

TheHumanSideOfAgile.com

GrowASolidAgileTeam.info

The Human Side of Agile Management: What It Takes to Grow Great Teams

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The World Hasn't Received the Memo

Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

4 Necessary Attributes of Agile Teams

- Having the sole purpose of delivering value to their customers and the business
- Being cross-functional and having all necessary skills represented (value definition + delivery)
- Having autonomy to meet their objectives
- Manifesting the Agile principles and values

Thinking of Successful Agile Teams You've Encountered...

What motivates them?

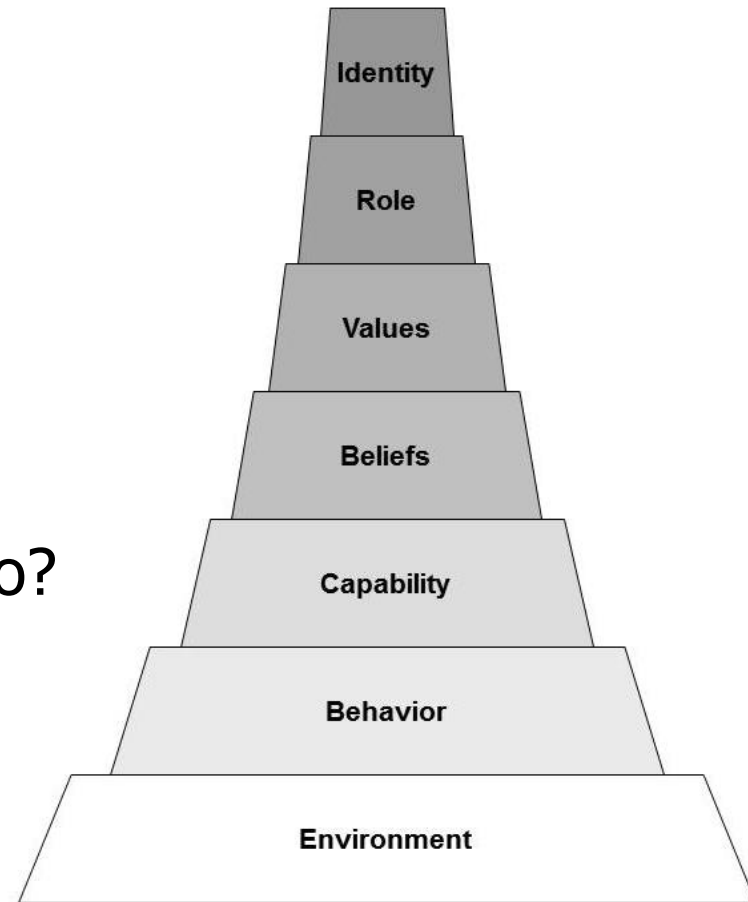
What is important to them?

What do they believe?

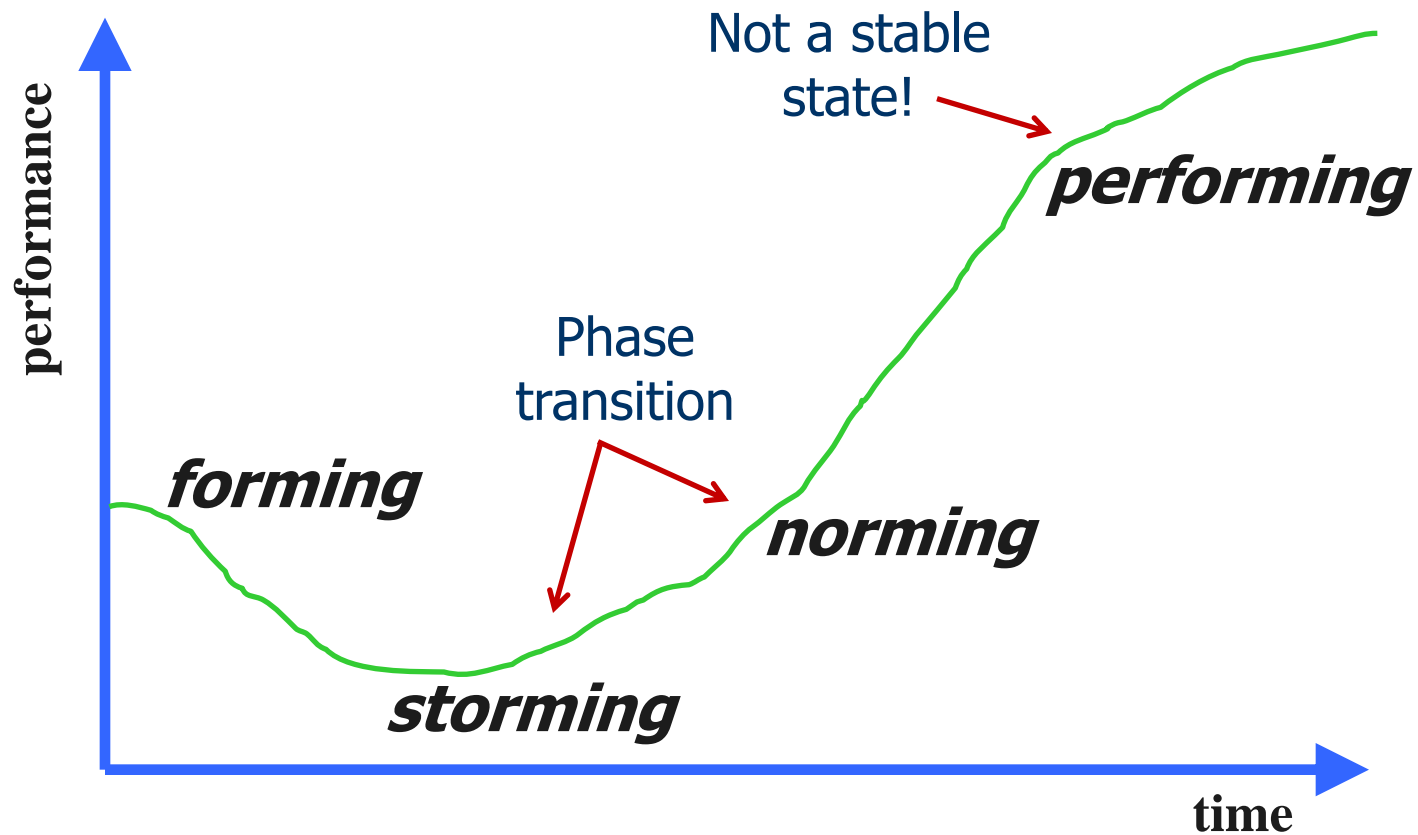
How do they act? What can they do?

What do you observe about them?

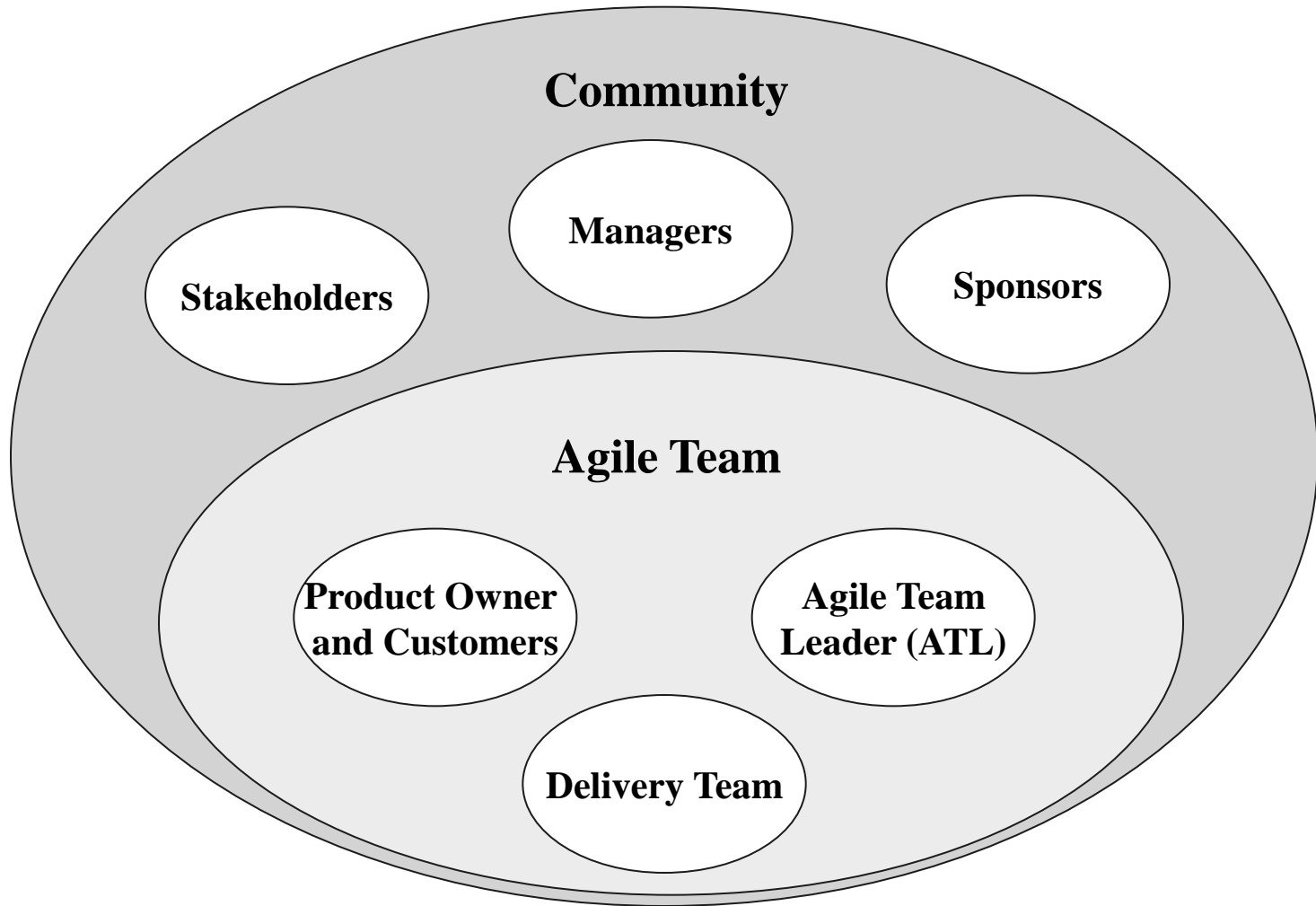
What is key to their success?



The Tuckman Model



More Than Three Roles



**From the human perspective,
how do you support your team?**

**What can you do to help them
grow strong, stay strong, and deliver?**

Good Old Management Practice

- 👍 Energize the team
- 👍 Demonstrate responsibility
- 👍 Motivate the members
- 👍 Articulate the vision and keep it alive
- 👍 Recognize and evangelize success
- 👍 Break down the silos and barriers
- 👍 Give feedback
- 👍 Set a high performance bar
- 👍 Coach for growth and change
- 👍 Keep people informed
- 👍 Optimize communication
- 👍 Grow people
- 👍 Be pressure valve for individual members

And Particularly in Agile...

- 👉 Empower the team / protect their autonomy
- 👉 Hold the team accountable
- 👉 Define team success
- 👉 Draw out team wisdom
- 👉 Facilitate consensus
- 👉 Manage behaviours that derail teams
- 👉 Support self-organization
- 👉 Lead change
- 👉 Maximize collaboration
- 👉 Allow focus
- 👉 Involve the team in determining their makeup
- 👉 Reframe failure as a learning opportunity
- 👉 Shield the team

What should you avoid doing?

**What might achieve short term results,
but hurt long term?**

Bad Old Management Malpractice

- 👉 Micromanage
- 👉 Ignore / filter the team's messages
- 👉 Abdicate responsibility
- 👉 Perpetuate silos ("job security")
- 👉 Treat normal setbacks as failures
- 👉 Expect greater performance than the team's current evolutionary state allows
- 👉 Appear to have favourites

And Particularly in Agile...

- 👉 Resist change due to personal discomfort
- 👉 Decide unilaterally on the “right” course of action
- 👉 Make estimates, promises, and commitments on the team’s behalf
- 👉 Hire into the team without their involvement
- 👉 Undermine team commitments (e.g. iteration goals)
- 👉 Mistrust or second-guess the team
- 👉 Solve team problems that they could solve on their own
- 👉 Reward individual prowess

Agile Managers & Leads: Skills & Qualities

| | | |
|--------------------|--------------------|----------------|
| Communication | Observation | Curiosity |
| Being present | Empathy | Facilitation |
| Coaching | Patience | Influence |
| Change leadership | Self-awareness | Responsibility |
| Social sensitivity | Community building | Fearlessness |
| Charisma | Resilience | |

Communication



Keys to Effective Communication

In each interaction, have clear:

1. Purpose
2. Presence
3. Rapport
4. Empathy

Example: If you're heading into a 1-on-1 with a team member, how will you prepare for the conversation?

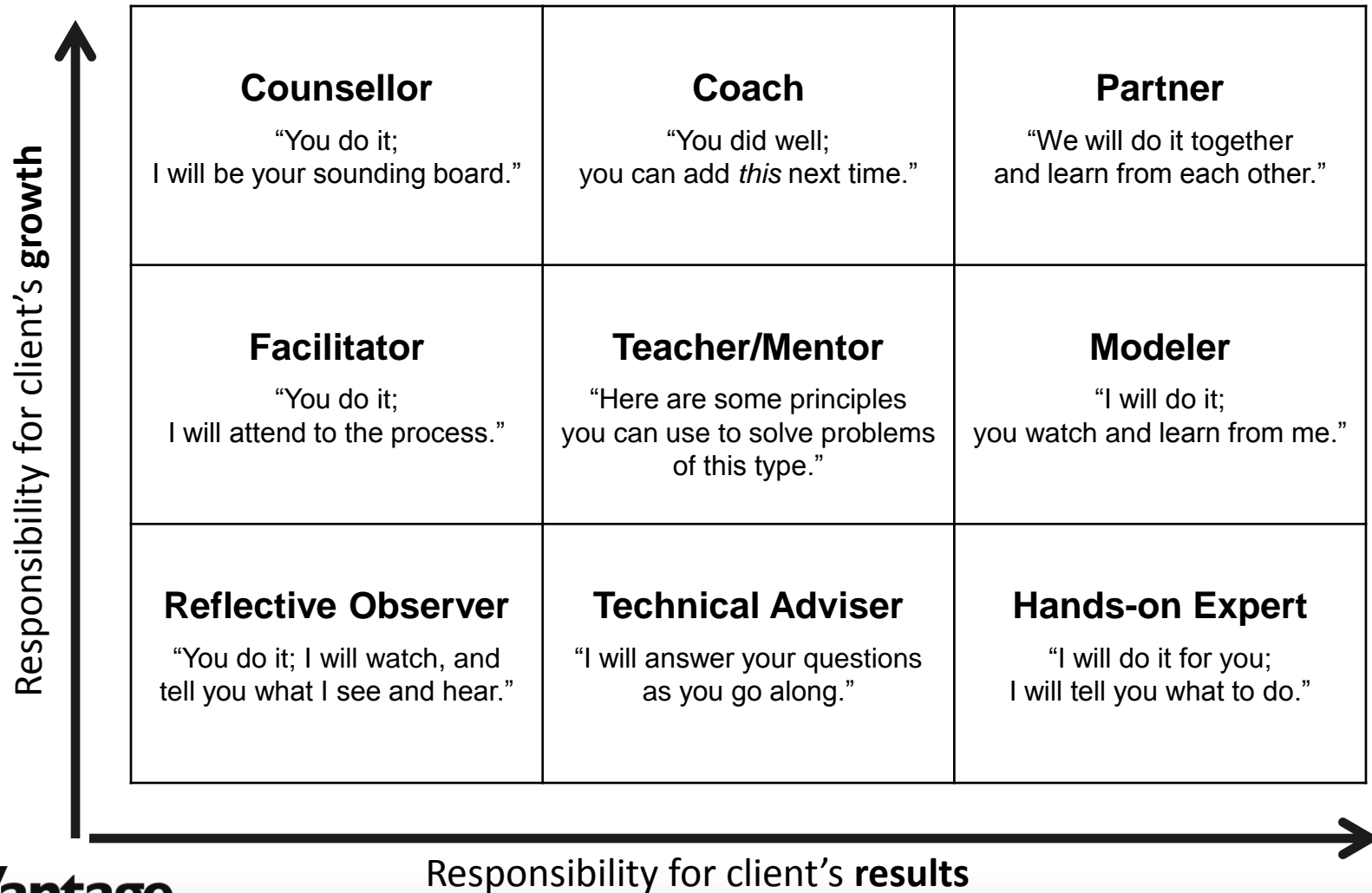
Coaching



Coaching is...

- offering options with support
- facilitating growth and change
- improving performance through awareness

Possible Stances of Helpfulness



Based on “Choosing a Consulting Role” by Douglas Champion, David Kiel, and Jean McLendon

**What do you need to have
in order to coach well?**

Facilitation



Facilitation

**As a meeting's facilitator,
what are the critical factors
you must identify clearly,
or the meeting would likely fail?**

Facilitation

As a meeting's facilitator, you're responsible for clarity of:

1. Purpose
2. Product (deliverable)
3. Agenda and Process
4. Decision-making rule
5. Participation guidelines / expectations / rules
6. Safety (as needed)

Top Facilitation Tips

1. Prepare, prepare, prepare. No excuses.
2. Capture data visibly and clearly.
3. Manage dysfunction proactively.
4. Groups need *super detailed, super clear* instructions.
5. Use silent work.
6. The first minute will make or break the meeting.

Help for 20 Common Challenges

“Something Happened on the Way to Agile”

- ✓ How to foster product owner accountability
- ✓ Ways to balance commitments with support activities
- ✓ How to integrate code reviews effectively
- ✓ How much unit test coverage is enough (or too much)
- ✓ 8 tips for effective retrospectives
- ✓ What do managers do in Agile?

www.OnTheWayToAgile.com (FREE signup)

Learn This More Deeply

1. My book, "The Human Side of Agile"
2. "[Grow A Solid Agile Team](#)", 2-day experiential workshop with me on practical servant leadership in Agile

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| ✓ Your role, responsibilities, and mind-set | ✓ Coaching individuals and teams to grow |
| ✓ Supporting the team's successful evolution | ✓ Facilitating team conversations |
| ✓ Powerful communication | ✓ Teamwork for the long haul |

November 17-18 in San Francisco, 24-25 in Vancouver

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