

# Management is Broken.

## Time for an Upgrade!

by Alex Hardin

# About me

8 years with agile teams

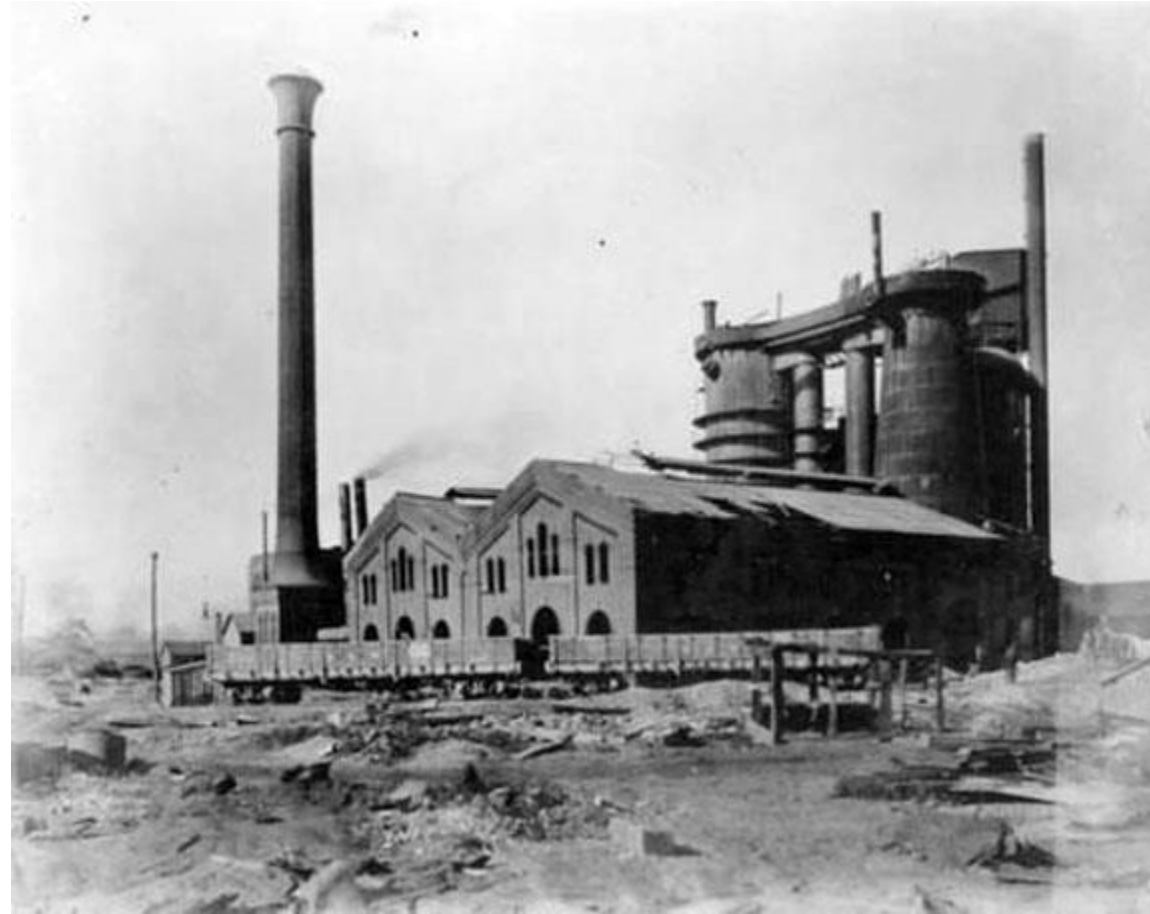
Co-founder and owner

Management 3.0 trainer



# Why?

# Historical Context



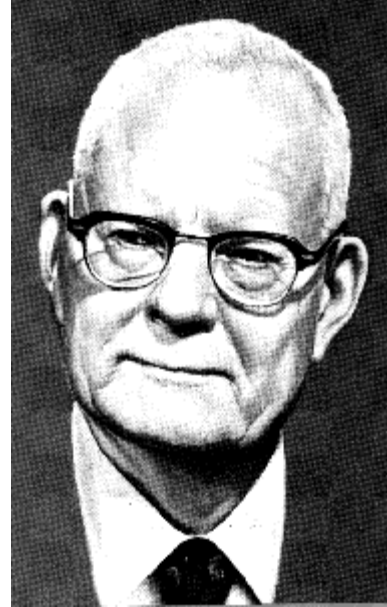
<http://www.peachridgeglass.com/>

# Historical Context

“Cogs” in the machine

Not fit for modern, creative work

# Historical Context



[https://en.wikipedia.org/wiki/W.\\_Edwards\\_Deming](https://en.wikipedia.org/wiki/W._Edwards_Deming)

# Historical Context



## Lack of people-centric tools

[https://en.wikipedia.org/wiki/W.\\_Edwards\\_Deming](https://en.wikipedia.org/wiki/W._Edwards_Deming)

# Historical Context

## 1.0

Simply doing the wrong thing, by treating people like cogs in a system.

## 2.0

Doing the right thing in the wrong way, with good intentions but old-fashioned top-down hierarchical initiatives.

## 3.0

The future of management. Doing the right thing for your team, involving everyone in improving the system and fostering employee engagement.

[www.management30.com](http://www.management30.com)



# What is management's connection to building software?

# Exercise

1. Get into groups of 3-6
2. Identify 3-5 core responsibilities of managers

What are 3-5 core  
responsibilities of managers?

Delegation  
Career development  
Performance reviews  
Compensation  
Hiring  
Mentoring

How does **<your software process>** help with these?

# Enter: software

# Enter: software

## Agile

# Enter: software

Scrum

Kanban

XP

SAFe



Focus is on “work”, not  
people

People and Relationships  
>  
Tools and Techniques

Managers are no better  
off with Agile than  
without

Tools for management  
must come from  
elsewhere

# Why bother?

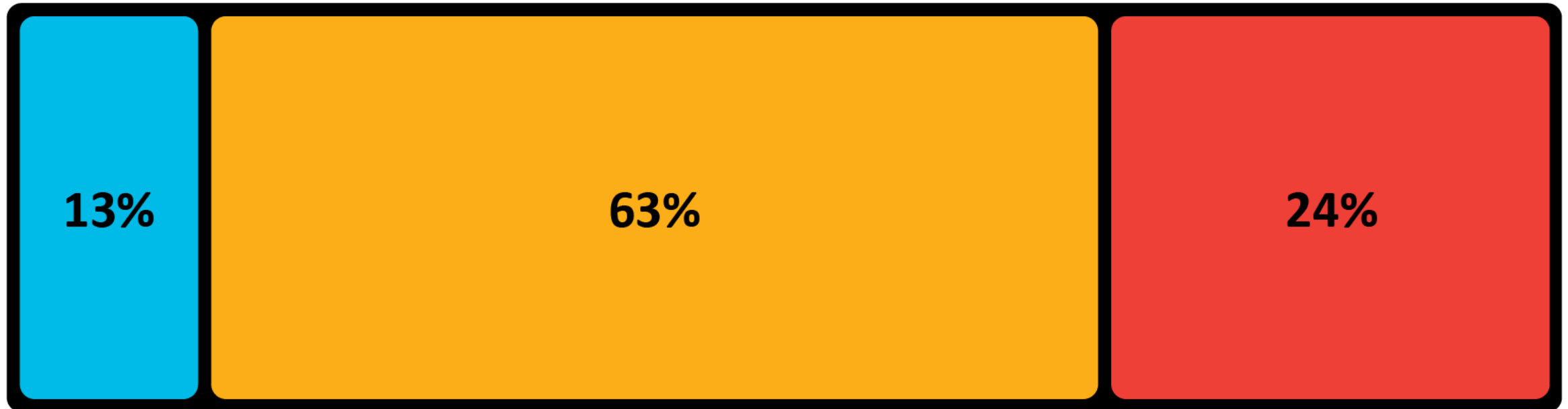
# Software is collaborative

# Collaboration needs engagement

# Sadly, employee *engagement* levels are *low* worldwide

actively engaged

actively disengaged



Gallup, "Worldwide, 13% of Employees Are Engaged at Work" <http://bit.ly/1PBuaDn> and @Management30



# Who makes work engaging?

# Exercise

1. Get into groups of 3-6
2. Identify 3-5 things that make work  
engaging

# What are 3-5 things that make work engaging?

# Specific Techniques

Activities to engage

Useful for managers and non-managers alike

# Delegation Poker

# The 7 Levels of Delegation

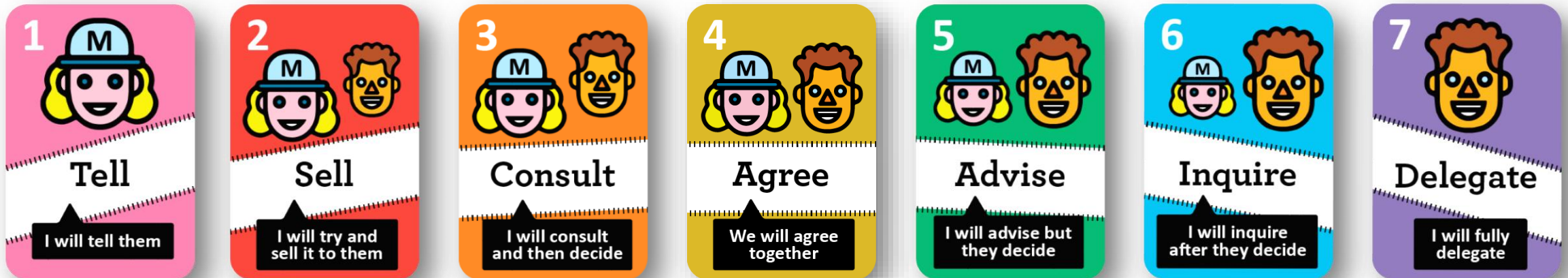
1. **Tell**: make decision as the manager
2. **Sell**: convince people about decision
3. **Consult**: get input from team before decision
4. **Agree**: make decision together with team
5. **Advise**: influence decision made by the team
6. **Inquire**: ask feedback after decision by team
7. **Delegate**: no influence, let team work it out

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# Exercise: Delegation Poker

1. Get into groups of 2 (pairs)
2. Choose a delegation level based on the scenario
3. Explain



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# Delegation Scenario

- You are a manager with a background in project management.
- Your software team is made up of primarily very experienced software developers.
- The organization needs your team to train a less experienced team on how you do things.
- **What level do you use?**



Org & Koen

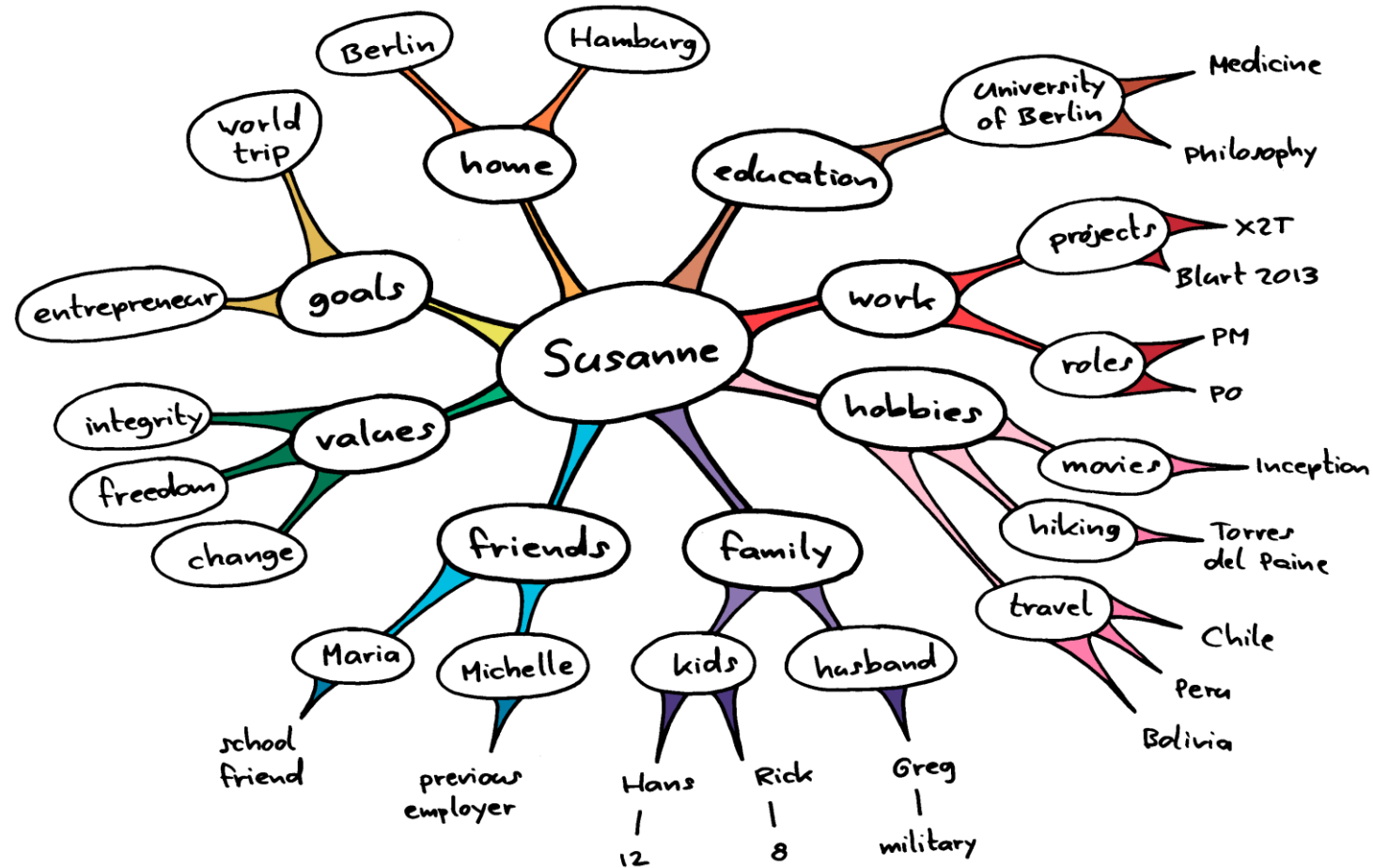
1 2 3 4 5 6 7  
TELL SELL COMMIT AGREE ADVISE INQUIRE REJECT

SALARY  
OFFICE SELECT  
HIRE  
SEATING  
PROJECT Evalue  
VISIT ASHL  
APPRAISALS

	1	2	3	4	5	6	7
SALARY							✓
OFFICE SELECT					X		
HIRE				X			
SEATING	X						
PROJECT Evalue						X	
VISIT ASHL		X					
APPRAISALS							

Delegation Boards

# Personal Maps



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# More Ideas

Personal Maps

Principles & Practices

Delegation Board

Rewards & Kudo Wall

Problem Time

Metrics Ecosystem & OKRs

Feedback Wrap

Salary Formula

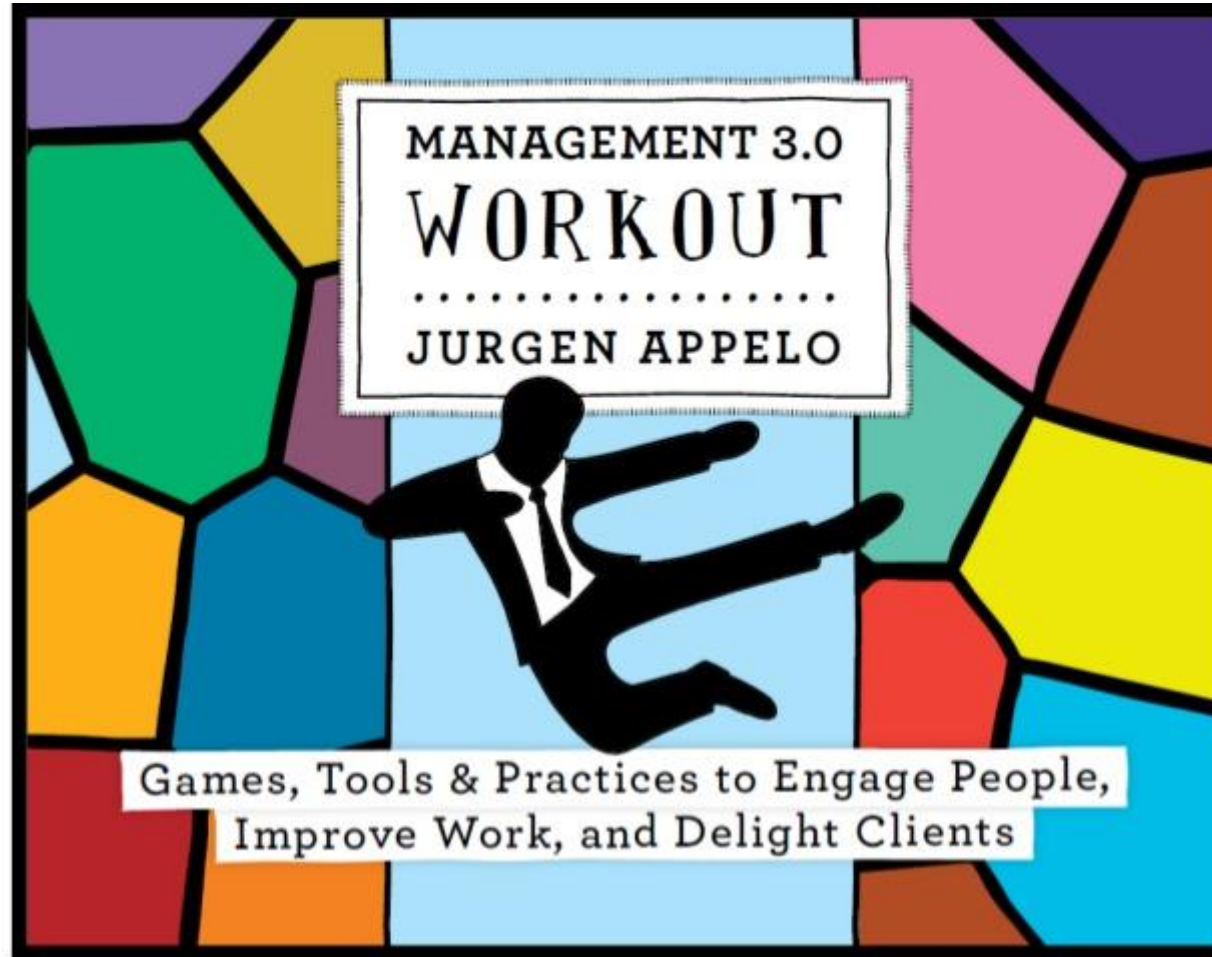
Merit Money

Internal Crowdfunding

Culture Books

Celebration Grids

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# Closing statements

Questions?

Thoughts?

# That's All!

## Contact

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@alexchardin



like, alex  
"see" hardin

## Interested in more?

I can facilitate public or private workshops **filled** with more ideas and activities like this.

Let's talk!