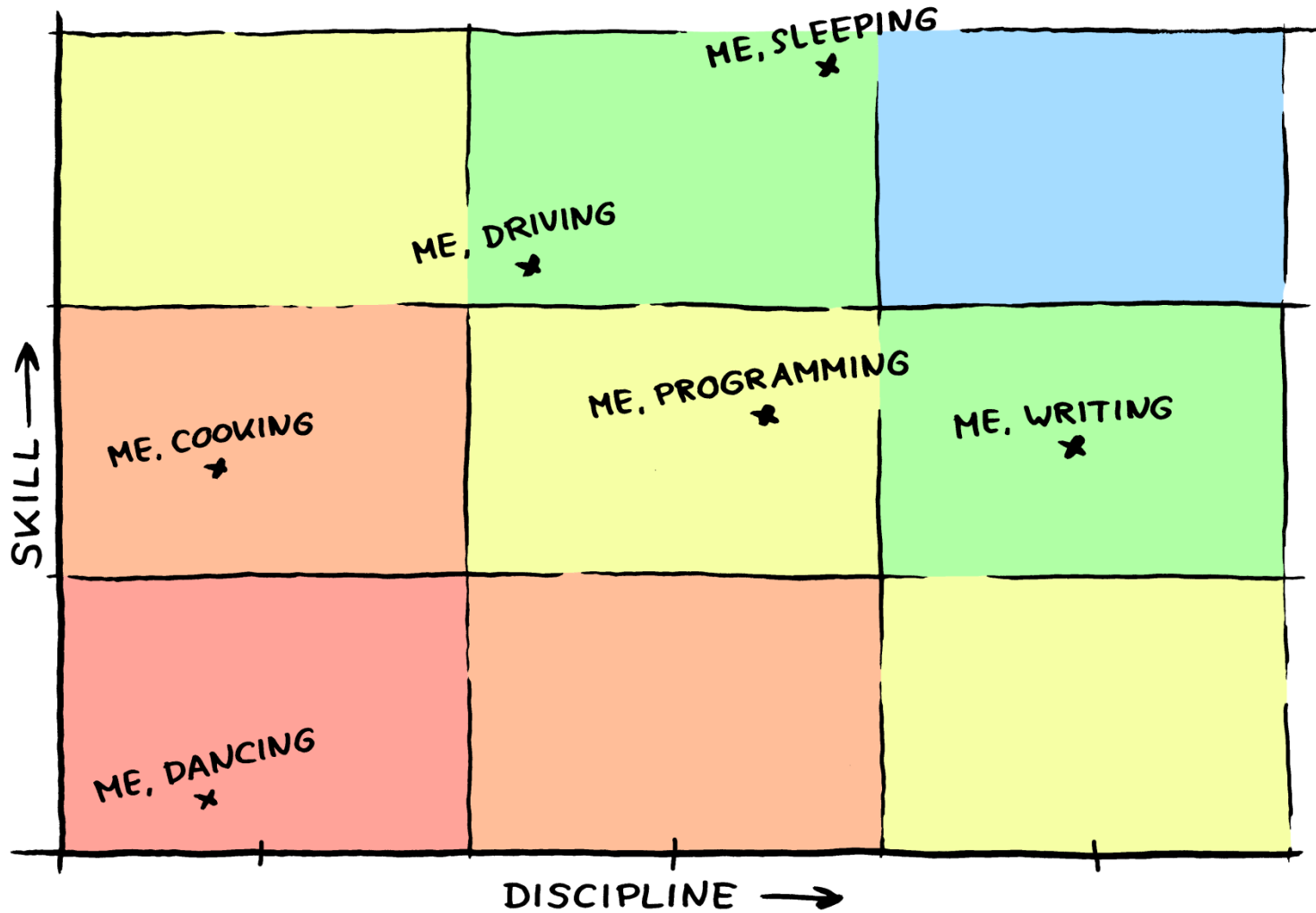
System admins



7 approaches to competence

1. Self-Development
2. Coaching & Mentoring
3. Training & Certification
4. Culture & Socialization
5. Tools & Infrastructure
6. Supervision & Control
7. Management





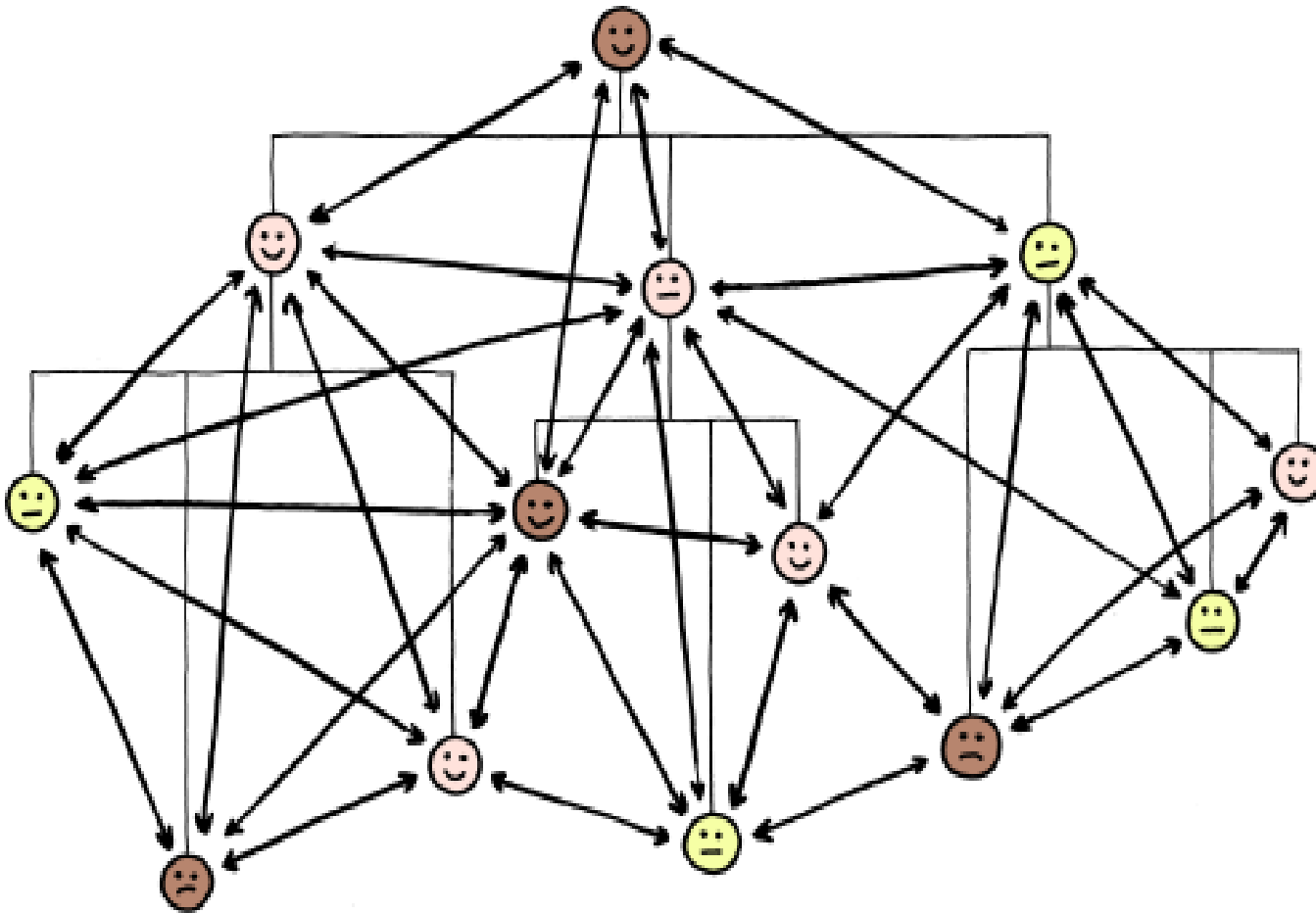
Skill versus discipline

Measurements

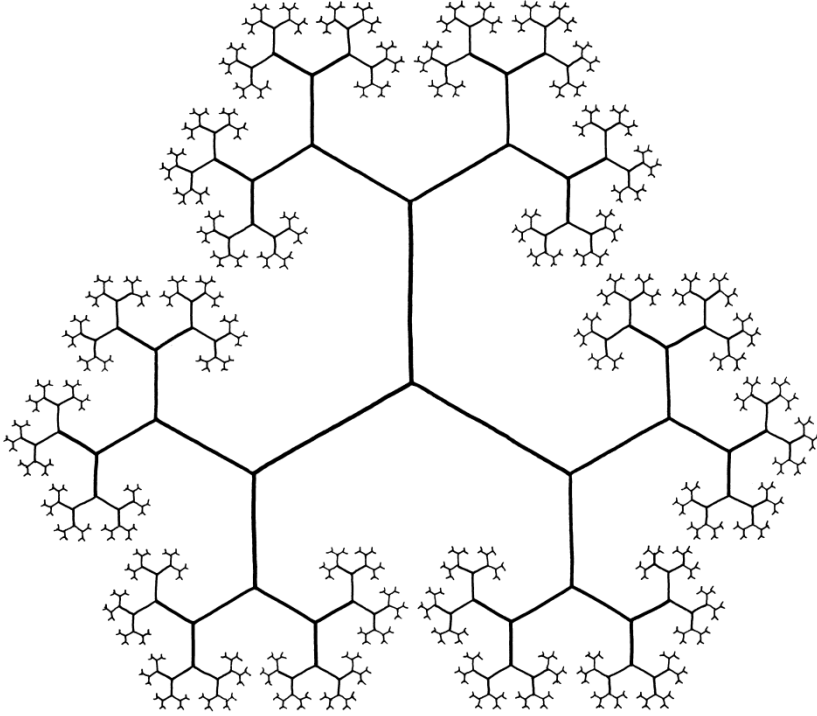
1. Time
2. People
3. Tools
4. Functionality
5. Quality
6. Process
7. Value

	1. Individuals	2. Teams	3. Departments	4. Business Units	5. Organization
1. Time	X				X
2. People		X	X		
3. Tools			X	X	
4. Functionality	X			X	X
5. Quality			X		
6. Process		X	X	X	
7. Value	X				X

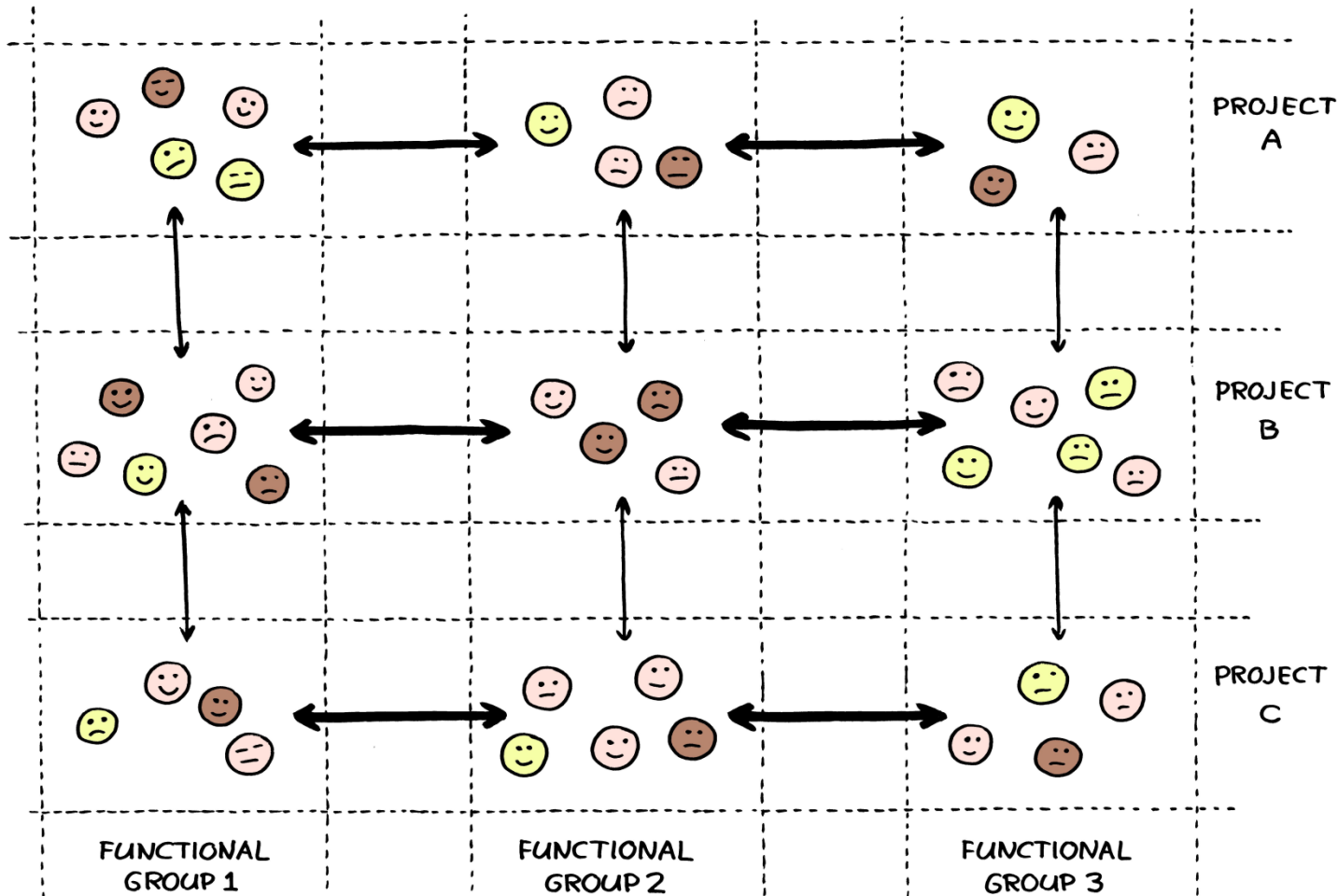
Communication between teams



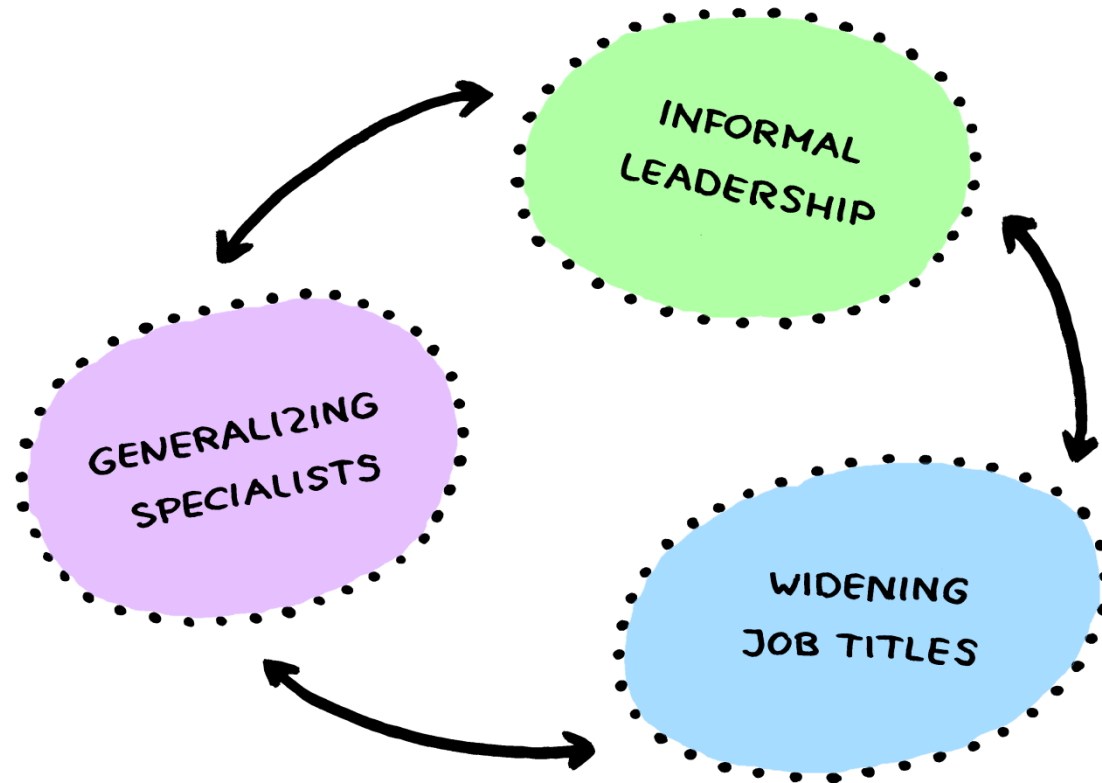
Structure of teams

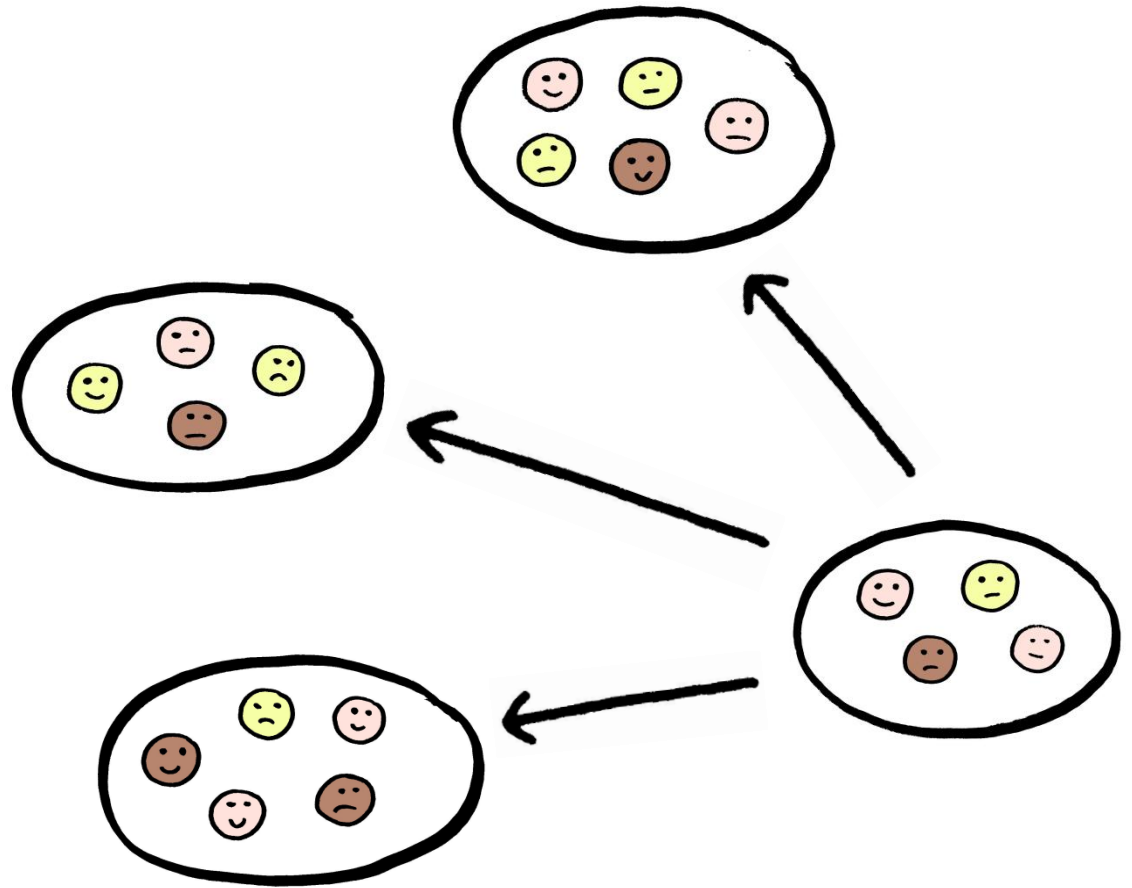


Functional versus cross-functional teams



Job titles and leadership



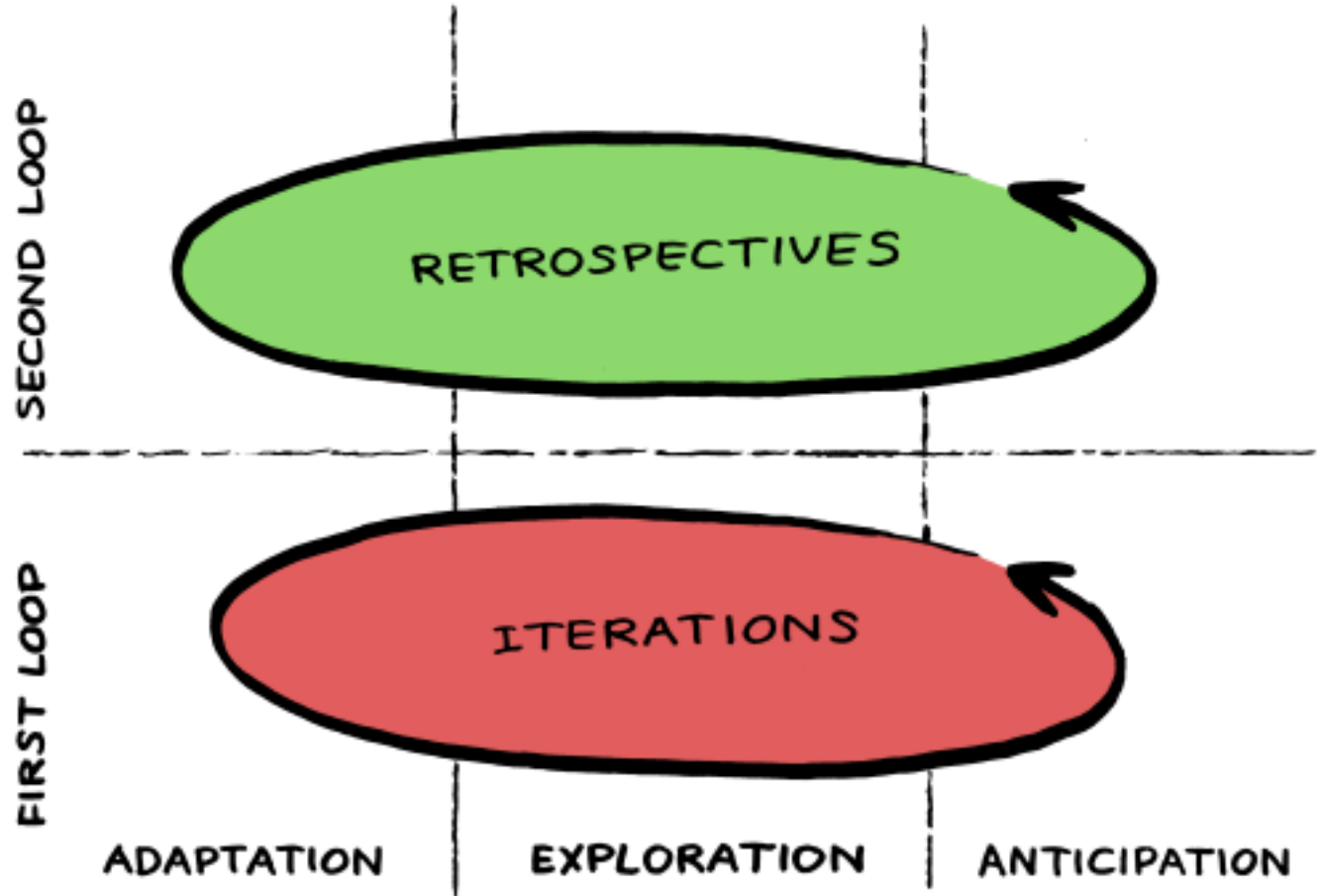


Value units & value networks

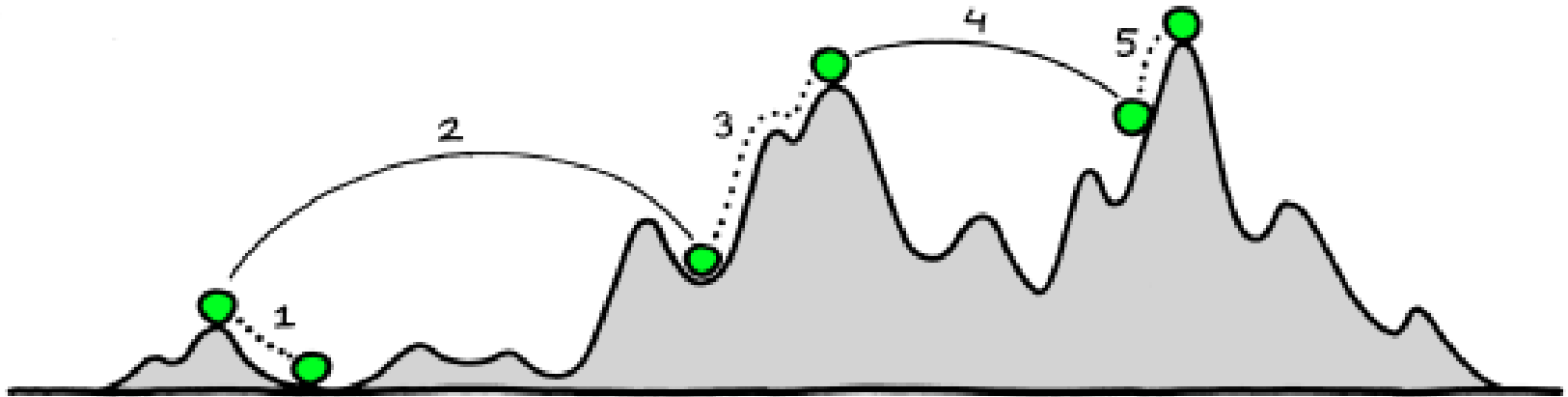
SLIP	PDCA	QIP	AMI	IDEAL	DMAIC
DETERMINE PROBLEMS	ACT	UNDERSTAND	ASSESS	INITIATING	DEFINE
SET GOALS	PLAN	GOALS	ANALYZE	DIAGNOSING	MEASURE
DEFINE METRICS		CHOOSE		ESTABLISHING	IMPROVE
IDENTIFY IMPROVEMENTS				ACTING	
IMPLEMENT IMPROVEMENTS	DO	EXECUTE	METRICATE	ACTING	CONTROL
EXECUTE PROCESSES		ANALYZE			ANALYZE
CHECK MEASUREMENTS	CHECK	ANALYZE	IMPROVE	LEVERAGING	ANALYZE
LEARN FROM RESULTS	ACT	PACKAGE			

Continuous improvement

Improvement strategies



Fitness landscapes



1, 3, 5

Kaizen

Gradual improvement

2, 4

Kaikaku

Radical improvement

And more...



AGILEMinds



PROGRAM
UTVIKLING as



Mosaic Works
Think. Design. Work smart.



A|T|I|V|E|



<http://www.jurgenappelo.com/training/>