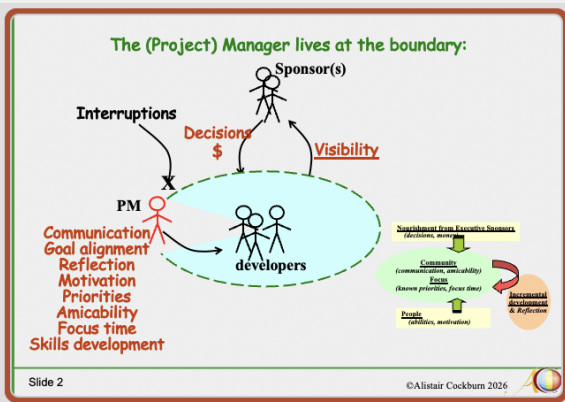
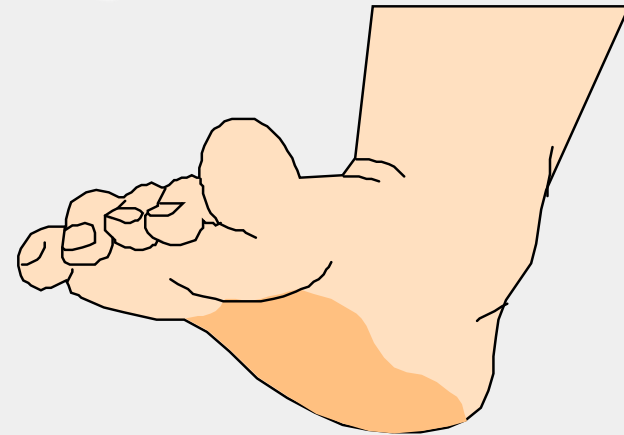


The Role of the Manager in Modern Agile Projects

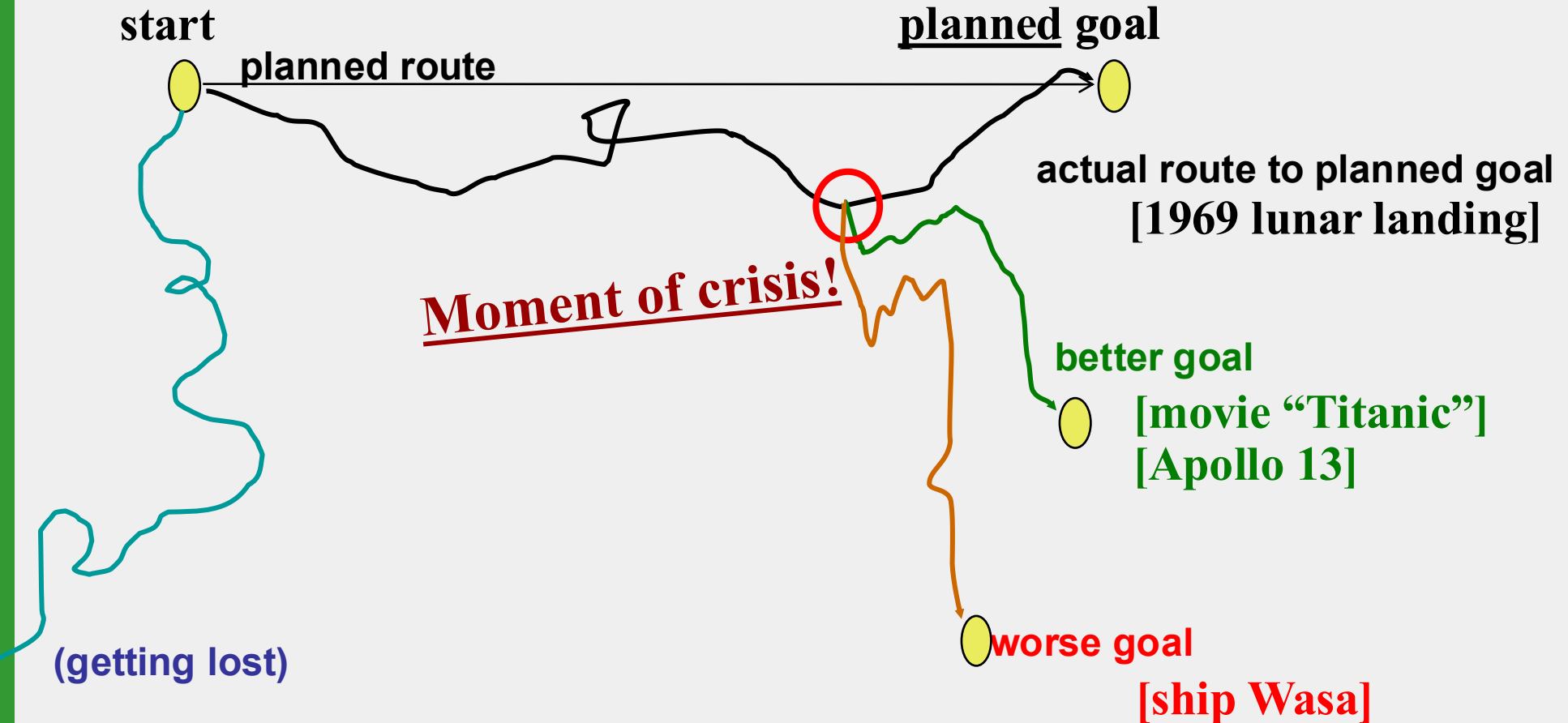
Alistair Cockburn
Humans and Technology



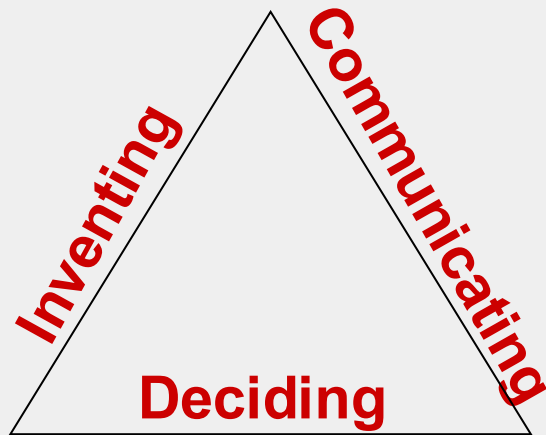
Linkedin: AlistairCockburn
<http://AlistairCockburn.com>



Project Life: Things generally don't go as planned



People (and Agents) ...



Creating a solution
Solving a problem
Expressing ideas
in a language

... they don't understand
which keeps changing

To an interpreter unforgiving of error

Making decisions

Where every decision has economic consequences
and resources are limited.



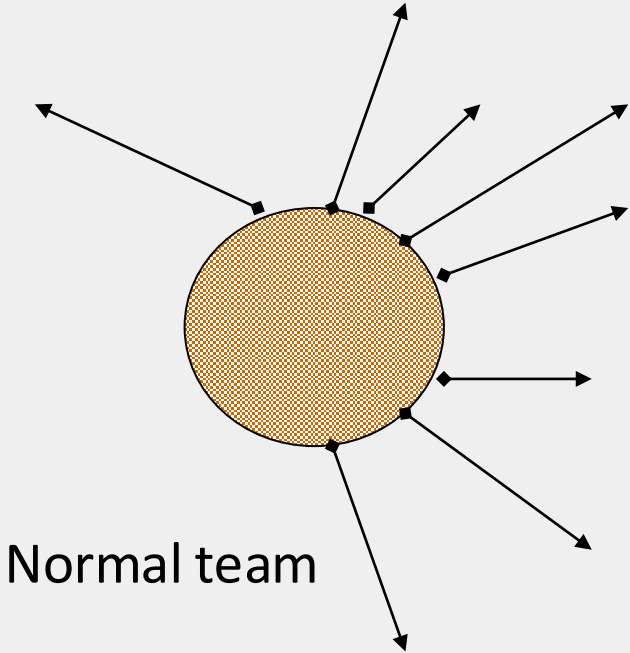
Amicability

Amicability : Willingness to listen with good will

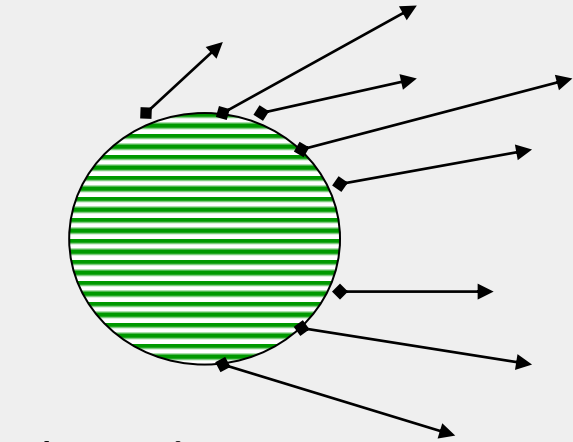
“Amicability index” : how easily information passes from one part of the organization to another.



Goal Alignment



Normal team

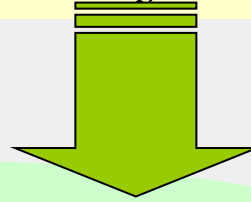


Aligned team



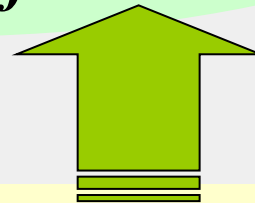
Critical Project Factors

Nourishment from Executive Sponsors
decisions, money

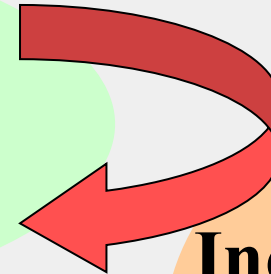


Community
communication, amicability

Focus
goal alignment, focus time



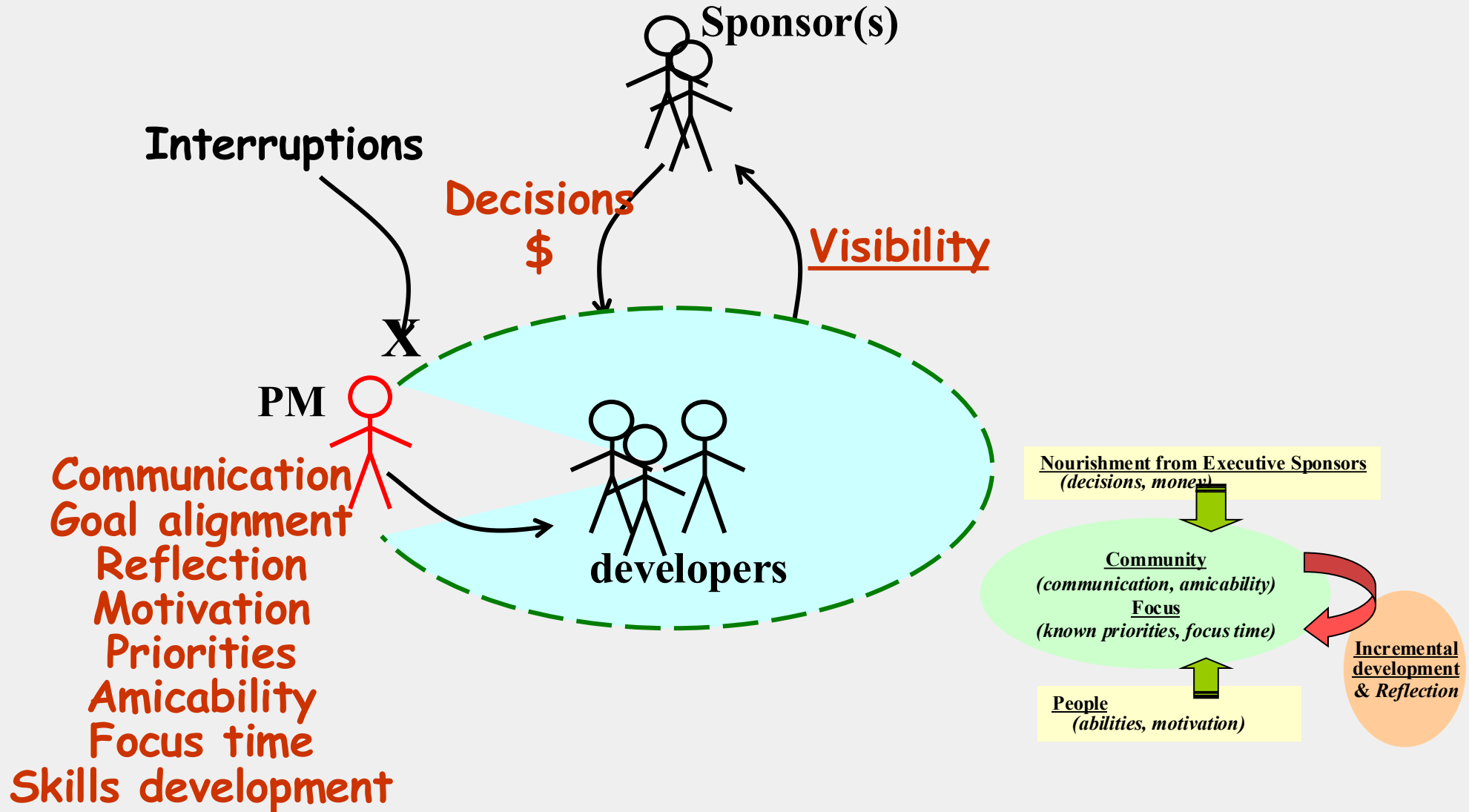
People
talent, skills, motivation



Incremental development & Reflection



The (Project) Manager lives at the boundary:



Myths Fixed

Truth:

The (project) manager doesn't just push paper;
S(he) converts a **group** of people into a team.



Myths Fixed

Truth:

You can change the target even with “*traditional*”.

You can keep the same target even with “*agile*”.

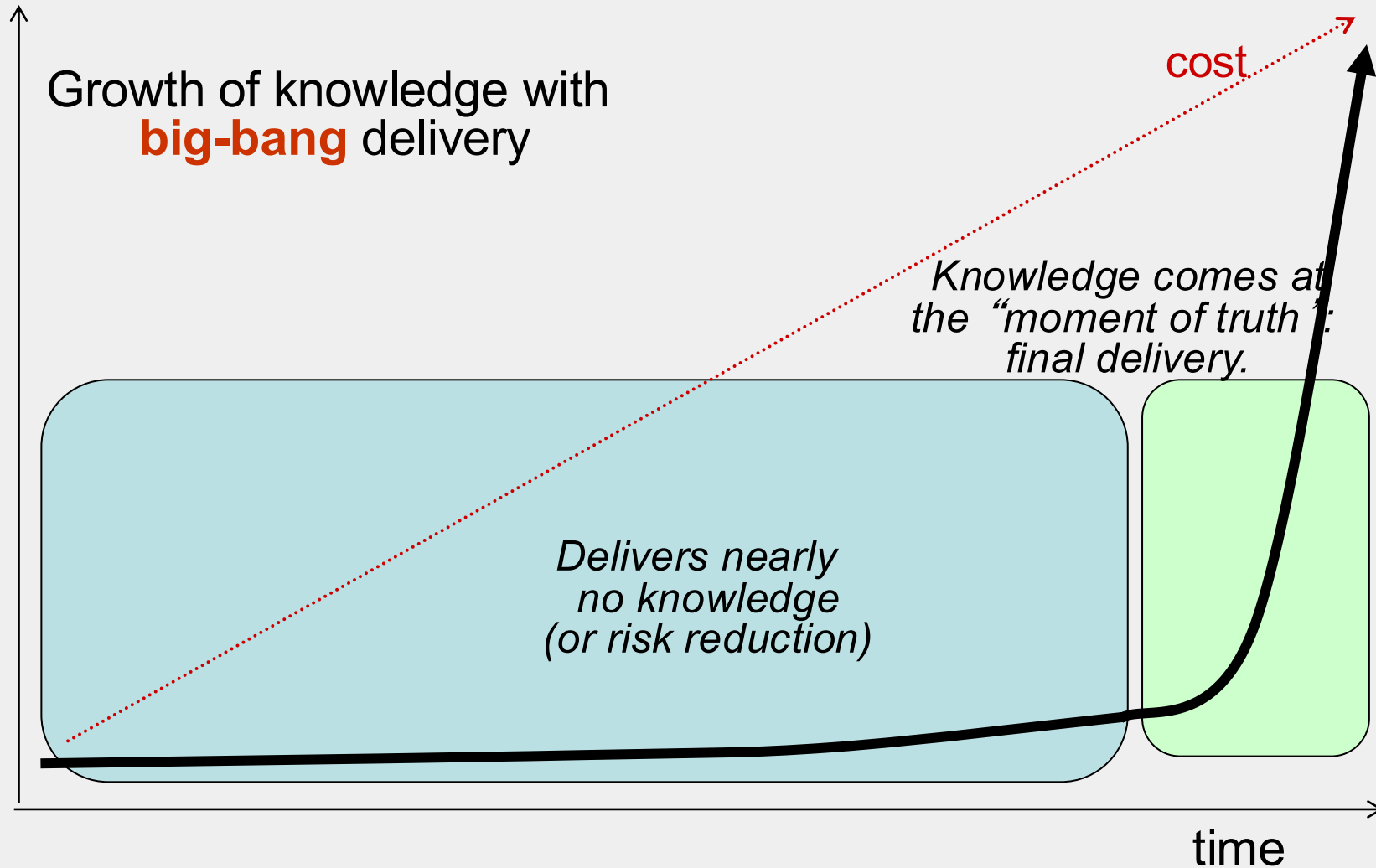
Agile works for even for *fixed price, fixed-scope* projects ...

(Just don't change the requirements! :)

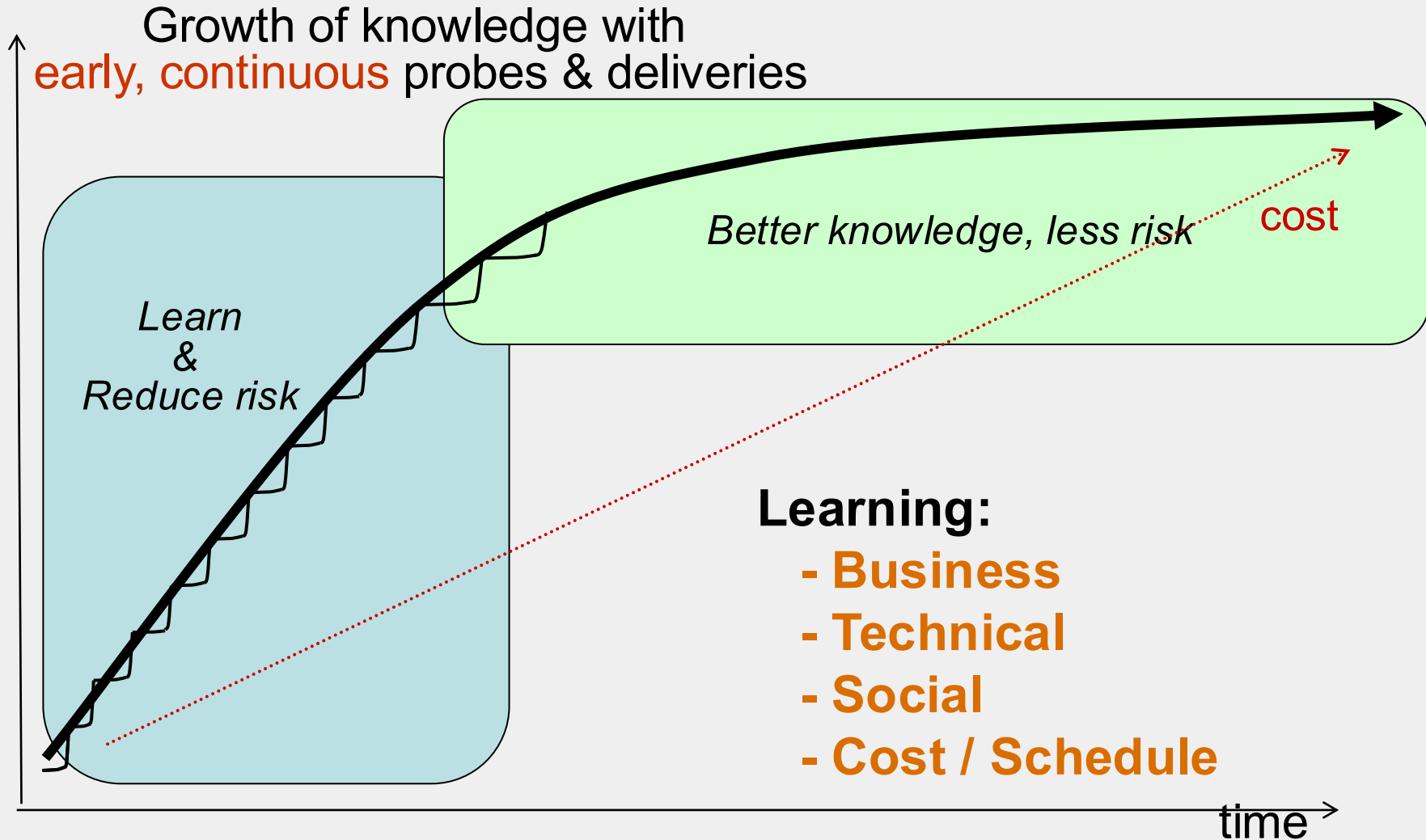
Agile is the best approach for fixed-date projects,
(use incremental, high-feedback techniques
to cut scope at the end)



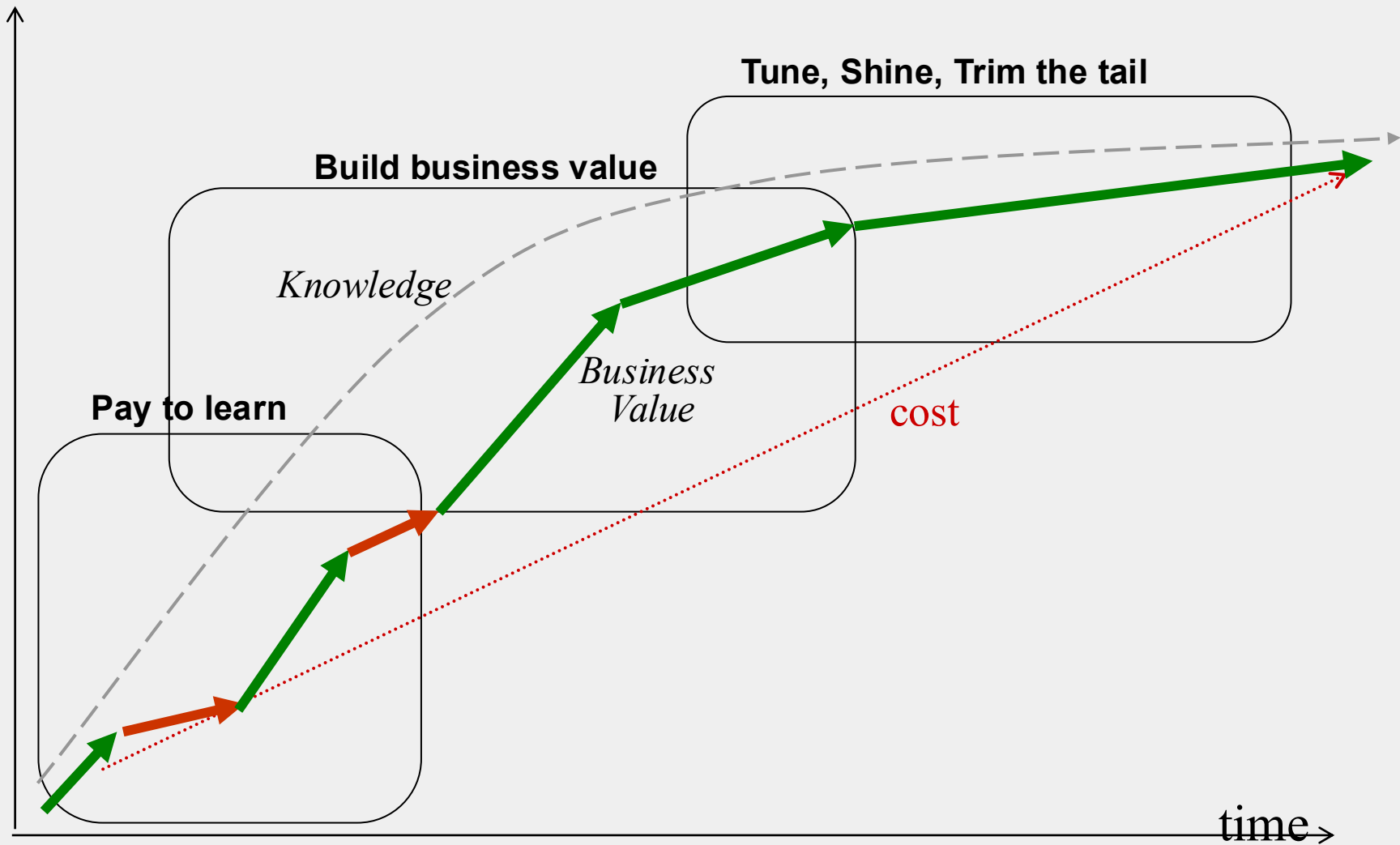
Learning: Big-bang delivery is a *late-learning* strategy



Learn early, learn often



Pay to learn – Build value - Trim the tail



The Project Manager's timeline in Agile terms



Initiating

- Mission statement (1-2 pages)
- Project priorities chart

Planning

- Project map (low-resolution PERT chart, no times)
- Blitz planning technique (+ dependencies)
- Allocation of people & times to project map (+ schedule)

Executing & Steering

- Strategies to avoid & get out of trouble**
- Strong-visibility status charts (information radiators)
- Pause, reflect, change (both process & plan!)

Closing - (retrospectives)



Learn to avoid (get out of) messes.

Osmotic Communication
Expert in Earshot
Cone of Silence
Early Victory
Early and Regular Delivery
Walking Skeleton
Incremental Rearchitecture
Sacrifice One Person
QA-Rotation
SWAT-fix team
Cross-specialized Team
Function / Component Owners

Pause, Reflect, Change
Timeout/Regroup
Part-Timers as Advisors
Process Miniature
Progress & Training Teams
Rejoining Streams
Short-horizon planning
Spare Leader Capacity
Spike
Gold Rush
Project 360°
Safe Solutioning Session



Strategies can be collected and labeled in various ways

Timing	Name	Value	Power	Surprise	Rank
EARLY	Early & Regular Delivery	nutrition	POWERFUL	surprising	***
	Early Victory	nutrition	POWERFUL	surprising	***
	Walking Skeleton	nutrition	powerful	SURPRISING	***
AVOID	Gold Rush	nutrition	POWERFUL	SURPRISING	****
	Burning Visibility	ANTIVENOM	POWERFUL	surprising	***
	Incremental Rearchitecture	ANTIVENOM	powerful	SURPRISING	***
	Spare Leader Capacity	ANTIVENOM	powerful	SURPRISING	***
	Easy Access to Expert Users	ANTIVENOM	POWERFUL	obvious	**
REPAIR	Sacrifice One Person	ANTIVENOM	POWERFUL	surprising	***
	Focus Time	nutrition	POWERFUL	surprising	***
	Single Assignment	ANTIVENOM	POWERFUL	surprising	***
	Cone of Silence	ANTIVENOM	powerful	SURPRISING	***
DIG OUT	Recovery Chain	nutrition	POWERFUL	surprising	***



Early Victory

Action: Ensure the team delivers *something as early as possible*, even if only a Walking Skeleton.

Benefits: Team learns each other, process
Sponsor sees team working together

Side effect Manage expectations for early delivery

Overdose: Too simple = Not enough process exercised,
not *real* confidence built

Examples: **Walking Skeleton**



PRODUCTIVITY: Gold Rush

You can't wait for requirements to settle, so...

Action: Start design and programming immediately, adjust requirements weekly.

Requires: Good communications

Side effect: Manage communications, plan for rework!

Overdose: Rework holds up the project

Examples: Concurrent development
Current AI/LLM practices



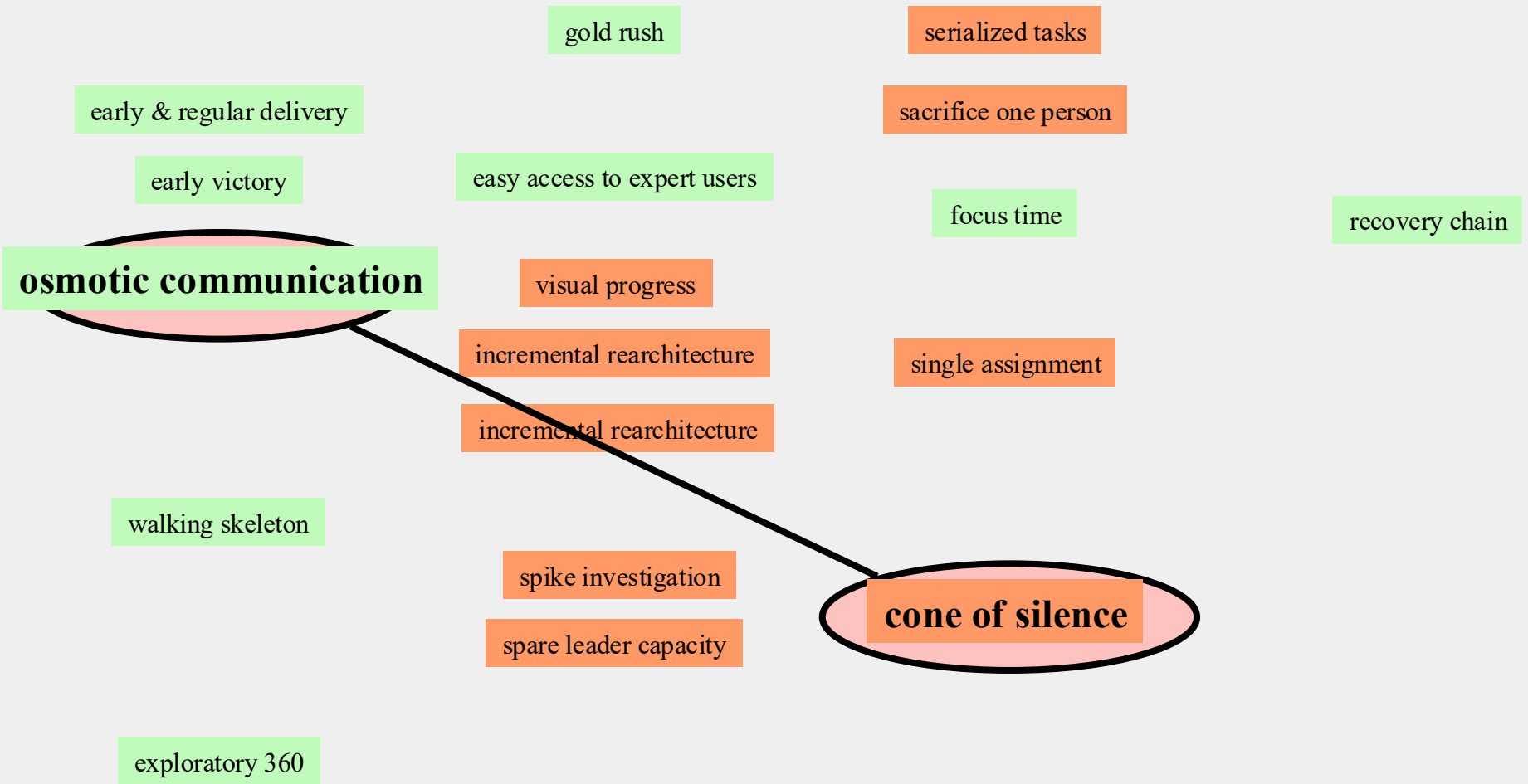
... And combined

At SETUP

AVOID TROUBLE

REPAIR TROUBLE

DIG OUT

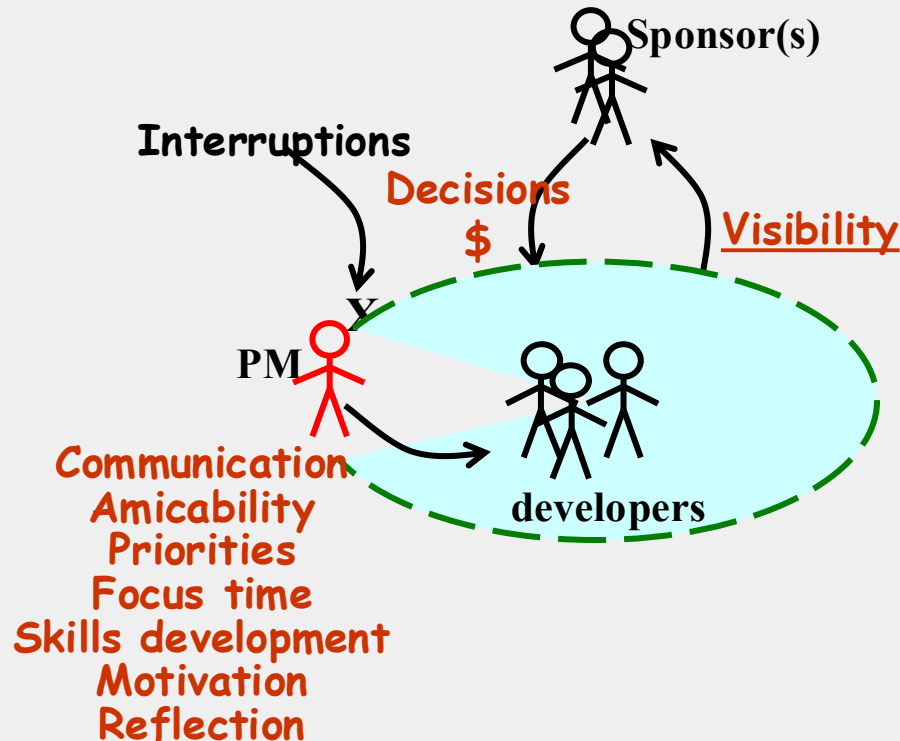


Role of the Manager on modern projects

* *Pull in support*

* *Find strategies*

* *Bring the team together*



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