

PROJECT MANAGERS IN THE AGILE ENTERPRISE

IS THE ROLE STILL REQUIRED?



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Speed is the
new currency of
business

Marc R. Benioff
Chairman and CEO, Salesforce

YOU CAN'T DO
TODAY'S JOB WITH
YESTERDAY'S
METHODS AND BE
IN BUSINESS
TOMORROW.



Lean and Agile Enterprise

Thriving in a digital world requires speed of innovation.

SPEED OF
INNOVATION



Value

Best quality and
value



T2M

Sustainable
shortest lead time



Delight

Customer delight



Yesterday's Methods

Yesterday's methods jeopardize customer centricity and speed.



Functional
Silos



Value

- Optimize their function goals
- Foster political boundaries



T2M

- Inhibit communication
- Hand-offs and delays slow down value delivery



Delight

- Prevent cooperation and favour blame games, which makes it hard to optimise e2e



Yesterday's Methods

Yesterday's methods jeopardize customer centricity and speed.



Command and
Control



Value

- People are detached from customers, business and economic thinking



T2M

- Decision-making is delayed
- Creates passive, not-my-job attitude



Delight

- Creates unengaged and uninspired people



Yesterday's Methods

Yesterday's methods jeopardize customer centricity and speed.



Yearly Project Budgeting



Value

- Impeds taking advantage of economic opportunities



T2M

- Is slow, complex and leads to low throughput
- Slow feedback cycles



Delight

- Political games
- Leads to utilization-based planning and execution



Yesterday's Methods

Yesterday's methods jeopardize customer centricity and speed.



Projects



Value

- Plan, not value driven
- Phase gates force too early decisions and commitments



T2M

- Moves the people to the work
- Create big batches and long queues

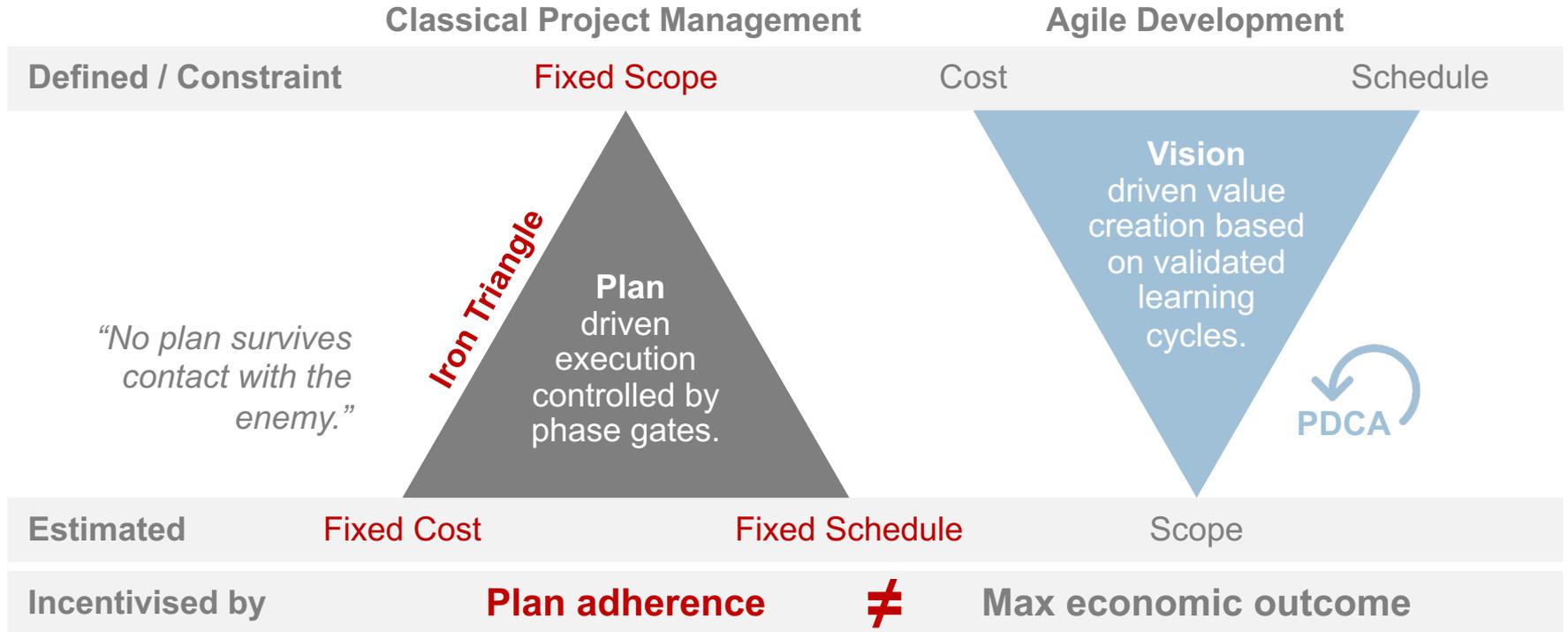


Delight

- Too many parallel projects
- On-time and on-budget optimisation

Plan vs. Outcome Driven Development

Lean goal: achieving best quality and value.



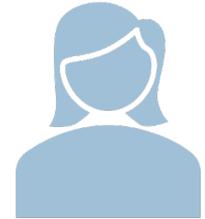
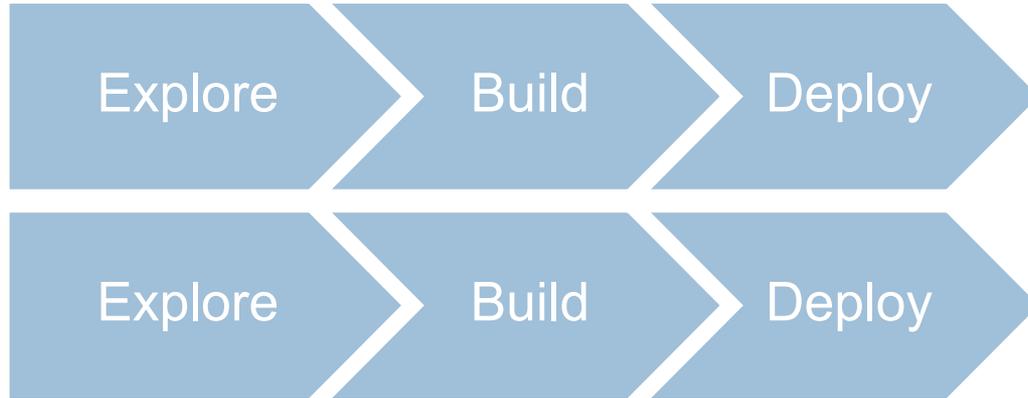
Lean and Agile Organisation



Wow experience: sustainable shortest lead time, best quality and value, customer delight

Long-Lived Continuous Innovation Pipelines

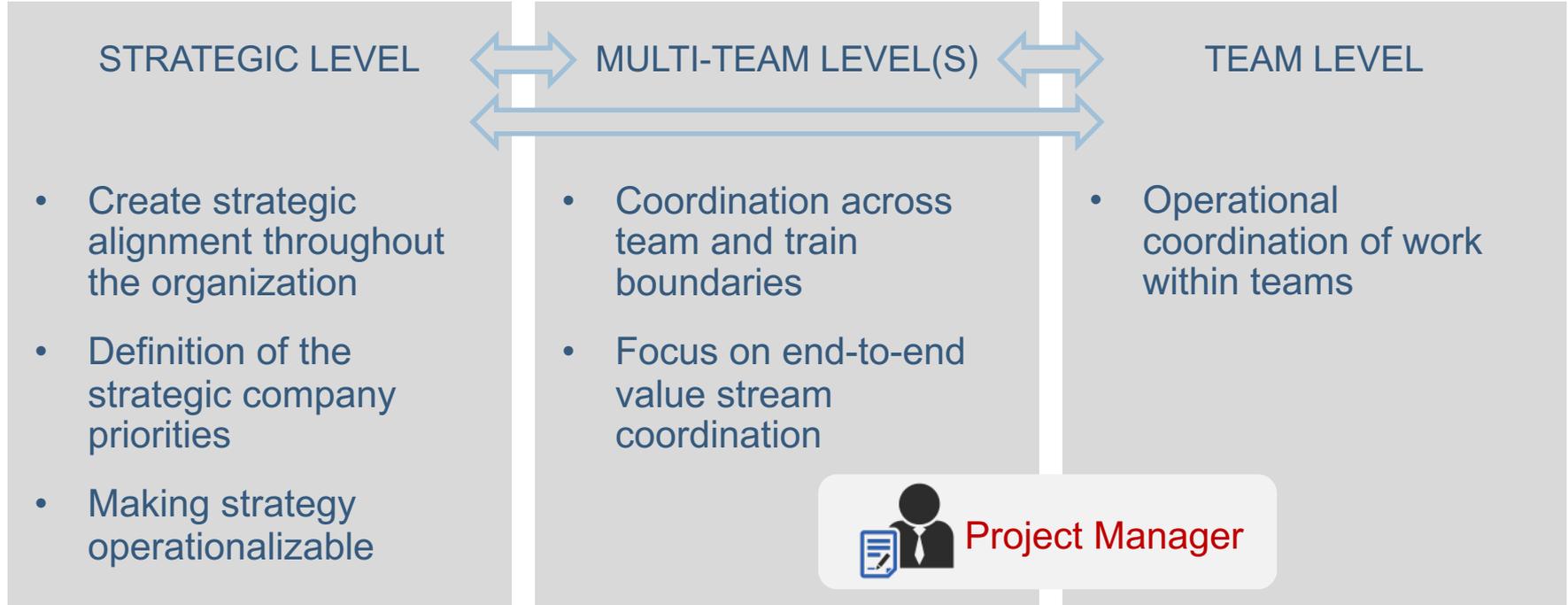
Products & Services



Customer
Centricity

Organisational Abstraction Levels

Area of influence of a project manager.

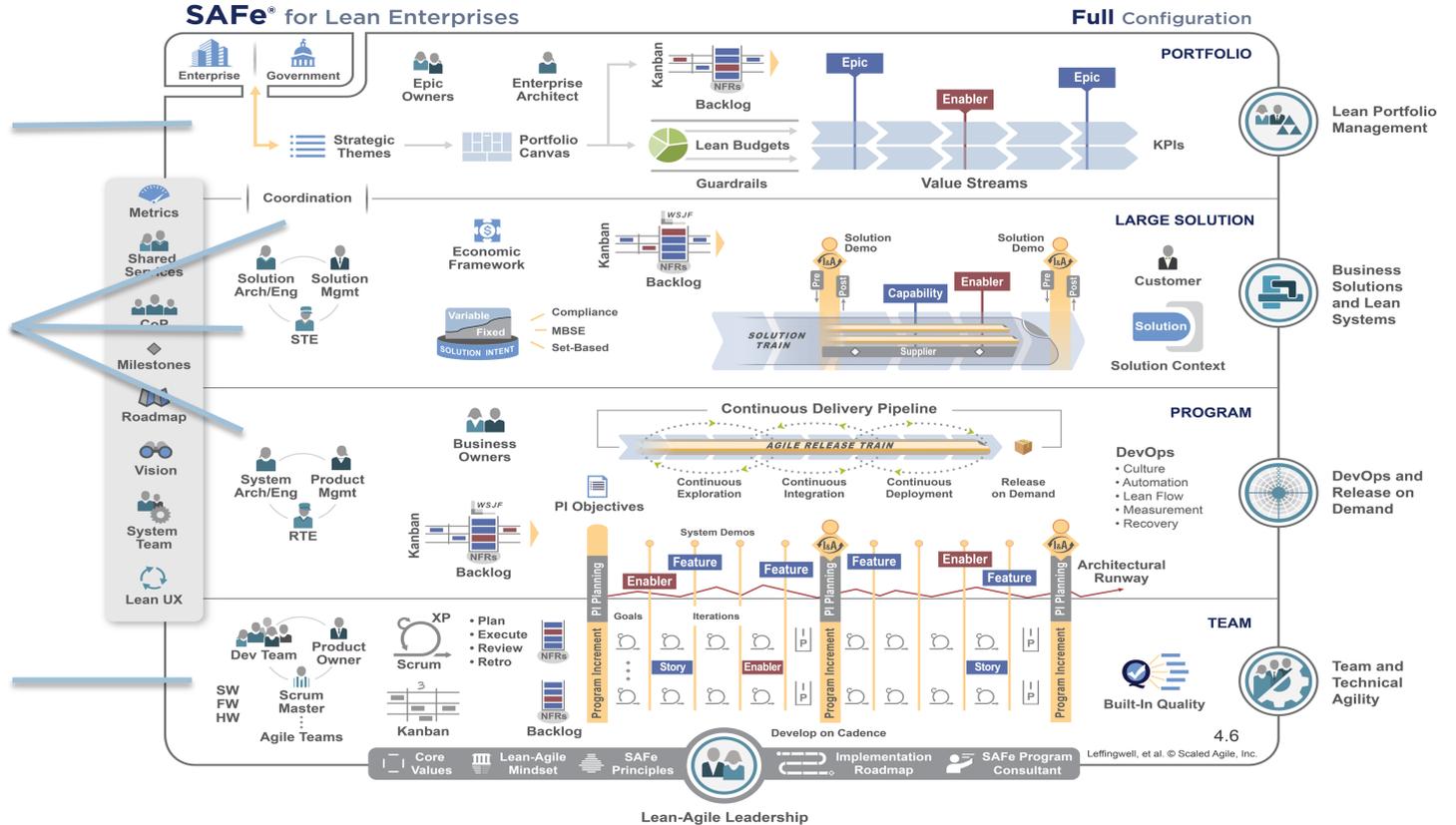


SAFe® Most Popular Scaling Framework

STRATEGIC LEVEL

3 MULTI-TEAM LEVELS

TEAM LEVEL



What's my new Role?

Projects are a yesterday's method.



WHAT'S MY NEW
ROLE IF PROJECTS
ARE A YESTERDAY'S
METHOD?

Pick Your Interest

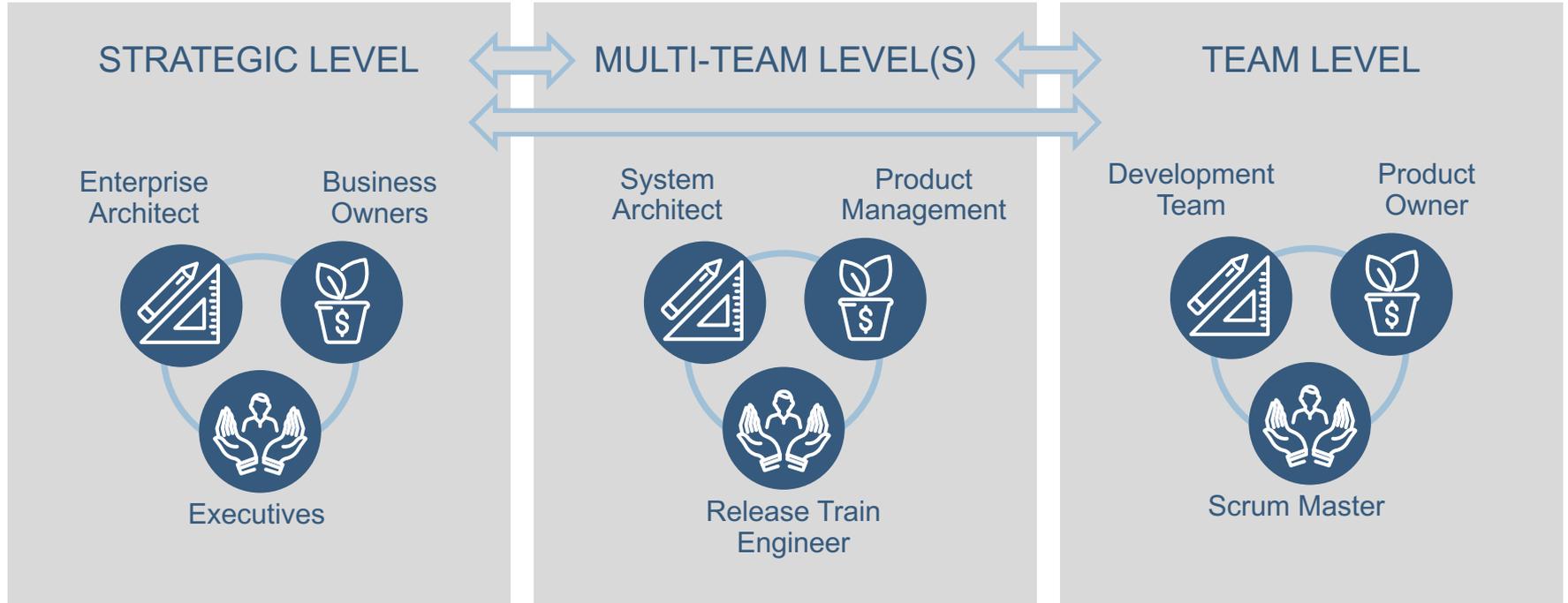
The three main roles in Agile.



Prioritization, planning, and coordination is done in a collaborative way driven by the people who do the work. The decision making is pushed to where the information is.

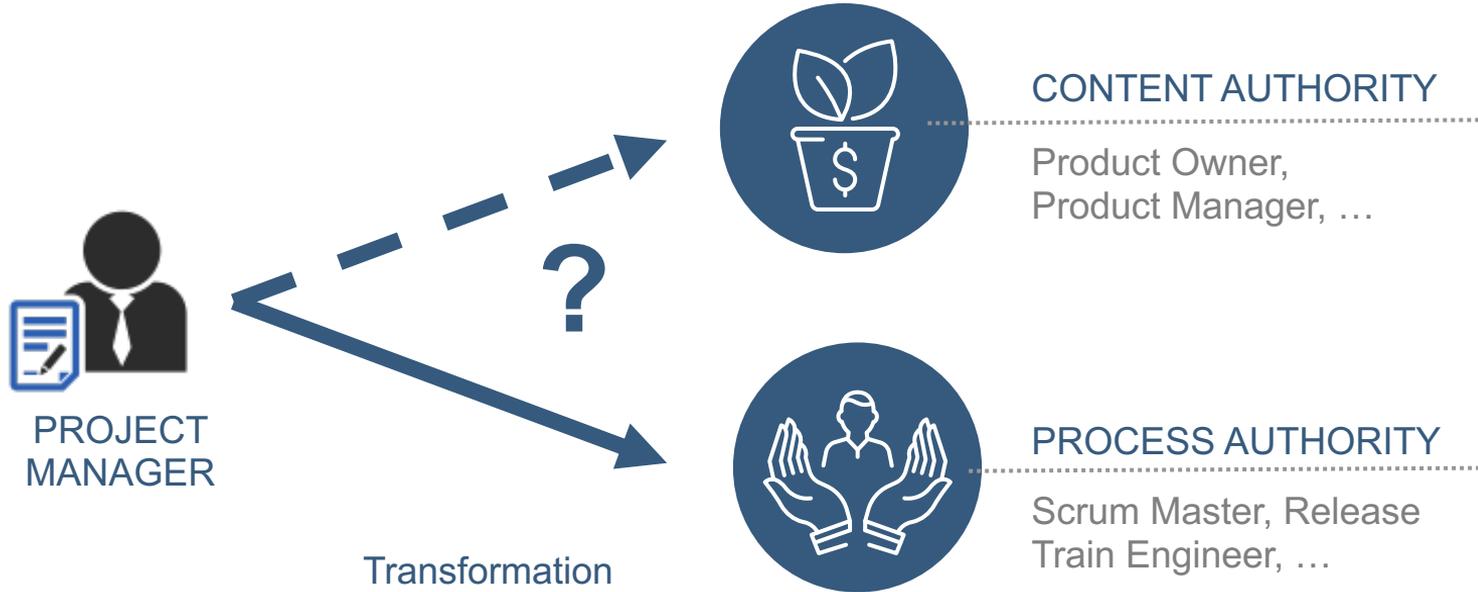
Pick Your Abstraction Level

An enterprise requires continuous planning, coordination and validation on all levels.



Typical Transformation Pattern

Becoming a process authority is more common.





New Role Content Authority

Project Manager transforming to a Product Owner, Product Manager, Solution Manager, ...

WHAT'S YOUR INTEREST?



SOMETHING FOR YOU?

- I'm a vision driven entrepreneur
- I love content, understanding the customers, the market, business models, creating awesome customer experiences
- I want to grow businesses



YOUR BENEFITS

- 100% focus on the products, services
- Long-term thinking, sustainable products considering the complete lifecycle
- Work closely with the teams and be part of the creation



YOUR LEVEL

- Team level: solution, technology, and team facing
- Multi-team level: market and customer facing and exploring market needs



New Role Process Authority

Project Manager transforming to a Scrum Master, Release Train Engineer (RTE), Solution Train Engineer (STE), Chief Scrum Master, Tribe Chief, Agile Coach, ...

VALUABLE SKILLS



USE AND STRENGTHEN

- People skills (servant leadership, coaching)
- Facilitation skills
- Leverage the network and influence
- Lean and Agile leadership



EMPOWER OTHERS

- Planning, coordination, collaboration, proactive behaviour across teams
- Connect to people, make the network accessible to others
- Activate people and their social connections



CAUTION

- Let people think, act, and make mistakes, don't take back control
- Insist in people taking control and connecting with others
- Challenge people with questions, don't provide solutions
- Do not be afraid to lose your (hero) status

Strengthen Your Skills: Servant Leadership

Enhance flow and value through growing people and teams.



Listen and support team members in decision identification



Create an environment of mutual influence



Understand and empathize with others



Encourage and support the personal development of each individual



Persuade rather than use authority



Think beyond day-to-day activities; apply systems thinking



Support the teams' commitments



Be open and appreciate openness

Strengthen Your Skills: Coaching

Activating the brain power of others.

New Behaviour



Coaching the team to collaborate

Being a facilitator

Letting the team find their own way

Guiding

Doing the right business thing now

Facilitating team problem-solving

Old Behaviour

Coordinating individual contributions

Acting as an expert

Knowing the answer

Directing

Driving 'the right' (your) decisions

Fixing problems

Lyssa Adkins, Coaching Agile Teams



Reality: Activities & Responsibilities

Real world example: Project Manager becoming an RTE.

NEW

- Organize and carry out Agile events
- Maintain Kanban boards and information radiators
- More informal arrangements
- Unfortunately, a lot of management of the PMs and POs – the independence should be greater

LESS

- Micro management of development teams
- Scrum Masters perform a lot of day-to-day activities
- Fewer mandatory documents (project plan handbook, requirements document catalogue, ...)

NO MORE

- No more extensive formalized project reporting
- No project steering committee anymore
- No content coordination



Reality: Skills & Tools

Project Manager becoming an RTE.

REQUIRED TO LEARN

- SAFe toolbox and course learnings are important
- Learnings from Agile coaching
- For me and also for the people (ART) the biggest challenge was the "letting go" of command and control and the transition to self-organisation

STILL HELPFUL

- All – knowledge and methods of the "old" role are still important, they supplement the "new" role
- Also, the mindset in the company has not turned completely - that is, I still need this knowledge for individual stakeholders

NO MORE HELPFUL

- No more extensive formalized project reporting
- Command and control only in exceptional cases, but may rarely be necessary



Reality: Conclusion

Project Manager becoming an RTE.

WHAT DID CHANGE?

- Much and little – we still live the classic and Agile role
- RTE is also IT Project Manager
- PM is also Business Project Manager

REDUNDENCIES? REDUNDENCIES?

- Hardly - we were able to decouple sub-processes, so they are either Agile or still classic (release management)

WHAT DO YOU MISS?

- The hours-long walkthrough meetings on all mandatory documents!!!!
- Just kidding, next question please 😊

WHAT DO YOU WANT TO KEEP?

- Power and commitment of the teams
- The motivation is contagious

*Digitization requires new forms of organization and places **UNIQUE HUMAN CAPABILITIES** at the heart of challenges to be mastered.*

It seems paradoxical, but the more digital we become, the more we have to emphasize and foster our unique human qualities.



Questions?

