

## Managerial Responsibilities

Instructor notes

Changes with Agile						Manager Responsibilities	Instructor notes
A little -> a LOT							
0	1	2	3	4	5		
			X			<b>People Management</b>	
			X			Hire great programmers	med: look for different new-hire qualities; diff. intvw team
						onboarding new hires / get them started on the team	med: the team owns its part of onboarding
					X	Grow skills and careers	<b>hi: mgrs have more time / this is the impact</b>
					X	Counsel / mentor / coach	<b>hi: mgrs have more time / this is the impact</b>
					X	Set performance objectives / Review performance and give feedback	ideal hi: perf. objectives become team based
			X			Recognize exceptional performance	still key ppl; may lose ability to "see" whom to recognize
X						Manage problem employees / Fire poor performers	always
			X			Promote people up levels	med: individual no longer the unit of productivity
						Compensate fairly	? highly cultural how this is taken on
			X			Arbitrate inter-team personality conflicts	some will be handled by scrum masters
				X		Motivate your staff / build team spirit	hi: coach self-directedness, team/SM create spirit
X						Eliminate de-motivators (see Herzberg's Motivation & Hygiene Factors)	always: e.g., remove impediments
			X			Approve PTO (vacations)	"have you checked with your team?"
						<b>Technical management</b>	
X						Support architects in ensuring team follows architectural best practices	? depends on culture, management roles
						Champion development best practices	always
			X			Escalate product opportunities observed by team	med: get devs talking to P.O.s directly, but mgrs translate
			X			Lead design reviews	med: still involved, may or may not lead
			X			Maintain quality focus	med: support engs in prioritizing techn debt reduction
			X			Resolve technical disputes	med: push back to team to resolve
			X			Research new technologies	med: push more to team; research spikes; support devs
						<b>Project team support</b>	
					X	Direct project activities	<b>hi: process more defined, process is run by SM</b>
					X	Make project decisions	hi: shift from making decisions to ensuring they're made
			X			Monitor progress	always important: but what & how you monitor changes
					X	Prioritize work	hi: owned, in agile, by P.O. & team
					X	Load balance developer tasks	hi: in agile, the Scrum process load balances tasks
					X	Maintain project schedule	<b>hi: in agile, the Scrum process and SM own schedule</b>
X						Identify risks, anticipate issues	always: mgrs have "outside eyes"; see forest not just trees
					X	Triage / prioritize bugs	hi: team and especially P.O.s own triage/ordering
					X	Coach (& troubleshoot) team communication	<b>more time to improve practices; coach SM to do, too</b>
			X			Be a point of escalation: e.g., unclear rqmts whiplash, "what" not "how"	med: push to P.O.; but mgrs get impediment escalation
			X			Provide focus: Keep everyone on the same page	mgrs now have outside eyes; see forest not just trees
			X			Balance risk-first and customer-value-first development	mgrs now have outside eyes; see forest not just trees
					X	Remove roadblocks	<b>hi: more time to partner w SM, be more effective</b>
					X	Coach facilitators (PjMs, Scrum Masters, Product Owners, Product Mgrs)	<b>hi: more time, coach PO, SM</b>
						Order t-shirts, celebrate success	? depends on management roles
						<b>In your organization</b>	
			X			Manage project portfolio	? depends on company's managerial roles
			X			Match / assign people to teams / projects	? depends on company's agile implementation
X						Create good working conditions	always
X						Ensure your reports have the tools they need	always
X						Manage budgets (tools, training, staffing, etc)	most organizations
X						Plan for organizational growth / change	most managers' roles
			X			Troubleshoot dysfunction	always, but now only when escalated to
X						Establish/nurture positive, motivated culture	always
						<b>The larger organization</b>	
			X			Manage Up	project needs are initially managed up by P.O.s
			X			Manage Out (relationships with other departments)	content changes
			X			Protect reports from corp distractions, extraneous communication	shared with SM
				X		Protect reports from requirements whimsy	P.O. owns keeping requirements stable; escalation to mgr
X						Communicate corporate culture, messages, business objectives	
			X			Champion your reports; communicate their key insights to stakeholders	
			X			Manage expectations	P.O. owns product-based expectations
X						Establish metrics	always
						Manage vendors, suppliers	? depends on the company's managerial roles