

# Insights from the Manage Agile 2016 in Berlin – Day 1

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 [ontheagilepath.net/2016/11/insights-from-the-manage-agile-2016-in-berlin-day-1.html](http://ontheagilepath.net/2016/11/insights-from-the-manage-agile-2016-in-berlin-day-1.html)

By Sebastian Radics

Today I joined my first manage agile conference in Berlin and would like to share with you some (sketch)notes (I saw so many great sketchnotes today that I would not like to use that naming for my scribbles) and insights from day 1.

Please check for much more updates on Twitter #manageagile.

[our session about dynamic team setups](#)

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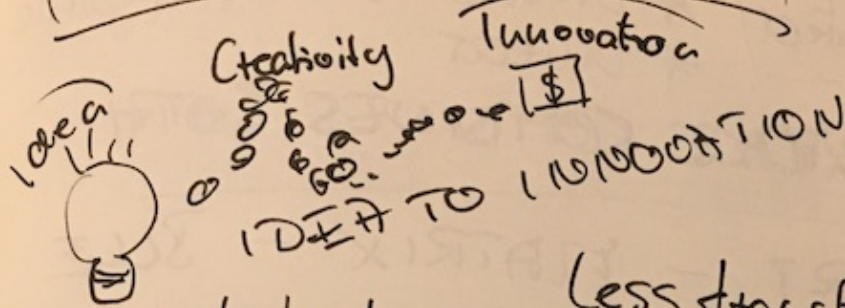
## #1 Keynote and start with Niels Pflaeging

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A powerful and provoking start with Niels Pflaeging about complexitools. I took some notes and please also consider my previously written short summaries on his great books (a must read)

@ Wiels Pflaeging ~~KOMPETENZMODELLE~~

STAGE ORGANISATION! / ? WIE

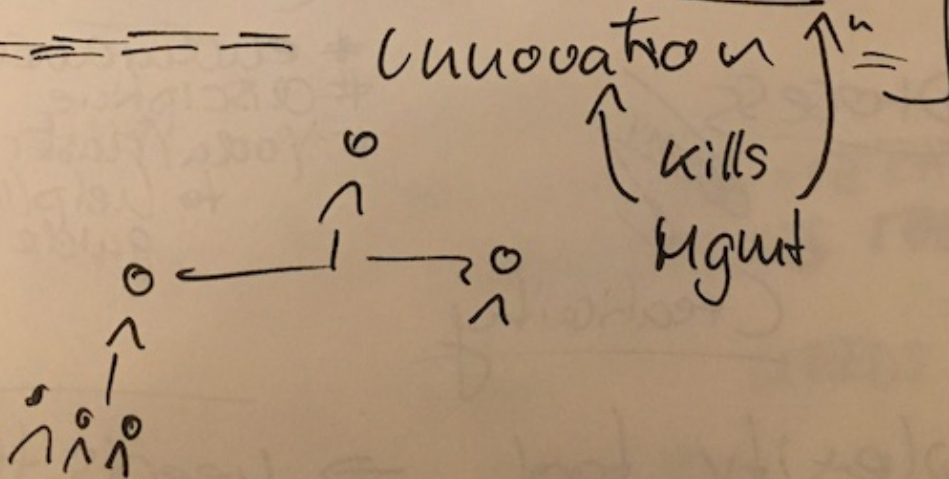


- just potential
- many & often

Less transformation  
to innovation  
⇒ CREATIVITY

Social process : needs : groups

"We are masters in 'killing'."



COMPLEXITY [IST]

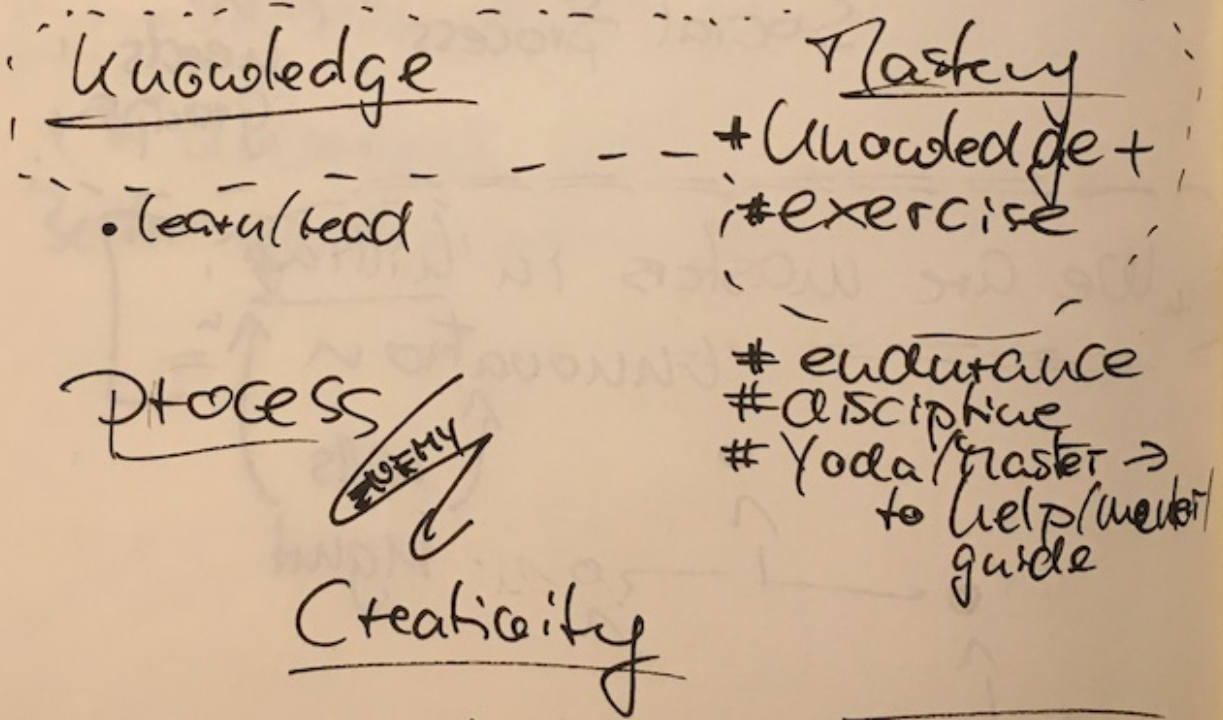
neither good or bad

Complexity (RED)  
 +  
(Complicated) (BLUE)  
**WORKPLACE COMBINES BOTH**

- \* Surprises
- \* unpredictable
- \* non linearity
- \* predictable & repeatable
- \* linear

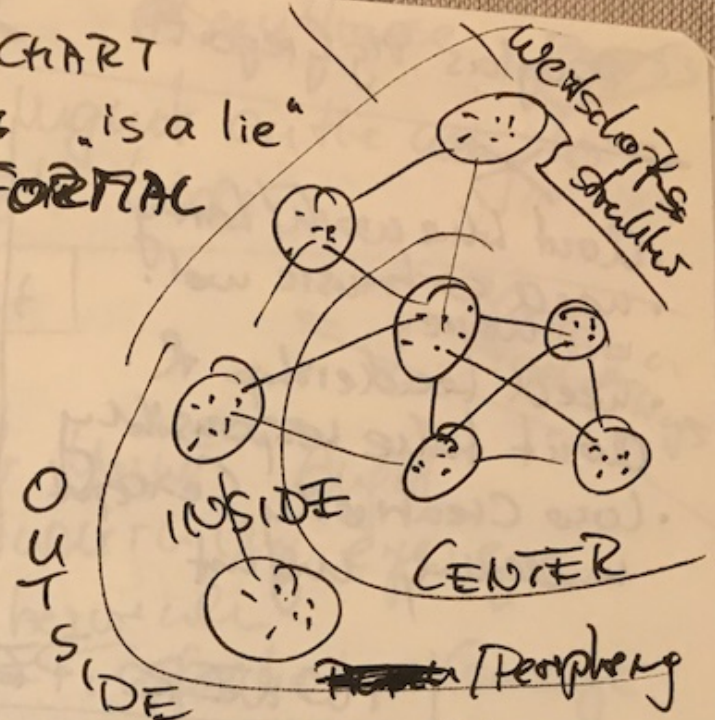
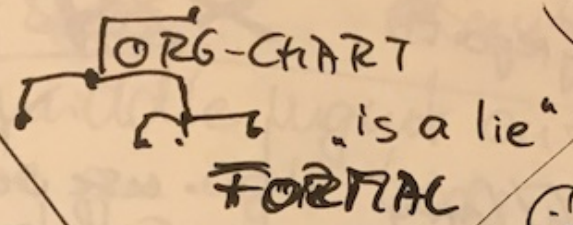
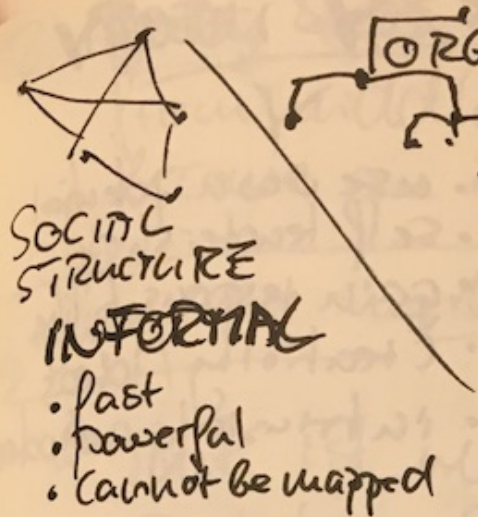
ORG-CHART - MATRIX - BLUE

Project work = Complex  
 Project mgmt = Complicated



Complexity tool ⇒ needs the human with ideas





Periphery

- needs to have the power
- gets clever/smart

- no up/down
- combined thinking & doing

Center

- shall not create it

REF! ~~DI~~ TOYOTA

CURRENTLY OTTU  
 → DOMINATING HIERARCHY  
CHANGE TO → DOMINATING MASTERY

NOW STARTUPS > 20... NEEDS

- SOCIAL DENSITY
- INTERACTIVE / COMMUNICATION



Douglas McGregor

~~X~~ / ~~Y~~ THEORY

- don't like work/hobby
- need extrinsic mot!  
money
- need leadership &  
don't take responsibility
- low Creativity (except  
under very urgent)

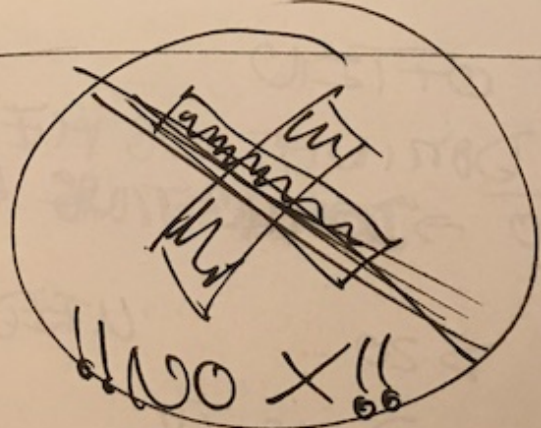
- use own potential
- self leadership
- gain responsibility
- Creativity/ideas
- intrinsically motivated

OWNER PERCEPTION  
| DON'T MATCH |  
OUTER PERCEPTION

HUMAN ⇒ HIGHLY ADAPTIVE  
TO ENVIRONMENT

⇒ idiotic ⇒ idiotic behavior

many fools!  
• X-Tools  
...



Weeds  
Behavior

LET'S TRANSFORM ORGANIZATION

COMPLEX TOOLS

## **#2 Baby steps – from middle management on the way to become and agile leader**

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by Sven Krause

example team lead election and changing performance appraisals (see some sketchnotes)

Major learnings for (servant) leadership:

- learn and invest in dialog and coaching
- goal transparency fosters collaboration and use goal presentation slots for progress updates
- be available – presence



# Baby Steps

#Soen Utause

Page 53

from middle light on the way to become an agile leader

Time to market

• Blockchain  
• Internet of Things

„Mut ist mit Uwe Angst

Zu haben Souverän die eigene

Angst zu überwinden.

Mut - Angst - Apperhet - Courage

↳ see the danger, F2F & do it facing your fear

Teamlead

- home
- team meetings
- social events

- teacher
- educator
- coach

- teaching
- lead.

ASU FOR INTEREST

#immediate feedback in recruiting sessions

completely different skills among candidates

TRY ① SHORT LIST ...

② Group discussion - Mgr. decides  
→ (Participation)

③ team decision & veto (3 Consult)  
→ still steer it

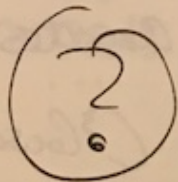
④ „Loslassen“ | Let them decide

# Supportive Leadership for election

- \* clear communication - topic areas
- \* rules for pitches
- \* discussion in team without potential leads
- \* team rules - election week
- result huge support for the elected person

## Case #2 Performance Mgmt.

- Goals, education plan, development plan
- Behavior & employee feedback for the manager
- Form to fill for HR
- no bonus but success participation
- ~~man~~ performance mgmt busy time during the year



- Motivating goals
- purpose
- tenure perks
- self defined goals



⇒ Own goal definition  
↳ Local, own optimization  
• ego goals

# What are goals ... education?  
# How will we use it? Coaching  
Data

R - Questions  
SICOME → Strengths  
E → next steps  
M → how to remove hurdles

QUESTION SHEET

oo → need support  
n with experience

SIRUA NOT LEADER

# DIALOG - COACHING

# Goal transparency in Collaboration  
(not for purely, critical personal goals)

# Flexible Agenda for goal progress  
updates (Voting for presentations)

# Open office Friday 1/2 be available

② Gemba regularly (!consulting  
business)

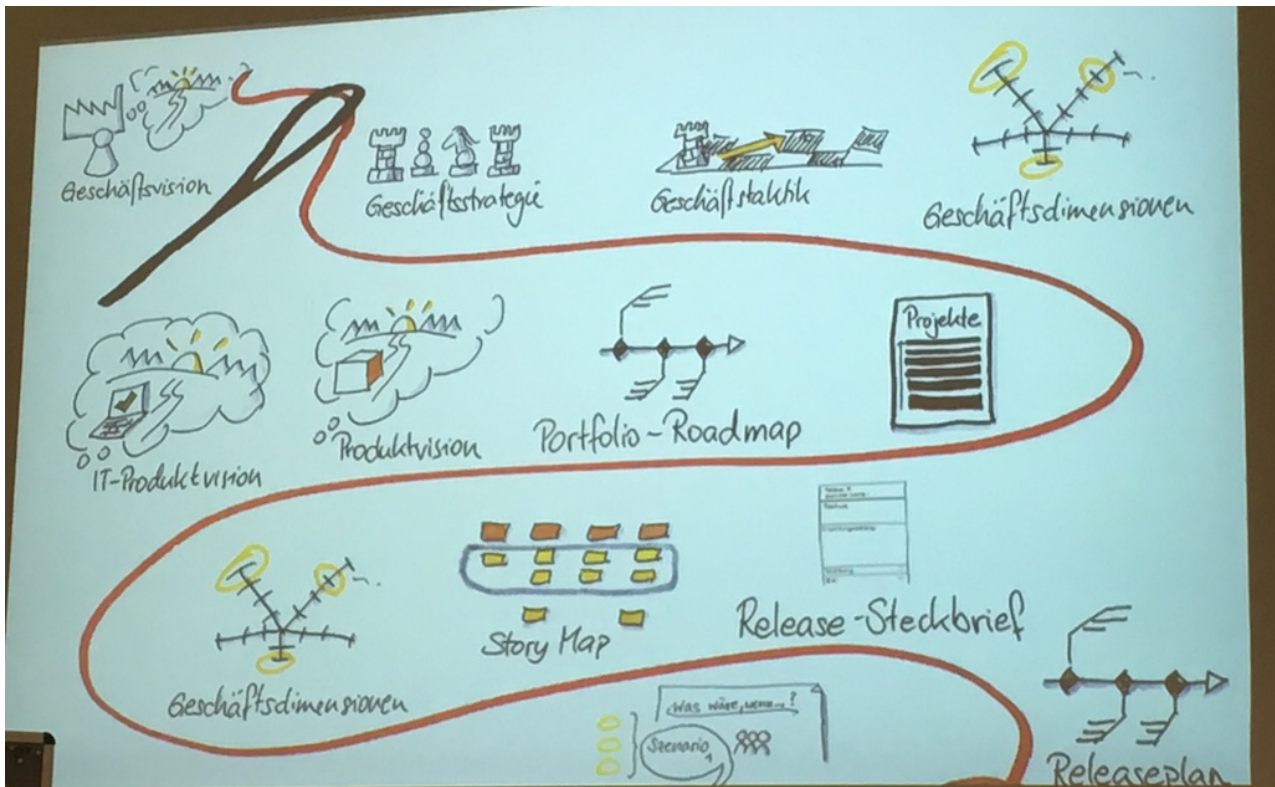
⇒ Change fast & completely  
is unlikely to work well

Matches for me in a wide range with 7 core competencies of new leadership:

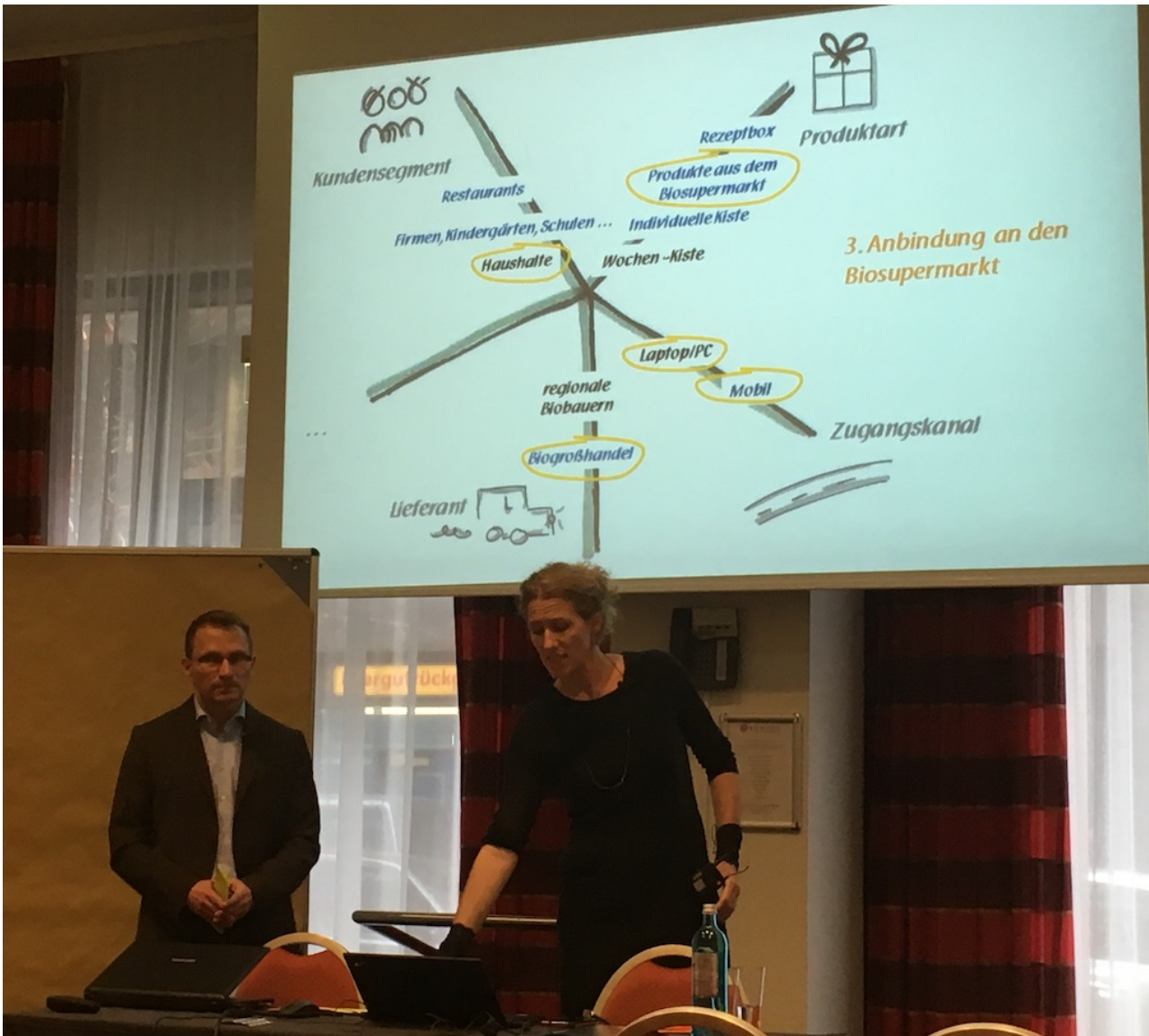
7 core competencies of new leadership ... leading with new authority.

### #3 The small 1x1 of agile project management

by Andrea Grass and Dr. Michael Hofmann







# #3 Das Unerwartete des agilen Projektmanagements

Andrea Grass & Dr. Michael Hofmann  
GOSE

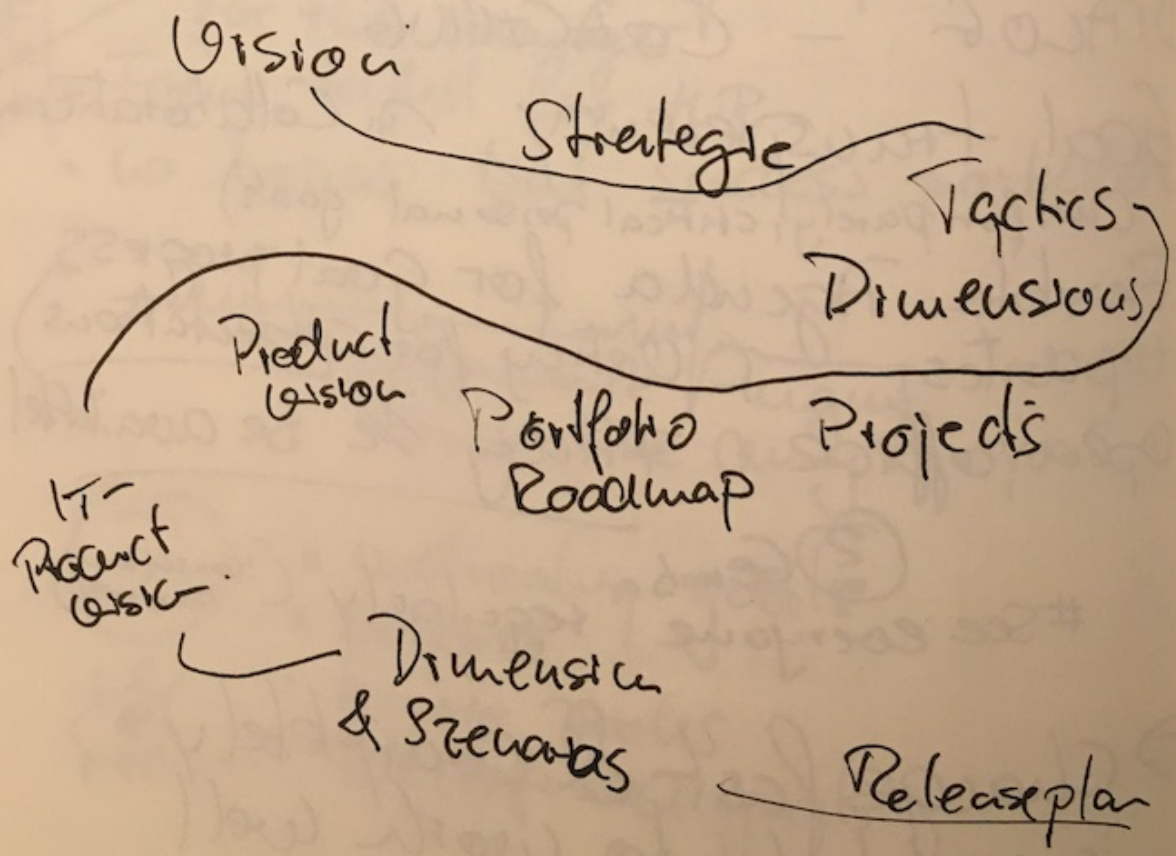
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Release-Planning vs. Agility

"take the worst looking web present-  
because they seem to be good at  
something else"

Strategy → an operational vision  
describing intermediate goals

Tactics → new segments  
→ new business

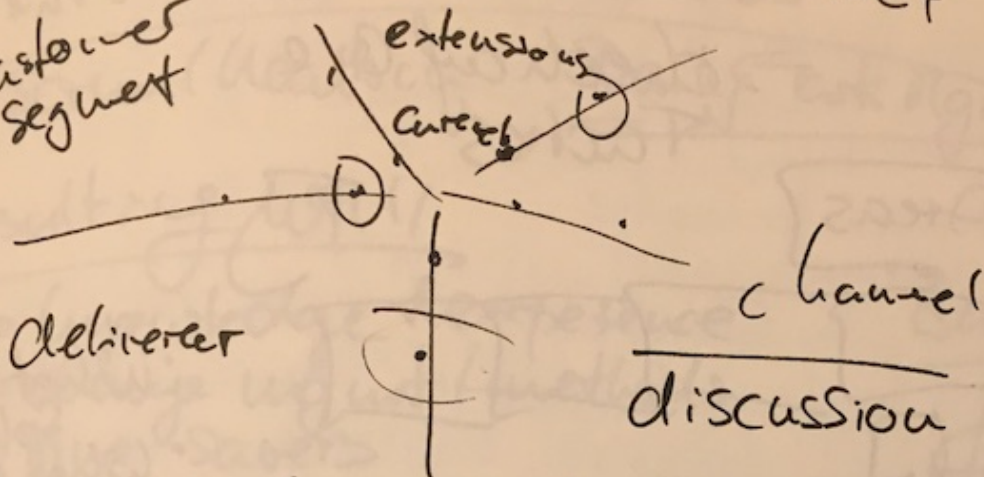




Dimensions

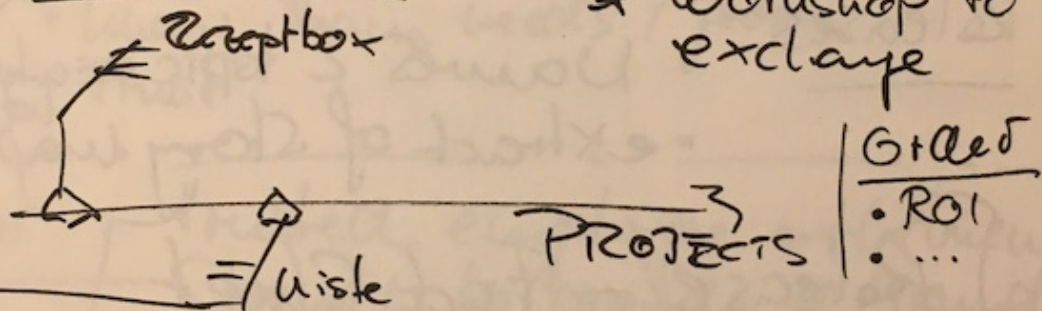
Customer segment

Product



→ pick a product and check how it is combined with other elements

→ Roadmap



Product vision

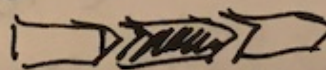
• describes the use case

↳ IT-Productvision

Dimensional Scenarios

• check the process chain

What is effected

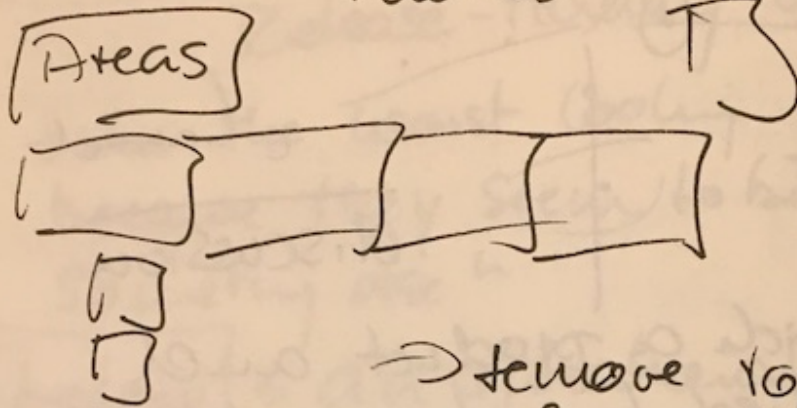


for quick wins & make it smaller & faster deliverable

Scenarios What happens if...

# Story Map // Persona

→ check out the  
Tactics



- What to solve
- What is needed.

→ remove topics  
& uncluster  
→ exchange with manual  
work & workarounds

## Releases

- Names & topic oriented & (not technical)
- extract of story map

## Release - Fact Sheet

- Name
- Features  Scenarios to introduce
- Estimations (ideal days)

↓ post estimations worst/middle/best  
US wr of features



## #4 Introduce Kanban (without consultants)

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by Marco Mathews – interesting insights on learnings when introducing Kanban and on the way becoming an agile expert. Please check the interesting do's and don'ts in the sketchnotes.

#4 Introduce #Kanban in administrative teams @Marco Mathews

Scrum/Kanban      Daily task mgmt

Consulting with

- Knowledge & experience
- change mgmt / methods
- true savers
- continuous improvement

But

# his  
coe

1 INTRINSIC MOTIVATION

to try  
on your  
own

- Company knowledge
- knows team needs / people
- trust

leader : trusted employee with (mental strength to provide a (grand-  
" (daily) direction to surround employees "

YES WE NEED THEM TO  
ENABLE & START

We need the people & time saving was not that important



## Do's

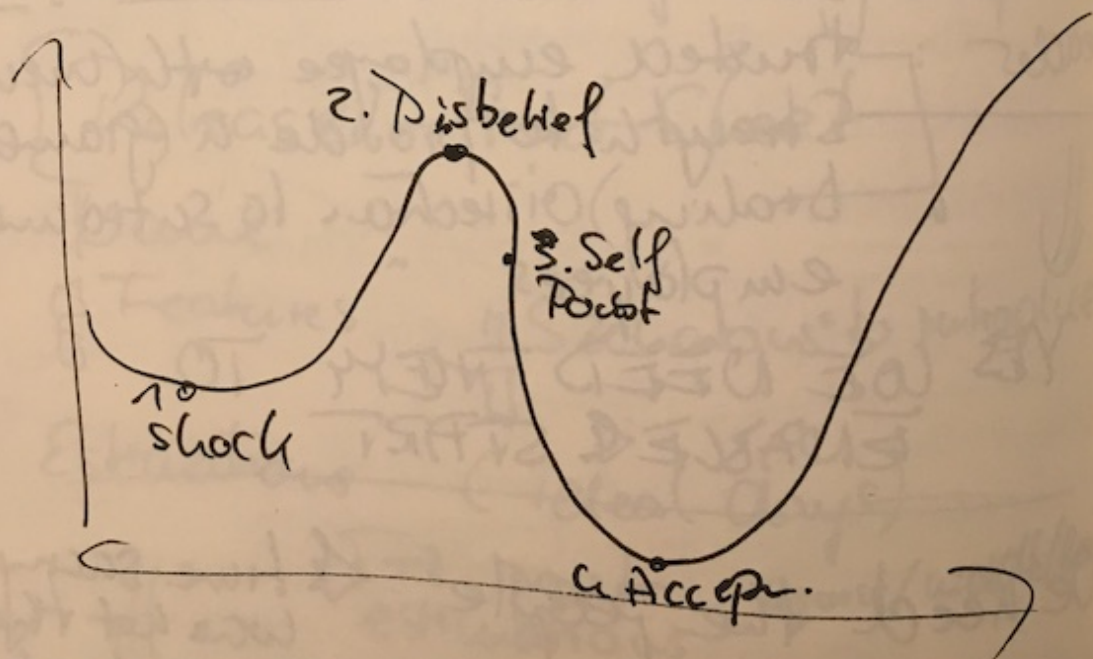
- Team work of WHY
- Seven phases of a change (Stretch)
- Freedom to make decisions
- minimum standards
- tips from team & lead
- take your time

## Don'ts

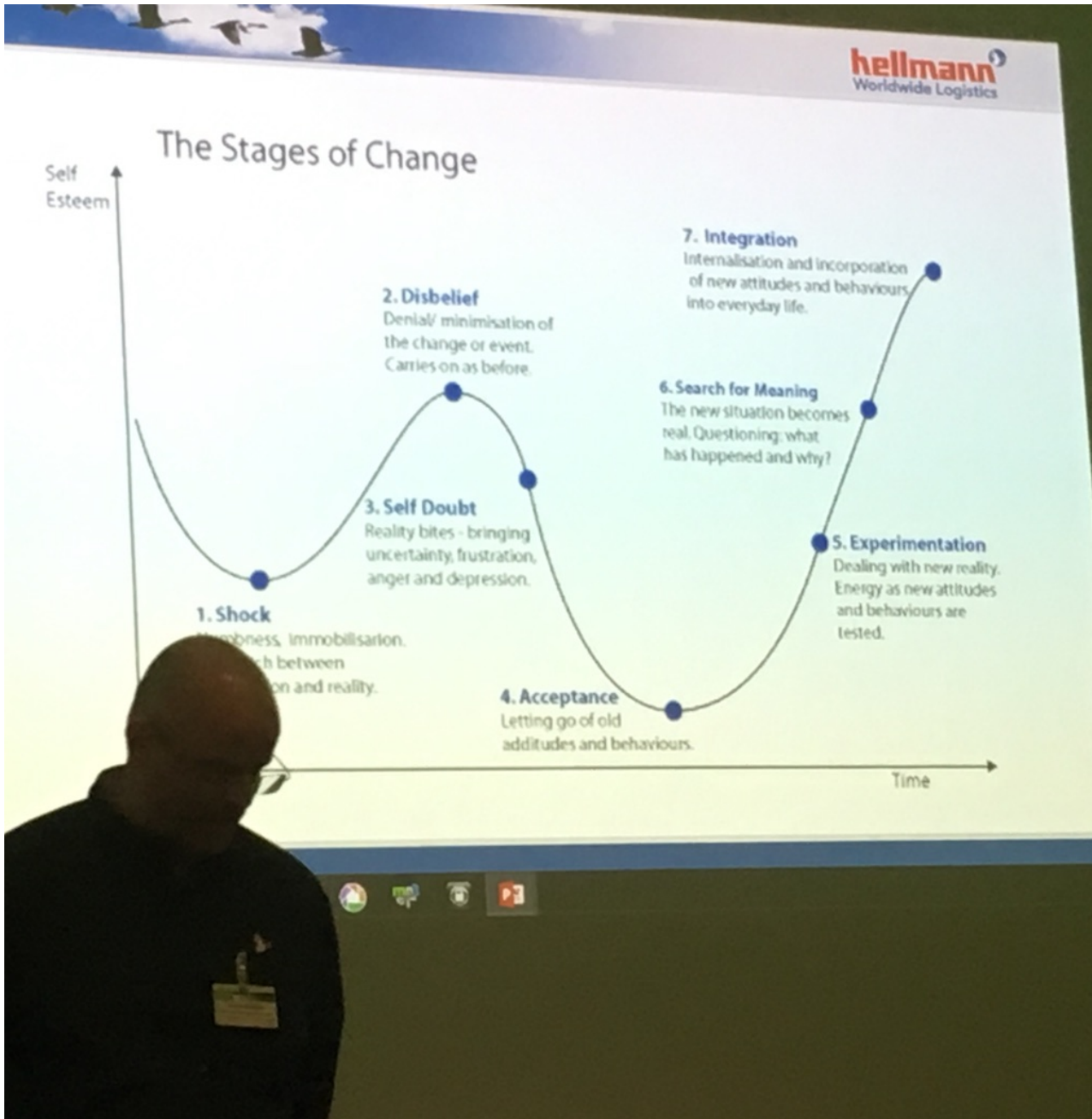
- flimsy lead support
- It's a team try on
- no behavior rules
- standard template
- many fancy tips
- pass it on - come on just do it

## [gamification]

\* what is in it for me



Used 5 days consultancy in  
Joachim Pfeffer - (individual)



## #5 Agile in projects – or how I started to try to save the world

by Matthias Mohme.

Interesting pitch to focus on individual needs instead of relying on values. It was for me a ping to elaborate more on the need for values.



Agil im Projekt - oder wie ich  
auszog die Welt zu retten

Plattias  
Grolme

#wirklich Crossfunktionale Teams  
#remove barriers → enable Creativity

Can one introduce agility?

# but one can watch it  
culture

Plan → Plan better → Planless

Everyone has a plan, until they get  
punched in the face

☹️ BLAME THE CULTURE ??

introduce values

Respect cultural identities

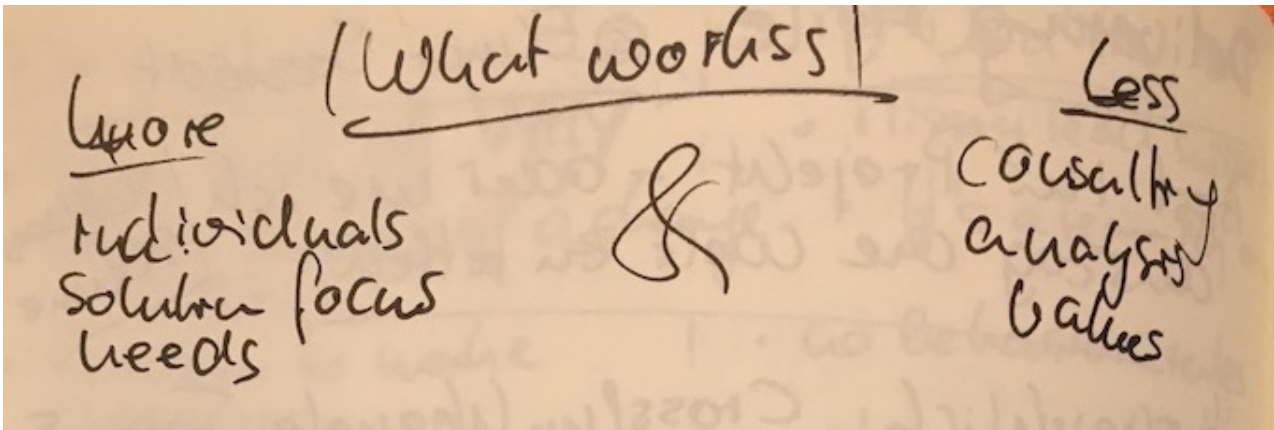
What are values? (needs + environment)

e.B. Reich  
• reich

• they develop, they change

Woran merket Du ?  
Wie wichtig ist Dir ?  
Was steht da oben ?  
Woran merken es andere ?

Check it



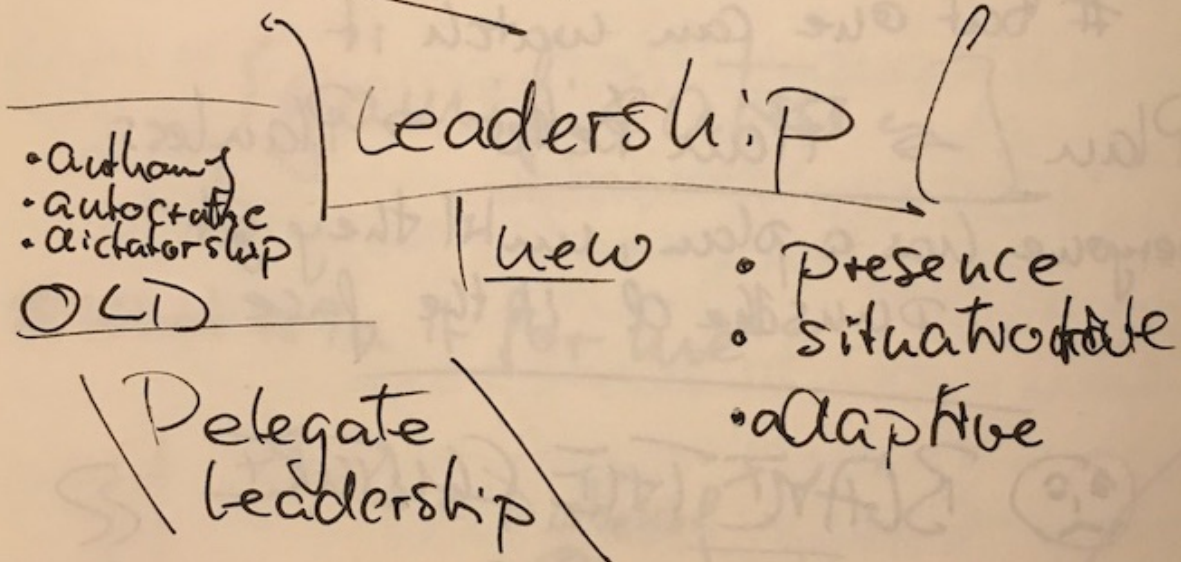
## #6 Leading without announced leads – a report from the field

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by Steffen Jacob



Leading without announced  
Leads - a report from  
the machine  
@Steffen Jakob



Challenge:

Growth • without new  
leadility

- Personal dev → behavior, instead  
of technology
- openness
- more self organization, freedom  
own responsibility

(How?)  
Scrum

- Via Sprints (4 weeks)
- Self organizing

goals

- scalability
- empowerment
- performance

① Where can we delegate (include expectations on leadership & tasks)

② What can we remove

• Project Pitch, people nominate on the project  
 → more responsibility & freedom

• decision by stakeholders & lead

• team recruiting + training (coach for recruiting)  
 ↳ consensus based decision  
 recruiting team | 5 people

no formal processes for holiday, time off

⇒ Motivation

⇒ Energy

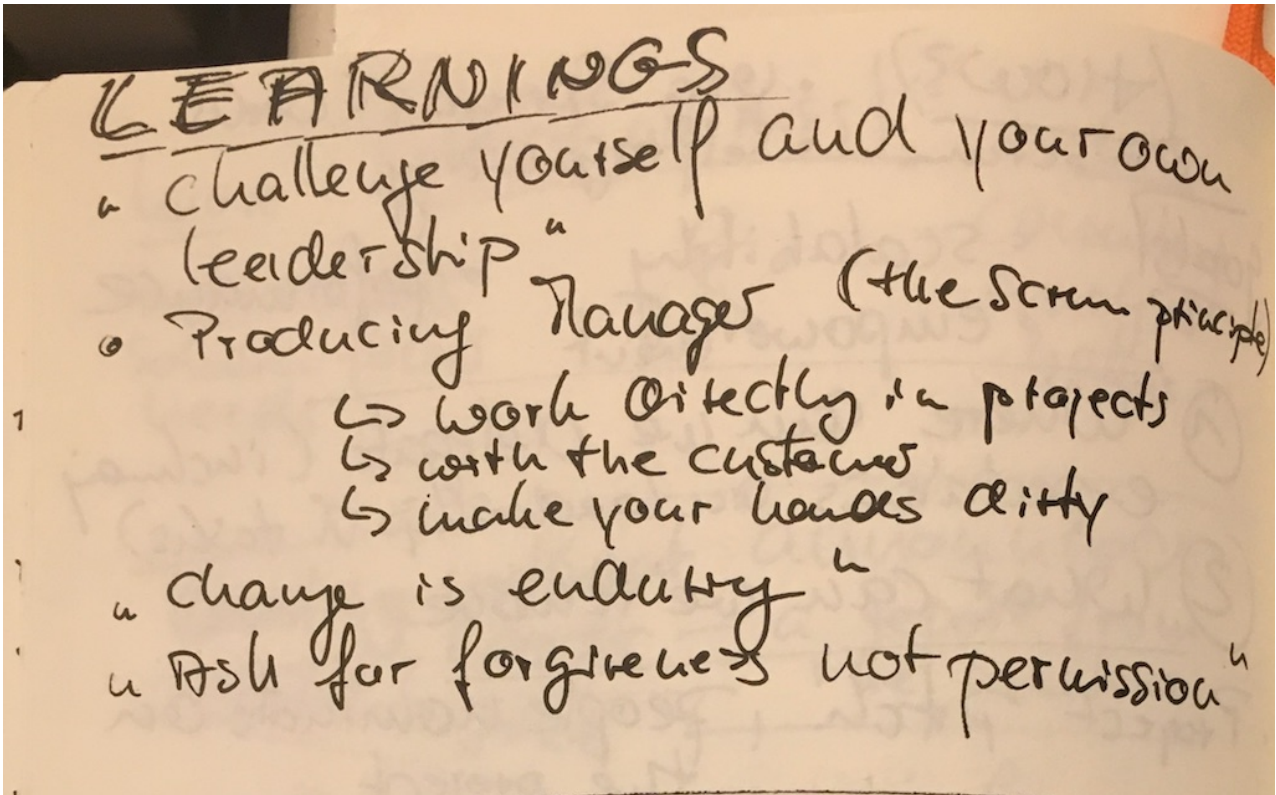
⇒ Better results

Spread  
 between influencers  
 and followers

mindset  
 ☺

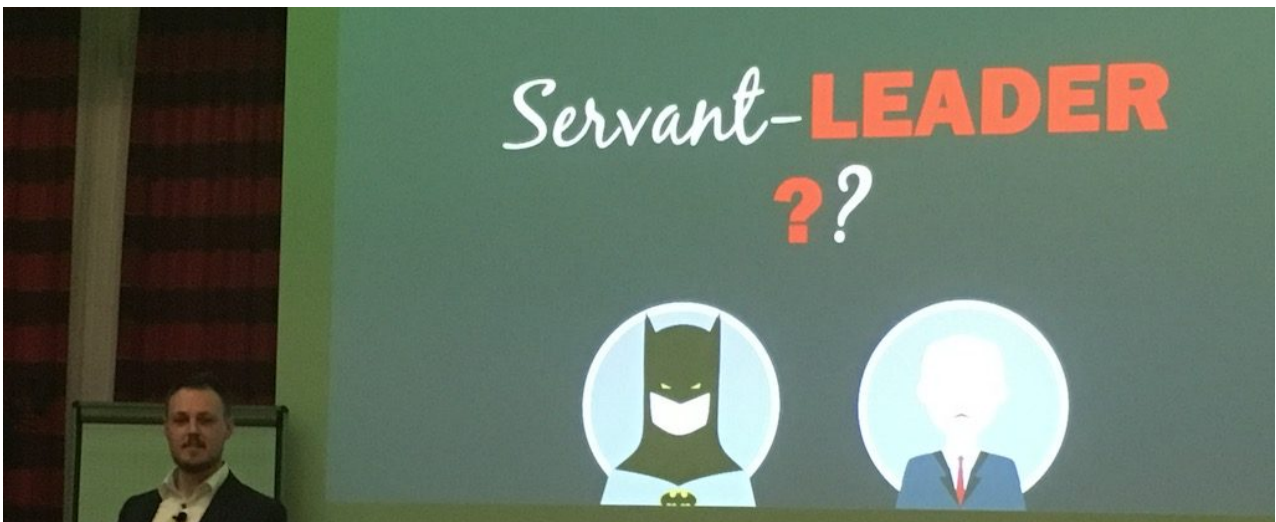
The way is the goal





## #7 1001 traps – corporate ScrumMaster antipatterns

A nice presentation by Timothee Bourgnignon and his world of superheros the ScrumMaster combines and ways to prevent killing the team with just always using the super powers.



1001 traps ~~of~~ Corporate  
Schumann's Antipatterns

111udhee Bourguignon

? Servant leader?

People

- Experience
- Methods
- Behavior

SDI - more people  
• inspire to be  
more than just the  
sum of parts

5 Agile Super heroes

MICROMAN

Fear that group  
cannot handle  
it alone

• micro managers  
• be everywhere everywhere  
Fear of letting go

|| Adds external control & removes  
responsibility | + can do a lot in parallel



## Impact: YOK

- Pills & medications
- Team warring
- absorbs all problems

! Mentalist  
Steven Wolke

dependencies can sometimes be helpful  
but work on it | team has to solve

Organizational / System  
→ Can solve everything (but no one else knows how)

## CC SAR

- needs to know everything
- Over-analyze (Communication / Coordination has projects in difficult situation)
- ⊖ bottleneck (queuing)  
    ↗ Commun. platform  
⇒ Can get too heavy
- Centralizes communication

## Whisus AVOIDUS

\* Scrum notes

- Ongoing mediation of conflicts
- Cool down
- there must be open conflicts
- ⇒ often too fast cool down of conflicts
- ⇒ ensure professional handling / facilitation (does not need it)

- Can get away from context but they continue

## Zero Risk

\* no risk taking

- avoid any pain
- know every project context

→ but the stakes are really important  
 → they must hit walls & tearings & be fast afterwards  
 (faster and a little more secure)

Super Powers Combined in Everyone

Find balance between using the superpowers & avoid using it  
take care!!



Vielen Dank

@timothee  
 timbourguignon.fr  
 devjourney.info  
 mathema.de  
 speakerdeck.com/timothee



## **#7 Keynote highlight – about one who set forth to learn how to fail**

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Udo Wiegaertner created for me the highlight of the day and gave an inspiring in for me personally one of the best presentations I ever attended. Provoking, fun, brilliant slides and a play on stage. THX Udo – it made my day!

### Slides

Just some notes – but by far not matching all the highlight and to be honest I just listened and enjoyed ...

① Ungewöhnlichkeit + Freundschaften  
 von neuen der Ausgang der Situation  
 zu lernen

- ① realize it
- ② see the problem
- ③ experiment

① when did I fail???

Fucks up session

- time
- phase
- feeling

- gave up
- subjective, objective

→ Niederlage & Scheitern Unterschied  
 → spielstand werte → Fiasko

Loss reflects score → Abwesenheit von Erfolg

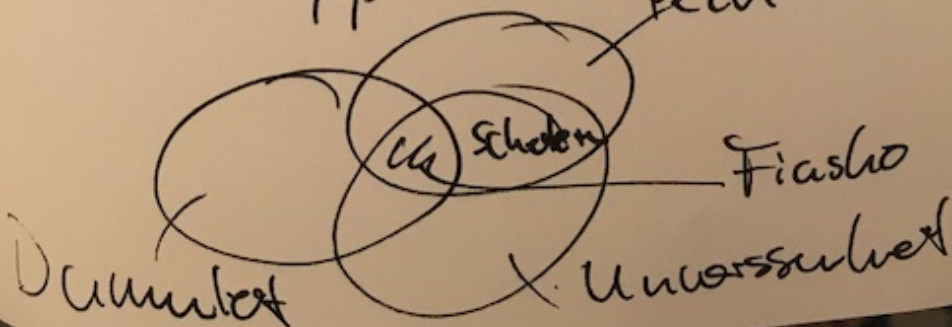
Blocker

in einer Welt  
 keinen Schmerz

Katastrophe Episeem Ausmaßes

embrace your failure

② What happens Pech





FAVE Falsafe Armageddon  
Validating Environment

Schönerer Projekte

→ solange erfolgreich, bis  
jemand nachschaut

[Spieleitisch angehen, um  
das Scheitern zu akzeptieren.

| Grenzen decken - wessen  
Ausprüch  
Cegw, Anke

| Draufleben

| Ausprobieren (Umproben)

Nach reifer we ein Design Thilke  
Champions befrage des Scheiterns

Personal Pivotry → Ach so