


What Do **Managers** Do In an **Agile Org?**

humanizing
WORK



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

FRONT

"I'm an individual contributor, so my manager would be the one asking this question"

"I help managers who are asking this question (e.g. coaches or senior leaders)"

"I'm a manager, so I'm asking this question for myself"

If Agile teams are "self-managing," what's my job?



Be a servant leader

Focus on building
a healthy culture

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

Coach and mentor

Agile orgs don’t
need managers

FRONT

Be a servant leader

Focus on building
a healthy culture

DISCUSS:

1. What's helpful about that answer? What does it clarify?
2. What's incomplete or unhelpful about that answer?

If Agile teams are
"self-managing,"
what's my job?

Coach and mentor

Agile orgs don't
need managers

THREE JOBS OF MANAGEMENT

1

2

3

David Marquet: Turn the Ship Around



David Marquet: Turn the Ship Around

I intend to...

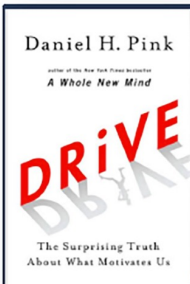
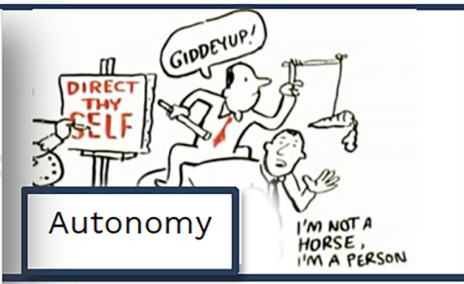

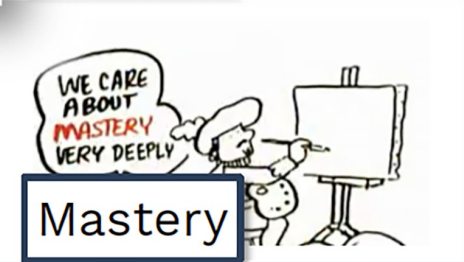



I've done the following due diligence...

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



David Marquet: Turn the Ship Around



THREE JOBS OF MANAGEMENT

Create Clarity

Increase Capability

Improve the System

Create Clarity

Increase Capability

Improve the System

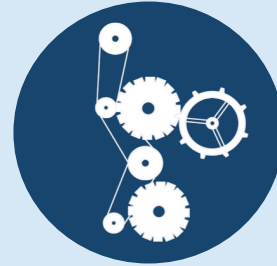
What's an example of something managers do in each of these categories?



Human



Objective



Create Clarity

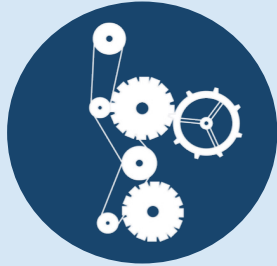
Increase Capability

Improve the System

Human



Objective



Create Clarity

Increase Capability

Improve the System

Which of the six is your
org **best** at?

Which of the six is the
weak link for your org?





human side



objective side



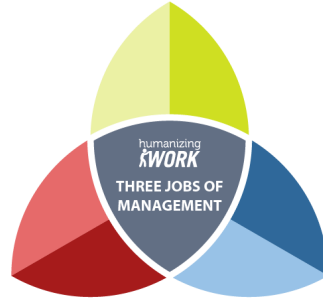
CREATE CLARITY

INCREASE CAPABILITY

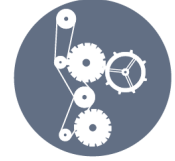
IMPROVE the SYSTEM



human side



objective side



CREATE CLARITY

Purpose & Vision

How we create meaning and alignment

Customers

How we decide who to serve

Strategy

How we plan and prioritize

Values

What we believe and how we aspire to behave

Definition of Success

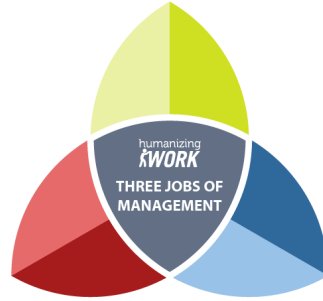
How we set and follow up on expectations

Value Innovation

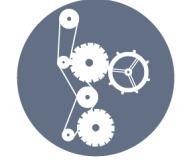
How we discover and evolve new opportunities



human side



objective side



INCREASE CAPABILITY

Leadership

How we scale the capability to create more meaningful outcomes

Personal Growth

How we gain more effective options for our own behavior

Technical Skills

How we develop expertise in our chosen domains

Funding & Finance

How we acquire and wisely use the resources needed to succeed

Team Building

How we create and maintain trust and safety in teams

Partnering

How we create and maintain relationships in larger communities

Hiring & Firing

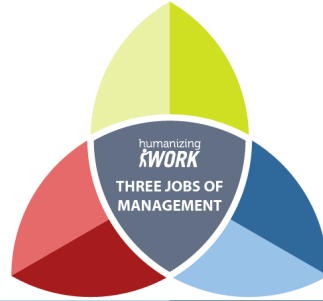
How we add and remove the right individuals at the right time

Protecting

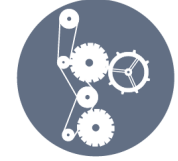
How we keep the organization safe from threats



human side



objective side



IMPROVE the SYSTEM

Safety

How we make it safe for people to explore, connect, and execute

Authority

How we share power and make decisions

Workflow

How we conceptualize, divide, and do the work

Information

How we find, share, and use data

Career Development

How we help people advance

People Structures

How we organize and team

Interaction

How we structure communication, meetings, and commitments

Compensation

How we pay and provide

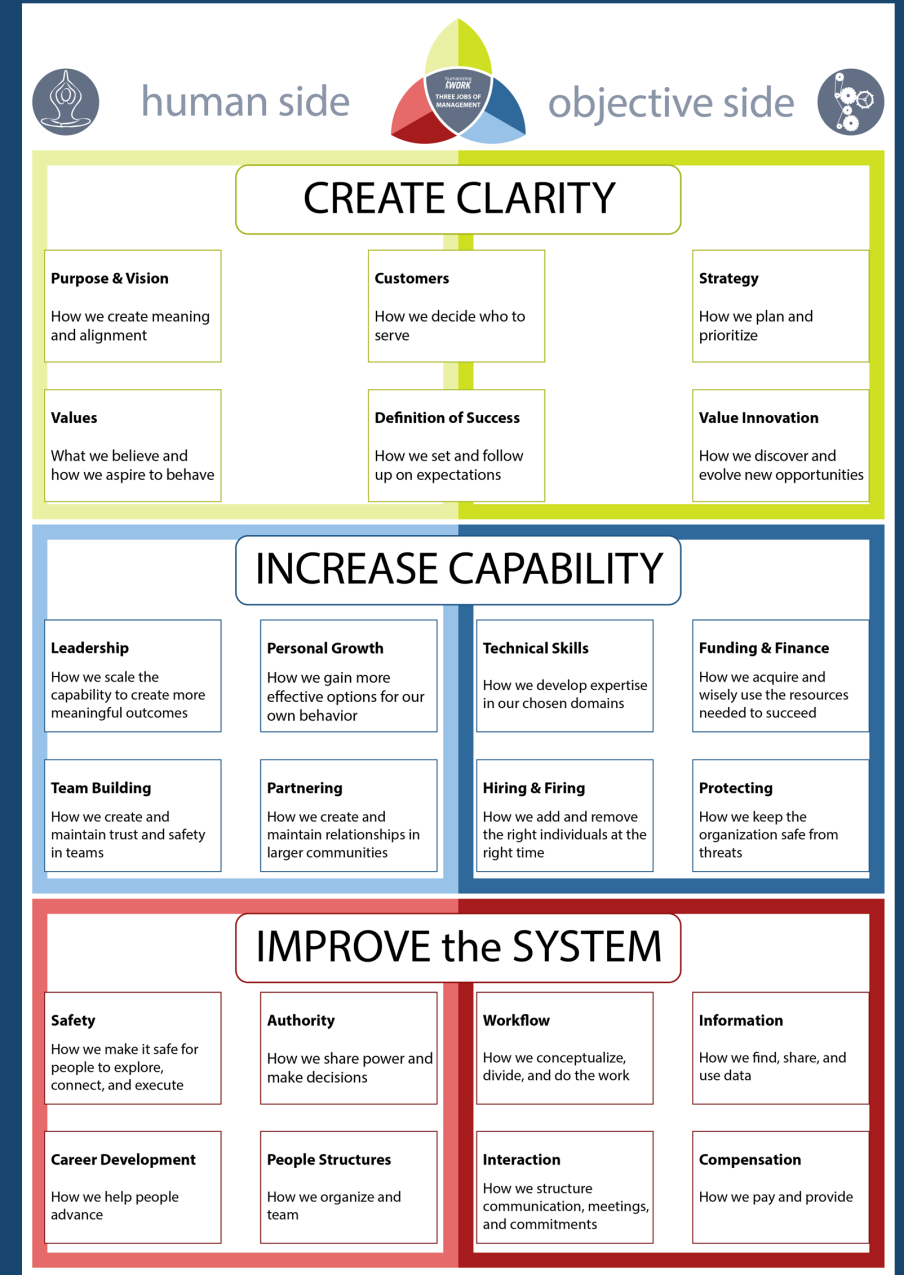


4 Ways to Use the 3 Jobs Model

whether you're a manager, coach, or individual contributor

#1

Clarify roles and responsibilities



For Example...

Scrum 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



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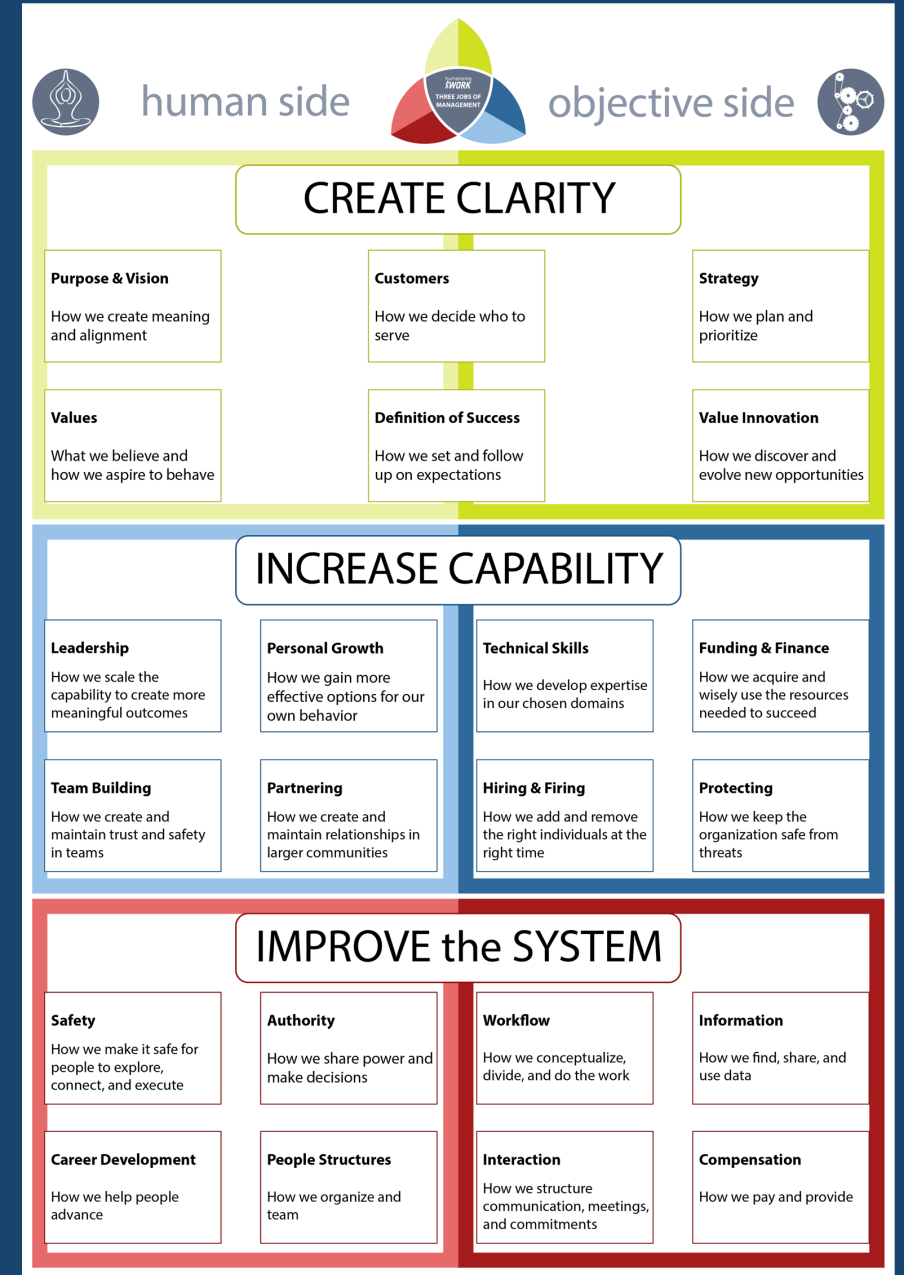
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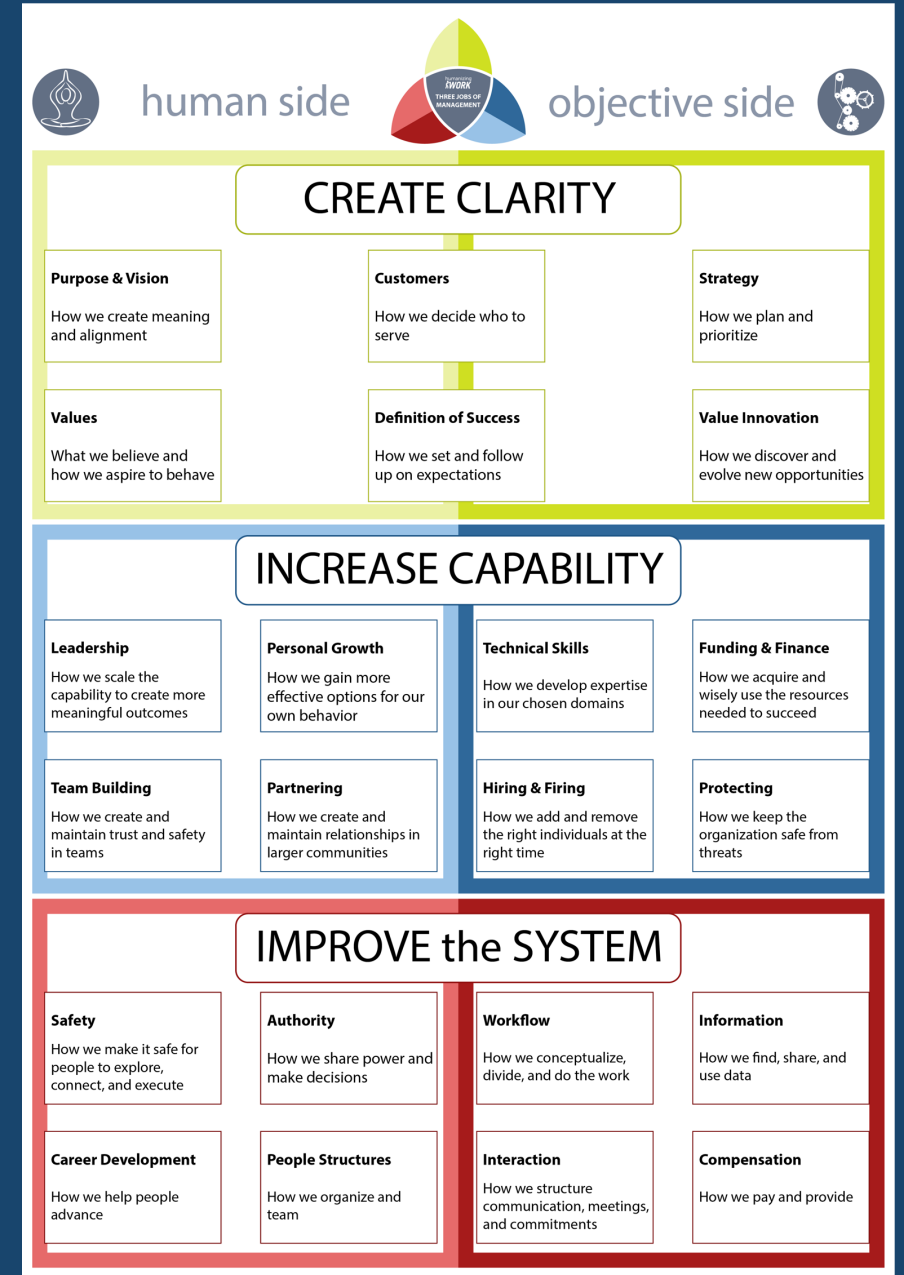
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Clarify roles and responsibilities

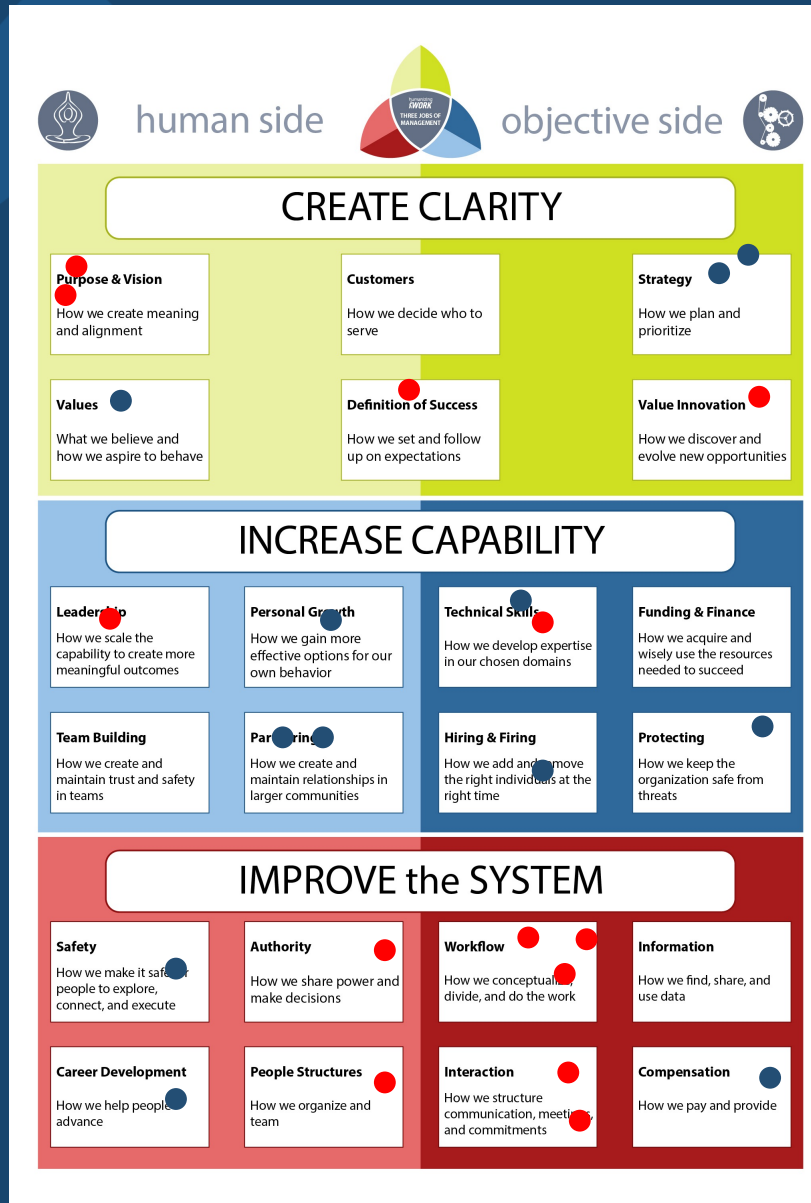


#2

Management backlog

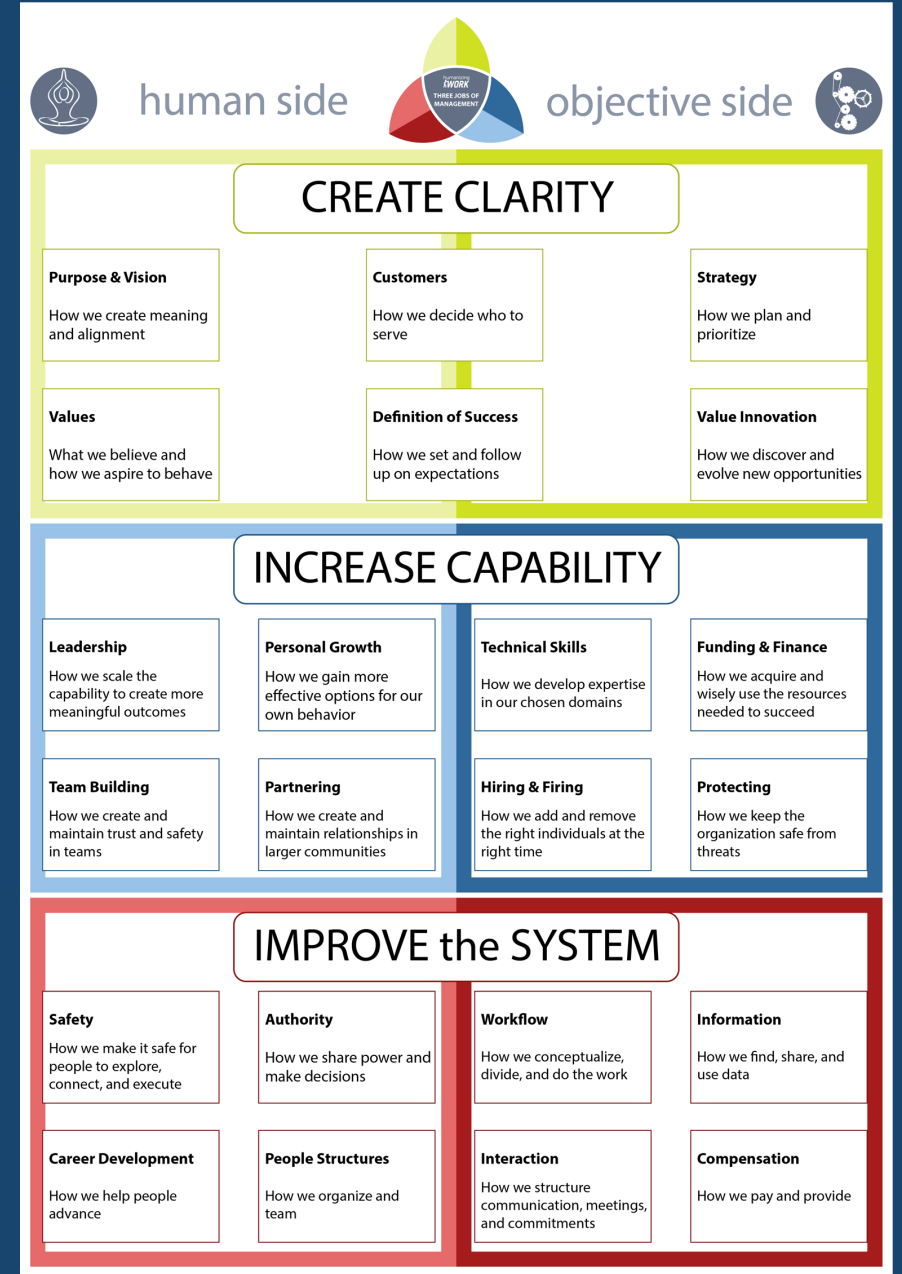


Client Example



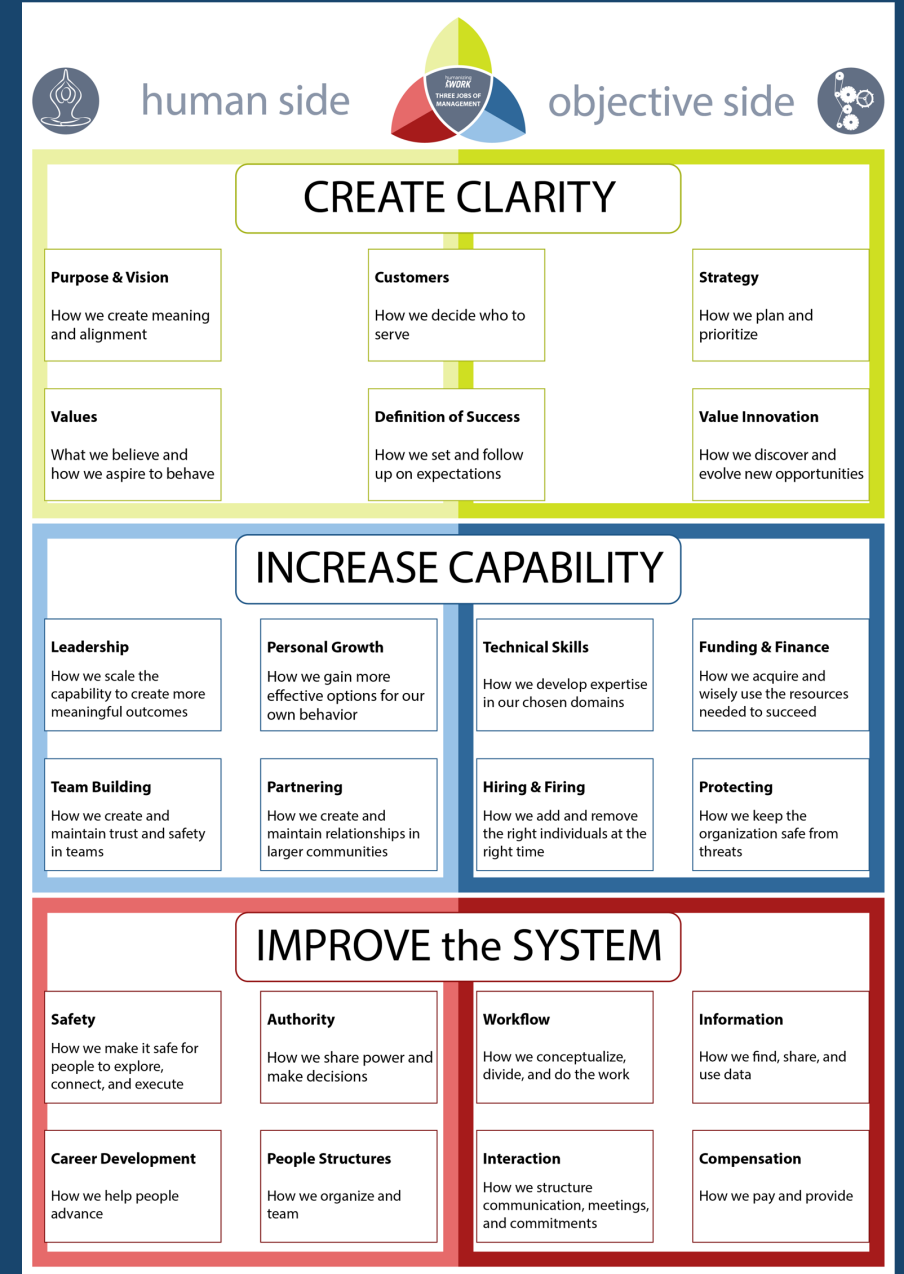
#3

Shape 1-on-1s



#4

Resolve impediments





human side



objective side



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