## Managerial Responsibilities

| Changes with Agile A little -> a LOT | | | | | | Manager Responsibilities |
|---|---|---|---|---|---|---|
| 0 | 1 | 2 | 3 | 4 | 5 | |
| | | | | | | **People Management** |
| | | | | | | Hire great programmers |
| | | | | | | onboarding new hires / get them started on the team |
| | | | | | | Grow skills and careers |
| | | | | | | Counsel / mentor / coach |
| | | | | | | Set performance objectives / Review performance and give feedback |
| | | | | | | Recognize exceptional performance |
| | | | | | | Manage problem employees / Fire poor performers |
| | | | | | | Promote people up levels |
| | | | | | | Compensate fairly |
| | | | | | | Arbitrate inter-team personality conflicts |
| | | | | | | Motivate your staff / build team spirit |
| | | | | | | Eliminate de-motivators (see Herzberg's Motivation & Hygiene Factors) |
| | | | | | | Approve PTO (vacations) |
| | | | | | | **Technical management** |
| | | | | | | Support architects in ensuring team follows architectural best practices |
| | | | | | | Champion development best practices |
| | | | | | | Escalate product opportunities observed by team |
| | | | | | | Lead design reviews |
| | | | | | | Maintain quality focus |
| | | | | | | Resolve technical disputes |
| | | | | | | Research new technologies |
| | | | | | | **Project team support** |
| | | | | | | Direct project activities |
| | | | | | | Make project decisions |
| | | | | | | Monitor progress |
| | | | | | | Prioritize work |
| | | | | | | Load balance developer tasks |
| | | | | | | Maintain project schedule |
| | | | | | | Identify risks, anticipate issues |
| | | | | | | Triage / prioritize bugs |
| | | | | | | Coach (& troubleshoot) team communication |
| | | | | | | Be a point of escalation: e.g., unclear rqmts whiplash, "what" not "how" |
| | | | | | | Provide focus: Keep everyone on the same page |
| | | | | | | Balance risk-first and customer-value-first development |
| | | | | | | Remove roadblocks |
| | | | | | | Coach facilitators (PjMs, Scrum Masters, Product Owners, Product Mgrs) |
| | | | | | | Order t-shirts, celebrate success |
| | | | | | | **In your organization** |
| | | | | | | Manage project portfolio |
| | | | | | | Match / assign people to teams / projects |
| | | | | | | Create good working conditions |
| | | | | | | Ensure your reports have the tools they need |
| | | | | | | Manage budgets (tools, training, staffing, etc) |
| | | | | | | Plan for organizational growth / change |
| | | | | | | Troubleshoot dysfunction |
| | | | | | | Establish/nurture positive, motivated culture |
| | | | | | | **The larger organization** |
| | | | | | | Manage Up |
| | | | | | | Manage Out (relationships with other departments) |
| | | | | | | Protect reports from corp distractions, extraneous communication |
| | | | | | | Protect reports from requirements whimsy |
| | | | | | | Communicate corporate culture, messages, business objectives |
| | | | | | | Champion your reports; communicate their key insights to stakeholders |
| | | | | | | Manage expectations |
| | | | | | | Establish metrics |
| | | | | | | Manage vendors, suppliers |