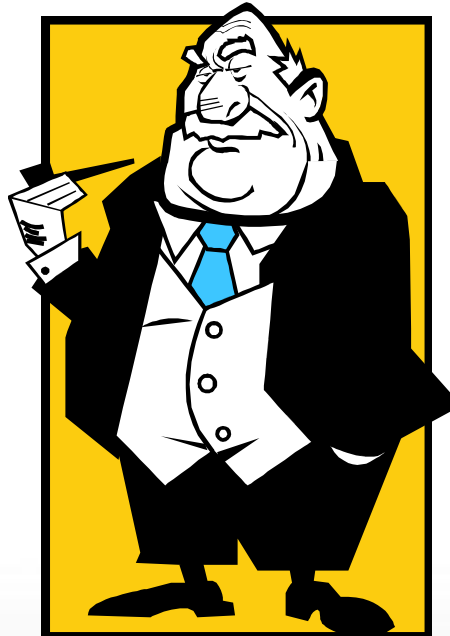


The Manager's Role in Scrum

Scrum Gathering
Nov 14, 2007



<intro>

Who am I?

Henrik Kniberg - Crisp AB
Java & agile software development

CTO of Goyada (mobile services & ecommerce)
30 developers

CTO of Epicent (mobile services)
4 developers

CTO of Tain (gaming)
40 developers

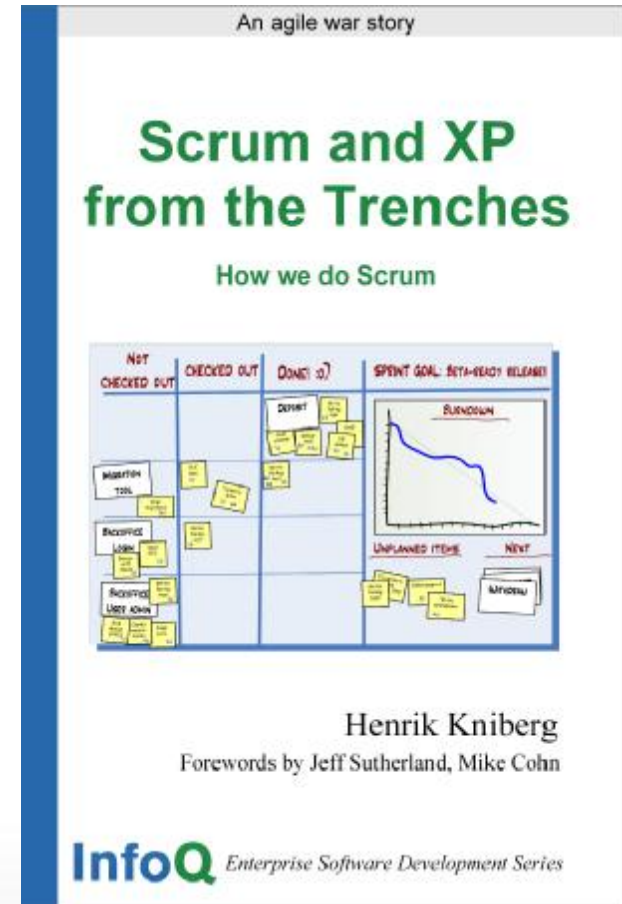
... and 2 kids to "manage"...



Henrik Kniberg



Henrik Kniberg
henrik.kniberg@crisp.se
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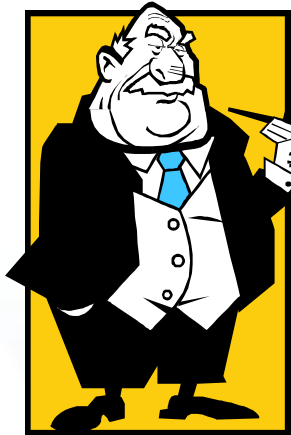


Why is the manager's role important?

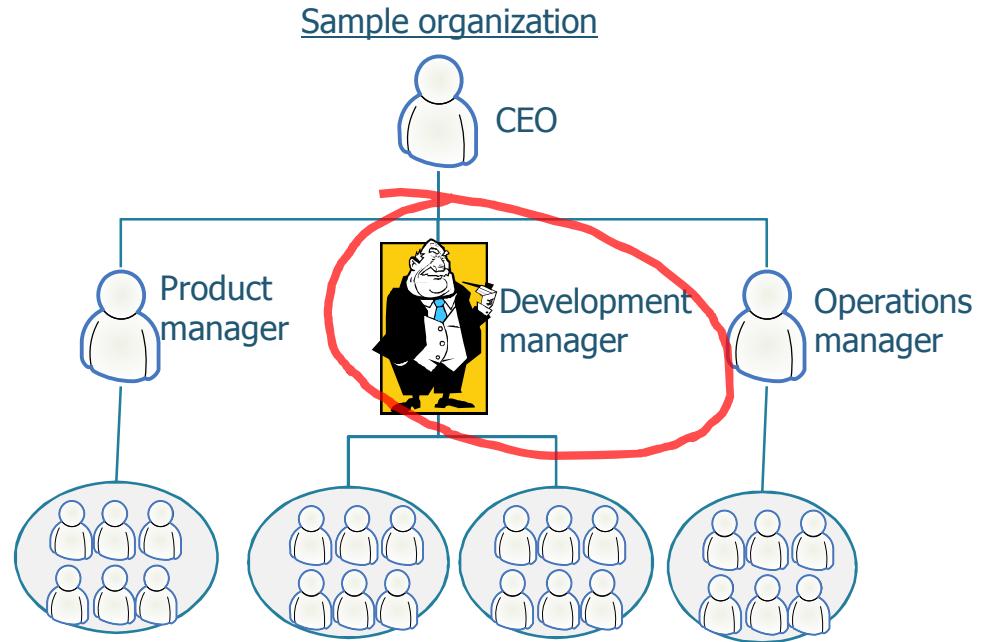
The middle manager can be...

- the **best catalyst**
- the **worst impediment**

If he doesn't understand his role within Scrum...
which type do you think he will become?



So what IS my role then?



What is a manager? (according to various sources on the Internet)

Management:
The art, or science, of achieving goals through people

Someone who controls resources and expenditures

Resources = people, money, things

Supervision:
Literally - *looking over*. Making sure people do what they are supposed to do

Leadership:
The ability to affect human behavior so as to accomplish a mission designated by the leader

Management has to do with **power by position**, whereas **leadership** involves **power by influence**

... and what do they actually do?

Mentor

Plan

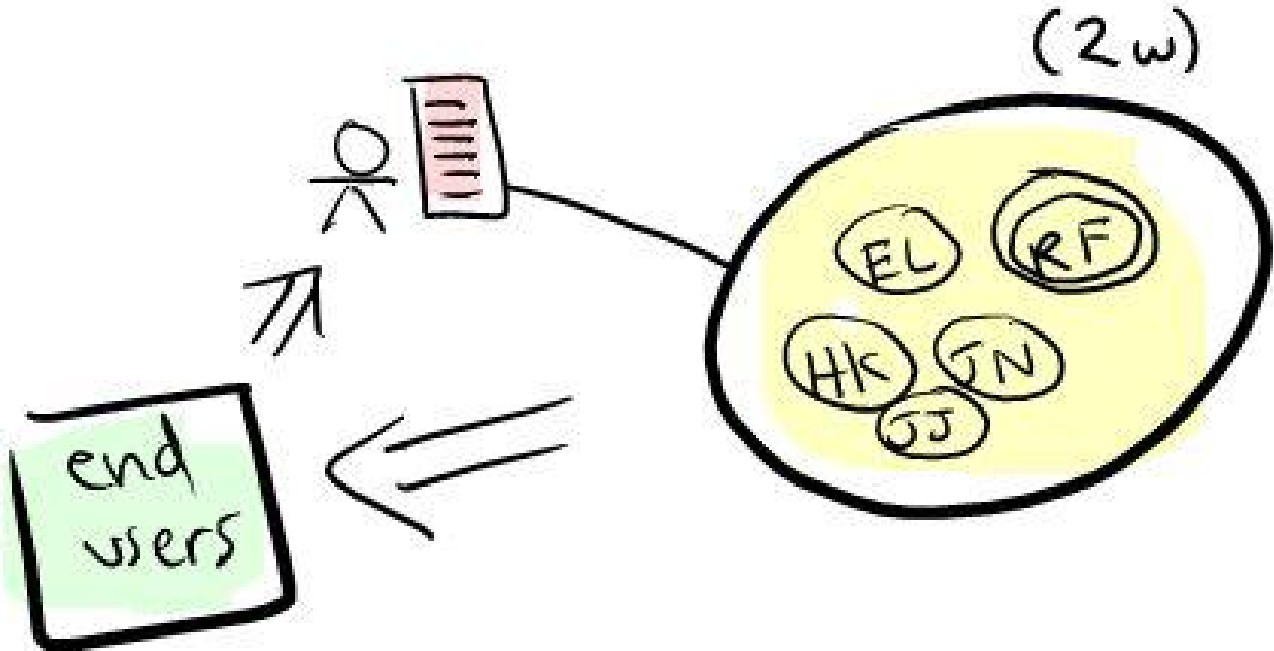
Organize

Control

Coordinate

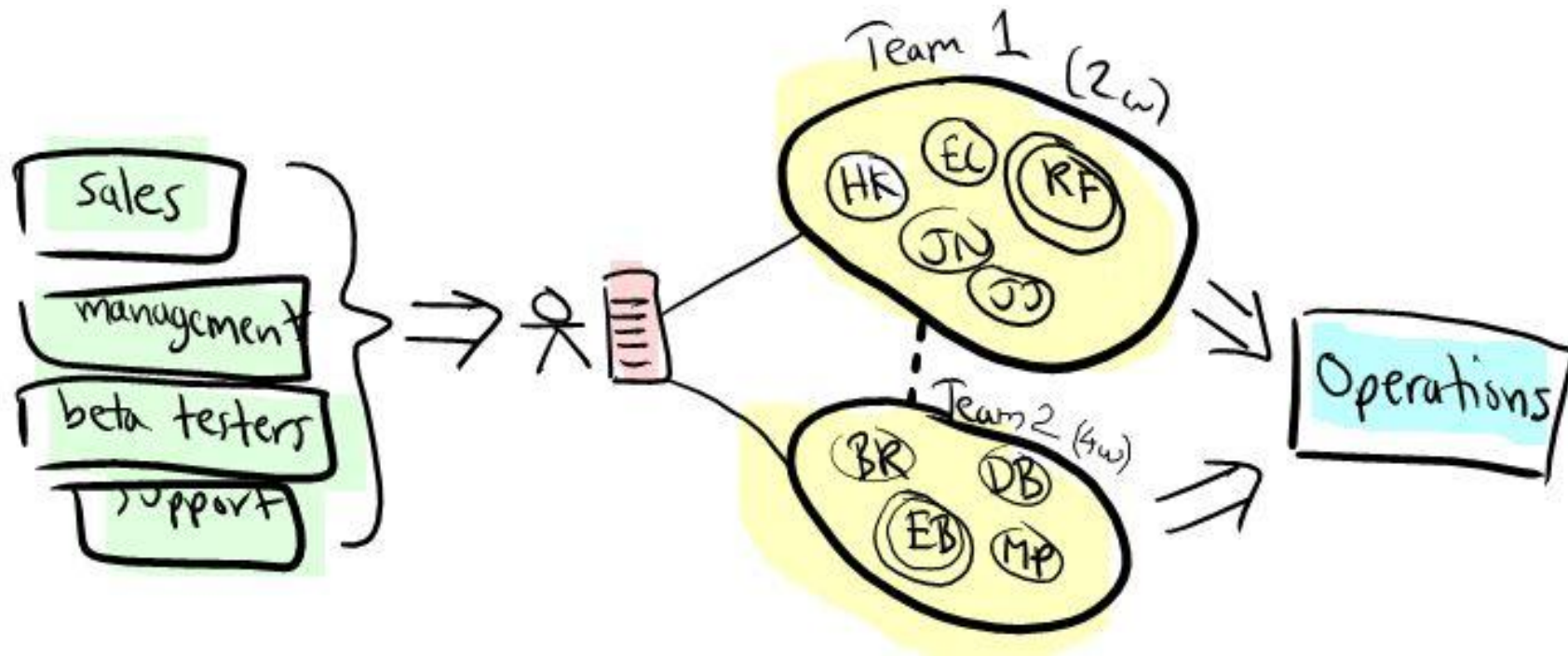
Improve

A sample Scrum company

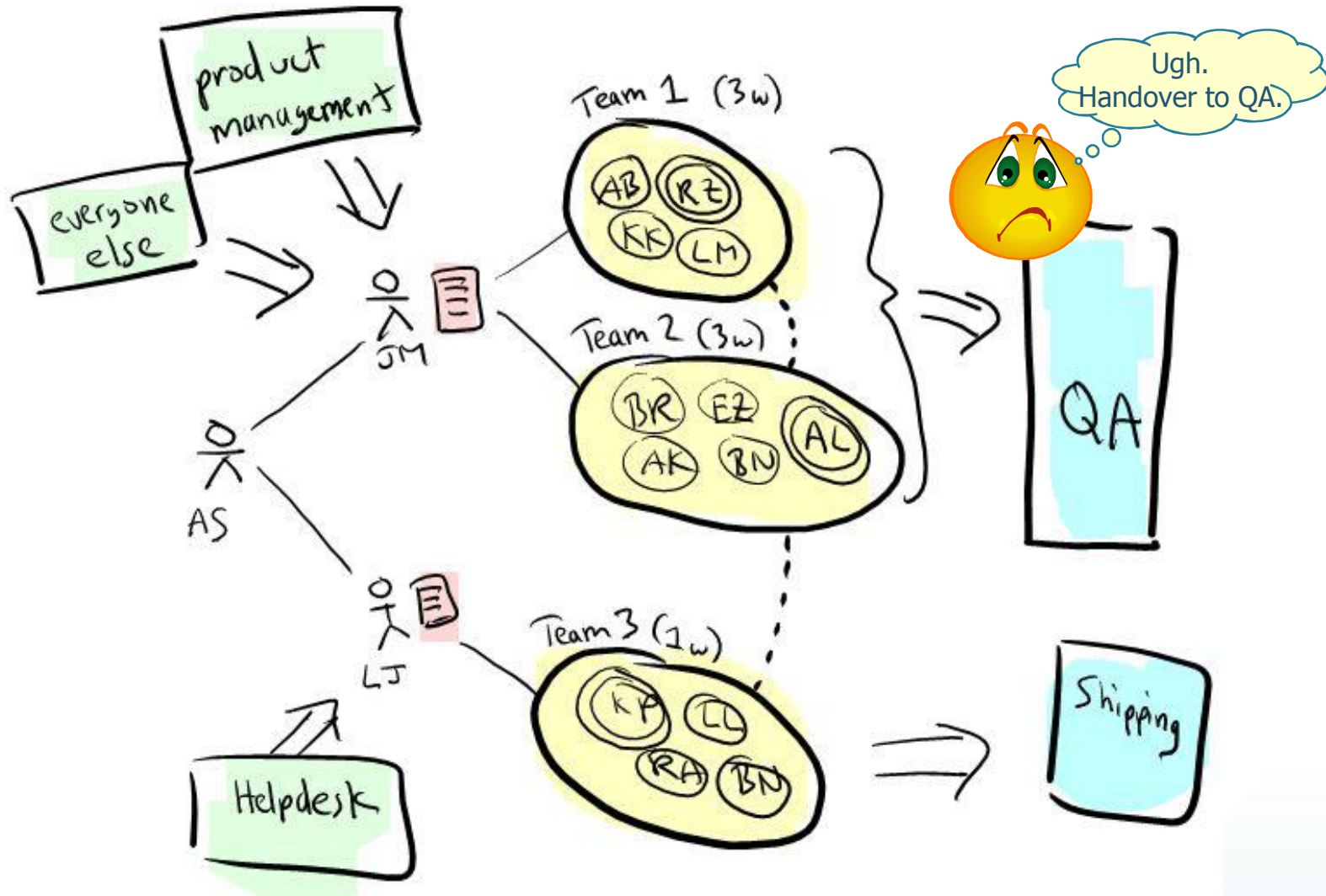


ScrUML
(inofficial Scrum Modeling Language)

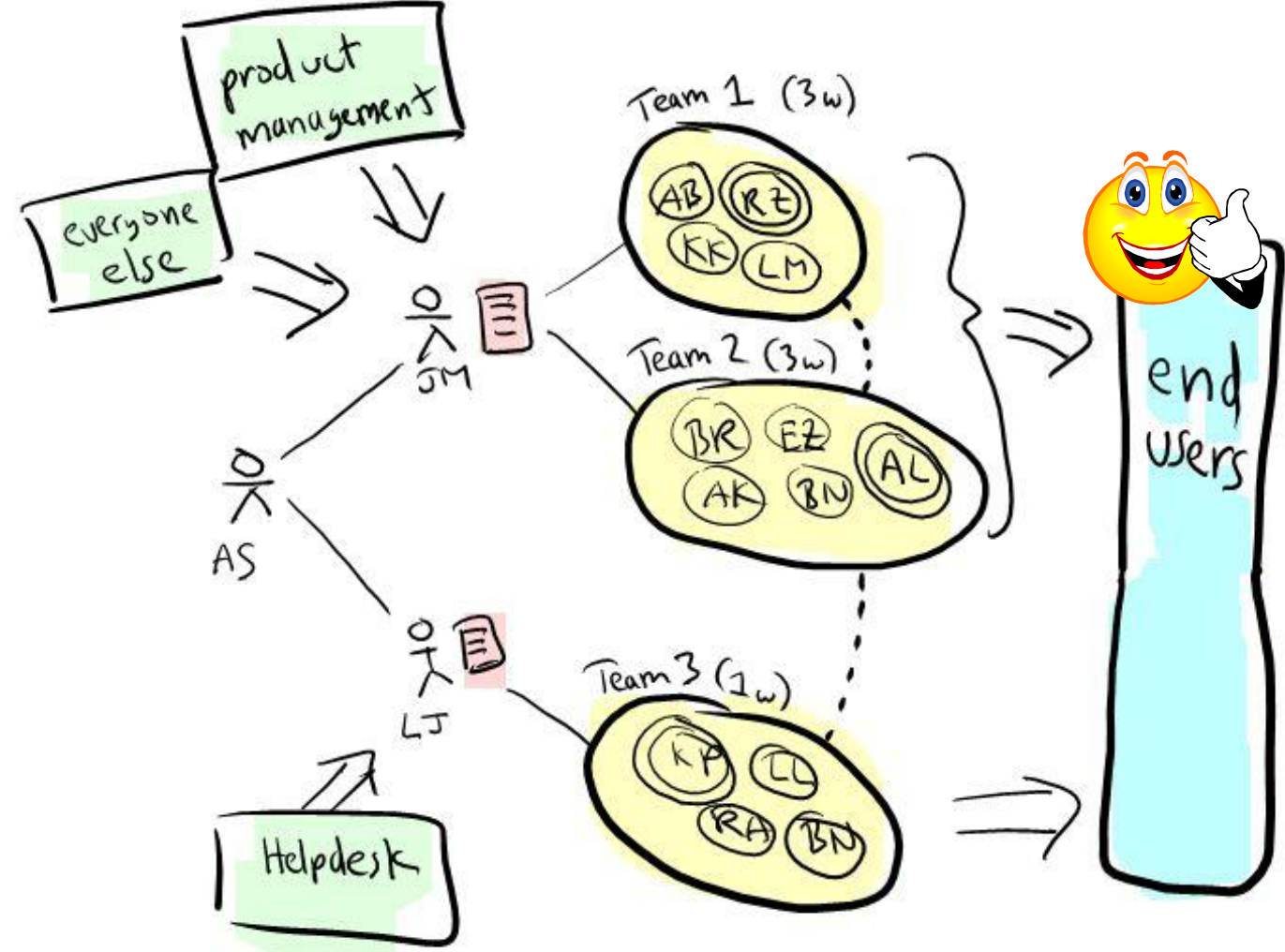
Let's grow it a bit...



And let's grow it a bit more...



And let's improve it.



</intro>

The manager's role in Scrum



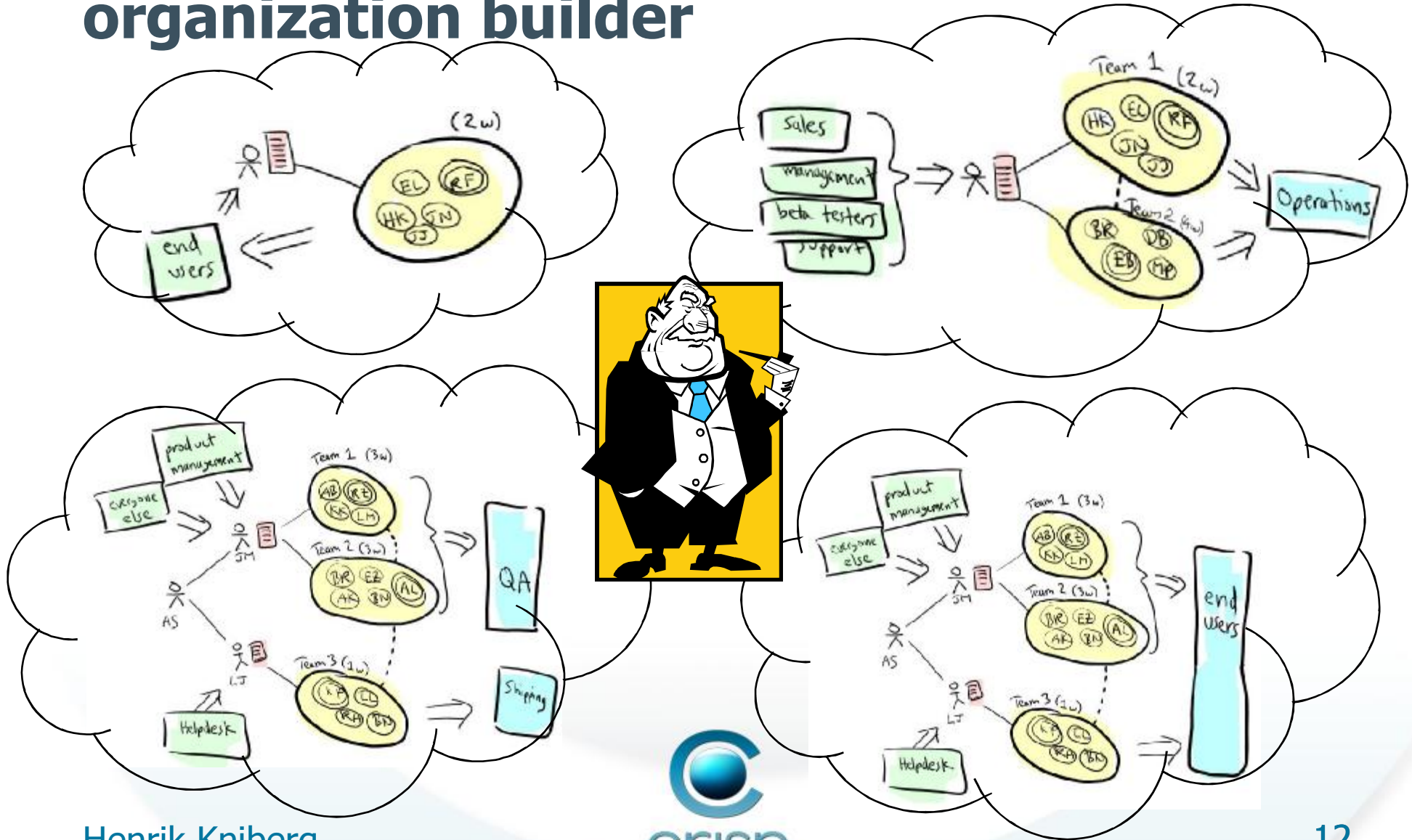
Some ideas on what a manager should be doing in a Scrum company

Based on

- **Personal experience**
 - 8 years as middle-manager at 3 agile companies
 - 1 year as agile coach helping many other managers
- **Books & forums**
- **Discussions with peers**
- **Feedback from Scrum veterans**
 - Mike Cohn, Ken Schwaber, Jeff Sutherland

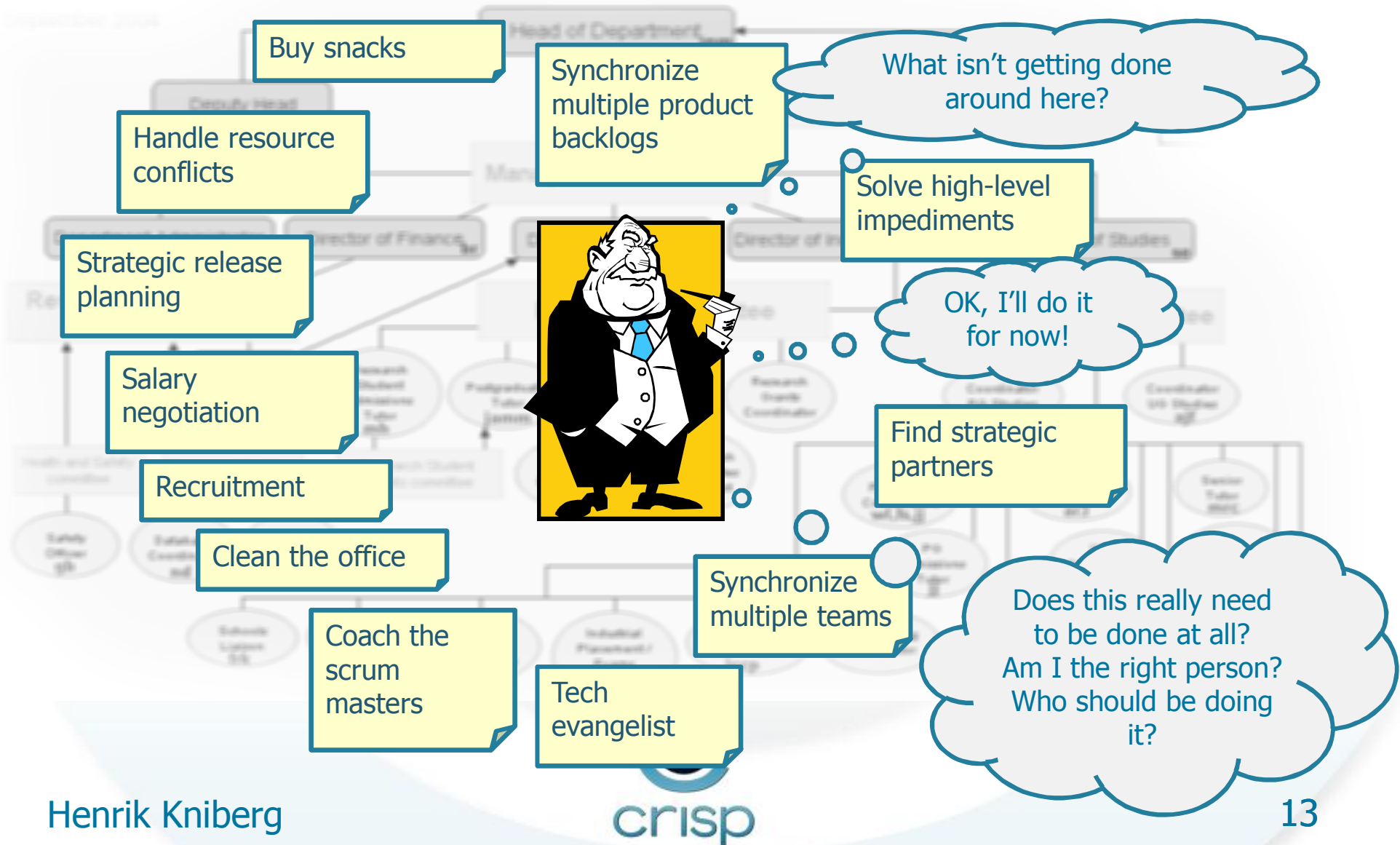
If it's nobody else...
It's YOU!

Change agent / bootstrapper / organization builder



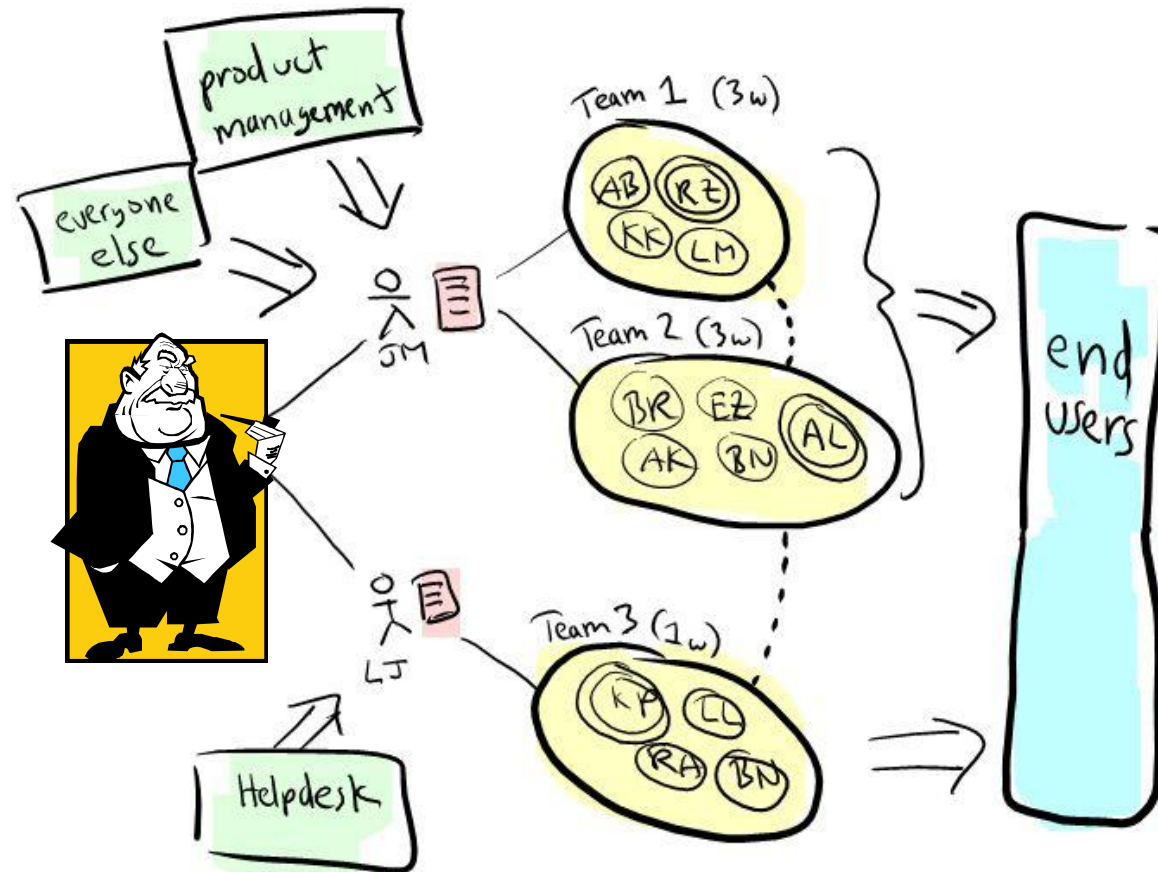
Role placeholder

If it's nobody else...
It's YOU!



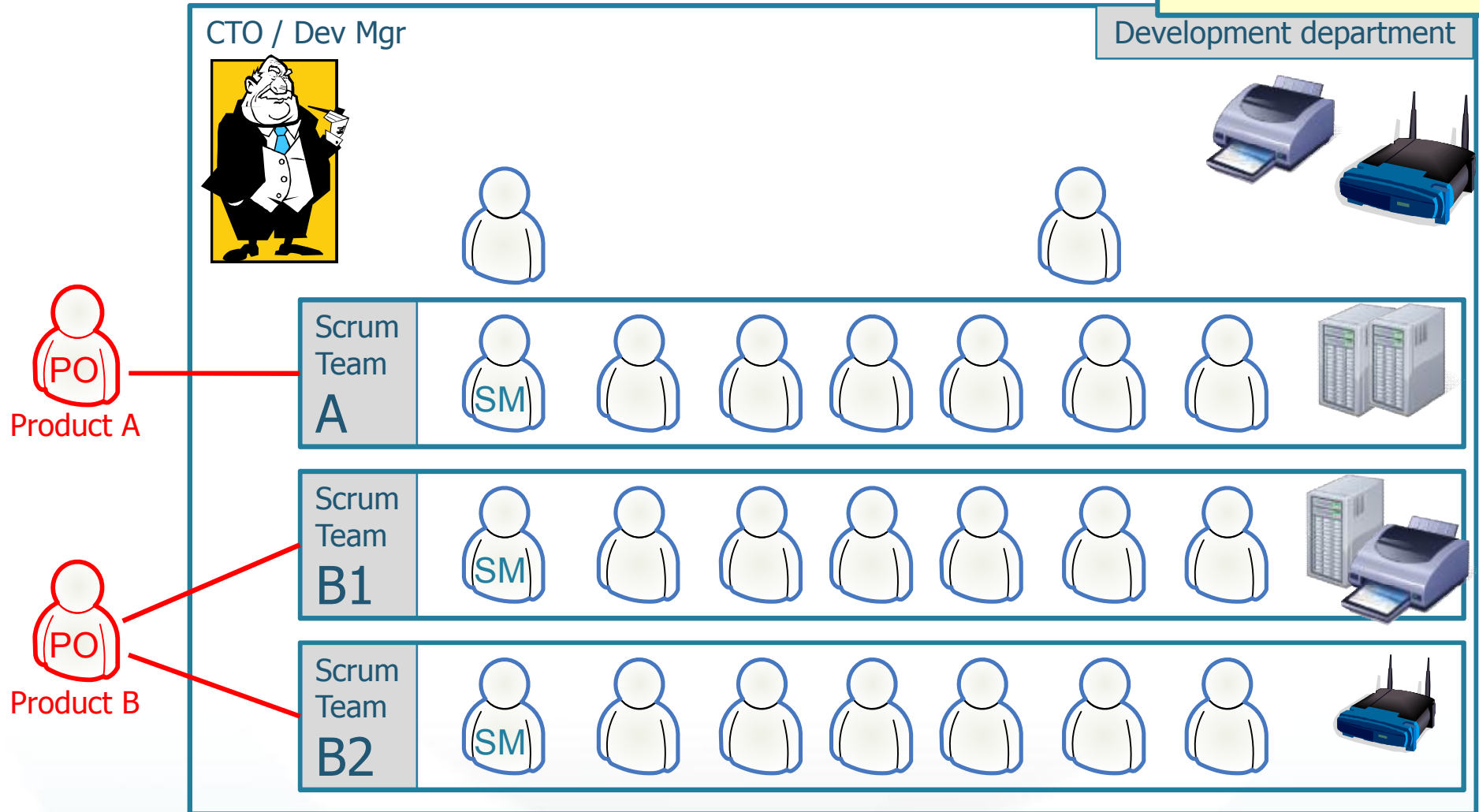
Chief Product Owner

If it's nobody else...
It's YOU!



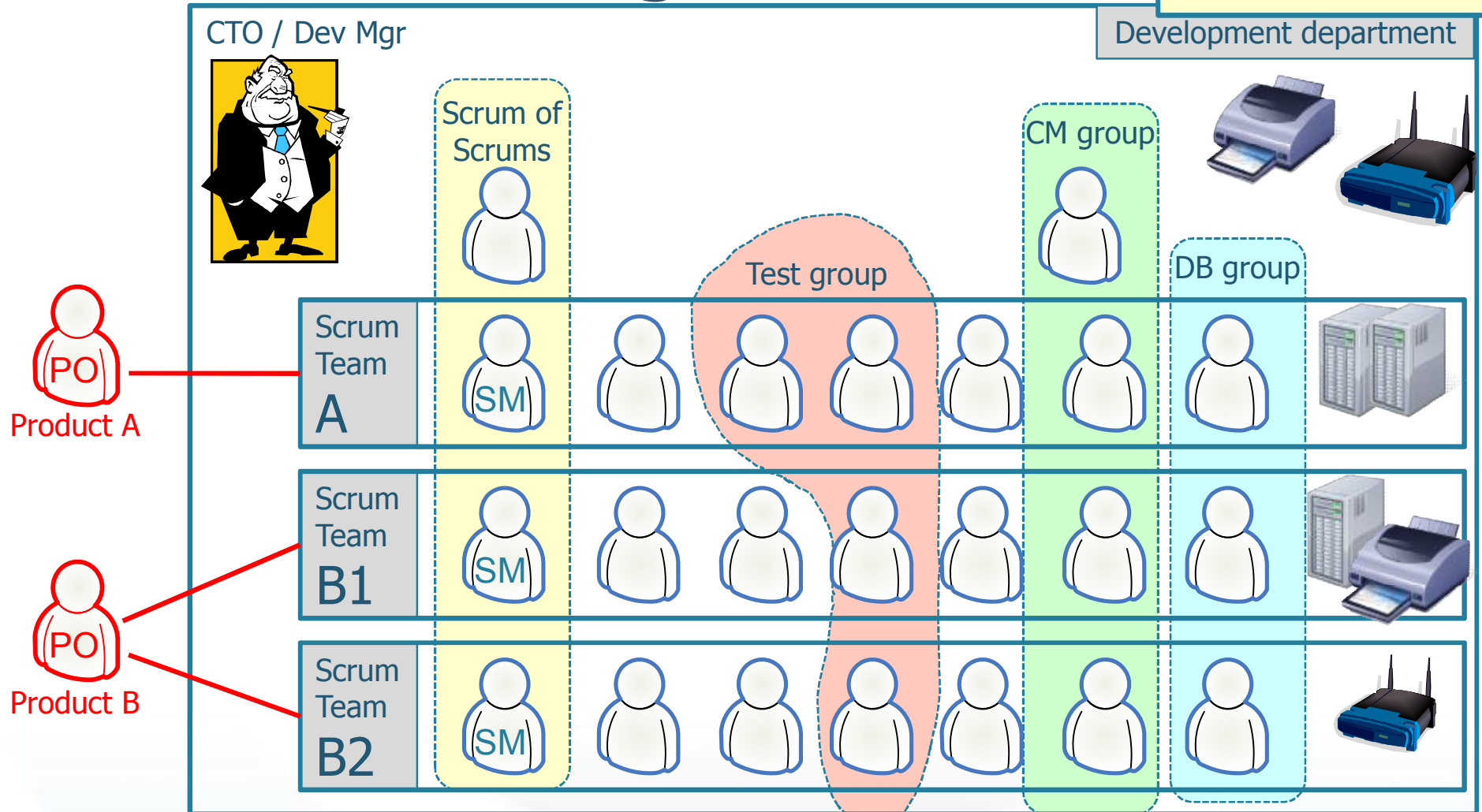
Resource broker

If it's nobody else...
It's YOU!



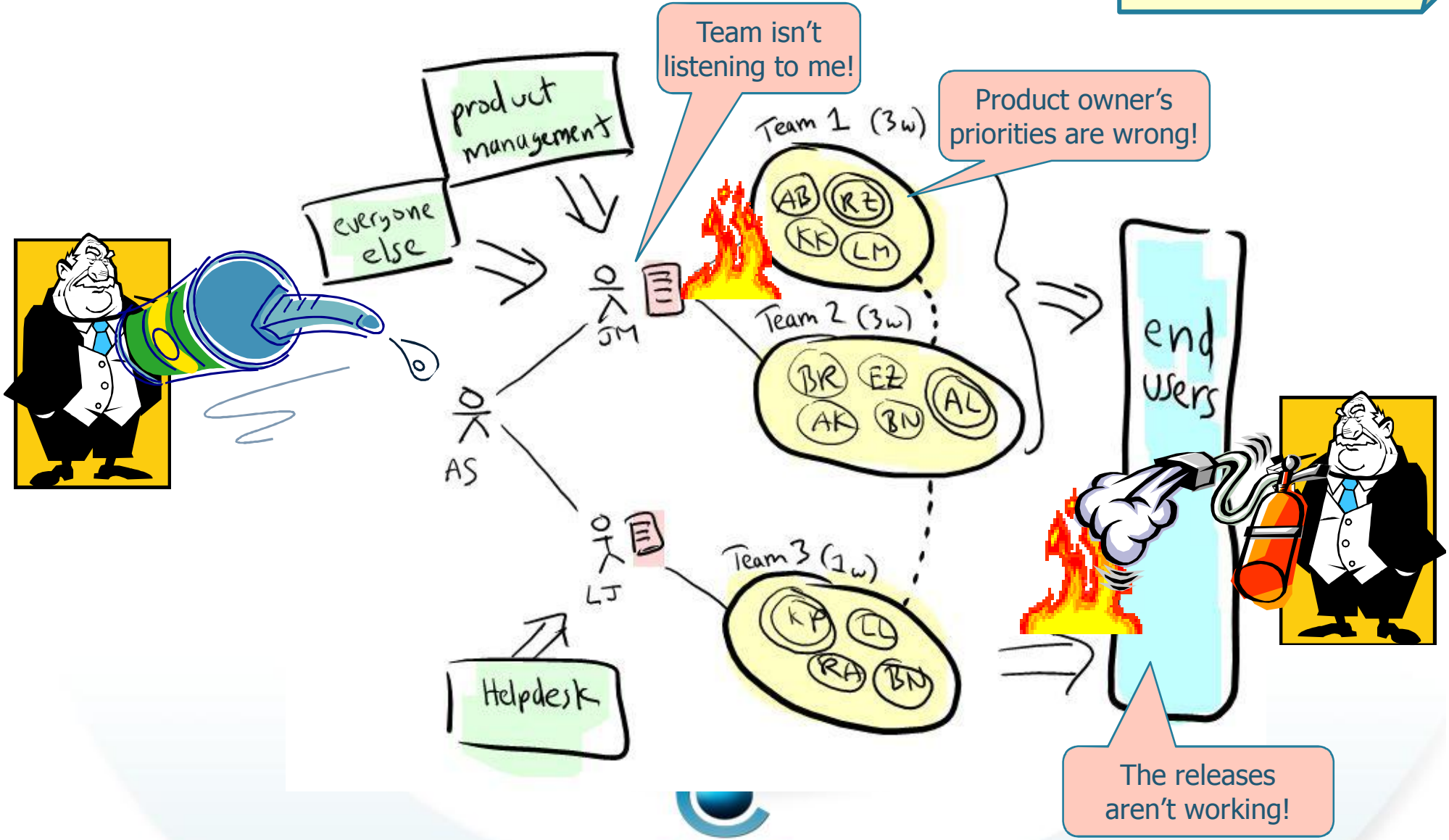
Coordinator / Bridge builder

If it's nobody else...
It's YOU!



Oil / firefighter / process coach

If it's nobody else...
It's YOU!

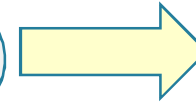
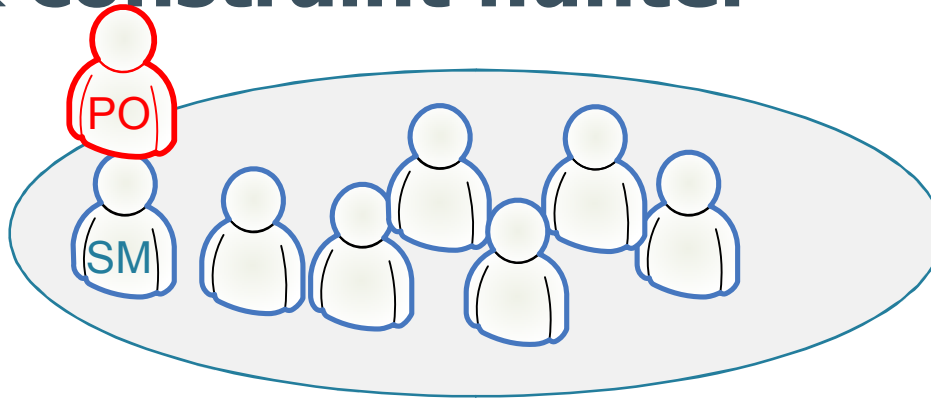
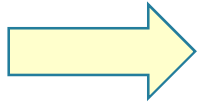


Waste & constraint hunter

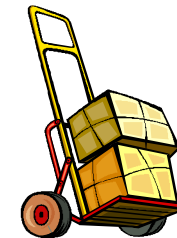
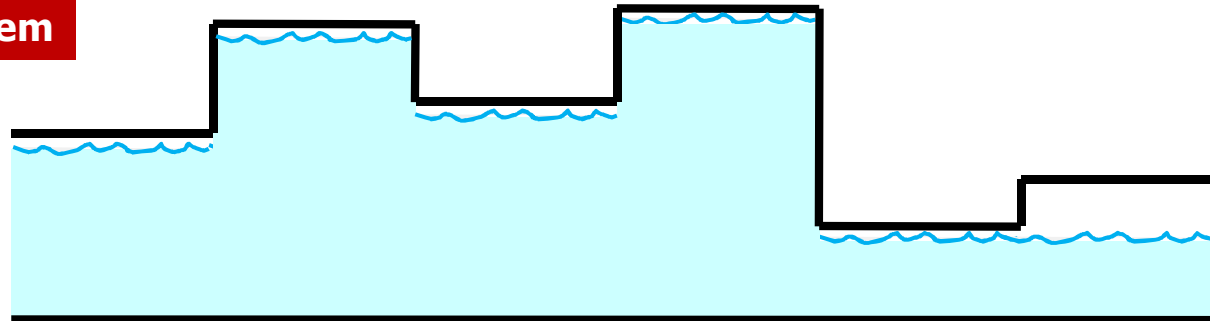
If it's nobody else...
It's YOU!



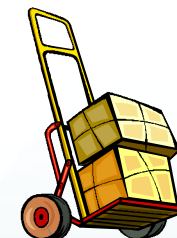
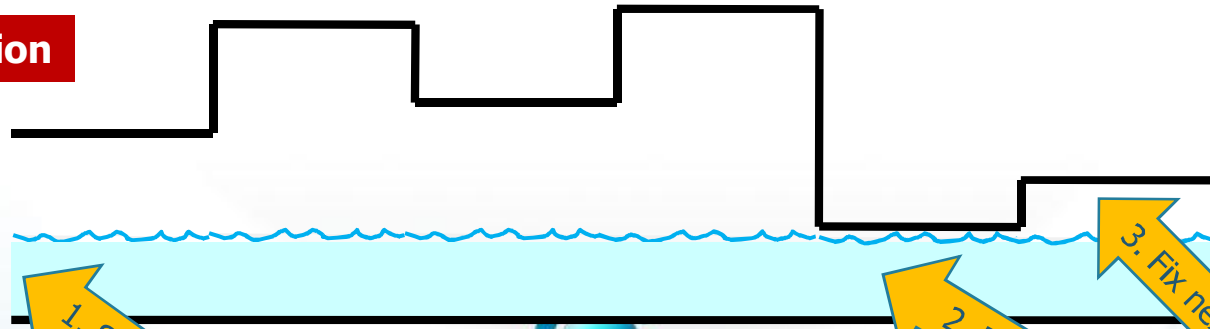
Goal



Problem



Solution



1. Slow down



2. Fix bottleneck

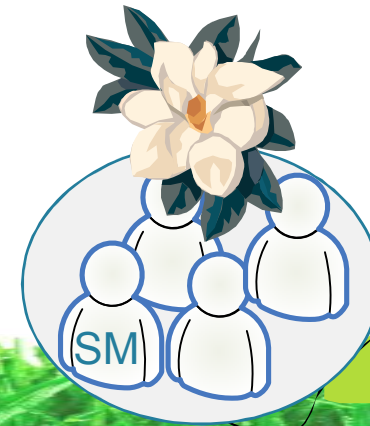
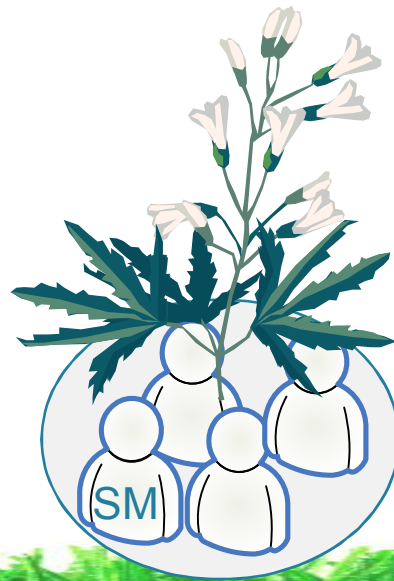


3. Fix next



Gardener / motivator

If it's nobody else...
It's YOU!

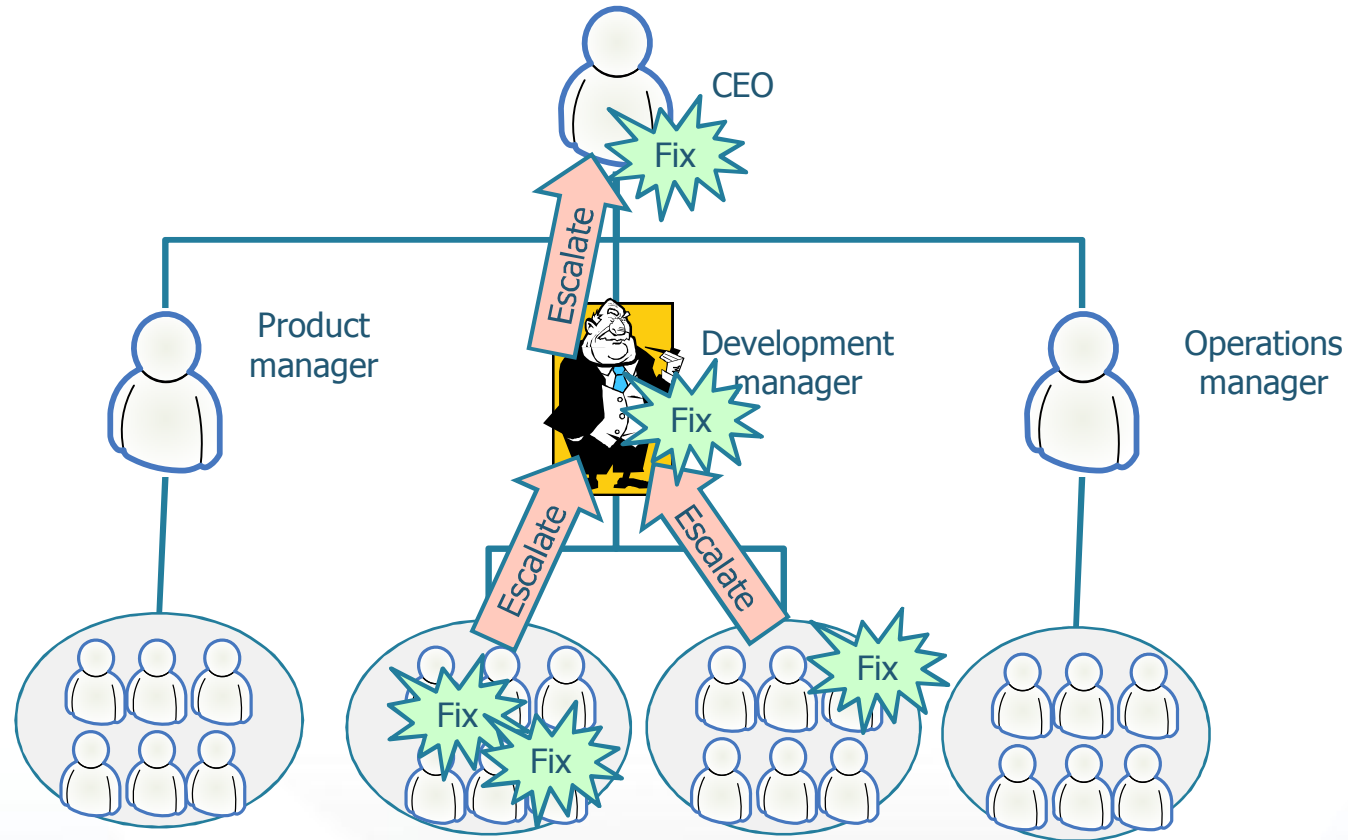


Henrik Kniberg

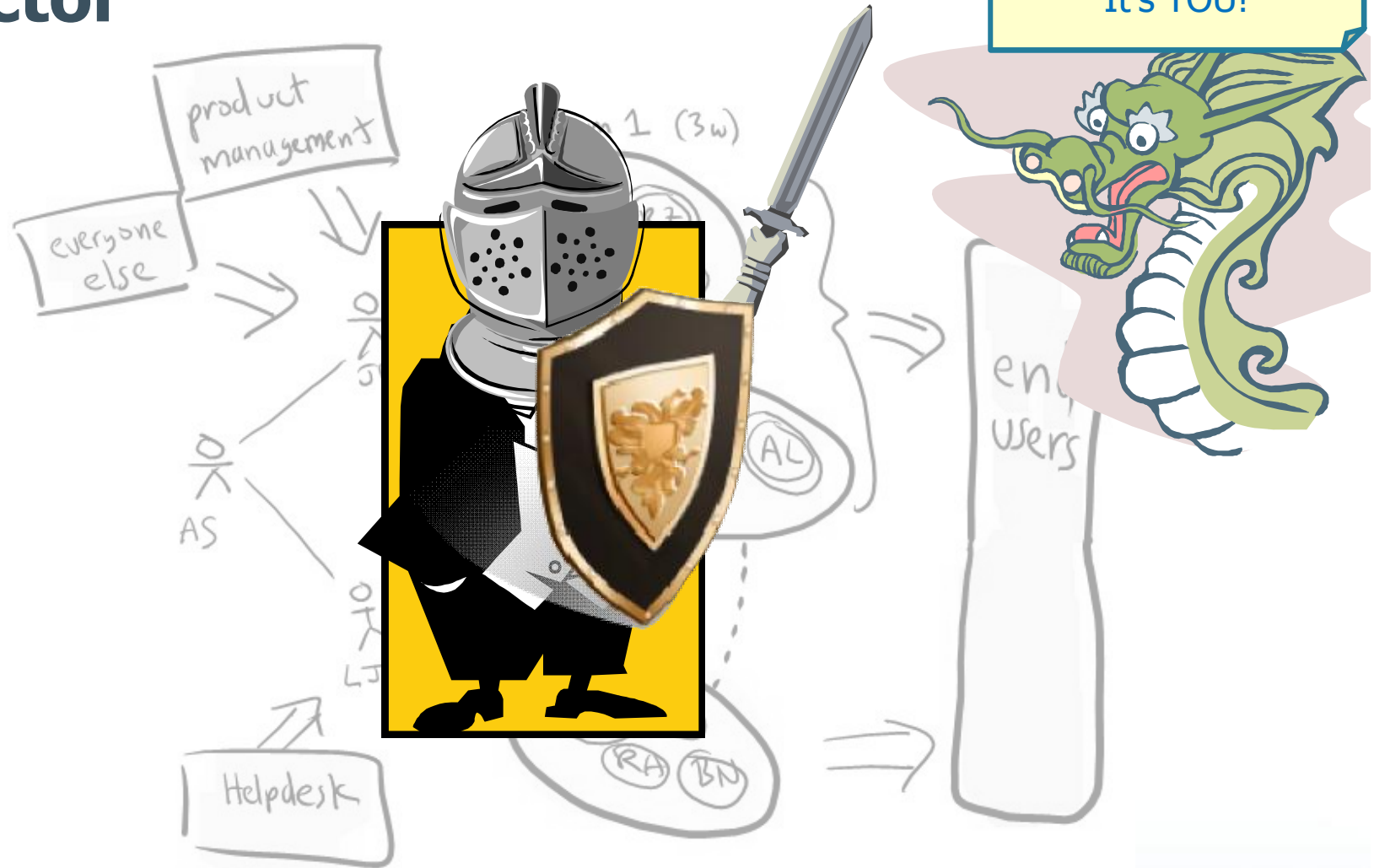
crisp

If it's nobody else...
It's YOU!

Kaizen fuel / impediment fixer / servant leader

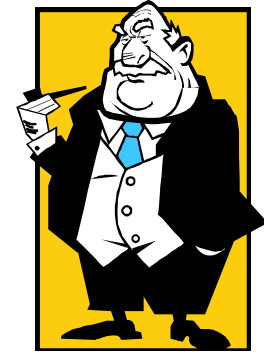


Protector



The Bottom Line

- You, the manager, are critically important.



- That's a problem.



- Try to make yourself redundant.



- You'll probably never get there.



- But each step is an improvement.



Extra slides...

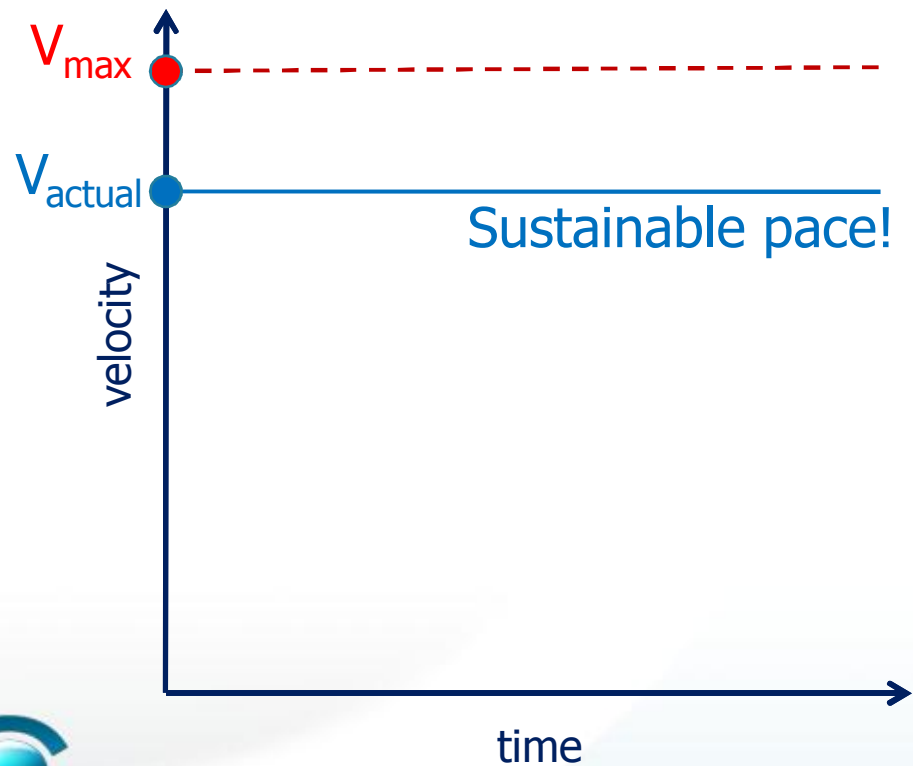
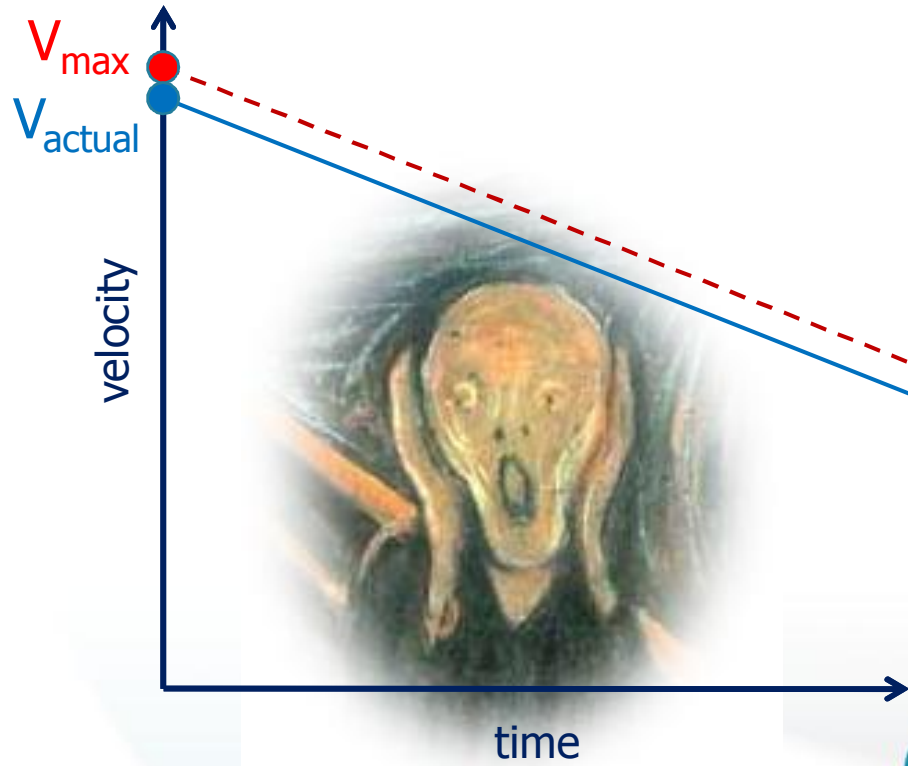
(brought up during the Q&A session)

Technical debt

- Code duplication
- Test coverage
- Code readability

DEFINITION OF DONE

- BLA BLA
- **NO INCREASED TECHNICAL DEBT**



Velocity calibration

ESTIMATED VELOCITY	ACTUAL VELOCITY
40	30
30	28
30	31
30	30



ESTIMATED	ACTUAL
40	30
40	30
40	30



ESTIMATED	ACTUAL
40	30
50	30
60	30



ESTIMATED	ACTUAL
30 40	35
25 35	30
20 30	25

