

A large, stylized blue silhouette of a human figure with arms raised, positioned on the left side of the slide.

Three Jobs of Agile Management

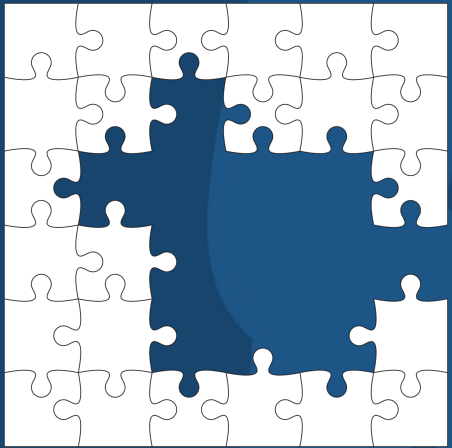
 @humanizingwork

humanizing
 **WORK**

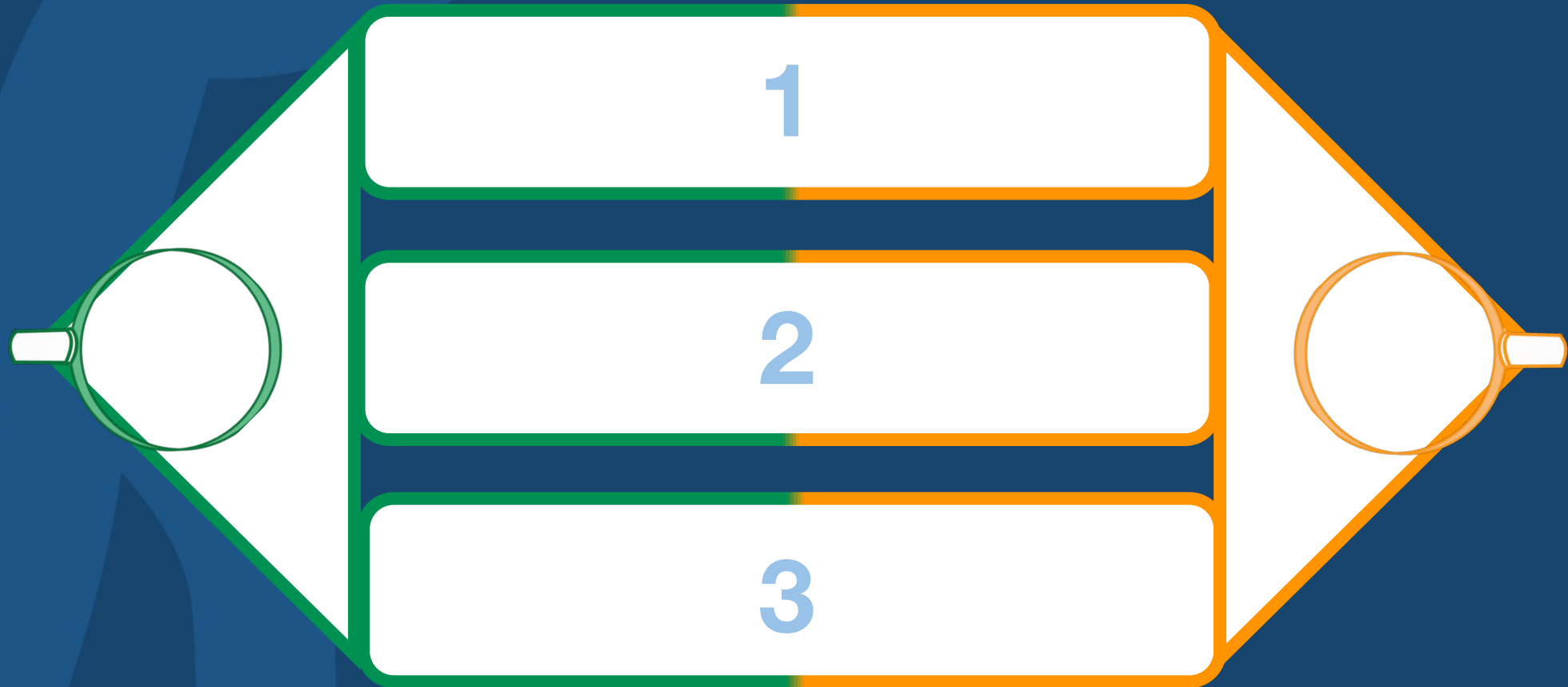
If Agile teams
are “self-
managing,”
what’s my
job?



What's the role of management in an Agile organization?



THREE JOBS OF MANAGEMENT



David Marquet: Turn the Ship Around

I intend to...

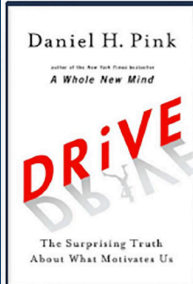
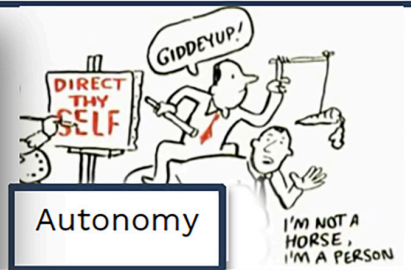





I've done the following
due diligence...

Here's how it aligns to
our vision & strategy...



David Marquet: Turn the Ship Around

 <p>Daniel H. Pink author of the New York Times bestseller <i>A Whole New Mind</i></p> <p>DRIVE</p> <p>The Surprising Truth About What Motivates Us</p>	 <p>Autonomy</p>	I intend to...	 <p>L. DAVID MARQUET CAPTAIN, U.S. NAVY (RETIRED) AUTHOR OF <i>TURNING FOLLOWERS INTO LEADERS</i></p> <p>Turn the Ship Around!</p> <p>A TRUE STORY OF TURNING FOLLOWERS INTO LEADERS</p>
	 <p>Mastery</p>	I've done the following due diligence...	
	 <p>Purpose</p>	Here's how it aligns to our vision & strategy...	






Empowered Scrum Teams

What would cause us to trust the team?

Give Control

Competence

Clarity

I intend to...	
I've done the following due diligence...	
Here's how it aligns to our vision & strategy...	

Improve the System

Increase Capability

Create Clarity

THREE JOBS OF MANAGEMENT

Create Clarity

Increase Capability

Improve the System

Create Clarity

Increase Capability

Improve the System

Which of the three
jobs is your
organization **best** at?



Create Clarity

Increase Capability

Improve the System

What was hard about answering that question?

Human



TWO SIDES

Objective



Create Clarity

Increase Capability

Improve the System

TWO SIDES

Human



Create Clarity

Increase Capability

Improve the System

Objective



TWO SIDES

Create Clarity

Increase Capability

Improve the System

Human



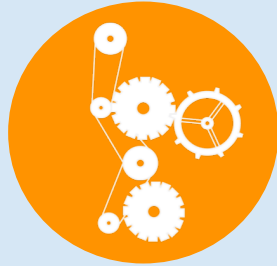
Objective



Human



Objective

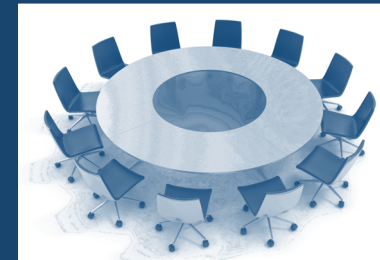


Create Clarity

Increase Capability

Improve the System

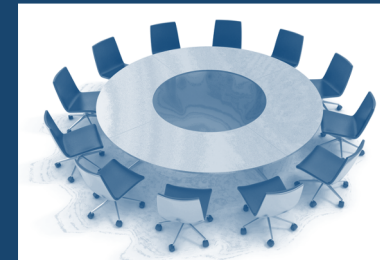
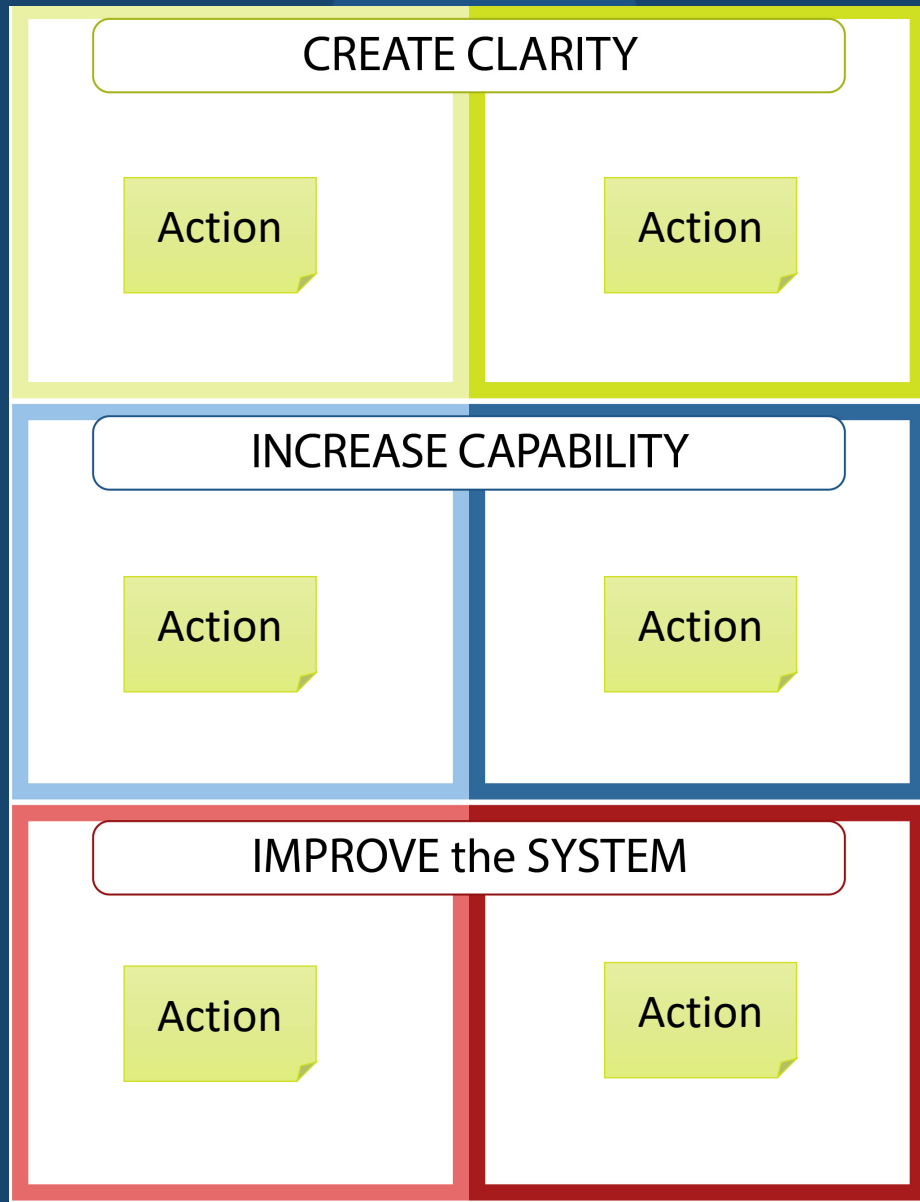
Which of the
six is your
organization
best at?



POSTER TIME!

Open your first envelope!
Use the magic roll-on sticky note tape to
affix the items to the poster

Add one potential backlog item for a management team in each area





human side



objective side



CREATE CLARITY

INCREASE CAPABILITY

IMPROVE the SYSTEM

CREATE CLARITY

Purpose
& Vision

Customers

Strategy

Values

Definition
of Success

Value
Innovation

INCREASE CAPABILITY

Leadership

Personal
Growth

Technical
Skills

Funding &
Finance

Team
Building

Partnering

Hiring &
Firing

Protecting

IMPROVE the SYSTEM

Safety

Authority

Workflow

Information

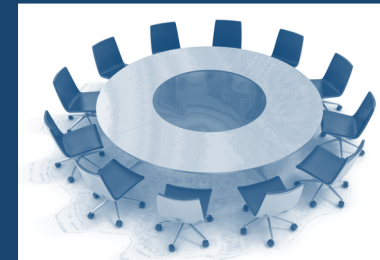
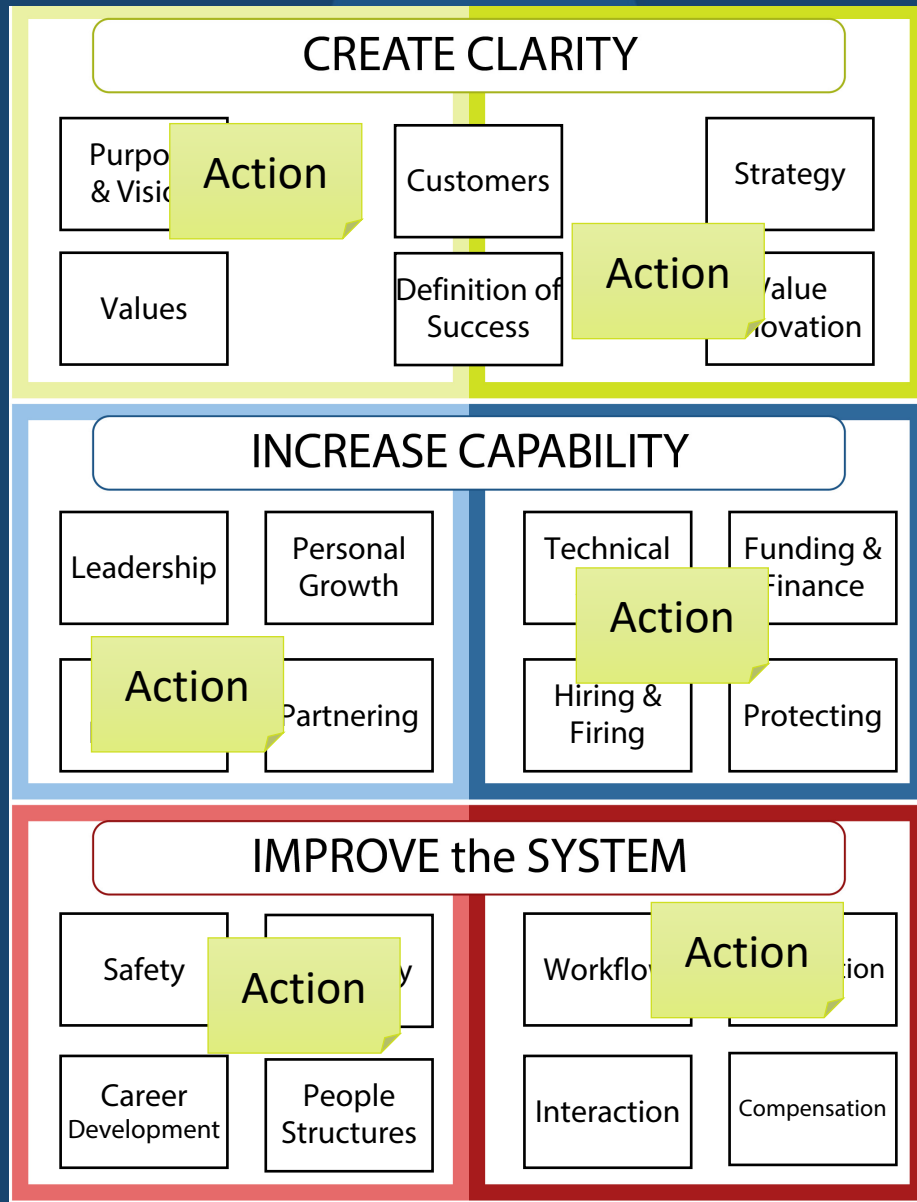
Career
Development

People
Structures

Interaction

Compensation

Improve your backlog items by moving and/or rewriting them



Use #1

Use the jobs, two sides, and
focus areas to prioritize
organizational improvements



For Scrum Teams

Use the jobs to
clarify responsibilities

For Example...

Team Roles

Management

Product Owner

Create Clarity

ScrumMaster-ish

Increase Capability

ScrumMaster

Improve the System

For Example...

Product Owner



Management

Create Clarity

Purpose/Mission

Vision

Customer Segmentation

Strategic Objectives

Product Backlog Refinement

For Example...

Product Owner



Management

Create Clarity

Purpose/Mission

Vision

Customer Segmentation

Strategic Objectives

For Example...

Product Owner



Management

Create Clarity

Purpose/Mission

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Customer Segmentation

Strategic Objectives

Product Backlog Refinement



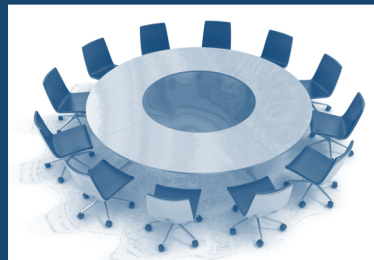
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Create Clarity

Increase Capability

Improve the System

How might an organization clarify responsibilities for the ScrumMaster?



But what if I'm not a manager?



Client Example

