Managerial Responsibilities

Instructor notes

		-> a			Manager Responsibilities	expects LOTS of change
0	1	2 3	4	5	Decula Management	
-	_	x	1		People Management Hire great programmers	med: look for different new-hire qualities; diff. intvw tear
_		X				
-		X	-	x	onboarding new hires / get them started on the team	med: the team owns its part of onboarding
_	_	_		x	Grow skills and careers	hi: mgrs have more time / this is the impact
-	-	_	-	x	Counsel / mentor / coach	hi: mgrs have more time / this is the impact
-		x	-	~	Set performance objectives / Review performance and give feedback	ideal hi: perf. objectives become team based
x	_				Recognize exceptional performance Manage problem employees / Fire poor performers	still key ppl; may lose ability to "see" whom to recognize always
~		x) -
_	_				Promote people up levels	med: individual no longer the unit of productivity
-		x	-		Compensate fairly	? highly cultural how this is taken on
-		X	x		Arbitrate inter-team personality conflicts	some will be handled by scrum masters
~	_		X		Motivate your staff / build team spirit	hi: coach self-directedness, team/SM create spirit
x	_				Eliminate de-motivators (see Herzberg's Motivation & Hygiene Factors)	always: e.g., remove impediments
		X			Approve PTO (vacations)	"have you checked with your team?"
_			1		Technical management	
$\overline{}$	\rightarrow	-+	-		Support architects in ensuring team follows architectural best practices	? depends on culture, management roles
X			-		Champion development best practices	always
_		<u>x</u>			Escalate product opportunities observed by team	med: get devs talking to P.O.s directly, but mgrs translat
	-+	X			Lead design reviews	med: still involved, may or may not lead
	\rightarrow	X			Maintain quality focus	med: support engs in prioritizing techn debt reduction
		X			Resolve technical disputes	med: push back to team to resolve
		X			Research new technologies	med: push more to team; research spikes; support devs
			1		Project team support	
	_		-	X	Direct project activities	hi: process more defined, process is run by SM
	_	x	-	X	Make project decisions	hi: shift from making decisions to ensuring they're made
		X			Monitor progress	always important: but what & how you monitor changes
		_		X	Prioritize work	hi: owned, in agile, by P.O. & team
	_	_	-	X	Load balance developer tasks	hi: in agile, the Scrum process load balances tasks
	~			X	Maintain project schedule	hi: in agile, the Scrum process and SM own schedu
	x		-	x	Identify risks, anticipate issues	always: mgrs have "outside eyes"; see forest not just tre
			-	X	Triage / prioritize bugs	hi: team and especially P.O.s own triage/ordering
		x	-	X	Coach (& troubleshoot) team communication	more time to improve practices; coach SM to do, to
	_		-		Be a point of escalation: e.g., unclear rqmts whiplash, "what" not "how"	med: push to P.O.; but mgrs get impediment escalation
		X	-		Provide focus: Keep everyone on the same page	mgrs now have outside eyes; see forest not just trees
	_	х			Balance risk-first and customer-value-first development	mgrs now have outside eyes; see forest not just trees
			-	X	Remove roadblocks	hi: more time to partner w SM, be more effective
	_		-	X	Coach facilitators (PjMs, Scrum Masters, Product Owners, Product Mgrs)	hi: more time, coach PO, SM
			<u> </u>		Order t-shirts, celebrate success	? depends on management roles
			1		In your organization	
+		X			Manage project portfolio	? depends on company's managerial roles
$\overline{}$	-+	X	-		Match / assign people to teams / projects	? depends on company's agile implementation
X	\rightarrow		-		Create good working conditions	always
X	-+	_	+		Ensure your reports have the tools they need	always
X X	-+	-+	 		Manage budgets (tools, training, staffing, etc)	most organizations
*	\rightarrow		-		Plan for organizational growth / change	most managers' roles
.	\rightarrow	X	-		Troubleshoot dysfunction	always, but now only when escalated to
x			-		Establish/nurture positive, motivated culture	always
		1.14	1		The larger organization	and the second second with the second s
	\rightarrow	<u>x</u>			Manage Up	project needs are initially managed up by P.O.s
		X			Manage Out (relationships with other departments)	content changes
	\rightarrow	X			Protect reports from corp distractions, extraneous communication	shared with SM
			X		Protect reports from requirements whimsy	P.O. owns keeping requirements stable; escalation to mg
$ \downarrow$	X		<u> </u>		Communicate corporate culture, messages, business objectives	
		X			Champion your reports; communicate their key insights to stakeholders	
	- I	X	1		Manage expectations	P.O. owns product-based expectations
	_					
	x				Establish metrics Manage vendors, suppliers	always ? depends on the company's managerial roles