

# The Hitch-Hikers Guide to Management

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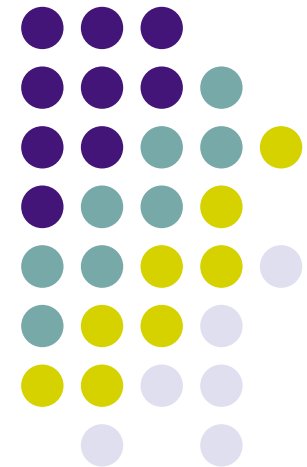
Øredev

Malmö, November 2008

Allan Kelly

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<http://blog.allankelly.net>



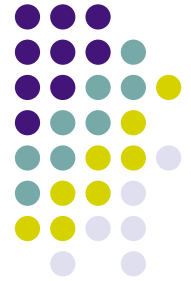
# Allan Kelly

- London based
- 10 years as a developer
- Management experience
  - MBA in management
  - Project Management
  - Product Management
  - Development Manager
- Author
  - *Changing Software Development* (2008, Wiley)
  - *Encapsulated Context* pattern
  - *Business Design* patterns



- Help companies adopt Agile
- Training and Coaching
  - Interim Management

# Managers - who needs them?



- Who in the room is:
  - A manager?
  - Not a manager?
  - Wants to be a manager?

# Fred Brooks says



“In many ways, managing a large computer programming project is like managing any other large undertaking - in more ways than most programmers believe.

But in many other ways it is different - in more ways than most professional managers expect.”

Frederick P. Brooks, The Mythical Man Month 1975



# What do managers do?

- Theory...



- Practice...

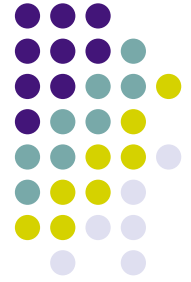




# “Manager” is abused term

- What do they “manage” ?
- Architect = Design Manager?
- Business Analyst = Requirements Manager?
- Project Manager = Scheduler Manager /  
Planning Manager?
- Subject Matter Expert = Product Manager?

# Are managers the biggest barrier to Agile?



“My manager doesn’t understand”

“How do I persuade my manager?”

- Agile doesn’t make it easy for managers to like Agile



# Agile Un-managers



- Agile is Coder centric
- Agile isn't manager friendly
- Agile doesn't like managers
  - "Self organising teams"
  - Scrum Master
  - Product Owner
  - Coach

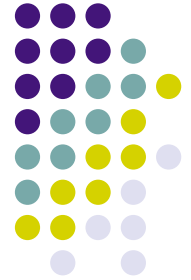


**Where are the  
manager roles?**

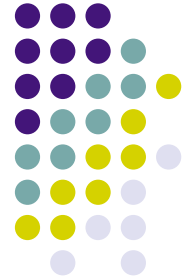
**Where is the  
control?**



# Know your manager



- Line Manager - *Who?*
- Architect - *How?*
- Project Manager - *When?*
- Product Manager - *What?*
- Development Manager - *Everything!*



# Lets ignore

- Programme Manager
- Test Manager
- IT Manager
- Build Manager
- Delivery Manager
- Release Manager
- Iteration Manager

## **Warning!**

You mileage may vary.

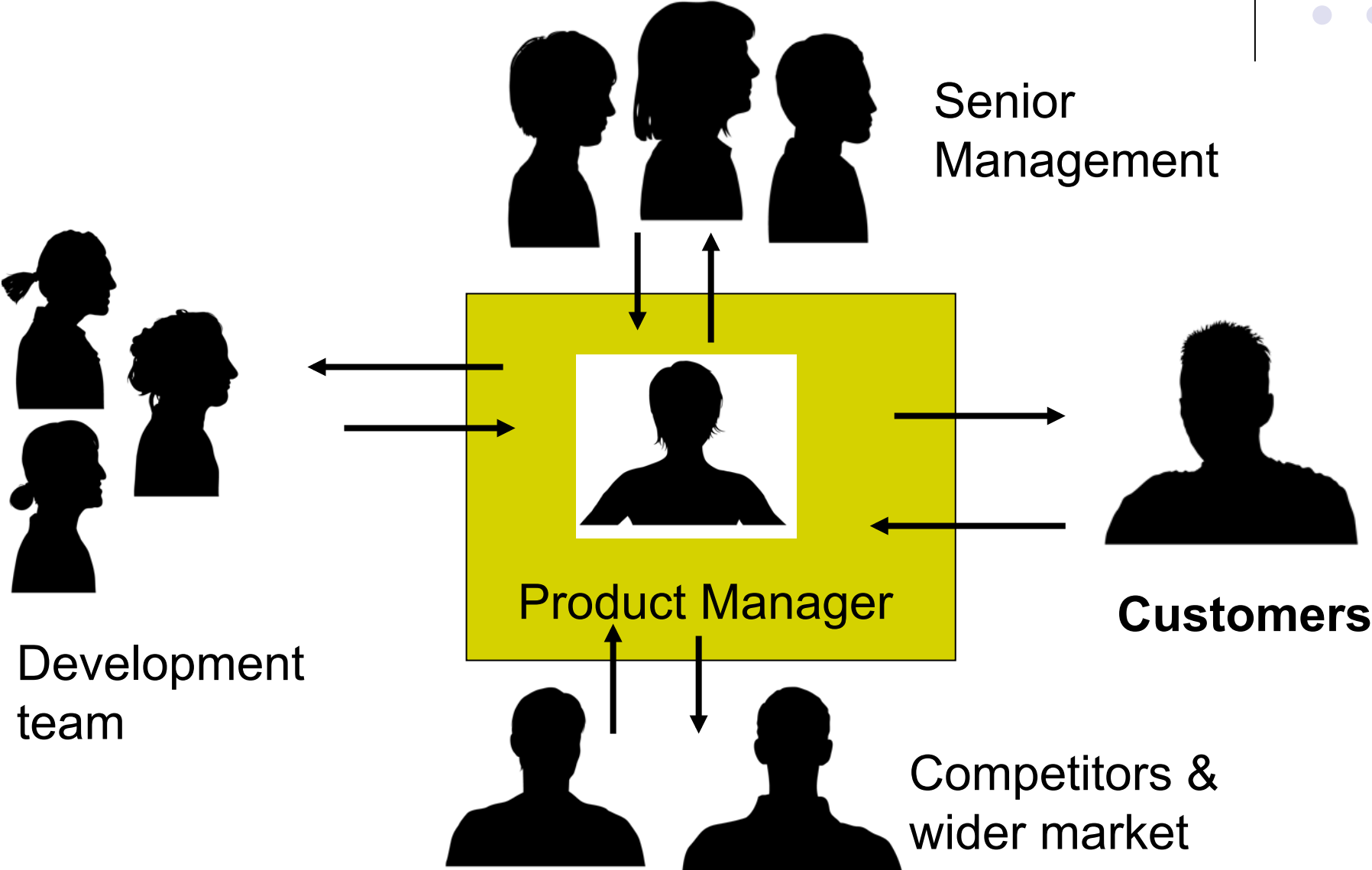
Different organizations  
slice and dice  
responsibilities  
differently

# Product Manager Business Analyst / Product Owner



- Decides what should go into product
- “Product Owner” in Scrum
  - But how do they know?
- Product Managers - product companies
  - Externally focused
- Business Analysts - in house / ESP
  - Internal focus
  - (Help Product Managers)

# Product Managers



# Product Managers

Business Analyst

Product Owner



- Traditional

- Meet with customers, engineers, managers, ...
- Discover requirements
- Prioritise (MoSCoW)
- Write Business case and/or MRD
- Throw over wall

- Agile

- Meet with customers, engineer, manager, ...
- Discover requirements
- Prioritise (1, 2, 3, ...)
- Write Business case, MRD
- Write requirements *just-in-time*
- Talk to developers daily
- Attend planning meeting

MRD = Market Requirements Document

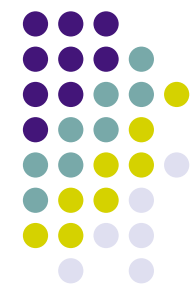


# Agile: The Next Challenge

- “Agile” is Doing it Right
  - Scrum, XP, Crystal....
  - Fix a broken development process
  - Help you *do it right*
- Beyond Agile (today)
  - Doing the right thing - build what we want
- True Agility comes from doing what the customer/market wants
  - Product Managers more important than ever

**Only about 20% of features & functions in typical custom software are used regularly**

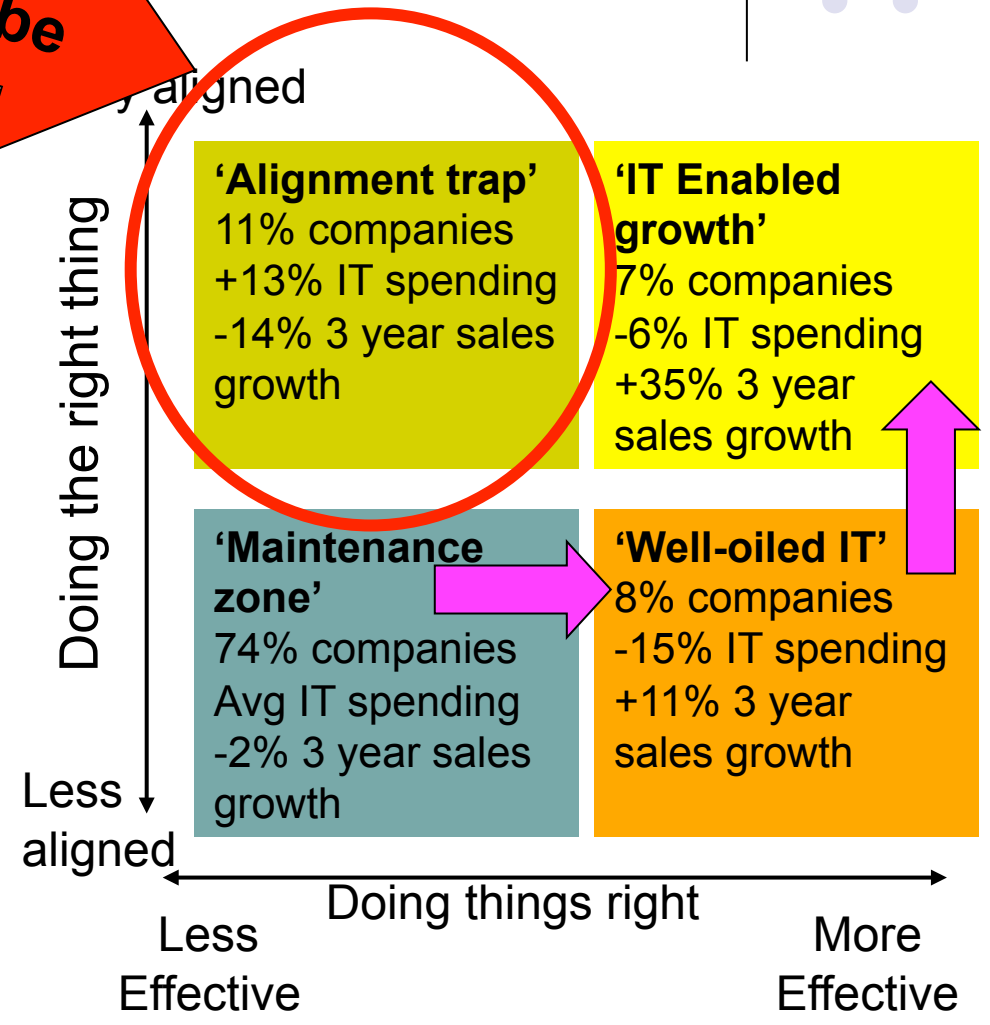
Mary & Tom Poppendieck -  
Implementing Lean Software  
Development 2007



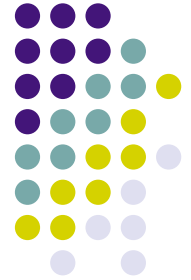
# Do the right thing

**Worse place to be**

- Agile moves us to 'Well-oiled IT'
- Better requirements move from 'Well-oiled' to 'Enabled'
- The lesson
  - Do things right
  - THEN
  - Do the right thing



# Project Managers





# Project Managers



- Traditional

- Gather estimates
- Draw GANTT charts
- Manage risks
  - Own risk log
- Communicate progress
- Update estimates
- Update plans

- Agile

- Facilitate planning meeting
- Convene stand-up
- Remove/escalate obstacles
- Burn down chart
- Count points
- Attack risks

Do NOT gather requirements or prioritise

# Is a Scrum Master a Project Manager?



- No
  - Self organizing team
  - Collective responsibility
  - No authority
- Yes
  - Self organizing team has limits
  - Someone has to answer for the team
  - Legitimate Leader position implies authority

Pure Scrum Master is too much of a change for many companies, therefore...

- Organization often sees them as the same
- Project Managers need relax a bit

# Development Manager

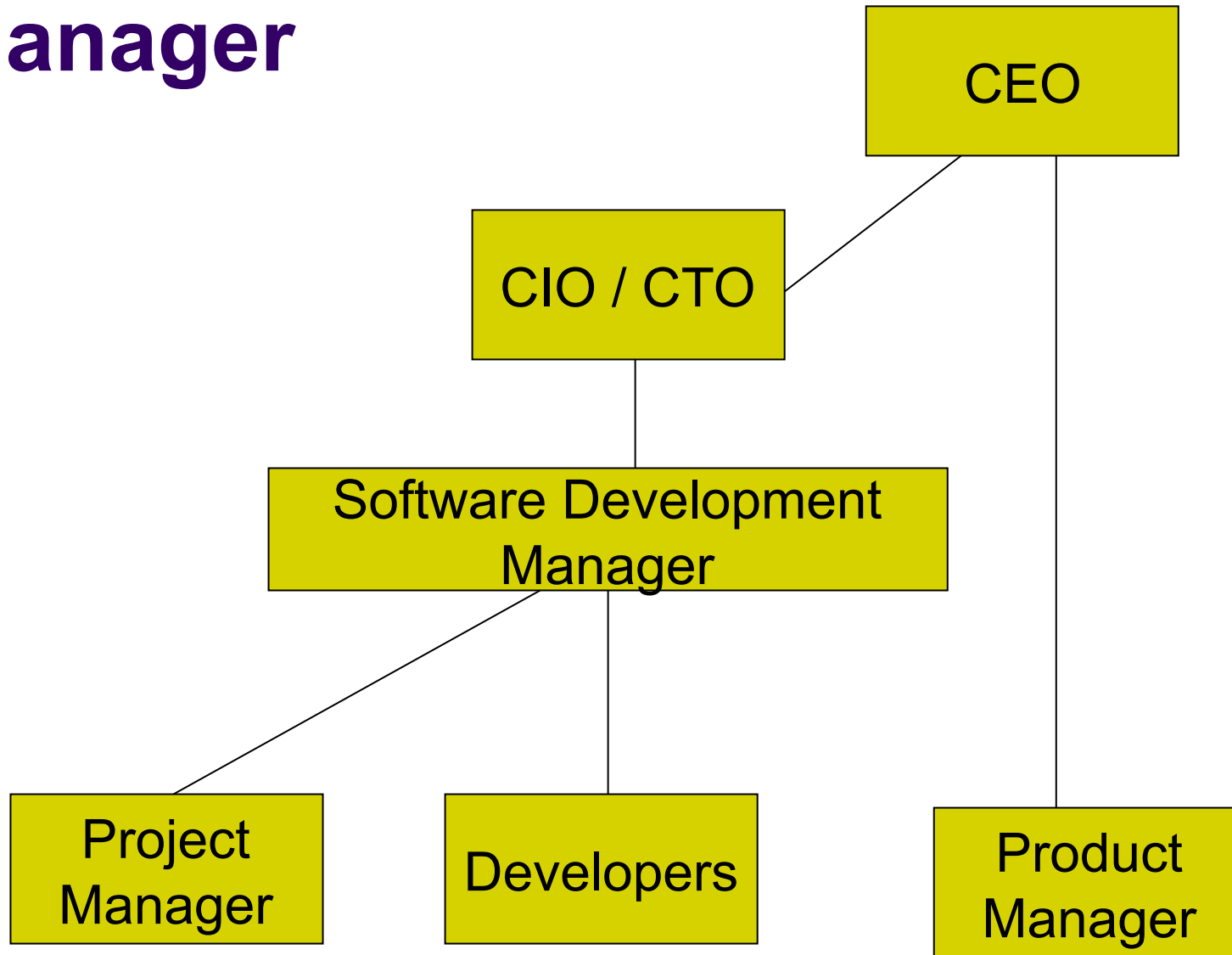
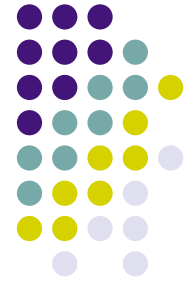


I am a  
manager

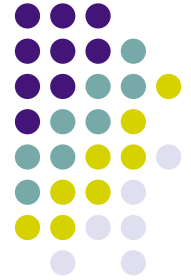


What do  
I do?

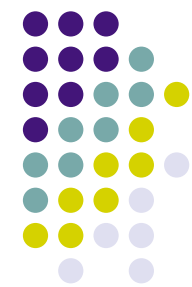
# Software Development Manager



# Software Dev Manager



- Multiple Projects
- Line management
  - Reviews, objective setting
- Recruitment / Firing
- Process
  - Making it all work
- Improvement
- Fire fighting



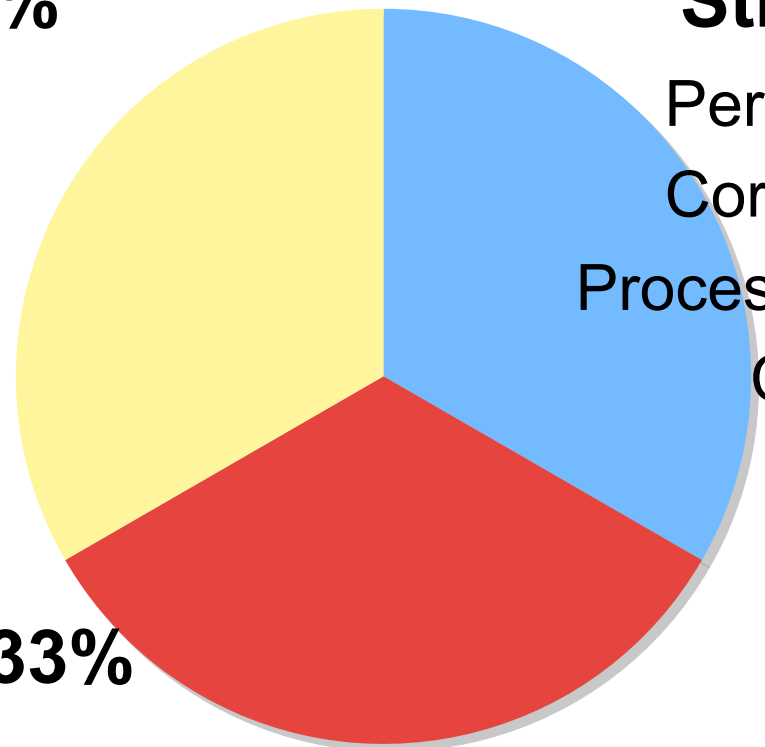
# S/w Dev Manager's time

**People - 33%**

- One-on-one
- Coaching
- Objectives
- Recruiting

**Strategy - 33%**

- Personal reflection
- Corporate strategy
- Process improvement
- Communicating



**Fire fighting - 33%**

- Ain't going away
- Decisions need authority

*A crisis is too valuable to waste*

# Fred Brooks



“Some readers have found it curious that *The Mythical Man Month* devotes most of the essays to the managerial aspects of software engineering, rather than the many technical issues. This bias ... sprang from [my] conviction that the quality of the people on a project, and their organization and management, are much more important factors in the success than are the tools they use or the technical approaches they take.”

Frederick P. Brooks, *The Mythical Man Month* 1995

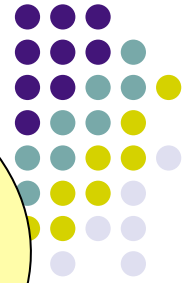
# Closing thoughts

It is the thousand  
small decisions  
everyday that  
make the  
difference



A crisis is an  
opportunity  
To change

Some things  
are outside the  
teams ability to  
change that's were  
a manager can  
add value





# Thank you!

Allan Kelly

<http://www.allankelly.net>

<http://blog.allankelly.com>

ps Don't forget to buy the book

**Changing Software  
Development: Learning to be  
Agile, 2008, Wiley**

