Managerial Responsibilities

<table>
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<tr>
<th>Changes with Agile</th>
<th>Manager Responsibilities</th>
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<td>A little  -&gt;  a LOT</td>
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**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