Project Manager’s role in a self organizing team

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Whose jobs is it anyway?

- Review the first two columns of the “who does what?“ table (handout).

- Write down the role in your organization who does that work.
About your facilitator
Angamaly
Certifications

- Certified ScrumMaster (CSM)
- Certified ScrumPractitioner (CSP)
- Project Management Professional (PMP)
- PMI-ACP®
Organizations consulted with
I am Speaking at

- PW&WCBA
  November 8-10, 2010
  Orlando, FL
- Scrum Gathering
  AMSTERDAM SPEAKER
- MINNESOTA Government Information Technology Symposium
- AGILE DC
- SCRUM SAFARI
  SOUTH AFRICA
  9 Sep JHB | 13/14 Sep CPT
- SCRUM GATHERING
  SEATTLE 2011
  Scrum Better — Move the Needle.
Agenda

• Whose job is it anyway? [Activity]
• Scrum & Scrum Roles [Lecture]
• Self Organization [Lecture]
• Mapping of activities to Scrum Roles [Activity]
• Debrief & Closing [Discussion]
Scrum

Scrum is a *Simple framework* structured to support complex product development.
Scrum

**Product Backlog**
The Product Backlog is an ordered list of everything that might be needed in the product and is the single source of requirements for any changes to be made to the product.

**Sprint Planning**
The work to be performed in the Sprint is planned at the Sprint Planning Meeting.

**Daily stand up Scrum**
A 15-minute meeting, where the team comes to communicate about plan, progress, and impediments.

**Sprint Review**
Demonstrate the functional, incremental results of the Sprint.

**Sprint Retrospective**
The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint.

**Migration of Release**
Application code implemented into Production—on time and error free.

Source: Adapted from *Agile Software Development with Scrum* by Ken Schwaber and Mike Beedle.
Roles in Scrum

Product Owner
Scrum Master
The Team
Major attribute of a Scrum Team

*Self Organization*
Self Organization
what does that mean?

Self organization is the process where some form of order arises out of the interactions between the elements of a system. This order arises without being directed by an external agency or an internal subsystem.

Adapted from wikipedia entry http://en.wikipedia.org/wiki/Self-organization
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Self Organization

Self Selection
Self Organization

≠

Self Governance / Self direction
Scrum Roles: The Team

“Self-organized teams are not, as some perceive, leaderless teams. Any group left to its own devices will self-organize in some fashion, but to be effective in delivering results, it needs to be steered in the right direction.”

Jim Highsmith
Self Organization - the new best practice?

No! it can be found all around the nature
Blackbird Swarm Near Starved Rock State Park IL

By NDomer73 Dan Dzurisin on Flicker
http://www.flickr.com/photos/ndomer73/2173889463/

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Red Arrows blue sky

By By shaggy359 Simon Webstor on Flicker
http://www.flickr.com/photos/12495774@N02/3937937489/

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Self Organization is the default practice

Jurgen Appelo - Management 3.0
Then we invented Traditional Management

The Scientific Management
The management practices as existed today was invented to manage semi-skilled laborers or factory production line workers

Steven Denning - The Leader's Guide To Radical Management
Traditional management was created to manage semi-skilled workers to perform repetitive activities competently, diligently and efficiently.
*I Love Lucy:* Lucy and Ethel are working on an assembly line - chocolate factory.
Workers thru out the history could be told to do what they need to do and supervised. Knowledge worker on the other hand can not be supervised.

Peter Druker
DRİVE

The Surprising Truth About What Motivates Us

Daniel H. Pink

author of A Whole New Mind
Purpose
Mastery
Autonomy
Instead of treating people as plug and play resources, we need to create a fundamental change in thinking. We need to create a true partnership with the team members.
Self organization doesn't mean that we don't have a boundary. There is always going to be a boundary.
The team need a purpose
If you want to build a ship, don’t drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.

– Antoine de Saint–Exupéry
Whose jobs is it anyway?

• Review the “Scrum Roles” columns of the “who does what? “ table (handout).

• Based on your understanding of Scrum Roles, indicate who would do those tasks if you have a Scrum team that is practicing self organization.
Manger’s Response to Self Organization

- I can't possibly trust my team to do all of that
- What would I do now?
- Great! Now I can do more interesting work.
Reference / Books
Thank you!
Get a 15% discount on my next PMI ACP Class
Columbus, MD or Herndon, VA

Discount code: MVP15
Registration at: http://lithespeed.com/agile-and-scrum-training/pmi-acp-training/

http://manoj.vadakkan.org/
manoj@vadakkan.org
Backup Slides
Self Organization
Responsibilities of a manager

Developing the system
Protecting the system
Directing the system

Jurgen Appelo - Management 3.0
Picking the right Authority level

- Level 1: Tell
- Level 2: Sell
- Level 3: Consult
- Level 4: Agree
- Level 5: Advise
- Level 6: Inquire
- Level 7: Delegate

Jurgen Appelo - Management 3.0
Scrum Roles: Product Owner

• The Product Owner
  – Responsible for maximizing the value of the product and the work of the Development Team.
  – The Product Owner is one person, not a committee.
  – Owns and maintains the backlog
  – Decides on release date and content collaborating with the team
  – Provides prioritized Sprint backlog to Sprint planning meeting
  – Works with Scrum Team to determine acceptance criteria
  – Adjusts features and priority as needed
  – Accepts or Rejects completed features in Sprints
Scrum Roles: Scrum Master

• The Scrum Master
  – Responsible for ensuring Scrum is understood and enacted.
  – Act as a Servant Leader not a Manager
  – Protects the Team
  – Help removes obstacles
  – Facilitates meetings
Scrum Roles: The Development Team

• Do the work of delivering a potentially releasable Increment of “Done” product at the end of each Sprint.
• Smaller size team: Seven plus or minus two
• Preferably co-located
• Cross-functional with flexible roles
• Mostly close to 100% dedicated to the project
• Self Organizing team:
  – No one (not even the Scrum Master) tells the Development Team how to turn Product Backlog into Increments of potentially releasable functionality
Exercise: Who Does What?

<table>
<thead>
<tr>
<th>Responsibility / Job</th>
<th>Who does this today?</th>
<th>Scrum Roles</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Team</td>
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<tr>
<td>Create Charter / Vision</td>
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<td>Create Product Roadmap</td>
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<td>Work with stakeholders and prioritize features</td>
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<td>Manage Scope</td>
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<td>Write requirements</td>
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<td>Estimate Project / work activities</td>
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<td>Create a task plan</td>
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<td>Assign tasks to team members</td>
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<tr>
<td>Reporting to management</td>
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<td>Plan the details of the work including dependencies</td>
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<td>Manage the Portfolio of Projects</td>
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<td>Contract Management</td>
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<tr>
<td>Help remove impediments</td>
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<tr>
<td>Manage Risks &amp; Issues</td>
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<td>Validate end product Accept/Reject)</td>
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<tr>
<td>Hire/Fire People</td>
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